



# **Corporate Business Plan**

## **2025–2029**

**Quarter 1 Report**

# CONTENTS

<b>CONTENTS</b>	<b>2</b>
<b>The purpose of this report</b>	<b>3</b>
<b>Key priorities for FY2025–26</b>	<b>4</b>
<b>QUARTER HIGHLIGHTS</b>	<b>6</b>
<b>COMMUNITY</b>	<b>9</b>
Outcome 1-1 Healthy and safe	11
Outcome 1-2 Inclusive and connected	18
Outcome 1-3 Active and social	24
Outcome 1-4 Artistic and creative	26
Outcome 1-5 Cultural and diverse	30
<b>ENVIRONMENT</b>	<b>33</b>
Outcome 2-1 Managed and protected	35
Outcome 2-2 Clean and sustainable	38
Outcome 2-3 Responsible and efficient	42
Outcome 2-4 Resilient and prepared	46
<b>PLACE</b>	<b>50</b>
Outcome 3-1 Connected and convenient	52
Outcome 3-2 Well-planned and adaptable	56
Outcome 3-3 Attractive and leafy	61
Outcome 3-4 Functional and accessible	62
<b>ECONOMY</b>	<b>68</b>
Outcome 4-1 Prosperous and local	70
Outcome 4-2 Innovative and confident	71
Outcome 4-3 Appealing and welcoming	74
<b>LEADERSHIP</b>	<b>78</b>
Outcome 5-1 Capable and effective	80
Outcome 5-2 Proactive and represented	90
Outcome 5-3 Engaged and informed	93
Outcome 5-4 Responsible and financially-sustainable	97

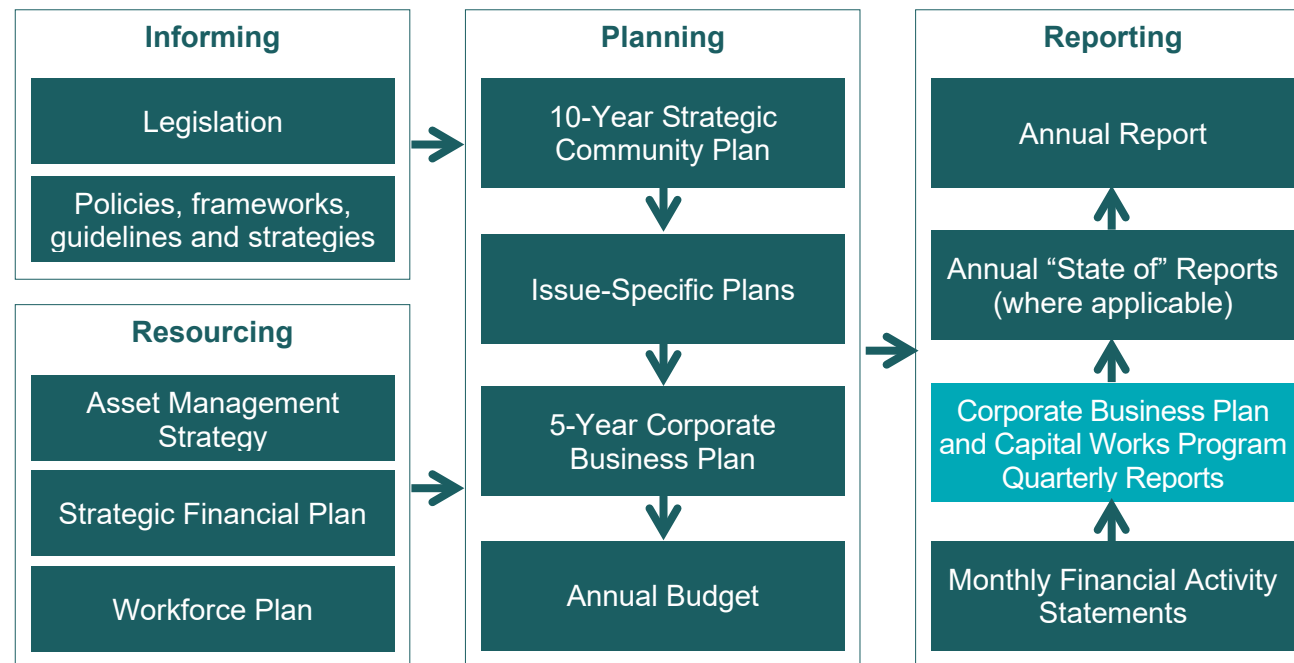
## The purpose of this report

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 milestones outlined in our 5-Year Corporate Business Plan. This plan is our medium-term planning document which contains the services, projects and activities which have been developed in response to the vision, goals and outcomes of our 10-Year Strategic Community Plan: *Joondalup 2032*.

This report shows all of the listed ongoing programs and activities and provides data against the quarterly actions. The report also lists all of the non-capital projects and initiatives and indicates whether the project/activity is on time and on budget at the end of each quarter. A commentary is also provided on exactly what has been achieved. Note that reporting on our 5-Year Capital Works Program is undertaken through the Capital Works Program Quarterly Reports.

## Integrated Planning and Reporting Framework

Corporate Business Plan Quarterly Reports and Capital Works Program Quarterly Reports sit within an Integrated Planning and Reporting Framework which builds in Informing, Resourcing, Planning and Reporting requirements to ensure transparency and evidence of planned achievements.



## Key priorities for FY2025–26

The following projects and initiatives have been identified by the Council as key priorities for FY2025–26.

### 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 FY2025–26. Note only those capital works projects with reportable actions for FY2025–26 have been considered as key capital works projects for this financial 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.

<b>Community</b>	<ul style="list-style-type: none"> <li>• Caledonia Park sports lighting expansion</li> <li>• Heathridge Park redevelopment</li> <li>• MacNaughton Park Clubroom facility upgrade</li> <li>• Sorrento Surf Life Saving Club redevelopment</li> </ul>	
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Coastal and estuarine mitigation program</li> <li>• Joondalup City Centre lighting</li> </ul>	
<b>Place</b>	<ul style="list-style-type: none"> <li>• Eddystone Avenue — Joondalup Drive to Honeybush Drive</li> <li>• Greenwood north-east cluster parks revitalisation</li> <li>• Hepburn Avenue — Lilburne Avenue and Walter Padbury Boulevard</li> <li>• Hepburn Avenue/Moolanda Boulevard roundabout construction</li> <li>• Hillarys cycle network expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Joondalup Drive/Hodges Drive intersection upgrade</li> <li>• Moolanda Boulevard pedestrian footbridge</li> <li>• Northshore Drive boulevard treatment</li> <li>• Prince Regent Park facility upgrades</li> <li>• Whitfords Avenue roundabout design</li> <li>• Whitfords West Park pump and jump infrastructure</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Burns Beach — cafés/kiosks/restaurants</li> <li>• Burns Beach Coastal Node redevelopment</li> </ul>	

## 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 FY2025–26. 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.

<b>Community</b>	<ul style="list-style-type: none"> <li>• Community Safety Plan</li> <li>• Dog Management Plan</li> <li>• Joondalup performing arts centre</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Coastal Hazard Risk Management and Adaptation Plan</li> <li>• Future waste disposal options</li> </ul>
<b>Place</b>	<ul style="list-style-type: none"> <li>• Local Planning Strategy review</li> <li>• Ocean Reef Marina</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Event attraction</li> <li>• Investment Attraction Framework</li> <li>• Pop-up piazza</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Core system replacement project (Project Axiom)</li> <li>• Privacy and responsible information sharing reforms</li> </ul>

## QUARTER HIGHLIGHTS

### COMMUNITY

#### Duncraig Adventure Hub complete

The Duncraig Adventure Hub project was substantially completed and opened in September 2025, offering young people a safe, engaging space for recreation and social connection. The Hub features a signature skate park, pump and jump track, multipurpose court, roller disco, and a Sensory Monster Playground — designed in collaboration with local children’s author and illustrator Sean Avery. Additional amenities include accessible restrooms, shaded seating, a water feature, barbecue areas, upgraded lighting, and CCTV.

Supported by a Lotterywest grant and State Government funding, the Hub was developed in partnership with Curtin University’s Act Belong Commit team to promote mental health through participation. This project is part of the City’s broader plan to transform Percy Doyle Reserve into a vibrant community destination, enhancing opportunities for outdoor activity and connection.

#### City of Joondalup Libraries rebrand

On 1 July 2025, the City launched a refreshed brand for its Libraries, marked by giveaways and the release of a new event guide. The rebrand includes a new logo — the first since 2006 — along with an updated colour palette and a suite of graphic elements inspired by the Libraries’ core values: welcoming, friendly, inclusive, helpful, and engaging. The new look is being rolled out across all branches over the next 12 months, with the first updates appearing on the Books on Wheels, community outreach, and courier vans.

### ENVIRONMENT

#### New waste collection contractor

On 1 July 2025, Solo Resource Recovery commenced as the City’s new waste collection contractor. Under this contract, Solo provides domestic waste, recycling, and green waste collection services for residential properties, servicing approximately 125,000 bins each week. In addition to household collections, Solo is responsible for bin repairs, deliveries, and collections at City facilities, parks, and roadsides. The City now benefits from Solo’s Waste Track system, which offers real-time visibility of truck locations and bin collection activity, enhancing service oversight and responsiveness.

#### Biodiversity Month

To celebrate Biodiversity Month (1–26 September 2025), the City ran the Biodiverse Backyards competition as part of its Environmental Education Program. Residents were encouraged to enhance biodiversity in their gardens for a chance to win a prize pack. Suggested actions included creating habitats, planting native species, adding a native tree, providing water for wildlife, removing weeds, and composting.

The City also hosted a ReWild Micro-gardening workshop on 6 September 2025, helping participants create miniature ecosystems for native species. To further engage the community in local biodiversity, a Discovery Session on Birds of Prey was also held on 8 September 2025.

