

Corporate Business Plan

2021/22 Progress Report



JANUARY TO MARCH 2022

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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

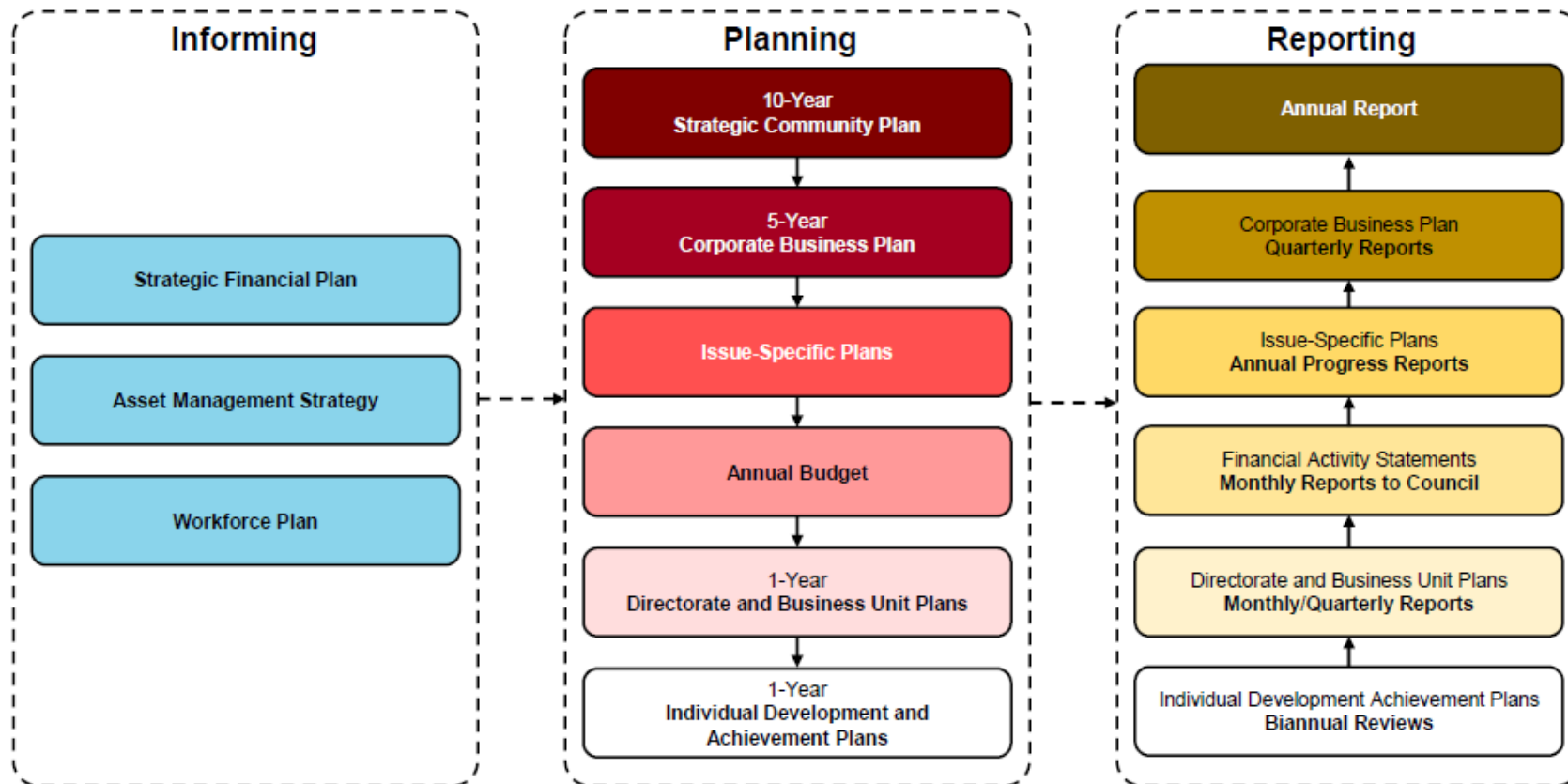
The Natural Environment
 Environmental resilience
 Community involvement
 Accessible environments
 Environmental leadership

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"> • Audit and Risk • Human Resources • Governance Support • Record Keeping and Freedom of Information • Customer Service • Information Technology • Organisational Development • Policy and Planning 	Financial diversity	<ul style="list-style-type: none"> • Financial Accounting • Management Accounting • Purchasing and Contracts • Funds Management • Rates Levying • Grants Management • Strategic Infrastructure • Asset Management including Capital Works Programming • Building Design and Construction Works • Property Management • Building Maintenance • Fleet Management and Mechanical Workshop 	Quality open spaces	<ul style="list-style-type: none"> • Landscape Design and Capital Works Programs • Engineering Maintenance Programs • Parks Maintenance Programs • Electrical and Lighting Engineering • Transport and Road Engineering • Civil Design and Construction • Technical and Consultancy Advice • Building Approvals • Building and Planning Compliance • Environmental Health • Planning Approvals • Urban Design and Planning Policy • Parking Management
Active democracy		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"> Major Project Delivery including: <ul style="list-style-type: none"> Ocean Reef Marina City Centre Development, Boas Place Cafes, Kiosks and Restaurants Management of the City's Land Portfolio <ul style="list-style-type: none"> Land Optimisation Economic Development including: <ul style="list-style-type: none"> Economic Development Strategy Delivery Local Business Support Destination Positioning Advocacy and Investment Attraction 	Environmental resilience Community involvement Accessible environments Environmental leadership	<ul style="list-style-type: none"> Environmental Planning and Development Conservation and Natural Area Management Waste Management Litter Collection 	Quality facilities Cultural development Community spirit Community safety	<ul style="list-style-type: none"> Library Lending Library Services, Events and Programs Community Development Programs and Initiatives Youth Services Immunisation Programs Cultural Events, Visual Arts and Arts Development Leisure Centres Recreation Services Leisure Planning City Rangers Community Safety Emergency Management

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

Australia Day

The City's Australia Day ceremony, held at Joondalup Resort for the first time, was one of the largest in the Perth region. More than 40 countries of origin were represented, with more than 300 people in the community becoming Australian citizens. Both the Aboriginal and Australian flags were displayed, and a Welcome to Country and smoking ceremony were given by Noongar Yamatji woman, Sharron Wood-Kennedy.

Local Laws Review

The City completed the 8-year review of the City's local laws, with the next review to take place in 2029/30. The Council adopted the *City of Joondalup Fencing Amendment Local Law 2021* at its February 2022 Ordinary Council Meeting. The *City of Joondalup Amendment Local Law 2021* was also approved for advertising by Council at its February 2022 meeting, for the purposes of public advertising. The Council adopted the *City of Joondalup Health Amendment Local Law 2021* at its March 2022 Ordinary Council Meeting.

Special Meeting of Electors

On 10 March 2022, the City held a Special Meeting of Electors for the purpose of discussing the requests raised in the petition of electors regarding advocacy for a 'COVID-19 Vaccination Pro-Choice Statement'. 106 members of the public and one member of the press were in attendance.

Annual General Meeting of Electors

The Annual General Meeting of Electors was held on Tuesday 8 February 2022 with the primary purpose of discussing the contents of the Annual Report. 101 members of the public and one member of the press were in attendance. A video presentation was given outlining the events, activities and achievements of the City for the 2020/21 financial year.

Financial Sustainability

Capital Works Program

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

Parks Development Program:

- Newcombe Park, Padbury, amenity improvement
- Illawong Park, Kingsley, irrigation renewals
- Charonia Park, Mullaloo, irrigation network

Foreshore and Natural Areas Management Program:

- Warwick Open Space, Warwick, bushland path renewals

Parks Equipment Program:

- Huntingdale Park, Greenwood, play space renewal
- Kingsley Park, Kingsley, play space renewal
- Timberlane Park, Woodvale, soccer field leveling

Path Replacement Program:

- Coastal Path - West View Boulevard to Marina, Mullaloo

Black Spot Program:

- Marmion Avenue and Cambria Street, Kallaroo

Parking Facilities Program:

- Burns Beach Road Trail, Burns Beach, car park access
- Mullaloo Drive, Mullaloo, cul-de-sac parking improvements

Stormwater Drainage Program:

- Ballantine Road, Warwick, drainage upgrade

Road Preservation and Resurfacing:

- Gibson Avenue, Padbury — Warburton Avenue to Rudall Way
- Blue Mountain Drive/Yellowstone Way intersection, Joondalup
- Candlewood Boulevard/Brienz Drive roundabout, Joondalup
- Davidson Terrace, Joondalup — Reid Promenade to Boas Avenue
- Blackfriars Road, Joondalup — Lakeside Drive to St Pauls Crescent
- Shenton Avenue (west-bound), Joondalup – Grand Boulevard to McLarty Avenue
- Shenton Avenue (west-bound), Joondalup — McLarty Avenue to Joondalup Drive
- Coolibah Drive/Orkney Road roundabout, Greenwood
- Burns Beach Road/Delgado Parade roundabout, Burns Beach
- Joondalup Drive (south-bound), Joondalup — Dan Murphy’s entrance
- Calectasia Street, Greenwood — Marlock Drive to Leschenaultia Street
- Joondalup Drive (south-bound), Joondalup — Petrol Station to Cord Street
- Calectasia Street, Greenwood — Coolibah Drive to Leschenaultia Street
- Albacore Drive, Sorrento — Seacrest Drive to Harman Road
- Reef Court, Sorrento

Quality Urban Environment

Burns Beach–Mindarie shared coastal path

After more than a decade in the making, the final 650 metre section of the Burns Beach–Mindarie shared coastal path is almost complete, linking the cities of Joondalup and Wanneroo from Burns Beach in the south and Catalina in the north. The City completed its sections in 2019/20. The path route was designed to ensure the region's biodiversity would be protected and Indigenous experts were consulted before construction began. It is hoped the path link will increase visitor numbers to the northern coastal corridor.

Oscar, the iconic marri tree

Due to a 3 metre crack found at the base of one of the district's oldest trees, known as Oscar, the iconic marri tree in Woodvale had to be removed for safety concerns. The City is repurposing the tree using some of the wood as an adventure play area at the nearby North Woodvale Primary School.

Economic Prosperity, Vibrancy and Growth

Australian Made Campaign Supporter

The City is the first WA local government to partner with the Australian Made Campaign as a Campaign Supporter. The partnership encourages businesses based in the region to consider their Australian-made goods and services and register to become a licensee with Australian Made. This is an opportunity for local businesses to align themselves with a nationally recognised and respected brand, which is beneficial, especially as the pandemic and economic restrictions have increased the demand for Australian-made products.

Inaugural 2022 Festival of Motoring

The City agreed to sponsor the inaugural 2022 Festival of Motoring, planned for October 2022, which will feature a range of car types racing through the streets, motoring displays and competitions, food trucks, market stalls and live music. The festival was inspired by the Joondalup City Speed Classic held in the late 1990s to promote the City as the “heart of the north”. The previous event attracted more than 4,000 spectators, including car enthusiasts from around Australia.

The Natural Environment

City re-endorsed as a Gold Waterwise Council

The City was re-endorsed as a Gold Waterwise Council for the 2020/21 reporting year by the Water Corporation and Department of Water and Environmental Regulation. Gold Waterwise Council status indicates that the City is demonstrating significant contribution towards development of waterwise communities and best practice water management. The City has also applied for Platinum Waterwise Council of the Year, which will be announced in May 2022.

State of the Environment Report 2020/21

The City's State of the Environment Report for 2020/21 has been finalised. This is the third State of the Environment Report and follows on from the reports that were developed in 2018/19 and 2019/20. The State of the Environment Report describes the key initiatives undertaken in 2020/21 to protect and enhance the City's natural environment and provides a snapshot of the progress made in implementing key actions and initiatives from within the City's current Environment Plan 2014–2019, as well as the informing plans. Detailed annual reviews against the implementation of each of the City's 19 environmental plans have been completed to inform the State of the Environment Report. The report provides progress made in 2020/21 under the themes of biodiversity, water, climate change, waste and community involvement.

Community Wellbeing

Music in the Park

The first Music in the Park Concert was delivered on Saturday 15 January at Santiago Park in Ocean Reef. The concert took place one week after the State Government proof of vaccination requirement was announced. Prior to the concert, 4,163 tickets were issued to the event with 3,000 attending on the night and vaccination proof checks implemented smoothly.

Valentine's Concert

Perth Symphony Orchestra and the Western Australian Academy of Performing Arts Gospel Choir brought the music of George Michael to life at the City's 2022 Valentine's Concert. Held outdoors at the picture-perfect Joondalup Resort on Thursday 10 February, a near-capacity crowd of over 6,000 were on hand to celebrate the music of the man who brought soul to the pop world.

Inside-Out Billboard Artwork Commission by Joanna Webber

A new artwork by local visual artist Joanna Webber has been installed on the façade of the Joondalup Library. The artist was selected for the commission from the exhibiting artists in the 2021 Community Art Exhibition held in June 2021. Ms Webber is the fifteenth artist commissioned to produce an artwork for display on the Inside-Out Billboard project.

Mural Arts

Local artist, Darren Hutchens has completed painting a mural on the toilet block in Falkland Park, Kinross. The artwork responds to the theme of the Edge inspired by a collaboration with young people at The Edge Youth Centre, the coastal location, and local flora and fauna.

