



Annual Plan 2005/2006

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INTRODUCTION

The City has developed an Integrated Planning Framework, which is structured to ensure operational activities are being driven by the strategic priorities of the organisation. The Strategic Plan 2003 – 2008, a key component of this planning framework, is the overarching plan that provides direction for all activities and guides the development and provision of all the City's services and programs. The Strategic Plan outlines the City's Vision and Mission, and focuses on the four Key Focus Areas of:

- Community Wellbeing
- Caring for the Environment
- City Development
- Organisational Development

The Integrated Planning Framework is made up of a series of plans to implement the City's Vision *"To be a sustainable City and community that are recognised as innovative, unique and diverse."*

The Framework includes:

- The Strategic Plan - which provides broad future strategic directions for the City. It is Council's most important strategic document and contains strategic directions and objectives for the City as a whole.
- The Strategic Financial Plan - which provides a broad overview of the major projects, programs and resource requirements over the next 4 years (Currently being developed over a 20-year time horizon)
- The Annual Plan – which contains annual actions to achieve the vision of the Strategic Plan 2005 – 2008.
- Business Unit Plans – which contain details of the annual programs, services and activities for each business unit, and
- The Annual Budget.

The Council has an important role in developing and progressing strategies to promote a sustainable community and is responsible and accountable to the community. Regular quarterly progress reports on the Annual Plan 2005/06 will be provided and this will enable Council to measure the performance of the City– particularly in relation to its achievement of pre-determined outcomes and objectives, and capture the results of performance measurement and feed them back into the planning processes that then guide the organisation to make the necessary changes to its activities and operations and, (if necessary) make changes to its strategic outcomes and objectives.

The City has developed key performance indicators for the Strategic Plan and the performance of these are reported to Council on an annual basis. The cumulative effect of the key performance indicators against the Strategic Plan and the regular quarterly progress reports against the Annual Plan provide Council and the community with a full assessment of the City's progress against the overall vision in the Strategic Plan and the City's projects, programmes and activities.

Garry Hunt
Chief Executive Officer

DESCRIPTION & FUNCTION OF DIRECTORATES

OFFICE OF THE CEO

AUDIT & EXECUTIVE SERVICES

Audit and Executive Services oversee the operation of the CEO's office and provide executive support to the Chief Executive Officer and Executive Management Team. This Business Unit also coordinates management of major projects, risk management and internal audit.

The key activities of this Business Unit are:

- Executive Support
- Internal Audit
- Project Management
- Organisational Development

STRATEGIC & SUSTAINABLE DEVELOPMENT

Strategic and Sustainable Development has the responsibility for facilitating the future direction of the City of Joondalup and focuses, through a planning and performance reporting framework, the organisation's ability to achieve its social, environmental and economic goals.

The key activities of this Business Unit are:

- Strategic and Corporate Planning
- Policy Development
- Sustainable Environmental Development
- Economic Development

HUMAN RESOURCES

Human Resources provides an effective and professional human resource consultancy service to the City, facilitating change through delivery of Employer of Choice strategies and partnership with other Business Units in the management of their staff.

The key activities of this Business Unit are:

- Payroll
- Employee Relations
- Workforce Planning
- Recruitment
- Training
- Safety and Rehabilitation

MARKETING, COMMUNICATIONS & COUNCIL SUPPORT SERVICES

Marketing, Communications and Council Support Services manage public relations including media releases, advertising and branding within the City. The Business Unit also provides administrative support to the organisation, including management of records, freedom of information and Council agendas and minutes.

The key activities of this Business Unit are:

- Marketing
- Public Relations
- Customer Service
- Corporate Records
- Civic Functions
- Council Support

PLANNING AND COMMUNITY DEVELOPMENT DIRECTORATE

APPROVALS, PLANNING AND ENVIRONMENTAL SERVICES:

Approvals, Planning and Environmental Services guide and manage the safe and healthy development and growth of the City in accordance with statutory requirements, planning standards and practices, community needs and the City's overall strategic direction. The unit also provides advice, assistance and mediation in relation to the City's environmental health, planning and approvals services.

The key activities of this Business Unit are:

- Building Approvals
- Planning Approvals
- Urban Design and Policy
- Environmental Health

LIBRARY & INFORMATION SERVICES

Library and Information Services provide equitable access to full range of resources, services and facilities through four public libraries, located at Joondalup, Whitfords, Sorrento/Duncraig and Woodvale.

The key activities of this Business Unit are:

- Lending Services
- Non Lending Services
- Reference Service
- Local History Collection
- Community Education / School Liaison

COMMUNITY DEVELOPMENT SERVICES

Community Development Services plan and deliver a wide range of innovative and quality recreation, cultural and community services and programs to provide the local community and visitors with a safe and healthy lifestyle.

The key activities of this Business Unit are:

- Community Development
- Financial Counselling
- Community Transport
- Recreation
- Cultural Events
- Management of Leisure Centres

INFRASTRUCTURE AND OPERATIONS DIRECTORATE

INFRASTRUCTURE MANAGEMENT, RANGERS & CITY WATCH SERVICES

Infrastructure Management, Rangers & City Watch Services plan, design and manage the City's infrastructure assets. In addition, the Business Unit is responsible for enforcement of Council requirements and implementation of educational initiatives in relation to dog ownership, parking and other ranger services.

The key activities of this Business Unit are:

- Building Services
- Civil Infrastructure Planning and Programming
- Parks Landscaping
- Traffic Management
- Waste Management
- Capital Works
- Ranger Services
- Security Patrols
- Conservation Services

OPERATIONS SERVICES

Operations Services provides maintenance and minor construction activities associated with Council's assets comprising building, parks, roads, paths, drainage networks, foreshore reserves and natural environment.

