



Corporate Business Plan

2023–2027

Quarter 2 Report

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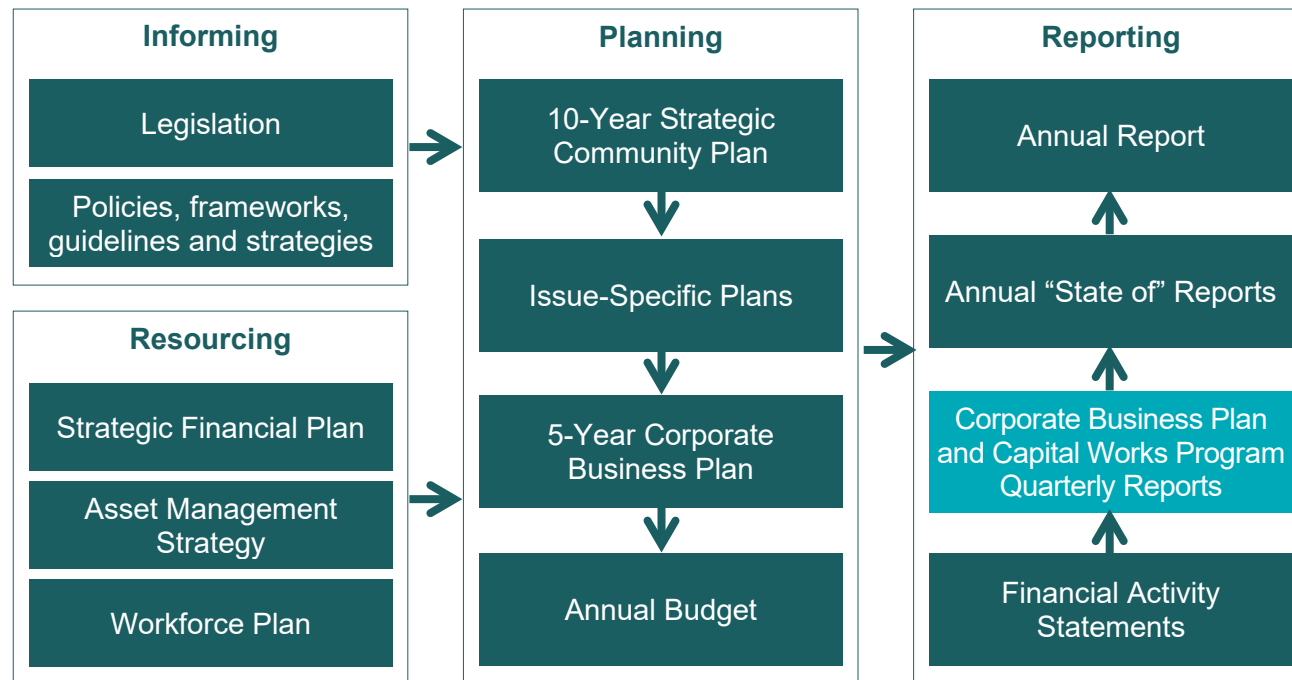
THE PURPOSE OF THIS REPORT

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 outlined in our 5-Year Corporate Business Plan. This 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*.

This report shows all of the listed non-capital projects and activities and indicates whether the project/activity is on time and on budget at the end of each quarter. A commentary is also provided on exactly what has been achieved. Note that reporting on our 5-Year Capital Works Program is undertaken through the Capital Works Program Quarterly Reports.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

Corporate Business Plan Quarterly Reports and Capital Works Program Quarterly Reports sit within an Integrated Planning and Reporting Framework which builds in Informing, Resourcing, Planning and Reporting requirements to ensure transparency and evidence of planned achievements.



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.

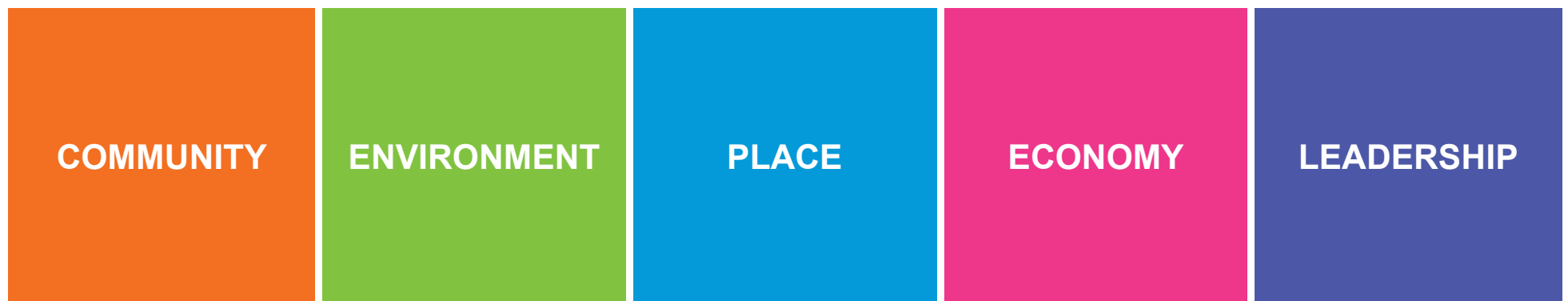
The City in 2032 caters for every stage of life. People feel welcome here and have a clear sense of belonging. We live in high-quality housing in attractive neighbourhoods which have excellent transport linkages and connectivity. We are multi-generational and multicultural; a place where everyone feels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



CORPORATE BUSINESS PLAN AT A GLANCE

Our Corporate Business Plan outlines the services, plans, strategies and frameworks, capital works programs, projects and activities, and key priorities for 2023/24 under each of the goals and outcomes of our 10-Year Strategic Community Plan — *Joondalup 2032*. Below is our Corporate Business Plan at a glance which shows these listed in summary.

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.

COMMUNITY	<ul style="list-style-type: none"> • Community development • Community safety, compliance and education • Craigie Leisure Centre management • Cultural events, visual arts and arts development • Emergency management 	<ul style="list-style-type: none"> • Health and environmental services • Immunisation • Libraries • Recreation services
ENVIRONMENT	<ul style="list-style-type: none"> • Environmental planning and development • Litter collection • Natural areas management 	<ul style="list-style-type: none"> • Technical engineering support services • Waste management
PLACE	<ul style="list-style-type: none"> • Building and planning compliance • Building design and construction • Building maintenance • Civil design and construction • Community facilities and sports floodlighting upgrades • Electrical and lighting engineering • Engineering maintenance 	<ul style="list-style-type: none"> • Fleet management and mechanical workshop • Landscape design • Major City project delivery • Parks maintenance • Planning and urban design • Property management • Transport and traffic engineering
ECONOMY	<ul style="list-style-type: none"> • Economic development 	

LEADERSHIP

- Audit, risk and integrity
- Communications and stakeholder relations
- Customer service
- Executive support
- Financial accounting
- Funds management
- Governance support
- Grants and awards management
- Human resources
- Information technology
- Management accounting
- Organisational development
- Policy, planning and research
- Purchasing of goods and services
- Rates levying and collection
- Recordkeeping and freedom of information
- Strategic infrastructure asset management

