

CORPORATE BUSINESS PLAN

2024-2028



ALTERNATIVE FORMATS

This document is available in alternative formats and languages on request. You can make a request by emailing info@joondalup.wa.gov.au or calling the City of Joondalup's Access and Inclusion Officer on **9400 4000**. This document can also be viewed on the City's website at joondalup.wa.gov.au

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

If you are deaf or have a hearing or speech impairment, you can contact the City through the National Relay Service on **1800 555 660**.

Joondalup Festival (Hillarys)
image credit Helen Saratsis

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').

German

Dieses Dokument ist auf Anfrage auch in anderen Formaten und Sprachen erhältlich. Sie können eine entsprechende Anfrage per E-Mail an **info@joondalup.wa.gov.au** oder telefonisch unter **(08) 9400 4226** an den/die Integrationsbeauftragte/n (Access and Inclusion Officer) der Stadt Joondalup stellen.

Um mit uns in Ihrer eigenen Sprache zu kommunizieren, rufen Sie bitte den Translation and Interpreting Service (Übersetzer- und Dolmetscherdienst) unter **13 14 50** an und bitten Sie dort um Verbindung mit dem/der Access and Inclusion Officer der Stadt Joondalup unter der Telefonnummer **(08) 9400 4226**.

Wenn Sie gehörlos sind oder eine Hör- oder Sprachbehinderung haben, kontaktieren Sie die Stadt Joondalup bitte über den National Relay Service.

Italian

Su richiesta, questo documento è disponibile in altri formati e in altre lingue. Potete inviare una richiesta via e-mail all'indirizzo **info@joondalup.wa.gov.au**, o chiamare l'ufficio per l'accessibilità e l'inclusione (City's Access and Inclusion Officer) allo **(08) 9400 4226**.

Se desiderate contattarci nella vostra lingua, potete chiamare il Servizio di Traduzione e Interpretariato al **13 14 50** e chiedere di essere messi in contatto con l'ufficio per l'accessibilità e l'inclusione della città di Joondalup allo **(08) 9400 4226**.

Se siete non udenti, o avete disturbi dell'udito o del linguaggio, contattateci attraverso il National Relay Service.

Mandarin

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.

Spanish

Este documento se encuentra disponible en otros formatos e idiomas bajo pedido. Puede realizar el pedido enviando un correo electrónico a **info@joondalup.wa.gov.au** o llamando al Oficial de Acceso o Inclusión de la Ciudad (City's Access and Inclusion Officer) al **(08) 9400 4226**.

En caso de que deba comunicarse con nosotros en su idioma, puede contactarse con el Servicio de Traducción e Interpretación (TIS National) al **13 14 50** y solicitar al servicio que le contacten con el Oficial de Acceso o Inclusión de la Ciudad de Joondalup al **(08) 9400 4226**.

Si usted es sordo/a o tiene algún trastorno de escucha o del habla, comuníquese con la Ciudad a través del National Relay Service (Servicio Nacional de Retransmisión).

ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

The City of Joondalup acknowledges the Traditional Custodians of this land, the Whadjuk people of the Noongar nation. We recognise the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. We pay our respects to Elders past, present and emerging and all Aboriginal and Torres Strait Islander peoples.

Joondalup-ak ngala kaditj Noongar moort nidja Wadjak boodjar-ak kalyakool moondang-ak kaaradj-midi. Ngala Noongar Moort wer baalabang moorditj kaadidjiny koota-djinanginy. Ngala Noongar wer Torres Strait Moort-al dandjoo koorliny kwaba-djinanginy. Koora, yeyi wer kalyakool, ngalak Noongar wer Torres Strait Birdiya wer moort koota-djinanginy.



NAIDOC Week celebrations (Joondalup)



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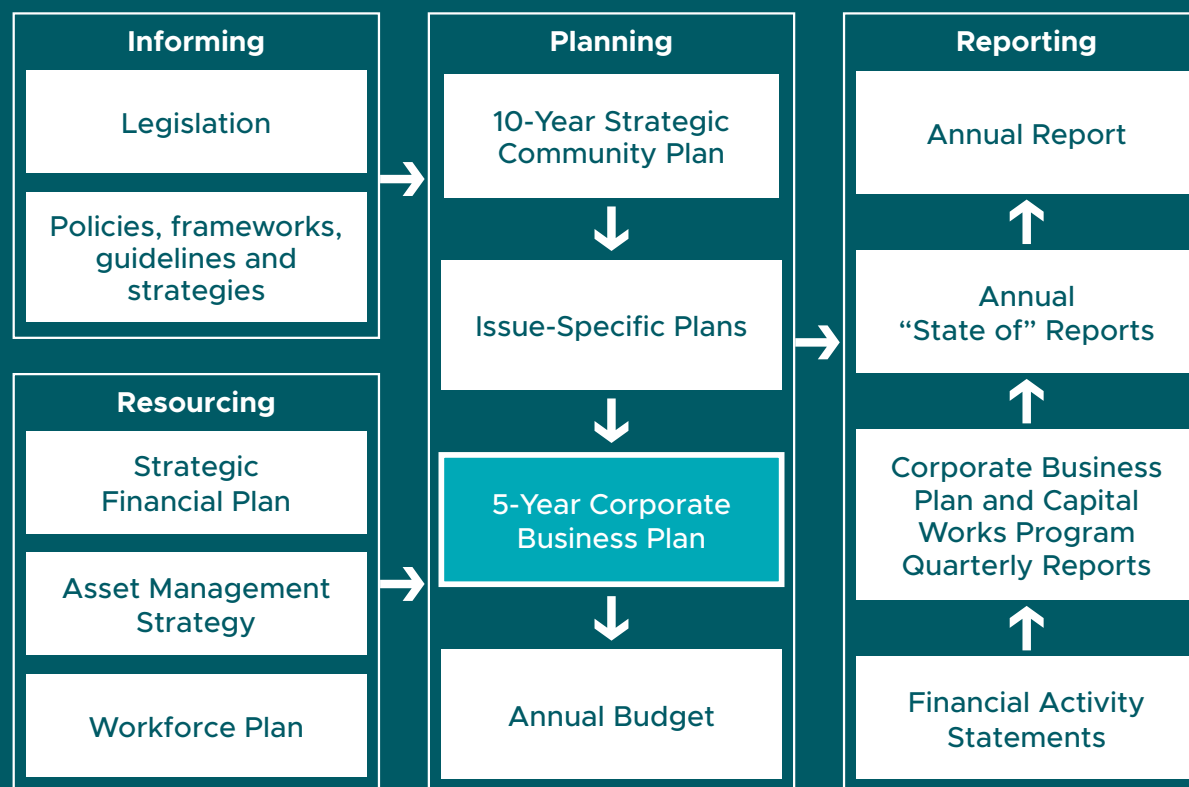
Joondalup City Centre

THE PURPOSE OF THIS PLAN

The 5-Year Corporate Business Plan is our medium-term planning document which contains the services, projects and activities that have been developed in response to the vision, goals and outcomes of our 10-Year Strategic Community Plan, *Joondalup 2032*. Every local government in Western Australia is required to have a corporate business plan and we review the plan on an annual basis.

Integrated Planning and Reporting Framework

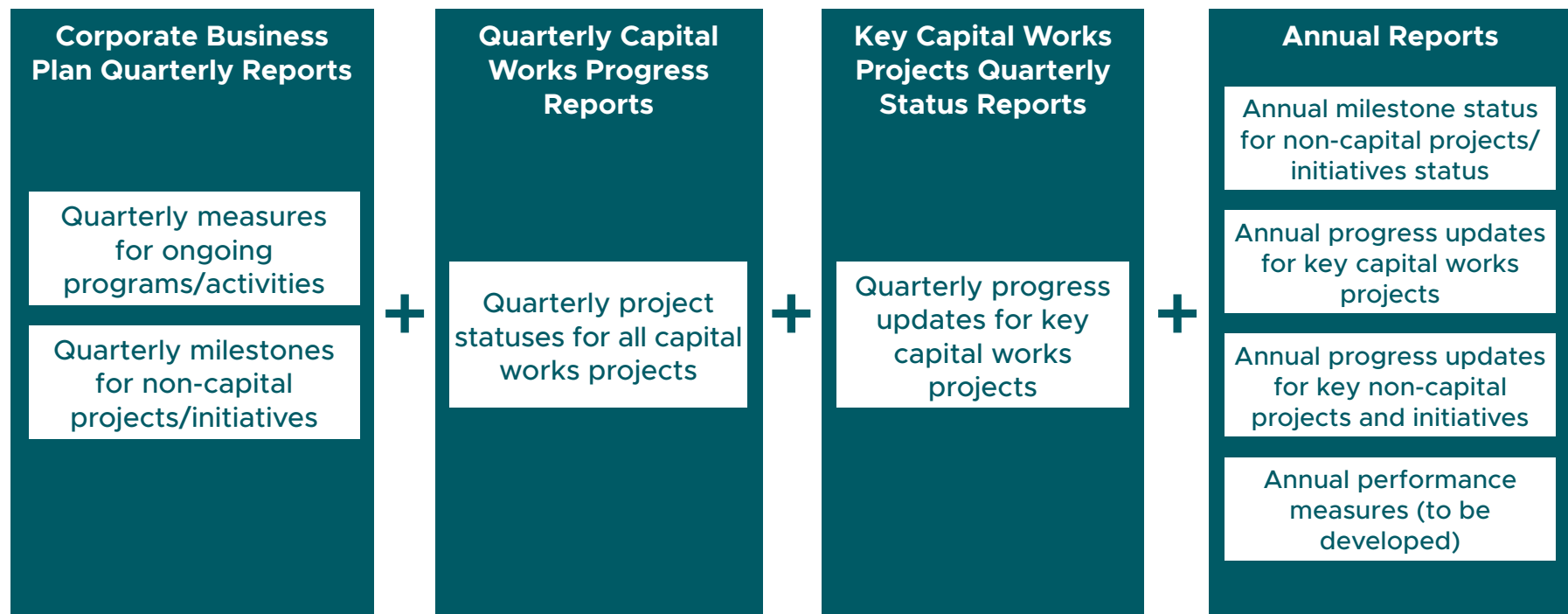
Our 5-Year Corporate Business Plan sits within an Integrated Planning and Reporting Framework which builds-in Informing, Resourcing, Planning and Reporting requirements to ensure transparency and evidence of planned achievements.



MONITORING OUR PLAN

Our Integrated Planning and Reporting Framework (previous page) prescribes comprehensive performance reporting against the 5-Year Corporate Business Plan and the 10-Year Strategic Community Plan, *Joondalup 2032*. Monitoring and reporting against these plans is undertaken through our Corporate Business Plan Quarterly Reports, Quarterly Capital Works Progress Reports, Key Capital Works Projects Quarterly Status Reports, and our Annual Reports.

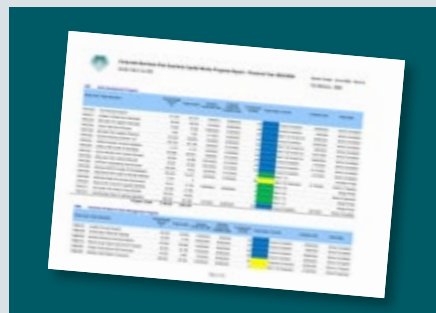
Quarterly measures are listed against each of the ongoing programs and activities, and quarterly milestones are listed against each of the non-capital projects and initiatives. A new set of performance measures aimed at measuring the success of the City's 10-Year Strategic Community Plan will be developed in 2024/25.





Corporate Business Plan Quarterly Reports

Corporate Business Plan Quarterly Reports are presented to the Council each quarter and are published on our website. The reports provide information on achievements and performance against the quarterly measures and quarterly milestones set at the beginning of each year. Qualitative and quantitative data is provided against the quarterly measures, and detailed comments are provided against quarterly milestones.



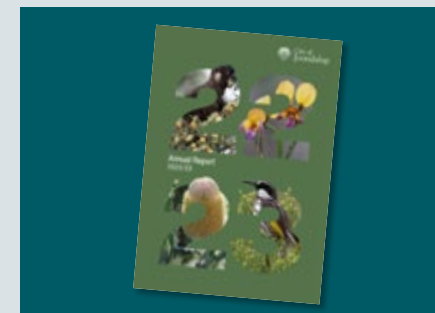
Quarterly Capital Works Progress Reports

Capital Works Quarterly Progress Reports are presented to the Council each quarter together with the Corporate Business Plan Quarterly Reports and the Key Capital Works Projects Quarterly Status Reports. The reports are published on our website through the Council Meeting Minutes. The reports provide the quarterly projects status against all of the capital works projects listed in the Annual Budget.



Key Capital Works Projects Quarterly Status Reports

Key Capital Works Projects Quarterly Status Reports are presented to the Council each quarter together with the Corporate Business Plan Quarterly Reports and the Quarterly Capital Works Progress Reports. The reports are published on our website through the Council Meeting Minutes. The reports provide quarterly status updates against the key capital works projects identified in this plan.



Annual Report

An Annual Report is presented to the Council each year, as well as to the community through the Annual General Meeting. The report outlines the status of all Corporate Business Plan projects and initiatives at the end of each year and provides annual progress updates against the key capital works projects and the key non-capital works projects and initiatives. A new set of performance measures aimed at measuring the success of our 10-Year Strategic Community Plan will be developed in 2024/25 and will be reported in future Annual Reports.



City of Joondalup officers

YOUR COUNCIL



Hon Albert Jacob JP
Mayor

The City of Joondalup Council consists of 13 Elected Members — 12 Councillors representing six wards, and a directly-elected Mayor. As the direct representatives of the community, your Council is responsible for setting the strategic direction of the City of Joondalup and overseeing the allocation of resources to deliver your needs and aspirations.

These responsibilities are guided by the *Local Government Act 1995* which ensures that all duties are executed in accordance with appropriate governance requirements. The Council is responsible for confirming the medium-term priorities of this plan and adopting the program of services, programs, activities, projects and initiatives listed. Funding for the delivery of this plan is considered and endorsed by the Council annually through the budget-setting process.

Your Councillors

Central Ward

Beldon | Craigie | Mullaloo | Woodvale



Cr Christopher May JP



Cr Rebecca Pizzev

North Ward

Burns Beach | Currambine | Joondalup | Kinross



Cr Adrian Hill

DEPUTY MAYOR



Cr Lewis Hutton

South-East Ward

Greenwood | Kingsley | Warwick



Cr John Chester



Cr Rohan O'Neill

North-Central Ward

Connolly | Edgewater | Heathridge | Iluka | Ocean Reef



Cr Daniel Kingston



Cr Nige Jones

South-West Ward

Hillarys | Kallaroo | Sorrento



Cr Christine Hamilton-
Prime JP



Cr Phillip Vinciullo

South Ward

Duncraig | Marmion | Padbury



Cr Russ Fishwick JP



Cr John Raftis

OUR ORGANISATIONAL STRUCTURE



James Pearson
Chief Executive Officer

Our organisational structure is designed to facilitate the delivery of services, projects and activities within the five key themes of our 10-Year Strategic Community Plan, *Joondalup 2032*.

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

The Business Units within each Directorate deliver services and infrastructure to the community and provide internal support services. The City of Joondalup is governed by many forms of legislation, policies and governance responsibilities to ensure that services are delivered accountably, ethically and transparently. The resourcing of each Business Unit is informed through our Workforce Plan, Strategic Financial Plan and Asset Management Plans.

Each Directorate and Business Unit play an important role in implementing the services, projects and activities of this plan.

Our Directors



Mat Humfrey

CORPORATE SERVICES



Nico Claassen

INFRASTRUCTURE
SERVICES



Jamie Parry

GOVERNANCE AND
STRATEGY



Chris Leigh

PLANNING AND
COMMUNITY DEVELOPMENT



City of Joondalup Administration Building (Joondalup)

A SHARED VISION FOR THE FUTURE

Our 10-Year Strategic Community Plan, *Joondalup 2032*, outlines our commitment to achieving a shared vision for the future which is operationalised through the 5-Year Corporate Business Plan:

The City in 2032 has a strong focus on sustainability, liveability, active lifestyles and friendly social interactions. We have a healthy environment, with protected bushland, marine ecosystems and accessible parks and green spaces. We are an environmentally-aware and socially-responsible City. We are a vibrant place where people want to live, work and play, and where people can find everything they need locally.

The City in 2032 caters for every stage of life. People feel welcome here and have a clear sense of belonging. We live in high-quality housing in attractive neighbourhoods which have excellent transport linkages and connectivity. We are multi-generational and multicultural; a place where everyone feels connected and safe.

We celebrate and adopt technology and innovation. We are a hub for education and state-of-the-art health facilities, and we are an active advocate for health and other community services. The City in 2032 is internationally connected — we are a global-facing city, with local amenity, and a powerful sense of community.

A GLOBAL CITY: BOLD, CREATIVE AND PROSPEROUS.

Key themes

The 5-Year Corporate Business Plan is separated into the five key themes of *Joondalup 2032*. These key themes each include an overarching goal and a series of outcomes which reflect the feedback you gave us through the Shaping Your Local Community consultation initiative.

Community

Environment

Place

Economy

Leadership

Our values

Primary values

In alignment with the shared vision for the future, we believe that the following **primary values** should be inherent within any well-functioning and community-driven organisation.

Transparent	Accountable	Honest	Ethical	Respectful	Sustainable	Professional
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Distinguishing values

In order to drive strategic improvement and positioning as leaders in excellence, we have identified the following distinguishing values which will guide our direction and operations.

Bold	Ambitious	Innovative
We will make courageous decisions for the benefit of our community and future generations.	We will lead with strength and conviction to achieve our vision for the City.	We will learn and adapt to changing circumstances and adopt creative solutions.
Enterprising	Prosperous	Compassionate
We will undertake ventures that forge new directions for business and the local economy.	We will ensure our City benefits from a thriving economy built on local commercial success.	We will act with empathy and understanding of your needs and ambitions.