The key activities of this Business Unit are:

- Building Maintenance
- Cleaning Services
- Minor Capital Works
- Parks, Reserves and Natural Areas Maintenance
- Maintenance and Roadwork Projects
- Streetscape Enhancement

CORPORATE SERVICES AND RESOURCE MANAGEMENT DIRECTORATE

FINANCIAL SERVICES

Financial Services is responsible for the overall control of the City's financial resources in accordance with relevant statutory requirements and policies of Council.

The key activities of this Business Unit are:

- Financial Planning
- Financial Reports
- Revenue Collection
- Financial System Management
- Insurance and Claims Management
- Accounts Payable

INFORMATION MANAGEMENT

Provides efficient, reliable and cost effective information systems and IT services to the City of Joondalup.

The key activities of this Business Unit are:

- IT Strategic Planning and IT Policy
- IT Consulting
- Selection, Implementation and Support of Application Systems
- Help Desk Services
- Management of Network Infrastructure

ASSETS AND COMMISSIONING

Provides the City with contract and procurement planning, advising appropriate strategies for implementation by the Business Units, and leads in the development and implementation of asset strategies for the City.

The key activities of this Business Unit are:

- Contract Administration
- Tendering
- Procurement Planning and Purchasing
- Asset Replacement
- Property Management

Note: This Structure is current as at July 2005 however it may be subject to change following a review of the Organisational Structure.

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME - THE CITY OF JOONDALUP IS RECOGNISED GLOBALLY AS A COMMUNITY THAT VALUES AND FACILITATES LIFELONG LEARNING

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
1.1 To develop, provide and promote a diverse range of lifelong learning opportunities.	1.1.1 To continue development of the City of Joondalup as a Learning City – plan for student growth.	LEARNING CITY PROJECT Learning City is a corporate project endorsed by Council's Economic Development Strategy. The objectives of this project are to: <ul style="list-style-type: none"> • Develop Joondalup as a Learning City • Consolidate the City's Partnership with the region's educational institutions • Facilitate the development of local employment around education as a sustainable industry. 	<ul style="list-style-type: none"> • Host official visit by delegates from Jinan - the City's Sister City and facilitate opportunities for increasing international education and training exchanges 	<ul style="list-style-type: none"> • Council endorsement of Joondalup/Jinan Relationship Plan 	<ul style="list-style-type: none"> • Endorsement of Joondalup/Jinan Implementation Plan • Review of the Learning City Strategy completed • Agreement gained from stakeholders to hold a Community Engagement Day • Learning City tours conducted with local schools 	<ul style="list-style-type: none"> • Implementation of relationship Plan • Endorsement of revised Learning City Strategy
	1.1.2 Continue learning precincts and the development of relationships with local stakeholders and service providers.	JOONDALUP LEARNING PRECINCT 	<ul style="list-style-type: none"> • Quarterly liaison meetings 	<ul style="list-style-type: none"> • Quarterly liaison meetings 	<ul style="list-style-type: none"> • Quarterly liaison meetings 	<ul style="list-style-type: none"> • Quarterly liaison meetings
	1.1.3 Support whole-of-life learning and creation of knowledge opportunities.	LIFE LONG LEARNING PROGRAM The City will continue to support the provision of lifelong learning opportunities to the community through its community education strategy and the delivery of programs such as: <ul style="list-style-type: none"> • Story time • Bookworm Club • Books on Wheels • Discovery Sessions • Seniors Circle and Seniors Games • School liaison/community education programs 	<ul style="list-style-type: none"> • Ongoing Lifelong Learning Programs delivered • School liaison/community education programs delivered 	<ul style="list-style-type: none"> • Ongoing Lifelong Learning Programs delivered • School liaison/community education programs delivered 	<ul style="list-style-type: none"> • Ongoing Lifelong Learning Programs delivered • School liaison/community education programs delivered • Complete Community Profiles • Community education strategy drafted 	<ul style="list-style-type: none"> • Ongoing Lifelong Learning Programs delivered • School liaison/community education programs delivered • Completion of community education strategy

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME - THE CITY OF JOONDALUP IS RECOGNISED GLOBALLY AS A COMMUNITY THAT VALUES AND FACILITATES LIFELONG LEARNING

			QUARTERLY MILESTONES			
OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
		IMPLEMENT LIBRARY DEVELOPMENT PLAN The Library Development Plan identifies the need to increase the usage of libraries by changing the traditional format and layout of the libraries to a genre based collection that is contemporary and appealing to users.		<ul style="list-style-type: none"> Complete expression of interest process for the upgrade of the interior of Whitford and Woodvale Libraries 	<ul style="list-style-type: none"> Commence implementation of the Genre Placement Project Complete community profile for Collection management Strategy 	<ul style="list-style-type: none"> Complete Genre replacement project Complete upgrade of the interior of Whitford and Woodvale Libraries

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME - THE CITY OF JOONDALUP IS A CULTURAL CENTRE.