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 	<ul style="list-style-type: none"> • Cultural Plan 2021–2025 • 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 • Climate Change Strategy 2014–2019 • Coastal Infrastructure Adaptation Plan 2018–2026 • Environment Plan 2014–2019 • Local Government Waste Plan — City of Joondalup 	<ul style="list-style-type: none"> • Natural area management plans • Pathogen Management Plan 2018–2028 • Weed Management Plan 2023–2033 • Yellagonga Integrated Catchment Management Plan 2021–2026 • Waterwise Council Action Plan 2021–2026
PLACE	<ul style="list-style-type: none"> • Asset Management Strategy 2014–2024 • Bike Plan 2016–2021 • Local Planning Scheme No 3 • Local Planning Strategy 	<ul style="list-style-type: none"> • Outdoor Youth Recreation Strategy 2021 • Property Management Framework • Public Open Space 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) • Place Activation Strategy 2022
LEADERSHIP	<ul style="list-style-type: none"> • 10-Year Strategic Financial Plan • Advocacy Framework 2022 • Governance Framework 2021 • Integrity Framework 2022 	<ul style="list-style-type: none"> • Risk Management Framework • 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"> • Buildings and facilities <ul style="list-style-type: none"> · Building construction works program · Major projects program • Civil construction <ul style="list-style-type: none"> · Lighting program · New pathways program · Pathway replacement program · Road construction program · Road preservation and rehabilitation program · Stormwater drainage program 	<ul style="list-style-type: none"> • Park and public open space <ul style="list-style-type: none"> · Parks development program · Parks equipment program · Streetscape enhancement program • Traffic management <ul style="list-style-type: none"> · Blackspot program · Local traffic management program · Parking facilities 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 2023/24. Note only those capital works projects with reportable actions for 2023/24 have been considered as key capital works projects for this year. These are 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"> • Sorrento Surf Life Saving Club redevelopment 	
ENVIRONMENT	<ul style="list-style-type: none"> • Coastal and estuarine mitigation program 	
PLACE	<ul style="list-style-type: none"> • Burns Beach — cafes/kiosks/restaurants • Burns Beach Coastal Node redevelopment • Christchurch Park change rooms refurbishment • Civic Centre slab waterproofing • Eddystone Avenue — Joondalup Drive to Honeybush Drive • Greenwood Scout Hall refurbishment • Hepburn Avenue — Lilburne Avenue to Walter Padbury Boulevard • Hepburn Avenue/Amalfi Drive/Howland Road roundabout improvement • Hepburn Avenue/Karuah Way intersection improvement 	<ul style="list-style-type: none"> • Hepburn Avenue/Moolanda Boulevard roundabout construction • Hillarys cycle network expansion • Joondalup Administration roof balustrades • Joondalup Drive/Hodges Drive intersection upgrade • Joondalup Drive/Lakeside Drive (north) roundabout • Moolanda Boulevard pedestrian footbridge • Percy Doyle Football/Tee Ball Clubrooms • Percy Doyle skate park/youth facility • Prince Regent Park facility refurbishment • Warwick north cluster parks revitalisation
ECONOMY	Nil	
LEADERSHIP	Nil	

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.

<p>COMMUNITY</p>	<ul style="list-style-type: none"> • 25-Year Invitation Art Prize Retrospective Showcase • Access and Inclusion Plan • Age Friendly Plan • Arts development program • Citizenship ceremonies and civic functions • Clubs in-focus professional development program • Community development programs, events and activities • Community Funding Program • Community Safety Plan • Community, Youth Development and Libraries Plan • Cultural events program • Cultural Plan • Library programs, events and activities 	<ul style="list-style-type: none"> • Local Heritage Survey • Local laws • NAIDOC Week • Performing Arts Centre (Joondalup City Centre) • Public Art Masterplan and Strategy • Public Health Plan • Reconciliation Action Plan • Regional Homelessness Plan • Review of <i>WA Cat Act 2011</i> • Visual arts program • WA Dog Amendment (Stop Puppy Farming) Bill 2021 • Youth development programs, events and activities
<p>ENVIRONMENT</p>	<ul style="list-style-type: none"> • Bushfire Risk Management Plan • Climate Change Plan • Coastal Hazard Risk Management and Adaptation Plan • Coastal Infrastructure Adaptation Plan • Environmental education program • Environment Strategy 	<ul style="list-style-type: none"> • Food organics, garden organics (FOGO) bin service • Local Government Waste Plan — City of Joondalup • Natural area management plans • Waterwise Council Program • Weed Management Plan • Yellagonga Integrated Catchment Management Plan

<p>PLACE</p>	<ul style="list-style-type: none"> • Active reserve and community facility review • Bike Plan • Burns Beach café development • City land portfolio management • Duffy House commercial expression of interest • Heathridge Park Masterplan • Integrated parking management system • Integrated Transport Strategy • Joondalup City Centre Development — Boas Place • Local planning policies (relating to residential development) review • Local Planning Scheme No 3 review 	<ul style="list-style-type: none"> • Local Planning Strategy review • Ocean Reef Marina • Ocean Reef Marina commercial site development business case • Ocean Reef Sea Sports Club building redevelopment • Property Management Framework • Review of structure plans • State planning reform • Strategic Asset Management Framework review • Streetscape Enhancement Program — Leafy City program
<p>ECONOMY</p>	<ul style="list-style-type: none"> • Business capacity and support • Business engagement • Business forums • Destination City Plan • Digital City Plan • Economic Development Strategy • Event attraction 	<ul style="list-style-type: none"> • International Economic Development Activities Plan (Global City Plan) • Investment Attraction Guidelines • Joint Economic Development Initiative • Joondalup Innovation Precinct • Place activation • Regional collaboration business clusters
<p>LEADERSHIP</p>	<ul style="list-style-type: none"> • 5-Year Corporate Business Plan • 10-Year Strategic Financial Plan • Advocacy Framework • Annual Report • Audit and Risk Committee • Australasian Local Government Performance Excellence Program • City electronic communications • City publications • Code of Conduct review • Community consultation • Compliance Audit Return • Core system replacement project (Project Axiom) • Corporate Sponsorship Program • Customer satisfaction survey • Customer service centralisation 	<ul style="list-style-type: none"> • Delegated Authority Manual review • Elected Member attraction • Elected Member induction program • Elected Members' Entitlements Council Policy review • Elected Member strategic development session • Elected Member training • E-petitions system • Governance Framework review • Integrity and conduct annual collection • Local government elections • Local government reform • Policy development and review • Strategic Community Reference Group • Strategic Position Statements • Submissions to State and Federal Governments • Website upgrade

KEY PRIORITIES FOR 2023/24

The following non-capital projects and activities are those we have identified as key priorities for 2023/24. The quarterly milestones for these projects and activities are provided under each key theme section of this plan.

Community		
<p>Community Safety Plan</p> <p>A new plan that addresses community safety initiatives across the City, including parking management, animal management, CCTV, graffiti removal and community amenity. The plan ensures our community feels connected and safe through direct service provision, as well as supporting and encouraging local organisations and community-led activities.</p>	<p>Public Art Masterplan and Strategy</p> <p>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.</p>	<p>Reconciliation Action Plan</p> <p>A new plan which will set out the City’s commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.</p>

Environment			
<p>Climate Change Plan</p> <p>A plan 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.</p>	<p>Coastal Hazard Risk Management and Adaptation Plan</p> <p>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 coastal hazards.</p>	<p>Environment Strategy</p> <p>A strategy that 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.</p>	<p>Local Government Waste Plan — City of Joondalup</p> <p>This plan guides the City’s waste management practices to ensure increased diversion from landfill. The plan focuses on improving practices and providing the groundwork to inform the long-term planning for waste.</p>

Place		
<p>Burns Beach café development</p> <p>A café development on City-managed Crown land within the Burns Beach Coastal Node which will incorporate a two-storey food and beverage facility and be leased to commercial operators.</p>	<p>Heathridge Park Masterplan</p> <p>A masterplan for Heathridge Park that includes the investigation of two options: replacing/refurbishing the existing facilities; or the rationalisation of the existing community facilities into a single new multi-purpose facility.</p>	<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 10 years.</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>	<p>Local Planning Strategy review</p> <p>A review of the City’s Local Planning Strategy, including the Local Housing Strategy and Local Commercial Strategy, to ensure the ongoing applicability of the stated strategic direction for land use planning and development.</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>

Economy

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.

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.

Place activation

City and community-led activities and projects that support the activation of spaces and places that are important to the wellbeing of the community and economy.

Joondalup Innovation Precinct

The development of a Joondalup Innovation Precinct for new and emerging technology and industries to support urban robotics, a digital innovation centre and the education and health precincts.

Leadership

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.

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.

Core system replacement project

A core information technology solution for the City which would include a customer relationship management system, online customer portal, finance, and asset management system.

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.

QUARTER HIGHLIGHTS

COMMUNITY

Mullaloo Beach Access Day

On 12 November 2023, 350 people attended Tom Simpson Park for the Mullaloo Beach Access Day community inclusion event. This event offered the community an opportunity to connect with local disability service providers, alongside speeches from Karen Harvey of Spinal Life Australia and Madison Heady, a para-athlete, disability advocate and winner of the 2023 Western Australian of the Year Youth Award. Attendees also participated in activities such as 3x3 wheelchair basketball, seated volleyball, and hockey for people with a disability delivered by members of the Hockeyroos.