How this plan is structured

KEY THEMES

SERVICES

PLANS, STRATEGIES AND FRAMEWORKS

OUTCOMES

CAPITAL WORKS PROGRAMS
(If applicable)

KEY CAPITAL WORKS PROJECTS
(If applicable)

ONGOING PROGRAMS AND ACTIVITIES

NON-CAPITAL WORKS PROJECTS AND INITIATIVES



Biodiverse Urban Forest Workshop,
Woodvale Library (Woodvale)

CORPORATE BUSINESS PLAN AT A GLANCE

Our Corporate Business Plan outlines the services, plans, strategies and frameworks, capital works programs, ongoing programs and activities, and non-capital projects and initiatives for 2024/25 under each of the goals and outcomes of our 10-Year Strategic Community Plan, **Joondalup 2032**. Our Corporate Business Plan at a glance shows these listed in summary.



Joondalup Library (Joondalup)

Services

The following shows how the services we deliver are aligned to the key themes of *Joondalup 2032*. Further details, including the full costings, are provided under each key theme section of this plan.

COMMUNITY	<ul style="list-style-type: none"> • Community development • Community safety, compliance and education • Craigie Leisure Centre management • Cultural events, visual arts and arts development • Emergency management • Health and environmental services • Immunisation • Libraries • Recreation services
ENVIRONMENT	<ul style="list-style-type: none"> • Environmental planning and development • Litter collection • Natural areas management • Technical engineering support services • Waste management
PLACE	<ul style="list-style-type: none"> • Building and planning compliance • Building design and construction • Building maintenance and cleaning • Building services • Civil design and construction • Community venues and sports floodlighting upgrades • Electrical and lighting engineering • Engineering maintenance • Fleet management and mechanical workshop • Landscape design • Major City project delivery • Park maintenance • Paid parking activities • Planning and urban design • Property management • Transport and traffic engineering
ECONOMY	<ul style="list-style-type: none"> • Economic development
LEADERSHIP	<ul style="list-style-type: none"> • Audit, risk and integrity • Communications and stakeholder relations • Customer service • Executive services • Financial accounting • Funds management • Governance support • Grants and awards management • Human resources • Information technology • Management accounting • Organisational development • Policy, planning and research • Purchasing of goods and services • Rates levying and collection • Recordkeeping and freedom of information • Strategic infrastructure asset management

Plans, strategies and frameworks

The following shows how our plans, strategies and frameworks align to the key themes of *Joondalup 2032*. Detailed descriptions of the documents are provided under each key theme section of this plan.

COMMUNITY	<ul style="list-style-type: none"> • Access and Inclusion Plan 2021/22–2023/24 • Age-Friendly Plan 2018/19–2022/23 • Cultural Plan 2021–2025 	<ul style="list-style-type: none"> • Local Heritage Survey • Regional Homelessness Plan 2022/23–2025/26
ENVIRONMENT	<ul style="list-style-type: none"> • Bushfire Risk Management Plan 2018–2023 • City of Joondalup Local Emergency Management Arrangements • Climate Change Strategy 2014–2019 • Coastal Infrastructure Adaptation Plan 2018–2026 • Draft Environment Strategy 2024–2034 • Natural Area Management Plans 	<ul style="list-style-type: none"> • Local Government Waste Plan — City of Joondalup • Pathogen Management Plan 2018–2028 • Weed Management Plan 2023–2033 • Yellagonga Integrated Catchment Management Plan 2021–2026 • Waterwise Council Action Plan 2021–2026
PLACE	<ul style="list-style-type: none"> • Asset Management Strategy 2014–2024 • Bike Plan 2016–2021 • Integrated Transport Plan 2024–2034 • Local Planning Scheme No 3 	<ul style="list-style-type: none"> • Local Planning Strategy • Outdoor Youth Recreation Strategy 2021 • Property Management Framework • Public Open Space Framework
ECONOMY	<ul style="list-style-type: none"> • Destination Joondalup 2021–2026 • Expanding Horizons 2033 • International Economic Development Activities Plan (2017) 	<ul style="list-style-type: none"> • Joondalup City Centre Place Activation Plan 2022 • Joondalup: Digital City (2012) • Place Activation Strategy 2022
LEADERSHIP	<ul style="list-style-type: none"> • 10-Year Strategic Financial Plan • Advocacy Framework 2022 • Governance Framework 2021 • Integrity Framework 2022 	<ul style="list-style-type: none"> • Risk Management Framework • Strategic Position Statements • Workforce Plan 2018–2022

Capital works programs

The following shows how the programs from our 5-Year Capital Works Program align to the key themes of *Joondalup 2032*. Sub-program expenditure and revenue are shown under each key theme section of this plan.

ENVIRONMENT	<ul style="list-style-type: none"> • Park and public open space • Foreshores and natural areas program 		
PLACE	<table> <tr> <td data-bbox="526 466 1279 893"> <ul style="list-style-type: none"> • Buildings and facilities <ul style="list-style-type: none"> • Building construction works program • Major projects program • Civil construction <ul style="list-style-type: none"> • Lighting program • New pathways program • Pathway replacement program • Road construction program • Road preservation and rehabilitation program • Stormwater drainage program </td><td data-bbox="1279 466 2018 893"> <ul style="list-style-type: none"> • Parks and public open space <ul style="list-style-type: none"> • Parks development program • Parks equipment program • Streetscape enhancement program • Traffic management <ul style="list-style-type: none"> • Blackspot program • Local traffic management program • Parking facilities program </td></tr> </table>	<ul style="list-style-type: none"> • Buildings and facilities <ul style="list-style-type: none"> • Building construction works program • Major projects program • Civil construction <ul style="list-style-type: none"> • Lighting program • New pathways program • Pathway replacement program • Road construction program • Road preservation and rehabilitation program • Stormwater drainage program 	<ul style="list-style-type: none"> • Parks and public open space <ul style="list-style-type: none"> • Parks development program • Parks equipment program • Streetscape enhancement program • Traffic management <ul style="list-style-type: none"> • Blackspot program • Local traffic management program • Parking facilities program
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Ongoing programs and activities

The following shows how our ongoing programs and activities align to the key themes of *Joondalup 2032*. These include programs and activities that are considered “business as usual”. Quarterly performance measures for the ongoing programs and activities are provided under each key theme section of this plan.

COMMUNITY	<ul style="list-style-type: none">• Animal management• Art collection maintenance and acquisitions• Citizenship ceremonies• Civic functions• Communities in-Focus program• Community Transport program• Corporate Sponsorship program• Craigie Leisure Centre health and fitness programs• Cultural Events program• Environmental health	<ul style="list-style-type: none">• Graffiti removal• Library programs, activities and events• Library services• Local history service• Public areas CCTV• Sport and recreation development• Swimming pool inspections• Visual Arts Exhibition program• Volunteer Joondalup program• Youth Development initiatives
ENVIRONMENT	<ul style="list-style-type: none">• Bulk waste collection and processing• Emergency Management• Energy management• Environmental education program• Firebreak inspections• Groundwater management• Illegal dumping	<ul style="list-style-type: none">• Litter collection• Midge management• Natural areas maintenance• Scheme water management• Waste collection and processing• Waste education program
PLACE	<ul style="list-style-type: none">• Building applications• Building maintenance program• Community venue bookings• Development applications• Drainage maintenance• Land purchase inquiries	<ul style="list-style-type: none">• Leases and licences• Parking management• Pathway maintenance• Public open space maintenance• Road maintenance

ECONOMY	<ul style="list-style-type: none">• Business engagement• Business events	<ul style="list-style-type: none">• Joint Economic Development Initiative• Sector cluster groups
LEADERSHIP	<ul style="list-style-type: none">• Advocacy Framework• City electronic communication• City publications• Community consultation• Complaints and compliments management• Correspondence to the City• Council meetings — community participation• Customer care	<ul style="list-style-type: none">• Customer payments• Elected Member training• Employee recruitment and retention• Employee training• Freedom of information• Grant funding• Procurement of goods and services• Workplace health and safety

Non-capital projects and initiatives

The following shows how our non-capital projects and initiatives align to the key themes of *Joondalup 2032*. These include projects and activities that will not result in capital expenditure or are not yet ready to be included in the 5-Year Capital Works Program. Detailed descriptions of, and quarterly milestones for the projects and activities are provided under each key theme section of this plan.

COMMUNITY	<ul style="list-style-type: none"> • Access and Inclusion Plan • Age Friendly Plan • Artificial surf reef — feasibility study • Arts development program • Community Funding Program • Community Safety Plan • Community, Youth Development and Libraries Plan • Dog Management Plan • Heritage List • Joondalup performing arts centre 	<ul style="list-style-type: none"> • Local Heritage Survey • Local laws • NAIDOC Week • Noongar renaming project • Public Art Masterplan and Strategy • Public art projects • Public Heath Plan • Reconciliation Action Plan • Regional Homelessness Plan • Responsible pet ownership — schools' education program
ENVIRONMENT	<ul style="list-style-type: none"> • Bushfire education program • Bushfire Risk Management Plan • Climate Change Plan • Coastal Hazard Risk Management and Adaptation Plan • Environment Strategy • Food organics, garden organics (FOGO) bin service • Joondalup Lighting Initiative 	<ul style="list-style-type: none"> • Natural area management (major conservation) • Underground power • Waste to energy solution • Waterwise Council Program • Yellagonga Integrated Catchment Management Plan
PLACE	<ul style="list-style-type: none"> • Active reserve and community facility review • Bike Plan • City land portfolio management • Club Night Lights Program and Community Sporting and Recreation Facilities Fund • Heathridge Park Masterplan • Integrated parking compliance system • Integrated Transport Plan • Joondalup City Centre development 	<ul style="list-style-type: none"> • Local planning policies — review and development • Local Planning Scheme No 3 review • Local Planning Strategy review • Ocean Reef Marina • Ocean Reef Sea Sports Club building redevelopment • Review of structure plans • Road Safety Action Plan • State planning reform • Strategic Asset Management Framework review

ECONOMY

- Burns Beach food and beverage facility expression of interest
- Destination City Plan
- Digital City Plan 2024–2029
- Duffy House commercial expression of interest
- Event attraction
- International Economic Development Activities Plan
- Investment Attraction Framework
- Joondalup Innovation Precinct
- Place activation
- Small Business Friendly Approvals Program

LEADERSHIP

- 10-Year Strategic Community Plan
- 10-Year Strategic Financial Plan
- 5-Year Capital Works Program
- 5-Year Corporate Business Plan
- Annual Budget
- Annual Financial Report
- Annual Report
- Benefits Realisation Program
- City of Joondalup website redevelopment project
- Compliance Audit Return
- Core system replacement project (Project Axiom)
- Council policies — development and review
- Customer satisfaction survey
- Customer service centralisation
- Delegated Authority Manual review
- Elected Member attraction
- Elected Member induction program
- Elected Member strategic development session
- Integrity and conduct annual collection
- Local government elections
- Local government reform
- Organisation review/administration efficiency assessment
- Performance measures
- Privacy and Responsible Information Sharing reforms
- Recordkeeping Plan
- Strategic Community Reference Group
- Strategic Position Statements
- Strategic Workforce Plan
- Submissions to State and Federal Governments
- Ward boundary review

KEY PRIORITIES FOR 2024/25

The following projects and initiatives have been identified by the Council as key priorities for 2024/25.

Key capital works projects

Capital works projects are those detailed in our 5-Year Capital Works Program. The following lists the key capital works projects for 2024/25. Note only those capital works projects with reportable actions for 2024/25 have been considered as key capital works projects for this year. These are aligned to the key themes of *Joondalup 2032*. Detailed descriptions, planned completion dates, and total project budgets are provided under each key theme section of this plan.

COMMUNITY	<ul style="list-style-type: none"> Duncraig Adventure Hub Gibson Park pump track Santiago Park sports lighting installation Sorrento Surf Life Saving Club redevelopment
ENVIRONMENT	<ul style="list-style-type: none"> Coastal and estuarine mitigation program
PLACE	<ul style="list-style-type: none"> Eddystone Avenue — Joondalup Drive to Honeybush Drive Greenwood Scout Hall refurbishment Hepburn Avenue — Lilburne Avenue to Walter Padbury Boulevard Hepburn Avenue/Amalfi Drive roundabout improvement Hepburn Avenue/Moolanda Boulevard roundabout construction Hillarys cycle network expansion Joondalup Drive/Hodges Drive intersection upgrade Joondalup Drive/Lakeside Drive (north) roundabout Moolanda Boulevard pedestrian footbridge Percy Doyle Football/Tee Ball Clubrooms Prince Regent Park facility upgrade Tom Simpson Park north/south car parks improvements Warwick north cluster parks revitalisation Whitfords West Park — amenity improvements and construction of recreation infrastructure
ECONOMY	<ul style="list-style-type: none"> Burns Beach — café/kiosk/restaurant Burns Beach Coastal Node redevelopment

Key non-capital projects and initiatives

Non-capital projects and initiatives are listed in this plan. The following lists the key non-capital projects and initiatives for 2024/25. These are aligned to the key themes of *Joondalup 2032*. Detailed descriptions and quarterly milestones for these projects and initiatives are provided under each key theme section of this plan.

COMMUNITY	<ul style="list-style-type: none"> • Dog Management Plan 	<ul style="list-style-type: none"> • Joondalup performing arts centre
ENVIRONMENT	<ul style="list-style-type: none"> • Climate Change Plan 	<ul style="list-style-type: none"> • Coastal Hazard Risk Management and Adaptation Plan
PLACE	<ul style="list-style-type: none"> • Heathridge Park Masterplan • Integrated parking compliance system • Joondalup City Centre development 	<ul style="list-style-type: none"> • Local Planning Strategy review • Ocean Reef Marina
ECONOMY	<ul style="list-style-type: none"> • Investment Attraction Framework • Joondalup Innovation Precinct 	<ul style="list-style-type: none"> • Place activation
LEADERSHIP	<ul style="list-style-type: none"> • Core system replacement project (Project Axiom) • City of Joondalup website redevelopment project • Customer service centralisation 	<ul style="list-style-type: none"> • Performance measures • Privacy and Responsible Information Sharing reforms

1. COMMUNITY

Our goal

We have a vibrant cultural scene, and our community is friendly, welcoming, caring and supportive. We are prepared for emergencies and feel strong and resilient. We encourage and support local organisations and community-led activities, and feel connected and safe in our neighbourhoods.

Your outcomes

1-1 Healthy and safe

You feel healthy and safe in your local community.

1-2 Inclusive and connected

You enjoy local services and programs that cater for different ages, abilities and backgrounds.

1-3 Active and social

You enjoy quality local activities and programs for sport, learning and recreation.

1-4 Artistic and creative

You celebrate, support and participate in art and events in your local area.

1-5 Cultural and diverse

You understand, value and celebrate the City's unique Aboriginal and other diverse cultures and histories.



Little Feet Festival, Edith Cowan University (Joondalup)

Services

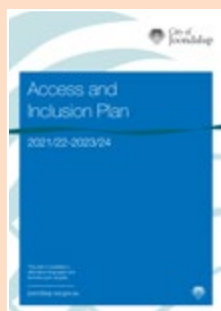
The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2023/24.

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Community development <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Aboriginal engagement and reconciliation • Access and inclusion • Age-friendly initiatives • Community initiatives • Homelessness • Youth initiatives 	\$2,437,999	\$—	15.22
Community safety, compliance and education <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Animal management • Building security management • Field patrols/community amenity • Graffiti management • Parking • Public areas CCTV and public safety 	\$4,904,980	\$(131,877)	38.51
Craigie Leisure Centre management <i>(discretionary)</i> <ul style="list-style-type: none"> • Craigie Leisure Centre management 	\$(1,532,120)	\$420,413	44.87
Cultural events, visual arts and arts development <i>(discretionary)</i> <ul style="list-style-type: none"> • Arts development • Cultural events • Visual arts 	\$4,028,517	\$—	9.67

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Emergency management <i>(statutory)</i> <ul style="list-style-type: none"> Emergency management 	\$60,708	\$—	0.50
Health and environmental services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Environmental health approvals Environmental health investigations and advice Midge management Premises inspections 	\$1,345,093	\$637	12.67
Immunisation <i>(discretionary)</i> <ul style="list-style-type: none"> Immunisation 	\$152,626	\$—	1.66
Libraries <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Community education and outreach Library programs, events and activities Library services Local history 	\$7,890,061	\$357,153	57.89
Recreation services <i>(discretionary)</i> <ul style="list-style-type: none"> Community venue management Sport and recreation development 	\$1,618,951	\$—	8.05
TOTAL	\$20,906,815	\$646,326	189.04

Plans, strategies and frameworks

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



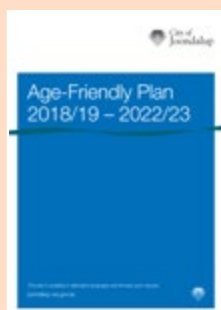
Access and Inclusion Plan 2021/22–2023/24

The Access and Inclusion Plan guides us in planning and implementing improvements to access and inclusion across City services, events, venues, communication, and employment. Access and inclusion plans are a requirement of all local governments under the *Disability Services Act 1993*. We provide progress reports annually to the State Government. Despite the extension beyond the originally published timeframe, this plan continues to be operational and meets the City's legislative obligations in this area. The plan will be reviewed in 2024/25 as part of the development of the new Community, Youth Development and Libraries Plan.



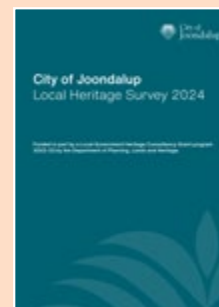
Cultural Plan 2021–2025

The Cultural Plan provides strategic direction for our arts and cultural activities over a 5-year period to ensure investment is directed towards the programming and infrastructure most valued by the community. The plan addresses the establishment of a significant cultural facility, investment in accessible visual art, event promotion and attraction, and the promotion of local opportunities for arts development.



Age-Friendly Plan 2018/19–2022/23

The Age-Friendly Plan articulates our commitment to fostering active ageing environments, where opportunities for health, wellbeing, security and participation are maximised to achieve optimal quality of life. The plan addresses the localised needs of an ageing population through the development of effective actions related to the physical and social environment. Despite the extension beyond the originally published timeframe, this plan continues to be operational and meets the City's legislative obligations in this area. The plan will be reviewed in 2024/25 as part of the development of the new Community, Youth Development and Libraries Plan.



