

CORPORATE BUSINESS PLAN

2022-2026



ALTERNATIVE FORMATS

This document is available in alternative formats and languages on request.

You can make a request by emailing info@joondalup.wa.gov.au or calling the City of Joondalup's Access and Inclusion Officer on **9400 4226**. This document can also be viewed on the City's website at joondalup.wa.gov.au

If you need to contact us in your own language, you can contact the Translating and Interpreting Service on **13 14 50** and ask the Service to contact the City's Access and Inclusion Officer.

If you are deaf or have a hearing or speech impairment, you can contact the City through the **National Relay Service**.

Cover image: Pinnaroo Point, Hillarys
Yellagonga Regional Park, Marmion

AFRIKAANS

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Indien jy doof is, of 'n gehoor- of spraakgestremdheid het, kontak die Stad Joondalup met behulp van die nasionale telefoonbystanddiens ('National Relay Service').

GERMAN

Dieses Dokument ist auf Anfrage auch in anderen Formaten und Sprachen erhältlich. Sie können eine entsprechende Anfrage per E-Mail an info@joondalup.wa.gov.au oder telefonisch unter **(08) 9400 4226** an den/die Integrationsbeauftragte/n (Access and Inclusion Officer) der Stadt Joondalup stellen.

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ITALIAN

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Se desiderate contattarci nella vostra lingua, potete chiamare il Servizio di Traduzione e Interpretariato al **13 14 50** e chiedere di essere messi in contatto con l'ufficio per l'accessibilità e l'inclusione della città di Joondalup allo **(08) 9400 4226**.

Se siete non udenti, o avete disturbi dell'udito o del linguaggio, contattateci attraverso il National Relay Service.

MANDARIN

有其他格式及语言版本备案。您可以发送电子邮件至 info@joondalup.wa.gov.au 或者拨打电话 **(08) 9400 4226** 联系市政厅接纳与包容事务官 (Access and Inclusion Officer)。

如果您需要使用母语与我们联系, 您可以拨打 **13 14 50** 联系口笔译服务处 (Translating and Interpreting Service) 并请该服务处拨打 **(08) 9400 4226** 与 Joondalup 市政厅接纳与包容事务官联系。

如果您是聋哑人或有听力或语言障碍, 请通过全国电话转接服务 (National Relay Service) 联系我们。

NOONGAR

Mining noonook wardiny nidja bibool koordawe mart ka wangk djinanginy, Joondalup Access wer Inclusion Officer-al wangkiny. **(08) 9400 4226** ka info@joondalup.wa.gov.au wangkiny.

Mining noonook wardiny ngalany noonan wangk-al wangkiny, Translating wer Interpreting Service **13 14 50** -al wangk, Noonook baalabany ngaakiny Joondalup Access wer Inclusion Officer-al **(08) 9400 4226**-al wangk.

Mining noonook dwankaboort ka wangka-boort, Noonook ngalany National Relay Service-al wangk.

SPANISH

Este documento se encuentra disponible en otros formatos e idiomas bajo pedido. Puede realizar el pedido enviando un correo electrónico a info@joondalup.wa.gov.au o llamando al Oficial de Acceso o Inclusión de la Ciudad (City's Access and Inclusion Officer) al **(08) 9400 4226**.

En caso de que deba comunicarse con nosotros en su idioma, puede contactarse con el Servicio de Traducción e Interpretación (TIS National) al **13 14 50** y solicitar al servicio que le contacten con el Oficial de Acceso o Inclusión de la Ciudad de Joondalup al **(08) 9400 4226**.

Si usted es sordo/a o tiene algún trastorno de escucha o del habla, comuníquese con la Ciudad a través del National Relay Service (Servicio Nacional de Retransmisión).



Joondalup City Centre

ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

The City of Joondalup acknowledges the traditional custodians of this land, the Whadjuk people of the Noongar nation. We recognise the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. We pay our respects to their elders past, present and emerging, as well as all Aboriginal and Torres Strait Islander peoples.

Joondalup-ak ngala kaditj Noongar moort nidja Wadjak boodjar-ak kalyakool moondang-ak kaaradj-midi. Ngala Noongar Moort wer baalabang moorditj kaadidjiny koota-djinanginy. Ngala Noongar wer Torres Strait Moort-al dandjoo koorliny kwaba-djinanginy. Koorla, yeyi wer kalyakool, ngalak Noongar wer Torres Strait Birdiya wer moort koota-djinanginy.



An aerial photograph of a suburban neighborhood, likely in a coastal area, showing a mix of modern and traditional houses, swimming pools, and a multi-lane road on the right. A large teal triangle is overlaid on the left side of the image, containing white text.

A GLOBAL CITY:
**BOLD, CREATIVE
AND PROSPEROUS.**



CONTENTS

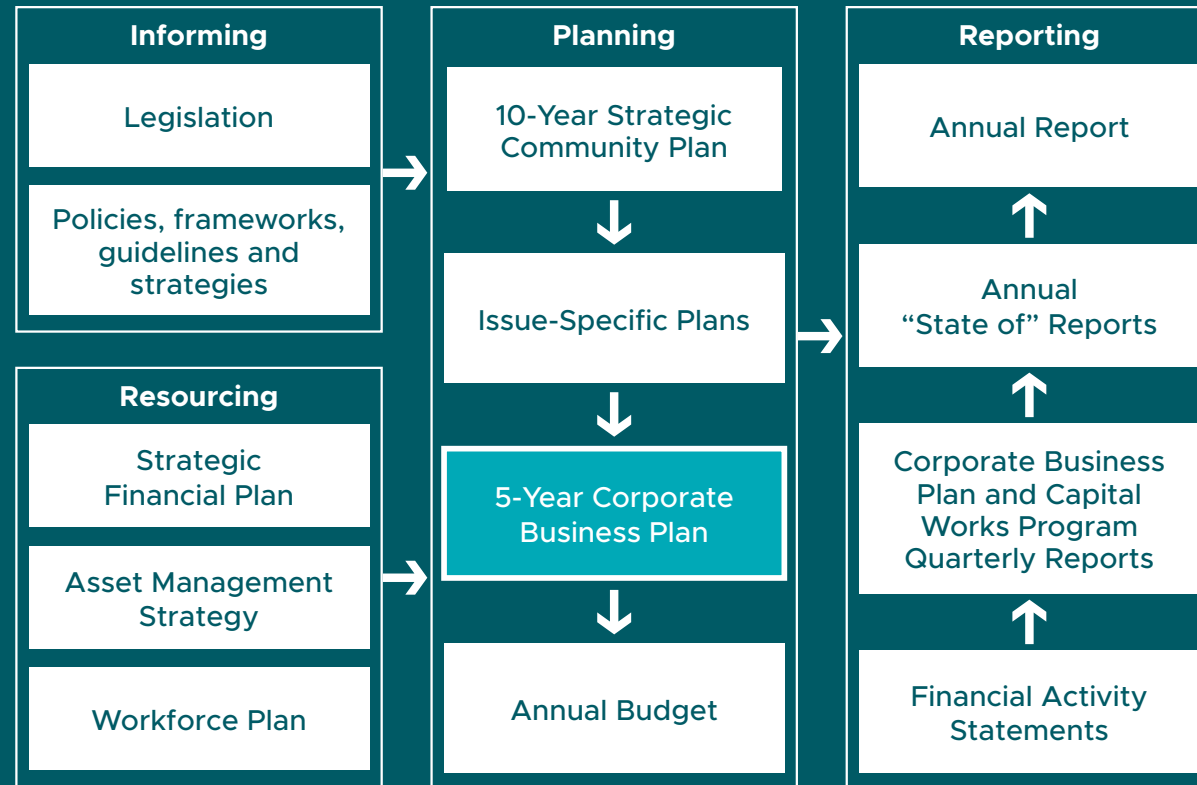
The purpose of this plan	1
Monitoring our plan	2
Your Council	5
Our organisational structure	6
A shared vision for the future	8
Corporate Business Plan at a glance	11
Key priorities for 2022/23	19
1 Community	21
2 Environment	43
3 Place	59
4 Economy	81
5 Leadership	93
Our operating budget	117
Reviewing our plan	118

THE PURPOSE OF THIS PLAN

The 5-Year Corporate Business Plan is our medium-term planning document which contains the services, projects and activities which have been developed in response to the vision, goals and outcomes of our 10-Year Strategic Community Plan, *Joondalup 2032*. Every local government in Western Australia is required to have a corporate business plan and we review the plan on an annual basis.

Integrated Planning and Reporting Framework

Our 5-Year Corporate Business Plan sits within an Integrated Planning and Reporting Framework which builds-in Informing, Resourcing, Planning and Reporting requirements to ensure transparency and evidence of planned achievements.



MONITORING OUR PLAN

Our Integrated Planning and Reporting Framework (previous page) prescribes comprehensive performance reporting against the 5-Year Corporate Business Plan and the 10-Year Strategic Community Plan, *Joondalup 2032*. Monitoring and reporting against these plans is undertaken through our Corporate Business Plan Quarterly Reports, Capital Works Quarterly Progress Reports and Annual Report.

Quarterly milestones are listed against each of the projects and activities listed in this plan, and annual performance measures are listed against each outcome. The annual performance measures include disclosures from the Global Reporting Initiative, which is a best practice sustainability reporting framework that enables organisations to measure and report their economic, social and governance performance. Other performance measures are also listed against some outcomes to support more robust reporting where gaps have been identified.





Corporate Business Plan Quarterly Reports

Corporate Business Plan Quarterly Reports are presented to the Council each quarter and are published on our website. The reports provide information on achievements and performance against the quarterly milestones set at the beginning of each year and indicate whether the project or activity 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.



Capital Works Quarterly Progress Reports

Capital Works Quarterly Progress Reports are presented to the Council each quarter with the Corporate Business Plan Quarterly Reports and are published on our website. The reports provide quarterly progress updates against the key capital works projects identified in this plan, as well as the projects status of all capital works projects and programs.



Annual Report

An Annual Report is presented to the Council each year, as well as to the community through the Annual General Meeting. The report outlines the status of all Corporate Business Plan projects and activities at the end of each year and 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 activities completed within the Corporate Business Plan. In addition, the Annual Report includes the Global Reporting Initiative disclosures and the other performance indicators listed against the outcomes in this plan, and demonstrates performance for the year against the 10-Year Strategic Community Plan.



Marmion Beach



Hon Albert Jacob JP
Mayor

YOUR COUNCIL

The City of Joondalup Council consists of 13 Elected Members — 12 Councillors representing six wards, and a directly-elected Mayor. As the direct representatives of the community, your Council is responsible for setting the strategic direction of the City of Joondalup and overseeing the allocation of resources to deliver your needs and aspirations.

These responsibilities are guided by the *Local Government Act 1995* which ensures that all duties are executed in accordance with appropriate governance requirements. The Council is responsible for confirming the medium-term priorities of the 5-Year Corporate Business Plan and adopting the program of services, projects and activities listed. Funding for the delivery of the 5-Year Corporate Business Plan is considered and endorsed by the Council annually through the budget-setting process.

COUNCILLORS

CENTRAL WARD

Beldon | Craigie | Kallaroo | Woodvale



Cr Christopher May



Cr Russell Poliwka



Cr Adrian Hill



Cr Tom McLean JP



Cr John Chester



Cr John Logan

NORTH WARD

Burns Beach | Currambine | Joondalup | Iluka | Kinross

SOUTH EAST WARD

Greenwood | Kingsley

NORTH CENTRAL WARD

Connolly | Edgewater | Heathridge | Mullaloo | Ocean Reef

SOUTH WEST WARD

Hillarys | Padbury | Sorrento

SOUTH WARD

Duncraig | Marmion | Warwick



Cr Daniel Kingston



Cr Nige Jones



DEPUTY MAYOR

Cr Christine Hamilton-Prime JP



Cr John Raftis



Cr Russ Fishwick JP



Cr Suzanne Thompson

OUR ORGANISATIONAL STRUCTURE



James Pearson
Chief Executive Officer

Our organisational structure is designed to facilitate the delivery of services, projects and activities within the five key themes of our 10-Year Strategic Community Plan: *Joondalup 2032*.

The structure is led by our Chief Executive Officer who is supported by an Executive Leadership Team comprising four Directors. Each Director oversees the operations of business units formed to meet the City's strategic and operational objectives, legislative responsibilities, and to ensure services are delivered in the most efficient and effective manner.

The business units within each Directorate deliver services and infrastructure to the community and provide internal support services. The City of Joondalup is governed by many forms of legislation, policies and governance responsibilities to ensure that services are delivered accountably, ethically and transparently. The resourcing of each Business Unit is informed through our Workforce Plan, Strategic Financial Plan and Asset Management Plans.

DIRECTORS



Mat Humfrey

CORPORATE SERVICES



Nico Claassen

INFRASTRUCTURE SERVICES



Jamie Parry

GOVERNANCE AND STRATEGY



Chris Leigh

PLANNING AND COMMUNITY DEVELOPMENT

Each Directorate and Business Unit plays an important role in implementing the services, projects and activities of the 5-Year Corporate Business Plan.



Ocean Reef Marina concept design

A SHARED VISION FOR THE FUTURE

Our 10-Year Strategic Community Plan, *Joondalup 2032*, outlines our commitment to achieving a shared vision for the future which is operationalised through the 5-Year Corporate Business Plan:

The City in 2032 has a strong focus on sustainability, liveability, active lifestyles and friendly social interactions. We have a healthy environment, with protected bushland, marine ecosystems and accessible parks and green spaces. We are an environmentally-aware and socially-responsible City. We are a vibrant place where people want to live, work and play, and where people can find everything they need locally.

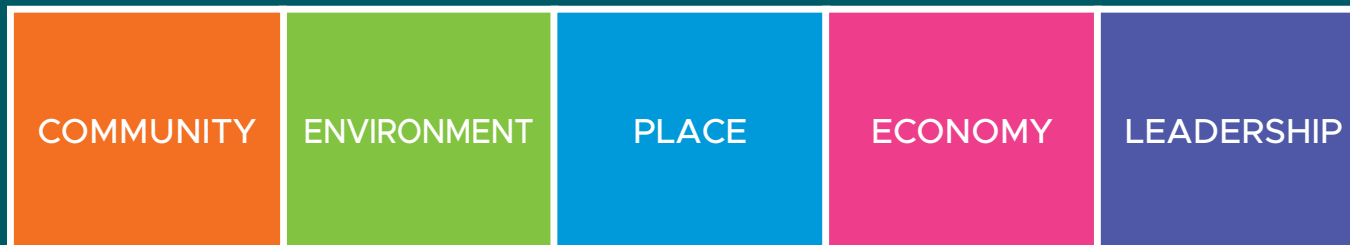
The City in 2032 caters for every stage of life. People feel welcome here and have a clear sense of belonging. We live in high-quality housing in attractive neighbourhoods which have excellent transport linkages and connectivity. We are multi-generational and multicultural; a place where everyone feels connected and safe.

We celebrate and adopt technology and innovation. We are a hub for education and state-of-the-art health facilities, and we are an active advocate for health and other community services. The City in 2032 is internationally connected — we are a global-facing city, with local amenity, and a powerful sense of community.

A GLOBAL CITY: BOLD, CREATIVE AND PROSPEROUS

KEY THEMES

The 5-Year Corporate Business Plan is separated into the five key themes of *Joondalup 2032*. These key themes each include an overarching goal and a series of outcomes which reflect the feedback you gave us through the Shaping Your Local Community consultation initiative.



OUR VALUES

Primary values

In alignment with the shared vision for the future, we believe that the following **primary values** should be inherent within any well-functioning and community-driven organisation.

TRANSPARENT	ACCOUNTABLE	HONEST	ETHICAL	RESPECTFUL	SUSTAINABLE	PROFESSIONAL
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Distinguishing values

In order to drive strategic improvement and positioning as leaders in excellence, we have identified the following distinguishing values which will guide our direction and operations.

BOLD	AMBITIOUS	INNOVATIVE
We will make courageous decisions for the benefit of our community and future generations.	We will lead with strength and conviction to achieve our vision for the City.	We will learn and adapt to changing circumstances and adopt creative solutions.
ENTERPRISING	PROSPEROUS	COMPASSIONATE
We will undertake ventures that forge new directions for business and the local economy.	We will ensure our City benefits from a thriving economy built on local commercial success.	We will act with empathy and understanding of your needs and ambitions.

HOW THIS PLAN IS STRUCTURED

KEY THEMES

SERVICES

PLANS, STRATEGIES AND FRAMEWORKS

OUTCOMES

CAPITAL WORKS PROGRAMS
(If applicable)

KEY CAPITAL WORKS PROJECTS
(If applicable)

NON-CAPITAL WORKS PROJECTS AND ACTIVITIES

ANNUAL PERFORMANCE MEASURES



CORPORATE BUSINESS PLAN AT A GLANCE

Our 5-Year Corporate Business Plan outlines the services, plans, strategies and frameworks, capital works programs, projects and activities, and key priorities for 2022/23 under each of the goals and outcomes of our 10-Year Strategic Community Plan — *Joondalup 2032*. Overleaf is our Corporate Business Plan at a glance which shows these listed in summary.

Music in the Park, Seacrest Park, Sorrento



SERVICES

The following shows how the services we deliver are aligned to the key themes of *Joondalup 2032*. Further details, including the full costings, are provided under each key theme section of this plan.

<p>COMMUNITY</p>	<ul style="list-style-type: none"> ▪ Community development ▪ Community safety, compliance and education ▪ Cultural events, visual arts and arts development ▪ Environmental health ▪ Immunisation programs ▪ Leisure centre ▪ Library services ▪ Youth services
<p>ENVIRONMENT</p>	<ul style="list-style-type: none"> ▪ Environment organisational management ▪ Emergency management ▪ Environmental planning and development ▪ Litter collection ▪ Technical and consultancy services ▪ Waste management
<p>PLACE</p>	<ul style="list-style-type: none"> ▪ Building and planning compliance ▪ Building approvals ▪ Building design and construction works ▪ Building maintenance ▪ Civil design and construction ▪ Commercial parking activities ▪ Engineering maintenance programs ▪ Landscape design and capital works programs ▪ Leisure planning ▪ Electrical and lighting engineering ▪ Major City project delivery ▪ Parks maintenance programs ▪ Planning approvals, urban design and policy ▪ Property management ▪ Recreation services ▪ Transport and road engineering
<p>ECONOMY</p>	<ul style="list-style-type: none"> ▪ Economic development
<p>LEADERSHIP</p>	<ul style="list-style-type: none"> ▪ Audit, risk and executive services ▪ Communications and stakeholder relations ▪ Customer service ▪ Financial accounting ▪ Fleet management and mechanical workshop ▪ Funds management ▪ Governance support ▪ Grants management ▪ Human resources ▪ Information technology ▪ Management accounting ▪ Organisational development ▪ Organisational management ▪ Policy and planning ▪ Purchasing and contracts ▪ Rates levying ▪ Recordkeeping and freedom of information ▪ Strategic infrastructure asset management including capital works programming

PLANS, STRATEGIES AND FRAMEWORKS

The following shows how our plans, strategies and frameworks align to the key themes of *Joondalup 2032*. Detailed descriptions of the documents are provided under each key theme section of this plan.