Retrospective Invitation Art Prize Exhibition

The City held an Invitation Art Prize: 25 Year Retrospective featuring the winning artwork from every year since the establishment of the prize. The Retrospective comprised a diverse range of artistic practices, from painting, sculpture, photography, printmaking, textiles, installation, and video work. Westfield Whitford City hosted the exhibition throughout October 2023, which saw 8,088 visitors. The exhibition provided the community with an opportunity to look back on the evolution of this prestigious prize and contemporary art in WA.

ENVIRONMENT

Waterwise Verge Garden Competition 2023

The City's first ever Waterwise Verge Garden Competition ran from July 2023 to October 2023 with 39 entries from the community. The awards recognise residents who have created and maintained beautiful, waterwise and biodiverse verge gardens and the associated benefits. The awards also acknowledge the vital role residents are playing in saving valuable water, greening and cooling our neighbourhoods, supporting and enhancing local biodiversity and creating a waterwise community. The competition aligns with the City's Gold Waterwise Council status, Waterwise Verge Rebate Program and Environmental Education Program. This initiative was co-funded by Water Corporation's Waterwise Greening Scheme and forms part of the City's ambition to be a leading waterwise community.

Coastal Hazard Risk Management and Adaptation Plan — community consultation outcomes

The City presented the outcomes from the community consultation on the draft Coastal Hazard Risk Management and Adaptation Plan to Council at the December 2023 Council meeting. The draft Coastal Hazard Risk Management and Adaptation Plan is intended to be a strategic long-term plan that informs the City and the community about expected coastal hazards, such as erosion, over the next 100 years, and provides options and pathways to adapt to these hazards and changing conditions over time. The draft plan was released for community consultation and the City collected 4,331 valid responses from 3,265 households. The extensive feedback received by indicates broad community engagement and a successful communications campaign. Respondents were asked to indicate their overall level of support for the draft plan, and over 95% indicated that, overall, they "oppose" or "strongly oppose" the draft plan. These results have prompted the City to develop a modified project approach.

PLACE**Ocean Reef Marina**

The Ocean Reef Marina project saw the celebration of significant milestones in the quarter. Deputy Mayor Hill and Cr Jones led the City's representation at an event to celebrate the completion of the Ocean Reef Marina breakwaters. Following this, Mayor Albert Jacob and Premier Roger Cook were on site at the Marina, alongside the Minister for Lands John Carey and Joondalup MLA Emily Hamilton, to launch the next major stage of the project. This includes the construction of the new Ocean Reef Sea Sports Club and Marine Rescue Whitfords facilities. This quarter also saw the City participating in activities to evaluate the buildings proposed for the Sea Sports Club and Rescue facilities. The subsequent phase of works will include the long-awaited coastal pool — a first for Perth — anticipated for completion in 2026.

ECONOMY**Town Team Convergence Conference**

The Joondalup City Centre hosted 430 people for the Town Team Convergence Conference from 27–28 October 2023. The session on 27 October 2023 was dedicated to local governments, and the Saturday 28 October 2023 session was community-based. The conference involved 29 presenters, 2 City presentations, and local business engagement and partnerships. During this event, the City was able to showcase efforts to activate the Joondalup City Centre and attendees had the opportunity to learn about placemaking and how it is being realised in the City of Joondalup. The conference included a guided walk through the Joondalup City Centre to discuss the City's placemaking highlights and challenges and opportunities for collaboration with community and industry.

LEADERSHIP**Local Government elections**

The Local Government Ordinary elections were held on 21 October 2023, resulting in 2 candidates being re-elected to the Joondalup Council, and 4 new elected members. Cr Nige Jones as re-elected in the North-Central Ward and Cr John Raftis successfully re-elected in his move from the South-West Ward to the South Ward. The Council also welcomed 4 new Councillors: Crs Lewis Hutton (North Ward), Rebecca Pizzey (Central Ward), Rohan O'Neill (South-East Ward) and Phillip Vinciullo (South-West Ward). They join Mayor Albert Jacob, Deputy Mayor Adrian Hill (North Ward), and Crs Daniel Kingston (North-Central Ward), Christopher May (Central Ward), John Chester (South-East Ward), Christine Hamilton-Prime (South-West Ward) and Russ Fishwick (South Ward) on the Joondalup Council. The 6 successful candidates were sworn in for their 4-year terms at a ceremony on 25 October 2023. A Special Council meeting followed, where Deputy Mayor Hill was elected and all Council-appointed positions on Committees and external bodies were filled. The 2023 Elected Member Induction Program was provided to both new and continuing councillors and took place throughout the quarter.

Customer Satisfaction Survey

During the quarter, the City presented the results of its biennial Customer Satisfaction Survey. The survey is conducted every 2 years to measure the level of overall satisfaction with the City, as well as assess the performance of individual services relevant to residents. The 2022/23 Customer Satisfaction Survey surveyed more than 600 residents. Notable findings include more than 97% of residents being satisfied with Joondalup as a place to live, and only 5 of the 20 services scoring less than an 80% satisfaction rate.

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.

Outcome 1-1 Healthy and safe

You feel healthy and safe in your local community.

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Community Safety Plan A plan that addresses community safety initiatives across the City, including parking management, animal management, CCTV, graffiti removal and community amenity. The plan ensures the community feels connected and safe through direct service provision, as well as supporting and encouraging local organisations and community-led activities.		
Q1 Commence development of a draft Community Safety Plan 2024–2028.	Commenced development of a draft Community Safety Plan 2024–2028, including undertaking preliminary research and benchmarking.	
Q2 Progress development of the draft Community Safety Plan 2024–2028.	The development of the Community Safety Plan continued in the quarter, including focussed research and drafting.	
Q3 Undertake community consultation to inform development of the draft Community Safety Plan 2024–2028.		
Q4 Present the draft Community Safety Plan 2024–2028 to Council seeking endorsement.		



MILESTONE	COMMENT	STATUS
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. The next 8-yearly review is set to take place in 2029/30.		
Q1 Progress amendments to local laws as required.	Presented the proposed <i>Parking Local Law 2023</i> , and proposed <i>Pest Plant Amendment Local Law 2023</i> to the Policy Committee on 7 August 2023 for consideration, and to Council at the 22 August 2023 meeting to be endorsed for community consultation.	✓
Q2 Progress amendments to local laws as required.	Commenced community consultation on 2 November 2023 for the proposed <i>Parking Local Law 2023</i> and <i>Pest Plant Amendment Local Law 2023</i> , with the consultation period closing on 13 December 2023. Presented the proposed <i>Local Government and Public Property Local Law 2023</i> to the Policy Committee on 20 November 2023 seeking consent to advertise. The Policy Committee referred the local law back to the Chief Executive Officer to consider a range of additional matters, primarily related to signage.	✓
Q3 Progress amendments to local laws as required.		
Q4 Progress amendments to local laws as required.		

MILESTONE	COMMENT	STATUS
<p>[additional project/activity CJ231-11/23 refers] Dog Management Plan A new plan to guide the City’s approach to managing dogs within the district, including legislative and regulatory instruments, behavioural management, and community education and awareness.</p>		
Q1		
Q2 [additional milestone CJ231-11/23 refers] Develop a project plan to guide the development of a draft Dog Management Plan.	A project plan to guide the development of a draft Dog Management Plan was not completed in the quarter due to competing priorities. The project plan will be finalised in quarter 3.	✓
[additional milestone CJ231-11/23 refers] Develop a request for quotation to seek an external consultant to develop the draft Dog Management Plan.	A request for quotation to seek an external consultant to develop the draft Dog Management Plan was progressed in the quarter The request for quotation will be finalised and advertised in quarter 3.	✓
Q3 [additional milestone CJ231-11/23 refers] Appoint an external consultant to develop the draft Dog Management Plan.		
[additional milestone CJ231-11/23 refers] Liaise with the external consultant to commence development of the draft Dog Management Plan.		
Q4 [additional milestone CJ231-11/23 refers] Present the proposed approach to developing the Dog Management Plan to Elected Members seeking feedback.		