Local Heritage Survey

The Local Heritage Survey is an inventory of places which are, or may become, culturally significant to the local community. The survey provides us with a cultural and historical record of the City, assists us in making and implementing decisions that are in harmony with cultural heritage values, and assists us in preparing a Heritage List. All local governments in Western Australia are required to prepare Local Heritage Surveys under the *Heritage Act 2018* and subsidiary legislation.



Regional Homelessness Plan 2022/23–2025/26

The Regional Homelessness Plan is a joint plan with the City of Wanneroo which clarifies our roles in addressing homelessness through a strong coordinated response. The Plan includes a series of actions which demonstrate our commitment to ensuring that people at-risk of experiencing homelessness have the optimum opportunity to improve their circumstances.

Outcome 1-1 Healthy and safe

You feel healthy and safe in your local community.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Animal management Promotion of and support for responsible pet ownership and compliance with the <i>Dog Act 1976</i> and the <i>Cat Act 2011</i> , and subsidiary legislation.	Register dogs and cats in accordance with legislative requirements.	<ul style="list-style-type: none">• Number of dogs registered with the City.• Number of new dog registrations completed.• Number of cats registered with the City.• Number of new cat registrations completed.
	Investigate and take appropriate action in relation to reported dog incidents.	<ul style="list-style-type: none">• Number of dog attacks reported.• Number of wandering dogs reported.• Number of property inspections undertaken in relation to dog incidents.• Number of infringements and cautions issued in relation to dog incidents.
Environmental health Environmental health initiatives and programs in the community, including inspections and assessments relating to immunisation, food, noise, disease, pest control and safety in accordance with the <i>Public Health Act 2016</i> and subsidiary legislation, and relevant local laws.	Deliver immunisations through clinics and a school-based immunisation program.	<ul style="list-style-type: none">• Number of children immunised.• Number of vaccinations administered.
	Determine environmental health applications received in accordance with legislative requirements.	<ul style="list-style-type: none">• Number of environmental health approvals determined.
	Respond to requests and complaints on a range of environmental health matters.	<ul style="list-style-type: none">• Number of environmental health investigations completed.
	Undertake premises inspections for the purposes of managing public health risks.	<ul style="list-style-type: none">• Number of premises inspections conducted.

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Graffiti removal Removal of graffiti from public spaces to minimise the impact of criminal damage and promote safe and welcoming neighbourhoods.	Remove graffiti from public spaces within 2 working days.	<ul style="list-style-type: none"> • Number of graffiti removals completed. • Percentage of graffiti removals completed within 2 working days of reporting.
Public areas CCTV Operation and management of the City's CCTV network to deter criminal, anti-social and suspicious activity.	Provide CCTV footage to Western Australia Police, as requested, in accordance with legislative requirements.	<ul style="list-style-type: none"> • Number of requests for CCTV images by Western Australia Police.
Swimming pool inspections Inspections of all private swimming pools across the City at least once every 4 years in accordance with <i>Building Act 2011</i> and subsidiary legislation.	Deliver the swimming pool barrier inspection program in accordance with legislative requirements.	<ul style="list-style-type: none"> • Number of regulatory (4-yearly) swimming pool inspections. • Number of additional (follow-up) swimming pool inspections.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Community Safety Plan A plan that addresses community safety issues across the City, including parking management, animal management, CCTV, graffiti removal and community amenity. The plan ensures the community feels connected and safe through direct service provision, as well as supporting and encouraging local organisations and community-led activities.	Q1	<ul style="list-style-type: none"> Present the draft Community Safety Plan 2025–2029 to Council seeking endorsement to undertake community consultation. Undertake community consultation on the draft Community Safety Plan 2025–2029. 				
	Q2	<ul style="list-style-type: none"> Present the outcomes from the community consultation on the draft Community Safety Plan 2025–2029 and any proposed changes to Council seeking endorsement. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Commence implementation of the Community Safety Plan 2025–2029. 				
	Q4	<ul style="list-style-type: none"> Deliver scheduled actions from the Community Safety Plan 2025–2029 for the quarter. 				
Dog Management Plan* A new plan to guide the City's approach to managing dogs within the district, including legislative and regulatory instruments, behavioural management, and community education and awareness.	Q1	<ul style="list-style-type: none"> Present the proposed approach to developing the Dog Management Plan to Elected Members seeking feedback. 				
	Q2	<ul style="list-style-type: none"> Undertake community consultation to inform development of the draft Dog Management Plan 2025–2035. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Progress development of the draft Dog Management Plan 2025–2035. 				
	Q4	<ul style="list-style-type: none"> Finalise development of the draft Dog Management Plan 2025–2035. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Local laws Local laws made under the <i>Local Government Act 1995</i> and subsidiary legislation to cover matters considered necessary for the good government of the City. Local laws are reviewed every 8 years in accordance with the Act. The next 8-yearly review is set to take place in 2029/30.	Q1	• Progress amendments to local laws as required.	◆	◆	◆	◆
	Q2	• Progress amendments to local laws as required.				
	Q3	• Progress amendments to local laws as required.				
	Q4	• Progress amendments to local laws as required.				
Public Health Plan A new plan to respond to local health risks and establish objectives and policy priorities for the promotion and protection of public health in the City. Development of a new public health plan is a requirement under Stage 5, Phase 5A implementation of the <i>WA Public Health Act 2016</i> and subsidiary legislation.	Q1	• Prepare a project plan for the development of a draft Public Health Plan 2026–2031.	◆	◆	◆	◆
	Q2	• Commence the collection and review of public health data.				
	Q3	• Progress the collection and review of public health data.				
	Q4	• Progress the collection and review of public health data. • Undertake community consultation to inform development of the draft Public Health Plan 2026–2031.				
Responsible pet ownership — schools' education program A new education program to encourage and educate school children on responsible pet ownership.	Q1		◆	◆	◆	◆
	Q2					
	Q3					
	Q4	• Deliver scheduled activities and events as part of the schools' education program for the quarter.				

Outcome 1-2 Inclusive and connected

You enjoy local services and programs that cater for different ages, abilities and backgrounds.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Communities in-Focus program A capacity building program for community groups to identify and build on the existing skills, experience and knowledge already present.	Deliver scheduled programs, activities and events as part of the Communities in-Focus program.	<ul style="list-style-type: none">• List of programs, activities and events delivered as part of the Communities in-Focus program.• Number of attendees per program, activity and event delivered as part of the Communities in-Focus program.
Community Transport program A service for eligible community members that provides affordable transport from the home to local shopping centres and libraries.	Deliver the Community Transport program to eligible community members.	<ul style="list-style-type: none">• Number of unique and total passengers serviced by the Community Transport program.• Number of trips made as part of the Community Transport program.
Volunteer Joondalup program A range of programs, activities and events that promote volunteering opportunities, and encourage greater volunteerism within the community.	Deliver scheduled programs, activities and events as part of the Volunteer Joondalup program.	<ul style="list-style-type: none">• List of programs, activities and events delivered as part of the Volunteer Joondalup program.• Number of attendees per program, activity and event delivered as part of the Volunteer Joondalup program.• Number of volunteer engagements made through the Joondalup Volunteer Resource Centre.

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Youth Development initiatives A range of programs, activities and events that foster healthy, resilient, informed and engaged young people, and promote and celebrate the role of young people in the community.	Deliver scheduled programs, activities and events through the City's youth centres.	<ul style="list-style-type: none"> List of programs, activities and events delivered through the City's youth centres. Number of participants per program, activity and event delivered through the City's youth centres.
	Deliver scheduled programs, activities and events through the Youth Truck.	<ul style="list-style-type: none"> List of programs, activities and events delivered through the Youth Truck. Number of participants per program, activity and event delivered through the Youth Truck.
	Deliver scheduled programs, activities and events as part of the Youth Events program.	<ul style="list-style-type: none"> List of programs, activities and events delivered as part of the Youth Events program. Number of participants per program, activity and event delivered as part of the Youth Events program.

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Access and Inclusion Plan A plan which contributes towards the creation of accessible and inclusive communities through the provision and improvement of services, events, processes, and spaces for the community.	Q1	<ul style="list-style-type: none"> Deliver scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. Present the Access and Inclusion 2021/22–2023/24 Annual Progress Report to the Department of Communities. 				
	Q2	<ul style="list-style-type: none"> Deliver scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. Present the Access and Inclusion 2021/22–2023/24 Annual Progress Report to Council for noting. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Deliver scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. 				
	Q4	<ul style="list-style-type: none"> Deliver scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. 				
Age Friendly Plan A plan which articulates the City's commitment to fostering active ageing environments, where opportunities for health, wellbeing, security, and participation are maximised to achieve optimal quality of life.	Q1	<ul style="list-style-type: none"> Deliver scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter. 				
	Q2	<ul style="list-style-type: none"> Deliver scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter. Present the Age-Friendly Plan 2018/19–2022/23 Annual Progress Report to Council for noting. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Deliver scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter. 				
	Q4	<ul style="list-style-type: none"> Deliver scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter. 				

Outcome 1-3 Active and social

You enjoy quality local activities and programs for sport, learning and recreation.

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Gibson Park pump track This project will include a pump track designed to cater for entry level BMX users. The facility will incorporate a loop circuit and asphalt track with a range of rolling humps (rollers). The project may also include complementary infrastructure, such as seating, an accessible path and a picnic setting. Construction is expected to be completed in 2024/25.	Padbury	2024/25	\$600,000
Duncraig Adventure Hub This project will develop a youth facility at Percy Doyle Reserve, Duncraig. The project includes a skate park, BMX pump and jump track, multi-purpose court, play space, and a youth plaza with picnic infrastructure, barbecues, toilets, lighting, CCTV and food truck bays. Construction is expected to be completed in 2024/25.	Duncraig	2024/25	\$8,500,000
Santiago Park sports lighting installation This project will install four new lighting poles and sports lights to the required standards for large ball sports. Construction is expected to be completed in 2024/25.	Ocean Reef	2024/25	\$509,835
Sorrento Surf Life Saving Club redevelopment This project will redevelop the existing Sorrento Surf Life Saving Club facility. The redevelopment includes a commercial component and will aim to support and enhance usage. The existing facility is currently leased by the Sorrento Surf Life Saving Club, which is one of the largest clubs in the City with over 2,000 members. In 2024/25, the detailed design will be completed.	Sorrento	2026/27	\$14,000,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Community Funding Program A funding program consisting of two rounds intended for the delivery of community-initiated projects, programs and events that benefit the City of Joondalup community.	Q1	<ul style="list-style-type: none"> Advertise round 1 of the Community Funding Program and deliver information workshops. Evaluate the submissions received and provide recommendations for round 1 of the Community Funding Program. 				
	Q2	<ul style="list-style-type: none"> Present the applicants for funding greater than \$10,000 to Council for consideration. Issue the funding agreements and payments for successful applicants of round 1 of the Community Funding Program. 				
	Q3	<ul style="list-style-type: none"> Advertise round 2 of the Community Funding Program and deliver information workshops. Evaluate the submissions received and provide recommendations for round 2 of the Community Funding Program. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Present the applicants for funding greater than \$10,000 to Council for consideration. Issue the funding agreements and payments for successful applicants of round 2 of the Community Funding Program. 				
Regional Homelessness Plan A joint plan with the City of Wanneroo which includes a series of actions that demonstrate the Cities' commitment to ensuring people at-risk of experiencing homelessness have the optimum opportunity to improve their circumstances.	Q1	<ul style="list-style-type: none"> Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter. 				
	Q2	<ul style="list-style-type: none"> Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter. Present the Regional Homelessness Plan 2023/24 Annual Progress Report to Council for noting. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter. 				
	Q4	<ul style="list-style-type: none"> Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter. 				

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Sport and recreation development A range of programs, activities, events and one-on-one assistance provided to local club volunteers to assist them in performing their roles and ensuring ongoing club sustainability and success.	Deliver programs, activities, events and one-on-one assistance to sports and recreation clubs, as required.	<ul style="list-style-type: none"> Number of programs, activities, events and one-on-one assistance provided. Number of clubs engaged.
Craigie Leisure Centre health and fitness programs A range of programs delivered at Craigie Leisure Centre to promote health and fitness, including gym memberships, group fitness, leisure and aquatics programs.	Deliver health and fitness programs at the Craigie Leisure Centre in accordance with service level objectives.	<ul style="list-style-type: none"> Number of visitors to Craigie Leisure Centre. Number of Craigie Leisure Centre members (at end of quarter). Number of swim school enrolments (at end of quarter).
Library programs, activities and events A range of programs, events and activities that provide opportunities for the community to learn, recreate and connect, with a focus on life-long learning and literacy.	Deliver scheduled programs, activities and events at the City of Joondalup libraries.	<ul style="list-style-type: none"> Number of programs, activities and events delivered at the City of Joondalup libraries. Number of participants across all programs, activities and events delivered at the City of Joondalup libraries.
Library services Provision of library resources and services at City of Joondalup libraries and online, as well as the provision of safe, flexible, and accessible spaces for the community.	Deliver library services at the City of Joondalup libraries.	<ul style="list-style-type: none"> Number of visitors to City of Joondalup libraries. Number of loans issued at City of Joondalup libraries. Number of WiFi logins and PC bookings at City of Joondalup libraries.
	Deliver the Books on Wheels service to eligible community members.	<ul style="list-style-type: none"> Number of individual customers of the Books on Wheels service. Number of items issued through the Books on Wheels service.

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Artificial surf reef — feasibility study Investigations into a potential artificial surf reef between Mullaloo Point and Ocean Reef Marina.	Q1	• Progress the pre-feasibility assessment for an artificial surf reef.	◆			
	Q2	• Progress the pre-feasibility assessment for an artificial surf reef.				
	Q3	• Finalise the pre-feasibility assessment for an artificial surf reef.				
	Q4	• Present the pre-feasibility assessment for an artificial surf reef to Elected Members seeking feedback.				
Community, Youth Development and Libraries Plan A new plan for the integrated delivery of City programs and infrastructure that support community development, youth development, library services, access and inclusion, and age-friendly communities.	Q1	• Progress the development of the draft Community, Youth Development and Libraries Plan.	◆	◆	◆	◆
	Q2	• Progress the development of the draft Community, Youth Development and Libraries Plan.				
	Q3	• Progress the development of the draft Community, Youth Development and Libraries Plan.				
	Q4	• Present the draft Community, Youth Development and Libraries Plan to Elected Members seeking feedback.				

Outcome 1-4 Artistic and creative

You celebrate, support and participate in art and events in your local area.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Art collection maintenance and acquisitions Activities related to the City's Art Collection, including acquisition, maintenance and management.	Manage the City's art collection, including maintenance and acquisitions.	<ul style="list-style-type: none"> List of new artwork acquired for the City's art collection. Value of each new artwork acquired for the City's art collection.
Corporate Sponsorship program A program that supports external organisations to deliver events which benefit the local community, provide positive exposure for the City's brand, and stimulate local economic activity.	Provide sponsorship and donations for external events in accordance with the City's Corporate Sponsorship Program Guidelines.	<ul style="list-style-type: none"> Number of sponsorship requests received. List of events sponsored by the City. Value of each sponsorship provided by the City.
Cultural Events program An annual program of cultural events that build community spirit and cultural identity. Programs offer access to the arts for the local community via attendance and participation. Program also offers destination events to bring visitors to the region.	Deliver scheduled events as part of the Cultural Events program.	<ul style="list-style-type: none"> List of events delivered as part of the Cultural Events program. Number of attendees per event delivered as part of the Cultural Events program. Percentage attendee satisfaction per event delivered as part of the Cultural Events program.
Visual Arts Exhibition program An annual program of visual arts that provides the community with access to contemporary, quality artworks, supports local arts development, and promotes Joondalup as a vibrant cultural destination.	Deliver scheduled events as part of the Visual Arts Exhibition program.	<ul style="list-style-type: none"> List of events delivered as part of the Visual Arts Exhibition program. Number of attendees per event delivered as part of the Visual Arts Exhibition program. Percentage attendee satisfaction per event delivered as part of the Visual Arts Exhibition program.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Arts development program An annual program of community arts development activities, including the Arts in Focus program, Community Funding, Arts Development Scheme and Connecting Creatives database.	Q1	<ul style="list-style-type: none"> Advertise the Arts Development Scheme funding program. Evaluate the submissions received and provide recommendations for the Arts Development Scheme funding program. 				
	Q2	<ul style="list-style-type: none"> Present the applicants for funding greater than \$10,000 to Council for consideration. Issue the funding agreements and payments for successful applicants of the Arts Development Scheme funding program. 	◆	◆	◆	◆
	Q3					
	Q4					
Joondalup performing arts centre* Investigations into an arts facility proposed for the hosting of performing arts and cultural events and other activities within the Joondalup City Centre.	Q1	<ul style="list-style-type: none"> Progress actions towards the development of a business case for a Joondalup performing arts centre. Present reports to Elected Members on the progress and status of the project as required. 				
	Q2	<ul style="list-style-type: none"> Progress actions towards the development of a business case for a Joondalup performing arts centre. Present reports to Elected Members on the progress and status of the project as required. 				
	Q3	<ul style="list-style-type: none"> Progress actions towards the development of a business case for a Joondalup performing arts centre. Present reports to Elected Members on the progress and status of the project as required. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Progress actions towards the development of a business case for a Joondalup performing arts centre. Present reports to Elected Members on the progress and status of the project as required. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Public Art Masterplan and Strategy A masterplan and strategy that defines the principles and priorities for public art in the City and guides resources and funding towards relevant public art projects that enhance the City's built environment, distinctive natural assets, significant Noongar sites, historic locations and key destinations.	Q1	<ul style="list-style-type: none"> Present the Public Art Masterplan and Strategy to Council seeking endorsement. Present the revised draft Public Art Council Policy to the Policy Committee and Council seeking adoption. Present the draft Percent for Art Local Planning Policy to the Policy Committee and Council seeking approval to undertake community consultation. 				
	Q2	<ul style="list-style-type: none"> Undertake community consultation on the draft Percent for Art Local Planning Policy. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Present the outcomes of the community consultation on the draft Percent for Art Local Planning Policy and any proposed changes to the Policy Committee and Council seeking adoption. 				
	Q4					
Public art projects Public art projects delivered in accordance with the Public Art Masterplan and Strategy that contribute to an appreciation of the City's cultural and natural heritage and enhance the public realm.	Q1	No milestones in 2024/25.				
	Q2		◆	◆	◆	◆
	Q3					
	Q4					

Outcome 1-5 Cultural and diverse

You understand, value and celebrate the City’s unique Aboriginal and other diverse cultures and histories.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Civic functions Delivery of high-quality civic functions that recognise the valuable contributions of key City stakeholders.	Deliver scheduled civic functions.	<ul style="list-style-type: none">• List of civic functions delivered.• Number of attendees per civic function.
Citizenship ceremonies Delivery of citizenship ceremonies in accordance with the Department of Home Affairs’ guidelines.	Deliver scheduled citizenship ceremonies.	<ul style="list-style-type: none">• Number of citizenship ceremonies conducted.• Number of new citizens taking the pledge of commitment.
Local history service A curated library collection that preserves, shares and celebrates the City’s local and regional history.	Deliver scheduled local history programs, activities and events at the City of Joondalup libraries.	<ul style="list-style-type: none">• List of local history programs, activities and events delivered at the City of Joondalup libraries.• Number of attendees per local history program, activity and event delivered at the City of Joondalup libraries.• Number of new items added to the City’s local history collection.

