



SHAPING A
STRONGER
FUTURE



CITY OF JOONDALUP
ANNUAL REPORT 2020/21

Alternative Formats

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

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 of Joondalup Access and Inclusion Officer on **(08) 9400 4226**.

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 beampte 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 beampte 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

नविं दिन कएि जाने पर यह दस्तावेज वैकल्पिकि स्वरूपो और भाषाओ मे उपलब्ध है। आप info@joondalup.wa.gov.au पर ईमेल भेजकर या सट्टि के सुगमता और समावेशन अधिकारी (Access and Inclusion Officer) को **(08) 9400 4226** पर कॉल करके नविं दिन कर सकते/सकती है।

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

यदि आपको सुनाई नहीं देता है या आपकी सुनने या बोलने की क्षमता बाधति है, तो राष्ट्रीय रलि सेवा (National Relay Service) के माध्यम से सट्टि के साथ संपर्क करे।

Urdu

رواں ووتروص ل دابتم زیواتسد ہی رب ے نرک تس اوخرد پآ ے ہی تکس اج ی ک ای ہم یں وون ابز ای ے ک رک لی می ی ا رب info@joondalup.wa.gov.au City's Access and Inclusion Officer (وگول ے ک رهش) وک (ر س ف ا ل ے او ے ن ان ب ن کم م ت ی ل و م ش روا ی ی اس ر ی ک رک تس اوخرد ہی ے ک رک نو ف رب **(08) 9400 4226** ے ت کس -

ے نرک تاب یں م نابزی نپا هتاس ے رامه وک پآ رگا ڈنی ا گنٹی ل س ن ا رٹ رب 13 14 50 پآ وت وه ترورض ی ک ههک ے س ن ا ے ک رک هطبار ے س س ورس گنٹی ر پ رٹ ن ا رب **(08) 9400 4226** هو هک یں ے ت کس ے س City of Joondalup Access and Inclusion Officer یں اورک تاب ی ک پآ ی ی ای وگ ای ت عامس وک پآ ای ے ت کس یں ن س پآ رگا ے ع رذ ے ک س ورس ے ل ر ل ن ش ی ن وت ے ه ص ق ن ا ک یں رک هطبار ے س ی ٹس

Mandarin (Simplified Chinese)

有其他格式及语言版本备案。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。

如果您是聋哑人或有听力或语言障碍，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.

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.





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Slender Banksia





WELCOME TO THE CITY OF JOONDALUP 2020/21 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.”



Red-tailed Black-Cockatoo
Credit Bill Betts





THEME OF THE 2020/21 ANNUAL REPORT

The theme of this year's annual report, ***Shaping a Stronger Future***, acknowledges the achievements made during the last year in response to the challenges presented by COVID-19 and other emerging issues and trends which have had an impact on City operations and the Joondalup community.

Issues and trends responded to in 2020/21 have included:

- rapidly changing technology
- changes to the way we work and engage with the community
- increasing risk of cyber security
- greater governance and reporting accountabilities
- the need for organisational financial sustainability and cost effectiveness while meeting the challenge of stimulating the local economy
- enhancing the local economy and jobs through attracting investment and supporting local businesses
- provisions to better control the impact of development on the urban environment
- improving and protecting the natural environment
- providing services to enhance community wellbeing, encourage community participation and community resilience.

The theme of ***Shaping a Stronger Future*** recognises that there is a new normal and the City needs to continue to strengthen its services and activities to provide ongoing support for the community whilst remaining flexible in a changing environment.

During 2020/21 the City commenced development of the new *Strategic Community Plan*. Community members and City stakeholders were invited to participate in the Shaping

Skate/BMX/Scooter Competition



Your Local Community initiative and provide feedback on what they currently value, the key challenges and opportunities for the City and their vision for the future. The outcomes of the consultation will be used to inform the development of the new *Strategic Community Plan* being undertaken in 2021/22.

More information on the way the City responded to the challenges of COVID-19 during 2020/21 is outlined on pages 38-41, and actions to address issues and trends are included throughout this Annual Report.

Music in the Park





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 14 to 57);
- An overview of the Council and the organisation (Pages 58 to 103);
- Reports against the activities within each key theme of the *Strategic Community Plan: Joondalup 2022* (Pages 104 to 244); and
- 2020/21 Financial Indicators and Audited Financial Statements (Pages 245 onwards).

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.

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 Initiatives Standard Disclosures within this Annual Report.

Acknowledgements

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

Hillarys Boat Harbour





OVERVIEW

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 over 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. Joondalup is transitioning from an economy supported by population growth to one driven by business investment and innovation.

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 Prime West Building, the Quest Apartment Hotel and the recent construction of the 16-storey Arthouse Apartments, all in the centre of the city.

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



Firewood Banksia

With over 350 parks and reserves, the City provides key sporting and recreational facilities for its diverse community.

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.

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.



Lakeside Joondalup
Shopping City

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.

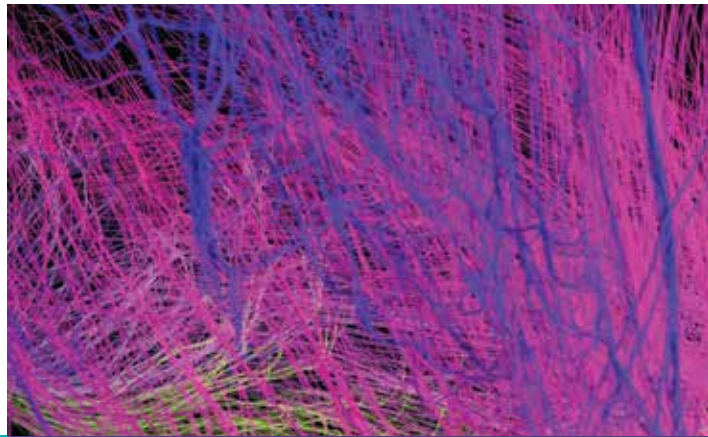


Arthouse Apartments, Joondalup



Our Strategic Community Plan Joondalup 2022

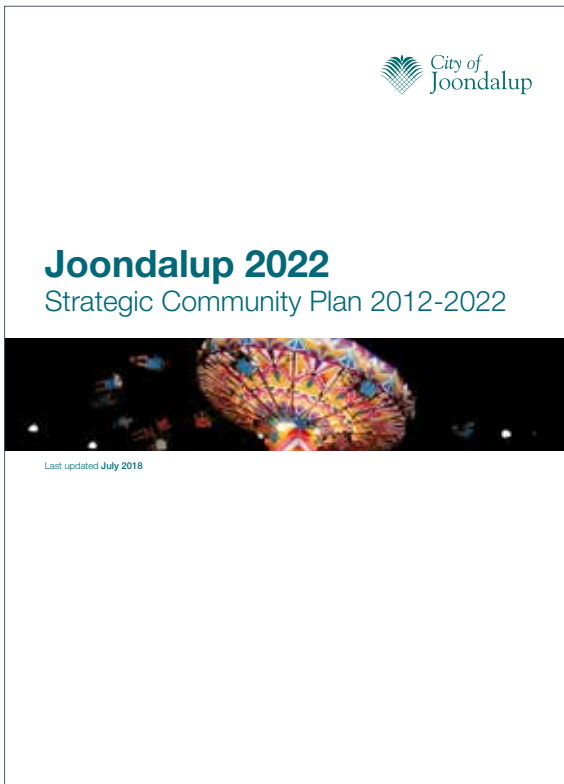
The City's *Strategic Community Plan: Joondalup 2022* is the City's overarching guide for the future that outlines and drives the vision for Joondalup. It highlights the City's commitment to achieving the vision and aspirations of its community as Joondalup continues to grow and develop.



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





Luminight

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

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


The outcomes feed back into our planning



Our Services

Local Government in Western Australia is established under the *Local Government Act 1995* and is the third sphere of government. Local government is responsible for 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 • Communications and Stakeholder Relations • Customer Service • Information Technology • Organisational Development • Policy, Planning and Research

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 • Edgewater Quarry Master Plan • Heathridge Park Master Plan • Land Optimisation • Economic Development <ul style="list-style-type: none"> • Economic Development Strategy Delivery • Local Business Support • Destination Positioning and Investment Attraction

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

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

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

* Became a leased facility from January 2021.





CITY PROFILE



Mullaloo Beach



Western
Australia

Perth

Perth

Swan
River

City Profile – Environment and Infrastructure



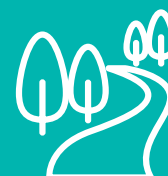
159

Buildings



927km

Paths



100

Natural areas



238

Play spaces



1,060km

Roads



356

Parks and open spaces

The City has at least 30 fauna species of conservation significance, one endangered and six priority flora species.

There are two Commonwealth protected threatened ecological communities occurring within the City.

Red-tailed Black-Cockatoo
Credit Bill Betts



City Profile – Economy

Gross
Regional Product

\$6.82

Billion
NIEIR* 2020



4%



Unemployment Rate

ABS Labour Force Survey
June 2020



12,594

Local Businesses
ABS 2020

Mode of travel to work

1.9%



10.5%

4.5%

Work at home



69.9%

2016 ABS Census

Top three Industries by Employment



8,266

Retail trade



8,166

Education and
training



9,788

Health Care and
Social Assistance

NIEIR* 2020

Resident Labour Force

78,975

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

51.4%

Percentage of workers
in the City who are
residents

46,031

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

23,673

Number of people who
live and work in the City

2016 ABS Census

Primewest DWER, Joondalup City Centre



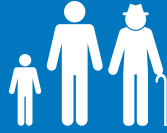
City Profile – Community



Population 2019

160,718

ABS 2020



Median Age

40

2016 ABS Census



Rateable Properties

62,913

City of Joondalup

Average Household Size

2.69

2016 ABS Census



\$1,957

Median Weekly Household Income



Housing Tenure

46%

Mortgaged

35%

Owned

17%

Rented

2016 ABS Census

Country of Origin



58%

Australia

18%

United Kingdom



4%

South Africa

3%

New Zealand



2016 ABS Census



4

Libraries



1

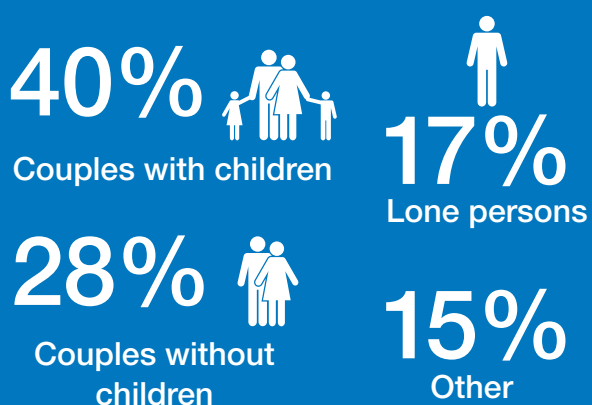
Leisure Centre*

*The City's second leisure centre became a leased facility in January 2021



Music in the Park

Dominant Household Types



2016 ABS Census



City of Joondalup's sister city is
Jinan, China

Education Institutions



Language Spoken at Home
English Only

2016 ABS Census

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 • Fact 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
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

Major stakeholder groups	Ways the City engages	Importance of relationship
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 100 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 117 for more information about how the City consulted and engaged with stakeholders in 2020/21.

Calendar of Community Events 2020/21

The following outlines the Calendar of Community Events planned during the year. Some events were delivered online or in alternative formats or were cancelled due to periods of COVID-19 restrictions.

JULY 2020

- Sunday Serenades*

AUGUST 2020

- Sunday Serenades*
- Homelessness Week
- Youth Forum*

SEPTEMBER 2020

- Sunday Serenades*
- Community Art Exhibition (rescheduled from June 2020 due to COVID)

OCTOBER 2020

- Sunday Serenades
- Little Feet Festival
- Invitation Art Prize
- Children's Book Week

NOVEMBER 2020

- NAIDOC Celebrations (rescheduled from July 2020 due to COVID)
- Sunday Serenades
- Remembrance Day Service

DECEMBER 2020

- Sunday Serenades
- Thank-a-Volunteer Day
- International Day of People with a Disability

Phil Walleystack, NAIDOC Sunday Serenades



Valentine's Concert



ANZAC Day Reflection Service





Little Feet Festival

JANUARY 2021

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

FEBRUARY 2021

- Two Skate/BMX/Scooter Competitions

MARCH 2021

- Valentine's Concert (rescheduled from February 2021 due to COVID)*
- Music in the Park Concert Two
- Luminight delivered instead of Joondalup Festival*
- Business Forum
- Two Skate/BMX/Scooter Competitions
- Clean Up Australia Day

APRIL 2021

- Defeat the Beat – Youth Event
- National Youth Week

MAY 2021

- National Volunteer Week
- Library and Information Week
- Anzac Day Reflection Service
- Business Forum

JUNE 2021

- Community Art Exhibition
- Business Forum
- Seniors Lifestyle Expo

*Delivery affected by COVID-19 restrictions



Luminight



Business Forum



Skate/BMX/Scooter Competition



Mayor's Message

On behalf of the Joondalup Council, I present the City's Annual Report for 2020/21 – *Shaping a Stronger Future.*

Following on from last year's Annual Report theme of *Emerge Stronger*, the major initiative designed to meet the challenges of COVID-19 and to build a more resilient future for Joondalup, this year's theme *Shaping a Stronger Future* recognises that COVID-19 is bringing a new "normal", and the City is aiming at building resilience into our services and activities to provide ongoing support to the community.

Response to COVID-19

I am tremendously proud of the way the City, the community, its businesses and other stakeholders worked together to emerge stronger from the challenges of COVID-19 which we are learning to live with.

I have seen a new resilience in our City and our people. We have kept sight of what is important and found a way to carry through.

The City's *Emerge Stronger* campaign has connected community members with providers that can help at this challenging time with volunteering opportunities and digital and business support services.

I applaud the innovation and agility of City staff to find safe, alternative ways to continue to deliver City services to the community in a difficult time, and to forge and enable connections and relationships between people in circumstances which kept us physically apart.

2020/2021 Budget

The City prepared a budget for 2020/21 with a 5.2% rates reduction to assist residents and businesses affected by the pandemic.

The budget included \$5 million of City funding for accelerated Capital Works Projects to stimulate the local economy and combat the economic impact of COVID-19, as well as a further \$250,000 of City funding for accelerated building maintenance works.

The City also negotiated \$45,000 in rent relief to affected lessees, and to assist ratepayers, the City did not apply late payment interest to instalment plans for rates.

Farewell Garry Hunt, Welcome James Pearson

After almost 16 years leading the City of Joondalup, and a career based on integrity, excellence, and experience, we farewelled our Chief Executive Officer, Garry Hunt, in December 2020.

Garry left a lasting legacy at a City that is now recognised as a benchmark for local government in Australia.

As the impact of the COVID-19 pandemic grew in early-2020, Garry provided the steady hand required as he led the administration in facing the enormous challenge head on, continuing to meet the expectations of our local community to deliver the highest quality infrastructure, facilities, services and programs.

The City's new CEO, James Pearson, commenced in March 2021, coming to us from the Canberra-based Australian Chamber of Commerce and Industry where he also served as CEO.

James' impressive CV includes serving as CEO of the Chamber of Commerce and Industry WA, as well as holding senior positions with Shell and Chevron, and in the Commonwealth and Western Australian State Governments.

We welcome James to the City of Joondalup and look forward to working with him to deliver positive outcomes for the City's residents, ratepayers and other key stakeholders.

Ocean Reef Marina

The massive rocks that will create the new breakwaters at Ocean Reef Marina have been lowered into place throughout 2021, marking a significant milestone in the construction of this world-class coastal destination.

The construction of Ocean Reef Marina will create more than 8,000 construction jobs, with 56 of those responsible for the creation of the breakwaters, and some \$3 billion will be injected into the WA economy - making it an important project for our State.

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



Ocean Reef Marina

The Ocean Reef Marina project is a wonderful example of State Government and Local Government working with the community to achieve fantastic outcomes for Perth's growing northern corridor.

Whitfords Nodes Health and Wellbeing Hub

Fitness fanatics and families alike rejoiced in September 2020 with the opening of the Whitfords Nodes Health and Wellbeing Hub.

The full transformation of the popular open space includes a new fitness staircase, running tracks, outdoor exercise equipment, drink fountains, picnic shelters and park furniture, making this a place of fun and fitness the whole family can enjoy together.

The view at the top of the staircase is magnificent, with panoramic views over Hillarys Boat Harbour and our beautiful coastline and parklands – a brilliant snapshot of some of the things for which our City is known and envied.

The City is grateful to both Lotterywest and the Federal Government, through the Community Sport Infrastructure Grant Program, for contributing to the funding of this spectacular community facility.

Other Projects

Construction of the northern section of the Burns Beach-Mindarie shared coastal path is now complete and accessible to pedestrians and cyclists. The 585 metre section of path runs adjacent to Tamala Park Regional Council land and links to the middle 2.3km of the path network which was completed last year. The City is working together with Peet Limited to deliver the final stage of this project, a 650 metre southern link in Burns Beach.

The Joondalup City Centre is also now the home of our inaugural Walk of Fame at Central Walk which recognises some of the City's most successful sons and daughters.

The Walk of Fame was opened with a special launch in May 2021 where we were delighted to hear from the likes of Matt Priddis (Australian Rules football), Casey Dellacqua (tennis), Jess Johnson (nee Bratich) (karate), and Michael Malone (business), about their Joondalup roots and what growing up in our city meant to them.

Reconciliation Action Plan

The City's inaugural Reconciliation Action Plan Community Reference Group convened for the first time in November 2020.

The reference group will guide the development of the City's Reconciliation Action Plan (RAP), a document which outlines how the City will realise its vision for reconciliation through practical actions built on relationships, respect and opportunity.

In addition, the group is tasked with improving relationships with Aboriginal people and relevant stakeholders, as well as fostering a better understanding of Aboriginal cultures, rights and experiences.

The group has appointed proud Noongar Yamatji woman, Sharon Wood-Kenney, as its inaugural chair, a respected member of the community who has played a key role in the development of local young people, primarily through football.

In closing, I sincerely thank my fellow Elected Members and the staff of the City of Joondalup for their tireless work ensuring our local community continues to enjoy outstanding services and amenities.

I also thank all our residents and ratepayers and assure you that despite the challenges of the last 18 months, your Council remains committed to providing you with the wonderful standard of living that you have long enjoyed in the City that we are all proud to call home.

Hon Albert Jacob JP
Mayor



Chief Executive Officer's Message

I am honoured to deliver my first message as CEO of the City of Joondalup.

In a short space of time, I have come to share the pride of our City team responsible for the presentation of our parks and streets and the many Capital Works Projects being carried out across our 22 suburbs. Our residents and ratepayers enjoy the continuous improvements to local roads, footpaths, drainage, lighting and parking that the City delivers.

Shaping a Stronger Future is the confident and realistic theme for this Annual Report, taking the next step from our commitment to *Emerge Stronger* through 2019/20.

Changing City Skyline

The opening of the City's tallest building, Arthouse Apartments, has added to the critical mass of new residences and businesses, and increased the vibrancy and vitality of our City Centre. The building has transformed the City Centre's skyline and the views from the top floor are outstanding.

The City will continue to work towards making the Joondalup City Centre an attractive and viable proposition for investors and developers looking to create more high quality, higher density and high rise developments such as Arthouse Apartments

The opening of Quest Joondalup brought a new standard of apartment hotel for visitors to Joondalup, including Western Australia's first luxury maternity stay accommodation in partnership with Ramsay Health Care.

Centrally positioned between the Joondalup Health Campus, Lakeside Joondalup Shopping City, Edith Cowan University and the beautiful Neil Hawkins Park, Quest offers travellers easy access to a hub of activity and everything the City has to offer.

The presence of an established and respected brand like Quest will bring more people into Joondalup, further enhancing its reputation as a liveable and vibrant civic and cultural destination.

Economic Development

The City responded to the needs of the community and business to stimulate the local economy during COVID-19, with a focus on working collectively and crafting our economic resilience to **shape a stronger future** as we emerge from the pandemic.

Our City continues to transform from an economy supported by population growth to one driven by public and private sector investment and innovation.

Joondalup is becoming known as the Australian capital of cyber security, with the largest cyber talent pipeline and headquarters of the Cyber Cooperative Research Centre in Australia.

The City launched the Small Business Friendly Approvals Program, in partnership with the State Government's Small Business Development Corporation. We aim to streamline the process of obtaining business licences and trading permits and improve the overall experience of business customers.

The first cohort of local businesses completed the City's Business Ready program designed to support local businesses in becoming Destination Ready, Digital Ready and Global Ready.

As part of the program successful applicants received mentoring, workshops and coaching to support business planning, analysis and growth at no cost to participants.

The City also hosted two successful Business Forums at Joondalup Resort. Firstly, we launched our *Destination City Plan – Destination Joondalup* – in November 2020. WA Minister for Tourism and Small Business, Hon Paul Papalia CSC MLA, addressed the forum and took part in a panel discussion alongside Dr Amanda Ling, Joondalup Health Campus Interim CEO; Professor Simon Ridings, ECU Vice Chancellor International; and Evan Hall, CEO Tourism Council of WA.

One of Australia's leading business analysts, Bernard Salt AM, delivered the keynote address at the May 2021 business forum, discussing the economic outlook for Joondalup and Perth's northern corridor over the next decade and how changing work patterns in a COVID-normal world will make Joondalup an even more attractive destination for investment, jobs and lifestyle.

Destination City for Events

Joondalup continues to cement its reputation as an event and destination City, and the importance of hosting and attracting significant events cannot be understated as the benefits for our community, tourists and local businesses are immense.

Quest, Joondalup



Despite being delayed by five weeks due to COVID-19 restrictions, the City's annual Valentine's Concert was held at Joondalup Resort, and we were treated to Perth Symphony Orchestra, led by conductor, Jen Winley, and local singers, Sophie Foster, Rose Parker, Matt Allen, Matt Milford and Sam Nafie, delivering the world premiere of an 80s Symphonic Spectacular.

To put on a show of this scale and professionalism amidst the uncertainties of COVID-19 was a coup for our City and keeps the bar high for this iconic event.

The Valentine's Concert was closely followed by a new event on the City's cultural calendar – Luminight, which attracted thousands of people from across the City and beyond for three nights of colour and spectacular fun.

With performances from Zap Circus, WA's fire, SPX and circus performance company, WA lighting designer Christian Lovelady's installations provided a dazzling trail of lights throughout the illuminate zone with illuminated robots and ballerinas roaming the site.

The pond at Central Park South was transformed thanks to over 800 lily pads, courtesy of local schools and artist, Sean Adamas.

It was a spectacular way to conclude the City's summer events program. Despite our disappointment that the City wasn't able to hold the Joondalup Festival in 2021, Luminight allowed us to deliver a family-friendly event in a COVID-safe manner using exclusively WA talent. It was another great example of the City transforming its approach to continue to deliver important community events and initiatives whilst showcasing Joondalup as a vibrant entertainment precinct.

Awards

The City was presented with a Gold Award for its 2019/20 Annual Report in the Australasian Reporting Awards, recognising the City's ongoing commitment to excellence in annual reporting and a model for annual reports in the local government sector, along with high quality coverage, full disclosure of key aspects of the City's core business, and meeting current legislative and regulatory requirements.

The City received a highly commended award for the Whitfords Nodes Health and Wellbeing Hub from the Parks and Leisure Australia Awards of Excellence in the Park of the Year category.

The City was also recognised by the Water Corporation and the Department of Water and Environmental Regulation as a Gold Waterwise Council, as well as achieving the outstanding milestone of 10 years as an endorsed Waterwise Council.

Finally, I wish to thank the City's Elected Members, led by Mayor Albert Jacob, for their support since I commenced in the role of CEO, as well as the team at the City for their efforts and 'can-do' culture, and for the way in which they have overcome the challenges of the past year.

Despite the uncertainties of 2020/21, the City continued to achieve its milestones, of which we can be proud.

We look *to shaping our future*, working closely with our community, towards 2030 and beyond.

James Pearson
Chief Executive Officer

Year in Review 2020/21

How did COVID-19 affect the City of Joondalup?

The COVID-19 pandemic, declared in March 2020 by the World Health Organisation, had a significant impact on the community, the local economy and City operations in 2019/20. This continued into 2020/21 with several short lockdowns declared by the WA State Government to ensure the safety of the community in February 2021, April 2021 and June/July 2021.

The lockdowns in 2020/21 resulted in the temporary closure of the City's libraries, leisure centres and community facilities, as well as the cancellation of some City events, such as the Joondalup Festival and a reduction in some revenue streams. The City, however,

delivered as many statutory and discretionary services as was possible and continued to deliver the *Emerge Stronger* initiatives aimed at assisting the community to stay connected, build resilience and contribute to community wellbeing.

The City published a *Response and Recovery Summary* in December 2021 which outlined the actions undertaken to respond to and recover from the pandemic. These actions commenced in March 2020 and have largely continued into 2020/21.

These actions are categorised in the following key focus areas.

KEY FOCUS AREA	OBJECTIVE
Economic response	To monitor and understand the economic impact within the region and respond accordingly to support local businesses and stakeholders.
Community health and wellbeing response	Provide services and support for all residents, ratepayers, local businesses, students and visitors to the region to protect and improve their physical and mental well-being.
Support/Social response	To care for and connect the City's community to appropriate services and advice.
Financial commitments	Manage City funds effectively to ensure continuity of services and facilities, while also aiming to relieve stress on ratepayers where possible.
Infrastructure commitments	Fast track infrastructure commitments and developments – where budget permits – to help stimulate the economy.
Communications/engagement	Deliver clear, easy to understand, up to date communication within a timely manner to City residents, ratepayers, local businesses, visitors and stakeholders.



15 minute takeaway zone

A range of initiatives under the *Emerge Stronger* campaign continued into 2020/21 as the initiative to **shape a stronger future** and included:

- The City acting as an ongoing conduit of information with COVID alerts on lockdowns and restrictions for members of the community in website notices, social media posts and e-newsletters;
- Providing online resources for people to connect with relevant services;
- The City bringing forward approximately \$6.3 million worth of Capital Works Projects planned for future years and undertaking these projects in 2020/21 to stimulate the local economy;
- Accelerated building maintenance works undertaken in 2020/21, again to stimulate the local economy;
- The City's 2020/21 Budget which was aimed at helping residents and businesses affected by the pandemic with reductions to general rates of \$5.3 million or 5.2%;
- Introducing once off COVID-19 credits for properties categorised as Commercial and Industrial Improved as part of the City's commitment to supporting businesses, residents and ratepayers;
- Assisting ratepayers by not applying late payment interest to instalment plans for rates;
- Negotiating \$45,000 in rent relief to affected lessees;
- Assisting community based groups in attracting over \$400,000 in funding during COVID-19 in 2020/21;

- Ongoing designation of 15 minute takeaway zones in selected areas within the Joondalup City Centre to support local food businesses; and
- Providing advice to local businesses on state and federal assistance and business accelerator programs to build resilience to **shape a stronger future**.

Information on some of these initiatives is reported in later sections of this Annual Report.

Community Resilience Scorecard

The MARKYT® Community Resilience Scorecard was undertaken by CATALYSE® with the Department of Local Government, Sport and Cultural Industries and Local Government Professionals WA from 5 June 2020 to 9 July 2020. The scorecard was open to all residents aged over 18 and was completed by 7,666 community members from 128 local government areas.

The aim of the scorecard was to provide state and local government leaders with state-wide and local data to respond to the effects of the pandemic, recover and thrive.

Results were published in July 2021 and have been used to inform State Government, local government and other agencies on community needs and priorities within the community. The results will also assist in anticipating future actions to strengthen hope and to **shape a stronger future**.



Aerial view of the City of Joondalup

Overall Results

Overall results from all local governments indicate that:

- Local communities across Western Australia have shown strength and resilience in response to the COVID-19 pandemic;
- Overall, general health only dropped 2 index points across West Australian communities during the COVID-19 pandemic;
- 69% of community members feel hopeful and enthusiastic about the future;
- Community members are happy with local government’s response to COVID-19, scoring overall performance 68/100 with a ‘good’ average rating;

The majority of community members:

- Believe local government has demonstrated clear thinking and decision making;

- Feel local government has shown empathy and compassion;
- Have confidence and trust in local government to make good decisions; and
- Agree there are good health and safety practices in place at community facilities to manage COVID-19 risks.

City of Joondalup Results

Specific results for the City of Joondalup provide an indication of:

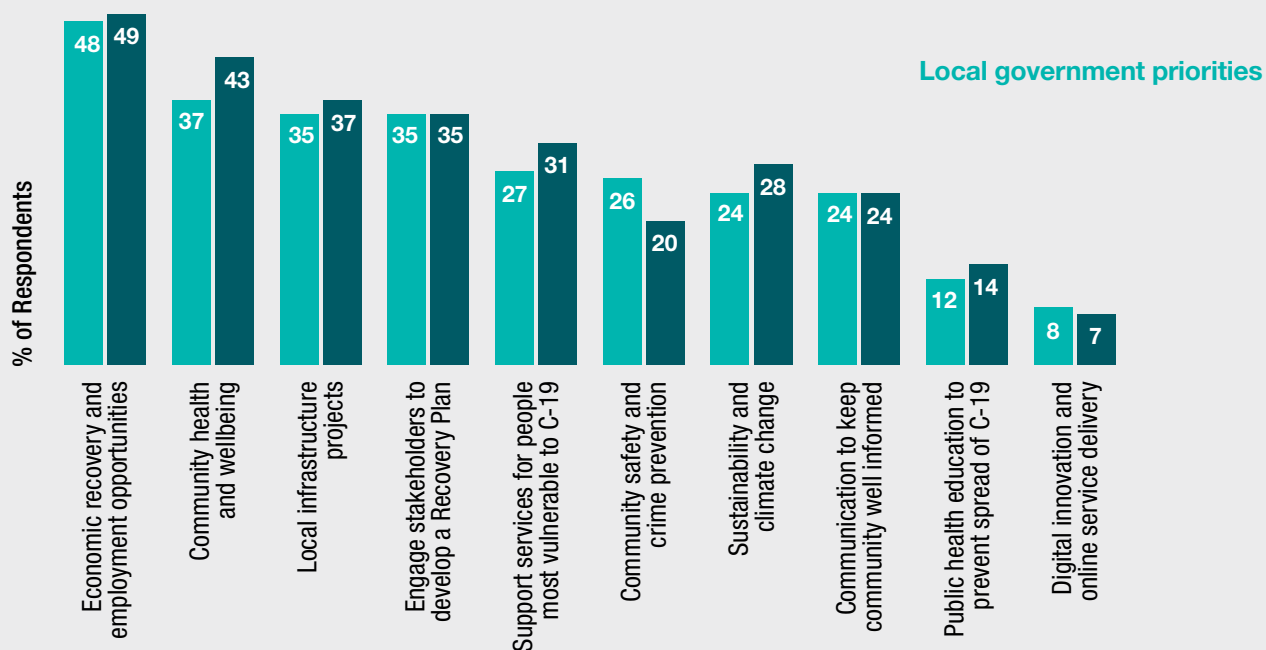
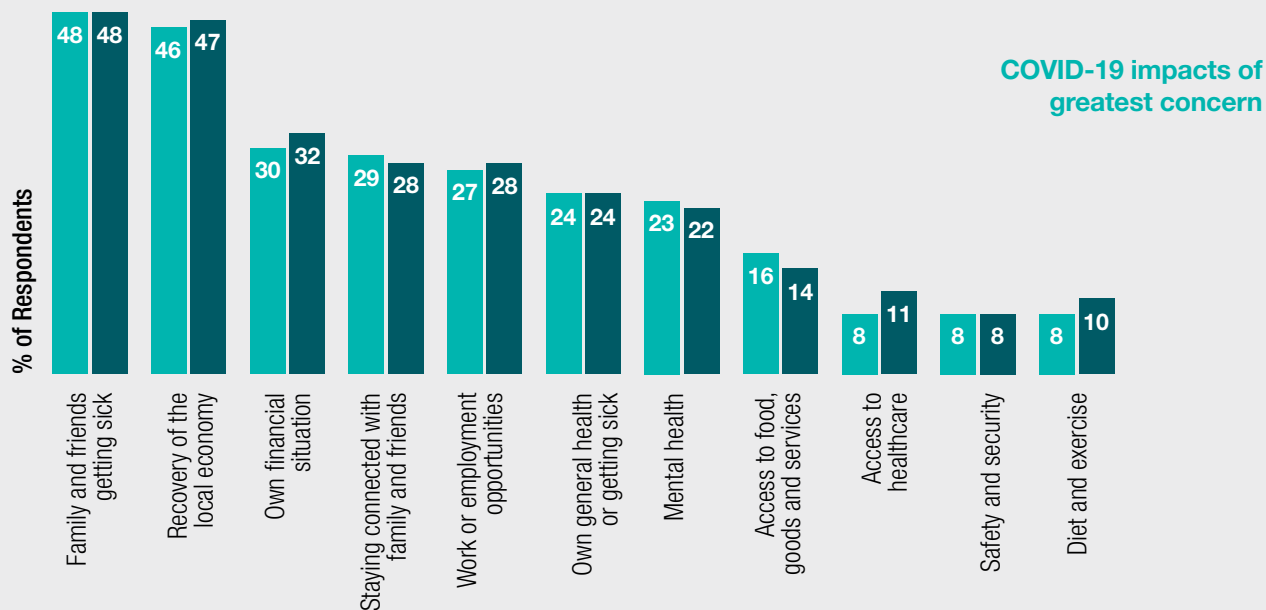
- The community wellbeing of City residents
- COVID-19 impacts of greatest concern to residents
- Local government priorities identified by residents.

KEY

- City of Joondalup (LGA)
- Western Australia



71%
Feel hopeful and enthusiastic about the future
 Compared to 69% in Western Australia



As part of its commitment to **shaping a stronger future**, the City of Joondalup has aligned its response with the top three areas identified within the Community Resilience Survey results:

- Economic recovery and local employment opportunities;
- Community health and wellbeing; and
- Local infrastructure.



Shaping a Stronger Future

The City of Joondalup has aligned its priorities with the top priorities identified within the Community Resilience results:

- Economic recovery and local employment opportunities;
- Community health and wellbeing; and
- Local infrastructure.

Snapshot of Financial Performance

The following provides a snapshot of the City's Operating Income and Expenditure for 2020/21. More detailed information can be found in the Financial Statements at the end of this Annual Report.



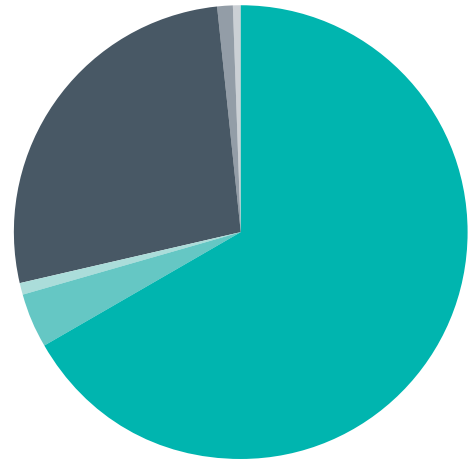
Total Operating Revenue

\$148,862,618*

Total Operating Expenses

\$145,623,092*

*Excluding Profit/Loss on Disposal of Assets

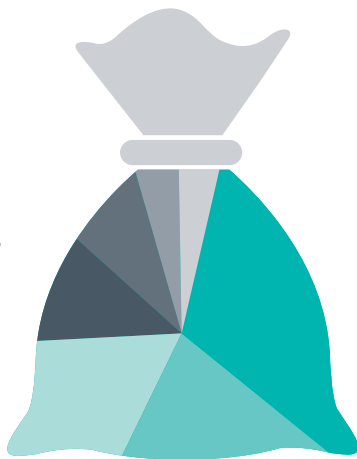


OPERATING REVENUE

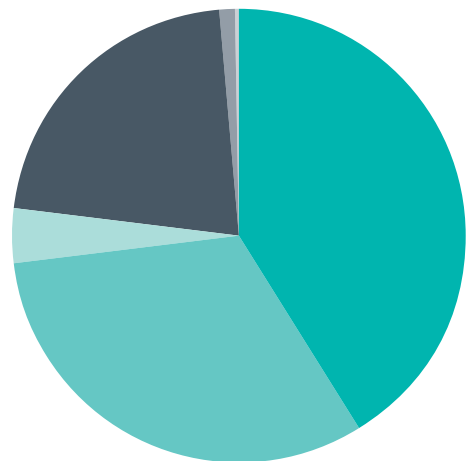
◆ Rates	\$99,245,067
◆ Grants and Subsidies	\$6,109,786
◆ Contributions, Reimbursements and Donations	\$1,255,157
◆ Fees and Charges	\$40,094,589
◆ Interest Earnings	\$1,500,344
◆ Other Revenue	\$657,675
TOTAL OPERATING REVENUE	\$148,862,618

Where do my rates go?

Every \$1.00 the City received in rates in 2020/21 is supplemented by 51c in other funding. This is how we spend the \$1.51.



- ◆ Community Safety **\$0.03c**
- ◆ Parks, Sporting, Leisure and Community Facilities **\$0.46c**
- ◆ Roads, Footpaths, Parking Facilities, Drainage, Streetlights, Floodlights **\$0.37c**
- ◆ Other **\$0.27c**
- ◆ Planning Compliance and Health **\$0.07c**
- ◆ Libraries, Community Services and Events **\$0.12c**
- ◆ Waste and Recycling **\$0.19c**



OPERATING EXPENDITURE

◆ Employee Costs	\$60,128,780
◆ Materials and Contracts	\$46,535,720
◆ Utilities	\$5,583,393
◆ Depreciation and Amortisation	\$31,530,289
◆ Insurance	\$1,457,672
◆ Interest Expense	\$387,238
TOTAL OPERATING EXPENDITURE	\$145,623,092

Financial summary

Summary	2020/21	2019/20
Total Assets	\$1,526,692,298	\$1,462,279,506
Total Liabilities	\$44,614,497	\$44,065,782
Equity/Net Assets	\$1,482,077,801	\$1,418,213,724
Operating Revenue	\$148,862,618	\$156,702,524
Operating Expenditure	\$145,623,092	\$146,349,249
Operating Surplus/(Deficit)*	\$3,239,526	\$10,353,275
Operating Surplus/(Deficit)**	(\$10,246,908)	\$10,875,374
Net Non-Operating Revenue	\$10,577,793	\$8,622,571
Capital Expenditure	\$34,706,996	\$30,321,787
Cash Backed Reserves	\$110,772,200	\$86,595,611

*Excluding Profit/Loss on Disposal of Assets ** Including Profit/Loss on Disposal of Assets

Financial Performance

Revenue

Operating revenue of \$149 million declined 5% from the prior year, arising mainly from a 5% reduction in rates revenue as part of the City's initiative to mitigate the anticipated impact of COVID-19 on the local economy and the community. Other revenue categories experienced declines as well, except for Fees and Charges that have risen 4% driven mainly by increased development and building activity as well as revenue from leisure activities and facility hire. Interest revenue fell 58% as a result of interest rates dropping during the period.

Expenditure

Operating expenditure of \$145 million has decreased marginally compared to the previous year, mainly due to lower employee costs, utilities and interest expenses. Materials and contracts rose marginally from the previous year, although expenditure in 2019/20 had fallen markedly as a consequence of the onset of the COVID-19 pandemic.

Capital expenditure rose from the previous year reflecting the additional capital outlay as a result of stimulus grant programs like the Local Roads and Community Infrastructure program designed to combat the negative economic effects of COVID-19 pandemic measures taken during the year.

Major areas of capital expenditure included:

- Road Construction and Preservation/Resurfacing \$10 million
- Paths (new and replacement) \$3 million
- Parks Development and Parks Equipment \$5 million
- Street Lighting \$3 million
- Major Projects \$2 million
- Building Capital Works \$3 million

Cash Position

Net cash from operating activities decreased marginally to \$37 million, driven mainly by lower interest revenue, but remains solid. Cash and cash equivalents have grown to \$140 million, of which \$111 million is held within restricted reserves that are earmarked for various purposes.

Overall Financial Position

The City has returned an operating deficit, after taking profit/loss on disposal of assets into account due to a one-off transfer of road and related assets at Ocean Reef Road and Marmion Avenue to Main Roads WA in anticipation of proclamation as State Roads. The transfer is for no consideration, with the loss on disposal of \$15.8 million reflecting the carrying value of the assets at the time of transfer. Without this one-off item, the City would have had an operating surplus for the third year in a row despite lower revenue. The results for the year still indicate adequate liquidity and a stable financial position, despite the impact of the COVID-19 pandemic on City operations and the steps taken to reduce rates revenue as part of the City's response to the pandemic.

Year in Review 2020/21 – Major Achievements

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

The following outlines the major achievements against the *Corporate Business Plan* in 2020/21 and provides the status of each project or program at the end of the year.

Achievements included:

- Effectively responding to the challenges of COVID-19 disruptions for City operations, the community, local businesses and other stakeholders. All parties have worked together as much as possible to *emerge stronger*.
- Delivering a budget for 2020/21 with a 5.2% rates reduction to assist residents and businesses affected by the pandemic.
- Changes to governance processes as a result of the Local Government Act Amendment including adoption of new Codes of Conduct for Council and Committee Members, Candidates and City employees.
- Significant community consultation undertaken to inform the development of a new Strategic Community Plan.
- Community consultation conducted on significant projects and programs to gain community views to inform decision making.
- Major milestones reached in the development of the Ocean Reef Marina with the endorsement of the Heads of Agreement and Major Land Transaction Business Plan and commencement of construction of the breakwaters.
- 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 56,500 people.
- The completion and endorsement of significant plans and policies for a Quality Urban Environment, such as the *Development in Housing Opportunities Local Planning Policy*, *Joondalup Design Review Panel Local Planning Policy* and the accompanying *Terms of Reference*, Ministerial approval for *Amendment No 5 to Local Planning Scheme No 3* to better manage development in Housing Opportunity Areas.
- Endorsement of the *Cultural Plan* to guide the City's future provision of cultural activities.
- Delivery of major cultural events such as the Valentine's Concert, Luminight, NAIDOC Week Celebrations, Little Feet Festival and the Summer Concert Series.
- A City of Joondalup Advocacy Framework developed to provide guidance in advocating to State and Federal Government to progress key City strategic projects and initiatives.
- Over \$27 million spent on Capital Works with completion or substantial progress made on a range of projects including upgraded park equipment and play space renewal, traffic management projects, road modifications projects, road resurfacing, new and replacement footpaths, improvements to stormwater drainage and streetlighting, and building Capital Works.
- Delivery of a range of business capacity and support programs.
- Delivery of a range of community-based projects and programs to promote community wellbeing, community sporting activities, healthy lifestyles and environmental sustainability for all age groups.
- Delivery of community education programs aimed at raising awareness of the need for preservation and conservation of the environment, health and wellbeing.
- Awards for excellence for a range of activities.
- Establishment of the City's first Reconciliation Action Plan Community Reference Group.

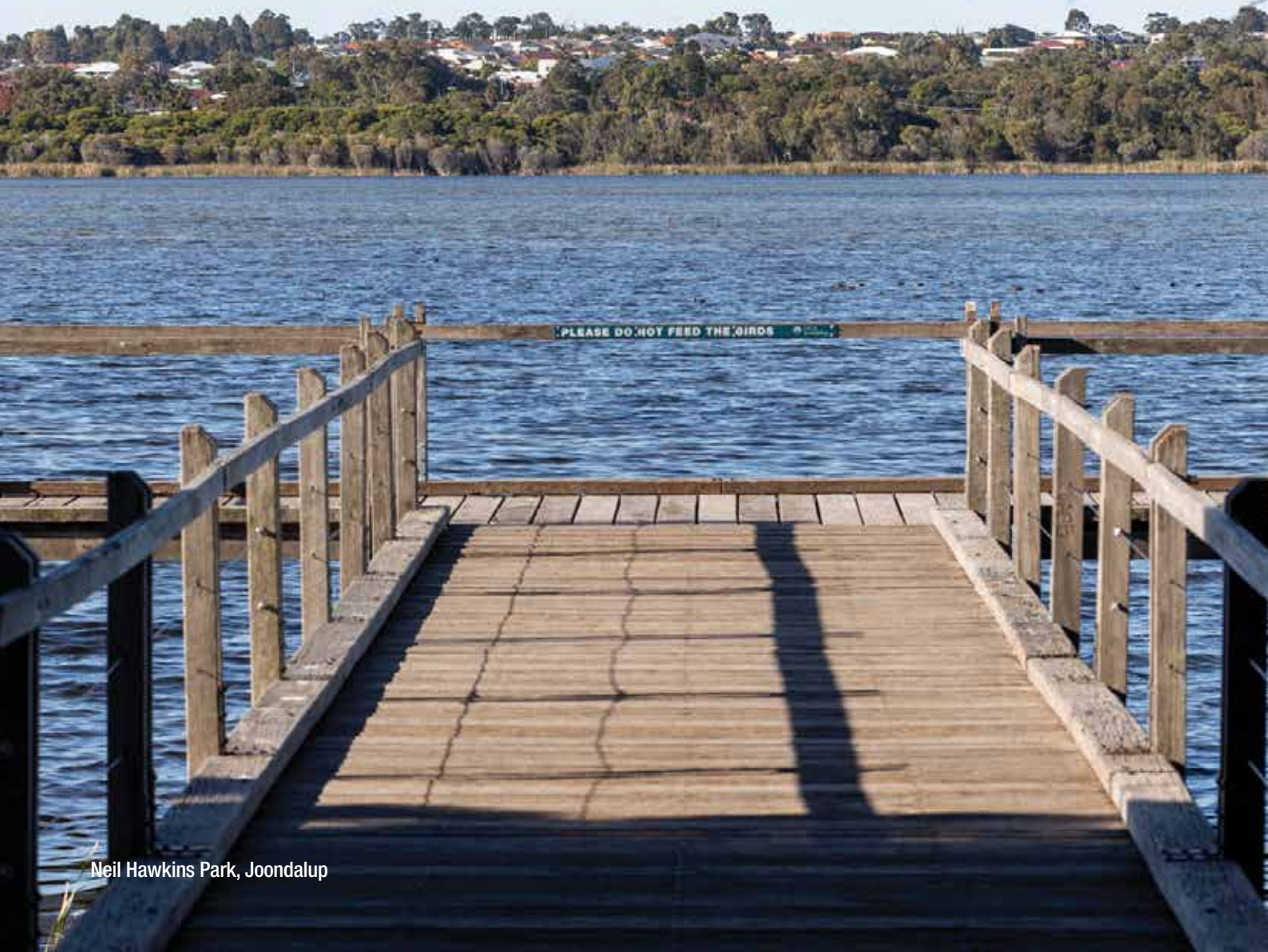
More detail on these achievements is provided within each key theme in this Annual Report.

Braden Park, Marmion





CORPORATE BUSINESS PLAN 2020/21 OUTCOMES



Neil Hawkins Park, Joondalup

2020/21



126

Total number of projects/
programs reported in the
Corporate Business Plan



84.1%

All annual project
milestones completed



15.9%

Milestones not completed
and actions to be carried
forward to 2021/22

	Total number of projects/programs reported in the Corporate Business Plan	All annual project milestones completed	Milestones not completed and actions to be carried forward to 2021/22
2020/21	126	84.1%	15.9%
2019/20	120	69.2%	30.8%
2018/19	96	77.1%	22.9%
2017/18	106	78.3%	21.7%

Whitfords Nodes Health and Wellbeing Hub



STATUS KEY

◆ Annual milestones completed

◇ Annual milestones not completed to be carried forward in 2021/22

Strategic Objective	Project	Status	Explanation
Governance and Leadership – Pages 104 to 133			
Effective Representation	Community Consultation	◆	
	Policy Development and Review	◆	
Active Democracy	Local Laws – Development and Review	◆	
Corporate Capacity	Publications	◆	
Strong Leadership	Electronic Communication	◆	
	External Partnerships	◆	
	Elected Member Attraction	◆	
	Elected Member Training	◆	
	Strategic Community Reference Group	◆	
	Annual Report	◆	
	Local Government Act Amendment	◆	
	Compliance Audit Return	◆	
	Integrated Planning and Reporting Framework	◆	
	Advocacy Framework	◇	Outstanding Action: Implementation of the Advocacy Framework has commenced. Presentation to Elected Members will take place in 2021/22.
	Delegated Authority Manual	◆	
	Codes of Conduct	◆	
	Ward Boundary Review	◇	Outstanding Action: The outcomes of the consultation process and subsequent recommendations to the Local Government Advisory Board will be considered by Council in 2021/22.
	8 Year Local Law Review	◆	
	Audit and Risk Committee	◆	
	Australasian Local Government Performance Excellence Program	◆	
	Customer Satisfaction Survey	◆	
Strategic Position Statements	◆		
Civic Ceremonies	◆		
Jinan Sister City Relationship	◆		

STATUS KEY

◆ Annual milestones completed ◇ Annual milestones not completed to be carried forward in 2021/22

Strategic Objective	Project	Status	Explanation
Financial Sustainability – Pages 136 to 149			
Effective Management	Capital Works Program	◆	
Financial Diversity	Property Management Framework	◆	
	Strategic Financial Plan	◆	
Major Project Delivery	Property Management Framework and Facility Hire Subsidy Policy Review	◇	Outstanding Action: Additional information on the outcomes of the review of the Property Management Framework and the Facility Hire Subsidy Policy will be presented, as requested, to Elected Members in 2021/22.
	Ocean Reef Road and Eddystone Avenue Upgrade	◆	
	Hepburn Avenue/Mitchell Freeway Southbound Onramp	◆	
	Marmion Avenue/McWhae Road Intersection Upgrade	◇	Outstanding Action: Tender for construction was advertised. An application for additional funding was submitted to MRWA. Construction to take place in 2021/22.
	Marmion Avenue/Cambria Street Intersection Upgrade	◇	Outstanding Action: Tender for construction was advertised. An application for additional funding was submitted to MRWA. Construction to take place in 2021/22.
	Burns Beach Coastal Parking Construction	◆	
	Burns Beach Road and Joondalup Drive Roundabout	◆	
	Warwick Road/Erindale Road Intersection Upgrade	◇	Outstanding Action: Tender for construction was awarded. Construction will take place in 2021/22.
	Whitfords Avenue/Northshore Drive Roundabout	◆	
	Shenton Avenue Upgrade	◆	
	Whitfords Avenue/Gibson Avenue Intersection	◆	
	Whitfords Avenue/Kingsley Drive Intersection	◆	

STATUS KEY

◆ Annual milestones completed ◇ Annual milestones not completed to be carried forward in 2021/22

Strategic Objective	Project	Status	Explanation
Quality Urban Environment – Pages 150 to 163			
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: Finalisation of the review is pending the outcome of the Department of Planning, Lands and Heritage's draft Medium Density Code. The review will progress in 2021/22.
	Joondalup Activity Centre Plan	◆	
	Review of Structure Plans and Activity Centre Plans	◆	
	Review of Joondalup Design Panel	◆	
	Development Standards for Housing Opportunity Areas	◆	
	Housing Opportunity Areas: Amendment to Local Planning Scheme No 3	◆	
	State Planning Reform	◆	
	Place Activation Strategy	◆	
	Streetscape Enhancement Program – City Centre Streetscape Renewal Program	◆	
	Streetscape Enhancement Program – Whitfords Avenue Streetscape Upgrades	◇	Outstanding Action: The contractor appointed to undertake construction rescinded on the landscaping contract. A new contractor will be appointed in 2021/22.
	Churton Park, Warwick – Park Amenity Improvement Program	◆	
	Newcombe Park, Padbury – Park Amenity Improvement Program	◆	
	Leafy City Program	◆	
	Hillary Beach Park (Whitfords Nodes Health and Wellbeing Hub)	◆	
	Burns Beach Dual Use Path – Burns Beach to Mindarie	◆	
	Integrated Transport Management Strategy	◆	
Joondalup City Centre Street Lighting Stage 4	◆		

STATUS KEY

◆ Annual milestones completed ◇ Annual milestones not completed to be carried forward in 2021/22

Strategic Objective	Project	Status	Explanation
Economic Prosperity, Vibrancy and Growth – Pages 164 to 187			
CBD of the North	Business Engagement and Communication	◆	
	Business Capacity		
	Communication to Local Businesses	◆	
	Destination City		
	Economic Development Strategy	◆	
	Regional Collaboration		
	Business Forums	◆	
	Business Capacity and Support	◆	
	Activity Centre Development		
	Business Capacity and Support – Joondalup Business Ready	◆	
	Buy Local Programs	◆	
	Promoting Innovation and Supporting Creativity	◆	
	Growing Business – Edith Cowan University Business and Innovation Centre	◆	
	International Economic Development Activities Plan (IEDAP)	◇	Outstanding Action: The development of the revised IEDAP has been delayed due COVID-19 disruptions and the need to assess new and emerging global opportunities.
	Facilitation of Local and International Investment	◆	
	International Economic Exchange	◆	
	Destination City Plan	◆	
	Promoting the Visitor Economy	◆	
	Business Cluster Formation	◆	
	Support for Future Workforce, Innovators and Entrepreneurs to Develop Business Resilience and Employability Programs	◆	
Regional Collaboration	◆		
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 2021/22.	
Establishment of Cafes, Kiosks and Restaurants – Neil Hawkins Park and other Locations	◇	Outstanding Action: Investigation of options and opportunities will continue in 2021/22.	

STATUS KEY

◆ Annual milestones completed ◇ Annual milestones not completed to be carried forward in 2021/22

Strategic Objective	Project	Status	Explanation
	Joondalup City Centre Development Boas Place	◇	Outstanding Action: The City will continue to seek development partners in 2021/22.
	Edgewater Quarry Master Planning	◇	Outstanding Action: Progression of the project is on hold due to proposed investigations into potential site contamination in 2021/22.
	Warwick Community Facilities	◇	Outstanding Action: A report on progress will be presented to the Major Projects and Finance Committee in 2021/22.
	Heathridge Master Plan	◆	
	Woodvale Library Community Hub	◇	Outstanding Action: A report on progress will be presented to the Major Projects and Finance Committee in 2021/22.
	Land Optimisation Projects	◆	

Reid Promenade Multi-Storey Car Park, Joondalup





STATUS KEY

◆ Annual milestones completed ◇ Annual milestones not completed to be carried forward in 2021/22

Strategic Objective	Project	Status	Explanation
The Natural Environment – Pages 188 to 209			
Environmental Resilience	Environment Plan 2014-2019	◆	
	Climate Change Strategy 2014-2019	◇	Outstanding Action: Development of a new Climate Change Strategy will continue in 2021/22.
Environmental Leadership	Coastal Adaptation Planning and Implementation Project	◇	Outstanding Action: Development of the Coastal Hazard Risk Management Adaptation Plan will continue in 2021/22.
Community Involvement	Craigie Bushland Fauna Management Plan	◆	
Accessible Environments	Pathogen Management Plan 2018-2028	◆	
	Natural Area Management Plans and Key Performance Indicators	◆	
	Burns Beach and Iluka Foreshore Reserve Natural Area Management Plan	◆	
	Bushfire Risk Management Plan	◆	
	Yellagonga Integrated Catchment Management Plan 2015-2019 (YICM)	◇	Outstanding Action: The draft YICM plan will be finalised in early 2021/22.
	Landscape Master Plan 2009-2019 Eco-Zoning and Hydro-Zoning in Parks – Moolanda Park, Kingsley	◆	
	City Water Plan 2016-2021	◆	
	Waste Management Plan 2016-2021	◆	

STATUS KEY

◆ Annual milestones completed

◇ Annual milestones not completed to be carried forward in 2021/22

Strategic Objective	Project	Status	Explanation
Community Wellbeing – Pages 210 to 243			
Quality Facilities	Community Development Plan	◇	Outstanding Action: The development of a new Community Development Plan was deferred until the results of the community social needs analysis are available in 2021/22.
	Cultural Development		
Community Spirit	Active Reserve and Community Facility Review	◇	Outstanding Action: The report on findings will be presented to Council in early 2021/22.
Community Safety	Sorrento Surf Life Saving Club Development	◆	
	Chichester Park Clubroom Facility Redevelopment	◆	
	Emerald Park Clubrooms Facility Refurbishment	◆	
	Warwick Sports Centre Club Refurbishment	◆	
	Ellersdale Park Clubroom Facility Refurbishment	◆	
	Duffy House Restoration Project	◆	
	Joondalup Men's Shed	◆	
	Whitfords Senior Citizens Centre and Whitfords Library Refurbishment Works	◆	
	Joondalup Library Refurbishment Works	◆	
	Craigie Leisure Centre Refurbishment	◆	
	Cultural Plan 2020-2025	◆	
	Cultural Events Program	◆	
	Public Art Projects	◆	
	Visual Arts Program	◆	
	Access and Inclusion Plan 2018-2021	◆	
	Community Programs and Initiatives	◆	
	Joondalup Libraries Strategy	◆	
	Lifelong Learning and Culture	◆	
	Youth Events and Activities	◆	
	BMX, Skate and Youth Outdoor Recreation Strategy	◆	
	Age Friendly Plan	◆	
	Regional Homelessness Plan	◆	
	Community Social Needs Assessment	◆	
Reconciliation Action Plan	◆		

Defeat the Beat



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.
- 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.
- Housing affordability and choice within the current economic climate.
- Balancing community expectations and concerns regarding development outcomes in the City.
- 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.



