

# Corporate Business Plan

## 2020/21 Progress Report



JANUARY TO MARCH 2021

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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.

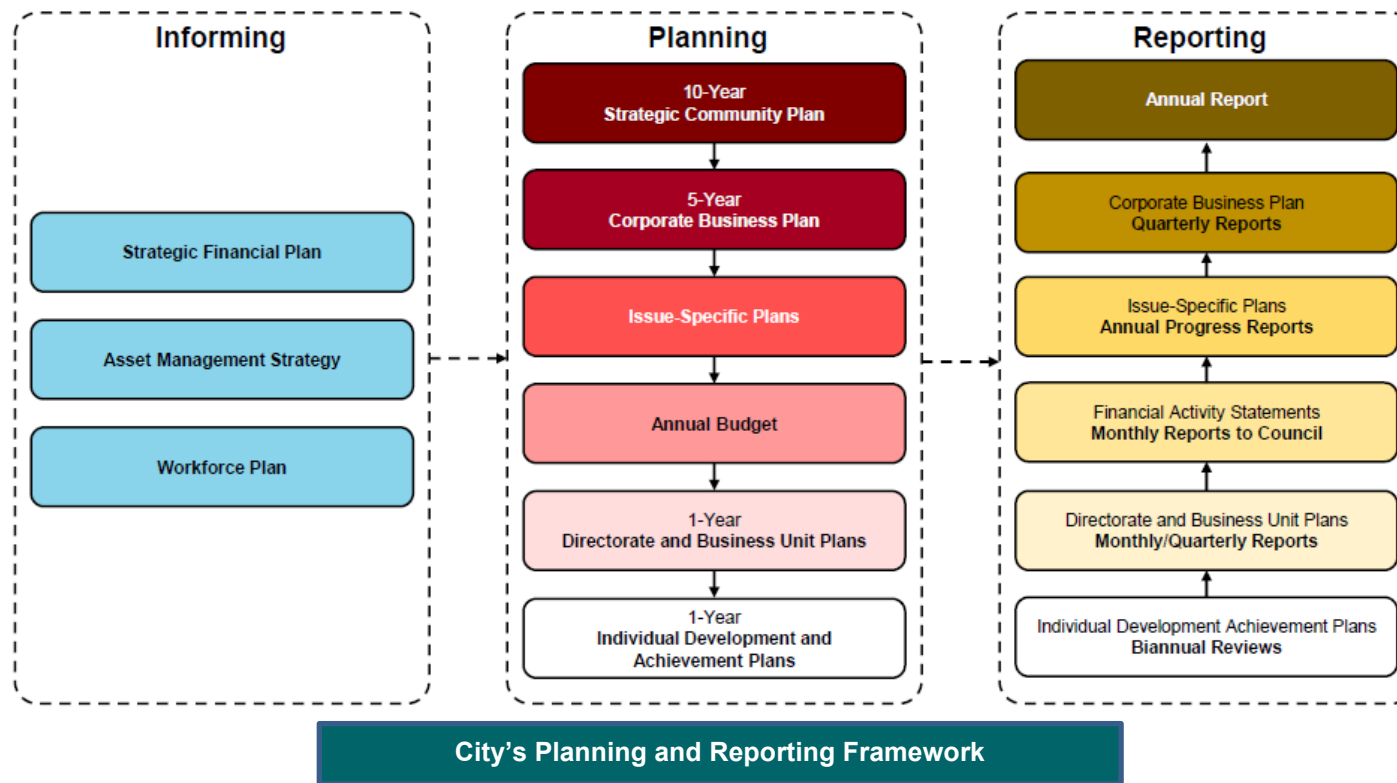
*The Corporate Business Plan aligns all services, projects, and programs with key themes in the Strategic Community Plan*



## 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

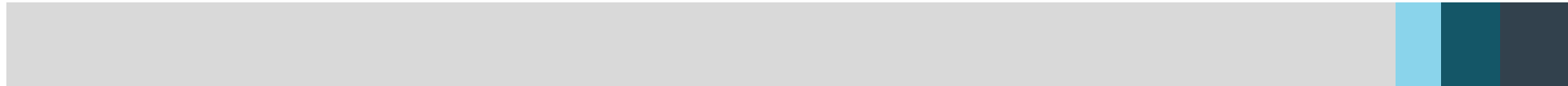
Local Government in Western Australia is established under the *Local Government Act 1995* and is in the third sphere of government. Local government is responsible for delivery of a wide range of economic, human, recreational and property services as well as developing and maintaining essential community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

#### Australia Day Citizenship Ceremony

The Australia Day Citizenship Ceremony saw 67 residents become Australian Citizens. Candidates from countries including China, Germany, India, Iran, South Korea, United Kingdom New Zealand and South Africa made the pledge of allegiance and were sworn in as Australian citizens. As the Australia Day Ambassador, Jenny Davis OAM, WA Senior Australian of the Year 2020, shared her message of inclusivity, community and intergenerational storytelling. The City's 2021 Community Citizen of the Year Awards were presented at the Ceremony and were awarded in the following categories:

- Community Citizen of the Year – Paul Holiday;
- Youth Citizen of the Year – Sarah Sinclair;
- Senior Citizen of the Year – Kenneth Beven; and
- Active Citizenship Award – Cycling without Age Sorrento.

These awards recognise individuals and organisations who have made a notable contribution to the community during the year.

#### Community Consultation for the new Strategic Community Plan – Shaping Your Future

The City of Joondalup is developing a new Strategic Community Plan for the next 10 years and initiated a program of community consultation to inform the development of the new Plan. Community consultation commenced on 1 February 2021 with a survey published on the City's website and promotion to the City's Community Engagement Network.

Community and stakeholder workshops also commenced with eight workshops being conducted during February and March. Stakeholder sessions included residents, local businesses, major service providers, major commercial tenants, youth, environmental groups and clubs and community groups. The purpose of the consultation is to identify the community's vision and priorities for the future and to seek ideas to help build a vibrant and positive local community. Two further workshops will take place in April 2021.

**Capital Works Program**

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

**Parks Equipment Program:**

- Herreshoff Park, Ocean Reef
- Christchurch Park, Currambine
- Macquire Park, Hillarys
- Beaumaris Park, Ocean Reef
- Tennis Court Resurfacing Program

**Parks Development Program**

- Doncaster Park Cabinet Renewal, Currambine
- Kanangra Park Bore Renewal, Greenwood
- Lacepede Park Cabinet Renewal, Hillarys

**Stormwater drainage upgrades:**

- Marine Terrace/Parnell Avenue, Sorrento

**New Paths Program:**

- Penistone Park Connecting Pathways, Greenwood

**Path Replacement Program:**

- Moyle Place to Maquire Road, Hillarys
- Stott Way to Wade Close, Duncraig
- Wade Close to Kincaig Way, Duncraig
- Lake Yellagonga – Drivers Place to Joondalup

**Major Road Construction Program:**

- No projects completed during the quarter.

**Blackspot Program Road Upgrades:**

- No projects completed during the quarter.

