



# CORPORATE BUSINESS PLAN

2025-2029





# ALTERNATIVE FORMATS

This document is available in alternative formats and languages on request. You can make a request by emailing [info@joondalup.wa.gov.au](mailto:info@joondalup.wa.gov.au) or calling the City of Joondalup's **Senior Community Development Officer** on **9400 4000**. This document can also be viewed on the City's website at [joondalup.wa.gov.au](http://joondalup.wa.gov.au)

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

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

Joondalup Festival, C Smith

City of Joondalup  
Administration (Cover)



## Afrikaans

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

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

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

## German

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

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

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

## Italian

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

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

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

## Mandarin

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

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

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

## Noongar

Mining noonook wardiny nidja bibool koordawe mart ka wangk djinginy, Joondalup Access wer Inclusion Officer-al wangkiny. **(08) 9400 4226** ka **info@joondalup.wa.gov.au** wangkiny.

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

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

## Spanish

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

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

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

# ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

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

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



NAIDOC Week celebrations









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Joondalup City Centre

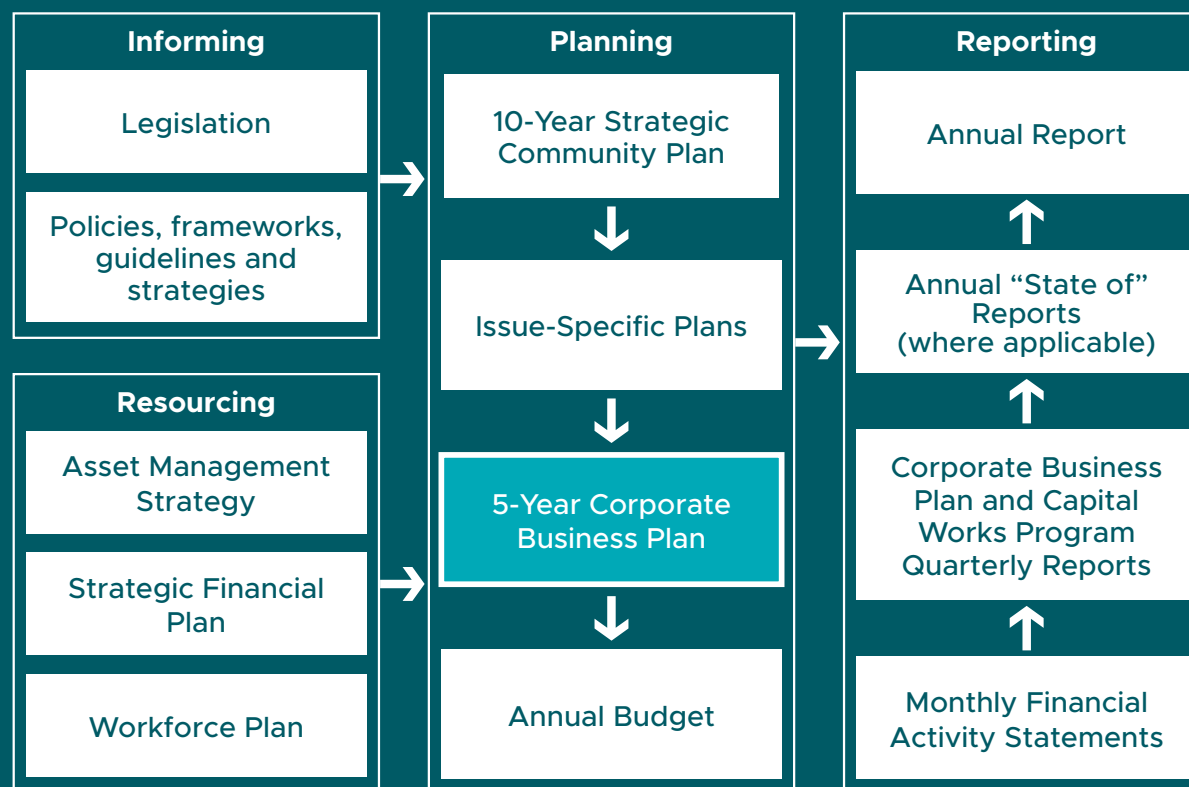


# THE PURPOSE OF THIS PLAN

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

## Integrated Planning and Reporting Framework

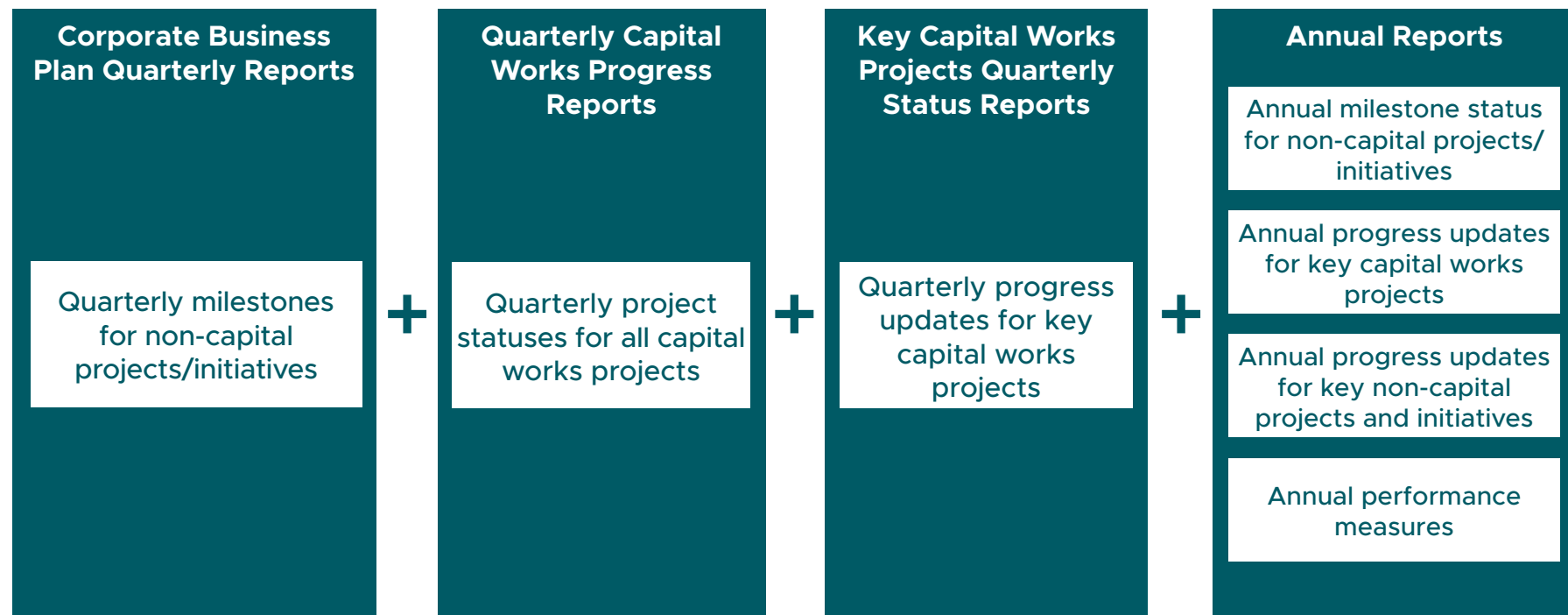
Our 5-Year Corporate Business Plan sits within an Integrated Planning and Reporting Framework which builds-in Informing, Resourcing, Planning and Reporting requirements to ensure transparency and evidence of planned achievements.





# MONITORING OUR PLAN

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







## Corporate Business Plan Quarterly Reports

Corporate Business Plan Quarterly Reports are presented to the Council each quarter and are published on our website. The reports provide information on achievements and performance against the quarterly milestones set at the beginning of each year. The reports indicate whether the project or initiative is on time and on budget at the end of each quarter and at the end of the year. Commentary is also provided each quarter on exactly what has been achieved.



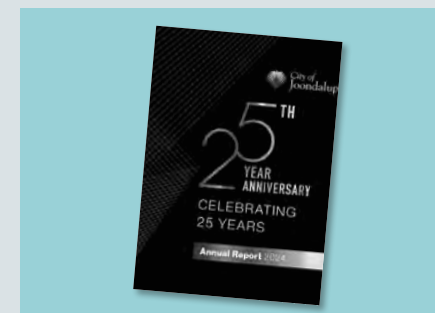
## Quarterly Capital Works Progress Reports

Capital Works Quarterly Progress Reports are presented to the Council each quarter together with the Corporate Business Plan Quarterly Reports and the Key Capital Works Projects Quarterly Status Reports. The reports are published on our website through the Council Meeting Minutes. The reports provide the quarterly project status against all of the capital works projects listed in the 5-Year Capital Works Program.



## Key Capital Works Projects Quarterly Status Reports

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



## Annual Report

An Annual Report is presented to the Council each year, as well as to the community through the Annual General Meeting. The report outlines the status of all Corporate Business Plan projects and initiatives at the end of each financial year and provides annual progress updates against the key capital works projects and the key non-capital works projects and initiatives. A new set of performance measures was developed in FY2024-25 and will be included in the Annual Report. These aim to measure the success of the City's 10-Year Strategic Community Plan and 5-Year Corporate Business Plan.