**PLACE**Moolanda Bridge construction milestone

Site works for a new bridge over Moolanda Boulevard in Kingsley began in July 2025, with rapid progress throughout the quarter including the completion of both piers. With this milestone reached, the City's focus shifts to completing the abutments and installing the bridge deck. This key infrastructure project is expected to be completed in early 2026 and will enhance active transport options across the City of Joondalup.

Planning Institute of Australia WA State Conference

On 5 September 2025, the City of Joondalup hosted the Planning Institute of Australia WA State Conference at Joondalup Resort. The event brought together planners, policymakers, industry leaders, and emerging voices for discussions on innovation, sustainability, and community outcomes in planning. The City led two study tours — one through Ocean Reef Marina and the coastline, and another through the Joondalup City Centre — to foster collaboration and inspire ideas around urban renewal and place activation.

Roundabout works complete

In July 2025, the City completed construction of a new roundabout at Lakeside Drive and Joondalup Drive. This new roundabout significantly improves safety and traffic flow at one of the City's busiest intersections. A second roundabout was constructed at Lakeside Drive and Aldgate Street, improving access to the Yalbunullup Mountain Bike Trails.

## ECONOMY

### Alfresco Guidelines

In July 2025, the City launched the new Alfresco Guidelines for local businesses to understand and make use of the updated Alfresco Spaces Local Planning Policy. These guidelines simplify the process for businesses to activate their alfresco areas, including providing a self-assessment checklist for temporary setups and clear options for semi-permanent setups. A complementary business capacity-building program was also launched, including consultations on shopfront improvements and potential new alfresco spaces in the Joondalup City Centre.

### Event Attraction

The City attracted and facilitated a range of new events during the quarter. This includes the launch of Bloom Joondalup on 26 September 2025, food truck night markets starting in late September 2025, and preparations for second-hand clothing markets and Christmas Markets in the Joondalup City Centre.

### New business support programs

The City launched two new programs to support local businesses. “AARP Start” is a 12-week program giving Joondalup start-ups, entrepreneurs and tech leaders access to the Australian Automation and Robotics Precinct (AARP) to develop and test their products and collaborate with industry leaders. “Bandwidth” is a four-week support program for people and businesses working in the creative sector — such as design, film, gaming, music, and marketing — who want to start, grow or sustain their business or projects.

## LEADERSHIP

### Integrity Practitioners’ Group

During the quarter, the City joined the Integrity Practitioners’ Group at the invitation of the Western Australian Public Sector Commission. The Integrity Practitioners’ Group is comprised of 17 representatives from various government sectors and disciplines such as risk management, audit, and human resources, and collaborates on strategic approaches to promote integrity and detect and prevent misconduct in the state’s public sector. The City’s inclusion in the group recognises a culture of transparency and accountability, as well as leadership in developing and delivering integrity initiatives within a local government context.

### National top performer

The City of Joondalup has been ranked among the top 10 councils in Australia for ratepayer satisfaction, according to a national survey conducted by the community reporting app Snap Send Solve. The survey received over 75,000 responses from across Australia, with the City placing ninth overall — a strong endorsement of its performance and community engagement.



# 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.

## Performance measures

MEASURE	TARGET/TREND	COLLECTION FREQUENCY
Percentage of the community who report feeling safe in their local community	Maintain baseline plus increasing trend*	Biennial
City of Joondalup Liveability Score	To be determined	Annual
Percentage of the community satisfied with the accessibility and inclusion available to them within the community	Maintain baseline plus increasing trend*	Biennial
Net Promoter Score — Craigie Leisure Centre	To be determined	Annual
Percentage of the community satisfied with the library services provided by the City of Joondalup	To be determined	Biennial
Percentage of resident satisfaction with City of Joondalup's cultural events, festivals, art exhibitions and public art	Maintain above 80%	Biennial
Percentage of the community satisfied with the cultural representation in City of Joondalup's services, programs, events and materials	Maintain baseline plus increasing trend*	Biennial

\* Baseline to be established after the new Community Perceptions Survey is undertaken.

## Outcome 1-1 Healthy and safe

You feel healthy and safe in your local community.

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Animal management</b>	Promote and support responsible pet ownership and compliance with the <i>WA Dog Act 1976</i> , <i>Cat Act 2011</i> , and subsidiary legislation.
<b>Environmental health</b>	Deliver environmental health initiatives and programs in the community, including inspections and assessments relating to food, noise, disease, pest control and safety in accordance with the <i>WA Public Health Act 2016</i> and subsidiary legislation, and relevant local laws.
<b>Graffiti removal</b>	Remove graffiti from public spaces to minimise the impact of criminal damage and promote safe and welcoming neighbourhoods.
<b>Public areas CCTV</b>	Operate and manage the City's CCTV network to deter criminal, anti-social and suspicious activity.
<b>Responsible pet ownership — schools' education program</b>	Deliver scheduled activities and events as part of the responsible pet ownership — schools' education program to local schools.
<b>Road safety education program</b>	Deliver scheduled activities and events as part of the road safety education program to schools and the broader community.
<b>Swimming pool inspections</b>	Inspect all private swimming pools across the City at least once every 4 years in accordance with the <i>WA Building Act 2011</i> and subsidiary legislation.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for FY2025–26

MILESTONE		COMMENT	STATUS
<b>Community Safety Plan*</b> A new plan that will address community safety issues across the City, including parking management, animal management, CCTV, graffiti removal and community amenity. The plan will ensure the community feels connected and safe through direct service provision, as well as support and encourage local organisations and community-led activities.			
Q1	Present the draft Community Safety Plan 2025–2029 to Council seeking endorsement.	Due to resourcing constraints and competing priorities, it is anticipated that the draft Community Safety Plan 2025–2029 will be presented to Elected Members in quarter 3 FY2025–26, prior to undertaking community consultation.	✓
Q2	Deliver scheduled actions from the Community Safety Plan 2025–2029 for the quarter.		
Q3	Deliver scheduled actions from the Community Safety Plan 2025–2029 for the quarter.		
Q4	Deliver scheduled actions from the Community Safety Plan 2025–2029 for the quarter.		

MILESTONE		COMMENT	STATUS
<b>Dog Management Plan*</b> A new plan that will guide the City's approach to managing dogs within the district, including legislative and regulatory instruments, behavioural management, and community education and awareness.			
Q1	Progress development of the Dog Management Plan 2026–2036.	Progressed development of the Dog Management Plan 2026–2036 through the following actions: <ul style="list-style-type: none"> <li>Presented the outcomes of community consultation to inform the draft plan to Elected Members on 1 July 2025.</li> <li>Commenced preparation of a decision-making matrix to guide the designation of off-leash, on-leash, and no-dog areas.</li> </ul>	✓
Q2	Progress development of the Dog Management Plan 2026–2036.		
Q3	Present the draft Dog Management Plan 2026–2036 to Council seeking endorsement.		
Q4	Deliver scheduled actions from the Dog Management Plan 2026–2036 for the quarter.		

MILESTONE		COMMENT	STATUS
<b>Hillarys Dog Beach — asbestos management</b> Management of residual asbestos at Hillarys Dog Beach in accordance with the approved Ongoing Site Management Plan and direction from the Department of Water and Environmental Regulation and the Department of Health.			
Q1	Undertake rehabilitation works in accordance with the Ongoing Site Management Plan.	The following rehabilitation works were undertaken in accordance with the Ongoing Site Management Plan: <ul style="list-style-type: none"> <li>Continued weekly inspections and removal of visible asbestos-containing material.</li> <li>In response to storm-related erosion in August 2025, the beach was closed for two weeks to reinstate access paths and remove exposed debris from historic beach shacks. Approximately 13 tonnes of debris and 200 kilograms of potential asbestos-containing material were removed.</li> <li>Engaged an external consultant to conduct an Asbestos in Soils Investigation to inform long-term site management, support public health risk management and guide future planning.</li> </ul>	✓
Q2	Undertake rehabilitation works in accordance with the Ongoing Site Management Plan.		
Q3	Undertake rehabilitation works in accordance with the Ongoing Site Management Plan.		
Q4	Undertake rehabilitation works in accordance with the Ongoing Site Management Plan.		

MILESTONE		COMMENT	STATUS
<b>Local laws</b> Local laws made under the WA <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.			
Q1	Progress amendments to local laws as required.	Progressed the proposed Animals Local Law 2025 through the following actions: <ul style="list-style-type: none"> <li>Conducted community consultation on the proposed Animals Local Law 2025, which closed on 8 August 2025, with a total of 105 submissions received over the 50-day consultation period.</li> <li>Commenced a review of the consultation outcomes to develop a report for the Policy Committee and Council, which will inform the next steps in progressing the proposed Animals Local Law 2025.</li> </ul>	✓
Q2	Progress amendments to local laws as required.		
Q3	Progress amendments to local laws as required.		
Q4	Progress amendments to local laws as required.		

MILESTONE		COMMENT	STATUS
<b>Public Health Plan</b> 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 WA <i>Public Health Act 2016</i> and subsidiary legislation.			
Q1	Progress development of the draft Public Health Plan 2026–2031.	Progressed the development of the draft Public Health Plan 2026–2031 through the following actions: <ul style="list-style-type: none"> <li>• Held three community and stakeholder workshops in August 2025.</li> <li>• Compiled and reviewed the outcomes of the workshops, and previous consultation activities, to identify key themes and priorities.</li> <li>• Conducted research and benchmarking.</li> <li>• Commenced drafting the draft Public Health Plan 2026–2031.</li> </ul>	✓
Q2	Present the key themes of the draft Public Health Plan 2026–2031 to Elected Members seeking feedback.		
Q3	Present the draft Public Health Plan 2026–2031 to Council seeking endorsement.		
Q4			



MILESTONE		COMMENT	STATUS
<b>Road Safety Action Plan</b> A new plan that will be developed in accordance with the State Government's Local Government Road Safety Management Planning Process Guide and will identify specific actions, responsibilities and measures to promote safer roads across the City.			
Q1	Present the draft Road Safety Action Plan 2025–2035 to Council seeking endorsement.	Presented the draft Road Safety Management Plan 2025–2035 to Council at its 22 July 2025 meeting, where the plan was endorsed.	✓
Q2	Commence implementation of the Road Safety Action Plan 2025–2035.		
Q3	Deliver scheduled actions from the Road Safety Action Plan 2025–2035.		
Q4	Deliver scheduled actions from the Road Safety Action Plan 2025–2035.		