**Local Road Traffic Management Program:**

- Shalimar Rise Traffic Management, Currambine
- Beldon Primary School Warden Crossing, Beldon

**Parking Facilities Program:**

- Candlewood Boulevard Parking Improvements, Joondalup

**Road Preservation and Resurfacing:**

- Catenary Court, Mullaloo
- Syrx Place, Mullaloo
- Olive Cove, Mullaloo
- Scaphella Avenue – Meridian Drive to Charonia, Mullaloo
- Scaphella Avenue – Charonia to Dampier Avenue, Mullaloo
- Amoria Court, Mullaloo
- Perrona Gardens, Mullaloo
- Periwinkle Road, Mullaloo
- Channel Drive – Admiral Drive to Ironwood Avenue, Heathridge
- Channel Drive – Poseidon Road to Ironwood Avenue, Heathridge
- Meridian Drive – Linear Avenue Intersection, Mullaloo
- Kingsley/Dalmain Roundabout, Kingsley
- Kingsley/Creaney Roundabout, Kingsley
- Lilburne Road – Ayton Way to Readshaw Road, Duncraig
- Lilburne Road – Readshaw Road to Hepburn Avenue, Duncraig
- Walcha Street, Mullaloo
- Doveridge Drive – Curbur Road to Winster Close, Duncraig
- Gunida Street, Mullaloo

**Building Capital Works:**

- Duncraig Library Minor Works

## Quality Urban Environment

### Development in Housing Opportunity Areas Local Planning Policy

In February 2021 the Western Australian Planning Commission (WAPC) approved the City's *Development in Housing Opportunity Areas Local Planning Policy* (HOALPP), subject to modifications. The HOALPP was developed to better control the impact of infill development on existing residents and streetscapes and includes standards to support:

- a high standard of urban design and residential amenity;
- the needs of current and future populations;
- attractive streetscapes and increased greening of verges and private land;
- sustainability initiatives such as minimum landscape areas, deep soil areas and trees to encourage tree canopy cover, access to sunlight and cross ventilation to reduce reliance on artificial heating and cooling of dwellings;
- variety and diversity in housing choices; and
- development of a scale and nature that provides an appropriate transition to the adjoining land uses.

Council, at its meeting of 16 March 2021, noted the changes to the HOALPP required by the WAPC and determined the transitional measures to implement the HOALPP from 2 July 2021. The transitional measures allow stakeholders including the City, property owners, applicants and the community to adjust to the implementation of the new development standards.

## Economic Prosperity, Vibrancy and Growth

### Ocean Reef Marina – Major Land Transaction

Council, at its meeting of 16 February 2021 agreed to approve the Ocean Reef Marina Heads of Agreement and approve Major Land Transaction Business Plan for public advertising in accordance with section 3.59 of the *Local Government Act 1995*. The Heads of Agreement was prepared in consultation with DevelopmentWA, the developer of the Ocean Reef Marina Project on behalf of State Government.

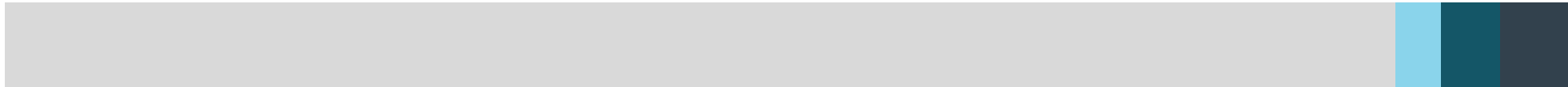
The Heads of Agreement includes in principle agreement of the process for the transfer of the City's freehold land required for the project and outlines the ongoing management and maintenance responsibilities.

The Heads of Agreement and Major Land Transaction Business Plan are a critical step in the preparation and execution of the Ocean Reef Marina Development Agreement which will be presented to Council for consideration in the coming months.

### Driving Economic Strategy – Pitch to Win Online Competition

The City received an overwhelming response from local businesses to the City's recent 'Pitch To Win' online competition. Six winners from the City of Joondalup were selected to receive a two-hour strategy session with Harriet Mellor of Your Sales Co. Harriet is a local business owner and is a highly regarded sales expert with clients across Australia, UK and the USA.

During the sessions, the businesses will be supported with their sales strategy, creating a streamlined sales approach and addressing specific challenges facing their businesses. They will be guided in simple changes and given a clear direction on how to make their businesses more successful.



### Supporting Local Businesses Promote, Connect and Grow – Business Ready Programs

Expressions of interest were opened for the Business Ready Programs during the January to March 2021 quarter. The City has partnered with local experts to create three business ready accelerator programs, custom-designed to inspire transformation and drive business growth within businesses in the City of Joondalup, position businesses to attract more customers, safeguard information security and understand global markets.

The program will focus on operational and marketing initiatives, digital and technology capabilities and import/export and investment opportunities to support businesses become Destination Ready, Digital Ready and Global Ready. The program is open to 30 businesses, 10 in each program and will take place in the next quarter.



### The Natural Environment

#### E-Waste Drop-off Weekend

The City conducted a free e-waste drop-off weekend on 16 and 17 January 2021. Electronic goods such as computers, printers, cameras, mobile phones, televisions, video and DVD players could be dropped off at Craigie Leisure Centre. Items dropped off are then sent for dismantling and ethical disposal, ensuring valuable parts are recycled and the level of landfill minimised. The City collected 2.86 tonnes of e-waste over the weekend.

#### Charity Clothing Drop-off Collection

A charity clothing drop-off event was held on 30 January 2021 at Craigie Leisure Centre. The event was well supported with 14 tonnes of clothing and textiles donated.

#### Living Smart – Sustainable Gardens Course

A four part sustainable garden course on creating sustainable food gardens was conducted during February and March 2020 for City residents. The course covered:

- Making and using compost
- Making and filling a garden bed
- Basic food gardening
- Preserving the harvest.

The course included hands-on learning and a trip to the Duncraig Edible Garden.

#### City's Hazard Reduction Grass Tree Burning Program

An article was published in the Department of Biodiversity, Conservation and Attractions (DBCA) Bushland News Autumn 2021 edition on the City's Hazard Reduction Grass Tree Burning Program and the successful implementation in Warwick Open Space Bushland by the City and Department of Fire and Emergency Services, supported by the Friends of Warwick Bushland.

The article outlined the planning of recent grass burns which targeted bush areas with high fuel loads which were also adjacent to vulnerable assets such as Warwick Senior High School and Whitfords Hockey Centre in Warwick. The planning also included reducing negative impacts on the bushland by considering the optimal timing for the flowering and regeneration of valuable native flora species and methods to protect native fauna.

Hazard reduction grass tree burning was recommended by DFES to reduce bushfire risk and is a key bushfire mitigation strategy.



### Music in the Park

A crowd of 5,000 people attended the City's first 2021 Music in the Park Concert on 16 January at Seacrest Park, Sorrento. Perth music icon, Katy Steele, and support acts, Death By Denim and Lu Ci performed for the community who enjoyed a free night of music and children's entertainment.