City of Joondalup officer



# YOUR COUNCIL



**Hon Albert Jacob JP**  
Mayor

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

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

## Your Mayor and Councillors

### Central Ward

Beldon | Craigie | Mullaloo | Woodvale



**Cr Christopher May JP**



**Cr Rebecca Pizzev**

### North Ward

Burns Beach | Currambine | Joondalup | Kinross



**Cr Adrian Hill**



**Cr Lewis Hutton**

### South-East Ward

Greenwood | Kingsley | Warwick



**Cr John Chester**



**Cr Rohan O'Neill**

### North-Central Ward

Connolly | Edgewater | Heathridge | Iluka | Ocean Reef



**Cr Daniel Kingston**



**Cr Nige Jones**

### South-West Ward

Hillarys | Kallaroo | Sorrento



**Cr Christine Hamilton-Prime JP**



**Cr Phillip Vinciullo**

### South Ward

Duncraig | Marmion | Padbury



**Cr Russ Fishwick JP**



**Cr John Raftis**



# OUR ORGANISATIONAL STRUCTURE



**James Pearson**  
Chief Executive Officer

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

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

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

Each Directorate and Business Unit plays an important role in implementing the programs, activities, projects and initiatives of this plan.

## Our Chief Executive Officer and Directors



**Mat Humfrey**

CORPORATE SERVICES



**Nico Claassen**

INFRASTRUCTURE  
SERVICES



**Jamie Parry**

GOVERNANCE AND  
STRATEGY



**Chris Leigh**

PLANNING AND  
COMMUNITY DEVELOPMENT







# A SHARED VISION FOR THE FUTURE

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

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

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

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

## A GLOBAL CITY: BOLD, CREATIVE AND PROSPEROUS.

### Key themes

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

Community

Environment

Place

Economy

Leadership



# Our values

## Primary values

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

Transparent	Accountable	Honest	Ethical	Respectful	Sustainable	Professional
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## Distinguishing values

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

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



## How this plan is structured

### KEY THEMES

PLANS, STRATEGIES AND FRAMEWORKS

PERFORMANCE MEASURES

### OUTCOMES

CAPITAL WORKS PROGRAMS

KEY CAPITAL WORKS PROJECTS

ONGOING PROGRAMS AND ACTIVITIES

NON-CAPITAL WORKS PROJECTS AND INITIATIVES



City of Joondalup officers



# CORPORATE BUSINESS PLAN AT A GLANCE

Our Corporate Business Plan outlines the plans, strategies and frameworks, capital works programs, ongoing programs and activities, and non-capital projects and initiatives for FY2025–26 under each of the goals and outcomes of our 10-Year Strategic Community Plan, *Joondalup 2032*. Our **Corporate Business Plan at a glance** shows these listed in summary.



City officer cycle education

## Plans, strategies and frameworks

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

COMMUNITY	<ul style="list-style-type: none"> <li>• Access and Inclusion Plan 2021/22–2023/24</li> <li>• Age-Friendly Plan 2018/19–2022/23</li> <li>• Cultural Plan 2021–2025</li> <li>• Local Heritage Survey 2024</li> <li>• Public Art Masterplan</li> <li>• Reconciliation Action Plan 2025–2027</li> <li>• Regional Homelessness Plan 2022/23–2025/26</li> </ul>
ENVIRONMENT	<ul style="list-style-type: none"> <li>• Bushfire Risk Management Plan 2018–2023</li> <li>• City of Joondalup Local Emergency Management Arrangements</li> <li>• Climate Change Plan 2025–2035</li> <li>• Coastal Infrastructure Adaptation Plan 2018–2026</li> <li>• Environment Strategy 2024–2034</li> <li>• Local Government Waste Plan — City of Joondalup</li> <li>• Natural Area Management Plans</li> <li>• Pathogen Management Plan 2018–2028</li> <li>• Waterwise Council Action Plan 2021–2026</li> <li>• Weed Management Plan 2023–2033</li> <li>• Yellagonga Integrated Catchment Management Plan 2021–2026</li> </ul>
PLACE	<ul style="list-style-type: none"> <li>• Asset Management Strategy 2024–2034</li> <li>• Bike Plan 2016–2021</li> <li>• Integrated Transport Plan 2024–2034</li> <li>• Local Planning Scheme No 3</li> <li>• Local Planning Strategy</li> <li>• Outdoor Youth Recreation Strategy 2021</li> <li>• Property Management Framework</li> <li>• Public Open Space Framework</li> </ul>
ECONOMY	<ul style="list-style-type: none"> <li>• Destination Joondalup 2021–2026</li> <li>• Digital Economy Plan 2025</li> <li>• Expanding Horizons 2033: An Economic Development Strategy for a Global City</li> <li>• International Economic Development Activities Plan (2017)</li> <li>• Joondalup City Centre Place Activation Plan 2022</li> <li>• Place Activation Strategy 2022</li> </ul>
LEADERSHIP	<ul style="list-style-type: none"> <li>• 10-Year Strategic Financial Plan</li> <li>• Advocacy Framework 2022</li> <li>• Governance Framework 2021</li> <li>• Integrity Framework 2022</li> <li>• Recordkeeping Plan 2020</li> <li>• Risk Management Framework</li> <li>• Strategic Position Statements</li> <li>• Workforce Plan 2018–2022</li> </ul>



# Capital works programs

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

ENVIRONMENT	<ul style="list-style-type: none"><li>• Park and public open space</li><li>• Foreshores and natural areas program</li></ul>	
PLACE	<ul style="list-style-type: none"><li>• Buildings and facilities<ul style="list-style-type: none"><li>• Building construction works program</li><li>• Major projects program</li></ul></li><li>• Civil construction<ul style="list-style-type: none"><li>• Lighting program</li><li>• New pathways program</li><li>• Pathway replacement program</li><li>• Road construction program</li><li>• Road preservation and rehabilitation program</li><li>• Stormwater drainage program</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Parks and public open space<ul style="list-style-type: none"><li>• Parks development program</li><li>• Parks equipment program</li><li>• Streetscape enhancement program</li></ul></li><li>• Traffic management<ul style="list-style-type: none"><li>• Blackspot program</li><li>• Local traffic management program</li><li>• Parking facilities program</li></ul></li></ul>

## Ongoing programs and activities

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

<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Age-friendly initiatives</li> <li>• Animal management</li> <li>• Art collection maintenance and acquisitions</li> <li>• Citizenship ceremonies</li> <li>• Civic functions</li> <li>• Communities in-Focus program</li> <li>• Community Transport program</li> <li>• Craigie Leisure Centre health and fitness programs</li> <li>• Cultural events program</li> <li>• Environmental health</li> <li>• Graffiti removal</li> <li>• Library programs, activities and events</li> </ul>	<ul style="list-style-type: none"> <li>• Library services</li> <li>• Local history service</li> <li>• Public areas CCTV</li> <li>• Public art projects</li> <li>• Responsible pet ownership — schools’ education program</li> <li>• Road safety education program</li> <li>• Sport and recreation development</li> <li>• Swimming pool inspections</li> <li>• Visual arts exhibition program and Joondalup Contemporary Art Gallery</li> <li>• Volunteer Joondalup program</li> <li>• Youth development initiatives</li> </ul>
<b>ENVIRONMENT</b>	<ul style="list-style-type: none"> <li>• Bulk waste collection and processing</li> <li>• Bushfire community education program</li> <li>• Coastal monitoring</li> <li>• Emergency management</li> <li>• Energy management</li> <li>• Environmental education program</li> <li>• Firebreak inspections</li> <li>• Groundwater management</li> </ul>	<ul style="list-style-type: none"> <li>• Illegal dumping</li> <li>• Litter collection</li> <li>• Midge monitoring</li> <li>• Natural areas maintenance</li> <li>• Scheme water management</li> <li>• Waste collection and processing</li> <li>• Waste education program</li> </ul>



<b>PLACE</b>	<ul style="list-style-type: none"> <li>• Active transport education program</li> <li>• Building applications</li> <li>• Building maintenance program</li> <li>• City land portfolio management</li> <li>• Club funded upgrade applications</li> <li>• Community venue management</li> <li>• Development applications</li> <li>• Drainage maintenance</li> <li>• Land purchase inquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Leases and licences</li> <li>• Local-area traffic management investigations</li> <li>• Parking management</li> <li>• Pathway maintenance</li> <li>• Public open space maintenance</li> <li>• Road maintenance</li> <li>• Transport liaison and advocacy</li> <li>• Weed management</li> </ul>
<b>ECONOMY</b>	<ul style="list-style-type: none"> <li>• Business engagement</li> <li>• Business programs and events</li> <li>• Destination Joondalup actions</li> <li>• Digital economy support</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Economic Development Initiative</li> <li>• Joondalup innovation precinct</li> <li>• Place activation</li> <li>• Sector cluster groups</li> </ul>
<b>LEADERSHIP</b>	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Asset inventory management</li> <li>• Asset revaluations and statutory reporting</li> <li>• Business continuity program</li> <li>• City electronic communication</li> <li>• City publications</li> <li>• Community consultation</li> <li>• Complaints and compliments management</li> <li>• Correspondence to the City</li> <li>• Council meetings — community participation</li> <li>• Customer care</li> </ul>	<ul style="list-style-type: none"> <li>• Customer payments</li> <li>• Elected Member training</li> <li>• Employee recruitment and retention</li> <li>• Employee training</li> <li>• Freedom of information</li> <li>• Grant funding</li> <li>• Integrity and conduct controls</li> <li>• Internal audit program</li> <li>• Procurement of goods and services</li> <li>• Risk management program</li> <li>• Workplace health and safety</li> </ul>