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

Service/program	Quarter	Comments	Project status	Budget status
		<ul style="list-style-type: none"> • Facility Hire Feedback • Guided Bike Tour Around Lake Goollelal Feedback • Invitation Art Prize People’s Choice Award and Feedback • Joondalup Volunteer Resource Centre Feedback (Volunteer Interviews) • Little Feet Festival Feedback • Rangers, Parking and Community Safety Customer Service Survey • Sir James McCusker Park, Iluka — Proposed Toilet Facility • Strategic Community Reference Group — Member Feedback • Sunday Serenades Feedback • Website Review (Survey, Focus Group) 		
	Jan-Mar 22	<p>Community consultation was undertaken on the following projects during the quarter:</p> <ul style="list-style-type: none"> • Angove Drive, Hillarys — Traffic and Parking Conditions • City Communications Survey • Community Art Exhibition Feedback and People’s Choice Award • Community Transport Program Evaluation • Draft 10-Year Strategic Community Plan (Joondalup 2032) • Facility Hire Feedback • Forrest Park, Padbury — Floodlighting Upgrade • Joondalup Festival Feedback • Joondalup Volunteer Resources Centre Evaluation • Music in the Park Feedback • Seniors’ Gathering Feedback • Skate Park Festival Feedback • Summer Sessions Feedback • Valentine’s Concert Feedback 		✓
	Apr-Jun 22			

Service/program	Quarter	Comments	Project status	Budget status
Policy Development and Review Report on the development of new policies and review of existing policies.	Jul-Sep 21	At its meeting held on 17 August 2021, Council endorsed the following policies: <ul style="list-style-type: none"> • Elected Members' Communications Policy • Revised Elections Caretaker Period • Appointment of an Acting or Temporary Chief Executive Officer Policy • Community Funding Program Policy • Arts Development Scheme Policy 		
	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	At its meeting held on 21 February 2022, Council reviewed the Revised Civic Centre Policy and referred the policy back to the Chief Executive Officer for further review.		✓
	Apr-Jun 22			
Local Laws 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"> • <i>City of Joondalup Health Amendment Local Law 2021</i> • <i>City of Joondalup Fencing Amendment Local Law 2021</i> A report will be presented to Council at a future meeting on the outcomes of the public advertising.		
	Oct-Dec 21	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"> • <i>Amendment Local Law 2021</i> and final adoption of the following local laws: <ul style="list-style-type: none"> • <i>City of Joondalup Health Amendment Local Law 2021</i> • <i>City of Joondalup Fencing Amendment Local Law 2021</i> 		

Service/program	Quarter	Comments	Project status	Budget status
	Jan-Mar 22	<p>A report was presented to Council at the February 2022 Council Meeting where Council approved the <i>City of Joondalup Amendment Local Law 2021</i> for the purpose of public advertising.</p> <p>The <i>City of Joondalup Fencing Amendment Local Law 2021</i> was advertised in the Government Gazette on 29 March 2022 and will come into effect on 12 April 2022.</p> <p>The <i>City of Joondalup Health Amendment Local Law 2021</i> was adopted by Council on 15 March 2022 and will be advertised in the Government Gazette during quarter 4.</p>		✓
	Apr-Jun 22			
Publications Print and distribute community newsletters.	Jul-Sep 21	The following publications were distributed during the quarter: <ul style="list-style-type: none"> • Libraries Winter Events and Programs Guide • Libraries Online Resources Guide • Budget News 2021 • City News Spring Edition • 2021/22 Waste Guide • PlayNow and Lifestyle Program • Little Feet Festival Program • Invitation Art Prize Catalogue 2021 		
	Oct-Dec 21	The following publications were distributed during this quarter: <ul style="list-style-type: none"> • City News Summer Edition • Libraries Summer Events and Programs Guide • Music in the Park flyers • Saluting their Service • Strategic Community Reference Group flyers • Valentine's Concert flyers • Youth Service Summer Calendar 		
	Jan-Mar 22	The following publications were distributed during this quarter: <ul style="list-style-type: none"> • City News Autumn Edition • Libraries Autumn Events and Programs Guide (revised format) • Joondalup Festival Flyers 		✓
	Apr-Jun 22			

Service/program	Quarter	Comments	Project status	Budget status
<p>Electronic Communication</p> <p>Publish electronic newsletters and documents on City activities.</p> <p>Report significant community engagement activities on social media and social media statistics.</p>	Jul-Sep 21	<p>The City provided the following e-newsletters to local residents in this quarter:</p> <ul style="list-style-type: none"> • Arts in-Focus • Clubs in-Focus • Y-Lounge Online • Environmental Events • Joondalup Job Notices • Joondalup Voice • Joondalup Library Events • Joondalup Leisure Online • Joondalup Business Online • School Connections • Public Notices • Community Engagement Network <p>The City was active on social media this quarter with the City's online following reaching more than 54,998 users across all of its platforms as listed below:</p> <ul style="list-style-type: none"> • Facebook • Twitter • Instagram • LinkedIn • YouTube <p>Significant community engagement on social media was undertaken this quarter, with a reach of 1,206,760 people seeing the City's paid and organic activity for the quarter. Popular posts included:</p> <ul style="list-style-type: none"> • Ninja Warrior course beginning construction 125,000 reach, 1,400 reactions, 1,000 comments • AB's 'Hello Joondalup' 24,000 reach, 59 reactions, 73 comments • Ocean Reef Marina progress post 16,000 reach, 100 reactions and 32 comments • Vale Arthur Richards 12,500 reach, 175 reactions, 20 comments • REIWA article COJ 10 most viewed suburbs on RE.com 11,000 reach, 47 reactions, 9 comments • Wandina Park, Duncraig 10,000 reach, 77 reactions, 13 comments • Demons hub in Joondalup 18,430 reach, 95 reactions, 23 comments 		

Service/program	Quarter	Comments	Project status	Budget status
		<ul style="list-style-type: none"> • Vandalism of staircase at Whitfords Nodes 23,700 reach, 258 reactions, 154 comments • Vandalism Lexcen Park, Ocean Reef 22,600 reach, 2,850 reactions, 40 comments <p>\$415,000 of earned media (unpaid media) was generated for the quarter as well as the successful rollout of the Local Government Elections Phase 1 and 2 of the campaign.</p>		
	Oct-Dec 21	<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"> • Arts in-Focus • Clubs in-Focus • Community Engagement Network • Environmental Events • Joondalup Business Online • Joondalup Job Notices • Joondalup Leisure Online • Joondalup Library Events • Joondalup Voice • Public Notices • School Connections • Y-Lounge Online <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"> • Facebook • Instagram • LinkedIn • Twitter • YouTube <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>		

Service/program	Quarter	Comments	Project status	Budget status
		<ul style="list-style-type: none"> • 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. • 2021 local government election results — 40,000 reach, 450 reactions (mostly likes/loves), 110 comments, 20 shares. • Winner of the City’s Invitation Art Prize — 28,000 reach, 150 likes/loves, 20 comments, 16 shares. • 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. • 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.) • Opening of Valentine’s Concert ticket sales to residents and ratepayers — 44,000 reach, 200 likes/loves, 70 shares, 300 comments. 		
	Jan-Mar 22	<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"> • Arts in-Focus • Clubs in-Focus • Community Engagement Network • Environmental Events • Joondalup Business Online • Joondalup Job Notices • Joondalup Leisure Online • Joondalup Library Events • Joondalup Voice • Public Notices • School Connections • Y-Lounge Online <p>The City was active on social media this quarter, with the City's online following reaching more than 60,000 users across all its platforms, including:</p> <ul style="list-style-type: none"> • Facebook (43,433) • Instagram (6,443) • LinkedIn (6,367) • Twitter (3,622) 		✓

Service/program	Quarter	Comments	Project status	Budget status
		<ul style="list-style-type: none"> • YouTube (352) <p>Significant community engagement on social media was achieved this quarter, with a reach of 824,314 across paid and organic activity. Popular posts and engagement included:</p> <ul style="list-style-type: none"> • Advice of a bushfire in Shepherds Bush Park on New Year's Day • Advice of the closure of Whitfords Beach and Pinnaroo Point due to a shark sighting on the January 2 public holiday • The sad passing of former Mayor Troy Pickard • Live posts from the City's Valentine's Concert • Shares of Seven News' stories on the City's Valentine's Day parking initiative and the launch of the upcoming Festival of Motoring • Changes to the Joondalup Festival program in response to revised State Government restrictions • Joondalup Festival hub highlights 		
	Apr-Jun 22			
External Partnerships 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"> • Public Libraries Western Australia Executive Committee • Metropolitan Area Recreation Advisory Group • Perth Institute of Contemporary Arts were engaged for shortlisting and research for the Invitation Art Prize exhibition • Meeting with Hillarys Boat Harbour Traders Association with regards to Joondalup Festival and future event attraction • North West Metropolitan District Leadership Group 		
	Oct-Dec 21	The following external meetings and events were attended by City representatives: <ul style="list-style-type: none"> • Hillarys Boat Harbour Traders Association • Football West were engaged to discuss a training venue for the FIFA Women's World Cup in 2023 • North West Metropolitan District Leadership Group 		
	Jan-Mar 22	The following external meetings and events were attended by City representatives: <ul style="list-style-type: none"> • Metropolitan Area Recreation Advisory Group meeting • Metropolitan Environmental Health Managers Group • Joondalup/Wanneroo Local Emergency Management Committee 		✓
	Apr-Jun 22			

Service/program	Quarter	Comments	Project status	Budget status
Submissions to State and Federal Government 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"> • Draft State Infrastructure Strategy (WA Local Government Association) 		
	Oct-Dec 21	The City prepared submissions on State and Federal Government strategic policy matters, including: <ul style="list-style-type: none"> • Draft Native Vegetation Policy for WA • Draft State Planning Policy 2.9 (Planning for Water and Planning for Water Guidelines) 		
	Jan-Mar 22	The City prepared submissions on State and Federal Government strategic policy matters including: <ul style="list-style-type: none"> • Draft Coastal Management Plan (City of Wanneroo) • Draft Gnangara Groundwater Allocation Plan (Department of Water, Environment and Regulation) • Draft Position Statement: Planning for Tourism, Draft Planning for Tourism Guidelines and State-Wide Registration Scheme for Short-Term Rental Accommodation (Department of Planning, Lands and Heritage) • Draft Safer Places by Design Guidelines Centres (Department of Planning, Lands and Heritage) • The City of Joondalup provided a submission to the Department of Local Government; Sport and Cultural Industries on the Local Government Reform – Summary of Proposed Reforms following Council endorsement of the submission at the February Council meeting. 		✓
	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
Elected Member Attraction 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"> Conduct candidate information sessions. 	Candidate Information Sessions were promoted on the City's website, social media platforms, newspaper advertisements and public notices at City facilities. Candidate Information Sessions were conducted on 26 July and 16 August 2021.		
		Oct-Dec 21	<ul style="list-style-type: none"> Conduct candidate survey following elections. 	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
Local Government Elections Coordinate Local Government Ordinary Elections in line with legislation every two years.	Effective representation	Jul-Sep 21	<ul style="list-style-type: none"> Finalise non-resident Owners and Occupiers Roll for October 2021 Elections. 	The 2021 non-resident Owners and Occupiers Roll was finalised during the quarter.		
		Oct-Dec 21	<ul style="list-style-type: none"> Conduct election night count. Conduct Elected Member Swearing-in Ceremony. Hold Special Meeting to elect Deputy Mayor and Council, Committee and Working Group appointments. 	<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>		✓
Elected Member Induction Program 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"> Develop Elected Member Welcome Pack and Induction Program. 	The Elected Member Welcome Pack and Induction Program was developed during the quarter.		
		Oct-Dec 21	<ul style="list-style-type: none"> Conduct Induction Program. Conduct survey of Elected Members on effectiveness of program. 	<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
Elected Member Training Coordinate and maintain appropriate ongoing training programs for Elected Members.	Effective representation	Jul-Sep 21	<ul style="list-style-type: none"> Present report to Council on Elected Member training opportunities. Promote Elected Member training opportunities. 	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"> Promote Elected Member training opportunities. 	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 during the quarter.		
		Jan-Mar 22		Training and development opportunities were offered during the quarter.		✓
		Apr-Jun 22				
Elected Member Strategic Development Session Conduct biennial strategic development sessions to inform and guide leadership and strategic decision making.	Effective representation	Jan-Mar 22	<ul style="list-style-type: none"> Conduct Elected Member strategic development session. 	A strategic development session was held with Elected Members 4–5 February 2022. In addition to self-assessment, participants discussed the following: <ul style="list-style-type: none"> Current issues and challenges facing the City Draft 10-Year Strategic Community Plan Major project pipeline Draft Advocacy Framework. 		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p>Governance Framework</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"> Present report to Council seeking endorsement of the revised Governance Framework. 	The revised Governance Framework was endorsed by the Council at its July meeting.		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Strategic Community Reference Group Facilitate the provision of advice to Council on matters of significant community interest and strategic initiatives that impact the community via the Strategic Community Reference Group (SCRG).	Active democracy	Jul-Sep 21	<ul style="list-style-type: none"> Conduct meetings in accordance with agreed work plan. 	A Strategic Community Reference Group meeting was held on the 23 August 2021 to inform the development of the City's Climate Change Plan.		
		Oct-Dec 21	<ul style="list-style-type: none"> Review Terms of Reference for SCRG. Advertise for new members. Develop 2022 work plan and seek endorsement by Council. Conduct meetings in accordance with the work plan. 	<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"> Conduct meetings in accordance with the work plan. 	<p>No meetings of the Reference Group were held in this quarter.</p> <p>The SCRG Work Plan for 2022 and appointment of members was endorsed by Council at its February 2022 meeting.</p>		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Annual Report 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"> Present 2020/21 Annual Report to Council for endorsement. 	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"> Present 2020/21 Annual Report to the Annual General Meeting of Electors. 	The Annual Report 2020/21 was presented to the Annual General Meeting of Electors on 8 February 2022.		✓
Local Government Act Amendment Implement changes to Governance processes as a result of the amendment to the <i>Local Government Act 1995</i> .	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> Review required changes to the <i>Local Government Act 1995</i>. 	A Policy on Appointment of the Acting or Temporary CEO was endorsed by Council at its August meeting.		
		Oct-Dec 21	<ul style="list-style-type: none"> Implement revised governance processes as required, including reports to Council. 	Governance processes reviewed with no updates required this quarter.		
		Jan-Mar 22		The Council endorsed a submission on the proposed local government reforms at its February 2022 meeting.		✓
		Apr-Jun 22				
Compliance Audit Return Submit the Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries in accordance with Regulations 14 and 15 of the <i>Local Government (Audit) Regulations 1996</i> .	Corporate capacity	Jan-Mar 22		<ul style="list-style-type: none"> Present Compliance Audit Return to Council for endorsement. Submit the Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries. 	The 2021 Compliance Audit Return was adopted by Council at its March 2022 meeting, and submitted to the Department of Local Government, Sport and Cultural Industries on 29 March 2022.	