Shaping a stronger future in the Year Ahead is the aim for 2021/22.

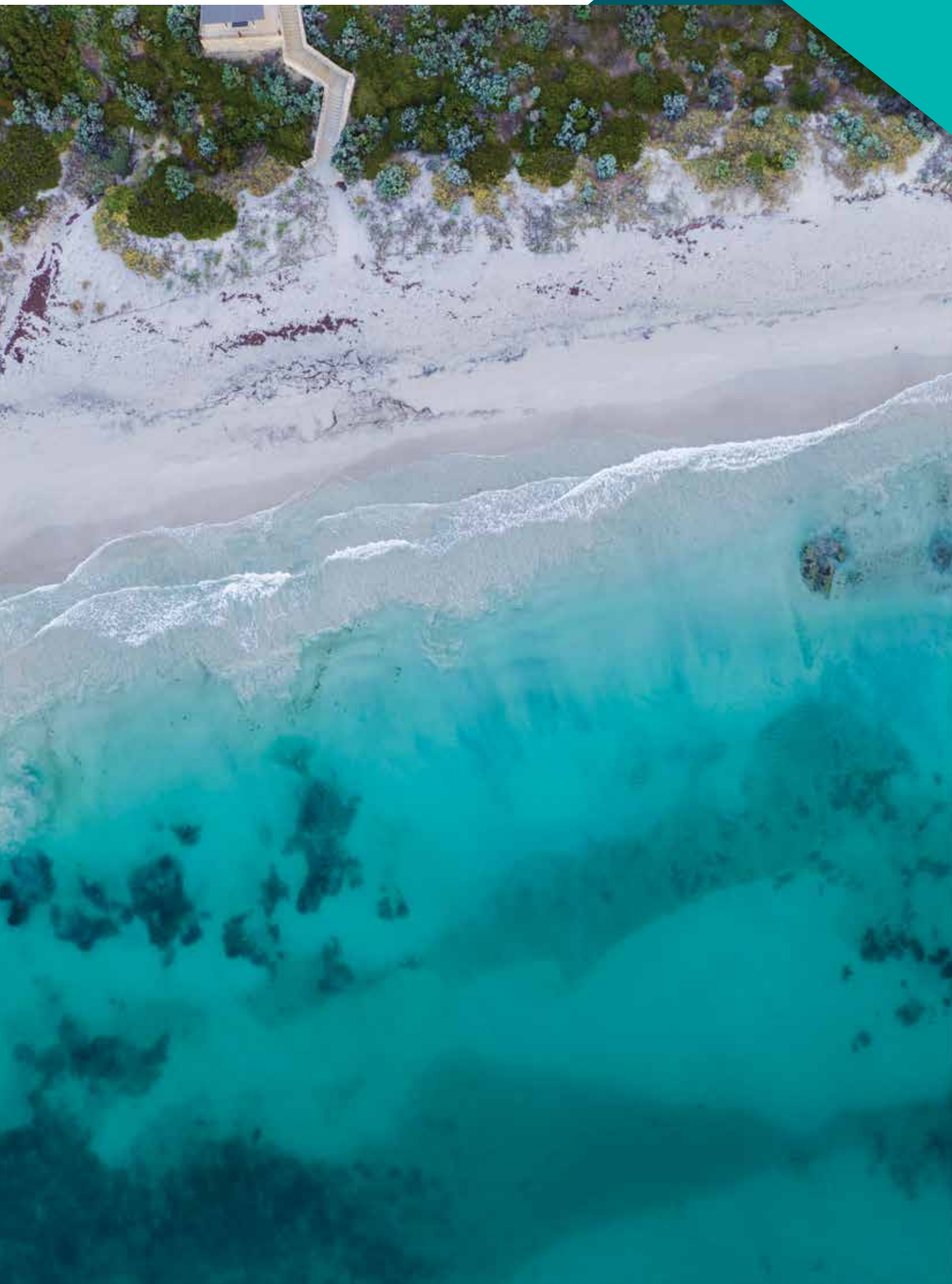
The services, projects and programs the City will deliver will contribute towards this aim.

The Year Ahead 2021/22

The City's *Corporate Business Plan 2021/22 – 2025/26* 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 – 2021/22. The *Corporate Business Plan* is on the City's website at joondalup.wa.gov.au.

Key projects and programs will be to:

- Develop a new City's Strategic Community Plan to guide the vision of the City.
- Continue programs across all services to connect the community, build resilience, and **shape a stronger future**.
- Conduct Local Government Elections in October 2021 and undertake a comprehensive Elected Member Induction Program.
- Undertake an ambitious Capital Works Program of approximately \$37 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 continued 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 with China and Indonesia, and expansion into new international markets.
- Work with State Government to deliver the Ocean Reef Marina project.
- Develop a new Climate Change Plan and continue to 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 provide high quality services and facilities that the community expects.
- Finalise the City's inaugural Reconciliation Action Plan for the City to realise its vision for reconciliation through practical actions built on respect, improving relationships with Aboriginal people and relevant stakeholders, as well as fostering a better understanding of Aboriginal cultures, rights and experiences.
- Implement the 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.





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.

2021 Local Government Elections

The City of Joondalup will be holding local government elections in October 2021 for the Mayor and six Councillor positions (being one Councillor for each ward).

Elected Member Induction and Training

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 2020/21, mandatory training courses were completed by the following Elected Members since being elected to office in October 2019 as shown on page 60.



Council Chambers, City of Joondalup

Elected Member Training

Elected Member	Understanding Local Government	Serving on Council	Meeting Procedures	Conflicts of Interest	Understanding Financial Reports and Budgets
Cr Tom McLean	✓	✓	✓	✓	✓
Cr Nige Jones	Completed in 2019/20	Completed in 2019/20	✓	Completed in 2019/20	✓
Cr Russell Poliwka	Completed in 2019/20	✓	Completed in 2019/20	Completed in 2019/20	✓
Cr John Logan	Completed in 2019/20	Completed in 2019/20	Completed in 2019/20	Completed in 2019/20	Completed in 2019/20
Cr Suzanne Thompson	✓	✓	✓	✓	✓
Cr John Raftis	✓	✓	✓	✓	✓

Note: Under the *Local Government Act 1995*, mandatory training needs to be completed within 12 months of an Elected Member 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.

An 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. The next Elected Member Strategic Development session will be held in February 2022.



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 programme 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.

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 to 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 76-79.

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:

Edgewater Quarry Community Reference Group – to examine the future options for the Edgewater Quarry site and other associated activities. (The group did not meet in 2020/21).

Strategic Community Reference Group – provides input 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 65-71.

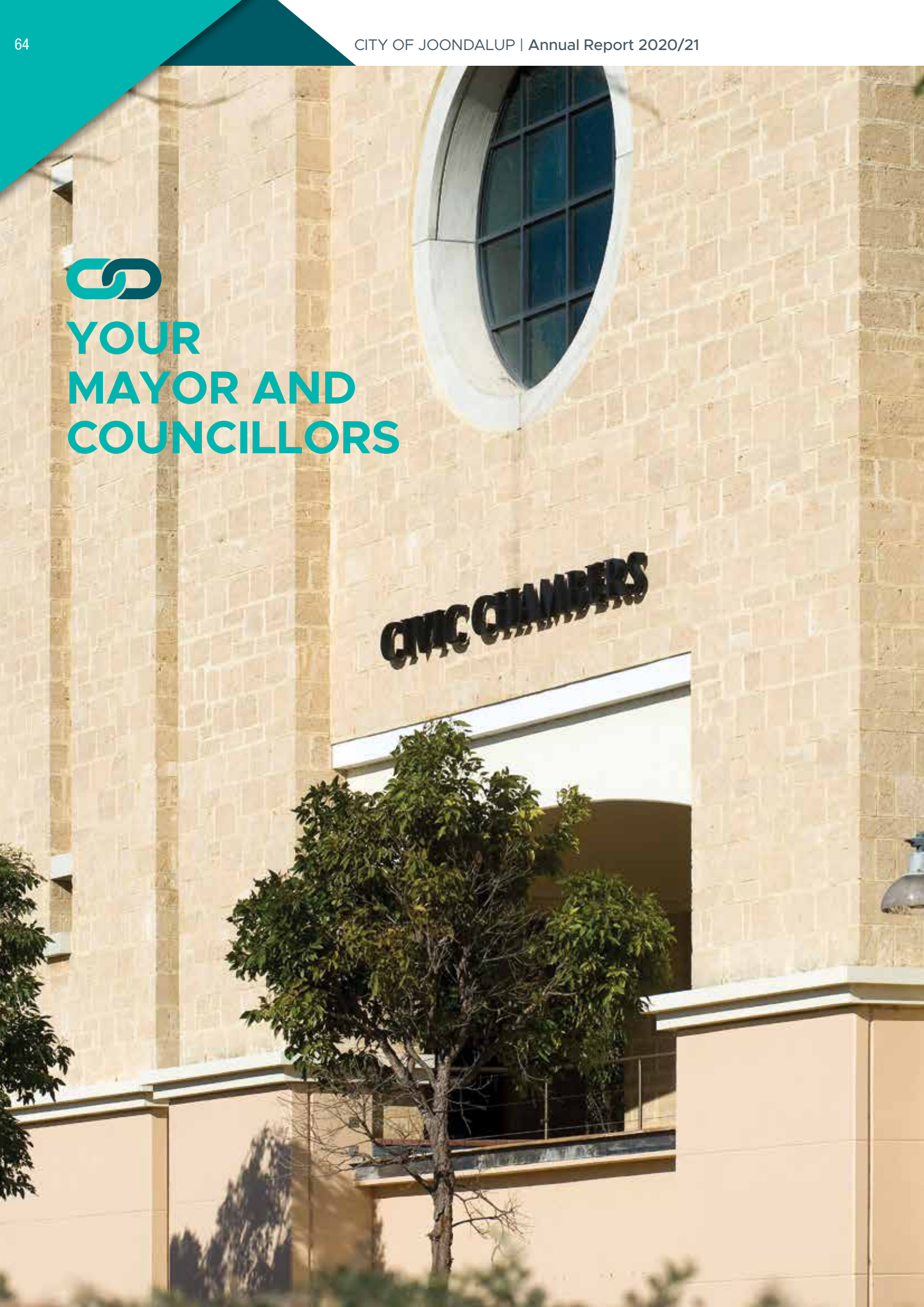
Edgewater Quarry





YOUR MAYOR AND COUNCILLORS

CIVIC CHAMBERS





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 (Presiding Member)
- 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, and now resides in Kallaroo. Educated locally at Mater Dei College and Edith Cowan University.

Has six years' experience in retail and commercial banking. As a 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 not-for-profit groups in growing their brand and community presence. Currently serves on the board of Springfield, an Independent Public School, which he attended as a child. Is a Board Member of Craigie Heights Primary School and Committee Member of North Shore Country Club and Residents Association Inc.

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. Founding Member of Kingsley and Greenwood Residents Association and a Board Member of Greenwood College. Also a Friends of Yellagonga Regional Park Committee Member.

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. Supports community volunteer and sporting groups that perform a valuable role within the community.

Is committed to growing the City's prosperity through driving economic development as the City continues to transform from an economy supported by population growth to one driven by increasing business investment, innovation, and entrepreneurship.

Is dedicated to upholding good governance, transparency and sensible decision making. Also committed to an inclusive, engaged and connected community for all, ensuring the City continues to be a healthy, liveable, innovative 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: 2019

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



Red Wattlebird on Firewood Banksia – Credit Bill Betts

Elected Member Diversity

The following chart shows the diversity of the City of Joondalup Elected Members.



Local Government (Administration Regulations)

Regulation 19B requires the following information to be included in a local government annual report:

- (a) if available, the gender, linguistic background and country of birth of Council members;
- (b) if available, the number of Council members who are aged:
 - (i) between 18 years and 24 years old; and
 - (ii) between 25 years and 34 years; and
 - (iii) between 35 years and 44 years old; and
 - (iv) between 45 and 54 years old; and
 - (v) between 55 and 64 years old; and
 - (vi) over 64 years.
- (c) if available, the number of Council members who identify as Aboriginal or Torres Strait Islander.

City of Joondalup Elected Members

Gender	Country of Birth	Age Band	Linguistic Background	Identify as Aboriginal or Torres Strait Islander
4 females 9 males	8 Australia 3 England 1 Malta 1 New Zealand	0 members 18-24 years 2 members 25-34 years 1 member 35-44 years 2 members 45-54 years 3 members 55-64 years 5 members over 64 years	12 English 1 Ukrainian Polish	0 members



Elected Member Remuneration and Entitlements

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 2020/21 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. The Policy also sets out the type of expenses the City will remunerate to Elected Members in the performance of their role. Fees, allowances and expenses paid to Elected Members each financial year are reported to the community through the City's website.

2020/21 Register of Fees, Expenses and Allowances Paid to Elected Members

Elected Member	Mayoral/ Deputy Mayoral Allowance	Meeting Attendance Fee	Information and Communication Technology Allowance	Travel/ Child Care Reimbursement	Other Specified Expenses Reimbursement	Conference Expenses*	Total
Hon Albert Jacob JP	\$89,753.00	\$47,516.00	\$3,500.00	\$9,919.34	\$1,765.42	-	\$152,453.76
Deputy Mayor Fishwick JP	\$22,437.96	\$31,678.00	\$3,500.00	\$2,593.00	\$544.55	-	\$60,753.51
Cr Kerry Hollywood	-	\$31,678.00	\$3,500.00	\$1,377.04	\$459.30	-	\$37,014.34
Cr Tom McLean JP	-	\$31,678.00	\$3,500.00	\$244.14	\$258.82	-	\$35,680.96
Cr Philippa Taylor	-	\$31,678.00	\$3,500.00	\$887.99	\$1,101.01	-	\$37,167.00
Cr Nige Jones	-	\$31,678.00	\$3,500.00	\$2,668.69	\$472.19	\$524.43	\$38,843.31
Cr Christopher May	-	\$31,678.00	\$3,500.00	\$1,202.26	\$1,095.87	-	\$37,476.13
Cr Russell Poliwka	-	\$31,678.00	\$3,500.00	-	\$570.82	-	\$35,748.82
Cr John Chester	-	\$31,678.00	\$3,500.00	\$654.85	\$255.75	-	\$36,088.60
Cr John Logan	-	\$31,678.00	\$3,500.00	\$2,506.99	\$1,028.76	-	\$38,713.75
Cr Suzanne Thompson	-	\$31,678.00	\$3,500.00	\$1,300.98	-	-	\$36,478.98
Cr Christine Hamilton-Prime JP	-	\$31,678.00	\$3,500.00	-	-	-	\$35,178.00
Cr John Raftis	-	\$31,678.00	\$3,500.00	\$942.99	\$50.91	-	\$36,171.90

*Note: Conference expenses do not include costs associated with registrations, travel costs or accommodation costs. Stated figures only include expense costs reimbursed directly to an Elected Member.

Elected Member Conference Attendance

To enable Elected Members to develop and maintain skills and knowledge relevant to their roles as representatives of the City, Elected Members are encouraged to attend conferences and training events to keep more informed and better able to fulfil their duties of office. The following interstate conferences were attended during 2020/21.

Elected Member	Conference Details	City	Date
Cr Nige Jones	2020 Global Eco Conference	Margaret River	1-3 December 2020
Mayor Albert Jacob, JP	ALGA National General Assembly	Canberra	20-23 June 2021
Cr Christine Hamilton-Prime, JP	ALGA National General Assembly	Canberra	20-23 June 2021
Cr Philippa Taylor	ALGA National General Assembly	Canberra	20-23 June 2021

A full list of the training and development undertaken by Elected Members during 2020/21 is available on the City's website.

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
Alt	=	Alternate Member
Deputy	=	Deputy Member

	Total number of meetings held 2020/21
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	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	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	2	10	11	7	12	7	5	7
11	2	10	11	7	8	NM	4	NM
-	-	1 x LOA	-	-	4 x Apology	-	1 x Apology	3 x Deputy
11	2	8	5	3	NM	NM	NM	NM
-	-	1 x LOA 2 x Apology	2 x LOA 4 x Apology	4 x Apology	-	-	-	-
11	2	9	11	6	NM	6	NM	NM
-	-	2 x Apology	-	1 x Apology	1 x Alt	1 x Apology	-	-
10	2	11	11	6	NM	NM	NM	NM
1 x Apology	-	-	-	1 x Apology	-	-	-	-
11	2	11	11	7	NM	NM	NM	NM
-	-	-	-	-	-	-	-	-
11	2	11	9	6	NM	NM	2	NM
-	-	-	1 x LOA 1 x Apology	1 x Apology	-	-	3 x Apology	-
11	1	11	10	7	NM	NM	NM	NM
-	1 x Apology	-	1 x Apology	-	3 x Alt	1 x Alt	2 x Deputy	-
11	1	10	11	7	NM	NM	NM	NM
-	1 x Apology	1 x Apology	-	-	-	-	1 x Deputy	-
11	2	11	11	7	NM	NM	NM	NM
-	-	-	-	-	-	-	-	-
11	2	11	11	6	NM	NM	3	NM
-	-	-	-	1 x Apology	-	-	2 x Apology	-
10	2	9	10	7	NM	6	NM	NM
1 x LOA	-	1 x LOA 1 x Apology	1 x LOA	-	-	1 x Apology	-	-
10	2	9	9	6	7	NM	3	3
1 x Apology	-	1 x LOA 1 x Apology	2 x LOA	1 x LOA	1 x LOA 4 x Apology	-	2 x Apology	4 x Apology
11	2	10	11	7	NM	NM	NM	NM
-	-	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
Alt	=	Alternate Member
Deputy	=	Deputy Member

		Total number of meetings held 2020/21
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	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	Meetings attended	
	Exclusion from attendance	

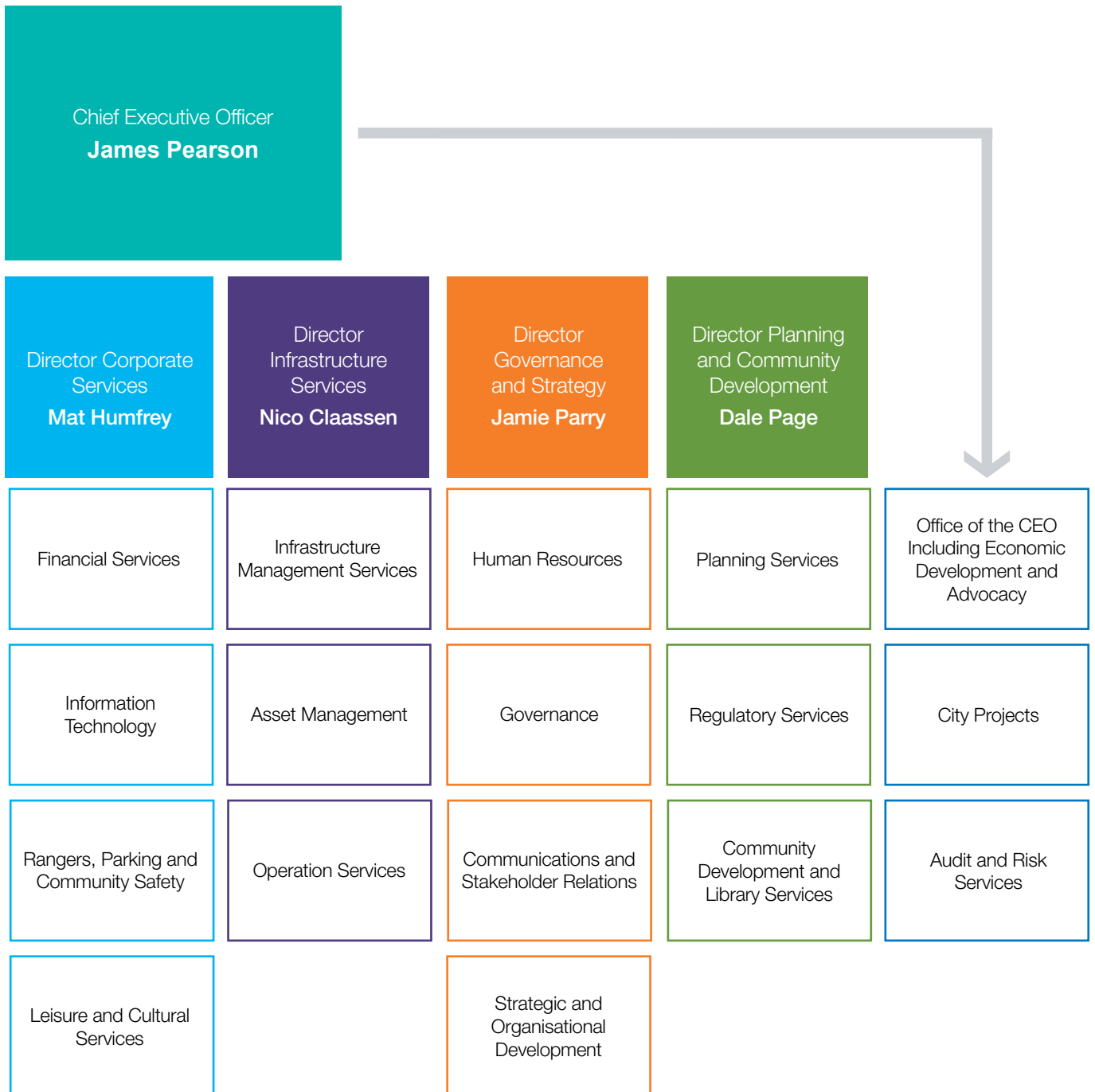
Committee Attendances

Audit and Risk Committee	CEO Performance Review Committee	Policy Committee	Major Projects and Finance Committee
4	11	4	5
3	11	3	5
1 x LOA	-	1 x Apology	-
NM	NM	2	5
-	1 x Obs	2 x Apology	-
4	11	NM	NM
-	-	2 x Deputy	3 x Obs
4	NM	NM	5
-	8 x Obs	1 x Deputy 1 x Obs	-
NM	11	3	NM
-	-	1 x Apology	-
NM	10	NM	4
1 x Deputy 2 x Obs	1 x LOA	2 x Obs	1 x LOA
2	NM	4	NM
2 x Apology	-	-	-
NM	9	NM	5
4 x Obs	2 x Apology	2 x Obs	-
4	NM	4	NM
-	1 x Deputy 4 x Obs	-	1 x Obs
4	NM	NM	5
-	1 x Deputy 6 x Obs	1 x Deputy	-
NM	9	3	NM
-	1 x LOA 1 x Apology	1 x Apology	5 x Obs
NM	11	3	NM
-	-	1 x LOA	-
4	NM	NM	4
-	2 x Obs	1 x Deputy	1 x Apology

Organisational Structure

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

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





Garry Hunt PSM – Retired Chief Executive Officer

Garry Hunt retired as Chief Executive Officer in December 2020 after 15 years at the City of Joondalup. Gary had held executive positions in local government since 1977 including the City of Melville, City of Perth and the City of Joondalup.

In the period between 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.

Garry also 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.

Garry 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 the Local Government Professionals WA.

During his many years at the City of Joondalup, Garry had overseen major changes at the City with milestones including the commencement of the Ocean Reef Marina redevelopment and Joondalup being named “the world’s most liveable city” in 2011. The construction of major buildings within the City Centre, designation as an Innovation Hub with a focus on digital industries, major growth in the education, training and healthcare sectors, are all achievements which took place under his leadership.



Aerial view of the City of Joondalup



James Pearson – Chief Executive Officer

James Pearson commenced as Chief Executive Officer at the City of Joondalup in March 2021. Although new to local government, James has held senior roles in business and government including:

- Leading Australia's largest national business policy and advocacy network as Chief Executive Officer of the Australian Chamber of Commerce and Industry;
- Leading public affairs for two of Australia's largest public companies in the resources industry; and
- Supporting Australian commercial and political interests in Africa, the Pacific and China as an Australian trade negotiator and diplomat.

James has an MBA from Deakin University and an Honours degree in Science from UWA. He is an adjunct Professor at Deakin University Business School and a Fellow of the Australian Institute of Management and the Australian Institute of Company Directors.

As Chief Executive Officer, James' priorities are to attract investment and support local businesses, advocate and provide for the needs of the community, and work with the Mayor, Council and community to realise Joondalup's vision to be a global city: bold, creative and prosperous.

Responsible Business Units and Teams

- Office of the CEO
- City Projects
- Audit and Risk Services
- Economic Development and Advocacy Team



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 25 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 and 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
- 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 excellent conditions that support work-life flexibility 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 underpin 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 the individual positions and overall organisational needs. Robust and well-planned recruitment processes mean we are also more likely to select people who are appropriate for the role and organisation and able to flourish. This in turn helps our retention rates. Our processes include:

- Job Analysis of vacancies prior to advertising to ensure roles being recruited for remain valid and necessary;
- Targeted and themed job adverts 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 contributed to a higher number of applications being received in 2020/21 and reduced costs. (See top five recruitment sources below.)

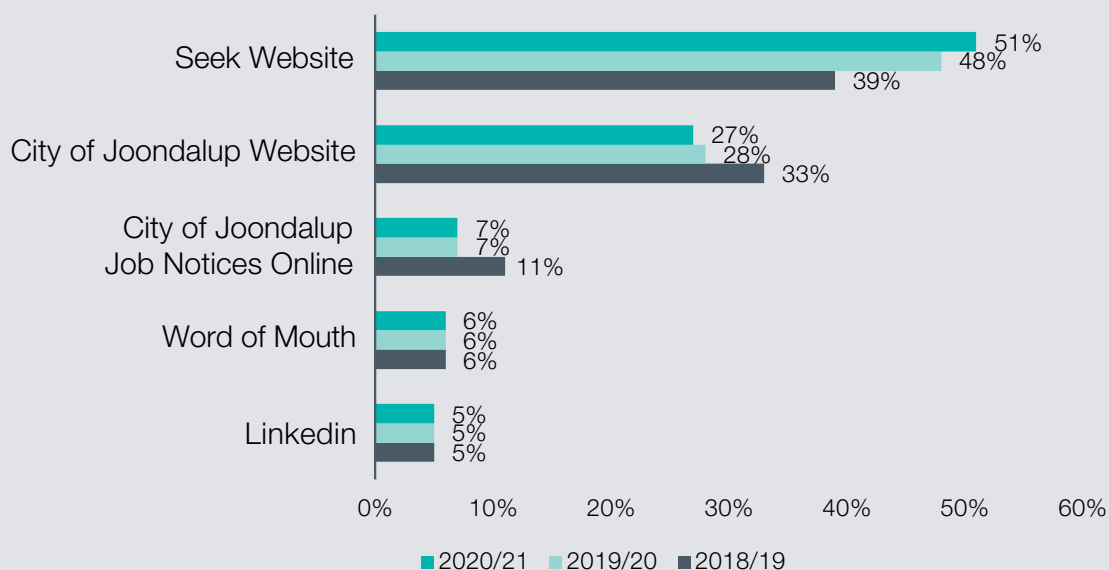
Number of Job Applications Received

2018/19	1,982
2019/20	2,630
2020/21	4,210

Top 5 Recruitment Sources

Source	2018/19	2019/20	2020/21
LinkedIn	5%	5%	5%
Word of Mouth	6%	6%	6%
City of Joondalup Notices Online	11%	7%	7%
City of Joondalup Website	33%	28%	27%
Seek Website	39%	48%	51%

Top 5 Recruitment Sources

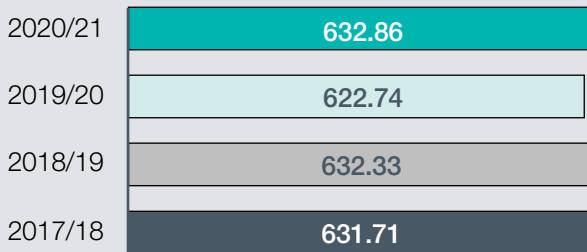




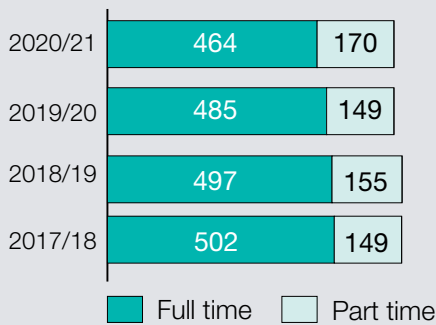
Who are our Employees?

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

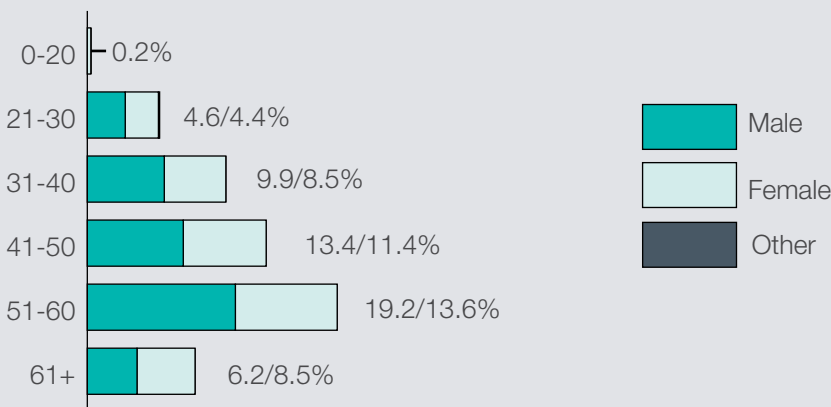
Established FTEs (Full Time Equivalent)



Headcount (All Staff including Casuals)

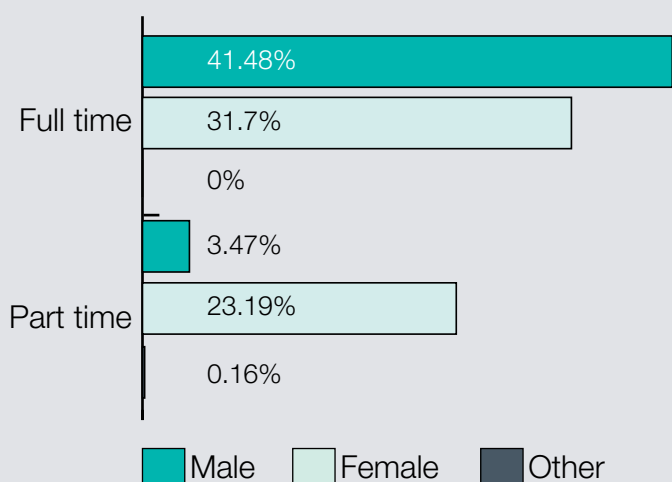


Employee Gender Balance by Age (%)

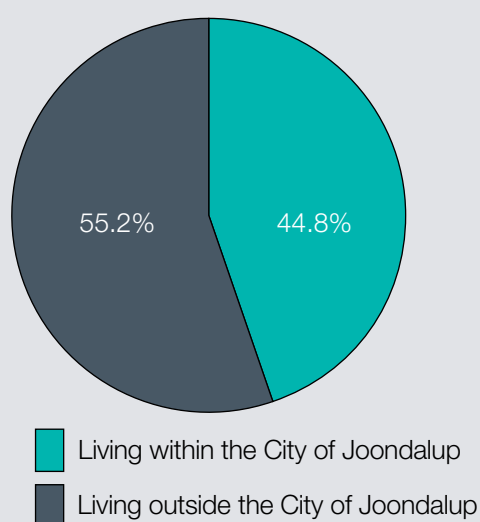




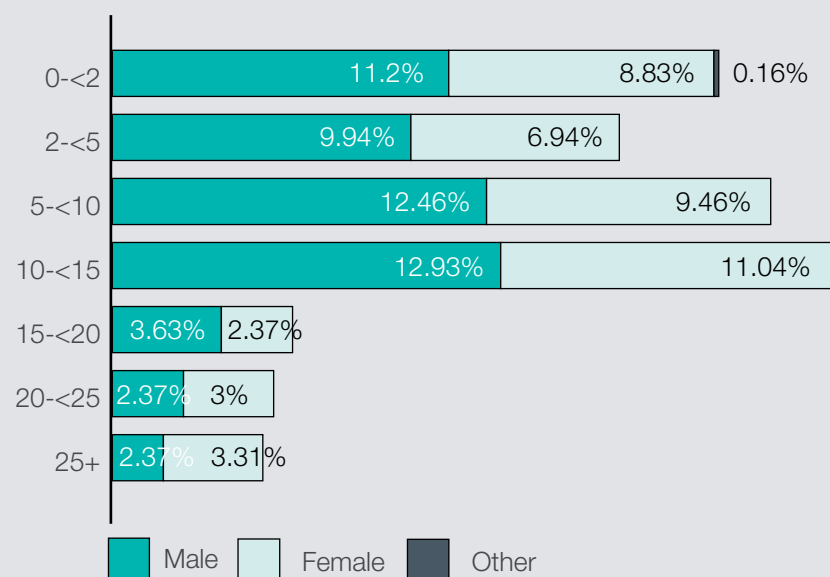
Permanent Full Time and Part Time (%)



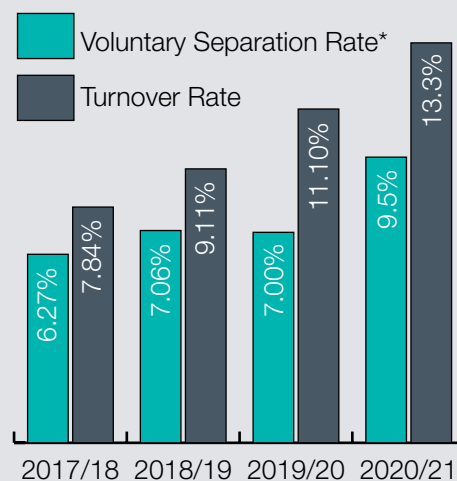
Where Do Our Employees Live? (%)



Employee Length of Service



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.

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
- Ensuring compliance with State and Federal Acts and Regulations relating to equal opportunity and discrimination.

Diversity and Inclusion

In addition to its strong foundation in Equal Employment Opportunity, the City is committed to creating a diverse and inclusive culture that promotes a fair, equitable, respectful and supportive workplace. The City's inaugural *Diversity and Inclusion Plan* was approved in 2020/21 and supports the City in:

- Creating a work environment where diversity and inclusion thrive, and we acknowledge and embrace our differences;

- Improving representation in our workforce of people from diversity groups;
- Reducing structural, process and cultural barriers to employment for people from all diversity groups;
- Implementing meaningful, action-orientated strategies; and
- Promoting an inclusive culture through flexible mindsets and work practices.

The City has an HR Advisor, Diversity and Inclusion, whose role it is to facilitate an inclusive culture.

An organisational wide survey on employee opinions on diversity and inclusion was a key source to shape and determine the content of the Diversity and Inclusion Plan.

In addition to the gender and age profile of City employees provided on page 88 the following provides further information on employee diversity.

11.2%
of employees are
from culturally and
linguistically diverse
backgrounds.

0.4%
of employees identify
as Aboriginal or Torres
Strait Islander.

15%
of survey respondents
identified as living with a
disability in the City's recent
Employee Diversity Survey.

5%
of survey respondents identified
as a person from diverse
sexualities in the City's recent
Employee Diversity Survey.



Workplace Learning Placement Student

The City delivered an organisational wide training program on Workplace Behaviours including raising workforce awareness on Bullying and Harassment in the workplace.

The City also signed a Collaboration Agreement with Curtin University to be part of the Mature Worker study. The aim of this study is to enhance the working experiences of mature employees by understanding how we as an employer can support better participation of the ageing workforce, ensure high levels of performance and health and wellbeing. The study will commence in early 2021/22.

Workplace Learning Placements

Workplace learning provides opportunities for students to develop employability skills to transition from formal learning to employment, and gives students the opportunity to explore career pathways. The broad range of business units within the City positions the organisation well to support work experience and placement for a range of applicants.

The City hosted 18 applicants from schools, TAFE, universities, rehabilitation providers and disability placement organisations in 2020/21. Five of the placements were provided to students living with disabilities.

Students had placements in a range of areas including the City's Natural Areas Team, Record Services, Library Services, Information Technology, Environmental Health and in the Economic Development Team.

Two students from West Coast Secondary Educational Support Centre undertook a one day per week placement for Term 2 and 3 with the Natural Areas team. The students timed their placement to coincide with the seedling planting schedule in the City's native plant nursery. They supported the Natural Areas Team in the planting of native plant tube stock at various bushlands and reserves.

MAKING A DIFFERENCE

Diversity and Inclusion – Workplace Learning

A Duncraig Senior High School year 12 student requested a two week work placement with the City's Records Services team after hearing of the successful placements that other students had experienced.

The student's mother emailed the City to say thank you for providing the workplace learning opportunity.

"I just wanted to say a big thank you for helping to organise Ben's work experience. He has had an awesome time working with Records Services staff, and others in the office too. He has loved the time and really feels excited about where he would like to take his career next."

"I was told about the wonderful team in Record Services so I was very keen for my son, Ben, to apply for his work experience. The staff were everything I could have expected and more: inclusive, supportive and encouraging. Ben is very shy and finds new experiences and places challenging, but with the team in Records Services he felt valued. He learnt so many new skills and was able to ask questions when needed. Please thank all in the team for their contribution to making Ben's work experience such a success."

The student and his mother were grateful for the opportunity and now he is looking to further his skills in this area.

MAKING A DIFFERENCE

Workplace Learning Placements for Edith Cowan University Students

The following was provided by Edith Cowan University's Director-Work Integrated Learning.

"The City of Joondalup have been highly supportive of the work-integrated learning programs across Edith Cowan University (ECU).

Since July 2020, the City has provided high quality and meaningful work placement opportunities to 20 ECU students, including:

- 7 in Business and Law
- 2 in Health Science
- 9 in Science and Maths
- 2 in Computer and Security

The City's support is critical for providing relevant work experience to our students, helping them in their transition to the labour market and future career. ECU is extremely grateful for this collaboration with the City and looks forward to continuing this partnership in teaching and learning into future years".

Edith Cowan University, Joondalup



Employee Culture Survey

Four employee project teams, established in 2019/20, continued to work through 2020/21 to develop and implement recommendations to improve workforce culture in the areas of:

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

A number of actions have already been implemented and include:

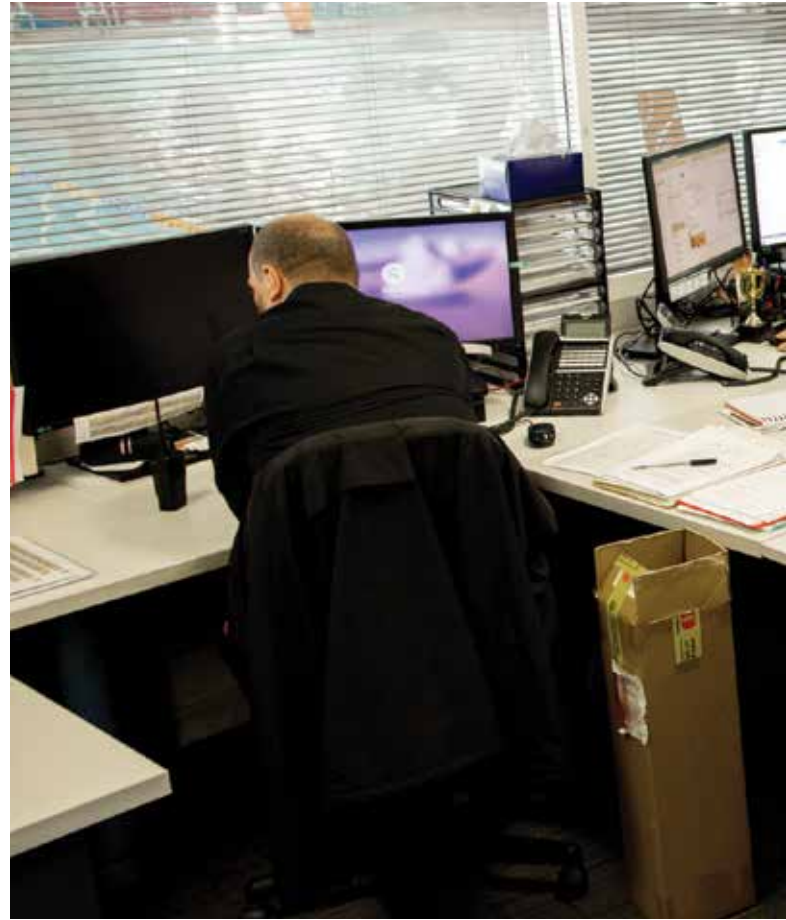
- Establishment of a new cross-organisational team to implement action resulting from feedback from employees;
- Provision of additional staff training opportunities through a new partnership with Australian Institute of Management;
- Agreement to participate in a “Mature-Age” Workforce Study, in conjunction with Curtin University and Centre of Excellence in Population Ageing Research to identify opportunities for supporting mature-age employees within the workplace; and
- Development of the “Workmate Support Program” to provide opportunities for peer-to-peer support.

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 formal arrangement between the City and the Australian Institute of Management (AIM) for employees to access the AIM suite of training courses at a reduced cost;
- 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;
- An initiative to assist employees experiencing family and domestic violence; and
- The introduction of a Workmate Support Program where a group of City employees have been trained to provide short notice, informal and confidential support for any employee experiencing difficulties in the workplace or at home.

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.

Consultants

The City engages consultants when required to assist in delivering services which require specific specialist skills of benefit to the City. Consultants are appointed in accordance with the City's procurement and approval processes and in line with approved budgets.

Examples of consultancy services provided include the biennial Customer Satisfaction Survey, flora, fauna and ecological surveys, vegetation condition assessments, traffic assessments, coastal mapping, drafting and architectural services, assistance with the development or review of strategic plans and strategies, a social needs analysis and reviewing City services.





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 work 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 maintained; 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

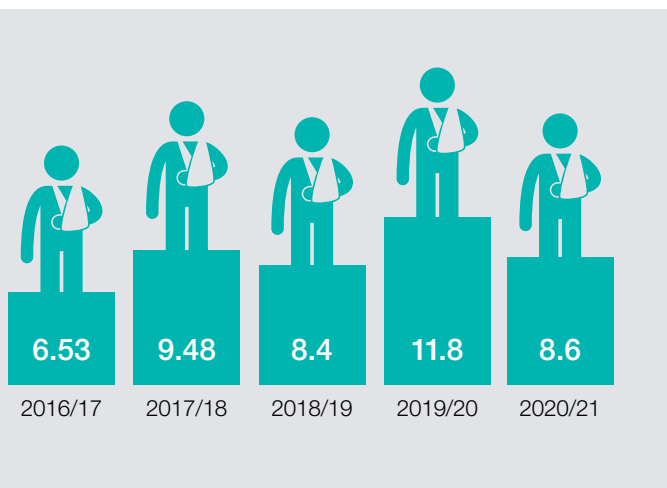
What is the Lost Time Injury Frequency Rate?

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

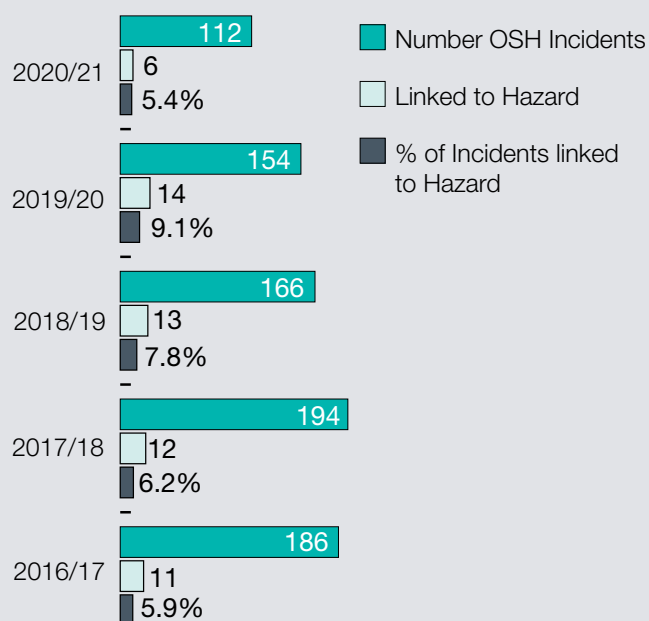
The City records all Occupational Health and Safety (OSH) incidents in a dedicated safety management system to ensure effective recording, investigation, tracking, resolution and reporting. The City also records when an OSH incident is linked to a hazard:

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

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**.

Number of OSH Incidents



The City responded to a lockdown on 3 occasions during 2020/21 and managed to maintain most services that were not affected by State Government closure directions.

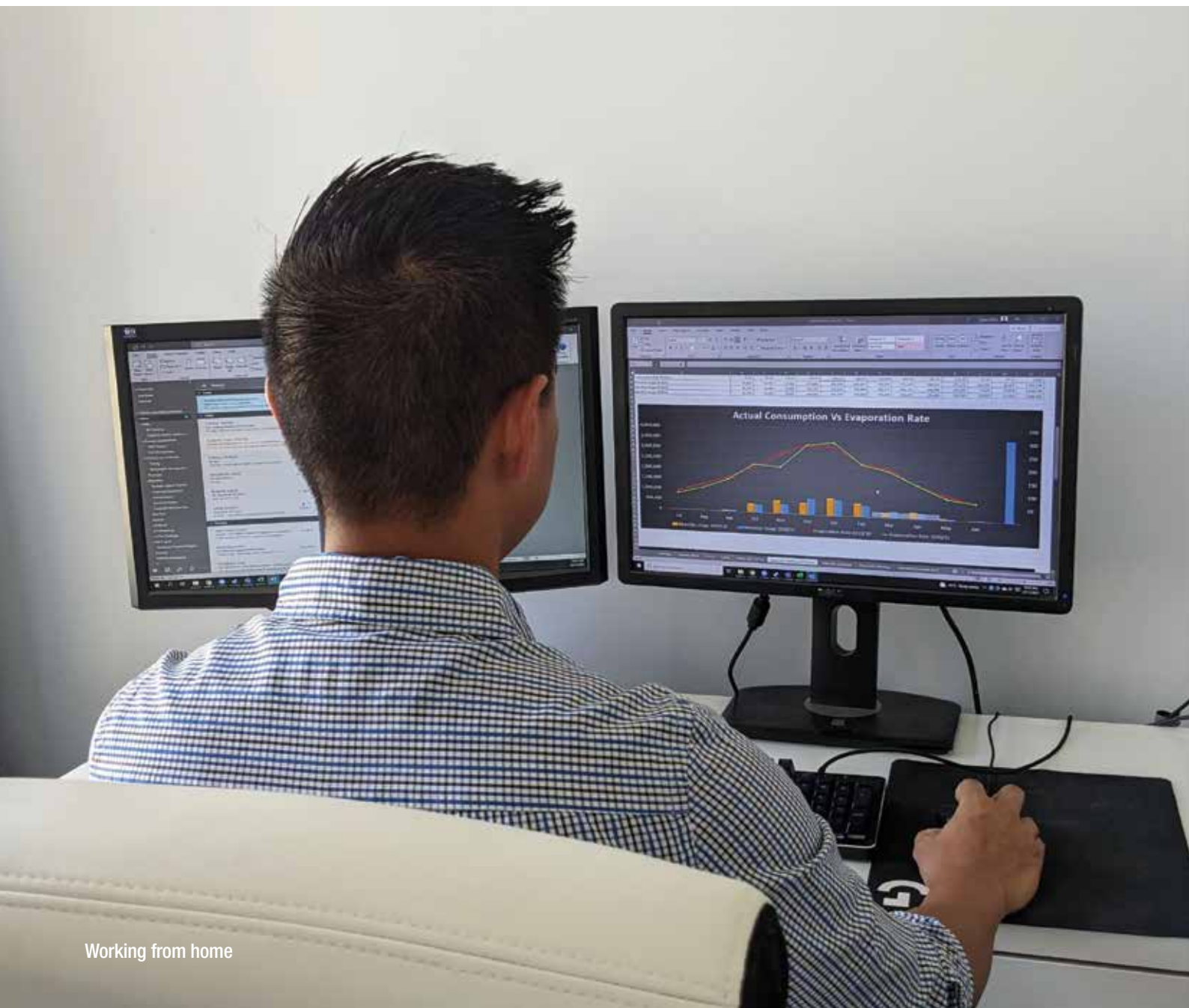
Strategic Objective: Corporate Capacity

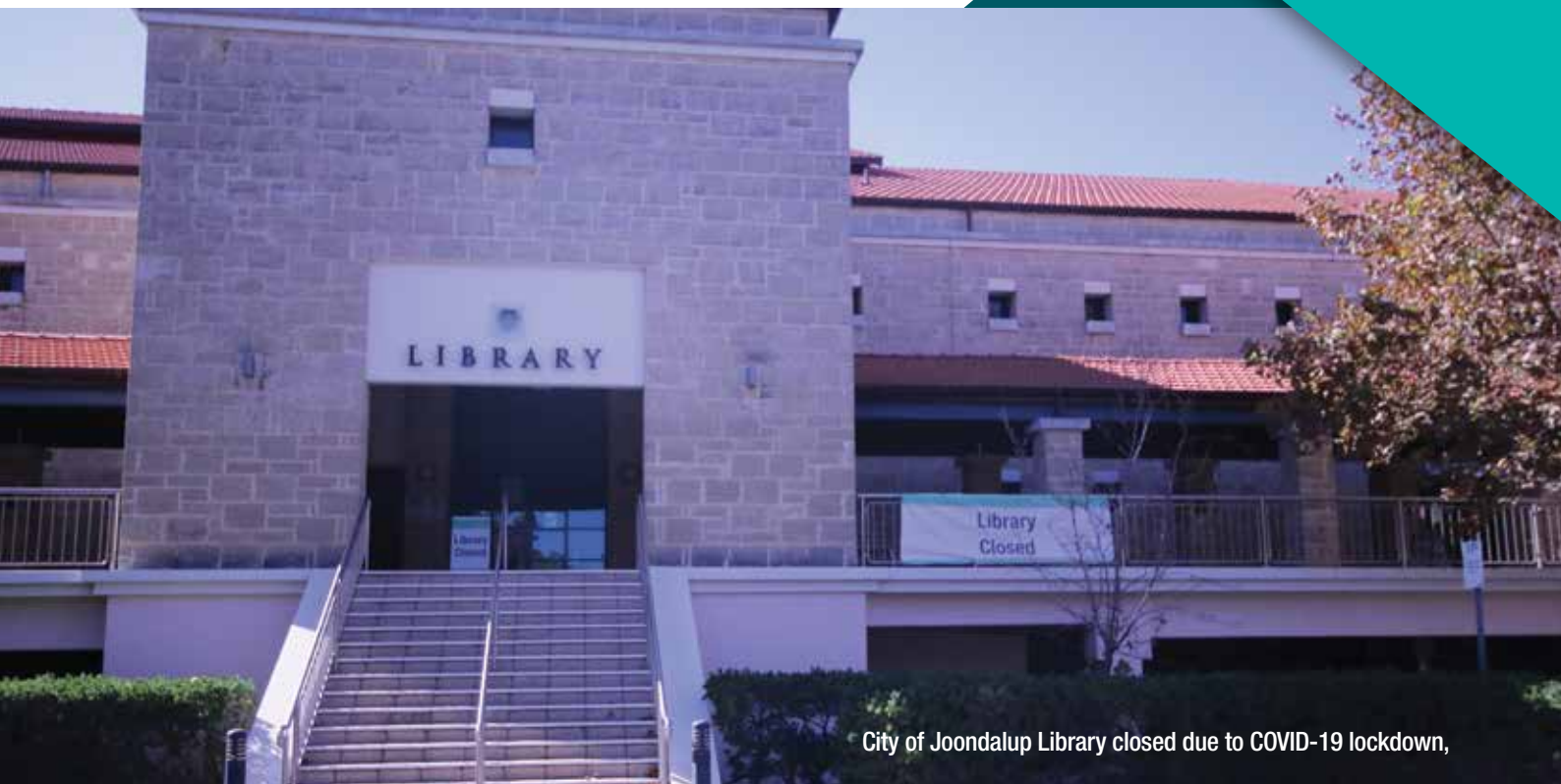
Ongoing Impact of COVID-19 on City Employees

The City has put in place a range of processes and practices to enable the workforce to respond to the threat of a COVID-19 outbreak and the lockdown scenarios that usually accompany such a threat. The City has in place:

- A COVID response framework identifying the various levels of City response to state government restriction levels including lockdowns;
- The capacity by much of the workforce to deliver most services whilst working from home;
- A quick response communication network for the workforce to be kept up to date on daily developments in the event of a COVID response.

The City responded to a lockdown on three occasions during 2020/21 and managed to maintain most services that were not affected by State Government closure directions.





City of Joondalup Library closed due to COVID-19 lockdown,

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 \$130,000 or more; and
- The number of those employees with an annual salary entitlement that falls within each band of the \$10,000 over \$130,000

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	2019/20	2020/21
\$130,000	\$139,999	19	16
\$140,000	\$149,999	9	8
\$150,000	\$159,999	4	6
\$160,000	\$169,999	6	2
\$170,000	\$179,999	2	2
\$180,000	\$189,999	1	1
\$190,000	\$199,999	5	6
\$200,000	\$209,999	4	7
\$210,000	\$219,999	4	1
\$220,000	\$229,999	-	2
\$230,000	\$239,999	1	-
\$240,000	\$249,999	-	-
\$250,000	\$259,999	-	-
\$260,000	\$269,999	-	-
\$270,000	\$279,999	-	1
\$280,000	\$289,999	3	1
\$290,000	\$299,999	-	3
\$360,000	\$369,999	-	1
\$370,000	\$379,999	1	-
\$500,000	509,000	-	1
Total		59	58

NOTE: There were 27 pay periods in the 2020/21 financial year (not the usual 26) which happens when the fortnightly pay cycles finish at the start of the year (ie a pay fortnight crosses two financial year, but concludes in the latter financial year).