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Heritage List A statutory list of the most significant heritage places which forms part of the City's Local Planning Scheme. Heritage Lists are prepared under the <i>Planning and Development Act 2005</i> and subsidiary legislation.	Q1		◆			
	Q2					
	Q3	<ul style="list-style-type: none"> Present a report to the Policy Committee and Council seeking endorsement to initiate an amendment to the City's Heritage List. 				
	Q4	<ul style="list-style-type: none"> Undertake community consultation activities on the amendment to the City's Heritage List. 				
Local Heritage Survey An inventory of places which are, or may become, culturally significant to the local community. All local governments in Western Australia are required to prepare Local Heritage Surveys under the <i>Heritage Act 2018</i> and subsidiary legislation.	Q1	<ul style="list-style-type: none"> No milestones in 2024/25. 				◆
	Q2					
	Q3					
	Q4					
NAIDOC Week Events and programs to mark national NAIDOC Week which celebrates and recognises the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.	Q1	<ul style="list-style-type: none"> Deliver the NAIDOC Week Launch event as part of the civic functions program. Deliver NAIDOC Week events as part of the cultural events program. 	◆	◆	◆	◆
	Q2					
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Noongar renaming project Engagement with external Aboriginal-led consultants to explore options for renaming select City places using Noongar names.	Q1	<ul style="list-style-type: none"> Liaise with external consultants to progress investigations into options for Aboriginal names. 				
	Q2	<ul style="list-style-type: none"> Liaise with external consultants to progress investigations into options for Aboriginal names. 				
	Q3	<ul style="list-style-type: none"> Liaise with external consultants to progress investigations into options for Aboriginal names. 				
	Q4	<ul style="list-style-type: none"> Present the findings and recommendations from the external consultants to Elected Members. 				
Reconciliation Action Plan A plan which sets out the City's commitment to reconciliation and engagement with Aboriginal and Torres Strait Islander peoples. The plan gives the City an opportunity to think deeply about what reconciliation means to the organisation and community, and implement a Reconciliation Action Plan that is localised, unique and leaves an effect of lasting change.	Q1	<ul style="list-style-type: none"> Present the final Reconciliation Action Plan 2024–2026 to Reconciliation Australia seeking endorsement. Deliver scheduled actions from the Reconciliation Action Plan 2024–2026 for the quarter. 	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> Deliver scheduled actions from the Reconciliation Action Plan 2024–2026 for the quarter. 				
	Q3	<ul style="list-style-type: none"> Deliver scheduled actions from the Reconciliation Action Plan 2024–2026 for the quarter. 				
	Q4	<ul style="list-style-type: none"> Deliver scheduled actions from the Reconciliation Action Plan 2024–2026 for the quarter. 				

2. ENVIRONMENT

Our goal

We have a beautiful natural environment which we care for and protect. We demonstrate best-practice in sustainability and environmental management. Our community is actively involved in conservation and sustainability initiatives and we share responsibility for preserving our natural assets for future generations.

Your outcomes

2-1 **Managed and protected**

You value and enjoy the biodiversity in local bushland, wetland and coastal areas.

2-2 **Clean and sustainable**

You are supported to minimise waste and live sustainably in a clean environment.

2-3 **Responsible and efficient**

You benefit from a responsible and efficient use of natural resources.

2-4 **Resilient and prepared**

You understand and are prepared for the impacts of climate change and natural disasters.



Yellagonga Regional Park (Kingsley)

Services

The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2023/24.

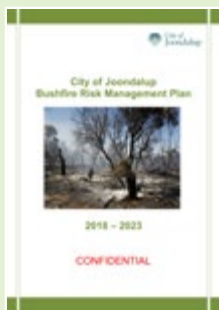
SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Environmental planning and development <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Environmental education and leadership • Environmental planning • Environmental reporting • Environmental strategies • Natural areas and catchment management 	\$1,104,739	\$—	5.47
Litter collection <i>(discretionary)</i> <ul style="list-style-type: none"> • Litter collection 	\$1,230,212	\$—	6.86
Natural areas management <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Conservation works • Natural areas maintenance 	\$1,071,919	\$157,647	13.3
Technical engineering support services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Coastal monitoring and adaptation management • Rainfall monitoring and stormwater management • Urban development advice 	\$784,043	\$191,177	4.91

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Waste management <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Bulk green waste collection • Bulk hard waste collection • General waste collection • Green waste collection • Recycling collection • Regional partnerships management • Waste education 	\$(91,303)	\$523,851	11.17
Natural areas/buildings not allocated to an FTE or specific service*	\$6,478,567	\$1,839,050	—
TOTAL	\$10,578,177	\$2,711,725	41.71

*Direct expenditure against an asset is identified separately to inform maintenance and renewal programs. This expenditure includes utility, maintenance and external contractor costs. Natural area/building assets may be used in the delivery of a range of services and programs in the Environment key theme and have therefore not been linked to one specific service. Allocating costs against an asset allows the City to capture data which informs maintenance, replacement and capital works programs.

Plans, strategies and frameworks

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



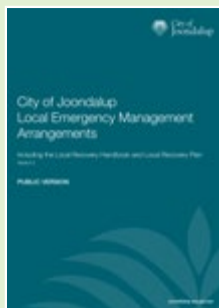
Bushfire Risk Management Plan 2018–2023

The Bushfire Risk Management Plan guides us in providing a coordinated and efficient approach to the identification, assessment and treatment of assets exposed to bushfire-related risk within the City of Joondalup. The overarching objective of the plan is to effectively manage bushfire-related risk within the City in order to protect people, assets and the environment. This plan is currently under review.



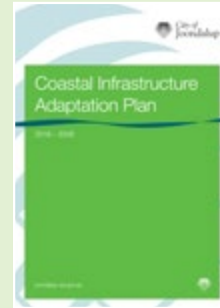
Climate Change Strategy 2014–2019

The Climate Change Strategy guides our planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment. The strategy includes mitigation and adaptation strategies, to both minimise the severity of climate change, and help us to prepare and adapt to current and future impacts of climate change. This strategy has reached the end of its 5-year period and is currently under review. A new plan will be finalised in 2024/25.



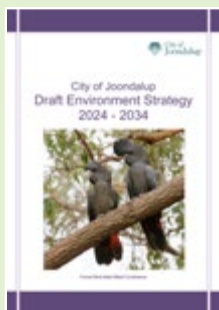
City of Joondalup Local Emergency Management Arrangements

The City of Joondalup Local Emergency Management Arrangements provide an operational guide for the recovery phase of an emergency that might occur in our region. The aim of the document is to detail our emergency management arrangements and to ensure that a recorded understanding exists between the agencies and stakeholders involved in managing emergencies within the City. Local emergency management arrangements are a requirement for all local governments under the *Emergency Management Act 2005*.



Coastal Infrastructure Adaptation Plan 2018–2026

The Coastal Infrastructure Adaptation Plan guides our response to the future impacts of climate change along the coastline. The plan aims to ensure we are adequately prepared to adapt to current and future coastal hazards, and to ensure the risk to City of Joondalup infrastructure and assets is minimised.



Draft Environment Strategy 2024–2034

The draft Environment Strategy outlines our commitment to conserving, enhancing and rehabilitating the City of Joondalup's natural assets to ensure the long-term protection of the environment for future generations. The strategy guides our strategic response to local environmental pressures, and ensures that our operations are delivered in an environmentally-sustainable manner and that we take measures to effectively influence positive environmental behaviours within the community. This strategy will be finalised in 2024/25.



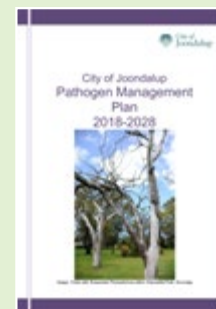
Local Government Waste Plan — City of Joondalup

The Local Government Waste Plan leads our waste management practices which align with the objectives of the State Waste Avoidance and Resource Recovery Strategy 2030. The Plan focuses on improving our practices and providing the groundwork to inform the long-term planning for waste. Waste management plans are a requirement of all local governments under the *Waste Avoidance and Resource Recovery Act 2007*.



Natural Area Management Plans

We have a range of Natural Area Management Plans which cover a number of sites across the City of Joondalup, including Central Park, Craigie Bushland, Hepburn Heights Conservation Area, Hillarys–Kallaroo Foreshore Reserve, Iluka-Burns Beach Foreshore Reserve, Lilburne Park, Marmion Foreshore Reserve, Mullaloo Foreshore Reserve, Ocean Reef Foreshore Reserve, Shepherds Bush Reserve, Sorrento Foreshore Reserve, and Warwick Open Space Bushland. These plans provide a framework for protecting and enhancing biodiversity values, whilst maintaining appropriate community access and awareness of the sites. The plans are used to guide our maintenance and capital works schedules, as well as provide guidance to our employees, contractors and Friends' Groups.



Pathogen Management Plan 2018–2028

The Pathogen Management Plan identifies pathogen risk factors, prioritises natural areas for pathogen management and identifies key management actions to protect the City's biodiversity values. The plan provides guidance on the management of pathogens within the City to minimise the risk of pathogen introduction and spread, and identifies strategies to engage the community and key stakeholders in order to raise the awareness of pathogens within the City of Joondalup.



Weed Management Plan 2023–2033

The Weed Management Plan details an integrated weed management approach which prevents, monitors and controls the spread of weeds within the City of Joondalup. The plan guides our ongoing weed management of natural areas, parks and urban landscaping areas to protect native vegetation and ecosystems, as well as the amenity, functionality and aesthetics of parks and urban landscaping areas.



Yellagonga Integrated Catchment Management Plan 2021–2026

The Yellagonga Integrated Catchment Management Plan is a joint plan with the City of Wanneroo which provides a holistic and long-term strategic framework to improve catchment health and protect the diverse values of Yellagonga Regional Park. The Yellagonga Integrated Catchment Management Plan ensures the continued collaborative delivery of the projects that have proven to be effective in monitoring and improving the health of the Yellagonga wetlands.



Waterwise Council Action Plan 2021–2026

The Waterwise Council Action Plan outlines the City's waterwise vision and provides strategic direction for the City's water management goals and actions over the next five years. The plan addresses both corporate and community water management goals and actions as aspects of a waterwise city.

Outcome 2-1 Managed and protected

You value and enjoy the biodiversity in local bushland, wetland and coastal areas.

Capital works programs

PROGRAM	EXPENDITURE FOR 2024/25	EXTERNAL FUNDING FOR 2024/25
Park and public open space		
Foreshores and natural areas program	\$672,213	\$251,754

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Midge management Monitoring of midge larvae populations and the provision of treatments, as required, to mitigate nuisance adult midge at Lake Goollelal and Lake Joondalup.	Monitor seasonal midge larvae and undertake treatments, as required.	<ul style="list-style-type: none"> Number of sampling events performed. Number of midge treatments applied.
Natural areas maintenance Coordination and implementation of maintenance programs which protect and enhance biodiversity values, whilst maintaining appropriate community access and awareness of natural areas.	Undertake maintenance activities in natural areas.	<ul style="list-style-type: none"> Number of maintenance work orders completed for natural areas.
	Provide support and technical advice to friends' groups to assist them in undertaking voluntary conservation activities.	<ul style="list-style-type: none"> Number of hours of friends' groups activities recorded.

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Environment Strategy A new strategy that will provide a framework for the City to be environmentally sustainable by protecting and enhancing the environment and minimising the use of natural resources.	Q1	<ul style="list-style-type: none"> Present the outcomes from the community consultation on the draft Environment Strategy 2024–2034 and any proposed changes to Council seeking adoption. 				
	Q2					
	Q3					
	Q4					
Natural area management (major conservation) Natural area management initiatives for protecting and enhancing biodiversity values across the City's major conservation natural areas.	Q1	<ul style="list-style-type: none"> Engage a consultant to undertake flora surveys in Hepburn Heights Conservation Area and Marmion Foreshore Reserve. Engage a consultant to deliver Quenda genetic analysis and twice-yearly monitoring in Craigie Bushland. 				
	Q2		◆	◆	◆	◆
	Q3					
	Q4	<ul style="list-style-type: none"> Present outcomes of flora surveys and Quenda studies to Elected Members. 				
Yellagonga Integrated Catchment Management Plan A joint plan with the City of Wanneroo which provides an holistic and long-term strategic framework to improve catchment health and protect the diverse values of Yellagonga Regional Park.	Q1	<ul style="list-style-type: none"> Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. 				
	Q2	<ul style="list-style-type: none"> Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. 				
	Q3	<ul style="list-style-type: none"> Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. 				

Outcome 2-2 Clean and sustainable

You are supported to minimise waste and live sustainably in a clean environment.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Bulk waste collection and processing Bulk hard waste and greens waste collection and processing for residential properties.	Liaise with the external contractor to deliver hard bulk collection and processing.	<ul style="list-style-type: none"> • Tonnage of bulk hard waste collected. • Percentage of bulk hard waste collected that is recycled.
	Liaise with the external contractor to deliver greens bulk collection and processing.	<ul style="list-style-type: none"> • Tonnage of bulk greens waste collected. • Percentage of bulk greens waste collected that is recycled.
Environmental education program A range of environmental education activities and events for residents, schools, businesses and the broader community. The program encourages sustainability related to biodiversity, waste, water, transport and climate change.	Deliver scheduled activities and events as part of the environmental education program.	<ul style="list-style-type: none"> • List of activities and events delivered as part of the environmental education program. • Number of participants per activity and event delivered as part of the environmental education program.
Litter collection Scheduled collection and disposal of public area litter by hand.	Undertake litter collection and disposal across the City.	<ul style="list-style-type: none"> • Tonnage of litter collected by the City.
Illegal dumping Identification and retrieval of illegally dumped waste from public areas.	Respond to reports from the community about illegal dumping.	<ul style="list-style-type: none"> • Tonnage of illegally dumped waste collected by the City.

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Waste collection and processing Weekly collection and disposal of kerbside domestic waste, and fortnightly collection and processing of domestic recycling and greens for residential properties.	Liaise with the external contractor to deliver weekly general waste collection and disposal.	<ul style="list-style-type: none"> • Tonnage of residential general waste collected.
	Liaise with the external contractor to deliver fortnightly recycling waste collection and processing.	<ul style="list-style-type: none"> • Tonnage of residential recycling waste collected. • Percentage of recycling waste collected that is recycled.
	Liaise with the external contractor to deliver fortnightly greens waste collection and processing.	<ul style="list-style-type: none"> • Tonnage of residential garden organic waste collected. • Percentage of garden organic waste collected that is recycled.
Waste education program A range of waste education activities and events for schools and the community. The program encourages students and community members to reduce their consumption and waste.	Deliver scheduled activities and events to schools and the community as part of the waste education program.	<ul style="list-style-type: none"> • List of activities and events delivered as part of the waste education program. • Number of participants per activity and event delivered as part of the waste education program.

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Food organics, garden organics (FOGO) bin service A new food organics, garden organics (FOGO) bin service for residential waste service delivery.	Q1					
	Q2					
	Q3	<ul style="list-style-type: none"> Develop and advertise a request for tender to deliver a FOGO bin service. Review and assess the responses to the request for tender and appoint the preferred contractor. 	◆	◆		
	Q4	<ul style="list-style-type: none"> Deliver a communications campaign to educate the community about the new FOGO bin service. 				
Waste to energy solution A new regional facility that will primarily convert waste products into electricity and produce by-products that will be used for in construction industry.	Q1	<ul style="list-style-type: none"> Present a report to Council on tender options for a waste to energy solution seeking endorsement of the preferred tenderer. 				
	Q2	<ul style="list-style-type: none"> Liaise with the Mindarie Regional Council to commence delivery of a waste to energy solution. 	◆	◆		
	Q3	<ul style="list-style-type: none"> Continue to liaise with the Mindarie Regional Council to progress delivery of a waste to energy solution. 				
	Q4	<ul style="list-style-type: none"> Continue to liaise with the Mindarie Regional Council to progress delivery of a waste to energy solution. 				