## Non-capital projects and initiatives

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

COMMUNITY	<ul style="list-style-type: none"> <li>• Access and Inclusion Plan</li> <li>• Arts development program</li> <li>• Community Development Strategy</li> <li>• Community Funding Program</li> <li>• Community Safety Plan</li> <li>• Corporate Sponsorship Program</li> <li>• Dog Management Plan</li> <li>• Heritage List</li> <li>• Hillarys Dog Beach — asbestos management</li> </ul>	<ul style="list-style-type: none"> <li>• Joondalup performing arts centre</li> <li>• Libraries Strategy</li> <li>• Local Heritage Survey</li> <li>• Local laws</li> <li>• Public Art Masterplan</li> <li>• Public Health Plan</li> <li>• Reconciliation Action Plan</li> <li>• Regional Homelessness Plan</li> <li>• Road Safety Action Plan</li> </ul>
ENVIRONMENT	<ul style="list-style-type: none"> <li>• Bushfire Risk Management Plan</li> <li>• Climate Change Plan</li> <li>• Food organics, garden organics (FOGO) bin service</li> <li>• Future waste disposal options</li> <li>• Joondalup Lighting Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Natural area management (major conservation)</li> <li>• Streetlight ownership review</li> <li>• Waste to energy solution</li> <li>• Waterwise Council Program</li> <li>• Yellagonga Catchment management</li> </ul>
PLACE	<ul style="list-style-type: none"> <li>• Active reserve and community facility review</li> <li>• Bike Plan</li> <li>• Club Night Lights Program and Community Sporting and Recreation Facilities Fund</li> <li>• Electric vehicle position</li> <li>• Joondalup Activity Centre Plan review</li> <li>• Joondalup City Centre land optimisation</li> <li>• Joondalup City Centre Landscape Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Joondalup City Centre multi-storey car park — business case Local planning policies — review and development</li> <li>• Local Planning Scheme No 3 review</li> <li>• Local Planning Strategy review</li> <li>• Ocean Reef Marina</li> <li>• Ocean Reef Sea Sports Club building redevelopment</li> <li>• Parking Supply and Management Plan</li> <li>• Strategic transport planning</li> </ul>



ECONOMY	<ul style="list-style-type: none"> <li>• Activation of streets and alfresco spaces</li> <li>• Event attraction</li> <li>• Global Economic Development Activities Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Investment Attraction Framework</li> <li>• Pop-up piazza</li> </ul>
LEADERSHIP	<ul style="list-style-type: none"> <li>• 10-Year Strategic Community Plan</li> <li>• 10-Year Strategic Financial Plan</li> <li>• 5-Year Capital Works Program</li> <li>• 5-Year Corporate Business Plan</li> <li>• Annual Budget</li> <li>• Annual Financial Report</li> <li>• Annual Report</li> <li>• Benefits Realisation Program</li> <li>• City of Joondalup website redevelopment project</li> <li>• Compliance Audit Return</li> <li>• Core system replacement project (Project Axiom)</li> <li>• Council policies — development and review</li> <li>• Customer satisfaction survey</li> <li>• Delegated Authority Register</li> </ul>	<ul style="list-style-type: none"> <li>• Elected Member attraction</li> <li>• Elected Member induction program</li> <li>• Elected Member strategic development session</li> <li>• Governance Framework</li> <li>• Integrity and conduct annual collection</li> <li>• Local government elections</li> <li>• Local government reform</li> <li>• Privacy and Responsible Information Sharing reforms</li> <li>• Recordkeeping Plan</li> <li>• Strategic Community Reference Group</li> <li>• Strategic Position Statements</li> <li>• Submissions to State and Federal Governments</li> <li>• Ward boundary review</li> </ul>

## Performance measures

The following shows how our performance measures align to the key themes of *Joondalup 2032*. More detailed information about each of the measures are provided under each key theme section of the plan.

### COMMUNITY

- Percentage of the community who report feeling safe in their local community
- City of Joondalup Liveability Score
- Percentage of the community satisfied with the accessibility and inclusion available to them within the community
- Net Promoter Score — Craigie Leisure Centre
- Percentage of the community satisfied with the library services provided by the City of Joondalup
- Percentage of resident satisfaction with City of Joondalup's cultural events, festivals, art exhibitions and public art
- Percentage of the community satisfied with the cultural representation in City of Joondalup's services, programs, events and materials

### ENVIRONMENT

- Percentage of natural areas protected within City of Joondalup reserves
- Amount of native vegetation protected under the City of Joondalup's Local Planning Scheme No 3, Metropolitan Region Scheme and Bush Forever
- Percentage of the community who value/visit/enjoy the City's local bushland, wetland and coastal areas
- Percentage increase in vegetation quality scores within each site category (eg dunes, wetlands) over a specific period
- Percentage residential waste diverted from landfill in the City of Joondalup
- Percentage decrease in the annual tonnage of litter collected
- Percentage of community who feel they live in a clean environment
- Percentage of groundwater usage within prescribed allocation limits
- Percentage reduction in scheme water usage compared to a baseline year
- Percentage reduction in greenhouse gas emissions compared to a baseline year
- Percentage decrease in emission due to renewable energy generation
- Percentage of the community who feel informed and prepared for the impacts of climate change and natural disasters



## PLACE

- Percentage of the community satisfied with ease of movement between points of interest in the city
- Percentage of the community who feel they have access to a range of transport options in their local area
- Community satisfaction with City of Joondalup parking management and provision (availability of parking etc)
- Percentage progress towards the State Government's dwelling infill targets
- Percentage of canopy cover in the city
- Percentage resident satisfaction with City of Joondalup parks
- Percentage of residences within 400 metres of a recreation park or natural area
- Percentage of community buildings that meet accessibility standards
- Percentage of community facilities with multi-purpose or adaptable spaces
- Percentage of community satisfied with the City of Joondalup's community facilities

## ECONOMY

- Percentage increase in GST-registered businesses over a specific period (eg year-on-year growth)
- Percentage of businesses satisfied with the City of Joondalup as a location to operate your business
- Percentage of businesses who are satisfied with the support provided by the City of Joondalup for their business
- Percentage increase in local employment opportunities created by businesses in the city
- Business satisfaction with parking management (availability) and pedestrian access to commercial areas
- Percentage increase in Gross Regional Product and contribution to total economic output
- Percentage of visitors to the city year-on-year
- Economic impact of major City of Joondalup-led events (Pathzz data, define events)

## LEADERSHIP

- Full time employees per 1000 residents
- Percentage of Elected Members attending civic meetings, sessions or workshops
- Percentage of project/activity delivered within target timeframes
- Average duration of Council meetings
- Value of competitive grant funding received (State, Federal, other)
- Percentage of the community satisfied with the City of Joondalup's advocacy on behalf of the community
- Percentage of grants applied for that are successful
- Percentage of residents who trust/have high confidence in the City of Joondalup
- Percentage of resident satisfaction with the City of Joondalup's community consultation and engagement
- Percentage of resident satisfaction with the City of Joondalup's communications
- Percentage of community who are satisfied with value for money for rates
- Percentage of collection rate of municipal revenues





# Get to know GO

## Recyclables

- ✓ Glass bottles & jars
- ✓ Plastic bottles & containers
- ✓ Cans
- ✓ Paper
- ✓ Cardboard

## Garden organics (GO)

- ✓ Grass clippings
- ✓ Plant cuttings
- ✓ Leaves, flowers & weeds
- ✓ Small branches & twigs

## General waste

- ✓ Food scraps



# 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.

COMMUNITY	<ul style="list-style-type: none"> <li>• Caledonia Park sports lighting expansion</li> <li>• Heathridge Park redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>• MacNaughton Park Clubroom facility upgrade</li> <li>• Sorrento Surf Life Saving Club redevelopment</li> </ul>
ENVIRONMENT	<ul style="list-style-type: none"> <li>• Coastal and estuarine mitigation program</li> </ul>	<ul style="list-style-type: none"> <li>• Joondalup City Centre lighting</li> </ul>
PLACE	<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>
ECONOMY	<ul style="list-style-type: none"> <li>• Burns Beach — cafés/kiosks/restaurants</li> </ul>	<ul style="list-style-type: none"> <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.

COMMUNITY	<ul style="list-style-type: none"> <li>Community Safety Plan</li> <li>Dog Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Joondalup performing arts centre</li> </ul>
ENVIRONMENT	<ul style="list-style-type: none"> <li>Coastal Hazard Risk Management and Adaptation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Future waste disposal options</li> </ul>
PLACE	<ul style="list-style-type: none"> <li>Local Planning Strategy review</li> </ul>	<ul style="list-style-type: none"> <li>Ocean Reef Marina</li> </ul>
ECONOMY	<ul style="list-style-type: none"> <li>Event attraction</li> <li>Investment Attraction Framework</li> </ul>	<ul style="list-style-type: none"> <li>Pop-up piazza</li> </ul>
LEADERSHIP	<ul style="list-style-type: none"> <li>Core system replacement project (Project Axiom)</li> </ul>	<ul style="list-style-type: none"> <li>Privacy and Responsible Information Sharing reforms</li> </ul>



# 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.



Joondalup Festival, Aaron Claringbold

## Plans, strategies and frameworks

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



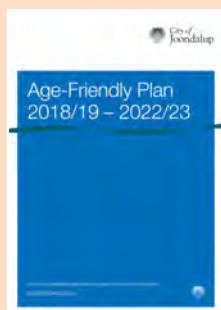
### **Access and Inclusion Plan 2021/22-2023/24**

The Access and Inclusion Plan guides us in planning and implementing improvements to access and inclusion across City services, events, venues, communication, and employment. Access and inclusion plans are a requirement of all local governments under the *Disability Services Act 1993*. We provide progress reports annually to the State Government. This plan will be reviewed in FY2025-26 as part of the development of the new Community Development Strategy.