Falkland Park, Kinross, was the venue for the second Music in the Park Concert which was held on 6 March 2021. The concert featured vocalists, Dulcie, Coterie, a Perth band, and Anna Schneider from the Western Australian Academy of Performing Arts. The family friendly event was also well attended with 4,500 people enjoying live music and free children's activities.

Both concerts were Auslan interpreted.

### Valentine's Concert

The 2021 Valentine's Concert, one of the City's most popular annual cultural events, was held on Thursday 18 March 2021 on the grounds of the Joondalup Resort, Connolly. The event had been delayed for five weeks due to COVID-19 crowd restrictions. The Perth Symphony Orchestra and local singers, Sophie Foster, Rose Parker, Matt Allen, Matt Milford and Sam Nafie delivered the world premiere of a 1980's Symphonic Spectacular, led by Jen Winley. The concert was attended by 4,351 people.

### Luminight

Central Park in Joondalup City Centre was lit up for the inaugural Luminight event which was held from 26 to 28 March 2021. Luminight featured lighting installations by West Australian lighting designer, Christian Loveday. An interactive maze and silent disco were also featured, as well as WA's circus performers, Zap Circus and live music from WA musicians. Although entry was free, it was a ticketed event to ensure the number of attendees could be capped and contact tracing could take place. Luminight was held in place of the annual Joondalup Festival.

### Inside Out Billboard

A new billboard was installed on the Joondalup Library depicting Lake Joondalup's Picnic Cove and the rejuvenation of local species. A contemporary indigenous artist, Naomi Grant, was the 14<sup>th</sup> artist commissioned for an artwork for the Inside-out Billboard project.

### Outdoor Youth Recreation Strategy


Council endorsed the BMX, Skate and Outdoor Youth Recreation Strategy for the City of Joondalup at its February Council meeting. The strategy will inform the future provision and location of youth outdoor recreation facilities and will assist the City to plan for the rationalisation of existing facilities, (where appropriate), and the possible future development of new facilities. The Strategy aims to ensure that quality outdoor facilities meet local needs and promote greater social interaction across different forms of outdoor youth recreation.

### Literature in Joondalup

Joondalup Library hosted the Perth Festival's Literature in Joondalup series, delivered in partnership with The Literature Centre.

The free service offered talks and conversations with four Western Australian authors, Yuot A Allak, Sophie McNeill, Holden Sheppard and Alexander Thorpe, whose literature covers different genres. The series attracted an average of 50 people to each evening event.

### Books on Wheels Celebrates 45th Year Anniversary



The City's Library home delivery service, Books on Wheels, has been delivering items to housebound customers since December 1975. Books on Wheels is a vital community service providing entertainment and educational materials to customers who are unable to visit the library due to illness, infirmity or disability. The service can also help to reduce social isolation. Customers using the service range from teenagers to people in their 90s.

Volunteers have played a vital role in providing Books on Wheels to the community. For the first 15 years, the service was run by the Duncraig-Sorrento Red Cross on behalf of the City's libraries. Since 2005, Books on Wheels volunteers have selected items individually for customers which are then delivered by City of Joondalup staff. During the recent COVID-19 shutdown, Books on Wheels continued to deliver items to customers but with COVID safe restrictions.

Today there are over 200 customers receiving regular deliveries of library materials.



# 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	Community consultation was undertaken on the following projects during the quarter: <ul style="list-style-type: none"> <li>• Access and Inclusion Plan</li> <li>• Alternative Education Program Feedback Form</li> </ul>		✓

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
		<ul style="list-style-type: none"> <li>• Communities in-focus Capacity Building Event Feedback</li> <li>• Community Youth Outreach Program Feedback Form</li> <li>• Connect EDGE Quick Poll</li> <li>• Facility and Park Hire Summer/Annual Hirers Feedback</li> <li>• MA15+ Program Feedback Form</li> <li>• Strategic Community Plan Community and Stakeholder Workshops</li> <li>• Strategic Community Plan Survey</li> <li>• Summer Sessions Feedback Form</li> <li>• Timberlane Park Floodlighting</li> </ul>		
	Apr-Jun 21			
<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	At its meeting held on 16 March 2021, Council endorsed the Advertisements Local Planning Policy (amendment) (post advertising). Council, at the same meeting, also revoked the Burning on Private Property Policy.		✓
	Apr-Jun 21			

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
<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	No new local laws were developed during the quarter.		✓
	Apr-Jun 21			
<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	The following publications were distributed during the quarter: <ul style="list-style-type: none"> <li>• Library Events and Programs Guide Summer 2020/21</li> <li>• City News Autumn 2021</li> <li>• Leafy City Program</li> <li>• Joondalup Voice published fortnightly in the Community Newspaper</li> <li>• What's On calendar of events published at the beginning of each month in the Community Newspaper</li> </ul>		✓
	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 this quarter: <ul style="list-style-type: none"> <li>• Arts in-Focus</li> <li>• Clubs in-Focus</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 this quarter: <ul style="list-style-type: none"> <li>• Arts in-Focus</li> </ul>		

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
		<ul style="list-style-type: none"> <li>• Clubs in-Focus</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> <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	<p>The City published the following e-newsletters this quarter:</p> <ul style="list-style-type: none"> <li>• Arts in-Focus</li> <li>• Clubs in-Focus</li> <li>• Y-Lounge Online</li> <li>• Environmental Events</li> <li>• Joondalup Job Notices</li> </ul>		✓

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
		<ul style="list-style-type: none"> <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 56,500 users across all of its platforms as listed below:</p> <ul style="list-style-type: none"> <li>• Facebook (41,503)</li> <li>• Twitter (3,621)</li> <li>• Instagram (5,707)</li> <li>• LinkedIn (5,407)</li> <li>• YouTube (277)</li> </ul> <p>Significant community engagement on social media was undertaken this quarter, including posts regarding:</p> <ul style="list-style-type: none"> <li>• COVID-19 lockdown reminding residents of State Government Health restrictions on exercising and information on waste services during lockdown which had almost 30,000 views, 132 reactions, 37 shares and 37 comments</li> <li>• Post-lockdown measures in the City and the postponement of the Valentine's Concert which had a combined 22,000 views, 100 reactions, 75 comments and 43 shares</li> <li>• Advice on the new date for the 2021 Valentine's Concert which received almost 18,000 views, 59 reactions, 55 comments and 22 shares</li> <li>• Launch of the new monthly segment with Mayor Jacob reviewing decisions from the Council meeting.</li> <li>• Promotion of Music in the Park Concert 2 at Falkland Park, Kinross, which had 22,000 views, 35 reactions, 24 comments and 16 shares</li> <li>• The Ocean Reef Marina Business Plan for disposal of land which had 20,000 views, 78 reactions, 99 comments and 20 shares.</li> </ul>		
	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	<p>The following external meetings and events were attended by City representatives:</p> <ul style="list-style-type: none"> <li>• Metropolitan Environmental Health Managers Group</li> <li>• ECU Environmental Health Consultative Committee</li> <li>• Public Libraries of Western Australia</li> <li>• Joondalup Education Network</li> <li>• Mindarie Regional Council CEO meeting</li> <li>• Mindarie Regional Council meeting</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>• Yellagonga Regional Park Community Advisory Committee</li> </ul>		✓
	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:		

## Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
		<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	The City prepared submissions on State and Federal Government strategic policy matters including: <ul style="list-style-type: none"> <li>• Wastewater Overflow Notification and Response Procedure – Department of Health</li> <li>• Child Sexual Abuse Royal Commission Discussion Paper: Implementation of child safety officers in local governments – Department of Communities.</li> </ul>		✓
	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>	The 2021 Local Government Elections Communications Plan was developed during the quarter.		✓
		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		Elected Member training opportunities were promoted and processed as required during the quarter.		✓
		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>	The Strategic Community Reference Group met on 29 March 2021 to discuss the development of an Integrated Transport Strategy. Attendees explored key trends and strategic priorities for integrated transport modes.		✓
		Apr-Jun 21				
<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.		
		Jan-Mar 21		The Annual General Meeting of Electors, rescheduled for 2 February 2021, was postponed due to COVID-19 restrictions in WA.  The Annual General Meeting of Electors was therefore rescheduled again to 23 March 2021. The City's 2019/20 Annual Report was presented to Electors at this meeting.		✓

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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>	Legislative changes to codes of conduct for Elected Members, Committee Members and Local Government Election Candidates, as well as employees, were reviewed during the quarter. The model standards for CEO Recruitment, Selection and Performance Review and Termination were also reviewed.		✓
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Implement revised governance processes as required including reports to Council.</li> </ul>			
<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>	The 2020 Compliance Audit Return was adopted by Council on 16 March 2021 and submitted to the Department of Local Government, Sport and Cultural Industries.		✓
<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	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.		

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
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> <li>• Annual review of the Corporate Business Plan</li> </ul>		Oct-Dec 20		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	<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 community consultation program for the development of a new Strategic Community Plan commenced on 1 February 2021 with a survey published on the City's website and promotion to the Community Engagement Network. Community and stakeholder workshops also commenced in February with eight of the 10 scheduled workshops being conducted. Stakeholder sessions so far have included: <ul style="list-style-type: none"> <li>• residents from the northern and southern suburbs</li> <li>• local businesses</li> <li>• major service providers</li> <li>• major commercial tenants</li> <li>• youth</li> <li>• environment groups</li> <li>• clubs and community groups.</li> </ul> Two further stakeholder workshops will take place in April 2021 as they were rescheduled due to the COVID-19 lockdown.		✓
		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>			

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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>	The draft Advocacy Framework document will be presented to Elected Members for review in Quarter 4 of 2020/21.	Yellow	✓
		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>	Review of City's Delegated Authority Manual commenced during the quarter.	Green	✓
		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>	A draft Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates was developed and presented to Elected Members in the quarter. A draft Code of Conduct for Employees was developed during the quarter.	Green	✓
		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>	Council adopted the Discussion Paper, to be released for public comment, at its meeting held on 16 March 2021.		✓
		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>	Council endorsed the eight-year review of City local laws at its meeting held on 16 February 2021. Work commenced on developing amendment local laws as a result of the eight-year review outcomes.		✓
		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.</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		The following reports were presented at the meeting held on 2 March 2021: <ul style="list-style-type: none"> <li>2020 Compliance Audit Return.</li> <li>Internal Audit Outcomes.</li> <li>Reporting to External Oversight Agencies.</li> <li>The Chief Executive Officer's Credit Card Expenditure from July 2020 to December 2020.</li> <li>The Write-Off of Monies from July 2020 to December 2020.</li> </ul>		✓
		Apr-Jun 21				
<b>Australasian Local Government Performance Excellence Program</b> Participate in the program to track and benchmark	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.		

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
performance against the local government sector.		Jan-Mar 21	<ul style="list-style-type: none"> <li>Benchmarking data available for analysis.</li> </ul>	The final report was received and distributed to stakeholders.		✓
		Apr-Jun 21				
<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> <li>Appoint consultant.</li> <li>Conduct market research for 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		A Request for Quotation was advertised on 12 March 2021 and assessment of the applications received has commenced.		✓
		Apr-Jun 21				
<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		The review of Strategic Position Statements was completed last quarter.		
		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
<p><b>Civic Ceremonies</b></p> <p>The City conducts regular Citizenship Ceremonies on behalf of the Department of Immigration and Citizenship and welcomes new citizens in the City.</p> <p>The City also hosts a number of civic ceremonies and corporate functions throughout the year, including ceremonies such as:</p> <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>	<p>The City delivered six Citizenship Ceremonies during the quarter in a streamlined COVID-safe format.</p> <p>The following civic functions were held:</p> <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		<p>The City delivered three Citizenship Ceremonies during the quarter in a streamlined COVID-safe format at which 228 local residents became Australian citizens.</p> <p>The following civic functions were held:</p> <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		<p>The City delivered 7 Citizenship Ceremonies (including the Australia Day Citizenship Ceremony) during the quarter in a streamlined COVID-safe format at which 259 local residents became Australian citizens.</p> <p>The following civic functions were held:</p> <ul style="list-style-type: none"> <li>• Valentine's VIP</li> <li>• Luminight VIP</li> </ul>		✓
		Apr-Jun 21				

## Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Jinan Sister City Relationship</b> Maintain Sister City relationship with Jinan in China through: <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>	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> <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.		
		Oct-Dec 20		The implementation of the three-year Economic Exchange Agreement with the City of Jinan continued in accordance with COVID-19 restrictions.		
		Jan-Mar 21		The City continued to liaise with the Sister City of Jinan on further exchange and engagement opportunities.		✓
		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	The Capital Works Program is progressing in accordance with the schedule (see attached Capital Works Report for more details).		✓
	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	One lease agreement was completed and signed. Negotiations on seven lease agreements and seven licence agreements continued during the quarter.		✓
	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>	Major project timings and assumptions were reviewed during the quarter and will be presented to Elected Members at a budget workshop in April 2021, The update of the draft Strategic Financial Plan 2021 has commenced and will be available for review in Quarter 4 of 2020/21.		✓
		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>	The outcomes of the Property Management Framework and Facility Hire Subsidy Policy were not presented to Elected Members in Quarter 3. A presentation to Elected Members is now scheduled for Quarter 4.		✓
		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>	Design continued during the quarter in consultation with Main Roads WA.		✓
		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>	Design continued during the quarter in consultation with Main Roads WA.		✓
		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>	Ongoing liaison continued with Main Roads WA to seek approval.		✓
<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		Construction continued during the quarter.		✓
		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		The process to appoint a consultant to undertake the design commenced. A consultant is to be appointed in Quarter 4 of 2020/21.		✓
		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		Design continued during the quarter.		✓
		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		Design continued during the quarter.		✓
		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	<span style="color: blue;">■</span>
On track	<span style="color: green;">■</span>
Slightly behind schedule	<span style="color: orange;">■</span>

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		In February 2021, the Western Australian Planning Commission approved the Development in Housing Opportunity Areas Local Planning Policy, subject to modifications. At the same time, the Department of Planning, Lands and Heritage commenced progression of the draft Medium Density Code (MDC). The outcome of the draft MDC and its implications will need to be assessed before the City can progress a review of the Residential Development Local Planning Policy.	<span style="color: green;">■</span>	✓
		Apr-Jun 21				