Outcome 2-3 Responsible and efficient

You benefit from a responsible and efficient use of natural resources.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Energy management Management of the City’s energy consumption to minimise environmental impact and realise economic savings.	Manage corporate energy use to ensure responsible and efficient consumption.	<i>Reliable quarterly data not yet available due to delayed data provision from utility providers.</i>
Groundwater management Management of groundwater on City-owned and -managed land to ensure responsible and efficient use in accordance with Department of Water and Environmental Regulation licencing requirements.	Manage corporate groundwater use to ensure responsible and efficient consumption.	<ul style="list-style-type: none">• Volume of groundwater used by the City.
Scheme water management Management of scheme water on City-owned and -managed land to reduce consumption and waste.	Manage corporate scheme water use to ensure responsible and efficient consumption.	<i>Reliable quarterly data not yet available due to delayed data provision from utility providers.</i>

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Joondalup Lighting Initiative Investigation into a proposal to upgrade existing streetlights to LED across the City for the purposes of reducing energy consumption.	Q1	<ul style="list-style-type: none"> Investigate streetlight ownership options with Western Power for their streetlight assets located within the City. Investigate LED streetlight conversion options with Western Power. 				
	Q2	<ul style="list-style-type: none"> Continue to investigate streetlight ownership options with Western Power for their streetlight assets located within the City. Continue to investigate LED streetlight conversion options with Western Power. 				
	Q3	<ul style="list-style-type: none"> Continue to investigate streetlight ownership options with Western Power for their streetlight assets located within the City. Continue to investigate LED streetlight conversion options with Western Power. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Continue to investigate streetlight ownership options with Western Power for their streetlight assets located within the City. Continue to investigate LED streetlight conversion options with Western Power. 				
Underground power Investigation into the potential to convert existing overhead powerlines to underground power in suitable locations across the City.	Q1	<ul style="list-style-type: none"> Develop an advocacy plan to align with Western Power's timing for the undergrounding of power in the City. 				
	Q2	<ul style="list-style-type: none"> Progress development of an advocacy plan to align with Western Power's timing for the undergrounding of power in the City. 				
	Q3	<ul style="list-style-type: none"> Progress development of an advocacy plan to align with Western Power's timing for the undergrounding of power in the City. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Progress development of an advocacy plan to align with Western Power's timing for the undergrounding of power in the City. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Waterwise Council Program A program run jointly by the Department of Water and Environmental Regulation and Water Corporation to support local governments to improve water efficiency and help create waterwise communities.	Q1	<ul style="list-style-type: none">• Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none">• Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.• Submit application to the WA Department of Water and Environmental Regulation and Water Corporation seeking re-accreditation under the Waterwise Council Program.				
	Q3	<ul style="list-style-type: none">• Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.				
	Q4	<ul style="list-style-type: none">• Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.				

Outcome 2-4 Resilient and prepared

You understand and are prepared for the impacts of climate change and natural disasters.

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<p>Coastal and estuarine mitigation program</p> <p>This program includes the renewal and upgrading of existing coastal protection assets to be undertaken over the next 3 years. The assets scheduled for renewal and upgrade include the Marmion Angling and Aquatic Club seawall, Sorrento seawall, Mullaloo Surf Life Saving Club seawall, Sorrento central groyne, and Sorrento southern groyne. In 2024/25, the detailed design will be completed.</p>	Various	2026/27	\$1,281,041

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Emergency management Participation in the Joint Local Emergency Management Committee, District Emergency Management Committee and WALGA Emergency Management Advisory Committee meetings for the purposes of ensuring effective preparedness in the event of an emergency incident.	Participate in local and regional emergency management exercises with key agency partners to test the City's Local Emergency Management Arrangements.	<ul style="list-style-type: none"> List of emergency management exercises undertaken.
	Attend the Joint Local Emergency Management Committee and District Emergency Management Committee meetings on a quarterly and biannual basis.	<ul style="list-style-type: none"> Dates of Joint Local Emergency Management Committee and District Emergency Management Committee meetings attended.
Firebreak inspections Inspection of firebreaks throughout the City in accordance with the <i>Bush Fires Act 1954</i> and subsidiary legislation for the purpose of mitigating the risk of bushfire hazards.	Undertake firebreak inspections and enforcement activities in accordance with legislative requirements.	<ul style="list-style-type: none"> Number of firebreak inspections completed. Number of firebreak infringements and cautions issued. Number of firebreaks on private land maintained and/or blocks cleared by the City. Number of firebreaks on City-owned and -managed land maintained by the City. Number of firebreak prosecutions completed.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Bushfire education program A new community education program to raise awareness of bushfire risks and ways to mitigate the risks.	Q1	• Liaise with the appointed consultant to develop a new bushfire education program.				
	Q2	• Continue to liaise with the appointed consultant to develop a new bushfire education program.	◆	◆	◆	◆
	Q3	• Continue to liaise with the appointed consultant to develop a new bushfire education program.				
	Q4	• Finalise the bushfire education program and launch to the community.				
Bushfire Risk Management Plan A plan which guides the City in providing a coordinated and efficient approach to the identification, assessment and treatment of assets exposed to bushfire-related risk within the City of Joondalup.	Q1	• Continue to liaise with the appointed consultant to review the Bushfire Risk Management Plan 2018–2023.				
	Q2	• Continue to liaise with the appointed consultant to review the Bushfire Risk Management Plan 2018–2023.	◆	◆	◆	◆
	Q3	• Continue to liaise with the appointed consultant to review the Bushfire Risk Management Plan 2018–2023.				
	Q4	• Present the draft Bushfire Risk Management Plan 2025–2030 to the Office of Bushfire Risk Management seeking endorsement.				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Climate Change Plan* A plan which guides the City's planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment.	Q1	<ul style="list-style-type: none"> Present the draft Climate Change Plan 2024–2034 to Council seeking endorsement to undertake community consultation. 	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> Undertake community consultation activities on the draft Climate Change Plan 2024–2034. 				
	Q3	<ul style="list-style-type: none"> Present the draft Climate Change Plan 2024–2034 to Council seeking endorsement. Commence implementation of the Climate Change Plan 2024–2034. 				
	Q4	<ul style="list-style-type: none"> Deliver scheduled actions from the Climate Change Plan 2024–2034. 				
Coastal Hazard Risk Management and Adaptation Plan* A new plan to be developed under State Planning Policy 2.6 which will identify areas and assets that could potentially be impacted by coastal erosion and inundation hazards due to storm events and projected sea level rise. The plan will provide recommendations and actions for how the City can respond and adapt to these coastal hazards.	Q1	<ul style="list-style-type: none"> Present draft Coastal Hazard Risk Management and Adaptation Plan and draft Terms of Reference for Coastal Hazard Risk Management and Adaptation Plan Community Reference Group to Council seeking feedback and direction. 	◆	◆		
	Q2					
	Q3					
	Q4					

3. PLACE

Our goal

We have well-planned and attractive suburbs and streetscapes, supported by a range of integrated transport options. Our urban landscapes are connected, useable and accessible. A high standard of liveability is enjoyed by our community who can access quality facilities and public open spaces.

Your outcomes

3-1 Connected and convenient

You have access to a range of interconnected transport options.

3-2 Well-planned and adaptable

You enjoy well-designed, quality buildings and have access to diverse housing options in your neighbourhood.

3-3 Attractive and leafy

You have access to quality public open spaces and enjoy appealing streetscapes.

3-4 Functional and accessible

You have access to quality community facilities that are functional and adaptable.



Services

The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2023/24.

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Building and planning compliance <i>(statutory and discretionary)</i> <ul style="list-style-type: none">• Development compliance• Swimming pool inspections	\$373,081	\$—	12.94
Building design and construction <i>(discretionary)</i> <ul style="list-style-type: none">• Building design and construction	\$1,050,978	\$157,013	4.51
Building maintenance and cleaning <i>(discretionary)</i> <ul style="list-style-type: none">• Building maintenance• Cleaning	\$952,314	\$609,581	17.64
Building services <i>(statutory and discretionary)</i> <ul style="list-style-type: none">• Building approvals• Building plan requests• Building verge permit applications• Land purchase enquiries	\$506,337	\$—	13.34

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Civil design and construction <i>(discretionary)</i> <ul style="list-style-type: none"> • Capital works • Civil and pavement engineering advice • Road network management • Survey and civil design 	\$1,276,612	\$256,214	9.76
Community venues and sports floodlighting upgrades <i>(discretionary)</i> <ul style="list-style-type: none"> • Community venues and sports floodlighting upgrades 	\$590,533	\$—	3.03
Electrical and lighting engineering <i>(discretionary)</i> <ul style="list-style-type: none"> • Electrical engineering advice and design • Lighting maintenance and upgrades 	\$1,835,226	\$1,464,565	2.97
Engineering maintenance <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Engineering maintenance program • Road resurfacing and preservation • Stormwater drainage 	\$14,639,802	\$16,799,183	31.04
Fleet management and mechanical workshop <i>(discretionary)</i> <ul style="list-style-type: none"> • Fleet maintenance • Fleet management 	\$1,049,818	\$1,424,115	6.01

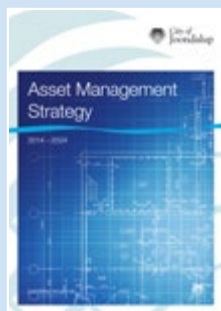
SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Landscape design <i>(discretionary)</i> <ul style="list-style-type: none"> • Park development works • Park equipment works • Streetscape enhancement works 	\$1,462,161	\$383,001	11.45
Major City project delivery <i>(discretionary)</i> <ul style="list-style-type: none"> • Land portfolio management • Major project delivery 	\$1,560,019	\$—	5.82
Park maintenance <i>(discretionary)</i> <ul style="list-style-type: none"> • Beach sand maintenance • Irrigation maintenance • Mowing and turf maintenance • Park maintenance • Tree maintenance • Weed control 	\$7,126,391	\$4,030,662	103.76
Paid parking activities <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Parking agreements • Paid parking management 	\$(530,073)	\$278,748	8.44

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Planning and urban design <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Cartographic services • Development applications • Planning advice and information • Subdivision proposals • Urban planning 	\$2,520,043	\$—	21.92
Property management <i>(discretionary)</i> <ul style="list-style-type: none"> • Property management 	\$232,109	\$—	2.00
Transport and traffic engineering <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Construction and event traffic management assessments • Road safety and transport initiatives • Strategic transport planning • Transport engineering advice 	\$911,620	\$—	8.91
Buildings, parks and roads with no allocated FTE or service*	\$30,508,560	\$2,219,108	—
TOTAL	\$66,065,531	\$27,622,190	263.54

*Direct expenditure against an asset is identified separately to inform maintenance and renewal programs. This expenditure includes utility, maintenance and external contractor costs. Assets (building, road, park, etc) may be used in the delivery of a range of services and programs in the Place key theme and have therefore not been linked to one specific service. Allocating costs against an asset allows the City to capture data which informs maintenance, replacement and capital works programs.

Plans, strategies and frameworks

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



Asset Management Strategy 2014–2024

The Asset Management Strategy provides a whole-of-organisation approach to asset management at the City of Joondalup. The strategy defines and profiles the major infrastructure asset classes, forecasts future demands, defines governance structures and management arrangements, and outlines short, medium and long-term objectives for asset management improvements. The Asset Management Strategy informs separate Asset Class Management Plans, which assists the City in identifying major projects and actions to incorporate into the Capital Works Program. This strategy has reached the end of its 10-year period and is currently under review. A new Strategic Asset Management Framework will be finalised in 2024/25.



Integrated Transport Plan 2024–2034

The Integrated Transport Plan guides multi-modal transport planning and informs strategic policy, advocacy, and infrastructure decisions in the City of Joondalup over the next 10 years. This plan reflects our desire to grow as a major residential, commercial, visitor and activity destination. It is a long-term plan, providing a framework for future transport planning and capital works over the next 10 years. The aim is to change travel behaviour to sustainable modes of transport.



Bike Plan 2016–2021

The Bike Plan provides the long-term vision, strategic framework and projects we will implement to make bike riding a part of everyday life and move us towards becoming a bike-friendly city. The plan promotes and supports bike riding and non-motorised transport, and provides actions across the four themes of people, pathways, places and promotions. This plan has reached the end of its 5-year period and is currently under review. A new Bike Plan will be finalised in 2024/25.



Local Planning Scheme No 3

The Local Planning Scheme sets controls for how land in the City of Joondalup can be used and developed. The Local Planning Scheme is linked to the City's Local Planning Strategy (see overleaf). All local governments are required to develop local planning schemes in accordance with the *Planning and Development Act 2005*.



Local Planning Strategy

The Local Planning Strategy provides the strategic direction for land use planning and development for the City of Joondalup over the next 10 to 15 years and is the strategic basis for the development of our Local Planning Scheme No 3 (see above). The strategy provides the rationale for the zoning and reservation of land in the scheme. All local governments are required to develop local planning strategies under the *Planning and Development Act 2005*. The Local Planning Strategy is currently under review.



Property Management Framework

The Property Management Framework defines the classifications for which City-owned and managed property is held, establishes the categories and associated principles under which City-owned and managed property may be used and occupied, and promotes equitable, effective and sustainable management practices for the use and occupation of City-owned and managed property.



Outdoor Youth Recreation Strategy 2021

The Outdoor Youth Recreation Strategy guides the future provision of facilities for outdoor youth recreation within the City of Joondalup. The strategy aims to take a strategic view on the future location of facilities and to strategically plan for the rationalisation of existing facilities (where appropriate) and the possible future development of new facilities in line with community need.



Public Open Space Framework

The Public Open Space Framework classifies our public open spaces according to primary function and manner of use, including sports parks, recreation parks, urban landscaping and natural areas. The framework identifies the appropriate infrastructure for each type of public open space and informs levels of service and maintenance schedules.

Outcome 3-1 Connected and convenient

You have access to a range of interconnected transport options.

Capital works programs

PROGRAM	EXPENDITURE FOR 2024/25	EXTERNAL FUNDING FOR 2024/25
Traffic management		
Blackspot program	\$260,000	\$190,000
Local traffic management program	\$505,000	\$—
Parking facilities program	\$725,000	\$—
Civil construction		
New pathways program	\$2,388,000	\$1,890,000
Pathway replacement program	\$142,000	\$—
Road construction program	\$6,867,800	\$5,021,128
Road preservation and rehabilitation program	\$11,808,227	\$3,659,195

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Eddystone Avenue — Joondalup Drive to Honeybush Drive This project will upgrade Eddystone Avenue from Joondalup Drive to Honeybush Drive. Works include the upgrade of the existing single lane roundabout to a dual-lane roundabout, and the construction of additional turning lanes at Joondalup Drive and Honeybush Drive intersections. In 2024/25, the detailed design will be completed.	Joondalup	2025/26	\$2,038,650
Hepburn Avenue — Lilburne Avenue to Walter Padbury Boulevard This project will upgrade Hepburn Avenue between Lilburne Avenue and Walter Padbury Boulevard, including the installation of traffic signals at Lilburne Avenue intersection and a dual-lane roundabout at Walter Padbury Boulevard intersection. Construction is expected to be completed in 2024/25.	Various	2024/25	\$5,000,000
Hepburn Avenue/Amalfi Drive roundabout improvement This project will deliver improvements to the Hepburn Avenue/Amalfi Drive roundabout. Works include pre-deflection on the east approach, skid resistance treatments and upgrades to lighting, and pedestrian and cyclist facilities. The works also include kerbing and drainage upgrades to the median island of Hepburn Avenue eastbound, and modifications to the entry statement into Harbour Rise estate on Amalfi Drive. Construction is expected to be completed in 2024/25.	Hillarys	2024/25	\$651,430
Hepburn Avenue/Moolanda Boulevard roundabout construction This project will upgrade the Hepburn Avenue and Moolanda Boulevard intersection to a 2-lane roundabout, with pre-deflections on east and west leg approaches, and upgrades to lighting and pedestrian facilities. In 2024/25, the detailed design will be completed and construction will commence.	Various	2025/26	\$1,350,000

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Hillarys cycle network expansion This expansion is a joint project with the State Government and the Department of Transport, delivered by the City of Joondalup. This project involves an upgrade to the coastal shared pathway, including other pathway-associated upgrades, between Hillarys Boat Harbour and Burns Beach Foreshore. The project also includes the installation of a shared pathway along Hepburn Avenue between Gibson Avenue and Whitfords Avenue to create a continuous shared pathway connection along Hepburn Avenue from Wanneroo Road to Hillarys Boat Harbour. In 2024/25, construction of the middle section of the network from Tom Simpson Park (Mullaloo) to Key West Car Park (Ocean Reef) will be completed, and construction will commence on the southern section of the network.	Various	2025/26	\$6,281,000
Joondalup Drive/Hodges Drive intersection upgrade This project will upgrade the Joondalup Drive/Hodges Drive/Grand Boulevard intersection. Specific aspects of the upgrade include an additional right turn lane from Hodges Drive to Joondalup Drive southbound and upgrades to turning pockets, lighting, pedestrian facilities and Mitchell Freeway southbound access. Construction is expected to be completed in 2024/25.	Joondalup	2024/25	\$4,800,150
Joondalup Drive/Lakeside Drive (north) roundabout This project will upgrade the Joondalup Drive/Lakeside Drive (north) intersection to a dual-lane roundabout. Planned works include a northbound cycle lane bypass, skid resistance treatments, and upgrades to lighting and pedestrian/cyclist facilities. The upgrades also include the installation of a single-lane roundabout at the Lakeside Drive/Aldgate Street intersection. Construction is expected to be completed in 2024/25.	Joondalup	2024/25	\$3,100,000