Our Volunteers

More than 100 volunteers help the City deliver a range of programs including the Community Transport Program and community events such as the Luminight Festival held in March 2021.

Volunteers also assist with library programs including Books on Wheels, Genie Exchange, transcription of oral history interviews, library shelving and Keystrokes - a personalised one-to-one session where volunteers assist people with using their smart phone or tablet, navigate the internet or using apps.

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

Strategic Objective: Community Spirit

Joondalup Volunteer Resource Centre

The Joondalup Volunteer Resource Centre (JVRC) assists community members to find the perfect volunteer role within volunteer-involving organisations that is best suited to their skills and interests.

The JVRC relocated to Whitford Library in March 2021, centralising the service within the geographic heart of the City of Joondalup.

In 2020/21 JVRC referral officers conducted 88 interviews; responded to 405 enquires from 282 local volunteer-involving organisations, and contributed 859 hours of their time to help connect local volunteers with local community organisations.

Step into Volunteering

The JVRC holds regular Step into Volunteering workshops for people interested in volunteering roles in the community. These workshops cover the benefits of volunteering, how to find the right volunteer position, the rights of volunteers and the responsibilities of volunteer organisations.

Throughout 2020/21, 35 local community members attended one of these free sessions.



MAKING A DIFFERENCE Community Transport Program

Jill and Roy Davis have been volunteering with the City for the past nine years. When asked about their experience of volunteering, they said:

"We have found that volunteering in the Community Transport Program has given us much satisfaction, performing tasks that are greatly appreciated and we have made many new friends.

The tasks we perform keep us physically active and cognitively stimulated. It also gives us great pleasure when we see a beaming smile on the faces of our regular clients when we pick them up. Sadly, we know, on too many occasions, that smile is reserved for us because ours are the only faces they will see at their door."

Strategic Objective: Community Spirit

Celebrating Our Volunteers – International Volunteer Day and National Volunteer Week

International Volunteer Day is assigned by the UN General Assembly and is celebrated worldwide on the 5 December each year. The day recognises the contribution of volunteers who play a large and important role in 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, the City secured grant funding and hosted a morning tea in appreciation of the 34 volunteers who attended, and to recognise and celebrate their great contribution and dedication to the various community groups within the City.

A digital and print marketing campaign extended the reach and acknowledgment to the broader community volunteers.

The National Volunteer Week Grant Program enabled the City of Joondalup to produce a video series named, “Bringing People Together: A Volunteer’s Story”. The City was also able to host a function in May 2021 to launch the video series. The videos were then promoted and distributed to the wider public throughout National Volunteer Week.

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

Strategic Objective: Community Spirit

The video series was a showcase of community volunteering from six community organisations which featured volunteers telling stories of positive, personal impacts, and how their contributions work towards building a more inclusive, connected community.

Impact of COVID on Volunteering

During COVID-19 related lockdowns some face-to-face programs, usually delivered by volunteers, were cancelled.

The JVRC was closed for in-person consultations, however continued to offer virtual assistance and support to volunteers and volunteer-involving organisations.



The “Bringing People Together: A volunteer’s Story” videos featured local volunteers who help in building a stronger, more inclusive and connected community and contribute to *shaping a stronger future*.

Strategic Objective: Community Spirit



During 2020/21 the City assisted community-based groups to secure over \$400,000 in funding to assist in COVID-19 recovery initiatives. The City’s assistance in completing grant applications contributes to *shaping a stronger future*.

Strategic Objective: Community Spirit



SUSTAINABILITY REPORTING



The City is committed to sustainable development and has adopted the following definition of sustainability:

Meeting the needs of current and future generations through the integration of environmental protection, social advancement, and economic prosperity.

The City applies this definition to the planning and management of its infrastructure and resources and uses a number of indicators to assess the overall sustainability of the City and to influence planning and service decisions.

This is the 13th 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 2020/21 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 at the end of this report. The following symbols indicate a positive or negative result against each standard disclosure throughout this report.

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

Measuring Success

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

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



GOVERNANCE AND LEADERSHIP



Aspirational Outcome:

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

Effective Representation

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

Strategic initiatives

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

Corporate Capacity

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

Strategic initiatives

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

Active Democracy

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

Strategic initiatives

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

Strong Leadership

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

Strategic initiatives

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

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- A Gold Award received for the City's 2019/20 Annual Report in the Australasian Reporting Awards.
- 91.8% overall customer satisfaction with City services.
- Code of Conduct for Employees adopted.
- Code of Conduct for Council Members, Committee Members and Candidates adopted by Council.
- Eight-year review of local laws completed.
- Significant community consultation undertaken to inform the development of a new Strategic Community Plan, including 10 stakeholder workshops and an online survey.
- 21 major consultations conducted during the year to inform decision-making on major projects, policies and to obtain feedback from the community, key stakeholders and interested persons.
- The 2020 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 56,500 across all platforms.
- Strengthening of the City's cyber defences and upgrades to the corporate network to improve security and network level authentication.

Challenges

- 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.
- Increasing measures required to strengthen the City's network from the increasing risks of cyber security threats.
- Understanding the changing nature of how City customers prefer to receive information and managing their expectations.

Year Ahead

- Develop the City's Strategic Community Plan to inform the development of a new 10-year plan which is the City's overarching guide for the future.
- Conduct Local Government Elections in October 2021 and undertake an Elected Member Induction Program.
- Review the City's Governance Framework.
- Finalise the 8-yearly Ward Boundary Review.
- Implement changes to governance processes as a result of amendments to the *Local Government Act 1995*.



Strategic Community Plan Youth Workshop



Strategic Community Plan Youth Workshop



Strategic Community Plan Youth Workshop

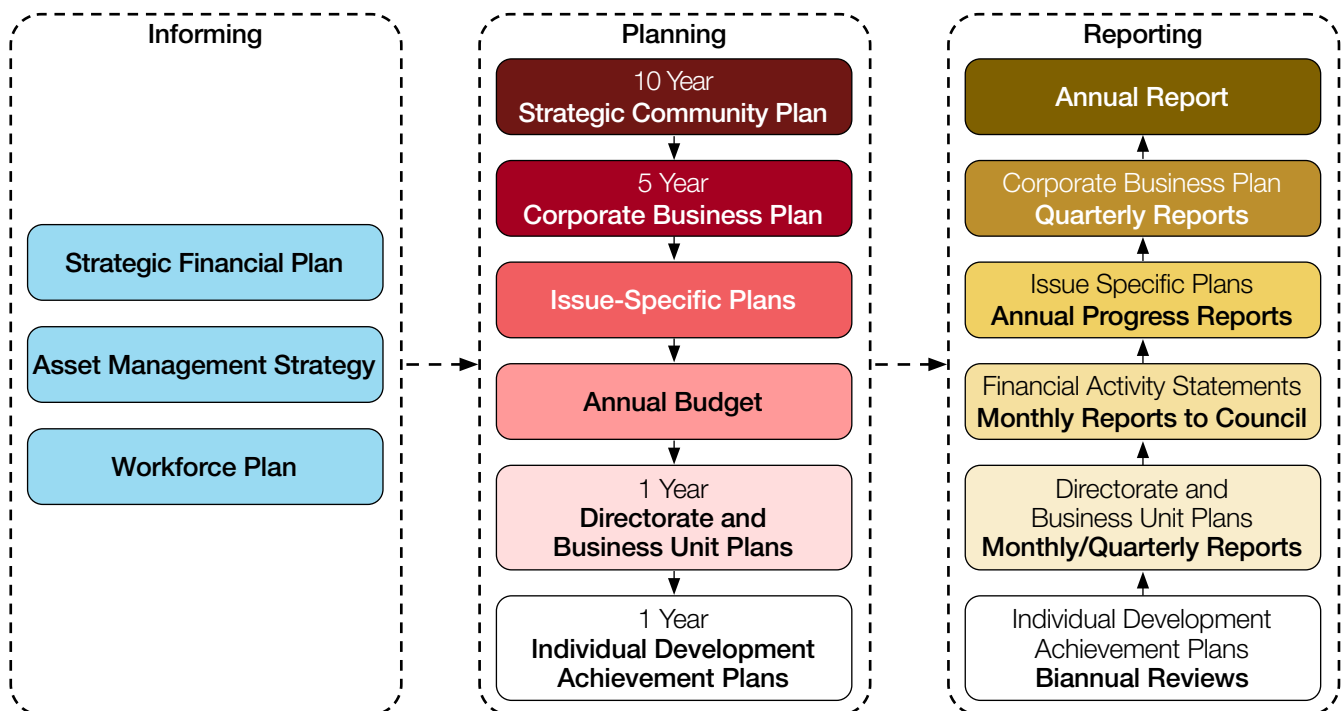
City's Planning and Reporting Framework

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

- Is informed by resourcing 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 Youth Workshop





Joondalup 2022

Strategic Community Plan 2012-2022



Last updated July 2018

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 2020/21 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 September 2021.

Corporate Business Plan

2020/21 – 2024/25



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 positions statements cover the following issues:

- Community Facilities;
- Leisure Centre Operations;
- HBF Arena Joondalup;
- Tamala Park;
- Tamala Park Income;
- CBD Land;
- Third Australian Football League Team in Western Australia;
- City of Joondalup Leadership and Representation;
- International Recognition and Innovation;
- Sustainable Borrowing;
- Significant Event Attraction;

- Homelessness;
- Economic Development International Activity;
- Tri-cities Alliance; and
- Second A-League Football (Soccer) Team in Western Australia.

At its December 2020 meeting, Council endorsed the retention of all existing Strategic Position Statements, with minor amendments made to Sustainable Borrowing Strategic Position Statements. Council also endorsed an additional Strategic Position Statement on Cyber Security, where the City actively seeks opportunities to strengthen its position as the home to cyber security and the first ever Innovation Hub in Western Australia.

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 2020/21, Council completed its mandatory eight-year review of all City local laws. This resulted in a *Health Amendment Local Law 2021* and *Fencing Amendment Local Law 2021* being advertised for public comment during the year. These amendment local laws will be finalised during 2021/22 as well as progression of other local law amendments.



Strengthening governance and leadership processes contributes towards **shaping a stronger future**.

Strategic Objective: Corporate Capacity

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 2020/21, Council adopted the following new or amended policies:

- *Alfresco Activities Local Planning Policy;*
- *Burning on Private Property Policy (revoked);*
- *Business Continuity Policy;*
- *Closure of Pedestrian Accessways Local Planning Policy;*
- *Container Deposit Scheme Infrastructure Local Planning Policy;*
- *Draft Advertisements Local Planning Policy;*
- *Elected Members' Entitlements Policy;*
- *Investment Policy;*
- *Joondalup City Centre Car Parking for Commercial Development Policy (revoked);*
- *Joondalup Design Review Panel Local Planning Policy;*
- *Notification of Public Works Policy;*
- *Payment of Rates and Charges Policy;*
- *Rates Hardship Policy;*
- *Risk Management Policy; and*
- *Specified Area Rating Policy.*

All new employees complete an online Code of Conduct induction.

Strategic Objective: Corporate Capacity

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.

Following changes to the *Local Government Act 1995* amendments to the framework are proposed in 2021/22.

Code of Conduct

During 2020/21 changes were made to the *Local Government Act 1995* requiring WA local governments to adopt two codes of conduct: one for Elected Members, Committee Members and local government election candidates, and one for employees. The codes of conduct set out the standards of behaviour which must be observed when performing a person's respective duties and are 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.

During 2020/21 two new codes of conduct were adopted which also included the adoption of a new complaint investigation framework for minor behavioural complaints against Elected Members, Committee Members and local government election candidates.

All new employees are required to complete an online induction to ensure they understand and demonstrate the principles and standards of behaviour as outlined in the City's Code of Conduct.





348,559 records captured in the recordkeeping system in 2020/21.

Strategic Objective: Corporate Capacity

Gift Disclosures

The *Local Government Act 1995* requires 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 any contributions 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.

Elected Members are also required 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

No entries were made in the Register of Complaints under Section 5.121 of the *Local Government Act 1995* during the 2020/21 financial year.

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 two non-compliance issues for the year 2020. The non-compliances related to the review of the *Elected Members' Entitlements Policy* and publishing the City's tender register on its website.

The 2020 Compliance Audit Return was adopted by Council in March 2021 with a certified copy of the Return, along with the relevant section of the Council resolution, submitted to the Department of Local Government, Sport and Cultural Industries.

Records Management

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

The City's *Recordkeeping Plan* is required to be reviewed at least once every five years. The Plan was reviewed in 2020/21 and submitted to the State Records Office for endorsement.

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 2020/21 was 348,559 (327,107 in 2019/20). This included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 1,005.

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

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

85 Freedom of Information applications processed with an average completion time of 34 days.

Strategic Objective: Corporate Capacity

Freedom of Information

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

During 2020/21, the City processed a total of 85 Freedom of Information applications, with an average completion time of 34 days. A total of 78 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

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

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 2020/21 to ensure continued relevance and enable effective and efficient decision-making processes.

Contracts and Procurement

As a local government delivering services to the community, the City buys a range of goods and services. Suppliers may be businesses or individuals who supply equipment, utilities and fleet, assist with maintenance and construction of buildings, community and sporting facilities, roads, parks and landscaping. 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*.



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**TENDERS
ADVERTISED
IN 2020/22**

\$38,844,879

**ESTIMATED VALUE OF
CONTRACTS AWARDED
IN 2020/21**



SIGNIFICANT TENDERS

- Supply and laying of asphalt (major works)
- City Centre Lighting Upgrade Stage 5
- Shenton Avenue Upgrade Design and Documentation
- Craigie Leisure Centre Refurbishment Project

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 \$250,000. The purchase of goods and services for more than \$250,000 requires a public tender. The details below outline the tenders and contracts awarded in 2020/21.

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.

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 activity:

- City of Joondalup Leisure Centre – Craigie.

The public benefit tests for these activities revealed that competitive advantages and disadvantages existed in the leisure centre 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.



City of Joondalup Leisure Centre – Craigie

Benefits Management Program

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

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

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

Australasian Local Government Performance Excellence Program

The City continued to participate in the Australasian Local Government Performance Excellence Program in 2020/21. This is a 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.

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

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, sound corporate governance and the integration of good risk management practices within processes, planning, reporting and performance measurement is required.

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.

Continuous improvements made during the last 12 months include:

- The updated *Risk Management Policy* been adopted by Council;
- The updated *Risk Management Framework* endorsed by Council;
- Annual review of operational risk registers conducted;
- Development of a risk reporting dashboard;
- Development of an online learning module for risk management awareness; and
- Initiation of links between risk management and business continuity programs.

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

Strategic Objective: Corporate Capacity



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 continued as the external independent member to the Audit and Risk Committee for a further year.

The Audit and Risk Committee met on four occasions during 2020/21. The role of the Audit and Risk Committee is outlined on page 61.

Matters considered during the year included:

- 2019/20 Annual Financial Report;
- Write-off of monies;
- Chief Executive Officer's credit card expenditure;
- Audit and Risk Services Program which sets out the program to guide audit activity, the work of the Internal Auditor, and other activities, to maintain the City's understanding of the risks it is exposed to, and to develop strategies to combat risks;
- An internal audit into potential duplicate invoice payments. Ten payments were identified and credited back to the City, with system improvements implemented to validate invoice numbers. A follow-up audit identified a control weakness which has now been strengthened;
- An internal audit into controls over changes to suppliers' bank accounts details. This did not identify any anomalies and concluded that appropriate controls and authorisations were applied;
- An internal audit into payments to employees after employment has ceased which confirmed payments were valid and accurate;
- An internal audit into attempts to bypass quotation and tender thresholds. This commenced with a review of unique/specialist suppliers that resulted in improvements implemented to strengthen controls for procurement activity, conflicts of interest and secondary employment;
- An internal audit into potential conflicts of interest via inappropriate relationships. This identified one occurrence between two suppliers however no conflict of interest existed as the suppliers provided different services. The audit also identified eight occurrences between suppliers and employees, with one review completed which resulted in improvements being implemented to strengthen procurement activity controls. Investigations will continue in 2021/22 into the other occurrences;
- COVID-19 Internal Audit Activity which reviewed risks associated with new arrangements introduced to maintain business continuity and deliver services;
- The 2020 Compliance Audit Return which revealed a high level of compliance with legislation with only two areas of non-compliance which were subsequently rectified;
- Reporting to external oversight agencies which shows the City's commitment to ethical behaviour. There were six allegations of misconduct which were reported during 2020/21;
- The revised Risk Management Policy and Framework which provides better guidance to integrate risk management into activities and functions performed by the City;
- The status report into the Office of the Auditor General information systems audit; and
- The Benefits Management Program.

The Committee noted the outcomes of the reports and improvements already implemented and/or proposed. Some of the activities reported provided evidence of the appropriateness and effectiveness of systems and procedures relating to risk management, internal control and legislative compliance, as required by the *Local Government (Audit) Regulations 1996*.

Integrity and Controls

The objective of the *Fraud, Corruption and Misconduct Control Policy* is to communicate the City's zero tolerance approach and response actions to fraudulent and corrupt conduct within the performance of its functions and interactions with contractors and suppliers, the community and all other stakeholders of the City.

To support this, the following service levels are in operation:

- Provision of programs (including the use of data analytics) for fraud, misconduct and corruption detection and prevention;
- Maintaining the City's whistleblowing program to ensure regular awareness is provided to employees, contractors, suppliers and the public; and
- Reporting to external oversight agencies.

Each year the City completes the Public Sector Commission Integrity and Conduct Annual Collection which is used to identify gaps for improvement, and has resulted in the establishment in 2021/22 of an Integrity Officer role to promote integrity issues, address risk exposures and investigate misconduct issues.

The continued focus to strengthen integrity and conduct controls shows the City's commitment to ethical behaviour. Where the standards of behaviour fall below what is expected, including misconduct, the City takes the appropriate action which may include notifications to the Corruption and Crime Commission or Public Sector Commission.

Reporting to External Oversight Agencies

The oversight bodies for local government are the Corruption and Crime Commission, Public Sector Commission and the Department of Local Government, Sport and Cultural Industries. Through the outcomes of internal investigations, three allegations of misconduct were reported during 2020/21, with a further three remaining active.

Outcomes of the allegations were:

- Two allegations reported were not finalised due to resignations. After assessment of City protocols and policies it was determined that no additional controls were required as one of the allegations related to inappropriate personal behaviour. Additional controls were established for the second allegation to mitigate the risks of further occurrences, as well as repayment of overclaimed overtime.
- Termination of employment occurred for an allegation relating to obtaining a benefit for another person by taking advantage of employment. After assessment of City protocols and policies, additional controls were established to strengthen existing processes, as well as employee education to reinforce expectations and obligations.
- The City strengthened controls for an allegation relating to taking advantage of employment to obtain a benefit for themselves or suppliers, which included improved wording in the Code of Conduct for secondary employment, and improved financial controls and review mechanisms to mitigate the risks of further occurrences.
- Reminder of legislative obligations occurred for one allegation relating to the acceptance of a prohibited gift, undervaluing the gift and wrongly disclosing the nature of the relationship with the person who made the gift.

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 also was necessary to ensure that controls were not reduced or bypassed.

This internal audit activity has continued during 2020/21 with identified risks and recommendations for improvement being made as appropriate and reported to the Chief Executive Officer.

External Audits

For the second year, the Office of the Auditor General (OAG) conducted an audit of the information systems of 11 local governments, including the City of Joondalup.

The primary purpose of the audit was to assess the effectiveness of the controls over the general computing environment and key applications, as well as undertaking a capability maturity assessment.

In March 2021, the OAG issued a management letter along with recommendations for improvements.

In May 2021, the OAG reported its findings to Parliament (Report 23: 2020/21 *Local Government General Computer Controls*).

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.

Other current initiatives include:

- Strengthening of the City's cyber defences by implementing Multi-Factor Authentication for all cloud and remote access. This requires employees to provide two or more credential checks for remote and cloud access;
- Current implementation of a fully monitored (24/7) Cyber Incident Response Service; and
- Upgrading the City's corporate network to improve security and implement 802.1X network level authentication.

The City has also strengthened its cyber defences by implementing Multi-Factor Authentication for all cloud and remote access.

Strategic Objective: Corporate Capacity



Comprehensive community consultation ensures community feedback informs the City's decision-making and facilitates ***shaping a stronger future.***

Strategic Objective: Active Democracy

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.

Legislative Community Consultation

In 2020/21, the City conducted 10 legislative community consultations including:

- The Access and Inclusion Plan;
- Advertisements Local Planning Policy;
- Amendment to Iluka Local Development Plan No 1;
- Draft Burns Beach Local Development Plan;
- Joondalup Design Review Panel Local Planning Policy;
- Local Laws Review 2020;
- Notice of Intention to Levy Differential Rates;
- Ocean Reef Marina — Proposal to Dispose of Property;
- Review of Ward Names, Boundaries and Councillor Representation Levels; and
- Scheme Amendment No 6 — Private Community Purpose Zone.



Strategic Community Reference Group

General Community Consultation Projects

The City conducted 16 general community consultations including:

- Barridale Park, Kingsley — Installation of Additional Cricket Practice Nets;
- Braden Park, Marmion — Basketball Pad Feedback;
- Burns Beach Coastal Node Draft Concept Plan;
- Churton Park, Warwick — Landscaping Works;
- Climate Change Survey;
- Draft Yellagonga Integrated Catchment Management Plan 2021–2026;
- Edgewater Quarry Draft Preferred Concept Plan;
- Heathridge Park Draft Concept Plan;
- Joondalup City Centre Place Activation;
- Mirror Park Skate Park, Ocean Reef — Proposed Lighting;
- Newcombe Park, Padbury — Landscaping Works;
- Ocean Reef Park, Ocean Reef — Replacement of Toilet/Change Room Facility;
- Shaping Your Local Community — Developing a New 10-Year Strategic Community Plan Consultation;
- Three Bin System Waste Survey;
- Timberlane Park, Woodvale — Proposed Sports Floodlighting Upgrade; and
- Travel Survey 2021.

16 general community consultations conducted including consulting on infrastructure improvements, strategic plan development and community trends.

Strategic Objective: Active Democracy

Strategic Community Plan Youth Workshop



The City collected feedback on 20 events/programs including:

- Alternative Education Program;
- Communities *in-focus*;
- Community Art Exhibition (September 2020);
- Community Art Exhibition (June 2021);
- Community Youth Outreach Program;
- Community Youth Program;
- Invitation Art Prize;
- Little Feet Festival;
- Luminight;
- MA15+ Program;
- Native Bee Workshop;
- Summer Sessions;
- Valentine's Concert;
- Music in the Park;
- Skate Park Festival Series;
- Defeat the Beat;
- Sunday Serenades;
- Seniors Lifestyle Expo;
- Connect EDGE Program; and
- Business Forums.

In addition, the City advertised 386 Development Applications for community consultation.



Consultation on the new Strategic Community Plan

In 2020/21 the City commenced the development of the new *Strategic Community Plan* and invited community members and stakeholders to participate in the *Shaping Your Local Community* initiative. From February to April 2021 feedback was sought on the challenges, opportunities and big ideas that the community have for the future. A series of ten workshops were held with over 200 participants attending. The City also collected over 800 responses to a community survey. The outcomes of the consultation will be used during 2021/22 in the development of the new Strategic Community Plan and will contribute to ***shaping a stronger future for our community.***

Strategic Objective: Active Democracy

Strategic Community Plan Workshop



GRI Disclosure 102-43 and 102-44		Trend on last year
Number of major consultations conducted (excluding development applications)		
2020/21 Measure	10	*
Number of general consultations conducted		
2020/21 Measure	16	*
Number of event/program feedback consultations		
2020/21 Measure	20	*
Number of Development Application consultations		
2020/21 Measure	386	*

*The categorisation of community consultations was changed in 2020/21. Therefore no trend data is available.

The Global Reporting Indicator Disclosures 102-43 and 102-44 highlight the number of major consultations conducted in 2020/21.

Public Notices

A range of statutory public notices were published on the City's website and in local newspapers during 2020/21 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 2020/21, the SCRG considered the following issues:

Development of the new Strategic Community Plan – In July and September, the SCRG met on two more occasions to discuss the development of the new Strategic Community Plan and provide input into future directions for the key themes. This meeting explored strategic initiatives, issues, priorities and challenges that will occur over the next 10 years. Feedback was used to inform the wider consultation with community groups and stakeholders.

Development of the new Integrated Transport Strategy

– In March 2021, the SCRG met to discuss development of the Integrated Transport Strategy for the City of Joondalup. This meeting focused on exploring the City's vision and strategic priorities for integrated transport modes (non-motorised, motorised and public transport). Members participated in several facilitated activities to understand what the future of transport in Joondalup could look like in 2040 and explored future key trends and assessed priorities to move Joondalup's transport system towards this vision for the future.

Review of the City's Weed Management Plan

– In May 2021, the SCRG met to review the City's strategic integrated weed management approach and identify opportunities to inform the review of the Weed Management Plan. Members participated in facilitated activities that addressed the complexity of weed management, community concerns and weed management values. Key initiatives and improvements were also identified for consideration in the development of the City's new Weed Management Plan, such as increased community education and communication regarding weed management risks and benefits.

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 3,529 network members in relation to projects throughout the year.

Over 3,529 registered members on the City's Community Engagement Network.

Strategic Objective: Active Democracy

Communication

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

Publications

The City produced a wide range of publications which included:

- The Annual Report 2020/21;
- 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 2020, October 2020, December 2020 and *Budget News* June 2021;
- *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;
- *2020/21 Waste Guide* – an eight-page DL flyer distributed to all City households promoting waste services for the coming year;
- *City of Joondalup Libraries Events and Program Guide* – published quarterly and distributed to community facilities;
- *2020/21 Arts and Cultural Calendar* – a publication highlighting culture and the arts in the northern corridor including a year round calendar of events activity in the north, distributed across Perth to attract visitors and residents to the City;
- *Mural Arts Brochure* – a 32 page collection of City mural projects spanning back to 1996;
- *Public Art Brochure* – A6 publication of City public art projects commissioned since 1996;
- *IAP Catalogue* – a 68 page showcase of 30 exhibiting artists in the acquisitive annual prize bringing regional and cultural significance to visual artists; and
- *City of Joondalup Art Collection – Indigenous Artworks* – a 46 page publication in July 2020 showcasing artworks from indigenous artists acquired as a result of artists engagements in City projects.

The City's website had
657,595 visitors in 2020/21.

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 periods of lockdown, with the website providing news alerts and online programming for 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 4,186 members, 3,173 swim school participants and other community users. In 2020/21, the website averaged approximately 17,000 users per month, with the fitness class timetable, live pool lane availability and membership options being the most popular features. The website, which has offered online memberships, swim school and fitness class bookings since 2017, now offers all key leisure services including team sports nomination payments, short courses enrolments, creche bookings, and vacation swimming pool entry purchases.

The website supports approximately 250 fitness class bookings each day, along with approximately 55% of swim school enrolments and 18% of membership purchases now completed online. The website is a vital tool providing convenience for customers and an improved in-centre experience.

Y-Lounge

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



Joondalup Business Online

Joondalup Business Online

Call: 9400 4407

Electronic Communication and Social Media

The City continued to provide a range of eNewsletters to subscribers during 2020/21 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*
- *School Connections*
- *The Y-Lounge Newsletter*
- *Environment Newsletter*
- *Public Notice 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 39,400 followers. Many of the City's Facebook posts have reached an audience of over 20,000 people.

The City has over 54,000 followers across all five social media platforms (Facebook, Twitter, YouTube, LinkedIn and Instagram).

Over 54,000 followers on social media platforms.

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 2020/21 included libraries and leisure centre programs, volunteering opportunities, waste services, the ANZAC Day Dawn Service, business growth and innovation, City Ranger services as well as youth, environmental and cultural events.

The City also engaged in partnerships with Nova Entertainment and Seven West to receive widespread coverage of the 2020 Summer Events (Little Feet Festival, Luminight and Music in the Park) and an Explore Joondalup campaign. 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 2020/21 included:

COVID-19 Lockdown Responses – There was media interest in how COVID-19 lockdowns in Perth impacted on City services, such as the closure of leisure centres, libraries and community facilities, as well as the cancellation or postponement of events. The City's media team kept news outlets informed of changes to service delivery caused by the lockdowns and subsequent easing of restrictions, as well as providing regular updates through the City's website, social media and e-news services.

Whitfords Nodes Health and Wellbeing Hub – The official opening of the staircase at the Whitfords Nodes Health and Wellbeing Hub generated significant media interest. An exclusive story on Seven News gave viewers a 'sneak peek' of construction, and the opening event was covered by Seven and Nine News, as well as the Joondalup Times and North Coast Times. There was also a number of positive posts about the opening on social media.

Ocean Reef Marina – With work commencing on the significant project in 2020/21, there was regular coverage across all print, radio and television outlets as well as regular updates through the City's website and social media channels.

Sorrento Beach Enclosure – Damage to the enclosure in early 2020 resulted in regular media coverage. In November 2020 Council made the decision to remove the barrier structure, which had provided a safe swimming area for beach goers, due to severe structural damage. The story was covered by the Joondalup Times (Community News) and PerthNow, with follow up on Seven and Nine News. Coverage outlined the issues the City faced with the enclosure since its opening, the reasons behind the removal of the barrier, and what would be the plan for a potential replacement in the future.

New CEO – The announcement of the City's new CEO, James Pearson, resulted in widespread media coverage across a variety of local and national publications. The City coordinated with the Australian Chamber of Commerce and Industry, where Mr Pearson was at the time serving as CEO, to inform internal and external stakeholders and proactively facilitate media opportunities.



Whitfords Nodes Health and Wellbeing Hub

Walk of Fame – The City’s Walk of Fame, in Central Walk, Joondalup, was launched in May 2021 to publicly recognise members of the Joondalup community who have achieved success at an elite level. Jessica Bratich Johnson (karate), Casey Dellacqua (tennis), Michael Malone (business) and Matt Priddis (Australian Rules football) attended the launch event, which was featured on Nine News and Ten News, as well as print media coverage state-wide and significant social media engagement.

Glyphosate – The City’s use of glyphosate in public spaces continues to be raised across various social media platforms and in mainstream media, including a dedicated program on Channel 7’s *Flashpoint*. The City provided a written response to queries from the show’s producers for this episode.

The City also maintained highly successful and greatly valued media partnerships with Seven West Media, Nova Entertainment and Community Newspaper 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 2020/21 was approximately \$1.5 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 release 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.



Walk of Fame

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 conducted its biennial Customer Satisfaction Survey during June – July 2021 due to COVID constraints within the previous financial year.

The survey aims to measure the City's performance in delivering specific services and facilities. Selected by random sampling, respondents from within the City were interviewed by telephone, and asked a series of questions relating to overall satisfaction and satisfaction with specific services and facilities provided by the City. Care was taken

to ensure that the sample was representative of the City's demographic profile in terms of age, gender, and location of residence.

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

The following table provides a summary of the full results:

Service	2020/21
Satisfaction with Services Provided	91.8%
Value for Money from Council Rates	72.1%
Satisfaction with Joondalup as a Place to Live	96.5%
Customer Service Experience	84.5%
City communications (communicating with the community through mediums like the community newspaper, Facebook, Twitter, website and civic functions)	80.8%
Community consultation and engagement (seeking community feedback / input through submissions, surveys, focus groups, workshops etc.)	74.3%
Community development (programs and initiatives for seniors, youth, volunteers, culturally and linguistically diverse, access and inclusion)	82.1%
Community facilities (use of community halls and buildings, clubrooms, courts and toilets)	88.9%
Community safety (programs, graffiti removal, public area CCTV)	85.7%
Conservation and natural area management (bushland, wetland, coast)	88.8%
Cultural services (festivals, events, concerts, visual arts, public art the City provides)	84.8%
Emergency management (bushfire management, COVID response, resilience, preparedness)	90.7%
Roads (resurfacing, lighting, street sweeping)	87.3%
Environmental health services (food and public building inspections, noise, immunisations)	86.1%
Landscaping design (streetscapes design, installation of footpaths, seating, play equipment)	85.2%
Craigie Leisure Centre (pools, gym, fitness classes, recreation and sports, activities)	93.0%
Libraries services (programs, events, lending)	94.6%
Parking management and provision (on-street parking, multi-storey car park)	75.3%
Parks (maintenance, mowing, turf, irrigation, mulching)	94.6%
Pool inspections (safety, compliance)	86.1%
Ranger services (ie animal control and enquiries, dog and cat registrations, reporting damage to public property, beach patrols, targeted patrols for anti-social behaviour, and litter infringements)	86.5%
Tourism and visitor attraction (places and activities within the City of Joondalup to visit and explore)	77.8%
Transport and traffic management (management and control of traffic on local roads, road safety)	86.2%
Waste management (weekly rubbish collection, fortnightly recycling collection, green waste, bulk waste, e-waste disposal, education, general litter collection)	87.6%

Note: Comparisons with the previous financial year are not provided as this survey was not undertaken in 2019/20 due to COVID constraints.

Other Customer Surveys Conducted

In addition to the Customer Satisfaction Survey, a number of individual customer satisfaction surveys were undertaken across the organisation for specific services and events during 2020/21. 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.

3,335

building permits were assessed in 2020/21



Average rating of overall experience

Bramston Park, Burns Beach



1,666

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

91%

Feedback survey respondents rated their overall experience as "satisfied" or "very satisfied"



1,475

development applications were assessed in 2020/21



Average rating of overall experience



CULTURAL EVENTS

Valentine's Concert

3,475

people attended the concert



Average rating of overall experience



Music in the Park



Valentine's Concert

CULTURAL EVENTS

Music in the Park 2021

Concert One – Seacrest Park

5,000

people attended the concert



Average rating of overall experience

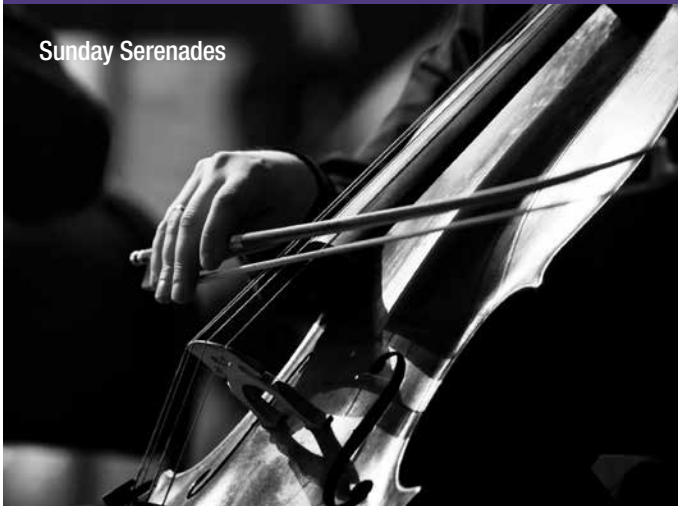
CULTURAL EVENTS

Sunday Serenades

COVID-19 restrictions forced the cancellation of the concerts scheduled for June–September 2020. Concerts were held in October, November and December 2020 with limited capacity. Attendance was not recorded and no feedback surveys were undertaken



Music in the Park



Sunday Serenades

CULTURAL EVENTS

Music in the Park 2021

Concert Two – Falkland Park

4,500

people attended the concert



Average rating of overall experience

CULTURAL EVENTS

Invitation Art Prize

6,005

people attended the exhibition

90%

Feedback survey respondents rated their overall experience as "good" or "very good"

Community Art Exhibition, Joondalup



Creativity & Innovation (detail), 2021
by Janette Hafez

CULTURAL EVENTS

Community Art Exhibition – September 2020

7,800

people attended the exhibition



Average rating of overall experience



Invitation Art Prize,
Westfield Whitford City

CULTURAL EVENTS

Community Art Exhibition – June 2021

7,700

people attended the exhibition



Average rating of overall experience

2021

COMMUNITY
ART EXHIBITION



YOUTH EVENTS

Summer Sessions

Event One – Delamere Park

38

young people attended the event



Average rating of overall experience



Summer Sessions

YOUTH EVENTS

Summer Sessions

Event Two – Tom Simpson Park

53

young people attended the event



Average rating of overall experience



YOUTH EVENTS

Skate Festival Series

Event One – Shepherds Bush Pump and Jump

110

young people attended the event



Average rating of overall experience

YOUTH EVENTS

Skate Festival Series

Event Two – Mirror Park Skate Park

170

young people attended the event



Average rating of overall experience



YOUTH EVENTS

Skate Festival Series

Event Three – Carine Skate Park

140

young people attended the event



Average rating of overall experience



Skate Festival Series

Event Four – Kinross Skate Park

180

young people attended the event



Average rating of overall experience



Awards and Recognition

During 2020/21 the City won a number of awards or received recognition for its achievements as outlined in the following table.

Award	Association or Award Category	Description of Award
Gold Waterwise Council and outstanding milestone of 10 years as an endorsed Waterwise Council – Waterwise Council Program	Waterwise Council Recognition Scheme – Water Corporation and the Department of Water and Regulation (DWER)	<p>The Waterwise Council Program supports local governments to improve water efficiency and help create waterwise communities. The program recognises the work of local governments leading by example and inspiring residents to be waterwise.</p> <p>The City first obtained Waterwise Council accreditation in 2010 and has implemented several projects to retain endorsement and receive Gold Waterwise Council recognition for the fifth 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.</p>
Waterwise Aquatic Centre	Water Corporation	Craigie Leisure Centre was endorsed as a Gold Waterwise Aquatic Centre for its commitment and achievements in sustainable water management.
Park of the Year – Parks and Leisure Australia	Parks and Leisure Australia (PLA)	<p>The City received 'highly commended' for the Whitfords Nodes Health and Wellbeing Hub. Each year PLA acknowledges excellence in the leisure industry through its prestigious Awards of Excellence.</p> <p>These annual awards recognise and celebrate the outstanding initiatives and innovative efforts of 'the people behind the places' which promote good use of leisure time for a number of social, environmental and economic benefits to the community.</p>
Gold Award	Australasian Reporting Awards	<p>The City received a Gold Award for its 2019/20 Annual Report in the Australasian Reporting Awards (ARA) for the third consecutive year. The award acknowledges:</p> <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.

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	WA AustCyber Innovation Hub
Department of Transport	Joondalup Economic Development Stakeholder Group	Department of Jobs, Tourism, Science and Innovation
Hillarys Traders Association	Business Events Perth	Destination Perth
Small Business Development Corporation	Department of Fire and Emergency Services	Water Corporation
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 Innovation Centre Advisory Board	HBF Arena Steering Committee
DevelopmentWA	Joondalup and Wanneroo Services Youth Network	Joondalup Business Association
Joondalup Learning Precinct (ECU, North Metro TAFE, WA Police Academy)	Joondalup Lotteries House Inc Management Committee	Joondalup Wanneroo Ending Homelessness Group
Ocean Reef Marina Government Steering Committee	Local Government Chief Officers Group	Local Government Professionals
Local Health Authorities Analytical Committee	Main Roads WA	Metropolitan Environmental Health Managers Group
Mindarie Regional Council	Mindarie Regional Council Strategic Working Group and Ordinary Council Meeting	Chamber of Commerce and Industry
Public Health Act Reference Group	Joondalup Headspace Consortium	Northern Suburbs Multicultural Network
StudyPerth	Ocean Reef Marina Government Steering Committee	Public Libraries Western Australia
Department of Local Government, Sport and Cultural Industries	Perth NRM	Department of Biodiversity Conservation and Attractions
Metropolitan Operational Area Support Group	Tamala Park Regional Council	Metropolitan Area Recreation Advisory Group
Tourism Council	Urban Development Institute of Australia Industry Forums	Western Australian Local Government Association North Metropolitan Zone
Leisure Institute of Western Australia (Aquatics) Inc (LIWA)	LG Pro Young Professionals Network	WA Local Government Association Access and Inclusion Officer Network Group
WA Local Government Climate Collaborators Group	North West Metro District Leadership Group	Joondalup Education Network
Disability Interagency Networking Opportunity	Swimming Coordinators Association of Western Australia (SCAWA)	WA Local Government Integrated Weed Management Working Group



Hillarys Boat Harbour

Advocacy Framework

The City developed an Advocacy Framework in 2020/21 which aligns with the *Strategic Community Plan* and provides guidance in advocating to State and Federal Government to progress key City strategic projects and initiatives.

Purpose of the Advocacy Framework

- To source funding to implement priority projects and initiatives
- To influence beneficial changes in government policy
- To promote community issues
- To develop stronger ties with strategic partners
- To build greater confidence and trust in the City
- To develop a more capable and resilient community
- To demonstrate 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 and to **shape a stronger future** for the City.

Implementation of the Framework during 2020/21 included:

- A briefing held with Members of Parliament within the City of Joondalup on 11 June; and
- A visit to Canberra during June 2021 by the Mayor and Chief Executive Officer to engage with Federal Ministers, Ministerial Advisors and Federal Members of Parliament. Move to Governance and Leadership.

Submissions to State and Federal Government

The City provides submissions to the State and Federal Governments on proposed plans, strategies and policies affecting local government.

In 2020/21, the City prepared 11 submissions on the following documents:

- Child Sexual Abuse Royal Commission Discussion Paper: Implementation of child safety officers in local governments – Department of Communities;
- Discussion Paper on ‘A Stronger Tomorrow’ – Infrastructure WA;
- Discussion Paper on ‘Air-handling and water systems in commercial building review (Part 2)’ – Department of Health;
- Discussion Paper on the Review of the *Tobacco Products Control Act 2006* – Department of Health;
- Discussion Paper on the review of the *Waste Avoidance Resource Recovery (WARR) Act* – Department of Water and Environmental Regulation;
- Draft Amendments to the *Planning and Development (Local Planning Schemes) Regulations 2015* – Department of Planning, Lands and Heritage;
- Draft Planning Engagement Toolkit – Department of Planning, Lands and Heritage;
- Draft State Coastal Planning Policy Guidelines – Department of Planning, Lands and Heritage;
- National State of the Assets Report 2019/20 – Australian Local Government Association;
- Public Consultation for proposed reforms to the building approval process to register engineers involved in the building approval process in Western Australia – Department of Mines, Industry Regulations and Safety;
- Wastewater Overflow Notification and Response Procedure – Department of Health; and
- A submission prepared for the Department of Transport in October 2020 regarding the Hillarys Boat Harbour Masterplan.



Brian Cooper OAM, former Mayor, receiving the honour of Freeman of the City

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.

Strategic Objective: Strong Leadership

The focus of the relationship is on:

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

The City continued to liaise with the City of Jinan on further exchange and engagement opportunities during the year. 2021/22 will see an assessment of new and emerging opportunities for international engagement.

Civic and Ceremonial Functions

The City hosted a number of civic and ceremonial functions from July 2020 to June 2021 which were attended by members of the community and key stakeholders. The events included art award launches, Citizenship Ceremonies, the Luminight VIP Function, NAIDOC Week Launch, Remembrance Day and the Valentine's Concert VIP event.

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.

The City also acknowledged a number of volunteer groups at civic receptions throughout the year including City volunteer groups, surf clubs, conservation groups and sporting 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 held an official opening of the Whitfords Nodes Health and Wellbeing Hub in September 2020 with invited guests and key stakeholders.

The ANZAC Day Dawn Service was cancelled for a second year in a row due to a COVID-19 restrictions with a short lockdown in April 2021. An ANZAC Reflection Service was held instead in May 2021 when restrictions eased, and was attended by a local World War II Veteran and his family.

The official launch of the Walk of Fame took place on 14 May 2021 at which the City publicly recognised members of the Joondalup community who have made a significant impact at local, national and international level. More information on the Walk of Fame is found on page 230.

The City conducted 15 Citizenship Ceremonies at which more than 1,100 Joondalup residents became Australian citizens. Citizenship Ceremonies were held in a COVID safe format, and on some occasions, three separate shorter ceremonies were conducted on a night to facilitate social distancing. To celebrate Australia Day, the City hosted a Citizenship Ceremony where 67 residents became Australian Citizens on this special day.



Australia Day Citizenship Ceremony

The Australia Day Citizenship Ceremony saw 67 residents become Australian Citizens. Candidates from countries including China, Germany, India, Iran, South Korea, United Kingdom, New Zealand and South Africa made the pledge of allegiance and were sworn in as Australian citizens. As the Australia Day Ambassador, Jenny Davis OAM, WA Senior Australian of the Year 2020, shared her message of inclusivity, community and intergenerational storytelling.

The City's 2021 Community Citizen of the Year Awards were presented at the Ceremony and were awarded in the following categories:

- Community Citizen of the Year – Paul Holiday;
- Youth Citizen of the Year – Sarah Sinclair;
- Senior Citizen of the Year – Kenneth Beven; and
- Active Citizenship Award – Cycling without Age Sorrento.

These awards recognise individuals and organisations who have made a notable contribution to the community during the year.

More than 1,100 City of Joondalup residents became Australian Citizens.

Strategic Objective: Active Democracy

Scented Sun Orchid-Cottonwood – Credit Bill Betts





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 2020/21.

INDICATOR	CITY TARGET	OUTCOME		SOURCE
Leadership	Maintain Elected Member or Executive representation on two or more national or international strategic bodies with City representation	-	X	Corporate Business Plan Quarterly Reports
Leadership	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to	100%	✓	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% in 2019	X	West Australian Electoral Commission Voter Participation Report
Corporate Efficiency	Maintain or exceed the average customer satisfaction rating (83%) since 2008	91.8%	✓	City of Joondalup Customer Satisfaction Survey conducted in 2021

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

Monarch Butterfly



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 effectively plan for the funding and delivery of major projects.

Strategic initiatives

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

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Preparing a budget for 2020/21 with minimal increase in rates through prudent financial management and in order to minimise hardship for members of the community. This resulted in 95% of City ratepayers having an actual rates reduction.
- Maintaining the City's fees and charges at the lower end of the scale in comparison with other local governments in the Perth metropolitan area.
- Over \$30 million spent on Capital Works Projects with completion or substantial progress made on a range of projects during the year, including an additional \$6.3 million of infrastructure works to stimulate the local economy and employment.
- Significant Capital Works Projects completed including Burns Beach Coastal parking construction, Whitfords Avenue/Northshore Drive roundabout, and Burns Beach Road and Joondalup Drive roundabout.
- Continued improvements made in asset and data management to inform infrastructure maintenance and replacement programs, including the completion of a pathway condition audit and assessment and the completion of the Transport Asset Class revaluation process.

Challenges

- Balancing implementation of measures to address the City's operating deficit with the expectations of residents and ratepayers to continue to provide the programs, services and facilities that they have come to expect.
- Reduced revenue during 2020/21 resulting from COVID-19 restrictions.
- The need for future budgets to consider measures to recover the operating deficit position.

Year Ahead

- Undertake greater advocacy to attract greater funding from State and Federal Governments.
- Deliver an ambitious Capital Works Program.
- Continue the annual review and update of the Strategic Financial Plan to ensure the long term planning of funding needs.



Projecting the City's long-term financial position informs future resourcing requirements and contributes to ***shaping a stronger future.***

Strategic outcome: Financial diversity

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 2019/20 to 2028/29 was updated and noted by Council in August 2020. The draft Strategic Financial Plan 2020/21 to 2029/30 has been updated.

During 2020/21 the City was successful in application of grant funding in excess of \$1.5 million from non-recurrent grants.

Strategic outcome: Financial diversity

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:

- Completion of a Pathway Condition Audit and Assessment; and
- Completion of Transport Asset Class revaluation process.

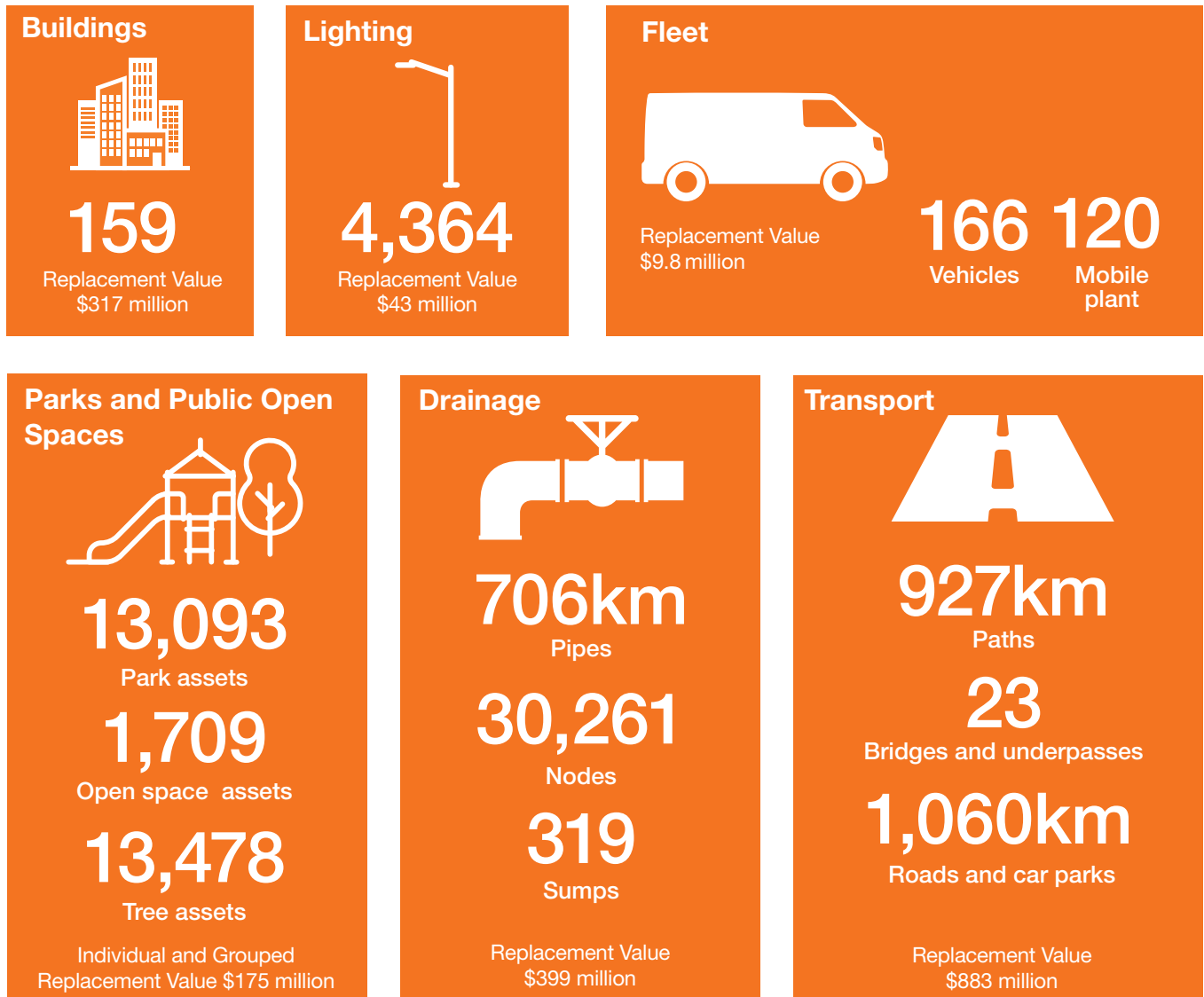
Illuka Foreshore Park, Illuka



Asset Portfolio

As at 30 June 2020, the City's infrastructure asset portfolio consisted of over 100,000 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 assets are grouped into six main asset classes as shown.



Capital Works Program

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

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

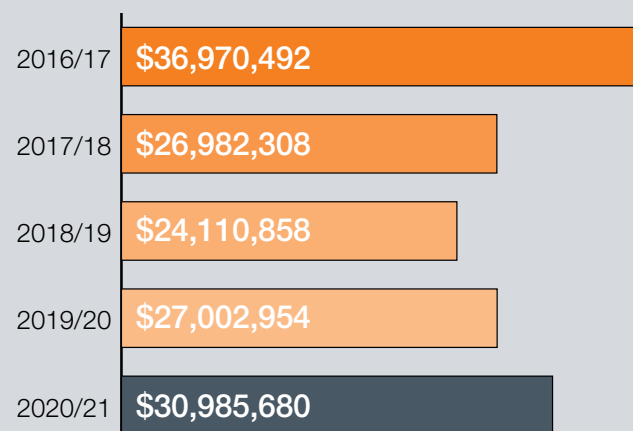
Strategic Objective: Major Project Delivery

Almost \$31 million spent on Capital Works Projects in 2020/21.

