

Corporate Business Plan

2021/22 Progress Report



JULY TO SEPTEMBER 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 - 2021/22.
- Lists the City's key services and programs with related costs and staffing levels.
- Outlines the City's operational and capital budgets for the 2021/22 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.



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.

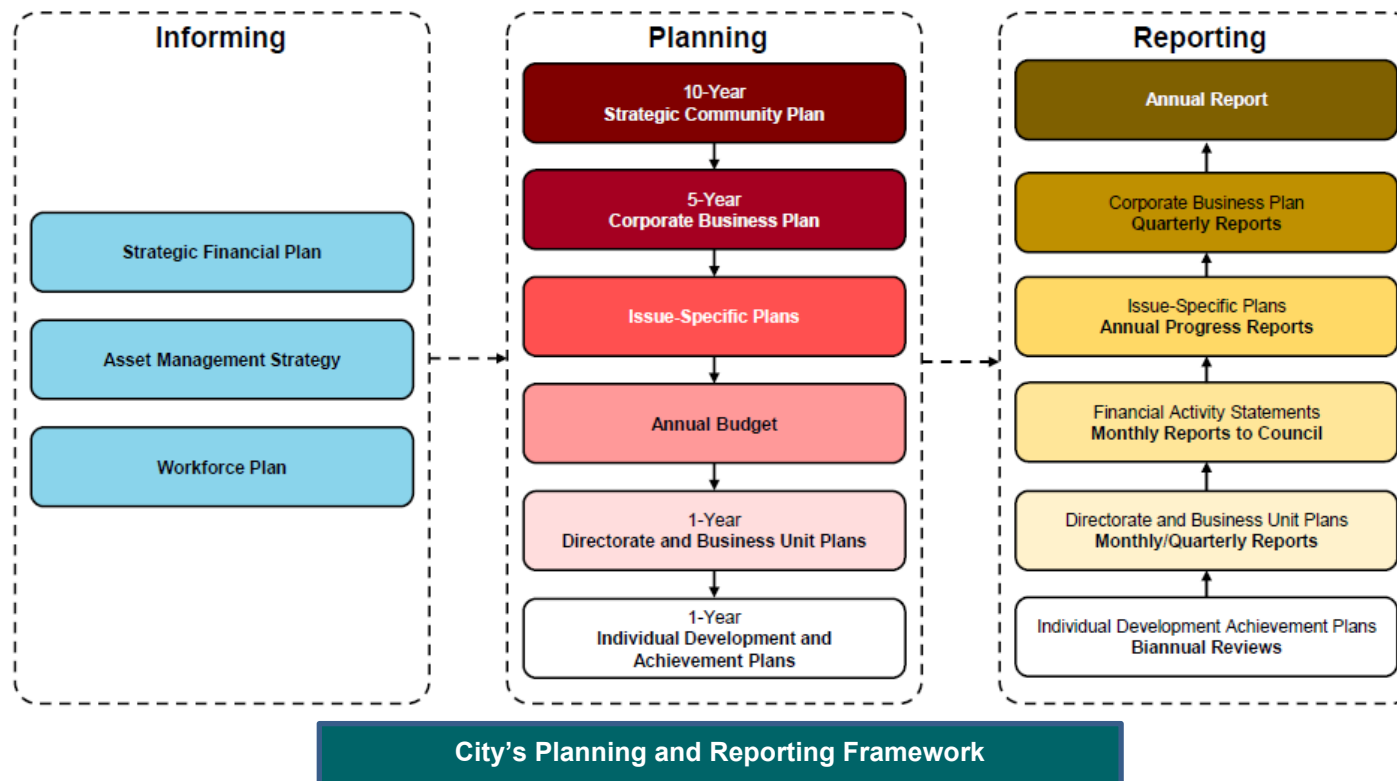
The Corporate Business Plan aligns all services, projects, and programs with key themes in the Strategic Community Plan



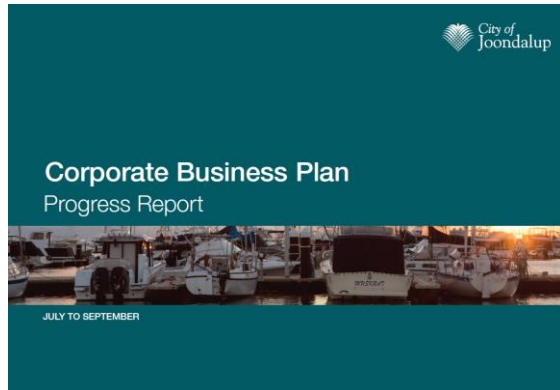
How does the Corporate Business Plan fit in with other City plans?

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 the biennial Customer Satisfaction Survey and other 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 [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"> Audit and Risk Human Resources Governance Support Record Keeping Customer Service Information Technology Organisational Development Policy and Planning 	Financial Diversity	<ul style="list-style-type: none"> Financial Accounting Management Accounting Purchasing and Contracts Funds Management Rates Levying Grants Management Strategic Infrastructure Asset Management Building Design and Construction Property Management Building Maintenance Fleet Management and Mechanical Workshop 	Quality Built Outcomes	<ul style="list-style-type: none"> Landscape Design and Capital Works Programs Engineering Maintenance Parks Maintenance Electrical and Lighting Engineering Transport and Road Engineering Civil Design and Construction Technical and Consultancy Advice Building Approvals Building and Planning Compliance Environmental Health Planning Approvals Urban Design and Planning Policy Parking Management
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"> Major Project Deliver including: <ul style="list-style-type: none"> Ocean Reef Marina City Centre Development Boas Place Cafes, Kiosks and Restaurants Land Optimisation Economic Development <ul style="list-style-type: none"> Economic Development Strategy Delivery Local Business Support Destination Positioning Advocacy and Investment Attraction 	Environmental Resilience Environmental Leadership Community Involvement Accessible Environments	<ul style="list-style-type: none"> Environmental Planning and Development Conservation and Natural Area Management Waste Management Litter Collection 	Quality Facilities Cultural Development Community Spirit Community Safety	<ul style="list-style-type: none"> Library Lending Library Services, Events and Programs Community Development Programs and Initiatives Youth Services Immunisation Cultural Events Visual Arts Arts Development Leisure Centres Recreation Services Leisure Planning City Rangers Community Safety Emergency Management

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 2021/22 to 2024/25*.

The *Corporate Business Plan* can be found on the City's website at joondalup.wa.gov.au at the following [LINK](#) and in the City's Council Minutes of the meeting of 21 September (CJ136-09/21 refers).

Quarter Highlights

Governance and Leadership

Governance Framework Review

The City's Governance Framework sets out the governance arrangements in place at the City. It describes the principles and key roles that guide Council in its decision-making and demonstrates to the community the processes the City uses to achieve strategic goals and undertake daily operations. It also details how the City is directed, controlled and held to account, and how the community is involved in the City's affairs and decision making processes.

The Framework was reviewed and updated to reflect current operational practices and the legal framework in which all local governments throughout Western Australia operate. Council adopted the revised Governance Framework at its meeting of 20 July 2021.

2019/20 Annual Report - Australasian Reporting Awards

The City of Joondalup received a Gold Award for its 2019/20 Annual Report in the Australasian Reporting Awards (ARA) for the third consecutive year. The award was announced on 18 August 2021 at a virtual Annual Awards event.

ARA Awards are open to organisations in Australia, New Zealand and countries in the Asia-Pacific region, and reports are benchmarked against world best practice. Achievement of a Gold Award recognises:

- Overall excellence in annual reporting;
- High quality coverage of most aspects of ARA criteria;
- Full disclosure of key aspects of its core business;
- Current legislative and regulatory requirements have been met; and
- The report being a model for other peer reports and reports in that industry sector.

The achievement of a Gold Award also recognises the City's commitment to open and accountable reporting of core business and governance practices to its stakeholders and the wider community.

Promotion of Local Government Elections, Enrolments and Voting

The City implemented a comprehensive communications plan to promote the October 2021 Local Government Elections. The aim of the communication campaign was to:

- Improve community awareness of participation in the election process;
- Encourage people to enrol to vote;
- Encourage candidates to stand for Council; and
- Encourage community members to vote.

The communication plan included:

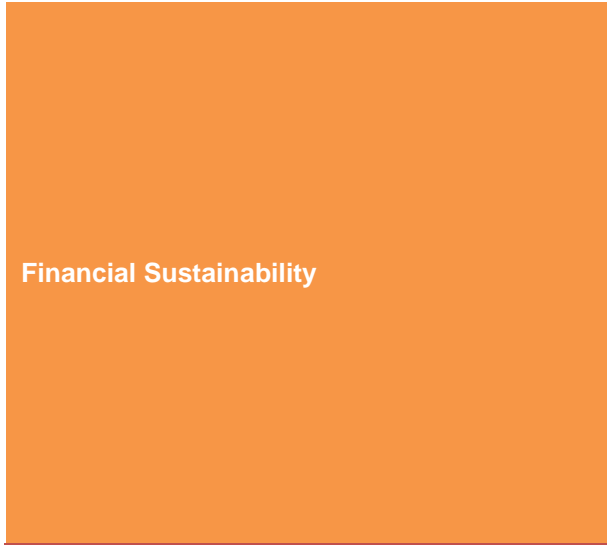
- A6 postcards to enrol to vote;
- A3 posters;



- Website content;
- Information on City display screens;
- Social media organic and paid posts;
- Digital advertising;
- Print advertisements in Perth Now – Joondalup, the West Australian, and the Joondalup Voice e-newsletter;
- Public notices;
- Information booklets;
- An article in City News;
- Candidate information packs;
- Candidate information sessions;
- Messages on hold; and
- What's On Listing.

The communication campaign is in line with the City's Strategic Community Plan Strategic Objectives aimed at Effective Representation and Active Democracy.

The WA Local Government Association, in partnership with the Department of Local Government, Sport and Cultural Industries, also conducted a campaign to encourage candidates to consider being a candidate and to encourage people to vote in local government elections via their website, digital content on social media, TV commercials and print advertisements in the West Australian.



Financial Sustainability

Capital Works Program

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

Parks Development Program:

- Sorrento Foreshore irrigation cabinet
- Caledonia Park irrigation cabinet

Foreshore and Natural Areas Management Program:

- Bushland fencing constructed - foreshore reserve - Merrifield Way, Mullaloo
- Bushland fencing constructed - Duncraig Library Bushland

Parks Equipment Program:

- Braden Park Playspace Renewal
- Pinarroo Point Playspace Renewal

New Paths Program:

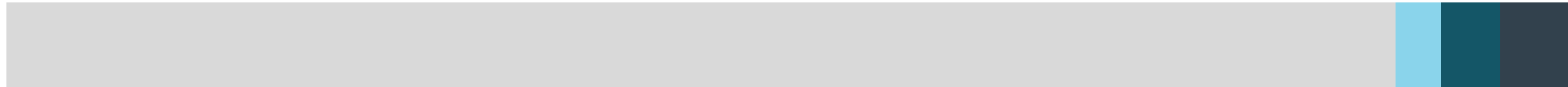
- Eddystone Avenue/Honeybush Drive, Joondalup, pedestrian crossing
- Caledonia Park, Currambine (eastern side)

Path Replacement Program:

- Caledonia Avenue/Sussex Way to Yorkshire Grove, Currambine

Road Preservation and Resurfacing:

- The Loop, Edgewater
- Settler Way, Edgewater
- Vista Close, Edgewater
- Treetop Avenue, Edgewater
- Kingsley Drive, Kingsley
- Kiah Court, Kingsley
- Pinner Court, Kingsley



Local Road Traffic Management Program:

- Endeavour Road/Cook Avenue/Kebble Close, Hillarys, pedestrian upgrade.

