

# Corporate Business Plan

## 2021/22 Progress Report



OCTOBER TO DECEMBER 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.

**Governance and Leadership**  
Effective representation  
Corporate capacity  
Active democracy  
Strong leadership

**Financial Sustainability**  
Financial diversity  
Major project delivery  
Effective management

**Quality Urban Environment**  
Quality built outcomes  
Integrated spaces  
Quality open spaces  
City Centre development

**Economic Prosperity Vibrancy and Growth**  
CBD of the North  
Activity Centre development  
Destination City  
Regional collaboration  
Business capacity

**The Natural Environment**  
Environmental resilience  
Community involvement  
Accessible environments  
Environmental leadership

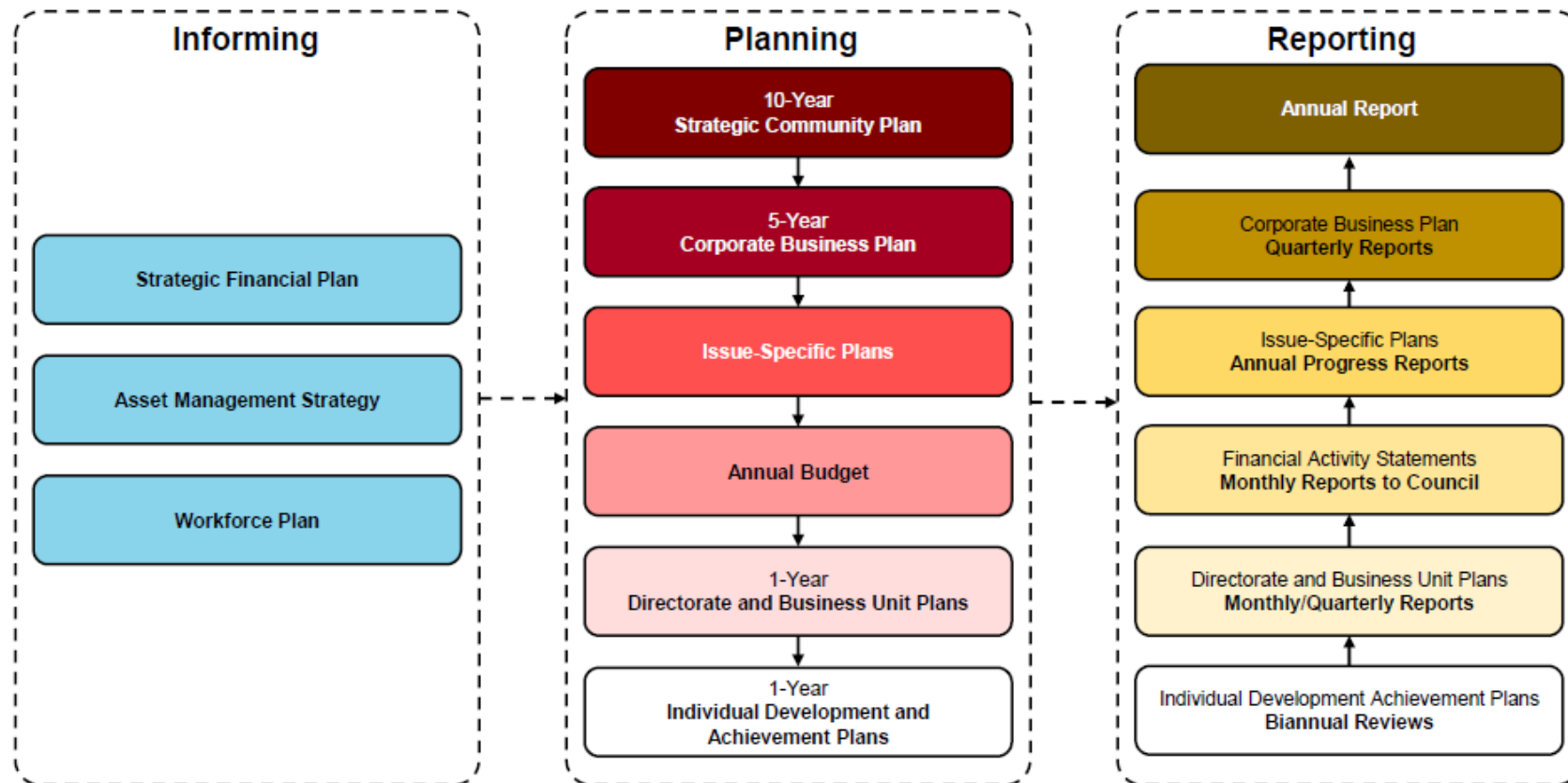
**Community Wellbeing**  
Quality facilities  
Cultural development  
Community spirit  
Community safety



## 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.



City of Joondalup Integrated Planning and Reporting Framework

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

The City's **Integrated 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: [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 the 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: [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.

Governance and Leadership		Financial Sustainability		Quality Urban Environment	
Objectives	Services Statutory and Discretionary	Objectives	Services Statutory and Discretionary	Objectives	Services Statutory and Discretionary
Effective representation	<ul style="list-style-type: none"> <li>• Audit and Risk</li> <li>• Human Resources</li> <li>• Governance Support</li> <li>• Record Keeping and Freedom of Information</li> <li>• Communications and Stakeholder Relations</li> <li>• Customer Service</li> <li>• Information Technology</li> <li>• Organisational Development</li> <li>• Policy, Planning and Research</li> </ul>	Financial diversity	<ul style="list-style-type: none"> <li>• Financial Accounting</li> <li>• Management Accounting</li> <li>• Purchasing and Contracts</li> <li>• Funds Management</li> <li>• Rates Levying</li> <li>• Grants Management</li> <li>• Strategic Infrastructure</li> <li>• Asset Management including Capital Works Programming</li> <li>• Building Design and Construction Works</li> <li>• Property Management</li> <li>• Building Maintenance</li> <li>• Fleet Management and Mechanical Workshop</li> </ul>	Quality open spaces	<ul style="list-style-type: none"> <li>• Landscape Design and Capital Works Programs</li> <li>• Engineering Maintenance Programs</li> <li>• Parks Maintenance Programs</li> <li>• Electrical and Lighting Engineering</li> <li>• Transport and Road Engineering</li> <li>• Civil Design and Construction</li> <li>• Technical and Consultancy Advice</li> <li>• Building Approvals</li> <li>• Building and Planning Compliance</li> <li>• Environmental Health</li> <li>• Planning Approvals</li> <li>• Urban Design and Planning Policy</li> <li>• Parking Management</li> </ul>
Active democracy		Effective management		City Centre development	
Corporate capacity		Major project delivery		Quality built outcomes	
Strong leadership				Integrated spaces	

Economic Prosperity, Vibrancy and Growth		The Natural Environment		Community Wellbeing	
Objectives	Services Discretionary	Objectives	Services Statutory and Discretionary	Objectives	Services Statutory and Discretionary
CBD of the North Activity Centre development Destination City Regional collaboration Business capacity	<ul style="list-style-type: none"> <li>Major Project Delivery including:               <ul style="list-style-type: none"> <li>Ocean Reef Marina</li> <li>City Centre Development, Boas Place</li> <li>Cafes, Kiosks and Restaurants</li> </ul> </li> <li>Management of the City's Land Portfolio               <ul style="list-style-type: none"> <li>Land Optimisation</li> </ul> </li> <li>Economic Development including:               <ul style="list-style-type: none"> <li>Economic Development Strategy Delivery</li> <li>Local Business Support</li> <li>Destination Positioning</li> <li>Advocacy and Investment Attraction</li> </ul> </li> </ul>	Environmental resilience Community involvement Accessible environments Environmental leadership	<ul style="list-style-type: none"> <li>Environmental Planning and Development</li> <li>Conservation and Natural Area Management</li> <li>Waste Management</li> <li>Litter Collection</li> </ul>	Quality facilities Cultural development Community spirit Community safety	<ul style="list-style-type: none"> <li>Library Lending</li> <li>Library Services, Events and Programs</li> <li>Community Development Programs and Initiatives</li> <li>Youth Services</li> <li>Immunisation Programs</li> <li>Cultural Events, Visual Arts and Arts Development</li> <li>Leisure Centres</li> <li>Recreation Services</li> <li>Leisure Planning</li> <li>City Rangers</li> <li>Community Safety</li> <li>Emergency Management</li> </ul>

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

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 2025/26.

The Corporate Business Plan can be found on the City's website: [Corporate Business Plan and Quarterly Reports — City of Joondalup](#) and in the City's Council Minutes of the meeting of 21 September 2021 (CJ136-09/21 refers).

## Quarter highlights

### Governance and Leadership

#### Local Government Elections

The local government ordinary elections were held on 16 October 2021, with Mayor Albert Jacob re-elected, as well as Councillors May, Fishwick, Chester and Hamilton Prime. The Council also welcomed two new Councillors: Councillors Hill and Kingston.

The Swearing in Ceremony was held on 19 October 2021, with the swearing in of all returning Elected Members. This was followed by a Special Council Meeting where Councillor Hamilton-Prime was elected as Deputy Mayor. All Council-appointed positions on Council Committees and external bodies were completed.

The 2021 Elected Member Induction Program was provided to both new and continuing Councillors and took place over a period of three weeks.

#### Ward Boundary Review

The City implemented a comprehensive communications plan to promote the ward boundary review, seeking feedback from the community as to whether the current ward system should remain in place; be modified; or changed to a no ward system.

The City's 2021 ward boundary discussion paper, Review of Ward Names, Boundaries and Councillor Representation Levels was developed to assist the community in considering proposals and ideas, as well as clarify the matters and factors that form the review. The options provided in the discussion paper were developed to inform discussion of the review of the ward boundaries, names of wards and the representation levels of Councillors per ward.

At the conclusion of the public comment period, the City received 72 valid submissions, which, in the main, supported the retention of the current six ward structure, the current Councillor representation levels per ward, and the current ward names. A boundary change to the City's wards was recommended and a final report of the review was provided to the Local Government Advisory Board on 8 December 2021 for consideration.

## Financial Sustainability

### Capital Works Program

Several Capital Works Projects were completed in the quarter, including the following:

#### Parks Development Program:

- Granadilla Park, Duncraig, cabinet renewal
- Stanford Park, Kallaroo, cabinet renewal
- Simpson Park, Mullaloo, cabinet renewal
- Wallangarra Park, Kingsley, cabinet renewal
- Fenton Park, Hillarys, cabinet renewal
- Wolinski Park, Mullaloo, cabinet renewal
- Noal Gannon Park, Duncraig, cabinet renewal
- Churton Park, Warwick, irrigation upgrades
- Newcombe Park, Padbury, amenity improvement

#### Foreshore and Natural Areas Management Program:

- Bushland fencing at Mandalay Park, Craigie

#### Parks Equipment Program:

- Emerald Park, Edgewater and Heathridge Park, Heathridge, match cricket wicket upgrades
- Sheoak Park, Greenwood, bollard renewal
- Hillarys Beach Park, Hillarys, Warrior Course (Whitfords Nodes Health and Wellbeing Hub)
- Chelsea Park, Kingsley, play space renewal
- Simpson Park, Mullaloo, play pace renewal
- Newcombe Park, Padbury, play space renewal

#### Local Road Traffic Management Program:

- Sherington Road, Greenwood, splitter island
- Goollelal Drive/Robertson Road Cycleway, Kingsley, crossing
- Montessori Place/Talbot Park, Kingsley, traffic improvements

#### New Paths Program:

- Lockyer Court, Duncraig, path links
- Mueller Court, Padbury, path links

#### Path Replacement Program:

- Marmion Avenue (Delamere Avenue to Burns Beach Road)
- Lakeside Drive (Aldgate Street to Bethnal Green PAW)

#### Road Preservation and Resurfacing:

- Nemisia Court, Heathridge
- Scallop Close, Heathridge
- Squire Avenue, Heathridge
- Peninsula Avenue, Heathridge
- Connolly/Sussex roundabout, Connolly
- Diablo/Fairway roundabout, Connolly
- Riviera Court, Connolly
- Broughton/Glespin roundabout, Kinross
- Broughton/Callander roundabout, Kinross
- Byrne Close, Padbury
- Hann Place, Padbury
- Burke Place, Padbury
- Gibson/Pinnaroo roundabout, Padbury
- Gibson/Giles roundabout, Padbury
- Whitfords Avenue westbound, Wanneroo to Mooro
- Whitfords Avenue westbound, Mooro to Duffy Terrace
- Whitfords Avenue westbound, Kingsley to Freeway

#### Parking Facilities Program:

- Burns Beach coastal footpath connection
- Iluka Beach Park car park reconfiguration

#### Lighting Program:

- Greenwich Park, Kingsley, security lighting

**Quality Urban Environment**

**Award for Whitfords Nodes Fitness Stairway**

The City's Whitfords Nodes Fitness Stairway was awarded the 2021 Civil Contractors Federation WA Earth Awards for a project valued up to \$2 million. The awards are the most prestigious awards in civil construction. The stairway has helped to revitalise the area, becoming a focal point for group fitness, young families and community events. The stairway was designed and constructed to protect Hillarys' high environmental significance, with innovative solutions developed and a versatile approach taken to reduce the clearing footprint.

**Economic Prosperity, Vibrancy and Growth**

**West Tech Fest 2021**

The City was represented at the West Tech Fest held from 6-10 December 2021, which is a technology conference that attracts investors and industry professionals from across the globe and showcases different facets of the thriving technology market in WA. The conference was opened by Hon Don Punch MLA, Minister for Innovation and ICT, who gave an honourable mention to the City and its commitment to working collaboratively with the Joondalup Learning Precinct to promote and bolster cyber security capabilities.

**Meeting with the Indonesian Consul General and Economic Consul**

The City welcomed the Indonesian Consul General Listiana Operanata and Economic Consul Nanda Avalist on 16 December 2021, who met with the Mayor Albert Jacob, Deputy Mayor Cr Christine Hamilton-Prime and CEO James Pearson. The meeting focussed on Joondalup's capabilities in vocational education and training, cyber security, robotics, automation and AI, and the opportunities available to businesses in Joondalup with Indonesia.

## The Natural Environment

### Become a Bushland Birder Workshop

The City held a Become a Bushland Birder workshop on 9 October 2021, as part of the Environmental Education Program and the BirdLife WA Connecting Urban Communities with Nature Project. Community members learnt about their local bushland birds and completed a Birddata survey, facilitated by BirdLife WA. The event incorporated a presentation at the Warrandyte Park Clubroom in Craigie, followed by a guided walk, through Craigie Bushland. The collection and submission of three Birddata surveys contributed to the collection of valuable data and allowed participants to be a part of one of the largest citizen science projects in Australia.

