

# Corporate Business Plan

## 2020/21 Progress Report



OCTOBER TO DECEMBER 2020

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## What is the Corporate Business Plan?

The Corporate Business Plan:

- Outlines the priority projects and programs the City of Joondalup will deliver over the next five years.
- Links services, projects and programs with the vision of the Strategic Community Plan, *Joondalup 2022*.
- Provides detailed milestones for delivery of priority projects and programs in each quarter of the first year - 2020/21.
- Lists the City's key services and programs with related costs and staffing levels.
- Outlines the City's operational and capital budgets for the 2020/21 financial year and provides a forecast for the following four years.
- Is informed by the City's long-term Strategic Financial Plan, Workforce Plan and Asset Management Strategy.
- Is a legislative requirement of the WA Integrated Planning and Reporting Framework.
- Is reviewed and updated every year to adapt to changing circumstances and trends.

### Corporate Business Plan

2020/21 – 2024/25



## How does the Corporate Business Plan align with the Strategic Community Plan *Joondalup 2022*?

The Strategic Community Plan *Joondalup 2022* is the long-term strategic planning document that outlines the City's commitment to achieving the vision and aspirations of its community and key stakeholders.

**Vision**  
"A global City: bold, creative and prosperous"

The Strategic Community Plan is divided into six key themes that include objectives and strategic initiatives for achieving the community's vision.

*The Corporate Business Plan aligns all services, projects, and programs with key themes in the Strategic Community Plan*

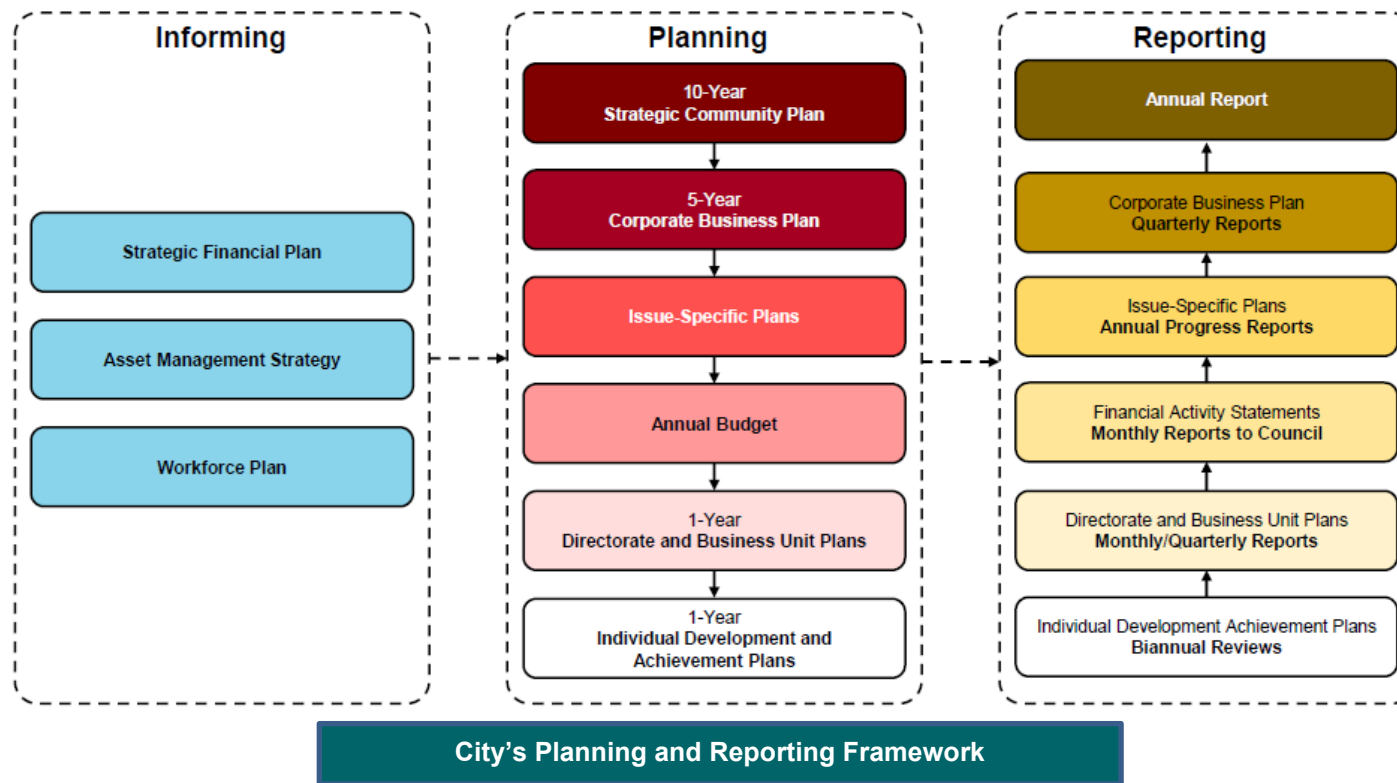




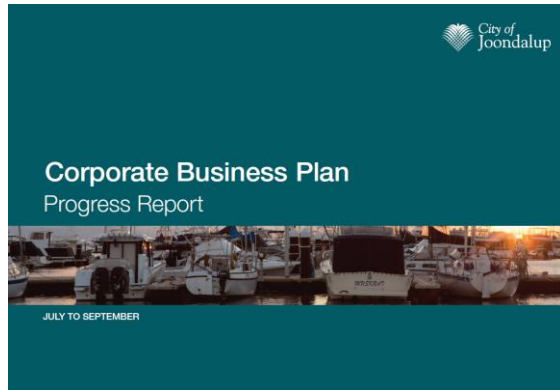
## How does the Corporate Business Plan fit in with other City plans?

In line with legislative requirements, the City's Planning and Reporting Framework:

- Is informed by resourcing plans such as the Strategic Financial Plan, Asset Management Strategy, Workforce Plan and ICT Plan, and other issue specific plans such as the Capital Works Program, Local Planning Scheme, Economic Development Plan and Environment Plan.
- Outlines how the strategic direction of the 10-year Strategic Community Plan, Joondalup 2022, flows down into other City planning.
- Identifies the major reporting mechanisms such as the Annual Report, Corporate Business Plan Quarterly Reports, annual issue specific plan reports, monthly Financial Activity Statements to Council and quarterly and monthly directorate and business unit reports.



## How do we report performance against the Corporate Business Plan?



The City's **Planning and Reporting Framework** (previous page) requires the development of performance reports against all major plans.

### Corporate Business Plan Reports

Quarterly progress reports are presented to Council on all projects and programs in the *Corporate Business Plan*.

The reports provide information on achievements and performance against the quarterly milestones set at the beginning of the year and indicates whether the project or program is *on time* and *on budget* at the end of each quarter and at the end of the year. A commentary is also provided each quarter on exactly what has been achieved.

Quarterly Reports on progress are published on the City's website at [Corporate Business Plan and Quarterly Reports – City of Joondalup](#)

### Annual Report

The City's Annual Report outlines the status of all *Corporate Business Plan* projects and programs at the end of each year and also states why a project or program has not been completed or is not on track. The Annual Report also documents the number of projects and programs completed within the *Corporate Business Plan*.

The City's Annual Report also includes *Global Reporting Initiative (GRI) Standard*. The GRI Standard is a best practice sustainability reporting framework which establishes guidelines, principles and performance indicators for organisations to measure and report on their impacts on the economy, environment, social and governance performance.

The results of customer satisfaction surveys on a range of City services and programs are reported in the Annual Report.

Annual Reports are published on the City's website at [www.joondalup.wa.gov.au](http://www.joondalup.wa.gov.au) [Annual Reports](#)





## Our Services

Local Government in Western Australia is established under the *Local Government Act 1995* and is in the third sphere of government. Local government is responsible for delivery of a wide range of economic, human, recreational and property services as well as developing and maintaining essential community infrastructure.

Local government has the responsibility to perform many functions for the local community which are statutory services. Examples include approvals for planning, building and health, and swimming pool security fencing.

Local government also delivers discretionary services to the community such as library programs, events, leisure centres and the provision of recreational facilities and programs which contribute to an improved quality of life for people within the community.

Internal services, such as human resources and IT, provide the capacity for local governments to deliver external services to the community.

Governance and Leadership		Financial Sustainability		Quality Urban Environment	
Strategic Objective	Services Statutory and Discretionary	Strategic Objective	Services Statutory and Discretionary	Strategic Objective	Services Statutory and Discretionary
Corporate Capacity	<ul style="list-style-type: none"> <li>• Audit and Risk</li> <li>• Human Resources</li> <li>• Governance Support</li> <li>• Record Keeping</li> <li>• Customer Service</li> <li>• Information Technology</li> <li>• Organisational Development</li> <li>• Policy and Planning</li> </ul>	Financial Diversity	<ul style="list-style-type: none"> <li>• Financial Accounting</li> <li>• Management Accounting</li> <li>• Purchasing and Contracts</li> <li>• Funds Management</li> <li>• Rates Levying</li> <li>• Grants Management</li> <li>• Strategic Infrastructure Asset Management</li> <li>• Building Design and Construction</li> <li>• Property Management</li> <li>• Building Maintenance</li> <li>• Fleet Management and Mechanical Workshop</li> </ul>	Quality Built Outcomes	<ul style="list-style-type: none"> <li>• Landscape Design and Capital Works Programs</li> <li>• Engineering Maintenance</li> <li>• Parks Maintenance</li> <li>• Lighting</li> <li>• Transport, Traffic and Road Safety</li> <li>• Civil Design and Construction</li> <li>• Technical Design Support Services</li> <li>• Building Approvals</li> <li>• Building and Planning Compliance</li> <li>• Environmental Health</li> <li>• Planning Approvals</li> <li>• Urban Design and Planning Policy</li> <li>• Parking Management</li> </ul>
Active Democracy		Major Project Delivery		City Centre Development	
Effective Representation		Effective Management		Integrated Spaces	
Strong Leadership				Quality Open Spaces	



Economic Prosperity, Vibrancy and Growth		The Natural Environment		Community Wellbeing	
Strategic Objective	Services Discretionary	Strategic Objective	Services Statutory and Discretionary	Strategic Objective	Services Statutory and Discretionary
CBD of the North Activity Centre Development Business Capacity Destination City Regional Collaboration	<ul style="list-style-type: none"> <li>Major Project Delivery including:               <ul style="list-style-type: none"> <li>Ocean Reef Marina</li> <li>City Centre Development Boas Place</li> <li>Cafes, Kiosks and Restaurants</li> <li>Joondalup Performing Arts and Cultural Facility</li> <li>Land Optimisation</li> </ul> </li> <li>Economic Development               <ul style="list-style-type: none"> <li>Local Business Support</li> <li>Tourism and Visitor Attraction</li> <li>Investment Attraction</li> </ul> </li> </ul>	Environmental Resilience Environmental Leadership Community Involvement Accessible Environments	<ul style="list-style-type: none"> <li>Environmental Planning and Development</li> <li>Conservation and Natural Area Management</li> <li>Waste Management</li> <li>Litter Collection</li> </ul>	Quality Facilities Cultural Development Community Spirit Community Safety	<ul style="list-style-type: none"> <li>Library Lending</li> <li>Library Services, Events and Programs</li> <li>Community Development Programs and Initiatives</li> <li>Youth Services</li> <li>Immunisation</li> <li>Cultural Events</li> <li>Visual Arts</li> <li>Arts Development</li> <li>Leisure Centres</li> <li>Recreation Services</li> <li>Leisure Planning</li> <li>City Rangers</li> <li>Community Safety</li> <li>Emergency Management</li> </ul>

More information on services, service costs, staffing levels associated with each service and sub-services is available in the Service Model contained in the City's *Corporate Business Plan 2020/21 to 2024/25*.

The *Corporate Business Plan* can be found on the City's website at [joondalup.wa.gov.au](http://joondalup.wa.gov.au) at the following [LINK](#) and in the City's Council Minutes of the meeting of 20 October 2020 (CJ148-10/20 refers).

## Quarter Highlights

### Governance and Leadership

#### City of Joondalup Annual Report

The 2019/20 City of Joondalup Annual Report was endorsed by Council at a special meeting held on 22 December 2020. The Annual Report is an essential tool which informs the community and key stakeholders about achievements, challenges and future plans in line with Section 5.53 of the *Local Government Act 1995*. The Annual Report demonstrates the City's performance against the long-term vision of the *Strategic Community Plan: Joondalup 2022*, and the projects and priorities detailed within the *City's Corporate Business Plan*.

The Annual Report provides information about the City's organisational performance while promoting greater community awareness of the City's programs and services which contribute to a high quality of life for residents, visitors and stakeholders. The Annual Report also illustrates the City's commitment to accountable and transparent government.

The 2019/20 *Annual Report* will be received at the Annual General Meeting of Electors to be held on 2 February 2021.

#### Strategic Position Statement – Cyber Security

Council, at its meeting of 8 December 2020, endorsed the addition of a new Strategic Position Statement relating to Cyber Security. The position statement provides direction on how the City aims to strengthen its position as the home to cyber security and the first ever Innovation Hub in Western Australia. The endorsement of this additional statement aligns with the City's strategic objective of Strong Leadership.

### Financial Sustainability

#### Capital Works Program

A number of Capital Works Projects were completed in the quarter including the following.

#### Parks Equipment Program:

- Hilltop Park, Edgewater – Playspace Renewal
- Trigg Point Park, Ocean Reef – Playspace Renewal
- Salata Park, Duncraig - Playspace Renewal
- Sir James McCusker Park, Iluka - Shade Sails Installation
- Seacrest Park, Sorrento - Shade Sails Installation
- Christchurch Park, Currabine - Playspace Renewal

#### Stormwater drainage upgrades:

- Killara Way, Craigie – Drainage Upgrade

#### Blackspot Program Road Upgrades:

- Marmion Avenue / Gilbert Road, Sorrento
- Whitfords Avenue / Trappers Drive, Woodvale
- Ocean Reef Road / Eddystone Avenue, Beldon
- Hepburn Avenue / Cockman Road, Greenwood

#### Local Road Traffic Management Program:

- Marmion Avenue / Edinburgh Road, Kinross – Pedestrian Crossing
- Marmion Avenue / Readshaw Road, Duncraig – Intersection Upgrade
- Hepburn Avenue / Allenswood Road, Greenwood

- Freeman Way, Marmion – Drainage Upgrade

**New Paths Program:**

- Wairoonga Way, Greenwood
- Poynter Drive, Duncraig
- Mission Hills Place, Connolly

**Path Replacement Program:**

- Spring Way to Venus Way, Hillarys
- David Crescent to Hurley Way, Hillarys
- Allenswood Road to Leaside Way, Greenwood
- Damson Way to Vine Court, Greenwood
- Leaside Way to Sandalwood Drive, Greenwood
- Marmion Avenue – Hodges Drive to Prendiville Avenue, Ocean Reef
- Burns Beach Road – Shenton Avenue to Iluka Beach, Iluka
- Claygate Way to Barridale Drive, Kingsley
- Moolanda Boulevard to Illawong Way, Kingsley

**Road Preservation and Resurfacing:**

- Durack Way, Padbury
- Mararoa Court, Padbury
- Burbank Court, Padbury
- Tietkins Way, Padbury
- Mangowine Close, Heathridge
- Carnac Way, Heathridge
- Pecten Close, Heathridge
- Templemore Drive, Heathridge
- Whitmore Terrace, Heathridge
- Koolama Place, Kallaroo
- Northshore Drive / Mullaloo Drive roundabout, Mullaloo
- Whitfords Avenue / Eddystone Avenue intersection, Kallaroo
- Whitfords Avenue slip lane to freeway (westbound)
- Whitfords Avenue / Angove Drive roundabout, Hillarys
- Matilda Mews, Craigie
- Gem Cove, Craigie
- Adelaide Circle, Craigie
- Britannia Way, Craigie
- Spinaway Street, Craigie
- Argo Court, Craigie
- Hepburn Avenue, Goollelal Drive to Karuah Way (westbound), Greenwood
- Joondalup Drive / George Grey Place intersection, Edgewater

**Building Capital Works:**

- Shepherds Bush Toilet Facility, Kingsley
- Key West Toilet Facility, Ocean Reef
- Whitfords Library and Senior Citizens Centre Refurbishment Project, Whitfords
- Flinders Park Universal Access Toilet, Hillarys

## Quality Urban Environment

### New Development Standards for Housing Opportunity Areas

In December 2020, Planning Minister Rita Saffioti approved a scheme amendment which introduced a set of new development standards to guide infill development within the City of Joondalup's 10 Housing Opportunity Areas (HOAs).

The standards brought into effect certain provisions within the HOAs such as restricting the number of multiple dwellings that can be built on approximately 50 percent of residential blocks currently coded R20/R40, minimum frontage widths and increased requirements to help protect the impact of overshadowing on existing neighbouring properties.

## Economic Prosperity, Vibrancy and Growth

### Business Forum: Destination Joondalup – Growing the Visitor Economy

The City launched its *Destination City Plan*, 'Destination Joondalup' at the third and final Business Forum for 2020 held at Joondalup Resort on 5 November 2020. Destination Joondalup aims to stimulate Joondalup's visitor economy, elevate Joondalup's profile as a destination of choice, and enhance visitor experiences to attract more leisure, education and commercial visitors to Joondalup.