Strategic Objective: Major Project Delivery

GRI Disclosure 203-1		Trend on last year
Capital Works Program Expenditure		
2020/21 Measure	\$30,985,680	▲

Capital Works Program Total Expenditure (\$)



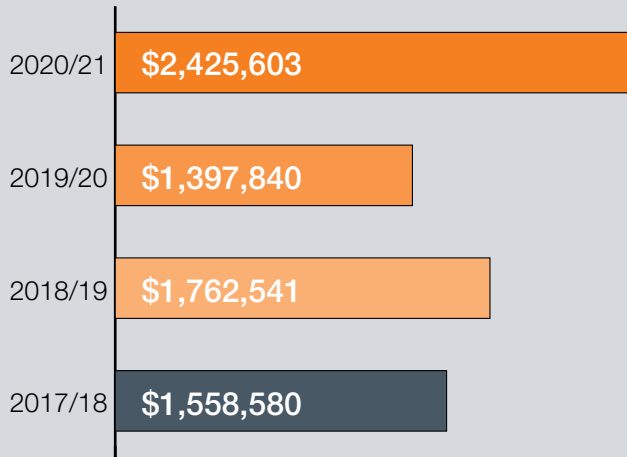
Burns Beach Foreshore Car Park



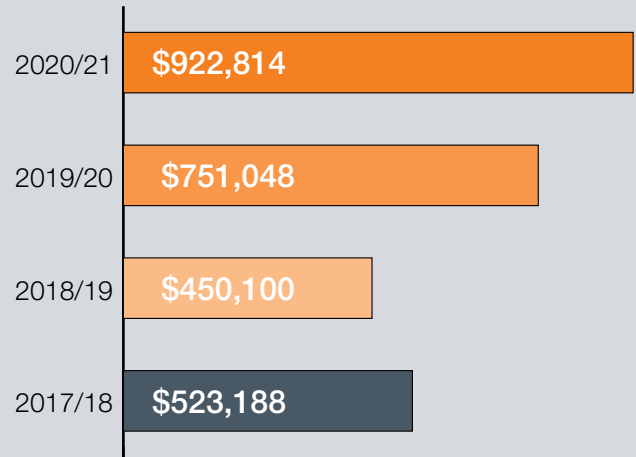
Whitfords Avenue Shared Path



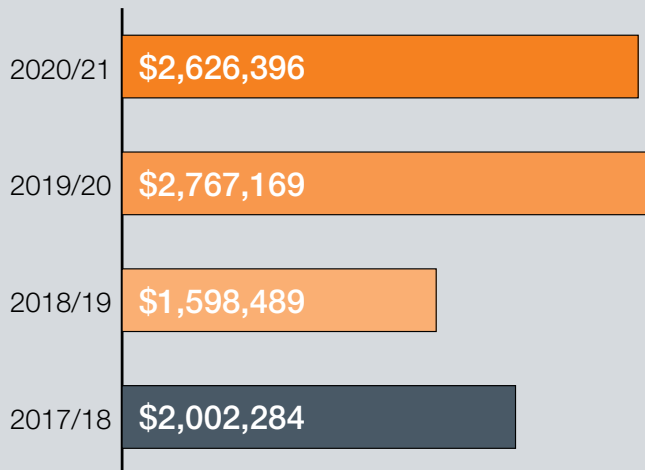
Parks Development Program (\$)



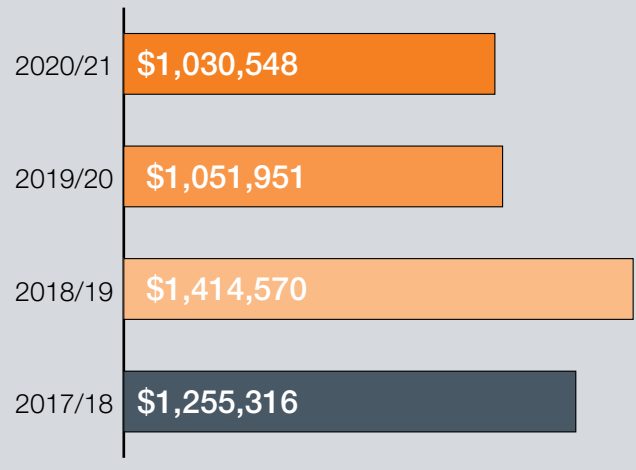
Foreshore and Natural Areas Management Program (\$)



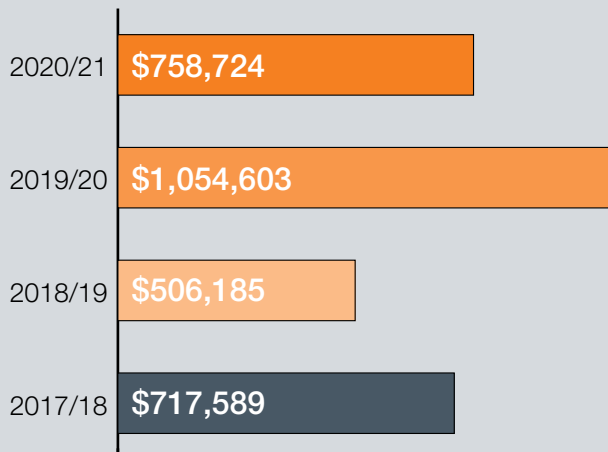
Parks Equipment Program (\$)



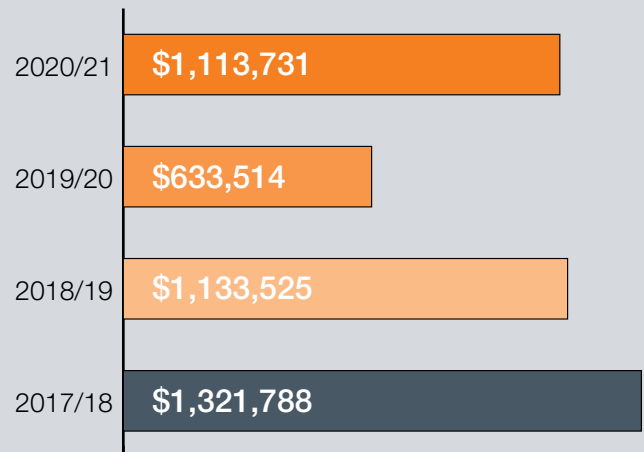
Streetscape Enhancement Program (\$)



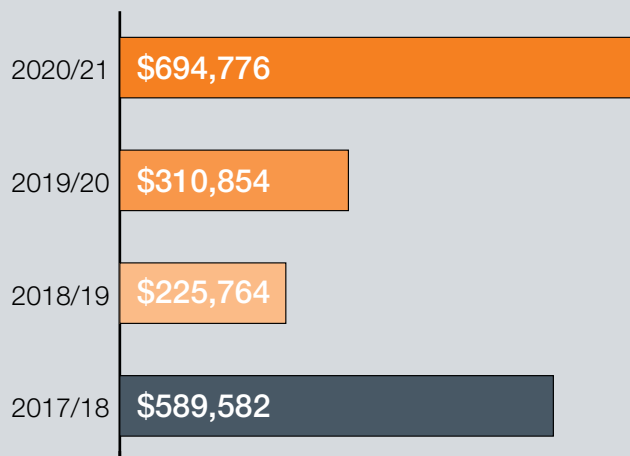
Local Road Traffic Management Program (\$)



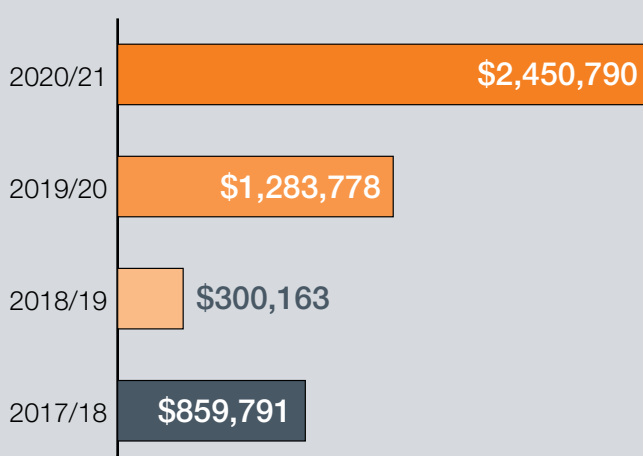
Black Spot Program (\$)



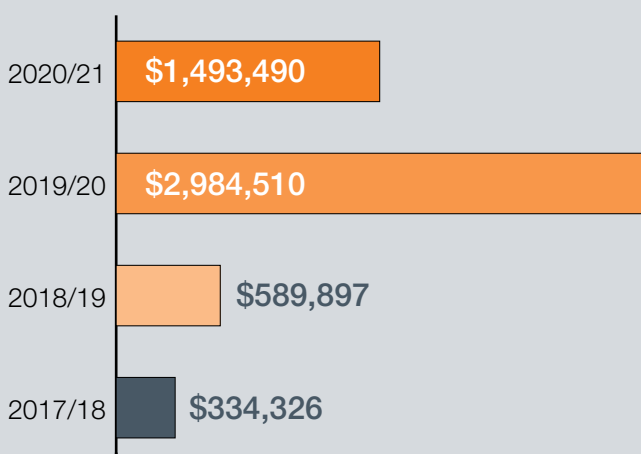
Parking Facilities Program (\$)



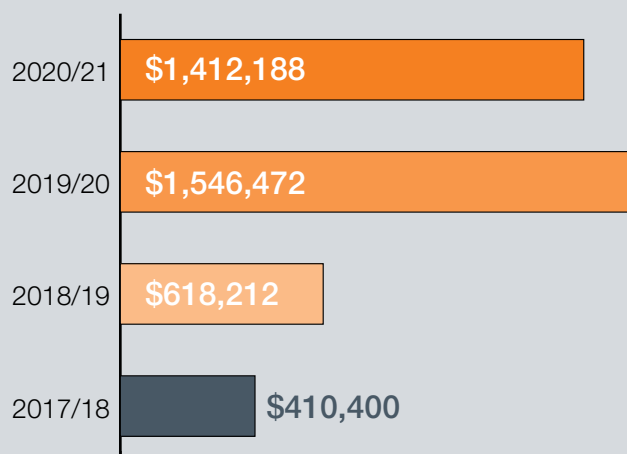
Major Road Construction Program (\$)



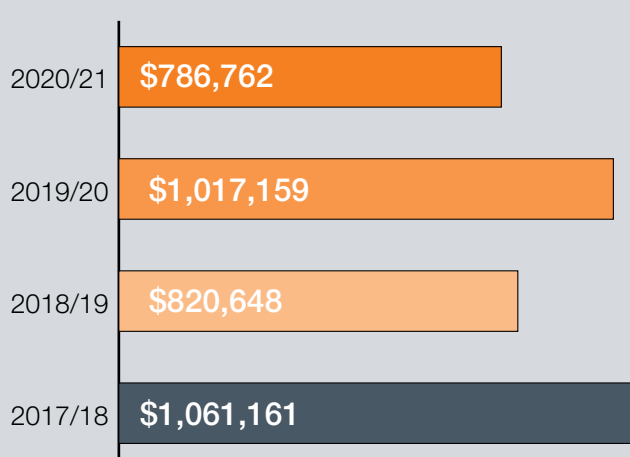
New Paths Program (\$)



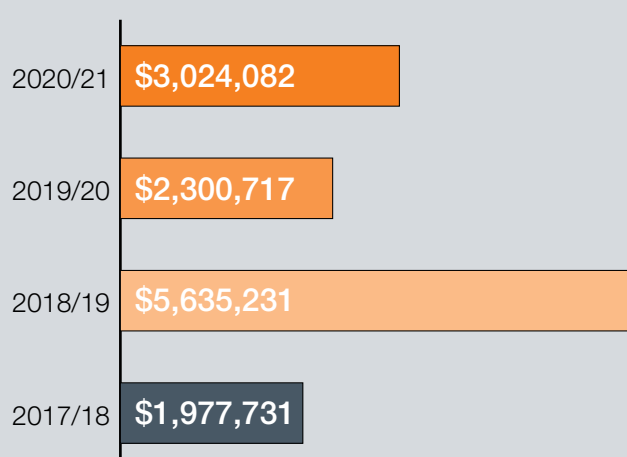
Path Replacement Program (\$)



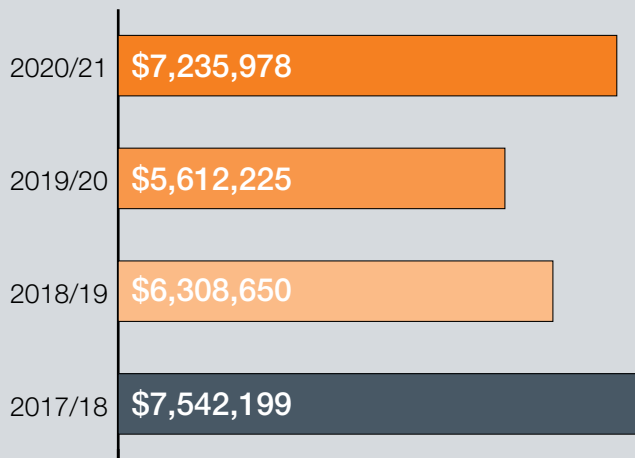
Stormwater Drainage Program (\$)



Lighting Program (\$)

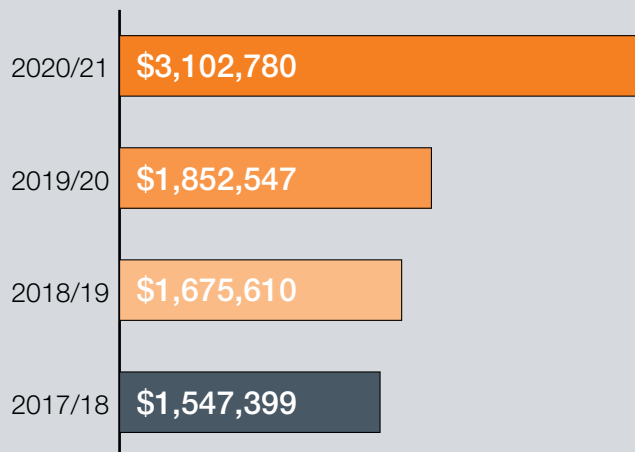


Road Preservation Program and Resurfacing Program (\$)



The following provides information on individual programs for Capital Works undertaken during 2020/21.

Building Construction Works Program (\$)



Parks Development Program

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

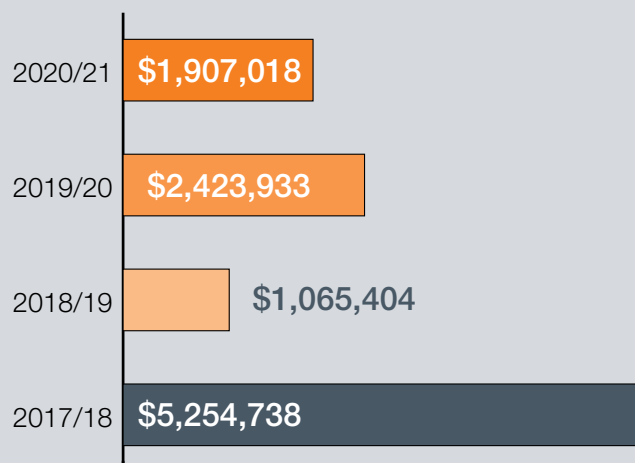
- Irrigation upgrades at:
 - Calthorpe Park, Kingsley;
 - Roxburgh Park, Kinross; and
 - Joondalup City Centre, Joondalup.
- Landscape Masterplan upgrade and irrigation works: Moolanda Park, Kingsley;
- Park Amenity Improvement Project: Churton Park, Warwick; and
- Park Revitalisation Projects: Wandina Park, Duncraig and Poseidon Park, Heathridge.

Foreshore and Natural Areas Management Program

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

- Asphaltting of 1.2 kilometres of existing pathways in the north-western section of Warwick Bushland;
- Coastal path fencing Hillarys Beach Park, Hillarys;
- Bushland Fencing constructed to protect bushland in the following parks: Lady Evelyn Park, Joondalup; Manapouri Park, Joondalup; Huntingdale Park, Connolly; Gunida Park, Mullaloo; Bethany Park, Iluka; Ledge Park, Sorrento; Greenshank Park, Joondalup; Chichester Park, Woodvale; Quarry Ramble Park, Edgewater; Kuta Park, Iluka; Picnic Cove Park, Edgewater and Mullaloo Foreshore; and
- Seating installed in the following Bushland Conservation Reserves: Craigie Bushland; Hepburn Heights Bushland; Lilburne Park, Duncraig; Shepherds Bush Park, Kingsley and Warwick Bushland.

Major Projects Program (\$)



Whitfords Nodes Health and Wellbeing Hub



Parks Equipment Program

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

- Cricket Renewals Ellersdale Park, Warwick; Melene Park, Duncraig; and Otago Park, Craigie;
- Kingsley Park Fencing Renewal, Kingsley;
- BBQ renewal at Barridale Park, Kingsley;
- Fencing renewals at Kingsley Park, Kingsley; Emerald Park, Edgewater; MacDonald Park, Padbury; and Seacrest Park, Sorrento;
- Basketball court renewal at MacDonald Park, Padbury;
- Playspace renewals with universal access footpaths at Hilltop Park, Edgewater; Salata Park, Duncraig; Kallaroo Park, Mullaloo; Whitfords East Park, Craigie; Menteith Park, Kinross; Beaumaris Park, Ocean Reef; Sandalford Park, Beldon; Christchurch Park, Currambine; Maquire Park, Hillarys; Emerald Park Clubrooms, Edgewater and Trigg Point Park, Ocean Reef;
- New playspace with universal access footpath at Herreshoff Park, Ocean Reef;
- Drinking fountains installed at MacNaughton Park, Kinross; Otago Park, Craigie; Belrose Park, Kallaroo; Beldon Park, Beldon and Windermere Park, Joondalup;
- Shade sails at Sir James McCusker Park, Iluka and Seacrest Park, Sorrento;
- Sorrento Beach Park shower; and
- Stairway, lookout and fitness area for the Health and Wellbeing Hub, Hillarys.

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.

Local Road 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/Readshaw Road Intersection, Duncraig;
- Hepburn Avenue/Allenswood Road Intersection, Greenwood;
- Lionel Court/Griffell Way Intersection, Duncraig;
- Goollelal Drive Intersections with Bindaree Terrace and Legana Avenue, Kingsley;
- Shalimar Rise, Currambine; and
- School Warden Crossing Upgrades at various locations across the City.

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



Menteith Park Playspace, Kinross

Black Spot Programs

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

- Hepburn Avenue – Mitchell Freeway southbound on-ramp, Greenwood; and
- Ocean Reef Road/Eddystone Avenue intersection, Beldon.

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:

- Burns Beach Foreshore Car Park, Burns Beach;
- Candlewood Boulevard, Joondalup; and
- Nautical Grove, Beldon.

Major Road Construction Program

The City completed a number of projects as part of the Major Road Construction Program including:

- Burns Beach Road/Joondalup Drive Roundabout, Joondalup (in conjunction with Main Roads WA for the Wanneroo Road and Joondalup Drive Interchange Project); and
- Whitfords Avenue/Northshore Drive Roundabout, Hillarys.

The City commenced or 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, Warwick;
- Shenton Avenue Upgrade Design, Joondalup;
- Whitfords Avenue/Gibson Avenue Intersection Upgrade, Padbury; and
- Whitfords Avenue/Kingsley Drive Intersection Upgrade, Kingsley.

New Paths Program

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

- Otago Park Pathway Connection, Craigie;
- Lane 3 to Cliff Street Pathway, Marmion;
- Kingsley WABN, Whitfords Avenue Pathways, Kingsley;
- Penistone Park Connecting Pathways, Greenwood;
- Wahroonga Way, Greenwood;
- Poynter Drive, Duncraig;
- Mission Hills Place, Connolly;
- Ellendale Drive and Ocean Reef Road, Heathridge;
- Canterbury Circle, Currambine;
- Clevedon Place, Kallaroo; and
- Marmion Avenue near Cygnet Street, Kallaroo.

Path Replacement Program

Existing footpaths were renewed or upgraded in locations including:

- Marmion Avenue – Bethany Gardens to Delamere Avenue, Iluka;
- Hepburn Avenue – Glengary Drive to Walter Padbury Boulevard, Padbury;
- Marmion Avenue – Hodges Avenue to Prendiville Avenue, Ocean Reef;
- Burns Beach Road – Shenton Avenue to Iluka Beach Park, Iluka;
- Clermont Park Natural Area, Currambine;
- Lake Yellagonga – Drivers Place to Joondalup Drive, Joondalup;
- Caledonia Avenue – Caledonia Park to Marmion Avenue, Currambine;
- Marmion Avenue – Hodges Drive to Mermaid Way, Heathridge;
- Marmion Avenue – Mermaid Way to Ocean Reef Road, Heathridge;
- Poseidon Road – Ocean Reef Road to Captain Court, Heathridge;
- Madana Park, Craigie;
- Sporing Way to Venus Way Public Access Walkway (PAW), Hillarys;
- Sporing Way to Endeavour Road PAW, Hillarys;
- Allenswood Road to Leaside Way PAW, Greenwood;
- Damson Way to Vine Court PAW, Greenwood;
- Dargin Place (East) to Cockman Park PAW, Greenwood;
- Dargin Place (South) to Cockman Park PAW, Greenwood;
- David Crescent to Hurley Way (North) PAW, Hillarys;
- David Crescent to Hurley Way (South) PAW, Hillarys;
- Leaside Way to Sandalwood Drive PAW, Greenwood;
- Morang Court to Braybrook Place PAW, Craigie;



- Moyle Place to Maquire Road PAW, Hillarys;
- Neon Court to Exodon Place PAW, Heathridge;
- Nimrod Place to Bage Court PAW, Hillarys;
- Poimena Mews to Wallangarra Park PAW, Kingsley;
- Skiff Way to Poseidon Park PAW, Heathridge;
- Stott Way to Wade Close PAW, Duncraig;
- Wade Close to Kincaig Way PAW, Duncraig;
- Claygate Way to Barridale Drive PAW, Kingsley;
- Goollelal Drive to Cobradah Way PAW, Kingsley;
- Illawong Way to Cobradah Way PAW, Kingsley;
- Moolanda Boulevard to Illawong Way PAW, Kingsley;
- Aspen Close to Yulan Close PAW, Greenwood;
- Bridgewater Drive to Barque Place PAW, Kallaroo;
- Delcomyn Place to Camberwarra Drive PAW, Craigie;
- Duncraig Leisure Centre, Duncraig;
- Gibson Avenue to Stanley Place PAW, Padbury;
- Hillwood Park (South) PAW, Warwick;
- Kilrenny Crescent to Leith Court PAW, Greenwood;
- McWhae Road to Fenton Way PAW, Hillarys;
- Sandalwood Drive to Blackall Drive PAW, Greenwood;
- Seaflower Crescent to Whitfords East Park PAW, Craigie;
- Shenton Avenue to Coronado Ridge PAW, Iluka;
- Glenn Place to Marri Park PAW, Duncraig;
- Hay Court to Piper Court PAW, Greenwood;
- Spring Close to Warwick Road PAW, Greenwood; and
- Noetia Court to Dosinia Place PAW, Heathridge.

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:

- Cliff Street, Marmion – Sump Beautification;
- Hawkins Avenue, Sorrento – Drainage Upgrade;
- Camberwarra Park, Craigie – Sump Beautification;
- Killara Way, Craigie – Drainage Upgrade;
- Freeman Way, Marmion – Drainage Upgrade;
- Scaphella Avenue, Mullaloo – Sump and Catchment Upgrade; and
- Dillenia Way – Drainage Upgrade.

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

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:

- Tom Simpson Park, Mullaloo – LED Upgrade;
- Sorrento Foreshore, Sorrento – LED Upgrade;
- Whitfords Nodes Pathway, Hillarys – LED Upgrade;
- Blue Lake Park, Joondalup – LED Upgrade;
- Flinders Park, Hillarys – LED Upgrade;
- Iluka Open Space, Iluka – Car Park Lighting;
- Castlecrag Park, Kallaroo – LED Upgrade;
- Robin Park Car Park, Sorrento – LED Upgrade;
- Mawson Park, Hillarys – PAW Lighting;
- George Sears Park, Greenwood – Security Lighting;
- Delonix Park, Woodvale – Security Lighting;
- James Cook Park, Hillarys – LED Upgrade; and
- Mirror Park, Ocean Reef – Sports Lighting.

The City completed laying 188,265m² 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 188,265m² of new asphalt as part of its Road Resurfacing Program for both local and major arterial roads.

Works were completed in the following suburbs:

Suburb	Area (m ²)
Edgewater.....	16,659
Joondalup.....	9,470
Warwick.....	5,000
Padbury.....	21,109
Heathridge.....	13,573
Hillarys.....	5,388
Craigie.....	13,600
Greenwood.....	16,060
Kingsley.....	2,420
Duncraig.....	13,404
Mullaloo.....	31,342
Sorrento.....	11,501
Iluka.....	830
Ocean Reef.....	1,188
Duncraig.....	26,721

Building Construction Works Program

The City commenced or completed a number of Building Capital Works Projects in 2020/21 including:

- Ellersdale Park Clubroom, Warwick – refurbishment and extension of existing facility;
- Whitfords Library and Senior Citizens Centre, Hillarys – refurbishment works;
- Shepherds Bush Park Toilet, Kingsley – installation of new toilet facility;
- Duncraig Library, Duncraig – refurbishment works;
- Joondalup Library, Joondalup – refurbishment works;
- Key West Toilet, Ocean Reef – replacement of existing facility;
- Flinders Park Community Centre, Hillarys – construction of new universal access toilet; and
- Belrose Park Toilet, Kallaroo – reconstruction of toilet facility.

Major Projects Program

The City commenced or completed a number of major projects in 2020/21 including:

- Mildenhall, Duncraig – refurbishment works;
- Percy Doyle, Duncraig – utilities upgrades; and
- Percy Doyle, Duncraig – floodlighting upgrades.

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 2020/21, seven leases were agreed and executed with user groups. The negotiation of new lease and licence agreements will continue in 2021/22.

A review of the *Property Management Framework* continued in 2020/21 in conjunction with the review of the City's *Facility Hire Subsidy Policy*. Further progress on these reviews will be made in 2021/22.

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 2020/21 amounted to \$1,022,422.

Camberwarra Park Sump Beautification Project, Craigie





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 2020/21.

INDICATOR	CITY TARGET	OUTCOME		SOURCE
Financial Ratios	Operating surplus ratio: To achieve a modest 2% operating surplus	The City achieved a negative 8% operating surplus in 2020/21 which is below target ¹ .	X	City of Joondalup Annual Report*.
Financial Ratios	Debt service cover ratio: Not to exceed five consecutive years with an annual debt service cover ratio of between 3 and 5, with all other periods exceeding a ratio of 5	In 2020/21 the City's Debt Service Cover Ratio was 8% ¹ .	✓	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 2020/21 the City's Asset Consumption Ratio was 64%.	✓	City of Joondalup Annual Report*.
Asset Management Ratios	Asset Sustainability Ratio: To be able to identify the City's Sustainability Ratio with a high confidence level	In 2020/21 the City's Asset Sustainability Ratio was 57%.	✓	City of Joondalup Annual Report*.
Asset Management Ratios	Asset Renewal Funding Ratio: To be able to identify the City's asset renewal with a high confidence level	In 2020/21, the City's asset renewal funding ratio was 82%.	✓	City of Joondalup Annual Report*.

¹The operating surplus and debt service cover ratios are calculated after taking loss on disposal of assets into account. In 2020/21, this includes a one-off loss of \$15,854,030 as a result of recognising the transfer of Marmion Avenue road and associated assets, as well as assets associated with Ocean Reef Road, to Main Roads WA for no consideration. Both these roads are expected to be proclaimed as State Roads in 2021/22. The loss reflects the fair value that these assets were held in the City's financial records prior to 30 June 2021.

*Indicators relating to Asset Management Ratios are provided in the Financial Indicators section starting on page 246.

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



QUALITY URBAN ENVIRONMENT



Aspirational Outcome:

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

QUALITY BUILT OUTCOMES

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

Strategic initiatives

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

Achievements

- Approval by the Minister for Planning for Amendment No 5 to Local Planning Scheme No 3 to introduce greater controls to better manage the impact of development in the City's Housing Opportunity Areas.
- Approval by the Western Australian Planning Commission for the *Development in Housing Opportunity Areas Local Planning Policy* as a corresponding planning instrument to Amendment No 5, also to better manage the impact of the development in the City's Housing Opportunity Areas.
- Implementation of updates to the *Planning and Development (Local Planning Schemes) Regulations 2015*.
- Council endorsement of the *Joondalup Design Review Panel Local Planning Policy* and accompanying Terms of Reference.
- Completion of Stage 4 of the Joondalup City Centre Street Lighting Program.
- Ongoing implementation of the Leafy City Program to provide shaded spaces in the urban environment.
- Completion of the Whitfords Nodes Health and Wellbeing Hub at Hillarys Beach Park, Hillarys, and official opening in September 2021.
- Completion of Churton Park, Warwick, the City's first Park Amenity Improvement Project designed to enhance amenity in parks in higher density housing areas with higher populations and limited back yards.

Challenges

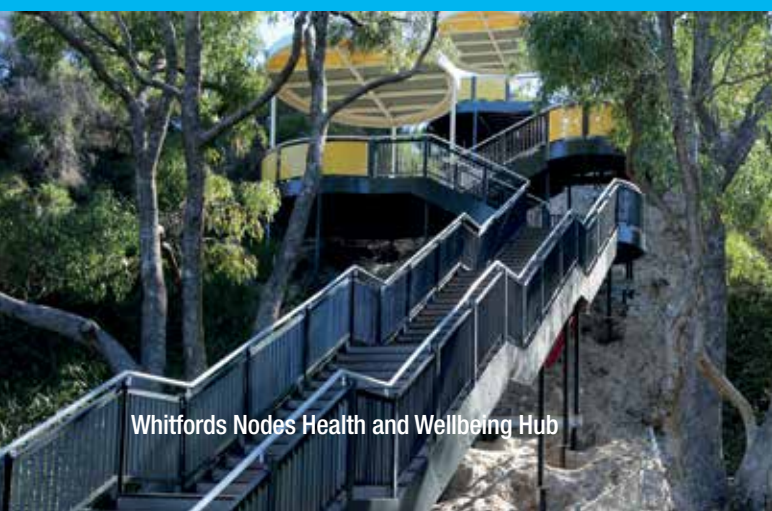
- Managing the ongoing concerns of some community members regarding infill development associated with the City's Housing Opportunity Areas and implementing strategies to better manage outcomes.
- Managing consequences of significant planning reforms being progressed by the State Government which impacts the ability for the City to progress its own planning projects and creates uncertainty for future development.



Emerald Park, Edgewater

Year Ahead

- Implement the draft new development standards for Housing Opportunity Areas framework following Western Australian Planning Commission and Minister approval.
- Undertake project scoping for a review of the *Local Housing Strategy* as a first step in the review of the City's *Local Planning Strategy*.
- Progress a minor amendment to the Joondalup Activity Centre Plan.
- Progress an Expression of Interest and appoint a new Joondalup Design Review Panel based on the revised structure set out in the new *Joondalup Design Review Panel Local Planning Policy*.
- Continue to engage in the State Government's planning reform process and implement changes as required.
- Undertake design for the upgrade of Neil Hawkins Park, Joondalup.
- Finalise a Place Activation Strategy for the City of Joondalup and Pilot Place Plan for part of the Joondalup City Centre.
- Progress the Integrated Transport Strategy for the City.



Whitfords Nodes Health and Wellbeing Hub



Local Planning Strategy

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

However, at its meeting dated 18 May 2021 Council resolved to bring forward a review of the housing component (*Local Housing Strategy*) of the *Local Planning Strategy* to allow resource planning/procurement and project planning to commence in the 2021/22 financial year (CJ063-05/21 refers).

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 is scheduled to be undertaken in 2023/24.

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.

In accordance with Council's decision made at its meeting dated 18 May 2021 (CJ063-05/21 refers), a review of the *Local Housing Strategy* will commence in the 2021/22 financial year to commence resource planning/procurement and project planning.

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*.

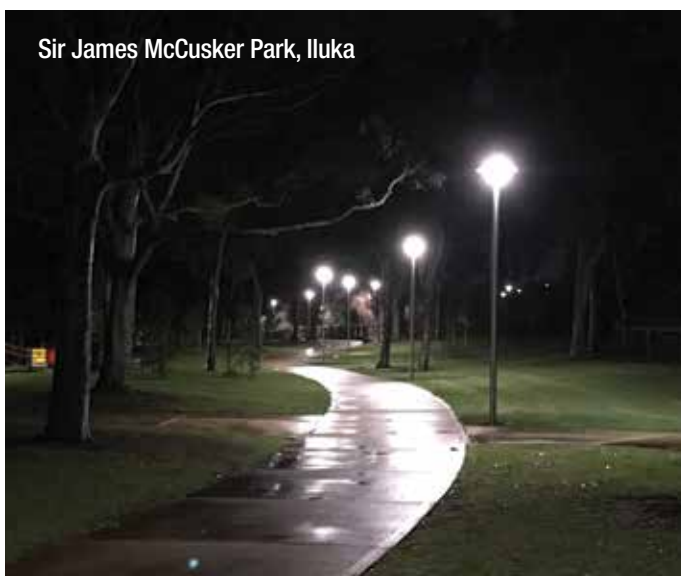
Council also resolved to consult with the community on the draft Joondalup Place Neighbourhood Local Planning Policy and the amendment to the *Local Planning Scheme No 3* prior to any formal initiation of the scheme amendment.

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 consisting of Amendment No 5 to *Local Planning Scheme No 3* and the *Development in Housing Opportunity Areas Local Planning Policy* in March 2020 which was referred to the Western Australian Planning Commission and Minister for Planning for consideration.

The Minister for Planning approved Amendment No 5 to *Local Planning Scheme No 3* in December 2020 with the amendments to the scheme being gazetted on 29 January 2021.

Sir James McCusker Park, Iluka



The Western Australian Planning Commission approved the *Development in Housing Opportunity Areas Local Planning Policy* on 16 February 2021.

Council agreed to progress the *Development in Housing Opportunity Areas Local Planning Policy* and determined the transitional arrangements for its implementation at its meeting dated 16 March 2021.

Housing Opportunity Areas: Proposed Amendment to Local Planning Scheme No 3

Council referred Amendment No 5 to *Local Planning Scheme No 3* to the Western Australian Planning Commission for consideration (and approval by the Minister for Planning) in March 2020.

A deputation was made in support of Amendment No 5 to the Statutory Planning Committee of the Western Australian Planning Commission in October 2020.

The Minister for Planning approved Amendment No 5 in December 2020.

Amendment No 5 was gazetted and implemented on 29 January 2021.

Review of Residential Development Local Planning Policy and Other Planning Policies

Minor updates to the *Residential Development Local Planning Policy* were completed in response to changes required following the Western Australian Planning Commission's approval of the *Development in Housing Opportunity Areas Local Planning Policy* in February 2021.

A more fulsome review of the *Residential Development Local Planning Policy* (and other related policies) is pending the outcome of the Department of Planning, Lands and Heritage's draft Medium Density Code.

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 was completed 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.

A minor amendment to the JACP will be progressed in 2021/22.

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.

Council supported the revocation of the *Cook Avenue Structure Plan* and associated amendment to *Local Planning Scheme No 3* in July 2020 following community consultation.

The *Cook Avenue Structure Plan* was revoked and the associated scheme amendment was gazetted on 29 January 2021 following approval from the Minister for Planning and Western Australian Planning Commission.

State Planning Reform

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

- Stakeholder Engagement;
- Medium Density;
- Neighbourhood Design;
- Precinct Design;
- R-Codes Volume 1;
- Phase 2 of the 'Action Plan for Planning Reform';
- Reform of the *Planning and Development (Local Planning Schemes) Regulations 2015*;
- Reform of the *Planning and Development (Development Assessment Panels) Regulations 2011*; and
- Reform of the *Planning and Development Act 2005*.

The City lodged or prepared (to be lodged in 2021/22) submissions on the following:

- Activity Centres
- R-Codes Volume 1
- Medium Density
- Stakeholder Engagement
- Phase 2 of the 'Action Plan for Planning Reform'

Review of Consultation Procedures

The City continued to implement the *Planning Consultation Local Planning Policy* which was adopted by Council in March 2020.

A review of the *Planning Consultation Local Planning Policy* commenced to respond to changes to consultation requirements introduced as part of amendments to the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Churton Park, Warwick



Creating vibrant community spaces contributes to *shaping a stronger future* for the community.

Strategic Objective: Integrated Spaces

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.

Council, at its meeting of October 2020, considered the draft Joondalup Design Reference Panel Local Planning Policy for public consultation. Public consultation was undertaken on the draft policy in November and December 2020.

Council, at its meeting of May 2021, adopted the *Joondalup Design Review Local Planning Policy and revised Terms of Reference*.

The *Joondalup Design Review Local Planning Policy* will be implemented following appointment of a new panel in 2021/22.

Place Activation

The City is exploring how to continuously improve how places and communities are activated by the community, including residents, groups and organisations, and City projects and events.

Preparation of a Place Activation Strategy is currently underway to provide a framework for consistent delivery and support of placemaking across the City of Joondalup. A key focus of the Place Activation Strategy will be facilitating community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of the City's community and economy.

The Place Activation Strategy addresses the “how” of placemaking in the City. Place Activation Plans will set out the “what”: developing a suite of place-specific activation initiatives for a specific place or neighbourhood. The City is currently preparing a Pilot Place Activation Plan for the Joondalup City Centre.

Streetscape Enhancement Program

City Centre Streetscape Renewal Program

The City has continued its program to enhance the City Centre streetscape through landscaping works. Construction and landscaping works were undertaken at Joondalup Drive western verge from Hodges Drive to Shenton Avenue. Design works for Shenton Avenue streetscape renewal were completed and construction will take place in 2021/22.

Whitfords Avenue Streetscape Upgrade

The City completed detailed landscape design for the Whitfords Avenue Streetscape upgrade and irrigation design works commenced. A contractor was appointed to undertake construction, however, the contractor rescinded on the landscaping works contract. The City will advertise a Request for Quotation for the construction works in early 2021/22.

Eco-zoning and Hydro-zoning in Parks

Landscape design and irrigation construction works at Moolanda Park, Kingsley, were completed, including 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 Poseidon Park, Heathridge, as part of the Park Revitalisation Program. This included the irrigation eco-zoning in the park as well as the installation of new universal access footpaths and planting.

Eco-zoning works in Poseidon Park, Heathridge projected to save up to 45% in water usage.

Strategic Objective: Quality Open Spaces

948 trees planted in the 2020/21 and 2021/22 Leafy City Program.

Strategic Objective: Quality Open Spaces

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 2020/21 and 2021/22 planting program includes the planting of 948 trees across the suburbs of Kallaroo, Mullaloo, Beldon and Warwick. Planning for the 2022/23 and 2023/24 Leafy City Program has commenced.



Poseidon Park, Heathridge

Hillarys Beach Park (Whitfords Nodes Health and Wellbeing Hub)

Construction of the stairway, lookout and fitness area for the Health and Wellbeing Hub at Hillarys Beach Park was completed. Hillarys Beach Park is a regional park located on the coast between Sorrento Quay and the Hillarys Animal Beach.

Completed works included:

- stairway with lookout;
- fitness area with three pods of fitness equipment connected by a 100m running track;
- drink fountain with bottle refill points,
- shelter with picnic setting.

Future works in 2021/22 will also include the installation of CCTV equipment and a fitness warrior-obstacle course.

Park Amenity Improvement Program

The Park Amenity Renewal Program was initiated in 2020 to upgrade low amenity Local Recreation Parks within or adjacent to higher-density housing areas based on the continuation of principles embedded within the Landscape Master Plan.

Churton Park, Warwick was completed as the first park for this program. The project included a new playspace, basketball pad and hoop, picnic shelter, barbecue, bench seating, footpath network, drink fountain, tree planting and irrigation upgrades including eco-zoning and hydro-zoning.

Design for the second Park Amenity Improvement project at Newcombe Park, Padbury was completed with construction scheduled for 2021/22.



PARKS LEISURE AUSTRALIA WA CONFERENCE

The City was invited to present on the Whitfords Nodes Health and Wellbeing Hub project at the Parks Leisure Australia WA Conference in June 2021.

The presentation, delivered by the City's Senior Landscape Architect, was attended by 40 people from private enterprises and local governments. The City's presentation was one of three presentations selected to be live-streamed to an additional 30 attendees online.

The quality of the content and presenters was surveyed by the conference attendees with the City receiving a high level of positive feedback.



Strategic Objective: Quality Open Spaces

Burns Beach to Mindarie Dual Use Path

Construction of the northern section of the Burns Beach to Mindarie dual use path was completed by the City in October 2020 in collaboration with the City of Wanneroo and funded by Tamala Park Regional Council. This northern section links with the middle section of the path constructed as part of Stage One and completed in December 2019.

The last southern section is due to be constructed by the developer PEET in 2021/22 as part of the subdivision works. Once this section is completed, the path will create a continuous route from North Fremantle in the south of Perth to Quinns Rocks in the north.

Joondalup City Centre Street Lighting Stage 4 and 5

Stage 4 of the Joondalup City Centre Lighting Program was completed, and Stage 5 commenced. The aim of the project is to replace existing lighting infrastructure to improve efficiency, reduce running costs and replace defective poles. The location of the works included Lakeside Drive, Boas Avenue, Davidson Terrace, Reid Promenade and Kendrew Crescent.

Multi-function light poles have been installed incorporating LED energy saving luminaires which are monitored and controlled by the City's wireless lighting control system. The works will continue in 2021/22.

Continued installation of LED lighting in the Joondalup City Centre.

Strategic Objective: Integrated Spaces

Ellersdale Park, Warwick – Lighting



Approximately 102 million vehicle trips are taken within the City annually.

Strategic Objective: Integrated Spaces

Integrated Transport Strategy

The City of Joondalup is one of the larger local governments in the Perth metropolitan area. With over 1,000 km of road and more than 160,000 residents, approximately 102 million vehicle trips are taken within the City annually. To assist the City in determining the future transport needs, an Integrated Transport Strategy (ITS) is required.

A Major Road Network Review has been undertaken in previous years to inform the development of the ITS. 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.

Actions to progress the development of the ITS during 2020/21 included:

- The development of a technical report for the Parking Supply and Management Plan;
- The appointment of a consultant to commence development of the ITS;
- Completion of a Transport Strategy Technical Report;
- Discussion by the Strategic Community Reference Group in March 2021 to discuss key trends and strategic priorities for integrated transport modes;
- Agency stakeholder consultation; and
- A Transport Survey conducted by Edith Cowan University on behalf of the City to identify the transport needs and preferences of the community.

Development of the ITS will continue in 2021/22.



Determining future transport needs for the City's roads will contribute to *shaping a stronger future.*



Burns Beach to Mindarie Dual Use Path

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 2020/21 in line with the Bike Plan included:

- Whitfords Avenue, Kingsley Shared Path – WA Bike Network (WABN) project co-funded by the Department of Transport. Design and construction of a 730m new path;
- Department of Transport WABN submission for a 2021/22–2022/23 project to install a new 1.8km shared path along Eddystone Avenue, Craigie;
- Department of Transport WABN submission to widen and upgrade the 10km Coastal Shared Path from Hillarys to Burns Beach commencing in 2021/22;
- 12 months of rider volume data from three existing permanent data counters located at Neil Hawkins Park, Burns Beach and Mullaloo; and
- Installation of three new permanent bike counters located at the Coastal Shared Path Hillarys, Roberston Road Cycleway, Kingsley, and Burns Beach to Mindarie Shared Path.



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 – Driving Change 2020-2030 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 "Please Slow Down Consider Our Kids" bin sticker program for residents with concerns with speeding vehicles and to remind motorists to drive in a safe manner;
- The recommencement of the "Please Slow Down Consider Our Kids" bin sticker speed program for local distributor roads and roads in school precincts;

"Please Slow Down Consider Our Kids" bin sticker program continued.

Strategic Objective: Integrated Spaces

- 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.

Building Permits

The City issued a diverse range of building permits throughout the year, with the value of development up significantly from 2019/20. 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:

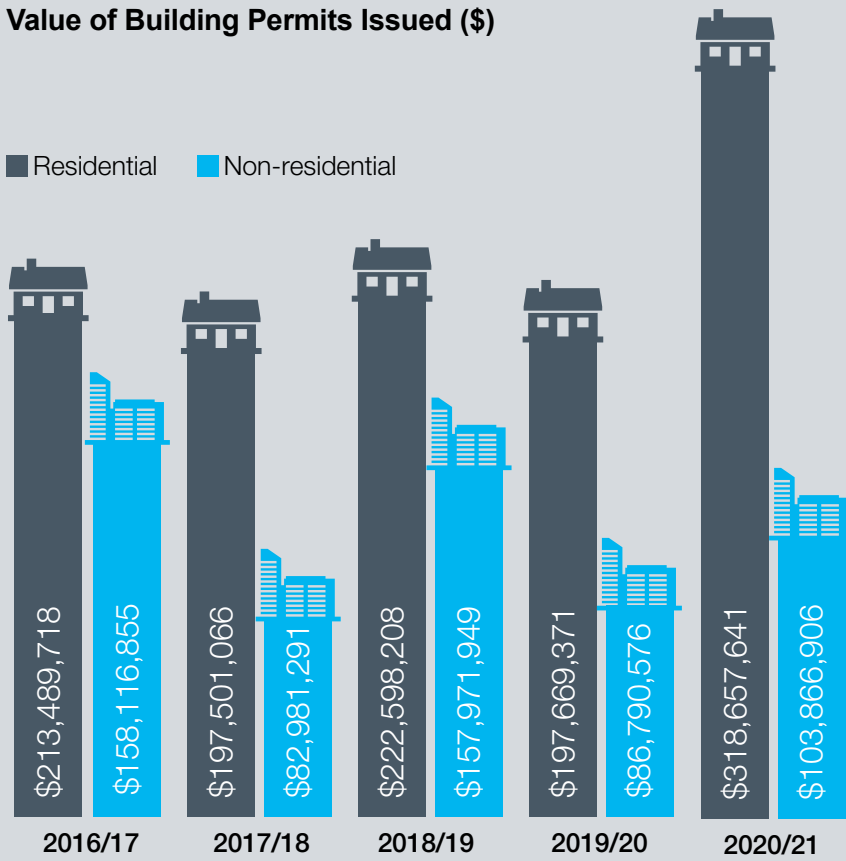
- Residential Aged Care facility in Kinross;
- New Technology Centre at Sacred Heart College;
- BP service station in Sorrento;
- Major upgrade to Woolworths, Warwick; and
- Conversion of Target to Kmart at Westfield Whitford City Shopping Centre.

Over \$422 million of Building Permits issued during the year.

Strategic Objective: Quality Built Outcomes

Value of Building Permits Issued (\$)

■ Residential ■ Non-residential



GRI Disclosure 203-2

Trend on last year

Value of Building Permits Issued – Whole of City

2020/21 Measure **\$422,524,547** ▲

Over \$275 million of Planning Applications approved during the year.

Strategic Objective: Quality Built Outcomes

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:

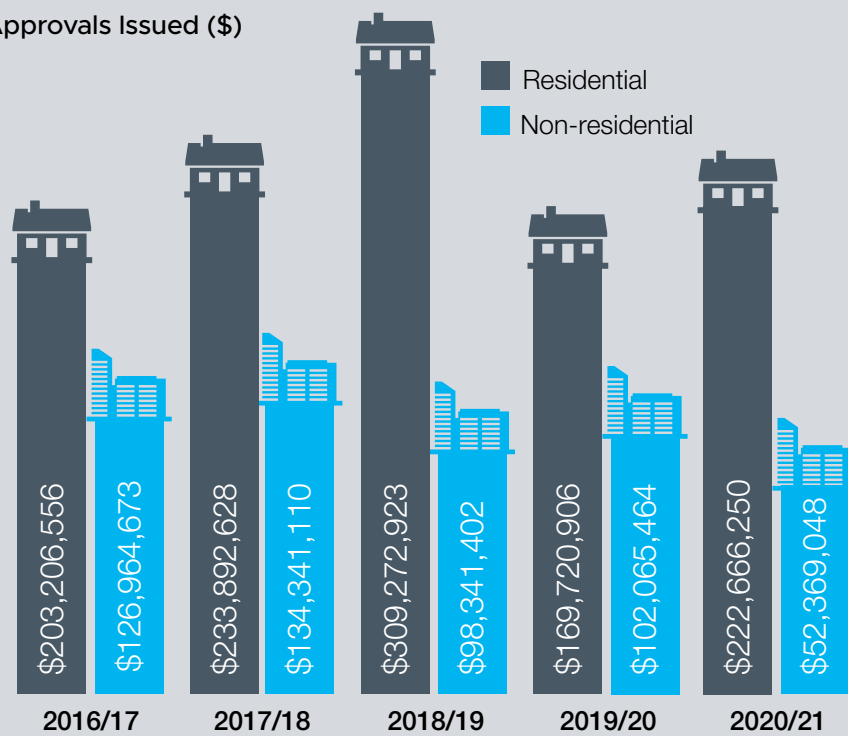
- Numerous medium density developments throughout the City’s Housing Opportunity Areas;
- An eight unit apartment development in the Whitford Activity Centre; and
- A number of childcare centre and service station developments.



Artist Impression, Proposed Joondalup Health Campus Car Park



Value of Planning Approvals Issued (\$)



Major Developments Under Construction

Developments under construction during the year included:

- Construction of a new staff car park at Joondalup Health Campus, 60 Shenton Avenue, Joondalup;
- Upgrade to the Joondalup Health Campus Emergency Department, 60 Shenton Avenue, Joondalup;
- Numerous medium density residential developments throughout the City; and
- Development of a new childcare facility at 29 Acacia Way, Duncraig.

Major Developments Completed

Developments completed during the year included:

- Numerous medium density residential developments throughout the City;
- BP service station, Sorrento
- Mixed commercial development at 98 O'Mara Boulevard, Iluka; and
- Apartment development at 11 Mykonos View, Iluka.

GRI Disclosure 203-2		Trend on last year
Value of Planning Approvals Issued – Whole of City		
2020/21 Measure	\$275,035,298	▲



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 2020/21.

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	171	✓	
	• 18,898 new dwellings in housing opportunity areas.	770	✓	
	• 1,014 new dwellings in Burns Beach and Iluka	624	✓	
Landscaping	The City undertakes one Landscape Master Plan project per annum (eco-zoning and hydro-zoning parks only)	1	✓	Corporate Business Plan Quarterly Report

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



ECONOMIC PROSPERITY, VIBRANCY AND GROWTH



Aspirational Outcome:

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

CBD OF THE NORTH

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

Strategic initiatives

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

ACTIVITY CENTRE DEVELOPMENT

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

Strategic initiatives

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

DESTINATION CITY

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

Strategic initiatives

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

REGIONAL COLLABORATION

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

Strategic initiatives

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

BUSINESS CAPACITY

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

Strategic initiatives

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

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Development of the Destination City Plan.
- Delivery of two successful Business Forums with keynote speakers Hon Paul Papalia CSC MLA, Minister for Tourism and Small Business WA and Demographer and social commentator, Bernard Salt AM.
- Distribution of Joondalup Business Online Newsletters to over 10,000 businesses and stakeholders.
- Continued partnership with the WA AustCyber Innovation Hub at ECU Joondalup establishing Joondalup as a global hub for innovation.
- Delivery of the Business Ready Program aimed at boosting the capacity of local businesses to be cyber secure, improve their customer attraction and expand into international markets.
- Continued growth 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 with 200 businesses listed.
- A virtual trade mission which connected local businesses in Joondalup with a range of industry representatives in Indonesia.
- Ongoing implementation of the Joondalup Business Engagement Program, supporting local businesses and facilitating connections with industry and government.
- Partnership with Destination Perth on increasing outreach to position Joondalup and Sunset Coast as a destination city for tourists and visitors.
- Launch of the Business Concierge Service, an online portal to support businesses in the process of establishing in Joondalup.
- Secured a place in the Small Business Development Corporation's Small Business Friendly Approvals Program, an initiative to review local government processes to make it easier for businesses to establish and grow.
- Major milestone achieved for the Ocean Reef Marina Development with the endorsement of the Heads of Agreement and Major Land Transaction Business Plan and commencement of breakwater construction. The construction will provide economic opportunities and jobs for the local area.

Challenges

- Building business and investment confidence in the midst of a global pandemic.
- Assisting business to adapt to the ongoing impacts of the pandemic.
- Economic vulnerability on businesses and jobs due to COVID.
- Impact of globally dependent sectors.
- Skills shortage due to COVID.
- Concern from some sectors of the community regarding Ocean Reef Marina development.

Year Ahead

- Continue to engage in activities to attract local, national and international investment into Joondalup.
- Continue to deliver programs such as the Business Ready Program to support business success and local job creation.
- Continue implementation of the Joondalup Activity Centre Plan which will deliver significant economic development benefits within the City.
- Implement actions from the Advocacy Framework to positively influence decisions to ensure the further growth of Joondalup as a liveable, smart, future focussed and connected community.
- Implement actions within the Destination City Plan.
- Continue partnership with the WA AustCyber Innovation Hub to further position Joondalup as a global hub for cyber innovation.
- Review International Economic Development Activities Plan following an assessment of new and emerging opportunities in global markets.
- Work with DevelopmentWA to progress the Ocean Reef Marina project.
- Continue to progress the establishment of cafés, kiosks and restaurants to develop tourism and recreational facilities, increase business opportunities, and provide greater awareness for the City's natural assets.

Edith Cowan University cyber student



Artist impression, Ocean Reef Marina.



Economic Development Strategy Delivery

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.

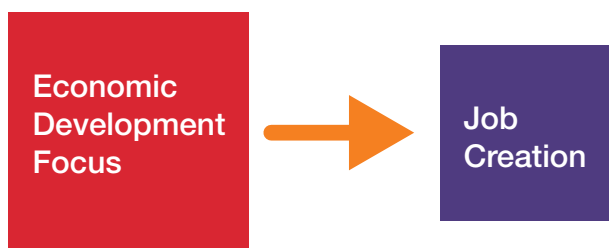
Drive Economic Strategy



Support local businesses to Promote, Connect and Grow



Attract Visitors, Students, Talent, Events, Business and Investment



Business Forum: Hon Paul Papalia – launch of Destination City Plan



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 2020/21 included:

- Delivery of two successful Business Forums;
- Delivery of numerous events and workshops for Joondalup businesses in partnership with business support stakeholders;
- A number of virtual exchanges with Indonesia including Virtual Trade and Cultural Mission to promote potential economic initiatives;

- A Memorandum of Understanding signed by Edith Cowan University, WA AustCyber Innovation Hub and the City to formalise collaborative efforts over the next two years;
- Development of the Joondalup Business Concierge, an online portal to support businesses in the process of establishing in Joondalup;
- Distribution of five Joondalup Business Online Newsletters to over 10,000 businesses and stakeholders;
- Approximately 200 businesses registered on the Joondalup Business Catalogue;
- Continued participation in the Small Business Development Corporation's Small Business Friendly Local Government Program and the Small Business Friendly Approvals Program; and
- Continued collaboration with regional partners including other local governments on economic development initiatives.

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



Business Forums

Destination Joondalup | Growing the Visitor Economy

The City launched its *Destination City Plan*, 'Destination Joondalup' at a business forum held at Joondalup Resort on 5 November 2020. Destination Joondalup aims to stimulate Joondalup's visitor economy, elevate Joondalup's profile as a destination of choice, and enhance visitor experiences to attract more leisure, education and commercial visitors to Joondalup.

WA Minister for Tourism and Small Business, Hon Paul Papalia CSC MLA, addressed the Forum and took part in a panel discussion alongside Dr Amanda Ling, Joondalup Health Campus Interim CEO, Professor Simon Ridings, ECU Vice Chancellor International, and Evan Hall, CEO Tourism Council of WA. The panel discussed the contribution of the Joondalup small business community in dealing with COVID-19 and the opportunities for local businesses to create a thriving, resilient visitor economy into the future.

The Business Forum was attended by approximately 200 participants.

Joondalup Business Forum: Shaping the Future Economy

More than 180 members of the local business community and key stakeholders attended the Business Forum on 7 May 2021. Demographer and social commentator, Bernard Salt AM, explored the 10-year outlook for Joondalup and Perth's Northern Corridor in post pandemic Australia. Bernard provided advice on demographic, consumer and social trends for business across Australia and outlined how the future economy could be shaped by emerging statistics and how the City of Joondalup could benefit. Facilitated by MC, Pia Turcinov, Bernard also took part in an interactive panel discussion with City of Joondalup CEO, James Pearson and Michelle Hoad, Managing Director of North Metropolitan TAFE.

GRI Disclosure 203-1		Trend on last year
Number of business forums and attendance		
2020/21 Measure	Two forums and 380 attendees	▲



Listening to our business community **contributes to *shaping a stronger future***. Small and mediums businesses, major business stakeholders and service providers were invited to attend a series of workshops to inform the development of the new Strategic Community Plan. Workshops were held from February to April 2021 and participants shared their big ideas to help build a vibrant and positive local community and strong economy.

Strategic Objective: Regional Collaboration

Destination City Plan 2021-2026

The *Destination City Plan* seeks to grow the local visitor economy, to elevate the City's profile as a destination of choice, and to enhance visitor experiences. The plan puts in place a collaborative approach with industry and the community that supports a thriving, innovative and resilient commercial environment to attract more leisure visitors, university students, retail and health clients to the region.

This plan, which addresses the challenges and identifies many opportunities to emerge from COVID-19, will guide investment attraction, place positioning and destination marketing.

The City's Destination City Plan sets out a vision to attract more visitors to the region for education, business and leisure purposes. The Plan was developed in consultation with the community, business owners and tourist visitors and sets the goals of:

- Attracting more visitors to the visitors to the Joondalup region;
- Increasing the share of Perth and Western Australia's markets; and
- Growing the visitor economy.

Launched at the November 2020 Business Form, implementation of the Destination City Plan has commenced.





International Economic Development Activities Plan

The City's *International Economic Development Activities Plan* aims to guide and promote trade and investment opportunities for local businesses in overseas markets.

Outcomes over the last year included a number of virtual exchanges with Indonesia relating to potential initiatives in the areas of health, education and the digital sectors. The City of Joondalup continued to liaise with the Cities of Jinan and HuZhou on economic engagement opportunities. Other initiatives were scoped, which included an inbound tourism delegation and an arts exchange but were put on hold in 2020/21.

An initial review of the *International Economic Development Activities Plan* commenced in 2020/21 and a full review and update of the Plan will continue in 2021/22 following an assessment of new and emerging opportunities in global markets.