Stormwater Drainage

- Marri Park Sump, Duncraig – upgrade outlets
- Newcombe Park, Padbury – sump beautification

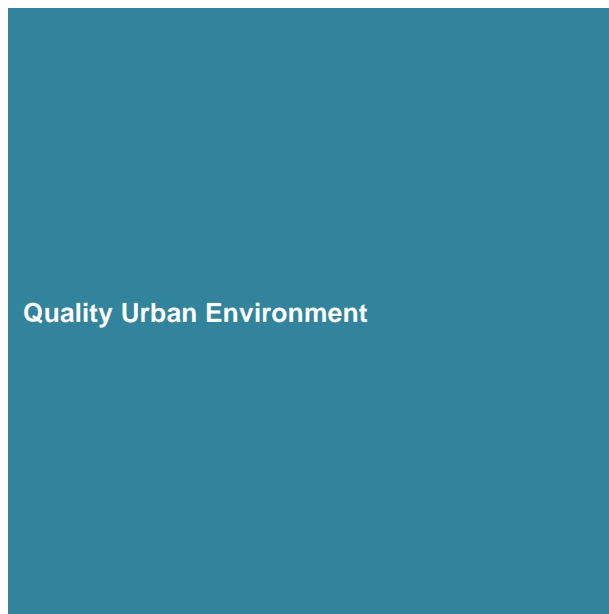
Lighting Program

- Emerald Park, Edgewater, floodlighting
- Neil Hawkins Park, Joondalup, LED car park lighting

- Picasso Court, Kingsley
- Vance Close, Kingsley
- Bowes Court, Kingsley
- Shannon Close, Woodvale
- Tara Court, Woodvale
- Maple Hill, Woodvale
- Timbercrest/Trailwood roundabout, Woodvale

Building Construction Works:

- Belrose Park Toilet Reconstruction



Quality Urban Environment

Wandina Park, Duncraig, Park Revitalisation Program

Wandina Park in Duncraig has been transformed from a park once covered in dry grass with ageing play equipment to a modern, inviting destination for families across the suburb and beyond. Part of the City’s park revitalisation program, the new play elements (including nature play), small kickabout area, solar-powered irrigation system and an improved path network have given Wandina Park a new lease of life. A new park bench will soon be installed, while the natural beauty of the existing vegetation has been enhanced with mulching and Geraldton wax trees.

Major Developments within the City

Some major developments have been approved which will contribute to the economic growth and activation of the Joondalup City Centre, attract investment and increase job opportunities. These include:

- A \$45 million seven storey office development on the corner of Collier Pass and Grand Boulevard with a café and childcare centre;
- Approval for a new two storey Mental Health Unit at the Joondalup Health Campus which includes 102 bedrooms with dining, therapy and activity spaces; and
- The \$16.7 million redevelopment of Hillarys Primary School to include an administration building with adjacent library and staff facilities, two kindergarten classrooms in an early childhood block, for general learning areas with 16 classrooms and parking for staff and parents. This project is part of the State Government’s WA Recovery Plan to support WA’s economic recovery.

The projects will also contribute to a significant number of jobs during construction.

Economic Prosperity, Vibrancy and Growth

Business Forum – Future Proofing Joondalup

The City of Joondalup's Business Forums are held twice a year to provide businesses with the opportunity to gain insights from world leading speakers and panellists, network with local businesses and investors, as well as gain a better understanding of the City's economic vision.

Future-proofing Joondalup was the theme of the City's first Business Forum in 2021/22 which was held on 22 July 2021. World renowned futurist, conference speaker and author, Gihan Perera, shared insights into global trends affecting Australia. Gihan highlighted the City's competitive mix of cyber experts and supporting infrastructures, as well as a focus on education and innovation which positioned Joondalup well to meet the demands of the future economy.

A panel discussion followed the presentation and included Cecily Rawlinson, Director WA AustCyber Innovation Hub and Rachael McIntyre, National Stakeholder Manager, NBN Co. Discussion explored the opportunities for growth in innovation in Joondalup and how Joondalup businesses can take advantage of opportunities of digital growth, cyber security, robotics and artificial intelligence.

Jobs in Joondalup Expo

The inaugural Jobs in Joondalup Expo was held on 23 September 2021 and aimed to get students and graduates ready to work and give them a competitive advantage in their industry by connecting them with industry experts from the medical and healthcare, construction, mining and resources, digital and security, and the retail, tourism and hospitality sectors.

The expo also provided free resume advice, presentations from employers in each sector providing insider knowledge and insight on how to apply for a job.

The initiative was made possible through the support of Lotterywest, the WA State Government and StudyPerth.

Joondalup Innovation Challenge

The second annual Joondalup Innovation Challenge was delivered from 25 June-9 July 2021. The Joondalup Innovation Challenge is a co-creation between the City of Joondalup and the Frank Team, who worked together to ensure the challenge took place despite COVID-19 lockdowns, border restrictions and transitional restrictions for Perth and Peel. While much of the in-person elements of the challenge were transitioned to being delivered virtually via Zoom, the Pitch Night was able to be held in person, with 50% of student participants attending the event at the Joondalup Reception Centre on 9 July 2021.

Twenty-two pitches were submitted by students from Edith Cowan University, North Metro TAFE, South Metro TAFE, the National Institute of Technology, the Australian Institute of Workplace Training, University of WA and Curtin University. The top 5 teams were announced at the Pitch Night and those teams were invited to present their pitches directly to the judging panel for final selection. The Judging panel included the Hon Albert Jacob JP, Mayor of the City of Joondalup, the Hon Kyle McGinn MLA, Parliamentary Secretary to the Minister for Innovation and ICT, Phil Payne, CEO of Study Perth and Terina Grace, CEO of Black Swan Health.



The winning team were Imprints who had selected the theme: Building Successful Businesses in Joondalup as it emerges from the COVID-19 pandemic - *How might we ensure that hospitality businesses in Joondalup grow if they cannot attract visitors from outside of Australia?*

Through the Joondalup Innovation Challenge initiative, the City aims to mentor and connect students, who are the innovators of the future, with the business community. The initiative is also a development opportunity for young people which aims to enhance their employability skills.



The Natural Environment

Endorsement of the Yellagonga Integrated Catchment Management Plan 2021-2026

The Yellagonga Integrated Catchment Management (YICM) Plan 2021–2026 has been developed to ensure ongoing management and conservation of the Park and its catchment by the Cities of Joondalup and Wanneroo and the Department of Biodiversity, Conservation and Attractions in a collaborative manner. Following community consultation, the draft YICM Plan was endorsed by Council at its meeting of 17 August 2021.

The draft YICM Plan 2021-2026 builds on the YICM Plan 2015–2019 and provides recommendations to improve wetland health through an integrated management process, addressing a range of threats and issues associated with land use activities, both past and present, impacting the health of the Yellagonga Catchment Area.

Climate Change Survey

The City conducted a Climate Change Survey in June and July 2021 to seek community feedback on the community’s perception of climate change and what the City’s role should be in responding to the threat of climate change. Over 1,200 community members participated in the survey and feedback will be used to inform the development of a new Climate Change Plan to guide the City’s climate change management activities over the next 10 years. The Plan will build on the achievements of the City’s Climate Change Strategy 2014–2019.

NAIDOC Week

NAIDOC Week is the annual national celebration of the history, culture and achievements of Aboriginal and Torres Strait Islander People. The 2021 NAIDOC theme, set by the national NAIDOC Committee, was: *Heal Country!* This theme encouraged Australians to seek decisive steps to recognise, protect and maintain all aspects of Aboriginal and Torres Strait Islander culture and heritage.

The NAIDOC Week program was impacted by the COVID-19 lockdown in July. All programming was rescheduled to August, including language classes, artist workshops, exhibition and a flag-raising ceremony. A highlight of the flag-raising ceremony was a Welcome to Country and Smoking Ceremony delivered by Sharon Wood-Kenney, chair of the City's Reconciliation Action Plan Community Reference Group.

Due to damage sustained to the performing arts facility at Prendiville Catholic College, the NAIDOC concert was rescheduled to 10 October in quarter 2 of 2021/22.

Craigie Leisure Centre Refurbishment Project – Turning of the First Soil

Mayor Albert Jacob was joined by Caitlin Collins MLA, Member for Hillarys, Deputy Major Cr Russ Fishwick, Central Ward Councillor, Christopher May and Troy King from BE Project (WA) for the turning of the first soil to officially begin construction of Stage 1 of the \$8.7m Craigie Leisure Centre refurbishment project.

Stage 1 includes relocation and extension of the group fitness studio, cycle studio and creche as well as formalisation of the existing overflow car park area to the western end of the centre and additional parking on the northern side. Works are expected to be completed by early 2022.

Stage 2, which includes new and expanded change rooms and toilet area, relocation and extension of the gym, new and expanded change rooms and toilet area, relocation and extension of the wellness studio, and upgrades to the main entry access road, car park and pedestrian crossing, are scheduled to commence in February 2022.

Children's Book Week

Children's Book Week is the annual celebration of children's books and reading, and is the longest national literacy initiative in Australia. Each year, students and libraries from all over Australia spend a week celebrating Australian books, authors and illustrators.

Children's book week in the City's libraries was themed *Old Worlds, New Worlds, Other Worlds* and was celebrated over two weeks from 14 to 27 August. More than 1,650 children attended sessions held by illustrators, authors and performers.

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
Community Consultation Report on consultation undertaken for individual projects during the quarter.	Jul-Sept 21	Community consultation was undertaken on the following projects during the quarter: <ul style="list-style-type: none"> • Anchors Term 3 Program Quick Poll – Feedback Evaluation • Braden Park – Proposed Basketball Pad • Burns Beach Coastal Node Concept Plan • Changes to Parking Conditions — North-East Joondalup • Changes to Parking Conditions — Warren Way, Mullaloo • Communities in-focus Event Feedback (Recruiting and Retaining Volunteers) • Development Application and Building Permit 2020/21 Customer Satisfaction • Draft Yellagonga Integrated Catchment Management Plan • Duffy House Site Concept Plan • Facility Hire Feedback Form – Q4 Report • Feedback Outcomes Report - MA15+ Term 2 Program • Homelessness Awareness Training – Feedback Evaluation • July Business Forum – Feedback Evaluation • Local Government Volunteer Network Online Feedback Survey • Local Law Amendments Consultation • Park Amenity Improvement Program Project (Killen Park) • Youth Forum 2021 Feedback 		✓
	Oct-Dec 21			
	Jan-Mar 22			

Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
	Apr-Jun 22			
Policy Development and Review Report on the development of new policies and review of existing policies.	Jul-Sept 21	At its meeting held on 17 August 2021, Council endorsed the following policies: <ul style="list-style-type: none"> • Elected Members' Communications Policy; • Revised Elections Caretaker Period; • Appointment of an Acting or Temporary Chief Executive Officer Policy; • Community Funding Program Policy; and • Arts Development Scheme Policy. 		✓
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			
Local Laws Report on the development of new local laws and the amendment of existing local laws.	Jul-Sept 21	Public advertising of the following local laws concluded on 20 August 2021: <ul style="list-style-type: none"> • <i>City of Joondalup Health Amendment Local Law 2021</i>; and • <i>City of Joondalup Fencing Amendment Local Law 2021</i>. A report will be presented to Council at a future meeting on the outcomes of the public advertising.		✓
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			

Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status	
Publications Print and distribute community newsletters.	Jul-Sept 21	The following publications were distributed during the quarter: <ul style="list-style-type: none"> • Libraries Winter Events and Programs Guide • Libraries Online Resources Guide • Budget News 2021 • City News Spring Edition • 2021/22 Waste Guide • PlayNow and Lifestyle Program • Little Feet Festival Program • Invitation Art Prize Catalogue 2021 		✓	
	Oct-Dec 21				
	Jan-Mar 22				
	Apr-Jun 22				
Electronic communication Publish electronic newsletters and documents on City activities. Report significant community engagement activities on social media and social media statistics.	Jul-Sept 21	The City provided the following e-newsletters to local residents in this quarter: <ul style="list-style-type: none"> • Arts <i>in-Focus</i> • Clubs <i>in-Focus</i> • Y-Lounge Online • Environmental Events • Joondalup Job Notices • Joondalup Voice • Joondalup Library Events • Joondalup Leisure Online • Joondalup Business Online 		✓	




Governance and Leadership – Services and Programs




Service/Program	Quarter	Comments	Project Status	Budget Status
		<ul style="list-style-type: none"> • School Connections • Public Notices <p>The City was active on social media this quarter with the City's online following reaching more than 54,998 users across all of its platforms as listed below:</p> <ul style="list-style-type: none"> • Facebook • Twitter • Instagram • LinkedIn • YouTube <p>Significant community engagement on social media was undertaken this quarter, with a reach of 1,206,760 people seeing the City's paid and organic activity for the quarter. Popular posts included:</p> <ul style="list-style-type: none"> • Ninja Warrior course beginning construction 125,000 reach, 1,400 reactions, 1,000 comments; • AB's 'Hello Joondalup' 24,000 reach, 59 reactions, 73 comments; • Ocean Reef Marina progress post 16,000 reach, 100 reactions and 32 comments; • Vale Arthur Richards 12,500 reach, 175 reactions, 20 comments; • REIWA article COJ 10 most viewed suburbs on RE.com 11,000 reach, 47 reactions, 9 comments; • Wandina Park, Duncraig 10,000 reach, 77 reactions, 13 comments; • Demons hub in Joondalup 18,430 reach, 95 reactions, 23 comments; • Vandalism of staircase at Whitfords Nodes 23,700 reach, 258 reactions, 154 comments; and • Vandalism Lexcen Park, Ocean Reef 22,600 reach, 2,850 reactions, 40 comments. <p>\$415,000 of earned media (unpaid media) was generated for the quarter as well as the successful rollout of the Local Government Elections Phase 1 and 2 of the campaign.</p>		
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			

Governance and Leadership – Services and Programs

Service/Program	Quarter	Comments	Project Status	Budget Status
External Partnerships Report active participation in key external body meetings and events which aim to advance strategic priorities.	Jul-Sept 21	The following external meetings and events were attended by City representatives: <ul style="list-style-type: none"> • Public Libraries Western Australia Executive Committee; • Metropolitan Area Recreation Advisory Group; • Perth Institute of Contemporary Arts were engaged for shortlisting and research for the Invitation Art Prize exhibition; • Meeting with Hillarys Boat Harbour Traders Association with regards to Joondalup Festival and future event attraction; and • North West Metropolitan District Leadership Group. 		✓
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			
Submissions to State and Federal Government Coordinate requests from State and Federal Government on strategic policy matters affecting the City.	Jul-Sept 21	The City prepared submissions on State and Federal Government strategic policy matters including: <ul style="list-style-type: none"> • Draft State Infrastructure Strategy – WALGA 		✓
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			

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
Elected Member Attraction Develop, implement and review a program to increase candidacy numbers at each Local Government Ordinary Election.	Effective representation	Jul-Sept 21	<ul style="list-style-type: none"> Conduct candidate information sessions. 	Candidate Information Sessions were promoted on the City's website, social media platforms, newspaper advertisements and public notices at City facilities. Candidate Information Sessions were conducted on 26 July and 16 August 2021.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Conduct candidate survey following elections. 			
Local Government Elections Coordinate Local Government Ordinary Elections in line with legislation every two years.	Effective representation	Jul-Sept 21	<ul style="list-style-type: none"> Finalise non-resident Owners and Occupiers Roll for October 2021 Elections. 	The 2021 non-resident Owners and Occupiers Roll was finalised during the quarter.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Conduct election night count. Conduct Elected Member Swearing-in Ceremony. Hold Special Meeting to elect Deputy Mayor and Council, Committee and Working Group appointments. 			
Elected Member Induction Program	Effective representation	Jul-Sept 21	<ul style="list-style-type: none"> Develop Elected Member Welcome Pack and Induction Program. 	The Elected Member Welcome Pack and Induction Program was developed during the quarter.		✓

Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Undertake an Elected Member Induction Program following each Local Government Ordinary Election to introduce Elected Members to local government and provide information on their roles and responsibilities.		Oct-Dec 21	<ul style="list-style-type: none"> Conduct Induction Program. Conduct survey of Elected Members on effectiveness of program. 			
Elected Member Training Coordinate and maintain appropriate ongoing training programs for Elected Members.	Effective representation	Jul-Sept 21	<ul style="list-style-type: none"> Present report to Council on Elected Member training opportunities. Promote Elected Member training opportunities. 	<ul style="list-style-type: none"> A report on Elected Member training and development was presented to the July Council meeting. Training and development opportunities were offered during the quarter. 		✓
		Oct-Dec 22	<ul style="list-style-type: none"> Promote Elected Member training opportunities. 			
		Jan-Mar 22				
		Apr-Jun 22				
Elected Member Strategic Development Session Conduct biennial strategic development sessions to inform and guide leadership and strategic decision making.	Effective representation	Jan-Mar 22	<ul style="list-style-type: none"> Conduct Elected member Strategic Development session. 			

Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Governance Framework Conduct biennial review of the Governance Framework to inform governance and decision-making processes across the organisation and to incorporate changes resulting from the new Codes of Conduct for Elected Members and Employees.	Corporate capacity	Jul-Sept 21	<ul style="list-style-type: none"> Present report to Council seeking endorsement of the revised Governance Framework. 	The revised Governance Framework was endorsed by the Council at its July meeting.		✓
Strategic Community Reference Group Facilitate the provision of advice to Council on matters of significant community interest and strategic initiatives that impact the community via the Strategic Community reference Group (SCRG).	Active democracy	Jul-Sept 21	<ul style="list-style-type: none"> Conduct meetings in accordance with agreed work plan. 	A Strategic Community Reference Group meeting was held on the 23 August 2021 to inform the development of the City's Climate Change Plan.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Review Terms of Reference for SCRG. Advertise for new members. Develop 2022 work plan and seek endorsement by Council. Conduct meetings in accordance with the work plan. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Conduct meetings in accordance with the work plan. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Conduct meetings in accordance with the work plan. 			
Annual Report Prepare and present an Annual Report of City activity to demonstrate achievements	Corporate capacity	Oct-Dec 21	<ul style="list-style-type: none"> Present 2020/21 Annual Report to Council for endorsement. Present 2020/21 Annual Report to the Annual General Meeting of Electors. 			

Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
against the City's Corporate Business Plan and present the report to the Annual General Meeting of Electors.		Jan-Mar 22	<ul style="list-style-type: none"> Present 2020/21 Annual Report to the Annual General Meeting of Electors. 			
Local Government Act Amendment Implement changes to Governance processes as a result of the amendment to the <i>Local Government Act 1995</i> .	Corporate capacity	Jul-Sept 21	<ul style="list-style-type: none"> Review required changes to the <i>Local Government Act 1995</i>. 	A Policy on Appointment of the Acting or Temporary CEO was endorsed by Council at its August meeting.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Implement revised governance processes as required, including reports to Council. 			
		Jan-Mar 22				
		Apr-Jun 22				
Compliance Audit Return 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 22	<ul style="list-style-type: none"> Present Compliance Audit Return to Council for endorsement. Submit the Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries. 			
Integrated Planning and Reporting Framework Demonstrate compliance with the Western Australian Department of Local Government, Sport and Cultural Industries' Integrated Planning and Reporting Framework and align City planning documents	Corporate capacity	Jul-Sept 21	<ul style="list-style-type: none"> Compile outcomes of the community and stakeholder consultation undertaken to inform the development of a new Strategic Community Plan and present to Elected Members. Present draft Corporate Business Plan 2021/22-2025/26 to Council seeking endorsement of the annual review. 	A consolidated Consultation Outcomes Report was finalised following internal and external consultation on the development of the Strategic Community Plan. Consultation outcomes were presented to Elected Members in July 2021. The outcomes will inform the development of the new Strategic Community Plan. The annual review of the Corporate Business Plan 2021/22-2025/26 was endorsed by Council at its meeting of 21 September 2021.		✓

Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
to this Framework. This includes: <ul style="list-style-type: none"> Development of a new 10 Year Strategic Community Plan for implementation in 2022/23; Review of the Strategic Community Plan (Major every 4 years and Minor every 2 years); and Annual review of the Corporate Business Plan. 		Oct-Dec 21	<ul style="list-style-type: none"> Develop draft Strategic Community Plan. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Present draft Strategic Community Plan to Elected Members. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Present draft Strategic Community Plan to Council seeking endorsement for release for public consultation. 			
Advocacy Framework 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 21	<ul style="list-style-type: none"> Implement the Advocacy Framework. 	The City participated in the following advocacy activities: <ul style="list-style-type: none"> Attendance at a WA Investment Attraction Roundtable with the Department of Jobs, Tourism, Science and Innovation on 14 July 2021; Hosting of the inaugural Joint Economic Development Initiative featuring key stakeholders from education, health and industry; Hosting of a roundtable discussion with the Hon Jane Hum MP, Minister for Digital Economy, Superannuation, Minister for Women's Economic Security.; and A meeting with the Department of Biodiversity, Conservation and Attractions, the National Trust and Jessica Stojkowski MLA to discuss potential projects for destination positioning. 		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Delegated Authority Manual Conduct an annual review of the Delegated Authority Manual in accordance with legislation.	Corporate capacity	Jan-Mar 22	<ul style="list-style-type: none"> Commence review of Delegated Authority Manual. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Present report to Council seeking endorsement of the Review of Delegations. 			
Ward Boundary Review Conduct 8-yearly review of ward boundaries in accordance with legislation	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> Report to Elected Members/Council on outcomes of the consultation process. 	Outcomes of the Ward Boundary Review consultation process were presented to Elected Members in August.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Make recommendations to the Local Government Advisory Board. 			
		Mar-Arp 22	<ul style="list-style-type: none"> Implement changes to the ward boundaries and representation as endorsed by the Minister. 			
Audit and Risk Committee 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 21	<ul style="list-style-type: none"> Present reports to the Audit and Risk Committee. Undertake actions as requested by the Audit and Risk Committee. 	The following reports were presented at the meeting held on 9 August 2021: <ul style="list-style-type: none"> 2019/20 Office of the Auditor General Information Systems Audit; Internal Audit Outcomes – payroll processes for superannuation contributions and payments made to current and former senior employees; The Audit and Risk Services Program 2021/22 and 2020/21; The Chief Executive Officer's Credit Card Expenditure from April to June 2021; Contract extensions from January 2021 to June 2021; The Elected Member Dinner Attendance Report from June to July 2021; and The Benefits Management Program Status Report. 		✓

Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Australasian Local Government Performance Excellence Program Participate in the program to track and benchmark performance against the local government sector.	Corporate capacity	Jul-Sept 21	<ul style="list-style-type: none"> Collect data and submit data to Local Government Performance Excellence Program. 	Data was collected and submitted to the Local Government Performance Excellence Program during the quarter.		✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Benchmarking data available for analysis. 			
		Apr-Jun 22				
Customer Satisfaction Survey Conduct a biennial survey of residents to measure customer satisfaction with City services.	Corporate capacity	Jul-Sept 21	<ul style="list-style-type: none"> Receive and review outcomes report on the 2021/22 Customer Satisfaction Survey. 	The Customer Satisfaction Survey continued during July 2021. The results were received and review of the results has commenced.		
		Oct-Dec 21	<ul style="list-style-type: none"> Present results of the 2021/22 Customer Satisfaction Survey to Elected Members. Present report on the results to Council. Make public the results to the community. 			

Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Strategic Position Statements Conduct a review of the City's position statements to provide clear direction on specific political and strategic matters.	Strong leadership	Jan-Mar 22	<ul style="list-style-type: none"> Undertake a review of Strategic Position Statements to ensure alignment with the new Strategic Community Plan. 			
Civic Ceremonies The City conducts regular Citizenship Ceremonies on behalf of the Department of Immigration and Citizenship and welcomes new citizens in the City. The City also hosts a number of civic ceremonies and corporate functions throughout the year, including ceremonies such as: <ul style="list-style-type: none"> Remembrance Day Memorial Service ANZAC Day Dawn Service 	Strong leadership	Jul-Sept 21	<ul style="list-style-type: none"> Conduct regular Citizenship Ceremonies. Deliver planned functions and ceremonies. 	The City delivered seven Citizenship Ceremonies during the quarter. The following civic functions were held: <ul style="list-style-type: none"> Seniors' Appreciation Lunch; Sporting Clubs' Appreciation Function; NAIDOC Week Flag-Raising Ceremony; Wandina Park Opening; and Two Elected Member Dinners. 		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Jinan Sister City Relationship Maintain Sister City relationship with Jinan in China through investigating opportunities to encourage economic and educational linkages between	Strong leadership	Jul-Sept 21	<ul style="list-style-type: none"> Review the three-year Economic Exchange Agreement with the City of Jinan. 	The City continued to liaise with the Sister City of Jinan on engagement opportunities as part of the review of the three-year Economic Exchange Agreement.		✓
		Oct-Dec 21				

Governance and Leadership – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Joondalup and Jinan and related partners.		Jan-Mar 22				
		Apr-Jun 22				

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
Capital Works Program Report delivery of programs in accordance with Capital Works Program.	Jul-Sept 21	The Capital Works Program is progressing in accordance with the schedule (see attached Capital Works Report for more details).		✓
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			
Property Management Framework Negotiate and implement new and expired lease and licence agreements.	Jul-Sept 21	One lease agreement and one licence agreement were completed and signed. Negotiations on five lease agreements and one licence agreement continued.		✓
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			

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
Strategic Financial Plan 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	Jul-Sept 21	<ul style="list-style-type: none"> Present draft Strategic Financial Plan to the Major Projects and Finance Committee for review. Present draft Strategic Financial Plan to the Elected Members for review. 	The Strategic Financial Plan was presented to the Major Projects and Finance Committee in July 2021. The Plan was then presented to Council in July 2021 where it was referred back to the Chief Executive Officer for further discussion with Elected Members.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Review timings and key assumptions of major projects in preparation for the development of the 2022 Strategic Financial Plan. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Present major project timings/assumptions to budget workshops. Develop revised draft Strategic Financial Plan 2022. 			
		Apr-Jun 21	<ul style="list-style-type: none"> Review draft 2022 Strategic Financial Plan as part of the annual budget workshops. 			

Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Property Management Framework and Facility Hire Subsidy Policy Review 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	Jul-Sept 21	<ul style="list-style-type: none"> Continue the review of the Property Management Framework and the Facility Hire Subsidy Policy. 	The review of the Property Management Framework was presented to Elected Members in July where further information was requested. The review of the Framework and Facility Hire Subsidy Policy will progress throughout 2021/22.		
		Oct-Dec 21	<ul style="list-style-type: none"> Present final outcomes of the review to Elected Members. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Seek Council endorsement of the revised Property Management Framework, subject to direction from Council. 			
		Apr-Jun 22				
Marmion Avenue/McWhae Road Intersection Upgrade 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 21	<ul style="list-style-type: none"> Undertake construction. 	Main Roads WA granted approval of construction drawings. The tender for construction was awarded and pre-works, including relocation of Western Power infrastructure and lighting, commenced.		
		Oct-Dec 21				
		Jan-Mar 22				
Marmion Avenue/Cambria Street Intersection Upgrade 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 21	<ul style="list-style-type: none"> Undertake construction. 	Main Roads WA granted approval of construction drawings. The tender for construction was awarded and pre-works, including relocation of Western Power infrastructure and lighting, commenced.		
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Finalise construction. 			

Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Marmion Avenue/Coral Street Intersection Upgrade Install left turn deceleration lane, seagull island and the median strip, and extend the right turn pocket of Coral Street, including an upgrade to pedestrian facilities to current standards.	Major project delivery	Jul-Sept 21	• Undertake design and service relocation.	Feature survey and service relocation works were completed. Detailed design has commenced.		✓
Oct-Dec 21						
Jan-Mar 22		• Undertake procurement and appoint contractor.				
Apr-Jun 22						
Marmion Avenue/Forrest Road Intersection Upgrade Install left turn deceleration lane and seagull island in the median strip, and extend the right turn on Marmion Avenue. Reconfigure the traffic island on Forrest Road eastern approach and upgrade pedestrian facilities to current standards.	Major project delivery	Jul-Sept 21	• Undertake design and service adjustments.	Feature survey and service relocation works were completed. Detailed design has commenced.		✓
Oct-Dec 21						
Jan-Mar 22						
Apr-Jun 22						
Ocean Reef Road/Gwendoline Drive Intersection Upgrade Realign westbound carriageway to provide a continuous cycle	Major project delivery	Jul-Sept 21	• Undertake design and service adjustments.	Feature survey and service relocation works were completed. Detailed design has commenced.		✓
Oct-Dec 21						

Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
land and improve sightlines, reconfigure the left turn pocket on the eastern approach and extend the right turn pocket on the western approach on Ocean Reef Road. Install left turn pocket on the Gwendoline Drive and upgrade pedestrian facilities.		Jan-Mar 22				
		Apr-June 22	<ul style="list-style-type: none"> Undertake procurement and appoint contractor. 			
Warwick Road/Erindale Road Intersection Upgrade Undertake major upgrade to intersection including traffic signals to improve safety and performance.	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> Undertake construction 	Traffic signal approvals were granted by Main Roads WA and construction commenced.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Complete construction. 			
		Jan-Mar 22				
Shenton Avenue Upgrade Design upgrade of Shenton Avenue from the Mitchell Freeway interchange to Joondalup Drive intersection.	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> Undertake design and planning. 	The tender for design was awarded. The contractor has commenced preliminary geotechnical and feature contour investigations, as well as consultation with the PTA and Main Roads WA.		✓
		Oct-Dec 21				
		Jan-Mar 22				

Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 22				
Whitfords Avenue/Gibson Avenue Intersection Upgrade intersection including a double right turn from Gibson Avenue and upgrade pedestrian facilities. (Year 2 of 3 year project)	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> Undertake design and planning. 	Design continued during the quarter, including Western Power design. Traffic signal approvals were granted by Main Roads WA.		✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Undertake procurement and appoint contractor. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Commence construction. 			
Whitfords Avenue/Kingsley Drive Intersection Upgrade Whitfords Avenue and Kingsley Drive intersection including double right turn from Kingsley Drive and including pedestrian facilities. (Year 2 of 3 year project)	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> Undertake design and planning. 	Design continued during the quarter, including Western Power design. Traffic signal approvals were granted by Main Roads WA.		✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Undertake procurement and appoint contractor. 			

Financial Sustainability – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 22	<ul style="list-style-type: none"> Commence construction. 			
Joondalup Drive/Hodges Drive Intersection Upgrade Undertake major upgrade to the intersection including an additional right turn lane from Hodges Drive to Joondalup Drive southbound, extension of turning pockets and upgrades to streetlight and pedestrian facilities and improve Mitchell Freeway southbound access. (Year 1 of 3 year project)	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> Undertake design. 	Feature survey and design commenced.		✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Finalise design. Undertake procurement and appoint contractor. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Commence preliminary site works. 			

Quality Urban Environment

Aspirational Outcome

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

QUALITY BUILT OUTCOMES

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

Strategic initiatives:

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

INTEGRATED SPACES

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

Strategic initiatives:

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

QUALITY OPEN SPACES

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

Strategic initiatives:

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




CITY CENTRE DEVELOPMENT

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



Strategic initiatives:

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

Quality Urban Environment – Strategic Projects and Activities

PROJECT STATUS	
All annual milestones completed	
On track	
Slightly behind schedule	

BUDGET STATUS	
On budget	✓
Over budget	▲
Under budget	▼

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Local Planning Strategy Review Review and update the Local Planning Strategy (including Local Housing Strategy and Local Commercial Strategy).	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> Prepare project scope. Prepare Request for Tender to appoint consultant team. 	Project resources have been established and early engagement with Elected Members undertaken. Scoping activities commenced during the quarter for anticipated presentation to Elected Members in Quarter 2 of 2021/22 for further input into the project scope.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Review of Residential Development Local Planning Policy and Other Local Planning Policies 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	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> Review the Residential Development Local Planning Policy and other residential local planning policies. 	A Green Paper was prepared for Elected Members to consider possible policy changes to minor residential development. It is anticipated that the Green Paper will be circulated to Elected Members in Quarter 2 of 2021/22.		✓
		Oct-Dec 21				
		Jan-Mar 22				

Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
Commission and final approval of Scheme Amendment No 5 by the Minister for Planning.		Apr-Jun 22					
Joondalup Activity Centre Plan 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 21	<ul style="list-style-type: none"> Present the minor amendment to the Joondalup Activity Centre Plan to Council seeking endorsement to advertise for public comment. 	Council endorsed amendments to the Joondalup Activity Centre Plan for the purpose of advertising at its meeting held on 17 August 2021.		✓	
		Oct-Dec 21	<ul style="list-style-type: none"> Advertise proposed minor amendment to the Joondalup Activity Centre Plan for public comment. 				
		Jan-Mar 22					
		Apr-Jun 22	<ul style="list-style-type: none"> Present outcomes of consultation to Council seeking endorsement. Refer amended Joondalup Activity Centre Plan to the Western Australian Planning Commission for endorsement. 				
State Planning Reform Implement State Government Planning Reform including: <ul style="list-style-type: none"> Design WA Updates to Planning Regulations, Policies and Guidelines Medium Density Others as required. 	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> Undertake actions as required. 	Council endorsed the City's submission on Planning Reform Phase 2 at its meeting of 17 August 2021. The City also continued to participate in a number of planning reform working groups.		✓	
		Oct-Dec 21					
		Jan-Mar 22					
		Apr-Jun 22					

Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Review of Joondalup Design Reference Panel Review the Terms of Reference of the Joondalup Design Panel.	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> Seek Expressions of Interest for new panel members. 	A call for Expressions of Interest for new panel members was released and shortlisting of preferred panel members commenced.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Present a report to Council recommending new panel members. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Implement Joondalup Design Review Panel Local Planning Policy and Joondalup Design Review Terms of Reference following Council appointment of panel members. 			
		Apr-Jun 22				
Place Activation Develop a Place Activation Strategy for the City of Joondalup and Pilot Place Plan for part of the City Centre.	Quality built outcomes	Oct-Dec 21	<ul style="list-style-type: none"> Present draft Place Activation Strategy to Elected Members for review. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Finalise the Place Activation Strategy and Pilot Place Plan for part of the Joondalup City Centre. 			
		Apr-Jun 22				

Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Streetscape Enhancement Program: Joondalup Drive North to Burns Beach Streetscape Upgrades Deliver Arterial Roads Project to provide for ongoing enhancement of roads that form part of the City's major road network.	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> Undertake landscape and irrigation design. 	Landscape and irrigation design has commenced.	█	✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Develop tender documentation and advertise tender. Award tender. Commence construction. 			
		Apr-Jun 22				
Streetscape Enhancement Program: City Centre Streetscape Renewal Program: Shenton Avenue, Joondalup Deliver Arterial Roads Project to provide for ongoing enhancement of verges and medians that form part of the City's major road network.	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> Complete detailed design. 	Detailed design was completed.	█	✓
		Oct-Dec 21	<ul style="list-style-type: none"> Prepare tender documentation. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Award tender and appoint contractor. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Commence construction. 			

Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
Newcombe Park, Padbury – Park Amenity Improvement Program 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 21	• Undertake construction.	Construction has commenced.	█	✓	
		Oct-Dec 21					
		Jan-Mar 22					
		Apr-Jun 22	• Complete construction.				
Neil Hawkins Park Upgrade Undertake redevelopment of Neil Hawkins Park to include playspace renewal, path network and recreational infrastructure works.	Integrated spaces	Oct-Dec 21	• Undertake concept design. • Investigate grant funding opportunities. • Apply for funding, subject to available opportunities.				
		Jan-Mar 22					
		Apr-Jun 22					
Leafy City Program Continue to 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.	Integrated spaces	Jul-Sept 21	• Continue program for tree planting and maintenance in the suburbs of Kallaroo, Mullaloo, Warwick and Beldon.	Tree planting in the suburbs of Kallaroo, Mullaloo, Warwick and Beldon has been completed.	█	✓	
		Oct-Dec 21					
		Jan-Mar 22					
		Apr-Jun 22					

Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Public Open Space Classification Framework Develop a framework which classifies public open space according to the purpose, size and catchment and which facilitates transparent and accountable decision-making processes for the planning and provision of park assets.	Integrated spaces	Jul-Sept 21	<ul style="list-style-type: none"> Present draft Framework to Elected Members for review. 	A presentation was provided to Elected Members in September on the options for inclusion in the Public Open Space Classification Framework.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Finalise the draft Framework. 			
		Jan-Mar 22				
		Apr-Jun 22	<ul style="list-style-type: none"> Present final Framework to Elected Members for endorsement. 			
Integrated Transport Strategy Continue the development of the Integrated Transport Strategy (ITS) incorporating priority actions from the Major Road Network Review and other transport issues such as the Parking Supply and Management Plan.	Integrated spaces	Oct-Dec 21	<ul style="list-style-type: none"> Develop draft Parking Supply and Management Plan in conjunction with the development of the Integrated Transport Strategy. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Finalise draft Parking Supply and Management Plan in conjunction with the development of the Integrated Transport Strategy. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Present draft Parking Supply and Management Plan to Elected Members. Finalise the draft Integrated Transport Strategy. Present draft Integrated Transport Strategy to Elected members. 			

Quality Urban Environment – Strategic Projects and Activities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Joondalup City Centre Street Lighting Stage 5 Replace existing lighting infrastructure to reduce running costs, replace defective poles, enhance lighting and improve community safety.	City Centre development	Jul-Sept 21	• Continue construction.	Construction continued during the quarter.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

Aspirational Outcome

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

CBD OF THE NORTH

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

Strategic initiatives:

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

ACTIVITY CENTRE DEVELOPMENT

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

Strategic initiatives:

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

DESTINATION CITY

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

Strategic initiatives:

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

REGIONAL COLLABORATION

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

Strategic initiatives:

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

BUSINESS CAPACITY




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



Strategic initiatives:

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

Economic Prosperity, Vibrancy and Growth – Services and Programs




Services and Programs

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

Service/Program	Quarter	Comments	Project Status	Budget Status
Business Engagement and Communication Support and attend partner and industry events	Jul-Sept 21	The following partner and industry events were attended by City representatives: <ul style="list-style-type: none"> • Joondalup Business Association Coffee Connection and Sundowner events; • Economic Development Association Lunch; and • Business News Post Budget Breakfast. 		✓
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			
Communication to Local Businesses Develop e-business newsletters, social media posts, publications and City website updates to promote local and international economic development initiatives.	Jul-Sept 21	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> • Three Business e-newsletters distributed; • Six opportunities listed on the Joondalup Business Catalogue; • <i>Business of Local Government</i> article published by WA Business News in collaboration with the WA Local Government Association which featured the City of Joondalup in the top 10 largest councils in WA. • Social media posts on the Joondalup Innovation Challenge, RoboWest and LITT campaign published. 		✓
	Oct-Dec 21			
	Jan-Mar 22			
	Apr-Jun 22			

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

PROJECT STATUS





All annual milestones completed	
On track	
Slightly behind schedule	

BUDGET STATUS



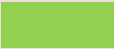

On budget	✓
Over budget	▲
Under budget	▼

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
Economic Development Strategy 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-Sep 21	<ul style="list-style-type: none"> Conduct annual review of progress against the Economic Development Strategy for 2020/21 and present an update to Elected Members. Implement actions in line with the Economic Development Strategy Implementation Plan. 	Implementation of the Economic Development Strategy continued in the quarter and included: <ul style="list-style-type: none"> July Business Forum: <i>Future Proofing Joondalup</i>. Meetings held with key stakeholders to discuss initiatives to showcase the cyber security sector within Joondalup. Inaugural meeting of the Joondalup Economic Development Initiative; In-principle support provided at the August 2021 Council meeting for a robotics and automation precinct in Joondalup with a full report on a Feasibility Study to be presented at a later date, for consideration Ongoing regional collaboration with other local governments. 		✓	
		Oct-Dec 21					
		Jan-Mar 22					
		Apr-Jun 22					

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Business Forums Deliver Business Forum events to engage with the local business community in key economic issues and opportunities.	Business capacity CBD of the North	Jul-Sep 21	<ul style="list-style-type: none"> Plan and deliver Business Forum. 	A Business Forum was held on 22 July 2021 with keynote speaker, Gihan Perera presenting on the theme of <i>Future Proofing Joondalup</i> . A panel discussion followed the presentation and included Cecily Rawlinson, Director WA AustCyber Innovation Hub and Rachael McIntyre, National Stakeholder Manger, NBN Co.		
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Plan and deliver Business Forum. 			
		Apr-Jun 22				
Destination City Plan Implement the Destination City Plan to attract more visitors to the region for education, business and leisure purposes.	CBD of the North Activity Centre Development Destination City Regional collaboration Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> Implement actions in line with the Destination City Plan. 	The following activities were undertaken in the quarter: <ul style="list-style-type: none"> Engagement of a consultant to facilitate development of the Joondalup Visitor Economy Network as part of the implementation of the <i>Destination City Plan</i>. Workshops 1 and 2 of the Joondalup Visitor Economy Network held on 9 and 20 September 2021. Scoping of short and long term actions commenced. 		
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
International Economic Development Activities Plan (IEDAP) Review and update the IEDAP to guide and promote trade/investment opportunities for local businesses in overseas markets.	Destination City Regional collaboration Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> Assess new and emerging opportunities in global markets. 	Activities included continued review of the IEDAP including evaluation of the Global Ready Program undertaken to identify potential target markets for future programming and trade exchange activities.		
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22	<ul style="list-style-type: none"> Finalise the review of the IEDAP and the City's approach to global engagement. 			
Digital City Plan Develop a Digital City Plan to grow the digital economy in Joondalup.	CBD of the North Activity Centre Development Destination City Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> Develop draft Digital City Plan. 	Scoping of the Digital City Plan commenced.		
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22	<ul style="list-style-type: none"> Undertake targeted consultation on the draft Plan. Finalise draft Plan following consultation. 			

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Regional Collaboration <ul style="list-style-type: none"> Actively participate in Joondalup Precinct (JLP) activities. Liaise with the Cities of Wanneroo, Stirling and Swan and other local governments to progress regional economic development activities. In partnership with the Cities of Wanneroo and Stirling and Destination Perth, plan and implement regional tourism opportunities. 	Business capacity Regional Development Destination City	Jul-Sept 21	<ul style="list-style-type: none"> Facilitate a City Deal submission to Federal Government. Actively promote initiatives arising from participation and support of the JLP. 	Stakeholders from the Cities of Joondalup, Wanneroo and Swan have met regularly throughout the quarter to commence collaborative efforts to scope a City Deal opportunity which aims to benefit businesses within each local government area.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> In partnership with the Cities of Wanneroo, Stirling and Swan, investigate opportunities for regional collaboration on economic development activities. Implement economic development programs through research, advocacy and collaboration which facilitate growth in priority sectors. Plan and deliver tourism initiatives with the Cities of Wanneroo and Stirling and Destination Perth. 			
		Jan-Mar 22				
		Apr-Jun 22				
Business Ready Program Deliver a series of capacity building programs to gear local businesses to enhance and review business operations, service delivery and products.	Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> Deliver Business Ready Programs. 	As part of the review of the delivery of the Business Ready Programs, a survey of participants was undertaken.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Business Engagement Deliver programs to engage and support local businesses and facilitate access to a range of support services and initiatives for sole traders, small and medium sized businesses in WA.	Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> Deliver Business Engagement Programs. 	Ongoing engagement with businesses occurred during the quarter. Key issues included: <ul style="list-style-type: none"> Impacts of the COVID lockdown in July 2021. Tenancy related issues. State and federal government grants opportunities. 	On Track	✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Buy Local Programs Deliver initiatives, including the Joondalup Business Catalogue and other campaigns, to promote local business opportunities.	Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> Encourage registrations, self-assessments and listing of business opportunities in the Joondalup Business Catalogue. Support Red Tape Reduction Initiatives. Develop and implement other Buy Local Programs. 	<ul style="list-style-type: none"> 181 businesses are registered on the Joondalup Business Catalogue. The City partnered with the LITT App to engage businesses and community to win and redeem vouchers via AR technology in July 2021. A segment was broadcast on Channel 9's 'Destination WA' program showcasing local Joondalup attractions. 	On Track	✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Promoting Innovation and Supporting Creativity <ul style="list-style-type: none"> Collaborate with the Joondalup Innovation Hub and WA AustCyber Innovation Hub to support innovation and creativity within the Joondalup Business community. Review the City's Innovation Fund to build a resilient economy. 	CBD of the North Business capacity Regional collaboration	Jul-Sept 21	<ul style="list-style-type: none"> Participate as a member of the Advisory Board of the WA AustCyber Innovation Hub. Liaise with the WA AustCyber Innovation Hub to support innovation and creativity within the Joondalup business community. 	City representatives participated in the WA AustCyber Innovation Hub Board meeting and strategy session on 27 August 2021. Continued liaison with WA AustCyber Innovation Hub and ECU regarding opportunities to showcase and support innovation and creativity for Joondalup businesses.		✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Review the City's Innovation Fund and promote a revised matching fund to grow local businesses and attract new businesses into the Joondalup community. 			
		Apr-Jun 22	<ul style="list-style-type: none"> In collaboration with Edith Cowan University, investigate methods to ensure businesses have access to research and support to drive innovation and creativity. 			
Growing Business – North West Alliance <p>Support the operation of the North West Alliance (formerly Edith Cowan University Business and Innovation Centre) through membership of the Board of Management and attendance at Board Meetings.</p>	Business capacity CBD of the North Activity Centre Development	Jul-Sept 21	<ul style="list-style-type: none"> Attend quarterly North West Alliance Board Meetings. Actively promote initiatives arising from participation and support of the Joondalup Learning Precinct and the North West Alliance. 	City representatives attended the North West Alliance Board meeting on 10 September 2021. The Alliance was formalised via a Memorandum of Understanding.		✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Partner with the North West Alliance to deliver relevant training programs for Small to Medium Enterprises. 			
		Apr-Jun 22				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Business Capacity and Support Partner with key stakeholders and business support providers to facilitate and promote capacity building training opportunities for local businesses.	Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> • Represent the City at strategic partnership events. • Facilitate and support a range of events and initiatives as opportunities arise. • Implement the Small Business Friendly initiative in collaboration with the Small Business Development Corporation (SBDC). • Implement the Small Business Friendly Approvals Program. 	City representatives attended the following events: <ul style="list-style-type: none"> • Economic Development Australia WA Lunch; • Business News Post Budget Breakfast; • Joondalup Business Association Grand Final The end of year report on the Small Business Friendly initiative in collaboration with the SBDC was submitted in September 2021. Development of the implementation plan for the Small Business Friendly Approvals Program continued.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> • Represent the City at strategic partnership events. • Facilitate and support a range of events and initiatives as opportunities arise. • Implement the Small Business Friendly initiative in collaboration with the Small Business Development Corporation (SBDC). • Report to SBDC on the City's progress in implementation of the Small Business Friendly Initiative. • Implement the Small Business Friendly Approvals Program. 			
		Jan-Mar 22	<ul style="list-style-type: none"> • Represent the City at strategic partnership events. • Facilitate and support a range of events and initiatives as opportunities arise. • Implement the Small Business Friendly initiative in collaboration with the Small 			