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Moolanda Boulevard pedestrian footbridge This project includes the construction of a replacement pedestrian bridge over Moolanda Boulevard. In 2024/25, the detailed design will be completed and construction will commence.	Kingsley	2025/26	\$3,527,000
Tom Simpson Park north/south car parks improvements This project includes the upgrading of the north and south car parks servicing Tom Simpson Park (Mullaloo) to align with the coastal shared path. Works will include a reconfiguration to optimise the layout and resurfacing. In 2024/25, the detailed design will be completed and construction will commence.	Mullaloo	2025/26	\$800,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Drainage maintenance Monitoring and maintenance of the stormwater drainage assets across the City to ensure usability of City assets.	Undertake maintenance of stormwater drainage assets.	<ul style="list-style-type: none"> Number of drainage maintenance work orders completed.
Parking management Management of parking and parking infrastructure across the City to ensure parking demands are met for residents, visitors and businesses.	Coordinate the school parking program.	<ul style="list-style-type: none"> Number of scheduled school parking patrols undertaken.
	Manage the City's on-street and off-street parking facilities in accordance with the City's local laws.	<ul style="list-style-type: none"> Number of parking cautions issued. Number of parking infringements issued.
	Manage the Reid Promenade Multi-Storey Car Park.	<ul style="list-style-type: none"> Average monthly percentage occupancy of Reid Promenade Multi-Storey Car Park.
Pathway maintenance Monitoring and maintenance of pathways across the City's pathway network to ensure ongoing safety and usability of City assets.	Undertake maintenance of pathway assets.	<ul style="list-style-type: none"> Number of pathway maintenance work orders completed.
Road maintenance Monitoring and maintenance of roads across the City's road network to ensure ongoing safety and usability of City assets.	Undertake maintenance of road assets.	<ul style="list-style-type: none"> Number of road maintenance work orders completed.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Bike Plan A plan which provides the long-term vision, strategic framework and projects that will be implemented to make bike riding a part of everyday life and help the City of Joondalup become a bike-friendly city.	Q1	<ul style="list-style-type: none"> Deliver scheduled actions from the Bike Plan 2016–2021 for the quarter. Progress development of the draft Bike Plan 2025–2035. 				
	Q2	<ul style="list-style-type: none"> Deliver scheduled actions from the Bike Plan 2016–2021 for the quarter. Progress development of the draft Bike Plan 2025–2035. Present the proposed objectives and themes for the draft Bike Plan 2025–2035 to the Strategic Community Reference Group for discussion and feedback. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Present the draft Bike Plan 2025–2035 to Elected Members seeking feedback. 				
	Q4	<ul style="list-style-type: none"> Present the draft Bike Plan 2025–2035 to Council seeking endorsement. 				
Integrated parking compliance system* A new integrated parking solution to manage all parking-related activities, including the implementation of pay-by-plate parking meters, a parking application, e-permit solution, infringement and enforcement management systems, and upgrading of car park and mobile parking infrastructure.	Q1	<ul style="list-style-type: none"> Launch a new parking application throughout paid parking areas in the Joondalup City Centre. 				
	Q2	<ul style="list-style-type: none"> Replace the existing parking ticket machines with pay-by-plate parking meters. 				
	Q3	<ul style="list-style-type: none"> Replace and upgrade the existing system and infrastructure for the Reid Promenade Multi-Storey Car Park. Launch the new e-permits parking portal. 	◆			
	Q4	<ul style="list-style-type: none"> Replace and upgrade the existing infrastructure and system for mobile licence plate recognition. 				
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Integrated Transport Plan A plan to guide multi-modal transport planning and inform strategic policy, advocacy and infrastructure decisions in the City over a 10-year period.	Q1	• Deliver scheduled actions from the Integrated Transport Plan 2024–2034 for the quarter.				
	Q2	• Deliver scheduled actions from the Integrated Transport Plan 2024–2034 for the quarter.				
	Q3	• Deliver scheduled actions from the Integrated Transport Plan 2024–2034 for the quarter.	◆	◆	◆	◆
	Q4	• Deliver scheduled actions from the Integrated Transport Plan 2024–2034 for the quarter.				
Road Safety Action Plan A new Road Safety Action Plan to be developed in accordance with the State Government's Local Government Road Safety Management Planning Process Guide that identifies specific actions, responsibilities and measures to promote safer roads across the City.	Q1	• Progress development of the draft Road Safety Action Plan 2025–2035.				
	Q2	• Progress development of the draft Road Safety Action Plan 2025–2035.				
	Q3	• Present the draft Road Safety Action Plan 2025–2035 to Elected Members seeking feedback	◆	◆	◆	◆
	Q4	• Present the draft Road Safety Action Plan 2025–2035 to Council seeking endorsement				

Outcome 3-2 Well-planned and adaptable

You enjoy well-designed, quality buildings and have access to diverse housing options in your neighbourhood.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Building applications Assessment and determination of building applications in accordance with the <i>Building Act 2011</i> and subsidiary legislation.	Determine certified and uncertified building permit applications received in accordance with legislative requirements.	<ul style="list-style-type: none"> • Number of building permits issued. • Value of building permits issued. • Percentage of building applications determined within statutory timeframes.
Development applications Assessment and determination of development applications in accordance with the City's Local Planning Framework.	Determine development applications in accordance with legislative requirements.	<ul style="list-style-type: none"> • Number of planning approvals determined. • Value of planning approvals determined. • Percentage of planning approvals determined within statutory timeframes.
Land purchase inquiries Management of land purchase inquiries, which are made at the discretion of property purchasers or their settlement agent, for the purpose of obtaining relevant local government held information on a property. This can include planning/building approvals, zoning, rates and other information.	Process land purchase inquiries received in accordance with the City's target timeframes.	<ul style="list-style-type: none"> • Number of land purchase inquiries received. • Percentage of land purchase inquiries issued within 14 days.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Local planning policies — review and development Policies that relate to planning and development within the Local Planning Scheme area. Local planning policies are developed under the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> .	Q1	• Develop new local planning policies and review existing local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.				
	Q2	• Develop new local planning policies and review existing local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.	◆	◆	◆	◆
	Q3	• Develop new local planning policies and review existing local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.				
	Q4	• Develop new local planning policies and review existing local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.				
Local Planning Scheme No 3 review A review of the City's Local Planning Scheme No 3 in accordance with the <i>Planning and Development (Local Planning Schemes) Regulations</i> which includes a review of existing local planning policies and the development of new policies as recommended.	Q1					
	Q2	• Commence an operational review of the Local Planning Scheme No 3.				
	Q3	• Progress the operational review of the Local Planning Scheme No 3.	◆	◆		
	Q4	• Present a report to the Policy Committee and the Council on the outcomes of the operational review.				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Local Planning Strategy review* A review of the City's Local Planning Strategy, including the Local Housing Strategy and Local Commercial Strategy, to ensure the ongoing applicability of the stated strategic direction for land use planning and development.	Q1	<ul style="list-style-type: none"> Engage an external consultant to undertake Phase 3 community consultation and a spatial option analysis. 	◆			
	Q2	<ul style="list-style-type: none"> Present a report on the community consultation plan to the Policy Committee and Council seeking endorsement. 				
	Q3	<ul style="list-style-type: none"> Undertake round 1 community consultation activities. Develop strategic options for the spatial allocation of density and development control. 				
	Q4	<ul style="list-style-type: none"> Refine the strategic options for the spatial allocation of density and development control and undertake engagement with the Department of Planning, Lands and Heritage. Undertake round 3 community consultation activities. 				
Review of structure plans A review of the City's existing structure plans to assess if each structure plan is required, can be revoked, or can be incorporated into the Local Planning Scheme.	Q1	<ul style="list-style-type: none"> Undertake reviews of structure plans, as required. 	◆			
	Q2	<ul style="list-style-type: none"> Undertake reviews of structure plans, as required. 				
	Q3	<ul style="list-style-type: none"> Undertake reviews of structure plans, as required. 				
	Q4	<ul style="list-style-type: none"> Undertake reviews of structure plans, as required. 				
State planning reform A program of major legislative, regulatory and policy changes to Western Australia's planning system.	Q1	<ul style="list-style-type: none"> Implement actions resulting from the State planning reform process, as required. 	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> Implement actions resulting from the State planning reform process, as required. 				
	Q3	<ul style="list-style-type: none"> Implement actions resulting from the State planning reform process, as required. 				
	Q4	<ul style="list-style-type: none"> Implement actions resulting from the State planning reform process, as required. 				

Outcome 3-3 Attractive and leafy

You have access to quality public open spaces and enjoy appealing streetscapes.

Capital works programs

PROGRAM	EXPENDITURE FOR 2024/25	EXTERNAL FUNDING FOR 2024/25
Parks and public open space		
Parks development program	\$1,820,624	\$723,968
Parks equipment program	\$4,162,161	\$1,559,000
Streetscape enhancement program	\$440,000	\$—
Civil construction		
Lighting program	\$1,450,834	\$177,532
Stormwater drainage program	\$975,000	\$—

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Warwick north cluster parks revitalisation This project will deliver landscape improvements to Hillwood Park North, Carr Park and Hillwood Park South in Warwick. Works include improvements to pathways, turf areas, irrigation upgrades, mulching and tree planting. Construction is expected to be completed in 2024/25.	Warwick	2024/25	\$780,000
Whitfords West Park — amenity improvements and construction of recreation infrastructure This project will include upgrades to the landscaping as well as a new pump track and jump track designed to cater for intermediate to advanced riders. The works will combine an asphalt and/or gravel jump line and pump track into one facility, linked via an entry beam. The jump line will consist of multiple tracks each with a series of jumps set at different heights providing varying levels of difficulty. The facility may also incorporate complementary infrastructure, such as seating, accessible path and a picnic setting. In 2024/25, the detailed design will be completed and construction will commence.	Kallaroo	2025/26	\$325,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Public open space maintenance Coordination and implementation of maintenance programs which enhance aesthetic appeal, whilst maintaining functionality for recreation and sporting activities.	Undertake maintenance of park and public open space assets.	<ul style="list-style-type: none">Number of park and public open space maintenance work orders completed.

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25				2025/26	2026/27	2027/28	2028/29
Active reserve and community facility review A 3-yearly review of the City’s sports parks and community facilities to inform capital works programming and recommendations for future refurbishments and upgrades.	Q1	No milestones in 2024/25						
	Q2							
	Q3							
	Q4							

Outcome 3-4 Functional and accessible

You have access to quality community facilities that are functional and adaptable.

Capital works programs

PROGRAM	EXPENDITURE FOR 2024/25	EXTERNAL FUNDING FOR 2024/25
Buildings and facilities		
Building construction works program	\$4,205,000	\$100,000
Major projects program	\$11,103,392	\$4,964,337

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Greenwood Scout Hall refurbishment This project will refurbish the existing hall building to increase storage and improve functionality for facility users at the Greenwood Scout and Guide Hall and Calectasia Hall. Construction is expected to be completed in 2024/25.	Greenwood	2024/25	\$675,000
Percy Doyle Community Sporting Facility This project will deliver extension works to upgrade the existing change room building to support unisex standards, install a new park universal access toilet, and deliver general building refurbishments to support the activities of facility users at the Percy Doyle Football and Tee Ball Clubrooms. Construction is expected to be completed in 2024/25.	Duncraig	2024/25	\$1,490,000
Prince Regent Park facility upgrade This project will upgrade the existing toilet and change rooms and construct an external park universal access toilet, kiosk and additional storage facilities at Prince Regent Park (Heathridge). In 2024/25, the detailed design will be completed and construction will commence.	Heathridge	2025/26	\$690,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Building maintenance program Reactive, planned and scheduled maintenance works of City-owned and -managed buildings, as required, and in accordance with agreed service levels to ensure cleanliness and usability.	Undertake maintenance of building assets.	<ul style="list-style-type: none"> Number of building maintenance work orders completed.
Community venue bookings Bookings management of the City's hireable venues, including community buildings and public open spaces, in accordance with the City's Schedule of Fees and Charges and the Venue Hire Fees and Charges Policy.	Process bookings of community venues for hirers, as required.	<ul style="list-style-type: none"> Number of venue hire bookings approved. Average percentage utilisation of community buildings. Average percentage utilisation of sports parks. Average percentage utilisation of recreation parks.
Leases and licences Management of leases and licences for City-owned and -managed buildings in accordance with the City's Property Management Framework.	Manage leases and licences and undertake inspections of leased and licenced facilities in accordance with agreed schedules.	<ul style="list-style-type: none"> Number of annual inspections of leased and licensed buildings completed. Number of tenancy applications evaluated. Number of negotiated tenancy agreements finalised.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
City land portfolio management A periodic review of City freehold and managed Crown land to identify optimisation, potential rationalisation, disposal, and acquisition opportunities.	Q1	<ul style="list-style-type: none"> Investigate opportunities for optimisation of City freehold and managed Crown land. Implement actions for the disposal and acquisition of properties as endorsed by Council. 				
	Q2	<ul style="list-style-type: none"> Investigate opportunities for optimisation of City freehold and managed Crown land. Implement actions for the disposal and acquisition of properties as endorsed by Council. 				
	Q3	<ul style="list-style-type: none"> Investigate opportunities for optimisation of City freehold and managed Crown land. Implement actions for the disposal and acquisition of properties as endorsed by Council. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Investigate opportunities for optimisation of City freehold and managed Crown land. Implement actions for the disposal and acquisition of properties as endorsed by Council. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Club Night Lights Program and Community Sporting and Recreation Facilities Fund Programs that seek State Government funding contributions to upgrade sports infrastructure in sports parks for improved usability and access for sports training and games.	Q1	• Progress expressions of interest and applications in accordance with the grant funding program schedules.				
	Q2	• Progress expressions of interest and applications in accordance with the grant funding program schedules.				
	Q3	• Progress expressions of interest and applications in accordance with the grant funding program schedules.	◆	◆	◆	◆
	Q4	• Progress expressions of interest and applications in accordance with the grant funding program schedules.				
Heathridge Park Masterplan* A masterplan for Heathridge Park that includes the investigation of two options: replacing/refurbishing the existing facilities; or the rationalisation of the existing community facilities into a single new multi-purpose facility.	Q1					
	Q2	• Present the results of the community consultation on the Heathridge Park Masterplan to Elected Members seeking feedback.				
	Q3	• Implement actions in relation to the Heathridge Park Masterplan as endorsed by Council.	◆	◆	◆	◆
	Q4	• Implement actions in relation to the Heathridge Park Masterplan as endorsed by Council.				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Joondalup City Centre development* Investigations into future land development opportunities in the Joondalup City Centre.	Q1	<ul style="list-style-type: none"> Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre. Present reports to Elected Members on the progress and status of the project as required. 	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre. Present reports to Elected Members on the progress and status of the project as required. 				
	Q3	<ul style="list-style-type: none"> Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre. Present reports to Elected Members on the progress and status of the project as required. 				
	Q4	<ul style="list-style-type: none"> Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre. Present reports to Elected Members on the progress and status of the project as required. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Ocean Reef Marina* Construction of a world-class waterfront precinct providing recreational, tourism, residential and boating facilities. This project is being managed by DevelopmentWA with support and contributions provided by the City.	Q1	<ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 				
	Q2	<ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
	Q4	<ul style="list-style-type: none"> Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina. Explore development opportunities for land within the Marina that is owned or managed by the City. Present reports to Elected Members on the progress and status of the Marina as required. 	◆	◆	◆	◆
Ocean Reef Sea Sports Club building redevelopment Assistance provided to DevelopmentWA in the construction of the Ocean Reef Sea Sports Club building as part of the Ocean Reef Marina development.	Q1	<ul style="list-style-type: none"> Provide ongoing support and assistance through the construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants. 	◆			
	Q2	<ul style="list-style-type: none"> Provide ongoing support and assistance through the construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants. 				
	Q3	<ul style="list-style-type: none"> Provide ongoing support and assistance through the construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants. 				
	Q4	<ul style="list-style-type: none"> Provide ongoing support and assistance through the construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants. 				
Strategic Asset Management Framework review A review of the Strategic Asset Management Framework, including processes and practices, to provide improved management of City infrastructure assets.	Q1	<ul style="list-style-type: none"> Liaise with external consultants to progress the review of the Strategic Asset Management Framework. 				
	Q2	<ul style="list-style-type: none"> Finalise the Strategic Asset Management Framework review. 				
	Q3					
	Q4					

4. ECONOMY

Our goal

We are a global facing city with a prosperous and resilient economy. Our City is home to diverse industries that generate a wide-range of local job opportunities. We encourage creativity and innovation, and we support opportunities to build the City's brand as a popular business and tourism destination.

Your outcomes

4-1 Prosperous and local

You feel supported to grow your business in the City.

4-2 Innovative and confident

You are attracted to the City's unique characteristics and potential and feel confident in investing.

4-3 Appealing and welcoming

You welcome residents, and local and international visitors to the City.



City of Joondalup Business Forum, Joondalup Resort (Connolly)

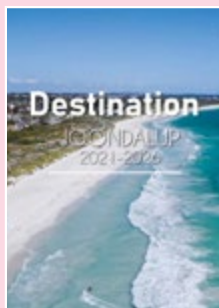
Services

The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2023/24.

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Economic development <i>(discretionary)</i> <ul style="list-style-type: none"> • Advocacy and investment attraction • Economic development strategy delivery • Local business support 	\$2,356,156	\$—	7.79
TOTAL	\$2,356,156	\$—	7.79

Plans, strategies and frameworks

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



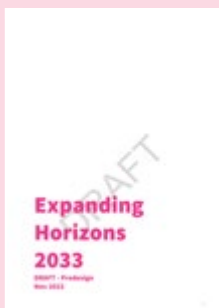
Destination Joondalup 2021-2026

Destination Joondalup is a plan to attract more visitors to our region, increase our share of Perth's and Western Australia's key markets, and grow our visitor economy. The plan introduces the destination brand and identity for the City of Joondalup, and articulates the vision, goals and priorities of the visitor economy and how these will be achieved over a 5-year period.



International Economic Development Activities Plan (2017)

The International Economic Development Activities Plan provides guidance on facilitating international relationships that will lead to the establishment of Joondalup as a "global city" based around the development of mutually-beneficial relationships and outcomes. The plan identifies opportunities to generate economic outcomes for the City that are aligned with industry strengths and growth opportunities. A review of this plan will commence in 2024/25.



Expanding Horizons 2033

Expanding Horizons is an economic development strategy which considers the issues and challenges that face the City realising its potential and aspiration of becoming "A global city: bold, creative and prosperous." Under the strategy, the City will leverage and deliver activities to transform our City Centre, create great places, enable a global facing innovation ecosystem and empower our businesses and community.



Joondalup City Centre Place Activation Plan 2022

The Joondalup City Centre Place Activation Plan is a pilot place activation plan which aims to guide placemaking initiatives by community, local business, and the City for greater activation and vibrancy of the area. The plan establishes a vision for the Joondalup City Centre and 15 priority ideas (projects) that will inform the Council, City and local placemakers on how to focus efforts to activate the City Centre.



Joondalup: Digital City (2012)

Joondalup: Digital City is a plan that outlines the digital future we could achieve through a set of strategies and actions. The plan addresses key priority actions, including delivering capacity-building programs for local businesses and potential for establishing virtual and physical spaces that create opportunities for start-ups. This plan has reached the end of its 10-year period and is currently under review. A new Digital City Plan will be finalised in 2024/25.



Place Activation Strategy 2022

The Place Activation Strategy establishes a framework for consistent delivery and support of placemaking across the City. A key focus of the strategy is facilitating community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of our community and economy.



City of Joondalup officers

Outcome 4-1 Prosperous and local

You feel supported to grow your business in the City.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Business engagement Direct support for and communication with local businesses to help strengthen and enhance the local economy.	Respond to inquiries and proactively communicate with local businesses to support economic development.	<ul style="list-style-type: none">Number of business engagement programs provided to local businesses.Number of businesses participating in business engagement programs.
Business events An annual program of events, such as forums, sundowners and workshops, that provide networking opportunities, information on key economic opportunities and training, as well as support and advice to local businesses.	Deliver scheduled business events.	<ul style="list-style-type: none">List of business events delivered.Number of attendees per business event delivered.