COMMUNITY	<ul style="list-style-type: none"> Access and Inclusion Plan 2021/22–2023/24 Age-Friendly Plan 2018/19–2022/23 Cultural Plan 2021–2025 	<ul style="list-style-type: none"> Place Activation Strategy 2022 Regional Homelessness Plan 2022/23–2025/26
ENVIRONMENT	<ul style="list-style-type: none"> Bushfire Risk Management Plan 2018–2023 City of Joondalup Local Emergency Management Arrangements City Water Plan 2016–2021 Climate Change Strategy 2014–2019 Coastal Infrastructure Adaptation Plan 2018–2026 	<ul style="list-style-type: none"> Environment Plan 2014–2019 Natural Area Management Plans Waste Management Plan 2016–2021 Weed Management Plan 2016 Yellagonga Integrated Catchment Management Plan 2021–2026
PLACE	<ul style="list-style-type: none"> Asset Management Strategy 2014–2024 Bike Plan 2016–2021 Local Planning Scheme No 3 	<ul style="list-style-type: none"> Local Planning Strategy Outdoor Youth Recreation Strategy 2021 Property Management Framework
ECONOMY	<ul style="list-style-type: none"> Destination Joondalup 2021–2027 Expanding Horizons: An Economic Development Strategy for a Global City (2012) International Economic Development Activities Plan (2017) 	<ul style="list-style-type: none"> Joondalup City Centre Place Activation Plan 2022 Joondalup: Digital City (2012)
LEADERSHIP	<ul style="list-style-type: none"> 10-Year Strategic Financial Plan Governance Framework 2021 Risk Management Framework 	<ul style="list-style-type: none"> Strategic Position Statements Workforce Plan 2018–2022

CAPITAL WORKS PROGRAMS

The following shows how the programs from our 5-Year Capital Works Program align to the key themes of *Joondalup 2032*. Sub-program expenditure and revenue are shown under each key theme section of this plan.

COMMUNITY	Nil
ENVIRONMENT	<ul style="list-style-type: none"> • Parks and landscaping programs <ul style="list-style-type: none"> - Foreshore and natural areas program
PLACE	<ul style="list-style-type: none"> • Traffic management program <ul style="list-style-type: none"> - Local road traffic management program - Blackspot projects - Parking facilities program • Civil construction programs <ul style="list-style-type: none"> - Major road construction program - New paths program - Path replacement program - Road preservation and resurfacing program - Stormwater drainage program - Lighting program • Facilities program <ul style="list-style-type: none"> - Building construction works program - Major projects program • Parks and landscaping programs <ul style="list-style-type: none"> - Parks development program - Parks equipment program - Streetscape enhancement program
ECONOMY	Nil
LEADERSHIP	Nil

KEY CAPITAL WORKS PROJECTS

Capital works projects are those listed in our 5-Year Capital Works Program. The following lists the key capital works projects for 2022/23. Note only those capital works projects with reportable actions for 2022/23 have been considered as key capital works projects for this year. These are shown aligned to the key themes of *Joondalup 2032*. Planned completion dates and total project budgets are provided under each key theme section of this plan.

COMMUNITY	<ul style="list-style-type: none"> ▪ Craigie Leisure Centre upgrades — phase 1 ▪ Sorrento Surf Life Saving Club redevelopment
ENVIRONMENT	<ul style="list-style-type: none"> ▪ Hillarys cycle network expansion
PLACE	<ul style="list-style-type: none"> ▪ Joondalup Drive/Hodges Drive intersection upgrade ▪ Multi-storey car park business case (104 McLarty Avenue) ▪ Ocean Reef Park landscape master planning ▪ Killen Park and Sycamore Park amenity upgrade ▪ Wentworth Park, Fraser Park and Byrne Park revitalisation ▪ Ocean Reef Park toilets and changerooms ▪ Sorrento Football Club changerooms ▪ Chichester Park Clubroom redevelopment ▪ Percy Doyle Football/Tee Ball Clubrooms ▪ Greenwood Scout Hall refurbishment ▪ Christchurch Park changeroom refurbishment ▪ Burns Beach food and beverage facility ▪ Burns Beach Coastal Node redevelopment
ENVIRONMENT	Nil
LEADERSHIP	Nil



Hillarys Boat Harbour

NON-CAPITAL PROJECTS AND ACTIVITIES

The following shows how our non-capital projects and activities align to the key themes of *Joondalup 2032*. These include projects and activities that will not result in capital expenditure or are not yet ready to be included in the 5-Year Capital Works Program. Detailed descriptions of, and quarterly milestones for the projects and activities are provided under each key theme section of this plan.

COMMUNITY

- Public Health Plan
- Community Safety Plan
- Local Laws
- WA Dog Amendment (Stop Puppy Farming) Bill 2021
- Review of WA Cat Act 2011
- CCTV memorandum of understanding with Western Australia Police Force
- Edgewater Quarry site contamination
- Community programs, activities and events
- Youth programs, activities and events
- Age-Friendly Plan
- Community Funding Program
- Access and Inclusion Plan
- Regional Homelessness Plan
- Joondalup Community and Libraries Strategy
- Lifelong Learning Literacy Development program
- Lifelong Learning Information Literacy program
- Lifelong Learning Digital Literacy program
- Clubs in-focus professional development program
- Place Activation Strategy
- Cultural Plan
- Public Art Masterplan and Strategy
- Visual arts program
- 25-Year Invitation Art Prize Retrospective Showcase
- Cultural events program
- Joondalup Performing Arts and Cultural Facility
- Reconciliation Action Plan
- NAIDOC Week
- Citizenship ceremonies
- Civic functions

ENVIRONMENT

- Environment Plan
- Weed Management Plan
- Natural area management plans
- Yellagonga Integrated Catchment Management Plan
- Waste Management Plan
- Bulk hard waste review
- Community waste education
- Environmental education program
- City Water Plan 2016–2021
- Waterwise Council Program
- Corporate waste reduction
- Environmental performance reporting
- Climate Change Strategy
- Bushfire Risk Management Plan
- Coastal Infrastructure Adaptation Plan
- Coastal Hazard Risk Management and Adaptation Plan

PLACE

- Integrated Transport Strategy
- Bike Plan
- Outdoor Youth Recreation Strategy
- Integrated parking management system
- Road safety education
- Local Planning Strategy review
- Local Planning Scheme No 3 review
- Local planning policies (relating to residential development) review
- State planning reform
- Public Open Space Framework
- Active reserve and community facility review
- Leafy City program
- Woodvale skate facility business case
- Urban bike trails business case
- Land optimisation
- Property Management Framework
- Property Management Framework and Facility Hire Subsidy Policy review
- Heathridge Park Masterplan
- Ocean Reef Marina
- Warwick community facilities
- Woodvale Library and Community Hub
- Pinnaroo Point food and beverage facility
- Neil Hawkins Park food and beverage facility
- Joondalup City Centre Development — Boas Place
- Duffy House land transfer and commercial expression of interest
- Works Operation Centre tenure arrangements

ECONOMY

- Economic Development Strategy
- Business engagement
- Business forums
- Business capacity and support
- International Economic Development Activities Plan
- Digital City Plan
- Joint Economic Development Initiative
- Business cluster formation
- Regional collaboration
- Business innovation and creativity
- Destination City Plan
- Event attraction
- Joondalup City Centre Place Activation Plan

LEADERSHIP

- Elected Member attraction
- Local government elections
- Elected Member induction program
- Elected Member strategic development session
- Elected Member training
- Elected Member Entitlements Policy review
- Governance Framework review
- Codes of Conduct review
- Delegated Authority Manual review
- Policy development and review
- Core system replacement project
- Strategic Position Statements
- Advocacy Framework
- Submissions to State and Federal Governments
- Community consultation
- Strategic Community Reference Group
- Customer satisfaction survey
- E-petitions system
- Live video streaming of Council meetings
- City publications
- City electronic communications
- Website upgrade
- Customer service centralisation
- 10-Year Strategic Financial Plan
- 5-Year Corporate Business Plan
- Annual Report
- Compliance Audit Return
- Integrity and Conduct Annual Collection
- Australasian Local Government Performance Excellence Program
- State of the City reporting
- Audit and Risk Committee

KEY PRIORITIES FOR 2022/23

The following non-capital projects and activities are those we have identified as key priorities for 2022/23. The quarterly milestones for these projects and activities are provided under each key theme section of this plan.

COMMUNITY

Public Art Masterplan and Strategy

A new masterplan and strategy to define the principles and priorities for public art in the City and guide resources and funding towards relevant public art projects that enhance the City's built environment, distinctive natural assets, significant Indigenous sites, historic locations and key destinations.

Reconciliation Action Plan

A new plan which will set out the City's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.

ENVIRONMENT

Environment Plan

A plan which outlines the City's commitment to conserving, enhancing and rehabilitating the City of Joondalup's natural assets to ensure the long-term protection of the environment for future generations.

Climate Change Strategy

A strategy which guides the City's planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment.

Coastal Hazard Risk Management and Adaptation Plan

A plan developed under State Planning Policy 2.6 which identifies areas and assets that could potentially be impacted by coastal erosion and inundation hazards due to storm events and projected sea level rise. The plan provides recommendations and actions for how the City can respond and adapt to these hazards.

PLACE	ECONOMY	LEADERSHIP
<p>Integrated Transport Strategy</p> <p>A new strategy to guide multi-modal transport planning and inform strategic policy, advocacy and infrastructure decisions in the City over the next 20–30 years.</p>	<p>Economic Development Strategy</p> <p>A strategy to guide economic development activities within the City by providing support to local business, stimulating investment, and driving economic growth.</p>	<p>Core system replacement project</p> <p>A core information technology solution for the City which would include a customer relationship management system, online customer portal, finance, and asset management system.</p>
<p>Local Planning Strategy review</p> <p>A review of the City's <i>Local Planning Strategy</i>, including the <i>Local Housing Strategy</i> and <i>Local Commercial Strategy</i>, to ensure the ongoing applicability of the stated strategic direction for land use planning and development.</p>	<p>Digital City Plan</p> <p>A plan that outlines the digital future we could achieve through a set of strategies and actions. The plan addresses key priority actions, including delivering capacity-building programs for local businesses and potential for establishing virtual and physical spaces that create opportunities for start-ups.</p>	<p>Advocacy Framework</p> <p>A framework that provides a strategic approach to advocacy activities to ensure evidenced-based decision making, greater stakeholder engagement, and the development of processes to maximise opportunities for support and investment into the City.</p>
<p>Public Open Space Framework</p> <p>A new framework which will classify the City's public open spaces according to primary function and manner of use, and guide the allocation of infrastructure assets.</p>	<p>Destination City Plan</p> <p>A plan to attract more visitors to the region, increase the City's share of Perth's and Western Australia's key markets, and grow the visitor economy.</p>	<p>Customer service centralisation</p> <p>A project to centralise the City's main customer service functions to achieve greater organisational efficiency and a higher rate of first point of contact resolution.</p>
<p>Ocean Reef Marina</p> <p>Construction of a world-class waterfront precinct providing recreational, tourism, residential and boating facilities. This project is being managed by DevelopmentWA with support and contributions provided by the City.</p>	<p>Event attraction</p> <p>Attract and support significant events that are unique to Joondalup to enhance its image as an attractive destination for visitors, tourists and business.</p>	<p>10-Year Strategic Financial Plan</p> <p>A high-level document that outlines the City's approach to delivering infrastructure and services to the community in a financially-sustainable and affordable manner.</p>
<p>Pinnaroo Point food and beverage facility</p> <p>Development of a new commercially-viable, high-quality and environmentally-sustainable food and beverage facility at Pinnaroo Point, Hillarys.</p> <p>Joondalup City Centre Development — Boas Place</p> <p>Investigations into future opportunities for the development of Boas Place in the Joondalup City Centre to incorporate a variety of land uses.</p>		



1. COMMUNITY

OUR GOAL

We have a vibrant cultural scene, and our community is friendly, welcoming, caring and supportive. We are prepared for emergencies and feel strong and resilient. We encourage and support local organisations and community-led activities, and feel connected and safe in our neighbourhoods.

YOUR OUTCOMES

- 1-1 Healthy and safe**
You feel healthy and safe in your local community.
- 1-2 Inclusive and connected**
You enjoy local services and programs that cater for different ages, abilities and backgrounds.
- 1-3 Active and social**
You enjoy quality local activities and programs for sport, learning and recreation.
- 1-4 Artistic and creative**
You celebrate, support and participate in art and events in your local area.
- 1-5 Cultural and diverse**
You understand, value and celebrate the City's unique Aboriginal and other diverse cultures and histories.

SERVICES

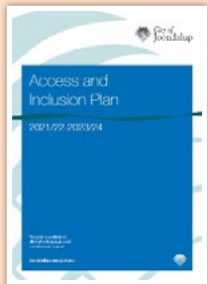
The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2021/22.

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Community development <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Community programs and initiatives • Age-friendly community programs • Homelessness • Community transport program • Volunteer management • Access and inclusion 	\$1,076,431	—	6.48
Community safety, compliance and education <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Parking • Animal management • Community amenity (verge obstructions, illegal signage, fire inspections, litter, beach management) • Field patrols • Graffiti management • Public areas CCTV 	\$4,486,774	\$42,701	39.34
Cultural events, visual arts and arts development <i>(discretionary)</i> <ul style="list-style-type: none"> • Cultural events • Visual arts • Arts development 	\$3,180,890	—	7.94

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Environmental health <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Premises inspections • Environmental health approvals • Environmental health investigations and advice • Midge management 	\$1,200,953	\$637	12.67
Immunisation programs <i>(discretionary)</i> <ul style="list-style-type: none"> • Immunisation 	\$109,280	—	1.66
Leisure centre <i>(discretionary)</i> <ul style="list-style-type: none"> • Health, fitness and leisure — Craigie Leisure Centre 	\$506,662	\$273,778	36.55
Library services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Library services • Library programs, events and activities • Reference collection • Local history • Community outreach and liaison 	\$6,999,110	\$483,259	56.71
Youth services <i>(discretionary)</i> <ul style="list-style-type: none"> • Centre-based youth programs • Youth events and programs • Community youth outreach • Digital youth services 	\$1,055,007	—	7.78
TOTAL	\$17,601,783	\$800,375	169.13

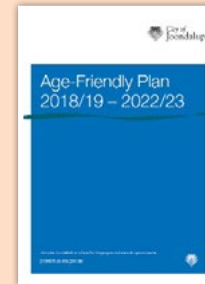
PLANS, STRATEGIES AND FRAMEWORKS

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



Access and Inclusion Plan 2021/22–2023/24

The Access and Inclusion Plan guides us in planning and implementing improvements to access and inclusion across City services, events, venues, communication, and employment. Access and inclusion plans are a requirement of all local governments under the *Disability Services Act 1993*. We provide progress reports annually to the State Government.



Age-Friendly Plan 2018/19–2022/23

The Age-Friendly Plan articulates our commitment to fostering active ageing environments, where opportunities for health, wellbeing, security and participation are maximised to achieve optimal quality of life. The plan addresses the localised needs of an ageing population through the development of effective actions related to the physical and social environment.



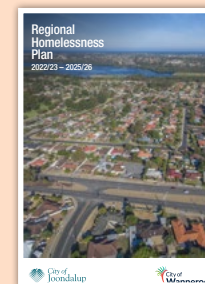
Cultural Plan 2021–2025

The Cultural Plan provides strategic direction for our arts and cultural activities over a five-year period to ensure investment is directed towards the programming and infrastructure most valued by the community. The plan addresses the establishment of a significant cultural facility, investment in accessible visual art, event promotion and attraction, and the promotion of local opportunities for arts development.



Place Activation Strategy 2022

The Place Activation Strategy establishes a framework for consistent delivery and support of placemaking across the City. A key focus of the strategy is facilitating community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of our community and economy.



Regional Homelessness Plan 2022/23–2025/26

The Regional Homelessness Plan is a joint plan with the City of Wanneroo which clarifies our roles in addressing homelessness through a strong coordinated response. The Plan includes a series of actions which demonstrate our commitment to ensuring that people at risk of experiencing homelessness have the optimum opportunity to improve their circumstances.

Outcome 1-1 Healthy and safe

You feel healthy and safe in your local community.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2022/24	2024/25	2025/26	2026/27	
Public Health Plan A new plan to respond to local health risks and establish objectives and policy priorities for the promotion and protection of public health in the City. Development of a new public health plan is a requirement under Stage 5 implementation of the <i>WA Public Health Act 2016</i> .	Q1					
	Q2					
	Q3					
	Q4	<ul style="list-style-type: none"> Undertake background research and analysis to inform development of a new Public Health Plan 2023–2027. 	◆	◆	◆	◆
Community Safety Plan A new plan to address community safety initiatives across the City, including parking management, animal management, CCTV, graffiti removal and community amenity.	Q1					
	Q2	<ul style="list-style-type: none"> Commence development of a draft Community Safety Plan 2023–2027. 				
	Q3	<ul style="list-style-type: none"> Progress development of the draft Community Safety Plan 2023–2027. Undertake community consultation to inform development of the draft Community Safety Plan 2023–2027. 	◆	◆	◆	◆
	Q4	<ul style="list-style-type: none"> Present the draft Community Safety Plan 2023–2027 to Council seeking endorsement. 				
Local Laws Local laws are made under the <i>Local Government Act 1995</i> to cover matters considered necessary for the good government of the City. Local laws are reviewed every 8 years in accordance with the Act.	Q1	<ul style="list-style-type: none"> Present the <i>Amendment Local Law 2021</i> to Council seeking endorsement following community consultation. 				
	Q2	<ul style="list-style-type: none"> Commence a review of the <i>Animals Local Law 1999</i> with regard to additional measures being incorporated for the control of cats. 	◆	◆	◆	◆
	Q3	<ul style="list-style-type: none"> Progress the amendment process for the <i>Animals Local Law 1999</i>, if required. 				
	Q4	<ul style="list-style-type: none"> Progress the amendment process for the <i>Animals Local Law 1999</i>, if required. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>WA Dog Amendment (Stop Puppy Farming) Bill 2021</p> <p>An amendment to the <i>Dog Act 1976</i> which is intended to prevent unregistered dog breeders from establishing puppy farms. The Bill gives local governments the responsibility to manage and inspect registered breeders, oversee changes from pet shops to adoption centres, and provide input into a centralised State-based data repository for dog registrations.</p>	Q1	◆			
	<p>Q2</p> <ul style="list-style-type: none"> • Review any changes to City services required by the new amendment to the <i>Dog Act 1976</i>. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of dog data. 				
	<p>Q3</p> <ul style="list-style-type: none"> • Commence implementation of any changes to City services required by the new amendment to the <i>Dog Act 1976</i>. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of dog data. 				
	<p>Q4</p> <ul style="list-style-type: none"> • Commence implementation of any changes to City services required by the new amendment to the <i>Dog Act 1976</i>. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of dog data. 				
<p>Review of WA Cat Act 2011</p> <p>A statutory review of the <i>Cat Act 2011</i> which is likely to bring about changes to the way local governments manage cats, particularly in relation to nuisance issues.</p>	Q1	◆			
	<p>Q2</p> <ul style="list-style-type: none"> • Review any changes to City services required by the new amendments to the <i>WA Cat Act 2011</i>. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of cat data. 				
	<p>Q3</p> <ul style="list-style-type: none"> • Commence implementation of any changes to City services required by the new amendments to the <i>WA Cat Act 2011</i>. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of cat data. 				
	<p>Q4</p> <ul style="list-style-type: none"> • Commence implementation of any changes to City services required by the new amendments to the <i>WA Cat Act 2011</i>. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of cat data. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>CCTV memorandum of understanding with Western Australia Police Force</p> <p>Development of a memorandum of understanding with Western Australia Police Force to establish an operating model for access to the City's CCTV data.</p>	<p>Q1</p> <ul style="list-style-type: none"> Engage with relevant stakeholders to develop a memorandum of understanding with Western Australia Police Force to establish an operating model for access to the City's CCTV data. 				
	<p>Q2</p> <ul style="list-style-type: none"> Progress the development of a memorandum of understanding with Western Australia Police Force. 				
	<p>Q3</p> <ul style="list-style-type: none"> Finalise the development of a memorandum of understanding with Western Australia Police Force and present to Council. Commence implementation of the memorandum of understanding with Western Australia Police Force. 				
	<p>Q4</p>				
<p>Edgewater Quarry site contamination</p> <p>Management of potential ground and water contamination at the Edgewater Quarry site in response to a notice from the WA Department of Water and Environmental Regulation.</p>	<p>Q1</p> <ul style="list-style-type: none"> Liaise with an external consultant to finalise a draft site management plan for contamination at Edgewater Quarry. 				
	<p>Q2</p> <ul style="list-style-type: none"> Liaise with an external consultant to finalise a draft site management plan for contamination at Edgewater Quarry. Present the draft site management plan for contamination at Edgewater Quarry to the WA Department of Water and Environmental Regulation seeking approval. 				
	<p>Q3</p> <ul style="list-style-type: none"> Present the approved site management plan for contamination at Edgewater Quarry to Elected Members. Commence implementation of the site management plan for contamination at Edgewater Quarry. 				
	<p>Q4</p>				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 400: SOCIAL GRI 413: LOCAL COMMUNITIES				
413-1	Operations with local community engagement, impact assessments, and development programs	Number of incidents reported to the City (total and by type (top 5))	Annual	City of Joondalup
		Number of graffiti removals completed (total and by property type)	Annual	City of Joondalup
		Percentage of graffiti removals completed within 2 working days of reporting	Annual	City of Joondalup
		Number of children immunised (total and by location)	Annual	City of Joondalup
		Number of vaccinations administered (total and by location)	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with Ranger services	Biennial	City of Joondalup
	Percentage satisfaction with pool inspection services	Biennial	City of Joondalup
	Percentage satisfaction with environmental health services	Biennial	City of Joondalup
	Percentage satisfaction with community safety services	Biennial	City of Joondalup
	Percentage satisfaction with emergency management	Biennial	City of Joondalup
Swimming pool inspections	Number of regulatory swimming pool inspections completed	Annual	City of Joondalup
	Number of subsequent (non-regulatory) inspections completed	Annual	City of Joondalup
	Number of private swimming pools not inspected at least once in a 4-year period	Annual	City of Joondalup
	Percentage of private swimming pools not inspected at least once in a 4-year period	Annual	City of Joondalup