Advocacy Framework

The City developed an Advocacy Framework in 2020/21 which aligns with the *Strategic Community Plan* and provides guidance in advocating, on behalf of the community, to State and Federal Government to progress key City strategic projects and initiatives.

Implementation of the Framework during 2020/21 included a range of activities, as follows:

- A submission on the Discussion Paper on the development of Infrastructure WA's Strategy was provided to Infrastructure WA in October 2020.
- A submission was prepared for the Department of Transport in October 2020 regarding the Hillarys Boat Harbour Masterplan.
- A briefing held with local Members of Parliament within the City of Joondalup on 11 June 2021.
- A visit to Canberra during June 2021 by the Mayor and Chief Executive Officer to engage with Federal Ministers, Ministerial Advisors and Federal Members of Parliament.

Regional Collaboration

The City of Joondalup continued to work with neighbouring local governments and regional stakeholders to deliver economic benefit to the community. In 2020/21 the City participated in the following collaboration activities:

- Regular liaison with Joondalup Learning Precinct Board partners, Edith Cowan University, North Metro TAFE, the WA Police Academy and the City of Joondalup. The aim of the partnership is to maximise opportunities for advocacy and resource sharing;
- Partnership promotion of Joondalup as an education destination undertaken with the Jobs and Skills Centre and Joondalup Education Network;
- A regional briefing with WALGA and the Cities of Wanneroo and Swan;
- Continued engagement with Destination Perth and the Cities of Wanneroo and Stirling to develop regional tourism initiatives;
- 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 Edith Cowan University and WA AustCyber Innovation Hub to raise awareness among local businesses of the need for cyber security; and
- Liaison with Cities of Wanneroo and Swan regarding future digital capabilities, jobs and skills, transport connectivity and the visitor economy.

Business Capacity and Support

The City has a role in supporting the local business community and in providing access to information, support services, training, skill development and networking opportunities. The following sections outline the initiatives undertaken by the City during the year to foster commercial activity and enable sustainable business growth within the City.

Communication with Local Businesses

The City promoted local and international economic development activities during 2020/21 through:

- Distribution of the monthly e-business newsletters;
- Publication of regular social media posts;



Helping businesses to adapt to the ongoing impacts of the global pandemic contributes to *shaping a stronger future*. Initiatives such as the Business Ready Program are equipping business owners with the vital skills to grow and adjust their business.

Strategic Objective: Business Capacity



Coastal Activation Tour at Ocean Reef Marina – Mayor and Elected Members, representatives of Development WA, Department of Transport and other stakeholders

- Regular updates on the City's website;
- Publication and distribution of the *Destination City Plan*, 'Destination Joondalup';
- Communication of City opportunities through the Joondalup Business Catalogue;
- Publication of the WA Business News special edition investment brochure entitled 'Joondalup: A region on the rise'; and
- A range of thought leadership articles published in Business News in May, November and February 2021 which highlighted the City of Joondalup's transition from an economy focused on population growth to one that is focused on entrepreneurship, innovation, business and investment.



The average cost to businesses during the Anzac Day Lockdown was approximately \$8,000.

CCIWA

Joondalup Business Engagement Program

There was ongoing engagement during the year to provide advice and support to sole traders, small and medium sized local businesses.

Engagement included:

- Contacting businesses during periods of COVID-19 lockdown and identifying recovery opportunities;
- Supporting and referring businesses to the Small Business Development Corporation Crisis Centre;
- Implementing Buy Local campaigns to support local businesses during lockdown;
- Providing information relating to the ending of the Federal Government's Job-Keeper payments with businesses identified as vulnerable;

- Extension of the Business Ready Programs to support a larger number of businesses due to the impact of COVID;
- Assistance in connecting local businesses with State and Federal Government programs;
- Regular liaison with the Joondalup Business Association;
- Regular liaison with the Hillarys Traders Association;
- Ongoing liaison with the Small Business Development Corporation;
- Support and promotion of events delivered by the Tourism Council of WA, WA AustCyber, the Australian Security Association and Business Station; and
- Promotion of the Alfresco Planning Approvals process to businesses.

As part of the Business Engagement Program, businesses were asked about the type of support they needed.

The results show that the top three types of support are promoting their products, business continuity and access to finance.

Businesses were asked about the challenges they face as a result of COVID-19 over the past 18 months. Results show that cashflow, declining sales and staff retention have been key challenges over this period.

JOONDALUP BUSINESS CATALOGUE
Buy Local Think Global

Looking for a way to promote your business to the local community?
Join the Joondalup Business Catalogue now!
 The catalogue allows users to search and connect with local businesses and services for business-to-business or business-to-customer trade.
 If you're a local business visit the City's website and **register now**. Registration is free.


joondalup.wa.gov.au



Small Business Friendly Approvals Program

The Small Business Friendly Approvals Program aims to streamline the process of obtaining business licences and trading permits from local government authorities. It is part of a package of initiatives created by the WA Government to accelerate regulatory reform in order to support economic recovery from the impact of the COVID-19 pandemic.

The City of Joondalup participated in the Small Business Friendly Approvals Program during 2020/21. As part of the program representatives from local businesses were invited to provide feedback on their experiences of approval processes with the City of Joondalup to inform potential improvements. Outcomes of this program will be implemented in 2021/22.

Buy Local Programs and the Business Catalogue

Following its launch in June 2020, the Joondalup Business Catalogue has grown to have 200 businesses registered at the end of 2020/21. The Joondalup Business Catalogue is 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;
- Identify opportunities to expand their business by accessing the business diagnostic tool developed to provide a tangible view of current performance and recommendations to improve.

Other Buy Local initiatives included:

- The City officially joining the 'Australian Made' Campaign as a Campaign Supporter, reinforcing its commitment to local manufacturers— the first local government in Western Australia to do so.
- The launch of an e-screen at Craigie Leisure Centre designed to promote local businesses to the Joondalup community;
- A 'What's In It For Me' sales workshop held to assist operators to improve sales strategy and increase revenue; and
- A 'Pitch to Win' online competition launched to enhance sales strategy and to encourage more businesses onto the Joondalup Business Catalogue. Winners of the online competition were selected to receive a virtual sales strategy sessions for their business by local business, Your Sales Co.

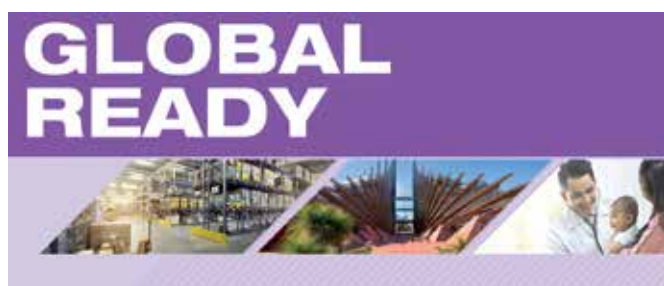
Business Networking and Events

The City partnered with key stakeholders and business support providers to promote capacity building and training opportunities for local businesses. Events were supported and promoted in partnership with:

- Destination Perth, the Cities of Stirling and Wanneroo to deliver collaborative promotion of the region to consumers (outreach to 2 million visitors);
- Study Perth, to profile Joondalup as a hub for employability and talent development, and destination of choice to study;
- Tourism Council of WA, to advocate for the needs of Joondalup as a visitor destination;
- WA AustCyber, to establish an MoU to profile Joondalup as a growing hub of cyber security research, talent and businesses and to profile Joondalup as a test bed for innovation;
- Australian Information Security Association, to position Joondalup as a destination for digital technologies, attracting talent and businesses;
- Small Business Development Corporation, to profile Joondalup as an easy and friendly place to do business;
- Joondalup Learning Precinct (JLP), through membership on the JLP Board and participation in joint initiatives;
- Joondalup Business Association, sponsoring the Association's Annual Awards in March 2021;
- Business Station, to design a series of events celebrating 'Women in Small Business' and showcasing female business leaders in the region;
- Edith Cowan University Business and Innovation Centre (ECUBIC), through membership on the Board of Management and in providing support and promotion of services;
- Edith Cowan University, North Metro TAFE, University of WA, Curtin SpaceCubed, the Joondalup Business Association to deliver the Joondalup Innovation Challenge;
- WA AustCyber, to promote cyber security to local businesses, deliver the Cyber Check.Me initiative and to host a roundtable discussion with WA AustCyber discussion in April 2021 for the launch of the Australian Cyber Security Competitive Plan; and
- CyberWest Summit 2021 through sponsorship funding and participation.

Business Ready Programs

The City partnered with local experts to deliver 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 Digital Ready (securing data and transformation), Destination Ready (sales and marketing) and Global Ready (import, export and investment focus).



Participating businesses reflected the diverse commercial activities of the City and included creative arts, retail, food and beverage, wholesalers, import/export providers, cyber security and information technology, education, child development and mechanical services.



Making a Difference – Business Ready Program

"I am blown away by the Digital Ready Program. Logging on to the Zoom meetings has become the highlight of my week. The knowledge and content provided by the facilitators is second to none and I am confident I can apply my learnings now and into the future as our business grows."

Jennifer Downey from
Plexum Technologies.

Strategic Objective: Business Capacity



Cyber Check.Me

The Cyber Check.Me Program, delivered in collaboration with WA AustCyber, provides information and unbiased advice to local businesses and community members on basic precautions to protect against loss of time, money, private information and reputational damage. This is delivered through a series of pop-ups at local business events/forums and locations in the City of Joondalup and City of Wanneroo business districts.

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.

Promoting Innovation and Supporting Creativity

The City collaborated with Joondalup AustCyber Innovation Hub to support innovation and creativity within the business community.

Activities during the year included:

- The signing of a Memorandum of Understanding between Edith Cowan University, WA AustCyber and the City to formalise collaborative programs over the next two years;
- Ongoing liaison with the City and the WA AustCyber Innovation Hub;
- Attendance at quarterly board meetings of the WA AustCyber Innovation Hub;
- Support for WA Cyber Week 2020;
- A Cyber Roundtable highlighting the sector competitiveness as cyber is only a five year old industry in WA;
- Ongoing promotion and delivery of the Essential Eight videos for businesses highlighting strategies to mitigate cyber security incidents;
- Support provided to WA AustCyber and Edith Cowan University to deliver a 'Careers in Cyber Security' information session to high school and university students in February 2021; and
- Delivery of the Joondalup Innovation Challenge with over 165 students participating;
- Support and sponsorship provided for the CyberWest Summit 2021.

Joondalup Innovation Challenge

The inaugural Joondalup Innovation Challenge was held over three days in July 2020 and brought together mentors from WA businesses, start-up incubators, students and TedX style keynote speakers.

The Challenge was co-created by the City and the Frank Team, and participants were challenged to pitch their new business idea to representatives from Edith Cowan University, North Metropolitan TAFE, University of WA and Curtin University, industry supporters, Joondalup Business Association and SpaceCubed, as well as competition judges and mentors. The winning team was Diversiform.

Through this initiative, the City aims to mentor and connect students, who are the innovators of the future, with the business community. The initiative is also a development opportunity for young people which aims to enhance their employability skills.

Positioning and Investment Attraction

A key objective of the City is to generate business growth and future employment. It is therefore necessary to promote Joondalup as a Destination City for visitors, tourists, and talent and to attract local and international business investment. The *Destination City Plan* to drive this program, is outlined on page 169. Initiatives to deliver this objective are outlined in the following sections.

Promoting the Visitor Economy

Activities to position Joondalup as a destination of choice for visitors, tourists and the local community included:

- Delivery of the Perth Relive Campaign with Destination Perth and key government agencies. This digital promotional campaign showcased local tourism experiences;
- Delivery of capacity building workshops, in collaboration with the Cities of Wanneroo and Stirling, which brought together tourism operators from across the region to learn from Tourism Council WA about tourism distribution channels, marketing and practical skills to create tourism products;
- Commencement of an augmented reality digital trail in collaboration with other local governments and Destination Perth. The digital trail will feature heritage activities in the region and will go live on Facebook in 2021/22.
- Tourism attractions highlighted through the Joondalup Business Online eNewsletter and via the visitor portal on the City's website.

The City has continued to support the development of business clusters in the areas of education, health, wellness, government, cyber, retail, tourism global trade and investment, business incubation and activity within commercial precincts. Outcomes in 2020/21 included:

- A Memorandum of Understanding between the City, Edith Cowan University and the WA AustCyber Innovation Hub to provide for continued exchange and to expand cyber security activities within the City;

- Finalising Terms of Reference for the development of clusters in the areas of cyber security, educational and medical services;
- A Cyber Security Roundtable held in October 2020;
- A Medical Taskforce meeting held in December 2020;
- Meetings of the Joondalup Education Network to progress initiatives such as international student focus groups and a future 'Jobs in Joondalup' event; and
- Commencement of Terms of Reference for the Visitor Economy Cluster to support the *Destination City Plan*.

These programs will continue into 2021/22.

Facilitation of Local and International Investment

The City has established a program of activities for local and international investment attraction including:

- A business investor familiarisation program to assist overseas companies to enter the Joondalup market. This included the City hosting a group of WA State Government Trade and Investment Commissioners from China, Indonesia, Japan and India into the Joondalup and Wanneroo region in partnership with the Department of Jobs, Tourism, Science and Innovation and the City of Wanneroo in July 2020. The delegates were taken on a tour of a number of key locations with potential for investment within the City of Joondalup. These included Ocean Reef Marina, Edgewater Quarry, Hillarys Boat Harbour and the Boas Place Development. Investment opportunities in the areas of health and cyber security were also highlighted. The delegation provided the Trade Commissioners with a good understanding of the potential for international investment into the region.
- Facilitation of inbound investment opportunities; and
- The development of an Investment Concierge to track, communicate and report on investment opportunities into the region.

Business Clusters



Currently in Development

Virtual Trade and Cultural Exchange



International Economic Exchange

The City continued to investigate opportunities to encourage economic linkages between Joondalup and other global markets, including Jinan, HuZhou, Jakarta, Surabaya and Bali across sectors of education, health, cyber, and trade and investment.

Local businesses participated in a Virtual Trade and Cultural Exchange with Indonesia at the Joondalup Resort on Thursday 1 April 2021. The Consul General of the Republic of Indonesia, Ibu Dewi Gustina Tobing, appeared by video link, reaffirming closer economic ties between Indonesia and Australia. Participants had the opportunity to increase knowledge of Indonesian business and social culture and build connections into Indonesia virtually.

The event highlighted the various opportunities for Joondalup businesses, particularly in the fields of education, health, cyber and digital, manufacturing and tourism. The virtual mission was hosted by the City of Joondalup in partnership with the Indonesian Consulate in WA, Department of Jobs, Tourism, Science and Innovation, City of Wanneroo, Chamber of Commerce and Industry WA and the Australia Indonesia Business Council.

Ocean Reef Marina

The City has continued to work in collaboration with DevelopmentWA to progress the development of a world-class, recreational, residential, boating and tourism marina in Ocean Reef on the existing Ocean Reef Boat Harbour site.

July 2021 saw the official opening of the \$2.3 million Hodges Drive extension by WA Lands Minister, Tony Buti, Emily Hamilton MLA and DevelopmentWA CEO, Frank Mara. The extension will be the main access road to the new Marina.

Removal of old breakwaters on the site and construction of new breakwaters commenced in January 2021. Construction of the 18.5 metre high breakwaters are expected to take approximately 18 months with completion in mid-2022. Approximately 950,000 tonnes of granite and limestone have been locally sourced for construction.

Ocean Reef Marina – Major Land Transaction

Council, at its meeting of 16 February 2021 agreed to approve the Ocean Reef Marina Heads of Agreement and approve the Major Land Transaction Business Plan for public advertising in accordance with Section 3.59 of the *Local Government Act 1995*. The approval of the Heads of Agreement was prepared in consultation with DevelopmentWA, the developer of the Ocean Reef Marina Project on behalf of State Government.

The Heads of Agreement included in principle agreement of the process for the transfer of the City's freehold land required for the project and outlined the ongoing management and maintenance responsibilities. The Heads of Agreement and Major Land Transaction Business Plan were a critical step in the preparation and execution of the Ocean Reef Marina Development Agreement.

Council, at its meeting of 18 May 2021 approved the disposal of part of Lots 1029 and Lot 1032 Ocean Reef to the State Government which will facilitate the construction of the Marina.

Following the subdivision process, approximately 15.7ha of land will remain with the City in freehold and will be retained as Bush Forever land. The balance of the City's 11.31ha of land for the project will contribute to the development of a vibrant waterfront precinct providing a range of recreational, tourism, residential, boating facilities

The Ocean Reef Marina development has the potential to create more than 800 local jobs as construction takes place.

Strategic Objective: Destination City





Artist impression of Ocean Reef Marina.

2016

and employment opportunities.

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 – A draft concept design for the Burns Beach coastal node was endorsed for community consultation in September 2020 and community consultation was undertaken from May to June 2021. The outcomes of the community consultation will inform the design process for a new food and beverage facility at Burns Beach which will be progressed in 2021/22.

Pinnaroo Point, Hillarys – Following execution of the Crown Land Lease and a public notice process on the proposed sublease, Council, in November 2020, authorised the Mayor and Chief Executive Officer to execute the sublease on behalf of the City. The Department of Planning, Lands and Heritage provided the City with a letter of ministerial consent for the proposed sublease and the sublease was signed by Sandgate (WA) Pty Ltd during the last quarter of 2020/21.

It is proposed that lease agreements and development approvals will be finalised in 2021/22 so that the developer can commence construction of the new facility.

Neil Hawkins Park, Joondalup – Investigations took place regarding land tenure during the year. Outcomes from the Burns Beach and Pinnaroo Point Café, Kiosk and Restaurant projects will inform the progression of the Neil Hawkins Park Project for a new food and beverage facility at this location in 2021/22.



Developing facilities which attract visitors and tourists for entertainment and provide more employment and business opportunities will contribute to *shaping a stronger future.*



Artist impression – Burns Beach Coastal Node

Joondalup City Centre Development – Boas Place

The City continued to progress 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 presented to Council in March 2020 indicated that the market conditions at that time would result in a less than favourable outcome for the City. Since then, the City has continued 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 2021/22.

Edgewater Quarry Master Plan

The City has for a number of years progressed development of a master plan for the Edgewater Quarry site to accommodate the future needs of local clubs, groups and the wider community. Covering approximately 17 hectares, the Edgewater Quarry site is in a strategic location alongside Joondalup Drive and has the potential to offer multiple benefits to the community.



The City established the Edgewater Quarry Community Reference Group in 2017/18 to provide the opportunity for the community to assist in the planning of this site, including the development of a draft preferred concept plan. A draft preferred concept plan was prepared which reflected the Group's preferences for the site.

In July 2020, Council endorsed the draft preferred concept plan for community consultation and community consultation was conducted from 15 October to 11 November 2020.

Council noted, in March 2021, that the draft preferred concept plan was not supported by the majority of respondents to the community consultation.

In addition, Council agreed to undertake investigations to determine the presence and level of contamination of the site as required by the Department of Water and Environmental Regulation. These investigations will take place in 2021/22 which will inform the future use of the Edgewater Quarry site.

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.

In February 2014 Council endorsed the philosophy and parameters for the upgrade of the City's community facilities within the Centre. The potential rationalisation of City landholdings was included as part of the intended approach.

Council authorised the Chief Executive Officer to investigate options to progress the development of a multi-functional community facility including contacting two major landowners in the Warwick Activity Centre to determine their level of interest in acquiring City land. Investigations will continue into 2021/22.



Edgewater Quarry

Heathridge Park



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 results of a community needs and feasibility study, conducted in 2020/21, were presented to Council in September 2020, and Council endorsed a draft concept plan for community consultation. Community consultation was conducted from 26 October to 17 November 2020.

Following community consultation, Council requested a review of the concept plan to be undertaken including consideration of:

- Retention of existing tennis infrastructure;
- Scope and location of the proposed multi-purpose facility;
- Additional carparking provision; and
- Feedback from the community consultation.

The review of the concept design will be undertaken in 2021/22.

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.

Investigations have continued during 2020/21 into options for the proposal which will be continued in 2021/22.

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 2020/21 included:

- The disposal of Lot 803 (15) Burlos Court, Joondalup, in October 2020;
- Commencement of investigations into the potential conversion of two City freehold drainage sites which could be used for other land uses; and
- Preparation for the disposal of Lot 12223 (3) Blackwattle Parade, Padbury.

Investigations to optimise and rationalise land within the City will continue in 2021/22.

Developments in the Joondalup City Centre

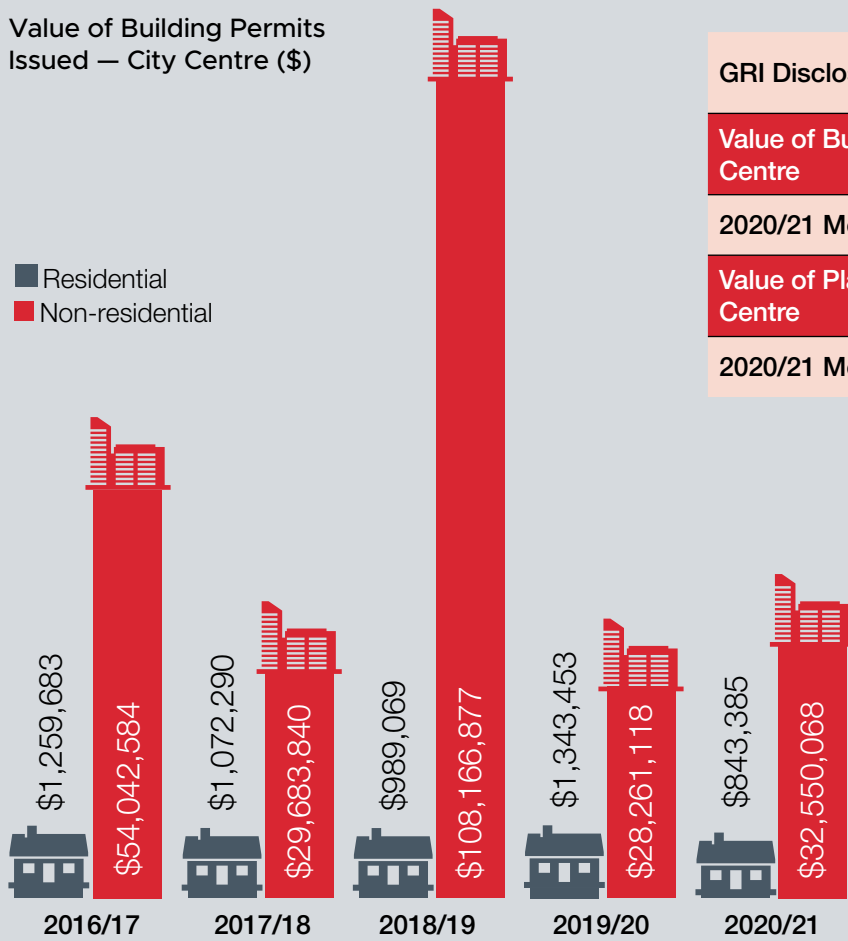
The following charts represent the value of planning approvals and building permits issued during 2020/21 within the City Centre. These include planning approvals issued by the City, the Development Assessment Panel and the Western Australian Planning Commission.

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

- Joondalup Health Campus upgrade to the emergency department and a new staff carpark at 60 Shenton Avenue, Joondalup;
- Upgrade to the library at ECU - 69 Lakeside Drive, Joondalup; and
- A fit-out and refurbishment to MercyCare in Joondalup

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

■ Residential
■ Non-residential



GRI Disclosure 203-2

Trend on last year

Value of Building Permits Issued – Joondalup City Centre

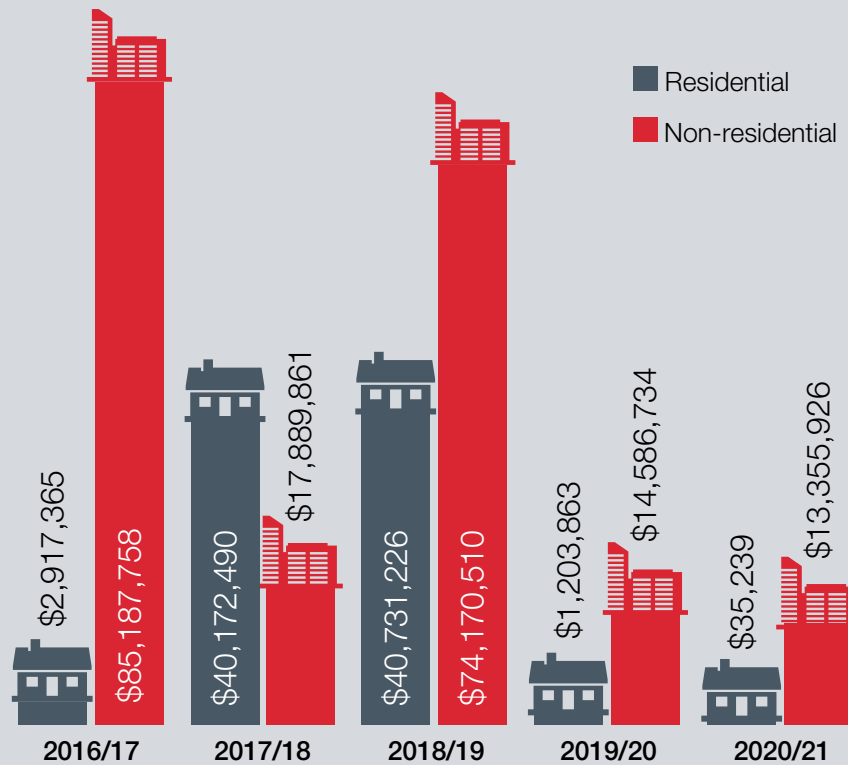
2020/21 Measure \$33,393,454 ▲

Value of Planning Approvals Issued – Joondalup City Centre

2020/21 Measure \$13,391,165 ▼

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

■ Residential
■ Non-residential





Attracting events to the City is part of the City's strategy to position Joondalup as a destination that attracts visitors with a diverse mix of iconic events with local, national and international appeal

Strategic Objective: Destination City

Event Attraction

The City continued to liaise with stakeholders and event promoters to attract vibrant cultural, sporting and business events to the region and the following actions took place through the year.

Business Events provided funding for the City's November Business Forum and also confirmed its intent to sponsor the City's July 2021 Business Forum.

In line with the three-year partnership with Sports Marketing Australia, the City confirmed its support as sponsor for the 2021 Canoe Ocean Racing National Championship if it is held within the City of Joondalup in November 2021, and the 2021 Australian Masters Games to be held in the City in 2021/22.

In November 2020 Council agreed to invite expressions of interest from suitably qualified event management groups to host a Vintage Car Speed Classic within the City of Joondalup. The intention would be to deliver a classic car racing event similar to the one held in the Joondalup City Centre in 1998. An expression of interest was advertised for event management providers to deliver a classic car racing event and the City received a number of submissions. Review of the submissions received commenced in late 2020/21.

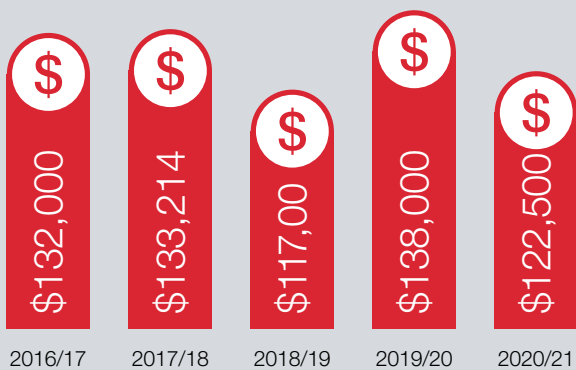
Sponsorship of Events held within the Region

The City was proud to provide \$122,500 to a wide range of events, organisations and groups through its 2020/21 Corporate Sponsorship Program which attracted spectators and visitors of all age groups to the region.

Group/Event	Agreed Sponsorship Dollar Value
Joondalup Wolves	\$20,000
Heathridge Carols in the Park	\$12,500
89.7FM Twin Cities	\$10,000
Open Water Swim Series Round 7 @ Mullaloo and Round 9 @ Sorrento	\$10,000
Telethon Community Cinemas	\$10,000
Mullaloo Triathlon (Rescheduled from 2019/20*)	\$8,000
Mullaloo Triathlon*	\$8,000
Hillarys Wonderfront (part of Splash Pad) at Hillarys Boat Harbour	\$7,000
Big Kid Events Food Truck Fiesta	\$5,000
MSWA Ocean Ride	\$5,000
Coastal Quest Triathlon	\$4,000
Markets by the Sea	\$4,000
Cancer Council of WA – Relay for Life	\$3,000
ADS Night of Stars National Dancesport Championship	\$3,000
Joondalup Christmas Lunch	\$3,000
Lions Club of Duncraig – Australia Day Breakfast	\$3,000
Joondalup Business Association Awards	\$2,500
Sorrento Junior Hardcourt Tournament and 10's Event	\$2,500
WOW Swim #6 Mullaloo Mile	\$2,000
Total	\$122,500

*The Mullaloo Triathlon scheduled for 2019/20 was postponed to 2020/21 due to COVID-19. Therefore two Mullaloo Triathlons were held in 2020/21.

Sponsorship Amount





Music in the Park

GRI Disclosure 203-2		Trend on last year
Dollar value of events sponsored by the City (excludes community funding)		
2020/21 Measure	\$122,500	▼

The City actively sought partners to assist with the implementation of the following events during the 2020/21 financial year in order to deliver high quality events for the community:

- Little Feet Festival;
- Music in the Park;
- Valentine’s Concert; and
- Luminight.

Over \$46,000 in cash funding was received for the events listed above which was significantly impacted by COVID-19 event restrictions, rescheduling and changes to programming.



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 2020/21.

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 51.4%	✓	Australian Bureau of Statistics (ABS) Census 2011
	To maintain unemployment rates under the Perth Metropolitan average	In March 2021, the City's unemployment rate was 5.3% compared to the Perth Metropolitan unemployment rate of 7.2%	✓	ABS Labour Force Survey/Department of Employment – Sourced from Economy.id
Economic Growth	To exceed the current five-year trend for Gross Regional Product	+0.4% (From \$6.79 billion in 2019 to \$6.82 billion in 2020)	✓	Economy id.
Building approvals	To achieve annual building approvals value of at least 70% of the 10-year rolling average	In 2020/21, the City granted over \$422 million in building approvals. This equates to a ratio of 112% of the 10-year rolling average to June 2021 (\$376 million).	✓	BS Building Approvals, Cat 8731.0.

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



THE NATURAL ENVIRONMENT



Shared Path Burns Beach

Aspirational Outcome:

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

ENVIRONMENTAL RESILIENCE

To continually adapt to changing local environmental conditions.

Strategic initiatives

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

COMMUNITY INVOLVEMENT

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

Strategic initiatives

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

ACCESSIBLE ENVIRONMENTS

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

Strategic initiatives

Promote significant local natural areas.

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

ENVIRONMENTAL LEADERSHIP

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

Strategic initiatives

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

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Gold Waterwise Council re-accreditation and 10 year milestone achieved as an endorsed Waterwise Council.
- City of Joondalup Leisure Centre – Craigie recognised as a Gold Waterwise Aquatic Centre.
- Interpretive signage installed at Central Park informing the community about local native wildlife, flora and the Noongar seasons.
- Flora and fauna surveys conducted at Iluka Foreshore Reserve and Burns Beach Foreshore Reserve and a flora survey conducted at Shepherds Bush Reserve.
- A five year review and update of the Shepherds Bush Reserve Management Plan incorporating information from the flora survey and vegetation condition assessment.
- A hazard reduction grass tree burn undertaken within Craigie Open Space Bushland to protect nearby residential properties and Craigie Leisure Centre from the impact of an unplanned bushfire event, also ensuring minimal environmental impact.
- Control of invasive weeds, foxes, and feral cats within Yellagonga Regional Park 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 5,000 native seedlings in urban parks in the suburbs of Kingsley and Heathridge 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 within the urban environment.

Challenges

- 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.
- 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 the requirement for chemical weed control with public concern for the use of chemicals.

Grevillea vestita



Year Ahead

- Continue the development, review and implementation of the City's strategic management plans including:
 - Review of the Weed Management Plan;
 - Commencement of a new Environment Strategy;
 - Review of the Climate Change Strategy;
 - Finalisation of the Yellagonga Integrated Catchment Management Plan 2021-2026;
 - Continued development of the Coastal Hazard Risk Management Adaptation Plan; and
 - Continued development of the Iluka-Burns Beach Foreshore Reserve Management Plan.
- Continue implementation of the City's Environmental Education Program for the community.
- Conduct research into alternative options for increasing waste recovery from alternative waste streams and emerging technologies such as waste to energy and food organics and garden organics.



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 continue to be undertaken in the coming year.



The Think Green Environmental Education Program encourages our residents to reduce energy and water use, waste production and greenhouse gas emissions so that we can *shape an environmentally stronger future.*

Strategic Objective: Community Involvement

Environmental Events and Programs

Think Green – Environmental Education Program

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

- Native Bee Workshop – an event was held in November 2020 to raise awareness about native bees and included participants making a native bee hotel for their garden.
- Living Smart – Sustainable Food Gardens - a course was delivered over 4 weeks in February and March 2021 focusing on sustainable food gardening at home.
- Bike Dr – an event was held in May 2021 to offer free bike servicing to community members and to encourage cycling.
- ClimateClever Program - the City became a partner in the ClimateClever Program to encourage community members, schools and businesses to reduce energy, water and waste consumption.
- Environmental News and Events – A monthly newsletter was produced promoting environmental activities and news across the City of Joondalup and providing educational information on environmental topics.





Rainbow Bee-eater – Credit Bill Betts

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 activities implemented in 2020/21 from the *Yellagonga Integrated Catchment Management Plan*.

- Ongoing monitoring of surface and groundwater to identify the movement and concentration of contaminants within the Yellagonga Wetlands.
- Maintenance of existing revegetation sites within the Yellagonga Regional Park.
- Use of funding (\$20,000) provided by the Australian Government’s Communities Environment Program for the management of weeds and feral animals (foxes and cats), and management of revegetation sites.
- 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.
- Partnership with BirdLife WA to deliver two community workshops on creating bird friendly gardens and enhancing bird habitat in an urban environment as part of the BirdLife WA Connecting Urban Communities with Nature Project.
- Ongoing distribution of educational brochures to discourage the feeding of wildlife, encourage responsible pet ownership, and enhance conservation knowledge.

Density of environmental weeds decreased to 9.52%.

Strategic Objective: Environmental Resilience

Density of Environmental Weeds in Natural Areas

One of the ways in which the City monitors the biodiversity of its natural areas is through measuring the density of environmental weeds on three transects within specific locations in key conservation areas on an annual basis. The methodology includes taking measurements close to the centre of the reserve and from the edges which is averaged across sites to represent weed density for the City. In future years, the City hopes to increase the number of weed sample sites even further.

The results indicated that weed density decreased from 11.6% in 2019/20 to 9.52% in 2020/21. The lower level of weed density is a reflection of the weed control undertaken in 2020/21.

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

- Application of herbicide to 157 hectares of veldt grass, a decrease from 171 hectares treated in 2019/20. This decrease was due to a wet and windy winter. The weather reduced the days suitable to apply herbicides. Veldt grass is a major issue in the City’s natural areas and threatens biodiversity conservation and increases bushfire fuel loads;
- Removal of exotic woody weeds in natural areas;
- Hand weeding of areas in coastal and bushland reserves in partnership with bushland Friends’ Groups; and
- Removal of many exotic tree species in bushland reserves as a part of the Bushfire Mitigation Program.

GRI Disclosure 304-2		Trend on last year
Density of Environmental Weeds in Natural Areas		
2020/21 Measure	9.52%	▼

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 11.5 items per hectare in 2019/20 to 8.46 items per hectare in 2020/21.

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.

Waste in natural areas decreased to 8.46 items per hectare.

Strategic Objective: Environmental Resilience

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 was no change in the percentage of natural areas protected within City reserves in 2020/21 compared to 2019/20.

GRI Disclosure 304-3		Trend on last year
Percentage of Natural Areas Protected within City Reserves		
2020/21 Measure	87.5%	No change

GRI Disclosure 304-2		Trend on last year
Waste Present within Natural Areas		
2020/21 Measure	8.46 items per hectare	▼

Little Green Spring Scarab Beetle – Credit Bill Betts



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.

Flora and fauna surveys were conducted between September to November 2020 at the following sites:

- Shepherds Bush Reserve, Kingsley (flora survey only);
- Iluka Foreshore Reserve, Iluka; and
- Burns Beach Foreshore Reserve, Burns Beach.

Development of an Iluka-Burns Beach Foreshore Reserve Management Plan commenced in 2020/21.

A five-year review of the implementation plan of the *Shepherds Bush Reserve Management Plan* was also undertaken and the implementation plan was updated for a further five years.

Annual spring and autumn Quenda (*Isoodon fusciventer*) monitoring at Craigie Bushland was undertaken in partnership with research partners to inform ongoing management actions within the fenced area of the reserve.

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 2020/21 included:

- Presentation by the City at the Dieback Information Group Conference on the development and implementation of a Pathogen Management Plan;
- Implementation of hydro-zoning principles at Churton Park in Warwick, Poseidon Park in Heathridge and Wandina Park in Duncraig;
- Approximately 1.2km of asphaltting completed on the limestone pathways in the north western pocket of Warwick Open Space bushland;
- Continued purchase of pathogen free certified mulch for use in parks and landscaping areas;
- Implementation of Green Card pathogen hygiene training for City staff members;
- 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.



Iluka Foreshore Reserve, Iluka



Quenda, Craigie Bushland

MAKING A DIFFERENCE – Protecting Our Quenda Population

Craigie Bushland, one of the City's Major Conservation Areas, contains a permanent predator proof fenced area of approximately 42ha that was established in 2010. Forty-six Quenda were translocated into the fenced areas in 2013 as part of the *Western Swamp Tortoise (Pseudemydura umbrina) Recovery Plan*.

From 2013 to 2020 the University of Western Australia, led by Dr Leonie Valentine, undertook monitoring of the Quenda population as part of the *Enhancing Ecosystem Function by Reintroductions of Digging Mammals' Program – Threatened Species Recovery Hub* which was funded under the *Natural Environmental Science Program – Threatened Species Recovery Hub*.

Research undertaken demonstrates that Craigie Bushland is now supporting a healthy population of around 150 Quenda. The research has been vital in monitoring the health and wellbeing of the Quenda population within Craigie Bushland with the research also being used to inform the development of the Craigie Bushland Management Plan and *Craigie Bushland Fauna Management Plan* (to be finalised in 2021/22).

For more information on the program, see The Quenda in Craigie Bushland nespthreatenedspecies.edu.au

Strategic Objective: Environmental Resilience



Friends of Duncraig Bushland

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 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 2020/21 the City was successful in its application for funding under the State Government's Mitigation Activity Fund Round 1 to undertake further 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 June 2021 the Department of Fire and Emergency Services, on behalf of the City, successfully carried out the first hazard reduction grass tree burn within Craigie Open Space Bushland. The aim of the mitigation works is to protect nearby residential properties and Craigie Leisure Centre from the impact of an unplanned bushfire event, whilst ensuring minimal environmental impact.

MAKING A DIFFERENCE – Friends' Group Volunteers

In 2020/21, the number of Friends Groups increased from 16 to 19. The City encouraged and supported the formation of Friends of Duncraig Library Bushland, Friends of Hillarys-Kallaroo Foreshore and the Friends of Central Park Bushland during 2020/21. The volunteer work of the Friends' Groups helps to *shape a stronger future* for our local environment.

Strategic Objective: Community Involvement

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 native 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 care for natural areas.

Three new Friends' Groups were formed in 2020/21: The Friends of Duncraig Library Bushland, the Friends of Hillarys - Kallaroo Foreshore and the Friends of Central Park Bushland. The City now has 19 active bushland Friends' Groups.



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.

Five classes from three schools (Bambara Primary School, Marmion Primary School and St Mark's Anglican Community School) participated in the 2021 Adopt a Coastline/Bushland program. Activities commenced in May 2021 and continued into June 2021. The students undertook planting, rubbish removal and weeding at Shepherds Bush Reserve, Littorina Park and Mullaloo Foreshore Reserve (close to Key West Carpark) and Iluka Foreshore Reserve.

MAKING A DIFFERENCE – Adopt-a-Coastline/Bushland Program – Comments from teachers at participating schools

“This program enabled me to put in place an action based inquiry that educated and engaged my students but also connected them to important environmental issues. The assortment of activities provided, along with relevant curriculum based resources made for a great learning experience for my Year 4s.”

“The incursions were fantastic. The kids were really engaged and got a lot from them. I also think having the kids go through the whole process of clearing the land and planting new natives was very beneficial for student understanding and knowledge of the process.”

“Please keep this program running as it is so beneficial for the students to find out more about the importance of sustainability and actually do something about it. Thank you very much for the opportunity. It is something the students will remember for a long time.”

Poseidon Park, Heathridge,
Revitalisation Project with
eco-zoning to reduce water use



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 2020/21 included:

- Achievement of Gold Waterwise Council accreditation and 10 year milestone as an endorsed Waterwise Council;
- Endorsement of the City of Joondalup Leisure Centre – Craigie as a Gold 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 four City owned buildings;
- Completion of the Moolanda Park, Kingsley upgrade as part of the Parks Redevelopment Program which included hydro-zoning, eco-zoning, redesigning irrigation systems and landscaping;

- Completion of the Poseidon Park, Heathridge, upgrade as a Revitalisation Project which included eco-zoning to reduce water used for irrigation at this park;
- Continued monitoring of the City's scheme water and groundwater use; and
- Continued implementation of water quality monitoring of surface and groundwater at Yellagonga Regional Park.

Groundwater Monitoring Program

Groundwater is used to irrigate the City's sporting ovals and parks and accounts for over 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
- Evapo-transpiration based irrigation programming.

MAKING A DIFFERENCE – Our latest sustainability champion is Andrew O’Farrell, Acting Technical Officer Irrigation Services



Andrew led the installation of new irrigation controllers in the City’s parks which link to a web-based central irrigation control system (SignalCloud) and three weather stations. The system makes irrigation control of the City’s parks and public open spaces easier than ever.

The City can monitor and adjust irrigation from a smartphone, laptop or web-enabled device in real time. This ensures more efficient use of groundwater. The system also allows the City to view the local weather forecast and connect instantly to the irrigation controllers at each park.

The weather stations collect data on air temperature, relative humidity, wind speed, wind direction, atmospheric pressure, annual rainfall, solar radiation and evapo-transpiration. Data collated from the weather stations can be programmed automatically to adjust irrigation schedules in parks.

The Irrigation Team is looking to further automate the irrigation control system so that the technology will respond in real time to the City’s weather stations and soil moisture sensors to determine location-specific waterwise irrigation schedules.

“Not long ago if there was rain over the weekend in summer, our teams would have to go out on the Monday and turn off each individual irrigation controller at each park. This cost the City significant sums of money and affected the City’s water efficiency due to the slow response times.” Andrew said.

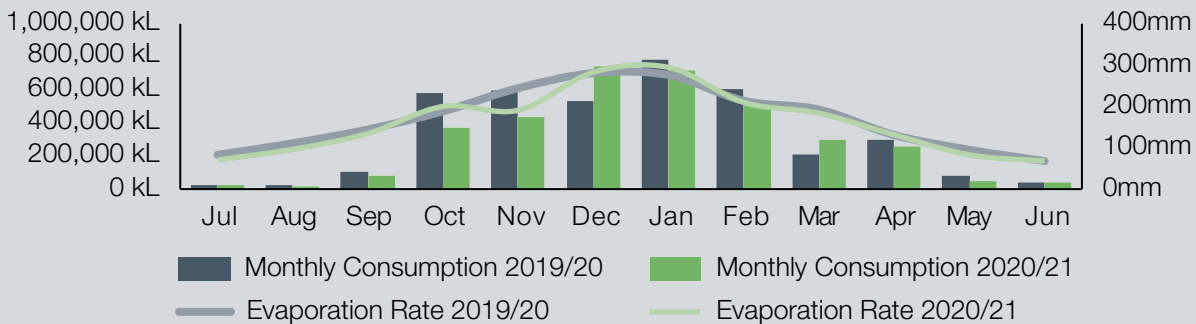
“The central control system means responses occur in real time to environmental conditions, ensuring the City’s irrigation programs are as efficient and effective as possible.”

This is a great example of the City using technology to support sustainability through proactive and innovative operational and environmental management.

Groundwater usage decreased in 2020/21 by 86,027 kL.

The graph below shows the actual groundwater consumption and the evaporation rate compared over two years. The reduction is associated with the introduction of the Central Irrigation Control System that has allowed the City to monitor, adjust and maintain irrigation based on weather conditions in real-time.

Monthly Groundwater Consumption vs Evaporation Rate (kL vs mm)



GRI Disclosure 303-3		Trend on last year
Groundwater Consumption		
2020/21 Measure	3,566,858 kL	▼

Groundwater Consumption (kL)



Corporate Scheme Water Consumption

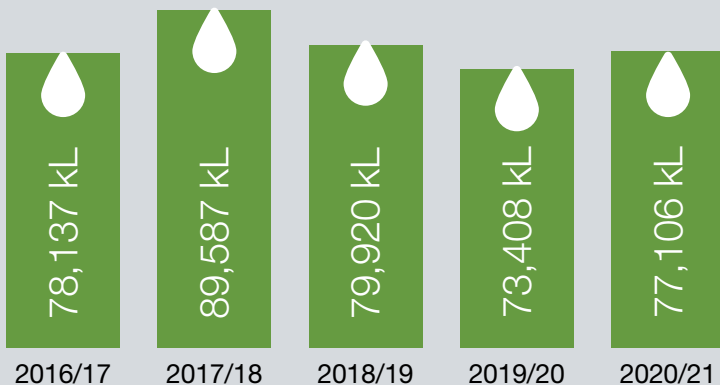
The City's use of scheme water increased in 2020/21 by 5.0% compared to 2019/20.

Scheme water use was lower in 2019/20 due to greater periods of facility closures and restrictions from COVID-19 which reduced operational hours at Craigie Leisure Centre and community facilities.

In 2020/21 there were fewer weeks of COVID restrictions. Scheme water usage was therefore more comparable with the usage in 2018/19 which was a normal operating year.

GRI Disclosure 303-1		Trend on last year
Corporate Scheme Water Consumption		
2020/21 Measure	77,106 kL	▲

Corporate Scheme Water Consumption (kL)



Did you know?

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

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 2020/21, a number of initiatives within the *Climate Change Strategy* were undertaken which are outlined in the following sections.

Urban Tree Planting Program

The *Climate Change Strategy* includes a target of planting a minimum of 1,000 trees during 2020/21. The City exceeded this target by planting 2,099 trees across the City during the winter urban tree planting program. A further 948 trees were planted across the suburbs of Beldon, Kallaroo, and Warwick as part of the City's Leafy City Program during winter in 2021. This does not include trees that the City has planted in its natural areas.

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 for the City has continued and will be completed in 2021/22.

The City's Coastal Monitoring Program continued during 2020/21 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 2020/21 transporting sand from Sorrento Beach to Hillarys Beach, providing additional protection to the receding shoreline during the winter storm period.



The City engaged with the community in June 2021 to inform the development of the City's new Climate Change Plan. Seeking community feedback on what the City's role should be in responding to the threat of climate change contributes to **shaping a stronger future**.

Strategic Objective: Environmental leadership

Corporate Energy Consumption

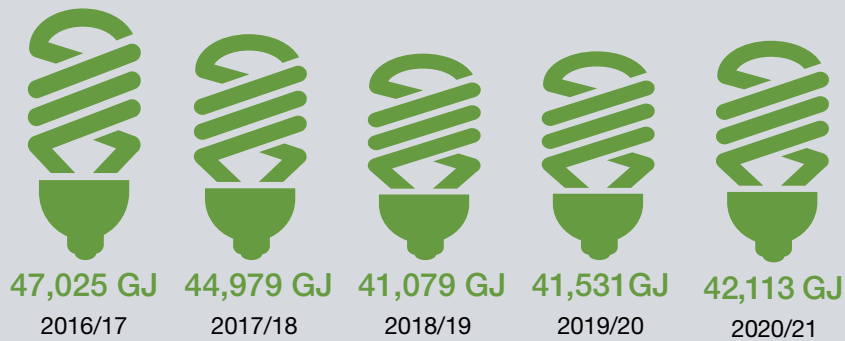
The City continued to implement staff and community energy education programs and install energy saving retrofits to City buildings. This included heating and cooling upgrades and lighting efficiency measures. Annual energy consumption increased by 1.4% in 2020/21. The City continues to monitor the energy use of its buildings and investigate opportunities to enhance energy efficiency as an ongoing program.

Did you know?

Setting air conditioners just 1°C cooler than 24°C uses about 10% more energy in warmer weather.

GRI Disclosure 302-1		Trend on last year
Corporate Energy Consumption		
2020/21 Measure	42,113 GJ	▲

Corporate Energy Consumption (GJ)



1,203 GJ of power generated from the City's solar photovoltaic systems – equivalent to electricity used by 66 households in one year.

Strategic Objective: Environmental Leadership

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 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.

The City's solar panels generated 1,203 GJ of power in 2020/21. This is equivalent to the amount of electricity used by 66 households in one year. The Renewable Energy Program avoided 281 tonnes of CO₂-e in 2020/21 and saved the City approximately \$69,162. The renewable energy generated in 2020/21 increased as a result of an expansion (extra 10kW) of the existing solar panel array on the Joondalup Library building.

GRI Disclosure 302-1		Trend on last year
Corporate Greenhouse Gas Emissions avoided through the Renewable Energy Program		
2020/21 Measure	281 tonnes of CO ₂ -e	▲

Corporate Greenhouse Gas Emissions

The City's annual corporate greenhouse gas emissions decreased by 3.8% in 2020/21. These greenhouse gas emissions are measured to Australian greenhouse protocols (scope 2 and 3) and include direct and indirect emissions from infrastructure not owned or controlled by the City such as street lighting.

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

The City's annual corporate greenhouse gas emissions decreased by 3.8% in 2020/21.

Strategic Objective: Environmental Leadership



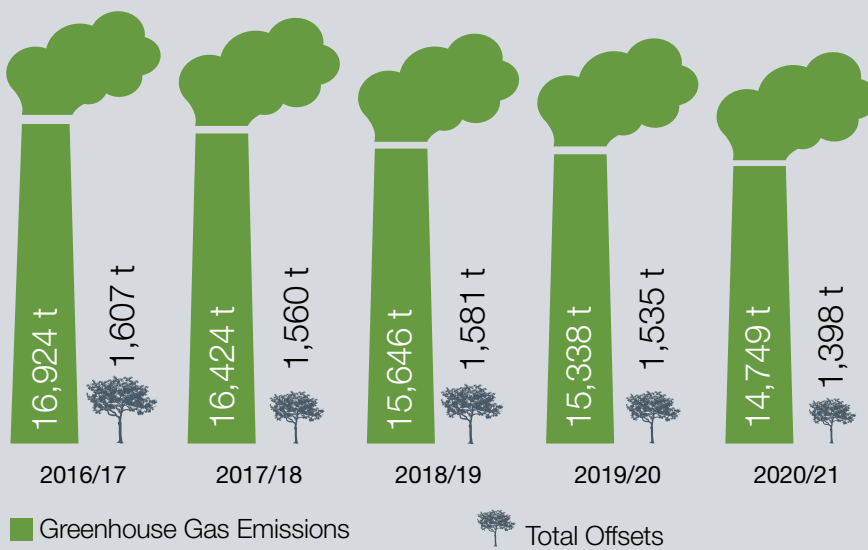
\$22,242 of carbon offsets purchased to offset 100% of the City's fleet – equivalent to planting 20,970 trees and shrubs.

Strategic Objective: Environmental Leadership

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 1,398 tonnes and carbon offsets to the value of \$22,242 were purchased to offset 100% of the City's fleet emissions. This is equivalent to planting 20,970 trees and shrubs.

Corporate Greenhouse Gas Emissions (t of CO₂ equivalent)



The figures for 2020/21 are based on actual data collected plus a minor estimated component. Next year's Annual Report will incorporate minor amendments made to the figures.



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.

Development of new Local Government Waste Plan (DWER and WA Waste Authority)

The City was required by the Department of Water Environment and Regulation (DWER) to prepare a waste plan, under section 40(4) of the *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) in accordance with the State Waste Strategy 2030 by 31 March 2021.

To assist local governments in developing a waste management plan, DWER produced a proforma waste plan template to ensure uniformity for all local governments within Western Australia.

The City of Joondalup's existing Waste Management Plan 2016-2021 is a high level strategic document and

did not align with this template. To ensure that the City complied with the DWER requirement, the proforma local government waste plan for the City of Joondalup was completed, incorporating relevant projects from the City's current waste plan, and appended to the City of Joondalup Waste Management Plan 2016-2021. The City of Joondalup Local Government Waste Plan was endorsed by Council at its meeting of 16 March 2021.

The City's current Waste Management Plan is due to end in July 2021. The development of a new strategic waste management plan for the City will commence in 2021/22 which will incorporate the DWER requirements, along with any additional waste initiatives for future implementation.

A range of projects and initiatives undertaken during the year in line with the City's Waste Management Plan 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 2020/21, the following bulk hard waste was collected:

- 17,532 skip bins containing 4,637 tonnes of skip bin waste;
- 8,404 mattresses weighing 191 tonnes; and
- 6,860 white goods collected weighing 462 tonnes.

This resulted in a total of 5,291 tonnes of waste of which 1,204 tonnes were recycled, meaning a diversion rate for bulk waste of 23%. This shows a decrease in recycling from verge collections from 32% in 2019/20.

The number of skip bins collected was similar to 2019/20, however, the recovery rate from skip bins depends on:

- The quality and/or the amount of recoverable materials in the skip bin; and
- The ability for the materials to be processed.

Processing markets have also been negatively affected by COVID-19.

Better Bins – Three Bin Service

The Three Bin collection system continues to provide the City with garden organic waste diversion of 99.7% from 17,336 tonnes collected in the lime green lidded bin.

The introduction of the service was 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 in August 2020. Implementation of the three bin service will assist the City in working towards the State Government's waste diversion from landfill target of 65%.



Over 28 tonnes of e-waste collected during 2020/21.

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

Strategic Objective: Environmental Leadership

E-waste Collection

The City hosted one e-waste drop-off event for residents in January 2021. A total of 28 tonnes of electronic items were collected. A second event had to be cancelled due to COVID-19. Items collected 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 2021/22.

Clothing Drop-Off Collections

The City conducted one clothing drop off event in January 2021 at the City of Joondalup Leisure Centre – Craigie. The event was well received by both residents and the participating charities with approximately 14 tonnes of clothing and textiles donated. The program will continue in 2021/22.

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.

The City continued to promote the Three Bin service to residents in 2020/21 via social media posts, static displays and banners at various locations, and information stands at City events, schools and shopping centres.

The City also delivered 135 education sessions to schools, day care centres and community groups, providing information on the correct bin to place the different types of waste, where the waste goes for processing, and alternative uses for waste.

Diversion from Landfill

The City achieved a diversion rate from landfill of 52.6% in 2020/21. The City is committed to achieving a 65% diversion rate.

GRI Disclosure 306-2		Trend on last year
Total Residential Waste Collected		
2020/21 Measure	77,727 tonnes	▼
Total Waste Diverted from Landfill (Percentage)		
2020/21 Measure	52.6%	▼
Total Residential Waste Collected		
2020/21 Measure	40,922 tonnes	▼
Total Waste Diverted from Landfill by Type (Tonnes)		
2020/21 Measure	Compost (general waste bin) 2,653 (t)	▼
	Recycling 12,455 (t)	▼
	Other 72 (t)	▼
	Bulk Waste 1,204 (t)	▼
	Greens Waste (inc garden organics) 24,537 (t)	▼
Average waste collected per household		
2020/21 Measure	1,235 kg	▼

8,404 mattresses collected, an increase of 18.7% or 1,578 from 2019/20.