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Small Business Friendly Approvals Program A program of improvements to the way the City provides approvals to and interacts with small businesses across the City.	Q1	• Deliver scheduled initiatives in accordance with the Small Business Friendly Approvals Program Implementation Plan.	◆	◆	◆	◆
	Q2	• Deliver scheduled initiatives in accordance with the Small Business Friendly Approvals Program Implementation Plan.				
	Q3	• Deliver scheduled initiatives in accordance with the Small Business Friendly Approvals Program Implementation Plan.				
	Q4	• Deliver scheduled initiatives in accordance with the Small Business Friendly Approvals Program Implementation Plan.				

Outcome 4-2 Innovative and confident

You are attracted to the City's unique characteristics and potential and feel confident in investing.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Joint Economic Development Initiative A joint initiative with key economic stakeholders based in Joondalup that aligns visioning and strategic directions with the aim of supporting complementary economic development activities.	Host and attend Joint Economic Development Initiative roundtable meetings.	<ul style="list-style-type: none"> • Number of Joint Economic Development Initiative roundtable meetings hosted. • Number of attendees per roundtable meeting held.
Sector cluster groups Collaborative groups with Joondalup businesses, economic stakeholders, neighbouring local governments and State Government agencies to facilitate the development of business clusters for industries, such as education, medical, destination and digital.	Host cluster group meetings and facilitate agreed actions.	<ul style="list-style-type: none"> • Number of cluster group meetings hosted. • Number of attendees per cluster group meeting held.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Digital City Plan 2024–2029 A new plan that outlines the digital future the City could achieve through a set of strategies and actions. The plan addresses key priority actions, including delivering capacity-building programs for local businesses and potential for establishing virtual and physical spaces that create opportunities for start-ups.	Q1	• Progress the development of the draft Digital City Plan.	◆	◆	◆	◆
	Q2	• Progress the development of the draft Digital City Plan.				
	Q3	• Present the draft Digital City Plan to Elected Members seeking feedback.				
	Q4	• Finalise the development of the Digital City Plan.				
International Economic Development Activities Plan A plan that provides guidance on facilitating international relationships that will lead to the establishment of Joondalup as a “global city” based around the development of mutually-beneficial relationships and outcomes. The plan identifies opportunities to generate economic outcomes for the City that are aligned with industry strengths and growth potential.	Q1		◆	◆	◆	◆
	Q2					
	Q3					
	Q4	• Commence a review of the International Economic Development Activities Plan (2017).				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Investment Attraction Framework* A framework that supports the City to develop targeted investment strategies to encourage private and public investment in the City of Joondalup.	Q1	• Progress the development of the draft Investment Attraction Framework.				
	Q2	• Progress the development of the draft Investment Attraction Framework.				
	Q3	• Present the draft Investment Attraction Framework to Elected Members seeking feedback.				
	Q4	• Finalise the development of the Investment Attraction Framework.				
Joondalup Innovation Precinct* The development of a Joondalup Innovation Precinct for new and emerging technology and industries to support urban robotics, a digital innovation centre and the education and health precincts.	Q1	• Progress the development of a Joondalup Innovation Precinct.	◆	◆	◆	◆
	Q2	• Progress the development of a Joondalup Innovation Precinct.				
	Q3	• Progress the development of a Joondalup Innovation Precinct.				
	Q4	• Progress the development of a Joondalup Innovation Precinct.				

Outcome 4-3 Appealing and welcoming

You welcome residents, and local and international visitors to the City.

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Burns Beach — café/kiosk/restaurant This project will deliver a food and beverage facility at the Burns Beach foreshore. The facility will provide opportunities for the local population and visitors to the area to enjoy the coastal environment and increase the vibrancy of the area as a destination beyond daylight hours. In 2024/25, works will include undertaking an additional flora survey, submitting a clearing permit application, and progressing the detailed design.	Burns Beach	2026/27	\$5,200,000
Burns Beach Coastal Node redevelopment The Burns Beach Coastal Node redevelopment project includes the redevelopment of infrastructure to align with the construction of a food and beverage facility at the Burns Beach foreshore. The project has been planned in accordance with the Burns Beach Masterplan 2016. In 2024/25, works will include undertaking an additional flora survey, submitting a clearing permit application, and progressing the detailed design.	Burns Beach	2026/27	\$5,500,000

Ongoing programs and activities

Nil

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Burns Beach food and beverage facility expression of interest The progression of an expression of interest for a future commercial operator at the Burns Beach food and beverage facility site.	Q1	• Progress the expression of interest to identify a commercial operator for the facility.				
	Q2	• Progress the expression of interest to identify a commercial operator for the facility.	◆	◆		
	Q3	• Identify the preferred commercial operator and commence tenure negotiations.				
	Q4	• Continue tenure negotiations with the preferred commercial operator.				
Destination City Plan A plan to attract more visitors to the region, increase the City's share of Perth's and Western Australia's key markets, and grow the visitor economy.	Q1	• Deliver scheduled actions from Destination Joondalup 2021–2026 for the quarter.				
	Q2	• Deliver scheduled actions from Destination Joondalup 2021–2026 for the quarter.	◆	◆	◆	◆
	Q3	• Deliver scheduled actions from Destination Joondalup 2021–2026 for the quarter.				
	Q4	• Deliver scheduled actions from Destination Joondalup 2021–2026 for the quarter.				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Duffy House commercial expression of interest The progression of an expression of interest for a future commercial operator at the Duffy House site.	Q1	<ul style="list-style-type: none"> Progress the request for an expression of interest to identify a commercial operator for the facility 	◆			
	Q2	<ul style="list-style-type: none"> Identify the preferred commercial operator and commence tenure negotiations. 				
	Q3	<ul style="list-style-type: none"> Progress tenure negotiations with the preferred commercial operator. 				
	Q4	<ul style="list-style-type: none"> Progress tenure negotiations with the preferred commercial operator. 				
Event attraction Attract and support significant events that are unique to Joondalup to enhance its image as an attractive destination for visitors, tourists and business.	Q1	<ul style="list-style-type: none"> Work with external stakeholders and event promoters to attract and support significant events to the City as opportunities arise. 	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> Work with external stakeholders and event promoters to attract and support significant events to the City as opportunities arise. 				
	Q3	<ul style="list-style-type: none"> Work with external stakeholders and event promoters to attract and support significant events to the City as opportunities arise. 				
	Q4	<ul style="list-style-type: none"> Work with external stakeholders and event promoters to attract and support significant events to the City as opportunities arise. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Place activation* City and community-led activities and projects that support the activation of spaces and places that are important to the wellbeing of the community and economy.	Q1	<ul style="list-style-type: none"> • Deliver scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter. • Deliver place activation programs, activities and events in other parts of the City, as opportunities arise. 	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> • Deliver scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter. • Deliver place activation programs, activities and events in other parts of the City, as opportunities arise. 				
	Q3	<ul style="list-style-type: none"> • Deliver scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter. • Deliver place activation programs, activities and events in other parts of the City, as opportunities arise. 				
	Q4	<ul style="list-style-type: none"> • Deliver scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter. • Deliver place activation programs, activities and events in other parts of the City, as opportunities arise. 				

5. LEADERSHIP

Our goal

We have a diverse elected body that represents, promotes and reflects the composition of our community. Our Council and workforce are accountable and transparent and make balanced decisions based on sound, professional advice. Quality services are delivered by our highly-skilled and effective workforce.

Your outcomes

5-1 Capable and effective

You have an informed and capable Council backed by a highly-skilled workforce.

5-2 Proactive and represented

You are confident that the City is advocating on your behalf for initiatives that benefit the community.

5-3 Engaged and informed

You are able to actively engage with the City and have input into decision-making.

5-4 Accountable and financially-sustainable

You are provided with a range of City services which are delivered in a financially responsible manner.



Craigie Leisure Centre (Craigie)

Services

The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2023/24.

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Audit, risk and integrity <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Business continuity • Integrity and conduct controls • Internal audit and risk mitigation advice • Privacy and responsible information sharing 	\$673,357	\$—	5.49
Communications and stakeholder relations <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Citizenship ceremonies and civic functions • Marketing • Media and corporate communications • Sponsorship • Website and social media management 	\$3,777,222	\$—	16.20
Customer service <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Complaints and compliments management • Customer relations • Visitor and delivery management 	\$2,660,521	\$—	24.66

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Executive services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Executive services Legal services 	\$1,107,059	\$—	4.24
Financial accounting <i>(statutory)</i> <ul style="list-style-type: none"> Accounting and financial reporting Collection services and payments to creditors Debt collection Taxation 	\$1,044,625	\$—	6.88
Funds management <i>(statutory)</i> <ul style="list-style-type: none"> Funds management 	\$(11,781,568)	\$—	0.75
Governance support <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Corporate printing support Council and committee meetings Elected Member support Governance compliance Local government elections Local law development and review 	\$1,090,848	\$—	7.67
Grants and awards management <i>(discretionary)</i> <ul style="list-style-type: none"> Awards management Grants administration 	\$125,164	\$—	1.00

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Human resources <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Employee and industrial relations • Employee recognition • Health, safety and wellbeing • Learning and development • Payroll and human resources systems • Recruitment and induction 	\$3,481,712	\$—	17.51
Information technology <i>(discretionary)</i> <ul style="list-style-type: none"> • Business application systems • Network support 	\$12,032,406	\$341,080	24.97
Management accounting <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Annual budgets • Management reporting • Taxation (fringe benefits tax) 	\$489,330	\$—	2.88
Organisational development <i>(discretionary)</i> <ul style="list-style-type: none"> • Business and process improvement • Corporate information and knowledge management • Data analytics • Organisational development leadership initiatives • Organisational performance reporting and benchmarking • Systems and frameworks 	\$900,831	\$—	4.92

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Policy, planning and research <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Community consultation Corporate reporting Policy development and review Research Strategic and business planning 	\$967,588	\$—	5.17
Purchasing of goods and services <i>(statutory)</i> <ul style="list-style-type: none"> Purchasing of goods and services 	\$1,060,919	\$—	7.88
Rates levying and collection <i>(statutory)</i> <ul style="list-style-type: none"> Rates levying and collection 	\$453,281	\$—	7.08
Recordkeeping and freedom of information <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Freedom of information requests Recordkeeping 	\$1,068,967	\$1,630	9.33
Strategic infrastructure asset management <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Asset reporting Capital works programming Strategic asset management 	\$873,398	\$157,013	4.51
Organisational management*	\$5,840,797	\$613,136	11.42
TOTAL	\$25,866,457	\$1,112,859	162.56

*This service includes the Chief Executive Officer, Directors, and some Managers and associated administrative and technical officers whose roles and workload are distributed across multiple services within this key theme.

Plans, strategies and frameworks

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



10-Year Strategic Financial Plan

The 10-Year Strategic Financial Plan is a high-level document that outlines our approach to delivering infrastructure and services to the community in a financially-sustainable and affordable manner. The plan demonstrates our commitment to managing operations in a way that avoids unsustainable rate increases for households. The 10-Year Strategic Financial Plan is a key resourcing plan of our Integrated Planning and Reporting Framework and is updated annually.



Governance Framework 2021

The Governance Framework provides guidance to our Elected Members and staff on good governance practices at the City of Joondalup. The framework ensures we are able to manage our many complex legislative and governance responsibilities effectively and in the best interests of the community. The Governance Framework focuses on providing a clear vision and positive organisational culture, clarity and understanding of roles and responsibilities, robust management practices and systems, and public access to decision-making and information.



Advocacy Framework 2022

The Advocacy Framework provides a strategic approach to our advocacy activities to ensure evidenced-based decision making, greater stakeholder engagement, and the development of processes to maximise opportunities for support and investment into the City. The framework includes guiding principles, as well as a number of advocacy drivers and priorities.



Integrity Framework 2022

The Integrity Framework guides the City in providing the highest level of integrity for its community. The framework brings together the instruments, processes and structures within the organisation that foster integrity and help prevent corruption and misconduct from taking place. It also takes into account factors and conditions for implementation that influence within, and outside of, the City's operations.



Risk Management Framework

The Risk Management Framework guides our approach to risk management in relation to our activities and functions. The framework addresses the integration of good risk management practices within processes, planning, reporting and performance measurement. Good risk management provides us with the ability to demonstrate clear evidence-based decision-making, whilst maximising opportunity and minimising risk.



Workforce Plan 2018–2022

The Workforce Plan identifies the workforce requirements necessary to resource and deliver our services, projects and activities that contribute to the vision of *Joondalup 2032*. Planning for future workforce requirements enables us to be responsive to emerging challenges before they impact on services and operations. It also facilitates the preparation of detailed budgets and a long-term financial plan that supports the delivery of efficient and affordable services. The Workforce Plan is a key resourcing plan of our Integrated Planning and Reporting Framework and is scheduled for review in 2024/25.



Strategic Position Statements

The Strategic Position Statements are a standalone set of statements that articulate an agreed position on strategic matters of interest to the City of Joondalup. The purpose of the statements is to provide flexibility for our Council in capitalising on unplanned opportunities for external funding and investment, and to guide the development of future strategic planning documents where current gaps may exist. The Strategic Position Statements are reviewed on a biennial basis where the retention, amendment or removal of each statement is considered.

Outcome 5-1 Capable and effective

You have an informed and capable Council backed by a highly-skilled workforce.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Elected Member training Training opportunities for Elected Members to assist and support them in performing their roles and responsibilities.	Identify and promote training opportunities to Elected Members.	<ul style="list-style-type: none"> List of conferences and training events attended by Elected Members.
Employee training Training opportunities for City employees to ensure their skills remain up-to-date to meet the service needs of the community.	Identify and facilitate training opportunities for City employees.	<ul style="list-style-type: none"> Number of employees undertaking mandatory licencing/training. Average amount spent on employee training per full-time equivalent employee.
Employee recruitment and retention Recruitment of new employees to the City of Joondalup and retention of existing employees.	Undertake recruitment activities for vacant roles, as required.	<ul style="list-style-type: none"> Number of full-time and part-time employees recruited. Number of full-time and part-time employees exited. Percentage employee vacancy rate. Percentage voluntary separation rate. Percentage turnover rate.
Workplace health and safety Management of risks to the health and safety of City employees and contractors.	Ensure a healthy and safe workplace for City employees and contractors.	<ul style="list-style-type: none"> Number of occurrences of lost time due to injury for each one million hours worked (lost time injury frequency rate). Number of work health and safety incidents. Number of work health and safety incidents linked to a hazard.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Core system replacement project (Project Axiom)* A core information technology solution for the City which will include a customer relationship management system, online customer portal, finance, and asset management system.	Q1	<ul style="list-style-type: none"> Progress implementation of the finance and supply chain management system as part of Project Value Stream 2B. Progress implementation of the customer engagement system as part of Project Value Streams 3. 	◆			
	Q2	<ul style="list-style-type: none"> Progress implementation of the finance and supply chain management system as part of Project Value Stream 2B. Finalise implementation of the customer engagement system as part of Project Value Stream 3. 				
	Q3	<ul style="list-style-type: none"> Progress implementation of the finance and supply chain management system as part of Project Value Stream 2B. Progress implementation of the customer engagement system as part of Project Value Stream 4. 				
	Q4	<ul style="list-style-type: none"> Finalise implementation of the finance and supply chain management system as part of Project Value Stream 2B. Progress implementation of the customer engagement system as part of Project Value Stream 4. 				
Delegated Authority Manual review An annual review of the City's Delegated Authority Manual in accordance with the <i>Local Government Act 1995</i> to ensure the listed delegations continue to be appropriate.	Q1		◆	◆	◆	◆
	Q2					
	Q3	<ul style="list-style-type: none"> Undertake a review of the Delegated Authority Manual. 				
	Q4	<ul style="list-style-type: none"> Present the outcomes of the review of the Delegated Authority Manual to Council seeking adoption. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Elected Member attraction A biennial program to attract quality candidates and increase candidate numbers for upcoming local government elections.	Q1	No milestones in 2024/25.	◆		◆	
	Q2					
	Q3					
	Q4					
Elected Member induction program A biennial induction program for Elected Members delivered following each local government ordinary election to introduce Elected Members to local government and provide information on their roles and responsibilities.	Q1	No milestones in 2024/25.	◆		◆	
	Q2					
	Q3					
	Q4					
Elected Member strategic development session A biennial development session for Elected Members to inform and guide leadership and strategic decision-making outside of the formal meeting process and procedures.	Q1	No milestones in 2024/25.	◆		◆	
	Q2					
	Q3					
	Q4					
Local government elections Coordination of local government elections in accordance with the <i>Local Government Act 1995</i> and subsidiary legislation.	Q1	No milestones in 2024/25.	◆		◆	
	Q2					
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Local government reform A program of major legislative, regulatory and policy changes to the Western Australian <i>Local Government Act 1995</i> and subsidiary legislation.	Q1	<ul style="list-style-type: none"> Implement actions resulting from the State local government reform process, as required. 	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> Implement actions resulting from the State local government reform process, as required. 				
	Q3	<ul style="list-style-type: none"> Implement actions resulting from the State local government reform process, as required. 				
	Q4	<ul style="list-style-type: none"> Implement actions resulting from the State local government reform process, as required. 				
Privacy and Responsible Information Sharing reforms* Implementation of new Western Australian legislation that will form the basis of privacy and responsible information sharing reforms. The reforms build on an extensive consultation process that commenced in 2019 to develop a model that is right for Western Australia.	Q1	<ul style="list-style-type: none"> Progress development and/or updating of internal processes and documentation in accordance with the privacy and responsible information sharing reforms. Progress development of relevant council policies in accordance with the privacy and responsible information sharing reforms. 	◆			
	Q2	<ul style="list-style-type: none"> Finalise development and/or updating of internal processes and documentation in accordance with the privacy and responsible information sharing reforms. Finalise development of relevant council policies in accordance with the privacy and responsible information sharing reforms. Develop training and awareness programs for privacy and responsible information sharing, as required. 				
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Strategic Workforce Plan A new plan that identifies the workforce requirements necessary to resource and deliver City services, projects and activities that contribute to the vision of the 10-Year Strategic Community Plan. The Strategic Workforce Plan is a key resourcing plan of the City's Integrated Planning and Reporting Framework.	Q1	<ul style="list-style-type: none"> Prepare a project plan for the development of a Strategic Workforce Plan 2025–2030. 				
	Q2	<ul style="list-style-type: none"> Develop and advertise a request for tender for a consultant to develop the Strategic Workforce Plan 2025–2030. Review and assess the responses to the request for tender and appoint the preferred consultant. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Liaise with the appointed consultant to undertake development of the draft Strategic Workforce Plan 2025–2030. 				
	Q4	<ul style="list-style-type: none"> Liaise with the appointed consultant to finalise the development of the draft Strategic Workforce Plan 2025–2030. Commence implementation of the Strategic Workforce Plan 2025–2030. 				