WA Minister for Tourism and Small Business, Hon Paul Papalia CSC MLA, addressed the Forum and took part in a panel discussion alongside Dr Amanda Ling, Joondalup Health Campus Interim CEO, Professor Simon Ridings, ECU Vice Chancellor International, and Evan Hall, CEO Tourism Council of WA. The panel discussed the contribution of the Joondalup small business community in dealing with COVID-19 and the opportunities for local businesses to create a thriving, resilient visitor economy into the future.

The Business Forum was attended by approximately 200 participants.

### WA AustCyber Innovation Hub

A Memorandum of Understanding (MOU) between the City, Edith Cowan University and the WA AustCyber Innovation Hub was formalised during the quarter. The MOU provides for continued exchange and collaboration to expand cyber security activities within the City for the next two years, and supports innovation and creativity within the Joondalup business community.

## The Natural Environment

### Think Green Environmental Education Program

A successful native bee hotel workshop, entitled 'All Abuzz about Native Bees' was delivered to community members on 7 November 2020 as part of the Think Green Environment Education Program. A total of 21 community members learnt about the different species of native bees, their habits, where they can be found, how to identify native bees, the threats they face, and how to make gardens more native bee friendly.

BirdLife WA delivered two workshops in October 2020 supported by the City as part of the 'Connecting Urban Communities with Nature' project. The workshops provided information about creating bird friendly, low water, low maintenance gardens using locally native species that can be used in gardens, patios and on balconies. The workshops were attended by 55 participants, with most being City residents.

### State of the Environment Report

A City of Joondalup State of the Environment Report 2019/20 was developed in December 2020. The report describes the key initiatives undertaken in 2019/20 to protect and enhance the City's natural environment and provides a snapshot of progress made in implementing key actions and initiatives from within the City's Environment Plan 2014-2019.

Detailed annual reviews against the implementation of each of the City's 17 environment plans were completed to inform the State of the Environment Report. The report provides progress made in 2019/20 under the themes of:

- Biodiversity;
- Water;
- Climate Change;
- Waste; and
- Community Involvement.

## Community Wellbeing

### Invitation Art Prize

The 2020 Invitation Art Prize took place at Westfield Whitford Shopping City from 11 to 25 October 2020. The exhibition included 30 works by prominent Western Australian artists working in a broad range of mediums.

The overall winner was Elham Eshraghian-Haakansson for her video installation titled 'face to face'. The installation was acquired by the City of Joondalup Art Collection.

### RYDE Program Launch

The City launched its Regional Youth Driver Education (RYDE) program in December 2020. The program offers accessible and supervised driving opportunities to young people aged between 16 and 25 to assist in completing their 50 hours of supervised driving before receiving their provisional driver's licence.



In 2020, Council approved \$15,000 towards the purchase of a suitable car for the program and have it fitted with extra driver pedals. The City also received a \$7,500 Federal Government grant towards funding of the program. The RYDE Program will assist disadvantaged young people to get their driver's licence, providing greater access to employment, training and leisure activities.

#### **Reconciliation Action Plan**

The Reconciliation Action Plan Community Reference Group held its first two meetings in November and December 2020. Noongar Yamatji woman, Sharon Wood-Kenney, was appointed the inaugural chairwoman for the community reference group. The group will provide guidance in the development of the City's Reconciliation Action Plan to improve relationships with Aboriginal people and relevant stakeholders, as well as fostering a better understanding of Aboriginal cultures, rights and experiences.

#### **Little Feet Festival**

The Little Feet Festival was held on 25 October 2020 at Edith Cowan University with 3,500 people attending. The Festival is the region's premier event for children under the age of 12 and included a range of family-friendly activities related to the theme of "3,2,1 Blast Off".

Participants were taken on a journey to outer space, exploring the wonders of the solar system and its planets through hands-on activities, engaging educational performances and creative play making aliens, space creatures, rockets and flying saucers.

One of the key attractions was the St Stephen's School Exploration Station, presented by Scitech, where children could put their engineering skills to the test in building a robot on the surface of another planet.

This was the City's first large-scale outdoor event delivered by the City since COVID-19 restrictions were put in place in early 2020 and careful planning went into ensuring the festival complied with State Government directions in relation to COVID-19.

# Governance and Leadership

## Aspirational Outcome

The City is recognised for its outstanding governance practices, which are achieved through strong leadership and fully-integrated community engagement systems.

### EFFECTIVE REPRESENTATION

To have a highly skilled and effective Council that represents the best interests of the community.

Strategic initiatives:

- Attract a diverse elected body that represents, promotes and reflects the composition of the community.
- Ensure the elected body has a comprehensive understanding of its roles and responsibilities.
- Develop and deliver training initiatives that will foster a skilled and confident elected body.

### ACTIVE DEMOCRACY

To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.

Strategic initiatives:

- Fully integrate community consultation practices into City activities.
- Optimise opportunities for the community to access and participate in decision-making processes.
- Adapt to community preferences for engagement formats.

### CORPORATE CAPACITY

For the community to have confidence and trust in the City that it can deliver services effectively and transparently.

Strategic initiatives:

- Demonstrate accountability through robust reporting that is relevant and easily accessible by the community.
- Maintain a highly skilled and effective workforce.
- Apply a work ethic of confident and responsive action.
- Continuously strive to improve performance and service delivery across all corporate functions.
- Adopt citizen-centric digital services as opportunities arise that support improved service delivery and accessibility by residents.

### STRONG LEADERSHIP




For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.


Strategic initiatives:

- Advocate and influence political direction to achieve local and regional development.
- Seek out City representation on key external and strategic bodies.
- Participate in State and Federal policy development processes affecting local government.
- Foster strategic alliances to deliver key transformational projects and initiatives in partnership with key stakeholders.

## Governance and Leadership – Services and Programs

### Services and Programs

PROJECT STATUS		BUDGET STATUS	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Service/Program	Quarter	Comments	Project Status	Budget Status
<b>Community Consultation</b> Report on consultation undertaken for individual projects during the quarter.	Jul-Sept 20	Community consultation was undertaken on the following projects during the quarter: <ul style="list-style-type: none"> <li>• Churton Park Landscaping Consultation</li> <li>• Edgewater Quarry Draft Preferred Concept Plan</li> <li>• Eight Year Local Laws Review</li> <li>• Mirror Park Skate Park Proposed Lighting</li> <li>• Newcombe Park Landscaping Consultation</li> <li>• Community Art Exhibition Popular Choice Award and Feedback Form</li> <li>• Community Youth Team Feedback Form</li> <li>• June Business Forum – Feedback Evaluation Report</li> <li>• Meet Your Neighbour Project Feedback Form</li> <li>• Summer Sessions Event Feedback Form</li> </ul>		
	Oct-Dec 20	Community consultation was undertaken on the following projects during the quarter: <ul style="list-style-type: none"> <li>• Edgewater Quarry Draft Preferred Concept Plan</li> <li>• Heathridge Park Draft Concept Plan</li> <li>• Invitation Art Prize Feedback Form</li> <li>• Little Feet Festival Feedback Interviews</li> <li>• Native Bee Workshop Feedback Form</li> <li>• Park and Facility Hire Feedback Form (winter and annual hirers)</li> <li>• Mirror Park Skate Park Lighting – Approved by Council for inclusion in the 2021/22 Capital Works Program</li> </ul>		✓
	Jan-Mar 21			
	Apr-Jun 21			

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
<b>Policy Development and Review</b> Report on the development of new policies and review of existing policies.	Jul-Sept 20	At its meeting held on 18 August 2020, Council endorsed the following policies: <ul style="list-style-type: none"> <li>• Notification of Public Works Policy</li> <li>• Alfresco Activities Local Planning Policy</li> <li>• Container Deposit Scheme Infrastructure Local Planning Policy</li> </ul> Council also revoked the Joondalup City Centre Carparking for Commercial Development Policy.		
	Oct-Dec 20	At its meeting held on 20 October 2020, Council endorsed the following policies: <ul style="list-style-type: none"> <li>• Advertisements Local Planning Policy (amendment) (for advertising)</li> <li>• Business Continuity Policy</li> <li>• Draft Joondalup Design Review Panel Local Planning Policy (for advertising)</li> <li>• Investment of Available Funds Policy (amendment)</li> <li>• Risk Management Policy (amendment)</li> </ul> The Policy Committee also noted the review of the Stormwater Management Policy.		✓
	Jan-Mar 21			
	Apr-Jun 21			
<b>Local Laws</b> Report on the development of new local laws and the amendment of existing local laws.	Jul-Sept 20	No new local laws were developed during the quarter.		
	Oct-Dec 20	No new local laws were developed during the quarter.		✓
	Jan-Mar 21			
	Apr-Jun 21			

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
<b>Publications</b> Print and distribute community newsletters.	Jul-Sept 20	The following publications were distributed during the quarter: <ul style="list-style-type: none"> <li>• 2020/21 Waste Guide</li> <li>• Budget Edition City News 2020</li> <li>• City News Spring 2020</li> <li>• Libraries Events and Programs Guide Spring 2020</li> <li>• WA Business News special edition investment brochure entitled 'Joondalup – a region on the rise'.</li> </ul>		
	Oct-Dec 20	The following publications were distributed during the quarter: <ul style="list-style-type: none"> <li>• City News Summer 2020</li> <li>• Libraries Events and Programs Guide Summer 2020</li> <li>• Public Art Brochure</li> <li>• Youth Services Summer Calendar 2020/21</li> <li>• Green Waste Collection Flyers</li> <li>• Annual Report 2019/20.</li> </ul>		✓
	Jan-Mar 21			
	Apr-Jun 21			

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
<b>Electronic Communication</b> Publish electronic newsletters and documents on City activities.  Report significant community engagement activities on social media and social media statistics.	Jul-Sept 20	The City provided the following e-newsletters to local residents in this quarter: <ul style="list-style-type: none"> <li>• Arts <i>in-Focus</i></li> <li>• Clubs <i>in-Focus</i></li> <li>• Y-Lounge Online</li> <li>• Environmental Events</li> <li>• Joondalup Job Notices</li> <li>• Joondalup Voice</li> <li>• Joondalup Library Events</li> <li>• Joondalup Leisure Online</li> <li>• Joondalup Business Online</li> <li>• School Connections</li> <li>• Public Notices</li> </ul> The City was active on social media this quarter with the City's online following reaching more than 53,900 users across all of its platforms as listed below: <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• Instagram</li> <li>• LinkedIn</li> <li>• YouTube</li> </ul> Significant community engagement on social media was undertaken this quarter, including posts regarding: <ul style="list-style-type: none"> <li>• Looking Back, Sorrento – 22,300 reach, 514 reactions, 105 comments;</li> <li>• Marker Dye – 15,000 reach, 83 comments;</li> <li>• Waste Dispensers – 22,245 reach, 468 reactions, 112 comments;</li> <li>• Whitfords Nodes Health and Wellbeing Hub opening – 37,000 reach, 804 reactions, 633 comments, 65 shares; and</li> <li>• Whitfords Nodes Health and Wellbeing Hub picture gallery – 29,000 reach, 330 reactions, 175 comments, 33 shares.</li> </ul>		
	Oct-Dec 20	The City provided the following e-newsletters to local residents in this quarter: <ul style="list-style-type: none"> <li>• Arts <i>in-Focus</i></li> <li>• Clubs <i>in-Focus</i></li> <li>• Y-Lounge Online</li> </ul>		✓



## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
		<ul style="list-style-type: none"> <li>• Environmental Events</li> <li>• Joondalup Job Notices</li> <li>• Joondalup Voice</li> <li>• Joondalup Library Events</li> <li>• Joondalup Leisure Online</li> <li>• Joondalup Business Online</li> <li>• School Connections</li> <li>• Public Notices</li> </ul> <p>The City was active on social media this quarter with the City's online following reaching more than 52,700 users across all of its platforms as listed below:</p> <ul style="list-style-type: none"> <li>• Facebook (38,427)</li> <li>• Twitter (3,576)</li> <li>• Instagram (5,375)</li> <li>• LinkedIn (5,072)</li> <li>• YouTube (256)</li> </ul> <p>Significant community engagement on social media was undertaken this quarter, including posts regarding:</p> <ul style="list-style-type: none"> <li>• Removal of the Sorrento Beach enclosure</li> <li>• Edgewater Quarry community consultation</li> <li>• Valentine's Concert and Music in the Park event info</li> <li>• Hillarys Beach Park dog-free public advice</li> <li>• Heathridge Park community consultation</li> <li>• RYDE Program</li> <li>• SafeWA contact tracing requirements</li> </ul>		
	Jan-Mar 21			
	Apr-Jun 21			




## Governance and Leadership – Services and Programs

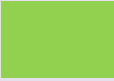
Service/Program	Quarter	Comments	Project Status	Budget Status
<b>External Partnerships</b> Report active participation in key external body meetings and events which aim to advance strategic priorities.	Jul-Sept 20	The following external meetings and events were attended by City representatives: <ul style="list-style-type: none"> <li>• Mindarie Regional Council Ordinary meeting</li> <li>• Mindarie Regional Council Special Council meeting</li> <li>• Mindarie Regional Council Briefing</li> <li>• Mindarie Regional Council CEO meeting</li> <li>• City of Joondalup Stakeholder Group</li> <li>• Ocean Reef Marina Government Steering Committee</li> <li>• Tamala Park Regional Council Ordinary meeting</li> <li>• Tamala Park Regional Council CEO meeting</li> <li>• North East Metro Outer Suburbs Mayors and CEOs</li> <li>• WALGA North Zone meeting</li> <li>• Joint Cities of Joondalup and Wanneroo Executives</li> <li>• Metropolitan Environmental Health Managers Group</li> <li>• ECU Environmental Health Consultative Committee</li> <li>• AIM: Leadership Matters – Breakfast with the Hon Mark McGowan</li> <li>• Business News – Breakfast with Senator the Hon Mathias Cormann</li> <li>• LG Professionals City of Perth Report – Lessons to be learnt.</li> <li>• LG Professionals - Better Practice Forum – Integrity and Ethics</li> <li>• WALGA Webinar - Sector Briefing - Local Government Act Review Panel Final Report</li> <li>• WALGA State Briefing to Sector Webinar</li> <li>• WALGA Webinar with the Hon Mark Coulton MP</li> </ul>		
	Oct-Dec 20	The following external meetings and events were attended by City representatives: <ul style="list-style-type: none"> <li>• Cities of Stirling, Joondalup, Wanneroo and Swan Mayors and CEOs networking lunch</li> <li>• City of Wanneroo and Department of Premier and Cabinet lunch with the Hon. David Templeman MLA, Minister for Culture and the Arts, Local Government, and Heritage</li> <li>• Community Cabinet – Northern Suburbs Cabinet Meeting</li> <li>• Growth Alliance Perth &amp; Peel Group Christmas lunch</li> <li>• Joondalup Cyber Security Sector Roundtable</li> <li>• LG Professionals WA State Conference</li> <li>• Mindarie Regional Council CEO meeting</li> <li>• Mindarie Regional Council Ordinary meeting</li> </ul>		✓

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
		<ul style="list-style-type: none"> <li>Smart Cities Award Announcement</li> <li>Ocean Reef Marina Government Steering Committee</li> <li>Tamala Park Regional Council CEO meeting</li> <li>Tamala Park Regional Council Ordinary meeting</li> <li>WALGA North Zone Meeting</li> <li>Local Emergency Management Committee meeting</li> <li>Metropolitan Regional Road Group meeting</li> <li>Northwest Metropolitan Regional Road Sub-Group meeting</li> </ul>		
	Jan-Mar 21			
	Apr-Jun 21			
<b>Submissions to State and Federal Government</b> Coordinate requests from State and Federal Government on strategic policy matters affecting the City.	Jul-Sept 20	The City prepared submissions on State and Federal Government strategic policy matters including: <ul style="list-style-type: none"> <li>A Discussion Paper on 'Air-handling and water systems in commercial building review (Part 2)' – Department of Health</li> <li>Draft Amendments to the Planning and Development (Local Planning Schemes) Regulations 2015 – Department of Planning, Lands and Heritage</li> <li>Draft State Coastal Planning Policy Guidelines – Department of Planning, Lands and Heritage</li> <li>Infrastructure WA – A Stronger Tomorrow Discussion Paper</li> </ul>		
	Oct-Dec 20	The City prepared submissions on State and Federal Government strategic policy matters including: <ul style="list-style-type: none"> <li>Discussion Paper on the Review of the Tobacco Products Control Act 2006 – Department of Health</li> <li>National State of the Assets Report 2019/20 – Australian Local Government Association</li> <li>Discussion Paper on the review of the Waste Avoidance Resource Recovery (WARR) Act - Department of Water and Environmental Regulation</li> <li>Public Consultation for proposed reforms to the building approval process to register engineers involved in the building approval process in Western Australia - Department of Mines, Industry Regulations and Safety</li> </ul>		✓
	Jan-Mar 21			
	Apr-Jun 21			