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Professional lifeguard services	Number of hours of beach lifeguard services funded by the City	Annual	Surf Life Saving Western Australia
	Number of rescues performed by beach lifeguard services contracted by the City	Annual	Surf Life Saving Western Australia
	Number of preventative actions performed by beach lifeguard services contracted by the City	Annual	Surf Life Saving Western Australia
	Number of first aid treatments performed by beach lifeguard services contracted by the City	Annual	Surf Life Saving Western Australia
	Percentage satisfaction with emergency management	Annual	City of Joondalup
Environmental health	Number of environmental health requests received (total and by type)	Annual	City of Joondalup
Dog and cat registrations	Number of dog registrations (total and new)	Annual	City of Joondalup
	Number of cat registrations (total and new)	Annual	City of Joondalup
CCTV images	Number of requests for CCTV images by Western Australia Police Force	Annual	City of Joondalup
	Percentage of requests for CCTV images by Western Australia Police Force issued	Annual	City of Joondalup

Outcome 1-2 Inclusive and connected

You enjoy local services and programs that cater for different ages, abilities and backgrounds.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Community programs, activities and events Programs, activities and events which contribute towards building a strong, resilient, and connected community through coordination, capacity building, collaboration, and advocacy.	Q1 <ul style="list-style-type: none"> Deliver scheduled events as part of the Communities in-focus program for the quarter. Promote the Meet-Your-Neighbour Project and assist interested residents to participate. Deliver the Community Transport Service. 				
	Q2 <ul style="list-style-type: none"> Deliver scheduled events as part of the Communities in-focus program for the quarter. Deliver the Community Transport Service. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Deliver scheduled events as part of the Communities in-focus program for the quarter. Promote the Meet-Your-Neighbour Project and assist interested residents to participate. Deliver the Community Transport Service. 				
	Q4 <ul style="list-style-type: none"> Deliver scheduled events as part of the Communities in-focus program for the quarter. Deliver the Community Transport Service. 				
Youth programs, activities and events Programs, activities and events designed specifically for young people to help them engage with their peers in a safe and supportive environment.	Q1 <ul style="list-style-type: none"> Deliver scheduled program of youth events for the quarter, including: <ul style="list-style-type: none"> Youth Forum 2022 Deliver scheduled programs and activities for young people. 				
	Q2 <ul style="list-style-type: none"> Deliver scheduled programs and activities for young people. 				
	Q3 <ul style="list-style-type: none"> Deliver scheduled program of youth events for the quarter, including: <ul style="list-style-type: none"> Summer Sessions BMX, Skate and Scooter series Defeat the Beat Deliver scheduled programs and activities for young people. 	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Deliver scheduled program of youth events for the quarter, including: <ul style="list-style-type: none"> City of Joondalup Youth Awards Deliver scheduled programs and activities for young people. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Age-Friendly Plan</p> <p>A plan which articulates the City's commitment to fostering active ageing environments, where opportunities for health, wellbeing, security and participation are maximised to achieve optimal quality of life.</p>	<p>Q1</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Age-Friendly Plan 2018/19–2022/23</i> for the quarter. 				
	<p>Q2</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Age-Friendly Plan 2018/19–2022/23</i> for the quarter. Undertake a review of the <i>Age-Friendly Plan 2018/19–2022/23</i> to inform development of a new Age-Friendly Plan. Commence development of a new Age-Friendly Plan. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Age-Friendly Plan 2018/19–2022/23</i> for the quarter. Finalise development of the draft Age-Friendly Plan. 				
	<p>Q4</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Age-Friendly Plan 2018/19–2022/23</i> for the quarter. Present the draft Age-Friendly Plan to Council seeking endorsement. 				
<p>Community Funding Program</p> <p>A funding program consisting of 2 rounds intended for the delivery of community-initiated projects, programs and events that benefit the City of Joondalup community.</p>	<p>Q1</p> <ul style="list-style-type: none"> Advertise round 1 of the Community Funding Program and open the program for submissions. Evaluate the submissions received and determine the preferred recipients. 				
	<p>Q2</p> <ul style="list-style-type: none"> Issue the funding agreements and payments for successful round 1 applicants. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Advertise round 2 of the Community Funding Program and open the program for submissions. Evaluate the submissions received and determine the preferred recipients. 				
	<p>Q4</p> <ul style="list-style-type: none"> Issue the funding agreements and payments for successful round 2 applicants. 				
<p>Access and Inclusion Plan</p> <p>A plan which contributes towards the creation of accessible and inclusive communities through the provision and improvement of services, events, processes, and spaces for the community.</p>	<p>Q1</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Access and Inclusion Plan 2021/22–2023/24</i> for the quarter. 				
	<p>Q2</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Access and Inclusion Plan 2021/22–2023/24</i> for the quarter. 				
	<p>Q3</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Access and Inclusion Plan 2021/22–2023/24</i> for the quarter. 	◆	◆	◆	◆
	<p>Q4</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Access and Inclusion Plan 2021/22–2023/24</i> for the quarter. Present an annual progress report to Elected Members and the Department of Communities. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Regional Homelessness Plan A joint plan with the City of Wanneroo which includes a series of actions that demonstrate the Cities' commitment to ensuring that people at risk of experiencing homelessness have the optimum opportunity to improve their circumstances.	Q1 · Implement scheduled actions from the <i>Regional Homelessness Plan 2022/23-2025/26</i> for the quarter.	◆	◆	◆	◆
	Q2 · Implement scheduled actions from the <i>Regional Homelessness Plan 2022/23-2025/26</i> for the quarter.				
	Q3 · Implement scheduled actions from the <i>Regional Homelessness Plan 2022/23-2025/26</i> for the quarter.				
	Q4 · Implement scheduled actions from the <i>Regional Homelessness Plan 2022/23-2025/26</i> for the quarter.				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 400: SOCIAL GRI 406: NON-DISCRIMINATION				
406-1	Incidents of discrimination and corrective actions taken	Number of reports of discrimination in relation to the City, its services and spaces	Annual	City of Joondalup
		Number of requests for documents/media in alternative formats	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with the City as a place to live	Biennial	City of Joondalup
	Percentage satisfaction with community development services	Biennial	City of Joondalup
Volunteer work	Percentage of residents undertaking volunteer work	5-yearly	Australian Bureau of Statistics
	Number of volunteers engaged through Joondalup Volunteer Resource Centre	Annual	City of Joondalup
Community Funding Program	Names of community groups receiving grants/ contributions	Annual	City of Joondalup
	Value of grants/contributions distributed to community groups (total and by community group)	Annual	City of Joondalup

Outcome 1-3 Active and social

You enjoy quality local activities and programs for sport, learning and recreation.

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Craigie Leisure Centre upgrades — phase 1 Refurbishment works to establish a new gym, group fitness studio, cycling studio, crèche, staff room and additional car parking	Craigie	2022/23	\$8,798,000
Sorrento Surf Life Saving Club redevelopment Redevelopment of the existing Sorrento Surf Life Saving Club facility to support and enhance usage and include a commercial component	Sorrento	2025/26	\$14,000,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Joondalup Community and Libraries Strategy A new strategy for the integrated delivery of City programs and infrastructure that support community connections and lifelong learning and literacy.	Q1 · Appoint an external consultant to develop a new Joondalup Community and Libraries Strategy.				
	Q2 · Liaise with the external consultant to undertake background research and analysis to inform development of the new Joondalup Community and Libraries Strategy.	◆	◆	◆	◆
	Q3 · Liaise with the external consultant to undertake community consultation to inform development of the new Joondalup Community and Libraries Strategy.				
	Q4 · Commence development of the draft Joondalup Community and Libraries Strategy.				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Lifelong Learning Literacy Development program</p> <p>Programs, events and activities designed to support literacy and promote lifelong learning opportunities in the community (eg Story Time, Better Beginnings).</p>	<p>Q1 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Literacy Development program for the quarter.</p>				
	<p>Q2 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Literacy Development program for the quarter.</p>	◆	◆	◆	◆
	<p>Q3 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Literacy Development program for the quarter.</p>	◆	◆	◆	◆
	<p>Q4 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Literacy Development program for the quarter.</p>	◆	◆	◆	◆
<p>Lifelong Learning Information Literacy program</p> <p>Programs, events and activities designed to provide information to support information literacy and promote lifelong learning opportunities in the community (eg Discovery Sessions, Community Outreach, School Connections).</p>	<p>Q1 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Information Literacy program for the quarter.</p>				
	<p>Q2 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Information Literacy program for the quarter.</p>	◆	◆	◆	◆
	<p>Q3 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Information Literacy program for the quarter.</p>	◆	◆	◆	◆
	<p>Q4 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Information Literacy program for the quarter.</p>	◆	◆	◆	◆
<p>Lifelong Learning Digital Literacy program</p> <p>Programs, events and activities designed to develop community confidence and support community connectedness (eg Keystrokes, CoderDojo, Ready Tech Go).</p>	<p>Q1 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Digital Literacy program for the quarter.</p>				
	<p>Q2 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Digital Literacy program for the quarter.</p>	◆	◆	◆	◆
	<p>Q3 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Digital Literacy program for the quarter.</p>	◆	◆	◆	◆
	<p>Q4 · Deliver scheduled programs, activities and events as part of the Lifelong Learning Digital Literacy program for the quarter.</p>	◆	◆	◆	◆

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Clubs in-focus professional development program A professional development program to assist local club volunteers to perform their roles and ensure ongoing club sustainability and success.	Q1 · Deliver the Clubs in-focus professional development program to club volunteers.	◆	◆	◆	◆
	Q2				
	Q3 · Deliver the Clubs in-focus professional development program to club volunteers.				
	Q4				
Place Activation Strategy A new strategy which establishes a framework for consistent delivery and support of placemaking across the City.	Q1 · Implement scheduled actions from the <i>Place Activation Strategy 2022</i> for the quarter.	◆	◆	◆	◆
	Q2 · Implement scheduled actions from the <i>Place Activation Strategy 2022</i> for the quarter.				
	Q3 · Implement scheduled actions from the <i>Place Activation Strategy 2022</i> for the quarter.				
	Q4 · Implement scheduled actions from the <i>Place Activation Strategy 2022</i> for the quarter.				

Annual Performance measures

Global reporting initiative disclosures

Nil

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with library services	Biennial	City of Joondalup
	Percentage satisfaction with Craigie Leisure Centre	Biennial	City of Joondalup
Craigie Leisure Centre	Number of members	Annual	City of Joondalup
	Percentage increase/decrease in membership	Annual	City of Joondalup
	Average weekly attendance	Annual	City of Joondalup

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
KidSport program	Amount distributed to young people through the KidSport program	Annual	Department of Local Government, Sport and Cultural Industries
	Number of young people supported through the KidSport program	Annual	Department of Local Government, Sport and Cultural Industries
Sporting group contributions	Amount contributed to sporting clubs (total and by club)	Annual	City of Joondalup
Libraries	Number of members	Annual	City of Joondalup
	Number of items issued	Annual	City of Joondalup
	Number of people attending (total and by library)	Annual	City of Joondalup

Outcome 1-4 Artistic and creative

You celebrate, support and participate in art and events in your local area.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Cultural Plan A plan which provides strategic direction for the City's arts and cultural activities over a 5-year period to ensure investment is directed towards the programming and infrastructure most valued by the community.	Q1 · Implement scheduled actions from the <i>Cultural Plan 2021–2025</i> for the quarter.				
	Q2 · Implement scheduled actions from the <i>Cultural Plan 2021–2025</i> for the quarter.	◆	◆	◆	◆
	Q3 · Implement scheduled actions from the <i>Cultural Plan 2021–2025</i> for the quarter.				
	Q4 · Implement scheduled actions from the <i>Cultural Plan 2021–2025</i> for the quarter.				
Public Art Masterplan and Strategy A new masterplan and strategy to define the principles and priorities for public art in the City and guide resources and funding towards relevant public art projects that enhance the City's built environment, distinctive natural assets, significant Indigenous sites, historic locations and key destinations.	Q1 · Advertise a request for quotation for development of a new Public Art Masterplan and Strategy. · Evaluate the quotations submitted and determine a preferred external consultant.				
	Q2 · Liaise with the external consultant to present the proposed objectives and themes for the draft Public Art Masterplan and Strategy 2023–2033 to the Strategic Community Reference Group for discussion and feedback.	◆	◆	◆	◆
	Q3 · Liaise with the external consultant to undertake community consultation to inform development of the draft Public Art Masterplan and Strategy 2023–2033.				
	Q4 · Commence development of the draft Public Art Masterplan and Strategy 2023–2033.				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Visual arts program</p> <p>An annual program of visual art that provides the community with access to contemporary, quality artworks, supports local arts development, and promotes Joondalup as a vibrant cultural destination.</p>	<p>Q1</p> <ul style="list-style-type: none"> Monitor for opportunities to initiate public art projects, as appropriate. 				
	<p>Q2</p> <ul style="list-style-type: none"> Deliver the Invitation Art Prize exhibition. Coordinate the delivery of a mural arts project as part of the Mural Arts Program. Commission and display new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. Monitor for opportunities to initiate public art projects, as appropriate. 				
	<p>Q3</p> <ul style="list-style-type: none"> Deliver the Community Art Exhibition. Establish a gallery for hire by local arts groups. Monitor for opportunities to initiate public art projects, as appropriate. 	◆	◆	◆	◆
	<p>Q4</p> <ul style="list-style-type: none"> Deliver the Community Art Exhibition. Coordinate the delivery of a mural arts project as part of the Mural Arts Program. Commission and display new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. Undertake a review of the visual arts program and develop the program for 2023/24. Monitor for opportunities to initiate public art projects, as appropriate. 				
<p>25-Year Invitation Art Prize Retrospective Showcase</p> <p>A 25-year retrospective celebration and exhibition of the Invitation Art Prize recipients and the City's art collection.</p>	<p>No milestones for 2022/23.</p>	◆			

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023 /24	2024 /25	2025 /26	2026 /27
<p>Cultural events program</p> <p>An annual program of community cultural events that build community spirit and cultural identity, and provide opportunities for community participation.</p>	<p>Q1</p> <ul style="list-style-type: none"> Deliver scheduled program of cultural events for the quarter, including: <ul style="list-style-type: none"> - Sunday Serenades 				
	<p>Q2</p> <ul style="list-style-type: none"> Deliver scheduled program of cultural events for the quarter, including: <ul style="list-style-type: none"> - Little Feet Festival - Sunday Serenades - Music in the Park Concert 1 				
	<p>Q3</p> <ul style="list-style-type: none"> Deliver scheduled program of cultural events for the quarter, including: <ul style="list-style-type: none"> - Music in the Park Concert 2 - Valentine's Concert - Joondalup Festival - Music in the Park Concert 3 	◆	◆	◆	◆
	<p>Q4</p> <ul style="list-style-type: none"> Deliver scheduled program of cultural events for the quarter, including: <ul style="list-style-type: none"> - Joondalup Festival - Community Art Exhibition Undertake a review of the cultural events program for 2022/23 and develop the program for 2023/24. 				
<p>Joondalup Performing Arts and Cultural Facility</p> <p>A dedicated arts facility proposed for the hosting of performing arts and cultural events and activities within the City of Joondalup.</p>	<p>No milestones for 2022/23.</p>		◆	◆	◆

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 200: ECONOMIC GRI 203: INDIRECT ECONOMIC IMPACTS				
203-2	Significant indirect economic impacts	Value of events sponsored by the City of Joondalup	Annual	City of Joondalup
		Value of events sponsored by the City (excludes community funding) under the Corporate Sponsorship Program	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with cultural services	Biennial	City of Joondalup
Cultural events program	Number of attendees at major cultural events (total and by event)	Annual	City of Joondalup
	Satisfaction/enjoyment of events (total and by event)	Annual	City of Joondalup
Visual arts program	Names of new artwork acquired	Annual	City of Joondalup
	Purchase price of new artwork acquired (total and by artwork)	Annual	City of Joondalup
	Value of full artwork collection	Annual	City of Joondalup

Outcome 1-5 Cultural and diverse

You understand, value and celebrate the City's unique Aboriginal and other diverse cultures and histories.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Reconciliation Action Plan A new plan which will set out the City's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.	Q1 <ul style="list-style-type: none"> Progress the development of the draft Reconciliation Action Plan. 	◆	◆	◆	◆
	Q2 <ul style="list-style-type: none"> Progress the development of the draft Reconciliation Action Plan. 				
	Q3 <ul style="list-style-type: none"> Progress the development of the draft Reconciliation Action Plan. 				
	Q4 <ul style="list-style-type: none"> Present the draft Reconciliation Action Plan to Council seeking endorsement. 				
NAIDOC Week Events and programs to mark national NAIDOC Week which celebrates and recognises the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.	Q1 <ul style="list-style-type: none"> Deliver the NAIDOC Week Launch event as part of the civic functions program. Deliver NAIDOC Week events as part of the cultural events program. 	◆	◆	◆	◆
	Q2				
	Q3				
	Q4				
Citizenship ceremonies Ceremonies the City host on behalf of the Department of Home Affairs each month (or more often) where residents who are becoming new citizens make the Australian citizenship pledge of commitment.	Q1 <ul style="list-style-type: none"> Deliver scheduled citizenship ceremonies for the quarter. 	◆	◆	◆	◆
	Q2 <ul style="list-style-type: none"> Deliver scheduled citizenship ceremonies for the quarter. 				
	Q3 <ul style="list-style-type: none"> Deliver scheduled citizenship ceremonies for the quarter. 				
	Q4 <ul style="list-style-type: none"> Deliver scheduled citizenship ceremonies for the quarter. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Civic functions A series of events and corporate functions we deliver throughout the year to mark important dates, significant milestones and matters of civic interest.	Q1 <ul style="list-style-type: none"> Deliver civic functions as required. 				
	Q2 <ul style="list-style-type: none"> Deliver scheduled program of civic functions for the quarter, including: <ul style="list-style-type: none"> - Invitation Art Prize VIP Event - Remembrance Day Memorial Service Deliver other civic functions as required 				
	Q3 <ul style="list-style-type: none"> Deliver scheduled program of civic functions for the quarter, including: <ul style="list-style-type: none"> - Valentine's Concert VIP Event - Joondalup Festival VIP Event - Community Art Exhibition VIP Event Deliver other civic functions as required. 	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Deliver scheduled program of civic functions for the quarter, including: <ul style="list-style-type: none"> - ANZAC Day Dawn Service - Joondalup Dinner Deliver other civic functions as required. 				