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Integrated Planning and Reporting Framework Demonstrate compliance with the Western Australian Department of Local Government, Sport and Cultural Industries' Integrated Planning and Reporting Framework and align City planning documents to this Framework. This includes: <ul style="list-style-type: none"> • Development of a new 10 Year Strategic Community Plan for implementation in 2022/23. • Review of the Strategic Community Plan (Major every 4 years and Minor every 2 years). • Annual review of the Corporate Business Plan. 	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> • Compile outcomes of the community and stakeholder consultation undertaken to inform the development of a new Strategic Community Plan and present to Elected Members. • Present draft Corporate Business Plan 2021/22-2025/26 to Council seeking endorsement of the annual review. 	<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"> • Develop draft Strategic Community Plan. 	<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>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> Present draft Strategic Community Plan to Elected Members. 	<p>The draft Strategic Community Plan was presented to Elected Members at the Elected Member strategic development session on 4–5 February 2022 for discussion and comment.</p> <p>The Draft Strategic Community Plan was presented to Council at the 15 March 2022 meeting and endorsed to be released for public comment.</p> <p>Community consultation on the draft Plan commenced on 24 March 2022 and will continue until 22 April 2022.</p>	On Track	✓
		Apr-Jun 22	<ul style="list-style-type: none"> Present draft Strategic Community Plan to Council seeking endorsement for release for public consultation. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p>Advocacy Framework</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"> • Attendance at a WA Investment Attraction Roundtable with the Department of Jobs, Tourism, Science and Innovation on 14 July 2021. • Hosting of the inaugural Joint Economic Development Initiative featuring key stakeholders from education, health and industry. • Hosting of a roundtable discussion with the Hon Jane Hume MP, Minister for Digital Economy, Superannuation, Minister for Women’s Economic Security. • A meeting with the Department of Biodiversity, Conservation and Attractions, the National Trust and Jessica Stojkowski MLA to discuss potential projects for destination positioning. 		

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"> • Hosting of a roundtable discussion with the WA Trade Commissioners for ASEAN, North Asia, India and the Gulf. • Hosting of the second Joint Economic Development Initiative featuring key stakeholders from education, health and industry. • Attendance at a WA Investment Attraction Roundtable with the Department of Jobs, Tourism, Science and Innovation. • Virtual and in-person discussions with Australian and US-based Austrade representatives. • Attendance at the WALGA and Road Safety Commission presentation on eRideable regulations for WA. • Attendance at the CEDA WA Premier's State of the State presentation. 		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The City participated in the following advocacy activities:</p> <ul style="list-style-type: none"> • Hosted a roundtable discussion with the Consul General of India in Perth and conducted a tour of Edith Cowan University. • Hosted Hon Samantha Rowe MLC, Parliamentary Secretary to Minister Templeman to discuss International Education in Joondalup. • Held the third Joint Economic Development Initiative meeting. • Presented the proposed City of Joondalup Capital projects to Mr Ian Goodenough MP, Federal Member for Moore for Federal Government funding. 		✓
		Apr-Jun 22				
Delegated Authority Manual	Corporate capacity	Jan-Mar 22	<ul style="list-style-type: none"> • Commence review of Delegated Authority Manual. 	The annual review of the Delegated Authority Manual has commenced.		✓
Conduct an annual review of the Delegated Authority Manual in accordance with legislation.		Apr-Jun 22	<ul style="list-style-type: none"> • Present report to Council seeking endorsement of the Review of Delegations. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Ward Boundary Review Conduct 8-yearly review of ward boundaries in accordance with legislation.	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> Report to Elected Members/Council on outcomes of the consultation process. 	Outcomes of the Ward Boundary Review consultation process were presented to Elected Members in August.		
		Oct-Dec 21	<ul style="list-style-type: none"> Make recommendations to the Local Government Advisory Board. 	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.		
		Jan-Mar 22	<ul style="list-style-type: none"> Implement changes to the ward boundaries and representation as endorsed by the Minister. 	The City awaits advice from the Local Government Advisory Board regarding the proposed Ward Boundary Review.		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p>Audit and Risk Committee</p> <p>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.</p>	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> • Present reports to the Audit and Risk Committee. • Undertake actions as requested by the Audit and Risk Committee. 	<p>The following reports were presented at the meeting held on 9 August 2021:</p> <ul style="list-style-type: none"> • 2019/20 Office of the Auditor General Information Systems Audit. • Internal Audit Outcomes – payroll processes for superannuation contributions and payments made to current and former senior employees. • The Audit and Risk Services Program 2021/22 and 2020/21. • The Chief Executive Officer's Credit Card Expenditure from April to June 2021. • Contract extensions from January 2021 to June 2021. • The Elected Member Dinner Attendance Report from June to July 2021. • The Benefits Management Program Status Report. 		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21		<p>The following reports were presented at the meeting held on 15 December 2021:</p> <ul style="list-style-type: none"> • 2020/21 Annual Financial Report • The Elected Member Dinner Attendance Report from August to October 2021 • Write-off of Monies from January to June 2021 • Monitoring of Annual Leave and Long Service Leave Accruals • 3 Year Internal Audit Plan • The Chief Executive Officer's Credit Card Expenditure from July to September 2021 		
		Jan-Mar 22		<p>The following reports were presented at the meeting held on 1 March 2022:</p> <ul style="list-style-type: none"> • 2021/22 Annual Financial Audit Entrance Meeting with Office of the Auditor General WA • 2020/21 Office of the Auditor General Information Systems Audit • 2021 Compliance Audit Return • Role and Functioning of the Audit and Risk Committee • Internal Audit Outcomes — Employee to Employee Relationships • Reporting to External Oversight Agencies • Write-off of Monies from July to December 2021 • Contract extensions from July to December 2021 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Australasian Local Government Performance Excellence Program 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"> Collect data and submit data to Local Government Performance Excellence Program. 	Data was collected and submitted to the Local Government Performance Excellence Program during the quarter.		
		Oct-Dec 21		The final Local Government Performance Excellence Program report was received and distributed to stakeholders.		✓
		Jan-Mar 22	<ul style="list-style-type: none"> Benchmarking data available for analysis. 	Completed in quarter 2.		
		Apr-Jun 22				
Customer Satisfaction Survey Conduct a biennial survey of residents to measure customer satisfaction with City services.	Corporate capacity	Jul-Sep 21	<ul style="list-style-type: none"> Receive and review outcomes report on the 2021/22 Customer Satisfaction Survey. 	The Customer Satisfaction Survey continued during July 2021. The results were received, and review of the results has commenced.		
		Oct-Dec 21	<ul style="list-style-type: none"> Present results of the 2021/22 Customer Satisfaction Survey to Elected Members. Present report on the results to Council. Make public the results to the community. 	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.		
		Jan-Mar 22		A results summary was published on the City's website in February 2022.		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p>Strategic Position Statements</p> <p>Conduct a review of the City's position statements to provide clear direction on specific political and strategic matters.</p>	Strong leadership	Jan-Mar 22	<ul style="list-style-type: none"> Undertake a review of Strategic Position Statements to ensure alignment with the new Strategic Community Plan. 	The Strategic Position Statements will be reviewed following the finalisation of the new 10-Year Strategic Community Plan.		✓
<p>Civic Ceremonies</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"> Remembrance Day Memorial Service ANZAC Day Dawn Service. 	Strong leadership	Jul-Sep 21	<ul style="list-style-type: none"> Conduct regular Citizenship Ceremonies. Deliver planned functions and ceremonies. 	<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"> Seniors' Appreciation Lunch. Sporting Clubs' Appreciation Function. NAIDOC Week Flag-Raising Ceremony. Wandina Park Opening. Two Elected Member Dinners. 		
		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"> Invitation Art Award Opening Function. Ninja Warrior (Park Warrior) Official opening at Hillarys Beach Park, Whitfords Nodes Health and Wellbeing Hub Remembrance Day Memorial Service Two Elected Member Dinners Community Stakeholder Reception Staff Christmas Party 		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The City delivered 3 Citizenship Ceremonies during the quarter, including the 2022 Australia Day Citizenship Ceremony.</p> <p>A total of 333 new citizens on Australia Day 2022, including:</p> <ul style="list-style-type: none"> • 294 people became citizens at the Joondalup Resort, with a total audience of 650 people. • 39 people became citizens at the Council Chamber. <p>The following Civic Functions were held:</p> <ul style="list-style-type: none"> • Valentines Concert VIP Function • Joondalup Festival VIP Function • Community Art Exhibition Award — Winners Presentation 		✓
		Apr-Jun 22				
Jinan Sister City Relationship Maintain Sister City relationship with Jinan in China through investigating opportunities to encourage economic and educational linkages between Joondalup and Jinan and related partners.	Strong leadership	Jul-Sep 21	<ul style="list-style-type: none"> • Review the 3-year Economic Exchange Agreement with the City of Jinan. 	The City continued to liaise with the Sister City of Jinan on engagement opportunities as part of the review of the 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		Letter has been sent to the City of Jinan stakeholders to acknowledge Chinese New Year as part of the Sister City relationship.		✓
		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
Capital Works Program 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	The Capital Works Program is progressing in accordance with the schedule (see attached Capital Works Report for more details).		✓
	Apr-Jun 22			
Property Management Framework 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	No lease or licence agreements were completed during the quarter. Negotiations of 6 lease agreements and 3 licence agreements continued.		✓
	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
Strategic Financial Plan Conduct review of the Strategic Financial Plan which provides a long-term view of the City's funding needs to enable the Strategic Community Plan to be achieved and includes 10-year financial projections.	Effective management	Jul-Sep 21	<ul style="list-style-type: none"> Present draft Strategic Financial Plan to the Major Projects and Finance Committee for review. Present draft Strategic Financial Plan to the Elected Members for review. 	The Strategic Financial Plan was presented to the Major Projects and Finance Committee in July 2021. The Plan was then presented to Council in July 2021 where it was referred back to the Chief Executive Officer for further discussion with Elected Members.		
		Oct-Dec 21	<ul style="list-style-type: none"> Review timings and key assumptions of major projects in preparation for the development of the 2022 Strategic Financial Plan. 	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"> Present major project timings/assumptions to budget workshops. Develop revised draft Strategic Financial Plan 2022. 	Major project assumptions have been prepared in readiness for Budget Workshop 5 scheduled on the 20 April 2022. The draft Strategic Financial Plan has been updated.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Review draft 2022 Strategic Financial Plan as part of the annual budget workshops. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Property Management Framework and Facility Hire Subsidy Policy Review 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-Sep 21	<ul style="list-style-type: none"> Continue the review of the Property Management Framework and the Facility Hire Subsidy Policy. Present final outcomes of the review to Elected Members. Seek Council endorsement of the revised Property Management Framework, subject to direction from Council. 	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		The review of the Framework and Facility Hire Subsidy Policy continued during the quarter.		✓
		Apr-Jun 22				
Marmion Avenue/McWhae Road Intersection Upgrade Construct left turn lane from Marmion Avenue into McWhae Road and install intersection islands and pedestrian facilities, including path links to existing public accessway.	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> Undertake construction. 	Main Roads WA granted approval of construction drawings. The tender for construction was awarded and pre-works, including relocation of Western Power infrastructure and lighting, commenced.		
		Oct-Dec 21		Construction commenced onsite during the quarter.		
		Jan-Mar 22		Construction continued onsite during the quarter.		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Marmion Avenue/Cambria Street Intersection Upgrade Upgrade the intersection of Marmion Avenue and Cambria Street installing a left turn pocket on Marmion Avenue and installing pedestrian facilities.	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> Undertake construction. 	Main Roads WA granted approval of construction drawings. The tender for construction was awarded and pre-works, including relocation of Western Power infrastructure and lighting, commenced.		
		Oct-Dec 21	<ul style="list-style-type: none"> Finalise construction. 	Construction commenced onsite during the quarter.		
		Jan-Mar 22		Construction was completed during the quarter.		✓
Marmion Avenue/Coral Street Intersection Upgrade Install left turn deceleration lane, seagull island and the median strip, and extend the right turn pocket of Coral Street, including an upgrade to pedestrian facilities to current standards.	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> 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		Detailed design continued during the quarter.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Undertake procurement and appoint contractor. 			
Marmion Avenue/Forrest Road Intersection Upgrade Install left turn deceleration lane and seagull island in the median strip and extend the right turn on Marmion Avenue. Reconfigure the traffic island on Forrest Road eastern approach and upgrade pedestrian facilities to current standards.	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> 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		Detailed design continued during the quarter.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Ocean Reef Road/Gwendoline Drive Intersection Upgrade 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-Sep 21	<ul style="list-style-type: none"> 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		Detailed design continued during the quarter.		✓
		Apr-June 22	<ul style="list-style-type: none"> Undertake procurement and appoint contractor. 			
Warwick Road/Erindale Road Intersection Upgrade Undertake major upgrade to intersection, including traffic signals to improve safety and performance.	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> Undertake construction 	Traffic signal approvals were granted by Main Roads WA and construction commenced.		
		Oct-Dec 21	<ul style="list-style-type: none"> Complete construction. 	Construction was completed during the quarter.		
		Jan-Mar 22		Construction was completed in the previous quarter.		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Shenton Avenue Upgrade Design upgrade of Shenton Avenue from the Mitchell Freeway interchange to Joondalup Drive intersection.	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> Undertake design and planning. 	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		Design continued during the quarter.		✓
		Apr-Jun 22				
Whitfords Avenue/Gibson Avenue Intersection Upgrade intersection, including a double right turn from Gibson Avenue and upgrade pedestrian facilities. (Year 2 of 3-year project).	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> Undertake design and planning. 	Design continued during the quarter, including Western Power design. Traffic signal approvals were granted by Main Roads WA.		
		Oct-Dec 21		Detailed design continued and Western Power service relocation design was finalised during the quarter.		
		Jan-Mar 22	<ul style="list-style-type: none"> Undertake procurement and appoint contractor. 	Design of civil works continued during the quarter.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Commence construction. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Whitfords Avenue/ Kingsley Drive Intersection Upgrade Whitfords Avenue and Kingsley Drive intersection, including double right turn from Kingsley Drive and including pedestrian facilities. (Year 2 of 3-year project).	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> Undertake design and planning. 	Design continued during the quarter, including Western Power design. Traffic signal approvals were granted by Main Roads WA.		
		Oct-Dec 21		Detailed design continued and Western Power service relocation design was finalised during the quarter.		
		Jan-Mar 22	<ul style="list-style-type: none"> Undertake procurement and appoint contractor. 	Procurement process commenced during the quarter.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Commence construction. 			
Joondalup Drive/Hodges Drive Intersection Upgrade Undertake major upgrade to the intersection, including an additional right turn lane from Hodges Drive to Joondalup Drive southbound, extension of turning pockets and upgrades to streetlight and pedestrian facilities and improve Mitchell Freeway southbound access. (Year 1 of 3-year project).	Major project delivery	Jul-Sep 21	<ul style="list-style-type: none"> Undertake design. 	Feature survey and design commenced.		
		Oct-Dec 21	<ul style="list-style-type: none"> Finalise design. Undertake procurement and appoint contractor. 	Feature survey was completed, and detailed design continued during the quarter.		
		Jan-Mar 22	<ul style="list-style-type: none"> Commence preliminary site works. 	Detailed design continued during the quarter.		✓
		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
Local Planning Strategy Review Review and update the Local Planning Strategy (including Local Housing Strategy and Local Commercial Strategy).	Quality built outcomes	Jul-Sep 21	<ul style="list-style-type: none"> Prepare project scope. Prepare Request for Tender to appoint consultant team. 	Project resources have been established and early engagement with Elected Members undertaken. Scoping activities commenced during the quarter for anticipated presentation to Elected Members in quarter 2 of 2021/22 for further input into the project scope.		
		Oct-Dec 21		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		A presentation was provided to Elected Members on 1 March 2022 on the Planning Strategy project. A recommended scope and stakeholder strategy has been prepared and will be presented at the April Council meeting. A Request for Quotation to appoint consultants to undertake Phase 1 of the project has been prepared.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Review of Residential Development Local Planning Policy and Other Local Planning Policies Review the Residential Development Local Planning Policy and other residential local planning policies following final approval of the Development Standards for Housing Opportunity Areas Local Planning Policy by the Western Australian Planning Commission and final approval of Scheme Amendment No 5 by the Minister for Planning.	Quality built outcomes	Jul-Sep 21	<ul style="list-style-type: none"> Review the Residential Development Local Planning Policy and other residential local planning policies. 	A Green Paper was prepared for Elected Members to consider possible policy changes to minor residential development. It is anticipated that the Green Paper will be circulated to Elected Members in quarter 2 of 2021/22.		
		Oct-Dec 21		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		The Green Paper on possible policy changes to minor residential development was circulated to Elected Members.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Joondalup Activity Centre Plan Undertake a review and minor amendment to the Joondalup Activity Centre Plan in response to initial feedback on implementing the document and to incorporate changes to State Planning Policy.	Quality built outcomes	Jul-Sep 21	<ul style="list-style-type: none"> Present the minor amendment to the Joondalup Activity Centre Plan to Council seeking endorsement to advertise for public comment. 	Council endorsed amendments to the Joondalup Activity Centre Plan for the purpose of advertising at its meeting held on 17 August 2021.		
		Oct-Dec 21	<ul style="list-style-type: none"> Advertise proposed minor amendment to the Joondalup Activity Centre Plan for public comment. 	Proposed amendments to the Joondalup Activity Centre Plan were advertised for public comment from 8 November to 20 December 2021.		
		Jan-Mar 22		The outcomes of consultation were considered by Council at its February 2022 meeting, and the proposed amendments to the Joondalup Activity Centre Plan were endorsed. The amended Joondalup Activity Centre Plan was forwarded to the Western Australian Planning Commission for endorsement.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Present outcomes of consultation to Council seeking endorsement. Refer amended Joondalup Activity Centre Plan to the Western Australian Planning Commission for endorsement. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
State Planning Reform Implementation Implement State Government Planning Reform, including: <ul style="list-style-type: none"> • Design WA. • Updates to Planning Regulations, Policies and Guidelines. • Medium Density. • Others as required. 	Quality built outcomes	Jul-Sep 21	<ul style="list-style-type: none"> • Undertake actions as required. 	Council endorsed the City's submission on Planning Reform Phase 2 at its meeting of 17 August 2021. The City also continued to participate in a number of planning reform working groups.		
		Oct-Dec 21		No actions were required this quarter.		
		Jan-Mar 22		The City continued to participate in several planning reform working groups. Preparation of a submission on the draft amendments to the <i>Planning and Development (Development Assessment Panels) Regulations 2011</i> commenced for consideration at the April 2022 Council meeting.		✓
		Apr-Jun 22				
Review of Joondalup Design Review Panel 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-Sep 21	<ul style="list-style-type: none"> • Seek Expressions of Interest for new panel members. • Present a report to Council recommending new panel members. • Implement Joondalup Design Review Panel Local Planning Policy and Joondalup Design Review Terms of Reference following Council appointment of panel members. 	A call for Expressions of Interest for new panel members was released and shortlisting of preferred panel members commenced.		
		Oct-Dec 21		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		Project completed in the previous quarter		
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Place Activation Develop a Place Activation Strategy for the City of Joondalup and Pilot Place Plan for part of the City Centre.	Quality built outcomes	Oct-Dec 21	<ul style="list-style-type: none"> Present draft Place Activation Strategy to Elected Members for review. 	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"> Finalise the Place Activation Strategy and Pilot Place Plan for part of the Joondalup City Centre. 	The Place Activation Strategy and Pilot Place Plan for part of the Joondalup City Centre were presented to the March Council meeting and endorsed for public advertising.		✓
		Apr-Jun 22				
Streetscape Enhancement Program: Joondalup Drive North to Burns Beach Streetscape Upgrades Deliver Arterial Roads Project to provide for ongoing enhancement of roads that form part of the City's major road network.	Quality built outcomes	Jul-Sep 21	<ul style="list-style-type: none"> Undertake landscape and irrigation design. 	Landscape and irrigation design has commenced.		
		Oct-Dec 21		Landscape and irrigation design was completed.		
		Jan-Mar 22	<ul style="list-style-type: none"> Develop tender documentation and advertise tender. Award tender. Commence construction. 	Construction commenced during the quarter.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Streetscape Enhancement Program: City Centre Streetscape Renewal Program: Shenton Avenue, Joondalup Deliver Arterial Roads Project to provide for ongoing enhancement of verges and medians that form part of the City's major road network.	Quality built outcomes	Jul-Sep 21	<ul style="list-style-type: none"> Complete detailed design. 	Detailed design was completed.		
		Oct-Dec 21	<ul style="list-style-type: none"> Prepare tender documentation. 	Tender documentation was prepared.		
		Jan-Mar 22	<ul style="list-style-type: none"> Award tender and appoint contractor. 	Tender was advertised during the quarter.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Commence construction. 			
Newcombe Park, Padbury – Park Amenity Improvement Program Undertake landscaping and infrastructure works as part of a program to enhance amenity in parks within higher density housing areas with limited backyards and higher populations.	Integrated spaces	Jul-Sep 21	<ul style="list-style-type: none"> Undertake construction. 	Construction commenced.		
		Oct-Dec 21		Landscape construction was completed; irrigation construction and defects rectification have commenced.		
		Jan-Mar 22		Irrigation and defects rectification completed.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Complete construction. 			
Neil Hawkins Park Upgrade 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"> Undertake concept design. Investigate grant funding opportunities. 	Preparation of major project documentation continued, and preparation of the business case commenced.		
		Jan-Mar 22	<ul style="list-style-type: none"> Apply for funding, subject to available opportunities. 	Project has been placed on hold until land tenure issues have been resolved.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Leafy City Program Continue to implement the Leafy City Program to provide shaded spaces in the urban environment through street tree planting in the suburbs of Kallaroo, Mullaloo, Warwick and Beldon.	Integrated spaces	Jul-Sep 21	<ul style="list-style-type: none"> Continue program for tree planting and maintenance in the suburbs of Kallaroo, Mullaloo, Warwick and Beldon. 	Tree planting in the suburbs of Kallaroo, Mullaloo, Warwick and Beldon has been completed.		
		Oct-Dec 21		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		Maintenance works continued for Leafy City trees planted in Kinross, Currambine, Heathridge, Beldon, Kallaroo, Craigie, Woodvale, Padbury, Kingsley, Greenwood and Warwick.		✓
		Apr-Jun 22				
Public Open Space Classification Framework Develop a framework which classifies public open space according to the purpose, size and catchment and which facilitates transparent and accountable decision-making processes for the planning and provision of park assets.	Integrated spaces	Jul-Sep 21	<ul style="list-style-type: none"> Present draft Framework to Elected Members for review. Finalise the draft Framework. Present final Framework to Elected Members for endorsement. 	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		Work on the draft framework continued during the quarter.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Integrated Transport Strategy 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"> Develop draft Parking Supply and Management Plan in conjunction with the development of the Integrated Transport Strategy. 	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"> Finalise draft Parking Supply and Management Plan in conjunction with the development of the Integrated Transport Strategy. 	The draft Integrated Transport Strategy and the draft Parking Supply and Management Plan are currently being reviewed.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Present draft Parking Supply and Management Plan to Elected Members. Finalise the draft Integrated Transport Strategy. Present draft Integrated Transport Strategy to Elected Members. 			
Joondalup City Centre Street Lighting Stage 5 Replace existing lighting infrastructure to reduce running costs, replace defective poles, enhance lighting and improve community safety.	City Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Continue construction. 	Construction continued during the quarter.		
		Oct-Dec 21		Construction continued during the quarter.		
		Jan-Mar 22		Construction continued during the quarter.		✓
		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
Business Engagement and Communication 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"> • Joondalup Business Association Coffee Connection and Sundowner events • Economic Development Association Lunch • Business News Post Budget Breakfast 		
	Oct-Dec 21	The following partner and industry events were attended by City representatives: <ul style="list-style-type: none"> • CEDA State of the State Lunch • Cyber Week 2021 Launch • Huzhou International Friendship Cities Conference • Joondalup Business Association Coffee Connections and AGM/Christmas Sundowner • Liberty Joondalup Launch Event • Robotics and Automation in Mining Conference • West Tech Fest 		
	Jan-Mar 22	The following partner and industry events were attended by City representatives: <ul style="list-style-type: none"> • Joondalup Business Association coffee connections and sundowner events • Launch of the Australia Japan Business Council • Investment led strategy building Aus–India economic relations event with the Indian High Commissioner and Deputy Premier • Chamber of Commerce and Industry WA Webinar on COVID-19 impacts 		✓
	Apr-Jun 22			