## Governance and Leadership – Strategic Projects and Activities

PROJECT STATUS		BUDGET STATUS	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Elected Member Attraction</b> Develop, implement and review a program to increase candidacy numbers at each Local Government Ordinary Election.	Effective representation	Jan-Mar 21	<ul style="list-style-type: none"> <li>Develop Communication Plan for 2021 Local Government Elections including candidate information sessions.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement Communication Plan actions</li> </ul>			
<b>Elected Member Training</b> Coordinate and maintain appropriate ongoing training programs for Elected Members.	Effective representation	Jul-Sept 20	<ul style="list-style-type: none"> <li>Promote Elected Member training opportunities.</li> </ul>	Elected Member training opportunities were promoted and processed as required. All Elected Members elected at the 2019 local government elections completed the required mandatory training during the quarter.		
		Oct-Dec 20		Elected Member training opportunities were promoted and processed as required during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Strategic Community Reference Group</b> Manage a group of interested community residents and stakeholders to provide advice to Council on matters of significant community interest.	Active democracy	Jul-Sept 20	<ul style="list-style-type: none"> <li>Conduct meetings in accordance with agreed 2020 work plan.</li> </ul>	Two meetings of the Strategic Community Reference Group were held on 30 July and on 3 September 2020. The focus of the meetings was to inform the development of the City's new Strategic Community Plan.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Develop 2021 work plan and seek endorsement by Council.</li> <li>Conduct meetings in accordance with agreed work plan.</li> </ul>	The 2021 work plan developed and endorsed by Council at their 17 November 2020 meeting. No meetings were conducted in this quarter as per the agreed work plan.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Conduct meetings in accordance with agreed work plan.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Conduct meetings in accordance with agreed work plan.</li> </ul>			
<b>Annual Report</b> Prepare and present an Annual Report of City activity to demonstrate achievements against the City's Corporate Business Plan and present the report to the Annual General Meeting of Electors.	Corporate capacity	Oct-Dec 20	<ul style="list-style-type: none"> <li>Present 2019/20 Annual Report to Council for endorsement.</li> <li>Present 2019/20 Annual Report to the Annual General Meeting of Electors.</li> </ul>	The 2019/20 Annual Report was endorsed by Council at a special meeting held on 22 December 2020. The Annual General Meeting of Electors was rescheduled from 8 December 2020 to 2 February 2021 due to the delay in finalisation of the City's Annual Financial Statements as a result of amendments to the Local Government (Financial Management) Regulations 1996, gazetted on 6 November 2020. The City's 2019/20 Annual Report will be presented at the 2 February Meeting.		✓
<b>Local Government Act Amendment</b> Implement changes to Governance processes as a result of the amendment to the <i>Local Government Act 1995</i> .	Corporate capacity	Jan-Mar 21	<ul style="list-style-type: none"> <li>Review required changes to the Local Government Act 1995.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement revised governance processes as required including reports to Council.</li> </ul>			

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Compliance Audit Return</b> Submit the Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries in accordance with Regulations 14 and 15 of the <i>Local Government (Audit) Regulations 1996</i> .	Corporate capacity	Jan-Mar 21	<ul style="list-style-type: none"> <li>Present Compliance Audit Return to Council for endorsement.</li> <li>Submit the Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries.</li> </ul>			
<b>Integrated Planning and Reporting Framework</b> Demonstrate compliance with the Western Australian Department of Local Government, Sport and Cultural Industries' Integrated Planning and Reporting Framework and align City planning documents to this Framework. This includes: <ul style="list-style-type: none"> <li>Commencement of a new 10 Year Strategic Community Plan for implementation in 2020/21;</li> <li>Review of the Strategic Community Plan (Major every 4 years and Minor every 2 years); and</li> </ul>	Corporate capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop community consultation and stakeholder workshop program to inform the development of a new Strategic Community Plan.</li> <li>Present report to Council seeking endorsement of the annual review of the Corporate Business Plan 2020/21-2024/25.</li> </ul>	The community consultation and stakeholder workshop program to inform the development of the new Strategic Community Plan was developed. Two meetings of the Strategic Community Reference Group were held in July and September 2020.  The report to Council seeking endorsement of the Corporate Business Plan is to be presented to Council in October 2020.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Finalise community consultation and stakeholder workshop program to inform the development of a new Strategic Community Plan.</li> </ul>	The annual review of the City's Corporate Business Plan was endorsed by Council at its October 2020 Meeting. Community consultation and the stakeholder workshop program was planned, and the approach was endorsed during the quarter.  Four internal workshops were held with relevant stakeholders.		✓
		Jan-Mar 21				



## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<ul style="list-style-type: none"> <li>Annual review of the Corporate Business Plan.</li> </ul>		Apr-Jun 21	<ul style="list-style-type: none"> <li>Conduct community consultation activities and stakeholder workshops to inform the development of a new Strategic Community Plan.</li> </ul>			
<b>Advocacy Framework</b> Develop an Advocacy Framework which aligns with the Strategic Community Plan and which provides guidance in advocating to State and Federal Government to progress key City strategic projects and initiatives.	Corporate capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop the Advocacy Framework.</li> </ul>	The draft Advocacy Framework was developed.		✓
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Present the draft Advocacy Framework to Elected Members for review.</li> </ul>	A Briefing Paper outlining the City Advocacy Framework and draft priorities was presented to Elected Members for comment in October 2020. An Advocacy Priorities document was developed for the Community Cabinet Meeting held at the City of Joondalup in November 2020.		
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Commence implementation of the Framework.</li> </ul>			
		Apr-Jun 21				
<b>Delegated Authority Manual</b> Conduct an annual review of the Delegated Authority Manual in accordance with legislation.	Corporate capacity	Jan-Mar 21	<ul style="list-style-type: none"> <li>Commence review of Delegated Authority Manual.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present report to Council seeking endorsement of the Review of Delegations.</li> </ul>			
<b>Codes of Conduct</b> Develop new codes of conduct for Elected Members/Candidates and employees in accordance with legislation.	Corporate capacity	Jan-Mar 21	<ul style="list-style-type: none"> <li>Commence review of the City's Code of Conduct and analyse new legislation.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Submit report to Council for endorsement of the revised Code of Conduct.</li> </ul>			

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Ward Boundary Review</b> Conduct 8-yearly review of ward boundaries in accordance with legislation	Corporate capacity	Jan-Mar 21	<ul style="list-style-type: none"> <li>Present report to Council to adopt a discussion paper for release for public consultation.</li> <li>Conduct public consultation period.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present report to Council on outcomes of the consultation process.</li> <li>Make recommendations to the Local Government Advisory Board.</li> </ul>			
<b>Local Law Review</b> Undertake 8-yearly review of City local laws in accordance with legislation	Corporate capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Conduct public advertising of Eight-Year Review.</li> </ul>	Public advertising of the City's Eight Year Local Law Review was conducted during the quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Submit 8-Year Review Report to Council to consider public comments received through the public consultation period and make decision to amend or repeal local laws.</li> </ul>	The 8-Year Review Report to consider the comments received during the public consultation period will be submitted to Council in Quarter 3 of 2020/21.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Review local laws required for amendment or repeal.</li> <li>Present local laws reviewed to Council seeking endorsement for public advertising.</li> <li>Conduct public advertising.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present report to Council seeking endorsement of revised or new local laws.</li> <li>Submit copy of revised or new local laws to the Minister for Local Government for gazettal.</li> </ul>			

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Audit and Risk Committee</b> Provide reports to the Audit and Risk Committee on the appropriateness and effectiveness of the City's systems in regard to risk management, internal control and legislative compliance and financial management.	Corporate capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present reports and undertake actions as requested by the Audit and Risk Committee.</li> </ul>	The following reports were presented at the meeting held on 6 July 2020: <ul style="list-style-type: none"> <li>Internal Audit Outcomes;</li> <li>COVID-19 Internal Audit Activity;</li> <li>The Audit and Risk Services Program 2020/21 and 2019/20 Status Report;</li> <li>The Chief Executive Officer's Credit Card Expenditure from January to March 2020; and</li> <li>The Benefits Management Program Status Report.</li> </ul>		
		Oct-Dec 20		The following report was presented at the meeting held on 16 December 2020: <ul style="list-style-type: none"> <li>2019/20 Annual Financial Report.</li> </ul>		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Australasian Local Government Performance Excellence Program</b> Participate in the program to track and benchmark performance against the local government sector.	Corporate capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Collect data and submit data to Local Government Performance Excellence Program.</li> </ul>	Data was collected (excluding financial data) and submitted to the Local Government Performance Excellence Program during the quarter.		
		Oct-Dec 20		Data was collected (excluding financial data) and submitted to the Local Government Performance Excellence Program during the quarter.		✓
		Jan-Mar 21				

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Benchmarking data available for analysis.</li> </ul>			
<b>Customer Satisfaction Survey</b> Conduct a biennial survey of residents to measure customer satisfaction with City services.	Corporate capacity	Oct-Dec 20	<ul style="list-style-type: none"> <li>Develop and distribute a Request for Quotation for consultants to deliver the 2021/22 Customer Satisfaction Survey.</li> </ul>	A Request for Quotation was developed and will be advertised in Quarter 3 of 2020/21.		
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Appoint consultant.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Conduct market research for the 2021/22 Customer Satisfaction Survey.</li> </ul>			
<b>Strategic Position Statements</b> Conduct a review of the City's position statements to provide clear direction on specific political and strategic matters.	Strong leadership	Oct-Dec 20	<ul style="list-style-type: none"> <li>Commence review of Strategic Position Statements.</li> </ul>	A review of Strategic Position Statements was undertaken, with minor revisions endorsed by Council at its 8 December 2020 meeting. An additional Strategic Position Statement on "Cyber Security" was also endorsed by Council at the meeting of 8 December 2020.		✓
		Jan-Mar 21				
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present report to Council seeking endorsement of revised Strategic Position Statements.</li> </ul>			

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status		
<b>Civic Ceremonies</b> The City conducts regular Citizenship Ceremonies on behalf of the Department of Immigration and Citizenship and welcomes new citizens in the City.  The City also hosts a number of civic ceremonies and corporate functions throughout the year, including ceremonies such as: <ul style="list-style-type: none"> <li>• Remembrance Day Memorial Service</li> <li>• ANZAC Day Dawn Service</li> </ul>	Strong leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>• Conduct regular Citizenship Ceremonies.</li> <li>• Deliver planned functions and ceremonies.</li> </ul>	The City delivered six Citizenship Ceremonies during the quarter in a streamlined COVID-safe format.  The following civic functions were held: <ul style="list-style-type: none"> <li>• Portrait unveiling of Honorary Freeman, Brian Cooper;</li> <li>• The Community Art Exhibition VIP event;</li> <li>• Whitfords Nodes Health and Wellbeing Hub VIP event; and</li> <li>• Invitation Art Prize VIP event.</li> </ul>				
		Oct-Dec 20		The City delivered three Citizenship Ceremonies during the quarter in a streamlined COVID-safe format at which 228 local residents became Australian citizens.  The following civic functions were held: <ul style="list-style-type: none"> <li>• Invitation Art Prize;</li> <li>• Mayoral Prayer Breakfast – online;</li> <li>• NAIDOC Week launch;</li> <li>• Remembrance Day;</li> <li>• CEO Farewell Function; and</li> <li>• Community and Stakeholder Christmas Reception.</li> </ul>		✓		
		Jan-Mar 21						
		Apr-Jun 21						
<b>Jinan Sister City Relationship</b> Maintain Sister City relationship with Jinan in China through:	Strong leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>• Implement the three-year Economic Exchange Agreement with the City of Jinan.</li> </ul>	The implementation of the three-year Economic Exchange Agreement with the City of Jinan continued in accordance with COVID-19 restrictions.				

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<ul style="list-style-type: none"> <li>Investigating opportunities to encourage economic linkages between Joondalup and Jinan and related partners.</li> <li>Identifying and promoting opportunities for educational links.</li> </ul>		Oct-Dec 20	<ul style="list-style-type: none"> <li>Support the Sister City School relationships with St Mark's Anglican Community School and Jinan No 11 School and Woodvale Secondary College and Jinan No 9 School.</li> </ul>	The implementation of the three-year Economic Exchange Agreement with the City of Jinan continued in accordance with COVID-19 restrictions.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Financial Sustainability

### Aspirational Outcome

The City is a financially diverse local government that uses innovative solutions to achieve long-term financial sustainability. Its rates revenue is moderated through the adoption of ongoing service efficiencies and alternative income streams

#### FINANCIAL DIVERSITY

To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.

Strategic initiatives:

- Identify opportunities for new income streams that are financially sound and equitable.
- Position the City to align with State and Federal Government priorities to increase eligibility for grant funding.
- Embrace outcomes from the local government reform process that allow for alternative means of raising revenue and innovative partnership opportunities.

#### EFFECTIVE MANAGEMENT

To conduct business in a financially sustainable manner.

Strategic initiatives:

- Manage liabilities and assets through a planned, long-term approach.
- Balance service levels for assets against long-term funding capacity.
- Seek out efficiencies and regional collaborations to reduce service delivery costs.

#### MAJOR PROJECT DELIVERY




To effectively plan for the funding and delivery of major projects.



Strategic initiatives:

- Effectively prioritise major capital projects to facilitate long-term financial sustainability.
- Optimise funding options for new projects that take advantage of favourable economic conditions.
- Support new projects that balance identified financial risks against effective management approaches.

## Financial Sustainability – Services and Programs




### Services and Programs


PROJECT STATUS		BUDGET STATUS	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Service/Program	Quarter	Comments	Project Status	Budget Status
<b>Capital Works Program</b> Report delivery of programs in accordance with Capital Works Program.	Jul-Sept 20	The Capital Works Program is progressing in accordance with the schedule (see attached Capital Works Report for more details).		
	Oct-Dec 20	The Capital Works Program is progressing in accordance with the schedule (see attached Capital Works Report for more details).		✓
	Jan-Mar 21			
	Apr-Jun 21			
<b>Property Management Framework</b> Negotiate and implement new and expired lease and licence agreements.	Jul-Sept 20	Six lease agreements were completed and signed. Negotiations on seven lease agreements and seven licence agreements continued.		
	Oct-Dec 20	No lease or licence agreements were due for completion during the quarter.		✓
	Jan-Mar 21			
	Apr-Jun 21			



## Financial Sustainability – Strategic Projects and Activities

PROJECT STATUS		BUDGET STATUS	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Strategic Financial Plan</b> Conduct review of the Strategic Financial Plan which provides a long-term view of the City's funding needs to enable the Strategic Community Plan to be achieved and includes 10-year financial projections.	Effective management	Oct-Dec 20	<ul style="list-style-type: none"> <li>Present draft Strategic Financial Plan (2019/20 to 2028/29) to the Major Projects and Finance Committee for review.</li> <li>Review timings and key assumptions of major projects in preparation for the development of the 2021 Strategic Financial Plan.</li> </ul>	The draft Strategic Financial Plan (2019/20 to 2028/29) was presented to Council at its meeting of 20 October 2020.  Timings and key assumptions of major projects were reviewed during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Present major project timings/assumptions to budget workshops.</li> <li>Develop revised draft Strategic Financial Plan 2021.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Review draft 2021 Strategic Financial Plan as part of the annual budget workshops.</li> </ul>			

## Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Property Management Framework and Facility Hire Subsidy Policy Review</b> Finalise the review of the Property Management Framework and the Facility Hire Subsidy Policy to enable the efficient management of the City's leased buildings and hireable venues.	Effective management Financial diversity	Oct-Dec 20	<ul style="list-style-type: none"> <li>Present the final outcomes and review of the Property Management Framework and the Facility Hire Subsidy Policy to Elected Members.</li> </ul>	Presentation of the outcomes and review to Elected Members was delayed and has been re-scheduled for Quarter 3 of 2020/21.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Seek Council endorsement of the revised Property Management Framework.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement recommendations from the revised Property Management Framework.</li> </ul>			
<b>Ocean Reef Road and Eddystone Avenue Upgrade</b> Lengthen the right turn pocket on Eddystone Avenue heading west onto Ocean Reef Road and reduce left turn pockets for the south and north legs of the intersection incorporating skid treatment. Lighting will also be improved to reduce night-time crashes.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Advertise tender and appoint contractor.</li> </ul>	The tender was advertised and a contractor appointed.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	Construction was completed during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			
<b>Hepburn Avenue/Mitchell Freeway Southbound On Ramp</b> Extend left turn pocket on Hepburn Avenue for southbound Mitchell Freeway on ramp.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	Construction was completed during the quarter.		✓
		Oct-Dec 20		Construction was completed during the last quarter.		
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			

## Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Marmion Avenue/McWhae Road Intersection Upgrade</b> Construct left turn lane from Marmion Avenue into McWhae Road and install intersection islands and pedestrian facilities including path links to existing public accessway.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Finalise design.</li> </ul>	Design continued during the quarter.		
		Oct-Dec 20		Design continued during the quarter in consultation with Main Roads WA.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Advertise tender and appoint contractor.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>			
<b>Marmion Avenue/Cambria Street Intersection Upgrade</b> Upgrade the intersection of Marmion Avenue and Cambria Street installing a left turn pocket on Marmion Avenue and installing pedestrian facilities.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Finalise design.</li> </ul>	Design continued during the quarter.		
		Oct-Dec 20		Design continued during the quarter in consultation with Main Roads WA.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Advertise tender and appoint contractor.</li> <li>Undertake construction.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>			
<b>Burns Beach Coastal Parking Construction</b> Construct new parking facilities on the Burns Beach Foreshore in line with the Burns Beach Masterplan.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Advertise tender and appoint contractor.</li> </ul>	The tender was advertised and a contractor was appointed.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>	Construction was completed during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			

## Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
<b>Burns Beach Road and Joondalup Drive Roundabout</b> Provide additional right turn lane with separated continuous through lane onto Joondalup Drive and dedicated left turn slip lane on Burns Beach Road to ease congestion.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Main Roads WA undertakes construction.</li> </ul>	Main Roads WA continued construction.			
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Main Roads WA completes construction.</li> </ul>	Main Roads WA completed construction during the quarter.		✓	
		Jan-Mar 21					
<b>Warwick Road/Erindale Road Intersection Upgrade</b> Undertake major upgrade to intersection including traffic signals to improve road safety and performance.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Seek Main Roads WA approval.</li> </ul>	Ongoing liaison has occurred with Main Roads WA to seek approval.			
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	Ongoing liaison continued with Main Roads WA to seek approval.		✓	
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>				
<b>Whitfords Avenue/Northshore Drive Roundabout</b> Upgrade remaining section of Whitfords Avenue and existing single lane roundabout to dual lane configuration, north and south of Northshore Drive, to improve capacity and road safety.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Advertise tender and appoint contractor.</li> </ul>	The tender was advertised and a contractor was appointed.			
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	Construction commenced during the quarter.		✓	
		Jan-Mar 21					
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>				

## Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Shenton Avenue Upgrade</b> Design upgrade of Shenton Avenue from the Mitchell Freeway Interchange to Joondalup Drive intersection.	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake design.</li> </ul>	The process to appoint a consultant to undertake the design commenced. A consultant will be appointed in the second quarter of 2020/21.		
		Oct-Dec 20		Appointment of a consultant was delayed to allow the Public Transport Authority to develop the technical specification for the tunnel extension.		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Whitfords Avenue/Gibson Avenue Intersection</b> Upgrade intersection including double right turn from Gibson Avenue and upgrade pedestrian facilities. (Year 1 of 3 year project)	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake design.</li> </ul>	Design commenced during the quarter.		
		Oct-Dec 20		Design continued during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Whitfords Avenue/Kingsley Drive Intersection</b> Upgrade Whitfords Avenue and Kingsley Drive intersection including double right turn from Kingsley Drive and including pedestrian facilities. (Year 1 of 3 year project)	Major project delivery	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake design.</li> </ul>	Design commenced during the quarter.		
		Oct-Dec 20		Design continued during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21				

# Quality Urban Environment

## Aspirational Outcome

The City's built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability.