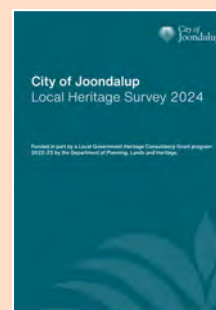
### **Cultural Plan 2021-2025**

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



### **Age-Friendly Plan 2018/19-2022/23**

The Age-Friendly Plan articulates our commitment to fostering active ageing environments, where opportunities for health, wellbeing, security and participation are maximised to achieve optimal quality of life. The plan addresses the localised needs of an ageing population through the development of effective actions related to the physical and social environment. This plan will be reviewed in FY2025-26 as part of the development of the new Community Development Strategy.



### **Local Heritage Survey 2024**

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





### Public Art Masterplan

The Public Art Masterplan provides us with 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. The Public Art Masterplan ensures that our investment in public artworks can achieve maximum community and placemaking impact.



### Reconciliation Action Plan 2025–2027

The Reconciliation Action Plan sets out our commitment to reconciliation and engagement with Aboriginal and Torres Strait Islander peoples. The plan gives us 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. The plan includes actions that address relationships, respect, opportunities and governance.



### Regional Homelessness Plan 2022/23–2025/26

The Regional Homelessness Plan is a joint plan with the City of Wanneroo which clarifies our roles in addressing homelessness through a strong coordinated response. The Plan includes a series of actions which demonstrate our commitment to ensuring that people at-risk of experiencing homelessness have the optimum opportunity to improve their circumstances. This plan will be reviewed in FY2025–26.

## Performance measures

COMMUNITY	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>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>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 <i>Building Act 2011</i> and subsidiary legislation.

## Non-capital projects and initiatives

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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.				
	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.				
<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.				
	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.				
<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.				
	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.				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Local laws</b>  Local laws made under the <i>Local Government Act 1995</i> and subsidiary legislation to cover matters considered necessary for the good government of the City. Local laws are reviewed every 8 years in accordance with the Act.	Q1	• Progress amendments to local laws as required.	◆	◆	◆	◆
	Q2	• Progress amendments to local laws as required.				
	Q3	• Progress amendments to local laws as required.				
	Q4	• Progress amendments to local laws as required.				
<b>Public Health Plan</b>  A new plan that will respond to local health risks and establish objectives and policy priorities for the promotion and protection of public health in the City. Development of a new public health plan is a requirement under Stage 5, Phase 5A implementation of the <i>WA Public Health Act 2016</i> and subsidiary legislation.	Q1	• Progress development of the draft Public Health Plan 2026–2031.				
	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					
<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.	◆	◆	◆	◆
	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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 <i>Disability Services Act 1993</i> .	Q1	<ul style="list-style-type: none"> <li>Deliver activities from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.</li> <li>Present the Access and Inclusion 2021/22–2023/24 Annual Progress Report to the Department of Communities.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Deliver activities from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.</li> <li>Present the Access and Inclusion 2021/22–2023/24 Annual Progress Report to Council for noting.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Deliver activities from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Deliver activities from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Progress the development of the Community Development Strategy 2026–2030.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Progress the development of the Community Development Strategy 2026–2030.</li> </ul>	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>Present the draft Community Development Strategy 2026–2030 to Elected Members seeking feedback.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Present the draft Community Development Strategy 2026–2030 to Council seeking endorsement.</li> </ul>				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Advertise round 1 of the Community Funding Program and deliver information workshops.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Evaluate the submissions received and provide recommendations for round 1 of the Community Funding Program.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Issue the funding agreements and payments for successful applicants of round 1 of the Community Funding Program.</li> <li>Advertise round 2 of the Community Funding Program and deliver information workshops.</li> </ul>	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> <li>Evaluate the submissions received and provide recommendations for round 2 of the Community Funding Program.</li> <li>Issue the funding agreements and payments for successful applicants of round 2 of the Community Funding Program.</li> </ul>				



PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Corporate Sponsorship Program</b> A funding program intended for the delivery of accessible events, programs and activities, held within the City.	Q1	<ul style="list-style-type: none"> <li>Advertise round 1 of the Corporate Sponsorship Program and deliver information workshops.</li> <li>Evaluate the submissions received and provide recommendations for round 1 of the Corporate Sponsorship Program.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Present the applicants for funding greater than \$10,000 to Council for consideration.</li> <li>Issue the funding agreements and payments for successful applicants of round 1 of the Corporate Sponsorship Program.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Advertise round 2 of the Corporate Sponsorship Program and deliver information workshops.</li> <li>Evaluate the submissions received and provide recommendations for round 1 of the Corporate Sponsorship Program.</li> </ul>	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> <li>Present the applicants for funding greater than \$10,000 to Council for consideration.</li> <li>Issue the funding agreements and payments for successful applicants of round 2 of the Corporate Sponsorship Program.</li> </ul>				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.</li> <li>Liaise with the City of Wanneroo to undertake a review of the Regional Homelessness Plan 2022/23–2025/26.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.</li> <li>Present the Regional Homelessness Plan 2022/23–2025/26 Annual Progress Report to Council for noting.</li> <li>Liaise with the City of Wanneroo to undertake a review of the Regional Homelessness Plan 2022/23–2025/26.</li> </ul>	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.</li> <li>Liaise with the City of Wanneroo to undertake a review of the Regional Homelessness Plan 2022/23–2025/26.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.</li> <li>Present the draft Regional Homelessness Plan 2026/27–2029/30 to Council seeking endorsement.</li> </ul>				

## Outcome 1-3 Active and social

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

### Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<b>Caledonia Park sports lighting expansion</b> This project will deliver 4 new lighting poles and sports lights to illuminate Caledonia Park to the standard for large ball sports. Construction is expected to be completed in FY2025–26.	Currambine	FY2025–26	\$550,000
<b>Heathridge Park redevelopment</b> This project will redevelop the facilities at Heathridge Park, including refurbishment of the existing Heathridge Community Centre and Guy Daniel Clubroom buildings, and demolition of the existing Heathridge Park Clubroom building and construction of a new two-storey community sporting facility. Works will also include other upgrades to the park, including a new nature-based playground, new/upgraded tennis courts, a new barbeque/picnic area, and a new half-court basketball pad. In FY2025–26, the detailed design for the new community sporting facility will be completed, and the procurement process will commence.	Heathridge	FY2029–30	\$15,694,700
<b>MacNaughton Park Clubroom facility upgrade</b> This project will upgrade the existing MacNaughton Park Clubroom facility. Works will include upgrading the internal toilets and change rooms, and construction of a new universal access toilet and additional storage facilities. In FY2025–26, the detailed design will be completed, and the procurement process will commence.	Kinross	FY2027–28	\$2,938,630
<b>Sorrento Surf Life Saving Club redevelopment</b> This project will redevelop the existing Sorrento Surf Life Saving Club facility. Works will include a commercial facility and northern toilet block which will aim to support and enhance usage. In FY2025–26, the detailed design will be completed, and the procurement process will commence.	Sorrento	FY2027–28	\$14,000,000

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



## Ongoing programs and activities

PROGRAM/ACTIVITY	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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.				
	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

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Undertake program review.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Report to Council on program review with future program recommendations.</li> </ul>	◆	◆	◆	◆
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Progress actions towards the development of a business case for a Joondalup performing arts centre.</li> <li>Present reports to Elected Members on the progress and status of the project as required.</li> </ul>	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> <li>Progress actions towards the development of a business case for a Joondalup performing arts centre.</li> <li>Present reports to Elected Members on the progress and status of the project as required.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Progress actions towards the development of a business case for a Joondalup performing arts centre.</li> <li>Present reports to Elected Members on the progress and status of the project as required.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Progress actions towards the development of a business case for a Joondalup performing arts centre.</li> <li>Present reports to Elected Members on the progress and status of the project as required.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Commence implementation of the new Percent for Art Local Planning Policy and the revised Public Art Council Policy.</li> </ul>				
	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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>Planning and Development Act 2005</i> and subsidiary legislation.	Q1	• Progress development of the City's Heritage List.	◆	◆		
	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.				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Local Heritage Survey</b> An inventory of places which are, or may become, culturally significant to the local community. All local governments in Western Australia are required to prepare Local Heritage Surveys under the <i>Heritage Act 2018</i> and subsidiary legislation.	Q1	No milestones in FY2025–26.			◆	
	Q2					
	Q3					
	Q4					
<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	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.</li> <li>Submit the Reconciliation Action Plan 2025–2027 Impact Survey to Reconciliation Australia.</li> </ul>	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.</li> </ul>				

## 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.

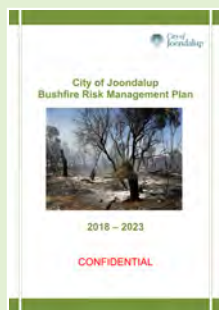


City officers Central Park (Joondalup)



## Plans, strategies and frameworks

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



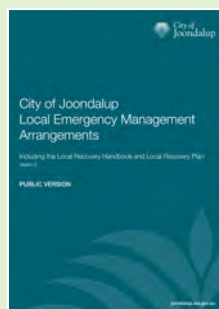
### **Bushfire Risk Management Plan 2018–2023**

The Bushfire Risk Management Plan provides us with a structured approach to identifying, assessing, prioritising, monitoring and treating bushfire risk within the City of Joondalup. The overarching objective of the plan is to effectively manage bushfire-related risk within the City in order to protect people, assets and the environment. This plan is currently under review.



