

City of Joondalup

Corporate Business Plan 2026–2030

Alternative formats

This document is available in alternative formats and languages on request. You can make a request by emailing info@joondalup.wa.gov.au or calling the City on **(08) 9400 4000**. This document is available on the City's website at joondalup.wa.gov.au

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

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**.

Afrikaans

[translation to be inserted in branded version]

German

[translation to be inserted in branded version]

Italian

[translation to be inserted in branded version]

Mandarin

[translation to be inserted in branded version]

Noongar

[translation to be inserted in branded version]

Spanish

[translation to be inserted in branded version]

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 kadij 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.

Translation provided by Yalkarang Consulting.

Contents

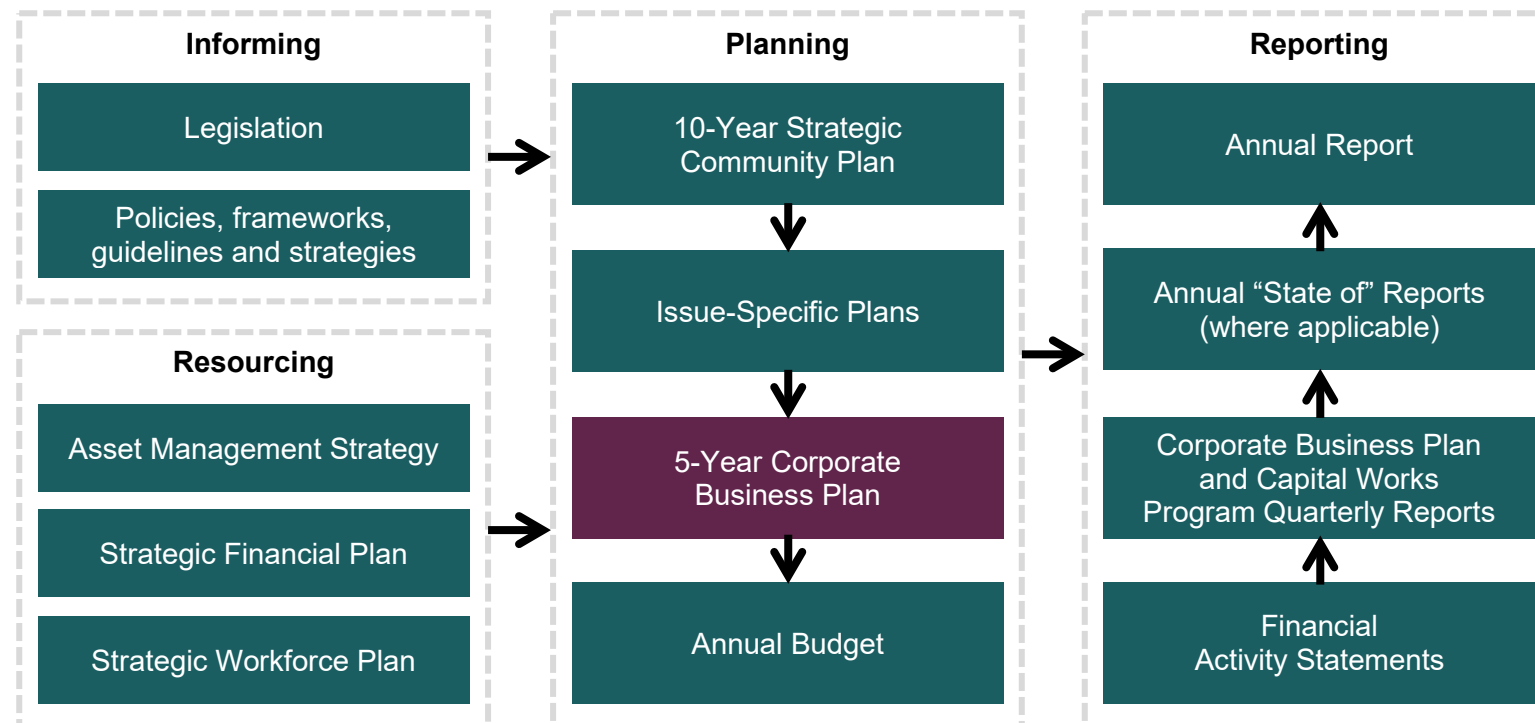
The purpose of this plan.....	5
Monitoring our plan	6
Your Council	8
Our organisational structure	9
A shared vision for the future	10
Our values	11
How this plan is structured	12
Corporate Business Plan at a glance	13
Key priorities for FY2026–27.....	20
Key theme 1: Community.....	24
Key theme 2: Environment.....	40
Key theme 3: Place.....	54
Key theme 4: Economy.....	70
Key theme 5: Leadership	79
Our operating budget	98
Reviewing our plan	100

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.

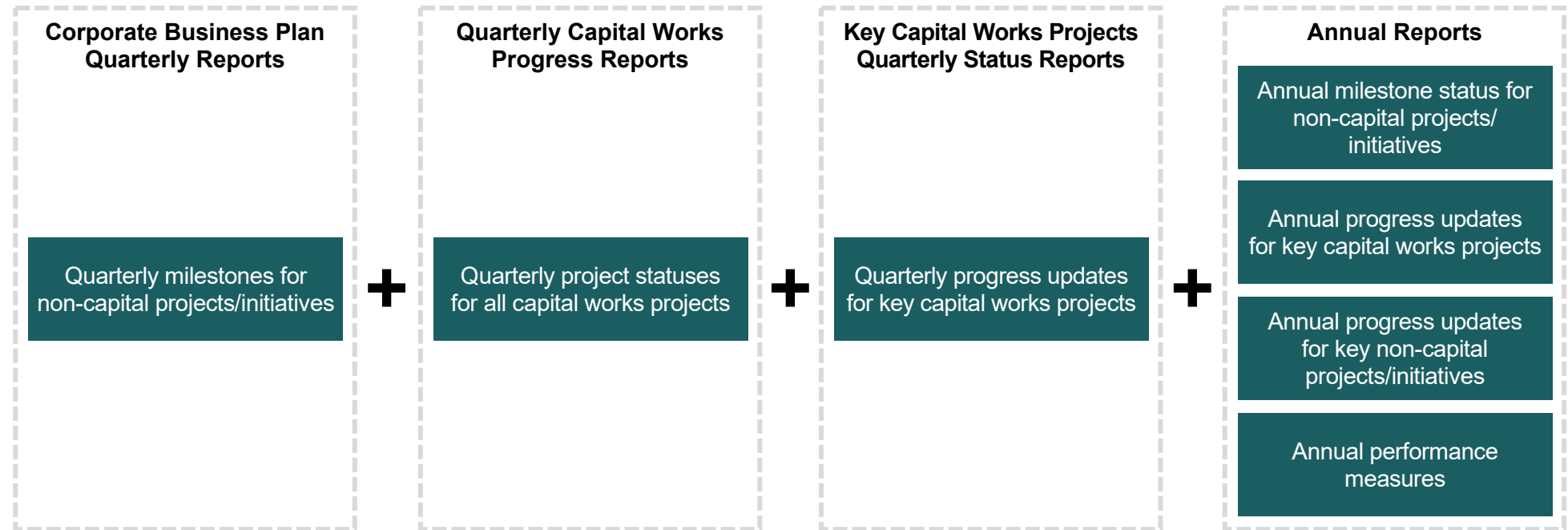
Integrated Planning and Reporting Framework

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

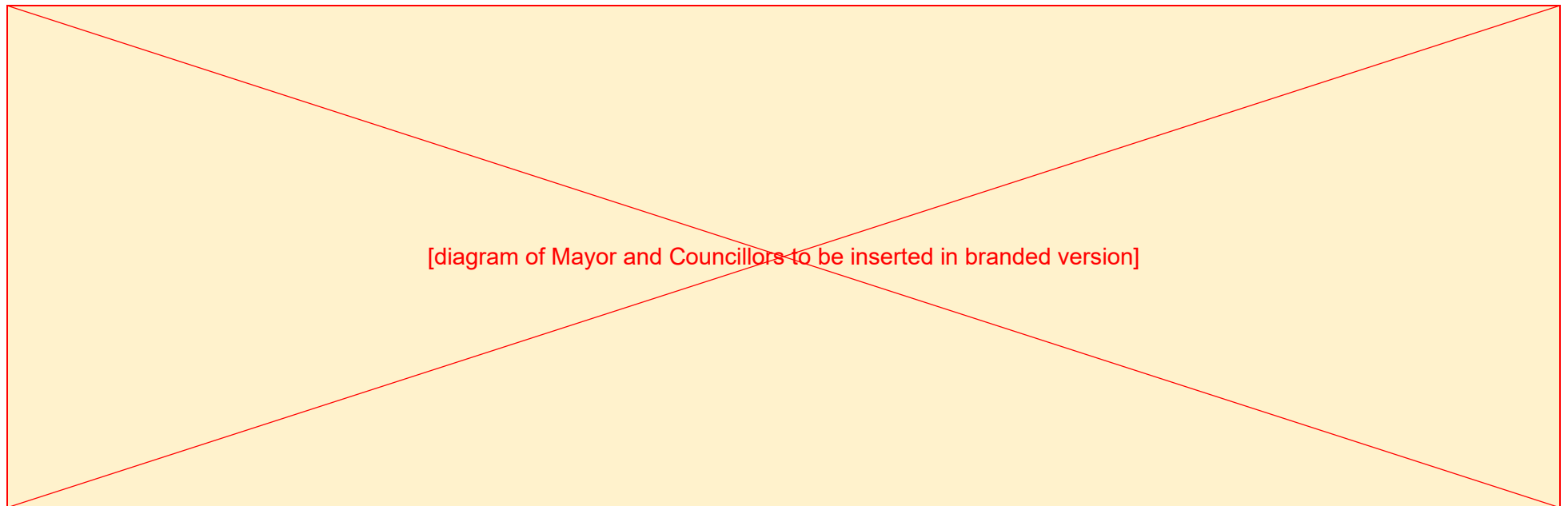
An Annual Report is presented to the Council each year, as well as to the community through the Annual General Meeting. The report outlines the status of all Corporate Business Plan projects and initiatives at the end of each financial year and provides annual progress updates against the key capital works projects and the key non-capital works projects and initiatives. A new set of performance measures was developed in FY2024–25 and have been 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.