### QUALITY BUILT OUTCOMES

For the City's commercial and residential areas to be filled with quality buildings and appealing streetscapes.

Strategic initiatives:

- Planning frameworks promote and support adaptive, mixed-use developments with active ground floor uses on appropriately zoned sites.
- Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.
- Environmentally sensitive building designs are showcased, promoted and encouraged.
- Buildings and landscaping is suitable for the immediate environment and reflect community values.
- The community is able to effectively age-in-place through a diverse mix of facilities and appropriate urban landscapes.

### INTEGRATED SPACES

To have integrated land use and transport planning that provides convenient and efficient movement across the City.

Strategic initiatives:

- Understand issues arising from the interaction between current transport modes.
- Provide for diverse transport options that promote enhanced connectivity.
- Improve the interface between the urban and natural environments.
- Enable safe, logical and accessible pedestrian movements throughout public spaces.

### QUALITY OPEN SPACES

To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.

Strategic initiatives:

- Apply a strategic approach to the planning and development of public open spaces.
- Employ quality and enduring infrastructure designs that encourage high utilisation and increased outdoor activity.
- Adopt consistent principles in the management and provisions of urban community infrastructure.
- Establish landscapes that are unique to the City and provide statements within prominent network areas.




### CITY CENTRE DEVELOPMENT

To have quality and diverse landmark buildings within the Joondalup City Centre that enhance the vitality and vibrancy of the urban space.



Strategic initiatives:

- Promote and support bold and iconic private building developments within strategic City Centre land locations.
- Encourage ground level retail activities to support a growing and dynamic City Centre.
- Pursue the development of commercial office buildings within the Joondalup City Centre.
- Pursue the development of a Joondalup Performing Arts and Cultural Centre within the Joondalup City Centre.

## Quality Urban Environment – Strategic Projects and Activities

PROJECT STATUS	
All annual milestones completed	
On track	
Slightly behind schedule	

BUDGET STATUS	
On budget	✓
Over budget	▲
Under budget	▼

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Review of Residential Development Local Planning Policy and Other Local Planning Policies</b> Review the Residential development Local Planning Policy and other residential local planning policies following final approval of the Development Standards for Housing Opportunity Areas Local Planning Policy by the Western Australian Planning Commission and final approval of Scheme Amendment No 5 by the Minister for Planning.	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Review the Residential Development Local Planning Policy and other residential local planning policies.</li> </ul>	No actions were undertaken as the review is pending WAPC/Minister decision on the draft new development standards for Housing Opportunity Areas.		
		Oct-Dec 20		No actions were undertaken as the review is pending WAPC/Minister decision on the draft new development standards for Housing Opportunity Areas.		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Joondalup Activity Centre Plan</b> Undertake a review and minor amendment to the Joondalup Activity Centre Plan in response to initial feedback on	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Progress the review of the Joondalup Activity Centre Plan and prepare a minor amendment to the Activity Centre Plan if required.</li> </ul>	Preparation of a project plan commenced.		
		Oct-Dec 20		Review of the Joondalup Activity Centre Plan commenced.		✓
		Jan-Mar 21				



## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
implementing the document and to incorporate changes to State Planning Policy.		Apr-Jun 21				
<b>Review of Structure Plans and Activity Centre Plans</b> Review existing structure plans and activity centre plans as appropriate and incorporate finalised plans in the Local Planning Scheme No 3.	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake actions to integrate structure plans and activity centre plans into Local Planning Scheme No 3 as relevant.</li> </ul>	Council, at its meeting of July 2020, considered and supported the proposed revocation of the Cook Avenue Structure Plan and associated Amendment to Local Planning Scheme No 3.		
		Oct-Dec 20		Liaison with the Department of Planning, Lands and Heritage occurred to progress the scheme amendment to revoke the Cook Avenue Structure Plan.		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Review of Joondalup Design Panel</b> Review the Terms of Reference of the Joondalup Design Panel.	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake review of the current design review process and Terms of Reference for the Joondalup Design Review Panel.</li> <li>Prepare draft Joondalup Design Panel Local Planning Policy.</li> <li>Present amended Terms of Reference for the Joondalup Design Review Panel to Council for consideration.</li> <li>Present draft Joondalup Design Review Local Planning Policy to Policy</li> </ul>	A review of the current design review process and Terms of Reference for the Joondalup Design Review Panel was undertaken, and a draft Joondalup Design Reference Panel Local Planning Policy prepared.		
		Oct-Dec 20		Council, at its meeting of October 2020, considered the draft Joondalup Design Reference Panel Local Planning Policy for public consultation. Public consultation was undertaken on the draft policy in November and December 2020.		✓
		Jan-Mar 21				

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21	Committee/Council for consideration to advertise. • Advertise the draft Joondalup Design Review Local Planning Policy for public comment.			
<b>Development Standards for Housing Opportunity Areas</b> Progress a local planning policy for development in the City's Housing Opportunity Areas that requires a higher quality of design and better manages the impact of development on existing residents and streetscapes.	Quality built outcomes	Jul-Sept 20	• Liaise with the Western Australian Planning Commission (WAPC) to progress the draft Development Standards in Housing Opportunity Areas Local Planning Policy. • Implement the draft Development Standards in Housing Opportunity Areas Local Planning Policy following WAPC approval.	Ongoing liaison was undertaken with the Department of Planning, Lands and Heritage to progress the assessment of the draft development standards.		
		Oct-Dec 20		Ongoing liaison was undertaken with the Department of Planning, Lands and Heritage to progress the assessment of the draft development standards contained in the local planning policy.		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Housing Opportunity Areas: Proposed Amendment to Local Planning Scheme No 3</b> Progress an amendment to Local Planning Scheme No 3 to include provisions which enable the City to better control the impact of development on existing residents and streetscapes.	Quality built outcomes	Jul-Sept 20	• Liaise with the Western Australian Planning Commission to progress draft Scheme Amendment No 5. • Implement Scheme Amendment No 5 following approval by the Minister for Planning and gazettal of the amendment.	Ongoing liaison was undertaken with the Department of Planning, Lands and Heritage to progress the assessment of the draft development standards.		
		Oct-Dec 20		A deputation was made in support of draft Scheme Amendment No 5 to the Statutory Planning Committee of the Western Australian Planning Commission in October 2020. Contact was made with the Minister for Planning in support of draft Scheme Amendment No 5. The Minister for Planning approved draft Scheme Amendment No 5 in December 2020.		✓

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21				
		Apr-Jun 21				
<b>State Planning Reform</b> Implement State Government Planning Reform.	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake actions as required.</li> </ul>	City representatives attended working groups convened by the Department of Planning, Lands and Heritage on: <ul style="list-style-type: none"> <li>The Stakeholder Engagement Toolkit;</li> <li>The Medium Density State Planning Policy;</li> <li>The Neighbourhood Design State Planning Policy; and</li> <li>Amendments to the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>.</li> </ul>		
		Oct-Dec 20		City representatives attended working groups convened by the Department of Planning, Lands and Heritage on: <ul style="list-style-type: none"> <li>The Medium Density State Planning Policy; and</li> <li>Amendments to the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>.</li> </ul>		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Place Activation</b> Develop a Place Activation Strategy for the City of Joondalup and Pilot Place Plan for part of the City Centre.	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present Report to Council seeking approval of project scope and Request for Quotation to appoint a consultant.</li> </ul>	At its meeting held on 18 August 2020, Council endorsed the scope of the Place Activation Strategy (COJ104-08/20 refers). The City commenced obtaining quotations from qualified consultants to assist in the preparation of a pilot place plan for the Joondalup City Centre.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Advertise Request for Quotation and appoint consultant.</li> </ul>	A consultant was appointed during the quarter to commence work on the Pilot Place Plan for the Joondalup City Centre.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Commence development of the Place Activation Strategy and Pilot Place Plan.</li> </ul>			
		Apr-Jun 21				
<b>Streetscape Enhancement City Centre Streetscape Renewal Program</b> Undertake ongoing enhancement of verges and medians that form part of the City's major road network, including: <ul style="list-style-type: none"> <li>Joondalup Drive, western verge; and</li> <li>Shenton Avenue.</li> </ul>	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake construction of Joondalup Drive western verge streetscape renewal.</li> </ul>	Construction of the Joondalup Drive western verge was undertaken during the quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Complete construction of Joondalup Drive western verge streetscape renewal.</li> <li>Undertake design for Shenton Avenue streetscape renewal.</li> </ul>	Construction of the Joondalup Drive western verge was completed during the quarter. Initial scoping commenced for the Shenton Avenue streetscape renewal design.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Undertake design for Shenton Avenue streetscape renewal.</li> </ul>			

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21				
<b>Streetscape Enhancement Program – Whitfords Avenue Streetscape Upgrades</b> Deliver Arterial Roads Project to provide for ongoing enhancement of verges and medians that form part of the City's major road network including Whitfords Avenue East.	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop documentation and advertise a Request for Quotation.</li> </ul>	The landscape concept design and detailed landscape documentation was completed. Design for irrigation works commenced. The Request for Quotation will be advertised next quarter.		
		Oct-Dec 20		<ul style="list-style-type: none"> <li>A Request for Quotation was advertised during the quarter.</li> </ul>		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Appoint contractor.</li> <li>Undertake construction.</li> <li>Complete construction.</li> </ul>			
		Apr-Jun 21				
		<b>Churton Park, Warwick – Park Amenity Improvement Program</b> Undertake landscaping and infrastructure works as part of a program to enhance amenity in parks within higher density housing areas with limited backyards and higher populations.	Integrated spaces	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake community consultation and concept landscape design.</li> </ul>	Community consultation and landscape concept design were completed. Detailed landscape documentation has commenced.
Oct-Dec 20	<ul style="list-style-type: none"> <li>Complete community consultation, detailed landscape and irrigation design and advertise a Request for Quotation.</li> </ul>			Community consultation was completed during the quarter. A landscape and irrigation design was also completed during the quarter and the contractor was appointed.		✓
Jan-Mar 21	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>					
Apr-Jun 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>					

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Newcombe Park, Padbury – Park Amenity Improvement Program</b> Undertake landscaping and infrastructure works as part of a program to enhance amenity in parks within higher density housing areas with limited backyards and higher populations.	Integrated spaces	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake community consultation and commence concept landscape design.</li> </ul>	Community consultation and landscape concept design were completed.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Complete community consultation and concept landscape design.</li> </ul>	Detailed design commenced during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Complete detailed landscape design and irrigation design.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Advertise a Request for Quotation for landscaping works and irrigation.</li> </ul>			
<b>Leafy City Program</b> Implement the Leafy City Program to provide shaded spaces in the urban environment through street tree planting in the suburbs of Kallaroo, Mullaloo, Warwick and Beldon during 2020/21 and 2021/22.	Integrated spaces	Jul-Sept 20	<ul style="list-style-type: none"> <li>Finalise species selection and location.</li> <li>Advertise Request for Quotation for the procurement of trees.</li> </ul>	Species selection and finalisation of proposed locations were completed. A Request for Quotation for tree procurement was advertised.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Notify the community of proposed tree planting program.</li> </ul>	Community information materials were developed during the quarter for public release in Quarter 3 of 2020/21.		✓
		Jan-Mar 21				
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Commence planting.</li> </ul>			

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Whitfords Nodes Health and Wellbeing Hub</b> Construct Whitfords Nodes Stairway and Health and Wellbeing Hub to create a fitness amenity fostering active and healthy lifestyle opportunities as well as supporting sporting events.	Integrated spaces	Jul-Sept 20	<ul style="list-style-type: none"> <li>Complete construction of stairway and lookout.</li> </ul>	The construction of the stairway and lookout was completed during the quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Complete construction of the fitness area.</li> </ul>	Construction of the fitness area was completed during the quarter.		✓
<b>Burns Beach Dual Use Path – Burns Beach to Mindarie</b> Construct a dual use path through the dunes between Mindarie and Burns Beach as a multi-funded project between State Government and the City of Wanneroo.	Integrated spaces	Jul-Sept 20	<ul style="list-style-type: none"> <li>Complete construction of the northern section.</li> </ul>	Construction of the northern section commenced.		
		Oct-Dec 20		Construction of the northern section was completed during the quarter.		✓
<b>Integrated Transport Strategy</b> Continue the development of the Integrated Transport Strategy incorporating priority actions from the Major Road Network Review and other transport issues such as the Parking Management Plan.	Integrated spaces	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop Parking Supply and Management Plan in preparation for the development of the Integrated Transport Strategy.</li> <li>Commence development of the Integrated Transport Strategy.</li> </ul>	The draft technical report for the Parking Supply and Management Plan was received from the consultant and review of the report commenced during the quarter. Development of the scope for the Integrated Transport Strategy continued.		
		Oct-Dec 20		A consultant was appointed during the quarter to commence development of the Integrated Transport Strategy.		✓
		Jan-Mar 21				

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21				
<b>Joondalup City Centre Street Lighting Stage 4</b> Replace existing lighting infrastructure to reduce running costs, replace defective poles, enhance lighting and improve community safety.	City Centre development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	Construction was undertaken during the quarter.		
		Oct-Dec 20		Construction continued during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			
<b>Joondalup City Centre Street Lighting Stage 5</b> Replace existing lighting infrastructure to reduce running costs, replace defective poles, enhance lighting and improve community safety.	City Centre development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Complete design.</li> <li>Advertise tender and award contract.</li> </ul>	Design was completed. The tender for undertaking works will be advertised in the next quarter.		
		Oct-Dec 20		The tender for undertaking works was advertised and a contractor was appointed during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>			
		Apr-Jun 21				



### Aspirational Outcome

The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.

#### CBD OF THE NORTH

For the Joondalup City Centre to be recognised as Perth's second CBD, functioning as the primary commercial centre of the North West Metropolitan Perth Region.

Strategic initiatives:

- Develop and promote a recognised industry niche that builds on existing strengths.
- Provide an efficient and integrated transport network that can support the needs of a high-functioning City Centre.
- Support advanced technology opportunities that will foster a thriving business environment.
- Proactively target and engage industries and businesses to drive City Centre development, including large government departments and agencies.
- Pursue the construction of multi-storey car park facilities within the Joondalup City Centre to facilitate greater accessibility.

#### ACTIVITY CENTRE DEVELOPMENT

To have revitalised activity centres that are multi-purpose and provide for housing diversity and enhanced liveability.

Strategic initiatives:

- Understand local commercial needs and opportunities.
- Support the development of fresh and exciting de-centralised areas of activity.
- Facilitate increased housing density in activity centres.  
Promote the primacy of the Joondalup City Centre in the application of the activity centre hierarchy.

#### DESTINATION CITY

To become a "Destination City" where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents.

Strategic initiatives:

- Actively promote and sponsor significant events and activities.
- Facilitate the establishment of major tourism infrastructure.
- Encourage diverse accommodation options.

#### REGIONAL COLLABORATION

For the City to collaborate with regional partners and stakeholders in order to maximise opportunities for the future economic growth of the North West Metropolitan Perth Region.

Strategic initiatives:

- Undertake planning within a regional context.
- Foster strategic regional partnerships.
- Drive new employment and infrastructure opportunities on a regional scale.

#### BUSINESS CAPACITY




For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.


Strategic initiatives:

- Actively seek opportunities for improving local communication network infrastructure.
- Facilitate knowledge sharing and learning opportunities.