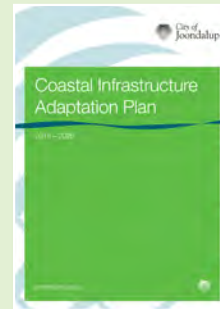
### **Climate Change Plan 2025–2035**

The Climate Change Plan guides our 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.



### **City of Joondalup Local Emergency Management Arrangements**

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



### **Coastal Infrastructure Adaptation Plan 2018–2026**

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



### Environment Strategy 2024-2034

The Environment Strategy provides a framework for us to be environmentally sustainable by protecting and enhancing the environment and minimising the use of natural resources. The strategy is a high-level planning document that guides a number of issue-specific environmental plans which provide detailed actions and performance measures to address individual environmental issues.



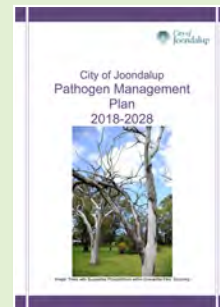
### Natural Area Management Plans

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



### Local Government Waste Plan — City of Joondalup

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



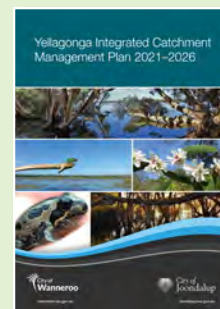
### Pathogen Management Plan 2018-2028

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



### **Waterwise Council Action Plan 2021-2026**

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



### **Yellagonga Integrated Catchment Management Plan 2021-2026**

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



### **Weed Management Plan 2023-2033**

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



## Performance measures

ENVIRONMENT	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.

### Capital works programs

PROGRAM	EXPENDITURE FOR FY2025/26	REVENUE FOR FY2025/26
<b>Park and public open space</b>	\$5,359,237	\$1,258,184
Foreshores and natural areas program	\$1,087,828	\$560,943

### 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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Engage a consultant to undertake flora surveys and vegetation condition assessments in Central Park (Joondalup) and Shepherd's Bush Reserve (Kingsley).</li> <li>Engage a consultant to deliver twice-yearly quenda monitoring in Craigie Bushland (Craigie).</li> </ul>				
	Q2		◆	◆	◆	◆
	Q3					
	Q4	<ul style="list-style-type: none"> <li>Present the outcomes of the flora surveys and quenda monitoring to Elected Members.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Deliver scheduled projects from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Deliver scheduled projects from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter.</li> </ul>	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>Deliver scheduled projects from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Deliver scheduled projects from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter.</li> </ul>				



## 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

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Review the outcomes of the Mindarie Regional Council's food organics, garden organics (FOGO) bin service joint tender process.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Present a report to Council seeking direction on the future delivery of a food organics, garden organics (FOGO) bin service.</li> </ul>				
<b>Future waste disposal options*</b> Investigations into future waste disposal options following the closure of the Tamala Park landfill operation.	Q1		◆	◆		
	Q2					
	Q3	<ul style="list-style-type: none"> <li>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.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Present a report to Council seeking direction on future waste disposal options.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Review the outcomes of the Mindarie Regional Council's Waste to Energy joint tender process.</li> <li>Present a report to Council seeking direction on the preferred option for appointing a Waste to Energy provider.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Develop and advertise a request for tender to deliver a Waste to Energy solution (if directed by Council).</li> </ul>				

## Outcome 2-3 Responsible and efficient

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

### Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<b>Joondalup City Centre lighting</b> This project will include the staged replacement of the existing lighting infrastructure within residential areas of the Joondalup City Centre. Works will include replacing defective poles and upgrading luminaires to LED which will improve efficiency, and reduce running costs. In FY2025-26, the detailed design will be completed, and construction will commence.	Joondalup	FY2027-28	\$1,800,000

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

### Ongoing programs and activities

PROGRAM/ACTIVITY	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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.				
	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.				
<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.				
	Q2	• Continue to investigate streetlight ownership options with Western Power for their streetlight assets located with the City.				
	Q3	• Continue to investigate streetlight ownership options with Western Power for their streetlight assets located with the City.	◆	◆	◆	◆
	Q4	• Continue to investigate streetlight ownership options with Western Power for their streetlight assets located with the City.				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Waterwise Council Program</b> A program run jointly by the Department of Water and Environmental Regulation and the Water Corporation to support local governments to improve water efficiency and help create waterwise communities.	Q1	<ul style="list-style-type: none"> <li>• Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.</li> </ul>	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> <li>• Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.</li> <li>• Present the Waterwise Council Action Plan 2021–2026 Annual Report to the Water Corporation seeking re-endorsement as a Waterwise Council.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>• Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>• Deliver scheduled actions from the Waterwise Council Action Plan 2021–2026 for the quarter.</li> </ul>				

## Outcome 2-4 Resilient and prepared

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

### Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<b>Coastal and estuarine mitigation program</b> This program will include the renewal and upgrading of existing coastal protection assets over a 3-year period. This will include the Marmion Angling and Aquatic Club seawall, Sorrento seawall, Mullaloo Surf Life Saving Club seawall, Sorrento central groyne, and Sorrento southern groyne. In FY2025–26, construction is expected to commence.	Various	FY2026–27	\$1,281,041

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

### Ongoing programs and activities

PROGRAM/ACTIVITY	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

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Present the draft Bushfire Risk Management Plan 2025–2027 to Elected Members.</li> <li>Present the draft Bushfire Risk Management Plan 2025–2027 to the Office of Bushfire Risk Mitigation seeking endorsement.</li> </ul>				
	Q2					
	Q3					
	Q4					
<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	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.</li> </ul>	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.</li> </ul>				



PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>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.</li> <li>Present the draft Community and Stakeholder Engagement Strategy for developing the Coastal Hazard Risk Management and Adaptation Plan to Elected Members seeking feedback.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>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.</li> </ul>	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>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.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>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.</li> <li>Engage an external consultant to update the draft Coastal Hazard Risk Management and Adaptation Plan.</li> </ul>				

## 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

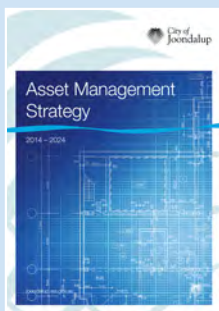
You have access to quality community facilities that are functional and adaptable.



City officers Craigie Leisure Centre

## Plans, strategies and frameworks

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



### Asset Management Strategy 2024–2034

The Asset Management Strategy provides a whole-of-organisation approach to asset management at the City of Joondalup. The strategy defines and profiles the major infrastructure asset classes, forecasts future demands, defines governance structures and management arrangements, and outlines objectives for asset management improvements.



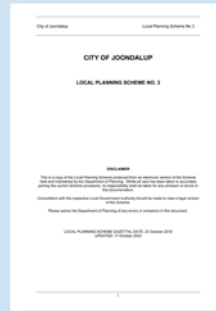
### Integrated Transport Plan 2024–2034

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



### Bike Plan 2016–2021

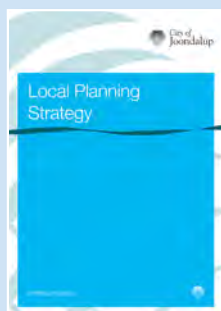
The Bike Plan provides the long-term vision, strategic framework and projects we will implement to make cycling a part of everyday life and move us towards becoming a bicycle-friendly city. The plan promotes and supports cycling and non-motorised transport, and provides actions across the four themes of people, pathways, places and promotions. This plan is currently under review.



### Local Planning Scheme No 3

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





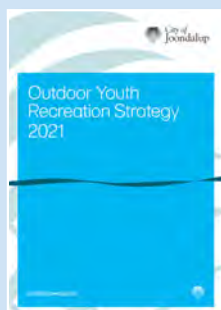
### Local Planning Strategy

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



### Property Management Framework

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



### Outdoor Youth Recreation Strategy 2021

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



### Public Open Space Framework

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



## Performance measures

PLACE	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.