Service/program	Quarter	Comments	Project status	Budget status
Communication to Local Businesses Develop e-business newsletters, social media posts, publications and City 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"> • 3 Business e-newsletters distributed. • 6 opportunities listed on the Joondalup Business Catalogue. • 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. • Social media posts on the Joondalup Innovation Challenge, RoboWest and LITT campaign published. 		
	Oct-Dec 21	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> • 3 Business e-newsletters distributed • 4 opportunities listed on the Joondalup Business Catalogue • Social media posts on the Business Sundowner and the Huzhou International Friendship Cities Conference published. 		
	Jan-Mar 22	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> • 3 Business e-newsletters distributed • The City partnered with Destination Perth to deliver a funding-matched, paid social media campaign to promote the Joondalup Festival • Social media posts on International Women's Day, the importance of cyber security, and the Women in Small Business event published. 		✓
	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
Economic Development Strategy Implement the Economic Development Strategy to provide strategic direction for the promotion of economic and employment growth within the City.	CBD of the North Activity Centre development Destination City Regional collaboration Business capacity	Jul-Sep 21	<ul style="list-style-type: none"> Conduct annual review of progress against the Economic Development Strategy for 2020/21 and present an update to Elected Members. Implement actions in line with the Economic Development Strategy Implementation Plan. 	Implementation of the Economic Development Strategy continued in the quarter and included: <ul style="list-style-type: none"> July Business Forum: Future Proofing Joondalup. Meetings held with key stakeholders to discuss initiatives to showcase the cyber security sector within Joondalup. Inaugural meeting of the Joint Economic Development Initiative. In-principle support provided at the August 2021 Council meeting for a robotics and automation precinct in Joondalup with a full report on a feasibility study to be presented at a later date, for consideration. Ongoing regional collaboration with other local governments. 		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21		<p>Implementation of the Economic Development Strategy continued in the quarter and included:</p> <ul style="list-style-type: none"> • Meeting of the City of Joondalup Cyber Security Stakeholder Group to discuss current issues facing the industry and ideas for collaboration. • Second meeting of the Joint Economic Development Initiative. • Ongoing collaboration with neighbouring local governments. 		
		Jan-Mar 22		<p>Implementation of the Economic Development Strategy continued in the quarter and included:</p> <ul style="list-style-type: none"> • Meeting of the City of Joondalup Cyber Security Stakeholder Group to discuss current West Tech Fest and collaboration activities with NBN Co. • Third meeting of the Joint Economic Development Initiative. • Ongoing collaboration with neighbouring local governments. • Delivery of Industry Capability Network Gateway Workshop for local construction businesses as part of Chamber of Commerce and Industry Western Australia strategic partnership. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Business Forums Deliver Business Forum events to engage with the local business community in key economic issues and opportunities.	Business capacity CBD of the North	Jul-Sep 21	<ul style="list-style-type: none"> Plan and deliver Business Forum. 	A Business Forum was held on 22 July 2021 with keynote speaker, Gihan Perera presenting on the theme of 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	<ul style="list-style-type: none"> Plan and deliver Business Forum. 	A programming plan was developed, and the next Business Forum will be delivered in June 2022.		✓
		Apr-Jun 22				
Destination City Plan Implement the Destination City Plan to attract more visitors to the region for education, business and leisure purposes.	CBD of the North Activity Centre development Destination City Regional collaboration Business capacity	Jul-Sep 21	<ul style="list-style-type: none"> Implement actions in line with the Destination City Plan. 	The following activities were undertaken in the quarter: <ul style="list-style-type: none"> Engagement of a consultant to facilitate development of the Joondalup Visitor Economy Network as part of the implementation of the Destination City Plan. Workshops 1 and 2 of the Joondalup Visitor Economy Network held on 9 and 20 September 2021. Scoping of short and long term actions commenced. 		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21		<p>The following activities were undertaken in the quarter:</p> <ul style="list-style-type: none"> • Workshop 3 of the Joondalup Visitor Economy Network held in October 2021. • Scoping of actions relating to the Destination City Plan continued. • 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. 		
		Jan-Mar 22		<p>The following activities were undertaken in the quarter:</p> <ul style="list-style-type: none"> • Joondalup Visitor Economy Network workshop with a presentation from The Brand Agency on visitor branding. • Development of the Augmented Reality Heritage Trail in collaboration with the Cities of Wanneroo, Stirling, and Cottesloe. • Promotion of the Joondalup Festival in collaboration with Destination Perth. • Joondalup Festival Deals Campaign allowed businesses to offer shopper deals during the Joondalup Festival. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
International Economic Development Activities Plan (IEDAP) Review and update the IEDAP to guide and promote trade/investment opportunities for local businesses in overseas markets.	Destination City	Jul-Sep 21	<ul style="list-style-type: none"> Assess new and emerging opportunities in global markets. 	Activities included continued review of the IEDAP including evaluation of the Global Ready Program undertaken to identify potential target markets for future programming and trade exchange activities.		
	Regional collaboration	Oct-Dec 21		The following activities were undertaken in the quarter: <ul style="list-style-type: none"> 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. 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. Completion of scoping for Global Ready Program. Meeting with Australia Indonesia Business Council to discuss future collaboration. Meeting with new Indonesian Consul General Mrs Listiana Operanata and Economic Consul Mr Nanda Avelist. 		
	Business capacity					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The following activities were undertaken this quarter:</p> <ul style="list-style-type: none"> • Meeting with Joint Economic Development Initiative on inbound and outbound delegations and planning for attendance of international conference, and City of Joondalup businesses to attend Cyber Intelligence Asia in Jakarta. • Assessment of benefits from membership of bilateral business councils most relevant to Joondalup's interests. The City finalised membership of the Australia Japan Business Council. Membership of the Indian and Indonesian Business Councils is currently under consideration. 		✓
		Apr-Jun 22	<ul style="list-style-type: none"> • Finalise the review of the IEDAP and the City's approach to global engagement. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Digital City Plan Develop a Digital City Plan to grow the digital economy in Joondalup.	CBD of the North	Jul-Sep 21	<ul style="list-style-type: none"> Develop draft Digital City Plan. 	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		Development of a Digital City Plan has been deferred while the Economic Development Strategy is under review.		✓
	Business capacity	Apr-Jun 22	<ul style="list-style-type: none"> Undertake targeted consultation on the draft Plan. Finalise draft Plan following consultation. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p>Regional Collaboration</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>	Business capacity	Jul-Sep 21	<ul style="list-style-type: none"> Facilitate a City Deal submission to Federal Government. Actively promote initiatives arising from participation and support of the JLP. 	Stakeholders from the Cities of Joondalup, Wanneroo and Swan have met regularly throughout the quarter to commence collaborative efforts to scope a City Deal opportunity which aims to benefit businesses within each local government area.		
	Regional development	Oct-Dec 21	<ul style="list-style-type: none"> In partnership with the Cities of Wanneroo, Stirling and Swan, investigate opportunities for regional collaboration on economic development activities. Implement economic development programs through research, advocacy and collaboration, which facilitate growth in priority sectors. 	<p>The following activities were undertaken in the quarter:</p> <ul style="list-style-type: none"> 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. 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. 		
	Destination City	Jan-Mar 22	<ul style="list-style-type: none"> Plan and deliver tourism initiatives with the Cities of Wanneroo and Stirling and Destination Perth. 	<p>The following activities were undertaken in the quarter:</p> <ul style="list-style-type: none"> Meeting of the North West Metropolitan Economic Development Alliance. Exploration of e-rideable trials in collaboration with the City of Stirling. Informal discussions with City of Wanneroo on a joint City Deal post-federal election. Finalised membership of the Committee for Perth. 		✓
		Apr-Jun 22				