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Joondalup Activity Centre Plan</b> Undertake a review and minor amendment to the Joondalup Activity Centre Plan in response to initial feedback on implementing the document and to incorporate changes to State Planning Policy.	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		Review of the Joondalup Activity Centre Plan continued and included liaison with the Department of Planning, Lands and Heritage.		✓
		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		The Cook Avenue Structure Plan was revoked and the associated Scheme amendment was gazetted on 29 January 2021 following approval from the Minister for Planning and Western Australian Planning Commission.		✓
		Apr-Jun 21				

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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> </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	<ul style="list-style-type: none"> <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> </ul>	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	<ul style="list-style-type: none"> <li>Present draft Joondalup Design Review Local Planning Policy to Policy Committee/Council for consideration to advertise.</li> </ul>	Preparation of a report to Council on the outcomes of public consultation commenced.		✓
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Advertise the draft Joondalup Design Review Local Planning Policy for public comment.</li> </ul>			
<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	<ul style="list-style-type: none"> <li>Liaise with the Western Australian Planning Commission (WAPC) to progress the draft Development Standards in Housing Opportunity Areas Local Planning Policy.</li> </ul>	Ongoing liaison was undertaken with the Department of Planning, Lands and Heritage to progress the assessment of the draft development standards.		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Implement the draft Development Standards in Housing Opportunity Areas Local Planning Policy following WAPC approval.</li> </ul>	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		The Western Australian Planning Commission approved the <i>Development in Housing Opportunity Areas Local Planning Policy</i> (HOALPP) on 16 February 2021.		✓



## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
				Council agreed to progress the HOALPP and determined the transitional arrangements for its implementation at its meeting of 16 March 2021.		
		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	<ul style="list-style-type: none"> <li>Liaise with the Western Australian Planning Commission to progress draft Scheme Amendment No 5.</li> <li>Implement Scheme Amendment No 5 following approval by the Minister for Planning and gazettal of the amendment.</li> </ul>	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.		
		Jan-Mar 21		Scheme Amendment No 5 was gazetted and implemented on 29 January 2021.		✓
		Apr-Jun 21				

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
State Planning Reform Implement State Government Planning Reform.	Quality built outcomes	Jul-Sept 20	<ul style="list-style-type: none"> <li>Undertake actions as required.</li> </ul>	<p>City representatives attended working groups convened by the Department of Planning, Lands and Heritage on:</p> <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 Planning and Development (Local Planning Schemes) Regulations 2015.</li> </ul>		
		Oct-Dec 20		<p>City representatives attended working groups convened by the Department of Planning, Lands and Heritage on:</p> <ul style="list-style-type: none"> <li>The Medium Density State Planning Policy; and</li> <li>Amendments to the Planning and Development (Local Planning Schemes) Regulations 2015.</li> </ul>		
		Jan-Mar 21		<p>Amendments to the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> were implemented on 15 February 2021.</p> <p>Council endorsed a submission on the revised State Planning Policy 4.2 – Activity Centres at its meeting held on 16 February 2021.</p> <p>The preparation of a submission on the draft amendments to the Residential Design Codes – Volume 1: Medium Density Code commenced.</p> <p>City representatives attended working groups convened by the Department of Planning, Lands and Heritage on Amendments to the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>.</p> <p>City representatives attended information sessions convened by the Department of Planning, Lands and Heritage on the draft amendments to the Residential Design Codes – Volume 1: Medium Density Code.</p>		✓
		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>	Work continued on the Pilot Place Plan for the Joondalup City Centre.		✓
		Apr-Jun 21				

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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>	Design for the Shenton Avenue streetscape renewal has commenced.		✓
		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		A Request for Quotation was advertised during the quarter.		
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Appoint contractor.</li> <li>Undertake construction.</li> <li>Complete construction.</li> </ul>	A contractor was appointed to undertake construction but has since rescinded on the landscaping works contract. The City will be seeking a new contract to undertake the construction works.		✓

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		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>	Construction continued during the quarter.		✓
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			
<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>	Detailed landscape and irrigation design was completed.		✓

## Quality Urban Environment – 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>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		Community information materials were developed during the quarter for public release in Quarter 3 of 2020/21.		
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Notify the community of proposed tree planting program.</li> <li>Advertise Request for Tender for the planting and watering of Leafy City trees.</li> </ul>	A contractor was appointed for the installation and watering of Leafy City trees. Notification letters were sent to affected residents in February. A second notification letter is due to be sent to affected residents in April 2021 before the trees are installed.		✓
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Commence planting.</li> </ul>			
<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.		✓

## Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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		An Integrated Transport Strategy Technical Report has been completed which will inform the development of the Integrated Transport Strategy. The Strategic Community Reference Group met on 29 March 2021 to discuss key trends and strategic priorities for integrated transport modes. Agency stakeholder consultation has also been undertaken to inform the development of the Integrated Transport Strategy. Community consultation to inform the direction and priorities of the Integrated Transport Strategy will be undertaken in Quarter 4 of 2020/21.		✓

## 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>Construction completed</li> </ul>	Construction was completed.		✓
<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>	Construction commenced during the quarter.		✓
		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.

## 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>		

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




Service/Program	Quarter	Comments	Project Status	Budget Status
	Jan-Mar 21	<p>The following partner and industry events were attended by City representatives:</p> <ul style="list-style-type: none"> <li>• International Women’s Day Luncheon with Business Station</li> <li>• International Women’s Day with Chamber of Commerce WA</li> <li>• Joondalup Business Association Awards Events</li> <li>• Joondalup Business Association Coffee Connections</li> <li>• The Digital Future of the Tourism Industry Seminar at Murdoch University</li> <li>• LG Professionals – Better Practice Forum – Economic Development</li> <li>• A/CEO met with CEDA</li> <li>• Cyber Careers Fair</li> <li>• Engagement with Rottnest Island Authority and Hillarys Boat Harbour</li> </ul>		✓
	Apr-Jun 21			
<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	<p>The following activities were undertaken during the quarter:</p> <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	<p>The following activities were undertaken during the quarter:</p> <ul style="list-style-type: none"> <li>• Publication and distribution of the Destination City Plan, ‘Destination Joondalup.’</li> <li>• Distribution of the monthly business e-newsletters.</li> <li>• Publication of regular social media posts including information on the Destination City Plan, ‘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	<p>The following activities were undertaken during the quarter:</p> <ul style="list-style-type: none"> <li>• Distribution of the monthly Business e-newsletters.</li> <li>• Publication of regular social media posts which included:                             <ul style="list-style-type: none"> <li>○ information on the COVID-19 lockdown and business support during lockdown</li> </ul> </li> </ul>		✓

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

Service/Program	Quarter	Comments	Project Status	Budget Status
		<ul style="list-style-type: none"> <li>○ the proposed Virtual Indonesian Mission</li> <li>○ the Business Ready Program 2021</li> <li>○ the Business Ready Program Sundowner and Information Session.</li> <li>● Communication of City opportunities through the Joondalup Business Catalogue</li> <li>● Regular updates on the City's website.</li> </ul>		
	Apr-Jun 21			