### Capital works programs

PROGRAM	EXPENDITURE FOR FY2025/26	REVENUE FOR FY2025/26
<b>Traffic management</b>		
Blackspot program	\$2,409,431	\$2,219,431
Local traffic management program	\$566,000	\$—
Parking facilities program	\$195,000	\$—
<b>Civil construction</b>		
New pathways program	\$2,726,039	\$2,342,039
Pathway replacement program	\$505,000	\$—
Road construction program	\$11,478,975	\$9,271,541
Road preservation and rehabilitation program	\$12,562,840	\$3,339,244

## Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<b>Eddystone Avenue — Joondalup Drive to Honeybush Drive</b> This project will upgrade Eddystone Avenue from Joondalup Drive to Honeybush Drive. Works will include the upgrading of the existing single lane roundabout to a dual-lane roundabout, and the construction of additional turning lanes at Joondalup Drive and Honeybush Drive intersections. In FY2025–26, construction is expected to commence.	Joondalup	FY2026–27	\$2,038,650
<b>Hepburn Avenue — Lilburne Avenue and Walter Padbury Boulevard</b> This project will upgrade the Hepburn Avenue intersections at Lilburne Avenue and Walter Padbury Boulevard. Works will include installing traffic signals at Lilburne Avenue intersection and a dual-lane roundabout at Walter Padbury Boulevard intersection. Construction is expected to be completed in FY2025–26.	Various	FY2025–26	\$5,000,000
<b>Hepburn Avenue/Moolanda Boulevard roundabout construction</b> This project will upgrade the Hepburn Avenue and Moolanda Boulevard intersection to a 2-lane roundabout, with pre-deflections on east and west leg approaches. Works will also include upgrades to lighting and pedestrian facilities. Construction is expected to be completed in FY2025–26.	Various	FY2025–26	\$1,350,000
<b>Hillarys cycle network expansion</b> This expansion is a joint project with the State Government and the Department of Transport, delivered by the City of Joondalup. Works include upgrading the coastal shared pathway, including other pathway-associated upgrades, between Hillarys Boat Harbour and Burns Beach Foreshore. The project will also include the installation of a shared pathway along Hepburn Avenue between Gibson Avenue and Whitfords Avenue to create a continuous shared pathway connection along Hepburn Avenue from Wanneroo Road to Hillarys Boat Harbour. In FY2025–26, construction of the southern section of the network is expected to be completed, and construction of the northern section is expected to commence.	Various	FY2026–27	\$8,239,000

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<b>Joondalup Drive/Hodges Drive intersection upgrade</b> This project will upgrade the Joondalup Drive/Hodges Drive/Grand Boulevard intersection. The upgrade will include an additional right turn lane from Hodges Drive to Joondalup Drive southbound and upgrades to turning pockets, lighting, pedestrian facilities and Mitchell Freeway southbound access. In FY2025–26, construction is expected to commence.	Joondalup	FY2026–27	\$4,584,000
<b>Moolanda Boulevard pedestrian footbridge</b> This project will include the construction of a replacement pedestrian bridge over Moolanda Boulevard. Construction is expected to be completed in FY2025–26.	Kingsley	FY2025–26	\$5,000,000
<b>Northshore Drive boulevard treatment</b> This project will upgrade Northshore Drive from a single carriageway to a single-lane dual carriageway (boulevard), from 200 metres south of the beach car park entry/exit to 140 metres north of the Northshore Avenue intersection. In FY2025–26, the detailed design will commence.	Kallaroo	FY2028–29	\$3,350,000
<b>Whitfords Avenue roundabout design</b> This project will include the design of a new dual lane roundabout at the intersection of Whitfords Avenue and the Craigie Leisure Centre access road. The design will include a connection to the Pinnaroo Valley Memorial Park and is intended to replace the existing T-junction with Whitfords Avenue. In FY2025–26, the detailed design will commence.	Craigie	FY2026–27	\$90,000

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



## Ongoing programs and activities

PROGRAM/ACTIVITY	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Present the draft Bike Plan 2025–2035 to Council seeking endorsement.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Commence implementation of the Bike Plan 2025–2035.</li> </ul>	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>Commence implementation of the Bike Plan 2025–2035.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Commence implementation of the Bike Plan 2025–2035.</li> </ul>				
<b>Electric vehicle position</b> Development of a formal position on electric vehicle infrastructure in the City to ensure appropriate investment is made in the supply, installation, and maintenance of infrastructure as the technology develops.	Q1	No milestones in FY2025–26.				
	Q2			◆		
	Q3					
	Q4					
<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	<ul style="list-style-type: none"> <li>Undertake demand modelling, site analysis and options analysis for a second multi-storey car park in the Joondalup City Centre.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Prepare a financial evaluation, social return on investment and business case for a second multi-storey car park in the Joondalup City Centre.</li> <li>Present the business case for a second multi-storey car park in the Joondalup City Centre to the Major Projects Finance Committee seeking feedback.</li> </ul>				
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Parking Supply and Management Plan</b> A new plan that will guide how the City will supply and manage both on-street and off-street parking.	Q1	No milestones in FY2025–26.	◆			
	Q2					
	Q3					
	Q4					
<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.			◆	
	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

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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.				



PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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.				
	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.				
<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> .				
	Q2			◆	◆	
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>• Liaise with the external consultants to progress development of the options for the spatial allocation of density.</li> <li>• Present the options for the spatial allocation of density to the Department of Planning, Lands and Heritage seeking feedback.</li> </ul>	◆	◆		
	Q2	<ul style="list-style-type: none"> <li>• Present the options for the spatial allocation of density to Elected Members seeking feedback.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>• Deliver round 2 of community consultation activities.</li> <li>• 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.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>• Present the preferred options for the spatial allocation of density to Elected Members seeking feedback.</li> </ul>				

## Outcome 3-3 Attractive and leafy

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

### Capital works programs

PROGRAM	EXPENDITURE FOR FY2025/26	REVENUE FOR FY2025/26
<b>Park and public open space</b>		
Parks development program	\$1,800,000	\$500,000
Parks equipment program	\$3,559,237	\$1,258,184
Streetscape enhancement program	\$591,311	\$—
<b>Civil construction</b>		
Lighting program	\$2,003,635	\$348,559
Stormwater drainage program	\$865,000	\$—

## Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<b>Greenwood north-east cluster parks revitalisation</b> This project will include landscaping improvements to Hartley Park, Birch Park and Filbert Park. Works will include improvements to pathways, turf areas, irrigation upgrades, mulching and tree planting. In FY2025–26, works in Hartley Park are expected to commence.	Greenwood	FY2027–28	\$955,000
<b>Whitfords West Park pump and jump infrastructure</b> This project will include construction of a new pump track and jump track designed to cater for intermediate to advanced riders. The works will combine an asphalt and/or gravel jump line and pump track into one facility, linked via an entry beam. The jump line will consist of multiple tracks each with a series of jumps set at different heights providing varying levels of difficulty. Construction is expected to be completed in FY2025–26.	Kallaroo	FY2025–26	\$1,380,500

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

## Ongoing programs and activities

PROGRAM/ACTIVITY	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Active reserve and community facility review</b>  A 3-yearly review of the City's sports parks and community facilities to inform capital works programming and recommendations for future refurbishments and upgrades.	Q1	No milestones in FY2025–26.	◆			◆
	Q2					
	Q3					
	Q4					
<b>Joondalup City Centre Landscape Master Plan</b>  A new landscape master plan for the Joondalup City Centre that will provide a framework for the enhancement of the public domain and landscaped environment. The master plan will establish a sense of identity for the area, improve pedestrian and cycle circulation, and increase public amenity.	Q1	No milestones in FY2025–26.	◆	◆		
	Q2					
	Q3					
	Q4					

## Outcome 3-4 Functional and accessible

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

### Capital works programs

PROGRAM	EXPENDITURE FOR 2025/26	EXTERNAL FUNDING FOR 2025/26
<b>Buildings and facilities</b>		
Building construction works program	\$2,439,296	\$—
Major projects program	\$5,241,207	\$—

### Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<b>Prince Regent Park facility upgrades</b> This project will refurbish the existing toilet building and construct a new building with changerooms, toilets, external universal access toilet, kiosk and storage facilities. Construction is expected to be completed in FY2025–26.	Heathridge	FY2025–26	\$1,340,000

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

## Ongoing programs and activities

PROGRAM/ACTIVITY	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

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Progress expressions of interest and applications in accordance with the grant funding program schedules.</li> </ul>	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> <li>Progress expressions of interest and applications in accordance with the grant funding program schedules.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Progress expressions of interest and applications in accordance with the grant funding program schedules.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Progress expressions of interest and applications in accordance with the grant funding program schedules.</li> </ul>				
<b>Joondalup City Centre land optimisation</b>  Investigations into future land development opportunities for City-owned land in the Joondalup City Centre.	Q1	<ul style="list-style-type: none"> <li>Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre.</li> <li>Present reports to Elected Members on the progress and status of the project as required.</li> </ul>	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> <li>Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre.</li> <li>Present reports to Elected Members on the progress and status of the project as required.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre.</li> <li>Present reports to Elected Members on the progress and status of the project as required.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Progress actions towards the development of a business case for development opportunities in the Joondalup City Centre.</li> <li>Present reports to Elected Members on the progress and status of the project as required.</li> </ul>				



PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement.</li> <li>Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina.</li> <li>Explore development opportunities for land within the Marina that is owned or managed by the City.</li> <li>Present reports to Elected Members on the progress and status of the Marina as required.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement.</li> <li>Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina.</li> <li>Explore development opportunities for land within the Marina that is owned or managed by the City.</li> <li>Present reports to Elected Members on the progress and status of the Marina as required.</li> </ul>	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement.</li> <li>Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina.</li> <li>Explore development opportunities for land within the Marina that is owned or managed by the City.</li> <li>Present reports to Elected Members on the progress and status of the Marina as required.</li> </ul>				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
	Q4	<ul style="list-style-type: none"> <li>Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement.</li> <li>Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina.</li> <li>Explore development opportunities for land within the Marina that is owned or managed by the City.</li> <li>Present reports to Elected Members on the progress and status of the Marina as required.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Provide ongoing support and assistance through the construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.</li> <li>Progress tenure negotiations for the lease for the Ocean Reef Sea Sport Club building.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Provide ongoing support and assistance through the construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.</li> <li>Finalise tenure negotiations for the lease for the Ocean Reef Sea Sport Club building.</li> </ul>				
	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

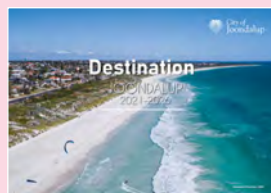
You welcome residents, and local and international visitors to the City.