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

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Community development programs, events and activities		
Programs, events and activities which contribute towards building a strong, resilient and connected community.		
Q1 Deliver scheduled programs, events and activities for the quarter.	<p>Delivered the following scheduled programs, events and activities in the quarter:</p> <ul style="list-style-type: none"> • Conducted the Community Transport Service with 842 passengers. • Conducted the Communities in-focus program to deliver community development focussed programming, including age-friendly, access and inclusion, and homelessness. • Coordinated and liaised in the planning of a presentation with dementia expert, Michael Verde to be delivered in quarter 3. • Led preliminary engagement with internal stakeholders for the review of the Meet Your Neighbour program. 	✓
Q2 Deliver scheduled programs, events and activities for the quarter.	<p>Delivered the following scheduled programs, events and activities in the quarter:</p> <ul style="list-style-type: none"> • Conducted the Community Transport Service with 787 passengers, 94 core program runs, 8 internal City programs and 17 community group hires. • Delivered final Standing Together workshop to staff on family and domestic violence prevention in November 2023 (via a specialist organisation); a total of 10 sessions for 99 staff members were conducted across the organisation. • Presented at the North Metro Health Promotion Network workshop on 22 November 2023 on <i>Act Belong Commit</i> and considerations around integrating the <i>Act Belong Commit</i> message in a local government setting. 	✓

MILESTONE	COMMENT	STATUS
Q3 Deliver scheduled programs, events and activities for the quarter.		
Q4 Deliver scheduled programs, events and activities for the quarter.		
Youth development programs, events and activities		
Programs, events and activities designed specifically for young people to help them engage with their peers in a safe and supportive environment.		
Q1 Deliver scheduled youth development programs and activities for the quarter.	<ul style="list-style-type: none"> Delivered 162 scheduled youth development programs and activities in the quarter with 1,756 participants. Led 1,296 direct support engagements with young people in the quarter. 	✓
Deliver scheduled youth events for the quarter, including: <ul style="list-style-type: none"> Youth Forum Winter Youth Event Series. 	Delivered the following scheduled youth events in the quarter: <ul style="list-style-type: none"> Youth Forum on 22 August 2023 in line with the daytime Council meeting. The forum included an externally facilitated leadership workshop and was attended by 11 schools, with 65 students and 13 teachers. Winter Youth Event Series, including the July and September School Holiday Program. The series was attended by 204 young people through the July program (152) and September program (52). 	✓
Q2 Deliver scheduled youth development programs and activities for the quarter.	<ul style="list-style-type: none"> Delivered 153 scheduled youth development programs and activities in the quarter with 1,897 participants. Led 1,348 direct support engagements with young people in the quarter. 	✓
Deliver scheduled youth events for the quarter, including: <ul style="list-style-type: none"> Spring Youth Event Series. 	Delivered the following scheduled youth event in the quarter: <ul style="list-style-type: none"> Spring Youth Event Series, including the September and October School Holiday Program with 191 participants. 	✓
Q3 Deliver scheduled youth development programs and activities for the quarter.		
Deliver scheduled youth events for the quarter, including: <ul style="list-style-type: none"> BMX, Skate and Scooter Competition Series Defeat the Beat Summer Youth Event Series. 		
Q4 Deliver scheduled youth development programs and activities for the quarter.		
Deliver scheduled youth events for the quarter, including: <ul style="list-style-type: none"> Autumn Youth Event Series. 		

MILESTONE	COMMENT	STATUS
Age Friendly Plan 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.		
Q1 Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter, including: <ul style="list-style-type: none"> • Intergenerational Toolkit workshop • Seniors Gathering. 	<ul style="list-style-type: none"> • Implemented the following scheduled actions from the Age-Friendly Plan 2018/19–2022/23 in the quarter: • Commenced project scoping with internal stakeholders for the upcoming Intergenerational Toolkit workshop. • Reviewed the format of the Seniors Gathering to see if support can be provided in an alternative way, and whether the gatherings can be incorporated into the Communities in-focus program. • Facilitated the Enrich Your Brain program with Alzheimer's WA with 51 attendees. • Held the Get on Board public transport tour on 16 August 2023 with 7 attendees. • Delivered an Advanced Care Planning workshop with 49 attendees. 	✓
Q2 Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter, including: <ul style="list-style-type: none"> • Housing options campaign. 	<ul style="list-style-type: none"> • Implemented the following scheduled actions from the Age-Friendly Plan 2018/19–2022/23 in the quarter: • Delivered Communities in-focus event, Michael Verde: Dementia without Loneliness, on 14 November 2023, with 79 attendees. • Held the Get on Board public transport tour on 6 December with 7 attendees. • Commenced investigations into a housing options campaign. <p>The Age-Friendly Plan Progress Report for 2022/23 was endorsed by Council at its meeting on 12 December 2023.</p>	✓
Q3 Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter, including: <ul style="list-style-type: none"> • Memory Café training • Seniors Gathering. 		
Q4 Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter, including: <ul style="list-style-type: none"> • Seniors lifestyle roadshow • Seniors lifestyle expo. 		

MILESTONE	COMMENT	STATUS
Community Funding Program 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.		
Q1 Advertise round 1 of the Community Funding Program and deliver information workshops.	Advertised round 1 of the Community Funding Program in July 2023 via the City's eNewsletters and social media. Provided workshops for prospective applicants on 24 July 2023 and 26 July 2023.	✓
Evaluate the submissions received and determine the preferred recipients.	Evaluated the 43 submissions received during round 1 in September 2023. Recommendations for small grants will be provided to the Chief Executive Officer for consideration, with large grant recommendations to be considered by Council at the 28 November 2023 Council meeting.	✓
Q2 Provide recommendations to Council for approval.	Provided Council with recommendations for the large grants, which were approved at the 12 December 2023 Council meeting. Small grants were approved by the Chief Executive Officer and all applicants were notified in the quarter.	✓
Issue the funding agreements and payments for successful round 1 applicants.	Funding agreements were issued to all successful applicants, with the majority of small grants paid. Large grants were resolved by Council on 12 December 2023, and therefore, due to timing issues, the payment of executed funding agreements will occur in quarter 3.	✓
Q3 Advertise round 2 of the Community funding Program and deliver information workshops. Evaluate the submissions received and determine the preferred recipients.		
Q4 Provide recommendations to Council for approval. Issue the funding agreements and payments for successful round 2 applicants.		

MILESTONE	COMMENT	STATUS
Access and Inclusion Plan 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.		
Q1 Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter, including: <ul style="list-style-type: none"> • Access and Inclusion Plan Annual Report. 	Implemented the following scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 in the quarter: <ul style="list-style-type: none"> • Finalised the Access and Inclusion Plan Annual Report and submitted it to Department of Communities in August 2023. • Commenced drafting the Access and Inclusion Annual Council Progress Report. • Held disability awareness training on 7 September 2023 with 15 attendees. 	✓
Q2 Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter, including: <ul style="list-style-type: none"> • Access and Inclusion Plan Annual Report • Access and inclusion training for Elected Members. 	Implemented the following scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 in the quarter: <ul style="list-style-type: none"> • Liaised with external partners to deliver the Mullaloo Beach Access Day on 12 November 2023 with approximately 350 attendees. • Awarded one of 3 top finalists for an Australian Access Award from the Centre for Accessibility Australia for Initiative of the Year for the Accessible Beaches Working Group, a partnership between the City, APM Communities and Mullaloo Surf Life Saving Club. • Commenced accessible beaches promotion for summer season, including installation of light pole sleeves on the coast. • Delivered a Northern Suburbs Multicultural Networking forum on 22 November 2023, in partnership with the Cities of Wanneroo and Stirling, on the topic of family and domestic violence in Culturally and Linguistically Diverse communities with 44 attendees. • Held disability awareness training on 23 October 2023 with 9 attendees. <p>The Access and Inclusion Plan Progress Report for 2022/23 was endorsed by Council at its meeting on the 12 December 2023.</p> <p>The access and inclusion training for Elected Members did not occur in the quarter due to competing priorities. The training will be conducted in quarter 3.</p>	✓
Q3 Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.		

MILESTONE	COMMENT	STATUS
Q4 Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter, including: <ul style="list-style-type: none">• Access and inclusion training for City staff.		