Your Council

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



Our organisational structure

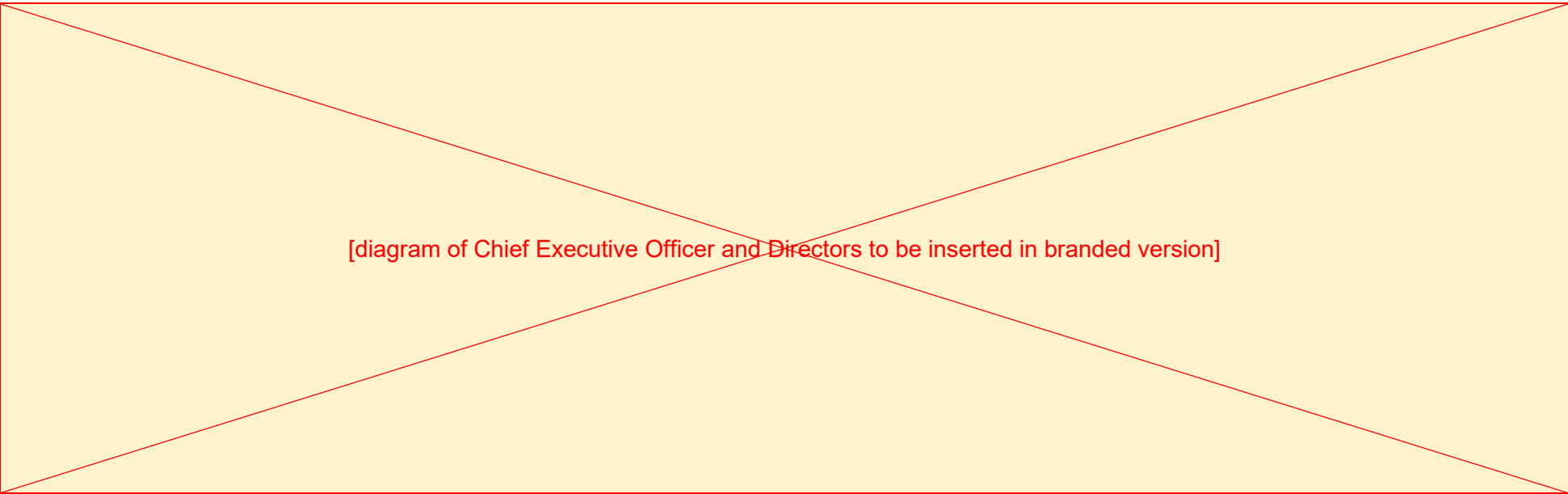
Our organisational structure is designed to facilitate the delivery of programs, activities, projects and initiatives within the five key themes of our 10-Year Strategic Community Plan, *Joondalup 2032*.

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 Strategic 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



[diagram of Chief Executive Officer and Directors to be inserted in branded version]

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.

Modifications to the 10-Year Strategic Community Plan

Under regulation 19B of the *Local Government (Administration) Regulations 1996*, local governments are required to provide information of any significant modifications made to the 10-Year Strategic Community Plan in the year. In June 2025, the City completed a minor review of *Joondalup 2032*, as required under the *Local Government (Administration) Regulations 1996*. This review ensured the plan remains relevant and responsive to the evolving needs of our community. The updated version was adopted by Council at its Ordinary Council Meeting on 24 June 2025, with minor modifications reflecting community feedback, emerging trends, and alignment with current priorities.

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.

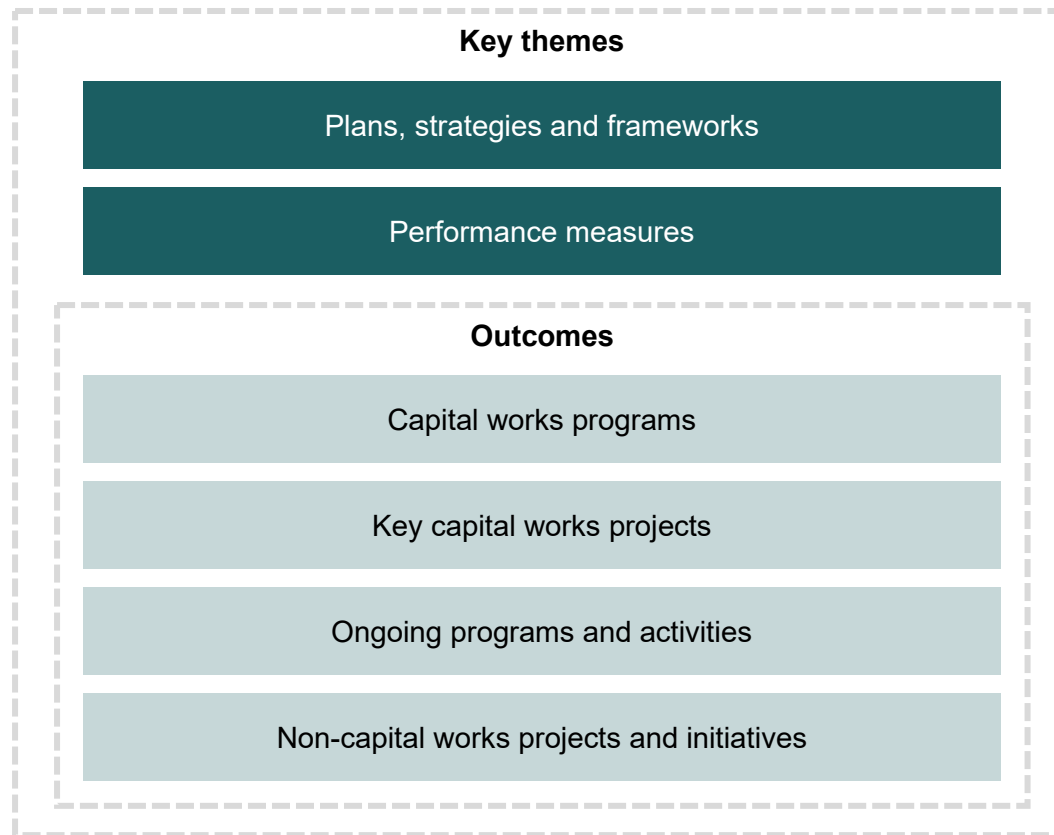
Transparent	Accountable	Honest	Ethical	Respectful	Sustainable	Professional
-------------	-------------	--------	---------	------------	-------------	--------------

Distinguishing values

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



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 FY2026–27 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.

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	• Access and Inclusion Plan 2021/22–2023/24 • Age-Friendly Plan 2018/19–2022/23 • Community Safety Plan 2026–2030 • Cultural Plan 2021–2025 • Local Heritage Survey 2024	• Public Art Masterplan 2025–2035 • Public Health Plan 2026–2031 • Reconciliation Action Plan 2025–2027 • Regional Homelessness Plan 2022/23–2025/26 • Road Safety Management Plan 2025–2035
Environment	• Bushfire Risk Management Plan 2025–2027 • City of Joondalup Local Emergency Management Arrangements • Climate Change Plan 2025–2035 • Coastal Infrastructure Adaptation Plan 2018–2026 • Environment Strategy 2024–2034 • Local Government Waste Plan — City of Joondalup	• Natural Area Management Plans • Pathogen Management Plan 2018–2028 • Polyphagous Shot-hole Borer Management Strategy 2026–2031 • Waterwise Council Action Plan 2026–2031 • Weed Management Plan 2023–2033 • Yellagonga Integrated Catchment Management Plan 2021–2026
Place	• Asset Management Strategy 2024–2034 • Bike Plan 2025–2035 • Integrated Transport Plan 2024–2034	• Local Planning Strategy • Property Management Framework • Public Open Space Framework
Economy	• Advocacy Framework 2022 • Destination Joondalup 2021–2026 • Digital Economy Plan • Expanding Horizons 2033 (Economic Development Strategy)	• International Economic Development Activities Plan (2017) • Investment Attraction Framework • Joondalup City Centre Place Activation Plan 2022 • Place Activation Strategy 2022

Leadership

- 10-Year Strategic Financial Plan
- Advocacy Framework 2022
- Governance Framework 2021
- Integrity Framework 2022
- Internal Audit Plan 2023–2026
- Recordkeeping Plan 2020
- Risk Management Framework
- Strategic Position Statements
- Strategic Work Health and Safety Management Plan 2025–2028
- Strategic Workforce Plan 2025–2030

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	• Park and public open space · Foreshores and natural areas program
Place	• Buildings and facilities · Building construction works program · Major projects program • Civil construction · Coastal management program · Lighting program · New paths program · Path replacement program · Road construction program · Road preservation and rehabilitation program · Stormwater drainage program • Park and public open space · Parks development program · Parks equipment program · Streetscape enhancement program • Traffic management · Blackspot program · Local traffic management program · Parking facilities program

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”. Ongoing actions for these programs and activities are provided under each key theme section of this plan.

Community	• Aboriginal Engagement and Reconciliation • Age-friendly initiatives • Animal management • Art collection maintenance and acquisitions • Arts development program • Citizenship ceremonies • Civic functions • Communities in-Focus program • Community Transport program • Craigie Leisure Centre health and fitness programs • Cultural events program • Environmental health • Graffiti removal	• Library programs, activities and events • Library services • Local history service • Public areas CCTV • Public art projects • Road safety education program • Sport and recreation development • Swimming pool inspections • Visual arts exhibition program and Joondalup Contemporary Art Gallery • Volunteer Joondalup program • Youth development initiatives
Environment	• Bulk waste collection and processing • Bushfire community education program • Bushfire hazard reduction program • Coastal monitoring • Emergency management • Energy management • Environmental education program • Firebreak inspections	• Groundwater management • Illegal dumping • Litter collection • Midge monitoring • Natural areas maintenance • Scheme water management • Waste collection and processing • Waste education program

Place	• Active transport education program • Building applications • Building maintenance program • City land portfolio management • Club funded upgrade applications • Community venue management • Development applications • Development compliance • Drainage maintenance • Land purchase inquiries	• Leases and licences • Local-area traffic management investigations • Parking management • Pathway maintenance • Public open space maintenance • Road maintenance • Transport liaison and advocacy • Urban forest management • Weed management
Economy	• Business engagement • Business programs and events • City-led place activation • Community-led place activation	• Destination and visitor economy • Economic development • Investment attraction • Sector cluster groups
Leadership	• Advocacy • Asset inventory management • Asset revaluations and statutory reporting • Business continuity program • City electronic communication • City publications • Community consultation • Complaints and compliments management • Correspondence to the City • Council meetings — community participation • Customer care	• Customer payments • Elected Member training • Employee recruitment and retention • Employee training • Freedom of information • Grant funding • Integrity and conduct controls • Internal audit program • Procurement of goods and services • Risk management program • Workplace health and safety