From 192 tonnes of mattresses collected, 166 tonnes were recycled diverting 87% of waste an increase from 84% in 2019/20.

Strategic Objective: Environmental resilience

The amount of waste diverted from landfill from the red lidded general waste bins decreased from 56.7% in 2019/20 to 52.6% in 2020/21. The decrease is due to the following reasons.

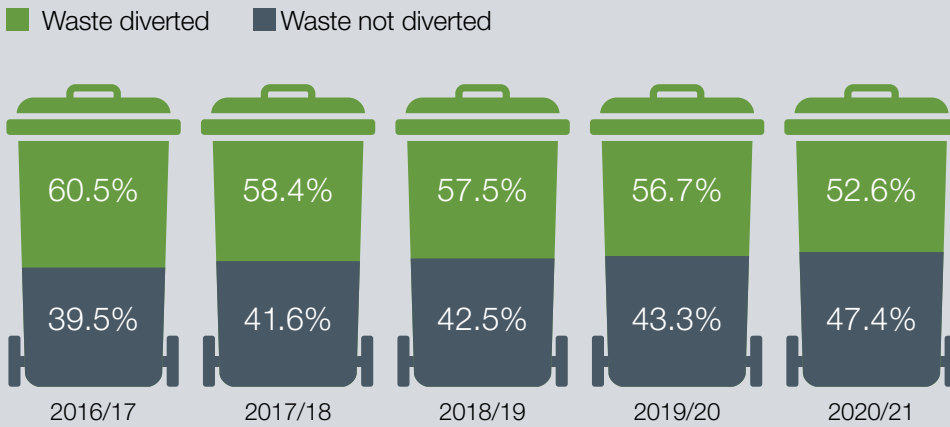
- Residents are now using the lime green lidded bin for greens and garden organics which has allowed for 17,287 tonnes of garden organics to be recovered in 2020/21.
- With the use of the lime green lidded bin for greens and garden organics, the amount of compostable material in the red lidded bin general waste bin has been reduced.
- For the Mindarie Regional Council's (MRC) Resource Recovery Facility to recover the organic portion of general waste into compost, a larger proportion of

organic material is required, and the MRC has prioritised the use of residual waste from member councils still using the two-bin system containing a higher proportion of organic waste.

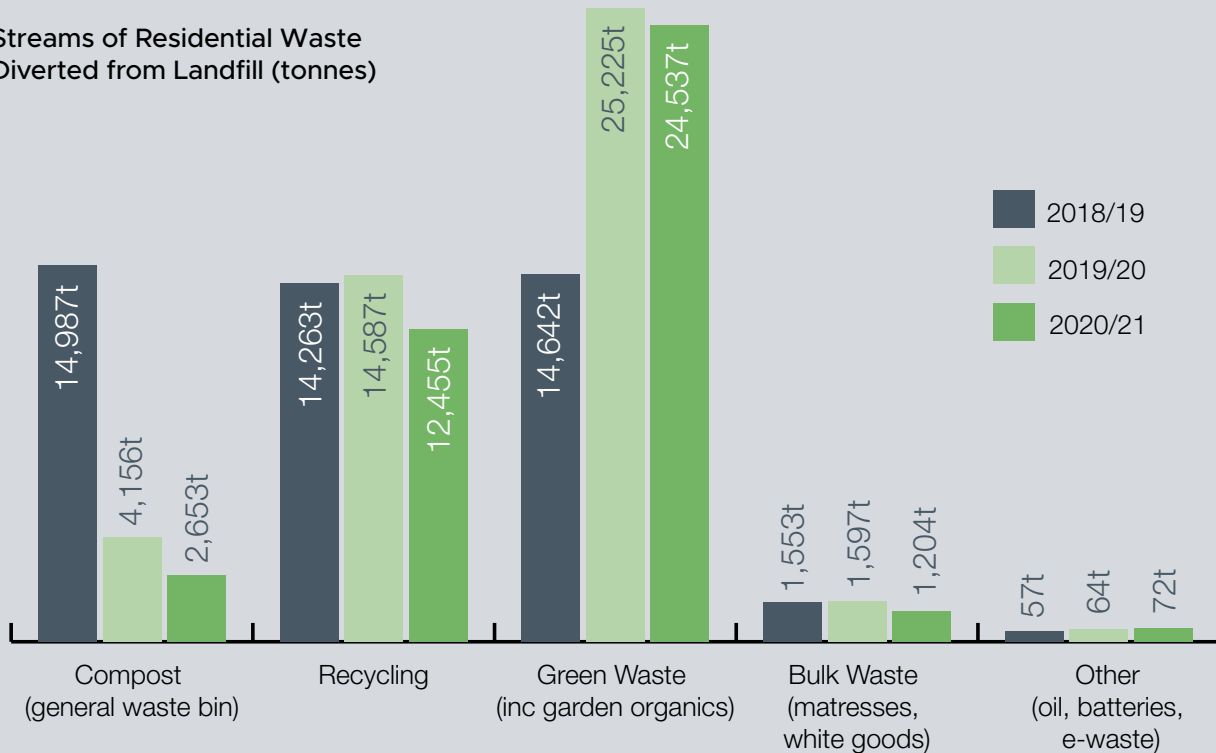
- Less organic waste in the general waste red lidded bin has therefore reduced the overall tonnage diverted to landfill from this waste stream.

While the increase in garden organic waste recovered is a positive result, the City is also looking at alternative options for increasing waste recovery from other streams including emerging technologies for waste to energy FOGO and recovery of general waste from the red lidded bin.

Total residential waste diverted from landfill (%)



Streams of Residential Waste Diverted from Landfill (tonnes)



The figures above show higher levels of green waste collected and diverted from landfill during 2019/20 and 2020/21 in comparison to 2018/19 and a reduction in general waste collected in the red lidded bin. This is due mainly to the introduction of the separate lime green lidded bin specifically for green waste including garden organics.

Recycling tonnage collected in the yellow lidded bin decreased by 15.2% in 2020/21 in comparison to 2019/20 due to the introduction of the Container Deposit Scheme in October 2020. However recovery of recyclable materials in the yellow lidded bin increased by 0.6%.



Recycling conserves natural resources, reduces landfill and decreases pollution which will contribute to *shaping a stronger future*.

Strategic Objective: Community involvement

Total residential waste collected (t)



Average waste collected per household (kg)

Average waste per household for 2020/21 is 1,235 kg which is down from 1,344kg in 2019/20.



Interesting Facts About Waste

- The City delivered 17,532 skips through the year, collected 1,390 lounge suites in addition to 6,860 whitegoods and 8,404 mattresses.
- Since the introduction of the third lime-lidded green bin the City has recycled over 99% of green waste collected.
- There are 23,363 larger 360L recycling bins now in use throughout the City.

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



MEASURING SUCCESS

Strategic Community Plan Strategic Performance Indicators – The Natural Environment

Aspirational Outcome:

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

The following reports against achievement of targets in 2020/21.

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	\$756,455	✓	City of Joondalup Corporate Grants Register
	To meet or exceed 50% of successful grant applications per annum for environmental management projects	75%	✓	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 Year Ahead

Achievements

- Completion of facility refurbishment project at Ellersdale Park, Warwick.
- Significant increase in the City's leisure centre swim school enrolments (an average of 3,173 compared to 2,877 in 2019/20).
- Transfer of management of Duncraig Leisure Centre from City of Joondalup to Churches of Christ Sport and Recreation Association Inc.
- Relocation of the Joondalup Men's Shed to the City's Winton Road site and the official opening in May 2021.
- Completion of refurbishments at Duncraig, Joondalup and Whitford Libraries.
- Successful delivery of a series of community-based events during the COVID-19 restrictions.
- Participation in the ongoing implementation of the WA Public Library Strategy.
- 45th Anniversary of the Books on Wheels service.
- Relocation of Joondalup Volunteering Centre from Joondalup Library to Whitford Library.
- Completion of the 2018/19 to 2020/21 Access and Inclusion Plan, and commencement of development of the 2021/22 to 2023/24 Access and Inclusion Plan.
- Establishment of the City's first Reconciliation Action Plan Community Reference Group.
- Replacement of one of the two Community Transport Program buses.
- Endorsement of the City's first BMX, Skate and Outdoor Youth Recreation Strategy.
- Literature partnerships with Perth Festival, Fremantle Press, The Literature Centre and Dymocks Joondalup developed.
- Endorsement of the City's first Cultural Plan to guide the City's future provision of cultural activities.
- Delivery of a range of cultural events and activities, including the Valentine's Concert, Luminight, NAIDOC Week celebrations, Little Feet Festival, Summer Concert Series and visual arts programs.
- Official opening of the City's Walk of Fame in Central Walk, Joondalup, recognizing members of the Joondalup community who have achieved success at an elite level or who have made an impact at local, national and international level.



Challenges

- Continuing to meet the City's position statement in managing the City's Leisure Centre in a competitive market and challenging economic climate.
- Continued challenges in accessing suitable venues to hold City cultural programs.
- Continuing to meet the community's growing need for access to sport and recreation facilities.
- Providing a modern library service in ageing infrastructure.
- Intermittent disruption to Library services during temporary COVID restrictions.



Mirror Park Skate Park



Little Feet Festival

Year Ahead

- Commence construction on the Craigie Leisure Centre refurbishment project.
- Commence construction on the Chichester Park Community Sporting Facility project.
- Undertake the refurbishment of the clubroom facility redevelopment at Chichester Park, Woodvale and clubroom facility refurbishment at Emerald Park, Edgewater.
- Commence the refurbishment works at Warwick Sports Centre, Warwick.
- Undertake floodlighting upgrade at Emerald Park, Edgewater, Percy Doyle Reserve, Duncraig and MacDonald Park, Padbury.
- Finalise the review of the Facility Hire Subsidy Policy.
- Progress the development of the City's inaugural Reconciliation Action Plan.
- Finalise the Social Needs Analysis.
- Continue to work with the State Library of WA and other stakeholders to deliver commitments listed in the WA Public Libraries Strategy.
- Develop a new Library Strategy to outline the future direction and vision for City of Joondalup libraries
- Finalise and launch the City 2021/22 to 2023/24 Access and Inclusion Plan.
- Commence a review of the current Regional Homelessness Plan and develop a new Regional Homelessness Plan.
- Implement the City's Cultural Plan.

Music in the Park





Summer Sessions

Community Development Plan 2015-2020

The City's *Community Development Plan 2015-2020* provided direction for the City on actions to improve the quality of life, community wellbeing and services within the community.

The Plan identified 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

A Social Needs Analysis was commenced in 2021 to assist with future planning and the possible development of a new Community Development Plan for the City.

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.

1,646 young people accessed the Youth Truck in 2020/2021 – fewer than the previous year due to COVID-19 restrictions.

Strategic Objective: Community Spirit

Youth Truck

The City's 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 is fully accessible and is equipped with kitchen and BBQ facilities, TV screens, Wi-Fi, PlayStation and information displays.

The Youth Truck was present at a number of City events, including Summer Sessions, skate clinics, BMX and Scooter competitions, the Little Feet Festival, and the Luminight Festival.

In 2020/21 programs were also offered at weekly lunch time school visits at Warwick Senior High School, Ocean Reef Senior High School, Greenwood College, Mater Dei College and West Coast Education Support.



Youth Truck

Summer Sessions

Summer Sessions are small-scale free youth music, sport, art and amusement events, held at public parks in the City of Joondalup for young people aged 11 to 17 years. The events encourage young people to participate in a healthy, active lifestyle in a safe and friendly environment.

Two events were held in January 2021. The first event was held at Delamere Park, Currambine. A total of 38 young people attended the Delamere Park event, with an average rating of 4.4 stars out of 5 in survey respondent feedback. The second event was held at Tom Simpson Park, Mullaloo, which was attended by 53 young people. On average, feedback survey respondents rated the event 4.8 stars out of 5.

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 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 230 young people during the year who took part in a range of activities.

Friday Night Drop-In

Throughout the year, Friday Night Drop-In 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 1,756 attendances throughout the year.

Edge Youth Centre

Edge Youth Centre at Currambine Community Centre provides young people with a range of programs and recreational activities, as well as access to information, support and referral services in a safe and supportive environment. In addition to those outlined below, EDGE Youth Centre hosted term-based programs both online and in person for young people aged 11 to 25 years. These programs responded to needs and trends observed within Youth Services and focused on eSports and Dungeons and Dragons.



Edge Youth Centre

Making a Difference – Youth Services

The following is a statement from Bree (not her real name) who attends EDGE Youth Centre:

“Before I came to the Joondalup youth centre, singing in-front of someone I’ve never met didn’t feel like something to look forward to, but only a few minutes after entering their doors, I soon realised the people there are really nice. Having the experience of creating a song professionally has always been a dream of mine.

I enjoyed it 10 times more because the Youth Workers are really nice people. Whilst editing the recording, I was watching stuff on my computer, one of the Youth Workers came in and asked me if I wanted to play video games with him and of course I said yes. It was so much fun. I give full appreciation to his amazing job at the song and for his caring attitude and kindness.”

Strategic Objective: Community Spirit



Freestyle Edge

Music Edge

Music Edge offers young people access to a fully functioning music recording studio as well as mentoring by music industry professionals and qualified youth workers. The program is coordinated by a facilitator and qualified youth workers. Music Edge attracted 392 attendances throughout the year.

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 432 attendances in 2020/21.

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 continued for a number of years, with North Metropolitan TAFE reporting it as the most popular day of the week for those young people attending. The TAFE students gain significant benefits from being able to interact with qualified youth workers.

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 2021 Defeat the Beat competition was held at a delicensed Bar1 Nightclub at Hillarys on 14 April during WA Youth Week. The event saw five artists and groups perform on the stage to an audience of family and friends with Sub Zero taking out first prize.



Defeat the Beat

Skate, Scooter and BMX Competition

The City's 2021 BMX, Skate and Scooter events were held during February and March 2021 and are open to young people aged between 11 and 25 years. The Skate Park Festival provided the opportunity for local skateboarders, BMX enthusiasts and scooter riders to showcase their talents to friends, family and the wider community.

Four events were held during 2020/21.

Over \$202,000 distributed to 1,241 young people through the KidSport Program in 2020/21, an increase from \$137,021 distributed to 931 young people in 2019/20.

Strategic Objective: Community Spirit

Event	Date	No of participants	Average Feedback Survey Respondent Rating
Shepherds Bush Pump and Jump, Kingsley	20 February 2021	110	4.7 out of 5 stars
Mirror Park Skate Park, Ocean Reef	27 February 2021	170	4.7 out of 5 stars
Carine Skate Park, Carine	6 March 2021	140	4.6 out of 5 stars
Kinross Skate Park, Kinross	13 March 2021	180	4.6 out of 5 stars

Youth Forum

Due to COVID-19 impacts and restrictions the 2020 Youth Forum, planned for August 2020, was cancelled.

City of Joondalup Youth Awards

The City of Joondalup Youth Awards aim to recognise and reward young people and encourage them to commit to further studies. The program provides opportunities to six young people attending secondary college (\$1,000 each) and one young person attending Edith Cowan University (ECU) (\$6,000).

The Youth Awards program was under review in 2020/21 along with other City of Joondalup funding programs. This resulted in the ECU Award being dispersed but not the secondary college student awards. The revised program will be offered again to school and ECU students in 2021/22.

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 2020/21 the City distributed \$202,090 to 1,241 young people to enable participation in local sports or recreational clubs, an increase from \$137,021 distributed to 931 young people in 2019/20.



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	\$34,341
Kingsley Seniors Group	\$16,154
University of the Third Age	\$8,015
Greenwood Tennis Club (Juniors)	\$5,877
Greenwood Village Playgroup	\$2,988
Lions Club of Whitfords	\$2,577

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 2020/21, the City subsidised over 250 community groups to the value of \$1,022,442.

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

Strategic Objective: Community Spirit

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 online bookings system introduced in 2019 allowed the City to respond quickly to COVID-19 restrictions throughout the year.

1,666 people booked a facility in 2020/21. 91% of survey respondents rated their overall experience as “satisfied” or “very satisfied”.

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, aquatic, health and fitness programs. In 2020/21, a total of 1,260,949 attendances were recorded, an increase of 28% from 2019/20, despite the impact of three COVID-19 related closures.

Membership figures were maintained from an average of 4,196 in 2019/20, to an average of 4,186 in 2020/21. The Swim School experienced significant growth, increasing from an average of 2,877 members in 2019/20 to 3,173 members in 2020/21.

The customer satisfaction rating for overall experience at Craigie Leisure Centre remained at 90%.

In August 2020, Council approved the proposal to lease the Duncraig Leisure Centre to the Churches of Christ Sport and Recreation Association Inc. The proposal aligned directly with Council's strategic objectives and initiatives that encourage financial diversity outside collecting rates as the primary revenue base, while also seeking efficiencies and regional collaboration to reduce service delivery costs. This change came into effect from January 2021.

Development of a Cultural Plan

With an established annual cultural calendar and an energised and committed community, the City has taken the opportunity to further shape its arts and cultural activities in line with community defined aspirations and the *Joondalup 2022* vision in the form of a Cultural Plan. In June 2021, Council adopted the City's *Cultural Plan 2021-2025*.

The resulting *Cultural Plan* has been developed and incorporates feedback received from community and stakeholders. The Plan provides strategic direction for the City of Joondalup's activities for the period of 2021-2025, ensuring investment is directed towards the programming and infrastructure most valued by community.

Swim School, Craigie Leisure Centre



6,005 visitors attended the Invitation Art Prize exhibition, with 90% of feedback survey respondents rating their overall experience as “good” or “very good”.

Strategic Objective: Community Spirit

Invitation Art Prize

The Invitation Art Prize (IAP) is a prestigious annual art prize that includes works by professional Western Australian artists working in a variety of mediums.

The IAP was on display from 11 to 25 October 2020 at Westfield Whitford City, Hillarys. The exhibition included 30 artists and artist collaborations who were shortlisted by Max Delany, Artistic Director and CEO, Australian Centre for Contemporary Art (ACCA), Melbourne. The judging panel comprised industry professionals, Jana Braddock, Creative Lead and Curator of Goolugatup Heathcote; Paul Kaptein, artist and winner of the 2019 Overall Prize; Ian Strange, Artistic Director, Art Gallery of Western Australia; and Max Delany. The judging panel awarded Elham Eshraghian-Haakansson’s single-channel video work, *face to face*, the prestigious Overall Prize of \$25,000 and the artwork was acquired by the City of Joondalup for the Art Collection. Naomi Grant’s artwork *Window to the Dreaming* was nominated by the public for the Popular Choice Award.

Swim School memberships increased to an average of 3,173 members in 2020/21.

Strategic Objective: Community Spirit

A total of 6,005 visitors attended the exhibition, an increase of 5% on the previous year. 90% of feedback survey respondents rated their overall experience as “good” or “very good”.

Planning is underway to celebrate the 25th annual Invitation Art Prize with a retrospective exhibition in 2023.

Invitation Art Prize, Westfield Whitford City





Cr Hamilton Prime presenting Sean Elsegood his prize for the most outstanding artwork, Red Feather Blooms

Approximately 7,800 people attended the September 2020 exhibition and feedback from respondents rated the overall experience at 8 out of 10.

Strategic Objective: Community spirit

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.

The 2020 exhibition was due to be held in June 2020 but was rescheduled to 6-20 September 2020 due to COVID-19. The category winners for 2020 were as follows:

Most Outstanding Artwork: Genevieve Hartney, *Leaf Litter*; **Painting:** Mary Arkless, *The Aftermath*; **Works on Paper:** Lyn Franke, *Quenda (Southern Brown Bandicoot)*; **Three-Dimensional Works:** Dianne Bettis, *Needle Felted Numbat*; **Multi-Media:** Dawn McIntyre, *Repaired Chair*; **Arts in focus Award:** Dianne Lofts-Taylor, *Aspects of the Urban Landscape*; **Celebrating Joondalup Award:** Rian Hronsky, *Phoenix*; **Student Award:** David Franke, *Turtle in the Sea*; **Student Photography Award:** Sioux Roache, *Survival*.

The 2021 exhibition was hosted from 6 to 20 June 2021. The category winners for 2021 were as follows:

Most Outstanding Artwork: Sean Elsegood, *Red Feather Blooms*; **Painting:** Christopher Hummel, *Graffitied London Tube*; **Works on Paper:** Sophie La Maitre and Rebecca Jensen (collaborative artwork), *Nestled Amongst the Folds*; **Three-Dimensional Works:** Martina Dobson-Brown, *Ripple*; **Multi Media:** Catherine Harris, *Native Array*; **Arts in focus Award:** Amy Marshall, *The Baby*; **Celebrating Joondalup Award:** Fred Maris, *June D. Lupp*; **Student Award:** Ellie Prescott, *The Dingo*; **Student Photography Award:** Jonathan Charlesworth, *Serenity in a Crazy World*.

Approximately 7,700 people attended the June 2021 exhibition and feedback from respondents rated the overall experience at 9 out of 10.

Strategic Objective: Community spirit

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 provides an opportunity for professional performing arts organisations in Western Australia to develop an audience base in the northern metropolitan area of Perth.

The program was subject to a review in 2020/21, along with the City's Community Funding Program, and no grants were issued. A revised Community Funding Program and Arts Development Scheme Policy is currently under development and will be implemented in 2021/22.

NAIDOC Week

NAIDOC Week is an annual national celebration of the history, culture and achievements of Aboriginal and Torres Strait Islander people. Each July, to coincide with the national celebrations, the City of Joondalup presents a program curated to educate and share the culture of First Nations people across the month of July.

With the uncertainty surrounding the COVID-19 pandemic in July 2020, the National NAIDOC Committee postponed NAIDOC Week to 8-15 November 2020.

The 2020 NAIDOC theme was: *Always Was, Always Will Be*. This theme recognises that First Nations people have occupied and cared for this continent for over 65,000 years. 'Always Was, Always Will Be' acknowledges that



Always Was, Always Will Be.

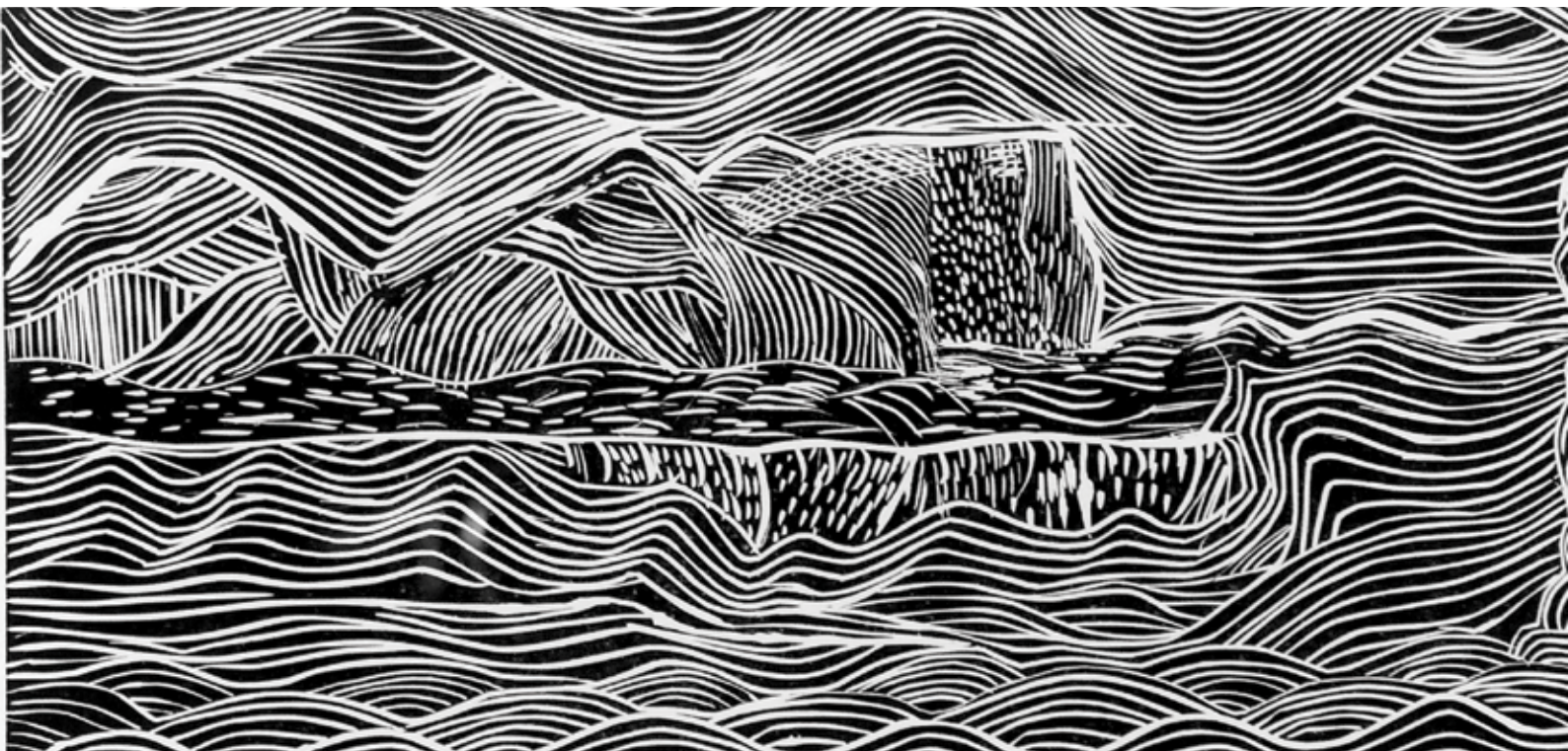
8-15 NOV 2020

Aboriginal people were managing the land – the biggest estate on earth – to sustainably provide for their future, long before European settlement. NAIDOC 2020 invites all Australians to embrace the true history of this country – a history which dates back thousands of generations.

The 2020 Program included:

- An exhibition at the Joondalup Library, showcasing the City's Indigenous Art Collection;
- Performance of *Bilya Kaatijin* by Zac James presented by Yirra Yaakin Theatre Company. (This was cancelled due to cast member illness);
- Tours of Lake Goollelal, looking at the Noongar Kaatijin of Boodja, led by Whadjuck Yorga woman, Casey Kickett;
- Language and cultural videos presented online throughout the month online on the City's website; and
- Pop-up literary exhibition of original drawing and correspondence in the creation of *Jandamarra*, a popular book about an important Indigenous leader and hero.

A total of 1,608 people participated in NAIDOC activities, with a customer satisfaction rating of 95%.



Landscape, 2009, Lino cut on paper, by B (Noongar People). Produced as part of the From the Inside project.



Little Feet Festival

Sunday Serenades

Sunday Serenades entered its eighteenth year in 2020, again offering patrons an opportunity to experience a variety of music genres. The concert series was affected by COVID-19 restrictions and concerts scheduled between May and September 2020 were cancelled and patrons refunded. The concerts for October and November 2020 were relocated to the Joondalup Reception Centre to ensure the City followed COVID-19 physical distancing requirements.

Little Feet Festival

The 2020 Little Feet Festival was held in the Pines Picture Gardens at Edith Cowan University, Joondalup, on 25 October 2020. Over 3,500 people attended the event. This was the first outdoor event to be held since March 2020 when COVID-19 restrictions were implemented. The theme for 2020 was '3, 2, 1 Blast Off'. Children were taken on a journey to outer space to explore the wonders of the solar system and its planets through hands-on activities and engaging educational performance and creative play.

Due to COVID-19, the format of the festival changed to accommodate Phase Four restrictions required to keep families safe at the event.

St Stephen's School returned as the key partner in 2020 for the third year in a row. They presented a Scitech workshop where families could put their engineering skills

to the test as they designed, built and attempted to land their robot on the surface of another planet. The Eco Fairies gave children the opportunity to get creative and make their very own galactic gardens. This activity was extremely popular with little children who could practise their fine motor skills. Flying Saucer Frisbees were also a well-received activity at the event, with many children having the opportunity to create their own paper plate unidentified flying object.

Positive feedback was given especially in relation to COVID-19 measures and a satisfaction rate of 83% was calculated based on survey responses.

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.

Music in the Park came to life over summer with families and friends enjoying live music, free children's activities and delicious food from food trucks.

A COVID safe capacity crowd of 5,000 people attended the City's first Music in the Park concert in January 2021 at Seacrest Park, Sorrento. Headliner, Katy Steele, and support acts, Death By Denim and Lu Ci, put on a show to remember as the local community embraced the opportunity to enjoy a night of free music under the stars.

Around 5,000 people attended the Seacrest Park concert, with survey respondents rating their overall experience at 8.2 out of 10.

Strategic Objective: Community spirit

It was the first time Seacrest Park has hosted a Music in the Park concert and the crowd got in early for the best vantage point to hear West Australian Academy of Performing Arts (WAAPA) band and Lu Ci.

The series continued on Saturday 6 March 2021 returning to the popular Falkland Park in Kinross. A crowd of 4,500 braved unfavourable weather to enjoy performances by Dulcie, Coterie and Anna Schneider who delivered a memorable night of quality music and entertainment.

Around 4,500 people attended the Falkland Park concert, with survey respondents rating their overall experience at 8.7 out of 10.

Strategic Objective: Community spirit



Music in the Park, Falkland Park, Kinross

Valentine's Concert

In February 2021, the audience was transported back in time to the 1980s as Perth Symphony Orchestra and local singers Sophie Foster, Rose Parker, Matt Allen, Matt Milford and Sam Nafie delivered the world premiere of '80s Symphonic Spectacular', led by conductor Jen Winley.

Due to COVID-19 restrictions, the concert, scheduled for 11 February 2021, was rescheduled to 18 March 2021. With restrictions around physical distancing, the crowd capacity was reduced to 5,500. Over 3,470 people attended the concert and feedback survey respondents rated their overall experience at 8.7 out of 10.

Valentine's Concert



Luminight



Luminight (Joondalup Festival)

Luminight replaced the 2021 Joondalup Festival due to COVID-19. This COVID safe event ran from 26 to 28 March 2021, with two sessions per night (6.00pm to 8.00pm, and 8.30pm to 10.30pm). An immersive after dark experience, the event featured some programming elements from the cancelled 2020 festival, including light installations by artist, Christian Lovelady.

This free ticketed event was 'sold out' with attendance of 9,552 people across three nights. Feedback from attendees was very positive, with patrons enjoying the new event and set session times, resulting in smaller crowds and wait times for activities.

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:

- 2020 Arts and Community Symposium presented at ECU in partnership with Creative Recovery Network. This day long experience explored how arts and creativity are transforming lives and building stronger, more connected communities;
- Arts *in focus* exhibition featuring the 2019 Community Arts Exhibition, Arts *in focus* winner, Paul Innes, at the Creative North pop-up gallery space at Hillarys Boat Harbour;
- Celebration of World Music Day at the City's libraries;
- Continued development and coaching support for Northern Lights Music Community Orchestra; and
- Publication of monthly, e-newsletter providing links and resources.

Creative North

Creative North is a City sponsored 'pop-up' gallery space program established to support local artists and arts associations to exhibit and sell their work. Creative North's aim is to provide an alternative gallery venue, due to the closure of Joondalup Art Gallery in June 2020, but also support local creatives in response to COVID-19, as a local economic stimulus initiative. Initially starting at Warwick Grove Shopping Centre, the Creative North program moved to a 'pop-up shop' location at Hillarys Boat Harbour in August 2020.

The City invited local artists and arts associations to complete an Expression of Interest to exhibit at the Creative North 'pop-up' site. Fifteen applications were received, with the City developing an exhibition schedule until May 2021.

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 met three times in 2020/21, bringing 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 2020/21, 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 four forums in 2020/21 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 on the implementation of the *Regional Homelessness Plan 2018/19 – 2021/22*. The Plan's three pillars are (1) capacity building, understanding and engagement, (2) prevention and early intervention, and (3) responding to homelessness. Actions completed included:

- Fostering information sharing and collaboration between community groups and agencies through the Joondalup Wanneroo Ending Homelessness Group (led by the Red Cross, supported by the regional partnership);
- Advocacy for an assertive outreach program in the northern corridor;
- Delivery of affordable and inclusive community services, programs and events;
- Provision of Homelessness Awareness training to frontline workers at the City; and
- Maintaining and promoting the City of Joondalup and Wanneroo Hardship and Homelessness Services Directory.



The intention of a Reconciliation Action Plan is to strengthen the City's reconciliation commitments by encouraging relationships between Aboriginal and Torres Strait Islander peoples, communities, organisations and the broader community to *shape a stronger future* for all.

Strategic Objective: Community spirit

Homelessness Week 2020

The City delivered a 'Pathways to Affordable Housing' campaign during Homelessness Week (2 to 8 August 2020) with the theme 'Everybody needs a Home'.

The campaign promoted hardship and tenancy support services, crisis accommodation, affordable rental and home ownership options as well as government incentives for private investment in affordable rental accommodation. This included online information, social media posts, an email campaign and flyer distribution.

Joondalup Wanneroo Ending Homelessness Group

The Joondalup Wanneroo Ending Homelessness Group met regularly during 2020/21, including virtual meetings during periods of COVID-19 restrictions, 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 led by the Red Cross and plays an integral role in implementing the *Regional Homelessness Plan*.

Reconciliation Action Plan

In September 2020, the City of Joondalup established its first Reconciliation Action Plan Community Reference Group (RAPCRG), with the group meeting for the first time in November 2020.

The group's first official meeting was held in December 2020 where group roles and Terms of Reference were established. Proud Noongar Yamatji woman, Sharon Wood-Kenney, was elected from within the group as its inaugural chair.

The RAPCRG met four times in 2020/21 and has commenced preparation towards the development of the City's first Reconciliation Action Plan in 2021/22.



Joondalup Men's Shed

Social Needs Analysis

The City appointed a consultant to undertake a Social Needs Analysis during the year. The independent technical analysis of current and future community needs will inform planning and advocacy for facilities, programs, and infrastructure. The Social Needs Analysis will be completed in 2021/22.

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.

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.

- Ellersdale Park Clubroom, Warwick – Completed works included refurbishment and extension of the meeting room to include new toilets, storage and change rooms to include a new umpire room and a universal access toilet. Other works included replacement of flooring, windows and doors; a new heating/cooling system; a new alarm and security screens; and the rendering and painting of the exterior. The project budget was \$935,000.
- Emerald Park, Edgewater – Substantial works undertaken to upgrade sports floodlighting to meet the Australian Standard for football (all codes) community level training and competition. The project budget was \$320,000.

- Percy Doyle Reserve, Duncraig – Substantial works undertaken to upgrade sports floodlighting to meet the Australian Standard for football (all codes) community level training and competition on three of the playing spaces (Percy Doyle 2, Percy Doyle 3 and Percy Doyle Football Teeball Park). The project budget was \$1,240,000.
- Timberlane Park, Woodvale – Substantial works undertaken to upgrade sports floodlighting to meet the Australian Standard for football (all codes) community level training and competition. The project budget was \$320,000 (which included \$160,000 from the State Government through the Local Projects and Local Jobs Funding program).

Craigie Leisure Centre Refurbishment

On 15 June 2021, Council approved the tender to progress the Craigie Leisure Centre refurbishment project to construction. The refurbishment will be completed in a two-stage process, from August 2021 to January 2023, with the following works scheduled:

- Relocation and extension of the creche, group fitness studio, indoor cycling studio and wellness studio;
- Relocation of the staff room;
- Extension of the gym, including new and expanded changeroom and toilet area;
- Formalisation of the existing western overflow car park area, new additional car parking on the northern ring road, modifications to the southern car park and minor modifications to the staff car park to allow for the relocation of the group fitness studio; and
- Minor modifications to the facility entrance.

During the refurbishment works, Craigie Leisure Centre will remain operational by implementing an internal strategy to relocate key programs and services to non-impacted areas of the facility.

Joondalup Men's Shed

The Joondalup Men's Shed members celebrated the official opening of their new permanent home at 17 Winton Road, Joondalup, the former site of the City of Joondalup's Building Maintenance depot, with Mayor Albert Jacob cutting the ribbon to mark the occasion on 29 May 2021.

Significant refurbishment and power upgrades were required for the Winton Road site to meet the current and future needs of the group. Extension works were also required at the City's main Works Operations Centre in Craigie to accommodate the relocation of staff. The City invested \$1.23 million over four years in the project, and the Joondalup Men's Shed also contributed \$168,000. A new lease agreement was also finalised and their relocation to Winton Road is now complete.

Men's sheds provide safe, friendly and inclusive environments where men can meet together and work on meaningful projects such as manual crafts.

Duffy House Restoration

Following the completion of restoration works to Duffy House in 2019/20, a site concept design and potential activation options were prepared in discussion with key State Government stakeholders throughout 2020/21. Community consultation on the draft concept plan will progress in 2021/22 to inform future activation works at the site.



Duffy House

Whitford Senior Citizens Centre and Whitfords Library Refurbishment

Works progressed at the Whitfords Senior Citizens Centre and Whitfords Library to demolish and reconstruct new compliant toilet facilities, undertake roof repairs and general refurbishment works throughout the building. This project was accelerated for completion in 2020/21 as part of the City's economic recovery response to COVID-19.

Joondalup Library Refurbishment Works

Works progressed at the Joondalup Library to refurbish existing public toilet facilities, install a new universal access toilet within the Reference Library and undertake significant internal painting works. This project was accelerated for completion in 2020/21 as part of the City's economic recovery response to COVID-19.

City of Joondalup Art Collection

The City's art collection comprises over 270 artworks, with a focus on Western Australian contemporary artists. The art collection features a wide range of media and artistic approaches including paintings, sculpture, drawing, ceramics, print, photography, textile, video and glass. Artworks are currently displayed in the City's Libraries, Civic Centre and Administration Building, with a significant art rotation taking place in the Joondalup Library as part of refurbishment works in May 2021.

New acquisitions in 2020/21 include:

- Elham Eshraghian-Haakansson, *face to face*, Single-channel video, sound.
- Helen Smith, *2020 World Happiness Report*, Oil on canvas.
- Andrew Nicholls, *Joondalup Gothic*, Ink on watercolour paper.
- Hiroshi Kobayashi, *Grey Ocean (Whitfords Beach)*, Oil on canvas.
- Vanessa Russ, *Muddy Road 5*, Indian ink on Fabriano paper.

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.

Depending on location and resources available, one to two mural arts programs are conducted per financial year. These include:

- Artist-driven mural programs with an artist being commissioned to install a mural in reference to the location and the surrounding community. This is through a curated shortlisting process.



Mural Art by Jack Bromell, Central Park

- Community-driven murals which involve engaging the community through programs such as the City's Schools Connections Program in the design and installation of the mural.

In November 2020, the City published an online publication, *City of Joondalup Mural Arts Collection*, which is available to view on the City's website.

In 2021 a large mural was painted on the Central Park South ablution block by Jack Bromell. Bromell's artwork celebrates the diverse flora and fauna native to the region. Although the opportunity to work with schools was affected by COVID restrictions, Bromell produced a series of illustrations to complement environmental education kits which are available on the City's website.

Inside Out Billboard

Due to the COVID interruptions to the Community Art Exhibition schedule in 2020, there was a delay to commissions for the Inside Out Billboard program. The first installation by Naomi Grant, *Lake Joondalup*, was installed in March 2021 on the Joondalup Library. Commissioned from the Invitation Art Prize in October 2020, Grant's artwork features Picnic Cove and explores themes based on the artist's interest in interpreting landscapes and waterscapes of Australia. Her intention was to capture the beauty, tranquillity, and regeneration of the lake that so many people, animals and plants rely on. Her artwork has also been selected to promote the City of Joondalup's 2021 NAIDOC theme, Heal Country.

The Joondalup Courthouse installation features an artwork by Dita E Hagedorn entitled *Illusion*, commissioned from the Community Art Exhibition, 2017.

Inside Out Billboard,
Lake Joondalup on
Joondalup Library



BMX, Skate and Youth Outdoor Recreation Strategy

The City has implemented the *Youth Outdoor Recreation Strategy* which was endorsed by Council in February 2021. The strategy will inform the future provision and location of youth outdoor recreation facilities and will assist the City to plan for the rationalisation of existing facilities, (where appropriate), and the possible future development of new facilities. The Strategy aims to ensure that quality outdoor facilities meet local needs and promote greater social interaction across different forms of outdoor youth recreation.

Council also endorsed the preparation of a business case for the development of a Skate BMX park at Percy Doyle Reserve, Duncraig. This process is expected to be completed during 2021/22.



Shepherds Bush Reserve BMX Track, Kingsley

Walk of Fame

The City has publicly recognised members of the Joondalup community who have achieved success at an elite level and who have made an impact at local, national and international level by laying specially designed pavers along Central Walk, Joondalup. Inaugural inductees and their relevant fields of success included:

Justin Langer	Cricket
Daniel Ricciardo	Formula 1 racing
Greg Hire	Basketball
Matt Priddis	Football
Casey Dellacqua	Tennis
Jessica Bratich Johnson	Karate
Brian Bratich	Karate
Shaun Tan	Artist and illustrator of comic books and films
Michael Malone	Business
Michael Hussey	Cricket
David Hussey	Cricket

The official opening of the Walk of Fame took place on 14 May 2021.



Capacity building programs strengthen community participation and contribute to *shaping a stronger future.*

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	\$62,337
Mullaloo Surf Life Saving Club	\$54,545
Sorrento Surf Life Saving Club	\$54,545
Whitfords Volunteer Sea Rescue Group	\$54,545
Sorrento Bowling Club	\$32,636
Whitfords and Districts Cricket Club	\$25,973
Joondalup Bowling Club	\$21,757
Ocean Ridge Cricket Club	\$20,779
Warwick Bowling Club	\$19,038
TOTAL	\$346,155

Clubs *in-focus*

The City's Clubs *in-focus* program provided direct support to sporting clubs through club engagement meetings and provided education and support in building the capacity of volunteers and clubs. The City's Sport and Recreation team also assisted clubs to navigate ongoing COVID-19 restrictions and lockdowns.

Justin Langer with the Mayor and Cr Fishwick





MAKING A DIFFERENCE – Professional Lifeguard Services

The City of Joondalup has funded 2,498 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 2 rescues.
- Carried out 2,498 preventative actions.
- Administered 525 first aid treatments.

Strategic Objective: Community spirit

Sports Development Program

The Sports Development Program previously provided 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 was subject to a review in 2020/21, and no grants were awarded. A revised community funding program is under development and will be implemented in 2021/22.



Communities *in-focus* activities aim to enhance the capacity of agencies and community groups to shape a stronger future for members of the community.

Strategic Objective: Community Spirit

Community Youth Team

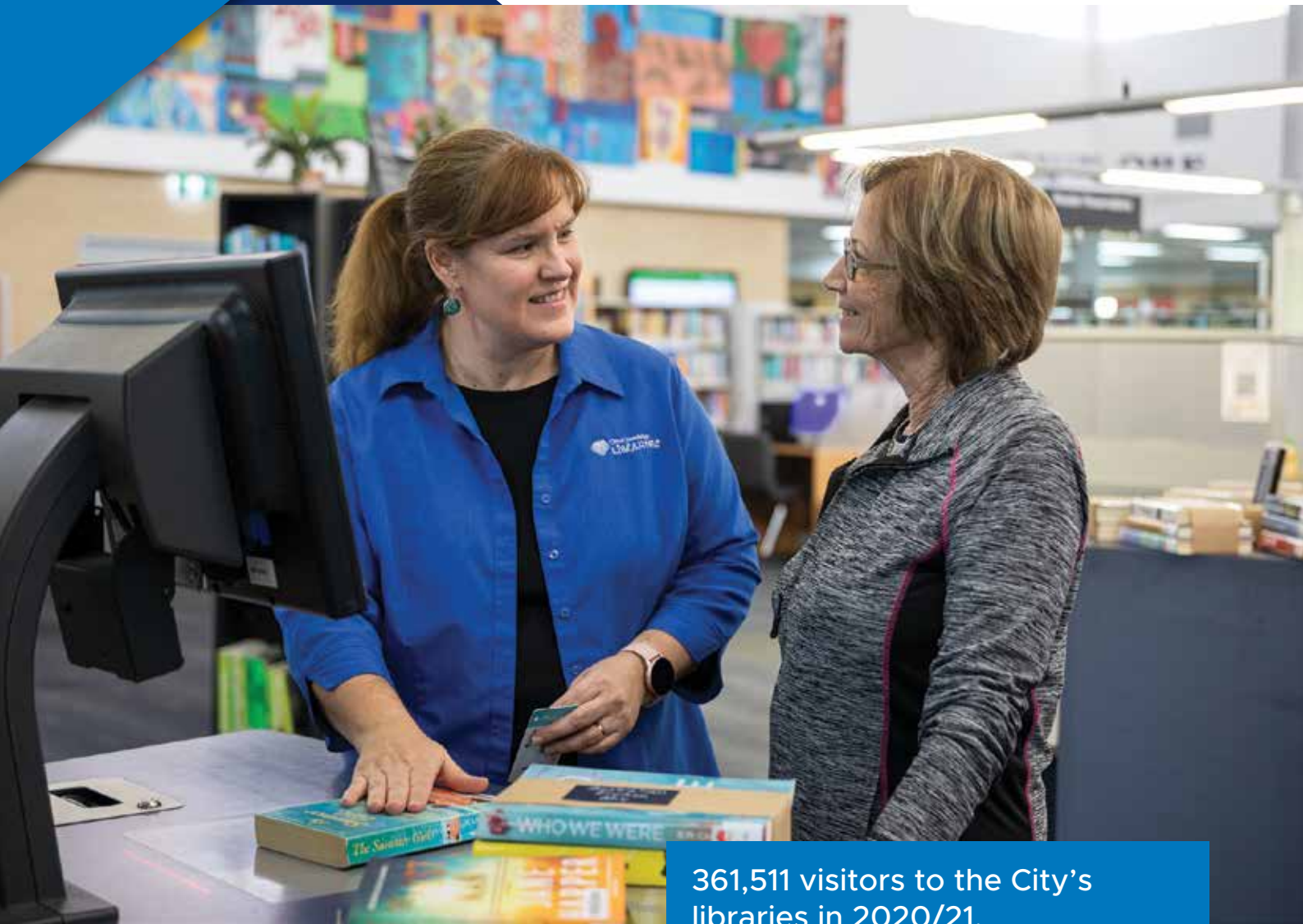
The Community Youth team engages with young people between 12 to 25 years to provide assistance, support, advocacy, referral or advice. With a focus on those most at risk, the program provides a point of contact for young people all year round.

Communities *in-focus*

The Communities *in-focus* program aims to support local volunteer-run community organisations by providing opportunities for volunteers to enhance their skills and knowledge, strengthen local networks, and raise the profile of their local community group.

The Communities *in-focus* capacity building program for community groups and organisations delivered two workshops and a networking forum as follows:

- **Harness the Power of Team** – a workshop held on 24 September 2020 with 35 agencies and community groups;
- **Navigating an Ever-changing World** – a forum and networking event held on 3 December 2020, including **Managing and Building Resilience and Embracing Diversity**. The event attracted 92 registrants.
- **Real stories for real change: Human Centred Design** - a workshop held on 31 March 2021 which attracted 35 registrants. Sixty eight percent of survey respondents indicated they would make changes in their organisation as a result of participating.



361,511 visitors to the City's libraries in 2020/21.

Strategic Objective: Community Spirit

Library Lending Service

The City of Joondalup provides one of the largest and busiest public library services in WA, with four libraries located in Joondalup, Duncraig, Hillarys and Woodvale, and a growing digital presence.

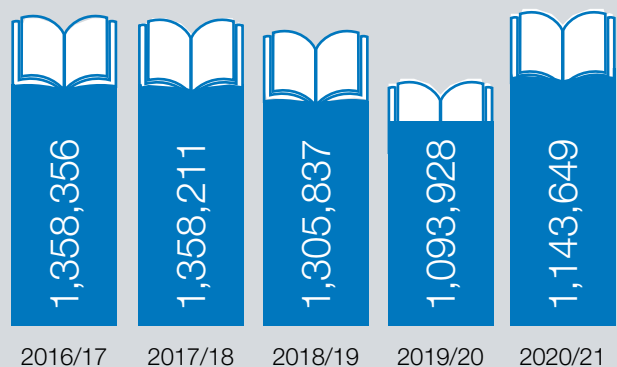
During 2020/21 Joondalup Libraries had 361,511 visitors, loaned 1,143,649 items (of which 18.9% were in digital format) and attracted 5,049 new members. In addition, libraries received 26,486 information enquiries, and the public computer and Wi-Fi services were accessed over 40,000 times.

Events and programs, even with a disrupted program, continued to be well attended with 20,273 children, adults and seniors attending a session at either a library branch or external venue.

The City also provides a specialised Reference and Local History collection located at Joondalup Library and a mobile Books on Wheels delivery service to residents who are housebound and unable to access the library themselves. A regular door to door bus service to assist patrons access the library was also provided.

Library Lending – Number of items issued

The number of items issued in 2020/21 increased by 4.6% from the previous year, despite short-term closures due to maintenance and upgrades at Duncraig, Whitford and Joondalup Libraries and COVID lockdowns.



Library Lending			
Category	2018/19	2019/20	2020/21
Visits	502,145	400,531	361,511
Loans	1,305,837	1,093,928	1,143,649
eLoans %	11.3%	17.1%	18.8%
New Members	6,742	5,576	5,049
Enquiries	45,605	42,605	26,486
Events	2,203	1,677	1,409
Event Attendance	42,604	29,918	20,093
Reservations	181,600	160,735	163,515
Public Computer Use (number)	32,138	23,276	19,035
Public Computer Use (total hours)	21,888	14,945	11,628
Online Printing jobs	6,774	8,810	7,713
Online Printing jobs (number of pages printed)	22,669	26,283	27,617
eStock	129,765	154,754	189,958
Physical Stock	253,072	253,122	245,689
Public Wi-Fi sessions	28,809	21,792	21,981

VOLUNTEER STORY

Joondalup Library CoderDojo Mentor Isaac Tang

Isaac is a valued volunteer at the Joondalup Library, mentoring for the Library's CoderDojo program. Isaac contributes significantly to the program by inspiring children and young people to be innovative within a supportive and inclusive environment. CoderDojo is a Coding Club for children aged between 7–17 years. The group meets once a week to learn how to code, develop websites, apps, programs, games and explore technology in an informal and creative environment.

"I was once a student at CoderDojo Joondalup, and I loved it a lot. I love how people come to learn to code and socialise at the same time. I was so taken by the environment that when I came of age, I decided to volunteer here to spread what I love most and that is to code."

Isaac Tang

Strategic Objective: Community spirit

Books on Wheels 45th Anniversary

Books on Wheels is a vital community service, providing entertainment and educational material to customers who are unable to visit the library due to illness, infirmity or disability. The service also helps reduce social isolation. The service has been running since 1975, benefiting a range of residents, ranging from teenagers to people in their 90s.

Volunteers have played a vital role in providing the Books on Wheels service to the community. For the first fifteen years, the service was run by the Duncraig-Sorrento Red Cross on behalf of the City. From the early 90s until 2005, volunteers delivered library items to customer homes, while City staff delivered to aged care facilities.

Since 2005 the Books on Wheels program has been conducted by the City with volunteers selecting the titles for each customer.

During the COVID lockdowns, Books on Wheels staff and volunteers continued to deliver materials to library customers where possible, also providing outreach and phone check-ins.

Today there are over 200 customers receiving regular deliveries of library materials by City of Joondalup Library staff. In 2020/21, 24,435 items were selected and loaned, with volunteers contributing 521 hours towards the successful delivery of the service.





Age Friendly Communities

The City continued involvement in the North Metropolitan Age-Friendly Communities Regional Partnership with the Cities of Stirling and Wanneroo fostering information and collaboration.

The City of Joondalup Age-Friendly Plan implementation included a range of programs, services and events including:

- Participation in leadership of the Local Government Professionals WA Age-Friendly Network;
- The Community Transport Program which offers transport to people who have barriers in accessing transport to local shopping centres, senior citizens centres and libraries;
- Books on Wheels delivering library books, DVDs and magazines to housebound residents;
- The Be Connected, Digital Helpline, Keystrokes and Digital Drop-in programs supporting older people to engage in digital technology;
- The Seniors Leadership Program supported by the Department of Communities with ninety-five leaders in attendance;
- Seniors Lifestyle Expo which took place on 15 June 2021 at Whitford Shopping City with 300 visitors to the stallholder expos;
- Delivery of Platinum Fitness program including low impact fitness classes at Craigie Leisure Centre;
- Delivery of clubs, programs and events including Discovery Sessions, Meet the Author, Local History and Game On;
- Delivery of the Sunday Serenades concert series; and
- Updating the 55+ Activities Groups and Support Guide, which includes 160 group and services listings.

MAKING A DIFFERENCE – Age Friendly Plan

The Seniors Leadership Program, a North Metropolitan Age-Friendly Regional Partnership capacity building program for clubs and groups, was held from 9-11 November 2020 and led by the City of Joondalup.

Forty-five clubs were represented throughout the conference style program with 56 attendees from City of Joondalup clubs, 24 from the City of Stirling and 15 from the City of Wanneroo - 95 participants in total.

From the participants, 97% indicated they had gained knowledge of the Age-Friendly messages, with 93% of respondents indicating that they planned to implement changes and new approaches. These included:

- Empowerment of others on their committees
- Engagement of volunteers
- Greater involvement of everyone based on everyone's skills and strengths
- Having more fun
- Identifying what people could bring to the club
- Being more courageous in addressing issues
- Incorporating more activities for people living with disabilities
- Further promotion of the club in the community

From 49 respondents, 44 indicated that they had benefited from the opportunity to exchange ideas and gain knowledge with people from other clubs and groups.

Forty-two respondents indicated that they were interested in collaborating with other clubs.

Strategic Objective: Community Leadership



Literacy and lifelong learning programs provide social connectedness, build knowledge and skills and contribute to *shaping a stronger future* for members of our community.

Strategic Objective: Community Spirit

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. Events and programs were influenced by COVID-19 restrictions with a limited schedule returning in September 2020 and the full suite in April 2021. Events such as Discovery Sessions and Meet the Author relied upon the presenters and authors living in WA due to travel restrictions and border closures.

During 2020/21, 1,409 library events attracted 20,093 participants. Highlights are provided 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 4,535 literacy bags being supplied for Better Beginnings, aimed at parents of newborns, "Sing with Me" for those aged 2, and Better Beginnings Plus for those aged 4. Monthly Parent 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 Holiday program activities for children aged 5 to 12, Coder Dojo for those aged 10 to 17, and Tabletop Games for those aged 17+.

Children's Book Week – Is an annual celebration of children's literature highlights local authors, illustrators and storytellers. Traditionally held in August, Book Week was celebrated by 1,307 students in October 2020. A reduced program was developed around the theme 'Curious Creatures, Wild Minds'.

Local and Family History – Libraries continued to run weekly genealogy research sessions called Genie Exchange as well as topical events for family history enthusiasts. Ancestry and FindMyPast online resources were enabled for At Home access.

Lifelong Learning – Keeping informed and socially engaged during times of disruption is an important role that the library plays. Programs such as Discovery Sessions and Live and Learn attracted an average of 22 people per session who enjoyed topics ranging from Mindfulness and Sorting Digital Photographs to Wills, Scams and Jazz.



Keeping informed and socially engaged is an important role that libraries play. This contributes to *shaping a stronger future* for our community.