MILESTONE	COMMENT	STATUS
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 Regional Homelessness Plan 2022/23–2025/26 for the quarter.	Implemented the following scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 in the quarter: <ul style="list-style-type: none"> • Finalised clear guidelines and an internal reporting mechanism for people experiencing homelessness and commenced a trial of the reporting process. • Commenced updating the internal Responding to and Reporting of People Experiencing Homelessness Protocol. • Developed guidelines for working with external outreach teams, including the Department of Communities. • Met with the Department of Communities on five occasions to discuss local issues and receive updates on homelessness reports. • Met with WA Alliance to End Homelessness to discuss using their By-Name List to collaboratively track and quantify homelessness in the Joondalup and Wanneroo regions. • Delivered a City News item and 2 Facebook posts linking to the website news item during Homelessness Week (7–13 August 2023). • Co-hosted the Joondalup Wanneroo Ending Homelessness Group meeting on 29 August 2023. 	✓
Q2 Implement scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.	Implemented the following scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 in the quarter: <ul style="list-style-type: none"> • Reviewed and updated the internal Responding to and Reporting of People Experiencing Homelessness Protocol. • Created a new internal Homelessness Dashboard to enable more effective reporting and data collection. • Met with the Department of Communities Office of Homelessness on 5 occasions to discuss local issues and receive updates on homelessness reports. • Hosted the Joondalup Wanneroo Ending Homelessness Group meeting at Chichester Park Clubrooms on 23 November 2023 with a focus on discussing prevention and early intervention initiatives. <p>The Regional Homelessness Plan Progress Report for 2022/23 was endorsed by Council at its meeting on the 12 December 2023.</p>	✓


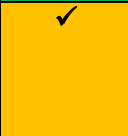
MILESTONE	COMMENT	STATUS
Q3 Implement scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.		
Q4 Implement scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.		

Outcome 1-3 Active and social

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

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Community, Youth Development and Libraries Plan A new plan for the integrated delivery of City programs and infrastructure that support community development, youth development, library services, access and inclusion, and age-friendly communities.		
Q1 Progress the development of the draft Community, Youth Development and Libraries Plan.	Progressed development of the draft Community, Youth Development and Libraries Plan, including drafting a project plan and approach to community consultation.	
Q2 Undertake community consultation activities to inform development of the draft Community, Youth Development and Libraries Plan.	The City no longer intends to undertake further community consultation activities for this project, as sufficient research has been conducted through previous consultation activities, including the Strategic Community Plan consultation and the Strategic Community Reference Group.	
Q3 Undertake community consultation activities to inform development of the draft Community, Youth Development and Libraries Plan Present the draft Community Development and Libraries Plan to Elected Members seeking feedback.		
Q4 Present the draft Community, Youth Development and Libraries Plan to Council seeking endorsement.		



MILESTONE	COMMENT	STATUS
Library programs, events and activities		
Programs, events and activities that enhance the wellbeing and capacity of the community, with a focus on life-long learning and literacy.		
Q1 Deliver scheduled programs, events and activities for the quarter.	Delivered 644 scheduled programs, events and activities in the quarter, with 14,179 attendees. Program highlights include: <ul style="list-style-type: none"> • Children’s Book Week held 19–25 August 2023 • July and September School Holiday Programs • Launch of Sensory Storytime at Whitford Library 	✓
Q2 Deliver scheduled programs, events and activities for the quarter.	Delivered 642 scheduled programs, events and activities in the quarter with 12,305 attendees. Program highlights include: <ul style="list-style-type: none"> • Introduction of Minecraft Engineers 7+ • Meet the Author event with Natasha Lester • Spring School Holiday Activity — Wild Things • November Stories in the Park • City Showcase at Little Feet Festival, Music in the Park, and Edith Cowan University Enactus Sustainability Festival. 	✓
Q3 Deliver scheduled programs, events and activities for the quarter.		
Q4 Deliver scheduled programs, events and activities for the quarter.		

MILESTONE	COMMENT	STATUS
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 Commence the development of the Clubs in-focus professional development program 1.	Commenced the development of the Clubs in-focus professional development program 1, “Good to Great”. Expressions of interest were received from several clubs.	✓
Deliver the Clubs in-focus professional development program 2 to club volunteers.	Delivered the Clubs in-focus professional development program 2, “Good Sports” workshop on 30 August 2023, with 20 attendees who are volunteers from different sporting clubs in the region.	✓
Q2 Promote the Clubs in-focus professional development program 1.	Commenced the Clubs in-focus professional development program 1, “Good to Great”, with 1 club within the City commencing development of their strategic plan.	✓
Review the Clubs in-focus professional development program 2.	Completed the review of the Clubs in-focus professional development program 2.	✓
Q3 Deliver the Clubs in-focus professional development program 1.		
Commence the development of the Clubs in-focus professional development program 2.		
Q4 Review the Clubs in-focus professional development program 1.		
Promote the Clubs in-focus professional development program 2.		

Outcome 1-4 Artistic and creative

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




Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
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 Cultural Plan 2021–2025 for the quarter.	Implemented the following scheduled actions from the Cultural Plan 2021–2025 in the quarter: <ul style="list-style-type: none"> • Purchased new software to house the City's Art Collection digitally. All data has been uploaded and database is now in-use for improved collection management. • Engaged an external consultant to undertake an audit of City facilities to determine the works required to make them more accessible by arts and culture groups. 	✓
Q2 Implement scheduled actions from the Cultural Plan 2021–2025 for the quarter.	Implemented the following scheduled actions from the Cultural Plan 2021–2025 in the quarter: <ul style="list-style-type: none"> • Commenced a suitability audit of facilities for community arts use with a shortlist developed for assessment and site visits completed. An audit report is expected from the consultants in January 2024. • Established standalone social media accounts for the Joondalup Festival to improve communications of arts activities to audiences. 	✓
Q3 Implement scheduled actions from the Cultural Plan 2021–2025 for the quarter.		

MILESTONE	COMMENT	STATUS
Q4 Implement scheduled actions from the Cultural Plan 2021–2025 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 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.	<ul style="list-style-type: none"> • Liaised 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 at the meeting on 31 July 2023. The meeting outcomes were presented to Elected Members in August 2023. • Completed preliminary community consultation to inform development of the draft Masterplan and Strategy ahead of schedule. 	✓
Q2 Liaise with the external consultant to undertake community consultation to inform development of the draft Public Art Masterplan and Strategy 2023–2033.	Completed preliminary community consultation to inform development of the draft Masterplan and Strategy in the previous quarter.	✓
Liaise with the external consultant to present the draft Public Art Masterplan and Strategy 2023–2033 to Elected Members seeking feedback.	Received the first draft of Public Art Masterplan and Strategy 2023–2033 from the external consultant. The draft masterplan and strategy was not presented to Elected Members in the quarter as further liaison with the external consultant was required. Feedback will be sought from Elected Members in quarter 4.	✓
Q3 Present the Public Art Masterplan and Strategy 2023–2033 to Council seeking endorsement.		
Q4 Commence implementation of the Public Art Masterplan and Strategy 2023–2033.		

MILESTONE	COMMENT	STATUS
Visual arts program 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 (annual projects).		
Q1 Coordinate the delivery of a mural arts project as part of the Mural Arts Program. Commission new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. Monitor for opportunities to initiate public arts projects, as appropriate.	<ul style="list-style-type: none"> Identified four sites for murals to be delivered within the Joondalup City Centre as part of the mural arts project. These murals will be delivered in quarter 3. Commissioned and engaged with artists to create the next Billboard Project at the Joondalup Library as part of the Inside-Out Billboard Project. No opportunities to initiate public art projects were identified in the quarter. 	✓ ✓ ✓
Q2 Deliver the Artist in Focus exhibition 2023. Display new artwork as part of the Inside-Out Billboard projects at the Joondalup Library. Monitor opportunities to initiate public art projects, as appropriate.	Artist in focus exhibition 2023 was not delivered due to the artist withdrawing. The exhibition will be replaced with 'Urban Rhythms' a pop-up art exhibition about the muralists featured in the upcoming mural works to be completed around the City of Joondalup Administration building. The exhibition will run 2 March–13 April 2024 in the Joondalup Library. The artwork as part of the Inside-Out Billboard project at the Joondalup Library was not displayed in the quarter due to the personal circumstances of the artist. The billboard contract with the artist was completed and the artist has provided the digital files to the City. The artwork will be displayed in quarter 3. No opportunities to initiate public art projects were identified in the quarter.	✓ ✓ ✓
Q3 Coordinate the delivery of a mural arts project as part of the Mural Arts Program. Commission new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. Monitor for opportunities to initiate public art projects, as appropriate.		
Q4 Deliver the Community Art Exhibition. Coordinate the delivery of a mural arts project as part of the Mural Arts Program. 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.		