Annual performance measures

Global reporting initiative disclosures

Nil

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction/enjoyment of citizenship ceremonies	Annual	City of Joondalup
Citizenship ceremonies	Number of citizenship ceremonies conducted	Annual	City of Joondalup
	Number of new citizens taking pledge of commitment	Annual	City of Joondalup



2. ENVIRONMENT

OUR GOAL

We have a beautiful natural environment which we care for and protect. We demonstrate best-practice in sustainability and environmental management. Our community is actively involved in conservation and sustainability initiatives and we share responsibility for preserving our natural assets for future generations.

YOUR OUTCOMES

- 2-1 Managed and protected**
You value and enjoy the biodiversity in local bushland, wetland and coastal areas.
- 2-2 Clean and sustainable**
You are supported to minimise waste and live sustainably in a clean environment.
- 2-3 Responsible and efficient**
You benefit from a responsible and efficient use of natural resources.
- 2-4 Resilient and prepared**
You understand and are prepared for the impacts of climate change and natural disasters.

SERVICES

The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2021/22.

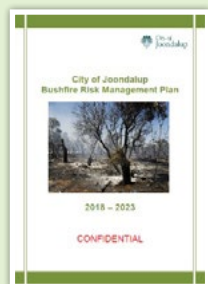
SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Environment organisational management <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Natural areas capital works Natural areas maintenance Friends' groups 	\$953,839	—	14.01
Emergency management <i>(statutory)</i> <ul style="list-style-type: none"> Emergency management 	\$92,198	\$14,015	0.65
Environmental planning and development <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Environmental advice Environmental planning Natural areas management Catchment management Environmental education and leadership Environmental reporting 	\$765,122	—	4.13
Litter collection <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Litter collection 	\$1,093,088	—	8.55
Technical and consultancy services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Provision of engineering advice for developments Coastal monitoring Rainfall monitoring and stormwater management 	\$578,776	—	4.80

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Waste management <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Domestic general waste • Domestic recycling • Domestic green waste • Bulk hard waste • Regional partnerships/Mindarie Regional Council • Drop-off events • Waste education 	\$-2,436,231	\$591,194	8.37
Natural areas/buildings not allocated to an FTE or specific service*	\$5,743,897	\$1,831,595	0.00
TOTAL	\$6,790,689	\$2,436,804	40.51

*Direct expenditure against an asset is identified separately to inform maintenance and renewal programs. This expenditure includes utility, maintenance and external contractor costs. Natural area/building assets may be used in the delivery of a range of services and programs in the Environment key theme and have therefore not been linked to one specific service. Allocating costs against an asset allows the City to capture data which informs maintenance, replacement and capital works programs.

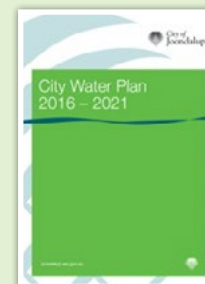
PLANS, STRATEGIES AND FRAMEWORKS

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



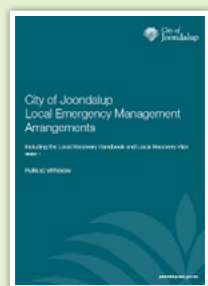
Bushfire Risk Management Plan 2018–2023

The Bushfire Risk Management Plan guides us in providing a coordinated and efficient approach to the identification, assessment and treatment of assets exposed to bushfire-related risk within the City of Joondalup. The overarching objective of the plan is to effectively manage bushfire-related risk within the City in order to protect people, assets and the environment.



City Water Plan 2016–2021

The City Water Plan guides the sustainable management of the City's water practices and provides strategic direction for the delivery of water conservation and water quality improvement initiatives within the City over a five-year period. The plan includes the eight key focus areas of: water monitoring and reporting; management of wetlands and public open spaces; water sensitive urban design; contracts and purchasing; staff education and participation; community education and participation; and partnership and policy. The plan has reached the end of its five-year period and will be reviewed in 2022/23.



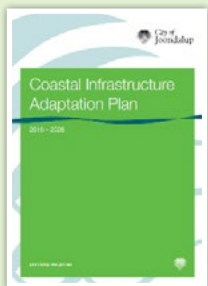
City of Joondalup Local Emergency Management Arrangements

The City of Joondalup Local Emergency Management Arrangements provide an operational guide for the recovery phase on an emergency that might occur in our region. The aim of the document is to detail our emergency management arrangements and to ensure that a recorded understanding exists between the agencies and stakeholders involved in managing emergencies within the City. Local emergency management arrangements are a requirement for all local governments under the *Emergency Management Act 2005*.



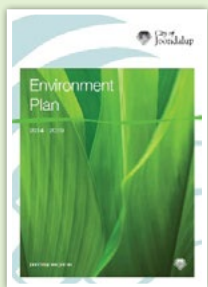
Climate Change Strategy 2014–2019

The Climate Change Strategy guides our planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment. The strategy includes mitigation and adaptation strategies, to both minimise the severity of climate change, and help us to prepare and adapt to current and future impacts of climate change. This strategy has reached the end of its five-year period and is currently under review. A new plan will be prepared in 2022.



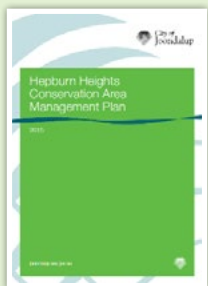
Coastal Infrastructure Adaptation Plan 2018–2026

The Coastal Infrastructure Adaptation Plan guides our response to the future impacts of climate change along the coastline. The plan aims to ensure we are adequately prepared to adapt to current and future coastal hazards, and to ensure the risk to City of Joondalup infrastructure and assets is minimised.



Environment Plan 2014–2019

The Environment Plan outlines our commitment to conserving, enhancing and rehabilitating the City of Joondalup's natural assets to ensure the long-term protection of the environment for future generations. The plan guides our strategic response to local environmental pressures, and ensures that our operations are delivered in an environmentally-sustainable manner and that we take measures to effectively influence positive environmental behaviours within the community. This plan has reached the end of its five-year period and is currently under review. A new plan will be prepared in 2023.



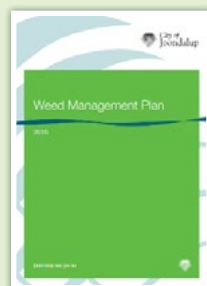
Natural Area Management Plans

We have a range of Natural Area Management Plans which cover a number of sites across the City of Joondalup, including Central Park, Craigie Bushland, Hepburn Heights Conservation Area, Hilliarys-Kallaroo Foreshore Reserve, Lilburne Park, Marmion Foreshore Reserve, Mullaloo Foreshore Reserve, Ocean Reef Foreshore Reserve, Shepherds Bush Reserve, Sorrento Foreshore Reserve, and Warwick Open Space Bushland. These plans provide a framework for protecting and enhancing biodiversity values, whilst maintaining appropriate community access and awareness of the sites. The plans are used to guide our maintenance and capital works schedules, as well as provide guidance to our employees, contractors and Friends' Groups.



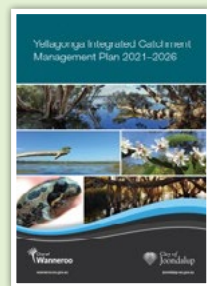
Waste Management Plan 2016–2021

The Waste Management Plan guides our waste management practices to ensure increased diversion from landfill. The Plan focuses on improving our practices and providing the groundwork to inform the long-term planning for waste. Waste management plans are a requirement of all local governments under the *Waste Avoidance and Resource Recovery Act 2007* and need to align with the *WA Waste Avoidance and Resource Recovery Strategy 2030*. This plan has reached the end of its five-year period and is currently under review. A new plan will be prepared in 2022.



Weed Management Plan 2016

The Weed Management Plan details an integrated weed management approach which prevents, monitors and controls the spread of weeds within the City of Joondalup. The plan guides our ongoing weed management of natural areas, parks and urban landscaping areas to protect native vegetation and ecosystems, as well as the amenity, functionality and aesthetics of parks and urban landscaping areas. This plan has reached the end of its five-year period and is currently under review. A new plan will be prepared in 2022.



Yellagonga Integrated Catchment Management Plan 2021–2026

The Yellagonga Integrated Catchment Management Plan is a joint plan with the City of Wanneroo which provides a holistic and long-term strategic framework to improve catchment health and protect the diverse values of Yellagonga Regional Park. The Yellagonga Integrated Catchment Management Plan ensures the continued collaborative delivery of the projects that have proven to be effective in monitoring and improving the health of the Yellagonga wetlands.

Outcome 2-1 Managed and protected

You value and enjoy the biodiversity in local bushland, wetland and coastal areas.

Capital works programs

PROGRAM	EXPENDITURE FOR 2022/23	REVENUE FOR 2022/23
Parks and landscaping program		
Foreshore and natural areas program	\$290,000	—

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Hillarys cycle network expansion Upgrade to the coastal shared pathway, including other pathway-associated upgrades between Hillarys and Burns Beach, and a new shared pathway along Hepburn Avenue from Gibson Avenue to Whitfords Avenue.	Various	2024/25	\$8,389,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Environment Plan A plan which outlines the City's commitment to conserving, enhancing and rehabilitating the City of Joondalup's natural assets to ensure the long-term protection of the environment for future generations.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Environment Plan 2014–2019</i> for the quarter. Commence development of a new Environment Strategy. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Environment Plan 2014–2019</i> for the quarter. Undertake an annual review of the <i>Environment Plan 2014–2019</i> for 2021/22 and present key achievements to Elected Members. Present the proposed objectives and themes for the new Environment Strategy to the Strategic Community Reference Group for discussion and feedback. Progress development of the draft Environment Strategy. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Environment Plan 2014–2019</i> for the quarter. Progress development of the draft Environment Strategy. 				
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Environment Plan 2014–2019</i> for the quarter. Present the draft Environment Strategy to Elected Members seeking endorsement for community consultation. 				
Weed Management Plan A plan which details an integrated weed management approach which prevents, monitors and controls the spread of weeds within the City of Joondalup.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Weed Management Plan 2016</i> for the quarter. Undertake community consultation on the draft <i>Weed Management Plan 2022–2032</i>. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Weed Management Plan 2016</i> for the quarter. Undertake an annual review of the <i>Weed Management Plan 2016</i> for 2021/22 and present key achievements to Elected Members. Present the draft <i>Weed Management Plan 2022–2032</i> to Council seeking endorsement. Commence implementation of the <i>Weed Management Plan 2022–2032</i>. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Weed Management Plan 2022–2032</i> for the quarter. 				
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Weed Management Plan 2022–2032</i> for the quarter. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Natural area management plans</p> <p>A set of plans for protecting and enhancing biodiversity values across a number of sites, including Central Park, Craigie Bushland, Hepburn Heights Conservation Area, Hillarys–Kallaroo Foreshore Reserve, Lilburne Park, Marmion Foreshore Reserve, Mullaloo Foreshore Reserve, Ocean Reef Foreshore Reserve, Shepherds Bush Reserve, Sorrento Foreshore Reserve, and Warwick Open Space Bushland.</p>	<p>Q1</p> <ul style="list-style-type: none"> Implement scheduled actions from the natural area management plans for the quarter. Commence preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the natural area management plans. Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. 				
	<p>Q2</p> <ul style="list-style-type: none"> Implement scheduled actions from the natural area management plans for the quarter. Progress preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the natural area management plans. Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. Undertake an annual review of the natural area management plans for 2021/22 and present key achievements to Elected Members. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Implement scheduled actions from the natural area management plans for the quarter. Progress preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the natural area management plans. Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. 				
	<p>Q4</p> <ul style="list-style-type: none"> Implement scheduled actions from the natural area management plans for the quarter. Present the draft Iluka–Burns Beach Foreshore Reserve Management Plan to Elected Members seeking endorsement for community consultation. 				
<p>Yellagonga Integrated Catchment Management Plan</p> <p>A joint plan with the City of Wanneroo which provides a holistic and long-term strategic framework to improve catchment health and protect the diverse values of Yellagonga Regional Park.</p>	<p>Q1</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Yellagonga Integrated Catchment Management Plan 2021–2026</i>. 				
	<p>Q2</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Yellagonga Integrated Catchment Management Plan 2021–2026</i>. Undertake an annual review of the <i>Yellagonga Integrated Catchment Management Plan 2021–2026</i>, in partnership with the City of Wanneroo, and present key achievements to Elected Members. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Yellagonga Integrated Catchment Management Plan 2021–2026</i>. 				
	<p>Q4</p> <ul style="list-style-type: none"> Implement scheduled actions from the <i>Yellagonga Integrated Catchment Management Plan 2021–2026</i>. 				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 300: ENVIRONMENTAL GRI 304: BIODIVERSITY				
304-2	Significant impacts of activities, products, and services on biodiversity	Percentage density of environmental weeds in natural areas	Annual	City of Joondalup
304-3	Habitats protected or restored	Percentage of natural areas designated as "protected"	Annual	City of Joondalup
		Number of plants grown in the City's nursery and provided to Friends' Groups for planting projects	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with conservation and natural area management services	Biennial	City of Joondalup

Outcome 2-2 Clean and sustainable

You are supported to minimise waste and live sustainably in a clean environment.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Waste Management Plan A plan that guides the City's waste management to ensure increased diversion from landfill. The plan focuses on improving the City's practices and providing the groundwork to inform the long-term planning for waste.	Q1 <ul style="list-style-type: none"> Progress development of a new Waste Management Plan 2022–2027. 				
	Q2 <ul style="list-style-type: none"> Finalise development of a new Waste Management Plan 2022–2027. 				
	Q3 <ul style="list-style-type: none"> Present the draft Waste Management Plan 2022–2027 to Elected Members seeking feedback. 	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Present the draft Waste Management Plan 2022–2027 to Council seeking endorsement. 				
Bulk hard waste review Review of current bulk waste service delivery and consideration of options.	Q1 <ul style="list-style-type: none"> Present the outcomes of the bulk hard waste review to Elected Members seeking feedback. 				
	Q2	◆	◆	◆	◆
	Q3				
	Q4				
Community waste education A program of activities and events the City supports to educate community members to reduce their waste to landfill, reduce waste contamination and influence behaviour change.	Q1 <ul style="list-style-type: none"> Deliver scheduled activities and events as part of the waste education program for the quarter. 				
	Q2 <ul style="list-style-type: none"> Deliver scheduled activities and events as part of the waste education program for the quarter. 				
	Q3 <ul style="list-style-type: none"> Deliver scheduled activities and events as part of the waste education program for the quarter. 	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Deliver scheduled activities and events as part of the waste education program for the quarter. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Environmental education program A program that delivers a range of environmental education initiatives for residents, schools, businesses and the broader community. The program encourages sustainability related to biodiversity, waste, water, transport and climate change.	Q1 • Deliver scheduled activities and events as part of the environmental education program for the quarter.	◆	◆	◆	◆
	Q2 • Deliver scheduled activities and events as part of the environmental education program for the quarter.				
	Q3 • Deliver scheduled activities and events as part of the environmental education program for the quarter.				
	Q4 • Deliver scheduled activities and events as part of the environmental education program for the quarter.				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 300: ENVIRONMENTAL GRI 304: BIODIVERSITY				
304-2	Significant impacts of activities, products, and services on biodiversity	Amount of waste material present within key natural areas	Annual	City of Joondalup
GRI 300: ENVIRONMENTAL GRI 306: WASTE				
306-1	Waste generation and significant waste-related impacts	Amount of residential waste collected	Annual	Mindarie Regional Council
		Percentage of residential waste diverted from landfill	Annual	Mindarie Regional Council
		Average amount of waste collected per household	Annual	City of Joondalup
		Amount of litter collected by the City	Annual	City of Joondalup
306-2	Management of significant waste-related impacts	Amount of recycling from kerbside collections	Annual	Cleanaway
		Amount of bulk waste recycled	Annual	Cleanaway, Incredible Bulk
		Amount of e-waste collected and ethically disposed	Annual	City of Joondalup
		Amount of clothing and textiles collected and donated	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with waste management services	Biennial	City of Joondalup
Community waste education	Number of classroom sessions conducted with schools	Annual	City of Joondalup
	Number of education sessions conducted with community groups	Annual	City of Joondalup
Environmental education program	Number of environmental education events/initiatives delivered	Annual	City of Joondalup

Outcome 2-3 Responsible and efficient

You benefit from a responsible and efficient use of natural resources.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
City Water Plan 2016–2021 A plan that guides the sustainable management of the City's water practices and provides strategic direction for the delivery of water conservation and water quality improvement initiatives within the City over a five-year period.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>City Water Plan 2016–2021</i> for the quarter. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>City Water Plan 2016–2021</i> for the quarter. 				
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>City Water Plan 2016–2021</i> for the quarter. 				
	Q4 <ul style="list-style-type: none"> Commence a review of the <i>City Water Plan 2016–2021</i> in alignment with the draft Environment Strategy under the Waterwise Council Program. 				
Waterwise Council Program A program run jointly by the WA Department of Water and Environmental Regulation and Water Corporation to support local governments to improve water efficiency and help create waterwise communities.	Q1 <ul style="list-style-type: none"> Implement planned initiatives and actions as part of the Waterwise Council Program for the quarter. Submit application to the WA Department of Water and Environmental Regulation and Water Corporation seeking re-accreditation under the Waterwise Council Program. 	◆	◆	◆	◆
	Q2 <ul style="list-style-type: none"> Implement planned initiatives and actions as part of the Waterwise Council Program for the quarter. 				
	Q3 <ul style="list-style-type: none"> Implement planned initiatives and actions as part of the Waterwise Council Program for the quarter. 				
	Q4 <ul style="list-style-type: none"> Implement planned initiatives and actions as part of the Waterwise Council Program for the quarter. 				
Corporate waste reduction Activities and initiatives to reduce the amount of corporate waste the City generates.	Q1				
	Q2 <ul style="list-style-type: none"> Undertake a review the City's corporate waste and implement reduction and recovery targets. 				
	Q3				
	Q4				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Environmental performance reporting A program of monitoring and reporting to record the City's corporate consumption of water, energy and greenhouse gas emissions.	Q1 <ul style="list-style-type: none"> Collate and review environmental performance data for 2021/22 and use to inform improvements in workforce practices. 	◆	◆	◆	◆
	Q2 <ul style="list-style-type: none"> Collate and review environmental performance data for 2021/22 and use to inform improvements in workforce practices. 				
	Q3 <ul style="list-style-type: none"> Collate and review environmental performance data for 2021/22 and use to inform improvements in workforce practices. 				
	Q4 <ul style="list-style-type: none"> Collate and review environmental performance data for 2021/22 and use to inform improvements in workforce practices. 				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 300: ENVIRONMENTAL GRI 302: ENERGY				
302-1	Energy consumption within the organisation	Amount of energy used by the City (not including street lighting)	Annual	Azility
GRI 300: ENVIRONMENTAL GRI 303: WATER AND EFFLUENTS				
303-3	Water withdrawal	Amount of groundwater used by the City	Annual	Azility
		Amount of scheme water used by the City	Annual	Azility
GRI 300: ENVIRONMENTAL GRI 305: EMISSIONS				
305-5	Reduction of GHG emissions	Amount of greenhouse gas emissions generated by the City	Annual	Azility
		Percentage increase/decrease in greenhouse gas emissions generated by the City	Annual	Azility
		Amount of renewable energy generated by the City	Annual	SimplyCity Dashboard and Inverter data
		Amount of carbon offsets purchased to offset 100% of City's fleet emissions	Annual	City of Joondalup

Other performance indicators

Nil

Outcome 2-4 Resilient and prepared

You understand and are prepared for the impacts of climate change and natural disasters.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Climate Change Strategy A strategy which guides the City's planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Climate Change Strategy 2014–2019</i>. Present the draft Climate Change Plan 2022–2032 to Elected Members seeking endorsement for community consultation. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Climate Change Strategy 2014–2019</i>. Undertake an annual review of the <i>Climate Change Strategy 2014–2019</i> for 2021/22 and present key achievements to Elected Members. Undertake community consultation on the draft Climate Change Plan 2022–2032. Present the draft Climate Change Plan 2022–2032 to Council seeking endorsement. Commence implementation of the Climate Change Plan 2022–2032. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the Climate Change Plan 2022–2032. 				
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the Climate Change Plan 2022–2032. 				
Bushfire Risk Management Plan A plan which guides the City in providing a coordinated and efficient approach to the identification, assessment and treatment of assets exposed to bushfire-related risk within the City of Joondalup.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Bushfire Risk Management Plan 2018–2023</i>. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Bushfire Risk Management Plan 2018–2023</i>. Undertake an annual review of the <i>Bushfire Risk Management Plan 2018–2023</i> and present key achievements to Elected Members. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Bushfire Risk Management Plan 2018–2023</i>. 				
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Bushfire Risk Management Plan 2018–2023</i>. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Coastal Infrastructure Adaptation Plan A plan which guides the City's response to the future impacts of climate change along the coastline. The plan aims to ensure the City is adequately prepared to adapt to current and future coastal hazards, and to ensure the risk to City of Joondalup infrastructure and assets is minimised.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Coastal Infrastructure Adaptation Plan 2018-2026</i>. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Coastal Infrastructure Adaptation Plan 2018-2026</i>. 				
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Coastal Infrastructure Adaptation Plan 2018-2026</i>. 	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Coastal Infrastructure Adaptation Plan 2018-2026</i>. 				
Coastal Hazard Risk Management and Adaptation Plan A plan developed under State Planning Policy 2.6 which identifies areas and assets that could potentially be impacted by coastal erosion and inundation hazards due to storm events and projected sea level rise. The plan provides recommendations and actions for how the City can respond and adapt to these hazards.	Q1 <ul style="list-style-type: none"> Undertake community consultation on the draft Coastal Hazard Risk Management and Adaptation Plan. 				
	Q2 <ul style="list-style-type: none"> Present the draft Coastal Hazard Risk Management and Adaptation Plan to Council seeking endorsement. Commence implementation of the Coastal Hazard Risk Management and Adaptation Plan. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the Coastal Hazard Risk Management and Adaptation Plan. 				
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the Coastal Hazard Risk Management and Adaptation Plan. 				