## 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	Ongoing actions
<b>Age-friendly initiatives</b>	Deliver scheduled programs, activities and events for older residents that foster active ageing environments, where opportunities for health, wellbeing, security, and participation are maximised to achieve optimal quality of life.
<b>Communities in-Focus program</b>	Deliver scheduled programs, activities and events as part of the Communities in-Focus program to help identify and build on the existing skills, experience and knowledge already present.
<b>Community Transport program</b>	Deliver the Community Transport program to eligible community members and provide affordable transport from the home to local shopping centres and libraries.
<b>Volunteer Joondalup program</b>	Deliver scheduled programs, activities and events as part of the Volunteer Joondalup program and promote volunteering opportunities to encourage greater volunteerism within the community.
<b>Youth development initiatives</b>	Deliver scheduled programs, activities and events through the City's youth centres, Youth Truck and Youth Events program that foster healthy, resilient, informed and engaged young people, and promote and celebrate the role of young people in the community.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

MILESTONE		COMMENT	STATUS
<b>Access and Inclusion Plan</b> 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. Access and inclusion plans are a requirement of all local governments under the WA <i>Disability Services Act 1993</i> .			
Q1	Deliver scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.	The following scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 were delivered in the quarter: <ul style="list-style-type: none"> <li>Hosted the Disability Interagency Network Forum on 26 August 2025, with 60 participants from 42 agencies and groups.</li> </ul>	✓
	Present the Access and Inclusion 2021/22–2023/24 Annual Progress Report to the Department of Communities.	Presented the Access and Inclusion 2021/22–2023/24 Annual Progress Report to the WA Department of Communities on 14 July 2025.	✓
Q2	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	Deliver scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.		
Q4	Deliver scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.		

MILESTONE		COMMENT	STATUS
<b>Community Development Strategy</b> A new strategy that will guide the integrated delivery of City programs and infrastructure that support community development, youth development, access and inclusion, and age-friendly communities.			
Q1	Progress the development of the Community Development Strategy 2026–2030.	Progressed the development of the draft Community Development Strategy 2026–2030 through engagement with the WA Department of Communities and initial consultation with internal stakeholders.	✓
Q2	Progress the development of the Community Development Strategy 2026–2030.		
Q3	Present the draft Community Development Strategy 2026–2030 to Elected Members seeking feedback.		
Q4	Present the draft Community Development Strategy 2026–2030 to Council seeking endorsement.		

MILESTONE		COMMENT	STATUS
<b>Community Funding Program</b> A funding program intended for the delivery of community-initiated projects, programs and events that benefit the City of Joondalup community.			
Q1	Advertise round 1 of the Community Funding Program and deliver information workshops.	<ul style="list-style-type: none"> <li>Advertised round 1 of the Community Funding Program in July and August 2025 via the City's eNewsletters and social media.</li> <li>Delivered information workshops for prospective applicants to the program on 29 July and 5 August 2025.</li> </ul>	✓
Q2	Evaluate the submissions received and provide recommendations for round 1 of the Community Funding Program.		
Q3	Issue the funding agreements and payments for successful applicants of round 1 of the Community Funding Program.		
	Advertise round 2 of the Community Funding Program and deliver information workshops.		
Q4	Evaluate the submissions received and provide recommendations for round 2 of the Community Funding Program.		
	Issue the funding agreements and payments for successful applicants of round 2 of the Community Funding Program.		

MILESTONE		COMMENT	STATUS
<b>Corporate Sponsorship Program</b>			
A funding program intended for the delivery of accessible events, programs and activities, held within the City.			
Q1	Advertise round 1 of the Corporate Sponsorship Program and deliver information workshops.	<ul style="list-style-type: none"> <li>Advertised round 1 of the Corporate Sponsorship Program in July and August 2025 via the City's website and social media.</li> <li>Contacted past applicants directly via email to advise them of the new dates and application process for this round of the program.</li> <li>Information about the Corporate Sponsorship program was delivered as part of the Community Funding Program workshops on 29 July and 5 August 2025.</li> </ul>	✓
	Evaluate the submissions received and provide recommendations for round 1 of the Corporate Sponsorship Program.	<ul style="list-style-type: none"> <li>Conducted an evaluation of the submissions received.</li> <li>Prepared and provided recommendations for round 1 of the Corporate Sponsorship Program.</li> </ul>	✓
Q2	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 Corporate Sponsorship Program.		
Q3	Advertise round 2 of the Corporate Sponsorship Program and deliver information workshops.		
	Evaluate the submissions received and provide recommendations for round 1 of the Corporate Sponsorship Program.		
Q4	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 Corporate Sponsorship Program.		

MILESTONE		COMMENT	STATUS
<b>Regional Homelessness Plan</b> 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	Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.	The following scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 were delivered during the quarter: <ul style="list-style-type: none"> <li>Conducted two Homelessness Awareness sessions for frontline workers.</li> <li>Commenced planning and stakeholder engagement for the delivery of Anti-poverty Week event, scheduled for quarter 2.</li> </ul>	✓
	Liaise with the City of Wanneroo to undertake a review of the Regional Homelessness Plan 2022/23–2025/26.	Liaised with City of Wanneroo regarding a review of the Regional Homelessness Plan 2022/23–2025/26.	✓
Q2	Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.		
	Present the Regional Homelessness Plan 2022/23–2025/26 Annual Progress Report to Council for noting.		
	Liaise with the City of Wanneroo to undertake a review of the Regional Homelessness Plan 2022/23–2025/26.		
Q3	Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.		
	Liaise with the City of Wanneroo to undertake a review of the Regional Homelessness Plan 2022/23–2025/26.		
Q4	Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.		
	Present the draft Regional Homelessness Plan 2026/27–2029/30 to Council seeking endorsement.		

## Outcome 1-3 Active and social

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

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Craigie Leisure Centre health and fitness programs</b>	Deliver a range of programs at Craigie Leisure Centre to promote health and fitness, including gym memberships, group fitness, leisure and aquatics programs.
<b>Library programs, activities and events</b>	Deliver 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.
<b>Library services</b>	Provide library resources and services at City of Joondalup libraries and online, and provide safe, flexible, and accessible spaces for the community.
<b>Sport and recreation development</b>	Deliver a range of programs, activities, events and one-one-one assistance to local club volunteers to assist them in performing their roles and ensuring ongoing club sustainability and success.



## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

MILESTONE		COMMENT	STATUS
<b>Libraries Strategy</b>		A new strategy that will guide the future delivery of library programs, services and events across the City's four libraries. The strategy will address the increasing opportunities and challenges faced by public libraries in terms of changing demographics, technological growth and economic and social change.	
Q1	Present draft Libraries Strategy 2025–2029 to Elected Members seeking feedback.	Progress continued on the development of the draft Libraries Strategy 2025–2029 during the quarter. However, following a review of the project plan, the draft was not presented to Elected Members seeking feedback as initially scheduled. It is now anticipated that development will continue through quarters 2 and 3, with the draft strategy expected to be presented to Elected Members for feedback in quarter 4.	✓
Q2	Present draft Libraries Strategy 2025–2029 to Council seeking endorsement.		
Q3	Deliver scheduled actions from the Libraries Strategy 2025–2029 for the quarter.		
Q4	Deliver scheduled actions from the Libraries Strategy 2025–2029 or the quarter.		

## 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	Ongoing actions
<b>Art collection maintenance and acquisitions</b>	Manage the City's Art Collection, including acquisition, maintenance and management.
<b>Cultural events program</b>	Deliver the annual program of cultural events that offer access to the arts for the local community and brings visitors to the region.
<b>Public art projects</b>	Deliver public art projects in accordance with the Public Art Masterplan that contribute to an appreciation of the City's cultural and natural heritage and enhance the public realm.
<b>Visual arts exhibition program and Joondalup Contemporary Art Gallery</b>	Deliver the 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.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for FY2025–26

MILESTONE		COMMENT	STATUS
<b>Arts development program</b> An annual program of community arts development activities, including the Arts in Focus program, Community Funding, Arts Development Scheme and Connecting Creatives database.			
Q1	Undertake program review.	Program review underway, in-line with development of FY2026–2027 budget.	✓
Q2	Report to Council on program review with future program recommendations.		
Q3			
Q4			

MILESTONE		COMMENT	STATUS
<b>Joondalup performing arts centre*</b> Investigations into an arts facility proposed for the hosting of performing arts and cultural events and other activities within the Joondalup City Centre.			
Q1	Progress actions towards the development of a business case for a Joondalup performing arts centre.	Progressed actions towards the development of a business case for a performing arts centre in the Joondalup City Centre by commencing a procurement process for a consultant architect to assist with initial scoping, location and design considerations.	✓
	Present reports to Elected Members on the progress and status of the project as required.	No reports to Elected Members on the progress and status of the project were required during the quarter.	✓
Q2	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	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	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.		

MILESTONE		COMMENT	STATUS
<b>Public Art Masterplan</b> A masterplan that provides an overarching framework and set of standards for all public art within the City. The masterplan details the priorities and goals for public artwork and identifies opportunities for future artworks which align with the needs of the community.			
Q1			
Q2	Commence implementation of the new Percent for Art Local Planning Policy and the revised Public Art Council Policy		
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	Ongoing actions
<b>Citizenship ceremonies</b>	Deliver citizenship ceremonies in accordance with the Department of Home Affairs' guidelines.
<b>Civic functions</b>	Deliver scheduled civic functions that recognise the valuable contributions of key City stakeholders.
<b>Local history service</b>	Deliver scheduled local history programs, activities and events at the City of Joondalup libraries that help to preserve, share and celebrate the City's local and regional history.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

MILESTONE		COMMENT	STATUS
<b>Heritage List</b> 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>WA Planning and Development Act 2005</i> and subsidiary legislation.			
Q1	Progress development of the City's Heritage List.	The City's Heritage List has been developed; however, further actions are on hold due to resourcing constraints.	✓
Q2	Progress development of the City's Heritage List.		
Q3	Present the draft Heritage List to the Policy Committee and Council seeking endorsement to undertake community consultation.		
Q4	Undertake community consultation activities on the draft Heritage List.		