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
1.2 To meet the cultural needs and values of the community.	1.2.1 Continue to enhance and create new cultural activities and events.	CULTURAL PROGRAM Through the Cultural Program, the City aims to deliver high quality cultural activities for the community that: <ul style="list-style-type: none"> • Are culturally enriching and entertaining, • Provide creative development opportunities, • Attract visitors to Joondalup and; • Promote Joondalup as a regional centre 	<ul style="list-style-type: none"> • NAIDOC Celebrations Week • Joondalup Eisteddfod • Invitation Art Award • Joondalup Art Award 	<ul style="list-style-type: none"> • Joondalup Night Markets • Joondalup Festival Workshops commenced. • Summer Concert Series Program published and distributed 	<ul style="list-style-type: none"> • Summer Concert Series • Little Feet Festival • Valentine Day Concert • Joondalup Festival • Joondalup Night Markets 	<ul style="list-style-type: none"> • Joondalup Community Art Exhibition • Sunday Serenades
	1.2.2 Create cultural facilities.	CULTURAL FACILITY During 2003 a preliminary cost estimate was obtained for the currently endorsed concept design for a 500-seat dance/drama theatre and a 200 seat small theatre Cultural Facility. The State Government recently announced its intention to build a Performing Arts Centre in Perth to replace the Playhouse Theatre. As a result the City will undertake a review of the project scope and intent to ensure that when complete, the facility is the appropriate type for the region and importantly, is affordable to the City.		<ul style="list-style-type: none"> • Settlement of land purchase • Payment of contribution of land purchase • Develop scope for landscape plan 	<ul style="list-style-type: none"> • Completion of landscape plan • Consultation 	<ul style="list-style-type: none"> • Review of Cultural Facility requirements undertaken • Commence Works

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME - THE CITY OF JOONDALUP PROVIDES SOCIAL OPPORTUNITIES THAT MEET COMMUNITY NEEDS

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
1.3 To continue to provide services that meet Changing needs of a diverse and growing community.	1.3.1 Provide leisure and recreational activities aligned to community expectations, incorporating innovative opportunities for today's environment. 1.3.2 Provide quality-of-life opportunities for all community members. 1.3.3 Provide support, information and resources.	COMMUNITY FUNDING PROGRAM In 2005/06 City will provide a total of \$106,000 in funding to eligible community and non-profit groups in four categories: <ul style="list-style-type: none"> • Community Services Fund - \$22,000 • Culture and the Arts Fund - \$22,000 • Sport and Recreation Fund - \$22,000 • Sustainable Development Fund - \$40,000 	<ul style="list-style-type: none"> • Implement first round of funding 	<ul style="list-style-type: none"> • Present report to Council with recommendations 	<ul style="list-style-type: none"> • Implement second round of funding 	<ul style="list-style-type: none"> • Present report to Council with recommendations
		COMMUNITY DEVELOPMENT PLAN The Community Development Plan is a working document, which identifies the needs of the City's community and proposes strategies and processes to meet these needs. The Community Development Plan comprises of the following six individual plans: <ul style="list-style-type: none"> • Cultural Plan • Children's Plan • Senior's Plan • Access & Inclusion Plan • Youth Plan • Leisure Plan 		<ul style="list-style-type: none"> • Draft Community Development Plan finalised • Draft Plan presented to Council 	<ul style="list-style-type: none"> • Community submissions on draft Plan invited 	<ul style="list-style-type: none"> • Community submissions analysed • Community Development Plan endorsed by Council

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME – THE CITY OF JOONDALUP IS A SAFE AND HEALTHY CITY

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY		MILESTONES	
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
1.4 To work with the community to enhance safety and security in a healthy environment.	1.4.1 Continue to implement the Safer Community Program	<p>AWARE PROGRAM STAGE 3</p> <p>The joint Cities of Joondalup & Wanneroo (CoW) program has been partly funded by Fire and Emergency Service Authority (FESA) for the development of community awareness of the Councils' role in management of emergencies.</p> <p>Note: Continuation of the AWARE Program beyond December 2005 subject to additional funding for the project</p>	<ul style="list-style-type: none"> Options for risk treatments determined in consultation with community. Appropriate treatment options for each risk assessed and prioritised 	<ul style="list-style-type: none"> Risk Treatment Plan developed Final report presented to FESA, the Cities of Joondalup & Wanneroo and the Local Emergency Management Committee. 		
		<p>IMPLEMENTATION OF THE SAFER COMMUNITY PROGRAM</p> <p>The Safer Community Program is a comprehensive campaign to keep our community safer through working in partnership with the Police, the community and with the development of a number of Safer Community initiatives</p> <p>Strategies include:</p> <p>Partnerships with the community</p> <ul style="list-style-type: none"> Education campaigns at schools Media campaigns Support to community organisations such as Neighbourhood Watch, Community Safer WA, Safety House <p>Graffiti Control</p> <ul style="list-style-type: none"> Removal of graffiti on residential properties Education campaigns Graffiti reporting <p>Urban Design</p> <ul style="list-style-type: none"> Ongoing reviews of public spaces, street lighting, public access ways, landscaping, building and infrastructure design 	<ul style="list-style-type: none"> Ongoing implementation of key strategies to enhance community safety. 	<ul style="list-style-type: none"> Ongoing implementation of strategies to enhance community safety. 	<ul style="list-style-type: none"> Ongoing implementation of strategies to enhance community safety. 	<ul style="list-style-type: none"> Ongoing implementation of strategies to enhance community safety.