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

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>Ongoing engagement with businesses occurred during the quarter. Key issues included:</p> <ul style="list-style-type: none"> • Impact of increasing COVID numbers on skills shortages in relation to business operations. • Impact of national and international visitors returning, and State and Federal Government grant opportunities in relation to business operations. • A Joondalup Business Association event was held in the Liberty Flexible Workspaces, providing tenants with information on Cyber Check Me. • The City attended the Department of Jobs, Tourism, Science and Innovation forum on Export Development Grants for local businesses. 		✓
		Apr-Jun 22				

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

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The following activities were undertaken in the quarter:</p> <ul style="list-style-type: none"> • Progress was made on the Small Business Friendly Approvals Program Implementation Plan. • Continued promotion of the Business Catalogue via e-newsletter and social media. • Festival Deals campaign was promoted for businesses near the Joondalup Festival. • Promotion of the City's participation of Australian Made campaign with the Chamber of Commerce and Industry WA. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Promoting Innovation and Supporting Creativity <ul style="list-style-type: none"> Collaborate with the Joondalup Innovation Hub and WA AustCyber Innovation Hub to support innovation and creativity within the Joondalup business community. Review the City's Innovation Fund to build a resilient economy. 	CBD of the North Business capacity Regional collaboration	Jul-Sep 21	<ul style="list-style-type: none"> Participate as a member of the Advisory Board of the WA AustCyber Innovation Hub. Liaise with the WA AustCyber Innovation Hub to support innovation and creativity within the Joondalup business community. Review the City's Innovation Fund and promote a revised matching fund to grow local businesses and attract new businesses into the Joondalup community. In collaboration with Edith Cowan University, investigate methods to ensure businesses have access to research and support to drive innovation and creativity. 	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		The following activities were undertaken in the quarter: <ul style="list-style-type: none"> A review was completed of the City's Innovation Fund. City representatives attended the WA AustCyber Innovation Hub Board meeting and Strategic Planning session. Progress was made on the Joondalup Innovation Challenge for 2022. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Growing Business – North West Alliance 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 CBD of the North Activity Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Attend quarterly North West Alliance Board meetings. Actively promote initiatives arising from participation and support of the Joondalup Learning Precinct and the North West Alliance. 	City representatives attended the North West Alliance Board meeting on 10 September 2021. The Alliance was formalised via a Memorandum of Understanding.		
		Oct-Dec 21	<ul style="list-style-type: none"> Partner with the North West Alliance to deliver relevant training programs for Small to Medium Enterprises. 	City representatives continued to work with the North West Alliance to progress collaborative ideas for business growth in the region.		
		Jan-Mar 22		City representatives attended the March 2022 meeting of the North West Metropolitan Economic Development Australia and agreed to collaborate on the development of a comprehensive list of business support opportunities in the region.		✓
		Apr-Jun 22				
Business Capacity and Support Partner with key stakeholders and business support providers to facilitate and promote capacity building training opportunities for local businesses.	Business capacity	Jul-Sep 21	<ul style="list-style-type: none"> Represent the City at strategic partnership events. Facilitate and support a range of events and initiatives as opportunities arise. Implement the Small Business Friendly initiative in collaboration with the Small Business Development Corporation (SBDC). Report to SBDC on the City's progress in 	City representatives attended the following events: <ul style="list-style-type: none"> Economic Development Australia WA Lunch. Business News Post Budget Breakfast. Joondalup Business Association Grand Final. The end of year report on the Small Business Friendly initiative in collaboration with the SBDC was submitted in September 2021. Development of the implementation plan for the Small Business Friendly Approvals Program continued.		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<p>implementation of the Small Business Friendly Initiative.</p> <ul style="list-style-type: none"> • Implement the Small Business Friendly Approvals Program. 	<p>City representatives attended the following events:</p> <ul style="list-style-type: none"> • Joondalup Business Association Coffee Connections and AGM/ Christmas Sundowner • West Tech Fest • CEDA State of the State Lunch • Liberty Joondalup launch event • Robotics and Automation in Mining Conference • Cyber Week 2021 launch • Huzhou International Friendship Cities Conference. <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>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The following activities were undertaken during the quarter:</p> <ul style="list-style-type: none"> • City representative attended the Cyber Stakeholder Group meeting. • Promotion of the Placemaking Strategy to key stakeholders at the Joint Economic Development Initiative. • City representatives attended Joondalup Business Association events. • Delivery of the Joondalup Visitor Economy Network workshop. • Engagement with MTPConnect regarding the Medical Precinct Taskforce. • A review of the Medical Precinct Taskforce agenda, actions, and membership of the Taskforce commenced. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Business Cluster Formation Support the development of clusters in the areas of education, health and wellness, government, cyber, retail, tourism, global trade and investment, business incubation and activity of commercial precincts through regular industry group meetings, such as Joondalup Business Association, Joondalup Cyber Network, Joondalup Education Network, and the Joondalup Health/Medical Group.	Business capacity	Jul-Sep 21	<ul style="list-style-type: none"> Establish Terms of Reference and a Memorandum of Understanding for relevant organisations. Conduct regular meetings with industry groups. Report outcomes and impact of cluster formation. 	The inaugural meeting of the Joint Economic Development Initiative was held in August 2021. Development of the Terms of Reference commenced. The Joondalup Education Network met in July, August and September 2021.		
	Destination City	Oct-Dec 21		The following activities were undertaken during the quarter: <ul style="list-style-type: none"> The City's Cyber Security Stakeholder Group met in November 2021. The Joondalup Visitor Economy Network met in November 2021 to discuss the implementation of Destination Joondalup. The second meeting of the Joint Economic Development Initiative held in December 2021 and the Terms of Reference were agreed upon. 		
	Business capacity	Jan-Mar 22		The following activities were undertaken during the quarter: <ul style="list-style-type: none"> Delivery of an Industry Capability Network Gateway Workshop for local construction businesses as part of Chamber of Commerce and Industry WA strategic partnership. Meeting of the Cyber Security Stakeholder Group. Meeting of the Joint Economic Development Initiative. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Facilitation of Local and International Investment Establish a program of initiatives for local and international investment attraction, including a business investor familiarisation program to assist companies to enter the Joondalup market and the investment concierge (single point of contact for overseas enquiries).	Business capacity	Jul-Sep 21	<ul style="list-style-type: none"> Continue to develop and implement investment attraction initiatives. Present report to Council requesting in-principle support for a robotics and automation precinct in Joondalup. 	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"> Continue to develop and implement investment attraction initiatives. With project partners, undertake a feasibility study for the establishment of a robotics and automation precinct in Joondalup. Present report to Council on the outcomes of the feasibility study for the establishment of a robotics and automation precinct in Joondalup. 	The following activities were undertaken during the quarter: <ul style="list-style-type: none"> The Project Joondalup Feasibility Report progressed and is planned to be presented to Council in 2022 for endorsement. Engagement with Austrade in USA, Asia and Australia was undertaken to showcase Joondalup capabilities and emerging technologies. 		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The following activities were undertaken during the quarter:</p> <ul style="list-style-type: none"> • The Project Joondalup Feasibility Report progressed and is planned to be presented to Council in 2022 for endorsement. • Discussion held Trade Commissioner for India/Gulf on Joondalup's credentials in technology, education and healthcare. • The City attended the Department of Jobs, Tourism, Science and Innovation's Investment Attraction roundtable, with details provided on the role of the Industrial Lands Authority and an explanation on the recently re-launched Investment Attraction Fund. • The City attended the Asian Business Councils forum at the Department of Jobs, Tourism, Science and Innovation with Deputy Premier Roger Cook MLA presenting. • The City attended the Perth USAsia Centre forums: India–Australia: An Investment-Led Strategy; and Japan–Australia defence relations. 		✓
		Apr-Jun 2				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Support for Future Workforce, Innovators and Entrepreneurs to Develop Business Resilience and Employability Programs <ul style="list-style-type: none"> Undertake research and deliver initiatives to increase employment and employability opportunities for the future workforce, innovation and entrepreneurship. Deliver initiatives with key stakeholders to encourage business reliance and employability, including Cyber Check.Me Program, Joondalup Innovation Challenge, and Women in Technology WA. 	CBD of the North Business capacity Regional collaboration	Jul-Sep 21	<ul style="list-style-type: none"> Deliver and evaluate Joondalup Innovation Challenge. Deliver Cyber Check.Me Program. Provide work integrated learning opportunities to local students. 	Activities included: <ul style="list-style-type: none"> Joondalup Innovation Challenge delivered in July 2021. Cyber Check.Me program showcased at the Joondalup Business Forum in July 2021 and at Jobs in Joondalup in September 2021. Participation by 7 students from Edith Cowan University and North Metro TAFE in Work Integrated Learning program with the City. 		
		Oct-Dec 21	<ul style="list-style-type: none"> Deliver Cyber Check.Me Program. Provide work integrated learning opportunities to local students. 	Activities included: <ul style="list-style-type: none"> Continued discussions with Edith Cowan University, North Metro TAFE and WA AustCyber to progress improvements in Cyber Check.Me engagement and delivery. Engagement with Sapien Cyber to progress the pathways program for Cyber Security students and graduates into real-world projects and industry. 		
		Jan-Mar 22		Activities included: <ul style="list-style-type: none"> Continued promotion and development of Cyber Check.Me program. Confirmation of the City's participation in the Future Female Founders 2022 Program. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Promoting the Visitor Economy Develop and implement activities to position Joondalup as a destination to visit, work, study, trade with and invest in.	Destination City	Jul-Sep 21	<ul style="list-style-type: none"> In partnership with other local governments, Study Perth, and Destination Perth, undertake planning for regional tourism opportunities. Implement regional visitor economy tourism promotion in partnership with other local governments, Study Perth and Destination Perth. 	The City delivered the 'Jobs in Joondalup' event in September 2021, with support from StudyPerth, the WA State Government and Lotterywest.		
		Oct-Dec 21		The City has worked closely with Destination Perth, the City of Stirling and other partners to deliver the Sunset Coast Explorer service. Regular meetings of representatives from the Cities of Stirling and Wanneroo were held to discuss future marketing activities for the Sunset Coast.		
		Jan-Mar 22		The following activities were undertaken in the quarter: <ul style="list-style-type: none"> A promotions campaign for the Joondalup Festival was delivered. A Business Deals page was established on the City's Website. The Sunset Explorer initiative was finalised in March 2022. Brand development commenced for the Destination Joondalup initiative. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
International Economic Exchange Investigate opportunities to encourage economic linkages between Joondalup and other global markets.	Destination City Activity Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Outline priority initiatives with key markets and realign City services to meet priority initiatives. Identify priorities across sectors (eg education, health, cyber), trade and investment opportunities and key partners. 	Review into the City's priority sectors and markets commenced during the quarter.		
		Oct-Dec 21	<ul style="list-style-type: none"> Deliver activities. 	The City was represented at the Huzhou International Friendship Cities Conference. The City welcomed the new Perth Indonesian Consul General and Economic Consul at a meeting in December 2021.		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The following activities undertaken this quarter:</p> <ul style="list-style-type: none"> • The City hosted the Indian Consular General and the Trade Commissioner for India/Gulf for a Roundtable discussion and Tour of Edith Cowan University. • The City became a founding member of the Australian Japanese Business Council and was represented at the launch of the Australian Japanese Business Council event. • Discussions progressed with the Department of Jobs, Tourism, Science and Innovation on the Sister State Agreement with West Java and a future inbound Indonesian delegation. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Event Attraction 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-Sep 21	<ul style="list-style-type: none"> Liaise with stakeholders and event promoters to attract vibrant cultural, sporting and business events to the region. 	Following the advertising in 2020/21 of an Expression of Interest for the staging of a Joondalup Classic Car Event, the City continued to assess the submissions from applicants. Business Events contributed funding for the City's July 2021 Business Forum at which Gihan Perera, futurist and author, delivered a keynote address entitled Future Proofing Joondalup.		
		Oct-Dec 21		Expressions of Interest were assessed for the Joondalup Classic Car Event with 1 applicant put forward for consideration to Elected Members. A report will be presented to Council seeking endorsement in quarter 3.		
		Jan-Mar 22		At its February meeting, Council endorsed sponsorship support for the Joondalup Festival of Motoring valued at \$350,000.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Ocean Reef Marina Assist DevelopmentWA to implement the project in accordance with the approved State Government Business Case through the Ocean Reef Marina Memorandum of Understanding and Project Development Agreement. (NOTE: Activities and project milestones are subject to the project program developed and managed by Development WA.)	Destination City	Jul-Sep 21	<ul style="list-style-type: none"> Undertake activities as agreed between the City and DevelopmentWA to progress the project. Present reports to the Major Projects and Finance Committee on the progress and status of the project. 	The City and DevelopmentWA continued to negotiate the draft Development Agreement and Land Transfer Deed throughout the quarter. An update on the progress of the development of the Ocean Reef Marina project was presented to Elected Members on 7 September 2021.		
		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.		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		At a Special Council meeting on 29 March 2022, Council resolved to Execute the Development Agreement, subject to the following conditions: <ul style="list-style-type: none"> • Authorise the CEO to sign the Form 1A to facilitate the lodgment and progressing of the first stage subdivision for the Ocean Reef Marina. • List for consideration in the 2022/23 budget, a contribution by the City of \$3.5 million to the new Ocean Reef Sea Sports Club building, subject to the Ocean Reef Sea Sports Club repaying 50% of the contribution (\$1.75 million) back to the City. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Establishment of Cafes, Kiosks and Restaurants – Pinnaroo Point, Hillarys Progress the establishment of high quality, environmentally sustainable café and kiosk facilities on identified sites owned or managed by the City.	Destination City	Jul-Sep 21	<ul style="list-style-type: none"> Finalise the lease arrangements required for the development of a new facility at Pinnaroo Point. 	<p>The City finalised land lease arrangements with the developer.</p> <p>The developer lodged a Development Application with the City.</p>		
		Oct-Dec 21	<ul style="list-style-type: none"> Developer finalises development approvals process for a facility at Pinnaroo Point and commences construction. Undertake the actions required to facilitate the provision of new services to the leased area. 	<p>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.</p> <p>The Western Australian Planning Commission approved a Development Application for a facility at Pinnaroo Point.</p>		
		Jan-Mar 22	<ul style="list-style-type: none"> Present reports to the Major Projects and Finance Committee on the progress and status of the project. 	<p>The developer requested consent to sub-lease the premises to another party.</p> <p>The developer continued to progress the design and approvals processes.</p> <p>The City progressed the actions required for the installation of services to the leased area.</p>		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Establishment of Cafes, Kiosks and Restaurants – Burns Beach Progress the establishment of high quality, environmentally sustainable café and restaurant facilities on identified sites owned or managed by the City.	Destination City	Jul-Sep 21	<ul style="list-style-type: none"> Progress the design process for a new food and beverage facility at Burns Beach and the coastal node development. Continue negotiations with the State Government to secure land tenure for a facility at Burns Beach. Progress the identification of an operator for a food and beverage business at the facility. 	At its meeting of July 2021, Council: <ul style="list-style-type: none"> Noted the Community Consultation Outcomes Report on the Burns Beach Coastal Node Concept Plan. Approved the Burns Beach Café/Restaurant and Coastal Node Redevelopment Business Case as the basis for continuing to progress the project. Requested the Chief Executive Officer to initiate an Expression of Interest process to identify potential commercial operators for the proposed café/restaurant facility. 		
		Oct-Dec 21	<ul style="list-style-type: none"> Present reports to the Major Projects and Finance Committee on the progress and status of the project. 	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.		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		The coastal hazard risk management and adaptation plan for the project will be reviewed to reflect the lease terms proposed by the Department of Planning, Lands and Heritage.		✓
		Apr-Jun 22				
Establishment of Cafes, Kiosks and Restaurants – Neil Hawkins Park Progress the establishment of high quality, environmentally sustainable café and restaurant facilities on identified sites owned or managed by the City.	Destination City	Jul-Sep 21	<ul style="list-style-type: none"> Continue to progress the development of a café/kiosk at Neil Hawkins Park. Present reports to the Major Projects and Finance Committee on the progress and status of the project. 	The City continued to consider opportunities for Neil Hawkins Park, including landscaping improvements.		
		Oct-Dec 21		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 has been placed on hold until land tenure issues have been resolved.		✓