MILESTONE		COMMENT	STATUS
<b>Reconciliation Action Plan</b> 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	Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.	The following scheduled actions from the Reconciliation Action Plan 2025–2027 were delivered in the quarter: <ul style="list-style-type: none"> <li>• Delivered 10 events during July 2025 in connection with NAIDOC Week.</li> <li>• Facilitated two Noongar Language Courses for City of Joondalup staff.</li> <li>• Undertook an Expressions of Interest process to recruit new members for the Reconciliation Action Plan Community Reference Group.</li> </ul>	✓
	Submit the Reconciliation Action Plan 2025–2027 Impact Survey to Reconciliation Australia.	The Reconciliation Action Plan 2025–2027 was formally endorsed by Reconciliation Australia on 5 August 2025. As a result, the Impact Survey was not required to be completed during the quarter. The survey will be submitted in quarter 1 of FY2026–27, in accordance with Reconciliation Australia's requirements.	✓
Q2	Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.		
Q3	Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.		
Q4	Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 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.

## Performance measures

MEASURE	TARGET/TREND	COLLECTION FREQUENCY
Percentage of natural areas protected within City of Joondalup reserves	Minimum of 87.5%	Annual
Amount of native vegetation protected under the City of Joondalup's Local Planning Scheme No 3, Metropolitan Region Scheme and Bush Forever	Maintain above 1,211 ha	Annual
Percentage of the community who value/visit/enjoy the City's local bushland, wetland and coastal areas	Maintain baseline plus increasing trend*	Biennial
Percentage increase in vegetation quality scores within each site category (eg dunes, wetlands) over a specific period	Maintain above 80%	Annual
Percentage residential waste diverted from landfill in the City of Joondalup	Establish baseline year, increasing trend year-on- year	Annual
Percentage decrease in the annual tonnage of litter collected	Establish baseline year, decreasing trend year-on- year	Annual
Percentage of community who feel they live in a clean environment	Maintain baseline plus increasing trend*	Biennial
Percentage of groundwater usage within prescribed allocation limits	Maintain below 110% (baseline – 108.9%)	Annual
Percentage reduction in scheme water usage compared to a baseline year	Establish baseline year, maintain 5% below	Annual
Percentage reduction in greenhouse gas emissions compared to a baseline year	Establish baseline, decreasing trend year-on- year	Annual
Percentage decrease in emission due to renewable energy generation	Decreasing trend year-on- year	Annual
Percentage of the community who feel informed and prepared for the impacts of climate change and natural disasters	Maintain baseline plus increasing trend*	Biennial

\* Baseline to be established after the new Community Perceptions Survey is undertaken.

## Outcome 2-1 Managed and protected

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

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Midge monitoring</b>	Monitor midge larvae populations and provide treatments, as required, to mitigate nuisance adult midge at Lake Goollelal and Lake Joondalup.
<b>Natural areas maintenance</b>	Coordinate and implement maintenance programs which protect and enhance biodiversity values, whilst maintaining appropriate community access and awareness of natural areas.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

MILESTONE		COMMENT	STATUS
<b>Natural area management (major conservation)</b>			
Natural area management initiatives for protecting and enhancing biodiversity values across the City's major conservation natural areas.			
Q1	Engage a consultant to undertake flora surveys and vegetation condition assessments in Central Park (Joondalup) and Shepherd's Bush Reserve (Kingsley).	Engaged an external consultant to undertake flora surveys and vegetation condition assessments in Beaumaris Park Bushland (Ocean Reef), Central Park (Joondalup) and Shepherd's Bush Reserve (Kingsley).	✓
	Engage a consultant to deliver twice-yearly quenda monitoring in Craigie Bushland (Craigie).	Edith Cowan University engaged to deliver twice-yearly Quenda monitoring in Craigie Bushland.	✓
Q2			
Q3			
Q4	Present the outcomes of the flora surveys and quenda monitoring to Elected Members.		

MILESTONE		COMMENT	STATUS
<b>Yellagonga Catchment management</b> Projects delivered in partnership with the City of Wanneroo and the Department of Biodiversity, Conservation and Attractions to improve the Yellagonga Catchment, in accordance with the Yellagonga Integrated Catchment Management Plan.			
Q1	Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter.	Delivered the following scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026: <ul style="list-style-type: none"> <li>• Engaged Edith Cowan University to undertake water quality monitoring program, in collaboration with the City of Wanneroo.</li> <li>• Liaised with the relevant agencies and Friends Groups to progress the Saving our snake-necked turtle program.</li> <li>• Liaised with the relevant agencies and Friends Groups to discuss the fox control program for FY2025–26 and FY2026–27.</li> <li>• Liaised with the Department of Biodiversity, Conservation and Attractions regarding the development of a Kangaroo Management Action Plan for Yellagonga Regional Park.</li> </ul>	✓
Q2	Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter.		
Q3	Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter.		
Q4	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	Ongoing actions
<b>Bulk waste collection and processing</b>	Deliver on-demand bulk hard waste and greens waste collection and processing for residential properties.
<b>Environmental education program</b>	Deliver scheduled activities and events as part of the environmental education program to residents, schools, businesses and the broader community.
<b>Illegal dumping</b>	Respond to reports from the community about illegally dumped waste in public areas.
<b>Litter collection</b>	Undertake scheduled collection and disposal of public area litter by hand.
<b>Waste collection and processing</b>	Deliver weekly collection and disposal of kerbside domestic waste, and fortnightly collection and processing of domestic recycling and greens for residential properties.
<b>Waste education program</b>	Deliver scheduled activities and events as part of the waste education program to schools and the broader community.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for FY2025–26

MILESTONE		COMMENT	STATUS
<b>Food organics, garden organics (FOGO) bin service</b>			
A new food organics, garden organics (FOGO) bin service for residential waste service delivery.			
Q1			
Q2			
Q3	Review the outcomes of the Mindarie Regional Council's food organics, garden organics (FOGO) bin service joint tender process.		
Q4	Present a report to Council seeking direction on the future delivery of a food organics, garden organics (FOGO) bin service.		

MILESTONE		COMMENT	STATUS
<b>Future waste disposal options*</b>			
Investigations into future waste disposal options following the closure of the Tamala Park landfill operation.			
Q1			
Q2			
Q3	Review the outcomes of the Mindarie Regional Council's Waste to Energy joint tender process for implications on future waste disposal options for the City.		
Q4	Present a report to Council seeking direction on future waste disposal options.		



MILESTONE		COMMENT	STATUS
<b>Waste to Energy solution</b> A new regional facility that will convert waste products into energy which can then be used directly, or further converted into products, such as electricity or synthetic fuels.			
Q1			
Q2			
Q3	Review the outcomes of the Mindarie Regional Council's Waste to Energy joint tender process.		
	Present a report to Council seeking direction on the preferred option for appointing a Waste to Energy provider.		
Q4	Develop and advertise a request for tender to deliver a Waste to Energy solution (if directed by Council).		

## Outcome 2-3 Responsible and efficient

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

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Energy management</b>	Manage the City's energy consumption to minimise environmental impact and realise economic savings.
<b>Groundwater management</b>	Manage the groundwater on City-owned and managed land to ensure responsible and efficient use in accordance with Department of Water and Environmental Regulation licencing requirements.
<b>Scheme water management</b>	Manage the scheme water on City-owned and managed land to reduce consumption.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

MILESTONE		COMMENT	STATUS
<b>Joondalup Lighting Initiative</b>			
Investigation and proposal to upgrade existing streetlights to LED across the City for the purposes of reducing energy consumption.			
Q1	Investigate LED streetlight conversion options with Western Power.	Met with Western Power on 18 August 2025 to discuss LED streetlight conversion options, with the following outcomes and information provided: <ul style="list-style-type: none"> <li>The proactive LED replacement program is fully funded by Western Power, while a customer-funded option is still available for local governments that want to expedite the process, outside of the program.</li> <li>Western Power have commenced development of a program of works which includes a rollout schedule across local government areas; however the program of works is not yet finalised.</li> <li>The rollout of the program will be on a suburb level, not local government level, to ensure equitable treatment of local governments. The position in the program schedule will also be largely driven by age of asset.</li> </ul>	✓
Q2	Continue to investigate LED streetlight conversion options with Western Power.		
Q3	Continue to investigate LED streetlight conversion options with Western Power.		
Q4	Continue to investigate LED streetlight conversion options with Western Power.		

MILESTONE		COMMENT	STATUS
<b>Streetlight ownership review</b>			
Liaison and advocacy with Western Power to explore options to transfer ownership and management of streetlights to the City.			
Q1	Investigate streetlight ownership options with Western Power for their streetlight assets.	Investigated streetlight ownership options with Western Power for their streetlight assets in the City of Joondalup. However, there was no progress on ownership options with Western Power during the quarter.	✓
Q2	Continue to investigate streetlight ownership options with Western Power for their streetlight assets.		
Q3	Continue to investigate streetlight ownership options with Western Power for their streetlight assets.		
Q4	Continue to investigate streetlight ownership options with Western Power for their streetlight assets.		

MILESTONE		COMMENT	STATUS
<b>Waterwise Council Program</b> A program run jointly by the WA Department of Water and Environmental Regulation and Water Corporation to support local governments to improve water efficiency and help create waterwise communities.			
Q1	Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.	Delivered the following scheduled actions from the Waterwise Council Action Plan 2021–2026: <ul style="list-style-type: none"> <li>• Commenced annual review of the Waterwise Council Action Plan 2021–2026.</li> <li>• Commenced planning for the Native Plant Giveaway in 2026.</li> </ul>	✓
Q2	Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.		
	Present the Waterwise Council Action Plan 2021–2026 Annual Report to the Water Corporation, seeking re-endorsement as a Waterwise Council.		
Q3	Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.		
Q4	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.