### Lake Goollelal Guided Bike Tour

The City held a guided bike tour from Shepherds Bush, to and around Lake Goollelal, on 23 October 2021, as part of the Environmental Education Program. Community members took advantage of the two back-to-back bike tours, with some participants taking the opportunity to use an e-Bike. The event promoted sustainable travel, bicycle etiquette and safe riding, whilst highlighting the natural values, rehabilitation activities, Noongar cultural heritage, and European heritage of the area. The event took place during WA's Bike Month that celebrates cycling in WA.

### Water Sensitive Cities Award

The City received a Water Sensitive Cities Award on 17 December 2021 from the Cooperative Research Centre for Water Sensitive Cities. The City received the award for its water sensitive City benchmarking results. The benchmarking was conducted using the Cooperative Research Centre for Water Sensitive Cities Index Tool with input from the City and stakeholders at a workshop funded by the Water Corporation. The findings of the workshop assessment demonstrated that the City has been actively working to address water efficiency and water quality for a number of years and has implemented some highly innovative monitoring and irrigation systems.



## Community Wellbeing

### Invitation Art Prize

The overall winner of the 2021 Invitation Art Prize, the City's most prestigious visual arts competition, was awarded to Yamatji artist Mandy White for her piece, *Creatures of the Crystal Caves*. The Invitation Art Prize is an acquisitive art prize open to professional Western Australian artists and is acknowledged by the visual arts industry as one of the major contemporary visual art prizes in the state. The exhibition displayed artwork from 30 artists and received 6,735 visitors over a three-week period in October 2021.

### Little Feet Festival

The 2021 Little Feet Festival was held in the Pines Picture Gardens at Edith Cowan University on 27 October 2021. The festival is the region's biggest and free cultural event for children 12 and under. A record 7,500 people attending the festival this year, up from 6,000 in 2020.

### Woodvale Library 30th Anniversary

Woodvale Library celebrated its 30th anniversary on 13 November 2021, with a party attended by 100 local children and their parents, and storytelling by Glenn Swift. The night before, 40 current and past library staff came together to celebrate with a slideshow featuring images of the building and staff from the past 30 years. The occasions provided an opportunity for staff and the community to celebrate the success and memories of three decades of service to the Woodvale community.

# 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.

## Services and programs

Project status		Budget status	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

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

Service/program	Quarter	Comments	Project status	Budget status
	Oct-Dec 21	<p>Community consultation was undertaken on the following projects during the quarter:</p> <ul style="list-style-type: none"> <li>• Become a Bushland Birder Feedback</li> <li>• Braden Park, Marmion — Basketball Pad Follow-up Survey</li> <li>• Changes to Traffic and Parking Conditions — Angove Drive, Hillarys (Resident Survey, Business Survey, Customer Survey)</li> <li>• Climate Change Survey</li> <li>• Community Transport Program Feedback (Volunteer Interviews, Participant Survey, Participant Interviews)</li> <li>• Development Application and Building Application Feedback Survey</li> <li>• Facility Hire Feedback</li> <li>• Guided Bike Tour Around Lake Goollelal Feedback</li> <li>• Invitation Art Prize People's Choice Award and Feedback</li> <li>• Joondalup Volunteer Resource Centre Feedback (Volunteer Interviews)</li> <li>• Little Feet Festival Feedback</li> <li>• Rangers, Parking and Community Safety Customer Service Survey</li> <li>• Sir James McCusker Park, Iluka — Proposed Toilet Facility</li> <li>• Strategic Community Reference Group — Member Feedback</li> <li>• Sunday Serenades Feedback</li> <li>• Website Review (Survey, Focus Group)</li> </ul>		✓
	Jan-Mar 22			
	Apr-Jun 22			
<b>Policy Development and Review</b>  Report on the development of new policies and review of existing policies.	Jul-Sep 21	<p>At its meeting held on 17 August 2021, Council endorsed the following policies:</p> <ul style="list-style-type: none"> <li>• Elected Members' Communications Policy</li> <li>• Revised Elections Caretaker Period</li> <li>• Appointment of an Acting or Temporary Chief Executive Officer Policy</li> <li>• Community Funding Program Policy</li> <li>• Arts Development Scheme Policy</li> </ul>		
	Oct-Dec 21	The Policy Committee meeting for 4 October 2021 was re-scheduled due to it falling within the Local Government Election caretaker period.		✓
	Jan-Mar 22			
	Apr-Jun 22			

Service/program	Quarter	Comments	Project status	Budget status
<b>Local Laws</b>  Report on the development of new local laws and the amendment of existing local laws.	Jul-Sep 21	Public advertising of the following local laws concluded on 20 August 2021: <ul style="list-style-type: none"> <li>• <i>City of Joondalup Health Amendment Local Law 2021</i></li> <li>• <i>City of Joondalup Fencing Amendment Local Law 2021</i></li> </ul> A report will be presented to Council at a future meeting on the outcomes of the public advertising.		
	Oct-Dec 21	At its meeting held on 16 November 2021, Council requested a report on the <i>Local Government and Public Property Local Law 2014</i> . Advice is currently being sought and a report will be presented to Council in February 2022.  A report will be presented to Council at the February 2022 Council Meeting, for approval of the following local law for public advertising: <ul style="list-style-type: none"> <li>• <i>Amendment Local Law 2021</i></li> </ul> and final adoption of the following local laws: <ul style="list-style-type: none"> <li>• <i>City of Joondalup Health Amendment Local Law 2021</i></li> <li>• <i>City of Joondalup Fencing Amendment Local Law 2021</i></li> </ul>		✓
	Jan-Mar 22			
	Apr-Jun 22			

Service/program	Quarter	Comments	Project status	Budget status
<b>Publications</b>  Print and distribute community newsletters.	Jul-Sep 21	The following publications were distributed during the quarter: <ul style="list-style-type: none"> <li>• Libraries Winter Events and Programs Guide</li> <li>• Libraries Online Resources Guide</li> <li>• Budget News 2021</li> <li>• City News Spring Edition</li> <li>• 2021/22 Waste Guide</li> <li>• PlayNow and Lifestyle Program</li> <li>• Little Feet Festival Program</li> <li>• Invitation Art Prize Catalogue 2021</li> </ul>		
	Oct-Dec 21	The following publications were distributed during this quarter: <ul style="list-style-type: none"> <li>• City News Summer Edition</li> <li>• Libraries Summer Events and Programs Guide</li> <li>• Music in the Park flyers</li> <li>• Saluting their Service</li> <li>• Strategic Community Reference Group flyers</li> <li>• Valentine's Concert flyers</li> <li>• Youth Service Summer Calendar</li> </ul>		✓
	Jan-Mar 22			
	Apr-Jun 22			
<b>Electronic Communication</b>  Publish electronic newsletters and documents on City activities.  Report significant community engagement activities on social media and social media statistics.	Jul-Sep 21	The City provided the following e-newsletters to local residents in this quarter: <ul style="list-style-type: none"> <li>• Arts in-Focus</li> <li>• Clubs in-Focus</li> <li>• Y-Lounge Online</li> <li>• Environmental Events</li> <li>• Joondalup Job Notices</li> <li>• Joondalup Voice</li> <li>• Joondalup Library Events</li> <li>• Joondalup Leisure Online</li> <li>• Joondalup Business Online</li> <li>• School Connections</li> <li>• Public Notices</li> <li>• Community Engagement Network</li> </ul>		






Service/program	Quarter	Comments	Project status	Budget status
		<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"> <li>• Facebook</li> <li>• Twitter</li> <li>• Instagram</li> <li>• LinkedIn</li> <li>• YouTube</li> </ul> <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"> <li>• Ninja Warrior course beginning construction 125,000 reach, 1,400 reactions, 1,000 comments</li> <li>• AB's 'Hello Joondalup' 24,000 reach, 59 reactions, 73 comments</li> <li>• Ocean Reef Marina progress post 16,000 reach, 100 reactions and 32 comments</li> <li>• Vale Arthur Richards 12,500 reach, 175 reactions, 20 comments</li> <li>• REIWA article COJ 10 most viewed suburbs on RE.com 11,000 reach, 47 reactions, 9 comments</li> <li>• Wandina Park, Duncraig 10,000 reach, 77 reactions, 13 comments</li> <li>• Demons hub in Joondalup 18,430 reach, 95 reactions, 23 comments</li> <li>• Vandalism of staircase at Whitfords Nodes 23,700 reach, 258 reactions, 154 comments</li> <li>• Vandalism Lexcen Park, Ocean Reef 22,600 reach, 2,850 reactions, 40 comments</li> </ul> <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	<p>The City provided the following e-newsletters to residents in this quarter via a new software system, Campaign Monitor:</p> <ul style="list-style-type: none"> <li>• Arts in-Focus</li> <li>• Clubs in-Focus</li> <li>• Community Engagement Network</li> <li>• Environmental Events</li> <li>• Joondalup Business Online</li> </ul>		✓

Service/program	Quarter	Comments	Project status	Budget status		
		<ul style="list-style-type: none"> <li>• Joondalup Job Notices</li> <li>• Joondalup Leisure Online</li> <li>• Joondalup Library Events</li> <li>• Joondalup Voice</li> <li>• Public Notices</li> <li>• School Connections</li> <li>• Y-Lounge Online</li> </ul> <p>The City was active on social media this quarter, with the City's online following reaching more than 55,942 users across all its platforms, including:</p> <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Instagram</li> <li>• LinkedIn</li> <li>• Twitter</li> <li>• YouTube</li> </ul> <p>Significant community engagement on social media was achieved this quarter, with a reach of 689,517 across paid and organic activity. Popular posts and approximate engagement includes:</p> <ul style="list-style-type: none"> <li>• Promotion of the new Sunset Coast Explorer service running along the coast on summer weekends — 135,000 reach, 1,400 likes/loves, 600 comments, 350 shares.</li> <li>• 2021 local government election results — 40,000 reach, 450 reactions (mostly likes/loves), 110 comments, 20 shares.</li> <li>• Winner of the City's Invitation Art Prize — 28,000 reach, 150 likes/loves, 20 comments, 16 shares.</li> <li>• 9 News story on the City's new Park Warrior course at Whitfords Nodes Park — 14,000 reach, 185 likes/loves, 208 comments, 56 shares.</li> <li>• A post asking the community to assist with locating the owners of memorial plaques installed on a Mullaloo Beach shelter — 51,000 reach, 146 shares. (The post assisted the City to locate all plaque owners.)</li> <li>• Opening of Valentine's Concert ticket sales to residents and ratepayers — 44,000 reach, 200 likes/loves, 70 shares, 300 comments.</li> </ul>				
	Jan-Mar 22					
	Apr-Jun 22					

Service/program	Quarter	Comments	Project status	Budget status
<b>External Partnerships</b>  Report active participation in key external body meetings and events which aim to advance strategic priorities.	Jul-Sep 21	The following external meetings and events were attended by City representatives: <ul style="list-style-type: none"> <li>• Public Libraries Western Australia Executive Committee</li> <li>• Metropolitan Area Recreation Advisory Group</li> <li>• Perth Institute of Contemporary Arts were engaged for shortlisting and research for the Invitation Art Prize exhibition</li> <li>• Meeting with Hillarys Boat Harbour Traders Association with regards to Joondalup Festival and future event attraction</li> <li>• North West Metropolitan District Leadership Group</li> </ul>		
	Oct-Dec 21	The following external meetings and events were attended by City representatives: <ul style="list-style-type: none"> <li>• Hillarys Boat Harbour Traders Association</li> <li>• Football West were engaged to discuss a training venue for the FIFA Women's World Cup in 2023</li> <li>• North West Metropolitan District Leadership Group</li> </ul>		✓
	Jan-Mar 22			
	Apr-Jun 22			
<b>Submissions to State and Federal Government</b>  Coordinate requests from State and Federal Government on strategic policy matters affecting the City.	Jul-Sep 21	The City prepared submissions on State and Federal Government strategic policy matters including: <ul style="list-style-type: none"> <li>• Draft State Infrastructure Strategy — WALGA</li> </ul>		
	Oct-Dec 21	The City prepared submissions on State and Federal Government strategic policy matters, including: <ul style="list-style-type: none"> <li>• Draft Native Vegetation Policy for WA</li> <li>• Draft State Planning Policy 2.9 — Planning for Water and Planning for Water Guidelines</li> </ul>		✓
	Jan-Mar 22			
	Apr-Jun 22			

## Strategic projects and activities

Project status		Budget status	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Elected Member Attraction</b>  Develop, implement and review a program to increase candidacy numbers at each Local Government Ordinary Election.	Effective representation	Jul-Sep 21	<ul style="list-style-type: none"> <li>Conduct candidate information sessions.</li> </ul>	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"> <li>Conduct candidate survey following elections.</li> </ul>	An online survey of 2021 candidates was conducted from 29 October 2021 to 15 November 2021. Of the 19 surveys sent, the City collected 5 responses, indicating a response rate of 26.3%. The survey outcomes were presented to Elected Members on 19 November 2021.		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Local Government Elections</b>  Coordinate Local Government Ordinary Elections in line with legislation every two years.	Effective representation	Jul-Sep 21	<ul style="list-style-type: none"> <li>Finalise non-resident Owners and Occupiers Roll for October 2021 Elections.</li> </ul>	The 2021 non-resident Owners and Occupiers Roll was finalised during the quarter.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Conduct election night count.</li> <li>Conduct Elected Member Swearing-in Ceremony.</li> <li>Hold Special Meeting to elect Deputy Mayor and Council, Committee and Working Group appointments.</li> </ul>	<p>The 2021 Local Government Election took place on Saturday 16 October 2021.</p> <p>The Elected Member Swearing-in Ceremony took place in the Council Chambers on Tuesday 19 October 2021.</p> <p>A Special Council meeting was held immediately after the Swearing-in Ceremony, where Councillors were appointed to Regional Councils, and the WALGA North Metropolitan Zone. Cr Christine Hamilton-Prime was elected as Deputy Mayor.</p>		✓
<b>Elected Member Induction Program</b>  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.	Effective representation	Jul-Sep 21	<ul style="list-style-type: none"> <li>Develop Elected Member Welcome Pack and Induction Program.</li> </ul>	The Elected Member Welcome Pack and Induction Program was developed during the quarter.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Conduct Induction Program.</li> <li>Conduct survey of Elected Members on effectiveness of program.</li> </ul>	<p>The Elected Member Induction Program took place over a period of 3 weeks with 5 induction sessions completed, a Joint Induction Session held with the Cities of Wanneroo and Stirling, and a Mock Council Meeting.</p> <p>An online survey was sent to Elected Members on 7 December 2021 to evaluate the effectiveness of the Induction Program.</p>		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Elected Member Training</b>  Coordinate and maintain appropriate ongoing training programs for Elected Members.	Effective representation	Jul-Sep 21	<ul style="list-style-type: none"> <li>Present report to Council on Elected Member training opportunities.</li> <li>Promote Elected Member training opportunities.</li> </ul>	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 21	<ul style="list-style-type: none"> <li>Promote Elected Member training opportunities.</li> </ul>	All newly elected Councillors (including returning Councillors) were provided with information regarding mandatory training to be completed within their first 12 months of being elected, with the option to either complete the training online or via face-to-face learning.  Media training was provided for the Deputy Mayor during the quarter.		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Elected Member Strategic Development Session</b>  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"> <li>Conduct Elected Member Strategic Development session.</li> </ul>				



Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p><b>Governance Framework</b></p> <p>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.</p>	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> <li>Present report to Council seeking endorsement of the revised Governance Framework.</li> </ul>	The revised Governance Framework was endorsed by the Council at its July meeting.		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Strategic Community Reference Group</b>  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-Sep 21	<ul style="list-style-type: none"> <li>Conduct meetings in accordance with agreed work plan.</li> </ul>	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"> <li>Review Terms of Reference for SCRG.</li> <li>Advertise for new members.</li> <li>Develop 2022 work plan and seek endorsement by Council.</li> <li>Conduct meetings in accordance with the work plan.</li> </ul>	<p>The Terms of Reference for the SCRG were reviewed and endorsed by Council at its 1 November 2021 meeting.</p> <p>Mayor Albert Jacob was appointed as the presiding member of the Reference Group, and Cr Christine Hamilton-Prime, Cr John Raftis and Cr Christopher May were appointed as members. Cr Adrian Hill, Cr John Chester and Cr Russ Fishwick were appointed as deputy members.</p> <p>Nominations opened to fill the vacant positions of 12 community representatives and two youth representatives on 6 December 2021. Nominations close 10 January 2022.</p> <p>No meetings of the Reference Group were held in this quarter.</p>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Conduct meetings in accordance with the work plan.</li> </ul>			
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Annual Report</b>  Prepare and present an Annual Report of City activity to demonstrate achievements against the City's Corporate Business Plan and present the report to the Annual General Meeting of Electors.	Corporate capacity	Oct-Dec 21	<ul style="list-style-type: none"> <li>Present 2020/21 Annual Report to Council for endorsement.</li> </ul>	The draft Annual Report 2020/21 was presented to Council for endorsement. Council, by an absolute majority, accepted the Annual Report at the 21 December 2021 meeting.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Present 2020/21 Annual Report to the Annual General Meeting of Electors.</li> </ul>			
<b>Local Government Act Amendment</b>  Implement changes to Governance processes as a result of the amendment to the <i>Local Government Act 1995</i> .	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> <li>Review required changes to the <i>Local Government Act 1995</i>.</li> </ul>	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"> <li>Implement revised governance processes as required, including reports to Council.</li> </ul>	Governance processes reviewed with no updates required this quarter.		✓
		Jan-Mar 22				
		Apr-Jun 22				
<b>Compliance Audit Return</b>  Submit the Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries in accordance with Regulations 14 and 15 of the <i>Local Government (Audit) Regulations 1996</i> .	Corporate capacity	Jan-Mar 22	<ul style="list-style-type: none"> <li>Present Compliance Audit Return to Council for endorsement.</li> <li>Submit the Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Integrated Planning and Reporting Framework</b>  Demonstrate compliance with the Western Australian Department of Local Government, Sport and Cultural Industries' Integrated Planning and Reporting Framework and align City planning documents to this Framework. This includes: <ul style="list-style-type: none"> <li>• Development of a new 10 Year Strategic Community Plan for implementation in 2022/23.</li> <li>• Review of the Strategic Community Plan (Major every 4 years and Minor every 2 years).</li> <li>• Annual review of the Corporate Business Plan.</li> </ul>	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> <li>• Compile outcomes of the community and stakeholder consultation undertaken to inform the development of a new Strategic Community Plan and present to Elected Members.</li> <li>• Present draft Corporate Business Plan 2021/22-2025/26 to Council seeking endorsement of the annual review.</li> </ul>	<p>A consolidated Consultation Outcomes Report was finalised following internal and external consultation on the development of the Strategic Community Plan.</p> <p>Consultation outcomes were presented to Elected Members in July 2021. The outcomes will inform the development of the new Strategic Community Plan.</p> <p>The annual review of the Corporate Business Plan 2021/22-2025/26 was endorsed by Council at its meeting of 21 September 2021.</p>		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>• Develop draft Strategic Community Plan.</li> </ul>	<p>A draft Strategic Community Plan has been developed based on the feedback from Elected Members, the community, stakeholders and the City's workforce. The draft plan will be presented to Elected Members in quarter 3 for endorsement to undertake community consultation.</p>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>• Present draft Strategic Community Plan to Elected Members.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>• Present draft Strategic Community Plan to Council seeking endorsement for release for public consultation.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p><b>Advocacy Framework</b></p> <p>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.</p>	Corporate capacity	Jul-Sep 21	Implement the Advocacy Framework.	<p>The City participated in the following advocacy activities:</p> <ul style="list-style-type: none"> <li>• Attendance at a WA Investment Attraction Roundtable with the Department of Jobs, Tourism, Science and Innovation on 14 July 2021.</li> <li>• Hosting of the inaugural Joint Economic Development Initiative featuring key stakeholders from education, health and industry.</li> <li>• Hosting of a roundtable discussion with the Hon Jane Hume MP, Minister for Digital Economy, Superannuation, Minister for Women’s Economic Security.</li> <li>• A meeting with the Department of Biodiversity, Conservation and Attractions, the National Trust and Jessica Stojkowski MLA to discuss potential projects for destination positioning.</li> </ul>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
		Oct-Dec 21		<p>The City participated in the following advocacy activities:</p> <ul style="list-style-type: none"> <li>• Hosting of a roundtable discussion with the WA Trade Commissioners for ASEAN, North Asia, India and the Gulf.</li> <li>• Hosting of the second Joint Economic Development Initiative featuring key stakeholders from education, health and industry.</li> <li>• Attendance at a WA Investment Attraction Roundtable with the Department of Jobs, Tourism, Science and Innovation.</li> <li>• Virtual and in-person discussions with Australian and US-based Austrade representatives.</li> <li>• Attendance at the WALGA and Road Safety Commission presentation on eRideable regulations for WA.</li> <li>• Attendance at the CEDA WA Premier's State of the State presentation.</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Delegated Authority Manual</b>	Corporate capacity	Jan-Mar 22		<ul style="list-style-type: none"> <li>• Commence review of Delegated Authority Manual.</li> </ul>			
		Apr-Jun 22		<ul style="list-style-type: none"> <li>• Present report to Council seeking endorsement of the Review of Delegations.</li> </ul>			
Conduct an annual review of the Delegated Authority Manual in accordance with legislation.							

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Ward Boundary Review</b>  Conduct 8-yearly review of ward boundaries in accordance with legislation.	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> <li>Report to Elected Members/Council on outcomes of the consultation process.</li> </ul>	Outcomes of the Ward Boundary Review consultation process were presented to Elected Members in August.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Make recommendations to the Local Government Advisory Board.</li> </ul>	At its meeting on 16 November 2021, Council considered submissions received on the review of the City's ward names, boundaries and councillor representation levels, with a recommendation to change the City's ward boundaries. The City's final report on the Ward Boundary Review was provided to the Local Government Advisory Board on 8 November 2021 for consideration.		✓
		Mar-Apr 22	<ul style="list-style-type: none"> <li>Implement changes to the ward boundaries and representation as endorsed by the Minister.</li> </ul>			
<b>Audit and Risk Committee</b>  Provide reports to the Audit and Risk Committee on the appropriateness and effectiveness of the City's systems in regard to risk management, internal control and legislative compliance and financial management.	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> <li>Present reports to the Audit and Risk Committee.</li> <li>Undertake actions as requested by the Audit and Risk Committee.</li> </ul>	The following reports were presented at the meeting held on 9 August 2021: <ul style="list-style-type: none"> <li>2019/20 Office of the Auditor General Information Systems Audit.</li> <li>Internal Audit Outcomes – payroll processes for superannuation contributions and payments made to current and former senior employees.</li> <li>The Audit and Risk Services Program 2021/22 and 2020/21.</li> <li>The Chief Executive Officer's Credit Card Expenditure from April to June 2021.</li> </ul>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
				<ul style="list-style-type: none"> <li>Contract extensions from January 2021 to June 2021.</li> <li>The Elected Member Dinner Attendance Report from June to July 2021.</li> <li>The Benefits Management Program Status Report.</li> </ul>			
		Oct-Dec 21		<p>The following reports were presented at the meeting held on 15 December 2021:</p> <ul style="list-style-type: none"> <li>2020/21 Annual Financial Report</li> <li>The Elected Member Dinner Attendance Report from August to October 2021</li> <li>Write-off of Monies from January to June 2021</li> <li>Monitoring of Annual Leave and Long Service Leave Accruals</li> <li>3 Year Internal Audit Plan</li> <li>The Chief Executive Officer's Credit Card Expenditure from July to September 2021</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Australasian Local Government Performance Excellence Program</b>  Participate in the program to track and benchmark performance against the local government sector.	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> <li>Collect data and submit data to Local Government Performance Excellence Program.</li> </ul>	Data was collected and submitted to the Local Government Performance Excellence Program during the quarter.			
		Oct-Dec 21		The final Local Government Performance Excellence Program report was received and distributed to stakeholders.		✓	
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Benchmarking data available for analysis.</li> </ul>				
		Apr-Jun 22					



Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Customer Satisfaction Survey</b>  Conduct a biennial survey of residents to measure customer satisfaction with City services.	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> <li>Receive and review outcomes report on the 2021/22 Customer Satisfaction Survey.</li> </ul>	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"> <li>Present results of the 2021/22 Customer Satisfaction Survey to Elected Members.</li> <li>Present report on the results to Council.</li> <li>Make public the results to the community.</li> </ul>	The results of the 2020/21 Customer Satisfaction Survey were presented to Council at its meeting of 16 November 2021.  The results were made publicly available on the City's website in the minutes of this meeting.  Development of a results summary has commenced and will be published on the City's website in quarter 3.		✓
<b>Strategic Position Statements</b>  Conduct a review of the City's position statements to provide clear direction on specific political and strategic matters.	Strong leadership	Jan-Mar 22	<ul style="list-style-type: none"> <li>Undertake a review of Strategic Position Statements to ensure alignment with the new Strategic Community Plan.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<p><b>Civic Ceremonies</b></p> <p>The City conducts regular Citizenship Ceremonies on behalf of the Department of Immigration and Citizenship and welcomes new citizens in the City.</p> <p>The City also hosts a number of civic ceremonies and corporate functions throughout the year, including ceremonies such as:</p> <ul style="list-style-type: none"> <li>• Remembrance Day Memorial Service</li> <li>• ANZAC Day Dawn Service.</li> </ul>	Strong leadership	Jul-Sep 21	<ul style="list-style-type: none"> <li>• Conduct regular Citizenship Ceremonies.</li> <li>• Deliver planned functions and ceremonies.</li> </ul>	<p>The City delivered 7 Citizenship Ceremonies during the quarter.</p> <p>The following civic functions were held:</p> <ul style="list-style-type: none"> <li>• Seniors' Appreciation Lunch.</li> <li>• Sporting Clubs' Appreciation Function.</li> <li>• NAIDOC Week Flag-Raising Ceremony.</li> <li>• Wandina Park Opening.</li> <li>• Two Elected Member Dinners.</li> </ul>			
		Oct-Dec 21		<p>The City delivered 3 Citizenship Ceremonies during the quarter.</p> <p>The following civic functions were held:</p> <ul style="list-style-type: none"> <li>• Invitation Art Award Opening Function.</li> <li>• Ninja Warrior (Park Warrior) Official opening at Hillarys Beach Park, Whitfords Nodes Health and Wellbeing Hub</li> <li>• Remembrance Day Memorial Service</li> <li>• Two Elected Member Dinners</li> <li>• Community Stakeholder Reception</li> <li>• Staff Christmas Party</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Jinan Sister City Relationship</b>  Maintain Sister City relationship with Jinan in China through investigating opportunities to encourage economic and educational linkages between Joondalup and Jinan and related partners.	Strong leadership	Jul-Sep 21	<ul style="list-style-type: none"> <li>Review the 3-year Economic Exchange Agreement with the City of Jinan.</li> </ul>	The City continued to liaise with the Sister City of Jinan on engagement opportunities as part of the review of the 3-year Economic Exchange Agreement.		
		Oct-Dec 21		The City continued to liaise with the Sister City of Jinan on engagement opportunities as part of the review of the 3-year Economic Exchange Agreement.		✓
		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.