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

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Edgewater Quarry Master Planning Develop a Master Plan for Edgewater Quarry to include land rationalisation and development options that optimise City and community benefits.	Activity Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Progress investigations into contamination of the quarry site in response to the Notice issued by the Department of Water and Environmental Regulation. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	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. 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		Environmental consultants have been engaged to undertake an interim Site Management Plan to address asbestos-containing materials on the site.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Warwick Community Facilities Investigate options to optimise opportunities related to the City's freehold land in the Warwick Activity Centre.	Activity Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Undertake actions in line with Council direction. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	A report was submitted to the Major Projects and Finance Committee on 13 September 2021 at which the Major Projects and Finance Committee noted the deferment of the project until the City's Social Needs Analysis has been finalised.		
		Oct-Dec 21		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		No progress during the quarter, pending the outcomes of the City's Social Needs Analysis.		✓
		Apr-Jun 22				
Heathridge Park Master Plan Investigate options to optimise City and community benefits in Heathridge Park and facilities, Heathridge.	Activity Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Undertake the concept design review process. Progress a business case and funding strategy. Commence detailed design. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	The City commenced preparation for a design review process.		
		Oct-Dec 21		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 design review process has not been initiated as the approach and scope are being refined.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Woodvale Library and Community Hub Investigate options to optimise City and community benefits.	Activity Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Undertake actions in line with Council decisions. Present reports to the Major Projects and Finance Committee on the status and progress of the project. 	A report was submitted to the Major Projects and Finance Committee on 13 September 2021 at which the Major Projects and Finance Committee noted the deferment of the project until the City's Social Needs Analysis has been finalised.		
		Oct-Dec 21		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		No progress during this quarter. Pending finalisation of the Social Needs Analysis.		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Land Optimisation Projects Optimise and rationalise land within the City and investigate land related opportunities within the region.	Activity Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Investigate identified opportunities for optimisation and rationalisation. Progress actions necessary for the disposal and acquisition of properties as endorsed by Council. 	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		Elected Members were provided with the requested advice from the Department of Planning Lands and Heritage at the Major Projects and Finance Committee meeting on 28 March 2022.		✓
		Apr-Jun 22				
Works Operation Centre — Land Optimisation Projects Investigate tenure options for Works Operation Centre.	Activity Centre development	Jul-Sep 21	<ul style="list-style-type: none"> Undertake Works Operation Centre tenure investigations. 	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		No progress during this quarter.		✓

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
<p>Environment Plan 2014-2019</p> <p>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.</p>	<p>Environmental resilience</p> <p>Accessible environments</p> <p>Community involvement</p> <p>Environmental leadership</p>	Jul-Sep 21	<ul style="list-style-type: none"> Implement actions from the 2014-2019 Environment Plan. Continue planning for a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy. 	<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"> Implement actions from the 2014-2019 Environment Plan. Finalise annual review of progress in 2020/21 against the Environment Plan and present the State of the Environment Report to Elected Members. Continue a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy. 	<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>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the 2014-2019 Environment Plan. Continue a major review of the Environment Plan including environmental KPIs to inform the development of a new Environment Strategy. Commence development of the new Environment Strategy. 	<p>Ongoing actions were implemented from the Environment Plan 2014–2019, including the Community Funding Program being open from 1–31 March 2022 with sustainability being part of the funding priorities.</p> <p>The State of the Environment Report for 2020/21 was finalised and presented to Elected Members.</p> <p>A major review of the Environment Plan 2014–2019 and key performance indicators has been completed to inform the development of a new Environment Strategy.</p> <p>Development of a new Environment Strategy has been postponed, commencing after the new 10-Year Strategic Community Plan has been finalised.</p>		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p>Climate Change Strategy 2014–2019</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-Sep 21	<ul style="list-style-type: none"> • Implement actions from the Climate Change Strategy. • Continue development of a new Climate Change Plan. 	<p>Ongoing actions were implemented from the Climate Change Strategy 2014–2019 including:</p> <ul style="list-style-type: none"> • Appointment of an external consultant, Azility, to provide environmental monitoring and reporting services. • Ongoing promotion of the Climate Clever Program to encourage schools and students to reduce their carbon footprint and save money on utility bills. • Winter tree planting including planting as part of the Leafy City Program. <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"> • Implement actions from the Climate Change Strategy. • Finalise annual review of progress in 2020/21 against the Climate Change Strategy and present the State of the Environment report to Elected Members. • Continue development of a new draft Climate Change Plan. 	<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>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the Climate Change Strategy. Continue development of a new Climate Change Plan. 	<p>Ongoing actions were implemented from the Climate Change Strategy 2014–2019 including identification of data accuracy improvements for the City’s environmental data monitoring system (Azility).</p> <p>A State of the Environment report for 2020/21 was finalised and presented to Elected Members, including progress against the Climate Change Strategy.</p> <p>A presentation was held for Elected Members to present the outcomes from the Climate Change Survey community consultation and seek feedback regarding the level of emissions targets to set for a new Climate Change Plan.</p> <p>Development of a new draft Climate Change Plan continued.</p>	On Track	✓
		Apr-Jun 22	<ul style="list-style-type: none"> Implement actions from the Climate Change Strategy. Present draft new Climate Change Plan to Council seeking endorsement for community consultation. 			

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

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> • Implement the Coastal Infrastructure Adaptation Plan. • Undertake community consultation on the draft CHRMAP. 	<p>Ongoing actions were implemented from the Coastal Infrastructure Adaptation Plan, including:</p> <ul style="list-style-type: none"> • A Coastal Adaptation and Protection grant application was made for the Sand Bypassing Program between Sorrento Beach and Hillarys Beach in 2022/23. • A Coastal Adaptation and Protection grant application was made for the Coastal Monitoring Program in 2022/23. • Photographic surveys undertaken for the Coastal Monitoring Program 2021/22. <p>Development of a Coastal Hazard Risk Management Adaptation Plan continued for the City's coastline.</p>		✓
		Apr-Jun 22	<ul style="list-style-type: none"> • Implement the Coastal Infrastructure Adaptation Plan. • Finalise the draft CHRMAP and present to Elected Members. • Commence implementation of the CHRMAP. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Craigie Bushland Fauna Management Plan Undertake research and liaise with relevant stakeholders to inform the development of a plan to guide the current and future sustainable management of the fauna population within Craigie Bushland.	Environmental resilience	Jul-Sep 21	<ul style="list-style-type: none"> Continue research and liaison with relevant stakeholders to inform management of the fauna population within Craigie Bushland. 	Development of a Craigie Bushland Fauna Management Plan continued. Liaison occurred with Edith Cowan University and the University of WA regarding Quenda monitoring and research in Craigie Bushland.		
	Community involvement	Oct-Dec 21	<ul style="list-style-type: none"> Liaise with relevant stakeholders regarding conducting Quenda monitoring at Craigie Bushland and seek expert advice to inform fauna management. 	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"> Finalise the Craigie Bushland Fauna Management Plan. 	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.	
			Apr-Jun 22			
Pathogen Management Plan 2018–2028 Implement actions to reduce the risk of introducing and spreading pathogens within the City.	Environmental resilience	Jul-Sep 21	<ul style="list-style-type: none"> Implement actions from the Pathogen Management Plan. Undertake annual review of progress made in 2020/21. 	Actions were implemented from the Pathogen Management Plan, including development of a request for quotation for contractors to conduct a pathogen treatment program.		
	Community involvement				An annual review of progress made in 2020/21 against the Pathogen Management Plan was completed.	
	Environmental leadership					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> Implement actions from the Pathogen Management Plan. Present results of the annual review of the Pathogen Management Plan to Elected Members via the State of the Environment report. 	<p>Actions were implemented from the Pathogen Management Plan, including implementation of a Pathogen Treatment Program in natural areas and parks.</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 Pathogen Management Plan.</p>		
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the Pathogen Management Plan. 	<p>Actions were implemented from the Pathogen Management Plan including:</p> <ul style="list-style-type: none"> Finalisation of a Pathogen Treatment Program in natural areas and parks. Implementation of Green Card training for relevant officers to increase awareness about pathogen hygiene principles. <p>A State of the Environment report for 2020/21 was finalised and presented to Elected Members, including progress against the Pathogen Management Plan.</p>		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Weed Management Plan Implement actions from the Weed Management Plan to provide an integrated approach to weed management within the City.	Environmental resilience Community involvement Environmental leadership	Jul-Sep 21	<ul style="list-style-type: none"> Implement the Weed Management Plan. Undertake annual review of progress made in 2020/21 against the Weed Management Plan. Commence development of a new Weed Management Plan. 	<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"> Implement the Weed Management Plan. 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. Continue development of a new Weed Management Plan. 	<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>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> Implement the Weed Management Plan. Continue development of a new Weed Management Plan. 	<p>Ongoing actions from the Weed Management Plan were implemented, including participation in the WA Local Government Association's Local Government Herbicide Use and Integrated Weed Management Working Group.</p> <p>A State of the Environment report for 2020/21 was finalised and presented to Elected Members, including progress against the Weed Management Plan.</p> <p>Development of a new Weed Management Plan continued.</p>		✓
		Apr-Jun 22				

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

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> 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. Continue to undertake Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora and vegetation surveys. Continue the development of the Iluka-Burns Beach Foreshore Management Plan. 	<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"> Continue to undertake Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora and vegetation surveys. Continue the development of the Iluka-Burns Beach Foreshore Management Plan. 	<p>A State of the Environment report for 2020/21 was finalised and presented to Elected Members, including progress against Natural Area Management Plans.</p> <p>The Craigie Bushland and Hillarys-Kallaroo Foreshore Reserve flora survey and vegetation condition assessment reports were finalised.</p> <p>Development of the Iluka-Burns Beach Foreshore Reserve Management Plan continued.</p>		✓