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME – THE CITY OF JOONDALUP IS A SAFE AND HEALTHY CITY

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY				MILESTONES	
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006		
	1.4.2 Contribute to the protection of human health.	IMMUNISATION PROGRAM The City conducts free immunisation clinics with scheduled vaccines, for members of the community.	<ul style="list-style-type: none"> Scheduled mass immunisations delivered. Ongoing information and updates provided to the community 	<ul style="list-style-type: none"> Scheduled mass immunisations delivered. Ongoing information and updates provided to the community 	<ul style="list-style-type: none"> Scheduled mass immunisations delivered. Ongoing information and updates provided to the community 	<ul style="list-style-type: none"> Scheduled mass immunisations delivered. Ongoing information and updates provided to the community 		
		HEALTH RISK ASSESSMENTS The City's Environmental Health Officers undertake risk assessments of City businesses to ensure compliance with Health related legislation and to implement intervention strategies as early as possible to maintain an environment that maximises human health	<ul style="list-style-type: none"> Health assessments of specified local businesses conducted 	<ul style="list-style-type: none"> Health assessments of specified local businesses conducted 	<ul style="list-style-type: none"> Health assessments of specified local businesses conducted 	<ul style="list-style-type: none"> Health assessments of specified local businesses conducted 		
		ENVIRONMENTAL SANITATION SURVEY The City will work with the Department of Health & Department of Planning & Infrastructure to undertake a survey to ascertain any threats to the water quality for beach users in the Hillarys Boat Harbour	<ul style="list-style-type: none"> Field investigations conducted Survey findings reported 	<ul style="list-style-type: none"> Field investigations conducted Survey findings reported 	<ul style="list-style-type: none"> Field investigations conducted Survey findings reported 	<ul style="list-style-type: none"> Field investigations conducted Survey findings reported 		

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

OUTCOME – THE CITY OF JOONDALUP IS ENVIRONMENTALLY RESPONSIBLE IN ITS ACTIVITIES

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
2.1 To plan and manage our natural resources to ensure environmental sustainability	2.1.1 Maintain and protect natural assets to retain biodiversity	MIDGE STRATEGY The project involves implementation of the draft management strategy developed by the Department of Conservation and Land Management (CALM) in conjunction with the Cities of Joondalup and Wanneroo, the Water and Rivers Commission and the Water Corporation in the management of midge breeding in Lake Joondalup.	<ul style="list-style-type: none"> Midge population and trends in change monitored Appropriate intervention undertaken if necessary 	<ul style="list-style-type: none"> Midge population and trends in change monitored Appropriate intervention undertaken if necessary 	<ul style="list-style-type: none"> Midge population and trends in change monitored Appropriate intervention undertaken if necessary 	<ul style="list-style-type: none"> Midge population and trends in change monitored Appropriate intervention undertaken if necessary
	2.1.2 Further develop environmentally effective and energy-efficient programs	CITIES FOR CLIMATE PROTECTION PROGRAM (CCP) The Council for Local Environmental Initiatives set up this Program to address greenhouse issues. The CCP Program operates on a five - milestone framework. . The City has successfully achieved Milestone 4 and will now be working towards achievement of Milestone 5.	<ul style="list-style-type: none"> Funding for Milestone 5 secured from the Australian Greenhouse Office 	<ul style="list-style-type: none"> Project officer appointed and project plan approved 	<ul style="list-style-type: none"> Milestone 5 project implemented 	<ul style="list-style-type: none"> Milestone 5 results presented to Council
	2.1.3 Develop a coordinated environmental framework, including community education	INTEGRATED CATCHMENT MANAGEMENT PLAN This project is aimed at the development of an Integrated Catchment Management (ICM) plan that will provide a strategic and long-term approach to catchment management and the improvement of the health of the wetlands in the Yellagonga Regional Park.		<ul style="list-style-type: none"> Project Plan endorsed Memorandum of Understanding between project partners signed Project Manager appointed and implementation commenced 	<ul style="list-style-type: none"> Stakeholder workshops and community consultation commenced 	<ul style="list-style-type: none"> Strategies identified to address catchment management issues Development of draft ICM Plan commenced

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

OUTCOME – THE CITY OF JOONDALUP IS ENVIRONMENTALLY RESPONSIBLE IN ITS ACTIVITIES

			QUARTERLY MILESTONES			
OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
		FEASIBILITY STUDY FOR YELLAGONGA ENVIRONMENTAL CENTRE This project has been initiated in response to various proposals put forward for the development of an Environment Centre in the Yellagonga Regional Park. The State Government has given the City \$35,000 towards a feasibility study for a Centre for the enhancement and protection of environmental and cultural values in the Yellagonga Regional Park. Both the Cities of Joondalup and Wanneroo have provided \$15,000 in funding for this project		<ul style="list-style-type: none"> • Project Plan endorsed by CoW and CoJ • Project Team appointed • Community visioning workshop completed • Community Reference Group appointed 	<ul style="list-style-type: none"> • Consultant appointed • Feasibility study commenced 	<ul style="list-style-type: none"> • Draft report on feasibility study completed

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

OUTCOME – THE CITY OF JOONDALUP EFFICIENTLY AND EFFECTIVELY MANAGES WASTE

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
2.1 To manage waste effectively and efficiently in alignment with environmental ly sustainable principles	2.2.1 Further develop and implement recycling strategies 2.2.2 Plan for the development of waste management	REVIEW OF THE WASTE MANAGEMENT STRATEGY Council has adopted a process for the review of the Waste Strategy. The purpose of the review is to inform the community of the new way the City will manage its waste through resource recovery and gain feedback from the community on the on the recycling service.	<ul style="list-style-type: none"> Market research consultant appointed 	<ul style="list-style-type: none"> Community consultation completed 	<ul style="list-style-type: none"> Draft Waste Management Strategy report presented to Council for endorsement 	<ul style="list-style-type: none"> Commence Implementation