Non-capital projects and initiatives

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

Community	• Access and Inclusion Plan • Age-Friendly Plan • Community Development Strategy • Community Funding Program • Community Safety Plan • Corporate Sponsorship Program • Dog Management Plan • Hillarys Dog Beach — asbestos management	• Joondalup performing arts centre • Libraries Strategy • Local laws • Public Health Plan • Reconciliation Action Plan • Regional Homelessness Plan • Road Safety Management Plan
Environment	• Bushfire Risk Management Plan • Climate Change Plan • Coastal Hazard Risk Management and Adaptation Plan • Food organics, garden organics (FOGO) bin service • Future waste disposal options • Joondalup lighting initiative	• Natural area management (major conservation) • Streetlight ownership review • Waste to Energy solution • Waterwise Council Program • Yellagonga Catchment management
Place	• Activity reserve and community facility review • Bike Plan • Club Night Lights Program and Community Sporting and Recreation Facilities Fund • Electric vehicle position • Joondalup Activity Centre Plan review • Joondalup City Centre land optimisation	• Joondalup City Centre multi-storey car park — business case • Local Planning Strategy review • Ocean Reef Marina • Parking Supply and Management Plan • Strategic transport planning • Warwick Precinct Structure Plan
Economy	• Joondalup City Centre Place Activation Plan review	• Expanding Horizons 2033 (Economic Development Strategy) minor review

Leadership

- 5-Year Capital Works Program
- 5-Year Corporate Business Plan
- 10-Year Strategic Community Plan
- 10-Year Strategic Financial Plan
- Annual Budget
- Annual collection for non-public sector authorities
- Annual Financial Report
- Annual Report
- Benefits Realisation Program
- City of Joondalup website redevelopment project — phase 2
- Compliance Audit Return
- Core system replacement project (Project Axiom)
- Council policies — development and review
- Customer satisfaction survey
- Community perceptions survey
- Delegated Authority Manual review
- Elected Member attraction
- Elected Member induction program
- Elected Member strategic development session
- Governance Framework
- Local government elections
- Local government reform
- Privacy and Responsible Information Sharing reforms
- Recordkeeping Plan
- Strategic Community Reference Group
- Strategic Position Statements
- Submissions to State and Federal Governments
- Ward boundary review

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
Leadership	• Full time employees per 1,000 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

Key priorities for FY2026–27

The following projects and initiatives have been identified by the Council as key priorities for FY2026–27.

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 FY2026–27. Note only those capital works projects with reportable actions for FY2026–27 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	• Heathridge Park redevelopment • MacNaughton Park Clubroom facility upgrade • Sorrento Surf Life Saving Club redevelopment
Environment	• Joondalup City Centre lighting
Place	• Eddystone Avenue — Joondalup Drive to Honeybush Drive • Greenwood north-east cluster parks revitalisation • Hepburn Avenue — Lilburne Avenue and Walter Padbury Boulevard • Hepburn Avenue/Moolanda Boulevard roundabout construction • Hillarys cycle network expansion • Joondalup Drive/Hodges Drive intersection upgrade • Northshore Drive boulevard treatment • Whitfords Avenue/Craigie Leisure Centre/Pinnaroo Valley Memorial roundabout design
Economy	• Burns Beach — cafés/kiosks/restaurants • Burns Beach Coastal Node redevelopment

Key non-capital projects and initiatives

Non-capital projects and initiatives are listed in this plan. The following lists the key non-capital projects and initiatives for FY2026–27. 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	• Community Safety Plan • Dog Management Plan • Hillarys Dog Beach — asbestos management • Joondalup performing arts centre
Environment	• Coastal Hazard Risk Management and Adaptation Plan • Future waste disposal options
Place	• Local Planning Strategy review • Ocean Reef Marina
Leadership	• Core system replacement project (Project Axiom) • Privacy and Responsible Information Sharing reforms

1 Community

Our goal

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

Your outcomes

1-1 Healthy and safe

You feel healthy and safe in your local community.

1-2 Inclusive and connected

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

1-3 Active and social

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

1-4 Artistic and creative

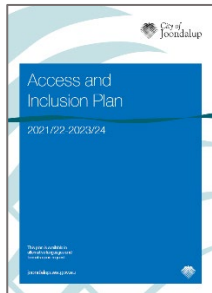
You celebrate, support and participate in art and events in your local area.

1-5 Cultural and diverse

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

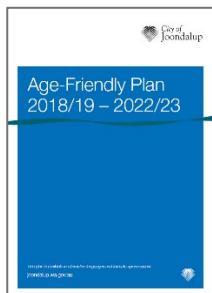
Plans, strategies and frameworks

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.



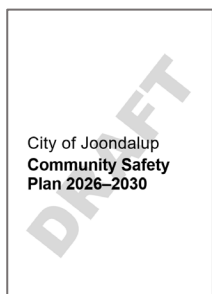
Access and Inclusion Plan 2021/22–2023/24

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 FY2026–27.



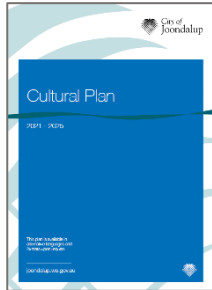
Age-Friendly Plan 2018/19–2022/23

The Age-Friendly Plan articulates our commitment to fostering active ageing environments, where opportunities for health, wellbeing, security and participation are maximised to achieve optimal quality of life. The plan addresses the localised needs of an ageing population through the development of effective actions related to the physical and social environment. Despite the extension beyond the originally published timeframe, this plan continues to be operational and meets the City's legislative obligations in this area. This plan will be reviewed in FY2026–27.



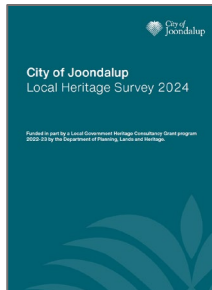
Community Safety Plan 2026–2030

The Community Safety Plan addresses 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.



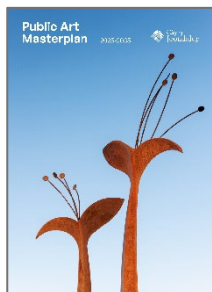
Cultural Plan 2021–2025

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. Review of this plan is due; however, it is not scheduled for FY2026–27 due to financial constraints.



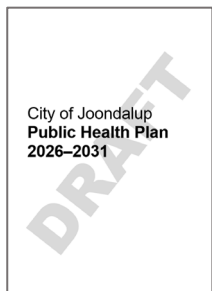
Local Heritage Survey 2024

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.



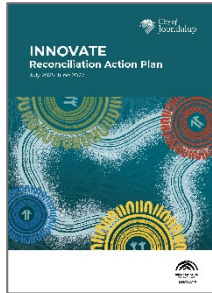
Public Art Masterplan 2025–2035

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.



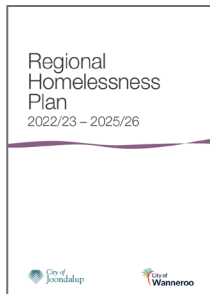
Public Health Plan 2026–2031

The Public Health Plan responds to local health risks and establishes objectives and policy priorities for the promotion and protection of public health in the City. The plan is a requirement of the *WA Public Health Act 2016*.



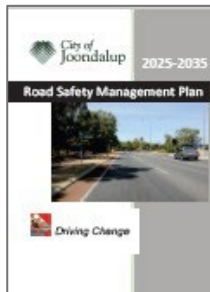
Reconciliation Action Plan 2025–2027

The Reconciliation Action Plan sets out the City of Joondalup'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.



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.



Road Safety Management Plan 2025–2035

The Road Safety Management Plan identifies specific actions, responsibilities and measures to promote safer roads across the City. The plan was developed in accordance with the State Government's Local Government Road Safety Management Planning Process Guide.

Performance measures

Measure	Target/trend	Collection frequency
Percentage of the community who report feeling safe in their local community	Maintain baseline plus increasing trend*	Biennial
City of Joondalup Liveability Score	To be determined	Annual
Percentage of the community satisfied with the accessibility and inclusion available to them within the community	Maintain baseline plus increasing trend*	Biennial
Net Promoter Score — Craigie Leisure Centre	35	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
Animal management	Promote and support responsible pet ownership and compliance with the <i>Dog Act 1976</i> , <i>Cat Act 2011</i> , and subsidiary legislation.
Environmental health	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.
Graffiti removal	Remove graffiti from public spaces to minimise the impact of criminal damage and promote safe and welcoming neighbourhoods.
Public areas CCTV	Operate and manage the City's CCTV network to deter criminal, anti-social and suspicious activity.
Responsible pet ownership — schools' education program	Deliver scheduled activities and events as part of the responsible pet ownership — schools' education program to local schools.
Road safety education program	Deliver scheduled activities and events as part of the road safety education program to schools and the broader community.
Swimming pool inspections	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 FY2026–27