Strategic Objective: Community spirit

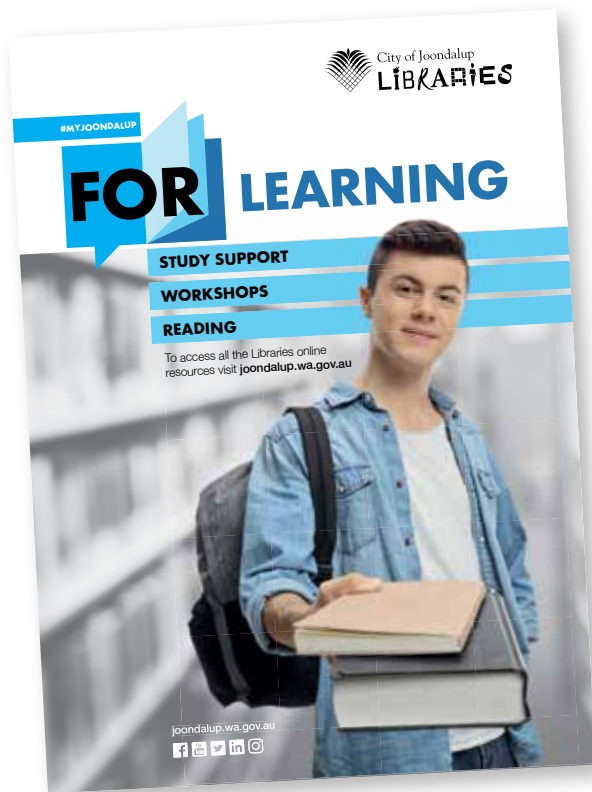
Lifelong Learning: Clubs and Games - Libraries hosted Mah-jong and games groups, knitting and crochet groups, book clubs, English and French conversation groups, crossword groups, chess and camera club, and a writer's group during the year to enhance the lifelong learning experience.

Lifelong Learning Online – The Libraries' youtube channel continued to offer an alternative event and program format for when the library is closed or reduced services are in place. Chop Chop Stories continued to be popular whilst the children's programs were bundled into *Read Learn Grow*, showcasing story times, staff stories, holiday activities and Lego challenges.

Digital Literacy – Library digital programs continue to be popular, especially the long-standing Keystrokes sessions, providing one-on-one support. The Be Digital program, via a Government grant, was developed to help adults build confidence in using the internet and Government platforms. Digital Drop-In continued bi-monthly as a group session.

129,485 family history searches conducted in Ancestry and FindMyPast.

Strategic Objective: Community spirit



426 people attended sessions to improve their digital literacy in 2020/21.

Strategic Objective: Community spirit

Meet the Author and Literary Partnerships – It has been an exciting year for local authors and developing partnerships in the literary space. The inaugural Festival of Perth: *Literature in Joondalup*, was hosted after a lockdown reschedule from February to March with authors Sophie McNeill, Yuot A Alaak, Holden Sheppard and Alexander Thorpe attending four evening Q & As. Fremantle Press *Great Big BookClub Morning Tea* was also keen to head north and 96 attendees enjoyed a fabulous panel session with Mel Hall, Brigid Lowry, Susan Midalia, Josephine Taylor and Emma Young. The long-standing partnership with Dymocks Joondalup steadily resumed even though national and international authors were not available. The breadth of local talent, and the reputation of the Joondalup Library in hosting author events, was evident in these partnerships.

Community Programs and Outreach – A variety of community programs and partnerships were hosted including Tax Help from July to October, Hearing Australia, and Justice of the Peace sessions at Joondalup and Woodvale Libraries. Outreach opportunities were limited however attendance at the City's Little Feet Festival was high. The event showcased Sally Morgan's *Hello to you Moon*, Astro discovery boxes, 400 space activities were completed, and a space selfie station proved to be very popular. Libraries also attended the ECU Open Day which was brought forward to March 2021.



Saluting their Service – Stories from Past to Present

In 2021, the City's Local History team launched its latest self-published book, *Saluting their Service: Stories from the Past to Present*. The book highlights the military experiences of members of the Joondalup community and is intended to enrich knowledge and understanding of the effects of war on individuals, families and communities. The stories were compiled from the City's Local History collection of photographs, mementoes and oral history interviews, and additional research undertaken by City officers and volunteers with interviews and donations from community members who have served more recently.

The book was made possible through funding from the Department of Veterans' Affairs under the Commonwealth Government's Saluting Their Service Commemorative Grants Program and support provided by the Joondalup City RSL.

The book was to be launched at the 2021 ANZAC Day Service, however, due to temporary COVID-19 restrictions, was highlighted at the ANZAC Reflection Service held on 22 May 2021.

Strategic Objective: Community Spirit

Stories in the Park – These sessions have become a regular fixture within the planning schedule enabling story time to be held in local parks around the City. This year, 7 sessions were held with the program planned to explore more parks within the City the following year.

Libraries engaged with the community via newly launched Facebook and Instagram platforms, as well as the fortnightly eNewsletter. Libraries' marketing campaigns supported four themes – For Home, For Learning, For Playing and For Connecting.



Community Liaison

Opportunities were limited in 2020/21 due to COVID-19 and the impact it had upon City events such as the Joondalup Festival and community engagement opportunities. The City Showcase attended the Little Feet Festival in October 2020, assisted the Libraries at high school expos, the Nearer to Nature passport activity promotion and the Constable Care program.

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 and community events and services. The City recorded 489 community information enquiries in 2020/21.

The Community Directory on the City's website lists information on 734 community-based groups and services, not-for-profit groups, sporting and social clubs, health and education facilities.

School Connections

The City offered a reduced program for schools this year due to COVID-19 restrictions and the altered curriculum schedules that schools implemented. The face-to-face element of the City's Civic Education program was cancelled, however a Civics Education video was produced introducing the role of local government, governance structure and the services provided. Library and local history tours were also cancelled and recommenced in May 2021.

The Adopt a Coastline/Bushland Program was cancelled in 2020 and rescheduled to 2021, commencing in May. #shoWcAse in PIXELS competition themed 'Celebrating Joondalup' had lower than usual entrants, however the standard was still high and the winning entry from Prendville College is to be showcased in Yagan Square during Local Government week.

The School Connections eNewsletter continues to be 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 52 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 in July each year.

The City's *Access and Inclusion Plan* incorporates and expands upon the standard requirements of a Disability Access and Inclusion Plan, recognising the diversity of the community and lived experience with access and inclusion issues. Activities undertaken in 2020/21 in line with the *Access and Inclusion Plan* included:

- Sensory Friendly programming at Joondalup Libraries and a number of community events (including the Little Feet Festival);
- Auslan interpreter at Music in the Park Concerts;
- Auslan interpreter used during Keystrokes 1 on 1 session;
- Formation of and participation in the Accessible Beaches for all Working Group;
- Delivery of 'This Bay is Someone's Day' ACROD Parking Campaign;
- Disability Awareness Storytime;
- Expansion of the City's Access and Inclusion Induction program for new staff;
- Universal accessible drinking fountains installed at Ellersdale, Seacrest and Marri Parks;
- An accessible path installed in Craigie Bushland; and
- The 2019/20 Annual Report 'Alternative Formats' statement printed in Afrikaans, Hindi, Mandarin (simplified Chinese), Noongar and Urdu.

The City also conducted community consultation in February/March 2021 to inform the development of a new Access and Inclusion Plan for 2021/22 and beyond.

City Rangers

The City continued to provide a seven days a week service which focuses on proactive amenity improvement and local law enforcement.

The top 8 incident types reported to City Rangers are outlined here.



Dogs **1,604** Parking **1,574**

Antisocial Behaviour **952**

Amenity **892** Litter **792**

Verges **450**



Abandoned Vehicles **441**

Dogs Barking **376**



GRI Disclosure 413-1		Trend of last year
Incidents Reported to City Rangers – Total		
2020/21 Measure	8,707	▼

Community Safety

The City identifies priorities for community safety and crime prevention programs within the following four key focus areas:

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

Actions implemented within each key theme during 2020/21 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 57 occasions during the year to assist with their investigations. This is approximately 1.7% fewer requests than in the previous year. From those requests CCTV images were issued on 33 occasions.



Community Safety Awareness

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.

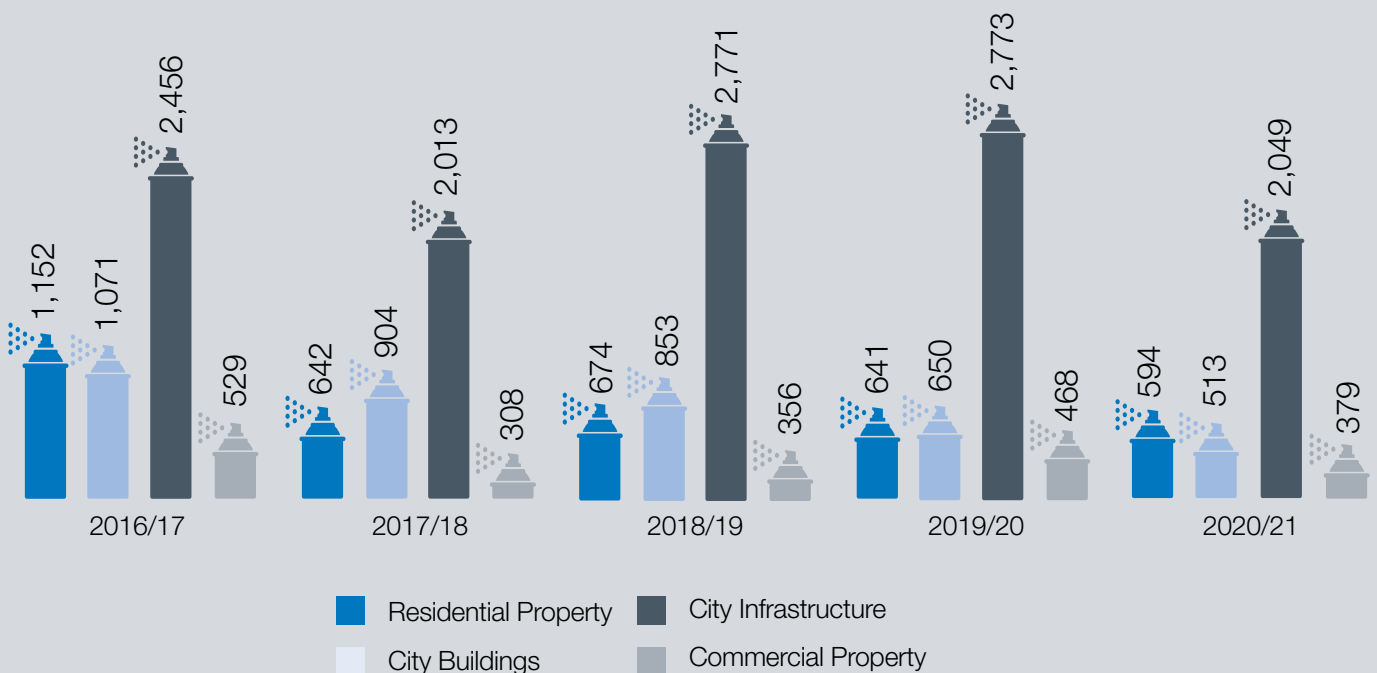
City Safety Services

Graffiti Management

The City's Graffiti Removal Service provides a single point of contact, fee free graffiti removal service for local residents, businesses and community groups. This service completed 3,535 graffiti removals across the City's 22 suburbs during the year with approximately 99% of these removed within two working days of being reported.

GRI Disclosure 413-1		Trend on last year
Number of Completed Graffiti Removals – Total		
2020/21 Measure	3,535	▼

Number of Graffiti Removals Completed



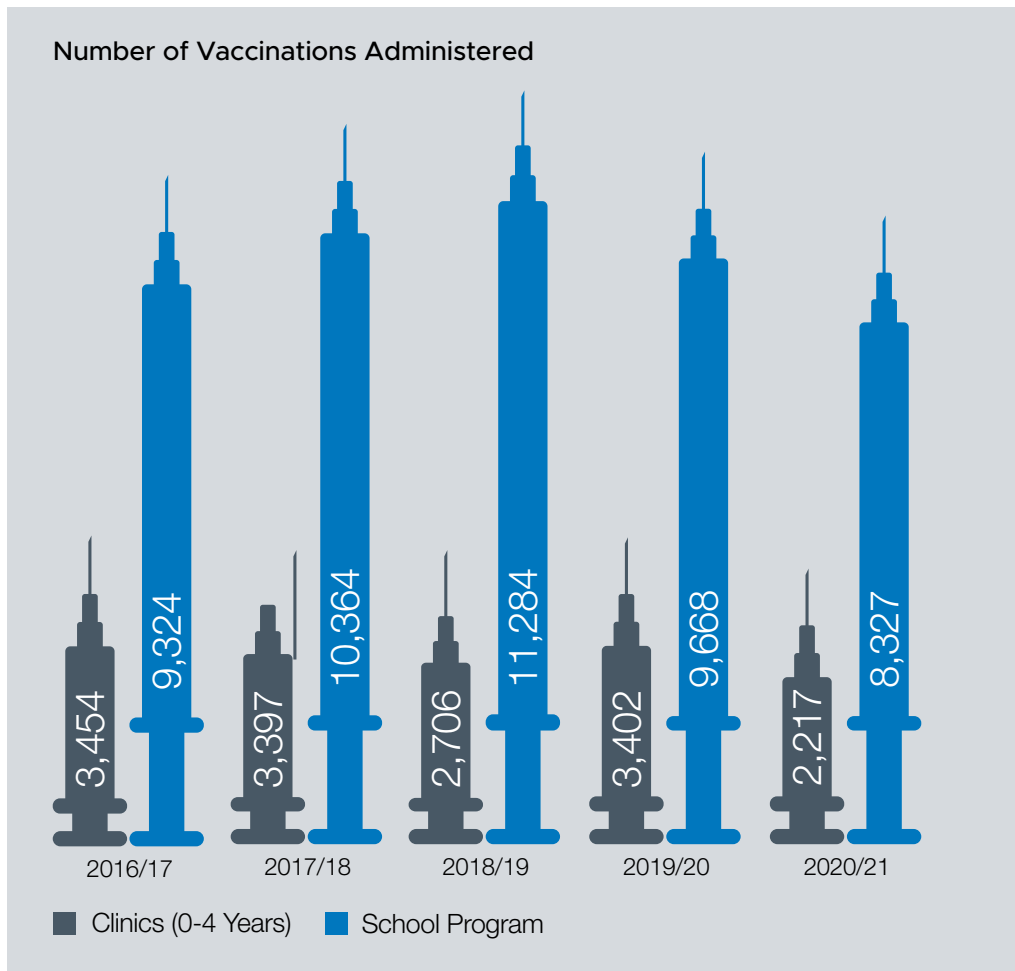


Immunisation

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. This is an ongoing program providing vaccinations for Year 7 and Year 10 students during the annual report period.

This graph highlights the number of vaccines administered. Some children received more than one vaccination during the year. The decline in the number of children immunised and vaccinations administered is largely due to a transition in the age of immunisation that occurred during the previous reporting period.



GRI Disclosure 413-1		Trend on last year
Number of Children Immunised		
2020/21 Measure	6,994	▼
Number of Vaccinations Administered		
2020/21 Measure	10,544	▼



Blue Banded Bee – Credit Bill Betts



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 2020/21.

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>	No significant events were scheduled In 2020/21 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
Details on Elected Members to be included in the Annual Report	The Council and the Organisation	73
Payment to Employees	Governance and Leadership	99
Complaints Register	Governance and Leadership	111
Compliance Audit Return	Governance and Leadership	111
Records Management	Governance and Leadership	111
Freedom of Information	Governance and Leadership	112
National Competition Policy	Governance and Leadership	113
Competitive Neutrality	Governance and Leadership	113
Access and Inclusion	Community Wellbeing	237



GUIDE TO THE FINANCIAL STATEMENTS

The 2020/21 financial statements show how the City performed during the financial year and the overall position at the end of the financial year, 30 June 2021.

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 are the full audited Annual Financial Report 2020/21.

FINANCIAL INDICATORS

		Description	2021	2020	2019	2018	2017
Revenue Generation Ratios							
1.1	Rates Income Ratio (Rates to Op. income)	Measures the proportion of the City's rates revenue that contributes to total income	65.6%	66.5%	65.3%	65.0%	64.5%
1.2	Rates to Opex	Ratio has been set up to measure the City's dependence on rates revenue to fund operations	61.4%	71.4%	67.5%	63.6%	61.5%
1.3	Fees and Charges to Income	Measures the extent to which the City's income is diversified away from rates	26.5%	24.5%	26.6%	26.9%	27.0%
1.4	Core Opinc/ Core Opex	Measures the extent to which the City's operations are funded from the most stable (core) revenue sources, being rates and fees and charges	1.2	1.3	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)	(7.7%)	7%	4%	(2.2%)	(5.0%)
2.2	Growth In Operating Income	Measures the rates at which operating income has grown on a year-on-year basis	(3.9%)	1%	3.8%	1.5%	2.5%
2.3	Growth In Operating Expenditure	Measures the rate at which operating expenditure has increased on a year-on-year basis	10.2%	(2.5%)	(4.6%)	(1.0%)	6.7%
Liquidity Ratios							
3.1	Current Ratio	Gauges the extent to which short-term liabilities can be met by short-term (liquid) assets	1.0	1.5	1.0	1.0	0.9
3.2	Untied Cash to Trade Creditors	Another liquidity measure that indicates the extent to which unrestricted cash holdings can meet all outstanding obligations to trade creditors	4.8	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	36	38	33	52	41
4.2	Outstanding Rates Ratio	Measures the City's efficiency in collecting dues from ratepayers	1.7%	1.9%	1.5%	1.5%	1.4%
Debt Service Ratios							
5.1	Debt Ratio (Total liability to Total Assets)	Measures the City's solvency, ie Whether assets exceed liabilities	2.9%	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	3.1%	4.5%	6.7%	9.1%	11.3%

		Description					
			2021	2020	2019	2018	2017
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	0.8%	1.3%	1.8%	2.3%	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	8.1	11.5	9.7	7.6	8.7
5.5	Debt Service to Opinc	Measures the extent to which the City's revenues are sufficient to meet debt repayment obligations	1.9%	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	2.0%	2.7%	2.6%	2.7%	2.01%
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	1.1	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	0.2	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	1.0	1.4	1.1	0.6	0.6
6.4	Op Cash Surplus plus Capinc/Capex	Combines the previous two ratios to consider the extent to which operating cash surplus and capital revenue fund capital expenditure	1.2	1.7	1.4	0.9	0.9
6.5	Asset Consumption	Measures the extent to which depreciable assets have aged by comparing written down values to replacement costs	64%	61%	60%	62%	62%
6.6	Asset Renewal Funding	Indicates whether the City has the capacity to fund asset renewals as required and maintain existing service levels without additional funding	82%	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	57%	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



Southern Boobook - Credit Bill Betts

CITY OF JOONDALUP
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

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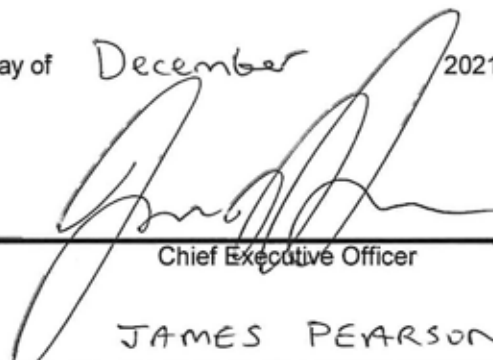
**CITY OF JOONDALUP
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

*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 2021 is based on proper accounts and records to present fairly the financial position of the City of Joondalup at 30 June 2021 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 Fourteenth day of December 2021



Chief Executive Officer

JAMES PEARSON

Name of Chief Executive Officer

CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Restated Actual \$
Revenue				
Rates	26(a)	99,245,067	98,783,930	104,739,695
Operating grants and subsidies	2(a)	6,109,786	5,880,450	6,358,041
Contributions, Reimbursements and Donations	2(a)	1,255,157	1,070,156	1,859,217
Fees and charges	2(a)	40,094,589	40,020,382	38,642,594
Interest earnings	2(a)	1,500,344	1,105,049	3,598,979
Other revenue		657,675	551,191	1,503,998
		148,862,618	147,411,158	156,702,524
Expenses				
Employee costs	2(b)	(60,128,780)	(64,094,975)	(61,285,629)
Materials and contracts	2(b)	(46,535,720)	(52,096,994)	(45,999,264)
Utility charges	2(b)	(5,583,393)	(6,114,625)	(5,742,917)
Depreciation on non-current assets	10(b)	(31,530,289)	(32,308,300)	(31,377,088)
Interest expenses	2(b)	(387,238)	(384,877)	(526,151)
Insurance expenses		(1,457,672)	(1,430,948)	(1,418,200)
		(145,623,092)	(156,430,719)	(146,349,249)
		3,239,526	(9,019,561)	10,353,275
Non-operating grants and subsidies	2(a)	7,552,188	9,972,598	6,172,432
Non-operating Contributions	2(a)	1,576,738	730,000	2,083,219
Profit on asset disposals	10(a)	145,064	98,529	78,041
Profit on sale of Tamala Park Regional Council Land	6(a)	2,314,488	0	739,752
Loss on asset disposals	10(a)	(15,882,989)	(207,114)	(295,694)
Loss on land held for sale	6(a)	(62,997)	(75,000)	0
Fair value adjustments to financial assets at fair value through profit or loss		3,233	0	1,441
Share of profit or (loss) of associates accounted for using the equity method	23	(921,960)	0	(156,620)
		(5,276,235)	10,519,013	8,622,571
Net result for the period		(2,036,709)	1,499,452	18,975,846
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	11	65,900,787	0	(65,570,389)
Total other comprehensive income for the period		65,900,787	0	(65,570,389)
Total comprehensive income for the period		63,864,078	1,499,452	(46,594,543)

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

CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Restated Actual \$
Revenue				
Governance	2(a)	229,173	33,674	707,913
General purpose funding		104,549,652	103,938,516	112,432,516
Law, order, public safety		674,532	819,800	1,018,528
Health		478,730	498,476	527,522
Education and welfare		135,676	132,671	123,898
Community amenities		23,413,831	22,510,390	23,367,513
Recreation and culture		10,603,214	9,724,289	9,021,707
Transport		6,308,515	7,769,223	7,302,455
Economic services		1,414,549	970,162	948,619
Other property and services		1,054,746	1,013,957	1,251,853
		148,862,618	147,411,158	156,702,524
Expenses				
Governance	2(b)	(9,900,440)	(6,280,203)	(9,712,628)
General purpose funding		(4,887,235)	(3,063,181)	(4,856,370)
Law, order, public safety		(5,175,189)	(4,144,647)	(5,654,826)
Health		(1,764,692)	(1,705,198)	(1,808,801)
Education and welfare		(2,871,464)	(2,344,691)	(3,078,692)
Community amenities		(28,759,901)	(27,437,442)	(28,846,487)
Recreation and culture		(49,021,723)	(46,211,538)	(48,818,862)
Transport		(34,062,811)	(34,552,296)	(34,569,407)
Economic services		(2,121,105)	(2,500,641)	(1,870,634)
Other property and services		(6,671,294)	(27,806,005)	(6,606,391)
		(145,235,854)	(156,045,842)	(145,823,098)
Finance Costs				
General purpose funding	2(b)	(206,519)	(208,565)	(526,151)
Recreation and culture		(8,147)	(1,956)	0
Transport		(172,572)	(174,356)	0
		(387,238)	(384,877)	(526,151)
		3,239,526	(9,019,561)	10,353,275
Non-operating grants and subsidies	2(a)	7,552,188	9,972,598	6,172,432
Non-operating Contributions	2(a)	1,576,738	730,000	2,083,219
Profit on asset disposals	10(a)	145,064	98,529	78,041
Profit on sale of Tamala Park Regional Council Land	6(a)	2,314,488	0	739,752
(Loss) on asset disposals	10(a)	(15,882,989)	(207,114)	(295,694)
Loss on land held for sale	6(a)	(62,997)	(75,000)	0
Fair value adjustments to financial assets at fair value through profit or loss		3,233	0	1,441
Share of profit or (loss) of associates accounted for using the equity method	23	(921,960)	0	(156,620)
		(5,276,235)	10,519,013	8,622,571
Net result for the period		(2,036,709)	1,499,452	18,975,846
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	11	65,900,787	0	(65,570,389)
Total other comprehensive income for the period		65,900,787	0	(65,570,389)
Total comprehensive income for the period		63,864,078	1,499,452	(46,594,543)

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

CITY OF JOONDALUP
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

	NOTE	2021	Restated 2020	2020
		\$	\$	\$
CURRENT ASSETS				
Cash and cash equivalents	3	140,026,825	125,021,982	125,021,982
Trade and other receivables	5	3,650,817	5,571,476	5,571,476
Inventories	6	226,281	1,784,789	1,784,789
Other current assets	7	1,355,533	1,427,614	1,427,614
TOTAL CURRENT ASSETS		145,259,456	133,805,861	133,805,861
NON-CURRENT ASSETS				
Trade and other receivables	5	2,039,460	1,942,814	1,942,814
Other financial assets	6	92,259	89,026	89,026
Inventories	6	16,105,064	17,134,223	17,134,223
Investment in associate	23	13,083,629	12,538,550	19,186,815
Property, plant and equipment	8	370,183,639	372,777,727	372,777,727
Infrastructure	9	973,377,044	917,451,547	917,451,547
Right-of-use assets	14	6,551,747	6,539,758	6,539,758
TOTAL NON-CURRENT ASSETS		1,381,432,842	1,328,473,645	1,335,121,910
TOTAL ASSETS		1,526,692,298	1,462,279,506	1,468,927,771
CURRENT LIABILITIES				
Trade and other payables	12	12,539,305	12,140,746	12,140,746
Lease liabilities	14	455,497	362,194	362,194
Other liabilities	13	4,499,377	1,977,599	1,977,599
Borrowings	15	1,836,594	2,445,660	2,445,660
Employee related provisions	16	14,800,690	14,638,174	14,638,174
Other provisions	17	9,415	66,705	66,705
TOTAL CURRENT LIABILITIES		34,140,878	31,631,078	31,631,078
NON-CURRENT LIABILITIES				
Lease liabilities	14	6,245,829	6,270,158	6,270,158
Borrowings	15	2,807,892	4,644,486	4,644,486
Employee related provisions	16	1,419,898	1,520,060	1,520,060
TOTAL NON-CURRENT LIABILITIES		10,473,619	12,434,704	12,434,704
TOTAL LIABILITIES		44,614,497	44,065,782	44,065,782
NET ASSETS		1,482,077,801	1,418,213,724	1,424,861,989
EQUITY				
Retained surplus		532,790,049	559,003,347	566,803,446
Reserves - cash backed	4	110,772,200	76,595,611	86,595,611
Revaluation surplus	11	838,515,552	772,614,765	771,462,932
TOTAL EQUITY		1,482,077,801	1,408,213,723	1,424,861,989

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

CITY OF JOONDALUP
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	RETAINED SURPLUS \$	RESERVES CASH BACKED \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2019		551,361,102	82,402,047	838,579,279	1,472,342,428
Mindarie Regional Council - initial application of AASB 1059		(6,906,688)	0	0	(6,906,688)
Prior year adjustment - Mindarie Regional Council		(205,432)	0	0	(205,432)
Restated balance at the beginning of the financial year		544,248,982	82,402,047	838,579,279	1,465,230,308
Net result for the period (restated)		18,975,846	0	0	18,975,846
Other comprehensive income (restated)	11	0	0	(65,570,389)	(65,570,389)
Total comprehensive income		18,975,846	0	(65,570,389)	(46,594,543)
Initial application of AASB 15/1058		(2,515,739)	0	0	(2,515,739)
Transfers (from)/to surplus	11	394,125	0	(394,125)	0
Transfers (from)/to reserves	4	(4,193,564)	4,193,564	0	0
Transfers from/(to) trust funds		2,093,697	0	0	2,093,697
Restated Balance as at 30 June 2020		559,003,347	86,595,611	772,614,765	1,418,213,723
Comprehensive income					
Net result for the period		(2,036,709)	0	0	(2,036,709)
Other comprehensive income	11	0	0	65,900,787	65,900,787
Total comprehensive income		(2,036,709)	0	65,900,787	63,864,078
Transfers from reserves	4	21,291,254	(21,291,254)	0	0
Transfers to reserves	4	(45,467,843)	45,467,843	0	0
Balance as at 30 June 2021		532,790,049	110,772,200	838,515,552	1,482,077,801

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

CITY OF JOONDALUP
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates		101,592,125	90,266,306	104,243,686
Operating grants, subsidies and contributions		9,129,662	6,950,605	7,288,758
Fees and charges		40,408,800	39,936,832	38,642,594
Interest received		1,500,344	1,725,729	3,598,979
Other revenue		657,675	551,191	1,150,134
		153,288,606	139,430,663	154,924,151
Payments				
Employee costs		(62,071,503)	(63,512,491)	(64,175,327)
Materials and contracts		(46,656,107)	(51,188,305)	(45,874,408)
Utility charges		(5,583,393)	(6,007,385)	(5,742,917)
Interest expenses		(387,238)	(384,858)	388,152
Insurance paid		(1,457,672)	(1,430,948)	(1,418,200)
Goods and services tax paid		(63,749)	0	(211,097)
		(116,219,663)	(122,523,987)	(117,033,797)
Net cash provided by (used in) operating activities	18	37,068,943	16,906,676	37,890,354
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for purchase of property, plant & equipment	8(a)	(8,731,113)	(4,320,099)	(7,463,250)
Payments for construction of infrastructure	9(a)	(25,975,883)	(43,881,770)	(22,858,537)
Non-operating grants, subsidies and contributions	2(a)	11,650,704	10,702,598	5,312,482
Proceeds from disposal of land held for sale	6	1,496,094	0	0
Proceeds from sale of property, plant & equipment	10(a)	445,136	1,851,050	1,508,256
Net Distributions received from Tamala Park Regional Council	23(c)	1,876,606	500,000	641,408
Net cash provided by (used in) investment activities		(19,238,456)	(35,148,221)	(22,859,641)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	15(b)	(2,445,660)	(2,445,660)	(3,324,328)
Payments for principal portion of lease liabilities	14(b)	(379,984)		(407,643)
Net cash provided by (used in) financing activities		(2,825,644)	(2,445,660)	(3,731,971)
Net increase (decrease) in cash held		15,004,843	(20,687,205)	11,298,743
Cash at beginning of year		125,021,982	118,062,428	111,629,542
Transfer from Trust Fund		0	297,158	2,093,697
Cash and cash equivalents at the end of the year	18	140,026,825	97,672,381	125,021,982

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

CITY OF JOONDALUP
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2021

NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$	
OPERATING ACTIVITIES				
Net current assets at start of financial year - surplus/(deficit)	27 (b)	19,608,893	17,321,507	5,581,095
		19,608,893	17,321,507	5,581,095
Revenue from operating activities (excluding rates)				
Specified area rates		713,830	705,776	712,302
Operating grants and subsidies		6,109,786	5,880,449	6,344,616
Contributions, Reimbursements and Donations		1,255,157	1,070,156	1,859,217
Profit on asset disposals		2,459,552	98,529	817,793
Fees and charges		40,094,589	40,020,382	38,642,594
Interest earnings		1,500,344	1,105,049	3,598,979
Other revenue		657,675	551,191	1,503,998
		52,790,933	49,431,532	53,479,499
Expenditure from operating activities				
Employee costs		(60,128,780)	(64,094,975)	(61,285,629)
Materials and contracts		(46,535,720)	(52,096,994)	(45,987,461)
Utility charges		(5,583,393)	(6,114,625)	(5,742,917)
Depreciation on non-current assets		(31,530,289)	(32,308,300)	(31,377,088)
Loss on asset disposals		(15,882,989)	(207,114)	(295,694)
Loss on land held for sale		(62,997)	(75,000)	0
Interest expenses		(387,238)	(384,877)	(526,151)
Insurance expenses		(1,457,672)	(1,430,948)	(1,418,200)
		(161,569,078)	(156,712,833)	(146,633,140)
Non-cash amounts excluded from operating activities	27(a)	43,260,818	32,591,885	31,845,525
Amount attributable to operating activities		(45,908,434)	(57,367,909)	(55,727,021)
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions	2(a)	9,128,926	10,702,598	5,312,482
Proceeds from disposal of assets	10(a)	445,136	1,851,050	1,508,256
Proceeds from disposal of land held for sale	6	1,496,094	0	0
Purchase of property, plant and equipment	8(a)	(8,731,113)	(4,320,099)	(7,463,250)
Purchase and construction of infrastructure	9(a)	(25,975,883)	(44,091,770)	(22,858,537)
Net Distributions received from Tamala Park Regional Council		1,876,606	500,000	641,408
		(21,760,234)	(35,358,221)	(22,859,641)
Amount attributable to investing activities		(21,760,234)	(35,358,221)	(22,859,641)
FINANCING ACTIVITIES				
Repayment of borrowings	15(b)	(2,445,660)	(2,445,660)	(3,324,328)
Payments for principal portion of lease liabilities	14(b)	(379,984)	0	(407,643)
Transfers to reserves (restricted assets)	4	(45,467,843)	(24,795,823)	(16,065,719)
Transfers from reserves (restricted assets)	4	21,291,254	26,602,760	11,872,155
Transfer from Trust Fund		0	297,158	2,093,697
Amount attributable to financing activities		(27,002,233)	(341,565)	(5,831,838)
Surplus/(deficit) before imposition of general rates		(94,670,901)	(93,067,695)	(84,418,500)
Total amount raised from general rates	26(a)	98,531,237	98,078,155	104,027,393
Surplus/(deficit) after imposition of general rates	27(b)	3,860,336	5,010,460	19,608,893

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

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

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.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost 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 improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

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 financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the at fair value of selected non-current assets, financial assets and liabilities.

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 30 to these financial statements.

INITIAL APPLICATION OF 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.

These were:

- AASB 1059 *Service Concession Arrangements: Grantors*
- AASB 2018-7 *Amendments to Australian Accounting Standards - Definition of Materiality*

The adoption of these standards had no material impact on the financial report.

NEW ACCOUNTING STANDARDS FOR APPLICATION IN FUTURE YEARS

The following new accounting standards will have application to local government in future years:

- AASB 2020-1 *Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current*
- AASB 2020-3 *Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments*
- AASB 2021-2 *Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates*

It is not expected these standards will have an impact on the financial report.

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 balances, transactions and disclosures impacted by accounting estimates are as follows:

- Employee expenses
- Land held for resale
- Other financial assets
- Property, Plant and Equipment
- Infrastructure
- Right-of-use assets
- Lease liabilities
- Borrowing liabilities
- Provisions

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

2. REVENUE AND EXPENSES

(a) Revenue (Grants, subsidies & contributions)

Grants, subsidies and contributions are included as both operating and non-operating revenues in the Statement of Comprehensive Income:

	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
By nature and type:			
Operating grants and subsidies			
Current grants			
Financial Assistance Grant	5,575,222	5,595,750	5,744,520
Department of Communities	1,000	1,000	9,970
Department of Local Gov Sport and Cultural Industries	5,000	0	10,000
Department of Transport	95,739	75,000	79,053
Healthways	9,000	10,000	10,000
Lotteries commission	0	45,000	45,000
Department of Industry, Innovation and Science	175,596	0	167,012
Department of Fire and Emergency Services	144,728	87,700	253,470
Regional Development	7,500	0	7,500
Gaming and wagering	12,000	0	0
Other Grants	84,001	66,000	31,516
	6,109,786	5,880,450	6,358,041
Non-operating grants and subsidies			
Capital grants			
Main Roads Black Spot Funding	342,916	1,726,894	377,747
Main Roads Direct Grant	542,265	531,000	533,932
Main Roads - Metro Regional Road Programme	2,438,206	3,544,705	1,460,788
Cities - Roads to Recovery Programme	1,376,756	1,532,000	1,403,040
Department of Water and Environmental Regulation	321,746	0	354,000
Department of Local Gov sport and cultural industries	42,234	0	84,560
Lottery west	100,160	0	618,839
Department of Transport	157,411	110,000	194,937
Dept Industry Innovation and Science	0	0	20,000
Public Transport Authority	0	1,000,000	938,725
Communication	2,227,494	1,440,500	0
Other Government Grants	3,000	87,500	185,864
	7,552,188	9,972,599	6,172,432
Total grant revenue	13,661,974	15,853,049	12,530,473
By program:			
Operating grants and subsidies			
Governance	175,596	0	0
General purpose funding	3,314,170	3,349,022	3,457,427
Law, order, public safety	0	0	159,520
Education and welfare	24,470	4,000	0
Community amenities	77,219	75,000	134,560
Recreation and culture	40,436	57,000	86,000
Transport	2,322,371	2,307,728	2,352,998
Other property and services	155,524	87,700	167,536
	6,109,786	5,880,450	6,358,041
Non-operating grants and subsidies			
Community amenities	835,362	770,000	1,106,225
Recreation and culture	1,153,797	1,710,500	1,513,114
Transport	5,563,029	7,484,599	3,553,093
Education and Welfare	0	7,500	0
	7,552,188	9,972,599	6,172,432
Total grants and subsidies	13,661,974	15,853,049	12,530,473
By Nature and Type:			
Contributions, reimbursements and donations			
Current			
Contributions	131,221	145,400	149,349
Reimbursements	1,123,936	924,756	1,709,868
	1,255,157	1,070,156	1,859,217

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Grants, subsidies & contributions)

Non-operating contributions

Capital contributions	1,576,738	730,000	2,083,219
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By Program:

Contributions, reimbursements and donations

Governance	13,402	33,674	3,539
General purpose funding	77,278	230,500	156,726
Law, order, public safety	20,291	22,869	25,384
Health	5,963	9,476	9,730
Education and welfare	46,783	44,750	45,076
Community amenities	415,985	61,230	884,833
Recreation and culture	468,463	435,385	534,097
Transport	24,485	24,495	52,744
Economic services	29,264	4,162	3,360
Other property and services	153,243	203,616	143,729
	1,255,157	1,070,157	1,859,217

Non-operating contributions

Community amenities	0	0	125,053
Recreation and culture	1,481,552	730,000	307,247
Transport	95,186	0	0
Other property and services	0	0	1,650,919
	1,576,738	730,000	2,083,219

(a) Revenue (continued)

Fees and charges (by nature and type)

	2021 Actual \$	2021 Budget \$	2020 Actual \$
Refuse charges	20,743,412	20,676,614	20,614,416
Membership fees	2,833,528	2,543,567	2,384,362
Learn to Swim program fees	2,049,189	1,478,174	1,357,983
User entry fees	1,877,382	1,853,346	1,739,879
Off street parking fees	1,323,661	1,390,000	1,277,297
On street parking fee	1,090,099	1,224,000	1,138,956
Parking infringements	313,755	1,190,000	920,922
Inspection fees	1,005,533	1,023,389	1,003,051
Development application fees	1,056,685	700,000	711,668
Facilities hire	939,363	990,663	750,585
Other miscellaneous charges	877,224	834,492	838,652
Building licence fees	890,639	610,000	588,892
Property rental	765,385	814,836	792,039
Court sport revenue	505,162	525,764	406,642
Rates instalments administration fee	539,055	643,200	637,153
Fines enforcement	443,453	630,000	637,188
Dog registration fees	371,512	400,000	440,689
Term program activities fees	212,714	197,534	173,535
Merchandise sales and other sales	313,717	230,486	236,733
Private property agreements	131,084	130,000	133,992
Land purchase enquiries fees	349,086	220,000	232,156
Multi storey car park parking fees	613,930	860,000	782,398
Other building and development charges	135,012	110,000	91,845
Commission	153,191	145,750	142,754
Credit card surcharge	118,334	135,000	137,464
Immunisation fees	109,170	102,000	142,060
Library fines and penalties	49,858	73,300	55,859
Personal training	8,891	88,287	83,451
Park hire	207,046	118,980	109,632
Cat registration fee	67,521	81,000	80,343
	40,094,589	40,020,382	38,642,594

Fees and Charges (By Program)

Governance	1,948	0	0
General purpose funding	909,759	983,200	984,295
Law, order, public safety	654,241	796,931	833,624
Health	472,767	489,000	517,792
Education and welfare	64,423	83,921	78,822
Community amenities	22,920,627	22,374,160	22,348,121
Recreation and culture	9,379,460	8,526,129	7,697,484
Transport	3,961,658	5,437,000	4,896,714
Economic services	1,385,286	966,000	945,260
Other property and services	344,420	364,041	340,484
	40,094,589	40,020,382	38,642,594

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

2 REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

There were no changes to the amounts of fees or charges detailed in the original budget.

Grants, subsidies and contributions

Operating grants, subsidies and contributions are grants, subsidies or contributions that are not non-operating in nature.

Non-operating grants, subsidies and contributions are amounts received for the acquisition or construction of recognisable non-financial assets to be controlled by the local government.

Fees and Charges

Revenue (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees.

Contracts with customers and transfers for recognisable non-financial assets

Revenue from contracts with customers and transfers to enable the acquisition or construction of recognisable non-financial assets to be controlled by the City was recognised during the year for the following nature or types of goods or services:

Operating grants, subsidies and contributions	6,109,786	5,880,450	6,358,041
Fees and charges	40,094,589	40,020,382	38,642,594
Other revenue	657,675	551,191	1,503,998
Non-operating grants, subsidies and contributions	7,552,188	9,972,598	6,172,432
	54,414,238	56,424,621	52,677,065

Revenue from contracts with customers and transfers to enable the acquisition or construction of recognisable non-financial assets to be controlled by the City is comprised of:

Revenue from contracts with customers included as a contract liability at the start of the period	36,885		
Revenue from contracts with customers recognised during the year	46,825,165	46,452,023	46,504,633
Revenue from transfers intended for acquiring or constructing recognisable non financial assets held as a liability at the start of the period	718,847		
Revenue from transfers intended for acquiring or constructing recognisable non financial assets during the year	6,833,341	9,972,598	6,172,432
	54,414,238	56,424,621	52,677,065

Information about receivables, contract assets and contract liabilities from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:

Trade and other receivables from contracts with customers	904,682	0	2,669,401
Contract assets	0	0	0
Contract liabilities from contracts with customers	0	0	(36,885)
Financial assets held from transfers for recognisable financial assets	3,277,510	0	718,847
Grant liabilities from transfers for recognisable non financial assets	(3,277,510)	0	(718,847)

Contract assets primarily relate to the City's right to consideration for work completed but not billed at 30 June 2020.

Assets associated with contracts with customers were not subject to an impairment charge.

Contract liabilities for contracts with customers primarily relate to grants with performance obligations received in advance, for which revenue is recognised over time as the performance obligations are met.

Information is not provided about remaining performance obligations for contracts with customers that had an original expected duration of one year or less.

Consideration from contracts with customers is included in the transaction price.

Performance obligations in relation to contract liabilities from transfers for recognisable non financial assets are satisfied as project milestones are met or completion of construction or acquisition of the asset. All associated performance obligations are expected to be met over the next 12 months.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021
2. REVENUE AND EXPENSES (Continued)

(a) Revenue (continued)	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Rates (by nature and type)			
General rates	98,531,237	98,078,155	104,027,393
Specified area rates	713,830	705,776	712,298
	<u>99,245,067</u>	<u>98,783,931</u>	<u>104,739,691</u>
Interest earnings			
Interest on reserve funds	693,445	521,482	1,045,385
Rates instalment and penalty interest (refer Note 26(d))	172,639	108,723	783,879
Interest earned on Other Investments	634,261	474,844	1,769,715
	<u>1,500,344</u>	<u>1,105,049</u>	<u>3,598,979</u>

SIGNIFICANT ACCOUNTING POLICIES

Interest earnings

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

Interest earnings (continued)

Interest income is presented as finance income where it is earned from financial assets that are held for cash management purposes.

(b) Expenses	Note	2021 Actual	2021 Budget	2020 Actual
		\$	\$	\$
Employee costs				
Salaries and wages		49,268,895	55,069,622	50,898,134
Superannuation guarantee		4,996,032	5,096,621	5,008,900
Workers compensation		1,497,828	1,497,546	1,511,586
Other		4,366,025	2,431,186	3,867,009
		<u>60,128,780</u>	<u>64,094,975</u>	<u>61,285,629</u>
Materials and contracts				
Elected member costs		642,022	771,183	646,511
Administration costs		847,960	1,239,747	1,173,663
Rental and property charges		814,253	977,115	843,050
Telephone and communication charges		686,608	802,513	708,219
Finance related costs		539,798	545,290	657,191
Professional charges**		1,793,002	2,616,762	1,785,245
Public relations costs		778,731	1,219,025	811,540
Computing costs		2,150,104	3,145,595	2,084,115
Contributions and donations		1,099,899	1,693,441	1,198,995
Purchase of minor equipment		1,155,880	1,042,309	2,346,254
Travel and vehicle maintenance expenses		1,395,428	1,741,929	1,667,202
Waste management costs		17,040,434	17,441,200	16,819,968
External contractors and services		13,552,154	13,321,958	11,569,647
Other materials and services		4,039,447	5,538,927	3,687,662
		<u>46,535,720</u>	<u>52,096,994</u>	<u>45,999,264</u>
**Auditors remuneration				
- Audit of the Annual Financial Report		68,300	80,000	81,000
- Other services		10,570	0	3,160
		<u>78,870</u>	<u>80,000</u>	<u>84,160</u>
Interest expenses (finance costs)				
Borrowings	15(b)	206,519	208,565	334,382
Lease liabilities	14(b)	180,719	176,312	191,769
		<u>387,238</u>	<u>384,877</u>	<u>526,151</u>
Utilities Charges				
Electricity		5,337,905	5,858,669	5,514,394
Gas		42,919	56,729	39,096
Water		202,569	199,226	189,428
		<u>5,583,393</u>	<u>6,114,624</u>	<u>5,742,918</u>

CITY OF JOONDALUP
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2021

2. REVENUE AND EXPENSES

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 30 JUNE 2021

3. CASH AND CASH EQUIVALENTS

	NOTE	2021	2020
		\$	\$
Cash at bank and on hand		4,352,698	8,491,982
Term deposits		135,674,128	116,530,000
Total cash and cash equivalents		140,026,825	125,021,982

Restrictions

The following classes of assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

- Cash and cash equivalents		114,049,710	87,351,343
		114,049,710	87,351,343

The restricted assets are a result of the following specific purposes to which the assets may be used:

Reserves - cash backed	4	110,772,200	86,595,611
Contract liabilities from contracts with customers	13	0	36,885
Grants for transfers for recognisable non financial assets	13	3,277,510	718,847
Total restricted assets		114,049,710	87,351,343

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 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.

Restricted assets

Restricted asset balances are not available for general use by the local government due to externally imposed restrictions. Externally imposed restrictions are specified in an agreement, contract or legislation. This applies to reserves, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

4. RESERVES - CASH BACKED

	2021		2021		2021		2021		2021		2021		2021		2021		2021	
	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Actual	Actual	Actual	Actual	Opening	Opening	Transfer	Transfer	Actual	Actual
	Opening	Transfer to	Transfer (from)	Closing	Opening	Transfer to	Transfer (from)	Closing	Opening	Transfer to	Transfer (from)	Closing	Balance	Balance	to	(from)	Balance	Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(a) Non-current long service leave	1,359,636	0	(119,628)	1,240,008	1,361,317	100,000	0	1,461,317	1,511,317	0	0	1,511,317	1,511,317	0	0	(151,681)	1,359,636	1,359,636
(b) Capital works Carried Forward Reserve	13,337,090	5,492,708	(8,111,244)	10,718,554	6,334,894	0	(4,484,497)	1,850,397	11,706,412	10,252,814	(8,622,136)	13,337,090	11,706,412	10,252,814	(8,622,136)	13,337,090	13,337,090	13,337,090
(c) Cash in lieu of Parking Reserve	1,351,015	10,988	0	1,362,003	1,347,258	10,142	0	1,357,400	1,221,867	140,493	(11,345)	1,351,015	1,221,867	140,493	(11,345)	1,351,015	1,351,015	1,351,015
(d) Joondalup Performing Arts and Cultural Facility Reserve	16,819,773	142,279	0	16,962,052	16,782,411	126,342	0	16,908,753	16,617,407	249,155	(46,789)	16,819,773	16,617,407	249,155	(46,789)	16,819,773	16,819,773	16,819,773
(e) Marmion Car Park Reserve	183,105	0	0	183,105	183,105	0	0	183,105	183,105	0	0	183,105	183,105	0	0	183,105	183,105	183,105
(f) Parking Facility Reserve	3,059,950	1,344,762	(1,003,867)	3,400,845	2,465,428	1,938,547	(1,003,867)	3,400,108	2,195,871	2,001,605	(1,137,526)	3,059,950	2,195,871	2,001,605	(1,137,526)	3,059,950	3,059,950	3,059,950
(g) Percy Doyle Infrastructure Reserve	0	85,346	0	85,346	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(h) Public Art Reserve	212,049	50,000	0	262,049	272,756	0	0	272,756	212,049	0	0	212,049	212,049	0	0	212,049	212,049	212,049
(i) Specified area rating - Harbour Rise reserve	3,862	5,516	0	9,378	4,426	0	(4,426)	0	10,590	108	(6,836)	3,862	10,590	108	(6,836)	3,862	3,862	3,862
(j) Specified area rating - Iluka reserve	13,414	4,665	0	18,079	1,828	0	(1,828)	0	760	12,654	0	13,414	760	12,654	0	13,414	13,414	13,414
(k) Specified area rating - Woodvale Waters reserve	6,092	36	(3,368)	2,760	5,861	0	(5,861)	0	19,205	188	(13,301)	6,092	19,205	188	(13,301)	6,092	6,092	6,092
(l) Specified area rating - Burns Beach reserve	6,457	1,872	0	8,329	4,311	0	(4,311)	0	6,329	128	0	6,457	6,329	128	0	6,457	6,457	6,457
(m) Strategic Asset Reserve	16,584,455	1,622,888	(3,484,565)	14,722,778	15,090,413	1,512,083	(8,470,700)	8,131,796	18,066,474	258,199	(1,740,218)	16,584,455	18,066,474	258,199	(1,740,218)	16,584,455	16,584,455	16,584,455
(n) Tamala Park Land Sales Reserve	14,124,630	2,123,008	0	16,247,638	14,083,685	607,907	0	14,691,592	13,915,689	208,941	0	14,124,630	13,915,689	208,941	0	14,124,630	14,124,630	14,124,630
(o) Asset Renewal Reserve	5,997,695	31,921,762	(8,568,582)	29,350,875	6,545,366	19,891,330	(12,627,271)	13,809,425	6,050,243	89,775	(142,323)	5,997,695	6,050,243	89,775	(142,323)	5,997,695	5,997,695	5,997,695
(p) Waste Management Reserve	13,536,388	2,662,015	0	16,198,403	11,919,331	609,470	0	12,528,801	10,684,729	2,851,659	0	13,536,388	10,684,729	2,851,659	0	13,536,388	13,536,388	13,536,388
	86,595,611	45,467,843	(21,291,254)	110,772,200	76,402,390	24,795,821	(26,602,761)	74,595,450	82,402,047	16,065,719	(11,872,155)	86,595,611	82,402,047	16,065,719	(11,872,155)	86,595,611	86,595,611	86,595,611

All reserves are supported by cash and cash equivalents and are restricted within equity as Reserves - cash backed.

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of Reserve	Purpose of the 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 interest.
(d) Joondalup Performing Arts and Cultural Facility Reserve	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 Jnan 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 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 \$8,500,000 loan taken in 2014-15 to construct the Reid Promenade Car Park.
(g) Percy Doyle Infrastructure Reserve	Created in 2020-21, for the purposes of providing new infrastructure and improving existing infrastructure at Percy Doyle Reserve. Transfer from accumulated surplus represents initial funding to establish the reserve and interest.
(h) Public Art Reserve	Created in 2012-13 for the purpose of providing for the commissioning and purchase of public art works. Transfer from accumulated surplus represents funding for this purpose surplus represents interest. Transfers from the reserve are to fund works undertaken in the Harbour Rise specified area.
(i) 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.
(j) 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.
(k) 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.
(l) 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 Burns Beach specified area. Transfer from accumulated surplus represents unspent funds levied during the year and interest.
(m) 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 various capital works projects including Joondalup City Centre lighting.
(n) 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 10 Year Strategic Financial Plan. The transfer from accumulated surplus represents interest.
(o) 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.
(p) 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 30 JUNE 2021

5. TRADE AND OTHER RECEIVABLES

Current

Rates receivable	
Sundry receivables	
GST receivable	
Allowance for impairment of receivables	

Non-current

Pensioner's rates and ESL deferred	
Long service leave - due from other Councils	

	2021	2020
	\$	\$
	1,687,531	1,979,100
	904,682	2,669,401
	1,084,630	1,020,879
	(26,026)	(97,904)
	<u>3,650,817</u>	<u>5,571,476</u>
	1,920,992	1,861,175
	118,468	81,639
	<u>2,039,460</u>	<u>1,942,814</u>

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 30 JUNE 2021

6. INVENTORIES AND OTHER FINANCIAL ASSETS

(a) Inventories

Current

Inventories

Land held for resale

Assets held for transfer (Note 1)

Non-current

Land held for resale - cost (Note 2)

Cost of acquisition

Disposals during the year

Development costs

The following movements in inventories occurred during the year:

Balance at beginning of year

Issues/Disposals during the year

Adjustments during the year

Receipts/additions during the year

Balance at end of year

	2021	2020
	\$	\$
	135,835	135,253
	90,442	1,649,532
	4	4
	<u>226,281</u>	<u>1,784,789</u>
	13,910,287	14,009,867
	(426,481)	(99,580)
	2,621,258	3,223,936
	<u>16,105,064</u>	<u>17,134,223</u>
	18,919,012	17,506,677
	(2,711,067)	(844,718)
	(20)	2,901
	123,420	2,254,152
	<u>16,331,345</u>	<u>18,919,012</u>

Note 1- Assets held for transfer comprises: Two lots of land to be transferred to Development WA for the Ocean Reef Marina development. The two lots were originally recognised and presented at a combined cost of \$554,785. They are now held at their net realisable value, following revaluation in 2019-20. The land was presented in the 2018-19 financial year at a combined fair value of \$63,077,000 following revaluation in 2017. In addition peripheral assets previously held at a value of \$6,598,000 (\$2,745,000 buildings and \$3,853,000 infrastructure) relevant to the development are also held at net realisable value. Refer Note 24.2

Note 2. This land relates to the Tamala Park Regional Council (TPRC) which 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.

Profit on sale of Tamala Park Regional Council Land

	2021	2020
	\$	\$
Sales Proceeds	4,985,565	1,506,830
Cost of land sold	426,481	99,580
Development and other costs	2,244,596	667,498
Profit	2,314,488	739,752

Loss on sale of other land held for resale

	2021	2020
	\$	\$
Sales Proceeds	1,496,094	0
Cost of land sold	1,559,091	0
Loss	(62,997)	0

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 30 JUNE 2021**

6. INVENTORIES AND OTHER FINANCIAL ASSETS

(b) Other Financial Assets

Non-current assets

Financial assets at fair value through profit and loss

Financial assets at fair value through profit and loss

Units in Local Government House Trust

	2021	2020
	\$	\$
	92,259	89,026
	92,259	89,026
	92,259	89,026
	92,259	89,026

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

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.