KEY FOCUS AREA 3 – CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP HAS WELL-MAINTAINED ASSETS AND BUILT ENVIRONMENT

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY				MILESTONES	
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006		
3.1 To develop and maintain the City of Joondalup's assets and built environment	3.1.1 Plan the timely design, development, upgrade and maintenance of the City's infrastructure.	<p>CRAIGIE LEISURE CENTRE UPGRADE</p> <p>Council has approved a \$10.3 million budget for the redevelopment of the Craigie Leisure Centre. The Leisure Centre refurbishment works commenced in October 2004. It is expected that the works will be completed by the end of September 2005 with a public opening of the Centre scheduled in October 2005.</p>	<ul style="list-style-type: none"> Construction works completed 	<ul style="list-style-type: none"> New facility opened to the public 				
	3.1.2 Facilitate the safe design, construction and approval of all buildings and facilities within the City of Joondalup.	<p>JOONDALUP WORKS DEPOT</p> <p>The concept plan for the proposed Works Depot will be reviewed and detailed design works will commence once the City has formally purchased the Depot site. Should negotiations not be successful, an alternative site will need to be identified.</p> <p>It is expected that tenders for construction of the Works Depot will be called late 2006 (subject to the City selecting an appropriate site) with construction to be completed during 2007.</p> <p>The Depot will be built with environmentally sustainable design requirements and it is expected that a dedicated Works Depot will be delivered in 2007.</p>	<ul style="list-style-type: none"> Review of alternative site and depot requirements undertaken 	<ul style="list-style-type: none"> Depot site selected 	<ul style="list-style-type: none"> Concept design developed and approved 	<ul style="list-style-type: none"> Tender documentation prepared 		
	3.1.3 Create and maintain parklands that incorporate nature and cultural activities accessible to residents and visitors.	<p>OCEAN REEF MARINA REDEVELOPMENT</p> <p>The Ocean Marina development site is approximately 46 hectares in area and currently consists of a boat launching facility and parking for vehicles and boat trailers</p> <p>The State Government has announced funding assistance for this project of up to \$700,000, which will enable the City to commence planning at this site.</p> <p>In 2005/06 the City will focus on development of a structure plan for Ocean Reef Marina to meet the social/lifestyle needs of the region, promote economic development and protection of the environment.</p>	<ul style="list-style-type: none"> Risk management workshop completed Approval to proceed with project received from Council Tenders for consultant developed 	<ul style="list-style-type: none"> Consultant appointed Preliminary feasibility stage commenced 	<ul style="list-style-type: none"> Preliminary feasibility stage completed Business case stage commenced 	<ul style="list-style-type: none"> Business case stage completed Public exhibition stage commenced 		

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY				MILESTONES	
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006		
	3.1.4 Develop an asset management strategy.	SORRENTO BEACH DEVELOPMENT – STAGE 2 The \$1.9m Stage 1 construction of a new coastal recreation reserve between the Sorrento Surf Life Saving Club and the southern breakwater of Hillary's Boat Harbour was opened to the public on Australia Day 2005. The proposed \$1.8m Stage 2 Works which includes completion of grass and reticulation areas, car park extension, refurbishment of the existing toilet block and installation of shelters, lighting and barbecues, is programmed for completion in 2005/06.	<ul style="list-style-type: none"> Tender for Stage 2 Sorrento Beach Project works advertised Tenders assessed and contract with approved tenderer finalised 	<ul style="list-style-type: none"> Construction Works on Stage 2 commenced 	<ul style="list-style-type: none"> Construction Works for Stage 2 completed 			
		COMMERCIAL CENTRES POLICY REVIEW The City of Joondalup Centres Strategy was adopted in July 2001 to guide retail development, and the development of commercial centres. A review of the current policy will be undertaken to evaluate the effectiveness of the policy, ensure consistency with state planning policies and strategies, and update the strategy to meet current community needs and expectations.	<ul style="list-style-type: none"> Project scoping and initiation 	<ul style="list-style-type: none"> Appointment of consultant and commencement of review 				
		STATUTORY DISTRICT PLANNING SCHEME REVIEW The City will undertake a review the District Planning Scheme 2 for statutory alignment with the Joondalup City Centre Structure Plan and the new Residential Codes	<ul style="list-style-type: none"> Project scoping and initiation 	<ul style="list-style-type: none"> Legal consultant appointed 	<ul style="list-style-type: none"> Amendment to DPS2 finalised in draft form for submission to Council 	<ul style="list-style-type: none"> DPS2 Amendment in process 		
		STRATEGIC ASSET PLAN The City will develop a Strategic Asset Plan (SAP) for the management of the City's assets including its buildings, to effectively manage their future use and replacement. This will entail the integration of financial, technical, economic and social data against the assessment of the condition of each asset.		<ul style="list-style-type: none"> Strategic Asset Manager appointed following organisational structure review. 	<ul style="list-style-type: none"> Expression of Interest and closed Tender process for a consultant completed 	<ul style="list-style-type: none"> Development of the Strategic Management Asset Plan commenced 		