MILESTONE	COMMENT	STATUS
Arts development program An annual program of community arts development activities, including the Arts in Focus program, Community Funding, Arts Development Scheme and Connecting Creatives database.		
Q1 Commence development of a Connecting Creatives database. Commence the Arts Development Scheme funding round.	<ul style="list-style-type: none"> Completed the development of a Connecting Creatives database in the quarter. Continuing to update information, as required. Commenced the Arts Development Scheme funding round with submissions opening on 2 September 2023. 14 submissions were received to the value of \$379,680 in requested funding. 	 
Q2 Advertise the Arts Development Scheme funding.	Advertised the Arts Development Scheme and received and assessed all submissions. Funding recommendations were approved by Council at the 28 November 2023 Council meeting. Two grants were awarded totalling \$50,000 to support additional arts performances in the region in 2024.	
Q3 Coordinate rehearsals for the Community Choral Project. Deliver Arts in Focus networking sundowner and Community Choral Project performance. Evaluate the applications received for the Arts Development Scheme funding.		
Q4 Present the recommended grant recipients for the Arts Development Scheme funding (\$10,000+) to Council seeking endorsement. Determine the preferred recipients for the Arts Development Scheme funding (under \$10,000).		



MILESTONE	COMMENT	STATUS
25-Year Invitation Art Prize Retrospective Showcase		
A 25-year retrospective celebration and exhibition of the Invitation Art Prize recipients and the City's art collection.		
Q1 Coordinate the delivery of the Retrospective Showcase and themed exhibitions in the Joondalup Library.	<ul style="list-style-type: none"> The scheduled themed exhibition at the Joondalup Library did not progress in the quarter due to staff resourcing limitations, with the focus redirected to the preparation of the launch of the 25-Year Invitation Art Prize Retrospective Showcase scheduled to occur at Westfield Whitford City in quarter 2. 	✓
Q2 Coordinate the delivery of the Retrospective Showcase at Westfield Whitford City.	Coordinated the delivery of the Retrospective Invitation Art Prize Exhibition at Westfield Whitford City. The showcase was open throughout October 2023. Recorded 8,088 people as foot traffic through the exhibition and received a 91% satisfaction rating for the event.	✓
Q3 Coordinate the delivery of the Retrospective Showcase and themed exhibitions in the Joondalup Library.		
Q4 Coordinate the delivery of the Retrospective Showcase and themed exhibitions in the Joondalup Library.		

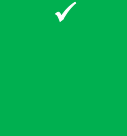
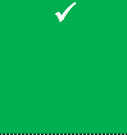

MILESTONE	COMMENT	STATUS
Cultural events program An annual program of community cultural events that build community spirit and cultural identity and provide opportunities for community participation.		
Q1 Deliver scheduled program of cultural events for the quarter.	Delivered the following scheduled cultural events in the quarter: <ul style="list-style-type: none"> • 3 Sunday Serenades concerts with 644 tickets sold. 	✓
Q2 Deliver scheduled program of cultural events for the quarter.	Delivered the following scheduled cultural events in the quarter: <ul style="list-style-type: none"> • Little Feet Festival on 29 October 2023 with an estimated 4,000 attendees. The festival received a 95% satisfaction rating. • 3 Sunday Serenades concerts on 15 October 2023, 19 November 2023 and 10 December 2023 with 200–250 attendees at each. The concert series received a combined 95% satisfaction rating across the 7-concert series. • Music In the Park concert at Timberlane Park (Woodvale) on 11 November 2023 with an estimated 3,000 attendees. The concert received a 95% satisfaction rating. • Music in the Park concert at Bramston Park (Burns Beach) on 9 December 2023 with an estimated 3,000 attendees. The concert received a 100% satisfaction rating. 	✓
Q3 Deliver scheduled program of cultural events for the quarter.		
Q4 Undertake a review of the cultural events program for 2023/24 and develop the program for 2024/25.		

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

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Reconciliation Action Plan		
A new plan which will set out the City's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.		
Q1 Submit the draft Reconciliation Action Plan to Reconciliation Australia seeking feedback.	<ul style="list-style-type: none"> Submitted the draft Reconciliation Action Plan to Reconciliation Australia seeking feedback. Received the first round of feedback and an amended Reconciliation Action Plan was re-submitted to Reconciliation Australia for consideration. 	
Q2 Present the draft Reconciliation Action Plan to Council seeking endorsement.	Presented the draft Reconciliation Action Plan to Council at the 12 December 2023 Council meeting where it was endorsed.	
Submit the endorsed Reconciliation Action Plan to Reconciliation Australia seeking endorsement.	The Reconciliation Action Plan was not submitted to Reconciliation Australia in the quarter due to delays with the appointment of an Aboriginal artist to design the final document. The plan will be submitted to Reconciliation Australia in quarter 4.	
Q3 Launch the Reconciliation Action Plan. Commence implementation of the Reconciliation Action Plan.		
Q4 Deliver scheduled actions from the Reconciliation Action Plan.		

MILESTONE	COMMENT	STATUS
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 Deliver the NAIDOC Week Launch event as part of the civic functions program.	Delivered the NAIDOC Week launch event as part of the civic functions program, which involved a flag raising and smoking ceremony, and cultural activities at the Joondalup Reception Centre.	✓
Deliver NAIDOC Week events as part of the arts development program.	<ul style="list-style-type: none"> • Delivered the following NAIDOC Week events as part of the arts development program in the quarter: • Delivered NAIDOC Week Celebrations with 705 attendees across 14 programs. • Delivered the NAIDOC Week Exhibition, curated by Zali Morgan, at the Joondalup Library with 16,868 visitors through the library across the exhibition period. 	✓
Q2		
Q3		
Q4		

MILESTONE	COMMENT	STATUS
Citizenship ceremonies and civic functions Delivery of high-quality citizenship ceremonies and civic functions that allow residents who are becoming new citizens to make the Australian citizenship pledge of commitment, and to recognise valuable contributions of City stakeholders.		
Q1 Deliver scheduled citizenship ceremonies for the quarter. Deliver civic functions as required.	Conducted 2 citizenship ceremonies in the quarter. The August ceremony had 93 candidates and the September ceremony had 77 candidates. Delivered the following civic functions in the quarter: <ul style="list-style-type: none"> • City of Joondalup 25th Anniversary celebration • NAIDOC Week launch event with flag raising and smoking ceremony • 2 Elected Member dinners • Appreciation function for ratepayer groups. 	✓ ✓
Q2 Deliver scheduled citizenship ceremonies for the quarter. 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.	Conducted 2 citizenship ceremonies in the quarter with a total of 155 new citizens being sworn in. 76 candidates were sworn in at the October citizenship ceremony, and 79 candidates at the November citizenship ceremony. Delivered the following civic functions in the quarter: <ul style="list-style-type: none"> • Invitation Art Prize VIP Event with 60 attendees. • Remembrance Day Memorial Service with approximately 3000 attendees. • Appreciation Function — Seniors Lunch with 70 attendees An Elected Member Christmas Function was planned but was cancelled due to the Mariginiup bushfires. No other functions were required this quarter.	✓ ✓ ✓
Q3 Deliver scheduled citizenship ceremonies for the quarter. Deliver scheduled program of civic functions for the quarter: <ul style="list-style-type: none"> • Valentine’s Concert VIP Event • Joondalup Festival VIP Event. Deliver other civic functions as required.		
Q4 Deliver scheduled citizenship ceremonies for the quarter. 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.		

MILESTONE	COMMENT	STATUS
Local Heritage Survey An inventory of places which are, or may become, culturally significant to the local community. All local governments in Western Australia are required to prepare local heritage surveys under the <i>Heritage Act 2018</i> .		
Q1 Progress assessment of nominations for the draft Local Heritage Survey.	Completed assessment of the nominations for the draft Local Heritage Survey.	✓
Q2 Present the draft Local Heritage Survey to Elected Members prior to undertaking community consultation.	Presented a report on the draft Local Heritage Survey to Council at the 12 December 2023 Council meeting, where approval for community consultation was received.	✓
Q3 Undertake community consultation activities on the draft Local Heritage Survey. Present the draft Local Heritage Survey to the Policy Committee.		
Q4 Present the draft Local Heritage Survey to Council seeking endorsement.		

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

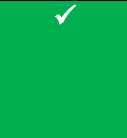

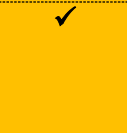
You understand and are prepared for the impacts of climate change and natural disasters.