Annual performance measures

Global reporting initiative disclosures

Nil

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Bushfire risk management	Number of hazard reduction grass/tree burns undertaken	Annual	City of Joondalup
	Number of sites where manual fuel load reduction activities were undertaken	Annual	City of Joondalup



3. PLACE

OUR GOAL

We have well-planned and attractive suburbs and streetscapes, supported by a range of integrated transport options. Our urban landscapes are connected, useable and accessible. A high standard of liveability is enjoyed by our community who can access quality facilities and public open spaces.

YOUR OUTCOMES

3-1 Connected and convenient

You have access to a range of interconnected transport options.

3-2 Well-planned and adaptable

You enjoy well-designed, quality buildings and have access to diverse housing options in your neighbourhood.

3-3 Attractive and leafy

You have access to quality public open spaces and enjoy appealing streetscapes.

3-4 Functional and accessible

You have access to quality community facilities that are functional and adaptable.

SERVICES

The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2021/22.

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Building and planning compliance <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Development compliance Swimming pool inspection program 	\$321,484	—	12.33
Building approvals <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Building approvals Land purchase inquiries Building plan requests Building verge permit applications 	\$492,810	—	13.34
Building design and construction works <i>(discretionary)</i> <ul style="list-style-type: none"> Building design and construction 	\$477,416	\$84,091	3.90
Building maintenance <i>(discretionary)</i> <ul style="list-style-type: none"> Cleaning Building maintenance Building security management 	\$626,487	\$57,043	17.26
Civil design and construction <i>(discretionary)</i> <ul style="list-style-type: none"> Delivery of capital works projects Civil survey and design Management of capital works grant programs 	\$840,875	\$4,990	8.35

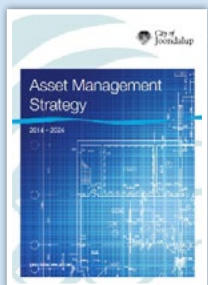
SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Commercial parking activities <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Commercial parking agreements • Paid parking management 	\$-2,275,625	\$255,579	8.44
Engineering maintenance programs <i>(discretionary)</i> <ul style="list-style-type: none"> • Road resurfacing and preservation • Stormwater drainage • Engineering maintenance (scheduled and reactive) 	\$18,337,970	\$18,397,353	31.04
Landscape design and capital works programs <i>(discretionary)</i> <ul style="list-style-type: none"> • Parks development • Parks equipment • Streetscape enhancement • Leafy City program 	\$748,778	\$153,438	10.09
Leisure planning <i>(discretionary)</i> <ul style="list-style-type: none"> • Community facility refurbishments, redevelopments and floodlighting upgrades • Club-funded and grant-funded infrastructure upgrades for sport and recreation 	\$409,783	—	2.50
Electrical and lighting engineering <i>(discretionary)</i> <ul style="list-style-type: none"> • Public lighting maintenance and upgrades and lighting network efficiency • Electrical engineering advice and design 	\$1,687,531	\$1,373,215	2.80
Major City project delivery <i>(discretionary)</i> <ul style="list-style-type: none"> • Delivery of major projects • Management of the City's land portfolio 	\$-190,221	—	5.85

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Parks maintenance programs <i>(discretionary)</i> <ul style="list-style-type: none"> • Irrigation • Mowing and turf renovation • Trees • Park maintenance 	\$6,116,689	\$4,079,188	104.22
Planning approvals, urban design and policy <i>(statutory)</i> <ul style="list-style-type: none"> • Development applications • Subdivision assessment • Urban planning approvals • Planning advice and information • Cartographic services 	\$1,872,460	—	21.00
Property management <i>(discretionary)</i> <ul style="list-style-type: none"> • Property management of City leased and licenced facilities 	\$451,730	\$84,091	2.90
Recreation services <i>(discretionary)</i> <ul style="list-style-type: none"> • Sport and recreation development • Community facility management 	\$1,518,808	—	8.48
Transport and road engineering <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Transport initiatives for road users • Traffic investigations • Road safety • Traffic management plans • Capital works forward programming and grant submissions • Approvals and technical advice 	\$782,216	—	6.27
Buildings, parks and roads with no allocated FTE or service*	\$28,042,560	\$2,192,976	0.00
TOTAL	\$60,261,751	\$26,681,964	258.77

*Direct expenditure against an asset is identified separately to inform maintenance and renewal programs. This expenditure includes utility, maintenance and external contractor costs. Assets (building, road, park, etc) may be used in the delivery of a range of services and programs in the Place key theme and have therefore not been linked to one specific service. Allocating costs against an asset allows the City to capture data which informs maintenance, replacement and capital works programs.

PLANS, STRATEGIES AND FRAMEWORKS

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



Asset Management Strategy 2014–2024

The Asset Management Strategy provides a whole-of-organisation approach to asset management at the City of Joondalup. The strategy defines and profiles the major infrastructure asset classes, forecasts future demands, defines governance structures and management arrangements, and outlines short, medium and long-term objectives for asset management improvements. The Asset Management Strategy informs separate Asset Class Management Plans, which assist us in identifying major projects and actions to incorporate into the Capital Works Program.



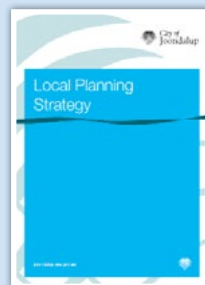
Bike Plan 2016–2021

The Bike Plan provides the long-term vision, strategic framework and projects we will implement to make bike riding a part of everyday life and move us towards becoming a bike-friendly city. The plan promotes and supports bike riding and non-motorised transport, and provides actions across the four themes of people, pathways, places and promotions. This plan has reached the end of its five-year period and is currently under review. A new plan will be prepared in 2022.



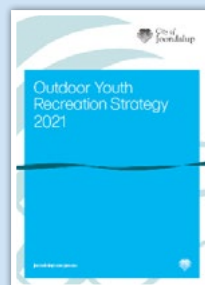
Local Planning Scheme No 3

The Local Planning Scheme sets controls for how land in the City of Joondalup can be used and developed. The Local Planning Scheme is linked to our *Local Planning Strategy* (see right). All local governments are required to develop local planning schemes in accordance with the *Planning and Development Act 2005*.



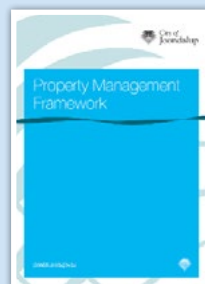
Local Planning Strategy

The *Local Planning Strategy* provides the strategic direction for land use planning and development for the City of Joondalup over the next 10 to 15 years and is the strategic basis for the development of our *Local Planning Scheme No 3* (see left). The strategy provides the rationale for the zoning and reservation of land in the scheme. All local governments are required to develop local planning strategies under the *Planning and Development Act 2005*. The *Local Planning Strategy* is currently under review. Preliminary outcomes of the review will be presented in 2022.



Outdoor Youth Recreation Strategy 2021

The Outdoor Youth Recreation Strategy guides the future provision of facilities for outdoor youth recreation within the City of Joondalup. The strategy aims to take a strategic view on the future location of facilities and to strategically plan for the rationalisation of existing facilities (where appropriate) and the possible future development of new facilities in line with community need.



Property Management Framework

The *Property Management Framework* defines the classifications for which City-owned and managed property is held, establishes the categories and associated principles under which City-owned and managed property may be used and occupied, and promotes equitable, effective and sustainable management practices for the use and occupation of City-owned and managed property.

Outcome 3-1 Connected and convenient

You have access to a range of interconnected transport options.

Capital works programs

PROGRAM	EXPENDITURE FOR 2022/23	REVENUE FOR 2022/23
Traffic management program		
Local road traffic management program	\$1,175,000	\$535,000
Blackspot projects	\$1,570,960	\$1,565,960
Parking facilities program	\$1,025,000	\$800,000
Civil construction program		
Major road construction program	\$944,456	\$604,456
New paths program	\$2,699,500	\$700,000
Path replacement program	\$1,417,000	\$555,000
Road preservation and resurfacing program	\$8,551,157	\$2,719,904

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Joondalup Drive/Hodges Drive intersection upgrade Major upgrade to intersection, including additional right-turn lane from Hodges Drive to Joondalup Drive southbound, extension of turning pockets, upgrades to streetlight and pedestrian facilities, and improvements to Mitchell Freeway southbound access.	Various	2023/24	\$5,706,400
Multi-storey car park — McLarty Avenue Construction of a multi-storey car park in the Joondalup City Centre at 104 McLarty Avenue.	Joondalup	2025/26	\$17,100,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Integrated Transport Strategy A new strategy to guide multi-modal transport planning and inform strategic policy, advocacy and infrastructure decisions in the City over the next 20–30 years.	Q1 <ul style="list-style-type: none"> Progress development of a draft Integrated Transport Strategy 2022–2032. 				
	Q2 <ul style="list-style-type: none"> Finalise development of a draft Integrated Transport Strategy 2022–2032. 				
	Q3 <ul style="list-style-type: none"> Present the draft Integrated Transport Strategy 2022–2032 to Elected Members seeking feedback. 	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Present the draft Integrated Transport Strategy 2022–2032 to Council seeking endorsement. 				
Bike Plan A plan which provides the long-term vision, strategic framework and projects we will implement to make bike riding a part of everyday life and move us towards becoming a bike-friendly city.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Bike Plan 2016–2021</i> for the quarter. Undertake a review of the <i>Bike Plan 2016–2021</i>. Commence development of a new Bike Plan 2022–2032. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Bike Plan 2016–2021</i> for the quarter. Progress development of the draft Bike Plan 2022–2032. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Bike Plan 2016–2021</i> for the quarter. Present the draft Bike Plan 2022–2032 to Elected Members seeking feedback. 				
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Bike Plan 2016–2021</i> for the quarter. Present the draft Bike Plan 2022–2032 to Council seeking endorsement. 				
Outdoor Youth Recreation Strategy A strategy that guides the future provision of facilities for outdoor youth recreation within the City of Joondalup.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Outdoor Youth Recreation Strategy 2021</i> for the quarter. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Outdoor Youth Recreation Strategy 2021</i> for the quarter. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Outdoor Youth Recreation Strategy 2021</i> for the quarter. 				
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Outdoor Youth Recreation Strategy 2021</i> for the quarter. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Integrated parking management system A new centralised system to manage all parking-related activities, including the replacement of current parking ticket machines, incorporating pay-by-phone/plate technology, and providing an enhanced electronic system to manage parking permits.	Q1 · Advertise the tender for a new parking management system				
	A · Receive the tenders submitted for the new parking management system.				
	Q3 · Evaluate the tenders submitted for the new parking management system.	◆	◆		
	Q4 · Determine the preferred supplier for the new parking management system from the tenders submitted. · Commence implementation of the new parking management system.	◆	◆		
Road safety education A program of activities and events the City supports to raise awareness about road safety issues and promote road safety messages.	Q1 · Deliver scheduled activities and events as part of the road safety education program for the quarter.				
	Q2 · Deliver scheduled activities and events as part of the road safety education program for the quarter.	◆	◆	◆	◆
	Q3 · Deliver scheduled activities and events as part of the road safety education program for the quarter.	◆	◆	◆	◆
	Q4 · Deliver scheduled activities and events as part of the road safety education program for the quarter.	◆	◆	◆	◆

Annual performance measures

Global reporting initiative disclosures

Nil

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with roads	Biennial	City of Joondalup
	Percentage satisfaction with transport and traffic management services	Biennial	City of Joondalup
	Percentage satisfaction with parking management and provision	Biennial	City of Joondalup
Roads	Kilometres of road resurfaced by the City	Annual	City of Joondalup
Pathways	Kilometres of pathways constructed by the City	Annual	City of Joondalup
	Kilometres of pathways replaced by the City	Annual	City of Joondalup
	Number of bicycle trips through selected sites within the City	Annual	Metrocount
	Number of pedestrians through selected sites within the City	Annual	Metrocount
Parking	Value of parking fees collected (total and by location)	Annual	City of Joondalup
	Percentage occupancy of Reid Promenade Multi-Storey Car Park (average)	Annual	City of Joondalup
	Percentage of user types for Reid Promenade Multi-Storey Car Park (regular and casual)	Annual	City of Joondalup

Outcome 3-2 Well-planned and adaptable

You enjoy well-designed, quality buildings and have access to diverse housing options in your neighbourhood.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Local Planning Strategy review A review of the <i>City's Local Planning Strategy</i> , including the <i>Local Housing Strategy</i> and <i>Local Commercial Strategy</i> , to ensure the ongoing applicability of the stated strategic direction for land use planning and development.	Q1 <ul style="list-style-type: none"> Appoint an external consultant to manage the community consultation for phase 1 of the <i>Local Planning Strategy</i> review. Present a draft Community Consultation Plan to Council seeking endorsement. 				
	Q2 <ul style="list-style-type: none"> Undertake community consultation on phase 1 of the <i>Local Planning Strategy</i> review. 				
	Q3 <ul style="list-style-type: none"> Use the outcomes from the community consultation to inform development of a technical scope for phase 2 of the <i>Local Planning Strategy</i> review. Present the technical scope for phase 2 of the <i>Local Planning Strategy</i> review to Council seeking endorsement. 	◆	◆		
	Q4 <ul style="list-style-type: none"> Prepare a request for tender for a consultant team to undertake phase 2 of the <i>Local Planning Strategy</i> review. 				
Local Planning Scheme No 3 review A review of the <i>City's Local Planning Scheme No 3</i> in accordance with the <i>Planning and Development (Local Planning Schemes) Regulations</i> which includes a review of existing local planning policies and the development of new policies as recommended.	No milestones for 2022/23.	◆	◆	◆	

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Local planning policies (relating to residential development) review</p> <p>A review of some of the City's local planning policies that relate to residential development, following implementation of the new Residential Design Codes by the Western Australian Planning Commission.</p>	Q1	◆			
	<p>Q2 · Commence a review of the City's local planning policies related to residential development (including the <i>Residential Local Planning Policy</i>, and the <i>Development in Housing Opportunity Areas Local Planning Policy</i>) to respond to the changes to the <i>State Planning Framework</i> following introduction of the <i>Medium Density Code</i>.</p>				
	<p>Q3 · Present the outcomes of the review of the City's local planning policies related to residential development to the Policy Committee seeking endorsement of Council.</p>				
	Q4				
<p>State planning reform</p> <p>A program of major legislative, regulatory and policy changes to Western Australia's planning system.</p>	<p>Q1 · Implement actions resulting from the State planning reform process, as required.</p>	◆	◆	◆	◆
	<p>Q2 · Implement actions resulting from the State planning reform process, as required.</p>				
	<p>Q3 · Implement actions resulting from the State planning reform process, as required.</p>				
	<p>Q4 · Implement actions resulting from the State planning reform process, as required.</p>				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 200: ECONOMIC GRI 203: INDIRECT ECONOMIC IMPACTS				
203-2	Significant indirect economic impacts	Number of building permits issued (total and for the Joondalup City Centre)	Annual	City of Joondalup
		Value of building permits issued (total and for the Joondalup City Centre)	Annual	City of Joondalup
		Number of planning approvals determined (total and for the Joondalup City Centre)	Annual	City of Joondalup
		Value of planning approvals determined (total and for the Joondalup City Centre)	Annual	City of Joondalup
		To achieve annual building approvals value of at least 70% of the 10-year rolling average.	Annual	City of Joondalup/ Australian Bureau of Statistics

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with development application process	Annual	City of Joondalup
	Percentage satisfaction with building application process	Annual	City of Joondalup
Development and building applications	Percentage of building applications determined within statutory timeframes (total and by type of application)	Annual	City of Joondalup
	Percentage of development applications determined within statutory timeframes (total and by application timeframe)	Annual	City of Joondalup
New dwellings	Number of new dwellings (total and by Joondalup City Centre, housing opportunity areas, suburb)	Annual	City of Joondalup

Outcome 3-3 Attractive and leafy

You have access to quality public open spaces and enjoy appealing streetscapes.

Capital works programs

PROGRAM	EXPENDITURE FOR 2022/23	REVENUE FOR 2022/23
Parks and landscaping programs		
Parks development program	\$2,750,000	\$255,000
Parks equipment program	\$2,175,000	\$95,000
Streetscape enhancement program	\$1,300,000	—
Civil construction programs		
Stormwater drainage program	\$565,000	\$145,000
Lighting program	\$472,000	—

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Ocean Reef Park landscape master plan Upgrade of deteriorating irrigation system and associated landscaping works.	Ocean Reef	2022/23	\$815,000
Killen Park and Sycamore Park amenity upgrades Landscape upgrades at Killen Park and Sycamore Park to improve water use efficiency.	Duncraig	2022/23	\$425,000
Padbury north-east cluster parks revitalisation Landscape improvements to Wentworth Park, Fraser Park and Byrne Park.	Padbury	2022/23	\$655,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Public Open Space Framework A new framework which will classify the City's public open spaces according to primary function and manner of use, and guide the allocation of infrastructure assets.	Q1 · Present a draft Public Open Space Framework to Elected Members seeking feedback.				
	Q2 · Present a draft Public Open Space Framework to Council seeking endorsement.				
	Q3				
	Q4				
Active reserve and community facility review A 3-yearly review of the City's active reserves and community facilities to inform capital works programming and recommendations for future refurbishments and upgrades.	No milestones for 2022/23.		◆		
Leafy City program A program to plant trees along residential streets with the aim of increasing leafy canopy cover to help mitigate the heat-island effect.	Q1				
	Q2				
	Q3	◆	◆	◆	◆
	Q4 · Deliver scheduled program of tree planting as part of the Leafy City program for the quarter.				
Woodvale skate facility business case A business case for the establishment of a new skate facility at the trotting track at Woodvale Drive, Woodvale.	Q1 · Present a business case for a new skate facility to Elected Members seeking a determination on whether to progress.				
	Q2				
	Q3				
	Q4				
Urban bike trails business case A business case for the establishment of a BMX/mountain bike hub and interconnected urban bike trails through Padbury, Mullaloo and Craigie.	Q1 · Commence preparation of a business case for urban bike trails.				
	Q2 · Progress preparation of the business case for urban bike trails.				
	Q3 · Present the business case for urban bike trails to Elected Members seeking a determination on whether to progress.				
	Q4				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 300: ENVIRONMENTAL GRI 304: BIODIVERSITY				
304-2	Significant impacts of activities, products, and services on biodiversity	Percentage of canopy cover in the City	Biennial	City of Joondalup/ spatial data consultant

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with parks	Biennial	City of Joondalup
	Percentage satisfaction with landscaping design	Biennial	City of Joondalup
Streetscape enhancement	Number of trees planted by the City through the Leafy City Program and the winter urban tree planting program	Annual	City of Joondalup
Public open space upgrades	Number of play space renewals completed	Annual	City of Joondalup

Outcome 3-4 Functional and accessible

You have access to quality community facilities that are functional and adaptable.