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Apr-Jun 22	<ul style="list-style-type: none"> Continue the development of the Iluka-Burns Beach Foreshore Management Plan. 			
<p>Bushfire Risk Management Plan</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-Sep 21	<ul style="list-style-type: none"> Implement actions from the Bushfire Risk Management Plan. 	<p>Implementation of actions from the Bushfire Risk Management Plan included:</p> <ul style="list-style-type: none"> Ongoing stakeholder liaison and positive collaboration on bushfire risk management with the Department of Fire and Emergency Services (DFES). Updates to the DFES Bushfire Risk Management System (BRMS) treatment schedule. A Request for Quotation process undertaken to appoint a contractor to undertake the 2021/22 bushfire mitigation works to be funded from the DFES Mitigation Activity Funds Grants Program. Ongoing firebreak improvement works. Ongoing scheduling of bushfire mitigation works within City owned and managed land. Continued delivery of bushfire risk management updates on behalf of the City to the COJ/COW Local Emergency Management Committee. 		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> • Conduct annual review of achievements from the Bushfire Risk Management Plan and provide an update to Elected Members. • Implement actions from the Bushfire Risk Management Plan. 	<p>Implementation of actions from the Bushfire Risk Management Plan included:</p> <ul style="list-style-type: none"> • Ongoing stakeholder liaison and positive collaboration on bushfire risk management with the Department of Fire and Emergency Services. • Continued delivery of bushfire risk management updates on behalf of the City to the City of Joondalup/ City of Wanneroo Local Emergency Management Committee. • 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. <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>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions from the Bushfire Risk Management Plan. 	<p>Implementation of actions from the Bushfire Risk Management Plan included:</p> <ul style="list-style-type: none"> Ongoing management of the 2021/22 Department of Fire and Emergency Services Mitigation Activity Fund Grants Program Round 1 Funding on-ground works. Updates to the Department of Fire and Emergency Services' Bushfire Risk Management System treatment schedule. Ongoing management of fuel reduction and firebreaks on-ground works. Liaison with the Department of Fire and Emergency Services regarding the upcoming proposed hazard reduction grass tree burning within Craigie Open Space Bushland. Continued liaison with large private property owners regarding requests for Permits to Burn, including, Montessori School, Kingsley, and Pinnaroo Valley Memorial Park. Continued development of the City's new Bushfire Mitigation Fuel Reduction and Firebreaks for 2022/23 tender. 		✓
		Apr-Jun 22				

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Yellagonga Integrated Catchment Management Plan 2015–2019 Implement the Yellagonga Integrated Catchment Management Plan (YICM) in partnership with the City of Wanneroo and the Department of Biodiversity, Conservation and Attractions (DBCA) and commence development of a new YICM Plan 2021-2026.	Environmental resilience Accessible environments Community involvement Environmental leadership	Jul-Sep 21	<ul style="list-style-type: none"> Implement YICM Plan projects in accordance with the implementation schedule. Undertake annual review of the YICM Plan against 2020/21 projects in partnership with the COW and DBCA. Present draft YICM Plan 2020-2025 to Council seeking endorsement following community consultation. 	Projects from the YICM Plan were implemented in accordance with the Implementation Schedule, including ongoing water quality monitoring and finalisation of the Edith Cowan University Yellagonga Regional Park Wetlands Water Quality Monitoring Report for 2020/21. An annual review of the YICM Plan 2015-2019 was conducted for 2020/21 during the quarter. The draft YICM Plan 2021-2025 was endorsed by Council at its meeting of 17 August 2021.		
		Oct-Dec 21	<ul style="list-style-type: none"> Implement projects from the YICM Plan. Report results of the annual review of 2020/21 projects to Elected Members via the State of the Environment report. 	Projects from the YICM Plan were implemented in accordance with the Implementation Schedule, including: <ul style="list-style-type: none"> Ongoing water quality monitoring in Yellagonga Regional Park conducted by Edith Cowan University. Feral animal control in Yellagonga Regional Park. Weed control of the Bleeding Heart Poplar species. 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"> Implement YICM Plan projects in accordance with the Implementation Schedule. 	<p>Projects from the YICM Plan were implemented in accordance with the Implementation Schedule, including:</p> <ul style="list-style-type: none"> Ongoing water quality monitoring in Yellagonga Regional Park conducted by Edith Cowan University. Promotion of new YICM Plan 2021–2026. Feral animal control in Yellagonga Regional Park. Weed control of the Bleeding Heart Poplar species. <p>A State of the Environment report for 2020/21 was finalised and presented to Elected Members, including progress against the YICM Plan.</p>		✓
		Apr-Jun 22				
Ocean Reef Park Upgrade, Ocean Reef Undertake design works in Ocean Reef Park including irrigation and infrastructure works in line with Landscape Master Planning principles of eco-zoning and hydro-zoning to increase water efficiency and install new park infrastructure.	Environmental resilience	Jan-Mar 22	<ul style="list-style-type: none"> Undertake landscape design. 	Landscaping design progressed during the quarter.		✓
	Community involvement	Apr-Jun 22				
	Environmental leadership					

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p>City Water Plan 2016–2021</p> <p>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.</p>	<p>Environmental resilience</p> <p>Community involvement</p> <p>Environmental leadership</p>	Jul-Sep 21	<ul style="list-style-type: none"> • Undertake an annual review of progress for 2020/21 in implementing projects from the City Water Plan. • Implement actions from the City Water Plan. 	<p>A major review of the City Water Plan from 2016 to 2021 was conducted during the quarter, including progress in 2020/21.</p> <p>Actions from the City Water Plan were implemented including ongoing monitoring of scheme water and groundwater performance.</p> <p>Development of a Waterwise Council Action Plan commenced which is required for re-endorsement as a Waterwise Council.</p>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> • Present the results of the annual review of progress against the City Water Plan to Elected Members via the State of the Environment report. • Implement actions from the City Water Plan. 	<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>		

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22	<ul style="list-style-type: none"> • Implement actions from the City Water Plan. • Commence development of a new draft City Water Plan. 	<p>A State of the Environment report for 2020/21 was finalised and presented to Elected Members, 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>The City was re-endorsed as a Gold Waterwise Council by the Water Corporation and the Department of Water and Environmental Regulation, including endorsement of the Waterwise Council Action Plan.</p>		✓
		Apr-Jun 22	<ul style="list-style-type: none"> • Implement actions from the City Water Plan. • Continue development of a new draft City Water Plan. 			

Project/activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Waste Management Plan 2016–2021 <ul style="list-style-type: none"> Implement the City's Waste Management Plan to provide guidance on City Waste operations. Commence review of the City's current Waste Management Plan in preparation for the development of a new plan. 	Environmental resilience	Jul-Sep 21	<ul style="list-style-type: none"> Implement actions contained within the Waste Management Plan. 	Implementation of outstanding actions continued with particular focus on a review of current services to inform the development of a new 5–10-year Waste Plan, in line with the WA State Waste Strategy 2030.		
	Community involvement	Oct-Dec 21	<ul style="list-style-type: none"> Implement actions contained within the Waste Management Plan. Conduct an annual review of progress against the Waste Management Plan and present an update to Elected Members. 	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.		
	Environmental leadership			<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>		
		Jan-Mar 22	<ul style="list-style-type: none"> Implement actions contained within the Waste Management Plan. 	<p>The City commenced a series of worm-farming workshops with the community with over 50 attendees at some sessions.</p> <p>Further work on the review of the bulk waste services is underway and will be presented to Elected Members in quarter 4.</p>		✓

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

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

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Sorrento Surf Life Saving Club Redevelopment Investigate options for the refurbishment/ redevelopment of the Sorrento Life Saving Club facility.	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> Appoint consultant for relevant studies, including coastal mapping, traffic/ parking, retail needs assessment, social return of investment and architectural services. 	Draft financial evaluation for the social return on investment was prepared. Consultants to undertake relevant studies were engaged.		
		Oct-Dec 21	<ul style="list-style-type: none"> Review recommendations from consultants' reports. Develop concept plans and cost estimates. 	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"> Draft business case on the options for refurbishment/ redevelopment. Present business case to Elected Members. Present report to Council seeking endorsement of the refurbishment/ redevelopment options. 	Concepts and costings for the redevelopment of Sorrento Surf Life Saving Club were presented to Elected Members in March 2022. The proposal to redevelop the surf club will be presented again to Elected Members in the next quarter.		✓
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Chichester Park Clubroom Facility Redevelopment Undertake redevelopment of a community sporting facility and other infrastructure for construction.	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> Advertise tender for construction. 	The construction tender for the project closed and submissions were assessed.		
		Oct-Dec 21	<ul style="list-style-type: none"> Award tender. 	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"> Commence construction. 	Construction for the project commenced, including demolition of existing building and additional car bays installed.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Continue construction. 			
Emerald Park Clubrooms Facility Refurbishment Undertake refurbishment works at Emerald Park Clubroom Facility.	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> Finalise tender evaluation and appoint builder. 	The tender evaluation process was finalised. A contractor was appointed, and construction commenced.		
		Oct-Dec 21	<ul style="list-style-type: none"> Commence construction. 	Construction continued during the quarter.		
		Jan-Mar 22	<ul style="list-style-type: none"> Continue construction. 	Construction continued during the quarter.		✓
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Warwick Sports Centre Club Refurbishment Works <ul style="list-style-type: none"> Finalise refurbishment works at Warwick Bowling Club. Undertake refurbishment works at Greenwood Tennis Clubrooms. 	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> Finalise construction at Warwick Bowling Club. Undertake construction at Greenwood Tennis Clubrooms. 	Construction continued at Warwick Bowling Club.		
		Oct-Dec 21		<ul style="list-style-type: none"> Detailed design continued for Greenwood Tennis Clubrooms. 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		<ul style="list-style-type: none"> Construction commenced at Greenwood Tennis Clubrooms. Western Power upgrade works were delayed and will be finalised in the next quarter. 		✓
		Apr-Jun 22				
Sorrento Football Club – Changeroom Extension <p>Undertake detailed design and procurement for Sorrento Football Club changeroom extension.</p>	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> Undertake detailed design. Commence procurement. 	Detailed design commenced.		
		Oct-Dec 21		Detailed design continued.		
		Jan-Mar 22		Detailed design was finalised, and the tender was advertised during the quarter.		✓
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Duffy House Activation Works and Commercial Expression of Interest <ul style="list-style-type: none"> Progress community engagement process on potential activation options. Explore additional funding options for agreed activation works. 	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> Undertake community consultation process on potential activation options. 	<p>Council approved the release of a Site Concept Plan in the previous quarter for the purposes of community consultation.</p> <p>Community consultation was conducted throughout July and August 2021.</p>		
		Oct-Dec 21		<p>Analysis of consultation results was undertaken during the quarter to inform the development of a final Site Concept Plan.</p>		
		Jan-Mar 22	<ul style="list-style-type: none"> Present outcomes of consultation to Elected Members. Implement actions in line with Council direction. 	<p>The outcomes of the community consultation were presented to Elected Members at the 1 March 2022 Strategy Session.</p>		✓
		Apr-Jun 22				
Joondalup Administration Building – Major Refurbishment Works <p>Progress design and phasing of major refurbishment works at the Joondalup Administration Centre Building.</p>	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> Consider options for refurbishment. 	Project scoping commenced.		
	Community spirit	Oct-Dec 21		Project scoping continued during the quarter.		
		Jan-Mar 22		Project scoping continued during the quarter.		✓
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Craigie Leisure Centre Refurbishment Refurbish existing facility, including extension of the gymnasium and group fitness areas.	Quality facilities	Jul-Sep 21	<ul style="list-style-type: none"> Award tender. Commence construction. 	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"> Continue construction. 	Construction on the project continued.		
		Jan-Mar 22		Construction on the project continued with practical completion for stage 1 expected next quarter.		✓
		Apr-Jun 22				
Cultural Plan 2020–2025 Provide strategic direction for the City's arts and cultural program to meet the aspirations of the community and Joondalup 2022.	Cultural development	Jul-Sep 21	<ul style="list-style-type: none"> Implement the goals of the Cultural Plan. 	An implementation plan listing a series of actions from the Cultural Plan was developed.		
	Community spirit	Oct-Dec 21		Business cases were prepared as per the implementation plan for the following: <ul style="list-style-type: none"> Audit of cultural spaces facilities. Establishment of a gallery space at Hillarys Boat Harbour. Development of a Public Art Masterplan and Strategy. 		
		Jan-Mar 22		Business cases were endorsed with a proposal to undertake an audit of cultural spaces and facilities and a Public Art Masterplan and Strategy.		✓
		Apr-Jun 22		The City researched commercial venues for the establishment of a gallery at Hillarys Boat Harbour.		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Cultural Events Program Deliver a program of community cultural events that build community spirit and cultural identity, and provide opportunities for community participation, including: <ul style="list-style-type: none"> • Sunday Serenades • Little Feet Festival • Music in the Park • Valentine's Concert • Joondalup Festival. 	Cultural development Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> • Deliver events in accordance with the City's program. 	Events and activities undertaken in the quarter included: <ul style="list-style-type: none"> • Sunday Serenades Concert in September, held at St Stephen's School. The NAIDOC concert was rescheduled for delivery in October 2021. • Commencement of project planning for the Valentine's Concert with the artist approved for 2022. • Commencement of planning for a revised Joondalup Festival format. 		
		Oct-Dec 21		<ul style="list-style-type: none"> • The Little Feet Festival was delivered on 24 October, with an estimated 7,500 people attending. • Ticket sales for the Valentine's Concert were launched with 5,056 sold and \$170,000 income generated. • The Sunday Serenades concerts were delivered in October, November and December 2021. 		
		Jan-Mar 22		Events and activities undertaken in the quarter included: <ul style="list-style-type: none"> • Music in the Park delivered on Saturday 15 January 2022 at Santiago Park, Ocean Reef. • Valentine's Concert delivered to 6,000 patrons on 10 February 2022. • Joondalup Festival delivered 18 March– 2 April 2022. 		✓
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Public Art Projects Commission new public art projects at City locations that contribute to a sense of place, local identity and make art accessible for the community.	Cultural development Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> Commission art projects as required. 	The Craigie Leisure Centre refurbishment project commenced along with a commissioned public artwork by Eveline Kotai.		
		Oct-Dec 21		Discussions have commenced regarding inclusion of public art at the proposed Burns Beach Café.		
		Jan-Mar 22		A Business Case was endorsed to undertake the development of a Public Art Masterplan and Strategy with funds being allocated as part of the draft 2022-23 budget.		✓
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Visual Arts Program Deliver an annual program that provides community access to contemporary quality artworks, supports local arts development and promotes Joondalup as a vibrant cultural destination, including: <ul style="list-style-type: none"> • Community Art Exhibition • NAIDOC Art Exhibition • City of Joondalup Invitation Art Prize • Mural Arts Program • Inside Out Billboard Project • Public Art Maintenance • Art Collection Management • National or International Artist Residency • Arts in-focus • Arts Development Scheme. 	Cultural development Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> • Deliver activities in line with the City's program. 	The following visual arts events and activities were delivered during the quarter as part of the City's Cultural Program: <ul style="list-style-type: none"> • NAIDOC Week exhibition. • Ongoing public art maintenance of Interlace. • The commissioning of Christopher Pease to create a new artwork for the City's art collection. 		
		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. Acquisitions to the City's Art Collection included: <ul style="list-style-type: none"> • Backyard Adventure Club by Bruce Slatter and Nicole Slatter. • Mooroo Boodjar, 29th December 1696 by CKelsey Ashe. 		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>More than 160 works on display and a prize pool of more than \$11,000 were offered for the Community Art Exhibition 2022.</p> <p>A new artwork by Sandra Hill — <i>Wautt Paardalaniny (Moving Camp All Together)</i> — was acquired by the City (2008, Oil on board, 78 x 59 cm).</p> <p>Expressions of interest opened for Invitation Art Prize 2022.</p>		✓
		Apr-Jun 22				
<p>Access and Inclusion Plan</p> <ul style="list-style-type: none"> Finalise development of a new Access and Inclusion Plan 2021-2024. Implement Access and Inclusion Plan to guide City operations and services and to ensure they are inclusive of all members of the community, including people with disabilities and their families and carers. 	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> Implement Access and Inclusion Plan 2018–2021. Submit report on progress of City's Access and Inclusion Plan for 2020/21 to the Department of Communities, Disability Services. 	<p>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.</p> <p>A draft new plan has been developed after community consultation and will be presented to Council for endorsement in quarter 2 of 2021/22.</p>		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Oct-Dec 21	<ul style="list-style-type: none"> • Implement Access and Inclusion Plan 2018–2021. • Finalise development of new Access and Inclusion Plan 2021–2024. • Present report to Council seeking endorsement of Access and Inclusion Plan 2021–2024. 	<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>		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The following programs and initiatives were undertaken in the quarter:</p> <ul style="list-style-type: none"> • Final “Easy Read” Access and Inclusion Plan design was received by the City and entered consumer testing facilitated by the producer, Scope Australia. • Northern Suburbs Multicultural Network Forum hosted by the City of Joondalup on 23 February featuring presentations focussing on “Engaging CaLD Communities” from Multicultural Futures, Umbrella Group and Consumer Protection. 15 representatives attended in-person and 12 attendees participated online. • Disability Interagency Networking Opportunity Forum hosted by the City in partnership with the City of Wanneroo on 28 March. 20 representatives attended online, featuring presentations on funding opportunities by the Cities of Joondalup, Stirling and Wanneroo alongside disability provider Summer Foundation. • Review of Accessible Communities for Everyone booklet commenced. 		✓
		Apr-Jun 22	<ul style="list-style-type: none"> • Implement Access and Inclusion Plan 2021-2024. 			