## Economic Prosperity, Vibrancy and Growth – Services and Programs

### Services and Programs




PROJECT STATUS		BUDGET STATUS	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼


Service/Program	Quarter	Comments	Project Status	Budget Status
<b>Business Engagement and Communication</b> Support and attend partner and industry events	Jul-Sept 20	The following partner and industry events were attended by City representatives: <ul style="list-style-type: none"> <li>• ECU WA AustCyber innovation Hub</li> <li>• Destination Perth</li> <li>• StudyPerth</li> <li>• Joondalup Business Association</li> <li>• Jobs and Skills Centre</li> <li>• Joondalup Education Network</li> <li>• Business Events Perth</li> <li>• Small Business Development Corporation</li> <li>• Department of Jobs, Tourism, Science and Innovation</li> </ul>		
	Oct-Dec 20	The following partner and industry events were attended by City representatives: <ul style="list-style-type: none"> <li>• CEDA Copland Lecture by the Hon Julie Bishop</li> <li>• Connolly Residents' Association Annual Christmas Social Event</li> <li>• Joondalup Business Association Christmas Event</li> <li>• Joondalup Resort unveiling event</li> <li>• SevenWest 2020 State Post Budget Breakfast</li> <li>• Tourism WA Strategy Forum</li> </ul>		✓
	Jan-Mar 21			
	Apr-Jun 21			

## Economic Prosperity, Vibrancy and Growth – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
<b>Communication to Local Businesses</b> Develop e-business newsletters, social media posts, publications and City website updates to promote local and international economic development initiatives.	Jul-Sept 20	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> <li>• Publication of the WA Business News special edition investment brochure entitled 'Joondalup: A region on the rise';</li> <li>• Distribution of the monthly e-business newsletters;</li> <li>• Publication of regular social media posts including information on the WA Business News investment brochure, 'Joondalup – A region on the rise', the Destination City Plan and the Joondalup Innovation Challenge.</li> <li>• Regular updates on the City's website.</li> </ul>		
	Oct-Dec 20	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> <li>• Publication and distribution of the <i>Destination City Plan</i>, 'Destination Joondalup.'</li> <li>• Distribution of the monthly business e-newsletters.</li> <li>• Publication of regular social media posts including information on the <i>Destination City Plan</i>, 'Destination Joondalup,' the Joondalup Business Forum and Cyber Week 2020 events.</li> <li>• Regular updates on the City's website.</li> </ul>		✓
	Jan-Mar 21			
	Apr-Jun 21			

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

PROJECT STATUS		BUDGET STATUS	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Economic Development Strategy</b> Implement the Economic Development Strategy to provide strategic direction for the promotion of economic and employment growth within the City.	CBD of the North Activity Centre development Destination City Regional collaboration Business capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Conduct annual review of progress against the Economic Development Strategy for 2019/20 and present an update to Elected Members.</li> <li>Implement actions in line with the Economic Development Strategy Implementation Plan.</li> </ul>	Implementation of the Economic Development Strategy continued in the quarter and included: <ul style="list-style-type: none"> <li>Development of the draft Destination City Plan;</li> <li>Development of the draft Advocacy Framework;</li> <li>Continued promotion of the Joondalup Business Catalogue;</li> <li>Delivery of the Joondalup Innovation Challenge;</li> <li>Virtual exchanges undertaken with Indonesia to promote potential economic initiatives in the areas of cyber security and education;</li> <li>The publication of the WA Business News special edition investment brochure entitled 'Joondalup – A region on the rise'; and</li> <li>Publication of monthly e-business newsletters.</li> </ul>		
		Oct-Dec 20		Implementation of the Economic Development Strategy continued in the quarter and included: <ul style="list-style-type: none"> <li>Final design and publication of 'Destination Joondalup';</li> <li>Delivery of the Joondalup Business Forum, 'Destination Joondalup   Growing the Visitor Economy';</li> <li>Establishment and inaugural meeting of Medical Taskforce; and</li> </ul>		✓

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
				<ul style="list-style-type: none"> <li>Promotion and development of the Joondalup Business Catalogue.</li> </ul>		
		Jan-Mar 21				
		Apr-Jun 21				
<b>Business Forums</b> Deliver Business Forum events to engage with the local business community in key economic issues and opportunities.	Business capacity CBD of the North	Oct-Dec 20	<ul style="list-style-type: none"> <li>Plan and deliver two Business Forum events.</li> </ul>	A Business Forum held on 5 November 2020 with the theme: 'Destination Joondalup   Growing the Visitor Economy.'		✓
		Jan-Mar 20				
		Apr-Jun 20				

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Business Capacity and Support</b> Partner with key stakeholders and business support providers to facilitate and promote capacity building training opportunities for local businesses.	Business capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Attend quarterly meeting with the Joondalup Business Association.</li> <li>Facilitate and promote events with the business community, in collaboration with service delivery agencies.</li> <li>Implement the Small Business Friendly initiative in collaboration with the Small Business Development Corporation (SBDC).</li> </ul>	<ul style="list-style-type: none"> <li>Regular liaison took place with the Joondalup Business Association.</li> <li>A range of events were promoted and facilitated with Destination Perth.</li> <li>A six-monthly progress report was provided to the SBDC on the implementation of the Small Business Friendly initiative.</li> </ul>		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Attend quarterly meeting with the Joondalup Business Association.</li> <li>Facilitate and promote events with the business community, in collaboration with service delivery agencies.</li> <li>Implement the Small Business Friendly initiative in collaboration with the Small Business Development Corporation (SBDC).</li> <li>Report to SBDC on the City's progress of implementation of the Small Business Friendly initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Regular liaison took place with the Joondalup Business Association.</li> <li>A range of events were promoted and facilitated with Destination Perth.</li> <li>Events were supported and promoted in partnership with Tourism Council of WA, WA AustCyber and the Australian Information Security Association.</li> <li>Confirmation was received that the City was successful in its application to participate in the SBDC's Small Business Friendly Approvals Initiative, scheduled to commence in May 2021.</li> </ul>		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Attend quarterly meeting with the Joondalup Business Association.</li> <li>Facilitate and promote events with the business community, in collaboration with service delivery agencies.</li> <li>Implement the Small Business Friendly initiative in collaboration with the Small Business Development Corporation (SBDC).</li> </ul>			

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Attend quarterly meeting with the Joondalup Business Association.</li> <li>Facilitate and promote events with the business community, in collaboration with service delivery agencies.</li> <li>Implement the Small Business Friendly initiative in collaboration with the Small Business Development Corporation (SBDC).</li> <li>Report to SBDC on the City's progress of implementation of the Small Business Friendly initiative.</li> </ul>			
<b>Business Capacity and Support – Joondalup Business Ready</b> Deliver a series of capacity building programs to gear local businesses to enhance knowledge, skills, products and service delivery with the aim of being Globally, Digital and Destination Ready.	Business capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Deliver Business Ready Programs.</li> </ul>	Substantial progress was made on the development of the Business Ready Program. The program will be delivered in the second and third quarters of 2020/21.		
		Oct-Dec 20		Planning for the Business Ready Programs continued. Scoping and Request for Quotation processes were undertaken during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Joondalup Business Engagement Program</b> Deliver initiative aimed at providing advice and support to sole traders, small and medium sized local businesses.	Business capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Deliver program.</li> </ul>	Ongoing engagement with local businesses occurred during the quarter to assist in connecting with opportunities and State and Federal Government programs.		
		Oct-Dec 20		Ongoing engagement with local businesses occurred during the quarter to assist in connecting with opportunities and State and Federal Government programs. Key local operators have been linked to internal opportunities and the procurement process has commenced.		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Buy Local Programs</b> Deliver initiatives, including the Joondalup Business Catalogue and other Campaigns to promote local business opportunities.	Business capacity	Jul-Sept 20	<ul style="list-style-type: none"> <li>Support registrations and assessments for local businesses.</li> <li>Encourage listing of business opportunities on the Joondalup Business Catalogue.</li> <li>Support Red Tape Reduction Initiatives.</li> <li>Develop and implement other Buy Local Programs.</li> </ul>	Over 80 businesses registered on the Joondalup Business Catalogue during this quarter.		
		Oct-Dec 20		<ul style="list-style-type: none"> <li>Over 40 businesses registered on the Joondalup Business Catalogue during this quarter.</li> <li>An e-screen at Craigie Leisure Centre was launched to promote local businesses to the Joondalup community.</li> <li>The 'What's In It For Me' sales workshop was held to help operators to improve sales strategy and increase revenue.</li> <li>The 'Pitch to Win' online competition was launched to enhance sales strategy and to encourage more businesses onto the Joondalup Business Catalogue.</li> </ul>		✓
		Jan-Mar 21				



## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21				
<b>Promoting Innovation and Supporting Creativity</b> <ul style="list-style-type: none"> <li>Collaborate with the WA AustCyber Hub to support innovation and creativity within the Joondalup business community.</li> <li>Deliver the City's Innovation Fund Program.</li> </ul>	CBD of the North Business capacity Regional collaboration	Jul-Sept 20	<ul style="list-style-type: none"> <li>Participate as a member of the Advisory Board of the WA AustCyber Hub.</li> <li>Liaise with the WA AustCyber Hub to support innovation and creativity within the Joondalup business community.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing liaison occurred between the City and the WA AustCyber Innovation Hub.</li> <li>City representatives participated in the quarterly Board Meeting of the WA AustCyber Innovation Hub.</li> <li>Ongoing promotion and delivery of the Essential Eight videos for businesses took place, highlighting the strategies to mitigate cyber security incidents.</li> <li>The inaugural Joondalup Innovation Challenge was delivered in partnership with Edith Cowan University, North Metro TAFE, University of Western Australia, Curtin SpaceCubed and the Joondalup Business Association. Over 165 students participated in the three-day challenge.</li> </ul>		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Promote the City's Innovation Fund to the Joondalup community.</li> <li>In collaboration with Edith Cowan University, investigate methods to ensure businesses have access to research and support to drive innovation and creativity.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing liaison occurred between the City and the WA AustCyber Innovation Hub.</li> <li>A Memorandum of Understanding was signed by Edith Cowan University, WA AustCyber and The City to formalise collaborative efforts for the next two years.</li> <li>City representatives participated in the quarterly Board Meeting of the WA AustCyber Innovation Hub.</li> <li>The City supported WA Cyber Week 2020 through attendance, sponsorship and promotions.</li> <li>Ongoing promotion and delivery of the Essential Eight videos for businesses took place, highlighting the strategies to mitigate cyber security incidents.</li> </ul>		✓
		Jan-Mar 21				

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21				
<b>Growing Business – Edith Cowan University Business and Innovation Centre</b> Support the operation of the Edith Cowan University Business and Innovation Centre (ECUBIC) through membership of the Board of Management and attendance at Board Meetings.	Business capacity CBD of the North Activity Centre development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Attend quarterly ECUBIC Board meetings.</li> <li>Actively promote initiatives arising from participation and support of the Joondalup Learning Precinct and the Edith Cowan University Business and Innovation Centre.</li> <li>Partner with ECUBIC to deliver relevant training programs for Small to Medium Enterprises (SMEs).</li> </ul>	<ul style="list-style-type: none"> <li>City representatives attended a business planning session as a part of an ECUBIC Board Meeting.</li> <li>The City collaborated with ECUBIC in promoting local events and initiatives.</li> <li>The City engaged with local business in ECUBIC to provide support and facilitate promotion of their services.</li> <li>The City supported StudyPerth initiatives in engaging with businesses in ECUBIC.</li> <li>The City continued engagement with the Joondalup Learning Precinct.</li> </ul>		
		Oct-Dec 20		<ul style="list-style-type: none"> <li>The City engaged with businesses in ECUBIC to provide support and share opportunities.</li> <li>The City and ECUBIC have commenced discussions on a 'Women in Leadership' event to showcase female business leaders in the region.</li> <li>The City continued to engage with the Joondalup Learning Precinct.</li> </ul>		✓
		Jan-Mar 21				
		Apr-Jun 21				
	Destination City Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Review current International Economic Development Activities Plan.</li> </ul>	The review of the International Economic Development Activities Plan commenced.		
		Oct-Dec 20		The review of the International Economic Development Activities Plan continued during the quarter.		✓

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
<b>International Economic Development Activities Plan (IEDAP)</b> Review and update the IEDAP to guide and promote trade/investment opportunities.		Jan-Mar 21	<ul style="list-style-type: none"> <li>Develop updated Plan.</li> </ul>				
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present report to Council seeking endorsement of the updated International Economic Development Activities Plan.</li> </ul>				
<b>Facilitation of Local and International Investment</b> Establish a program of activities for local and international investment attraction including a business investor familiarisation program to assist overseas companies to enter the Joondalup market.	Destination City Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop investor familiarisation program.</li> <li>Support inbound and investment delegations.</li> </ul>	In partnership with the Department of Jobs, Tourism, Science and Innovation and the City of Wanneroo, the City hosted an investment familiarisation program for WA State Government Trade and Investment Commissioners into the Joondalup and Wanneroo region. The delegation included WA Government Trade Commissioners from China, Indonesia, Japan and India.  The City facilitated inbound investment opportunities during the quarter.			
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Support inbound and investment delegations.</li> <li>Manage ongoing enquiries.</li> </ul>	The City facilitated inbound investment opportunities during the quarter with Perth-based and international operators.  An 'Investment Concierge' service has been developed and is updated regularly to track, communicate and report on investment opportunities into the region.		✓	
		Jan-Mar 21					
		Apr-Jun 21					

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>International Economic Exchange</b> Investigate opportunities to encourage economic linkages between Joondalup and other global markets.	Destination City Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Identify priority initiatives and partners within Jinan, HuZhou, Jakarta, Surabaya and Bali across sectors of education, health and cyber, and trade and investment.</li> </ul>	A number of virtual exchanges with Indonesia took place during the quarter relating to potential initiatives in the areas of education and cyber security.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Deliver initiatives.</li> </ul>	Planning for a virtual exchange event with has commenced to take place in Quarter 3 of 2020/21 in partnership with the City of Wanneroo and the Department of Jobs, Transport, Science and Innovation. The purpose of the virtual exchange is to showcase capabilities in the region in the health, education and digital sectors.		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Destination City Plan</b> Develop and implement a plan to attract more visitors to the region for education, business and leisure purposes.	Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop Destination City Plan.</li> </ul>	The draft Destination City Plan was developed and included targeted stakeholder consultation.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Finalise Plan.</li> </ul>	The <i>Destination City Plan</i> was completed and formally launched at the Joondalup Business Forum on 5 November 2020.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Present report to Council seeking endorsement of the Destination City Plan.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement the Destination City Plan.</li> </ul>			
<b>Promoting the Visitor Economy</b> Develop and implement activities to position Joondalup as a destination to visit, work, study, trade with and invest in.	Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>In partnership with the Cities of Wanneroo and Stirling and Destination Perth, undertake planning for regional tourism opportunities.</li> </ul>	The City partnered with Destination Perth and key government agencies to undertake the Perth Relive Campaign. This is a digital promotional campaign aimed at showcasing local tourism experiences.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement regional tourism promotion in partnership with the Cities of</li> </ul>	In partnership with the Cities of Wanneroo and Stirling, the City engaged the Tourism Council of WA to run a series of		✓

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
			Wanneroo and Stirling and Destination Perth.	capacity building workshops for businesses in the visitor economy.		
		Jan-Mar 21				
		Apr-Jun 21				
<b>Business Cluster Formation</b> Support the development of clusters in the areas of education, health and wellness, government, cyber, retail, tourism, global trade and investment hub, business incubation and activity of commercial precincts.	Business capacity Destination City	Jul-Sept 20		<p>The Memorandum of Understanding (MOU) between the City, Edith Cowan University and the WA AustCyber Innovation Hub was developed. The MOU provides for continued exchange and collaboration to expand cyber security activities within the City.</p> <p>Terms of Reference for the development of clusters in the areas of cyber security, education and medical services were also finalised.</p>		
Oct-Dec 20		<ul style="list-style-type: none"> <li>Establish Terms of Reference and a Memorandum of Understanding for relevant organisations.</li> <li>Evaluate outcomes and impact of cluster formation.</li> </ul>	<ul style="list-style-type: none"> <li>The Memorandum of Understanding (MOU) between the City, Edith Cowan University and WA AustCyber was signed.</li> <li>The Cyber Security Sector Roundtable was held in October 2020 and the inaugural Medical Taskforce meeting was held in December 2020. The Joondalup Education Network held a planning session to determine priorities for 2021.</li> <li>Work was undertaken to develop the Terms of Reference for the Visitor Economy Cluster to support implementation of the <i>Destination City Plan</i>.</li> </ul>		✓	
Jan-Mar 21						
Apr-Jun 21						