Capital works programs

PROGRAM	EXPENDITURE FOR 2022/23	REVENUE FOR 2022/23
Facilities program		
Building construction works program	\$4,530,000	\$1,375,000
Major projects program	\$8,534,000	\$1,750,000

Key capital works projects

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Ocean Reef Park toilets and changerooms Redevelopment of the existing toilet and changeroom building to improve functionality and support the increased participation of females in sport.	Ocean Reef	2022/23	\$890,000
Sorrento Football Club changerooms Construction of an additional changeroom facility to improve functionality and support the increased participation of females in sport.	Duncraig	2022/23	\$1,000,000
Chichester Park Clubroom redevelopment Redevelopment of the existing clubroom building to establish a new multi-purpose community sporting facility with associated car parking infrastructure to support the activities of facility users.	Woodvale	2022/23	\$5,690,000
Percy Doyle Football/Tee Ball Clubrooms Extension works to upgrade the existing changeroom building to support unisex standards, installation of a new park universal access toilet, and general building refurbishments to support the activities of facility users.	Duncraig	2023/24	\$540,000
Greenwood Scout Hall refurbishment Refurbishment of the existing hall building to increase storage and improve functionality for facility users.	Greenwood	2023/24	\$580,000

CAPITAL WORKS PROJECT	SUBURB	PLANNED COMPLETION*	TOTAL PROJECT BUDGET
Christchurch Park changeroom refurbishment Refurbishment of the existing changeroom building to increase storage and improve functionality for park users.	Currambine	2023/24	\$430,000
Burns Beach — cafés/kiosks/restaurants Development of a new commercially-viable, high-quality and environmentally-sustainable food and beverage facility at Burns Beach.	Burns Beach	2024/25	\$5,019,000
Burns Beach Coastal Node redevelopment Redevelopment of infrastructure at the Burns Beach Coastal Node, aligning with the construction of a food and beverage facility.	Burns Beach	2024/25	\$3,397,000

*Planned completion refers to the completion of construction works; other actions, such as inspections, launches, etc, may occur after this date.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Land optimisation A periodic review of City freehold and managed Crown land to identify optimisation, potential rationalisation and acquisition opportunities.	Q1 <ul style="list-style-type: none"> Progress the sale or lease of Lot 12223 (12) Blackwattle Parade, Padbury. Investigate identified opportunities for optimisation of City freehold and managed Crown land. Progress actions for the disposal and acquisition of properties as endorsed by Council. 				
	Q2 <ul style="list-style-type: none"> Investigate identified opportunities for optimisation of City freehold and managed Crown land. Progress actions for the disposal and acquisition of properties as endorsed by Council. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Investigate identified opportunities for optimisation of City freehold and managed Crown land. Progress actions for the disposal and acquisition of properties as endorsed by Council. 				
	Q4 <ul style="list-style-type: none"> Investigate identified opportunities for optimisation of City freehold and managed Crown land. Progress actions for the disposal and acquisition of properties as endorsed by Council. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Property Management Framework</p> <p>A framework that defines the classifications for which City-owned and managed property is held, establishes the categories and associated principles under which City-owned and managed property may be used and occupied, and promotes equitable, effective and sustainable management practices for the use and occupation of City-owned and managed property.</p>	<p>Q1 · Negotiate and implement new and expired lease and licence agreements.</p>				
	<p>Q2 · Negotiate and implement new and expired lease and licence agreements.</p>	◆	◆	◆	◆
	<p>Q3 · Negotiate and implement new and expired lease and licence agreements.</p>				
	<p>Q4 · Negotiate and implement new and expired lease and licence agreements.</p>				
<p>Property Management Framework and Facility Hire Subsidy Policy review</p> <p>A review of the City's Property Management Framework and <i>Facility Hire Subsidy Policy</i> to ensure the ongoing efficient management of the City's leased buildings and hireable venues.</p>	<p>Q1 · Finalise the review of the <i>Facility Hire Subsidy Policy</i>. · Present the outcomes of the review of the <i>Facility Hire Subsidy Policy</i> to Council seeking endorsement.</p>				
	<p>Q2 · Finalise the review of the <i>Property Management Framework</i>. · Present the outcomes of the review of the <i>Property Management Framework</i> to Council seeking endorsement.</p>				
	<p>Q3</p>				
	<p>Q4</p>				
<p>Heathridge Park Masterplan</p> <p>A masterplan for Heathridge Park that includes the rationalisation of the existing outdated community facilities into a single new multi-purpose facility.</p>	<p>Q1 · Progress the development of updated concept plans and cost estimates for Heathridge Park Masterplan.</p>	◆	◆	◆	◆
	<p>Q2 · Finalise the development of updated concept plans and cost estimates for Heathridge Park Masterplan. · Present the updated concept plans and cost estimates for the Heathridge Park Masterplan to Elected Members seeking feedback.</p>				
	<p>Q3 · Present the updated concept plans and cost estimates for the Heathridge Park Masterplan to Elected Members seeking a determination on whether to progress.</p>				
	<p>Q4 · Progress actions in relation to the Heathridge Park Masterplan as determined by Elected Members.</p>				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Ocean Reef Marina</p> <p>Construction of a world-class waterfront precinct providing recreational, tourism, residential and boating facilities. This project is being managed by DevelopmentWA with support and contributions provided by the City.</p>	<p>Q1</p> <ul style="list-style-type: none"> Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. Explore development opportunities for land within the Marina that is owned or managed by the City. Present reports to Elected Members on the progress and status of the Marina as required. 				
	<p>Q2</p> <ul style="list-style-type: none"> Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. Explore development opportunities for land within the Marina that is owned or managed by the City. Present reports to Elected Members on the progress and status of the Marina as required. 				
	<p>Q3</p> <ul style="list-style-type: none"> Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. Explore development opportunities for land within the Marina that is owned or managed by the City. Present reports to Elected Members on the progress and status of the Marina as required. 	◆	◆	◆	◆
	<p>Q4</p> <ul style="list-style-type: none"> Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. Explore development opportunities for land within the Marina that is owned or managed by the City. Present reports to Elected Members on the progress and status of the Marina as required. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Warwick community facilities</p> <p>Optimisation of the City freehold land within the Warwick Activity Centre to provide for future community facilities through the disposal of surplus land and development of a single, multi-purpose facility.</p>	No milestones in 2022/23.	◆	◆	◆	◆
<p>Woodvale Library and Community Hub</p> <p>Optimisation of the City freehold land at the Woodvale Library and Community Hub site to provide for future community facilities through the disposal of surplus land and development of a single, multi-purpose facility.</p>	No milestones in 2022/23.	◆	◆	◆	◆
<p>Pinnaroo Point food and beverage facility</p> <p>Development of a new commercially-viable, high-quality and environmentally-sustainable food and beverage facility at Pinnaroo Point, Hillarys.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Finalise the leasing arrangements with the developer to build a food and beverage facility at Pinnaroo Point. • Finalise the installation of utility services to the site at Pinnaroo Point. • Monitor the facility development milestones in accordance with the developer's lease agreement. 	◆			
<p>Q2</p> <ul style="list-style-type: none"> • Monitor the facility development milestones in accordance with the developer's lease agreement. 					
<p>Q3</p> <ul style="list-style-type: none"> • Monitor the facility development milestones in accordance with the developer's lease agreement. 					
<p>Q4</p> <ul style="list-style-type: none"> • Monitor the facility development milestones in accordance with the developer's lease agreement. 					

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Neil Hawkins Park food and beverage facility</p> <p>Development of a new commercially-viable, high-quality and environmentally-sustainable food and beverage facility at Neil Hawkins Park, Joondalup.</p>	<p>Q1</p> <ul style="list-style-type: none"> Investigate land tenure matters for the potential lease of land suitable for a food and beverage facility at Neil Hawkins Park. 				
	<p>Q2</p> <ul style="list-style-type: none"> Liaise with the WA Department of Planning, Lands and Heritage to resolve tenure issues for the site. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Liaise with the WA Department of Planning, Lands and Heritage to resolve tenure issues for the site. 				
	<p>Q4</p> <ul style="list-style-type: none"> Undertake initial investigations towards the development of a food and beverage facility at Neil Hawkins Park. 				
<p>Joondalup City Centre Development — Boas Place</p> <p>Investigations into future opportunities for the development of Boas Place in the Joondalup City Centre to incorporate a variety of land uses.</p>	<p>Q1</p> <ul style="list-style-type: none"> Review the philosophy and parameters for the Joondalup City Centre Development — Boas Place project. 				
	<p>Q2</p> <ul style="list-style-type: none"> Present the outcomes of the review of the project philosophy and parameters to Elected Members seeking feedback. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Progress actions in response to the updated project philosophy and parameters. 				
	<p>Q4</p> <ul style="list-style-type: none"> Progress actions in response to the updated project philosophy and parameters. 				
<p>Duffy House land transfer and commercial expression of interest</p> <p>The transfer of land and assets associated with Duffy House from the State Government to the City of Joondalup and the progression of an expression of interest for a future commercial operator at the site.</p>	<p>Q1</p> <ul style="list-style-type: none"> Progress negotiations with the WA State Government to facilitate the transfer of land and assets associated with Duffy House. 				
	<p>Q2</p> <ul style="list-style-type: none"> Progress negotiations with the WA State Government to facilitate the transfer of land and assets associated with Duffy House. 				
	<p>Q3</p> <ul style="list-style-type: none"> Progress negotiations with the WA State Government to facilitate the transfer of land and assets associated with Duffy House. Advertise an expression of interest for a commercial operator at the site. 				
	<p>Q4</p> <ul style="list-style-type: none"> Evaluate the expressions of interest submitted. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Works Operation Centre tenure arrangements Investigations into securing alternative tenure arrangements with the WA State Government for the land leased by the City that accommodates the Works Operation Centre in Craigie.	Q1				
	Q2				
	Q3 · Progress investigations into alternative tenure arrangements for the Works Operation Centre site.	◆	◆	◆	◆
	Q4 · Progress investigations into alternative tenure arrangements for the Works Operation Centre site.				

Annual performance measures

Global reporting initiative disclosures

Nil

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with community facilities	Biennial	City of Joondalup
	Percentage satisfaction of hirers with facilities	Annual	City of Joondalup
Facility hire subsidisation	Value of income received from facility hire fees	Annual	City of Joondalup
	Number of clubs/groups receiving facility hire subsidies	Annual	City of Joondalup
	Value of facility hire subsidisation	Annual	City of Joondalup
	Number of clubs/groups receiving facility hire waivers	Annual	City of Joondalup
	Value of facility hire waivers	Annual	City of Joondalup
	Names of club/group receiving facility hire waivers ≥ \$1,000	Annual	City of Joondalup
	Value of facility hire waivers ≥ \$1,000 (by club/group)	Annual	City of Joondalup



4. ECONOMY

OUR GOAL

We are a global facing city with a prosperous and resilient economy. Our City is home to diverse industries that generate a wide-range of local job opportunities. We encourage creativity and innovation, and we support opportunities to build the City's brand as a popular business and tourism destination.

YOUR OUTCOMES

4-1 Prosperous and local

You feel supported to grow your business in the City.

4-2 Innovative and confident

You are attracted to the City's unique characteristics and potential and feel confident in investing.

4-3 Appealing and welcoming

You welcome residents, and local and international visitors to the City.

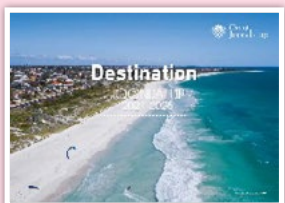
SERVICES

The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2021/22.

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Economic development <i>(discretionary)</i> <ul style="list-style-type: none"> • Economic Development Strategy delivery • Local business support • Destination positioning, advocacy and investment attraction 	\$1,533,134	—	5.85
TOTAL	\$1,533,134	—	5.85

PLANS, STRATEGIES AND FRAMEWORKS

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



Destination Joondalup 2021-2027

Destination Joondalup is a plan to attract more visitors to our region, increase our share of Perth's and Western Australia's key markets, and grow our visitor economy. The plan introduces the destination brand and identity for the City of Joondalup, and articulates the vision, goals and priorities of the visitor economy and how these will be achieved over a five-year period.



Expanding Horizons: An Economic Development Strategy for a Global City (2012)

Expanding Horizons is an economic development strategy which considers the issues and challenges that face the City realising its potential and aspiration of becoming "A global city: bold, creative and prosperous". The strategy recognises the importance of partnerships and ensuring we leverage our physical, technological and intellectual assets to grow the local economy, enhance productivity, promote research and innovation and ultimately achieve greater employment self-sufficiency in the future. The strategy focuses on specialist themes of Global, Digital and Destination. This strategy is scheduled for review in 2023.



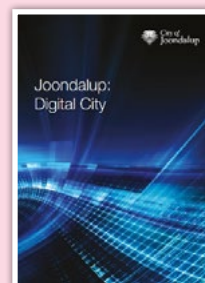
International Economic Development Activities Plan (2017)

The International Economic Development Activities Plan provides guidance on facilitating international relationships that will lead to the establishment of Joondalup as a "global city" based around the development of mutually-beneficial relationships and outcomes. The plan identifies opportunities to generate economic outcomes for the City that are aligned with industry strengths and growth opportunities. This plan will undergo a review following the review of the Expanding Horizons Strategy (see left).



Joondalup City Centre Place Activation Plan 2022

The Joondalup City Centre Place Activation Plan is a pilot place activation plan which aims to guide placemaking initiatives by community, local business, and the City for greater activation and vibrancy of the area. The plan establishes a vision for the Joondalup City Centre and 15 priority ideas (projects) that will inform the Council, City and local placemakers on how to focus efforts to activate the City Centre.



Joondalup: Digital City (2012)

A plan that outlines the digital future we could achieve through a set of strategies and actions. The plan addresses key priority actions, including delivering capacity-building programs for local businesses and potential for establishing virtual and physical spaces that create opportunities for start-ups. This plan will undergo a review following the review of Expanding Horizons (see left).

Outcome 4-1 Prosperous and local

You feel supported to grow your business in the City.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Economic Development Strategy A strategy to guide economic development activities within the City by providing support to local business, stimulating investment, and driving economic growth.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Expanding Horizons: An Economic Development Strategy for a Global City (2012)</i> for the quarter. Undertake a review of the <i>Expanding Horizons: An Economic Development Strategy for a Global City (2012)</i> to inform development of a new Economic Development Strategy. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Expanding Horizons: An Economic Development Strategy for a Global City (2012)</i> for the quarter. Commence development of the new Economic Development Strategy. 				
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Expanding Horizons: An Economic Development Strategy for a Global City (2012)</i> for the quarter. Finalise development of the draft Economic Development Strategy. Present the draft Economic Development Strategy to Elected Members seeking endorsement for community consultation. Undertake community consultation on the draft Economic Development Strategy. 	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Present the draft Economic Development Strategy to Council seeking endorsement. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Business engagement</p> <p>Engagement with local businesses to support and facilitate access to a range of support services and initiatives for sole traders, small and medium-sized businesses.</p>	<p>Q1</p> <ul style="list-style-type: none"> Implement scheduled activities as part of the Business Engagement Program. Implement scheduled activities as part of the Buy Local Program. Develop and implement other relevant programs, as opportunities arise. 				
	<p>Q2</p> <ul style="list-style-type: none"> Implement scheduled activities as part of the Business Engagement Program. Implement scheduled activities as part of the Buy Local Program. Develop and implement other relevant programs, as opportunities arise. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Implement scheduled activities as part of the Business Engagement Program. Implement scheduled activities as part of the Buy Local Program. Develop and implement other relevant programs, as opportunities arise. 				
	<p>Q4</p> <ul style="list-style-type: none"> Implement scheduled activities as part of the Business Engagement Program. Implement scheduled activities as part of the Buy Local Program. Develop and implement other relevant programs, as opportunities arise. 				
<p>Business forums</p> <p>Breakfast events the City hosts for the business community to promote local engagement activities, provide information on key economic issues, and promote networking opportunities.</p>	<p>Q1</p> <ul style="list-style-type: none"> Develop the schedule and theming for delivery of two Business Forums in 2022/23. 				
	<p>Q2</p> <ul style="list-style-type: none"> Deliver Business Forum 1. 	◆	◆	◆	◆
	<p>Q3</p>				
	<p>Q4</p> <ul style="list-style-type: none"> Deliver Business Forum 2. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Business capacity and support</p> <p>Partnership events, initiatives and programs to deliver training opportunities to local businesses.</p>	<p>Q1</p> <ul style="list-style-type: none"> Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. Present the quarterly report to the Small Business Development Corporation on the City’s progress in implementing the Small Business Friendly Initiative. Engage key partners to facilitate and support events and initiatives, to support businesses. Represent the City at strategic partnership events, as required. 				
	<p>Q2</p> <ul style="list-style-type: none"> Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. Present the quarterly report to the Small Business Development Corporation on the City’s progress in implementing the Small Business Friendly Initiative. Engage key partners to facilitate and support events and initiatives, to support businesses. Represent the City at strategic partnership events, as required. 				
	<p>Q3</p> <ul style="list-style-type: none"> Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. Present the quarterly report to the Small Business Development Corporation on the City’s progress in implementing the Small Business Friendly Initiative. Engage key partners to facilitate and support events and initiatives, to support businesses. Represent the City at strategic partnership events, as required. 	◆	◆	◆	◆
	<p>Q4</p> <ul style="list-style-type: none"> Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. Present the quarterly report to the Small Business Development Corporation on the City’s progress in implementing the Small Business Friendly Initiative. Engage key partners to facilitate and support events and initiatives, to support businesses. Represent the City at strategic partnership events, as required. 				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 200: ECONOMIC GRI 203: INDIRECT ECONOMIC IMPACTS				
203-1	Infrastructure investments and services supported	Number of Business Forums delivered	Annual	City of Joondalup
		Number of attendees at business forums (total and by forum)	Annual	City of Joondalup
		Number of business capacity and support activities delivered to local businesses	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Local economy	Amount of gross regional product	Annual	Economy.id
Local businesses	Number of local businesses	Annual	Australian Bureau of Statistics/ Economy.id
Local employment	Number of local jobs (estimated)	Annual	Economy.id
	Number of employed residents (estimated)	Annual	Economy.id
	Percentage unemployment rate	Annual	Department of Education, Skills and Employment/ Economy.id
	Percentage employment self-sufficiency	Annual	Economy.id