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY		MILESTONES	
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
		IMPLEMENT 5 – YEAR CAPITAL WORKS PROGRAM 2005/06 The Capital Works focus in 2005/06 will be the improvement of the infrastructure facilities within the City, including improved streetscapes and the enhancement of community facilities. Complete details of all capital works can be found in the Capital Works Programme 2005/06 to 2008/09, which is available at the City's Libraries and Customer Service Centres.	<ul style="list-style-type: none"> Works completed in accordance with the Capital Works Program 2005/06 	<ul style="list-style-type: none"> Works completed in accordance with the Capital Works Program 2005/06 	<ul style="list-style-type: none"> Works completed in accordance with the Capital Works Program 2005/06 	<ul style="list-style-type: none"> Works completed in accordance with the Capital Works Program 2005/06
		IMPLEMENT ANNUAL MAINTENANCE BUDGET Works undertaken in 2005/06 include the maintenance activities related to the upgrade of parks and reserves and also the implementation of designated capital works projects including the implementation of traffic treatments, roundabouts, pedestrian facilities and minor road works and storm water drainage.	<ul style="list-style-type: none"> Works associated with seasonal maintenance of Parks & Buildings undertaken including: <ul style="list-style-type: none"> Weed control and annual planting Drainage and road pavement monitoring Building roof and gutter monitoring 	<ul style="list-style-type: none"> Works associated with seasonal maintenance of Parks & Buildings undertaken including: <ul style="list-style-type: none"> Seasonal sports changeover / turf restoration completed Public Access Way and Dual Use Path monitoring undertaken. Undertake annual minor building maintenance programs Ensure all firebreaks are installed Carry out inspections on all natural areas for hazard reduction requirements 	<ul style="list-style-type: none"> Works associated with seasonal maintenance of Parks & Buildings undertaken including: <ul style="list-style-type: none"> Implementation of specific projects associated with Schools and Pre Schools Undertake maintenance of foreshore facilities Monitor Foreshore Dual Use Path and sand dunes to restrict public access undertaken Undertake beach cleaning program 	<ul style="list-style-type: none"> Works associated with seasonal maintenance of Parks & Buildings undertaken including: <ul style="list-style-type: none"> Preparation of parks for winter sports Installation of goal posts and reprogramming of floodlighting. Implement weed control programs for natural areas and reserves. Complete all tree pruning programs prior to winter months Service drainage sump pumping stations Undertake inspections and cleaning of drainage gullies

KEY FOCUS AREA 3 – CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP IS RECOGNISED AS A GREAT PLACE TO VISIT

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
3.2 To develop and promote the City of Joondalup as a tourist attraction	<p>3.2.1 Create and promote cultural tourist attractions</p> <p>3.2.2 Develop an “eco tourism” strategy</p> <p>3.2.3 Develop marketing strategies to support the promotion of the City of Joondalup as a tourist attraction</p>	<p>TOURISM DEVELOPMENT PLAN – IMPLEMENTATION</p> <p>Council adopted the City’s Tourism Development Plan in June 2005.</p> <p>The City will now implement strategies recommended within the Plan. It is likely that this will commence with a marketing strategy and feasibility studies to progress the Tourism Development Plan.</p>		<ul style="list-style-type: none"> Officer appointed and Implementation plan developed Marketing and promotional activities commenced 	<ul style="list-style-type: none"> Implementation Plan endorsed Public participation “Positioning statement” project undertaken All other key actions arising from Implementation Plan prioritised and commissioned 	<ul style="list-style-type: none"> Progress against Tourism Development Plan reported

KEY FOCUS AREA 3 – CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP RECOGNISES THE CHANGING DEMOGRAPHIC NEEDS OF THE COMMUNITY

			QUARTERLY	MILESTONES		
OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
3.3 To continue to meet changing demographic needs.	3.3.1 Provide residential living choices. 3.3.2 Integrate plans to support community and business development.	PARKING STRATEGY The report and information on the Parking Occupancy Survey undertaken in 2004/05 will be used as a reference document to assist in developing a strategy to manage the City's parking facilities		<ul style="list-style-type: none">Review of Parking Strategy	<ul style="list-style-type: none">Preparation and development of Parking Implementation Plan	

KEY FOCUS AREA 3 – CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP HAS AN EFFECTIVE INTEGRATED TRANSPORT SYSTEM

			QUARTERLY MILESTONES			
OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
3.4 To provide integrated transport to meet regional and local needs.	3.4.1 Advocate and facilitate the creation of transport linkages. 3.4.2 Align use of land and modes of transport.	JOONDALUP CAT BUS The City will provide a Cat Bus Service in and around the Joondalup CBD in partnership with Edith Cowan University and Transperth. The State Government has provided funding of \$105,000 for the installation of traffic lights, signage and other costs associated with the Bus Service.		<ul style="list-style-type: none"> Contractual Agreement between the City of Joondalup, Transperth and ECU finalised Installation of traffic lights completed 	<ul style="list-style-type: none"> Shuttle bus service commenced 	

KEY FOCUS AREA 3 – CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP IS RECOGNISED FOR INVESTMENT AND BUSINESS DEVELOPMENT OPPORTUNITIES