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Support for Future Workforce, Innovators and Entrepreneurs to Develop Business Resilience and Employability Programs</b> <ul style="list-style-type: none"> <li>Deliver initiatives with key stakeholders to encourage business resilience through programs such as Cyber Check.Me, Joondalup Innovation Challenge, National Missing Person Hackathon.</li> <li>Undertake research and deliver initiatives to increase employment and employability opportunities for the future workforce.</li> </ul>	Business capacity Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>Deliver and evaluate the Joondalup Innovation Challenge.</li> <li>Deliver the Cyber Check.Me Program.</li> <li>Provide integrated learning opportunities for local students.</li> <li>Undertake skill gap analysis for the local workforce.</li> </ul>	<ul style="list-style-type: none"> <li>The inaugural Joondalup Innovation Challenge was delivered with in partnership with Edith Cowan University, North Metro TAFE, University of Western Australia, Curtin SpaceCubed, the Joondalup Business Association. Over 165 students participated in the three-day challenge.</li> <li>Following confirmation of an additional \$200,000 investment from the State Government New Industries Fund, WA AustCyber Innovation Hub will be expanding the Cyber Check.Me initiative to other metropolitan and regional local governments. As a foundation partner, the City has been working closely with WA AustCyber in regard to the expansion. The program for 2020/21 has now been finalised with pop-ups planned for Quarter 2 of 2020/21.</li> </ul>		
		Oct-Dec 20		<ul style="list-style-type: none"> <li>The City continued to provide support for the Cyber Check.Me program for delivery in 2020/21.</li> <li>Discussions were held with North Metro TAFE's Jobs and Skills Centre about skill gap analysis.</li> </ul>		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Regional Collaboration</b> <ul style="list-style-type: none"> <li>Actively participate in Joondalup Precinct (JLP) activities.</li> <li>Liaise with the Cities of Wanneroo, Stirling and Swan and other local governments to progress regional economic development activities</li> </ul>	Business capacity Regional development Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>Actively promote initiatives arising from participation and support of the JLP.</li> <li>In partnership with the Cities of Wanneroo and Stirling, investigate opportunities for regional collaboration on economic development activities.</li> </ul>	Partnership promotion of Joondalup as an education destination with was undertaken with the Jobs and Skills Centre and Joondalup Education Network. A regional briefing with WALGA and the Cities of Wanneroo and Swan occurred during the quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>In collaboration with Edith Cowan University and the City of Wanneroo, participate in a project to establish a Geopark in the Northern Corridor of Perth.</li> </ul>	Edith Cowan University and WA AustCyber were co-located with the City of Joondalup at the Australian Information Security Association's Perth Conference 2020 to jointly promote Cyber Check.Me and raise awareness of security issues for small businesses.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Implement the Cyber Check.Me Program with the City of Wanneroo, ECU WA Cyber Innovation Hub and North Metro TAFE to raise awareness of cyber security amongst the business sector.</li> </ul>			
		Apr-Jun 21				
<b>Event Attraction</b> Attract state, national and/or international events to the City of Joondalup to enhance tourism and stimulate the local economy.	Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>Liaise with stakeholders and event promoters to attract vibrant cultural and sporting events to the region.</li> </ul>	Business Events Perth confirmed their intention to contribute funding for the City's November Business Forum. The City advocated to Business Events Perth for future satellite business events to take place in the City of Joondalup.		
		Oct-Dec 20		Business Events Perth provided funding for the City's November Business Forum. This support was promoted by the City and Business Events Perth in pre and post-event communications.		✓

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
				The City confirmed its support for the 2021 Canoe Ocean Racing National Championship Event to be held in November 2021. The City is a sponsor of this event. The City commenced investigation into the reinstatement of a Joondalup CBD Classic Car Racing Event, previously held by the City in 1998. An expression of interest is to be prepared pending further investigation.			
		Jan-Mar 21					
		Apr-Jun 21					
<b>Ocean Reef Marina</b> Assist DevelopmentWA to implement the project in accordance with the approved State Government Business Case through the Ocean Reef Marina Memorandum of Understanding and Project Development Agreement. <i>(NOTE: Activities and project milestones are subject to the project program developed and managed by DevelopmentWA.)</i>	Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake activities as agreed between the City and DevelopmentWA to progress the project.</li> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>	The City engaged with DevelopmentWA on matters relating to the early works construction, pending breakwater construction, stakeholder engagement and the required Development Agreement. Project status reports were presented to the Major Projects and Finance Committee meetings held on 13 July and 7 September 2020.			
		Oct-Dec 20		The City engaged with DevelopmentWA on matters relating to the early works construction, breakwater construction, stakeholder engagement, Development Agreement and Heads of Agreement. A project status report was presented to the Major Projects and Finance Committee meeting held on 2 November 2020.			
		Jan-Mar 21					



## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21				
<b>Establishment of Cafes, Kiosks and Restaurants – Pinnaroo Point, Hillarys</b> Progress the establishment of high quality, environmentally sustainable café and kiosk facilities on identified sites owned or managed by the City.	Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>Finalise the lease arrangements required for the development of a new facility at Pinnaroo Point.</li> <li>Undertake the development approvals process for a facility at Pinnaroo Point.</li> </ul>	Execution of the Crown Land lease required for the development commenced on 1 July 2020. A Public Notice process on the proposed sublease commenced on 17 September 2020.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Commence construction.</li> <li>Undertake the actions required to facilitate the provision of new services to the leased area.</li> </ul>	At its meeting held in November 2020, Council authorised the Mayor and CEO to execute the sublease on behalf of the City.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>			
		Apr-Jun 21				
<b>Establishment of Cafes, Kiosks and Restaurants – Burns Beach</b> Progress the establishment of high quality, environmentally sustainable café and restaurant facilities on identified sites owned or managed by the City.	Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>Progress the design process for a new food and beverage facility at Burns Beach.</li> </ul>	A draft concept plan for the Burns Beach coastal node was endorsed by Council for community consultation in September 2020.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Continue negotiations with the State Government to secure land tenure for a facility at Burns Beach.</li> </ul>	The City commenced the preparation of materials for a community consultation process which will commence in 2021.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Progress the identification of an operator for a food and beverage business at the facility.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>			

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Establishment of Cafes, Kiosks and Restaurants – Neil Hawkins Park</b> Progress the establishment of high quality, environmentally sustainable café and restaurant facilities on identified sites owned or managed by the City.	Destination City	Jul-Sept 20	<ul style="list-style-type: none"> <li>Continue to progress the development of a café/kiosk at Neil Hawkins Park.</li> </ul>	The project was not progressed during the quarter.		
		Oct-Dec 20		The project was not progressed during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Joondalup City Centre Development – Boas Place</b> Facilitate the development and construction of an integrated mixed-use development on City owned land in the Joondalup City Centre.	Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Progress project to deliver an integrated mixed-use development on Lot 507 Boas Avenue and Lot 496 Davidson Terrace, Joondalup.</li> <li>Identify additional development partners for the project and seek Council endorsement of relevant legal agreements as appropriate.</li> <li>Investigate opportunities for external funding of the project.</li> <li>Maintain liaison with State Government relating to the provision of State Government office accommodation within the Joondalup City Centre Development – Boas Place Development.</li> </ul>	The City continued to engage with interested parties regarding the Boas Place opportunity.		
		Oct-Dec 20		The project was not progressed during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Edgewater Quarry Master Planning</b> Develop a Master Plan for Edgewater Quarry to include land rationalisation and development options that optimise City and community benefits.	Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Conduct Edgewater Quarry Community Reference Group workshops as required.</li> <li>Present the draft Concept Plan to Council seeking approval to undertake community consultation.</li> </ul>	At the meeting held on 21 July 2020, Council endorsed the draft preferred concept plan for community consultation.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Undertake community consultation on the draft Concept Plan.</li> <li>Present outcomes of the community consultation to Council.</li> <li>Seek Council endorsement to progress the Edgewater Quarry development to the assessment phase.</li> </ul>	Community consultation was undertaken from 15 October to 11 November 2020. The outcomes of the community consultation will be presented to Council in Quarter 3 of 2020/21.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> <li>Progress investigations based on the Concept Plan.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Undertake negotiations with the Department of Planning, Lands and Heritage for the acquisition of Crown land within the Edgewater Quarry site.</li> </ul>			

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Warwick Community Facilities</b> Investigate options to optimise opportunities related to the City's freehold land in the Warwick Activity Centre.	Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present key findings and recommendations of the community needs, commercial and planning analysis to Elected Members.</li> </ul>	Status reports were submitted to the Major Projects and Finance Committee meetings held on 13 July 2020 and 7 September 2020.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> <li>Undertake actions in line with Council direction.</li> </ul>	A status report was presented to Council on 17 November 2020. Council authorised the Chief Executive Officer to investigate options to progress the development of a multi-functional community facility including contacting the two major landowners in the Warwick Activity Centre to determine their level of interest in acquiring City land.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Present the draft Concept Plan to Council seeking approval to conduct community consultation.</li> <li>Commence community consultation on the draft Concept Plan as endorsed by Council.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> </ul>			
<b>Heathridge Park Master Plan</b> Investigate options to optimise City and community benefits in Heathridge Park and facilities, Heathridge.	Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present the results of the community needs assessment and feasibility study to Elected Members.</li> </ul>	The results of the community needs and feasibility study were presented to Council in September 2020. Council endorsed a draft concept plan for the purpose of community consultation.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Conduct community consultation on the outcomes of the needs assessment and feasibility study, subject to Council endorsement.</li> </ul>	Community consultation was conducted from 26 October 2020 to 17 November 2020.		✓

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Progress project in accordance with the outcomes of the community consultation and further investigations.</li> </ul>			
		Apr-Jun 21				
<b>Woodvale Library and Community Hub</b> Investigate options to optimise City and community benefits.	Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present key findings and recommendations of the community needs, commercial and planning analysis to Elected Members.</li> </ul>	A status report was submitted to the Major Projects and Finance Committee meeting held on 7 September 2020.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> <li>Undertake actions in line with Council decisions.</li> </ul>	A status report was submitted to the Major Projects and Finance Committee held on 2 November 2020. The Committee recommended that the report be referred back to the Chief Executive Officer for further investigation.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Present the draft Concept Plan to Council seeking approval to conduct community consultation.</li> <li>Commence community consultation on the draft Concept Plan as endorsed by Council.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> </ul>			

## Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Land Optimisation Projects</b> Optimise and rationalise land within the City and investigate land related opportunities within the region.	Activity Centre Development	Jul-Sept 20	<ul style="list-style-type: none"> <li>Investigate identified opportunities for optimisation and rationalisation.</li> <li>Progress actions necessary for the disposal and acquisition of properties as endorsed by Council.</li> </ul>	The City received the deposit towards the sale of Lot 803 (15) Burlos Court, Joondalup, sold during September 2020.		
		Oct-Dec 20		A status report was submitted to the Major Projects and Finance Committee meeting held on 2 November 2020. The disposal of Lot 803 (15) Burlos Court, Joondalup settled on 5 October 2020.		✓
		Jan-Mar 21				
		Apr-Jun 21				

# The Natural Environment

## Aspirational Outcome

The City is a global leader in adaptive environmental management. It works closely with the community to protect and enhance the natural environment, while celebrating and showcasing its natural assets to the world.

### ENVIRONMENTAL RESILIENCE

To continually adapt to changing local environmental conditions.

Strategic initiatives:

- Understand the local environmental context.
- Identify and respond to environmental risks and vulnerabilities.
- Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.

### COMMUNITY INVOLVEMENT

To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.

Strategic initiatives:

- Elevate community awareness regarding its impact on the natural environment.
- Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
- Facilitate active involvement from the community in preserving and enhancing the natural environment.

### ACCESSIBLE ENVIRONMENTS

To develop an appreciation for local natural assets by providing appropriate access to natural areas.

Strategic initiatives:

- Promote significant local natural areas.
- Build an effective interface between humans and the natural environment.
- Immerse learning opportunities within the natural environment.
- Obtain appropriate recognition for our natural areas.


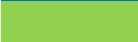

### ENVIRONMENTAL LEADERSHIP

To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.

Strategic initiatives:

- Demonstrate leadership in environmental enhancement and protection initiatives.
- Promote environmental scholarship and effective environmental management practices to a global audience.
- Actively support local environmental research initiatives.

# The Natural Environment – Strategic Projects and Priorities

PROJECT STATUS	
All annual milestones completed	
On track	
Slightly behind schedule	

BUDGET STATUS	
On budget	✓
Over budget	▲
Under budget	▼



## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Environment Plan 2014-2019</b> Implement the Environment Plan to provide strategic direction in the delivery of environmental initiatives within the City and commence development of a new Environment Strategy.	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement actions from the 2014-2019 Environment Plan.</li> <li>Continue planning for a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy.</li> </ul>	The City continued to implement actions within the Environment Plan including: <ul style="list-style-type: none"> <li>Scheduling of activities for the Environmental Education Program;</li> <li>Finalisation of the Coastal Monitoring Program;</li> <li>Becoming a partner in the ClimateClever Program;</li> <li>An annual review of Natural Area Management Plans; and</li> <li>Implementation of the Bushfire Risk Management Plan.</li> </ul> A major review of the Environment Plan and key performance indicators commenced and will continue in the next quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement actions from the 2014-2019 Environment Plan.</li> <li>Finalise annual review of progress in 2019/20 against the Environment Plan and present the 'State of the Environment' Report to Elected Members.</li> <li>Continue a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy.</li> </ul>	The City continued to implement actions within the Environment Plan including: <ul style="list-style-type: none"> <li>Delivery of a native bee hotel workshop for community members as part of the Think Green Environment Education Program;</li> <li>Delivery of two BirdLife WA workshops which were supported by the City as part of the 'Connecting Urban Communities with Nature' project; and</li> <li>Promotion of the ClimateClever Program to schools and the community.</li> </ul> The State of the Environment Report 2019/20 was developed during the quarter. A major review of the Environment Plan including key performance indicators from 2014-2019 was undertaken and included an annual review of progress made in 2019/20.		✓

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Implement actions from the 2014-2019 Environment Plan.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Continue the development of the new draft Environment Strategy.</li> </ul>			
<b>Climate Change Strategy 2014-2019</b> Implement the Climate Change Strategy 2014-2019 to address climate change mitigation and adaptation across the organisation and the community to build resilience against the impacts of climate change and commence development of a new Climate Change Strategy.	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement actions from the Climate Change Strategy.</li> <li>Continue development of a new Climate Change Strategy.</li> </ul>	The City continued to implement actions within the Climate Change Strategy including ongoing progress on the Coastal Adaptation Planning and Implementation Project. The City became a partner in the ClimateClever Program to encourage schools and households to reduce their carbon footprint. Development of a new Climate Change Strategy continued.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement actions from the Climate Change Strategy.</li> <li>Finalise annual review of progress in 2019/20 against the Climate Change Strategy and present the 'State of the Environment' Report to Elected Members.</li> <li>Continue development of a new draft Climate Change Strategy.</li> </ul>	The City continued to implement actions within the Climate Change Strategy including ongoing progress on the Coastal Adaptation Planning and Implementation Project. An annual review of progress in 2019/20 against the Climate Change Strategy and its associated targets was completed. Key information relating to targets within the Climate Change Strategy were included in the State of the Environment Report 2019/20 and presented to Elected Members. Development of a new Climate Change Strategy continued.		✓

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Implement actions from the Climate Change Strategy.</li> <li>Continue development of a new Climate Change Strategy.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement actions from the Climate Change Strategy.</li> <li>Present draft new Climate Change Strategy to Council seeking endorsement.</li> </ul>			

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Coastal Adaptation Planning and Implementation Project</b> Develop and implement coastal adaptation plans to address hazard and risk along the City's coastal zone.	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement the Coastal Infrastructure Adaptation Plan.</li> <li>Continue development of the draft Coastal Hazard Risk Management Adaptation Plan.</li> </ul>	Implementation of the Coastal Infrastructure Adaptation Plan continued including finalisation of the 2019/20 Coastal Monitoring Program. The City was successful in receiving funding from the Department of Transport for the 2020/21 Coastal Monitoring and Sand Bypassing Programs. Development of a Coastal Hazard Risk Management Adaptation Plan for the City continued.		
		Oct-Dec 20		Implementation of the Coastal Infrastructure Adaptation Plan continued including advertising the tender for the 2020/21 Sand Bypassing Program. The successful contractor is scheduled to be appointed in Quarter 3 of 2020/21. Development of a Coastal Hazard Risk Management Adaptation Plan for the City continued during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement the Coastal Infrastructure Adaptation Plan.</li> <li>Finalise the Coastal Hazard Risk Management Adaptation Plan.</li> </ul>			

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Craigie Bushland Fauna Management Plan</b> Undertake research and liaise with relevant stakeholders to inform the development of a plan to guide the current and future sustainable management of the fauna population within Craigie Bushland. The Plan will be finalised in 2020/21.	Environmental resilience Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Continue research and liaison with relevant stakeholders to inform management of the fauna population within Craigie Bushland.</li> </ul>	The City liaised with Edith Cowan University to explore quenda monitoring research opportunities to inform the management of quenda and other fauna at Craigie Bushland.		
		Oct-Dec 20		Edith Cowan University undertook quenda trapping during the quarter to monitor the quenda population at Craigie Bushland. Liaison with Edith Cowan University will continue in Quarter 3 of 2020/21 in relation to ongoing quenda trapping and monitoring.		▼
		Jan-Mar 21				
		Apr-Jun 21				
<b>Pathogen Management Plan 2018-2028</b> Implement actions to reduce the risk of introducing and spreading pathogens within the City.	Environmental resilience Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement actions from the Pathogen Management Plan.</li> </ul>	An annual review of the Pathogen Management Plan was completed for 2019/20 and actions implemented in accordance with the Plan. The City continued to implement actions from the Pathogen Management Plan which included presenting at the Dieback Information Group Conference on the City's pathogen management practices.		
		Oct-Dec 20		The City continued to implement actions from the Pathogen Management Plan including updating and distributing the Natural Areas Friends Group Manual with additional information on pathogen management.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Natural Area Management Plans and Key Performance Indicators</b> <ul style="list-style-type: none"> <li>Review of Management Plans for the City's Natural Areas that guide environmental management and operations within specified locations.</li> <li>Monitor and report on Natural Area Key Performance Indicators in natural areas with adopted management plans to ascertain whether current management practices are leading to positive outcomes.</li> </ul>	Environmental resilience Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake an annual review of progress in 2019/20 against the existing adopted Natural Area Management Plans including reporting on the Natural Area Key Performance Indicators.</li> <li>Commence review of Central Park Management Plan, Sorrento Foreshore Reserve Management Plan and Marmion Foreshore Reserve Management Plan.</li> <li>Develop and advertise a Request for Quotation for an ecological survey at Shepherds Bush Reserve.</li> <li>Assess submissions and appoint a consultant to undertake the ecological survey at Shepherds Bush Reserve, Kingsley.</li> <li>Undertake on ground Shepherds Bush Reserve Flora Survey and Vegetation Condition Assessment.</li> </ul>	An annual review of Natural Area Management Plans including natural area key performance indicators was conducted for 2019/20.  The five yearly implementation plans for the Central Park, Sorrento Foreshore and Marmion Foreshore Management Plans were updated.  The City appointed a consultant to undertake an ecological survey at Shepherds Bush Reserve.  Field work for the flora survey and vegetation condition assessment was completed in September 2020.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Finalise review of Central Park Management Plan, Sorrento Foreshore Reserve Management Plan and Marmion Foreshore Reserve Management Plan.</li> <li>Report results of the 2019/20 review of Natural Area Management Plans and Natural Area Key Performance Indicators to Elected Members via the 'State of the Environment Report'.</li> </ul>	A review of Central Park Management Plan, Marmion Foreshore Reserves Management Plan and Sorrento Foreshore Reserve was undertaken during the quarter..  Results of the 2019/20 review of Natural Area Management Plans and Natural Area Key Performance Indicators were reported to Elected Members via the State of the Environment Report 2019/20.  The City was notified about the formation of new Friends' groups for Central Park and Hillarys and Kallaroo Foreshore Reserve. This will contribute to the conservation and protection of biodiversity values within these natural areas.		✓