## Services and programs

Project status		Budget status	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Service/program	Quarter	Comments	Project status	Budget status
<b>Capital Works Program</b>  Report delivery of programs in accordance with Capital Works Program.	Jul-Sep 21	The Capital Works Program is progressing in accordance with the schedule (see attached Capital Works Report for more details).		
	Oct-Dec 21	The Capital Works Program is progressing in accordance with the schedule (see attached Capital Works Report for more details).		✓
	Jan-Mar 22			
	Apr-Jun 22			
<b>Property Management Framework</b>  Negotiate and implement new and expired lease and licence agreements.	Jul-Sep 21	1 lease agreement and 1 licence agreement were completed and signed. Negotiations on 5 lease agreements and 1 licence agreement continued.		
	Oct-Dec 21	2 lease agreements were completed and signed. Negotiations of 5 lease agreements and 3 licence agreements continued.		✓
	Jan-Mar 22			
	Apr-Jun 22			

## Strategic projects and activities

Project status	
All annual milestones completed	
On track	
Slightly behind schedule	

Budget status	
On budget	✓
Over budget	▲
Under budget	▼

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Strategic Financial Plan</b>  Conduct review of the Strategic Financial Plan which provides a long-term view of the City's funding needs to enable the Strategic Community Plan to be achieved and includes 10-year financial projections.	Effective management	Jul-Sept 21	<ul style="list-style-type: none"> <li>Present draft Strategic Financial Plan to the Major Projects and Finance Committee for review.</li> <li>Present draft Strategic Financial Plan to the Elected Members for review.</li> </ul>	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"> <li>Review timings and key assumptions of major projects in preparation for the development of the 2022 Strategic Financial Plan.</li> </ul>	The timings and key assumptions of major projects have been reviewed in preparation for the development of the 2022 Strategic Financial Plan.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Present major project timings/assumptions to budget workshops.</li> <li>Develop revised draft Strategic Financial Plan 2022.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Review draft 2022 Strategic Financial Plan as part of the annual budget workshops.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Property Management Framework and Facility Hire Subsidy Policy Review</b>  Implement recommendations from 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"> <li>Continue the review of the Property Management Framework and the Facility Hire Subsidy Policy.</li> <li>Present final outcomes of the review to Elected Members.</li> <li>Seek Council endorsement of the revised Property Management Framework, subject to direction from Council.</li> </ul>	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		The review of the Framework and Facility Hire Subsidy Policy continued during the quarter.		✓
		Jan-Mar 22				
		Apr-Jun 22				
<b>Marmion Avenue/McWhae Road Intersection Upgrade</b>  Construct left turn lane from Marmion Avenue into McWhae Road and install intersection islands and pedestrian facilities, including path links to existing public accessway.	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	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		Construction commenced onsite during the quarter.		✓
		Jan-Mar 22				
<b>Marmion Avenue/Cambria Street Intersection Upgrade</b>  Upgrade the intersection of Marmion Avenue and Cambria Street installing a left turn pocket on Marmion	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	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		Construction commenced onsite during the quarter.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Finalise construction.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Avenue and installing pedestrian facilities.						
<b>Marmion Avenue/Coral Street Intersection Upgrade</b>  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 location works were completed. Detailed design commenced.		
		Oct-Dec 21		Detailed design continued during the quarter.		✓
		Jan-Mar 22				
		Apr-Jun 22	• Undertake procurement and appoint contractor.			
<b>Marmion Avenue/Forrest Road Intersection Upgrade</b>  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 location works were completed. Detailed design has commenced.		
		Oct-Dec 21		Detailed design continued during the quarter.		✓
		Jan-Mar 22				
		Apr-Jun 22				



Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Ocean Reef Road/Gwendoline Drive Intersection Upgrade</b>  Realign westbound carriageway to provide a continuous cycle lane 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.	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake design and service adjustments.</li> </ul>	Feature survey and service location works were completed. Detailed design has commenced.		
		Oct-Dec 21		Detailed design continued during the quarter.		✓
		Jan-Mar 22				
		Apr-June 22	<ul style="list-style-type: none"> <li>Undertake procurement and appoint contractor.</li> </ul>			
<b>Warwick Road/Erindale Road Intersection Upgrade</b>  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"> <li>Undertake construction</li> </ul>	Traffic signal approvals were granted by Main Roads WA and construction commenced.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>	Construction was completed during the quarter.		✓
		Jan-Mar 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Shenton Avenue Upgrade</b> Design upgrade of Shenton Avenue from the Mitchell Freeway interchange to Joondalup Drive intersection.	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake design and planning.</li> </ul>	The tender for design was awarded. The consultant commenced preliminary geotechnical and feature contour investigations, as well as consultation with the PTA and Main Roads WA.		
		Oct-Dec 21		Preliminary geotechnical and feature contour investigations, as well as preliminary design works, continued during the quarter.		✓
		Jan-Mar 22				
		Apr-Jun 22				
<b>Whitfords Avenue/Gibson Avenue Intersection</b> 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"> <li>Undertake design and planning.</li> </ul>	Design continued during the quarter, including Western Power design. Traffic signal approvals were granted by Main Roads WA.		
		Oct-Dec 21		Detailed design continued and Western Power service relocation design was finalised during the quarter.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Undertake procurement and appoint contractor.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Whitfords Avenue/Kingsley Drive Intersection</b>  Upgrade Whitfords Avenue and Kingsley Drive intersection, including double right turn from Kingsley Drive and including pedestrian facilities. (Year 2 of 3-year project).	Major project delivery	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake design and planning.</li> </ul>	Design continued during the quarter, including Western Power design. Traffic signal approvals were granted by Main Roads WA.		
		Oct-Dec 21		Detailed design continued and Western Power service relocation design was finalised during the quarter.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Undertake procurement and appoint contractor.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>			
<b>Joondalup Drive/Hodges Drive Intersection Upgrade</b>  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"> <li>Undertake design.</li> </ul>	Feature survey and design commenced.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Finalise design.</li> <li>Undertake procurement and appoint contractor.</li> </ul>	Feature survey was completed, and detailed design continued during the quarter.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Commence preliminary site works.</li> </ul>			
		Apr-Jun 22				

# 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 are 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.

## Strategic projects and activities

Project status		Budget status	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Local Planning Strategy Review</b>  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"> <li>Prepare project scope.</li> <li>Prepare Request for Tender to appoint consultant team.</li> </ul>	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		A presentation was provided to the Elected Members on 2 November 2021 on the Planning Strategy project.  Scoping activities continued during the quarter.		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Review of Residential Development Local Planning Policy and Other Local Planning Policies</b>  Review the Residential Development Local Planning Policy and other residential local planning policies following final approval of the Development Standards for Housing Opportunity Areas Local Planning Policy by the Western Australian Planning Commission and final approval of Scheme Amendment No 5 by the Minister for Planning.	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> <li>Review the Residential Development Local Planning Policy and other residential local planning policies.</li> </ul>	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		No actions were required this quarter.  It is anticipated that the Green Paper will be circulated to Elected Members in quarter 3.		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Joondalup Activity Centre Plan</b>  Undertake a review and minor amendment to the Joondalup Activity Centre Plan in response to initial feedback on implementing the document and to incorporate changes to State Planning Policy.	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> <li>Present the minor amendment to the Joondalup Activity Centre Plan to Council seeking endorsement to advertise for public comment.</li> </ul>	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"> <li>Advertise proposed minor amendment to the Joondalup Activity Centre Plan for public comment.</li> </ul>	Proposed amendments to the Joondalup Activity Centre Plan were advertised for public comment from 8 November to 20 December 2021.		✓	
		Jan-Mar 22					
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Present outcomes of consultation to Council seeking endorsement.</li> <li>Refer amended Joondalup Activity Centre Plan to the Western Australian Planning Commission for endorsement.</li> </ul>				
<b>State Planning Reform Implementation</b>  Implement State Government Planning Reform, including: <ul style="list-style-type: none"> <li>Design WA.</li> <li>Updates to Planning Regulations, Policies and Guidelines.</li> <li>Medium Density.</li> <li>Others as required.</li> </ul>	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake actions as required.</li> </ul>	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		No actions were required this quarter.		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Review of Joondalup Design Review Panel</b>  Review the Terms of Reference of the Joondalup Design Review Panel to align more closely with the Design WA Design Review Guide.	Quality built outcomes	Jul-Sept 21	<ul style="list-style-type: none"> <li>Seek Expressions of Interest for new panel members.</li> </ul>	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"> <li>Present a report to Council recommending new panel members.</li> <li>Implement Joondalup Design Review Panel Local Planning Policy and Joondalup Design Review Terms of Reference following Council appointment of panel members.</li> </ul>	Council endorsed the appointment of members to the Joondalup Design Review Panel at its 1 November 2021 meeting.  The panel has been established in accordance with Joondalup Design Review Panel Local Planning Policy and Joondalup Design Review Terms of Reference.		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Place Activation</b>  Develop a Place Activation Strategy for the City of Joondalup and Pilot Place Plan for part of the City Centre.	Quality built outcomes	Oct-Dec 21	<ul style="list-style-type: none"> <li>Present draft Place Activation Strategy to Elected Members for review.</li> </ul>	A draft Place Activation Strategy was presented to Elected Members on 30 November 2021.  It is anticipated that a final draft will be presented to Council for endorsement in quarter 3.		✓	
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Finalise the Place Activation Strategy and Pilot Place Plan for part of the Joondalup City Centre.</li> </ul>				
		Apr-Jun 22					



Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Streetscape Enhancement Program: Joondalup Drive North to Burns Beach Streetscape Upgrades</b>  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"> <li>Undertake landscape and irrigation design.</li> </ul>	Landscape and irrigation design has commenced.		
		Oct-Dec 21		Landscape and irrigation design was completed.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Develop tender documentation and advertise tender.</li> <li>Award tender.</li> <li>Commence construction.</li> </ul>			
		Apr-Jun 22				
<b>Streetscape Enhancement Program: City Centre Streetscape Renewal Program: Shenton Avenue, Joondalup</b>  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"> <li>Complete detailed design.</li> </ul>	Detailed design was completed.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Prepare tender documentation.</li> </ul>	Tender documentation was prepared.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Award tender and appoint contractor.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>			
<b>Newcombe Park, Padbury – Park Amenity Improvement Program</b>  Undertake landscaping and infrastructure works as part of a program to enhance amenity in parks within higher density housing areas with limited backyards and higher populations.	Integrated spaces	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake construction.</li> </ul>	Construction commenced.		
		Oct-Dec 21		Landscape construction was completed; irrigation construction and defects rectification have commenced.		✓
		Jan-Mar 22				
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Complete construction.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Neil Hawkins Park Upgrade</b>  Undertake redevelopment of Neil Hawkins Park to include play space renewal, path network and recreational infrastructure works.	Integrated spaces	Oct-Dec 21	<ul style="list-style-type: none"> <li>Undertake concept design.</li> <li>Investigate grant funding opportunities.</li> <li>Apply for funding, subject to available opportunities.</li> </ul>	Preparation of major project documentation continued, and preparation of the business case commenced.		✓
		Jan-Mar 22				
		Apr-Jun 22				
<b>Leafy City Program</b>  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	<ul style="list-style-type: none"> <li>Continue program for tree planting and maintenance in the suburbs of Kallaroo, Mullaloo, Warwick and Beldon.</li> </ul>	Tree planting in the suburbs of Kallaroo, Mullaloo, Warwick and Beldon has been completed.		
		Oct-Dec 21		Maintenance works for tree establishment were undertaken in the suburbs of Kinross, Currambine, Heathridge, Beldon, Kallaroo, Craigie, Woodvale, Padbury, Kingsley, Greenwood and Warwick.		✓
		Jan-Mar 22				
		Apr-Jun 22				
<b>Public Open Space Classification Framework</b>  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"> <li>Present draft Framework to Elected Members for review.</li> <li>Finalise the draft Framework.</li> <li>Present final Framework to Elected Members for endorsement.</li> </ul>	A presentation was provided to Elected Members in September on the options for inclusion in the Public Open Space Classification Framework.		
		Oct-Dec 21		Work on the draft Framework continued during the quarter.		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Integrated Transport Strategy</b>  Continue the development of the Integrated Transport Strategy incorporating priority actions from the Major Road Network Review and other transport issues, such as the Parking Supply and Management Plan.	Integrated spaces	Oct-Dec 21	<ul style="list-style-type: none"> <li>Develop draft Parking Supply and Management Plan in conjunction with the development of the Integrated Transport Strategy.</li> </ul>	The draft Integrated Transport Strategy and the draft Parking Supply and Management Plan have been developed.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Finalise draft Parking Supply and Management Plan in conjunction with the development of the Integrated Transport Strategy.</li> <li>Present draft Parking Supply and Management Plan to Elected Members.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Finalise the draft Integrated Transport Strategy.</li> <li>Present draft Integrated Transport Strategy to Elected Members.</li> </ul>			
<b>Joondalup City Centre Street Lighting Stage 5</b>  Replace existing lighting infrastructure to reduce running costs, replace defective poles, enhance lighting and improve community safety.	City Centre development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Continue construction.</li> </ul>	Construction continued during the quarter.		
		Oct-Dec 21		Construction continued during the quarter.		✓
		Jan-Mar 22				
		Apr-Jun 22				

# Economic Prosperity, Vibrancy and Growth

## Aspirational Outcome

The City is lively and thriving across its commercial centres. It is a global City, home to diversified industries that generate a wide-range of local job opportunities, achieving employment and self-sufficiency.

### CBD of the North

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

Strategic initiatives:

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

### Activity Centre development

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

Strategic initiatives:

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

### Destination City

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

Strategic initiatives:

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

### Regional collaboration

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

Strategic initiatives:

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

### Business capacity

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

Strategic initiatives:

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




## Services and programs

Project status		Budget status	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Service/program	Quarter	Comments	Project status	Budget status
<b>Business Engagement and Communication</b>  Support and attend partner and industry events.	Jul-Sep 21	The following partner and industry events were attended by City representatives: <ul style="list-style-type: none"> <li>• Joondalup Business Association Coffee Connection and Sundowner events</li> <li>• Economic Development Association Lunch</li> <li>• Business News Post Budget Breakfast</li> </ul>		
	Oct-Dec 21	The following partner and industry events were attended by City representatives: <ul style="list-style-type: none"> <li>• CEDA State of the State Lunch</li> <li>• Cyber Week 2021 Launch</li> <li>• Huzhou International Friendship Cities Conference</li> <li>• Joondalup Business Association Coffee Connections and AGM/Christmas Sundowner</li> <li>• Liberty Joondalup Launch Event</li> <li>• Robotics and Automation in Mining Conference</li> <li>• West Tech Fest</li> </ul>		✓
	Jan-Mar 22			
	Apr-Jun 22			

Service/program	Quarter	Comments	Project status	Budget status
<b>Communication to Local Businesses</b>  Develop e-business newsletters, social media posts, publications and City website updates to promote local and international economic development initiatives.	Jul-Sep 21	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> <li>• 3 Business e-newsletters distributed.</li> <li>• 6 opportunities listed on the Joondalup Business Catalogue.</li> <li>• Business of Local Government 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.</li> <li>• Social media posts on the Joondalup Innovation Challenge, RoboWest and LITT campaign published.</li> </ul>		
	Oct-Dec 21	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> <li>• 3 Business e-newsletters distributed</li> <li>• 4 opportunities listed on the Joondalup Business Catalogue</li> <li>• Social media posts on the Business Sundowner and the Huzhou International Friendship Cities Conference published</li> </ul>		✓
	Jan-Mar 22			
	Apr-Jun 22			