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

### 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>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> <li>Promotion and development of the Joondalup Business Catalogue.</li> </ul>		

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

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21		Implementation of the Economic Development Strategy continued in the quarter and included: <ul style="list-style-type: none"> <li>Promotion of the Business Ready Program</li> <li>Planning for a Virtual Indonesian Cultural Mission to be held in Quarter 3</li> <li>Promotion of and further registrations on the Joondalup Business Catalogue.</li> </ul>		✓
		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		A Business Forum was held on 5 November 2020 with the theme: 'Destination Joondalup   Growing the Visitor Economy.'		
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Plan and deliver two Business Forum events.</li> </ul>	Planning for the second Business Forum for 2020/21 has commenced. The Business Forum is to take place on 7 May 2021 and will focus on the economic outlook for Perth's northern corridor over the next decade.		✓
		Apr-Jun 21				

## 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>	<ul style="list-style-type: none"> <li>The City was a key sponsor of the Joondalup Business Association's Annual Business Awards in March 2021.</li> <li>The City attended regular meetings with the Joondalup Business Association.</li> <li>The City has worked collaboratively with Business Station to design a series of events celebrating 'Women in Small Business' to be rolled out in May – July 2021.</li> <li>The biannual report to SBDC on the City's Small Business Friendly actions was submitted in February 2021.</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		Expressions of interest were opened for the Business Ready Programs in February 2021. A Sundowner and Information Session is planned for April 2021.		✓
		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		Ongoing engagement with local businesses occurred during the quarter to assist in connecting with opportunities and State and Federal Government programs. Business engagement relating to the ending of the Federal Government's Job-Keeper payment has been undertaken with businesses identified as vulnerable.		✓
		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>		

## 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>• More than 170 businesses have registered on the Joondalup Business Catalogue.</li> <li>• A growing number of local business opportunities have been posted and responded to on the Joondalup Business Catalogue.</li> <li>• Winners of the 'Pitch to Win' online competition (launched to encourage more local businesses onto the Joondalup Business Catalogue) were selected to receive a virtual sales strategy sessions for their business by local business, Your Sales Co.</li> </ul>		✓
		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> <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>• 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>• 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> </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>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		<ul style="list-style-type: none"> <li>Discussions continued with WA AustCyber on collaborative opportunities to promote cyber security to future talent and businesses.</li> <li>The City Supported a WA AustCyber initiative in conjunction with ECU to deliver a 'Careers in Cyber Security' information session with high school and university students in February 2021.</li> <li>The Innovation Fund was not promoted during the quarter as the program has been placed on hold.</li> </ul>		✓
		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> </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>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		<ul style="list-style-type: none"> <li>Discussions have continued with Business Station on delivering a series of 'Women in Small Business' events to showcase female business leaders in the region.</li> <li>The City continued to engage with the Joondalup Learning Precinct.</li> <li>A meeting of the ECUBIC Board was held during the quarter.</li> </ul>		✓
		Apr-Jun 21				
<b>International Economic Development Activities Plan (IEDAP)</b> Review and update the IEDAP to guide and promote trade/investment opportunities.	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.		
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Develop updated Plan.</li> </ul>	Development of revised International Economic Development Activities Plan commenced.		✓
		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>			

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

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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		The City has continued to develop the "investment concierge" service and progressed enquiries received about investment opportunities in the region.		✓
		Apr-Jun 21				
<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		

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

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
				virtual exchange is to showcase capabilities in the region in the health, education and digital sectors.		
		Jan-Mar 21		Development of a Virtual Mission Indonesia: A Trade and Cultural Exchange event was planned and will be held on 1 April 2021. The City continued to liaise with the Sister City of Jinan and the City of HuZhou for further exchange and engagement opportunities.		✓
		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> <li>Finalise Plan.</li> <li>Present report to Council seeking endorsement of the Destination City Plan.</li> <li>Implement the Destination City Plan.</li> </ul>	The draft Destination City Plan was developed and included targeted stakeholder consultation.		
		Oct-Dec 20		The <i>Destination City Plan</i> was completed and formally launched at the Joondalup Business Forum on 5 November 2020.		
		Jan-Mar 21		The implementation of the Destination City Plan has commenced.		✓
		Apr-Jun 21				
<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> <li>Implement regional tourism promotion in partnership with the Cities of Wanneroo and Stirling and Destination Perth.</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		In partnership with the Cities of Wanneroo and Stirling, the City engaged the Tourism Council of WA to run a series of capacity building workshops for businesses in the visitor economy.		
		Jan-Mar 21		The City has commenced development of a tourism digital trail. When completed, it will feature augmented reality		✓

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

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
				technology depicting heritage events and activities in Wanneroo, Joondalup (Beach shacks at Whitfords and Mullaloo), Stirling and Cottesloe.		
		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		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.  Terms of Reference for the development of clusters in the areas of cyber security, education and medical services were also finalised.		
		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		Joondalup Education Network Workshop was held to identify key initiatives around attracting and developing talent.		✓
		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> </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>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 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		<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>Four Work Integrated Learning Program students from ECU commenced internships with the City in March 2021 to provide opportunities for increasing their employability.</li> <li>The Global Trade Alliance Program engaged six students to provide recommendations for the City's Economic Development projects.</li> <li>Planning for the Joondalup Innovation Challenge 2021 has commenced for delivery in June 2021.</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				
<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> <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> <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>	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		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		Preliminary discussions around regional advocacy with Cities of Wanneroo and Swan have taken place. The City continued to provide support for the Cyber Check.Me program for delivery in 2020/21. Continued engagement has taken place on a proposal to develop the Sunset Coast Holiday Planner in collaboration with Destination Perth and the Cities of Wanneroo and Stirling.		✓
		Apr-Jun 21				

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

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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. 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		The City confirmed its support for the 2021 Master Games to be held in November 2021. The City is a sponsor (City Partner) of this event. The City continued investigation into the reinstatement of a Joondalup CBD Classic Car Racing Event, previously held by the City in 1998. An expression of interest has been prepared by the City.		✓
		Apr-Jun 21				

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

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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		Council, at its meeting of 16 February 2021, (CJ019-02/21 refers), agreed to: <ol style="list-style-type: none"> <li>Approve the Ocean Reef Marina Heads of Agreement;</li> <li>Request the Chief Executive Officer to execute the Ocean Reef Marina Heads of Agreement;</li> <li>Approve the Ocean Reef Marina Business Plan for public advertising in accordance with section 3.59 of the <i>Local Government Act 1995</i>.</li> </ol>		✓
		Apr-Jun 21				

## 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 – 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> </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>Undertake the development approvals process for a facility at Pinnaroo Point.</li> <li>Commence construction.</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>Undertake the actions required to facilitate the provision of new services to the leased area.</li> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>	The Department of Planning, Lands and Heritage provided the City with a letter of ministerial consent for the proposed sublease. The sublease was provided to Sandgate (WA) Pty Ltd for signing.		✓
		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> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>	The preparation of community consultation materials continued.		✓
		Apr-Jun 21				