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Review Shepherds Bush Reserve Flora Survey and Vegetation Condition Assessment report.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Undertake five-yearly review of implementation of the Shepherds Bush Reserve Management Plan, including vegetation condition results, to inform Natural Area Key Performance Indicators.</li> </ul>			
<b>Burns Beach and Iluka Foreshore Reserve Natural Area Management Plan</b> Develop a Natural Area Management Plan for Burns Beach and Iluka Foreshore Reserves to guide environmental management and operations within these areas.	Environmental resilience Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop and advertise a Request for Quotation for ecological surveys at Burns Beach and Iluka Foreshore Reserves.</li> <li>Assess submissions and appoint a consultant to undertake the ecological surveys at Burns Beach and Iluka Foreshore Reserves.</li> <li>Undertake on-ground Flora Survey at Burns Beach and Iluka Foreshore Reserves.</li> </ul>	The City advertised and appointed a consultant to undertake flora surveys, vegetation condition assessments and fauna surveys at Iluka Foreshore and Burns Beach Foreshore Reserves. Field work for the flora surveys and vegetation condition assessments was completed in September 2020. Development of the Iluka-Burns Beach Foreshore Reserve Management Plan commenced.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Undertake on-ground Fauna Survey at Burns Beach and Iluka Foreshore Reserves.</li> </ul>	On-ground field work for the fauna surveys at Iluka and Burns Beach Foreshore Reserves was completed in November 2020. Development of the Iluka-Burns Beach Foreshore Reserve Management Plan continued.		▼
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Review the ecological report for Burns Beach and Iluka Foreshore Reserves.</li> </ul>			

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Commence development of the Burns Beach and Iluka Foreshore Reserve Natural Area Management Plan.</li> </ul>			



## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<p><b>Bushfire Risk Management Plan</b></p> <p>Implement a Bushland Fire Management Plan to provide an ongoing strategic approach to the management of natural areas in order to reduce the incidence of fire.</p>	<p>Environmental resilience</p> <p>Accessible environments</p> <p>Community involvement</p> <p>Environmental leadership</p>	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement actions from the Bushfire Risk Management Plan.</li> </ul>	<p>Activities during the quarter included:</p> <ul style="list-style-type: none"> <li>Ongoing stakeholder liaison and positive collaboration on bushfire risk management with the Department of Fire and Emergency Services (DFES);</li> <li>Continued delivery of bushfire risk management updates on behalf of the City to the COJ/COW Local Emergency Management Committee;</li> <li>Ongoing scheduling of bushfire mitigation works within City owned and managed land in line with the <i>Bushfire Risk Management Plan's</i> Fire Management Priority list;</li> <li>Successful completion of a further COJ/DFES hazard reduction grass tree burns within two areas of Warwick Open Space bushland;</li> <li>Permits to Burn issued to the Water Corporation and Joondalup Resort to conduct hazard reduction burns on their private bushland sites. Successful burns were completed by Wanneroo Bushfire Brigade; and</li> <li>In liaison with DFES, focussed bushfire risk mitigation strategies and actions within Craigie Open Space Bushland and Hepburn Heights Conservation Area, including improvements to firebreak/fire access ways for firefighting vehicles and proposed hazard reduction grass tree burning sites for autumn/winter 2020/21.</li> </ul>		

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Conduct annual review of achievements from the Bushfire Risk Management Plan and provide an update to Elected Members.</li> <li>Implement actions from the Bushfire Risk Management Plan.</li> </ul>	<p>Annual review of achievements completed, and update provided to Elected Members.</p> <p>Implementation of the Bushfire Risk Management Plan continued. Activities during the quarter included:</p> <ul style="list-style-type: none"> <li>Ongoing stakeholder liaison and positive collaboration on bushfire risk management with the Department of Fire and Emergency Services (DFES);</li> <li>Continued delivery of bushfire risk management updates on behalf of the City to the COJ/COW Local Emergency Management Committee;</li> <li>Ongoing scheduling of bushfire mitigation works within City owned and managed land;</li> <li>A successful spring hazard reduction burn by Water Corporation and Wanneroo Bushfire Brigade;</li> <li>Delivery of firebreak inspection training, and review and updates of procedures and processes;</li> <li>Cross Business Unit review of Smoke Nuisance complaints and internal processes, including updates to City's website;</li> <li>Review of the Prohibition on the Burning of Garden Refuse and Rubbish Notice to ensure no ambiguity on the intent of the Notice; and</li> <li>Review of the City's Burning on Private Property Policy.</li> </ul>		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Implement actions from the Bushfire Risk Management Plan.</li> </ul>			
		Apr-Jun 21				

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Yellagonga Integrated Catchment Management Plan 2015-2019</b> Implement the Yellagonga Integrated Catchment Management Plan (YICM) in partnership with the City of Wanneroo and the Department of Biodiversity, Conservation and Attractions (DBCA) and commence development of a new YICM Plan 2020-2025.	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement projects from the YICM Plan.</li> <li>Undertake annual review of progress in 2019/20 against endorsed actions.</li> <li>Continue development of the draft YICM Plan 2020-2025.</li> </ul>	Projects were implemented in accordance with the YICM Plan during the quarter, including sampling for the Water Quality Monitoring and Improvement Program and maintenance of revegetation sites for the Local Biodiversity Project. The annual review of the YICM Plan for 2019/20 has been drafted as part of the six-year end of Plan review. The draft YICM Plan 2021-2026 has progressed in collaboration with City of Wanneroo and the DBCA.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement projects from the YICM Plan.</li> <li>Present results of the annual review of progress in 2019/20 against endorsed actions to Elected Members via the 'State of the Environment' Report.</li> </ul>	Projects were implemented in accordance with the YICM Plan and in partnership with the City of Wanneroo and Department of Biodiversity, Conservation and Attractions, including maintenance of revegetation works undertaken through the Local Biodiversity Project and sampling for the Water Quality Monitoring and Improvement Program. Key results of annual progress made in the YICM Plan were included in the State of the Environment Report 2019/20 and provided to Elected Members. The draft YICM Plan 2021 – 2026 was completed during this quarter and will be presented to Council in 2021 to seek endorsement for community consultation in partnership with the City of Wanneroo.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Implement projects from the YICM Plan.</li> <li>Finalise draft YICM Plan 2020-2025 and present to Council seeking endorsement for community consultation.</li> <li>Conduct community consultation on the draft YICM Plan 2020-2025.</li> </ul>			

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement projects from the YICM Plan.</li> <li>Present draft YICM Plan 2020-2025 to Council seeking endorsement following consultation with the community.</li> </ul>			
<b>Landscape Master Plan 2009-2019 Eco-Zoning and Hydro-Zoning in Parks - Moolanda Park, Kingsley</b> Continue upgrade works in Moolanda Park including irrigation and infrastructure works in line with Landscape Master Planning principles of eco-zoning and hydro-zoning to increase water efficiency, and install new park infrastructure.	Environmental resilience Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	Construction works were scheduled and will be undertaken in the next quarter.		
		Oct-Dec 20		Construction was completed during the quarter.		✓

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>City Water Plan 2016-2021</b> Implement the City Water Plan 2016-2021 to increase water conservation and water quality within the City.	Environmental resilience Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake an annual review of progress for 2019/20 in implementing projects from the City Water Plan.</li> <li>Implement actions from the City Water Plan.</li> </ul>	Implementation actions continued including monitoring of groundwater and scheme water usage and installation of water saving devices in City facilities. An annual review of the City Water Plan and key performance indicators for 2019/20 commenced and will be finalised in the next quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Present the results of the annual review of progress against the City Water Plan to Elected Members via the 'State of the Environment' Report.</li> <li>Implement actions from the City Water Plan.</li> </ul>	An annual review of progress in 2019/20 against the City Water Plan and its associated targets was completed. Results of the 2019/20 annual review were included in the State of the Environment Report 2019/20 and presented to Elected Members. The City continued to implement actions within the City Water Plan including submission of the 2019/20 Waterwise Council Re-endorsement Report to the Water Corporation.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Implement actions from the City Water Plan.</li> </ul>			
		Apr-Jun 21				

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Waste Management Plan 2016-2021</b> <ul style="list-style-type: none"> <li>Implement the City's Waste Management Plan to provide guidance on City Waste operations.</li> <li>Submit to State Government a City of Joondalup Local Government Waste Plan based on the content of the City's approved Waste Management Plan in line with State Government requirements.</li> <li>Commence review of the City's current Waste Management Plan in preparation for the development of a new plan in 2020/21.</li> </ul>	Environmental resilience Community involvement Environmental leadership	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement actions contained within the Waste Management Plan.</li> </ul>	The City continued to progress projects within the 2016-2021 Waste Management Plan. This included conducting a survey of City of Joondalup residents to explore attitudes towards waste and recycling and how well residents sort their household items into the three waste bins.  Preparations for the development of a Local Government Waste Plan (WA Waste Authority) commenced. The development of a Local Government Waste Plan is a new statutory requirement for WA local governments.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement actions contained within the Waste Management Plan.</li> <li>Conduct an annual review of progress against the Waste Management Plan and present an update to Elected members.</li> <li>Commence preparation of a Local Government Waste Plan (WA Waste Authority) for submission to State Government.</li> </ul>	The City continued to progress projects within the 2016-2021 Waste Management Plan.  An update on annual progress against the City's Waste Management Plan was finalised including results of the annual waste census. The update will be distributed to Elected Members in the next quarter.  The City submitted a draft Waste Plan for comment and review to the Department of Water and Environmental Regulation.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Implement actions contained within the Waste Management Plan.</li> <li>Provide the draft City of Joondalup Waste Plan (WA Waste Authority) to Elected Members for review.</li> <li>Submit to State Government a City of Joondalup Local Government Waste Plan (WA Waste Authority) in line with State Government requirements.</li> </ul>			

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement actions contained within the Waste Management Plan.</li> <li>Commence review of the City's current Waste Management Plan 2016-2021 in preparation for the development of a new plan in 2020/21.</li> </ul>			

## Aspirational Outcome

The City has world-class facilities and a thriving cultural scene. It encourages and supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods.

### QUALITY FACILITIES

To provide facilities of the highest quality which reflect the needs of the community now and into the future.

Strategic initiatives:

- Support a long-term approach to significant facility upgrades and improvements.
- Understand the demographic context of local communities to support effective facility planning.
- Employ facility design principles that will provide for longevity, diversity and inclusiveness and where appropriate, support decentralising the delivery of City services.

### CULTURAL DEVELOPMENT

For the community to have access to world-class cultural and artistic events and facilities.

Strategic initiatives:

- Establish a significant cultural facility with the capacity to attract world-class visual and performing arts events.
- Invest in publicly accessible visual art that will present a culturally-enriched environment.
- Actively engage event promoters to host iconic, cultural and sporting events within the City.
- Promote local opportunities for arts development.

### COMMUNITY SPIRIT

To have proud and active residents who participate in local activities and services for the betterment of the community.

Strategic initiatives:

- Support and encourage opportunities for local volunteering.
- Promote the sustainable management of local organisations and community groups.
- Deliver a program of community-based events and education that encourage social interaction within local neighbourhoods.
- Promote and support the needs of disadvantaged communities.
- Support and facilitate the development of community leaders.

### COMMUNITY SAFETY




For residents to feel safe and confident in their ability to travel and socialise within the community.


Strategic initiatives:

- Embed safety principles into asset management and design.
- Build a community that works in partnership with government and non-government organisations to achieve real and long lasting improvements in safety and wellbeing.
- Build a healthy community that is aware of and responsive to current public health risks.



## Community Wellbeing – Strategic Projects and Priorities

PROJECT STATUS		BUDGET STATUS	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Community Development Plan</b> Implement the actions from the Community Development Plan to guide the provision of community based services delivered by the City.	Quality facilities Cultural development Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>No milestone in 2020/21 for the development of a new Community Development Plan. The direction for Community Development activities is dependent on the outcomes from the Social Needs Analysis being conducted during 2020/21, the development of a new Strategic Community Plan and the delivery of existing endorsed plans.</li> </ul>	Implementation of actions from the Community Development Plan included: <ul style="list-style-type: none"> <li>A Communities <i>in-focus</i> event delivered to 35 community members;</li> <li>Grow it Local launch;</li> <li>Update of the Hardship and Homelessness Directory;</li> <li>Homelessness Week observance;</li> <li>Progression of the draft Youth Outdoor Recreation Strategy;</li> <li>Over 200 events delivered as part of the Lifelong Learning Program; and</li> <li>A range of youth events and activities delivered.</li> </ul> Direction for Community Development Plan activities will be clarified following the completion of a social needs analysis and the development of a new Strategic Community Plan.		
		Oct-Dec 20		The final report outlining achievements of the completed plan was presented to Elected Members during the quarter. Preparations for a new plan took place during the quarter.		✓

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21				
		Apr-Jun 21				
<b>Active Reserve and Community Facility Review</b> Undertake a review of the current Active Reserve and Community Facilities to inform priorities for refurbishment and redevelopment.	Quality facilities	Oct-Dec 20	<ul style="list-style-type: none"> <li>Undertake review.</li> </ul>	A review of City active reserves and community facilities commenced during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Present report to Committee/Council on the outcomes of the review.</li> </ul>			
<b>Sorrento Surf Life Saving Club Redevelopment</b> Investigate options for the refurbishment/redevelopment of the Sorrento Life Saving Club facility.	Quality facilities	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop concept plans</li> </ul>	Concept plans for the project were developed during the quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Develop cost estimates.</li> <li>Present report to Elected Members.</li> </ul>	Capital cost estimates and a financial analysis for the project were developed during the quarter. A report to Elected Members is scheduled to be presented in Quarter 3 of 2020/21.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Update concept plans if required.</li> <li>Present report to Committee/Council on proposal for refurbishment/redevelopment.</li> </ul>			