7. OTHER CURRENT ASSETS

Other assets - current

Prepayments

Accrued income

	2021	2020
	\$	\$
	757,967	443,960
	597,565	983,654
	1,355,533	1,427,614

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 30 JUNE 2021

6. INVENTORIES AND OTHER FINANCIAL ASSETS

(a) Inventories

Current

Inventories

Land held for resale

Assets held for transfer (Note 1)

Non-current

Land held for resale - cost (Note 2)

Cost of acquisition

Disposals during the year

Development costs

The following movements in inventories occurred during the year:

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	2021	2020
	\$	\$
	135,835	135,253
	90,442	1,649,532
	4	4
	<u>226,281</u>	<u>1,784,789</u>
	13,910,287	14,009,867
	(426,481)	(99,580)
	2,621,258	3,223,936
	<u>16,105,064</u>	<u>17,134,223</u>
	18,919,012	17,506,677
	(2,711,067)	(844,718)
	(20)	2,901
	123,420	2,254,152
	<u>16,331,345</u>	<u>18,919,012</u>

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Sales Proceeds	1,496,094	0
Cost of land sold	1,559,091	0
Loss	(62,997)	0

SIGNIFICANT ACCOUNTING POLICIES

General

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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 30 JUNE 2021

6. INVENTORIES AND OTHER FINANCIAL ASSETS

(b) Other Financial Assets

Non-current assets

Financial assets at fair value through profit and loss

Financial assets at fair value through profit and loss

Units in Local Government House Trust

	2021	2020
	\$	\$
	92,259	89,026
	92,259	89,026
	92,259	89,026
	92,259	89,026

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

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.

7. OTHER CURRENT ASSETS

Other assets - current

Prepayments

Accrued income

	2021	2020
	\$	\$
	757,967	443,960
	597,565	983,654
	1,355,533	1,427,614

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 30 JUNE 2021**

8. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Land - freehold land	Buildings - non- specialised	Furniture and equipment	Plant and equipment	Artworks	Library Assets	Work in Progress	Total property, plant and equipment
	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2019	190,437,996	212,482,448	1,126,416	17,181,252	807,618	0	14,155,089	436,190,819
Additions						2,004,791	7,463,250	9,468,041
(Disposals)	(1,353,000)	0	0	(372,910)	0	0	0	(1,725,910)
Revaluation increments / (decrements) transferred to revaluation surplus	(73,061,309)	11,263,327	0	0	0	0	0	(61,797,982)
Impairment (losses) / reversals	0	(24,200)	0	0	(19,042)	0	0	(43,242)
Classified as Held for Sale	(1,559,091)	0	0	0	0	0	0	(1,559,091)
Depreciation (expense)	0	(4,767,760)	(568,537)	(2,418,611)	0	0	0	(7,754,908)
Transfers to / (from)		1,728,791	387,388	2,027,723	42,292	228,949	(4,415,143)	0
Balance at 30 June 2020	114,464,596	220,682,606	945,267	16,417,454	830,868	2,233,740	17,203,196	372,777,727
Comprises:								
Gross balance amount at 30 June 2020	114,464,596	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	0	(100,210,093)	(6,696,450)	(8,840,920)	0	(3,126,390)	0	(118,873,853)
Balance at 30 June 2020	114,464,596	220,682,606	945,267	16,417,454	830,868	2,233,740	17,203,196	372,777,727
Additions						287,345	8,443,768	8,731,113
(Disposals)	0	0	0	(329,031)	0	0	0	(329,031)
Revaluation increments / (decrements) transferred to revaluation surplus	0	(2,744,656)	0	0	0	0	0	(2,744,656)
Impairment (losses) / reversals	0	(49,396)	0	0	(15,000)	(186,071)	0	(250,467)
Depreciation (expense)	0	(4,454,907)	(525,355)	(2,484,055)	0	(536,730)	0	(8,001,047)
Transfers	0	1,181,573	637,657	1,976,389	70,018	226,556	(4,092,193)	0
Balance at 30 June 2021	114,464,596	214,615,220	1,057,569	15,580,757	885,886	2,024,840	21,554,771	370,183,639
Comprises:								
Gross balance amount at 30 June 2021	114,464,596	317,429,308	8,279,374	25,773,942	885,886	5,291,484	21,554,771	493,679,361
Accumulated depreciation at 30 June 2021	0	(102,814,088)	(7,221,805)	(10,193,185)	0	(3,266,644)	0	(123,495,722)
Balance at 30 June 2021	114,464,596	214,615,220	1,057,569	15,580,757	885,886	2,024,840	21,554,771	370,183,639

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

8. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Fair Value Measurements

(i) Fair Value	Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
Land and buildings						
	Land - freehold land	2	Market approach using recent observable market data for similar properties	Independent registered valuer/ Management valuation	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 valuation	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.

(ii) Cost

Following a change to Local Government (Financial Management) Regulation 17A, plant and equipment type assets (being plant and equipment, furniture and equipment, artwork and library assets are to be measured under the cost model, rather than at fair value. This change was effective from 1 July 2019 and represented a change in accounting policy. Revaluations carried out previously were not reversed as it was deemed fair value approximated cost at the date of change.

CITY OF JOONDALUP NOTES TO AND FORMING PART OF THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2021

9. INFRASTRUCTURE

(a) Movements in Balances

Movement in the balances 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 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	0	0	0	0	0	0	0	0	22,858,537	22,858,537
Revaluation increments / (decrements) transferred to revaluation surplus	(3,772,407)	0	0	0	0	0	0	0	0	(3,772,407)
Impairment (losses) / reversals	0	(167,114)	(32,903)	(121,592)	0	0	0	(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)	0	(22,230,604)
Transfers	6,164,695	1,118,482	220,883	2,789,091	203,164	0	113,905	3,558,675	(14,188,895)	0
Balance at 30 June 2020	\$ 353,849,156	\$ 77,628,345	\$ 260,847,316	\$ 136,748,484	\$ 13,434,211	\$ 29,275,282	\$ 3,493,213	\$ 21,966,687	\$ 20,208,853	\$ 917,451,547
Comprises:										
Gross balance 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	43,938,133	20,208,853	1,535,099,828
Accumulated depreciation at 30 June 2020	(338,868,255)	(42,727,650)	(145,879,576)	(41,388,521)	(12,854,646)	(13,320,413)	(637,772)	(21,871,446)	0	(617,648,281)
Balance at 30 June 2020	\$ 353,849,156	\$ 77,628,345	\$ 260,847,316	\$ 136,748,484	\$ 13,434,211	\$ 29,275,282	\$ 3,493,213	\$ 21,966,687	\$ 20,208,853	\$ 917,451,547
Additions	0	0	0	0	0	0	0	0	25,975,883	25,975,883
Transfer to Main Roads WA (Loss on Disposal - Note 10(a) & 33)	(6,544,036)	0	(4,785,044)	0	0	(4,524,950)	0	0	0	(15,854,030)
Revaluation increments / (decrements) transferred to revaluation surplus	56,612,663	11,119,438	(83,856)	(2,141,328)	2,563,193	(614,621)	1,265,449	(75,495)	0	68,645,443
Impairment (losses) / reversals	0	(319,795)	(84,144)	(182,894)	0	0	0	0	(203)	(587,036)
Depreciation (expense)	(10,299,556)	(2,044,505)	(4,610,428)	(3,110,759)	(338,212)	(473,762)	(110,585)	(1,266,965)	0	(22,254,772)
Transfers	9,064,049	2,844,268	251,635	2,920,264	1	0	321,913	0	(15,402,121)	9
Balance at 30 June 2021	\$ 402,682,276	\$ 89,227,751	\$ 251,535,479	\$ 134,233,767	\$ 15,659,193	\$ 23,661,949	\$ 4,969,990	\$ 20,624,227	\$ 30,782,412	\$ 973,377,044
Comprises:										
Gross balance at 30 June 2021	681,747,814	125,159,047	399,714,143	175,798,281	25,289,490	38,753,762	6,200,653	43,728,701	30,782,412	1,527,184,303
Accumulated depreciation at 30 June 2021	(279,065,538)	(35,931,296)	(148,178,664)	(41,564,514)	(9,640,297)	(15,091,813)	(1,230,663)	(23,104,474)	0	(553,807,289)
Balance at 30 June 2021	\$ 402,682,276	\$ 89,227,751	\$ 251,535,479	\$ 134,233,767	\$ 15,659,193	\$ 23,661,949	\$ 4,969,990	\$ 20,624,227	\$ 30,782,412	\$ 973,377,044

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

9. 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 2021	Construction costs and current condition, residual values and remaining useful life assessments.
Footpaths	3	Cost approach using depreciated replacement cost	Management valuation	June 2021	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 2021	Construction costs and current condition, residual values and remaining useful life assessments.
Bridges and Underpasses	3	Cost approach using depreciated replacement cost	Independent registered valuer/ Management valuation	June 2021	Construction costs and current condition, residual values and remaining useful life assessments.
Other Infrastructure	3	Cost approach using depreciated replacement cost	Management valuation	June 2021	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.

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

10. FIXED ASSETS

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

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

In relation to this 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 zero cost or otherwise significantly less than fair value, 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 that are land, buildings and infrastructure acquired between initial recognition and the next revaluation of the 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, buildings and infrastructure is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the City.

Revaluation (Continued)

At the end of each period the valuation 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.

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

AUSTRALIAN ACCOUNTING STANDARDS - INCONSISTENCY

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, is treated as right-of-use assets measured at zero cost. Therefore, the previous inconsistency with AASB 1051 in respect of 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 statement of financial position.

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 right-of-use assets at zero cost.

Refer to Note 14 that details the significant accounting policies applying to leases (including right-of-use assets).

CITY OF JOONDALUP
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2021

10. FIXED ASSETS

(a) Disposals of Assets

	2021			2021			2021			2020			2020		
	Actual Net Book Value	Actual Sale Proceeds	2021 Actual Profit	Budget Net Book Value	Budget Sale Proceeds	2021 Budget Profit	Budget Net Book Value	Budget Sale Proceeds	2021 Budget Loss	Actual Net Book Value	Actual Sale Proceeds	2020 Actual Profit	Actual Net Book Value	Actual Sale Proceeds	2020 Actual Loss
Land - freehold land	0	0	0	0	0	0	0	0	0	0	0	1,353,000	1,156,418	0	(196,582)
Plant and equipment	329,031	445,136	145,064	534,635	426,050	98,529	372,910	351,838	(207,114)	78,041	78,041	372,910	351,838	78,041	(99,113)
Infrastructure - Road*	6,544,036	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Drainage*	4,785,044	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bridges & Underpasses*	4,524,950	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	16,183,061	445,136	145,064	534,635	426,050	98,529	1,725,910	1,508,256	(207,114)	78,041	78,041	1,725,910	1,508,256	78,041	(295,695)

*These assets are to be transferred to Main Roads WA and have accordingly been de-recognised. Refer Note 33

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

10. FIXED ASSETS

(b) Depreciation

	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Buildings - non-specialised	4,454,907	4,873,848	4,767,760
Furniture and equipment	525,355	398,173	568,537
Plant and equipment	2,484,055	2,342,673	2,418,611
Library Assets	536,730	0	0
Right of Use Assets (Leases)	436,968	600,136	500,237
Infrastructure - Roads	10,299,556	10,514,458	10,309,719
Footpaths	2,044,505	2,065,280	2,052,787
Drainage	4,610,428	4,622,654	4,646,121
Parks and Reserves	3,110,759	3,300,018	3,161,612
Car Park	338,212	362,560	337,214
Bridges and Underpasses	473,762	473,843	474,888
Other Infrastructure	110,585	134,766	64,433
Lighting	1,266,965	1,172,818	1,183,830
Impairment	837,503	1,447,073	891,339
	31,530,290	32,308,300	31,377,088

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	Play space	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 on revaluation

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:

- (a) 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
- (b) 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
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11. REVALUATION SURPLUS

	2021	2021	2021	Total	2021	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020
	Restated	Revaluation	Revaluation	Movement on	Closing	Opening	Revaluation	Revaluation	Revaluation	Revaluation	Revaluation	Revaluation	Revaluation	Revaluation	Revaluation	Restated
	Opening	Increment	(Decrement)**	Revaluation	Balance	Balance	Increment	(Decrement)	(Decrement)	Increment	(Decrement)	Increment	(Decrement)	Adjustment*	Movement on	Closing
	Balance	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	Balance
Revaluation surplus - Land - freehold land	141,723,058	0	0	0	141,723,058	214,784,367	0	0	0	0	(73,061,309)	0	0	0	(73,061,309)	141,723,058
Revaluation surplus - Buildings - non-specialised	147,138,688	0	(2,744,656)	(2,744,656)	144,394,032	135,875,361	0	11,263,327	0	11,263,327	0	0	0	0	11,263,327	147,138,688
Revaluation surplus - Plant and equipment	0	0	0	0	0	124,769	0	0	0	0	0	0	0	(124,769)	0	0
Revaluation surplus - Artworks	0	0	0	0	0	269,356	0	0	0	0	0	0	0	(269,356)	0	0
Tamala Park Regional Council Assets	1,060	0	0	0	1,060	1,060	0	0	0	0	0	0	0	0	0	1,060
Mindarie Regional Council Assets	5,397,916	0	0	0	5,397,916	5,397,916	0	(1,151,833)	0	(1,151,833)	0	0	0	0	(1,151,833)	5,397,916
Revaluation surplus - Infrastructure - Roads	108,667,479	56,847,858	(235,195)	56,612,663	165,280,142	112,439,886	0	0	0	0	(3,772,407)	0	0	0	(3,772,407)	108,667,479
Revaluation surplus - Footpaths	68,344,614	11,369,083	(249,645)	11,119,438	79,464,052	68,344,614	0	0	0	0	0	0	0	0	0	68,344,614
Revaluation surplus - Drainage	163,985,902	0	(83,856)	(83,856)	163,902,046	163,985,902	0	0	0	0	0	0	0	0	0	163,985,902
Revaluation surplus - Parks and Reserves	101,007,064	0	(2,141,328)	(2,141,328)	98,865,736	101,007,064	0	0	0	0	0	0	0	0	0	101,007,064
Revaluation surplus - Car Park	2,177,904	3,631,082	(1,067,889)	2,563,193	4,741,097	2,177,904	0	0	0	0	0	0	0	0	0	2,177,904
Revaluation surplus - Bridges and Underpasses	26,994,513	0	(614,621)	(614,621)	26,379,892	26,994,513	0	0	0	0	0	0	0	0	0	26,994,513
Revaluation surplus - Other Infrastructure	453,308	1,265,449	0	1,265,449	1,718,757	453,308	0	0	0	0	0	0	0	0	0	453,308
Revaluation surplus - Lighting	6,723,259	73,113,472	(7,212,685)	65,900,787	838,515,552	6,723,259	0	(75,495)	0	(75,495)	0	0	0	(394,125)	6,723,259	
	772,614,765	73,113,472	(7,212,685)	65,900,787	838,515,552	838,579,279	(394,125)	11,263,327	(77,985,549)	(66,722,222)	1,151,833	0	0	0	1,151,833	772,614,765

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).

**\$6,598,000 of the Revaluation relates to assets which are to be transferred to Development WA - Note 6 (a)

CITY OF JOONDALUP
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FOR THE YEAR ENDED 30 JUNE 2021

12. TRADE AND OTHER PAYABLES

Current

Trade payables
 Other payables
 Accrued expenses
 Rates received in advance
 Bonds and deposits held

	2021	2020
	\$	\$
	4,600,329	4,008,373
	695,348	2,185,539
	3,105,207	3,906,427
	3,266,095	1,113,960
	872,326	926,447
	12,539,305	12,140,746

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 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

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

CITY OF JOONDALUP
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13. OTHER LIABILITIES

Current

Contract liabilities under contracts/agreements with customers
 Grant liabilities from transfers for recognisable non-financial assets
 Developer Contribution

2021	2020
\$	\$
0	36,885
3,277,510	718,847
1,221,867	1,221,867
4,499,377	1,977,599

Performance obligations for each type of liability are expected to be recognised as revenue in accordance with the following time bands:

Less than 1 year

Contract liabilities	Liabilities under transfers to acquire or construct non-financial assets to be controlled by the entity
\$	\$
0	4,499,377
0	4,499,377

SIGNIFICANT ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

With respect to transfers for recognisable non-financial assets, contract liabilities represent performance obligations which are not yet satisfied.

Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Liabilities under transfers to acquire or construct non-financial assets to be controlled by the entity

Grant liabilities represent the the City's performance obligations to construct recognisable non-financial assets to identified specifications which are yet to be satisfied.

Grant liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Movement in grant/contract liabilities:

Reconciliation of changes in grant liabilities

Operating Grants
 Non-operating Grants
 Contract Liabilities for developer contributions

Opening Balance 1/07/2020	Additions 2020/21	Income Recognised 2020/21	Closing Balance 30/06/2021
\$	\$	\$	\$
36,885	6,072,901	(6,109,786)	0
718,847	10,110,851	(7,552,188)	3,277,510
1,221,867	0	0	1,221,867
1,977,599	16,183,752	(13,661,974)	4,499,377

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

14. LEASE LIABILITIES

Right-of-use assets

Opening Balance at the beginning of the year

Land

Plant and Equipment

Depreciation

Net adjustment to Lease Liabilities

Carrying amount at the end of the year

Land

Plant and Equipment

	2021	2020
	\$	\$
	6,503,818	6,594,697
	35,940	296,388
	6,539,758	6,891,085
	(436,968)	(500,237)
	448,958	148,910
	6,106,348	6,503,818
	445,399	35,940
	6,551,747	6,539,758

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases

where the entity is the lessee:

Depreciation expense on lease liabilities

Interest expense on lease liabilities

Total amount recognised in the statement of comprehensive income

Total cash outflow from leases

436,968	500,237
180,719	191,769
617,687	692,006
560,703	599,412

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.

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.

Right-of-use assets - valuation

Right-of-use assets are measured at cost. This means that all right-of-use 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). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 for details on the significant accounting policies applying to vested improvements.

Right-of-use assets - depreciation

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.

CITY OF JOONDALUP
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14 LEASE LIABILITIES (Continued)

		2021		2020												
		\$	\$	\$	\$											
(a) Lease Liabilities																
	Current	455,497	362,194													
	Non Current	6,245,829	6,270,159													
		6,701,326	6,632,352													
(b) Movements in Carrying Amounts																
Purpose	Institution	Lease Interest Rate	Maturity year	Actual Lease Principal 1 July 2020	30 June 2021 Actual New Leases / Adjustment	30 June 2021 Actual Lease Principal Repayments	30 June 2021 Actual Lease Principal Outstanding	30 June 2021 Actual Lease Interest Repayments	30 June 2021 Actual Lease Principal	30 June 2020 Actual New Leases / Adjustment	30 June 2020 Actual Lease Principal Repayments	30 June 2020 Actual Lease Principal Outstanding	30 June 2020 Actual Lease Interest Repayments	30 June 2020 Actual Lease Principal	30 June 2020 Actual Lease Interest Repayments	
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Recreation and culture																
Gym Cardio Equipment -1	Mala Financial Pty Ltd	2.75%	2020	53,603	0	(53,603)	0	0	107,824	0	(54,221)	53,603	(926)			
Gym Cardio Equipment -2	Mala Financial Pty Ltd	2.75%	2024	0	355,763	(12,810)	342,953	(7,067)	0	0	0	0	0			
Spin Bike	Mala Financial Pty Ltd	4.00%	2026	0	108,085	(4,990)	103,105	(1,080)	0	0	0	0	0			
Blender Gallery	McGrees Property	1.40%	2020	0	0	0	0	0	188,564	(126,581)	(61,963)	0	(1,936)			
Transport																
Operation Works Depot Land	Water Corporation	2.62%	2037	6,578,749	(14,890)	(308,591)	6,255,268	(172,572)	6,594,687	275,491	(291,439)	6,578,749	(188,907)			
				6,632,352	448,958	(379,984)	6,701,326	(180,719)	6,891,065	148,910	(407,643)	6,632,352	(191,768)			

**CITY OF JOONDALUP
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15. INFORMATION ON BORROWINGS

(a) Borrowings

	2021	2020
	\$	\$
Current	1,836,584	2,445,660
Non-current	2,807,892	4,644,486
	4,644,486	7,090,146

(b) Repayments - Borrowings

Particulars	Loan Number	Institution	Interest Rate	30 June 2021		30 June 2021		30 June 2021		30 June 2021		30 June 2021		30 June 2020		30 June 2020	
				Actual Principal	Actual Interest	Budget Principal	Budget Interest	Actual Principal	Actual Interest	Budget Principal	Budget Interest	Actual Principal	Actual Interest	Budget Principal	Budget Interest	Actual Principal	Actual Interest
Community amenities																	
Bramston Park	8	WATC	2.21%	369,565	6,353	369,565	0	0	0	0	0	0	0	0	0	0	0
Recreation and culture																	
Aquatic Facilities Upgrade	4	WATC	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Streetscape Enhancement - West Coast	5	WATC	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Seacrest Sports Facility	6	WATC	6.16%	82,434	2,677	82,434	0	0	0	0	0	0	0	0	0	0	0
Forrest Park Sports Facility	6	WATC	6.16%	54,234	1,761	54,234	0	0	0	0	0	0	0	0	0	0	0
Fleur Frame Pavilion Upgrade	6	WATC	6.16%	149,830	4,866	149,830	0	0	0	0	0	0	0	0	0	0	0
Warwick Hockey Facility	9	WATC	2.37%	1,882,850	47,108	930,303	952,547	41,901	952,547	41,901	952,547	930,303	41,901	952,547	149,830	149,830	1,882,850
Transport																	
Reid Promenade Multi Storey Car Park	7	WATC	2.85%	4,551,233	143,754	859,294	3,691,939	148,943	3,691,939	148,943	3,691,939	859,294	148,943	3,691,939	4,551,233	4,551,233	4,551,233
				7,090,146	206,519	2,445,660	4,644,486	208,565	4,644,486	208,565	4,644,486	2,445,660	208,565	4,644,486	7,090,146	7,090,146	7,090,146
				7,090,146	206,519	2,445,660	4,644,486	208,565	4,644,486	208,565	4,644,486	2,445,660	208,565	4,644,486	7,090,146	7,090,146	7,090,146

* WA Treasury Corporation

All loan repayments were financed by general purpose revenue.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

15. INFORMATION ON BORROWINGS (Continued)

	2021	2020
	\$	\$
(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	(17,142)	(8,546)
Total amount of credit unused	529,858	538,454
Loan facilities		
Lease liabilities - current	455,497	362,194
Lease liabilities - non-current	6,245,829	6,270,158
Total facilities in use at balance date	6,701,326	6,632,352
Unused loan facilities at balance date	NIL	NIL

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.

Financial liabilities (Continued)

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.

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 30 JUNE 2021

16. EMPLOYEE RELATED PROVISIONS

(a) 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 2020						
Current provisions	4,937,838	6,444,938	92,539	1,114,783	2,048,076	14,638,174
Non-current provisions	0	1,520,060	0	0	0	1,520,060
	4,937,838	7,964,998	92,539	1,114,783	2,048,076	16,158,234
Additional provision	(162,935)	5,416	54,949	(53,015)	217,939	62,354
Balance at 30 June 2021	4,774,903	7,970,414	147,488	1,061,768	2,266,015	16,220,588
Comprises						
Current	4,774,903	6,550,516	147,488	1,061,768	2,266,015	14,800,690
Non-current	0	1,419,898	0	0	0	1,419,898
	4,774,903	7,970,414	147,488	1,061,768	2,266,015	16,220,588
Amounts are expected to be settled on the following basis:	2021	2020				
	\$	\$				
Less than 12 months after the reporting date	14,800,690	14,638,174				
More than 12 months from reporting date	1,419,898	1,520,060				
	16,220,588	16,158,234				

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

The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

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

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 30 JUNE 2021

17. OTHER PROVISIONS

	Other Provisions	Total
	\$	\$
Opening balance at 1 July 2020		
Current provisions	66,705	66,705
	66,705	66,705
Movement in Provisions	(57,290)	(57,290)
Balance at 30 June 2021	9,415	9,415
Comprises		
Current	9,415	9,415
	9,415	9,415

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.

Provision for study activities	0	57,290
Provision for write-off of assets	9,415	9,415
	9,415	66,705

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

18. 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:

	2021 Actual \$	2021 Budget \$	2020 Restated Actual \$
Cash and cash equivalents	140,026,825	97,672,381	125,021,982
Reconciliation of Net Cash Provided By Operating Activities to Net Result			
Net result	(2,036,709)	1,499,452	18,975,846
Non-cash flows in Net result:			
Adjustments to fair value of financial assets	(3,233)	0	(532,800)
Depreciation on non-current assets	31,530,290	32,308,300	31,377,088
(Profit)/loss on sale of asset	15,737,925	183,585	217,653
(Profit)/loss on sale of land held for resale	(2,251,491)	0	(739,752)
Library asset addition	0	0	(353,864)
Changes in assets and liabilities:			
(Increase)/decrease in receivables	2,745,973	(8,431,449)	(934,202)
(Increase)/decrease in other assets	72,081	854,073	485,442
(Increase)/decrease in inventories	(591)	(5,000)	19,740
Increase/(decrease) in payables	398,559	307,876	(2,243,027)
Increase/(decrease) in provisions	62,354	892,436	(126,119)
Increase/(decrease) in other provisions	(57,290)	0	0
Grants contributions for the development of assets	(9,128,926)	(10,702,598)	(8,255,651)
Net cash from operating activities	37,068,943	16,906,675	37,890,354

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

19. TOTAL ASSETS CLASSIFIED BY FUNCTION AND ACTIVITY

	2021	Restated 2020
	\$	\$
Governance	65,698,456	57,209,157
General purpose funding	28,230,484	22,255,874
Law, order, public safety	5,044,217	5,889,192
Health	371,938	386,220
Education and welfare	6,418,183	6,652,813
Community amenities	67,264,310	65,657,263
Recreation and culture	290,747,625	288,330,822
Transport	832,063,961	777,587,537
Economic services	29,361,611	23,164,819
Other property and services	201,491,512	215,145,809
	1,526,692,298	1,462,279,506

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

20. 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.

Refer to Note 29

Contaminated site – Tamala Park Landfill site

In February 2020, MRC received its first Mandatory Auditor's Report (MAR) as requested by the Department of Water and Environmental Regulation (DWER) in respect to the Tamala Park Waste Management Facility site.

Among other things, the purpose of the MAR is to confirm that earlier investigations 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 MRC received a second iteration of the MAR in November 2021, which has further assessed the contamination status of the site. In reaching their conclusion, the independent auditor has evaluated the information contained in the investigative reports as generally complete, accurate and compliant with the relevant guidelines. Also, the assessments were sufficient to define the potential extent and types of contamination.

The auditor has determined, based on the analysis contained in the assessed reports, that the site remains suitable for ongoing use as a Class II landfill ('source site'). Likewise, the affected site to the north of the facility remains suitable for its current use as a development buffer zone ('affected site'). A summary of findings for the source site are listed below;

Source site:

- All soils samples returned results below established criteria.
- Groundwater results indicate impact to the aquifer immediately below the landfill levels above relevant drinking water established criteria, although some results are reflective of naturally occurring conditions. Groundwater on site remains suitable for controlled industrial use on site without an unacceptable risk.
- Landfill gas results indicate that the existing extraction system is working effectively, with negligible detection of landfill gas outside the extraction network.

Affected site:

- Groundwater results indicate some contaminants above relevant drinking water established criteria but not criteria for non-potable uses. Elevated levels of some identified contaminants are also known to occur naturally in the local environment.
- No landfill gas detected outside the site boundary.

Currently, DWER has classified the site as "Contaminated – Remediation Required" and the affected site as "Contaminated – Restricted Use".

The MRC has commenced further work on implementing the recommendations of this most recent MAR, to determine the magnitude and extent of contamination including risks to human health, the environment and environmental values. Specifically, this work is focused upon assessing the adequacy of the landfill gas monitoring network, the potential for the subterranean migration of landfill gas, and the continued compilation and assessment of both gas and groundwater results to further inform future mitigation measures. Therefore, it is not possible to make a reasonable estimate as to the financial impact that may arise from any possible future remedial action at this time.

CITY OF JOONDALUP
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2021

21. CAPITAL COMMITMENTS

(a) Capital Expenditure Commitments

Contracted for:

- capital expenditure projects

2021	2020
\$	\$
6,479,885	5,506,343
6,479,885	5,506,343

Payable:

- not later than one year

6,479,885	5,506,343
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CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

22. RELATED PARTY TRANSACTIONS

Elected Members Remuneration

The following fees, expenses and allowances were paid to council members and/or the Mayor.

	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Elected Members Allowances	585,343	585,343	585,343
Elected Members Conferences/Training	24,305	137,500	27,698
Elected Members Travel and Child Care	22,625	32,000	24,998
Other Specified Expenses	9,749	16,340	8,472
	642,022	771,183	646,511

Mayor- Albert Jacob

Mayor's Annual allowance	137,269	137,269	137,269
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	8,246	8,000	8,856
Other Specified Expenses	6,194	22,332	3,483
Elected Members Conferences/Training	540	15,900	5,729
	155,749	187,001	158,837

Deputy Mayor - Russell Poliwka

Deputy Mayor's annual allowance	0	0	6,924
Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	0	2,000	186
Other Specified Expenses	929	2,334	816
Elected Members Conferences/Training	0	7,300	0
	36,107	46,812	43,104

Councillor - Christine Hamilton Prime

Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	0	2,000	1,515
Other Specified Expenses	358	2,334	2,195
Elected Members Conferences/Training	2,394	7,300	0
	37,930	46,812	38,888

Councillor - Christopher May

Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	1,202	2,000	963
Other Specified Expenses	1,453	2,334	1,746
Elected Members Conferences/Training	0	7,300	0
	37,833	46,812	37,887

Councillor - John Chester

Elected Members Allowances			
Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	655	2,000	1,830
Other Specified Expenses	614	2,334	796
Elected Members Conferences/Training	0	7,300	0
	36,447	46,812	37,804

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

Councillor - John Logan

Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	2,507	2,000	2,119
Other Specified Expenses	1,386	2,334	1,392
Elected Members Conferences/Training	52	7,300	2,504
	39,123	46,812	41,193

Councillor - John Raftis

Meeting attendance fees	31,678	31,678	22,226
Annual allowance for ICT expense	3,500	3,500	2,446
Elected Members Travel and Child Care expense	943	2,000	905
Other Specified Expenses	418	2,334	1,351
Elected Members Conferences/Training	7,823	7,300	0
	44,362	46,812	26,928

Councillor - Kerry Hollywood

Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	1,377	2,000	699
Other Specified Expenses	817	2,334	812
Elected Members Conferences/Training	0	7,300	0
	37,372	46,812	36,689

Councillor - Mike Norman

Meeting attendance fees	0	0	9,452
Annual allowance for ICT expense	0	0	1,054
Elected Members Travel and Child Care expense	0	0	683
Other Specified Expenses	0	0	1,063
Elected Members Conferences/Training	0	0	753
	0	0	13,005

Councillor - Nige Jones

Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	2,669	2,000	2,885
Other Specified Expenses	830	2,334	1,481
Elected Members Conferences/Training	4,808	7,300	1,815
	43,485	46,812	41,359

Councillor - Philippa Taylor

Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	888	2,000	376
Other Specified Expenses	1,459	2,334	1,219
Elected Members Conferences/Training	2,018	7,300	1,804
	39,543	46,812	38,577

Councillor - Russ Fishwick

Deputy Mayor's annual allowance	22,438	22,438	15,514
Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	2,593	2,000	2,086
Other Specified Expenses	904	2,334	861
Elected Members Conferences/Training	82	7,300	1,399
	61,195	69,250	55,038

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

Councillor - Suzanne Thompson

Meeting attendance fees	31,678	31,678	22,226
Annual allowance for ICT expense	3,500	3,500	2,446
Elected Members Travel and Child Care expense	1,301	2,000	918
Other Specified Expenses	358	2,334	1,165
Elected Members Conferences/Training	0	7,300	0
	36,837	46,812	26,755

Councillor - Sophie Dwyer

Meeting attendance fees	0	0	9,452
Annual allowance for ICT expense	0	0	1,054
Elected Members Travel and Child Care expense	0	0	979
Other Specified Expenses	0	0	843
Elected Members Conferences/Training	0	0	2,261
	0	0	14,589

Councillor - Tom Mclean

Meeting attendance fees	31,678	31,678	31,678
Annual allowance for ICT expense	3,500	3,500	3,500
Elected Members Travel and Child Care expense	244	2,000	0
Other Specified Expenses	617	2,334	680
Elected Members Conferences/Training	0	7,300	0
	36,039	46,812	35,858
	642,022	771,183	646,511

Key Management Personnel (KMP) Compensation Disclosure

	2021 Actual	2020 Actual
	\$	\$
The total of remuneration paid to KMP of the City during the year are as follows:		
Short-term employee benefits	973,188	1,375,302
Post-employment benefits	127,821	110,317
Other long-term benefits	142,086	33,268
Termination benefits	310,389	0
	1,553,484	1,518,887

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 and annual leave accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021
22. 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:

	2021	2020
	Actual	Actual
	\$	\$
Mindarie Regional Council (Note 23)		
Sale of goods and services	146,843	141,171
Purchase of goods and services	7,521,087	7,454,098
Trade and other receivables	11,297	11,297
Trade and other payables	248,173	2,238
Tamala Park Regional Council (Note 23)		
Distributions received	1,500,000	500,000
Reimbursements received	376,606	142,960
Payments made for settling GST liabilities	39,933	48,780
Trade and other receivables	25,673	3,675
Trade and other payables	55,374	12,806

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

An associate person of KMP employed by the City under normal employment terms and conditions.

Any entity that is controlled by or over which KMP, or close family members of KMP, have authority and responsibility for planning, directing and controlling the activity of the entity, directly or indirectly, are considered related parties in relation to the City.

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 30 JUNE 2021

23. INVESTMENT IN ASSOCIATES

	2021 \$	2020 restated \$	2020 \$
(a) Carrying amount of investment in associates			
Equity in Mindarie Regional Council- Note (b)	3,922,081	4,721,899	11,370,164
Equity in Tamala Park Regional Council- Note (c)	9,161,548	7,816,651	7,816,651
	13,083,629	12,538,550	19,186,815
Share of profit/(loss) from continuing operations			
Mindarie Regional Council	(799,818)	(129,235)	558,744
Tamala Park Regional Council	(122,142)	(27,385)	(27,385)
	(921,960)	(156,620)	531,359
(b) Mindarie Regional Council			

The City of Joondalup, along with the City of Wanneroo, City of Perth, City of Stirling, City of Vincent, Town of Cambridge and Town of Victoria Park is a member of the Mindarie Regional Council. The City holds 1/6 share of the land and establishment costs of the refusal disposal facility.

	2021 \$	2020 restated \$	2020 \$
Mindarie Regional Council total Comprehensive Income			
Total operating revenues	55,810,250	56,230,418	56,230,418
Total operating expenses	(60,609,155)	(57,005,827)	(58,556,442)
Net Result	(4,798,905)	(775,409)	(2,326,024)
Other comprehensive income			
Net change on revaluation of assets	0	0	0
Total Comprehensive Income	(4,798,905)	(775,409)	(2,326,024)
- Share of associates profit/(loss) from ordinary activities	(799,818)	(129,235)	558,744
- Share of associates other comprehensive income arising during the period	0	0	(1,151,833)
- Share of associates total comprehensive income arising during the period	(799,818)	(129,235)	(593,089)
Carrying amount at 1 July	4,721,899	11,963,253	11,963,253
Mindarie Regional Council restatement-initial application of AASB 1059	0	(6,906,688)	0
Prior year adjustment	0	(205,432)	0
Restated carrying amount at 1 July	4,721,899	4,851,133	11,963,253
- Share of associates total comprehensive income arising during the period	(799,818)	(129,235)	(593,089)
Carrying amount at 30 June	3,922,081	4,721,899	11,370,164
The Mindarie Regional Council Financial Position			
	2021 \$	2020 restated \$	2020 \$
Current Assets	42,526,862	40,659,608	40,659,608
Non-Current Assets	90,593,148	103,135,423	64,690,790
Total Assets	133,120,010	143,795,031	105,350,398
Current liabilities	(14,479,677)	(14,128,381)	(8,355,529)
Non-Current Liabilities	(95,107,847)	(101,335,259)	(28,773,967)
Total Liabilities	(109,587,524)	(115,463,640)	(37,129,496)
Net Assets	23,532,486	28,331,391	68,220,902
The City's interest in Mindarie Regional Council (1/6th share)	3,922,081	4,721,899	11,370,150

***Associate entity restatement**

Mindarie Regional Council adopted AASB 1059 Service Concession Arrangements : Grantors (issued December 2014) on 1 July 2019 resulting in changes to its accounting policies. In accordance with transition provisions of AASB 1059, the Mindarie Regional Council adopted the new rules retrospectively by measuring service concession assets and related liabilities on 1 July 2020.

The adoption of AASB 1059 by Mindarie Regional Council has impacted the carrying value of the City's investment in associate at 30 June 2020. The prior year comparatives have accordingly been restated.

Guarantee payment

Subsequent to balance sheet date, the City was called upon to pay its share of \$14.17M to the Mindarie Regional Council in August 2021, in full and final settlement of its obligations under the Resource Recovery Facility agreement. This will be reported in the 2021-22 financial statements. Refer to Note 29 for further details.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

23. INVESTMENT IN ASSOCIATES (Continued)

(c) 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 \$9,161,548. As per the audited financial statements of Tamala Park Regional Council for the year ended 30 June 2021, the City's share of Net Result of operations was a loss of \$122,142. The City has recognised this loss in the Statement of Comprehensive Income in accordance with the equity method of accounting.

Tamala Park Regional Council total Comprehensive Income

Total operating revenues	498,206	789,822
Total operating expenses	(1,070,778)	(950,217)
Net Result	(572,572)	(160,395)
Other comprehensive income		
Net change on revaluation of assets	0	0
Total Comprehensive Income	(572,572)	(160,395)

	2021	2020
	\$	\$
- Share of associates profit/(loss) from ordinary activities	(95,427)	(26,732)
- Share of associates profit/(loss) from other movements	(26,715)	(635)
- Share of associates total comprehensive income arising during the period	(122,142)	(27,367)
Carrying amount at 1 July	7,816,650	7,618,683
Movement in Capital Contributions	3,343,646	866,761
Distributions Received	(1,876,606)	(641,408)
- Share of associates total comprehensive income arising during the period	(122,142)	(27,385)
Carrying amount at 30 June	9,161,548	7,816,650

The Tamala Park Regional Council Financial Position

	2021	2020
	\$	\$
Current Assets	53,668,172	45,517,277
Non-Current Assets	1,722,724	1,757,617
Total assets	55,390,896	47,274,894
Current liabilities	(420,373)	(345,026)
Non-Current Liabilities	(1,231)	(29,968)
Total liabilities	(421,604)	(374,994)
Net Assets	54,969,292	46,899,900

The City's interest in Tamala Park Regional Council (1/6th share)

9,161,548 **7,816,650**

SIGNIFICANT ACCOUNTING POLICIES

Investment in associates

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of that entity but is not control or joint control of those policies. Investments in associates are accounted for in the financial statements by applying 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.

The carrying amount of the investment includes, where applicable, goodwill relating to the associate. Any discount on acquisition, whereby the City's share of the net fair value of the associate exceeds the cost of investment, is recognised in profit or loss in the period in which the investment is acquired.

Investment in associates (Continued)

Profits and losses resulting from transactions between the City and the associate are eliminated to the extent of the City's interest in the associate. When the City's share of losses in an associate equals or exceeds its interest in the associate, the City discontinues recognising its share of further losses unless it has incurred legal or constructive obligations or made payments on behalf of the associate. When the associate subsequently makes profits, the City will resume recognising its share of those profits once its share of the profits equals the share of the losses not recognised.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

24. MAJOR LAND TRANSACTIONS

1. 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 1036 lots of land to date. The City's share of Sales Proceeds of land to date is \$47,527,942.

(b) Current year transactions	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Sale proceeds	4,985,565	0	1,506,829
Development and Selling Costs	(2,244,596)	0	(640,060)
	<u>2,740,969</u>	<u>0</u>	<u>866,769</u>

The above operating revenue for the proceeds of land held for resale is reflected in other revenue and operating expenditure for the cost of the disposed land held for resale is reflected in other expenditure.

(c) Expected future cash flows

	2021/22	2022/23	2023/24	2024/25	2025/26 to 2029/30	Total
	\$	\$	\$	\$	\$	\$
Cash outflows						
- Development costs	(5,241,318)	(5,245,636)	(4,834,611)	(4,394,065)	(12,968,177)	(32,683,807)
	<u>(5,241,318)</u>	<u>(5,245,636)</u>	<u>(4,834,611)</u>	<u>(4,394,065)</u>	<u>(12,968,177)</u>	<u>(32,683,807)</u>
Cash inflows						
- Sale proceeds	9,340,747	8,930,084	9,488,923	10,074,028	32,482,813	70,316,596
	<u>9,340,747</u>	<u>8,930,084</u>	<u>9,488,923</u>	<u>10,074,028</u>	<u>32,482,813</u>	<u>70,316,596</u>
Net cash flows	<u>4,099,429</u>	<u>3,684,448</u>	<u>4,654,313</u>	<u>5,679,964</u>	<u>19,514,636</u>	<u>37,632,789</u>

(d) Assets and liabilities

Land held for sale (Note 6)	2021	2020
	\$	\$
Current Inventory		
Cost of acquisition	13,483,806	13,910,287
Development costs	2,621,258	3,223,936
	<u>16,105,064</u>	<u>17,134,223</u>

2. Ocean Reef Marina Development

The City is currently engaged with Development WA on the progress of the Ocean Reef Marina project. The City holds two lots of land at the site, which are presently earmarked to be handed over to Development WA to progress the project. No binding agreement has yet been reached regarding this transfer or the project outcomes for the parties involved, consequently no financial information in this regard can be presented. At 30 June 2021, the two lots of land are held by the City at a combined value of \$2 as land held for disposal. The transfer to Development WA is expected to occur in the 2021-22 financial year.

This development is not considered a major land transaction at present.

25. TRADING UNDERTAKINGS AND MAJOR TRADING UNDERTAKINGS

The City did not participate in any trading undertakings during the 2020-21 financial year.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

26. RATING INFORMATION (Continued)

(b) Specified Area Rate

Specified Area Rate	Basis of Valuation	Rate in \$	2020/21		2020/21		2020/21		2020/21		2019/20	
			Rateable Value	Rate	Revenue	Rate	Revenue	Interim Rate	Revenue	Budget Rate	Revenue	Total Budget
		\$		\$	\$	\$	\$	\$	\$	\$	\$	\$
Iluka		0.75094	54,115,330	406,372	5,069	411,441	406,372	0	406,372	0	406,372	416,849
Burns Beach		0.34912	39,922,460	139,377	2,242	141,619	139,379	0	139,379	0	139,379	144,885
Harbour Rise		0.70201	20,222,300	141,962	732	142,694	141,963	0	141,963	0	141,963	140,135
Woodvale Waters		0.48675	3,710,720	18,062	13	18,075	18,062	0	18,062	0	18,062	10,429
			117,970,810	705,774	8,056	713,830	705,776	0	705,776	0	705,776	712,298

26. RATING INFORMATION (Continued)

(c) Discounts, Incentives, Concessions, & Write-offs

Rates Discounts

Rate or Fee Discount Granted	Discount	2021		2020	
		Actual	Budget	Actual	Budget
	\$	\$	\$	\$	\$
COVID Discount - Commercial Improved	300	300,000	299,400	0	0
COVID Discount - Industrial Improved	150	58,650	58,500	0	0
COVID Discount - Vacant Land	150	179,100	176,400	0	0
		537,750	534,300	0	0
Rates Prize Draw		0	0	42,029	42,029
Total discounts/concessions (Note 26(a))		537,750	534,300	42,029	42,029

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 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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26. RATING INFORMATION (Continued)

(d) Interest Charges & Instalments

Instalment Options	Date Due	Instalment Plan Admin Charge \$	Instalment Plan Interest Rate %	Unpaid Rates Interest Rate %
Option One				
Single full payment	28 August 2020	0.00	0.00%	0.00%
Option Two				
First instalment	28 August 2020	12.00	0.00%	3.00%
Second instalment	30 October 2020	12.00	0.00%	3.00%
Option Three				
First instalment	28 August 2020	12.00	0.00%	3.00%
Second instalment	30 October 2020	12.00	0.00%	3.00%
Third instalment	1 January 2021	12.00	0.00%	3.00%
Fourth instalment	5 March 2021	12.00	0.00%	3.00%

	2021 Actual \$	2021 Budget \$	2020 Actual \$
Interest on unpaid rates	172,639	108,723	422,397
Interest on instalment plan	0	0	361,483
Charges on instalment plan	539,055	643,200	637,153
	711,694	1,429,400	1,402,549

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

27. RATE SETTING STATEMENT INFORMATION

Note	2020/21	2020/21	2019/20
	(30 June 2021 Carried Forward)	Budget (30 June 2021 Carried Forward)	(30 June 2020 Carried Forward)
	\$	\$	\$
(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		
10(a)	(145,064)	(98,529)	(78,041)
	Less: Profit on sale of Tamala Park Regional Council Land		
	(2,314,488)	0	(739,752)
	Less: Non-cash grants and contributions for assets		
	0	0	(353,864)
	Movement in pensioner deferred rates and other (non-current)		
	(96,646)	0	(65,247)
	Movement in employee benefit provisions (non-current)		
	(100,162)	100,000	(149,449)
	Movement of inventory		
	(1,559,097)	0	1,559,095
	Add: Loss on disposal of assets		
10(a)	15,882,989	207,114	295,694
	Add: Loss on land held for sale		
	62,997	0	0
	Add: Depreciation on non-current assets		
10(b)	31,530,289	32,308,300	31,377,088
	Non cash amounts excluded from operating activities		
	43,260,818	32,516,885	31,845,525
(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 - cash backed		
4	(110,772,200)	(74,595,450)	(86,595,611)
	Add: Current liabilities not expected to be cleared at end of year		
	- Current portion of borrowings		
15(a)	1,836,594	2,445,660	2,445,660
	- Current portion of developer contributions held in reserve		
	1,221,867	0	1,221,867
	- Current portion of lease liabilities		
	455,497	0	362,194
	Total adjustments to net current assets		
	(107,258,242)	(72,149,790)	(82,565,890)
Net current assets used in the Rate Setting Statement			
	Total current assets		
	145,259,456	111,913,332	133,805,861
	Less: Total current liabilities		
	(34,140,878)	(34,753,082)	(31,631,078)
	Less: Total adjustments to net current assets		
	(107,258,242)	(72,149,790)	(82,565,890)
	Net current assets used in the Rate Setting Statement		
	3,860,336	5,010,460	19,608,893

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

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
	%	\$	\$	\$	\$
2021					
Cash and cash equivalents	0.83%	140,026,825	127,650,000	12,367,740	9,085
Financial assets at amortised cost	3.00%	5,203,212	3,608,522	0	1,594,690
2020					
Cash and cash equivalents	1.49%	125,021,982	116,530,000	5,775,340	2,716,642
Financial assets at amortised cost	11.00%	7,477,065	3,840,275	0	3,636,790

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2021	2020
	\$	\$
Impact of a 1% movement in interest rates on profit and loss and equity*	123,677	57,753

* 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 15(b).

CITY OF JOONDALUP
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FOR THE YEAR ENDED 30 JUNE 2021

28. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

Trade and Other 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 has historically also been able to charge interest on overdue rates and annual charges at higher than market rates, which further encourage payment.

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

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. 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 expected loss rates are based on the payment profiles of rates and fees and charges over a period of 36 months before 1 July 2020 or 1 July 2021 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables. Housing prices and unemployment rates have been identified as the most relevant factor in repayment rates, and accordingly adjustments are made to the expected credit loss rate based on these factors.

The loss allowance as at 30 June 2021 for rates receivable was determined as follows:

	Current	More than 1 year past due	More than 2 years past due	More than 3 years past due	Total
30 June 2021					
Rates receivable					
Gross carrying amount	0	3,608,522	0	0	3,608,522
30 June 2020					
Rates receivable					
Gross carrying amount	0	3,840,275	0	0	3,840,275

The loss allowance as at 30 June 2021 and 30 June 2020 was determined as follows for trade receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
30 June 2021					
Trade and other receivables					
Gross carrying amount	971,302	22,321	6,021	23,506	1,023,150
Loss allowance	0	0	0	26,026	26,026
30 June 2020					
Trade and other receivables					
Gross carrying amount	2,545,599	69,156	3,314	132,972	2,751,041
Loss allowance	0	0	0	97,904	97,904

CITY OF JOONDALUP
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2021

28. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

Payables and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 14(c).

The contractual undiscounted cash flows of the City's payables 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 \$
2021					
Payables	(12,539,305)	0	0	(12,539,305)	(12,539,305)
Lease liabilities	632,933	2,275,552	5,319,963	8,228,448	6,701,326
Borrowings	1,946,574	2,939,624	0	4,886,198	4,644,486
	<u>(9,959,798)</u>	<u>5,215,176</u>	<u>5,319,963</u>	<u>575,341</u>	<u>(1,193,493)</u>
2020					
Payables	14,118,345	0	0	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	0	7,502,823	7,090,146
	<u>17,213,961</u>	<u>7,281,152</u>	<u>5,268,899</u>	<u>29,764,012</u>	<u>27,840,843</u>

CITY OF JOONDALUP
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29. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

Subsequent to the balance sheet date, the Mindarie Regional Council (MRC) determined on 19 August 2021 to terminate its arrangement in relation to the Resource Recovery Facility early. In accordance with the decision taken by the City of Joondalup Council in September 2007, the City was called on to contribute to the termination in proportion to its 1/6th share in the MRC. The Council of the City of Joondalup approved payment of a total of \$14,166,667 to the MRC in full and final settlement of the City's obligations under the RRF agreement. Payment of this amount was effected in August 2021. No adjustments have been made to the financial position at 30 June 2021. This will be reported in the financial statements for 2021-22. Refer Note 20 for details of the financial guarantee.

30. 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 2020	Amounts Received	Amounts Paid	30 June 2021
	\$	\$	\$	\$
Burns Beach Dual Use Path Funds	24,941	0	0	24,941
Duffy House Funds	109,030	0	0	109,030
Connolly Residents Association	85,226	671	0	85,897
	219,197	671	0	219,868

CITY OF JOONDALUP NOTES TO AND FORMING PART OF THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2021

31. 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 regularity to ensure the carrying value does not differ materially from that which would be determined using fair value at the end of the reporting period.

**CITY OF JOONDALUP
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FOR THE YEAR ENDED 30 JUNE 2021**

32. ACTIVITIES/PROGRAMS

City operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME AND OBJECTIVES

ACTIVITIES

GOVERNANCE

To provide a decision making process for the efficient allocation of limited resources.

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 30 JUNE 2021

33. FINANCIAL RATIOS

	2021 Actual	2020 Actual	2019 Actual
Current ratio	1.01	1.50	1.02
Asset consumption ratio	0.64	0.61	0.60
Asset renewal funding ratio	0.82	1.00	1.24
Asset sustainability ratio	0.57	0.45	0.66
Debt service cover ratio**	8.10	11.45	9.73
Operating surplus ratio**	(0.08)	0.07	0.04
Own source revenue coverage ratio	1.00	1.03	1.00

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.

** The 2021 ratios are impacted by the loss on transfer of assets to Main Road WA. Refer details in Note 10(a).

The Operating Surplus and Debt Service Cover ratios are calculated after taking loss on disposal of assets into account. In 2020-21, loss on disposal includes a one-off loss of \$15,854,030 incurred due to recognising the transfer of Marmion Avenue road and associated assets, and associated assets to Ocean Reef Road, all of which are due to be handed over to Main Roads WA for no consideration when these are proclaimed as State Roads, which is expected to be in 2021-22 financial year. The loss on disposal reflects the fair value of these assets in the City's financial records at 30 June 2021. If this one-off loss was not recognised in 2020-21, these ratios would have been:

	<u>As calculated</u>	<u>Excluding one-off disposal</u>
Operating Surplus Ratio	(0.08)	0.03
Debt Service Cover Ratio	8.10	14.08



Auditor General

INDEPENDENT AUDITOR'S REPORT 2021 City of Joondalup

To the Councillors of the City of Joondalup

Report on the audit of the annual financial report

Opinion

I have audited the financial report of the City of Joondalup (City) which comprises:

- the Statement of Financial Position at 30 June 2021, 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
- Notes comprising a summary of significant accounting policies and other explanatory information
- the Statement by the Chief Executive Officer.

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

- is based on proper accounts and records
- fairly represents, in all material respects, the results of the operations of the City for the year ended 30 June 2021 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 section below. I am independent of the City in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter – Associate entity restatement and guarantee payment

I draw attention to Note 23 of the financial report which (a) discloses the 2020 financial impact of the initial application of accounting standards AASB 1059 from the associate entity and (b) discloses a guarantee payment made by the City subsequent to reporting date. My opinion is not modified in respect of this matter.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the City is responsible for the preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards. The CEO is also responsible for managing internal control (as required by the CEO) to ensure the financial report is free from material misstatement, whether due to fraud or error.

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

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

Auditor's responsibility for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

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 has been below the Department of Local Government, Sport and Cultural Industries' standard for the past 3 years. The financial ratios are reported at Note 33 to the financial report.
- (ii) The following material matter indicating non-compliance with Part 6 of the Act, the Regulations or applicable financial controls of any other relevant written law was identified during the course of my audit:
 - b) Following key reconciliations were not sufficiently evidenced as completed and/or reviewed for varying periods of time during the financial year ended 30 June 2021: payroll, fixed assets, sundry debtors and rates debtors. This increases the risk of misstatements, frauds and errors not being detected in a timely manner.
- (iii) All required information and explanations were obtained by me.

- (iv) All audit procedures were satisfactorily completed.
- (v) In my opinion, the Asset Consumption Ratio and the Asset Renewal Funding Ratio included in the financial report were supported by verifiable information and reasonable assumptions.

Other information

The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial report and my auditor's report. The CEO is responsible for the preparation and the Council for overseeing the other information.

My opinion does not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Joondalup for the year ended 30 June 2021 included on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
14 December 2021

Woodswallow-Black-faced





GRI STANDARDS 2020

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

GRI Disclosure Number	Disclosure Title	Section	Page No
General Disclosures - Organisational Profile			
102-1	Name of organisation	City of Joondalup	Front Cover
102-2	Activities, brands, products and services	Our Services	18-21
102-3	Location of headquarters	Service Locations	20
102-4	Location of operations	About Joondalup	14
102-5	Ownership and legal form	City of Joondalup – Local Government The Council and The Organisation	15
102-6	Markets served	Our Stakeholders Wards (suburbs)	30-31 66-71
102-7	Scale of the organisation	Organisational Structure City Profile	80 22-29
102-8	Information on employees and other workers	The Organisation	86-99
102-9	Supply Chain	Contracts and Procurement	112
102-11	Precautionary Principle or approach	Governance and Leadership The Natural Environment	104 188
102-13	Membership of associations	External Partnerships	130
General Disclosures - Strategy			
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102-15	Key impacts, risks, and opportunities	Highlights, Major Issues and Challenges and Year Ahead	44-56
General Disclosures - Ethics and Integrity			
102-16	Values, principles, standards, and norms of behaviour	Primary and Distinguishing Values Code of Conduct Governance Framework	17 110 110

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102-52	Reporting cycle	Annual	
102-53	Contact point for questions regarding the report	Feedback or questions	12
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GRI Disclosure Number	Disclosure Title	Section	Page No
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GLOSSARY

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

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