Outcome 2-1 Managed and protected

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

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Environment Strategy A strategy that 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 Implement scheduled actions from the Environment Plan 2014–2019 for the quarter.	Implemented the following scheduled actions from the Environment Plan 2014–2019 in the quarter: <ul style="list-style-type: none"> Delivered the Community Funding Program, which has a sustainable communities funding priority. 	
Present the draft Environment Strategy 2023–2033 to Council seeking endorsement to undertake community consultation.	The draft Environment Strategy 2023–2033 was not presented to Council seeking endorsement to undertake community consultation in the quarter due to resourcing constraints. Development of the draft strategy continued and is expected to be presented to Council in quarter 3.	
Undertake community consultation activities on the draft Environment Strategy 2023–2033.	Community consultation activities on the draft Environment Strategy 2023–2033 were not undertaken in the quarter. Development of the draft strategy continued and is expected to be presented to Council in quarter 3, with community consultation to follow in quarter 3.	

MILESTONE	COMMENT	STATUS
Q2 Implement scheduled actions from the Environment Plan 2014–2019 for the quarter.	Implemented the following scheduled actions from the Environment Plan 2014–2019 in the quarter: <ul style="list-style-type: none"> • An amendment to the City of Joondalup Local Planning Scheme No. 3 reclassified approximately 30 hectares of public open space reserve to environmental conservation reserve, for the purpose of public advertising. 	✓
[milestone removed CJ231-11/23 refers]		
Q3 [milestone removed CJ231-11/23 refers] [additional milestone CJ231-11/23 refers] Implement scheduled actions from the Environment Plan 2014–2019 for the quarter.		
[milestone from quarter 1 CJ231-11/23 refers] Present the draft Environment Strategy 2023–2033 to Council seeking endorsement to undertake community consultation.		
Q4 [milestone removed CJ231-11/23 refers]		
[additional milestone CJ231-11/23 refers] Implement scheduled actions from the Environment Plan 2014–2019 for the quarter.		
[milestone from quarter 1 CJ231-11/23 refers] Undertake community consultation activities on the draft Environment Strategy 2023–2033.		

MILESTONE	COMMENT	STATUS
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 Implement scheduled actions from the Weed Management Plan 2023–2033 for the quarter.	Implemented the following scheduled actions from the Weed Management Plan 2023–2033 in the quarter: <ul style="list-style-type: none"> Continued the City’s non-chemical treatment for the control of weeds in nominated locations, including the use of steam and hot water control. Participated in the WA Local Government Association’s Local Government Integrated Weed Management Working Group which included the promotion of local government weed management videos. 	✓
Q2 Implement scheduled actions from the Weed Management Plan 2023–2033 for the quarter.	Implemented the following scheduled actions from the Weed Management Plan 2023–2033 in the quarter: <ul style="list-style-type: none"> Continued the City’s non-chemical treatment for the control of weeds in nominated locations, including the use of steam and hot water control. Advertised the <i>Pest Plant Amendment Local Law 2023</i>, noting the inclusion of Golden Crownbeard. 	✓
Q3 Implement scheduled actions from the Weed Management Plan 2023–2033 for the quarter.		
Q4 Implement scheduled actions from the Weed Management Plan 2023–2033 for the quarter.		

MILESTONE	COMMENT	STATUS
Natural area management plans 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.		
Q1 Present the draft Iluka–Burns Beach Foreshore Reserve Management Plan to Council seeking endorsement to undertake community consultation.	<ul style="list-style-type: none"> The draft Iluka-Burns Beach Foreshore Reserve Management Plan was not presented to Council seeking endorsement to undertake community consultation in the quarter due to resourcing constraints. Development of the draft plan continued and is expected to be presented to Council in quarter 2. 	✓
Engage a consultant to undertake flora surveys in Warwick Bushland and Ocean Reef Foreshore Reserve.	Engaged a consultant to undertake flora surveys in Warwick Bushland and Ocean Reef Foreshore Reserve.	✓
Engage a consultant to deliver twice-yearly Quenda monitoring in Craigie Bushland.	A consultant was not engaged in the quarter to deliver twice-yearly Quenda monitoring in Craigie Bushland due to external delays. Liaison is continuing and a consultant is expected to be engaged in quarter 2.	✓
Q2 [milestone from previous quarter] Present the draft Iluka–Burns Beach Foreshore Reserve Management Plan to Council seeking endorsement to undertake community consultation.	Presented the draft Iluka-Burns Beach Foreshore Reserve Management Plan to Council at the 12 December 2023 Council meeting where it was endorsed to undertake community consultation.	✓
[milestone from previous quarter] Engage a consultant to deliver twice-yearly Quenda monitoring in Craigie Bushland.	Engaged Edith Cowan University to deliver twice-yearly Quenda monitoring in Craigie Bushland.	✓
Engage a consultant to report against the natural area key performance indicators, if required.	A consultant was not required as a new set of performance measures will be included in the draft Environment Strategy 2023–2033. The draft strategy will be presented to Council in quarter 3.	✓
Undertake community consultation activities on the Iluka–Burns Beach Foreshore Reserve Management Plan.	Community consultation on the draft Iluka-Burns Beach Foreshore Reserve Management Plan was not undertaken in the quarter as the draft plan was not endorsed by Council until the 12 December 2023 meeting. Community consultation will be undertaken in quarter 3.	✓



MILESTONE	COMMENT	STATUS
Q3 Present the Iluka–Burns Beach Foreshore Reserve Management Plan to Council seeking endorsement.		
Engage a consultant to deliver a genetic analysis of Quenda in Craigie Bushland to assess population diversity and inform development of a Craigie Bushland Fauna Management Plan.		
Q4 Update the implementation plans for the Warwick Bushland and Ocean Reef Foreshore Reserve Management Plans.		

MILESTONE	COMMENT	STATUS
Yellagonga Integrated Catchment Management Plan 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.		
Q1 Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan for 2021–2026.	<ul style="list-style-type: none"> • Implemented the following actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 in the quarter: • Engaged Edith Cowan University to conduct water quality monitoring in Yellagonga Regional Park in 2023/24. • Continued the Saving Our Snake-Necked Turtles project in partnership with the WA Department of Biodiversity, Conservation and Attractions and the City of Wanneroo, including delivering a Turtle Tracker training program. • Commenced an education campaign to remind and encourage locals and visitors not to feed the wildlife, targeting the Yellagonga Regional Park catchment area. 	✓
Q2 Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan for 2021–2026.	<ul style="list-style-type: none"> • Implemented the following actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 in the quarter: • Edith Cowan University continued to conduct water quality monitoring in Yellagonga Regional Park. • Continued the Saving Our Snake-Necked Turtles project in partnership with the WA Department of Biodiversity, Conservation and Attractions and the City of Wanneroo, including delivery of the Turtle Tracker program. 	✓
Q3 Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan for 2021–2026.		
Q4 Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan for 2021–2026.		

Outcome 2-2 Clean and sustainable

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

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Local Government Waste Plan — City of Joondalup This plan guides the City's waste management practices to ensure increased diversion from landfill. The plan focuses on improving practices and providing the groundwork to inform the long-term planning for waste.		
Q1 Deliver scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) for the quarter.	Delivered the following scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) in the quarter: <ul style="list-style-type: none"> • Conducted 6 community waste education events. • Conducted 20 school educational sessions. • Submitted waste collection and processing data in line with the WA Department of Water and Environmental Regulation requirements. A formal response from the Department, regarding this data, is expected in quarter 2. 	✓
Q2 Deliver scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) for the quarter.	Delivered the following scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) in the quarter: <ul style="list-style-type: none"> • Conducted 14 community waste education events. • Conducted 8 school educational sessions. The City's waste collection and processing data has been finalised and accepted by the Department of Water and Environmental Regulation.	✓



MILESTONE	COMMENT	STATUS
Q3 Deliver scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) for the quarter.		
Q4 Deliver scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) for the quarter.		
Food organics, garden organics (FOGO) bin service Investigation into the potential transition from a garden organics (GO) bin to a food organics, garden organics (FOGO) bin for residential waste service delivery.		
Q1 Present a report to Council on the outcomes of the investigation and joint tender process.	A report to Council on the outcomes of the investigation and joint tender process was not delivered in the quarter due to delays experienced by the City of Wanneroo. In the interim, the City has tendered for a short-term GO processing contract to be awarded in quarter 2. The FOGO tender will be advertised in quarter 3 and a subsequent report to Council is expected in quarter 4.	✓
Q2 [milestone removed CJ231-11/23 refers]		
[additional milestone CJ231-11/23 refers] Award short-term GO processing contract.	Awarded a short-term GO processing contract in December 2023. The contract will run from January 2024 for an initial 18 months.	✓
[additional milestone CJ231-11/23 refers] Progress the development of a FOGO tender.	Progressed the development of the FOGO tender in the quarter, including identifying the scope. The tender will be ready to advertise in quarter 3.	✓
Q3 [milestone removed CJ231-11/23 refers]		
[additional milestone CJ231-11/23 refers] Finalise and advertise a FOGO tender.		
Q4 [additional milestone CJ231-11/23 refers] Present a report to Council regarding the outcomes of the FOGO tender process.		