Project/initiative	Milestones for FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Community Safety Plan* A plan that addresses community safety issues across the City, including parking management, animal management, CCTV, graffiti removal and community amenity. The plan 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	• Deliver scheduled actions from the Community Safety Plan 2026–2030 for the quarter.			
	Q2	• Deliver scheduled actions from the Community Safety Plan 2026–2030 for the quarter.			
	Q3	• Deliver scheduled actions from the Community Safety Plan 2026–2030 for the quarter.			
	Q4	• Deliver scheduled actions from the Community Safety Plan 2026–2030 for the quarter.			
Dog Management Plan* A plan that guides the City's approach to managing dogs within the district, including legislative and regulatory instruments, behavioural management, and community education and awareness.	Q1	• Present the draft Dog Management Plan 2026–2036 to Council seeking endorsement • Deliver scheduled actions from the Dog Management Plan 2026–2036 for the quarter.			
	Q2	• Deliver scheduled actions from the Dog Management Plan 2026–2036 for the quarter.			
	Q3	• Deliver scheduled actions from the Dog Management Plan 2026–2036 for the quarter.			
	Q4	• Deliver scheduled actions from the Dog Management Plan 2026–2036 for the quarter.			
Hillarys Dog Beach — asbestos management* 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 FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Local laws Local laws made under the WA <i>Local Government Act 1995</i> and subsidiary legislation to cover matters considered necessary for the good government of the City. Local laws are reviewed every 15 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.				
Public Health Plan A plan that responds to local health risks and establishes objectives and policy priorities for the promotion and protection of public health in the City. The plan is a requirement of the WA <i>Public Health Act 2016</i> .	Q1	• Deliver scheduled actions from the Public Health Plan.				
	Q2	• Deliver scheduled actions from the Public Health Plan.				
	Q3	• Deliver scheduled actions from the Public Health Plan.	●	●	●	●
	Q4	• Deliver scheduled actions from the Public Health Plan.				
Road Safety Management Plan A plan that identifies specific actions, responsibilities and measures to promote safer roads across the City. The plan was developed in accordance with the State Government's Local Government Road Safety Management Planning Process Guide.	Q1	• Deliver scheduled actions from the Road Safety Management Plan 2025–2035.				
	Q2	• Deliver scheduled actions from the Road Safety Management Plan 2025–2035.				
	Q3	• Deliver scheduled actions from the Road Safety Management Plan 2025–2035.	●	●	●	●
	Q4	• Deliver scheduled actions from the Road Safety Management 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
Age-friendly initiatives	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.
Communities in-Focus program	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.
Community Transport program	Deliver the Community Transport program to eligible community members and provide affordable transport from the home to local shopping centres and libraries.
Youth development initiatives	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 FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Access and Inclusion Plan A plan which contributes towards the creation of accessible and inclusive communities through the provision and improvement of services, events, processes, and spaces for the community. Access and inclusion plans are a requirement of all local governments under the <i>WA Disability Services Act 1993</i> .	Q1	- Deliver activities from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. - Present the Access and Inclusion 2021/22–2023/24 Annual Progress Report to the Department of Communities.				
	Q2	- Deliver activities from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. - Present the Access and Inclusion 2021/22–2023/24 Annual Progress Report to Council for noting.	●	●	●	●
	Q3	Deliver activities from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.				
	Q4	Deliver activities from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.				

Project/initiative	Milestones for FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Age-Friendly Plan A plan which articulates the City's commitment to fostering active ageing environments, where opportunities for health, wellbeing, security and participation are maximised to achieve optimal quality of life.	Q1	• Deliver scheduled actions from the Age-Friendly Plan 2018/19-2022/23 for the quarter.						
	Q2	• Deliver scheduled actions from the Age-Friendly Plan 2018/19-2022/23 for the quarter. • Present the Age-Friendly Plan Annual Progress Report to Council for noting.			●	●	●	●
	Q3	• Deliver scheduled actions from the Age-Friendly Plan 2018/19-2022/23 for the quarter.						
	Q4	• Deliver scheduled actions from the Age-Friendly Plan 2018/19-2022/23 for the quarter.						
Community Development Strategy A new strategy that will guide the integrated delivery of City programs and infrastructure that support community development, youth development, access and inclusion, and age-friendly communities.	Q1	• Progress the development of the Community Development Strategy 2026–2030.						
	Q2	• Progress the development of the Community Development Strategy 2026–2030.						
	Q3	• Present the draft Community Development Strategy 2026–2030 to Elected Members seeking feedback.			●	●	●	●
	Q4	• Present the draft Community Development Strategy 2026–2030 to Council seeking endorsement.						
Community Funding Program A funding program intended for the delivery of community-initiated projects, programs and events that benefit the City of Joondalup community.	Q1	• Advertise round 1 of the Community Funding Program and deliver information workshops.						
	Q2	• Evaluate the submissions received and provide recommendations for round 1 of the Community Funding Program.						
	Q3	• Issue the funding agreements and payments for successful applicants of round 1 of the Community Funding Program. • Advertise round 2 of the Community Funding Program and deliver information workshops.			●	●	●	●
	Q4	• Evaluate the submissions received and provide recommendations for round 2 of the Community Funding Program. • Issue the funding agreements and payments for successful applicants of round 2 of the Community Funding Program.						

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Corporate Sponsorship Program A funding program intended for the delivery of accessible events, programs and activities, held within the City.	Q1	- Open Round 1 of the Corporate Sponsorship Program. - Evaluate submissions received and provide recommendations for Round 1 of the Corporate Sponsorship Program.				
	Q2	- Present applicants for funding greater than \$10,000 to Council for consideration. - Issue funding agreements for successful applicants of Round 1 of the Corporate Sponsorship Program.	●	●	●	●
	Q3	Open Round 2 of the Corporate Sponsorship Program if there are remaining funds available in the Corporate Sponsorship budget.				
	Q4					
Regional Homelessness Plan A joint plan with the City of Wanneroo which includes a series of actions that demonstrate the Cities' commitment to ensuring people at-risk of experiencing homelessness have the optimum opportunity to improve their circumstances.	Q1	Deliver scheduled actions from the Regional Homelessness Plan for the quarter.				
	Q2	Deliver scheduled actions from the Regional Homelessness Plan for the quarter.				
	Q3	Deliver scheduled actions from the Regional Homelessness Plan for the quarter.	●	●	●	
	Q4	Deliver scheduled actions from the Regional Homelessness Plan for the quarter.				

Outcome 1-3 Active and social

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

Key capital works projects

Capital works project	Suburb	Planned completion*	Total project budget
Heathridge Park redevelopment This project will redevelop the facilities at Heathridge Park, including refurbishment of the existing Heathridge Community 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 FY2026–27, the detailed design for the new community sporting facility will be completed, and the procurement process will commence.	Heathridge	FY2029–30	\$15,644,700
MacNaughton Park Clubroom facility upgrade This project will upgrade the MacNaughton Park Clubroom facility and will include the potential construction of a new facility to provide meeting rooms, toilets, changerooms, universal access toilets and additional storage. In FY2026–27, the detailed design will be completed, and the procurement process will commence.	Kinross	FY2028–29	\$2,940,164
Sorrento Surf Life Saving Club redevelopment 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 FY2026-27, subject to Council decision, construction will commence on the community facilities component of the project.	Sorrento	FY2027–28	\$19,303,800

*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
Craigie Leisure Centre health and fitness programs	Deliver a range of programs at Craigie Leisure Centre to promote health and fitness, including gym memberships, group fitness, leisure and aquatics programs.
Library programs, activities and events	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.
Library services	Provide library resources and services at City of Joondalup libraries and online, and provide safe, flexible, and accessible spaces for the community.
Sport and recreation development	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 FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Libraries Strategy 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	• Commence development of the draft Libraries Strategy.						
	Q2	• Present the draft Libraries Strategy to Elected Members.						
	Q3							
	Q4							

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
Art collection maintenance and acquisitions	Manage the City's Art Collection, including acquisition, maintenance and management.
Arts development program	Deliver the annual program of community arts development activities, including the Community Funding, and Connecting Creatives database.
Cultural events program	Deliver the annual program of cultural events that offer access to the arts for the local community and brings visitors to the region.
Public art projects	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.
Visual arts exhibition program and Joondalup Contemporary Art Gallery	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 FY2026–27

Project/initiative	Milestones for FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Joondalup performing arts centre* Investigations into an arts facility proposed for the hosting of performing arts and cultural events and other activities within the Joondalup City Centre.	Q1				
	Q1				
	Q1				
	Q1				
	Q1				

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
Aboriginal engagement and reconciliation	Establish, entrench, and promote the City's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.
Citizenship ceremonies	Deliver citizenship ceremonies in accordance with the Department of Home Affairs' guidelines.
Civic functions	Deliver scheduled civic functions that recognise the valuable contributions of key City stakeholders.
Local history service	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 FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Reconciliation Action Plan A plan that sets out the City of Joondalup's commitment to reconciliation and engagement with Aboriginal and Torres Strait Islander peoples. The plan gives the City an opportunity to think deeply about what reconciliation means to the organisation and community, and implement a Reconciliation Action Plan that is localised, unique and leaves an effect of lasting change.	Q1	- Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter. - Submit the Reconciliation Action Plan 2025–2027 Impact Survey to Reconciliation Australia.			
	Q2	- Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter. - Present the Reconciliation Action Plan 2025–2027 Annual Progress Report to Council for noting.			
	Q3	Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.			
	Q4	Deliver scheduled actions from the Reconciliation Action Plan 2025–2027 for the quarter.			

2 Environment

Our goal

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

Your outcomes

2-1 Managed and protected

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

2-2 Clean and sustainable

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

2-3 Responsible and efficient

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

2-4 Resilient and prepared

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

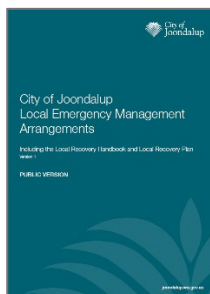
Plans, strategies and frameworks

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.



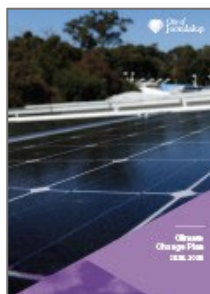
Bushfire Risk Management Plan 2025–2027

The Bushfire Risk Management Plan provides an ongoing strategic approach to the management of bushland areas to reduce the incidence of fire within the City.



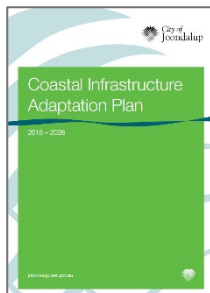
City of Joondalup Local Emergency Management Arrangements

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*.



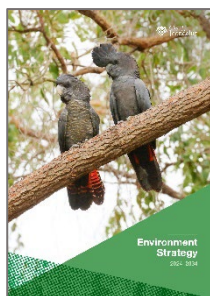
Climate Change Plan 2025–2035

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.



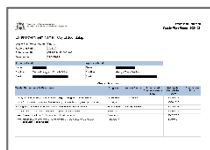
Coastal Infrastructure Adaptation Plan 2018–2026

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.



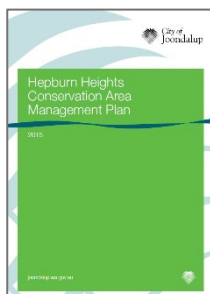
Environment Strategy 2024–2034

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.