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Bushfire community education program</b>	Deliver scheduled initiatives as part of the bushfire community education program to residents, schools, community groups, businesses and the broader community.
<b>Coastal monitoring</b>	Monitor changes to the City's shoreline to inform coastal hazard management planning and actions.
<b>Emergency management</b>	Participate 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.
<b>Firebreak inspections</b>	Inspect 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.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for FY2025–26

MILESTONE		COMMENT	STATUS
<b>Bushfire Risk Management Plan</b>			
A plan which provides a structured approach to identifying, assessing, prioritising, monitoring and treating bushfire risk within the City of Joondalup.			
Q1	Present the draft Bushfire Risk Management Plan 2025–2027 to Elected Members.	Presented the draft Bushfire Risk Management Plan 2025–2027 to Elected Members on 1 July 2025.	✓
	Present the draft Bushfire Risk Management Plan 2025–2027 to the Office of Bushfire Risk Mitigation seeking endorsement.	Presented the draft Bushfire Risk Management Plan 2025–2027 to the Office of Bushfire Risk Management, where it was endorsed on 13 August 2025.	✓
Q2			
Q3			
Q4			

MILESTONE		COMMENT	STATUS
<b>Climate Change Plan*</b> A plan which guides the City's climate change mitigation and adaptation actions across a range of areas relevant to local government, including infrastructure, assets, health services, water management, emergency management, urban forest and the natural environment.			
Q1	Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.	Delivered the following scheduled actions from the Climate Change Plan 2025–2035 during the quarter: <ul style="list-style-type: none"> <li>• Installed 60 kilowatts of solar panels on the City of Joondalup Administration Building.</li> <li>• Planted 1,159 trees as part of the winter tree planting program, including planting within residential verges, streetscapes and Leafy City Program replacements.</li> </ul>	✓
Q2	Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.		
Q3	Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.		
Q4	Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.		



MILESTONE		COMMENT	STATUS
<b>Coastal Hazard Risk Management and Adaptation Plan*</b> A new plan to be developed under State Planning Policy 2.6 which will define areas of the coastline that could be vulnerable to coastal hazards and outline the preferred approach to managing these hazards over the next 100 years.			
Q1	Conduct meetings of the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group and Technical Steering Group in accordance with the endorsed project plan.	No meetings of the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group or Technical Steering Group were scheduled during the quarter, in line with the endorsed project plan.	✓
	Present the draft Community and Stakeholder Engagement Strategy for developing the Coastal Hazard Risk Management and Adaptation Plan to Elected Members seeking feedback.	Presented the draft Community and Stakeholder Engagement Strategy for developing the Coastal Hazard Risk Management and Adaptation Plan to Elected Members at the 26 August 2025 Council meeting, where the strategy was endorsed.	✓
Q2	Conduct meetings of the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group and Technical Steering Group in accordance with the endorsed project plan.		
Q3	Conduct meetings of the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group and Technical Steering Group in accordance with the endorsed project plan.		
Q4	Conduct meetings of the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group and Technical Steering Group in accordance with the endorsed project plan.		
	Engage an external consultant to update the draft Coastal Hazard Risk Management and Adaptation Plan.		

## 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.

## Performance measures

MEASURE	TARGET/TREND	COLLECTION FREQUENCY
Percentage of the community satisfied with ease of movement between points of interest in the city	Maintain baseline plus increasing trend*	Biennial
Percentage of the community who feel they have access to a range of transport options in their local area	Maintain baseline plus increasing trend*	Biennial
Community satisfaction with City of Joondalup parking management and provision (availability of parking etc)	Maintain above 70%	Biennial
Percentage progress towards the State Government's dwelling infill targets	Increasing trend year-on- year	Annual
Percentage of canopy cover in the city	Establish baseline – 12% (increasing trend year-on- year)	Annual
Percentage resident satisfaction with City of Joondalup parks	Maintain above 90%	Biennial
Percentage of residences within 400 metres of a recreation park or natural area	To be determined	Annual
Percentage of community buildings that meet accessibility standards	Maintain 100%	Annual
Percentage of community facilities with multi-purpose or adaptable spaces	Maintain above 80%	Annual
Percentage of community satisfied with the City of Joondalup's community facilities	Maintain above 80%	Biennial

\* Baseline to be established after the new Community Perceptions Survey is undertaken.

## Outcome 3-1 Connected and convenient

You have access to a range of interconnected transport options.

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Active transport education program</b>	Deliver scheduled activities and events as part of the active transport education program to schools and the broader community.
<b>Drainage maintenance</b>	Monitor and undertake maintenance of stormwater drainage assets across the City to ensure usability.
<b>Local-area traffic management investigations</b>	Manage traffic movement on local streets and networks through investigations and assessments to improve safety for road users.
<b>Parking management</b>	Manage parking and parking infrastructure across the City to ensure parking demands are met for residents, visitors and businesses.
<b>Pathway maintenance</b>	Monitor and undertake maintenance of pathways across the City's pathway network to ensure ongoing safety and usability.
<b>Road maintenance</b>	Monitor and undertake maintenance of roads across the City's road network to ensure ongoing safety and usability.
<b>Transport liaison and advocacy</b>	Liaise and advocate with the State and Federal Government for strategies and projects to improve transport in the City.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

MILESTONE		COMMENT	STATUS
<b>Bike Plan</b> A plan which provides the long-term vision, strategic framework and projects that will be implemented to make cycling a part of everyday life and help the City of Joondalup become a bicycle-friendly city.			
Q1	Present the draft Bike Plan 2025–2035 to Council seeking endorsement.	Presented the draft Bike Plan 2025–2035 to Council at its 26 August 2025 meeting, where the plan was endorsed.	✓
Q2	Commence implementation of the Bike Plan 2025–2035.		
Q3	Deliver scheduled actions from the Bike Plan 2025–2035.		
Q4	Deliver scheduled actions from the Bike Plan 2025–2035.		

MILESTONE		COMMENT	STATUS
<b>Joondalup City Centre multi-storey car park — business case</b> Preparation of a business case for a second multi-storey car park for the Joondalup City Centre to support economic development and place activation.			
Q1	Undertake demand modelling, site analysis and options analysis for a second multi-storey car park in the Joondalup City Centre.	An external consultant has commenced the engagement phase of the demand modelling exercise, including site analysis and option analysis, for a second multi-storey car park in the Joondalup City Centre.	✓
Q2	Prepare a financial evaluation, social return on investment and business case for a second multi-storey car park in the Joondalup City Centre.		
	Present the business case for a second multi-storey car park in the Joondalup City Centre to the Major Projects Finance Committee seeking feedback.		
Q3			
Q4			

MILESTONE		COMMENT	STATUS
<b>Strategic transport planning</b> A road network review of the City's local distributor roads to determine which require road section and intersection upgrades to improve accessibility and reduce congestion.			
Q1	Undertake collection of the traffic count data for the City's local distributor road network.	Due to changes to the project plan, the collection of traffic count data for the local distributor road network has been deferred to quarter 3. Work will continue throughout quarter 2 to develop a priority list of local distributor roads that that will be programmed for the traffic counts, anticipated to commence in quarter 3.	✓
Q2	Commence an assessment of the local distributor road network.		
Q3	Finalise the assessment of the local distributor road network.		
Q4	Use the assessment of the local distributor road network to inform capital works planning for road and intersection upgrades.		

## 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	Ongoing actions
<b>Building applications</b>	Assess and determine certified and uncertified building permit applications received in accordance with the <i>Building Act 2011</i> and subsidiary legislation.
<b>Development applications</b>	Assess and determine development applications in accordance with the City's Local Planning Framework.
<b>Land purchase inquiries</b>	Process land purchase inquiries received in accordance with the City's target timeframes.



## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for FY2025–26

MILESTONE		COMMENT	STATUS
<b>Joondalup Activity Centre Plan review</b> A review of the Joondalup Activity Centre Plan, to ensure the ongoing applicability of the stated strategic direction for land use planning and development.			
Q1			
Q2	Commence scoping the review of the Joondalup Activity Centre Plan.		
Q3	Seek feedback from Elected Members on the scope for the Joondalup Activity Centre Plan.		
Q4	Present the scope for the Joondalup Activity Centre Plan review to Council seeking endorsement.		

MILESTONE	COMMENT	STATUS
<b>Local planning policies — review and development</b> 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. <ul style="list-style-type: none"> <li>• At its meeting held on 26 August 2025, Council endorsed changes to the Private Community Purposes Zone Local Planning Policy.</li> <li>• Also at its meeting held on 26 August 2025, Council elected not to proceed with the proposed Percent for Art Scheme Local Planning Policy.</li> <li>• Commenced the review of the following existing local planning policies, as scheduled to be presented to Policy Committee in November 2025: <ul style="list-style-type: none"> <li>· Telecommunications Infrastructure Local Planning Policy</li> <li>· Closure of Pedestrian Access Ways Local Planning Policy</li> <li>· Consulting Rooms Local Planning Policy</li> <li>· Non-residential development in the Residential Zone Local Planning Policy</li> <li>· Subdivision and Dwelling Development Adjoining Areas of Public Space Local Planning Policy.</li> </ul> </li> </ul>	✓
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.	

MILESTONE		COMMENT	STATUS
<b>Local Planning Scheme No 3 review</b> A review of the City's Local Planning Scheme No 3 in accordance with the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> which includes a review of existing local planning policies and the development of new policies as recommended.			
Q1	Publish a report of the Local Planning Scheme No 3 review and the decision of the Western Australian Planning Commission, in accordance with the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> .	The City has not yet received a decision from the Western Australian Planning Commission. In line with the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> , a report on the Local Planning Scheme No. 3 review will be published once the decision is received.	✓
Q2			
Q3			
Q4			

MILESTONE		COMMENT	STATUS
<b>Local Planning Strategy review*</b> 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	Liaise with the external consultants to progress development of the options for the spatial allocation of density.	Liaised with the external consultants throughout the quarter to progress the development of the options for the spatial allocation of density.	✓
	Present the options for the spatial allocation of density to the Department of Planning, Lands and Heritage seeking feedback.	The external consultant presented the options for the spatial allocation of density to the Department of Planning, Lands and Heritage seeking feedback.	✓
Q2	Present the options for the spatial allocation of density to Elected Members seeking feedback.		
Q3	Deliver round 2 of community consultation activities.		
	Present the outcomes of the community consultation and refined options for the spatial allocation of density to the Department of Planning, Lands and Heritage seeking feedback.		
Q4	Present the preferred options for the spatial allocation of density to Elected Members seeking feedback.		