Joondalup 2050 Business Forum Joondalup Resort

## Plans, strategies and frameworks

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



### **Destination Joondalup 2021-2026**

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



### **Expanding Horizons 2033: An Economic Development Strategy for a Global City**

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



### **Digital Economy Plan 2025**

The Digital Economy Plan guides and directs investment and focus on the digital economy in collaboration with our digital innovation stakeholders and our community. The plan focuses on how our local economy can thrive through digitally innovative applications, whilst positioning the City as a destination of choice for regional, national and global investment.



### **International Economic Development Activities Plan (2017)**

The International Economic Development Activities Plan provides guidance on facilitating international relationships that will lead to the establishment of Joondalup as a "global city" based around the development of mutually-beneficial relationships and outcomes. The plan identifies opportunities to generate economic outcomes for the City that are aligned with industry strengths and growth opportunities. This plan will be reviewed in FY2025-26 as part of the development of the new Global Economic Development Activities Plan.





### Joondalup City Centre Place Activation Plan 2022

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



### Place Activation Strategy 2022

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



City officers WA Tree Festival

## Performance measures

ECONOMY	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	<ul style="list-style-type: none"> <li>• Maintain above 60% (pedestrian access)</li> <li>• Maintain above 40% (managing public parking)</li> </ul>	Biennial
	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
Business engagement	Respond to inquiries and proactively communicate with local businesses to support economic development and help strengthen and enhance the local economy.
Business programs and events	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

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Progress the development of the Global Economic Development Activities Plan 2026–2036.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Progress the development of the Global Economic Development Activities Plan 2026–2036.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Progress the development of the Global Economic Development Activities Plan 2026–2036.</li> <li>Present the draft Global Economic Development Activities Plan 2026–2036 to Elected Members seeking feedback.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Present the draft Global Economic Development Activities Plan 2026–2036 to Council seeking endorsement.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Present the draft Investment Attraction Framework to Council seeking endorsement.</li> </ul>				
	Q2					
	Q3					
	Q4					

## Outcome 4-3 Appealing and welcoming

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

### Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
<b>Burns Beach — cafés/kiosks/restaurants</b> This project will deliver a food and beverage facility at the Burns Beach foreshore. The facility will provide opportunities for the local population and visitors to the area to enjoy the coastal environment and increase the vibrancy of the area as a destination beyond daylight hours. In FY2025–26, the detailed design will be completed, and the procurement process will commence.	Burns Beach	FY2027–28	\$5,200,000
<b>Burns Beach Coastal Node redevelopment</b> The Burns Beach Coastal Node redevelopment project includes the redevelopment of infrastructure to align with the construction of a food and beverage facility at the Burns Beach foreshore. The project has been planned in accordance with the Burns Beach Masterplan 2016. In FY2025–26, the detailed design will be completed, and construction will commence.	Burns Beach	FY2027–28	\$5,950,000

### Ongoing programs and activities

PROGRAM/ACTIVITY	ONGOING ACTIONS
<b>Destination Joondalup actions</b>	Deliver actions to empower visitor industries, elevate the City's brand and enhance visitor experiences in accordance with Destination City Plan.
<b>Place activation</b>	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

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Undertake marketing activities targeting local businesses to promote alfresco activities in accordance with the Alfresco Spaces Guidelines.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Deliver support programs to local businesses to promote alfresco activities in accordance with the Alfresco Spaces Guidelines.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Deliver support programs to local businesses to promote alfresco activities in accordance with the Alfresco Spaces Guidelines.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Review the alfresco activities support program for local businesses.</li> </ul>				
<b>Event attraction*</b>  Attract and support events in the City of Joondalup to enhance the City's image as an attractive destination for visitors, tourists and business.	Q1	<ul style="list-style-type: none"> <li>Work with external stakeholders, event promoters and Elected Members to attract and support events to the City as opportunities arise.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Work with external stakeholders, event promoters and Elected Members to attract and support events to the City as opportunities arise.</li> </ul>	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>Work with external stakeholders, event promoters and Elected Members to attract and support events to the City as opportunities arise.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Work with external stakeholders, event promoters and Elected Members to attract and support events to the City as opportunities arise.</li> </ul>				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Progress research and development to support construction of a pop-up piazza in the Joondalup City Centre.</li> </ul>	◆			
	Q2	<ul style="list-style-type: none"> <li>Progress research and development to support construction of a pop-up piazza in the Joondalup City Centre.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Present options for a pop-up piazza in the Joondalup City Centre to Elected Members seeking feedback.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Present the preferred option for a pop-up piazza in the Joondalup City Centre to Council seeking approval.</li> </ul>				



## 5. LEADERSHIP

### Our goal

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

### Your outcomes

#### 5-1 Capable and effective

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

#### 5-2 Proactive and represented

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

#### 5-3 Engaged and informed

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

#### 5-4 Accountable and financially-sustainable

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



ANZAC Day Ceremony Central Park, Joondalup

## Plans, strategies and frameworks

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



### 10-Year Strategic Financial Plan

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



### Governance Framework 2021

The Governance Framework provides guidance to our Elected Members and staff on good governance practices at the City of Joondalup. The framework ensures we are able to manage our many complex legislative and governance responsibilities effectively and in the best interests of the community. The Governance Framework focuses on providing a clear vision and positive organisational culture, clarity and understanding of roles and responsibilities, robust management practices and systems, and public access to decision-making and information. This framework will be reviewed in FY2025–26.



### Advocacy Framework 2022

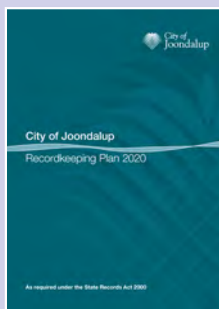
The Advocacy Framework provides a strategic approach to our advocacy activities to ensure evidenced-based decision making, greater stakeholder engagement, and the development of processes to maximise opportunities for support and investment into the City. The framework includes guiding principles, as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



### Integrity Framework 2022

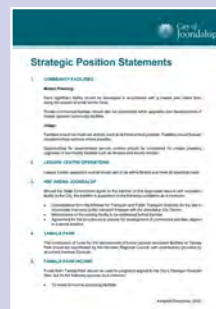
The Integrity Framework guides the City in providing the highest level of integrity for its community. The framework brings together the instruments, processes and structures within the organisation that foster integrity and help prevent corruption and misconduct from taking place. It also takes into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





### Recordkeeping Plan 2020

The Recordkeeping Plan sets out our approach to recordkeeping and includes archiving practices, retention periods and data security. A Recordkeeping Plan is a requirement of the *State Records Act 2000* and subsidiary legislation and the plan must be approved by the State Records Commission. Our Recordkeeping Plan is the primary means of showing our commitment to the Act and the document must be reviewed and re-approved at least every five years. This plan will be reviewed in FY2025–26.



### Strategic Position Statements

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



### Risk Management Framework

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



### Workforce Plan 2018–2022

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





## Performance measures

LEADERSHIP	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

\*Denotes key priority for FY2025/26

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Core system replacement project (Project Axiom)*</b> A core information technology solution for the City which will include a customer relationship management system, online customer portal, finance, and asset management system.	Q1	<ul style="list-style-type: none"> <li>Present a report to Council on tender options for an external project management resource seeking endorsement of the preferred tenderer.</li> <li>Review the current project state and develop a revised project timeline and implementation plan.</li> <li>Progress the implementation of the finance and supply chain management system.</li> </ul>	◆			
	Q2	<ul style="list-style-type: none"> <li>Develop and advertise the tender documents to engage an implementation partner.</li> <li>Continue the review of the current state and develop a revised project timeline and implementation plan.</li> <li>Progress the implementation of the finance and supply chain management system.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Present a report to Council on tender options for an implementation partner seeking endorsement of the preferred tenderer.</li> <li>Progress the implementation of the finance and supply chain management system and customer engagement system.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Progress the implementation of the finance and supply chain management system and the customer engagement system.</li> </ul>				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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 <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	<ul style="list-style-type: none"> <li>Undertake a review of the Delegated Authority Register.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Present the outcomes of the review of the Delegated Authority Register to Council seeking adoption.</li> </ul>	◆	◆	◆	◆
<b>Elected Member attraction</b> A biennial program to attract quality candidates and increase candidate numbers for upcoming local government elections.	Q1	<ul style="list-style-type: none"> <li>Implement an Elections Communication Strategy for the 2025 Ordinary Local Government Elections.</li> </ul>				
	Q2			◆		◆
	Q3					
	Q4					
<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	<ul style="list-style-type: none"> <li>Review and update the Elected Member Welcome Pack and Induction Manual.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Deliver induction program for Elected Members.</li> </ul>				
	Q3			◆		◆
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Deliver the Elected Member strategic development session.</li> </ul>				
	Q4					
<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	<ul style="list-style-type: none"> <li>Undertake a review of the Governance Framework.</li> <li>Present the outcomes of the review of the Governance Framework to Council seeking endorsement.</li> </ul>				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Local government elections</b> Coordination of local government elections in accordance with the <i>Local Government Act 1995</i> and subsidiary legislation.	Q1	<ul style="list-style-type: none"> <li>Finalise non-resident Owners and Occupiers Roll for the 2025 Ordinary Local Government Elections.</li> <li>Liaise with the Western Australian Electoral Commission on election preparations.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Liaise with the Western Australian Electoral Commission to deliver the 2025 Ordinary Local Government Elections and conduct the election night count.</li> <li>Conduct the Swearing-in Ceremony for the new Council.</li> <li>Hold special meetings to elect the Deputy Mayor and appoint Elected Members to various regional councils, committees and working groups.</li> </ul>		◆		◆
	Q3					
	Q4					
<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	<ul style="list-style-type: none"> <li>Implement actions resulting from the State local government reform process, as required.</li> </ul>	◆			
	Q2	<ul style="list-style-type: none"> <li>Implement actions resulting from the State local government reform process, as required.</li> </ul>		◆	◆	◆
	Q3	<ul style="list-style-type: none"> <li>Implement actions resulting from the State local government reform process, as required.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Implement actions resulting from the State local government reform process, as required.</li> </ul>				



PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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.	◆			
	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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.				
	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.				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Strategic Position Statements</b> A standalone set of statements that articulate an agreed position on strategic matters of interest to the City of Joondalup. The purpose of the statements is to provide flexibility for the Council in capitalising on unplanned opportunities for external funding and investment, and to guide the development of future strategic planning documents where current gaps may exist.	Q1	No milestones for FY2025–26.	◆		◆	
	Q2					
	Q3					
	Q4					
<b>Submissions to State and Federal Governments</b> Formal submissions from the City to State and Federal Government agencies on relevant strategic policy matters affecting the City of Joondalup.	Q1	• Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.	◆	◆	◆	◆
	Q2	• Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				
	Q3	• Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				
	Q4	• Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Ward boundary review</b> An 8-yearly review of ward boundaries, names and Councillor representation levels.	Q1	No milestones for FY2025–26.		◆	◆	
	Q2					
	Q3					
	Q4					

## Outcome 5-3 Engaged and informed

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

### Ongoing programs and activities

PROGRAM/ACTIVITY	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Commence initial development and coding.</li> </ul>	◆			
	Q2	<ul style="list-style-type: none"> <li>Deploy improvements and new website features in the test environment.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Undertake testing of new website features, including integration, system and user testing.</li> <li>Conduct focus groups to gather user feedback and insights.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Deploy final improvements and new website features in the live environment.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Present the outcomes of the Customer Satisfaction Survey to the Council and publish the outcomes on the City's website.</li> </ul>				
	Q3					
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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, 3 youth representatives (aged 16–24 years) and 4 Elected Members.	Q1	<ul style="list-style-type: none"> <li>Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Review the Terms of Reference of the Strategic Community Reference Group.</li> <li>Present the outcomes of the review to the Council seeking re-establishment of the Strategic Community Reference Group.</li> <li>Advertise for nominations to the Strategic Community Reference Group for the 2026–2027 term.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Present the nominees for the 2026–2027 term of the Strategic Community Reference Group to the Council seeking approval of Council's preferred nominees.</li> <li>Present the draft work plan for the 2026 calendar year to the Council seeking endorsement.</li> <li>Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.</li> </ul>	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> <li>Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.</li> </ul>				

## Outcome 5-4 Accountable and financially-sustainable

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

### Ongoing programs and activities

PROGRAM/ACTIVITY	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

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>10-Year Strategic Community Plan</b> The overarching planning document that articulates the community's aspirations, vision and objectives over a 10-year period. The plan informs all of the City's other plans and services.	Q1	No milestones in FY2025–26.	◆		◆	
	Q2					
	Q3					
	Q4					
<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	<ul style="list-style-type: none"> <li>Update the 10-Year Strategic Financial Plan using the adopted Annual Budget FY2025–26 and Corporate Business Plan 2025–2029.</li> <li>Review the 2025 Financial Sustainability Guiding Principles</li> <li>Undertake community consultation activities on the draft Rates and Revenue Council Policy.</li> </ul>	◆	◆	◆	◆
	Q2	<ul style="list-style-type: none"> <li>Present the 10-Year Strategic Financial Plan and the Financial Sustainability Guiding Principles to the Major Projects Finance Committee and Council for noting.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Use the 10-Year Strategic Financial Plan to provide direction to the annual budget process.</li> </ul>				
	Q4	<ul style="list-style-type: none"> <li>Use the 10-Year Strategic Financial Plan to provide direction to the annual budget process.</li> </ul>				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Undertake budget workshops with Elected Members to inform preparation of the 5-Year Capital Works Program FY2025-26.</li> </ul>	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> <li>Present the draft Corporate Business Plan 2025-2029 to Elected Members seeking feedback.</li> <li>Present the draft Corporate Business Plan 2025-2029 to Council seeking adoption.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Present the draft Corporate Business Plan 2025-2029 to Elected Members seeking feedback.</li> <li>Present the draft Corporate Business Plan 2025-2029 to Council seeking adoption.</li> </ul>				



PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Present a Revised Budget Report to Council seeking approval.</li> <li>Undertake budget workshops with Elected Members to inform preparation of the Annual Budget.</li> </ul>	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> <li>Continue to undertake budget workshops with Elected Members to inform preparation of the Annual Budget.</li> <li>Present the draft Annual Budget to Council seeking adoption by 30 June.</li> </ul>				
<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	<ul style="list-style-type: none"> <li>Complete the Annual Collection Survey for the City.</li> </ul>	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> <li>Submit the Annual Collection Survey to the Public Sector Commission.</li> </ul>				

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<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	<ul style="list-style-type: none"> <li>Submit the draft Annual Financial Report FY2025–26 to the Office of the Auditor General by 30 September.</li> </ul>				
	Q2	<ul style="list-style-type: none"> <li>Present the Audit Report and the audited Annual Financial Report FY2025–26 to the Audit and Risk Committee and Council seeking acceptance.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Present the accepted Audit Report and the Annual Financial Report FY2025–26 to the Annual General Meeting of Electors.</li> </ul>	◆	◆	◆	◆
	Q4					
<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	<ul style="list-style-type: none"> <li>Present the Annual Report FY2025–26 to Council seeking acceptance.</li> </ul>				
	Q3	<ul style="list-style-type: none"> <li>Present the accepted Annual Report FY2025–26 to the Annual General Meeting of Electors.</li> </ul>	◆	◆	◆	◆
	Q4					

PROJECT/INITIATIVE	MILESTONES FOR FY2025/26		2026/27	2027/28	2028/29	2029/30
<b>Benefits Realisation Program</b> A program to report the financial and non-financial benefits of organisational improvements.	Q1					
	Q2	<ul style="list-style-type: none"> <li>Present the Benefits Realisation Program Progress Report to the Audit and Risk Committee.</li> </ul>	◆	◆	◆	◆
	Q3					
	Q4	<ul style="list-style-type: none"> <li>Present the Benefits Realisation Program Progress Report to the Audit and Risk Committee.</li> </ul>				
<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 and in accordance with the <i>Local Government (Audit) Regulations 1996</i> .	Q1					
	Q2					
	Q3	<ul style="list-style-type: none"> <li>Prepare the Compliance Audit Return for 2025.</li> <li>Present the Compliance Audit Return for 2025 to the Audit and Risk Committee and Council seeking endorsement.</li> <li>Submit the endorsed Compliance Audit Return 2025 to the Department of Local Government, Sport and Cultural Industries.</li> </ul>	◆	◆	◆	◆
	Q4					
<b>Recordkeeping Plan</b> A plan which sets out the City's approach to recordkeeping in accordance with the <i>State Records Act 2000</i> and subsidiary legislation. This includes archiving practices, retention periods and data security.	Q1					
	Q2					
	Q3	<ul style="list-style-type: none"> <li>Undertake a review of the Recordkeeping Plan 2020.</li> <li>Submit the outcomes of the review and any revisions to the State Records Office seeking review and approval.</li> </ul>	◆			
	Q4	<ul style="list-style-type: none"> <li>Review the feedback from the State Records Office and investigate corrective strategies.</li> </ul>				

# OUR OPERATING BUDGET

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

The following table shows our operating budget for FY2025–26, as adopted by Council.

DESCRIPTION	2025/26 BUDGET
Rates	\$117,270,575
Operating grants, subsidies and contributions	\$9,648,978
Fees and charges	\$50,362,281
Interest earnings	\$8,035,811
Profit on asset disposals	\$314,440
Other revenue	\$462,432
<b>Total operating revenue</b>	<b>\$186,094,517</b>
Employee costs	\$84,641,247
Materials and contracts	\$70,314,005
Utility charges	\$7,507,999
Depreciation on non-current assets	\$32,369,091
Loss on asset disposals	\$245,443
Interest expenses	\$261,498
Insurance expenses	\$1,838,361
Other expenditure	\$1,702,790
<b>TOTAL OPERATING EXPENDITURE</b>	<b>\$198,880,434</b>

# FINANCIAL SUSTAINABILITY GUIDING PRINCIPLES

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

The City's financial strategy can be summarised as:

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

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

The projects and initiatives listed within this plan will be guided by the eight financial indicators, affordability and their alignment with the City's financial strategy.







# REVIEWING OUR PLAN

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



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