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
3.5 To provide and maintain sustainable economic development	3.5.1 Develop partnerships with stakeholders to foster business development opportunities.	SUPPORT FOR SMALL BUSINESS – CBD ENHANCEMENT PROJECT Through this project the City will continue to provide ongoing support to local businesses and implement mechanisms to attract business investment into the City. This will be done by: <ul style="list-style-type: none"> Supporting the Business Enterprise Centre Undertaking the Home Based Business (HBB) workshops to assist business growth Utilising findings of a collaborative of a research project between Edith Cowan University and the City that identifies the landscape of the City's emerging Health & Well-being Industry 	<ul style="list-style-type: none"> HBB Program delivered Research project finalised and delivered by ECU to the City Report to Executive 	<ul style="list-style-type: none"> First installment of annual funding provided to the Business Enterprise Centre HBB Program evaluated Draft Research report reviewed and accepted 	<ul style="list-style-type: none"> Draft HBB evaluation report finalised Health & Well-being report finalised and distributed 	<ul style="list-style-type: none"> Final installment of annual funding provided to the Business Enterprise Centre Final report on HBB presented to Council
	3.5.2 Assist the facilitation of local employment opportunities.	ECONOMIC DEVELOPMENT STRATEGY The City's existing Economic Development Strategy 2001-2005 was endorsed on 2001. In 2004 Council requested the strategy be reviewed.	<ul style="list-style-type: none"> Economic Profile and Fact Sheets completed providing a current assessment of the Joondalup economy 	<ul style="list-style-type: none"> Project Plan for the strategy finalised and endorsed 	<ul style="list-style-type: none"> Public Participation process completed 	<ul style="list-style-type: none"> Draft Economic Development Strategy drafted Draft Economic Development Strategy endorsed by Council to go out for public comment.

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP IS A SUSTAINABLE AND ACCOUNTABLE BUSINESS

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
4.1 To manage the business in a responsible and accountable manner	4.1.1 Ensure financial viability and alignment to plan.	IMPLEMENT INTEGRATED PLANNING FRAMEWORK The City's Integrated Planning Framework is structured to ensure that the operational activities are being driven by strategic priorities. This includes: <ul style="list-style-type: none"> • Development of Business Plans 2005/06 • Development of the Annual Plan 2005/06 • Ongoing reporting on performance against milestones within the Annual Plan 205/06 • Annual report on Strategic Plan 2003-2008 Key Performance Indicators 	<ul style="list-style-type: none"> • Annual Report on KPIs for Strategic Plan 2004/05 accepted by Council • Annual Plan Progress Report for May – June 2004/05 accepted by Council • 2005/06 Business Plans finalised • Annual Plan 2005/06 developed 	<ul style="list-style-type: none"> • Annual Plan Progress Report for June – September 2005 accepted by Council 	<ul style="list-style-type: none"> • Annual Plan Progress Report for October– December 2005 accepted by Council 	<ul style="list-style-type: none"> • Annual Plan Progress Report for January – March 2006 accepted by Council
	4.1.2 Develop a corporate reporting framework based on sustainable indicators.	DEVELOPMENT OF 20 - YEAR STRATEGIC PLAN The City will review the current Strategic Plan 2003 – 2008 and develop a new 20 – Year Strategic Plan in conjunction with the City's community and other stakeholders	<ul style="list-style-type: none"> • Project Planning process developed for 20 Year Strategic Plan and endorsed 	<ul style="list-style-type: none"> • Public Participation process developed • Community and stakeholder surveys & workshops held 	<ul style="list-style-type: none"> • Analysis of community input completed 	<ul style="list-style-type: none"> • Community Vision identified • Council Vision identified • Strategic Plan themes identified
	4.1.3 Develop a risk management strategy.	STRATEGIC FINANCIAL PLAN The Strategic Financial Plan will provide a long-term view of the City's funding needs to enable the Strategic Plan to be achieved. The completed Plan will involved the Council in strategic financial planning for the City and provide Commissioners with information to enable them to make informed decisions about the structure and balance of the City's funding sources.		<ul style="list-style-type: none"> • The Draft Strategic Financial Plan completed 	<ul style="list-style-type: none"> • Community Consultation 	<ul style="list-style-type: none"> • Consideration for Budget 2006/07
		RISK MANAGEMENT STRATEGY The City will develop a Risk Management Strategy aimed at creating a more co-ordinated, systematic and focussed approach to the management of risk.		<ul style="list-style-type: none"> • Risk Coordinator appointed • Forum conducted to identify risks 		<ul style="list-style-type: none"> • Draft Strategy proposal presented

			QUARTERLY MILESTONES			
OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
		BUSINESS CONTINUITY PLAN The City will develop a Business Continuity Plan to ensure that levels of service provided by the City are maintained should a business interruption event occur.	<ul style="list-style-type: none">• Template secured for Business Continuity Plan from MIBS	<ul style="list-style-type: none">• Risk Coordinator appointed		<ul style="list-style-type: none">• Draft Strategy proposal presented

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP PROVIDES QUALITY VALUE-ADDING SERVICES

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
4.2 To provide quality services with the best use of resources	4.2.1 Provide efficient and effective service delivery	HUMAN RESOURCES & PAYROLL SYSTEM This project will replace the existing HR / Payroll system with a system better suited to the needs of the City. The project will progress through three phases: <ul style="list-style-type: none"> • Procurement phase where a tender process will be used to select a suitable product and provider that meets defined needs • The second phase is the implementation of core Payroll and HR functions. • The third phase in the second half of 2006 will implement the functions that will improve services and efficiency of the HR Business Unit. 	<ul style="list-style-type: none"> • Call for Expression (EOI) process completed 	Tender developed Tenders evaluated. Report presented to Council Contract with the successful tenderer finalised.	Implementation	Phase One of new HR System implemented -
	4.2.2 Provide quality customer service	DOCUMENT MANAGEMENT SYSTEM The existing Records Management System (RMS) needs to be replaced. This project will develop a process for defining the business requirements and benefits ("the business case") of a contemporary Document Management System to replace RMS. A detailed scope of work will be developed and a project to implement a replacement system with enhanced business processes achieved through the efficient use of document management technologies.			<ul style="list-style-type: none"> • Draft business case prepared and presented to the Executive • Project Scope Development 	RMS Replacement Project – Phase 1.
	4.2.3 Further develop a range of services that are proactive, innovative and of best practice to meet organisational requirements	IT INCIDENT PLANNING This project is to identify risks to the IT systems and infrastructure and to develop a range of plans that will either mitigate those risks or define prepared responses that can be applied where a risk is realized in the form of an incident.		<ul style="list-style-type: none"> • Initial planning and risk identification completed. 	<ul style="list-style-type: none"> • Risk analysis phase complete 	<ul style="list-style-type: none"> • Response strategies defined.