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
			Business Development Corporation (SBDC). <ul style="list-style-type: none"> • Report to SBDC on the City's progress in implementation of the Small Business Friendly Initiative. • Implement the Small Business Friendly Approvals Program. 			
		Apr-Jun 22	<ul style="list-style-type: none"> • Represent the City at strategic partnership events. • Facilitate and support a range of events and initiatives as opportunities arise. • Implement the Small Business Friendly initiative in collaboration with the Small Business Development Corporation (SBDC). • Implement the Small Business Friendly Approvals Program. 			

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Business Cluster Formation Support the development of clusters in the areas of education, health and wellness, government, cyber, retail, tourism, global trade and investment, business incubation and activity of commercial precincts through regular industry group meetings such as Joondalup Business Association, Joondalup Cyber Network, Joondalup Education Network, and the Joondalup Health/Medical Group.	Business capacity Destination City	Jul-Sept 21	<ul style="list-style-type: none"> Establish Terms of Reference and a Memorandum of Understanding for relevant organisations. Conduct regular meetings with industry groups. Report outcomes and impact of cluster formation. 	The inaugural meeting of the Joint Economic Development Initiative (JEDI) was held in August 2021. Development of the Terms of Reference commenced. The Joondalup Education Network met in July, August and September 2021.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Facilitation of Local and International Investment Establish a program of initiatives for local and international investment attraction including a business investor familiarisation program to assist companies to enter the Joondalup market and the investment concierge (single point of contact for overseas enquiries).	Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> Continue to develop and implement investment attraction initiatives. Present report to Council requesting in-principle support for a robotics and automation precinct in Joondalup. Continue to develop and implement investment attraction initiatives. With project partners, undertake a feasibility study for the establishment of a robotics and automation precinct in Joondalup. Present report to Council on the outcomes of the feasibility study for the establishment of a robotics and automation precinct in Joondalup. 	At the August 2021 Council meeting, in-principle support for a robotics and automation precinct in Joondalup was provided with a full report on a Feasibility Study to be presented at a later date for consideration.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 2				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
Support for Future Workforce, Innovators and Entrepreneurs to Develop Business Resilience and Employability Programs <ul style="list-style-type: none"> Undertake research and deliver initiatives to increase employment and employability opportunities for the future workforce, innovation and entrepreneurship. Deliver initiatives with key stakeholders to encourage business reliance and employability including Cyber Check.Me, Joondalup Innovation Challenge, Women in Technology WA. 	CBD of the North Business capacity Regional collaboration	Jul-Sept 21	<ul style="list-style-type: none"> Deliver and evaluate Joondalup Innovation Challenge. Deliver Cyber Check.Me Program. Provide work integrated learning opportunities to local students. 	Activities included: <ul style="list-style-type: none"> Joondalup Innovation Challenge delivered in July 2021. Cyber Check.Me program showcased at the Joondalup Business Forum in July 2021 and at 'Jobs in Joondalup' in September 2021. Participation by seven students from Edith Cowan University and North Metro TAFE in Work Integrated Learning program with the City. 		✓	
		Oct-Dec 21					
		Jan-Mar 22	<ul style="list-style-type: none"> Deliver Cyber Check.Me Program. Provide work integrated learning opportunities to local students. 				
		Apr-Jun 22					
Promoting the Visitor Economy Develop and implement activities to position Joondalup as a destination to visit, work, study trade with and invest in.	Destination city	Jul-Sept 21	<ul style="list-style-type: none"> In partnership with other local governments, Study Perth, and Destination Perth, undertake planning for regional tourism opportunities. Implement regional visitor economy tourism promotion in partnership with other local governments, Study Perth and Destination Perth. 	The City delivered the 'Jobs in Joondalup' event in September 2021, with support from StudyPerth, the WA State Government and Lotterywest.		✓	
		Oct-Dec 21					
		Jan-Mar 22					
		Apr-Jun 22					

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
International Economic Exchange Investigate opportunities to encourage economic linkages between Joondalup and other global markets.	Destination City Activity Centre Development	Jul-Sept 21	<ul style="list-style-type: none"> Outline priority initiatives with key markets and realign City services to meet priority initiatives. Identify priorities across sectors (eg education, health, cyber), trade and investment opportunities and key partners. 	Review into the City's priority sectors and markets commenced during the quarter.	✓	✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Deliver activities. 			
		Apr-Jun 22				
Event Attraction Attract state, national and/or international events to the City of Joondalup to enhance tourism and stimulate the local economy.	Destination City	Jul-Sept 21	<ul style="list-style-type: none"> Liaise with stakeholders and event promoters to attract vibrant cultural, sporting and business events to the region. 	Following the advertising in 2020/21 of an Expression of Interest for the staging of a Joondalup Classic Car Event, the City continued to assess the submissions from applicants. Business Events contributed funding for the City's July 2021 Business Forum at which Gihan Perera, futurist and author, delivered a keynote address entitled <i>Future Proofing Joondalup</i> .	✓	✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Ocean Reef Marina 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 21	<ul style="list-style-type: none"> Undertake activities as agreed between the City and DevelopmentWA to progress the project. Present reports to the Major Projects and Finance Committee on the progress and status of the project. 	The City and DevelopmentWA continued to negotiate the draft Development Agreement and Land Transfer Deed throughout the quarter. An update on the progress of the development of the Ocean Reef Marina project was presented to Elected Members on 7 September 2021.	On Track	On Track
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Establishment of Cafes, Kiosks and Restaurants – Pinnaroo Point, Hillarys 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 21	<ul style="list-style-type: none"> Finalise the lease arrangements required for the development of a new facility at Pinnaroo Point. Developer finalises development approvals process for a facility at Pinnaroo Point and commences construction. Undertake actions required to facilitate the provision of new services to the leased area. Present reports to the Major Projects and Finance Committee on the progress and status of the project. 	The City finalised land lease arrangements with the developer. The developer lodged a Development Application with the City.	On Track	On Track
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
Establishment of Cafes, Kiosks and Restaurants – Burns Beach 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 21	<ul style="list-style-type: none"> Progress the design process for a new food and beverage facility at Burns Beach. Continue negotiations with the State Government to secure land tenure for a facility at Burns Beach. Progress the identification of an operator for a food and beverage business at the facility. Present reports to the Major Projects and Finance Committee on the progress and status of the project. 	At its meeting of July 2021, Council: <ul style="list-style-type: none"> Noted the Community Consultation Outcomes Report on the Burns Beach Coastal Node Concept Plan; Approved the Burns Beach Café/Restaurant and Coastal Node Redevelopment Business Case as the basis for continuing to progress the project; and Requested the Chief Executive Officer to initiate an Expression of Interest process to identify potential commercial operators for the proposed café/restaurant facility. 		✓	
		Oct-Dec 21					
		Jan-Mar 22					
		Apr-Jun 22					
Establishment of Cafes, Kiosks and Restaurants – Neil Hawkins Park 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 21	<ul style="list-style-type: none"> Continue to progress the development of a café/kiosk at Neil Hawkins Park. Present reports to the Major Projects and Finance Committee on the progress and status of the project. 	The City continued to consider opportunities for Neil Hawkins Park, including landscaping improvements.		✓	
		Oct-Dec 21					
		Jan-Mar 22					
		Apr-Jun 22					

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Joondalup City Centre Development – Boas Place 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 21	<ul style="list-style-type: none"> Progress project to deliver an integrated mixed-use development on Lot 507 Boas Avenue and Lot 496 Davidson Terrace, Joondalup. 	The City continued to liaise with potential investors and developers.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Identify development partners for the project and seek Council endorsement of relevant legal agreements as appropriate. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Maintain liaison with State Government relating to the provision of State Government office accommodation within the Joondalup City Centre Development – Boas Place Development. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Present reports to the Major Projects and Finance Committee on the progress and status of the project. 			
Edgewater Quarry Master Planning 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 21	<ul style="list-style-type: none"> Progress investigations into contamination of the quarry site in response to the Notice issued by Department of Water and Environmental Regulation. 	The City commenced a procurement process to identify a consultant for the required contaminated site investigations.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Present reports to the Major Projects and Finance Committee on the status and progress of the project. 			
		Jan-Mar 22				
		Apr-Jun 22				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Warwick Community Facilities Investigate options to optimise opportunities related to the City's freehold land in the Warwick Activity Centre.	Activity Centre Development	Jul-Sept 21	<ul style="list-style-type: none"> Undertake actions in line with Council direction. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	A report was submitted to the Major Projects and Finance Committee on 13 September 2021 at which the Major Projects and Finance Committee noted the deferment of the project until the City's Social Needs Analysis has been finalised.	✓	✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Heathridge Park Master Plan Investigate options to optimise City and community benefits in Heathridge Park and facilities, Heathridge.	Activity Centre Development	Jul-Sept 21	<ul style="list-style-type: none"> Undertake the concept design review process. Progress a business case and funding strategy. Commence detailed design. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	The City commenced preparation for a design review process.	✓	✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Woodvale Library and Community Hub Investigate options to optimise City and community benefits.	Activity Centre Development	Jul-Sept 21	<ul style="list-style-type: none"> Undertake actions in line with Council decisions. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	A report was submitted to the Major Projects and Finance Committee on 13 September 2021 at which the Major Projects and Finance Committee noted the deferment of the project until the City's Social Needs Analysis has been finalised.	✓	✓
		Oct-Dec 21				
		Jan-Mar 22				

Economic Prosperity, Vibrancy and Growth – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 22				
Land Optimisation Projects Optimise and rationalise land within the City and investigate land related opportunities within the region.	Activity Centre Development	Jul-Sept 21	<ul style="list-style-type: none"> Investigate identified opportunities for optimisation and rationalisation. Progress actions necessary for the disposal and acquisition of properties as endorsed by Council. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	Council resolved to support a two-stage land disposal process for Lot 12223 (12) Blackwattle Parade, Padbury once certain matters had been clarified by the Department of Planning Lands and Heritage.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Works Operation Centre - Land Optimisation Projects Optimise and rationalise land within the City and investigate land related opportunities within the region.	Activity Centre Development	Jul-Sept 21	<ul style="list-style-type: none"> Undertake Works Operation Centre tenure investigations. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	Initial planning has commenced into the process for tenure investigations.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

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	▼

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Environment Plan 2014-2019 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 21	<ul style="list-style-type: none"> Implement actions from the 2014-2019 Environment Plan. Continue planning for a major review of the Environment Plan including development of environmental KPIs to inform the development of a new Environment Strategy. 	Ongoing actions were implemented from the Environment Plan 2014–2019 including development of an Environmental Education Program schedule for 2021/22. An annual review of the achievements against the Environment Plan in 2020/21 was conducted. A major review of the 2014-2019 Environment Plan commenced to inform the development of a new Environment Strategy. Environmental Key Performance Indicators have been drafted to inform the development of a new Environment Strategy.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Implement actions from the 2014-2019 Environment Plan. Finalise annual review of progress in 2020/21 against the Environment Plan and present the 'State of the Environment' Report to Elected Members. Continue a major review of the Environment Plan including development of environmental KPIs to inform the development of a new Environment Strategy. 			