## Outcome 3-3 Attractive and leafy

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

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Public open space maintenance</b>	Deliver maintenance programs which enhance aesthetic appeal, whilst maintaining functionality for recreation and sporting activities.
<b>Weed management</b>	Deliver weed management programs, including hand weeding, steam and chemical control, in order to reduce bushfire risk and maintain the amenity, functionality and aesthetics of public open spaces.

### Non-capital projects and initiatives

Nil

## Outcome 3-4 Functional and accessible

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

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Building maintenance program</b>	Undertake reactive, planned and scheduled maintained works of City-owned and -managed buildings, as required, in accordance with agreed service levels to ensure cleanliness and usability.
<b>City land portfolio management</b>	Investigate opportunities for optimisation of City freehold and managed Crown land and implement actions for the disposal and acquisition of properties as endorsed by Council.
<b>Club funded upgrade applications</b>	Assess and process club funded upgrade applications for building improvements by hirers and lessees.
<b>Community venue management</b>	Manage bookings 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 Council Policy.
<b>Leases and licences</b>	Manage leases and licences and undertake inspections for City-owned and managed buildings in accordance with the City's Property Management Framework and agreed schedules.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for FY2025–26

MILESTONE		COMMENT	STATUS
<b>Club Night Lights Program and Community Sporting and Recreation Facilities Fund</b> 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.	Progressed the expressions of interest process for the FY2026–27 small grant funding round, in line 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.		

MILESTONE		COMMENT	STATUS
<b>Joondalup City Centre land optimisation</b>			
Investigations into future land development opportunities for City-owned land in the Joondalup City Centre.			
Q1	Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre.	<p>Progressed the business case for development opportunities in the Joondalup City Centre through the following actions:</p> <ul style="list-style-type: none"> <li>• Evaluated the proposals received in response to a request for quotation for a consultant to undertake a Development Feasibility and Market Analysis.</li> <li>• Revised the scope of works of the request for quotation and invited respondents to submit updated proposals.</li> <li>• Received and commenced evaluating the revised proposals, before terminating the request for quotation due to budget constraints.</li> <li>• It is anticipated that actions towards the development of a business case for development opportunities in the Joondalup City Centre will continue to progress in quarters 3 and 4, following the mid-year budget review.</li> </ul>	✓
	Present reports to Elected Members on the progress and status of the project as required.	No Elected Member status updates were required during the quarter.	✓
Q2	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	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	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.		



MILESTONE		COMMENT	STATUS
<b>Ocean Reef Marina*</b> 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	Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement.	Provided support to DevelopmentWA and other stakeholders in the quarter to ensure construction continued at Ocean Reef Marina in accordance with the Development Agreement.	✓
	Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina.	Coordinated feedback and technical guidance to progress necessary approvals for the Marina development through the following actions: <ul style="list-style-type: none"> <li>• Reviewed and approved the design of various shelters to be installed at the beach park.</li> <li>• Progressed and gazetted the District Boundary amendment, supporting the City's ability to carry out its local government functions across the entire development area.</li> <li>• Facilitated a review of the proposed ocean pool by the Joondalup Design Review Panel.</li> </ul>	✓
	Explore development opportunities for land within the Marina that is owned or managed by the City.	Following consultation with DevelopmentWA, the opportunity to develop the City's Freehold Lot within the Marina has been placed on hold, while they progress the Exclusive Working Period with the Town Centre Master Developer.	✓
	Present reports to Elected Members on the progress and status of the Marina as required.	No reports were required in this quarter.	✓
Q2	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.		

MILESTONE		COMMENT	STATUS
Q3	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.		
Q4	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.		

MILESTONE		COMMENT	STATUS
<b>Ocean Reef Sea Sports Club building redevelopment</b> Assistance provided to DevelopmentWA in the construction of the Ocean Reef Sea Sports Club building as part of the Ocean Reef Marina development.			
Q1	Provide ongoing support and assistance through the construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.	Provided ongoing support, including providing additional feedback on the building architectural design and delivery of the building project by DevelopmentWA.	✓
	Progress tenure negotiations for the lease for the Ocean Reef Sea Sport Club building.	Finalised the tenure negotiations with Ocean Reef Sea Sports Club, with the new lease signed and executed on 2 September 2025.	✓
Q2	Provide ongoing support and assistance through the construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.		
	Finalise tenure negotiations for the lease for the Ocean Reef Sea Sport Club building.		
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.

## Performance measures

MEASURE	TARGET/TREND	COLLECTION FREQUENCY
Percentage increase in GST-registered businesses over a specific period (eg year-on-year growth)	Increasing trend year-on- year	Annual
Percentage of businesses satisfied with the City of Joondalup as a location to operate your business	Maintain above 60%	Biennial
Percentage of businesses who are satisfied with the support provided by the City of Joondalup for their business	Maintain above 60%	Biennial
Percentage increase in local employment opportunities created by businesses in the city	Increasing trend year-on- year	Annual
Business satisfaction with parking management (availability) and pedestrian access to commercial areas	• Maintain above 60% (pedestrian access)	Biennial
	• Maintain above 40% (managing public parking)	
Percentage increase in Gross Regional Product and contribution to total economic output	Increasing trend year-on- year	Annual
Percentage of visitors to the city year-on-year	Increasing trend year-on- year	Annual
Economic impact of major City of Joondalup-led events	Increasing trend year-on- year	Annual

## Outcome 4-1 Prosperous and local

You feel supported to grow your business in the City.

### Ongoing programs and activities

Program/activity	Ongoing actions
<b>Business engagement</b>	Respond to inquiries and proactively communicate with local businesses to support economic development and help strengthen and enhance the local economy.
<b>Business programs and events</b>	Deliver scheduled programs and events that provide networking opportunities, information on key economic opportunities and training, and support and advice to local businesses.

### Non-capital projects and initiatives

Nil

## 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	Ongoing actions
<b>Digital economy support</b>	Deliver, partner and facilitate programs and activities to support building the future digital economy in accordance with the Digital Economy Plan.
<b>Joint Economic Development Initiative</b>	Host and attend Joint Economic Development Initiative roundtable meetings with key economic stakeholders based in Joondalup.
<b>Joondalup innovation precinct</b>	Engage key stakeholders, as appropriate, to progress 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.
<b>Sector cluster groups</b>	Host cluster group meetings and facilitate agreed actions with Joondalup businesses, economic stakeholders, neighbouring local governments and State Government agencies.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for FY2025–26

MILESTONE		COMMENT	STATUS
<b>Global Economic Development Activities Plan</b> A new 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.			
Q1	Progress the development of the Global Economic Development Activities Plan 2026–2036.	Progressed the development of the Global Economic Development Activities Plan 2026–2036 through the following actions: <ul style="list-style-type: none"> <li>Continued the review of the City of Joondalup International Economic Development Activities Plan 2017.</li> <li>Commenced preparing the scope of works for the development of a Global Economic Development Activities Plan 2026–2036.</li> </ul>	✓
Q2	Progress the development of the Global Economic Development Activities Plan 2026–2036.		
Q3	Progress the development of the Global Economic Development Activities Plan 2026–2036.		
	Present the draft Global Economic Development Activities Plan 2026–2036 to Elected Members seeking feedback.		
Q4	Present the draft Global Economic Development Activities Plan 2026–2036 to Council seeking endorsement.		



MILESTONE		COMMENT	STATUS
<b>Investment Attraction Framework</b> A new framework that will support the City to develop targeted investment strategies to encourage private and public investment in the City of Joondalup. The framework will define a process to identify, prioritise and deliver key opportunities that can attract targeted public and private investment to Joondalup.			
Q1	Present the draft Investment Attraction Framework to Council seeking endorsement.	Presented the draft Investment Attraction Framework to Council at its 26 August 2025 meeting, where the framework was endorsed.	✓
Q2			
Q3			
Q4			

## Outcome 4-3 Appealing and welcoming

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

### Ongoing programs and activities

Program/activity	Ongoing actions
Destination Joondalup actions	Deliver actions to empower visitor industries, elevate the City’s brand and enhance visitor experiences in accordance with Destination City Plan.
Place activation	Deliver City-led and support community-led activities and projects that promote the activation of spaces and places important to the wellbeing of the community and economy.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for FY2025–26

MILESTONE		COMMENT	STATUS
<b>Activation of streets and alfresco spaces</b>			
Implementation of the City's revised Alfresco Activities Local Planning Policy and delivery of support programs to build business capacity.			
Q1	Undertake marketing activities targeting local businesses to promote alfresco activities in accordance with the Alfresco Spaces Guidelines.	<p>The following marketing activities were undertaken to promote alfresco activities, in accordance with the Alfresco Spaces Guidelines:</p> <ul style="list-style-type: none"> <li>• Circulated the new Alfresco Guidelines to over 50 local businesses in the Joondalup City Centre.</li> <li>• Executed the business capacity-building program via an online training module for businesses that participated in one-on-one consultations with an independent retail consultant on storefront improvement opportunities.</li> <li>• Commenced preparations for a new business capacity-building initiative to support local businesses in enhancing their storefronts.</li> <li>• Met with four local businesses to discuss alfresco options and assist with the application process.</li> <li>• Finalised an independent report with recommendations for future opportunities to support alfresco and street front improvements for local businesses.</li> </ul>	✓
Q2	Deliver support programs to local businesses to promote alfresco activities in accordance with the Alfresco Spaces Guidelines.		
Q3	Deliver support programs to local businesses to promote alfresco activities in accordance with the Alfresco Spaces Guidelines.		
Q4	Review the alfresco activities support program for local businesses.		