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Community Funding Program Implement the revised Community Funding Program following a major review. The program aims to provide funds for programs and events which build capacity and strengthen the Joondalup Community.	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> Present revised Community Funding Policy to Policy Committee/Council seeking endorsement. 	The revised Community Funding Program Policy was approved by Council at its August 2021 meeting.		
		Oct-Dec 21	<ul style="list-style-type: none"> Develop criteria for Community Funding Program Guidelines. 	Guidelines for the revised Community Funding Program were developed and approved.		
		Jan-Mar 22	<ul style="list-style-type: none"> Launch the revised Community Funding Program. Advertise the funding round. 	The inaugural round of the Community Funding Program was held in March 2022. A total of 25 applications were received, with total funds requested of \$171,312. Allocation of successful grant applications will be completed next quarter.		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Assess funding applications and award grant funding. 			

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Community Programs and Initiatives Deliver an annual program of community-based initiatives to encourage social interaction within local neighbourhoods, such as: <ul style="list-style-type: none"> • Communities in-focus workshops • Grow it Local • Nature Passport • International Volunteer Day • Meet Your Neighbour Program. 	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> • Deliver program and events in accordance with the City's program. 	The following programs and initiatives were delivered: <ul style="list-style-type: none"> • Communities in-focus workshop on Recruiting and Retaining Volunteers which was held in August. • The Grow It Local online platform promoted, and seeds dispersed to active members. 		
		Oct-Dec 21		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.		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>The following programs and initiatives were delivered:</p> <ul style="list-style-type: none"> • Communities in-focus Lifting Your Voice, Making a Difference. • A free seed service was offered as part of Grow It Local program and attracted 70 new members in March. • A City of Joondalup resident won a Grow It Local Award for Most Original Patch. • Neighbour Day (27 March) was promoted through the City's and Libraries' Facebook pages and via the Joondalup Libraries e-newsletter. 		✓
		Apr-Jun 22				
Joondalup Libraries Strategy	Community spirit	Jan-Mar 22	• Commence development of the Library Strategy.	Project planning was progressed as the first phase of developing the strategy.		✓
Determine the future direction of the City's library service.	Quality facilities	Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
<p>Lifelong Learning and Culture</p> <p>Deliver a program of library events and activities such as:</p> <ul style="list-style-type: none"> • Children's Book Week • Youth Holiday Program • Library and Information Week • Adult and Senior Activities and Programs. 	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> • Deliver events and activities in accordance with the City's program. 	<p>Highlights in the quarter included:</p> <ul style="list-style-type: none"> • Children's Book Week • July School Holiday program. • Discovery Sessions. • Meet the Author and Australia Reads. • Book Clubs. • Local History events. • Better Beginnings, including Baby Rhyme Time and Toddler Time. • Technology Sessions including Keystrokes and Digital Drop-in. • Story Time. • Clubs and Groups including CoderDojo and Knitting. <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"> • October and Christmas School Holiday programs • Early Literacy programs — Story Time, Baby Rhyme Time, Toddler Time • Meet the Author series • Digital training and information sessions • Clubs and Groups, including Mah-jong and Chess • Book Clubs • Stories in the Park • Discovery Sessions • Parenting workshops • Outreach to school expos • Better Beginnings Literacy talks • Little Feet Festival — library activation. <p>542 events were delivered with 10,624 attendees.</p>		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>Highlights in the quarter included:</p> <ul style="list-style-type: none"> • Summer holiday program and Reading Quest • Early Literacy programs — Baby Rhyme Time, Toddler Time and Family Time • Digital literacy programs and Keystrokes • Joondalup Festival/Library events • Discovery Sessions and Parent talks • Games and groups such as Brain games and Mah-jong • Better Beginnings story times at child learning and day centres along with delivery of literacy bags • 2022 Reading challenge • Language classes • Story Time and Stories in the Park. <p>540 events were delivered with 8,961 attendees.</p>		✓
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Youth Events and Activities Deliver a diverse range of youth events and activities for learning, engagement, and entertainment for people aged 11-25, including events and programs such as: <ul style="list-style-type: none"> • Youth Holiday Program • Summer Sessions • Youth Leadership Forum • BMX, Skate and Scooter events • Defeat the Beat • City of Joondalup Youth Awards • WA Youth Week • National Youth Week. 	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> • Deliver events and activities in accordance with the City's program. 	Youth events and activities undertaken in the quarter included: <ul style="list-style-type: none"> • Road Trip for skate and BMX users. • Youth Holiday Program. • Youth Leadership Forum held in conjunction with the August daytime Council Meeting. 		
		Oct-Dec 21		Youth events and activities undertaken in the quarter included: <ul style="list-style-type: none"> • Youth Holiday Program was delivered in September/October 2021 • Eat This! term program was delivered at Anchors Youth Centre. 		
		Jan-Mar 22		Youth events and activities undertaken in the quarter included: <ul style="list-style-type: none"> • 3 Summer Sessions events in January • 3 Skate Clinics in January at Mirror Park Skate Park • 4 skate park competitions were held in February with 1 in partnership with the City of Stirling • Nominations for the Youth Awards closed and will be announced in the next quarter. 		✓
		Apr-Jun 22				

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Percy Doyle Outdoor Youth Facilities and Skate Park Determine the feasibility of a future skate park and/or BMX park within Percy Doyle Reserve.	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> Commence community consultation on the design options. 	Community consultation was undertaken on design options for outdoor youth facilities.		
		Oct-Dec 21	<ul style="list-style-type: none"> Draft a business case based on the community feedback received on the design options. 	A business case has been drafted based on community feedback.		
		Jan-Mar 22	<ul style="list-style-type: none"> Present business case to Council seeking approval. 	A draft business case was presented to Elected Members in March 2022. The final Business Case will be presented to Council at the April 2022 Meeting.		✓
		Apr-Jun 22				
Urban Bike Trails Develop a masterplan and business case for mountain bike and BMX activity hubs, nodes and trails through the suburbs of Craigie, Mullaloo and Padbury.	Community spirit	Jan-Mar 22	<ul style="list-style-type: none"> Advertise Request for Quotation Plan and appoint consultant. 	The project has been reviewed, with opportunities identified to deliver some of the scope in-house, which required revision to the prepared request for quotation. An updated request for quotation has been prepared and will be advertised in quarter 4		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Draft Community Consultation Plan for development of design options. Commence community consultation. 			

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Age-Friendly Plan Finalise an Age-Friendly Plan to deliver an annual program of seniors-based projects and initiatives aimed at building capacity of senior residents while fostering an age friendly community.	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> Present update to Elected Members on progress of the Age Friendly Joondalup Plan. Implement Age Friendly Joondalup Plan. 	Implementation activities included: <ul style="list-style-type: none"> Joint meeting for Seniors' groups. Promotion of Age-Friendly parks with facilities. An update on the progress of the Age-Friendly Plan was developed for presentation to Elected Members in the next quarter. 		
		Oct-Dec 21	<ul style="list-style-type: none"> Implement Age Friendly Joondalup Plan. 	Implementation activities included: <ul style="list-style-type: none"> 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. 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. 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. Hosted the North Providers Meeting on 23 November 2021, with over 20 aged care providers and social workers at the Warwick Hockey Stadium. 		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
				An update on the Age-Friendly Plan was presented to Elected Members on 29 October 2021.		
		Jan-Mar 22		<p>The following programs and initiatives were delivered:</p> <ul style="list-style-type: none"> • Seniors Gathering on 18 February with 18 in attendance from 15 seniors' groups. • Three Advanced Care Planning Workshops were held with a combined total of 78 in attendance. • The planned Seniors Lifestyle Roadshow was rescheduled to June due to risks associated with COVID-19. 		✓
		Apr-Jun 22	<ul style="list-style-type: none"> • Implement Age Friendly Joondalup Plan. • Commence review of the Age Friendly Joondalup Plan. 			

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Regional Homelessness Plan Implement the Regional Homelessness Plan in partnership with the City of Wanneroo.	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> Implement Regional Homelessness Plan. Present an update to Elected Members on progress against the Regional Homelessness Plan. 	Implementation actions included: <ul style="list-style-type: none"> Supporting new homelessness service providers in Joondalup City Centre. An update on the progress of the Regional Homelessness Plan was developed for presentation to Elected Members in the next quarter. 		
		Oct-Dec 21	<ul style="list-style-type: none"> Implement Regional Homelessness Plan. 	Implementation actions included: <ul style="list-style-type: none"> An online campaign promoting national Anti-Poverty Week, highlighting local support services with a 5,667 reach and 231 engagements. Development of a pocket-sized, foldout information brochure on homelessness. An update on the progress of the Regional Homelessness Plan was presented to Elected Members on 29 October 2021. <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>		

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
		Jan-Mar 22		<p>Further review of the Regional Homelessness Plan, in consultation with the City of Wanneroo and the Joondalup and Wanneroo Ending Homelessness Group, was completed.</p> <p>A draft Regional Homelessness Plan for 2022/23– 2025/26 was prepared.</p> <p>15 staff members attended Understanding Homelessness and Building Skills for Inclusive Public Spaces training on 24 February.</p>		✓
		Apr-Jun 22	<ul style="list-style-type: none"> Implement Regional Homelessness Plan. Commence review of the Regional Homelessness Plan. 			
Social Needs Analysis Investigate the changing demographics and current and future social needs of the community to ensure the City can meet the needs of the Joondalup community.	Community spirit	Oct-Dec 21	<ul style="list-style-type: none"> Finalise the Social Needs Analysis. 	<p>The City continued to work with the consultants to finalise the report of the Social Needs Analysis.</p> <p>It is anticipated the document will be presented to Elected Members in quarter 4.</p>		
		Jan-Mar 22		<p>The report of the Social Needs Analysis is currently being reviewed.</p> <p>It is anticipated the document will be presented to Elected Members in quarter 4.</p>		✓

Project activity	Related objective	Quarter	Milestone	Comments	Project status	Budget status
Reconciliation Action Plan (RAP) Develop a Reflect Level Reconciliation Action Plan as a framework to support the national reconciliation movement.	Community spirit	Jul-Sep 21	<ul style="list-style-type: none"> Celebrate NAIDOC Week. 	<p>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.</p> <p>Due to damage sustained to the performing arts facility at Prendiville Catholic College, the NAIDOC concert was rescheduled to 10 October 2021.</p>		
		Oct-Dec 21	<ul style="list-style-type: none"> Undertake community consultation to inform the development of a draft RAP. 	<p>The RAP Community Reference Group was re-established by Council at a Special Council Meeting held on 1 November 2021.</p> <p>Consultation to inform the draft RAP is expected to occur in quarter 3.</p>		
		Jan-Mar 22		<p>A work schedule for the RAP Community Reference Group for the remainder of the 2022 calendar year is currently in development.</p>		
		Apr-Jun 22	<ul style="list-style-type: none"> Finalise draft RAP. Present the draft RAP to Reconciliation Australia seeking endorsement. Present draft RAP to Council seeking endorsement. 			



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