## 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		The project was not progressed during the quarter.		✓
		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		The project was not progressed during the quarter.		✓
		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>	At its meeting held on 16 March 2021, it was agreed that Council: <ol style="list-style-type: none"> <li>Notes the Community Consultation Outcomes Report – Edgewater Quarry Draft Preferred Concept Plan;</li> <li>Notes that the Edgewater Quarry Draft Preferred Concept Plan was not supported by the majority of respondents to the community consultation;</li> <li>Notes that the Chief Executive Officer will undertake the required investigation to determine the presence and level of contamination of the site as required by the Department of Water and Environmental Regulation;</li> <li>Agrees that a report be presented on the results of the contamination investigation and its impact on the future of the Edgewater Quarry.</li> </ol>		✓

## 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>Undertake negotiations with the Department of Planning, Lands and Heritage for the acquisition of Crown land within the Edgewater Quarry site.</li> </ul>			
<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>	Investigation into the development of a multi-functional community facility, including contacting the two major landowners in the Warwick Activity Centre, has not progressed.		✓
		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>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.		
		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>	At its meeting held on 16 March 2021, Council noted the findings of the community consultation undertaken for Heathridge Park Concept Plan and associated capital and operating costs, and requested a review of the concept plan to be undertaken including consideration of: <ul style="list-style-type: none"> <li>Retention of existing tennis infrastructure;</li> <li>Scope and location of the proposed multipurpose facility;</li> <li>Additional carparking provision; and</li> <li>Feedback from the community consultation.</li> </ul>		✓
		Apr-Jun 21				



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

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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>	Further investigation on the Woodvale Library Community Hub has commenced.		✓
		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>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		The City received the deposit towards the sale of Lot 803 (15) Burlos Court, Joondalup, sold during September 2020.		
		Oct-Dec 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>	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		Investigations have commenced into the potential conversion of two City freehold drainage sites. Conversion of these sites could enable their disposal for other land uses.		✓

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

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		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.


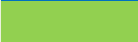

### ENVIRONMENTAL LEADERSHIP

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> <li>Continue the development of the new draft Environment Strategy.</li> </ul>	<p>The City continued to implement actions within the Environment Plan including:</p> <ul style="list-style-type: none"> <li>Delivery of a Living Smart Sustainable Food Gardens course as part of the Think Green Environmental Education Program.</li> <li>Promotion of environmental education resources via Facebook and Environmental News and Events e-newsletter.</li> <li>A presentation to environmental students from Edith Cowan University regarding ecological aspects of Craigie Bushland.</li> </ul> <p>Preparations for the development of a new draft Environment Plan commenced during the quarter.</p>		✓
		Apr-Jun 21				

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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.		
		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>	The City continued to implement actions within the Climate Change Strategy including ongoing progress with the Coastal Adaptation Planning and Implementation Project.  Development of a new Climate Change Strategy continued with development of a project plan and community consultation plan to guide the Strategy's development.		✓

## 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 from the Climate Change Strategy.</li> <li>Present draft new Climate Change Strategy to Council seeking endorsement.</li> </ul>			
<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.		



## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 21		<p>Implementation of the Coastal Infrastructure Adaptation Plan continued including submitting grant applications to the Department of Transport for the 2021/22 Coastal Monitoring Program and Sand Bypassing Program.</p> <p>Works for the 2020/21 Sand Bypassing Program were completed.</p> <p>Development of a Coastal Hazard Risk Management Adaptation Plan for the City continued during the quarter.</p>		✓
		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>			
<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		<p>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.</p>		
		Oct-Dec 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>	<p>Edith Cowan University undertook quenda trapping during the quarter to monitor the quenda population at Craigie Bushland.</p> <p>Liaison with Edith Cowan University will continue in Quarter 3 of 2020/21 in relation to ongoing quenda trapping and monitoring.</p>		
		Jan-Mar 21		<p>The City continued to liaise with Edith Cowan University to conduct quenda trapping and monitoring in Craigie Bushland in Quarter 4 of 2020/21.</p> <p>The City commenced supervision of an Edith Cowan University Masters of Environmental Science student who will be undertaking a feasibility study into the relocation of brushtail possums into Craigie Bushland.</p>		✓

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		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		The City continued to implement actions from the Pathogen Management Plan including updating an internal pathogen hygiene procedures for City staff and contractors.		✓
		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>	<p>A flora survey, fauna survey and vegetation condition assessment report was finalised for Shepherd's Bush Reserve.</p> <p>The review of the Implementation Plan for the Shepherd's Bush Reserve Management Plan commenced.</p>		✓
		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>	<p>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.</p> <p>Field work for the flora surveys and vegetation condition assessments was completed in September 2020.</p> <p>Development of the Iluka-Burns Beach Foreshore Reserve Management Plan commenced.</p>		
		Oct-Dec 20	<ul style="list-style-type: none"> <li>Undertake on-ground Fauna Survey at Burns Beach and Iluka Foreshore Reserves.</li> </ul>	<p>On-ground field work for the fauna surveys at Iluka and Burns Beach Foreshore Reserves was completed in November 2020.</p> <p>Development of the Iluka-Burns Beach Foreshore Reserve Management Plan continued.</p>		

## 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 the ecological report for Burns Beach and Iluka Foreshore Reserves.</li> </ul>	Flora surveys, fauna surveys and vegetation condition assessment reports were finalised for Iluka Foreshore Reserve and Burns Beach Foreshore Reserve. Development of the Iluka-Burns Beach Foreshore Reserve Management Plan continued.		✓
		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 Bushfire Risk Management Plan's 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>		

## 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 Bushfire Risk Management Plan.</li> </ul>	<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) and the Department of Biodiversity, Conservation and Attractions (DBCA);</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>Revocation of the Burning on Private Property Policy agreed by Council; and</li> <li>An article published in the DBCA Bushland News Autumn issue on the 'City of Joondalup's Hazard Reduction Grass Tree Burning Program'.</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.		

## 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 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>	<p>Projects implemented in accordance with the YICM Plan included:</p> <ul style="list-style-type: none"> <li>Commencement of supervision of Edith Cowan University of Environmental Science Masters students undertaking a weed mapping project in Yellagonga Regional Park;</li> <li>Sampling for the Water Quality Monitoring and Improvement Program;</li> <li>Control of priority weeds within Yellagonga Regional Park; and</li> <li>Coordination of fox trapping within Yellagonga Regional Park.</li> </ul> <p>The draft YICM Plan 2021 – 2026 will be presented to Council during the next quarter to seek endorsement for community consultation in partnership with the City of Wanneroo.</p>		✓
		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>			

## The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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	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.		
	Community involvement	Oct-Dec 20		Environmental leadership	Construction was completed during the quarter.	
<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	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.		
	Community involvement	Oct-Dec 20	Environmental leadership	<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.	

## 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 City Water Plan.</li> </ul>	Implementation actions continued during the quarter including: <ul style="list-style-type: none"> <li>Potential water leaks identified through water monitoring at City facilities;</li> <li>Promoting waterwise messaging through the Living Smart – Sustainable Gardens course.</li> </ul>		✓
		Apr-Jun 21				
<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.		