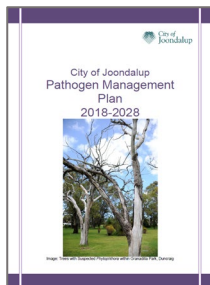
Local Government Waste Plan — City of Joondalup

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



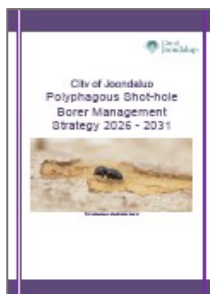
Natural Area Management Plans

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



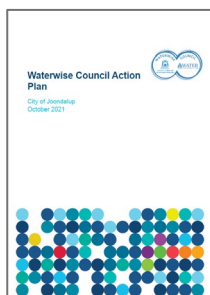
Pathogen Management Plan 2018–2028

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



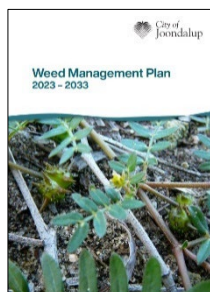
Polyphagous Shot-hole Borer Management Strategy 2026–2031

The Polyphagous Shot-hole Borer Management Strategy provides a clear, coordinated framework for how the City of Joondalup will respond to the ongoing threat posed by Polyphagous Shot-hole Borer to its urban forest, biodiversity, and community amenity.



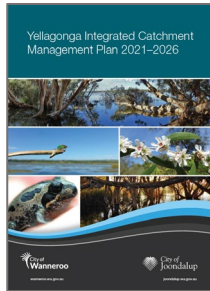
Waterwise Council Action Plan 2026–2031

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.



Weed Management Plan 2023–2033

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



Yellagonga Integrated Catchment Management Plan 2021–2026

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

Performance measures

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

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

Outcome 2-1 Managed and protected

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

Capital works programs

Program	Expenditure for FY2026–27	Revenue for FY2026–27
Park and public open space		
Foreshores and natural areas program	\$1,515,011	\$697,338

Ongoing programs and activities

Program/activity	Ongoing actions
Midge monitoring	Monitor midge larvae populations and provide treatments, as required, to mitigate nuisance adult midge at Lake Goollelal and Lake Joondalup.
Natural areas maintenance	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 FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Natural area management (major conservation) Natural area management initiatives for protecting and enhancing biodiversity values across the City's major conservation natural areas.	Q1	- Engage a consultant to undertake a flora survey and vegetation condition assessment in Iluka-Burns Beach Foreshore Reserve (Iluka and Burns Beach). - Engage a consultant to deliver quenda monitoring in Craigie Bushland (Craigie).			
	Q2	●	●	●	●
	Q3				
	Q4	Present the outcomes of the flora surveys and quenda monitoring to Elected Members.			

Project/initiative	Milestones for FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Yellagonga Catchment management Projects delivered in partnership with the City of Wanneroo and the Department of Biodiversity, Conservation and Attractions to improve the Yellagonga Catchment, in accordance with the Yellagonga Integrated Catchment Management Plan.	Q1	- Deliver scheduled projects from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. - Commence 5-year review of Yellagonga Integrated Catchment Management Plan in partnership with City of Wanneroo.						
	Q2	- Deliver scheduled projects from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. - Finalise 5-year review of Yellagonga Integrated Catchment Management Plan and provide an updated plan to Elected Members.				●	●	●
	Q3	Deliver scheduled projects from the Yellagonga Integrated Catchment Management Plan 2027–2031 for the quarter.						
	Q4	Deliver scheduled projects from the Yellagonga Integrated Catchment Management Plan 2027–2031 for the quarter.						

Outcome 2-2 Clean and sustainable

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

Ongoing programs and activities

Program/activity	Ongoing actions
Bulk waste collection and processing	Deliver on-demand bulk hard waste and greens waste collection and processing for residential properties.
Environmental education program	Deliver scheduled activities and events as part of the environmental education program to residents, schools, businesses and the broader community.
Illegal dumping	Respond to reports from the community about illegally dumped waste in public areas.
Litter collection	Undertake scheduled collection and disposal of public area litter by hand.
Waste collection and processing	Deliver weekly collection and disposal of kerbside domestic waste, and fortnightly collection and processing of domestic recycling and greens for residential properties
Waste education program	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 FY2026–27

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Food organics, garden organics (FOGO) bin service A new food organics, garden organics (FOGO) bin service for residential waste service delivery.	Q1		●			
	Q2					
	Q3	• Review the outcomes of the Mindarie Regional Council's food organics, garden organics (FOGO) bin service joint tender process.				
	Q4	• Present a report to Council seeking direction on the future delivery of a food organics, garden organics (FOGO) bin service.				

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Future waste disposal options* Investigations into future waste disposal options following the closure of the Tamala Park landfill operation.	Q1					
	Q2					
	Q3	• Review the outcomes of the Mindarie Regional Council's Waste to Energy joint tender process for implications on future waste disposal options for the City.	●	●		
	Q4	• Present a report to Council seeking direction on future waste disposal options.				
Waste to Energy solution A new regional facility that will convert waste products into energy which can then be used directly, or further converted into products, such as electricity or synthetic fuels.	Q1					
	Q2					
	Q3	• Review the outcomes of the Mindarie Regional Council's Waste to Energy joint tender process. • Present a report to Council seeking direction on the preferred option for appointing a Waste to Energy provider.	●			
	Q4	• Develop and advertise a request for tender to deliver a Waste to Energy solution (if directed by Council).				

Outcome 2-3 Responsible and efficient

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

Key capital works projects

Capital works project	Suburb	Planned completion*	Total project budget
Joondalup City Centre lighting 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 FY2026-27, the detailed design will be completed, and construction will commence.	Joondalup	FY2028–29	\$2,200,000

*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
Energy management	Manage the City's energy consumption to minimise environmental impact and realise economic savings.
Groundwater management	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.
Scheme water management	Manage the scheme water on City-owned and managed land to reduce consumption.

Non-capital projects and initiatives

Project/initiative	Milestones for FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Joondalup Lighting Initiative 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.						

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Streetlight ownership review 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.				
Waterwise Council Program 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	• Deliver scheduled actions from the Waterwise Council Action Plan 2026–2031 for the quarter.				
	Q2	• Deliver scheduled actions from the Waterwise Council Action Plan 2026–2031 for the quarter. • Present the Waterwise Council Action Plan Annual Report to the Water Corporation seeking re-endorsement as a Waterwise Council.	●	●	●	●
	Q3	• Deliver scheduled actions from the Waterwise Council Action Plan 2026–2031 for the quarter.				
	Q4	• Deliver scheduled actions from the Waterwise Council Action Plan 2026–2031 for the quarter.				

Outcome 2-4 Resilient and prepared

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

Ongoing programs and activities

Program/activity	Ongoing actions
Bushfire community education program	Deliver scheduled initiatives as part of the bushfire community education program to residents, schools, community groups, businesses and the broader community.
Bushfire hazard reduction program	To be provided.
Coastal monitoring	Monitor changes to the City's shoreline to inform coastal hazard management planning and actions.
Emergency management	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.
Firebreak inspections	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 FY2026–27

Project/initiative	Milestones for FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Bushfire Risk Management Plan A plan which provides an ongoing strategic approach to the management of bushland areas to reduce the incidence of fire within the City.	Q1	• Implement treatments identified in the Bushfire Risk Management Plan 2025–2027.			
	Q2	• Implement treatments identified in the Bushfire Risk Management Plan 2025–2027.			
	Q3	• Implement treatments identified in the Bushfire Risk Management Plan 2025–2027.			
	Q4	• Implement treatments identified in the Bushfire Risk Management Plan 2025–2027.			

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Climate Change Plan A plan which guides the City’s climate change mitigation and adaptation actions across a range of areas relevant to local government, including infrastructure, assets, health services, water management, emergency management, urban forest and the natural environment.	Q1	• Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.				
	Q2	• Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.				
	Q3	• Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.	●	●	●	●
	Q4	• Deliver scheduled actions from the Climate Change Plan 2025–2035 for the quarter.				
Coastal Hazard Risk Management and Adaptation Plan* 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	• Deliver scheduled actions from the CHRMAP Project Plan including CHRMAP Community Reference Group and CHRMAP Technical Steering Group meetings, as required.				
	Q2	• Deliver scheduled actions from the CHRMAP Project Plan including CHRMAP Community Reference Group and CHRMAP Technical Steering Group meetings, as required.				
	Q3	• Deliver scheduled actions from the CHRMAP Project Plan including CHRMAP Community Reference Group and CHRMAP Technical Steering Group meetings, as required.	●	●	●	●
	Q4	• Deliver scheduled actions from the CHRMAP Project Plan including CHRMAP Community Reference Group and CHRMAP Technical Steering Group meetings, as required.				

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

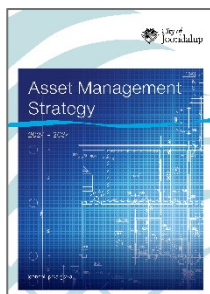
You have access to quality public open spaces and enjoy appealing streetscapes.

3-4 Functional and accessible

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

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.



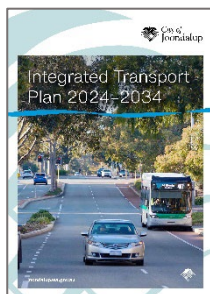
Asset Management Strategy 2024–2034

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.



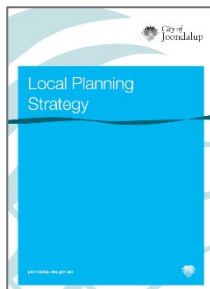
Bike Plan 2025–2035

The Bike Plan 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.



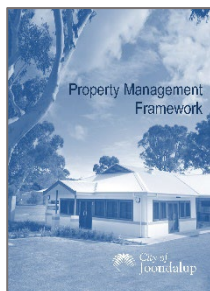
Integrated Transport Plan 2024–2034

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.



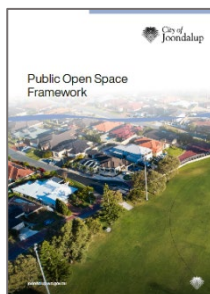
Local Planning Strategy

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. 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.