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP IS AN INTERACTIVE COMMUNITY

			QUARTERLY MILESTONES			
OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
4.3 To ensure the City responds to and communicates with the community.	<p>4.3.1 Provide effective and clear community consultation.</p> <p>4.3.2 Provide accessible community information.</p> <p>4.3.3 Provide fair and transparent decision-making processes.</p>	<p>PUBLIC PARTICIPATION STRATEGY</p> <p>The City adopted the Public Participation Strategy on 28 June 2005.</p> <p>The City will develop organisational capacity for conducting future public participation processes through an in-house training program. The City will also seek to increase community participation through an education program.</p>	<ul style="list-style-type: none"> • In house training program developed • Research program to support implementation of the Public Participation Strategy commenced • Public Participation projects for 2005-6 identified, scheduled and approved 	<ul style="list-style-type: none"> • In house training program on Public Participation Policy and Strategy delivered • Accredited staff training for core competencies linked to public participation sourced. • Research program to support implementation of the Public Participation Strategy completed and reported • All public participation projects scheduled for quarter are delivered 	<ul style="list-style-type: none"> • Community education program on public participation developed and approved • Timetable for accredited training developed • Research report findings incorporated into Public participation strategy and toolkit • All public participation projects scheduled for quarter are delivered 	<ul style="list-style-type: none"> • Community education program delivered • Public Participation Strategy reviewed and reported to Council • All public participation projects scheduled for quarter are delivered

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP IS RECOGNISED AS A UNIQUE CITY

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
4.4 To develop community pride and identify	4.4.1 To develop community pride and identity.	<p>IMPLEMENT THE STRATEGIC MARKETING PLAN</p> <p>Publications</p> <p>The City will continue to produce a number of newsletters and other publications, which provide information on matters related to Council. The following publications will be distributed to various audiences:</p> <p>CouncilNews (Community newsletter)</p> <p>CityChat (Staff newsletter)</p> <p>Leisure Guide (contains information on Leisure programs provided through the Leisure Centres)</p> <p>The City will also produce: Council and Community Information Publication (contains information on services provided by both Council and businesses)</p> <p>Annual Report 2004/05</p> <p>The City produces an Annual Report each year in accordance to legislative requirements and this is presented to Electors at the Annual General Meeting.</p> <p>Communications Research</p> <p>A survey to determine how the community receives information from the City and to gauge whether information provision is satisfactory will be undertaken</p>	<ul style="list-style-type: none"> Spring edition of CouncilNews printed and distributed to the Community Quarterly editions of CityChat and Leisure Guide printed and distributed 	<ul style="list-style-type: none"> Summer edition of CouncilNews printed and distributed to the Community Quarterly editions of CityChat and Leisure Guide printed and distributed Various options available to the City for production of Council and Community Information Publication researched Annual report for 2004/05 completed Annual General Meeting of Electors held Market Research consultant appointed 	<ul style="list-style-type: none"> Autumn edition of CouncilNews printed and distributed to the Community Quarterly editions of CityChat and Leisure Guide printed and distributed Council & Community Information Publication published and distributed Community survey undertaken and evaluated Communication Plan developed 	<ul style="list-style-type: none"> Winter edition of CouncilNews printed and distributed to the Community Quarterly editions of CityChat and Leisure Guide printed and distributed.

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP IS RECOGNISED AS AN EMPLOYER OF CHOICE

OBJECTIVE	STRATEGIES	PRIORITY ACTIONS 2005/06	QUARTERLY MILESTONES			
			JULY TO SEPTEMBER 2005	OCTOBER TO DECEMBER 2005	JANUARY TO MARCH 2006	APRIL TO JUNE 2006
4.5 To manage our workforce as a strategic business resource.	4.5.1 Develop a corporate workforce plan. 4.5.2 Progress the implementation of a corporate performance management system. 4.5.3 Implement a structured employee training and development plan. 4.5.4 Implement best practice people-management policies and tools that assist in the achievement of the City's workforce objectives.	EMPLOYER OF CHOICE Enterprise Bargaining Agreements City and Staff have been in negotiation on the current Enterprise Agreements since late 2004. The EBAs will be finalised in 2005/06 Workforce Plan The City will develop a <i>"Workforce Plan"</i> which will be the overarching plan for the "Employer of Choice Program".		<ul style="list-style-type: none"> Enterprise Bargaining Agreements between the City and Staff finalised 		
		Training & Development A review of organisational training and development needs and development of a corporate training plan will also be undertaken	<ul style="list-style-type: none"> Review of current Corporate Training Plan undertaken 	<ul style="list-style-type: none"> Consultant brief for Workforce Plan developed Consultant appointed Draft Corporate Training Plan developed 	<ul style="list-style-type: none"> Consultation with staff completed Corporate Training Plan endorsed by Executive Corporate Training Plan implemented 	<ul style="list-style-type: none"> Draft Workforce Plan finalised

AUGUST 2005

PLEASE CONTACT THE STRATEGIC & SUSTAINABLE DEVELOPMENT UNIT ON 49400 4564 FOR FURTHER INFORMATION