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the 2014-2019 Environment Plan. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Continue a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy. Commence development of the new Environment Strategy. 			

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Climate Change Strategy 2014-2019 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 Plan.	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Implement actions from the Climate Change Strategy. Continue development of a new Climate Change Plan. 	Ongoing actions were implemented from the Climate Change Strategy 2014–2019 including: <ul style="list-style-type: none"> Appointment of an external consultant, Azility, to provide environmental monitoring and reporting services; Ongoing promotion of the Climate Clever Program to encourage schools and students to reduce their carbon footprint and save money on utility bills; and Winter tree planting including planting as part of the Leafy City Program. A Climate Change survey was conducted between June and July 2021 to gain community feedback to inform the development of a new Climate Change Plan. A Strategic Community Reference Group meeting was held on 23 August which focused on climate change. The meeting provided an opportunity for community member representatives to consider the City's climate change management approach and identify opportunities to inform the review of the Climate Change Strategy.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Implement actions from the Climate Change Strategy. Finalise annual review of progress in 2020/21 against the Climate Change Strategy and present the 'State of the Environment' Report to Elected Members. Continue development of a new draft Climate Change Plan. 			

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the Climate Change Strategy. Continue development of a new Climate Change Plan. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Implement actions from the Climate Change Strategy. Present draft new Climate Change Plan to Council seeking endorsement. 			
Coastal Adaptation Planning and Implementation Project Develop and implement coastal adaptation plans to address hazard and risk along the City's coastal zone and develop the draft coastal Hazard Risk Management Adaptation Plan (CHRMAP).	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Implement the Coastal Infrastructure Adaptation Plan. Continue development of the draft Coastal Hazard Risk Management Adaptation Plan (CHRMAP). 	Ongoing actions were implemented from the Coastal Infrastructure Adaptation Plan. In August the City was advised of a successful funding application under the Coastal Adaptation and Protection Grants which included \$24,908 towards the Coastal Monitoring Program 2021/22 and \$89,800 for the Sand Bypassing Program 2021/22. Development of the draft CHRMAP continued including finalisation of a Cost Benefit Analysis for potential adaptation options.		✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Implement the Coastal Infrastructure Adaptation Plan. Undertake community consultation on the draft CHRMAP. 			

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 22	<ul style="list-style-type: none"> Implement the Coastal Infrastructure Adaptation Plan. Finalise the draft CHRMAP and present to Elected Members. Commence implementation of the CHRMAP. 			
Craigie Bushland Fauna Management Plan 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.	Environmental resilience Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Continue research and liaison with relevant stakeholders to inform management of the fauna population within Craigie Bushland. 	Development of a Craigie Bushland Fauna Management Plan continued. Liaison occurred with Edith Cowan University and the University of WA regarding Quenda monitoring and research in Craigie Bushland.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Liaise with relevant stakeholders regarding conducting Quenda monitoring at Craigie Bushland and seek expert advice to inform fauna management. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Finalise the Craigie Bushland Fauna Management Plan. 			
		Apr-Jun 22				

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Pathogen Management Plan 2018-2028 Implement actions to reduce the risk of introducing and spreading pathogens within the City.	Environmental resilience Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Implement actions from the Pathogen Management Plan. Undertake annual review of progress made in 2020/21 	Actions were implemented from the Pathogen Management Plan, including development of a Request for Quotation for contractors to conduct a pathogen treatment program. An annual review of progress made in 2020/21 against the Pathogen Management Plan was completed.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Implement actions from the Pathogen Management Plan. Present results of annual review of the Pathogen Management Plan to Elected Members via the 'State of the Environment Report'. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the Pathogen Management Plan. 			
		Apr-Jun 22				

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Weed Management Plan Implement actions from the Weed Management Plan to provide an integrated approach to weed management within the City.	Environmental resilience Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Implement the Weed Management Plan. Undertake annual review of progress made in 2020/21 against the Weed Management Plan. Commence development of a new Weed Management Plan. 	Ongoing actions from the Weed Management Plan were implemented including participation in the Local Government Herbicide Use and Integrated Weed Management Working Group. Weed control trials continued during the quarter. Results will be presented to Elected Members in Quarter 2 of 2021/22. An annual review of progress against the Weed Management Plan made in 2020/21 was completed.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Implement the Weed Management Plan. Present results of annual review of the Weed Management Plan made in 2020/2021 to Elected Members via the 'State of the Environment Report'. Continue development of a new Weed Management Plan. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Implement the Weed Management Plan. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Continue development of a new Weed Management Plan. 			

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Natural Area Management Plans and Key Performance Indicators <ul style="list-style-type: none"> Review Management Plans for the City's Natural Areas that guide environmental management and operations within specified locations. 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. 	Environmental resilience Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Undertake 2020/21 annual review of implementation of all endorsed Natural Area Management Plans including reporting on the Natural Area Key Performance Indicators. Undertake Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora and vegetation surveys. Continue to develop Iluka-Burns Beach Foreshore Management Plan. 	Annual reviews for 2020/21 of all endorsed Natural Area Management Plans were completed during the quarter, including reporting on the Natural Area Key Performance Indicators. Flora surveys and vegetation condition assessments were conducted in Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve. Development continued on the Iluka-Burns Beach Foreshore Reserve Management Plan. The five yearly implementation plan for the Shepherds Bush Reserve Management Plan was updated.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Report results of the 2020/21 review of Natural Area Management Plans and Natural Area Key Performance Indicators to Elected Members via the 'State of the Environment Report'. Continue to undertake Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora and vegetation surveys. Continue the development of the Iluka-Burns Beach Foreshore Management Plan. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Continue to undertake Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora and vegetation surveys. Continue the development of the Iluka-Burns Beach Foreshore Management Plan. 			

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 22	<ul style="list-style-type: none"> Continue the development of the Iluka-Burns Beach Foreshore Management Plan. 			
Bushfire Risk Management Plan 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.	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Implement actions from the Bushfire Risk Management Plan. 	Implementation actions from the Bushfire Risk Management Plan included: <ul style="list-style-type: none"> Ongoing stakeholder liaison and positive collaboration on bushfire risk management with the Department of Fire and Emergency Services (DFES); Updates to the DFES Bushfire Risk Management System (BRMS) treatment schedule; A Request for Quotation process undertaken to appoint a contractor to undertake the 2021/22 bushfire mitigation works to be funded from the DFES Mitigation Activity Funds Grants Program; Ongoing firebreak improvement works; Ongoing scheduling of bushfire mitigation works within City owned and managed land; and Continued delivery of bushfire risk management updates on behalf of the City to the COJ/COW Local Emergency Management Committee. 		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Conduct annual review of achievements from the Bushfire Risk Management Plan and provide an update to Elected Members. Implement actions from the Bushfire Risk Management Plan. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the Bushfire Risk Management Plan. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Implement actions from the Bushfire Risk Management Plan. 			

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Yellagonga Integrated Catchment Management Plan 2015-2019 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 2021-2026.	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Implement YICM Plan projects in accordance with the implementation schedule. Undertake annual review of the YICM Plan against 2020/21 projects in partnership with the COW and DBCA. Present draft YICM Plan 2020-2025 to Council seeking endorsement following community consultation. 	Projects from the YICM Plan were implemented in accordance with the Implementation Schedule, including ongoing water quality monitoring and finalisation of the Edith Cowan University Yellagonga Regional Park Wetlands Water Quality Monitoring Report for 2020/21. An annual review of the YICM Plan 2015-2019 was conducted for 2020/21 during the quarter. The draft YICM Plan 2021-2025 was endorsed by Council at its meeting of 17 August 2021.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Implement projects from the YICM Plan. Report results of the annual review of 2020/21 projects to Elected Members via the 'State of the Environment' Report. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Implement projects from the YICM Plan. 			
		Apr-Jun 22				

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Ocean Reef park Upgrade, Ocean Reef Undertake design works in Ocean Reef 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	Jan-Mar 22	<ul style="list-style-type: none"> Undertake landscape design. 			
	Community involvement	Apr-Jun 22				
City Water Plan 2016-2021 Implement the City Water Plan 2016-2021 to increase water conservation and water quality within the City and commence development of new City Water Plan.	Environmental resilience	Jul-Sept 21	<ul style="list-style-type: none"> Undertake an annual review of progress for 2020/21 in implementing projects from the City Water Plan. Implement actions from the City Water Plan. 	A major review of the City Water Plan from 2016 to 2021 was conducted during the quarter. Actions from the City Water Plan were implemented including ongoing monitoring of scheme water and groundwater performance. Development of a Waterwise Council Action Plan commenced which is required for re-endorsement as a Waterwise Council.		✓
	Community involvement	Oct-Dec 21	<ul style="list-style-type: none"> Present the results of the annual review of progress against the City Water Plan to Elected Members via the 'State of the Environment' Report. Implement actions from the City Water Plan. 			
	Environmental leadership		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the City Water Plan. Commence development of a new draft City Water Plan. 		

The Natural Environment – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 22	<ul style="list-style-type: none"> Implement actions from the City Water Plan. Continue development of a new draft City Water Plan. 			
Waste Management Plan 2016-2021 <ul style="list-style-type: none"> Implement the City's Waste Management Plan to provide guidance on City Waste operations. 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. Commence review of the City's current Waste Management Plan in preparation for the development of a new plan. 	Environmental resilience Community involvement Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> Implement actions contained within the Waste Management Plan. 	Implementation of outstanding actions continued with particular focus on a review of current services to inform the development of a new 5-10 year Waste Plan, in line with the WA State Waste Strategy 2030.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Implement actions contained within the Waste Management Plan. Conduct an annual review of progress against the Waste Management Plan and present an update to Elected members. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions contained within the Waste Management Plan. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Implement actions contained within the Waste Management Plan. Commence review of the City's current Waste Management Plan 2016-2021 in preparation for the development of a new plan. 			

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


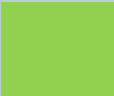
For residents to feel safe and confident in their ability to travel and socialise within the community.

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
Active Reserve and Community Facility Review Undertake a review of the current Active Reserve and Community Facilities to inform priorities for refurbishment and redevelopment.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> Present report on the findings of the 2020/21 review to Council. 	The report of findings was presented to Council at its August 2021 meeting.		✓
Facility Refurbishment – Percy Doyle Football Teeball Park Clubroom Commence refurbishment of existing facility with details of works to be determined during the consultation phase of the project. Construction to take place in 2023/24.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> Commence concept plans. 	Planning for the project commenced.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22	<ul style="list-style-type: none"> Conduct community consultation. 			