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

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 FY2026–27	Revenue for FY2026–27
Traffic management		
Blackspot program	\$2,962,000	\$2,936,000
Local traffic management program	\$115,000	\$–
Parking facilities program	\$100,000	\$–
Civil construction		
New paths program	\$1,180,000	\$1,000,000
Path replacement program	\$220,000	\$–
Road construction program	\$6,645,658	\$4,867,174
Road preservation and rehabilitation program	\$12,326,561	\$4,264,452

Key capital works projects

Capital works project	Suburb	Planned completion*	Total project budget
Eddystone Avenue — Joondalup Drive to Honeybush Drive This project will upgrade Eddystone Avenue from Joondalup Drive to Honeybush Drive. Works 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 FY2026–27, construction is expected to commence.	Joondalup	FY2026–27	\$2,038,650
Hepburn Avenue — Lilburne Avenue and Walter Padbury Boulevard 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. In FY2026–27, construction is expected to be completed.	Various	FY2026–27	\$3,857,868

Capital works project	Suburb	Planned completion*	Total project budget
Hepburn Avenue/Moolanda Boulevard roundabout construction This project will upgrade the Hepburn Avenue and Moolanda Boulevard intersection to a 2-lane roundabout, with pre-deflections on east and west leg approaches. Works will also include upgrades to lighting and pedestrian facilities. In FY2026–27, construction is expected to be completed.	Various	FY2026–27	\$1,913,000
Hillarys cycle network expansion This expansion is a joint project with the State Government and the Department of Transport, delivered by the City of Joondalup. 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 FY2026–27, construction of the northern section is expected to be completed.	Various	FY2026–27	\$8,098,529
Joondalup Drive/Hodges Drive intersection upgrade 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 FY2026–27, construction is expected to be completed.	Joondalup	FY2026–27	\$4,584,000
Northshore Drive boulevard treatment 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 FY2026–27, construction is expected to commence.	Kallaroo	FY2028–29	\$3,389,000
Whitfords Avenue/Craigie Leisure Centre/Pinnaroo Valley Memorial roundabout design 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 FY2026–27, construction is expected to commence.	Craigie	FY2028–29	\$4,500,000

*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
Active transport education program	Deliver scheduled activities and events as part of the active transport education program to schools and the broader community.
Drainage maintenance	Monitor and undertake maintenance of stormwater drainage assets across the City to ensure usability.
Local-area traffic management investigations	Manage traffic movement on local streets and networks through investigations and assessments to improve safety for road users.
Parking management	Manage parking and parking infrastructure across the City to ensure parking demands are met for residents, visitors and businesses.
Pathway maintenance	Monitor and undertake maintenance of pathways across the City's pathway network to ensure ongoing safety and usability.
Road maintenance	Monitor and undertake maintenance of roads across the City's road network to ensure ongoing safety and usability.
Transport liaison and advocacy	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 FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Bike Plan 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	• Deliver scheduled actions from the Bike Plan 2025–2035.			
	Q2	• Deliver scheduled actions from the Bike Plan 2025–2035.			
	Q3	• Deliver scheduled actions from the Bike Plan 2025–2035.			
	Q4	• Deliver scheduled actions from the Bike Plan 2025–2035.			
		●	●	●	●

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Electric vehicle position 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 FY2026–27.	●			
	Q2					
	Q3					
	Q4					
Joondalup City Centre multi-storey car park — business case 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	- Evaluate the expressions of interest submissions for the City Centre development (including car park component). - Present recommendations from the expressions of interest submissions for the City Centre development (including car park component) to Elected Members.				
	Q2	Undertake demand modelling, site analysis and options analysis for a second multi-storey car park in the Joondalup City Centre.				
	Q3	Prepare a financial evaluation, social return on investment and business case for a second multi-storey car park in the Joondalup City Centre.				
	Q4	Present the business case for a second multi-storey car park in the Joondalup City Centre to the Major Projects Finance Committee seeking feedback.				
Parking Supply and Management Plan A new plan that will guide how the City will supply and manage both on-street and off-street parking.	Q1	Commence investigation to inform the Parking Supply and Management Plan.	●			
	Q2	Commence development of the Parking Supply and Management Plan.				
	Q3	Progress development of the Parking Supply and Management Plan.				
	Q4	Present the Parking Supply and Management Plan to Council.				
Strategic transport planning 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
Building applications	Assess and determine certified and uncertified building permit applications received in accordance with the <i>Building Act 2011</i> and subsidiary legislation.
Development applications	Assess and determine development applications in accordance with the City's Local Planning Framework.
Development compliance	Investigate and take appropriate action in relation to development compliance requests.
Land purchase inquiries	Process land purchase inquiries received in accordance with the City's target timeframes.

Non-capital projects and initiatives

*Denotes key priority for FY2026–27

Project/initiative	Milestones for FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Joondalup Activity Centre Plan review 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	• Commence phase 1 of the Joondalup Activity Centre Plan review.						
	Q2	• Continue phase 1 of the Joondalup Activity Centre Plan review.						
	Q3	• Continue phase 1 of the Joondalup Activity Centre Plan review.			●	●	●	
	Q4	• Continue phase 2 of the Joondalup Activity Centre Plan review.						

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Local Planning Strategy review* A review of the City's Local Planning Strategy, including the Local Housing Strategy and Local Commercial Strategy, to ensure the ongoing applicability of the stated strategic direction for land use planning and development.	Q1	• Present outcomes of phase 3 and scope for phase 4 of the Local Planning Strategy review to the Policy Committee and Council.	●			
	Q2	• Commence phase 4 of the Local Planning Strategy review.				
	Q3	• Present the draft Local Planning Strategy to Council for endorsement.				
	Q4	• Provide the draft Local Planning Strategy to the Western Australian Planning Commission for approval to advertise.				
Warwick Precinct Structure Plan To prepare a precinct structure plan for the Warwick Activity Centre.	Q1	• Develop and advertise a request for tender to deliver a Warwick Precinct Structure Plan (if directed by Council). • Present a report to Council seeking approval for the preferred tender.	●			
	Q2	• Progress actions in accordance with the project plan.				
	Q3	• Progress actions in accordance with the project plan.				
	Q4	• Progress actions in accordance with the project plan.				

Outcome 3-3 Attractive and leafy

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

Capital works programs

Program	Expenditure for FY2026–27	Revenue for FY2026–27
Park and public open space		
Parks development program	\$1,655,707	\$660,707
Parks equipment program	\$2,419,579	\$112,329
Streetscape enhancement program	\$544,262	\$–
Civil construction		
Lighting program	\$1,613,494	\$642,000
Stormwater drainage program	\$300,000	\$–

Key capital works projects

Capital works project	Suburb	Planned completion*	Total project budget
Greenwood north-east cluster parks revitalisation 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 FY2026–27, works in Filbert Park are expected to commence.	Greenwood	FY2027–28	\$1,061,414

*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
Public open space maintenance	Deliver maintenance programs which enhance aesthetic appeal, whilst maintaining functionality for recreation and sporting activities.
Urban forest management	To be provided.
Weed management	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 FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Active reserve and community facility review A 3-yearly review of the City’s sports parks and community venues to inform capital works programming and recommendations for future refurbishments and upgrades.	Q1	• Commence the active reserve and community facility review.						
	Q2	• Continue the active reserve and community facility review.						
	Q3	• Complete the active reserve community facility review.					●	
	Q4	• Draft a report of the findings for the active reserve and community facility review.						

Outcome 3-4 Functional and accessible

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

Capital works programs

Program	Expenditure for FY2026–27	Revenue for FY2026–27
Buildings and facilities		
Building construction works program	\$2,260,000	\$390,000
Major projects program	\$16,137,206	\$7,710,000

Ongoing programs and activities

Program/activity	Ongoing actions
Building maintenance program	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.
City land portfolio management	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.
Club funded upgrade applications	Assess and process club funded upgrade applications for infrastructure improvements by hirers and lessees.
Community venue management	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.
Leases and licences	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 FY2026–27

Project/initiative	Milestones for FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Club Night Lights Program and Community Sporting and Recreation Facilities Fund Programs that seek State Government funding contributions to upgrade sports infrastructure in sports parks for improved usability and access for sports training and games.	Q1	• Progress applications in accordance with the grant funding program schedules.			
	Q2	• Progress applications in accordance with the grant funding program schedules.			
	Q3	• Progress applications in accordance with the grant funding program schedules.			
	Q4	• Progress applications in accordance with the grant funding program schedules.			
Joondalup City Centre land optimisation Investigations into future land development opportunities for City-owned land in the Joondalup City Centre.	Q1	• Progress actions towards preparing business case/s for land development opportunities in the Joondalup City Centre. • Present reports to Elected Members on the progress and status of the project as required.			
	Q2	• Progress actions towards preparing business case/s for land development opportunities in the Joondalup City Centre. • Present reports to Elected Members on the progress and status of the project as required.			
	Q3	• Progress actions towards preparing business case/s for land development opportunities in the Joondalup City Centre. • Present reports to Elected Members on the progress and status of the project as required.			
	Q4	• Progress actions towards preparing business case/s for land development opportunities in the Joondalup City Centre. • Present reports to Elected Members on the progress and status of the project as required.			

Project/initiative	Milestones for FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Ocean Reef Marina* Construction of a world-class waterfront precinct providing recreational, tourism, residential and boating facilities. This project is being managed by DevelopmentWA with support and contributions provided by the City.	Q1 • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required.				
	Q2 • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required.	●	●	●	●
	Q3 • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required.				

Project/initiative	Milestones for FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
	Q4 • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Coordinate feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required.				

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.

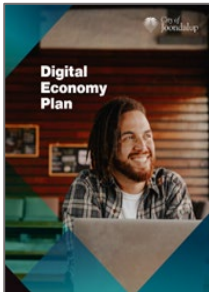
Plans, strategies and frameworks

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.



Digital Economy Plan

The Digital Economy Plan outlines the digital future we could achieve through a set of strategies and actions. The plan addresses key priority actions, including delivering capacity-building programs for local businesses, and potential for establishing virtual and physical spaces that create opportunities for start-ups.



Expanding Horizons 2033 (Economic Development Strategy)

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.



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.



Investment Attraction Framework

The Investment Attraction Framework supports the City to develop targeted investment strategies to encourage private and public investment in the City of Joondalup. The framework defines a process to identify, prioritise and deliver key opportunities that can attract targeted public and private investment to Joondalup.



Joondalup City Centre Place Activation Plan 2022

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



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.

Performance measures

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

Outcome 4-1 Prosperous and local

You feel supported to grow your business in the City.

Ongoing programs and activities

Program/activity	Ongoing actions
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
Economic development	Deliver, partner and facilitate programs and activities to support the Economic Development Priorities outlined in the Economic Development Strategy.
Investment attraction	Develop targeted investment strategies to encourage private and public investment in the City of Joondalup. Identify, prioritise and deliver key opportunities that can attract targeted public and private investment to Joondalup.
Sector cluster groups	Host the Joondalup Joint Economic Development Initiative and other cluster group meetings that support our local strategic industries, and facilitate agreed actions with Joondalup businesses, economic stakeholders, neighbouring local governments and State Government agencies.