MILESTONE	COMMENT	STATUS
<b>Event attraction</b> Attract and support significant events that are unique to Joondalup to enhance its image as an attractive destination for visitors, tourists and business.		
Q1	Work with external stakeholders, event promoters and Elected Members to attract and support events to the City as opportunities arise.  The following activities were undertaken to attract and support events in the Joondalup City Centre: <ul style="list-style-type: none"> <li>• Finalised land arrangements with North Metropolitan TAFE to support Bloom Joondalup event.</li> <li>• Engaged with an external market operator regarding hosting the Joondalup Night Market in the City Centre.</li> <li>• Initiated discussions with Fringe World to explore bringing the festival to Joondalup, including outreach to local businesses to encourage participation.</li> <li>• Facilitated the NAIDOC Week Flag Raising Ceremony in collaboration with the WA Department of Water and Environmental Regulation.</li> <li>• Commenced preparations for a recycled clothing event to support the “Preloved Market” in the City Centre, scheduled for 5 October 2025.</li> <li>• Began planning for the Christmas light campaign and Christmas Markets.</li> <li>• Collaborated with Tourism WA to support Rugby World Cup 2027 event.</li> <li>• Met with WA Farmers Market Association to explore opportunities for attracting farmers markets to Joondalup City Centre.</li> <li>• Worked with LaserVision on the Bloom Joondalup Preview Night, held on 25 September 2025.</li> <li>• Supported LaserVision for the official opening of Bloom Joondalup, held on 26 September 2025.</li> <li>• Supported operations of the Joondalup Night Markets, held on 26 and 27 September 2025.</li> </ul>	✓
Q2	Work with external stakeholders, event promoters and Elected Members to attract and support events to the City as opportunities arise.	
Q3	Work with external stakeholders, event promoters and Elected Members to attract and support events to the City as opportunities arise.	
Q4	Work with external stakeholders, event promoters and Elected Members to attract and support events to the City as opportunities arise.	

MILESTONE		COMMENT	STATUS
<b>Pop-up piazza*</b> Development of a convertible performing arts space in the Joondalup City Centre which will provide opportunities for performances and contribute to activating the area.			
Q1	Progress research and development to support construction of a pop-up piazza in the Joondalup City Centre.	The following activities were undertaken to progress research and development of a pop-up piazza in the Joondalup City Centre: <ul style="list-style-type: none"> <li>• Commenced development of a business case.</li> <li>• Completed a site analysis and coordinated an independent peer review.</li> <li>• Began developing programming options to establish the scope and extent of potential activations.</li> </ul>	✓
Q2	Progress research and development to support construction of a pop-up piazza in the Joondalup City Centre.		
Q3	Present options for a pop-up piazza in the Joondalup City Centre to Elected Members seeking feedback.		
Q4	Present the preferred option for a pop-up piazza in the Joondalup City Centre to Council seeking approval.		

## 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 Responsible and financially-sustainable

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

## Performance measures

MEASURE	TARGET/TREND	COLLECTION FREQUENCY
Full time employees per 1000 residents	To be determined	Annual
Percentage of Elected Members attending civic meetings, sessions or workshops	Maintain above 90%	Annual
Percentage of project/activity delivered within target timeframes	Maintain above 70%	Annual
Average duration of Council meetings	To be determined	Annual
Value of competitive grant funding received (State, Federal, other)	Establish baseline, increasing trend year-on- year	Annual
Percentage of the community satisfied with the City of Joondalup's advocacy on behalf of the community	To be determined	Biennial
Percentage of grants applied for that are successful	Increasing year-on-year	Annual
Percentage of residents who trust/have high confidence in the City of Joondalup	Establish baseline*	Biennial
Percentage of resident satisfaction with the City of Joondalup's community consultation and engagement	Maintain above 60%	Biennial
Percentage of resident satisfaction with the City of Joondalup's communications	Maintain above 70%	Biennial
Percentage of community who are satisfied with value for money for rates	Maintain above 70%	Biennial
Percentage of collection rate of municipal revenues	Maintain above 95%	Annual

\* Baseline to be established after the new Community Perceptions Survey is undertaken.

## 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	Ongoing actions
<b>Business continuity program</b>	Deliver scheduled activities for business impact assessments and risk control testing to ensure the City can continue to deliver services in times of crisis.
<b>Elected Member training</b>	Identify and promote training opportunities to Elected Members to assist and support them in performing their roles and responsibilities.
<b>Employee recruitment and retention</b>	Undertake recruitment activities for vacant roles, as required.
<b>Employee training</b>	Identify and facilitate training opportunities for City employees to ensure their skills remain up-to-date to meet the service needs of the community.
<b>Integrity and conduct controls</b>	Manage instruments, processes and structures within the City that foster integrity and help prevent fraud, corruption and misconduct.
<b>Internal audit program</b>	Undertake scheduled audits to provide assurance on the City's systems of internal controls, compliance and risk management processes.
<b>Risk management program</b>	Ensure the integration of good risk management practices within processes, planning, reporting and performance measurement.
<b>Workplace health and safety</b>	Manage risks to the health and safety of City employees and contractors and ensure a healthy and safe workplace.



## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for 2024/25

MILESTONE		COMMENT	STATUS
<b>Core system replacement project (Project Axiom)</b>			▲ <sup>†</sup>
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	Present a report to Council on tender options for an external project management resource seeking endorsement of the preferred tenderer.	Presented a report on tender options for an external project management resource to Council at the Special Council Meeting held on 3 September 2025, where the preferred tenderer was endorsed.	✓
	Review the current project state and develop a revised project timeline and implementation plan.	The review of the current project and development of the new project plan and implementation plan will commence in quarter 2.	✓
	Progress the implementation of the finance and supply chain management system.	Continued to progress the development and implementation of the finance and supply chain management operations systems.	✓
Q2	Develop and advertise the tender documents to engage an implementation partner.		
	Continue the review of the current state and develop a revised project timeline and implementation plan.		
	Progress the implementation of the finance and supply chain management system.		
Q3	Present a report to Council on tender options for an implementation partner seeking endorsement of the preferred tenderer.		
	Progress the implementation of the finance and supply chain management system and customer engagement system.		
Q4	Progress the implementation of the finance and supply chain management system and the customer engagement system.		

<sup>†</sup> Whole-of-project budget status reflects cumulative position of Project Axiom, as milestone-level reporting does not fully capture overarching budget impacts.

MILESTONE		COMMENT	STATUS
<b>Delegated Authority Register</b> A register of the delegations of authority that are made to Committees and to the Chief Executive Officer pursuant to the WA <i>Local Government Act 1995</i> and to the Chief Executive Officer. Where listed, some of these functions are delegated by the Chief Executive Officer to City of Joondalup employees. The register is reviewed annually.			
Q1			
Q2			
Q3	Undertake a review of the Delegated Authority Register.		
Q4	Present the outcomes of the review of the Delegated Authority Register to Council seeking adoption.		

MILESTONE		COMMENT	STATUS
<b>Elected Member attraction</b>			
A biennial program to attract quality candidates and increase candidate numbers for upcoming local government elections.			
Q1	Implement an Elections Communication Strategy for the 2025 Ordinary Local Government Elections.	Implemented the following actions from the Local Government Election Communications Plan 2025 in the quarter: <ul style="list-style-type: none"> <li>• Advertised the close of enrolments on 6 August 2025.</li> <li>• Advertised call for nominations on 20 August 2025</li> <li>• Commenced communications encouraging businesses and non-residents to enrol to vote (Sign Up campaign).</li> <li>• Commenced communications encouraging candidates to stand for Council (Step Up campaign).</li> </ul>	✓
Q2			
Q3			
Q4			

MILESTONE		COMMENT	STATUS
<b>Elected Member induction program</b> 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	Review and update the Elected Member Welcome Pack and Induction Manual.	Completed the review and update of the Elected Member Welcome Pack and Induction Manual.	✓
Q2	Deliver induction program for Elected Members.		
Q3			
Q4			

MILESTONE		COMMENT	STATUS
<b>Elected Member strategic development session</b> 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			
Q2			
Q3	Deliver the Elected Member strategic development session.		
Q4			

MILESTONE		COMMENT	STATUS
<b>Governance Framework</b> A framework that provides guidance to Elected Members and staff on good governance practices. The framework ensures the City manages its complex legislative and governance responsibilities effectively and in the best interests of the community. The framework is reviewed biennially.			
Q1			
Q2			
Q3			
Q4	Undertake a review of the Governance Framework.		
	Present the outcomes of the review of the Governance Framework to Council seeking endorsement.		

MILESTONE		COMMENT	STATUS
<b>Local government elections</b>			
Coordination of local government elections in accordance with the <i>WA Local Government Act 1995</i> and subsidiary legislation.			
Q1	Finalise non-resident Owners and Occupiers Roll for the 2025 Ordinary Local Government Elections.	Finalised and submitted the certified non-resident Owners and Occupiers Roll for the 2025 Ordinary Local Government Elections to the Western Australian Electoral Commission on 28 August 2025.	✓
	Liaise with the Western Australian Electoral Commission on election preparations.	Liaised with the Western Australian Electoral Commission to initiate communications regarding election preparations, which are proceeding as scheduled.	✓
Q2	Liaise with the Western Australian Electoral Commission to deliver the 2025 Ordinary Local Government Elections and conduct the election night count.		
	Conduct the Swearing-in Ceremony for the new Council.		
	Hold special meetings to elect the Deputy Mayor and appoint Elected Members to various regional councils, committees and working groups.		
Q3			
Q4			

MILESTONE		COMMENT	STATUS
<b>Local government reform</b>			
A program of major legislative, regulatory and policy changes to the Western Australian <i>Local Government Act 1995</i> and subsidiary legislation.			
Q1	Implement actions resulting from the State local government reform process, as required.	Implemented the following actions from the State local government reform process in the quarter: <ul style="list-style-type: none"> <li>Updated the gift disclosure requirements during the election period to align with the new local government (elections) regulations, released on 23 July 2025.</li> </ul>	✓
Q2	Implement actions resulting from the State local government reform process, as required.		
Q3	Implement actions resulting from the State local government reform process, as required.		
Q4	Implement actions resulting from the State local government reform process, as required.		