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Sorrento Surf Life Saving Club Redevelopment Investigate options for the refurbishment/redevelopment of the Sorrento Life Saving Club facility.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> Appoint consultant for relevant studies, including coastal mapping, traffic/parking, retail needs assessment, social return of investment and architectural services. 	Draft financial evaluation for the social return on investment was prepared. Consultants to undertake relevant studies were engaged.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Review recommendations from consultants' reports. Develop concept plans and cost estimates. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Draft business case on the options for refurbishment/redevelopment. Present business case to Elected Members. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Present report to Council seeking endorsement of the refurbishment/redevelopment options. 			
Chichester Park Clubroom Facility Redevelopment Undertake redevelopment of a community sporting facility and other infrastructure for construction.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> Advertise tender for construction. 	The construction tender for the project closed and submissions were assessed.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Award tender. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Commence construction. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Continue construction. 			

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Emerald Park Clubrooms Facility Refurbishment Undertake refurbishment works at Emerald Park Clubroom Facility.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> Finalise tender evaluation and appoint builder. 	The tender evaluation process was finalised. A contractor was appointed and construction commenced.	█	✓
		Oct-Dec 21	<ul style="list-style-type: none"> Commence construction. 			
		Jan-Mar 22				
		Apr-Jun 22	<ul style="list-style-type: none"> Continue construction. 			
Warwick Sports Centre Club Refurbishment Works <ul style="list-style-type: none"> Finalise refurbishment works at Warwick Bowling Club. Undertake refurbishment works at Greenwood Tennis Clubrooms. 	Quality facilities	Jun-Sep 21		Construction continued at Warwick Bowling Club. Detailed design continued for Greenwood Tennis Clubrooms.	█	✓
		Oct-Dec 21				
		Jan-Mar 22	<ul style="list-style-type: none"> Finalise construction at Warwick Bowling Club. Undertake construction at Greenwood Tennis Club. 			
		Apr-Jun 22				
Sorrento Football Club – Changeroom Extension Undertake detailed design and procurement for Sorrento Football Club changeroom extension.	Quality facilities	Jul-Sept 21		Detailed design commenced.	█	✓
		Oct-Dec 22				
		Jan-Mar 22	<ul style="list-style-type: none"> Undertake detailed design. Commence procurement. 			
		Apr-Jun 22				

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
Duffy House Activation Works and Commercial Expression of Interest <ul style="list-style-type: none"> Progress community engagement process on potential activation options. Explore additional funding options for agreed activation works. 	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> Present project update to Elected Members. 	Council approved the release of a Site Concept Plan in the previous quarter for the purposes of community consultation. Community consultation was conducted throughout July and August 2021.		✓	
		Oct-Dec 21					
		Jan-Mar 22	<ul style="list-style-type: none"> Explore options for activation of the site. 				
		Apr-Jun 22					
Joondalup Administration Building – Major Refurbishment Works Progress design and phasing of major refurbishment works at the Joondalup Administration Centre Building.	Quality facilities Community spirit	Jul-Sept 21		Project scoping commenced.		✓	
		Oct-Dec 21	<ul style="list-style-type: none"> Consider options for refurbishment. 				
		Jan-Mar 22					
		Apr-Jun 22					
Craigie Leisure Centre Refurbishment Refurbish existing facility including extension of the gymnasium and group fitness areas.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> Award tender. Commence construction. 	The construction contract for the project was awarded and construction commenced.		✓	
		Oct-Dec 21					
		Jan-Mar 22	<ul style="list-style-type: none"> Continue construction. 				
		Apr-Jun 22					

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Cultural Plan 2020-2025 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 21	<ul style="list-style-type: none"> Implement the goals of the Cultural Plan. 	An implementation plan listing a series of actions from the Cultural Plan was developed.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Cultural Events Program 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"> Sunday Serenades Little Feet Festival Music in the Park Valentine's Concert Joondalup Festival 	Cultural development Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> Deliver events in accordance with the City's Program. 	Events and activities undertaken included: <ul style="list-style-type: none"> Sunday Serenades Concert in September and held at St Stephen's School. The NAIDOC concert was rescheduled for delivery in October 2021; Commencement of project planning for the Valentine's Concert with the artist approved for 2022; and Commencement of planning for a revised Joondalup Festival format. 		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Public Art Projects 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 21	<ul style="list-style-type: none"> Commission art projects as required. 	The Craigie Leisure Centre refurbishment project commenced along with a commissioned public artwork by Eveline Kotai.		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Visual Arts Program 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"> • Community Art Exhibition • NAIDOC Art Exhibition • City of Joondalup Invitation Art Prize • Mural Arts Program • Inside Out Billboard Project • Public Art Maintenance • Art Collection Management • National or International Artist Residency • Arts <i>in-focus</i> • Arts Development Scheme. 	Cultural development Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> • Deliver activities in line with the City's program. 	The following visual arts events and activities were delivered during the quarter as part of the City's Cultural Program: <ul style="list-style-type: none"> • NAIDOC Week exhibition; • Ongoing public art maintenance of <i>Interlace</i>; and • The commissioning of Christopher Pease to create a new artwork for the City's art collection. 		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Access and Inclusion Plan <ul style="list-style-type: none"> • Finalise development of a new Access and Inclusion Plan 2021-2024. • 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 	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> • Implement Access and Inclusion Plan 2018-2021. • Submit report on progress of City's Access and Inclusion Plan for 2020/21 to the Department of Communities, Disability Services. 	Implementation from the 2018-2021 Access and Inclusion Plan included submission of the City's Access and Inclusion Report to the Department of Communities in July 2021 which outlined the City's progress in 2020/21. A draft new plan has been developed after community consultation and will be presented to Council for endorsement in Quarter 2 of 2021/22.		✓
		Oct-Dec 21				

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
with disabilities and their families and carers.		Jan-Mar 22	<ul style="list-style-type: none"> Implement Access and Inclusion Plan 2018-2021. Finalise development of new Access and Inclusion Plan 2021-2024. Present report to Council seeking endorsement of Access and Inclusion Plan 2021-2024. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Implement Access and Inclusion Plan 2021-2024. 			
Community Funding Program Implement the revised Community Funding Program following a major review. The program aims to provide funds for programs and events which build capacity and strengthen the Joondalup Community.	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> Present revised Community Funding Policy to Policy Committee/Council seeking endorsement. 	The revised Community Funding Program Policy was approved by Council at its August 2021 meeting.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Develop Community Funding Program Guidelines. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Launch the revised Community Funding Program. Advertise funding applications and award funding. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Assess funding applications an award grant funding. 			

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Community Programs and Initiatives Deliver an annual program of community-based initiatives to encourage social interaction within local neighbourhoods such as: <ul style="list-style-type: none"> • Communities <i>in-focus</i> workshops • Grow it Local • Nature Passport • International Volunteer Day • Meet Your Neighbour Program. 	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> • Deliver program and events in accordance with the City's program. 	The following programs and initiatives were delivered: <ul style="list-style-type: none"> • Communities <i>in-focus</i> workshop on Recruiting and Retaining Volunteers which was held in August. • The Grow It Local online platform promoted and seeds dispersed to active members. 		✓
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Joondalup Libraries Strategy Determine the future direction of the City's library service.	Community spirit Quality facilities	Jan-Mar 22	<ul style="list-style-type: none"> • Commence development of Strategy. 			
		Apr-Jun 22				

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
Lifelong Learning and Culture Deliver a program of library events and activities such as: <ul style="list-style-type: none"> • Children's Book Week • Youth Holiday Program • Library and Information Week • Adult and Senior Activities and Programs. 	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> • Deliver events and activities in accordance with the City's program. 	Highlights in the quarter included: <ul style="list-style-type: none"> • Children's Book Week; • July School Holiday program; • Discovery Sessions; • Meet the Author and Australia Reads; • Book Clubs; • Local History events ; • Better Beginnings, including Baby Rhyme Time and Toddler Time; • Technology Sessions including Keystrokes and Digital Drop-in; • Story Time; and • Clubs and Groups including CoderDojo and Knitting. 561 events were delivered with 11,838 attendees.	On Track	On Track
		Oct-Dec 21				
		Jan-Mar 22				
		Apr-Jun 22				
Youth Events and Activities 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:	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> • Deliver events and activities in accordance with the City's program. 	Youth events and activities undertaken included: <ul style="list-style-type: none"> • Road Trip for skate and BMX users. • Youth Holiday Program. • Youth Leadership Forum held in conjunction with the August daytime Council Meeting. 	On Track	On Track
		Oct-Dec 21				

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
<ul style="list-style-type: none"> Youth Holiday Program Summer Sessions Youth Leadership Forum BMX, Skate and Scooter events Defeat the Beat WA Youth Week National Youth Week 		Jan-Mar 22				
		Apr-Jun 22				
Percy Doyle Outdoor Youth Facilities and Skate Park Determine the feasibility of a future skate park and/or BMX park within Percy Doyle Reserve.	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> Commence community consultation on the design options. 	Community consultation was undertaken on design options for outdoor youth facilities.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Draft a business case based on the community feedback received on the design options. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Present business case to Council seeking approval. 			
		Apr-Jun 22				
Urban Bike Trails Develop a masterplan and business case for mountain bike and BMX activity hubs, nodes and trails through the suburbs of Craigie, Mullaloo and Padbury.	Community spirit	Jan-Mar 22	<ul style="list-style-type: none"> Advertise Request for Quotation Plan and appoint consultant. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Draft Community Consultation Plan for development of design options. Commence community consultation. 			

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status	
Age-Friendly Plan 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 Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> Present update to Elected Members on progress of the Age Friendly Joondalup Plan. Implement Age Friendly Joondalup Plan. 	Implementation activities included: <ul style="list-style-type: none"> Joint meeting for Seniors' groups; Promotion of Age-Friendly parks with facilities; and An update on the progress of the Age-Friendly Plan was developed for presentation to Elected Members in the next quarter. 		✓	
		Oct-Dec 21	<ul style="list-style-type: none"> Implement Age Friendly Joondalup Plan. 				
		Jan-Mar 22					
		Apr-Jun 22	<ul style="list-style-type: none"> Implement Age Friendly Joondalup Plan. Commence review of the Age Friendly Joondalup Plan. 				
Regional Homelessness Plan Implement the Regional Homelessness Plan in partnership with the City of Wanneroo.	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> Implement Regional Homelessness Plan. Present an update to Elected Members on progress against the Regional Homelessness Plan. 	Implementation actions included: <ul style="list-style-type: none"> Supporting new homelessness service providers in Joondalup City Centre. An update on the progress of the Regional Homelessness Plan was developed for presentation to Elected Members in the next quarter. 		✓	
		Oct-Dec 21	<ul style="list-style-type: none"> Implement Regional Homelessness Plan. 				
		Jan-Mar 22					

Community Wellbeing – Strategic Projects and Priorities

Project Activity	Related Objective	Quarter	Milestone	Comments	Project Status	Budget Status
		Apr-Jun 22	<ul style="list-style-type: none"> Implement Regional Homelessness Plan. Commence review of the Regional Homelessness Plan. 			
Social Needs Analysis 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 21	<ul style="list-style-type: none"> Finalise social needs analysis. 			
Reconciliation Action Plan (RAP) Develop a Reflect Level Reconciliation Action Plan as a framework to support the national reconciliation movement.	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> Celebrate NAIDOC Week. 	The NAIDOC Week program was affected by a COVID-19 lockdown in July. Programming was re-scheduled to August, including language classes, artist workshops, the exhibition and a flag raising ceremony held outside the City's Joondalup Administration Building. Due to damage sustained to the performing arts facility at Prendville Catholic College, the NAIDOC concert was rescheduled to 10 October 2021.		✓
		Oct-Dec 21	<ul style="list-style-type: none"> Undertake community consultation to inform the development of the RAP. 			
		Jan-Mar 22	<ul style="list-style-type: none"> Finalise draft RAP. 			
		Apr-Jun 22	<ul style="list-style-type: none"> Present the draft RAP to Reconciliation Australia seeking endorsement. 			



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