Non-capital projects and initiatives

Project/initiative	Milestones for FY2026–27	FY2027–28	FY2028–29	FY2029–30	FY2030–31
Expanding Horizons 2033 (Economic Development Strategy) minor review Undertake a minor review of Expanding Horizons 2033 (Economic Development Strategy).	Q1	• Present the draft minor review of the Expanding Horizons 2033 (Economic Development Strategy) to Elected Members for feedback.			
	Q2	• Present the minor review of Expanding Horizons 2033 (Economic Development Strategy) to Council for approval.	●		
	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
Burns Beach — cafés/kiosks/restaurants 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. In FY2026–27, the detailed design will be completed, and the procurement process will commence.	Burns Beach	FY2028–29	\$6,100,000
Burns Beach Coastal Node redevelopment As one of only eight Regional Parks in the City, Burns Beach Foreshore Park is a key attraction for both locals and visitors. This project will enhance the amenity, accessibility, and recreational opportunities at one of the City's most treasured coastal destinations. In FY2026–27, the main construction works begin, including the park upgrades, road and foreshore carpark. The road and carpark are scheduled to open in summer of FY2026–27 and the official park opening is scheduled to open in summer of FY2027–28.	Burns Beach	FY2027–28	\$7,500,000

*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
City-led place activation	Deliver and partner on City-led activities, events and projects that promote the activation of spaces and places important to the wellbeing of the community and economy.
Community-led place activation	Support community-led activities, events and projects that promote the activation of spaces and places important to the wellbeing of the community and economy.
Destination and visitor economy	Deliver, partner and facilitate programs and activities to support the economic development priorities outlined in Destination Joondalup 2021-2026.

Non-capital projects and initiatives

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Joondalup City Centre Place Activation Plan Review Undertake a review of the Joondalup City Centre Place Activation Plan 2022.	Q1					
	Q2					
	Q3	• Commence research and planning for the review of the Joondalup City Centre Place Activation Plan 2022.	●	●		
	Q4	• Prepare scope of works for the review of the Joondalup City Centre Place Activation Plan 2022.				

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

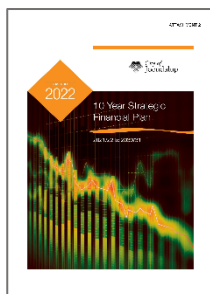
You are able to actively engage with the City and have input into decision-making.

5-4 Accountable and financially-sustainable

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

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.



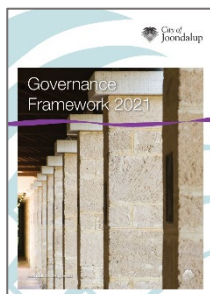
10-Year Strategic Financial Plan

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.



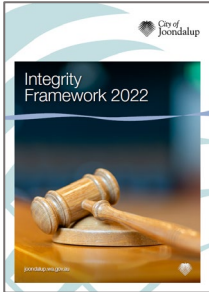
Advocacy Framework 2022

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.



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 FY2026–27.



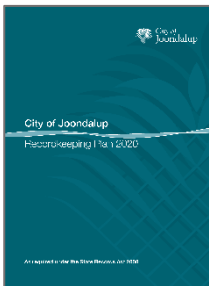
Integrity Framework 2022

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.



Internal Audit Plan 2023–2026

The Internal Audit Plan provides a systematic methodology that contributes to the overall assurance provided to management and the Audit and Risk Committee, that risks are appropriately identified, managed and controls are implemented and operating effectively.



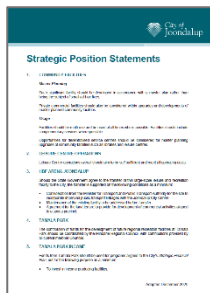
Recordkeeping Plan 2020

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 FY2026–27.



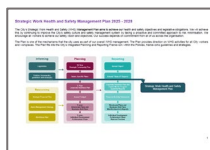
Risk Management Framework

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.



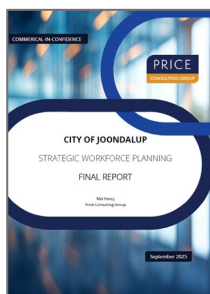
Strategic Position Statements

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.



Strategic Work Health and Safety Management Plan 2025–2028

The Strategic Work Health and Safety Management Plan 2025–2028 aims to achieve health and safety objectives and legislative obligations. This will be achieved by continuing to improve the City's safety culture and safety management system through a proactive and committed approach to risk minimisation. The plan delivers a coordinated approach to achieving the safety vision and objectives, supporting consistent performance and improved health and safety outcomes across the organisation.



Strategic Workforce Plan 2025–2030

The Strategic Workforce Plan 2025–2030 is designed to support achievement of the City's strategic goals, by ensuring we have the right people, with the right skills and knowledge, and in the right roles to achieve our priorities, supported by effective systems, tools and processes that enable their success. It outlines the long-term priorities for the City's workforce, aligned to our strategic goals, and sets measurable actions to achieve these priorities. It also facilitates the preparation of detailed budgets and a long-term financial plan that supports the delivery of efficient and affordable services.

Performance measures

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

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

Outcome 5-1 Capable and effective

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

Ongoing programs and activities

Program/activity	Ongoing actions
Business continuity program	Deliver scheduled activities for business impact assessments and risk control testing to ensure the City can continue to deliver services in times of crisis.
Elected Member training	Identify and promote training opportunities to Elected Members to assist and support them in performing their roles and responsibilities.
Employee recruitment and retention	Undertake recruitment activities for vacant roles, as required.
Employee training	Identify and facilitate training opportunities for City employees to ensure their skills remain up-to-date to meet the service needs of the community.
Integrity and conduct controls	Manage instruments, processes and structures within the City that foster integrity and help prevent fraud, corruption and misconduct.
Internal audit program	Undertake scheduled audits to provide assurance on the City's systems of internal controls, compliance and risk management processes.
Risk management program	Ensure the integration of good risk management practices within processes, planning, reporting and performance measurement.
Workplace health and safety	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 FY2026–27

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Core system replacement project (Project Axiom)* A core information technology solution for the City which will include a customer relationship management system, online customer portal, finance, and asset management system.	Q1	- Progress the development and implementation of the finance and supply chain management, works and assets, property and rating and customer engagement systems. - Provide update to Elected Members via Strategy Sessions and Major Projects and Finance Committee.	●	●		
	Q2	- Progress the development and implementation of the finance and supply chain management, works and assets, property and rating and customer engagement systems. - Provide update to Elected Members via Strategy Sessions and Major Projects and Finance Committee.				
	Q3	- Progress the development and implementation of the finance and supply chain management, works and assets, property and rating and customer engagement systems. - Provide update to Elected Members via Strategy Sessions and Major Projects and Finance Committee.				
	Q4	- Progress the development and implementation of the finance and supply chain management, works and assets, property and rating and customer engagement systems. - Provide update to Elected Members via Strategy Sessions and Major Projects and Finance Committee.				

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Delegated Authority Manual Review An annual review of the City's Delegated Authority Manual in accordance with the <i>Local Government Act 1995</i> to ensure the listed delegations continue to be appropriate.	Q1					
	Q2	- Undertake a review of the Delegated Authority Manual, with regard to the following Delegations, and present the outcomes to Council: 1.15 — Choice of acceptable tenders from an expression of interest 1.16 — Choice of Tender 1.19 — Disposing of Property 1.1.12 — Establishing of panels of pre-qualified suppliers 1.1.23 — Waiver of fees and granting concessions.	●	●	●	●
	Q3	Undertake a review of the Delegated Authority Manual.				
	Q4	Present the outcomes of the review of the Delegated Authority Manual to Council seeking adoption.				
Elected Member attraction A biennial program to attract quality candidates and increase candidate numbers for upcoming local government elections.	Q1	No milestones in FY2026–27	●		●	
	Q2					
	Q3					
	Q4					
Elected Member induction program A biennial induction program for Elected Members, delivered following each local government ordinary election, to introduce Elected Members to local government and provide information on their roles and responsibilities.	Q1	No milestones in FY2026–27				
	Q2					
	Q3		●		●	
	Q4					

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Elected Member strategic development session An annual development session for Elected Members to inform and guide leadership and strategic decision-making outside of the formal meeting process and procedures.	Q1					
	Q2					
	Q3	Deliver the Elected Member strategic development session.	●	●	●	●
	Q4					
Governance Framework 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	● Undertake a review of the Governance Framework and present the outcomes to Council for noting (subject to the implementation of local government reforms).		●		●
	Q4					
Local government elections Coordination of local government elections in accordance with the <i>Local Government Act 1995</i> and subsidiary legislation.	Q1					
	Q2					
	Q3	No milestones in FY2026–27	●		●	
	Q4					
Local government reform A program of major legislative, regulatory and policy changes to the Western Australian <i>Local Government Act 1995</i> and subsidiary legislation.	Q1	● Implement actions resulting from the State local government reform process, as required.				
	Q2	● Implement actions resulting from the State local government reform process, as required.				
	Q3	● Implement actions resulting from the State local government reform process, as required.	●	●	●	●
	Q4	● Implement actions resulting from the State local government reform process, as required.				

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Privacy and Responsible Information Sharing reforms* Implementation of new Western Australian legislation that will form the basis of privacy and responsible information sharing reforms. The reforms build on an extensive consultation process that commenced in 2019 to develop a model that is right for Western Australia.	Q1	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
Advocacy	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.
Grant funding	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 FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Council policies — development and review Policies that set Council's position in relation to identified matters of interest. Council Policies are adopted by Council and align with the vision, goals and outcomes of the City's 10-Year Strategic Community Plan.	Q1	• Develop new Council policies and review existing Council policies as scheduled by the Policy Committee.						
	Q2	• Develop new Council policies and review existing Council policies as scheduled by the Policy Committee.			●	●	●	●
	Q3	• Develop new Council policies and review existing Council policies as scheduled by the Policy Committee.						
	Q4	• Develop new Council policies and review existing Council policies as scheduled by the Policy Committee.						