## Strategic projects and activities

Project status		Budget status	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Economic Development Strategy</b>  Implement the Economic Development Strategy to provide strategic direction for the promotion of economic and employment growth within the City.	CBD of the North  Activity Centre development  Destination City  Regional collaboration  Business capacity	Jul-Sep 21	<ul style="list-style-type: none"> <li>Conduct annual review of progress against the Economic Development Strategy for 2020/21 and present an update to Elected Members.</li> <li>Implement actions in line with the Economic Development Strategy Implementation Plan.</li> </ul>	Implementation of the Economic Development Strategy continued in the quarter and included: <ul style="list-style-type: none"> <li>July Business Forum: Future Proofing Joondalup.</li> <li>Meetings held with key stakeholders to discuss initiatives to showcase the cyber security sector within Joondalup.</li> <li>Inaugural meeting of the Joondalup Economic Development Initiative.</li> <li>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.</li> <li>Ongoing regional collaboration with other local governments.</li> </ul>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
		Oct-Dec 21		Implementation of the Economic Development Strategy continued in the quarter and included: <ul style="list-style-type: none"> <li>Meeting of the City of Joondalup Cyber Security Stakeholder Group to discuss current issues facing the industry and ideas for collaboration.</li> <li>Second meeting of the Joondalup Economic Development Initiative.</li> <li>Ongoing collaboration with neighbouring local governments.</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Business Forums</b>  Deliver Business Forum events to engage with the local business community in key economic issues and opportunities.	Business capacity  CBD of the North	Jul-Sep 21	• Plan and deliver Business Forum.	A Business Forum was held on 22 July 2021 with keynote speaker, Gihan Perera presenting on the theme of Future Proofing Joondalup. 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		A review of the 2021 Business Forums was undertaken during the quarter to inform the development of programming for 2022 Business Forums.		✓	
		Jan-Mar 22	• Plan and deliver Business Forum.				
		Apr-Jun 22					



Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Destination City Plan</b>  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"> <li>Implement actions in line with the Destination City Plan.</li> </ul>	The following activities were undertaken in the quarter: <ul style="list-style-type: none"> <li>Engagement of a consultant to facilitate development of the Joondalup Visitor Economy Network as part of the implementation of the Destination City Plan.</li> <li>Workshops 1 and 2 of the Joondalup Visitor Economy Network held on 9 and 20 September 2021.</li> <li>Scoping of short and long term actions commenced.</li> </ul>			
		Oct-Dec 21		The following activities were undertaken in the quarter: <ul style="list-style-type: none"> <li>Workshop 3 of the Joondalup Visitor Economy Network held in October 2021.</li> <li>Scoping of actions relating to the Destination City Plan continued.</li> <li>Regular meetings of stakeholders representing the Sunset Coast tourism region held to discuss initiatives, such as the Sunset Coast Explorer and plan future marketing activities.</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>International Economic Development Activities Plan (IEDAP)</b>  Review and update the IEDAP to guide and promote trade/investment opportunities for local businesses in overseas markets.	Destination City	Jul-Sept 21	<ul style="list-style-type: none"> <li>Assess new and emerging opportunities in global markets.</li> </ul>	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.		
	Regional collaboration	Oct-Dec 21		The following activities were undertaken in the quarter: <ul style="list-style-type: none"> <li>Meeting with the Department of Jobs, Tourism, Science and Innovation to discuss Joondalup's participation in discussions about the East Java Sister State relationship and a future virtual exchange event.</li> <li>Finalisation of a Strategic Partnership with the Chamber of Commerce and Industry WA, including the provision of workshops, information sessions and resources to Joondalup businesses in relation to trade, investment and export readiness.</li> <li>Completion of scoping for Global Ready Program.</li> <li>Meeting with Australia Indonesia Business Council to discuss future collaboration.</li> <li>Meeting with new Indonesian Consul General Mrs Listiana Operanata and Economic Consul Mr Nanda Avelist.</li> </ul>		✓
	Business capacity			Jan-Mar 22		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Finalise the review of the IEDAP and the City's approach to global engagement.</li> </ul>			
<b>Digital City Plan</b>  Develop a Digital City Plan to grow the digital economy in Joondalup.	CBD of the North	Jul-Sept 21	<ul style="list-style-type: none"> <li>Develop draft Digital City Plan.</li> </ul>	Scoping of the Digital City Plan commenced.		
	Activity Centre development	Oct-Dec 21		Scoping of the Digital City Plan continued, including consultation with internal stakeholders.		✓
	Destination City	Jan-Mar 22				
	Business capacity	Apr-Jun 22	<ul style="list-style-type: none"> <li>Undertake targeted consultation on the draft Plan.</li> <li>Finalise draft Plan following consultation.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p><b>Regional Collaboration</b></p> <p>Actively participate in Joondalup Learning Precinct (JLP) activities.</p> <p>Liaise with the Cities of Wanneroo, Stirling and Swan and other local governments to progress regional economic development activities.</p> <p>In partnership with the Cities of Wanneroo and Stirling and Destination Perth, plan and implement regional tourism opportunities.</p>	<p>Business capacity</p> <p>Regional development</p> <p>Destination City</p>	Jul-Sept 21	<ul style="list-style-type: none"> <li>Facilitate a City Deal submission to Federal Government.</li> <li>Actively promote initiatives arising from participation and support of the JLP.</li> </ul>	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"> <li>In partnership with the Cities of Wanneroo, Stirling and Swan, investigate opportunities for regional collaboration on economic development activities.</li> <li>Implement economic development programs through research, advocacy and collaboration, which facilitate growth in priority sectors.</li> </ul>	<p>The following activities were undertaken in the quarter:</p> <ul style="list-style-type: none"> <li>Stakeholders from the Cities of Joondalup, Wanneroo and Swan continued to meet throughout the quarter to scope a City Deal opportunity to benefit businesses within each local government.</li> <li>Regular meetings of stakeholders from the Cities of Stirling and Wanneroo were held to discuss initiatives, such as the Sunset Coast Explorer and plan for future marketing activities.</li> </ul>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Plan and deliver tourism initiatives with the Cities of Wanneroo and Stirling and Destination Perth.</li> </ul>			
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Business Ready Program</b>  Deliver a series of capacity building activities for local businesses to enhance and review business operations, service delivery and products.	Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> <li>Deliver Business Ready Programs.</li> </ul>	As part of the review of the delivery of the Business Ready Programs, a survey of participants was undertaken.		
		Oct-Dec 21		Scoping for the Business Ready Program was undertaken and a request for quotation process for program delivery in 2022 commenced.		✓
		Jan-Mar 22				
		Apr-Jun 22				
<b>Business Engagement</b>  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"> <li>Deliver Business Engagement Programs.</li> </ul>	Ongoing engagement with businesses occurred during the quarter. Key issues included: <ul style="list-style-type: none"> <li>Impacts of the COVID lockdown in July 2021.</li> <li>Tenancy related issues.</li> <li>State and federal government grants opportunities.</li> </ul>		
		Oct-Dec 21		Ongoing engagement with businesses occurred during the quarter. Key issues covered included: <ul style="list-style-type: none"> <li>Impacts of ongoing border closures on visitor and customer numbers.</li> <li>Tenancy and leasing issues.</li> <li>State and Federal Government grant opportunities.</li> </ul>		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Buy Local Programs</b>  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"> <li>Support registrations and assessments for local businesses.</li> <li>Encourage registrations, self-assessments and listing of business opportunities in the Joondalup Business Catalogue.</li> <li>Support Red Tape Reduction Initiatives.</li> <li>Develop and implement other Buy Local Programs.</li> </ul>	<ul style="list-style-type: none"> <li>181 businesses are registered on the Joondalup Business Catalogue.</li> <li>The City partnered with the LITT App to engage businesses and community to win and redeem vouchers via AR technology in July 2021.</li> <li>A segment was broadcast on Channel 9's 'Destination WA' program showcasing local Joondalup attractions.</li> </ul>			
		Oct-Dec 21		The following activities were undertaken in the quarter: <ul style="list-style-type: none"> <li>212 businesses are registered on the Joondalup Business Catalogue.</li> <li>Internal consultation was undertaken to progress the development of the City's Small Business Friendly Approvals Program Implementation Plan.</li> <li>A Memorandum of Understanding was signed between the City and the Joondalup Business Association to formalise collaborative efforts to build capacity of and promote local businesses.</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Promoting Innovation and Supporting Creativity</b> <ul style="list-style-type: none"> <li>Collaborate with the Joondalup Innovation Hub and WA AustCyber Innovation Hub to support innovation and creativity within the Joondalup business community.</li> <li>Review the City's Innovation Fund to build a resilient economy.</li> </ul>	CBD of the North Business capacity Regional collaboration	Jul-Sept 21	<ul style="list-style-type: none"> <li>Participate as a member of the Advisory Board of the WA AustCyber Innovation Hub.</li> <li>Liaise with the WA AustCyber Innovation Hub to support innovation and creativity within the Joondalup business community.</li> <li>Review the City's Innovation Fund and promote a revised matching fund to grow local businesses and attract new businesses into the Joondalup community.</li> <li>In collaboration with Edith Cowan University, investigate methods to ensure businesses have access to research and support to drive innovation and creativity.</li> </ul>	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		The City attended and provided the welcome address at the launch of WA Cyber Week in October 2021.  The City attended the meeting of the Advisory Board of the WA AustCyber on 2 December 2021.		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Growing Business – North West Alliance</b>  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.	Business capacity	Jul-Sept 21	<ul style="list-style-type: none"> <li>Attend quarterly North West Alliance Board meetings.</li> <li>Actively promote initiatives arising from participation and support of the Joondalup Learning Precinct and the North West Alliance.</li> <li>Partner with the North West Alliance to deliver relevant training programs for Small to Medium Enterprises.</li> </ul>	City representatives attended the North West Alliance Board meeting on 10 September 2021. The Alliance was formalised via a Memorandum of Understanding.		
	CBD of the North	Oct-Dec 21		City representatives continued to work with the North West Alliance to progress collaborative ideas for business growth in the region.		✓
	Activity Centre development	Jan-Mar 22				
		Apr-Jun 22				



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

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
		Oct-Dec 21		<p>City representatives attended the following events:</p> <ul style="list-style-type: none"> <li>• Joondalup Business Association Coffee Connections and AGM/ Christmas Sundowner</li> <li>• West Tech Fest</li> <li>• CEDA State of the State Lunch</li> <li>• Liberty Joondalup launch event</li> <li>• Robotics and Automation in Mining Conference</li> <li>• Cyber Week 2021 launch</li> <li>• Huzhou International Friendship Cities Conference.</li> </ul> <p>In partnership with the Joondalup Business Association and Business Station, the City hosted the third Women in Business event Lunch and Learn.</p> <p>Development of the implementation plan for the Small Business Friendly Approvals Program continued.</p>		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Business Cluster Formation</b>  Support the development of clusters in the areas of education, health and wellness, government, cyber, retail, tourism, global trade and investment, 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	Jul-Sept 21	<ul style="list-style-type: none"> <li>Establish Terms of Reference and a Memorandum of Understanding for relevant organisations.</li> <li>Conduct regular meetings with industry groups.</li> <li>Report outcomes and impact of cluster formation.</li> </ul>	The inaugural meeting of the Joint Economic Development Initiative (JEDI) was held in August 2021. Development of the Terms of Reference commenced.		
	Destination City			The Joondalup Education Network met in July, August and September 2021.		
	Business capacity	Oct-Dec 21		The following activities were undertaken during the quarter: <ul style="list-style-type: none"> <li>The City's Cyber Security Stakeholder Group met in November 2021.</li> <li>The Joondalup Visitor Economy Network met in November 2021 to discuss the implementation of Destination Joondalup.</li> <li>The second meeting of the Joint Economic Development Initiative held in December 2021 and the Terms of Reference were agreed upon.</li> </ul>		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Facilitation of Local and International Investment</b>  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"> <li>Continue to develop and implement investment attraction initiatives.</li> <li>Present report to Council requesting in-principle support for a robotics and automation precinct in Joondalup.</li> </ul>	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	<ul style="list-style-type: none"> <li>Continue to develop and implement investment attraction initiatives.</li> <li>With project partners, undertake a feasibility study for the establishment of a robotics and automation precinct in Joondalup.</li> </ul>	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> <li>The Project Joondalup Feasibility Report progressed and is planned to be presented to Council in 2022 for endorsement.</li> <li>Engagement with Austrade in USA, Asia and Australia was undertaken to showcase Joondalup capabilities and emerging technologies.</li> </ul>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Present report to Council on the outcomes of the feasibility study for the establishment of a robotics and automation precinct in Joondalup.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Present report to Council on the outcomes of the feasibility study for the establishment of a robotics and automation precinct in Joondalup.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Support for Future Workforce, Innovators and Entrepreneurs to Develop Business Resilience and Employability Programs</b> <ul style="list-style-type: none"> <li>Undertake research and deliver initiatives to increase employment and employability opportunities for the future workforce, innovation and entrepreneurship.</li> <li>Deliver initiatives with key stakeholders to encourage business reliance and employability, including Cyber Check.Me Program, Joondalup Innovation Challenge, and Women in Technology WA.</li> </ul>	CBD of the North  Business capacity  Regional collaboration	Jul-Sept 21	<ul style="list-style-type: none"> <li>Deliver and evaluate Joondalup Innovation Challenge.</li> <li>Deliver Cyber Check.Me Program.</li> <li>Provide work integrated learning opportunities to local students.</li> </ul>	Activities included: <ul style="list-style-type: none"> <li>Joondalup Innovation Challenge delivered in July 2021.</li> <li>Cyber Check.Me program showcased at the Joondalup Business Forum in July 2021 and at Jobs in Joondalup in September 2021.</li> <li>Participation by 7 students from Edith Cowan University and North Metro TAFE in Work Integrated Learning program with the City.</li> </ul>			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Deliver Cyber Check.Me Program.</li> <li>Provide work integrated learning opportunities to local students.</li> </ul>	Activities included: <ul style="list-style-type: none"> <li>Continued discussions with Edith Cowan University, North Metro TAFE and WA AustCyber to progress improvements in Cyber Check.Me engagement and delivery.</li> <li>Engagement with Sapien Cyber to progress the pathways program for Cyber Security students and graduates into real-world projects and industry.</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Promoting the Visitor Economy</b>  Develop and implement activities to position Joondalup as a destination to visit, work, study, trade with and invest in.	Destination City	Jul-Sept 21	<ul style="list-style-type: none"> <li>In partnership with other local governments, Study Perth, and Destination Perth, undertake planning for regional tourism opportunities.</li> <li>Implement regional visitor economy tourism promotion in partnership with other local governments, Study Perth and Destination Perth.</li> </ul>	The City delivered the 'Jobs in Joondalup' event in September 2021, with support from StudyPerth, the WA State Government and Lotterywest.		
		Oct-Dec 21		The City has worked closely with Destination Perth, the City of Stirling and other partners to deliver the Sunset Coast Explorer service.		✓
		Jan-Mar 22		Regular meetings of representatives from the Cities of Stirling and Wanneroo were held to discuss future marketing activities for the Sunset Coast.		
		Apr-Jun 22				
<b>International Economic Exchange</b>  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"> <li>Outline priority initiatives with key markets and realign City services to meet priority initiatives.</li> <li>Identify priorities across sectors (eg education, health, cyber), trade and investment opportunities and key partners.</li> </ul>	Review into the City's priority sectors and markets commenced during the quarter.		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Deliver activities.</li> </ul>	<p>The City was represented at the Huzhou International Friendship Cities Conference.</p> <p>The City welcomed the new Perth Indonesian Consul General and Economic Consul at a meeting in December 2021.</p>		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Event Attraction</b>  Attract state, national and/or international events to the City of Joondalup to enhance its image as an attractive destination for visitors, tourists and businesses and to stimulate the local economy.	Destination City	Jul-Sept 21	<ul style="list-style-type: none"> <li>Liaise with stakeholders and event promoters to attract vibrant cultural, sporting and business events to the region.</li> </ul>	<p>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.</p> <p>Business Events contributed funding for the City's July 2021 Business Forum at which Gihan Perera, futurist and author, delivered a keynote address entitled Future Proofing Joondalup.</p>			
		Oct-Dec 21		<p>Expressions of Interest were assessed for the Joondalup Classic Car Event with 1 applicant put forward for consideration to Elected Members.</p> <p>A report will be presented to Council seeking endorsement in quarter 3.</p>		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Ocean Reef Marina</b>  Assist DevelopmentWA to implement the project in accordance with the approved State Government Business Case through the Ocean Reef Marina Memorandum of Understanding and Project Development Agreement.  (NOTE: Activities and project milestones are subject to the project program developed and managed by Development WA.)	Destination City	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake activities as agreed between the City and DevelopmentWA to progress the project.</li> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>	The City 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.			
		Oct-Dec 21		The City and DevelopmentWA continued to negotiate the draft Development Agreement and Land Transfer Deed.  On 26 October 2021, Elected Members were invited to attend the Ocean Reef Marina site where access was provided by the contractor to view the progress of the breakwaters.  Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021.		✓	
		Jan-Mar 22					
		Apr-Jun 22					



Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Establishment of Cafes, Kiosks and Restaurants – Pinnaroo Point, Hillarys</b>  Progress the establishment of high quality, environmentally sustainable café and kiosk facilities on identified sites owned or managed by the City.	Destination City	Jul-Sept 21	<ul style="list-style-type: none"> <li>Finalise the lease arrangements required for the development of a new facility at Pinnaroo Point.</li> </ul>	The City finalised land lease arrangements with the developer.  The developer lodged a Development Application with the City.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Developer finalises development approvals process for a facility at Pinnaroo Point and commences construction.</li> <li>Undertake the actions required to facilitate the provision of new services to the leased area.</li> </ul>	Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021.  The Western Australian Planning Commission approved a Development Application for a facility at Pinnaroo Point.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>			
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Establishment of Cafes, Kiosks and Restaurants – Burns Beach</b>  Progress the establishment of high quality, environmentally sustainable café and restaurant facilities on identified sites owned or managed by the City.	Destination City	Jul-Sept 21	<ul style="list-style-type: none"> <li>Progress the design process for a new food and beverage facility at Burns Beach and the coastal node development.</li> <li>Continue negotiations with the State Government to secure land tenure for a facility at Burns Beach.</li> <li>Progress the identification of an operator for a food and beverage business at the facility.</li> </ul>	At its meeting of July 2021, Council: <ul style="list-style-type: none"> <li>Noted the Community Consultation Outcomes Report on the Burns Beach Coastal Node Concept Plan.</li> <li>Approved the Burns Beach Café/Restaurant and Coastal Node Redevelopment Business Case as the basis for continuing to progress the project.</li> <li>Requested the Chief Executive Officer to initiate an Expression of Interest process to identify potential commercial operators for the proposed café/restaurant facility.</li> </ul>			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>	Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021.  The City requested a Crown Land lease from the State Government to facilitate the proposal.  Work commenced on the preparation of an expression of interest process to identify potential operators for the proposed facility.		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Establishment of Cafes, Kiosks and Restaurants – Neil Hawkins Park</b>  Progress the establishment of high quality, environmentally sustainable café and restaurant facilities on identified sites owned or managed by the City.	Destination City	Jul-Sept 21	<ul style="list-style-type: none"> <li>Continue to progress the development of a café/kiosk at Neil Hawkins Park.</li> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>	The City continued to consider opportunities for Neil Hawkins Park, including landscaping improvements.		
		Oct-Dec 21		Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021.		✓
		Jan-Mar 22		The City continued to consider opportunities for Neil Hawkins Park, including landscaping improvements.		
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Joondalup City Centre Development – Boas Place</b>  Facilitate the development and construction of an integrated mixed-use development on City owned land in the Joondalup City Centre.	Activity Centre development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Progress project to deliver an integrated mixed-use development on Lot 507 Boas Avenue and Lot 496 Davidson Terrace, Joondalup.</li> </ul>	The City continued to liaise with potential investors and developers.			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Identify development partners for the project and seek Council endorsement of relevant legal agreements as appropriate.</li> <li>Maintain liaison with State Government relating to the provision of State Government office accommodation within the Joondalup City Centre Development – Boas Place Development.</li> </ul>	Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021.  The City continued to liaise with potential investors and developers.		✓	
		Jan-Mar 22					
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Present reports to the Major Projects and Finance Committee on the progress and status of the project.</li> </ul>				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Edgewater Quarry Master Planning</b>  Develop a Master Plan for Edgewater Quarry to include land rationalisation and development options that optimise City and community benefits.	Activity Centre development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Progress investigations into contamination of the quarry site in response to the Notice issued by the Department of Water and Environmental Regulation.</li> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> </ul>	The City commenced a procurement process to identify a consultant for the required contaminated site investigations.		
		Oct-Dec 21		The City liaised with the Department of Water and Environmental Regulation to review the scope for the contamination investigation.		✓
		Jan-Mar 22		Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021.		
		Apr-Jun 22				
<b>Warwick Community Facilities</b>  Investigate options to optimise opportunities related to the City's freehold land in the Warwick Activity Centre.	Activity Centre development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake actions in line with Council direction.</li> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> </ul>	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		A report was submitted to the Major Projects and Finance Committee on 29 November 2021, at which the Major Projects and Finance Committee noted the project continued to be deferred until the City's Social Needs Analysis has been finalised.		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Heathridge Park Master Plan</b>  Investigate options to optimise City and community benefits in Heathridge Park and facilities, Heathridge.	Activity Centre development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake the concept design review process.</li> <li>Progress a business case and funding strategy.</li> <li>Commence detailed design.</li> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> </ul>	The City commenced preparation for a design review process.		
		Oct-Dec 21		Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021.		✓
		Jan-Mar 22		The City continued preparation for a design review process.		
		Apr-Jun 22				
<b>Woodvale Library and Community Hub</b>  Investigate options to optimise City and community benefits.	Activity Centre development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake actions in line with Council decisions.</li> <li>Present reports to the Major Projects and Finance Committee on the status and progress of the project.</li> </ul>	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		A report was submitted to the Major Projects and Finance Committee on 29 November 2021, at which the Major Projects and Finance Committee noted the project continued to be deferred until the City's Social Needs Analysis has been finalised.		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Land Optimisation Projects</b>  Optimise and rationalise land within the City and investigate land related opportunities within the region.	Activity Centre development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Investigate identified opportunities for optimisation and rationalisation.</li> <li>Progress actions necessary for the disposal and acquisition of properties as endorsed by Council.</li> </ul>	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		Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021, stating that investigations and related actions are being progressed.		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Works Operation Centre - Land Optimisation Projects</b>  Investigate tenure options for Works Operation Centre.	Activity Centre development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake Works Operation Centre tenure investigations.</li> </ul>	Initial planning has commenced into the process for tenure investigations.			
		Oct-Dec 21		Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021, stating that further studies are being undertaken.		✓	
		Jan-Mar 22		The process for tenure investigations continued into seeking alternative arrangements for the land the City leases from the Water Corporation.			
		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.



## Strategic projects and activities

Project status	
All annual milestones completed	
On track	
Slightly behind schedule	

Budget status	
On budget	✓
Over budget	▲
Under budget	▼

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Environment Plan 2014-2019</b>  Implement the Environment Plan to provide strategic direction in the delivery of environmental initiatives within the City and commence development of a new Environment Strategy.	Environmental resilience  Accessible environments  Community involvement  Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> <li>Implement actions from the 2014-2019 Environment Plan.</li> <li>Continue planning for a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy.</li> </ul>	<p>Ongoing actions were implemented from the Environment Plan 2014–2019 including development of an Environmental Education Program schedule for 2021/22.</p> <p>An annual review of the achievements against the Environment Plan in 2020/21 was conducted.</p> <p>A major review of the 2014–2019 Environment Plan commenced to inform the development of a new Environment Strategy.</p> <p>Environmental KPIs have been drafted to inform the development of a new Environment Strategy.</p>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Implement actions from the 2014-2019 Environment Plan.</li> <li>Finalise annual review of progress in 2020/21 against the Environment Plan and present the State of the Environment Report to Elected Members.</li> <li>Continue a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy.</li> </ul>	<p>Ongoing actions were implemented from the Environment Plan 2014–2019, including implementation of the Environmental Education Program with a bird survey workshop in Craigie Bushland and a Bike Tour around Lake Goollelal in October 2021.</p> <p>An annual review of progress made against the Environment Plan was completed for 2020/21.</p> <p>A State of the Environment report for 2020/21 was drafted and will be presented to Elected Members in quarter 3, including progress against the Environment Plan.</p> <p>A major review of the Environment Plan 2014–2019 and environmental KPIs continued to inform the development of a new Environment Strategy.</p>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement actions from the 2014-2019 Environment Plan.</li> <li>Continue a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Commence development of the new Environment Strategy.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p><b>Climate Change Strategy 2014-2019</b></p> <p>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.</p>	<p>Environmental resilience</p> <p>Accessible environments</p> <p>Community involvement</p> <p>Environmental leadership</p>	Jul-Sept 21	<ul style="list-style-type: none"> <li>• Implement actions from the Climate Change Strategy.</li> <li>• Continue development of a new Climate Change Plan.</li> </ul>	<p>Ongoing actions were implemented from the Climate Change Strategy 2014–2019 including:</p> <ul style="list-style-type: none"> <li>• Appointment of an external consultant, Azility, to provide environmental monitoring and reporting services.</li> <li>• Ongoing promotion of the Climate Clever Program to encourage schools and students to reduce their carbon footprint and save money on utility bills.</li> <li>• Winter tree planting including planting as part of the Leafy City Program.</li> </ul> <p>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.</p> <p>A Strategic Community Reference Group meeting was held on 23 August 2021 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.</p>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Implement actions from the Climate Change Strategy.</li> <li>Finalise annual review of progress in 2020/21 against the Climate Change Strategy and present the State of the Environment report to Elected Members.</li> <li>Continue development of a new draft Climate Change Plan.</li> </ul>	<p>Ongoing actions were implemented from the Climate Change Strategy 2014–2019 including development of a Coastal Hazard Risk Management Plan for the proposed redevelopment of Sorrento Surf Lifesaving Club at Sorrento Beach.</p> <p>The annual review of progress made in 2020/21 against the Climate Change Strategy was completed.</p> <p>A State of the Environment report for 2020/21 was drafted and will be presented to Elected Members in quarter 3, including progress against the Climate Change Strategy.</p> <p>Development of a new draft Climate Change Plan continued.</p>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement actions from the Climate Change Strategy.</li> <li>Continue development of a new Climate Change Plan.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Implement actions from the Climate Change Strategy.</li> <li>Present draft new Climate Change Plan to Council seeking endorsement for community consultation.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Coastal Adaptation Planning and Implementation Project</b>  Develop and implement coastal adaptation plans to address hazard and risk along the City's coastal zone 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"> <li>Implement the Coastal Infrastructure Adaptation Plan.</li> <li>Continue development of the draft CHRMAP.</li> </ul>	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 Coastal Hazard Risk Management Adaptation Plan continued including finalisation of a Cost Benefit Analysis for potential adaptation options.		
		Oct-Dec 21		Ongoing actions were implemented from the Coastal Infrastructure Adaptation Plan, including: <ul style="list-style-type: none"> <li>Implementation of the Sand Bypassing Program 2021/22 between Sorrento Beach and Hillarys Beach.</li> <li>Photographic surveys and survey profiles undertaken for the Coastal Monitoring Program 2021/22.</li> </ul> Development of a Coastal Hazard Risk Management Adaptation Plan continued for the City's coastline.		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement the Coastal Infrastructure Adaptation Plan.</li> <li>Undertake community consultation on the draft CHRMAP.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Implement the Coastal Infrastructure Adaptation Plan.</li> <li>Finalise the draft CHRMAP and present to Elected Members.</li> <li>Commence implementation of the CHRMAP.</li> </ul>			
<b>Craigie Bushland Fauna Management Plan</b>  Undertake research and liaise with relevant stakeholders to inform the development of a plan to guide the current and future sustainable management of the fauna population within Craigie Bushland.	Environmental resilience	Jul-Sept 21	<ul style="list-style-type: none"> <li>Continue research and liaison with relevant stakeholders to inform management of the fauna population within Craigie Bushland.</li> <li>Liaise with relevant stakeholders regarding conducting Quenda monitoring at Craigie Bushland and seek expert advice to inform fauna management.</li> </ul>	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.		
	Community involvement	Oct-Dec 21		<ul style="list-style-type: none"> <li>Liaise with relevant stakeholders regarding conducting Quenda monitoring at Craigie Bushland and seek expert advice to inform fauna management.</li> </ul>	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.	
	Environmental leadership	Jan-Mar 22	<ul style="list-style-type: none"> <li>Finalise the Craigie Bushland Fauna Management Plan.</li> </ul>			
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Pathogen Management Plan 2018-2028</b>  Implement actions to reduce the risk of introducing and spreading pathogens within the City.	Environmental resilience	Jul-Sept 21	<ul style="list-style-type: none"> <li>Implement actions from the Pathogen Management Plan.</li> <li>Undertake annual review of progress made in 2020/21.</li> </ul>	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.		
	Community involvement	Oct-Dec 21	<ul style="list-style-type: none"> <li>Implement actions from the Pathogen Management Plan.</li> <li>Present results of the annual review of the Pathogen Management Plan to Elected Members via the State of the Environment report.</li> </ul>	Actions were implemented from the Pathogen Management Plan, including implementation of a Pathogen Treatment Program in natural areas and parks.  A State of the Environment report for 2020/21 was drafted and will be presented to Elected Members in quarter 3, including progress against the Pathogen Management Plan.		✓
	Environmental leadership	Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement actions from the Pathogen Management Plan.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Implement actions from the Pathogen Management Plan.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Weed Management Plan</b>  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"> <li>Implement the Weed Management Plan.</li> <li>Undertake annual review of progress made in 2020/21 against the Weed Management Plan.</li> <li>Commence development of a new Weed Management Plan.</li> </ul>	<p>Ongoing actions from the Weed Management Plan were implemented including participation in the Local Government Herbicide Use and Integrated Weed Management Working Group.</p> <p>Weed control trials continued during the quarter. Results will be presented to Elected Members in quarter 2 of 2021/22.</p> <p>An annual review of progress against the Weed Management Plan made in 2020/21 was completed.</p>		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Implement the Weed Management Plan.</li> <li>Present results of the annual review of the Weed Management Plan made in 2020/21 to Elected Members via the State of the Environment report.</li> <li>Continue development of a new Weed Management Plan.</li> </ul>	<p>Ongoing actions from the Weed Management Plan were implemented, including participation in the Local Government Herbicide Use and Integrated Weed Management Working Group. Results of the weed control trials were presented to Council in December 2021.</p> <p>A State of the Environment report for 2020/21 was drafted and will be presented to Elected Members in quarter 3, including progress against the Weed Management Plan.</p> <p>Development of a new Weed Management Plan commenced.</p>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement the Weed Management Plan.</li> </ul>			



Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Continue development of a new Weed Management Plan.</li> </ul>			
<b>Natural Area Management Plans and Key Performance Indicators</b> <ul style="list-style-type: none"> <li>Review Management Plans for the City's Natural Areas that guide environmental management and operations within specified locations.</li> <li>Monitor and report on Natural Area Key Performance Indicators in natural areas with adopted management plans to ascertain whether current management practices are leading to positive outcomes.</li> </ul>	Environmental resilience  Community involvement  Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake 2020/21 annual review of implementation of all endorsed Natural Area Management Plans including reporting on the Natural Area KPIs.</li> <li>Undertake Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora and vegetation surveys.</li> <li>Continue to develop Iluka-Burns Beach Foreshore Management Plan.</li> </ul>	Annual reviews for 2020/21 of all endorsed Natural Area Management Plans were completed during the quarter, including reporting on the Natural Area KPIs.  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 5-yearly implementation plan for the Shepherds Bush Reserve Management Plan was updated.		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Report results of the 2020/21 review of Natural Area Management Plans and Natural Area KPIs to Elected Members via the State of the Environment report.</li> <li>Continue to undertake Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora and vegetation surveys.</li> <li>Continue the development of the Iluka-Burns Beach Foreshore Management Plan.</li> </ul>	<p>A State of the Environment report for 2020/21 was drafted and will be presented to Elected Members in quarter 3, including progress against Natural Area Management Plans.</p> <p>The on-ground flora surveys and vegetation condition assessments in Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve were completed.</p> <p>Development continued on the Iluka-Burns Beach Foreshore Reserve Management Plan.</p>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Continue to undertake Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora and vegetation surveys.</li> <li>Continue the development of the Iluka-Burns Beach Foreshore Management Plan.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Continue the development of the Iluka-Burns Beach Foreshore Management Plan.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p><b>Bushfire Risk Management Plan</b></p> <p>Implement a Bushland Fire Management Plan to provide an ongoing strategic approach to the management of natural areas in order to reduce the incidence of fire.</p>	<p>Environmental resilience</p> <p>Accessible environments</p> <p>Community involvement</p> <p>Environmental leadership</p>	Jul-Sept 21	<ul style="list-style-type: none"> <li>Implement actions from the Bushfire Risk Management Plan.</li> </ul>	<p>Implementation of actions from the Bushfire Risk Management Plan included:</p> <ul style="list-style-type: none"> <li>Ongoing stakeholder liaison and positive collaboration on bushfire risk management with the Department of Fire and Emergency Services (DFES).</li> <li>Updates to the DFES Bushfire Risk Management System (BRMS) treatment schedule.</li> <li>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.</li> <li>Ongoing firebreak improvement works.</li> <li>Ongoing scheduling of bushfire mitigation works within City owned and managed land.</li> <li>Continued delivery of bushfire risk management updates on behalf of the City to the COJ/COW Local Emergency Management Committee.</li> </ul>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Conduct annual review of achievements from the Bushfire Risk Management Plan and provide an update to Elected Members.</li> <li>Implement actions from the Bushfire Risk Management Plan.</li> </ul>	<p>Implementation of actions from the Bushfire Risk Management Plan included:</p> <ul style="list-style-type: none"> <li>Ongoing stakeholder liaison and positive collaboration on bushfire risk management with the Department of Fire and Emergency Services.</li> <li>Continued delivery of bushfire risk management updates on behalf of the City to the City of Joondalup/ City of Wanneroo Local Emergency Management Committee.</li> <li>Appointment of a contractor to undertake the 2021/22 Department of Fire and Emergency Services Mitigation Activity Fund Grants Program Round 1 Funding — commenced on-ground works on 1 November 2021 within Warwick Open Space Bushland.</li> </ul> <p>The annual review of achievements from the Bushfire Risk Management Plan was presented to Elected Members on 10 December 2021 as the Bushfire Management Implementation Actions Report.</p>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement actions from the Bushfire Risk Management Plan.</li> </ul>			
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Yellagonga Integrated Catchment Management Plan 2015-2019</b>  Implement the Yellagonga Integrated Catchment Management Plan (YICM) in partnership with the City of Wanneroo and the Department of Biodiversity, Conservation and Attractions (DBCA) and commence development of a new YICM Plan 2021-2026.	Environmental resilience  Accessible environments  Community involvement  Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> <li>Implement YICM Plan projects in accordance with the implementation schedule.</li> <li>Undertake annual review of the YICM Plan against 2020/21 projects in partnership with the COW and DBCA.</li> <li>Present draft YICM Plan 2020-2025 to Council seeking endorsement following community consultation.</li> </ul>	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"> <li>Implement projects from the YICM Plan.</li> <li>Report results of the annual review of 2020/21 projects to Elected Members via the State of the Environment report.</li> </ul>	Projects from the YICM Plan were implemented in accordance with the Implementation Schedule, including: <ul style="list-style-type: none"> <li>Ongoing water quality monitoring in Yellagonga Regional Park conducted by Edith Cowan University.</li> <li>Feral animal control in Yellagonga Regional Park.</li> <li>Weed control of the Bleeding Heart Poplar species.</li> </ul> A State of the Environment report for 2020/21 was drafted and will be presented to Elected Members in quarter 3, including progress against the YICM Plan.		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement YICM Plan projects in accordance with the Implementation Schedule.</li> </ul>			
		Apr-Jun 22				
<b>Ocean Reef Park Upgrade, Ocean Reef</b>  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"> <li>Undertake landscape design.</li> </ul>			
	Community involvement  Environmental leadership	Apr-Jun 22				
<b>City Water Plan 2016-2021</b>  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  Community involvement  Environmental leadership	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake an annual review of progress for 2020/21 in implementing projects from the City Water Plan.</li> <li>Implement actions from the City Water Plan.</li> </ul>	A major review of the City Water Plan from 2016 to 2021 was conducted during the quarter, including progress in 2020/21.  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.		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Present the results of the annual review of progress against the City Water Plan to Elected Members via the State of the Environment report.</li> <li>Implement actions from the City Water Plan.</li> </ul>	<p>A major review of the City Water Plan from 2016 to 2021 was completed during the quarter.</p> <p>A State of the Environment report for 2020/21 was drafted and will be presented to Elected Members in quarter 3, including progress against the City Water Plan.</p> <p>Actions from the City Water Plan were implemented, including ongoing monitoring of scheme water and groundwater performance.</p> <p>An application was submitted to the Water Corporation for Waterwise Council re-endorsement, including the development of a Waterwise Council Action Plan.</p> <p>The City was awarded a Water Sensitive City Index Award by the Cooperative Research Centre for Water Sensitive Cities.</p>		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement actions from the City Water Plan.</li> <li>Commence development of a new draft City Water Plan.</li> </ul>			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Implement actions from the City Water Plan.</li> <li>Continue development of a new draft City Water Plan.</li> </ul>			
<b>Waste Management Plan 2016-2021</b> <ul style="list-style-type: none"> <li>Implement the City's Waste Management Plan to provide guidance on City Waste operations.</li> <li>Commence review of the City's current Waste Management Plan in preparation for the development of a new plan.</li> </ul>	Environmental resilience	Jul-Sept 21	<ul style="list-style-type: none"> <li>Implement actions contained within the Waste Management Plan.</li> </ul>	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.		
	Community involvement	Oct-Dec 21	<ul style="list-style-type: none"> <li>Implement actions contained within the Waste Management Plan.</li> <li>Conduct an annual review of progress against the Waste Management Plan and present an update to Elected Members.</li> </ul>	<p>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 Management Plan in line with the WA State Waste Strategy 2030.</p> <p>The annual review was completed, and an update was presented to Elected Members in quarter 2.</p> <p>Bin Audits have been conducted to inform behaviour change and waste disposal trends.</p>		✓
	Environmental leadership	Jan-Mar 22	<ul style="list-style-type: none"> <li>Implement actions contained within the Waste Management Plan.</li> </ul>			



Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Apr-Jun 22	<ul style="list-style-type: none"> <li>• Implement actions contained within the Waste Management Plan.</li> <li>• Commence review of the City's current Waste Management Plan 2016-2021 in preparation for the development of a new plan.</li> </ul>			

# Community Wellbeing

## 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.

## Strategic projects and activities

Project status		Budget status	
All annual milestones completed		On budget	✓
On track		Over budget	▲
Slightly behind schedule		Under budget	▼

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Active Reserve and Community Facility Review</b>  Undertake a review of the current Active Reserve and Community Facilities to inform priorities for refurbishment and redevelopment.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> <li>Present report on the findings of the 2020/21 review to Council.</li> </ul>	The report of findings was presented to Council at its August 2021 meeting.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Commence concept plans.</li> </ul>	Planning for the project commenced.		
<b>Facility Refurbishment – Percy Doyle Football Teeball Park Clubroom</b>  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	Jan-Mar 22			Stakeholder consultation was undertaken, and a design brief was developed.	
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Conduct community consultation.</li> </ul>			

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Sorrento Surf Life Saving Club Redevelopment</b>  Investigate options for the refurbishment/ redevelopment of the Sorrento Life Saving Club facility.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> <li>Appoint consultant for relevant studies, including coastal mapping, traffic/ parking, retail needs assessment, social return of investment and architectural services.</li> </ul>	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"> <li>Review recommendations from consultants' reports.</li> <li>Develop concept plans and cost estimates.</li> </ul>	Elected Members were provided with information on this project as part of a report submitted to the Major Projects and Finance Committee on 29 November 2021.  All consultancy work was completed, and preliminary concept designs and indicative costings undertaken as part of the draft business case to be provided in quarter 3.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Draft business case on the options for refurbishment/ redevelopment.</li> <li>Present business case to Elected Members.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Present report to Council seeking endorsement of the refurbishment/ redevelopment options.</li> </ul>			

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Chichester Park Clubroom Facility Redevelopment</b>  Undertake redevelopment of a community sporting facility and other infrastructure for construction.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> <li>Advertise tender for construction.</li> </ul>	The construction tender for the project closed and submissions were assessed.			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Award tender.</li> </ul>	Council considered the construction tender submissions for the project and a builder was appointed at the Council meeting of 16 November 2021.		✓	
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>				
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Continue construction.</li> </ul>				
<b>Emerald Park Clubrooms Facility Refurbishment</b>  Undertake refurbishment works at Emerald Park Clubroom Facility.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> <li>Finalise tender evaluation and appoint builder.</li> </ul>	The tender evaluation process was finalised. A contractor was appointed, and construction commenced.			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Commence construction.</li> </ul>	Construction continued during the quarter.		✓	
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Continue construction.</li> </ul>				
		Apr-Jun 22					
<b>Warwick Sports Centre Club Refurbishment Works</b>  <ul style="list-style-type: none"> <li>Finalise refurbishment works at Warwick Bowling Club.</li> <li>Undertake refurbishment works at Greenwood Tennis Clubrooms.</li> </ul>	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> <li>Finalise construction at Warwick Bowling Club.</li> <li>Undertake construction at Greenwood Tennis Clubrooms.</li> </ul>	Construction continued at Warwick Bowling Club.  Detailed design continued for Greenwood Tennis Clubrooms.			
		Oct-Dec 21		Construction at Warwick Bowling Club was completed during the quarter. Western Power will finalise power upgrade works to the site in quarter 3 of 2021/22.  Detailed design continued for Greenwood Tennis Clubrooms.		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Sorrento Football Club – Changeroom Extension</b>  Undertake detailed design and procurement for Sorrento Football Club changeroom extension.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake detailed design.</li> <li>Commence procurement.</li> </ul>	Detailed design commenced.		
		Oct-Dec 21		Detailed design continued.		✓
		Jan-Mar 22				
		Apr-Jun 22				
<b>Duffy House Activation Works and Commercial Expression of Interest</b>  <ul style="list-style-type: none"> <li>Progress community engagement process on potential activation options.</li> <li>Explore additional funding options for agreed activation works.</li> </ul>	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> <li>Undertake community consultation process on potential activation options.</li> </ul>	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		Analysis of consultation results was undertaken during the quarter to inform the development of a final Site Concept Plan.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Present outcomes of consultation to Elected Members.</li> <li>Implement actions in line with Council direction.</li> </ul>			
		Apr-Jun 22				
<b>Joondalup Administration Building – Major Refurbishment Works</b>  Progress design and phasing of major refurbishment works at the Joondalup Administration Centre Building.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> <li>Consider options for refurbishment.</li> </ul>	Project scoping commenced.		
	Community spirit	Oct-Dec 21		Project scoping continued during the quarter.		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Craigie Leisure Centre Refurbishment</b>  Refurbish existing facility, including extension of the gymnasium and group fitness areas.	Quality facilities	Jul-Sept 21	<ul style="list-style-type: none"> <li>Award tender.</li> <li>Commence construction.</li> </ul>	The construction contract for the project was awarded and construction commenced. SOD Turn and media conducted.			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Continue construction.</li> </ul>	Construction on the project continued.		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Cultural Plan 2020-2025</b>  Provide strategic direction for the City's arts and cultural program to meet the aspirations of the community and Joondalup 2022.	Cultural development	Jul-Sept 21	<ul style="list-style-type: none"> <li>Implement the goals of the Cultural Plan.</li> </ul>	An implementation plan listing a series of actions from the Cultural Plan was developed.			
	Community spirit	Oct-Dec 21		Business cases were prepared as per the implementation plan for the following: <ul style="list-style-type: none"> <li>Audit of cultural spaces facilities.</li> <li>Establishment of a gallery space at Hillarys Boat Harbour.</li> <li>Development of a Public Art Masterplan and Strategy.</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Cultural Events Program</b>  Deliver a program of community cultural events that build community spirit and cultural identity, and provide opportunities for community participation, including: <ul style="list-style-type: none"> <li>• Sunday Serenades</li> <li>• Little Feet Festival</li> <li>• Music in the Park</li> <li>• Valentine's Concert</li> <li>• Joondalup Festival.</li> </ul>	Cultural development  Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>• Deliver events in accordance with the City's program.</li> </ul>	Events and activities undertaken included: <ul style="list-style-type: none"> <li>• Sunday Serenades Concert in September, held at St Stephen's School. The NAIDOC concert was rescheduled for delivery in October 2021.</li> <li>• Commencement of project planning for the Valentine's Concert with the artist approved for 2022.</li> <li>• Commencement of planning for a revised Joondalup Festival format.</li> </ul>			
		Oct-Dec 21		<ul style="list-style-type: none"> <li>• The Little Feet Festival was delivered on 24 October, with an estimated 7,500 people attending.</li> <li>• Ticket sales for the Valentine's Concert were launched with 5,056 sold and \$170,000 income generated.</li> <li>• The Sunday Serenades concerts were delivered in October, November and December 2021.</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					



Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Public Art Projects</b>  Commission new public art projects at City locations that contribute to a sense of place, local identity and make art accessible for the community.	Cultural development  Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>Commission art projects as required.</li> </ul>	The Craigie Leisure Centre refurbishment project commenced along with a commissioned public artwork by Eveline Kotai.		
		Oct-Dec 21		Discussions have commenced regarding inclusion of public art at the proposed Burns Beach Café.		✓
		Jan-Mar 22				
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Visual Arts Program</b>  Deliver an annual program that provides community access to contemporary quality artworks, supports local arts development and promotes Joondalup as a vibrant cultural destination, including: <ul style="list-style-type: none"> <li>• Community Art Exhibition</li> <li>• NAIDOC Art Exhibition</li> <li>• City of Joondalup Invitation Art Prize</li> <li>• Mural Arts Program</li> <li>• Inside Out Billboard Project</li> <li>• Public Art Maintenance</li> <li>• Art Collection Management</li> <li>• National or International Artist Residency</li> <li>• Arts in-focus</li> <li>• Arts Development Scheme.</li> </ul>	Cultural development  Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>• Deliver activities in line with the City's program.</li> </ul>	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"> <li>• NAIDOC Week exhibition.</li> <li>• Ongoing public art maintenance of Interlace.</li> <li>• The commissioning of Christopher Pease to create a new artwork for the City's art collection.</li> </ul>		
		Oct-Dec 21		The Invitation Art Prize exhibition was held at Westfield Whitford City Shopping Centre and received an estimated 6,735 visitors over the 3-week period from 10 October to 24 October 2021.		✓
		Jan-Mar 22		Acquisitions to the City's Art Collection included: <ul style="list-style-type: none"> <li>• Backyard Adventure Club by Bruce Slatter and Nicole Slatter.</li> <li>• Mooro Boodjar, 29th December 1696 by CKelsey Ashe.</li> </ul>		
		Apr-Jun 22				
<b>Access and Inclusion Plan</b>  <ul style="list-style-type: none"> <li>• Finalise development of a new Access and Inclusion Plan 2021-2024.</li> <li>• Implement Access and Inclusion Plan to guide City operations and</li> </ul>	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>• Implement Access and Inclusion Plan 2018-2021.</li> <li>• Submit report on progress of City's Access and Inclusion Plan for 2020/21 to the Department of Communities, Disability Services.</li> </ul>	Implementation of 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		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
services and to ensure they are inclusive of all members of the community, including people with disabilities and their families and carers.				be presented to Council for endorsement in quarter 2 of 2021/22.			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Implement Access and Inclusion Plan 2018-2021.</li> <li>Finalise development of new Access and Inclusion Plan 2021-2024.</li> <li>Present report to Council seeking endorsement of Access and Inclusion Plan 2021-2024.</li> </ul>	<p>6 Inclusive Storytime sessions were hosted in line with the International Day of People with Disability, with Auslan interpreting provided for each session, from 29 November to 3 December 2021.</p> <p>The new Access and Inclusion Plan was approved by Council on 16 November 2021.</p> <p>The City supported the Mullaloo Surf Life Saving Club in delivering a Beach Access Open Day on 28 November 2021.</p> <p>The City assisted facilitation of the Disability Interagency Networking Opportunities group, which was attended by several key disability service providers on 24 November 2021.</p> <p>The City assisted facilitation of the Northern Suburbs Multicultural Group, which was attended by several key Multicultural Service Providers on 24 November 2021.</p>		✓	
		Jan-Mar 22					
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Implement Access and Inclusion Plan 2021-2024.</li> </ul>				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Community Funding Program</b>  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"> <li>Present revised Community Funding Policy to Policy Committee/Council seeking endorsement.</li> </ul>	The revised Community Funding Program Policy was approved by Council at its August 2021 meeting.		
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Develop criteria for Community Funding Program Guidelines.</li> </ul>	Guidelines for the revised Community Funding Program were developed and approved.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> <li>Launch the revised Community Funding Program.</li> <li>Advertise the funding round.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Assess funding applications and award grant funding.</li> </ul>			

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Community Programs and Initiatives</b>  Deliver an annual program of community-based initiatives to encourage social interaction within local neighbourhoods, such as: <ul style="list-style-type: none"> <li>• Communities in-focus workshops</li> <li>• Grow it Local</li> <li>• Nature Passport</li> <li>• International Volunteer Day</li> <li>• Meet Your Neighbour Program.</li> </ul>	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>• Deliver program and events in accordance with the City's program.</li> </ul>	The following programs and initiatives were delivered: <ul style="list-style-type: none"> <li>• Communities in-focus workshop on Recruiting and Retaining Volunteers which was held in August.</li> <li>• The Grow It Local online platform promoted, and seeds dispersed to active members.</li> </ul>			
		Oct-Dec 21		Grow it Local was promoted and seeds were distributed to members.  International Volunteer Day was observed by promoting volunteerism in the community on social media and supporting volunteers to attend a community event.  Planning for the Meet-Your-Neighbour summer promotion campaign commenced.		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Joondalup Libraries Strategy</b>  Determine the future direction of the City's library service.	Community spirit  Quality facilities	Jan-Mar 22	<ul style="list-style-type: none"> <li>• Commence development of the Library Strategy.</li> </ul>				
		Apr-Jun 22					

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p><b>Lifelong Learning and Culture</b></p> <p>Deliver a program of library events and activities such as:</p> <ul style="list-style-type: none"> <li>• Children's Book Week</li> <li>• Youth Holiday Program</li> <li>• Library and Information Week</li> <li>• Adult and Senior Activities and Programs.</li> </ul>	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>• Deliver events and activities in accordance with the City's program.</li> </ul>	<p>Highlights in the quarter included:</p> <ul style="list-style-type: none"> <li>• Children's Book Week</li> <li>• July School Holiday program.</li> <li>• Discovery Sessions.</li> <li>• Meet the Author and Australia Reads.</li> <li>• Book Clubs.</li> <li>• Local History events.</li> <li>• Better Beginnings, including Baby Rhyme Time and Toddler Time.</li> <li>• Technology Sessions including Keystrokes and Digital Drop-in.</li> <li>• Story Time.</li> <li>• Clubs and Groups including CoderDojo and Knitting.</li> </ul> <p>561 events were delivered with 11,838 attendees.</p>		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
		Oct-Dec 21		<p>Highlights in the quarter included:</p> <ul style="list-style-type: none"> <li>• October and Christmas School Holiday programs</li> <li>• Early Literacy programs — Story Time, Baby Rhyme Time, Toddler Time</li> <li>• Meet the Author series</li> <li>• Digital training and information sessions</li> <li>• Clubs and Groups, including Mah-jong and Chess</li> <li>• Book Clubs</li> <li>• Stories in the Park</li> <li>• Discovery Sessions</li> <li>• Parenting workshops</li> <li>• Outreach to school expos</li> <li>• Better Beginnings Literacy talks</li> <li>• Little Feet Festival — library activation.</li> </ul> <p>542 events were delivered with 10,624 attendees.</p>		✓	
		Jan-Mar 22					
		Apr-Jun 22					

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
<b>Youth Events and Activities</b>  Deliver a diverse range of youth events and activities for learning, engagement, and entertainment for people aged 11-25, including events and programs such as: <ul style="list-style-type: none"> <li>• Youth Holiday Program</li> <li>• Summer Sessions</li> <li>• Youth Leadership Forum</li> <li>• BMX, Skate and Scooter events</li> <li>• Defeat the Beat</li> <li>• City of Joondalup Youth Awards</li> <li>• WA Youth Week</li> <li>• National Youth Week.</li> </ul>	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>• Deliver events and activities in accordance with the City's program.</li> </ul>	Youth events and activities undertaken included: <ul style="list-style-type: none"> <li>• Road Trip for skate and BMX users.</li> <li>• Youth Holiday Program.</li> <li>• Youth Leadership Forum held in conjunction with the August daytime Council Meeting.</li> </ul>			
		Oct-Dec 21		Youth events and activities undertaken include: <ul style="list-style-type: none"> <li>• Youth Holiday Program was delivered in September/October 2021</li> <li>• Eat This! term program was delivered at Anchors Youth Centre.</li> </ul>		✓	
		Jan-Mar 22					
		Apr-Jun 22					
<b>Percy Doyle Outdoor Youth Facilities and Skate Park</b>  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"> <li>• Commence community consultation on the design options.</li> <li>• Draft a business case based on the community feedback received on the design options.</li> <li>• Present business case to Council seeking approval.</li> </ul>	Community consultation was undertaken on design options for outdoor youth facilities.			
		Oct-Dec 21		A business case has been drafted based on community feedback.		✓	
		Jan-Mar 22					
		Apr-Jun 22					



Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<b>Urban Bike Trails</b>  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"> <li>Advertise Request for Quotation Plan and appoint consultant.</li> </ul>			
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Draft Community Consultation Plan for development of design options.</li> <li>Commence community consultation.</li> </ul>			
<b>Age-Friendly Plan</b>  Finalise an Age-Friendly Plan to deliver an annual program of seniors-based projects and initiatives aimed at building capacity of senior residents while	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>Present update to Elected Members on progress of the Age Friendly Joondalup Plan.</li> <li>Implement Age Friendly Joondalup Plan.</li> </ul>	Implementation activities included: <ul style="list-style-type: none"> <li>Joint meeting for Seniors' groups.</li> <li>Promotion of Age-Friendly parks with facilities.</li> <li>An update on the progress of the Age-Friendly Plan was developed for presentation to Elected Members in the next quarter.</li> </ul>		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
fostering an age friendly community.		Oct-Dec 21	<ul style="list-style-type: none"> <li>Implement Age Friendly Joondalup Plan.</li> </ul>	<p>Implementation activities included:</p> <ul style="list-style-type: none"> <li>Seniors Gathering held on 6 October 2021, with 55 attendees from 25 Seniors' clubs and groups. 70% of survey respondents indicated they would implement changes as a result of attending, and 90% engaged with different groups.</li> <li>Carers Week (10–17 October 2021) observed with a social media promotion of the Carers WA #ShareYouCare campaign, featuring a picture of the City's CEO participating in the campaign on behalf of the City.</li> <li>55+ Digital Come and Try Sessions were delivered on 9, 10 and 12 November 2021, with over 100 one-on-one engagements provided to senior residents.</li> <li>Hosted the North Providers Meeting on 23 November 2021, with over 20 aged care providers and social workers at the Warwick Hockey Stadium.</li> </ul> <p>An update on the Age-Friendly Plan was presented to Elected Members on 29 October 2021.</p>		✓
		Jan-Mar 22				
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Implement Age Friendly Joondalup Plan.</li> </ul>			

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
			<ul style="list-style-type: none"> <li>Commence review of the Age Friendly Joondalup Plan.</li> </ul>				
<b>Regional Homelessness Plan</b>  Implement the Regional Homelessness Plan in partnership with the City of Wanneroo.	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>Implement Regional Homelessness Plan.</li> <li>Present an update to Elected Members on progress against the Regional Homelessness Plan.</li> </ul>	Implementation actions included: <ul style="list-style-type: none"> <li>Supporting new homelessness service providers in Joondalup City Centre.</li> <li>An update on the progress of the Regional Homelessness Plan was developed for presentation to Elected Members in the next quarter.</li> </ul>			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Implement Regional Homelessness Plan.</li> </ul>	Implementation actions included: <ul style="list-style-type: none"> <li>An online campaign promoting national Anti-Poverty Week, highlighting local support services with a 5,667 reach and 231 engagements.</li> <li>Development of a pocket-sized, foldout information brochure on homelessness.</li> <li>An update on the progress of the Regional Homelessness Plan was presented to Elected Members on 29 October 2021.</li> </ul> <p>A meeting was held with the City of Wanneroo to review the Regional Homelessness Plan and discuss the future beyond the current plan, which runs to 2021/22.</p>		✓	
		Jan-Mar 22					
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Implement Regional Homelessness Plan.</li> </ul>				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status	
			<ul style="list-style-type: none"> <li>Commence review of the Regional Homelessness Plan.</li> </ul>				
<b>Social Needs Analysis</b>  Investigate the changing demographics and current and future social needs of the community to ensure the City can meet the needs of the Joondalup community.	Community spirit	Oct-Dec 21	<ul style="list-style-type: none"> <li>Finalise the Social Needs Analysis.</li> </ul>	The City continued to work with the consultants to finalise the report of the Social Needs Analysis.  It is anticipated the document will be finalised in quarter 3.		✓	
<b>Reconciliation Action Plan (RAP)</b>  Develop a Reflect Level Reconciliation Action Plan as a framework to support the national reconciliation movement.	Community spirit	Jul-Sept 21	<ul style="list-style-type: none"> <li>Celebrate NAIDOC Week.</li> </ul>	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 Prendiville Catholic College, the NAIDOC concert was rescheduled to 10 October 2021.			
		Oct-Dec 21	<ul style="list-style-type: none"> <li>Undertake community consultation to inform the development of a draft RAP.</li> </ul>	The RAP Community Reference Group was re-established by Council at a Special Council Meeting held on 1 November 2021.  Consultation to inform the draft RAP is expected to occur in quarter 3.		✓	
		Jan-Mar 22					
		Apr-Jun 22	<ul style="list-style-type: none"> <li>Finalise draft RAP.</li> </ul>				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
			<ul style="list-style-type: none"> <li>• Present the draft RAP to Reconciliation Australia seeking endorsement.</li> <li>• Present draft RAP to Council seeking endorsement.</li> </ul>			