## 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 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>	<p>The City continued to progress projects within the 2016-2021 Waste Management Plan.</p> <p>The City presented a Council approved Local Government Waste Plan to the WA Waste Authority in line with State Government requirements. The Plan was approved by Council at its meeting held on 16 March 2021.</p>		✓
		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 in-focus 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		Progress on the development of a new plan will be clarified following the completion of the Community Social Needs Assessment. A consultant was appointed in March 2021 to undertake the Community Social Needs Assessment.		✓
		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		A review of City active reserves and community facilities continued during the quarter.		✓
		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>	A report was presented to Elected Members on 2 March 2021.		✓



## 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> <li>Review and update schematic changes.</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> <li>Prepare tender documentation for construction.</li> </ul>	Design documentation was completed during the quarter.		✓
		Apr-Jun 21				
<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	<ul style="list-style-type: none"> <li>Undertake detailed design.</li> </ul>	Detailed design is scheduled to commence in Quarter 3 of 2020/21.		
		Oct-Dec 20		Detailed design is scheduled to commence in Quarter 3 of 2020/21.		
		Jan-Mar 21		Detailed design commenced during the quarter.		✓
		Apr-Jun 21				
<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</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> </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 detailed design for Greenwood Tennis Clubrooms.</li> </ul>	Council awarded the tender for the extension and refurbishment of Warwick Bowling Club at its March 2021 meeting.		✓

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
refurbishment works at Greenwood Tennis Clubrooms for construction in 2021/22.		Apr-Jun 21	<ul style="list-style-type: none"> <li>Commence construction for Warwick Bowling Club.</li> <li>Continue design for Greenwood Tennis Clubrooms.</li> </ul>			
<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>	Construction continued during the quarter.		✓
		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		A site concept design was prepared during the quarter.		
		Jan-Mar 21	<ul style="list-style-type: none"> <li>Explore options for activation of the site.</li> </ul>	Feedback on the site concept design was received from State Government stakeholders.		✓
		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		Refurbishment works continued. The Joondalup Men's Shed was relocated to the Winton Road site. The final lease document was signed and executed during the quarter. Minor external works will be finalised in Quarter 4 of 2020/21.		✓
<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.		✓
	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.		

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<b>Joondalup Library Refurbishment Works</b> Undertake minor refurbishment works at Joondalup Library. (COVID-19 accelerated project)		Jan-Mar 21	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>	Construction was deferred to Quarter 4 to facilitate a library closure over a three-week period.		✓
		Apr-Jun 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			
<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>	Tender for construction was completed during the quarter.		✓
		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>	A review of the draft Cultural Plan was undertaken. The draft Cultural Plan will be presented to Council for endorsement in Quarter 4 of 2020/21.		✓
		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		The following cultural events were delivered during the quarter: <ul style="list-style-type: none"> <li>• Music in the Park Concerts</li> <li>• Valentine's Concert</li> <li>• Luminight</li> </ul>		✓
		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		Public Art projects for Craigie Leisure Centre and Chichester Park have been progressed.		✓
		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> </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>• Inside Out Billboard Project</li> <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		<p>The following visual arts activities were delivered during the quarter as part of the Cultural Program:</p> <ul style="list-style-type: none"> <li>• A mural 'Rhythm on the Lake', by artist Jack Bromell, which was installed at Central Park South toilet block;</li> <li>• Inside Out Billboard project – installation of Naomi Grant's artwork of Lake Joondalup on the billboard at Joondalup Library; and</li> <li>• Creative North Pop-up exhibition at Hillarys Boat Harbour with a series of exhibitions by members of local art associations.</li> </ul>		✓
		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		Actions from the Access and Inclusion Plan were implemented.  Consultation to inform the development of a new draft 2022-2025 Access and Inclusion Plan was conducted in February and March 2021.		✓
		Apr-Jun 21				



## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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> <li>• Grow it Local</li> <li>• Nature Passport</li> <li>• International Volunteer Day</li> <li>• Meet Your Neighbour Program.</li> </ul>	Community spirit	Jul-Sept 20	<ul style="list-style-type: none"> <li>• Deliver program and events in accordance with the City's program.</li> </ul>	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		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> <li>• Promotion of the Grow it Local and Meet Your Neighbour Programs during the quarter.</li> </ul>		
		Jan-Mar 21		Community programs and initiatives were delivered during the quarter including: <ul style="list-style-type: none"> <li>• A Communities <i>in-focus</i> workshop delivered on 31 March on person-centred design for community programs;</li> <li>• Continued promotion of the <i>Grow It Local</i> program.</li> <li>• Completion of the Nature Passport project in March with passports printed and distributed; and</li> <li>• Promotion of the <i>Meet Your Neighbour</i> program during the quarter. No events were registered for this program, due to the COVID-19 lockdown in February.</li> </ul>		✓
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
<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>	The project scope was reviewed and is to be refined in conjunction with the work being undertaken on the Social Needs Analysis.		
		Jan-Mar 21		<ul style="list-style-type: none"> <li>Appoint consultant.</li> <li>Commence development of Strategy.</li> </ul>	This project was deferred until the results of the Community Social Needs Assessment are available.		✓
		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	<ul style="list-style-type: none"> <li>• Deliver events and activities in accordance with the City’s program.</li> </ul>	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		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		<p>A revised program of events continued to be delivered due to reduced opening hours and COVID-19 closure in early February.</p> <p>A key highlight of the month was the <i>Literature in Joondalup</i> with a week of author events which was held in partnership with the Literature Centre and Perth Festival.</p> <p>Other highlights included:</p> <ul style="list-style-type: none"> <li>• Stories in the Park;</li> <li>• Summer School Holiday Programs;</li> <li>• Live and Learn, Discovery Sessions and Parenting Workshops for adults; and</li> <li>• Story Time, Baby Rhyme Time and Toddler Time for children.</li> </ul> <p>The City delivered 251 events for 4,553 attendees during the quarter.</p>		
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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	<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 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		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		Youth events and activities undertaken during the quarter included: <ul style="list-style-type: none"> <li>The Youth Holiday program delivered (with COVID-19 modifications) in January;</li> <li>Three Summer Sessions (small youth events in public space) delivered in January;</li> <li>Two BMX and Skate competitions held in February and two postponed to March due to COVID-19 lockdown;</li> <li>RYDE Program driver mentors and participants recruited in the quarter.</li> </ul>		✓
		Apr-Jun 21				

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
<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		The Youth Outdoor Recreation Strategy was adopted at the 16 February Council meeting.		✓	
		Apr-Jun 21					
<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> </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			Work has commenced on preparing campaign materials to promote age-friendly parks.		✓

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
		Apr-Jun 21					
<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		Liaison with Ruah Community Services (funded to provide homelessness services in the northern suburbs) was initiated to discuss referral processes.		✓	
		Apr-Jun 21					

## Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<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>	A consultant was appointed and an initial meeting held in March to progress the project.		✓
<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		A meeting was held with consultants to discuss their ongoing involvement and to outline the process for the development of the RAP.		✓
		Apr-Jun 21				





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