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Chichester Park Clubroom Facility Redevelopment</b> Proposed redevelopment of a new clubroom facility and other infrastructure for construction in 2021/22.	Quality facilities	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present report to Council seeking additional funding.</li> <li>Develop tender for architectural services.</li> </ul>	A report seeking endorsement of additional funding was presented to the Major Projects and Finance Committee and Council in July. A tender for architectural services for the project was advertised during the quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Review and update schematic changes.</li> </ul>	The contract for architectural services for the project was awarded during the quarter. Schematic designs were reviewed and updated during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Develop design documentation.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Prepare tender documentation for construction.</li> </ul>			
<b>Emerald Park Clubrooms Facility Refurbishment</b> Undertake design for the refurbishment of existing clubrooms for construction in 2021/22.	Quality facilities	Jul-Sept 20		Detailed design is scheduled to commence in Quarter 3 of 2020/21.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Undertake detailed design.</li> </ul>	Detailed design is scheduled to commence in Quarter 3 of 2020/21.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Warwick Sports Centre Club Refurbishment Works</b> <ul style="list-style-type: none"> <li>Undertake refurbishment works at Warwick Bowling Club.</li> <li>Undertake detailed design for proposed refurbishment works at Greenwood Tennis Clubrooms for construction in 2021/22.</li> </ul>	Quality facilities	Oct-Dec 20	<ul style="list-style-type: none"> <li>Finalise tender documentation for Warwick Bowling Club.</li> <li>Advertise tender and award contractor for Warwick Bowling Club.</li> <li>Commence detailed design for Greenwood Tennis Clubrooms.</li> </ul>	The tender to undertake refurbishment works was advertised and evaluated during the quarter. A report will be presented to Council in Quarter 3 of 2020/21 to recommend the preferred contractor.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Commence construction for Warwick Bowling Club.</li> <li>Continue design for Greenwood Tennis Clubrooms.</li> </ul>			
		Apr-Jun 21				
<b>Ellersdale Park Clubroom Facility Refurbishment</b> Undertake refurbishment works to expand existing clubroom facility.	Quality facilities	Jul-Sept 20	<ul style="list-style-type: none"> <li>Award tender and appoint contractor.</li> </ul>	The tender process was finalised. A contractor was appointed and construction commenced.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>	Construction continued during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			
<b>Duffy House Restoration Project</b> Complete restoration works at Duffy House, Woodvale, and consider options to activate the site	Quality facilities	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present project update to Elected Members.</li> </ul>	Potential activation options were presented to Elected Members during the quarter. Site concept design to progress in Quarter 2 of 2020/21.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Explore options for activation of the site.</li> </ul>	A site concept design was prepared during the quarter.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Joondalup Men's Shed</b> Finalise works at the City's Winton Road site in Joondalup to accommodate the Joondalup Men's Shed.	Quality facilities Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Finalise scope of works and design for the refurbishment of the Winton Road site in consultation with the Joondalup Men's Shed.</li> <li>Commence preparation of Joondalup Men's Shed lease.</li> </ul>	The design was finalised for the refurbishment of Winton Road. The building permit was obtained and works commenced during the quarter.  A draft lease was prepared in consultation with Joondalup Men's Shed.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Progress refurbishment works.</li> <li>Finalise the lease agreement for signing and execution.</li> <li>Progress relocation of Joondalup Men's Shed to the Winton Road site.</li> </ul>	Works to refurbish the Winton Road site continued during the quarter and the relocation of major equipment commenced.  Negotiations on the draft lease with the Joondalup Men's Shed also continued during the quarter.		✓
		Jan-Mar 21				
<b>Whitfords Senior Citizens Centre and Whitfords Library Refurbishment Works</b> Undertake refurbishment works at Whitfords Senior Citizens Centre and Whitford Library. (COVID-19 accelerated project)	Quality facilities	Jul-Sept 20	<ul style="list-style-type: none"> <li>Appoint contractors and undertake construction.</li> </ul>	A contractor was appointed, and construction commenced during the quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>	Construction was completed during the quarter.		✓
<b>Joondalup Library Refurbishment Works</b> Undertake minor refurbishment works at Joondalup Library. (COVID-19 accelerated project)	Quality facilities	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake design.</li> </ul>	Design works commenced during the quarter.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Complete procurement.</li> </ul>	Procurement was completed during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>			
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Craigie Leisure Centre Refurbishment</b> Refurbish existing facility including extension of the gymnasium and group fitness areas.	Quality facilities	Jul-Sept 20	<ul style="list-style-type: none"> <li>Develop tender documentation.</li> </ul>	Construction tender documentation was developed during the quarter.		
		Oct-Dec 20		Construction tender documentation was completed during the quarter.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Advertise tender for construction.</li> <li>Assess construction tenders.</li> </ul>			
		Apr-Jun 21				
<b>Cultural Plan 2020-2025</b> Provide strategic direction for the City's arts and cultural program to meet the aspirations of the community and <i>Joondalup 2022</i> .	Cultural development Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Analyse community feedback and draft plan.</li> </ul>	The Community Engagement Findings Report was finalised by the consultants and published on the City's website following the consultation period. The draft vision for the Cultural Plan was finalised. The draft Cultural Plan will be completed in Quarter 2 of 2020/21.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Present report to Council seeking endorsement of the draft Cultural Plan.</li> </ul>	Community Engagement findings were presented to Elected Members during the quarter. The draft Cultural Plan will be presented to Council for endorsement in quarter 3.		✓
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Implement Cultural Plan.</li> </ul>			
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
<b>Cultural Events Program</b> Deliver a program of community cultural events that build community spirit and cultural identity, and provide opportunities for community participation including: <ul style="list-style-type: none"> <li>• NAIDOC Week Celebrations</li> <li>• Sunday Serenades</li> <li>• Little Feet Festival</li> <li>• Music in the Park</li> <li>• Valentine's Concert</li> <li>• Joondalup Festival.</li> </ul>	Cultural development Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>• Deliver events in accordance with the City's Program.</li> </ul>	Program planning was undertaken during the quarter for: <ul style="list-style-type: none"> <li>• NAIDOC Week Celebrations (change of date due to COVID-19)</li> <li>• Little Feet Festival</li> <li>• Music in the Park</li> <li>• Valentine's Concert</li> <li>• Joondalup Festival</li> <li>• Sunday Serenades: October - December</li> </ul> The following cultural events were cancelled due to the COVID-19 situation: <ul style="list-style-type: none"> <li>• Sunday Serenades Concerts scheduled for July to September 2020</li> </ul>			
		Oct-Dec 20		The following cultural events were delivered during the quarter: <ul style="list-style-type: none"> <li>• NAIDOC Week Celebrations (change of date due to COVID-19)</li> <li>• Little Feet Festival</li> <li>• Sunday Serenades: October - December</li> </ul> Program planning was undertaken during the quarter for: <ul style="list-style-type: none"> <li>• Music in the Park</li> <li>• Valentine's Concert</li> </ul>		✓	
		Jan-Mar 21					
		Apr-Jun 21					

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Public Art Projects</b> Commission new public art projects at City locations that contribute to a sense of place, local identity and make art accessible for the community.	Cultural development Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Commission art projects as required.</li> </ul>	A valuation of the City's Public Art Collection was completed. The estimated value of the collection is \$7.6 million.  Eveline Kotai, selected artist for Craigie Leisure Centre public art project, commenced development of the final artwork which is due for completion in February 2021.  A shortlist of potential artworks was compiled for the Chichester Park Community Sporting Facility public art project.		
		Oct-Dec 20		Request for endorsement of acquisition for the Chichester Park Community Sporting Facility public art project was approved, with Tony Jones as the selected artist.		✓
		Jan-Mar 21				
		Apr-Jun 21				
<b>Visual Arts Program</b> Deliver an annual program that provides community access to contemporary quality artworks, supports local arts development and promotes Joondalup as a vibrant cultural destination, including: <ul style="list-style-type: none"> <li>Community Art Exhibition</li> <li>NAIDOC Art Exhibition</li> <li>City of Joondalup Invitation Art Prize</li> <li>Mural Arts Program</li> <li>Inside Out Billboard Project</li> </ul>	Cultural development Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Deliver activities in line with the City's program.</li> </ul>	The following cultural events were delivered during the quarter as part of the Cultural Program: <ul style="list-style-type: none"> <li>A Creative North Pop-up exhibition at Hillarys Boat Harbour with a series of exhibitions by members of local art associations;</li> <li>The Community Art Exhibition at Lakeside Joondalup Shopping City from Sunday 6 September to Sunday 20 September. Over 7,000 people viewed the exhibition and 50 pieces were sold. The Most Outstanding Artwork Award was won by Genevieve Hartney.</li> </ul>		
		Oct-Dec 20		The following visual arts events were delivered during the quarter as part of the Cultural Program:		✓



## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<ul style="list-style-type: none"> <li>Public Art Maintenance</li> <li>Art Collection Management</li> <li>National or International Artist Residency</li> <li>Arts <i>in-focus</i></li> <li>Arts Development Scheme.</li> </ul>				<ul style="list-style-type: none"> <li>Creative North Pop-up exhibition at Hillarys Boat Harbour with a series of exhibitions by members of local art associations;</li> <li>City of Joondalup Invitation Art Prize at Westfield Whitford City Shopping Centre from 11 to 25 October. Over 6,000 people viewed the exhibition. The Award was won by Elham Eshraghlan-Haakansson.</li> <li>The City of Joondalup Art Collection, indigenous artworks on display in Joondalup Library for NAIDOC celebrations from 8 to 30 November 2020. A virtual tour of exhibition is available to view on City's website.</li> <li>Arts in Focus – City support for professional development of Northern Lights Music WA Orchestra leaders.</li> <li>Arts Development Scheme – Baroque for Babies, two music concerts held in December at Joondalup Library performed by Australian Baroque WA.</li> </ul>		
		Jan-Mar 21				
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
<b>Access and Inclusion Plan 2018-2021</b> Implement Access and Inclusion Plan to guide City operations and services and to ensure they are inclusive of all members of the community, including people with disabilities and their families and carers.	Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement Access and Inclusion Plan 2018-2021.</li> <li>Submit report on progress of City's Access and Inclusion Plan for 2019/20 to Department of Communities, Disability Services.</li> </ul>	Actions from the Access and Inclusion Plan were implemented.  The 2019/20 report to the Department of Communities on the City's Access and Inclusion Plan was submitted in July 2020.			
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement Access and Inclusion Plan 2018-2021.</li> </ul>	Actions from the Access and Inclusion Plan were implemented.  The review of the current plan commenced, in line with legislative requirements and the lifespan of the document.  The state-wide ACROD parking campaign "This Bay is Someone's Day" was launched on 3 December 2020 - International Day of People with Disability. This campaign aims to raise awareness of the personal impact of ACROD parking bay misuse on permit holders and is in partnership with National Disability Services and 14 other Local Government Authorities.		✓	
		Jan-Mar 21					
		Apr-Jun 21					
<b>Community Programs and Initiatives</b> Deliver an annual program of community-based initiatives to encourage social interaction within local neighbourhoods such as: <ul style="list-style-type: none"> <li>Communities <i>in-focus</i> workshops</li> </ul>	Community spirit	Jul-Sept 20		A Communities <i>in-focus</i> event 'The Power of Team', facilitated by Lynda Folan, was delivered on 24 September with 35 community attendees.			
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Deliver program and events in accordance with the City's program.</li> </ul>	Community Programs and Initiatives were delivered during the quarter including: <ul style="list-style-type: none"> <li>A Communities <i>in-focus</i> event 'Navigating an ever-changing world' delivered on 3 December 2020.</li> <li>A Thank-a-Volunteer function delivered on 5 December 2020.</li> </ul>		✓	

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<ul style="list-style-type: none"> <li>Grow it Local</li> <li>Nature Passport</li> <li>International Volunteer Day</li> <li>Meet Your Neighbour Program.</li> </ul>				<ul style="list-style-type: none"> <li>Promotion of the Grow it Local and Meet Your Neighbour Programs during the quarter.</li> </ul>		
		Jan-Mar 21				
		Apr-Jun 21				
<b>Joondalup Libraries Strategy</b> Determine the future direction of the City's library service.	Community spirit Quality facilities	Jul-Sept 20		Development of project documentation for the Joondalup Libraries Strategy was undertaken.		
		Oct-Dec 20		<ul style="list-style-type: none"> <li>Advertise Request for Quotation for a consultant to develop a Joondalup Libraries Strategy.</li> </ul>		✓
		Jan-Mar 21		<ul style="list-style-type: none"> <li>Appoint consultant.</li> <li>Commence development of Strategy.</li> </ul>		
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Lifelong Learning and Culture</b> Deliver a program of library events and activities such as: <ul style="list-style-type: none"> <li>• Children’s Book Week</li> <li>• Youth Holiday Program</li> <li>• Library and Information Week</li> <li>• Adult and Senior Activities and Programs.</li> </ul>	Community spirit	Jul-Sept 20		Programs were delivered in an online format during July and August. Many events were rescheduled to later in the year, including Children’s Book Week. Face to face programming recommenced with a reduced program on 1 September with the launch of the spring event program. Highlights in the quarter included: <ul style="list-style-type: none"> <li>• July School Holidays – online programming;</li> <li>• Story Time, Toddler Time and Baby Rhyme Time;</li> <li>• Discovery Sessions and Live and Learn;</li> <li>• Be Digital; and</li> <li>• Family History and Genie Exchange</li> </ul> 204 events were delivered with 2,405 attendees.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>• Deliver events and activities in accordance with the City’s program.</li> </ul>	A revised program of events was delivered due to reduced opening hours after COVID closures. Partnership development was progressed, and major events usually scheduled between March to August were delivered this quarter. Highlights included: <ul style="list-style-type: none"> <li>• Children’s Book Week;</li> <li>• NAIDOC celebrations and partnership with Fremantle Literature Centre;</li> <li>• Participation at the Little Feet Festival;</li> <li>• ATAR and student wellbeing sessions;</li> <li>• Live and Learn and Discovery Sessions for adults</li> <li>• Story Time, Baby Rhyme Time and Toddler Time (limited sessions); and</li> <li>• Christmas holiday events.</li> </ul> The City delivered 392 events with 5841 attendees during the quarter		✓

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21				
		Apr-Jun 21				
<b>Youth Events and Activities</b> Deliver a diverse range of youth events and activities for learning, engagement, and entertainment for people aged 11-25 including events and programs such as: <ul style="list-style-type: none"> <li>Youth Holiday Program</li> <li>Summer Sessions</li> <li>Youth Leadership Forum</li> <li>BMX, Skate and Scooter events</li> <li>Defeat the Beat</li> <li>WA Youth Week</li> <li>National Youth Week</li> <li>RYDE (Regional Youth Driver Education) Program.</li> </ul>	Community spirit	Jul-Sept 20		Youth events and activities undertaken during the quarter included: <ul style="list-style-type: none"> <li>A modified July Youth Holiday Program;</li> <li>A Youth Skills based workshops; and</li> <li>Drop-in for 15+ age range.</li> </ul> The Youth Leadership Forum was cancelled in August due to COVID-19.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Deliver events and activities in accordance with the City's program.</li> </ul>	Youth events and activities undertaken during the quarter included: <ul style="list-style-type: none"> <li>A modified October Youth Holiday Program at Anchors Youth Centre;</li> <li>A Youth Skills-based workshop;</li> <li>Ongoing programs at EDGE Youth Centre;</li> <li>Friday Night Drop-in.</li> </ul> The RYDE Program was launched on 20 November 2020.		✓
		Jan-Mar 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 21				
<b>BMX, Skate and Youth Outdoor Recreation Strategy</b> Finalise and implement a BMX, Skate and Outdoor Youth Recreation Strategy as a structured approach for the planning and development of future facilities.	Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present background information and draft Strategy to Elected Members.</li> <li>Finalise and implement Strategy.</li> </ul>	A report providing background information on the draft Strategy was presented to Elected Members during the quarter.  The Youth Outdoor Recreation Strategy was finalised and will be presented to Council for endorsement in December 2020.		
		Oct-Dec 20		Presentation to Council of the Outdoor Recreation Strategy report was postponed until February 2021.		✓
		Jan-Mar 21				
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
<b>Age-Friendly Plan</b> Finalise an Age-Friendly Plan to deliver an annual program of seniors based projects and initiatives aimed at building capacity of senior residents while fostering an age friendly community.	Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Present update to Elected Members on progress of the Age Friendly Joondalup Plan.</li> <li>Implement Age Friendly Joondalup Plan.</li> </ul>	An update on the progress of the Age-Friendly Joondalup Plan will be provided to Elected Members in quarter 2 of 2020/21. Implementation activities included: <ul style="list-style-type: none"> <li>A Seniors Club Network meeting;</li> <li>Preparation for the delivery of the Seniors Leadership Program; and</li> <li>Progress made on a second edition of the Over 55s Activity Guide.</li> <li></li> </ul>			
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement Age Friendly Joondalup Plan.</li> </ul>	In partnership with the Cities of Stirling and Wanneroo, the City delivered a series of workshops to members of Senior Citizens Clubs and groups on 9,10 and 11 November 2020.		✓	
		Jan-Mar 21					
		Apr-Jun 21					

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
<b>Regional Homelessness Plan</b> Implement the Regional Homelessness Plan in partnership with the City of Wanneroo.	Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Implement Regional Homelessness Plan.</li> <li>Present an update to Elected Members on progress against the Regional Homelessness Plan.</li> </ul>	An update on progress of the Regional Homelessness Plan 2019/20 will be provided to Elected Members in quarter 2 of 2020/21. Implementation actions included: <ul style="list-style-type: none"> <li>An update of the Hardship and Homelessness Directory;</li> <li>Homelessness Week observance via social media promoting Pathways to Affordable Housing information; and</li> <li>Progression of a joint investigation with the Cities of Wanneroo and Stirling and Joondalup Wanneroo Ending Homelessness Group into funding and service delivery options for the provision of an outreach response program by a specialist homelessness provider.</li> </ul>			
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement Regional Homelessness Plan.</li> </ul>	Along with the Cities of Wanneroo and Stirling, the City of Joondalup advocated to State Government to support agencies within the northern suburbs applying for funding to State Government for a homelessness outreach and case management service within the Northern Corridor.		✓	
		Jan-Mar 21					
		Apr-Jun 21					
<b>Community Social Needs Assessment</b> Investigate the changing demographics and current and future social needs of the community to ensure the City can meet the needs of the Joondalup community.	Community spirit	Oct-Dec 20	<ul style="list-style-type: none"> <li>Engage consultant and commence project.</li> </ul>	Preparations for engaging consultant were undertaken in the quarter.		✓	
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Finalise stakeholder engagement plan.</li> </ul>				



## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Reconciliation Action Plan (RAP)</b> Develop a Reflect level Reconciliation Action Plan as a framework to support the national reconciliation movement.	Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>Finalise membership of the RAP Community Reference Group.</li> <li>Commence meetings of the RAP Community Reference Group.</li> <li>Progress development of the RAP.</li> </ul>	Reconciliation Cultural Training for City employees was delivered on 26 August by consultants Tim Muirhead and Danny Ford. The RAP Community Reference Group membership was finalised and members were appointed at the September Council meeting.		
		Oct-Dec 20		The RAP Community Reference Group held its first two meetings in the quarter. The group unanimously elected a Chairperson, undertook cultural awareness training and held preliminary discussions about commencing the RAP development.		✓
		Jan-Mar 21				
		Apr-Jun 21				



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