Outcome 5-2 Proactive and represented

You are confident that the City is advocating on your behalf for initiatives that benefit the community.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Advocacy Framework A framework that provides a strategic approach to advocacy activities to ensure evidence-based decision-making, greater stakeholder engagement, and the development of processes, to maximise opportunities for support and investment into the City.	Undertake advocacy activities in accordance with the Advocacy Framework.	<ul style="list-style-type: none">• Number of advocacy activities conducted.
Grant funding Monitoring and management of funding received from State and Federal Government agencies, as well as other external sources, to deliver City services and projects.	Seek out funding opportunities and prepare applications for grant funding, as appropriate.	<ul style="list-style-type: none">• Value of recurring grant funding received.• Value of competitive grant funding received.

Non-capital projects and initiatives

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Council policies — development and review Policies that set Council's position in relation to identified matters of interest. Council Policies are adopted by Council and align with the vision, goals and outcomes of the City's 10-Year Strategic Community Plan.	Q1	• Develop new Council policies and review existing Council policies as scheduled by the Policy Committee.	◆	◆	◆	◆
	Q2	• Develop new Council policies and review existing Council policies as scheduled by the Policy Committee.				
	Q3	• Develop new Council policies and review existing Council policies as scheduled by the Policy Committee.				
	Q4	• Develop new Council policies and review existing Council policies as scheduled by the Policy Committee.				
Strategic Position Statements A standalone set of statements that articulate an agreed position on strategic matters of interest to the City of Joondalup. The purpose of the statements is to provide flexibility for the Council in capitalising on unplanned opportunities for external funding and investment, and to guide the development of future strategic planning documents where current gaps may exist.	Q1	• Present the revised Strategic Position Statement to Council seeking endorsement.	◆		◆	
	Q2					
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Submissions to State and Federal Governments Formal submissions from the City to the State and Federal Governments on relevant strategic policy matters affecting the City of Joondalup.	Q1	• Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.	◆	◆	◆	◆
	Q2	• Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				
	Q3	• Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				
	Q4	• Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				
Ward boundary review An eight-yearly review of ward boundaries, names and Councillor representation levels.	Q1	No milestones in 2024/25.			◆	◆
	Q2					
	Q3					
	Q4					

Outcome 5-3 Engaged and informed

You are able to actively engage with the City and have input into decision-making.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
City electronic communication Management of the City's social media presence and regular eNewsletters to promote the City's successes, services and events to the community.	Develop and distribute eNewsletters to subscribers.	<ul style="list-style-type: none"> • Number of eNewsletters distributed. • Average number of unique eNewsletter subscribers. • Number of unsubscribers from eNewsletters. • Average open rate for eNewsletters.
	Develop social media content and manage the City's social media accounts.	<ul style="list-style-type: none"> • Number of social media posts per channel. • Number of new social media followers per channel. • Number of social media post reactions and likes. • Top 3 social media posts by engagement.
	Develop website content and manage the City's websites.	<ul style="list-style-type: none"> • Number of unique website users per City website. • Top 3 webpages of the City of Joondalup corporate website by unique user visit. • Top 3 traffic sources to the City of Joondalup corporate website.
City publications Seasonal and monthly publications to promote the City's successes, services and events to the community.	Develop and distribute a range of fortnightly, monthly, quarterly, and seasonal publications for identified target markets.	<ul style="list-style-type: none"> • List of scheduled print publications distributed City-wide. • List of ad hoc print publications distributed City-wide.
Community consultation Activities to seek feedback from the community to inform decision-making in accordance with the City's Community Consultation Council Policy and Planning Consultation Local Planning Policy.	Undertake scheduled community consultation activities.	<ul style="list-style-type: none"> • Number of development application consultations commenced. • List of general community consultation activities commenced. • List of event feedback activities commenced.

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Complaints and compliments management Management of a frontline complaint handling and customer feedback process.	Manage written and verbal complaints about City services and provide satisfactory resolutions to customers.	<ul style="list-style-type: none"> • Number of complaints received. • Number of compliments received. • Number of mediation inquiries received and referrals provided. • Number of Ombudsman inquiries.
Correspondence to the City Formal capturing and processing of all incoming documents received by the City in accordance with the <i>State Records Act 2000</i> and subsidiary legislation, and the City's Recordkeeping Plan.	Capture and process all incoming documents received by the City, such as emails, letters and online forms.	<ul style="list-style-type: none"> • Number of documents processed by the City.
Council meetings — community participation Management of community participation in the formal affairs of Council through deputations, questions and public statements at Briefing Sessions and Council meetings in accordance with the City's Procedures for Strategy Sessions, Briefing Sessions, Council/Committee Meetings and Electronic Meetings.	Facilitate deputations, questions and public statements at Briefing Sessions and Council meetings.	<ul style="list-style-type: none"> • Number of deputations presented at Briefing Sessions. • Number of written questions presented at Briefing Sessions and Council Meetings.
Customer care Management of liaisons and points of contact provided to the City's customers via a range of communication channels, including telephone, email and in-person.	Provide accurate support, advice, and information to customers via phone, email or in-person.	<ul style="list-style-type: none"> • Number of telephone calls received. • Average length of time taken to answer telephone calls. • Percentage of telephone calls abandoned by the customer. • Number of in-person transactions at the City's administration building.
Freedom of information Provision of a general right of access to documents and records held by the City in accordance with the <i>Freedom of Information Act 1992</i> and subsidiary legislation.	Process freedom of information requests, as required.	<ul style="list-style-type: none"> • Number of freedom of information applications received by the City. • Average number of days taken for processing freedom of information applications.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
City of Joondalup website redevelopment project* Redevelopment of the City of Joondalup's website to enhance accessibility, provide more efficient online services, and enhance the experience of users.	Q1	<ul style="list-style-type: none"> Undertake final testing of the new City of Joondalup corporate website and prepare to go live. 	◆	◆		
	Q2	<ul style="list-style-type: none"> Launch the new City of Joondalup corporate website. Commence scoping of phase 2 of the City of Joondalup corporate website development. 				
	Q3	<ul style="list-style-type: none"> Commence delivery of phase 2 of the City of Joondalup corporate website development. 				
	Q4	<ul style="list-style-type: none"> Progress delivery of phase 2 of the City of Joondalup corporate website development. 				
Customer satisfaction survey A biennial telephone survey of the City's residents conducted by an independent consultant to measure satisfaction with City services.	Q1		◆	◆	◆	◆
	Q2					
	Q3	<ul style="list-style-type: none"> Advertise and appoint a consultant to undertake a Customer Satisfaction Survey. 				
	Q4	<ul style="list-style-type: none"> Liaise with the appointed consultant to undertake data collection and prepare a report on the outcomes. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Customer service centralisation* A project to centralise the City's main customer service functions to achieve greater organisational efficiency and a higher rate of first point of contact resolution.	Q1	• Continue centralisation of business processes and workflows.	◆	◆	◆	◆
	Q2	• Continue centralisation of business processes and workflows.				
	Q3	• Continue centralisation of business processes and workflows.				
	Q4	• Continue centralisation of business processes and workflows.				
Strategic Community Reference Group A reference group that provides input to Council on matters of significant community interest and strategic initiatives. The group consists of 12 community representatives, three youth representatives (aged 16–24 years) and four Elected Members.	Q1	• Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.	◆	◆	◆	◆
	Q2	• Conduct meetings of the Strategic Community Reference Group in accordance with the work plan. • Present the draft work plan and meeting dates for the 2025 calendar year to Council seeking endorsement.				
	Q3	• Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				
	Q4	• Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				

Outcome 5-4 Accountable and financially-sustainable

You are provided with a range of City services which are delivered in a financially responsible manner.

Ongoing programs and activities

PROGRAM/ACTIVITY	ACTIONS FOR 2024/25	QUARTERLY MEASURE
Customer payments Provision of a range of payment methods that enable customers to pay the City for services and notices.	Provide a range of payment methods for customers.	<ul style="list-style-type: none"> Percentage of payments received by payment method.
Procurement of goods and services Procurement of goods and services in accordance with the <i>Local Government Act 1995</i> and subsidiary legislation, and the City's Purchasing Council Policy.	Undertake procurement activities and ensure prompt payment of suppliers in accordance with the City's payment terms.	<ul style="list-style-type: none"> Average number of days taken to pay suppliers. Number of incidences of non-compliance with procurement legislation.

Non-capital projects and initiatives

*Denotes key priority for 2024/25

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
10-Year Strategic Community Plan The overarching planning document that articulates the community's aspirations, vision and objectives over a 10-year period. The plan informs all of the City's other plans and services.	Q1			◆		◆
	Q2					
	Q3	• Commence a minor review of the 10-Year Strategic Community Plan.				
	Q4	• Present the outcomes of the minor review and any proposed changes to the 10-Year Strategic Community Plan to Council seeking endorsement.				
10-Year Strategic Financial Plan A high-level document that outlines the City's approach to delivering infrastructure and services to the community in a financially-sustainable and affordable manner.	Q1	• Present the 10-Year Strategic Financial Plan 2024 to the Major Projects and Finance Committee and Council for noting.	◆	◆	◆	◆
	Q2	• Review guiding principles and present to the Major Projects Finance Committee and Council for noting. • Evaluate affordability of the draft 5-Year Capital Works Program 2025/26.				
	Q3	• Develop the draft 10-Year Strategic Financial Plan 2025.				
	Q4	• Review the draft 10-Year Strategic Financial Plan 2025 as part of the annual budget process.				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
5-Year Capital Works Program A rolling 5-year program that provides detailed information on capital works projects planned for delivery over the next 5 years. The program has been developed to meet anticipated community infrastructure needs and the future development of the City.	Q1					
	Q2					
	Q3	<ul style="list-style-type: none"> Undertake budget workshops with Elected Members to inform preparation of the 5-Year Capital Works Program 2025/26. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Continue to undertake budget workshops with Elected Members to inform preparation of the 5-Year Capital Works Program. Present the 5-Year Capital Works Program 2025/26 to Council seeking adoption. 				
5-Year Corporate Business Plan The medium-term planning document which contains the priorities, principal strategies and activities that have been developed in response to the aspirations, vision and objectives in the 10-Year Strategic Community Plan.	Q1					
	Q2					
	Q3		◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Present the draft Corporate Business Plan 2025-2029 to Elected Members seeking feedback. Present the draft Corporate Business Plan 2025-2029 to Council seeking adoption. 				
Annual Budget The City's formal budget statement which is developed in accordance with legislative requirements. The City develops the Annual Budget to align to the services, operations and projects contained within the 5-Year Corporate Business Plan and the long-term aspirations of the 10-Year Strategic Community Plan, workforce, finance, operations and service delivery.	Q1					
	Q2					
	Q3	<ul style="list-style-type: none"> Present a Revised Budget Report to Council seeking approval. Undertake budget workshops with Elected Members to inform preparation of the Annual Budget. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Continue to undertake budget workshops with Elected Members to inform preparation of the Annual Budget. Present the draft Annual Budget to Council seeking adoption by 30 June. 				

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Annual Financial Report A report that shows how the City performed during the financial year, and the overall position at 30 June. The report is prepared by the City in accordance with Australian Accounting Standards as they apply to local government, and in accordance with statutory requirements. The report is certified by the Chief Executive Officer and audited by the Office of the Auditor General.	Q1	<ul style="list-style-type: none"> Submit the draft Annual Financial Report 2023/24 to the Office of the Auditor General by 30 September. 				
	Q2	<ul style="list-style-type: none"> Present the Audit Report and the audited Annual Financial Report 2023/24 to the Audit and Risk Committee and Council seeking acceptance. Present the accepted Audit Report and the Annual Financial Report 2023/24 to the Annual General Meeting of Electors. 	◆	◆	◆	◆
	Q3					
	Q4					
Annual Report A report that provides an annual overview of the City's activities and information about organisational performance. The report informs the community and key stakeholders about achievements, challenges and future plans, and demonstrates the City's performance against the aspirations, vision and objectives of the 10-Year Strategic Community Plan.	Q1					
	Q2	<ul style="list-style-type: none"> Present the Annual Report 2023/24 to Council seeking acceptance. Present the accepted Annual Report 2023/24 to the Annual General Meeting of Electors. 	◆	◆	◆	◆
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Benefits Realisation Program A program to report financial and non-financial benefits of organisational improvements.	Q1					
	Q2	<ul style="list-style-type: none"> Present the Benefits Realisation Program Progress Report to the Audit and Risk Committee and Council. 	◆	◆	◆	◆
	Q3					
	Q4	<ul style="list-style-type: none"> Present the Benefits Realisation Program Progress Report to the Audit and Risk Committee and Council. 				
Compliance Audit Return An annual audit of the City's compliance with various legislation, as determined each year by the Department of Local Government, Sport and Cultural Industries in accordance with the <i>Local Government (Audit) Regulations 1996</i> .	Q1					
	Q2					
	Q3	<ul style="list-style-type: none"> Prepare the Compliance Audit Return for 2024. Present the Compliance Audit Return for 2024 to the Audit and Risk Committee and Council seeking endorsement. Present the endorsed Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries. 	◆	◆	◆	◆
	Q4					
Integrity and conduct annual collection An annual collection of information to aid the Public Sector Commission in assessing the integrity of the Western Australian government sector.	Q1	<ul style="list-style-type: none"> Complete the Integrity and Conduct Annual Collection Survey for the City. Present the Integrity and Conduct Annual Collection Survey to the Public Sector Commission. 				
	Q2		◆	◆	◆	◆
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR 2024/25		2025/26	2026/27	2027/28	2028/29
Organisation review/administration efficiency assessment A review of the internal structures and efficiency of operations within the City's administration by an independent professional body.	Q1	<ul style="list-style-type: none"> Present a report to Council on options for undertaking an organisational review. 				
	Q2					
	Q3					
	Q4					
Performance measures* A new set performance measures aimed at measuring the success of the City's 10-Year Strategic Community Plan, and a new set of effectiveness and efficiency measures aimed at measuring and reporting on the City's performance.	Q1	<ul style="list-style-type: none"> Advertise and appoint a consultant to develop a new set of performance measures. 	◆			
	Q2	<ul style="list-style-type: none"> Liaise with the appointed consultant to develop the new set of performance measures. 				
	Q3	<ul style="list-style-type: none"> Continue to liaise with appointed consultant to develop the new set of performance measures. 				
	Q4	<ul style="list-style-type: none"> Present the draft set of performance measures to Elected Members seeking feedback. 				
Recordkeeping Plan A plan which sets out the City's approach to recordkeeping in accordance with the <i>State Records Act 2000</i> and subsidiary legislation. This includes archiving practices, retention periods and data security.	Q1	No milestones in 2024/25	◆	◆		
	Q2					
	Q3					
	Q4					

OUR OPERATING BUDGET

Our Annual Budget aligns to the services, projects and activities contained within our 5-Year Corporate Business Plan and the long-term aspirations of our 10-Year Strategic Community Plan. The annual budget is informed by our 10-Year Strategic Financial Plan, one of our primary resourcing plans, together with our Asset Management Strategy and Workforce Plan.

The following table shows our operating budget for 2024/25, as adopted by Council.

DESCRIPTION	2024/25 BUDGET
Rates	\$112,459,183
Operating grants, subsidies and contributions	\$9,347,664
Fees and charges	\$46,785,636
Interest earnings	\$9,501,877
Profit on asset disposals	\$265,995
Other revenue	\$412,000
Total operating revenue	\$178,772,355
Employee costs	\$(77,043,731)
Materials and contracts	\$(68,883,489)
Utility charges	\$(6,658,682)
Depreciation on non-current assets	\$(32,093,100)
Loss on asset disposals	\$(98,834)
Interest expenses	\$(245,051)
Insurance expenses	\$(1,750,793)
TOTAL OPERATING EXPENDITURE	\$186,773,680


FINANCIAL SUSTAINABILITY GUIDING PRINCIPLES

The City uses Financial Sustainability Guiding Principles to guide in the preparation of the Annual Budget and 10-Year Strategic Financial Plan. The guiding principles summarise the City's financial strategy, key financial indicators and key principles for capital expenditure.

The City's financial strategy can be summarised as:

- Operating surpluses — sufficient (not excessive) operating cash surpluses.
- Grants — appropriately used.
- Asset renewal — at the right time.
- Capital expenditure — affordable.
- Major projects — priority is given to projects that provide income generation and/or cost reduction.
- Reserve — reserve funds are available (but not excessive).
- Debt — use debt where appropriate, repayments are affordable.

There are eight financial indicators used within the Financial Sustainability Guiding Principles and these are summarised into an overall financial indicator: the **City of Joondalup Financial Sustainability Indicator**. The eight indicators and the overall financial indicator are reported in the Annual Report, and the projections are presented as part of the 10-Year Strategic Financial Plan.



City of Joondalup 25-Year Anniversary Function,
Joondalup Reception Centre (Joondalup)



REVIEWING OUR PLAN

The 5-Year Corporate Business Plan contains the services, projects and activities that have been developed in response to the vision, goals and outcomes of our 10-Year Strategic Community Plan, *Joondalup 2032*. To ensure that this plan continues to reflect your values and expectations, we will undertake a formal review annually where we will update and refresh the services, projects and activities we intend to deliver over the next 5-year period. These reviews will be informed by our program of comprehensive performance reporting, including through our Corporate Business Plan Quarterly Reports, Quarterly Capital Works Progress Reports, Key Capital Works Projects Quarterly Status Reports, and our Annual Reports.







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formats upon request.