MILESTONE		COMMENT	STATUS
<b>Privacy and Responsible Information Sharing reforms</b> 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	Implement actions resulting from the State privacy and information sharing reform process, as required.	Implemented the following actions from the State privacy and information sharing reform process: <ul style="list-style-type: none"> <li>• New <i>Privacy Council Policy</i> adopted by Council at its meeting held on 28 August 2025.</li> <li>• Progressed development of online staff training awareness modules.</li> <li>• Progressed development of the City's Information Asset Register.</li> <li>• Continued drafting the Information Breach Management Response Plan and associated processes.</li> </ul>	✓
Q2	Implement actions resulting from the State privacy and information sharing reform process, as required.		
Q3	Implement actions resulting from the State privacy and information sharing reform process, as required.		
Q4	Implement actions resulting from the State privacy and information sharing reform process, as required.		

## 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	Ongoing actions
<b>Advocacy</b>	Undertake advocacy activities in accordance with the Advocacy Framework to positively influence decisions that shape the City of Joondalup to be a liveable, smart, future-focused and connected community with diverse opportunities for residents, businesses and visitors.
<b>Grant funding</b>	Monitor and manage funding opportunities from State and Federal Government agencies, and other external sources, to deliver City services and projects.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

MILESTONE		COMMENT	STATUS
<b>Council policies — development and review</b> 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.	The following reviewed/revised policies were adopted by Council at their 26 August 2025 meeting: <ul style="list-style-type: none"> <li>• Business Continuity Council Policy</li> <li>• Gambling on City-Owned or Managed Property Council Policy</li> <li>• Notification of Public Works Council Policy</li> <li>• Privacy Council Policy</li> <li>• Private Community Purposes Zone Local Planning Policy</li> <li>• Purchasing Council Policy.</li> </ul>	✓
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.		



## 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	Ongoing actions
<b>City electronic communication</b>	Manage the City's website, social media presence and regular eNewsletters to promote the City's successes, services and events to the community.
<b>City publications</b>	Develop and distribute a range of fortnightly, monthly, quarterly, and seasonal publications for identified target markets.
<b>Community consultation</b>	Deliver scheduled community consultation activities to seek feedback from the community to inform decision-making.
<b>Complaints and compliments management</b>	Manage written and verbal complaints and compliments about City services and provide satisfactory resolutions to customers.
<b>Correspondence to the City</b>	Capture and process 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.
<b>Council meetings — community participation</b>	Manage 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.
<b>Customer care</b>	Manage liaisons and points of contact provided to the City's customers via a range of communication channels, including telephone, email and in-person.
<b>Freedom of information</b>	Provide 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.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

MILESTONE		COMMENT	STATUS
<b>City of Joondalup website redevelopment project — phase 2</b>			
Redevelopment of the City of Joondalup's website to enhance accessibility, provide more efficient online services, and enhance the experience of users.			
Q1	Commence initial development and coding.	Progress on phase 2 of the City of Joondalup website redevelopment project has been deferred due to resourcing constraints. A revised approach is being considered to determine the appropriate path forward.	✓
Q2	Deploy improvements and new website features in the test environment.		
Q3	Undertake testing of new website features, including integration, system and user testing.		
	Conduct focus groups to gather user feedback and insights.		
Q4	Deploy final improvements and new website features in the live environment.		

MILESTONE		COMMENT	STATUS
<b>Customer satisfaction survey</b>			
A biennial telephone survey of the City's residents conducted by an independent consultant to measure satisfaction with City services.			
Q1			
Q2	Present the outcomes of the Customer Satisfaction Survey to the Council and publish the outcomes on the City's website.		
Q3			
Q4			

MILESTONE		COMMENT	STATUS
<b>Strategic Community Reference Group</b> 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.	Held meeting 3 of the Strategic Community Reference Group for 2025 on 6 August 2025. Members provided input into the City's approach to communications and customer experience. A report on the outcomes of the meeting was provided to Elected Members and published on the City of Joondalup website.	✓
Q2	Review the Terms of Reference of the Strategic Community Reference Group.		
	Present the outcomes of the review to the Council seeking re-establishment of the Strategic Community Reference Group.		
	Advertise for nominations to the Strategic Community Reference Group for the 2026–2027 term.		
Q3	Present the nominees for the 2026–2027 term of the Strategic Community Reference Group to the Council seeking approval of Council's preferred nominees.		
	Present the draft work plan for the 2026 calendar year to the Council seeking endorsement.		
	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 Responsible 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	Ongoing actions
<b>Asset inventory management</b>	Undertake inventory audits to ensure inventory accuracy, and condition and performance assessments to assess remaining useful life for assets classes.
<b>Asset revaluations and statutory reporting</b>	Undertake revaluations for infrastructure assets in accordance with statutory requirements, and coordinate the delivery of statutory reporting requirements for infrastructure assets.
<b>Customer payments</b>	Provide a range of payment methods that enable customers to pay the City for services and notices.
<b>Procurement of goods and services</b>	Undertake procurement activities and ensure prompt payment of suppliers in accordance with the <i>Local Government Act 1995</i> and subsidiary legislation, and the City's Purchasing Council Policy.

## Non-capital projects and initiatives

STATUS KEY									
Complete		Behind schedule		On budget	✓	Over budget	▲	Under budget	▼

\*Denotes key priority for 2024/25

MILESTONE		COMMENT	STATUS
<b>10-Year Strategic Financial Plan</b> 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	Update the 10-Year Strategic Financial Plan using the adopted Annual Budget FY2025–26 and Corporate Business Plan 2025–2029.	Updated the 10-Year Strategic Financial Plan 2025 (FY2025–26 to FY2034–35) using the adopted Annual Budget FY2025–26 and Corporate Business Plan 2025–2029.	✓
	Review the 2025 Financial Sustainability Guiding Principles.	Reviewed and updated the 2025 Financial Sustainability Guiding Principles.	✓
	Undertake community consultation activities on the draft Rates and Revenue Council Policy.	Due to external delays in the publication of the new regulations related to the draft Rates and Revenue Council Policy, community consultation could not be undertaken this quarter. The draft Council Policy will be presented to the Policy Committee prior to commencing consultation.	✓
Q2	Present the 10-Year Strategic Financial Plan and the Financial Sustainability Guiding Principles to the Major Projects Finance Committee and Council for noting.		
Q3	Use the 10-Year Strategic Financial Plan to provide direction to the annual budget process.		
Q4	Use the 10-Year Strategic Financial Plan to provide direction to the annual budget process.		

MILESTONE		COMMENT	STATUS
<b>5-Year Capital Works Program</b> Development of a forward program of infrastructure works 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	Undertake budget workshops with Elected Members to inform preparation of the 5-Year Capital Works Program FY2025–26.		
Q4	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 FY2025–26 to Council seeking adoption.		

MILESTONE		COMMENT	STATUS
<b>5-Year Corporate Business Plan</b> 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	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.		

MILESTONE		COMMENT	STATUS
<b>Annual Budget</b> 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.			
Q1			
Q2			
Q3	Present a Revised Budget Report to Council seeking approval.		
	Undertake budget workshops with Elected Members to inform preparation of the Annual Budget.		
Q4	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.		

MILESTONE		COMMENT	STATUS
<b>Annual collection for non-public sector authorities</b> An annual collection of information to aid the Public Sector Commission and Director of Equal Opportunity in Public Employment in assessing the integrity, conduct and equal opportunity opportunities of the Western Australian government sector.			
Q1			
Q2			
Q3	Complete the Annual Collection Survey for the City.		
Q4	Submit the Annual Collection Survey to the Public Sector Commission.		

MILESTONE		COMMENT	STATUS
<b>Annual Financial Report</b> 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 legislative requirements. The report is certified by the Chief Executive Officer and audited by the Office of the Auditor General.			
Q1	Submit the draft Annual Financial Report FY2025–26 to the Office of the Auditor General by 30 September.	Submitted the draft Annual Financial Report FY2024–25 to the Office of the Auditor General on 25 September 2025.	✓
Q2	Present the Audit Report and the audited Annual Financial Report FY2025–26 to the Audit and Risk Committee and Council seeking acceptance.		
Q3	Present the accepted Audit Report and the Annual Financial Report FY2025–26 to the Annual General Meeting of Electors.		
Q4			

MILESTONE		COMMENT	STATUS
<b>Annual Report</b> 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	Present the Annual Report FY2025–26 to Council seeking acceptance.		
	Present the accepted Annual Report FY2025–26 to the Annual General Meeting of Electors.		
Q3			
Q4			



MILESTONE		COMMENT	STATUS
<b>Benefits Realisation Program</b>			
A program to report financial and non-financial benefits of organisational improvements.			
Q1			
Q2	Present the Benefits Realisation Program Progress Report to the Audit and Risk Committee.		
Q3			
Q4	Present the Benefits Realisation Program Progress Report to the Audit and Risk Committee.		

MILESTONE		COMMENT	STATUS
<b>Compliance Audit Return</b> 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>WA Local Government (Audit) Regulations 1996</i> .			
Q1			
Q2			
Q3	Prepare the Compliance Audit Return for 2025.		
	Present the Compliance Audit Return for 2025 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			

MILESTONE		COMMENT	STATUS
<b>Recordkeeping Plan</b> A plan which sets out the City's approach to recordkeeping in accordance with the <i>WA State Records Act 2000</i> and subsidiary legislation. This includes archiving practices, retention periods and data security.			
Q1			
Q2			
Q3	Undertake a review of the Recordkeeping Plan 2020.		
	Submit the outcomes of the review and any revisions to the State Records Office seeking review and approval.		
Q4	Review the feedback from the State Records Office and investigate corrective strategies.		