Outcome 4-2 Innovative and confident

You are attracted to the City's unique characteristics and potential and feel confident in investing.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
International Economic Development Activities Plan A plan which provides guidance on facilitating international relationships that will lead to the establishment of Joondalup as a "global city" based around the development of mutually-beneficial relationships and outcomes.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>International Economic Development Activities Plan (2017)</i>. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>International Economic Development Activities Plan (2017)</i>. Undertake a review of the <i>International Economic Development Activities Plan (2017)</i> to inform development of a new plan to support the global city objectives addressed through the new Economic Development Strategy. Maintain a relationship with the City's Friendship City, Sister City, Jinan, and other target markets to identify opportunities for increased economic and cultural development. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>International Economic Development Activities Plan (2017)</i>. Develop a new plan to support the global city objectives addressed through the new Economic Development Strategy. 				
	Q4 <ul style="list-style-type: none"> Present the plan to support the global city objectives addressed through the new Economic Development Strategy to Elected Members seeking feedback. Maintain a relationship with the City's Friendship City, Sister City, Jinan, and other target markets to identify opportunities for increased economic and cultural development. 				
Digital City Plan A plan that outlines the digital future the City could achieve through a set of strategies and actions. The plan addresses key priority actions, including delivering capacity-building programs for local businesses and potential for establishing virtual and physical spaces that create opportunities for start-ups.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Joondalup: Digital City (2012)</i>. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Joondalup: Digital City (2012)</i>. Undertake a review of the <i>Joondalup: Digital City (2012)</i> to inform development of a new plan to support the digital and innovation objectives addressed through the new Economic Development Strategy. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the <i>Joondalup: Digital City (2012)</i>. Develop a plan to support the digital and innovation objectives addressed through the new Economic Development Strategy. 				
	Q4 <ul style="list-style-type: none"> Present the draft plan to support the digital and innovation objectives addressed through the new Economic Development Strategy to Elected Members seeking feedback. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Joint Economic Development Initiative</p> <p>A joint initiative with key economic stakeholders based in Joondalup to align visioning and strategic directions with the aim of supporting complementary economic development activities.</p>	<p>Q1</p> <ul style="list-style-type: none"> Coordinate and participate in meetings of the Joint Economic Development Initiative. Promote and support initiatives arising from the Joint Economic Development Initiative. 				
	<p>Q2</p> <ul style="list-style-type: none"> Coordinate and participate in meetings of the Joint Economic Development Initiative. Promote and support initiatives arising from the Joint Economic Development Initiative. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Coordinate and participate in meetings of the Joint Economic Development Initiative. Promote and support initiatives arising from the Joint Economic Development Initiative. 				
	<p>Q4</p> <ul style="list-style-type: none"> Coordinate and participate in meetings of the Joint Economic Development Initiative. Promote and support initiatives arising from the Joint Economic Development Initiative. 				
<p>Business cluster formation</p> <p>Support for the development of business clusters in industries such as education, health and wellness, cyber, retail, tourism, government, global trade and investment hub, business incubation and activation of commercial precincts.</p>	<p>Q1</p> <ul style="list-style-type: none"> Establish a calendar of engagement with industry stakeholders and industry groups. Engage with industry stakeholders and industry groups as scheduled. 				
	<p>Q2</p> <ul style="list-style-type: none"> Engage with industry stakeholders and industry groups as scheduled. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Engage with industry stakeholders and industry groups as scheduled. 				
	<p>Q4</p> <ul style="list-style-type: none"> Engage with industry stakeholders and industry groups as scheduled. Evaluate the outcomes and impact of business cluster formation and present an evaluation to the Joint Economic Development Initiative. 				
<p>Regional collaboration</p> <p>Collaboration opportunities with State Government agencies and neighbouring local governments to identify and progress regional economic development activities.</p>	<p>Q1</p> <ul style="list-style-type: none"> Support and participate in meetings of the North West Alliance. Identify and implement other opportunities for regional collaboration. 				
	<p>Q2</p> <ul style="list-style-type: none"> Support and participate in meetings of the North West Alliance. Identify and implement other opportunities for regional collaboration. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> Support and participate in meetings of the North West Alliance. Identify and implement other opportunities for regional collaboration. 				
	<p>Q4</p> <ul style="list-style-type: none"> Support and participate in meetings of the North West Alliance. Identify and implement other opportunities for regional collaboration. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Business innovation and creativity Collaboration with stakeholders to support programs, activities and events that support innovation and creativity within the Joondalup business community.	Q1 <ul style="list-style-type: none"> Support and participate in meetings of the advisory board of the WA Cyber Security Node. Collaborate with the Joondalup Innovation Hub and WA Cyber Security Node to support innovation and creativity within the Joondalup business community. Identify and implement other opportunities for business innovation and creativity. 				
	Q2 <ul style="list-style-type: none"> Support and participate in meetings of the advisory board of the WA Cyber Security Node. Collaborate with the Joondalup Innovation Hub and WA Cyber Security Node to support innovation and creativity within the Joondalup business community. Identify and implement other opportunities for business innovation and creativity. 				
	Q3 <ul style="list-style-type: none"> Support and participate in meetings of the advisory board of the WA Cyber Security Node. Collaborate with the Joondalup Innovation Hub and WA Cyber Security Node to support innovation and creativity within the Joondalup business community. Identify and implement other opportunities for business innovation and creativity. 	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Support and participate in meetings of the advisory board of the WA Cyber Security Node. Collaborate with the Joondalup Innovation Hub and WA Cyber Security Node to support innovation and creativity within the Joondalup business community. Identify and implement other opportunities for business innovation and creativity. 				

Annual performance measures

Global reporting initiative disclosures

Nil

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Innovation and creativity	Number of activities to promote innovation and support creativity	Annual	City of Joondalup

Outcome 4-3 Appealing and welcoming

You welcome residents, and local and international visitors to the City.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Destination City Plan A plan to attract more visitors to the region, increase the City's share of Perth's and Western Australia's key markets, and grow the visitor economy.	Q1 · Implement scheduled actions from the <i>Destination Joondalup 2021–2027</i> .	◆	◆	◆	◆
	Q2 · Implement scheduled actions from the <i>Destination Joondalup 2021–2027</i> .				
	Q3 · Implement scheduled actions from the <i>Destination Joondalup 2021–2027</i> .				
	Q4 · Implement scheduled actions from the <i>Destination Joondalup 2021–2027</i> .				
Event attraction Attract and support significant events that are unique to Joondalup to enhance its image as an attractive destination for visitors, tourists and business.	Q1 · Work with external stakeholders and event promoters to attract and support significant events and activities to the City.	◆	◆	◆	◆
	Q2 · Work with external stakeholders and event promoters to attract and support significant events and activities to the City.				
	Q3 · Work with external stakeholders and event promoters to attract and support significant events and activities to the City.				
	Q4 · Work with external stakeholders and event promoters to attract and support significant events and activities to the City.				
Joondalup City Centre Place Activation Plan A pilot place activation plan which aims to guide placemaking initiatives by community, local business, and the City for greater activation and vibrancy of the area.	Q1 · Implement scheduled actions from the <i>Joondalup City Centre Place Activation Plan 2022</i> for the quarter.	◆	◆	◆	◆
	Q2 · Implement scheduled actions from the <i>Joondalup City Centre Place Activation Plan 2022</i> for the quarter.				
	Q3 · Implement scheduled actions from the <i>Joondalup City Centre Place Activation Plan 2022</i> for the quarter.				
	Q4 · Implement scheduled actions from the <i>Joondalup City Centre Place Activation Plan 2022</i> for the quarter.				

Annual performance measures

Global reporting initiative disclosures

Nil

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with tourism and visitor attraction services	Biennial	City of Joondalup
Visitors to the City	Number of international visitors to the City	Annual	Tourism Research Australia/Economy.id
	Number of international visitor nights spent in the City	Annual	Tourism Research Australia/ Economy.id
	Number of domestic visitor nights spent in the City	Annual	Tourism Research Australia/ Economy.id
	Number of domestic day trip spent in the City	Annual	Tourism Research Australia/ Economy.id



5. LEADERSHIP

OUR GOAL

We have a diverse elected body that represents, promotes and reflects the composition of our community. Our Council and workforce are accountable and transparent and make balanced decisions based on sound, professional advice. Quality services are delivered by our highly-skilled and effective workforce.

YOUR OUTCOMES

5-1 Capable and effective

You have an informed and capable Council backed by a highly-skilled workforce.

5-2 Proactive and represented

You are confident that the City is advocating on your behalf for initiatives that benefit the community.

5-3 Engaged and informed

You are able to actively engage with the City and have input into decision-making.

5-4 Responsible and financially-sustainable

You are provided with a range of City services which are delivered in a financially responsible manner.

SERVICES

The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering the service, the number of full time equivalent (FTE) employees delivering the service, and whether there is a service level change from the previous year — 2021/22.

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Organisational management <i>(statutory and discretionary)</i>	\$6,322,767	\$467,501	13.70
Audit, risk and executive services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Internal audit and risk mitigation • Integrity and conduct controls • Business continuity • Elected Member liaison • Executive and legal support 	\$1,768,034	—	11.25
Communications and stakeholder relations <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Marketing • Sponsorship • Website • Media and communications • Civic functions 	\$3,011,903	\$3,379	14.63
Customer service <i>(discretionary)</i> <ul style="list-style-type: none"> • Customer service • Payment processing and reconciliation • Visitor and delivery management • Complaints management • Customer service training • Employee recognition 	\$1,715,989	—	17.03

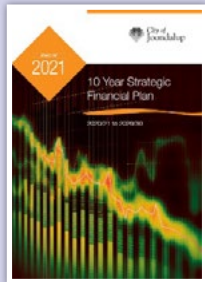
SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
<p>Financial accounting <i>(statutory)</i></p> <ul style="list-style-type: none"> • Accounting and financial reporting • Collection services and payments to creditors • Debt collection • Taxation 	\$846,087	—	6.63
<p>Fleet management and mechanical workshop <i>(discretionary)</i></p> <ul style="list-style-type: none"> • Fleet management • Fleet maintenance, including mechanical workshop • Carbon offsetting 	\$1,077,321	\$1,393,113	6.13
<p>Funds management <i>(statutory)</i></p> <ul style="list-style-type: none"> • Funds management 	\$-2,257	—	0.75
<p>Governance support <i>(statutory)</i></p> <ul style="list-style-type: none"> • Governance compliance • Council and committee meetings • Local law development and review • Local government elections • Elected Member support • Print Room service 	\$821,481	—	6.19
<p>Grants management <i>(discretionary)</i></p> <ul style="list-style-type: none"> • Grants administration • Award management 	\$96,763	—	1.00

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Human resources <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Recruitment and induction • Learning and development • Employee relations • Health, safety and wellbeing • Payroll and human resources systems • Strategic planning services, including workforce planning • Diversity and inclusion 	\$1,876,927	—	11.09
Information technology <i>(discretionary)</i> <ul style="list-style-type: none"> • Business application systems • Network support 	\$7,555,943	\$305,809	19.99
Management accounting <i>(statutory)</i> <ul style="list-style-type: none"> • Annual budgets • Management reporting • Taxation 	\$368,219	—	2.63
Organisational development <i>(discretionary)</i> <ul style="list-style-type: none"> • Service planning and review • Business planning and reporting • Organisation performance reporting • Business and process improvement • Information technology systems, platforms and tools • Project management • Organisational development leadership initiatives 	\$550,881	—	3.33

SERVICE	NET SERVICE COST INCLUDING DEPRECIATION	DEPRECIATION	FTE
Policy and planning <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Strategic planning • Corporate reporting • Strategic position statements • Policy development and review • Community consultation • Research, community demographics • Submissions to State and Federal Government • Stakeholder management 	\$731,215	—	4.83
Purchasing and contracts <i>(statutory)</i> <ul style="list-style-type: none"> • Purchasing of goods and services 	\$873,397	—	7.42
Rates levying <i>(statutory)</i> <ul style="list-style-type: none"> • Rates administration 	\$363,847	—	6.65
Recordkeeping and freedom of information <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Recordkeeping • Freedom of information requests • HelpDesk • Employee training 	\$925,400	\$1,630	8.82
Strategic infrastructure asset management including capital works programming <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Strategic asset management • Capital works programming • Asset reporting 	\$648,860	\$42,046	4.45
TOTAL	\$29,552,777	\$2,213,478	146.52

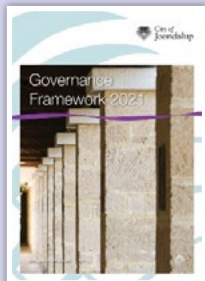
PLANS, STRATEGIES AND FRAMEWORKS

The following plans, strategies and frameworks align to this theme and provide guidance in delivering the projects and activities to achieve our goal. These documents address a range of subject matters and are therefore structured in different ways and customised to achieve the specific objectives being targeted.



10-Year Strategic Financial Plan

The 10-Year Strategic Financial Plan is a high-level document that outlines our approach to delivering infrastructure and services to the community in a financially-sustainable and affordable manner. The plan demonstrates our commitment to managing operations in a way that avoids unsustainable rate increases for households. The 10-Year Strategic Financial Plan is a key resourcing plan of our Integrated Planning and Reporting Framework and is updated annually.



Governance Framework 2021

The Governance Framework provides guidance to our Elected Members and staff on good governance practices at the City of Joondalup. The framework ensures we are able to manage our many complex legislative and governance responsibilities effectively and in the best interests of the community. The Governance Framework focuses on providing a clear vision and positive organisational culture, clarity and understanding of roles and responsibilities, robust management practices and systems, and public access to decision-making and information.



Risk Management Framework

The *Risk Management Framework* guides our approach to risk management in relation to our activities and functions. The framework addresses the integration of good risk management practices within processes, planning, reporting and performance measurement. Good risk management provides us with the ability to demonstrate clear evidence-based decision-making, whilst maximising opportunity and minimising risk.



Strategic Position Statements

The Strategic Position Statements are a standalone set of statements that articulate an agreed position on strategic matters of interest to the City of Joondalup. The purpose of the statements is to provide flexibility for our Council in capitalising on unplanned opportunities for external funding and investment, and to guide the development of future strategic planning documents where current gaps may exist. The Strategic Position Statements are reviewed on a biennial basis where the retention, amendment or removal of each statement is considered.



Workforce Plan 2018–2022

The Workforce Plan identifies the workforce requirements necessary to resource and deliver our services, projects and activities that contribute to the vision of *Joondalup 2032*. Planning for future workforce requirements enables us to be responsive to emerging challenges before they impact on services and operations. It also facilitates the preparation of detailed budgets and a long-term financial plan that supports the delivery of efficient and affordable services. The Workforce Plan is a key resourcing plan of our Integrated Planning and Reporting Framework and is reviewed annually.

Outcome 5-1 Capable and effective

You have an informed and capable Council backed by a highly-skilled workforce.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Elected Member attraction A biennial program to attract quality candidates and increase candidate numbers for upcoming local government elections.	Q1				
	Q2		◆		◆
	Q3 · Develop a Communication Plan for the 2023 local government ordinary elections.				
	Q4 · Implement the Communication Plan for local government ordinary elections.				
Local government elections Coordinate local government elections in accordance with the <i>Local Government Act 1995</i> .	No milestones for 2022/23.	◆		◆	
Elected Member induction program A biennial induction program for Elected Members delivered following each local government ordinary election to introduce Elected Members to local government and provide information on their roles and responsibilities.	No milestones for 2022/23.	◆		◆	
Elected Member strategic development session A biennial development session for Elected Members to inform and guide leadership and strategic decision-making outside of the formal meeting process and procedures.	No milestones for 2022/23.	◆		◆	
Elected Member training Training opportunities for Elected Members to assist and support them in performing their roles and responsibilities.	Q1 · Identify and promote training opportunities to Elected Members. · Present annual data on Elected Member training and development activities to Council.				
	Q2 · Identify and promote training opportunities to Elected Members.		◆		◆
	Q3 · Identify and promote training opportunities to Elected Members.				
	Q4 · Identify and promote training opportunities to Elected Members.				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Elected Member Entitlements Policy review A review of training and development provisions in the Elected Member Entitlements Policy in accordance with the <i>Local Government Act 1995</i> .	No milestones for 2022/23.	◆		◆	
Governance Framework review A biennial review of the Governance Framework to ensure continued good governance and appropriate decision-making processes across the organisation.	No milestones for 2022/23.	◆		◆	
Codes of Conduct review A biennial review of the City's Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates, and the Code of Conduct for Employees, to ensure the ongoing applicability of the stated principles and standards of behaviour.	No milestones for 2022/23.	◆		◆	
Delegated Authority Manual review An annual review of the City's Delegated Authority Manual in accordance with the <i>Local Government Act 1995</i> to ensure the listed delegations continue to be appropriate.	Q1				
	Q2				
	Q3 · Undertake an annual review of the Delegated Authority Manual.	◆	◆	◆	◆
	Q4 · Present the outcomes of the review to Council seeking endorsement of any changes to the Delegated Authority Manual.				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Policy development and review</p> <p>Policies of Council to provide guidance and direction in furthering the City's strategic goals and/or fulfilling statutory requirements.</p>	<p>Q1 · Develop new policies and review existing policies as directed by Council.</p>				
	<p>Q2 · Develop new policies and review existing policies as directed by Council.</p>	◆	◆	◆	◆
	<p>Q3 · Develop new policies and review existing policies as directed by Council.</p>				
	<p>Q4 · Develop new policies and review existing policies as directed by Council.</p>				
<p>Core system replacement project</p> <p>A core information technology solution for the City which would include a customer relationship management system, online customer portal, finance, and asset management system.</p>	<p>Q1 · Commence the detailed functional design and scheduling for the core system replacement project.</p>				
	<p>Q2 · Complete the detailed functional design and scheduling for the core system replacement project.</p> <p>· Commence configuration of the base customer relationship management system and customer portal.</p>	◆	◆	◆	
	<p>Q3 · Complete configuration of the base customer relationship management system and customer portal.</p> <p>· Implement stage 1 of the customer relationship management system.</p>				
	<p>Q4 · Implement stage 1 of the online customer service system.</p>				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 100: UNIVERSAL GRI 102: GENERAL DISCLOSURES				
102-1	Name of organisation	Statement of name of organisation	Annual	City of Joondalup
102-2	Activities, brands, products and services	Statement of services provided by the City	Annual	City of Joondalup
102-3	Location of headquarters	Statement of location of the City	Annual	City of Joondalup
102-4	Location of operations	Statement of location of operations of the City	Annual	City of Joondalup
102-5	Ownership and legal form	Statement of ownership and legal form of the City	Annual	City of Joondalup
102-7	Scale of organisation	Description of the organisational structure of the City	Annual	City of Joondalup
		Description of the Chief Executive Officer and Directors	Annual	City of Joondalup
		Description of the demographic profile of the City	Annual	City of Joondalup
102-8	Information on employees and other workers	Number of established full time equivalent employees per 1,000 residents	Annual	City of Joondalup
		Number of job applications received (total and by recruitment source)	Annual	City of Joondalup
		Percentage satisfaction of new employees	Annual	City of Joondalup
		Percentage satisfaction of employees/workplace culture	5-yearly	City of Joondalup
		Percentage turnover rate of City staff	Annual	City of Joondalup
		Number of occurrences of lost time due to injury for each one million hours worked	Annual	City of Joondalup
		Number of occupational health safety incidents	Annual	City of Joondalup
102-11	Precautionary Principle or approach	Description of how the City applies the 'Precautionary Principle' or approach.	Annual	City of Joondalup
102-12	External initiatives	Description of externally developed economic, environmental and social charters, principles and other initiatives the City subscribes to, or endorses	Annual	City of Joondalup