Project/initiative	Milestones for FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Strategic Position Statements A standalone set of statements that articulate an agreed position on strategic matters of interest to the City of Joondalup. The purpose of the statements is to provide flexibility for the Council in capitalising on unplanned opportunities for external funding and investment, and to guide the development of future strategic planning documents where current gaps may exist.	Q1	• Confirm the scope and approach for the review of the Strategic Position Statements.						
	Q2	• Undertake the review of the Strategic Position Statements.						
	Q3	• Present outcomes of the review to Elected Members.						
	Q4	• Present the review of the Strategic Position Statements to Council.						
Submissions to State and Federal Governments 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.						
Ward boundary Review A 10-yearly review of ward boundaries, names and Councillor representation levels. Next review is due in 2031.	Q1	No milestones in FY2026-27.						
	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
City electronic communication	Manage the City's website, social media presence and regular eNewsletters to promote the City's successes, services and events to the community.
City publications	Develop and distribute a range of fortnightly, monthly, quarterly, and seasonal publications for identified target markets.
Community consultation	Deliver scheduled community consultation activities to seek feedback from the community to inform decision-making.
Complaints and compliments management	Manage written and verbal complaints and compliments about City services and provide satisfactory resolutions to customers.
Correspondence to the City	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.
Council meetings — community participation	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.
Customer care	Manage liaisons and points of contact provided to the City's customers via a range of communication channels, including telephone, email and in-person.
Freedom of information	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 FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
City of Joondalup website redevelopment project — phase 2 Redevelopment of the City of Joondalup's website to enhance accessibility, provide more efficient online services, and enhance the experience of users.	Q1	• Commence initial development and coding.				
	Q2	• Deploy improvements and new website features in the test environment.				
	Q3	• Undertake testing of new website features, including integration, system and user testing. • Conduct focus groups to gather user feedback and insights.	●			
	Q4	• Deploy final improvements and new website features in the live environment.				
Community perceptions survey A biennial telephone survey of the City's residents conducted by an independent consultant to measure community perceptions.	Q1	• Procure and appoint a consultant to deliver the community perceptions survey. • Collaborate with the consultant to refine the survey approach. • Deliver the survey and analyse results.				
	Q2	• Report key findings and present outcomes to Elected Members.		●		●
	Q3					
	Q4					
Customer satisfaction survey A biennial telephone survey of the City's residents conducted by an independent consultant to measure satisfaction with City services.	Q1					
	Q2					
	Q3	• Advertise and appoint a consultant to undertake a Customer Satisfaction Survey.	●		●	
	Q4	• Liaise with the appointed consultant to undertake data collection and prepare a report on the outcomes.				
Strategic Community Reference Group A reference group that provides input to Council on matters of significant community interest and strategic initiatives. The group consists of 12 community representatives, 3 youth representatives (aged 16–24 years) and 4 Elected Members.	Q1	• Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				
	Q2	• Conduct meetings of the Strategic Community Reference Group in accordance with the work plan. • Present the draft work plan for the 2027 calendar year to Council seeking endorsement.	●	●	●	●
	Q3	• Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				
	Q4	• Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				

Outcome 5-4 Accountable and financially-sustainable

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

Ongoing programs and activities

Program/activity	Ongoing actions
Asset inventory management	Undertake inventory audits to ensure inventory accuracy, and condition and performance assessments to assess remaining useful life for assets classes.
Asset revaluations and statutory reporting	Undertake revaluations for infrastructure assets in accordance with statutory requirements and coordinate the delivery of statutory reporting requirements for infrastructure assets.
Customer payments	Provide a range of payment methods that enable customers to pay the City for services and notices.
Procurement of goods and services	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 FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
10-Year Strategic Community Plan The overarching planning document that articulates the community's aspirations, vision and objectives over a 10-year period. The plan informs all of the City's other plans and services.	Q1					
	Q2	• Commence the major review of the Strategic Community Plan.				
	Q3	• Progress the major review of the Strategic Community Plan.	●		●	
	Q4	• Continue the major review of the Strategic Community Plan.				

Project/initiative	Milestones for FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
10-Year Strategic Financial Plan A high-level document that outlines the City's approach to delivering infrastructure and services to the community in a financially-sustainable and affordable manner.	Q1	- Update the 10-Year Strategic Financial Plan using the adopted Annual Budget FY2026–27 and Corporate Business Plan 2026–2030. - Review the 2025 Financial Sustainability Guiding Principles. - Undertake community consultation activities on the draft Rates and Revenue Council Policy, subject to regulations issued by the Department of Local Government, Industry Regulation and Safety.			●	●	●	●
	Q2	Present the 10-Year Strategic Financial Plan and the Financial Sustainability Guiding Principles to the Major Projects Finance Committee and Council for noting.						
	Q3	Use the 10-Year Strategic Financial Plan to provide direction to the annual budget process.						
	Q4	Use the 10-Year Strategic Financial Plan to provide direction to the annual budget process.						
5-Year Capital Works Program Development of a forward program of infrastructure works that provides detailed information on capital works projects planned for delivery over the next 5 years. The program has been developed to meet anticipated community infrastructure needs and the future development of the City.	Q1							
	Q2							
	Q3	Undertake budget workshops with Elected Members to inform preparation of the 5-Year Capital Works Program FY2027–28.			●	●	●	●
	Q4	- Continue to undertake budget workshops with Elected Members to inform preparation of the 5-Year Capital Works Program. - Present the 5-Year Capital Works Program FY2027–28 to Council seeking adoption.						
5-Year Corporate Business Plan The medium-term planning document which contains the priorities, principal strategies and activities that have been developed in response to the aspirations, vision and objectives in the 10-Year Strategic Community Plan.	Q1							
	Q2							
	Q3				●	●	●	●
	Q4	- Present the draft Corporate Business Plan 2027–2031 to Elected Members seeking feedback. - Present the draft Corporate Business Plan 2027–2031 to Council seeking adoption.						

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Annual Budget The City's formal budget statement which is developed in accordance with legislative requirements. The City develops the Annual Budget to align to the services, operations and projects contained within the 5-Year Corporate Business Plan and the long-term aspirations of the 10-Year Strategic Community Plan.	Q1					
	Q2					
	Q3	• Present a Revised Budget Report for FY2026-27 to Council seeking approval. • Undertake budget workshops with Elected Members to inform preparation of the Annual Budget FY2027-28.	●	●	●	●
	Q4	• Continue to undertake budget workshops with Elected Members to inform preparation of the Annual Budget FY2027-28. • Present the draft Annual Budget FY2027-28 to Council seeking adoption by 30 June.				
Public Sector Commission Annual Collection An annual collection of information to aid the Public Sector Commission and Director of Equal Opportunity in Public Employment in assessing the integrity, conduct and equal opportunity opportunities of the Western Australian government sector.	Q1					
	Q2					
	Q3	• Complete the Annual Collection Survey for the City.	●	●	●	●
	Q4	• Submit the Annual Collection Survey to the Public Sector Commission.				

Project/initiative	Milestones for FY2026–27				FY2027–28	FY2028–29	FY2029–30	FY2030–31
Annual Financial Report A report that shows how the City performed during the financial year, and the overall position at 30 June. The report is prepared by the City in accordance with Australian Accounting Standards as they apply to local government, and in accordance with legislative requirements. The report is certified by the Chief Executive Officer and audited by the Office of the Auditor General.	Q1	• Submit the draft Annual Financial Report FY2026–27 to the Office of the Auditor General by 30 September.						
	Q2	• Present the Audit Report and the audited Annual Financial Report FY2026–27 to the Audit and Risk Committee and Council seeking acceptance.						
	Q3	• Present the accepted Audit Report and the Annual Financial Report FY2026–27 to the Annual General Meeting of Electors.			●	●	●	●
	Q4							
Annual Report A report that provides an annual overview of the City's activities and information about organisational performance. The report informs the community and key stakeholders about achievements, challenges and future plans, and demonstrates the City's performance against the aspirations, vision and objectives of the 10-Year Strategic Community Plan.	Q1							
	Q2	• Present the Annual Report FY2025–26 to Council seeking acceptance.						
	Q3	• Present the accepted Annual Report FY2025–26 to the Annual General Meeting of Electors.			●	●	●	●
	Q4							
Benefits Realisation Program A program to report the financial and non-financial benefits of organisational improvements.	Q1							
	Q2	• Present the Benefits Realisation Program Progress Report to the Audit and Risk Committee.						
	Q3				●	●	●	●
	Q4	• Present the Benefits Realisation Program Progress Report to the Audit and Risk Committee.						

Project/initiative	Milestones for FY2026–27		FY2027–28	FY2028–29	FY2029–30	FY2030–31
Compliance Audit Return An annual audit of the City's compliance with various legislation, as determined each year by the Department of Local Government, Industry Regulation and Safety and in accordance with the <i>Local Government (Audit) Regulations 1996</i> .	Q1					
	Q2					
	Q3	• Prepare the Compliance Audit Return for 2026. • Present the Compliance Audit Return for 2026 to the Audit and Risk Committee and Council seeking endorsement. • Submit the endorsed Compliance Audit Return 2026 to the Department of Local Government, Industry Regulation and Safety.	●	●	●	●
	Q4					
Recordkeeping Plan A plan which sets out the City's approach to recordkeeping in accordance with the <i>State Records Act 2000</i> and subsidiary legislation. This includes archiving practices, retention periods and data security.	Q1					
	Q2					
	Q3	Submit revised Recordkeeping Plan to the State Records Office for review and approval.				
	Q4	Review feedback from State Records Office on revised Recordkeeping Plan and investigate corrective strategies.				●

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 Strategic Workforce Plan.

The Corporate Business Plan 2026-2030 includes milestones related to services, projects, and activities scheduled for the FY2026–27. These items have been included in the FY2026–27 Annual Budget.

It should be noted that not all projects listed in the Corporate Business Plan 2026-2030 are fully funded in the City's Strategic Financial Plan beyond what is currently planned and budgeted for in FY2026–27.

The following table shows our operating budget for FY2026–27, as adopted by Council.

Description	FY2026–27 budget
Rates	\$124,962,947
Operating grants, subsidies and contributions	\$9,343,360
Fees and charges	\$53,077,433
Interest earnings	\$8,960,042
Profit on asset disposals	\$370,046
Other revenue	\$588,591
Total operating revenue	\$197,302,419
Employee costs	\$86,206,269
Materials and contracts	\$70,551,437
Utility charges	\$8,109,596
Depreciation on non-current assets	\$34,865,476
Loss on asset disposals	\$51,289
Interest expenses	\$263,374
Insurance expenses	\$1,711,835
Other expenditure	\$1,760,373
Total operating expenditure	\$203,519,649

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.