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
102-13	Membership of associations	Description of external partnerships	Annual	City of Joondalup
102-14	Statement from senior decision-maker	Message from the Mayor	Annual	City of Joondalup
		Message from the Chief Executive Officer		
102-15	Key impacts, risks and opportunities	Description of the major achievements, major issues and challenges, and year ahead for the City	Annual	City of Joondalup
102-16	Values, principles, standards and norms of behaviour	Statement of the primary and distinguishing values for the City	Annual	City of Joondalup
		Description of the Codes of Conduct for the City	Annual	City of Joondalup
		Description of the Governance Framework for the City	Annual	City of Joondalup
102-17	Mechanism for advice and concerns about ethics	Description of the Codes of Conduct for the City	Annual	City of Joondalup
		Description of the Governance Framework for the City	Annual	City of Joondalup
102-18	Governance structure	Description of the Governance Framework for the City	Annual	City of Joondalup
102-19	Delegating authority	Statement of Delegation of Authority for the City	Annual	City of Joondalup
102-20	Executive level of responsibility for economic, environmental, and social topics	Description of the organisational structure for the City	Annual	City of Joondalup
102-22	Composition of the highest governance body and its committees	Description of the Council and Elected Members	Annual	City of Joondalup
		Description of committees, reference groups and boards of the City		
102-23	Chair of the highest governance body	Description of the Council and Elected Members	Annual	City of Joondalup
102-24	Nominating and selecting the highest governance body	Description of the process of local government elections	Annual	City of Joondalup
102-25	Conflicts of interest	Description of the Codes of Conduct for the City	Annual	City of Joondalup
102-46	Defining report content and topic boundaries	Description of the Governance Framework for the City	Annual	City of Joondalup
102-50	Reporting period	Statement of reporting period for the Annual Report	Annual	City of Joondalup
102-51	Date of most recent report	Statement of reporting period date for the Annual Report.	Annual	City of Joondalup

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 400: Social GRI 405: Diversity and equal opportunity				
405-1	Diversity of governance bodies and employees	Number of employees (headcount) (total and by gender and by age)	Annual	City of Joondalup
		Number of established full time equivalent employees (total and by gender)	Annual	City of Joondalup
		Number of permanent full-time and part-time employees (total and by age)	Annual	City of Joondalup
		Percentage employee gender balance (total and by age)	Annual	City of Joondalup
		Percentage employee length of service (by gender and by age)	Annual	City of Joondalup
		Percentage of employees who live within the City's boundaries	Annual	City of Joondalup
		Percentage of employees who live outside of the City's boundaries	Annual	City of Joondalup
		Percentage of Elected Member gender diversity	Annual	City of Joondalup
405-2	Ratio of basic salary and remuneration of women to men	Number of employees of the City entitled to an annual salary of \$130,000 or more	Annual	City of Joondalup
		Number of those employees with an annual salary entitlement that falls within each band of the \$10,000 over \$130,000	Annual	City of Joondalup
		Total Elected Member remuneration, including conference attendance expenses	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Council and committee meetings	Number of meetings held	Annual	City of Joondalup
	Number and names of attendees (total and by meeting)	Annual	City of Joondalup

Outcome 5-2 Proactive and represented

You are confident that the City is advocating on your behalf for initiatives that benefit the community.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Strategic Position Statements A standalone set of statements that articulate an agreed position on strategic matters of interest to the City of Joondalup. The purpose of the statements is to provide flexibility for the Council in capitalising on unplanned opportunities for external funding and investment, and to guide the development of future strategic planning documents where current gaps may exist.	Q1 <ul style="list-style-type: none"> Review the Strategic Position Statements in collaboration with the Elected Members with the view to incorporating these into the Advocacy Framework. Present the outcomes of the review and recommendations to Elected Members seeking endorsement. 				
	Q2				
	Q3				
	Q4				
Advocacy Framework A framework that provides a strategic approach to advocacy activities to ensure evidenced-based decision making, greater stakeholder engagement, and the development of processes to maximise opportunities for support and investment into the City.	Q1 <ul style="list-style-type: none"> Develop advocacy priorities in collaboration with Elected Members. Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise. 				
	Q2 <ul style="list-style-type: none"> Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise. 				
	Q4 <ul style="list-style-type: none"> Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Submissions to State and Federal Governments Formal submissions from the City to the State and Federal Governments on relevant strategic policy matters affecting the City.	Q1 · Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.	◆	◆	◆	◆
	Q2 · Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				
	Q3 · Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				
	Q4 · Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.				

Annual performance measures

Global reporting initiative disclosures

Nil

Other performance indicators:

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Grant funding received	Value of Federal grant funding received	Annual	City of Joondalup
	Value of State grant funding received	Annual	City of Joondalup
	Value of competitive grant funding received	Annual	City of Joondalup

Outcome 5-3 Engaged and informed

You are able to actively engage with the City and have input into decision-making.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
Community consultation Activities to seek feedback from the community to inform decision-making in accordance with the City's <i>Community Consultation Policy</i> .	Q1 · Undertake scheduled community consultation activities for the quarter.				
	Q2 · Undertake scheduled community consultation activities for the quarter.	◆	◆	◆	◆
	Q3 · Undertake scheduled community consultation activities for the quarter.				
	Q4 · Undertake scheduled community consultation activities for the quarter.				
Strategic Community Reference Group A reference group that provides input to Council on matters of significant community interest and strategic initiatives. The group consists of 12 community representatives, 2 youth representatives (aged 16–24 years) and 4 Elected Members.	Q1 · Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				
	Q2 · Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				
	Q3 · Present the 2023 Strategic Community Reference Group workplan to Council seeking endorsement. · Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.	◆	◆	◆	◆
	Q4 · Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				
Customer satisfaction survey A biennial telephone survey of the City's residents conducted by an independent consultant to measure satisfaction with City services.	Q1				
	Q2				
	Q3 · Advertise a request for quotation for undertaking a customer satisfaction survey in 2023/24.	◆		◆	
	Q4 · Evaluate the quotations submitted and determine a preferred external consultant.				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>E-petitions system</p> <p>A new electronic system that will enable the submission of e-petitions to the Council.</p>	<p>Q1</p> <ul style="list-style-type: none"> Investigate system options that will enable the submission of e-petitions. Review the <i>Meeting Procedures Local Law 2013</i> and relevant policies to determine if any amendments are required to allow for the submission of e-petitions. 				
	<p>Q2</p> <ul style="list-style-type: none"> Present a report to Council presenting options on the development of an e-petition application on the City's website. 				
	<p>Q3</p> <ul style="list-style-type: none"> Advertise a request for quotation for a new e-petitions system, if required. Evaluate the quotations submitted and determine a preferred supplier. 				
	<p>Q4</p> <ul style="list-style-type: none"> Deploy the new e-petitions system and provide information about the new e-petitions system to the community. 				
<p>Live video streaming of Council meetings</p> <p>A new system and equipment that would enable live video streaming and video recording of Council meetings.</p>	<p>Q1</p> <ul style="list-style-type: none"> Investigate system options and equipment that would enable live video streaming and video recording of Council meetings. Develop a policy to allow for live video streaming and video recording at Council meetings. 				
	<p>Q2</p> <ul style="list-style-type: none"> Advertise a request for quotation for a new video streaming system. Evaluate the quotations submitted and determine a preferred supplier. Present a draft policy relating to live video streaming and video recording at Council meetings to the Policy Committee seeking endorsement of Council. 				
	<p>Q3</p> <ul style="list-style-type: none"> Commence live video streaming and video recording of Council meetings. 				
	<p>Q4</p>				
<p>City publications</p> <p>Seasonal and monthly publications to promote the City's successes, services and events to the community.</p>	<p>Q1</p> <ul style="list-style-type: none"> Develop and distribute City publications to the community on matters of interest, as required. 	◆	◆	◆	◆
	<p>Q2</p> <ul style="list-style-type: none"> Develop and distribute City publications to the community on matters of interest, as required. 				
	<p>Q3</p> <ul style="list-style-type: none"> Develop and distribute City publications to the community on matters of interest, as required. 				
	<p>Q4</p> <ul style="list-style-type: none"> Develop and distribute City publications to the community on matters of interest, as required. 				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
City electronic communications Management of the City's social media presence and regular eNewsletters to promote the City's successes, services and events to the community.	Q1 <ul style="list-style-type: none"> Develop and distribute eNewsletters to subscribers. Develop social media content and manage the City's social media accounts. 				
	Q2 <ul style="list-style-type: none"> Develop and distribute eNewsletters to subscribers. Develop social media content and manage the City's social media accounts. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Develop and distribute eNewsletters to subscribers. Develop social media content and manage the City's social media accounts. 				
	Q4 <ul style="list-style-type: none"> Develop and distribute eNewsletters to subscribers. Develop social media content and manage the City's social media accounts. 				
Website upgrade An upgrade of the City of Joondalup's website to enhance accessibility, provide more efficient online services, and enhance the experience of users.	Q1 <ul style="list-style-type: none"> Undertake background research and scoping to inform development of the City's new website. 				
	Q2 <ul style="list-style-type: none"> Advertise a tender for a consultant to upgrade the City's website. Evaluate the tenders submitted and determine a preferred consultant. Liaise with the consultant to commence development of the City's new website. 	◆			
	Q3 <ul style="list-style-type: none"> Liaise with the consultant to progress development of the City's new website 				
	Q4 <ul style="list-style-type: none"> Liaise with the consultant to progress development of the City's new website 				
Customer service centralisation A project to centralise the City's main customer service functions to achieve greater organisational efficiency and a higher rate of first point of contact resolution.	Q1 <ul style="list-style-type: none"> Finalise the optimisation of the City's telephony system, including improvements to call-handling, routing and configurations. Commence the deployment of a new integrated voice response system to provide improved routing accuracy. Progress other improvements to the City's online, telephone and in-person customer service offerings. 				
	Q2 <ul style="list-style-type: none"> Finalise the deployment of a new integrated voice response system to provide improved routing accuracy. Progress options to reconfigure the City's in-person customer service desk at 90 Boas Avenue, Joondalup, for improved access and customer experience. Progress other improvements to the City's online, telephone and in-person customer service offerings. 	◆	◆	◆	
	Q3 <ul style="list-style-type: none"> Progress other improvements to the City's online, telephone and in-person customer service offerings. 				
	Q4 <ul style="list-style-type: none"> Progress other improvements to the City's online, telephone and in-person customer service offerings. 				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 100: Universal GRI 102: General disclosures				
102-6	Markets served	Description of City's stakeholders and the ways the City engages	Annual	City of Joondalup
102-53	Contact point for questions regarding the report	Statement of the City's contact details for feedback or questions	Annual	City of Joondalup
102-21	Consulting stakeholders on economic, environmental and social topics	Number and description of legislative community consultation activities undertaken	Annual	City of Joondalup
		Number and description of general community consultation activities undertaken	Annual	City of Joondalup
		Number of development application consultations undertaken	Annual	City of Joondalup
		Number and description of event/program feedback activities undertaken	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction with customer service experience	Biennial	City of Joondalup
	Percentage satisfaction with community consultation and engagement	Biennial	City of Joondalup
	Percentage satisfaction with City communications	Biennial	City of Joondalup
Freedom of information requests	Number of Freedom of Information applications received by the City	Annual	City of Joondalup
	Number of days taken for processing Freedom of Information applications (average)	Annual	City of Joondalup

Outcome 5-4 Accountable and financially-sustainable

You are provided with a range of City services which are delivered in a financially responsible manner.

Non-capital projects and activities

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
10-Year Strategic Financial Plan A high-level document that outlines the City's approach to delivering infrastructure and services to the community in a financially-sustainable and affordable manner.	Q1 <ul style="list-style-type: none"> Present the 10-Year Strategic Financial Plan 2022 to the Major Projects and Finance Committee for review. Present the 10-Year Strategic Financial Plan 2022 to Elected Members for review. 				
	Q2 <ul style="list-style-type: none"> Review timings and key assumptions of major projects in preparation for the development of the draft 10-Year Strategic Financial Plan 2023. 	◆	◆	◆	◆
	Q3 <ul style="list-style-type: none"> Present major project timings/assumptions to Elected Members to inform budget discussions. Develop the draft 10-Year Strategic Financial Plan 2023. 				
	Q4 <ul style="list-style-type: none"> Review the draft 10-Year Strategic Financial Plan 2023 as part of the annual budget process. 				
5-Year Corporate Business Plan A medium-term planning document which contains the priorities, principal strategies and activities that have been developed in response to the aspirations, vision and objectives in the 10-Year Strategic Community Plan.	Q1				
	Q2				
	Q3	◆	◆	◆	◆
	Q4 <ul style="list-style-type: none"> Prepare the 5-Year Corporate Business Plan for 2022–2027. Present the 5-Year Corporate Business Plan to Council seeking endorsement. 				
Annual Report A report that provides an annual overview of the City's activities and information about organisational performance. The report informs the community and key stakeholders about achievements, challenges and future plans, and demonstrates the City's performance against the aspirations, vision and objectives of the 10-Year Strategic Community Plan.	Q1 <ul style="list-style-type: none"> Prepare the Annual Report for 2021/22. 				
	Q2 <ul style="list-style-type: none"> Present the Annual Report to Council seeking endorsement. Present the Annual Report to the Annual General Meeting of Electors. 	◆	◆	◆	◆
	Q3				
	Q4				

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27	
Compliance Audit Return An annual audit of the City's compliance with various legislation, as determined each year by the Department of Local Government, Sport and Cultural Industries.	Q1					
	Q2					
	Q3	<ul style="list-style-type: none"> Prepare the Compliance Audit Return for 2022. Present the Compliance Audit Return for 2022 to the Audit and Risk Committee seeking endorsement of Council. Present the endorsed Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries. 	◆	◆	◆	◆
	Q4					
Integrity and conduct annual collection An annual collection of information to aid the Public Sector Commission in assessing the integrity of the Western Australian government sector.	Q1	<ul style="list-style-type: none"> Complete the Integrity and Conduct Annual Collection Survey for the City. Present the Integrity and Conduct Annual Collection Survey to the Public Sector Commission. 				
	Q2		◆	◆	◆	◆
	Q3					
	Q4					
Australasian Local Government Performance Excellence Program An annual program managed by Local Government Professionals Australia and Price Waterhouse Cooper that tracks and benchmarks the performance of local governments in relation to workforce, finance, operations and service delivery.	Q1	<ul style="list-style-type: none"> Submit annual data to the Local Government Performance Excellence Program for the City. 				
	Q2	<ul style="list-style-type: none"> Submit annual financial data to the Local Government Performance Excellence Program for the City. 	◆	◆		
	Q3	<ul style="list-style-type: none"> Review the benchmarking data made available by Local Government Professionals Australia for analysis and review insights to inform continuous improvement. 				
	Q4	<ul style="list-style-type: none"> Review the benchmarking data made available by Local Government Professionals Australia for analysis and review insights to inform continuous improvement. 				
State of the City reporting A series of annual reports which summarise key achievements and key performance indicators for each of the key themes of the 10-Year Strategic Community Plan.	Q1					
	Q2	<ul style="list-style-type: none"> Commence development of the State of the City reports for 2021/22. 				
	Q3	<ul style="list-style-type: none"> Finalise development of the State of the City reports for 2021/22. Present the State of the City reports to Elected Members and publish the reports via the City's website. 	◆	◆	◆	◆
	Q4					

PROJECT/ACTIVITY	MILESTONES FOR 2022/23	2023/24	2024/25	2025/26	2026/27
<p>Audit and Risk Committee</p> <p>A statutory committee of Council established under the <i>Local Government Act 1995</i> to guide, monitor and assist in issues relating to risk management, financial management, and internal control and legislative compliance.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Present audit and risk-related information to the Audit and Risk Committee for review, as scheduled for the quarter. • Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter. • Present other information to the Audit and Risk Committee as requested. 				
	<p>Q2</p> <ul style="list-style-type: none"> • Present audit and risk-related information to the Audit and Risk Committee for review as scheduled for the quarter. • Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter. • Present other information to the Audit and Risk Committee as requested. 	◆	◆	◆	◆
	<p>Q3</p> <ul style="list-style-type: none"> • Present audit and risk-related information to the Audit and Risk Committee for review as scheduled for the quarter. • Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter. • Present other information to the Audit and Risk Committee as requested. 				
	<p>Q4</p>				

Annual performance measures

Global reporting initiative disclosures

GRI	DISCLOSURE TITLE	MEASURE	TIMEFRAME	SOURCE
GRI 100: Universal GRI 102: General disclosures				
102-9	Supply chain	Number of tenders advertised	Annual	City of Joondalup
		Value of contracts awarded (estimated)	Annual	City of Joondalup
102-26	Role of highest governance body in setting purpose, values and strategy	Description of the Integrated Planning and Reporting Framework	Annual	City of Joondalup
102-28	Evaluating the highest governance body's performance	List the matters considered by the Audit and Risk Committee	Annual	City of Joondalup
		Completion of the Compliance Audit Return	Annual	City of Joondalup
102-30	Effectiveness of risk management processes	Description of the <i>Internal Audit Plan</i>	Annual	City of Joondalup
		Description of the <i>Risk Management Policy</i>	Annual	City of Joondalup
		Description of the <i>Risk Management Framework</i>	Annual	City of Joondalup
		Description of the <i>Risk Management Guideline</i>	Annual	City of Joondalup
102-32	Highest governance body's role in sustainability reporting	Description of the City's application of the Global Reporting Initiative	Annual	City of Joondalup
102-52	Reporting cycle	Description of the Integrated Planning and Reporting Framework	Annual	City of Joondalup
102-54	Claims of reporting in accordance with Global Reporting Initiative Standards	Description of the City's commitment to reporting in accordance with the Global Reporting Initiative Standards	Annual	City of Joondalup
102-55	Global Reporting Initiative content index	List of Global Reporting Initiative specifying each of the Standards used and lists all disclosures included	Annual	City of Joondalup
GRI 200: Economic GRI 206: Anti-competitive behaviour				
206-1	Anti-competitive behaviour	Description of the <i>National Competition Policy</i>	Annual	City of Joondalup
		Statement of the commitment to competitive neutrality	Annual	City of Joondalup

Other performance indicators

TITLE/NAME	MEASURE	TIMEFRAME	SOURCE
Customer satisfaction	Percentage satisfaction overall with services provided by the City	Biennial	City of Joondalup
	Percentage satisfaction with value for money from rates	Biennial	City of Joondalup
Financial performance	Value of operating revenue	Annual	City of Joondalup
	Value of operating expenditure	Annual	City of Joondalup
	Financial summary	Annual	City of Joondalup
	Description of how rates are spent by the City	Annual	City of Joondalup
	Value of net cash position	Annual	City of Joondalup
	Overall financial position (surplus or deficit)	Annual	City of Joondalup



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OUR OPERATING BUDGET

Our Annual Budget aligns to the services, projects and activities contained within our 5-Year Corporate Business Plan and the long-term aspirations of our 10-Year Strategic Community Plan. The annual budget is informed by our 10-Year Strategic Financial Plan, one of our primary resourcing plans, together with our Asset Management Strategy and Workforce Plan.

The following table shows our operating budget for 2022/23, as adopted by Council.

SERVICES	2022/23 BUDGET
Rates, including specified area rates (SARs)	\$105,326,824
Government grants and subsidies	\$3,035,034
Contributions, reimbursements and donations	\$42,474,492
Fees and charges	\$1,252,345
Interest	\$1,436,831
Profit on asset disposal	\$362,000
Other revenue	\$153,887,526
Total operating revenue	\$68,399,625
Employee costs	\$56,458,391
Materials and contracts	\$5,949,025
Utilities	\$32,132,620
Depreciation, impairments and write-offs	\$1,993,854
Insurance and other expenses	\$94,759
Total operating expenditure	\$165,028,274
Net operating surplus/(deficit)	\$-11,140,748



REVIEWING OUR PLAN

The 5-Year Corporate Business Plan contains the services, projects and activities that have been developed in response to the vision, goals and outcomes of our 10-Year Strategic Community Plan, *Joondalup 2032*. To ensure that this plan continues to reflect your values and expectations, we will undertake a formal review annually where we will update and refresh the services, projects and activities we intend to deliver over the next 5-year period. These reviews will be informed by our program of comprehensive performance reporting, including through our Corporate Business Plan Quarterly Reports, Capital Works Progress Reports and Annual Report.

Burns Beach



T: 08 9400 4000

E: info@joondalup.wa.gov.au

90 Boas Avenue Joondalup WA 6027

PO Box 21 Joondalup WA 6919

joondalup.wa.gov.au



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