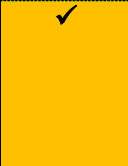
MILESTONE	COMMENT	STATUS
Environmental education program A program that delivers a range of environmental education initiatives for residents, schools, businesses and the broader community. The program encourages sustainability related to biodiversity, waste, water, transport and climate change.		
Q1 Develop the environmental education program schedule for 2023/24. Deliver scheduled activities and events as part of the environmental education program for the quarter.	<ul style="list-style-type: none"> Completed the development of the environmental education program schedule for 2023/24 in the quarter. Delivered the following scheduled activities and events from the environmental education program in the quarter: <ul style="list-style-type: none"> Launched the Waterwise Verge Garden Competition. Delivered a bat box building workshop on 5 August 2023 with 30 attendees. 	✓ ✓
Q2 Deliver scheduled activities and events as part of the environmental education program for the quarter.	Delivered the following scheduled activities and events from the environmental education program in the quarter: <ul style="list-style-type: none"> Delivered the Waterwise Verge Garden Competition with 39 entries. Delivered a Quenda Discovery Session on 25 October 2023 with 41 attendees. Delivered a Nest Box Workshop on 10 November 2023 with 21 attendees. Delivered a Native Christmas Wreath Workshop on 25 November 2023 with 39 attendees. Delivered a Native Christmas Ornament Workshop on 2 December 2023 with 14 attendees. 	✓
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.		

Outcome 2-3 Responsible and efficient

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

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼



MILESTONE	COMMENT	STATUS
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 Implement scheduled actions within the Waterwise Council Action Plan 2021–2026 for the quarter.	Implemented the following scheduled actions as part of the Waterwise Council Action Plan 2021–2026 in the quarter: <ul style="list-style-type: none"> • Commenced planning an application for the Waterwise Greening Scheme funding from the Water Corporation for the City to conduct a native plant giveaway event in 2023/24. • Delivered the Administration Building waterwise garden makeover and workshop on 22 July 2023. This workshop was held in cooperation with the Forever Project and partially funded by the Water Corporation. 	
Submit application to the WA Department of Water and Environmental Regulation and Water Corporation seeking re-accreditation under the Waterwise Council Program.	An application to the WA Department of Water and Environmental Regulation and Water Corporation seeking re-accreditation under the Waterwise Council Program was not submitted in the quarter as the application is not due until quarter 2. Development of the application commenced and will be completed in the next quarter.	



MILESTONE	COMMENT	STATUS
Q2 [milestone from previous quarter] Submit application to the WA Department of Water and Environmental Regulation and Water Corporation seeking re-accreditation under the Waterwise Council Program.	Submitted application to the WA Department of Water and Environmental Regulation and Water Corporation seeking re-accreditation under the Waterwise Council Program.	✓
Implement scheduled actions within the Waterwise Council Action Plan 2021–2026 for the quarter.	Implemented the following scheduled actions as part of the Waterwise Council Action Plan 2021–2026 in the quarter: <ul style="list-style-type: none"> • Submitted an application to Water Corporation for the Waterwise Greening Scheme funding for the City to conduct a native plant giveaway event in 2023/24. • Developed signage for the Administration Building waterwise demonstration garden to promote waterwise native gardens to community members. 	✓
Q3 Implement scheduled actions within the Waterwise Council Action Plan 2021–2026 for the quarter.		
Q4 Implement scheduled actions within the Waterwise Council Action Plan 2021–2026 for the quarter.		

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

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Climate Change Plan A plan 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 Implement scheduled actions from the Climate Change Strategy 2014–2019.	Implemented the following actions from the Climate Change Strategy 2014–2019 in the quarter: <ul style="list-style-type: none"> Engaged a consultant to undertake environmental performance monitoring for 2023/24. Continued involvement in the Power Purchase Agreement for the purchase of renewable energy. Purchased three light electric fleet vehicles and installed three single chargers at the Administration Building and 2 dual chargers at the Works Operation Centre. 	
Present the draft Climate Change Plan 2023–2033 to Council seeking endorsement for community consultation.	The draft Climate Change Plan 2023–2033 was presented to Elected Members in September 2023. A final draft is expected to be presented to Council seeking endorsement for community consultation in quarter 2.	

MILESTONE	COMMENT	STATUS
Q2 [milestone from previous quarter] Present the draft Climate Change Plan 2023–2033 to Council seeking endorsement for community consultation.	Presented the draft Climate Change Plan 2023–2033 to Council at the 28 November 2023 seeking endorsement to conduct community consultation. Council resolved that the City was to conduct further engagement with Elected Members on the proposed corporate emission targets in the draft plan. The City will engage further with Elected Members in quarter 4.	✓
Implement scheduled actions from the Climate Change Strategy 2014–2019.	Implemented the following actions from the Climate Change Strategy 2014–2019 in the quarter: <ul style="list-style-type: none"> Continued to undertake environmental performance monitoring for 2023/24. Continued involvement in the Power Purchase Agreement for the purchase of renewable energy. Purchased seven light electric fleet vehicles. 	✓
Undertake community consultation activities on the draft Climate Change Plan 2023–2033.	Community consultation was not undertaken in the quarter as Council did not endorse the draft Climate Change Plan 2023–2033. The City will engage with Elected Members on the proposed corporate emission targets in quarter 4, and dependent of feedback, will seek to undertake community consultation in quarter 1 of 2024/25.	✓
Q3 Present the draft Climate Change Plan 2023–2033 to Council seeking endorsement.		
Commence implementation of the Climate Change Plan 2023–2033.		
Q4 Implement scheduled actions from the Climate Change Plan 2023–2033.		

MILESTONE	COMMENT	STATUS
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 Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023.	Implemented the following scheduled actions from the Bushfire Risk Management Plan 2018–2023 in the quarter: <ul style="list-style-type: none"> • Continued to liaise with the WA Department of Fire and Emergency Services regarding firebreak improvements and bushfire fuel reduction works. • Continued to update the WA Department of Fire and Emergency Services Bushfire Risk Management System with planned and completed treatments. • Conducted ongoing post-fire weed spraying within the three reserves that had unplanned bushfires events: Warwick Open Space, Shepherds Bush Park and Alfreton Park. • Conducted weed management at firebreaks in bushland reserves and conducted weed management at 27 bushland reserves including directed spraying with grass selective herbicides to reduce summer bushfire fuel loads. 	✓
Appoint a consultant to undertake a review of the Bushfire Risk Management Plan 2018–2023.	A consultant to undertake a review of the Bushfire Risk Management Plan 2018–2023 was not appointed in the quarter due to City still awaiting finalisation and acquittal of a funding agreement from the Disaster Ready Fund. There has been a delay in the WA Department of Fire and Emergency Services receiving the Schedule from the Commonwealth to release the Disaster Ready Fund funding agreements. After the funding is finalised, a consultant will be appointed.	✓

MILESTONE	COMMENT	STATUS
Q2 [milestone from previous quarter] Appoint a consultant to undertake a review of the Bushfire Risk Management Plan 2018–2023.	A consultant to undertake a review of the Bushfire Risk Management Plan 2018–2023 was not appointed in the quarter due to City still awaiting finalisation and acquittal of a funding agreement from the Disaster Ready Fund.	✓
Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023.	<ul style="list-style-type: none"> • Implemented the following scheduled actions from the Bushfire Risk Management Plan 2018–2023 in the quarter: • Conducted manual fuel load reduction works at Lakeside Park (Joondalup), Korella Park (Mullaloo), Timberlane Park (Woodvale), Trigonometric Park (Duncraig), Madana Park (Craigie), and Bethany Park (Iluka). • Continued to update the WA Department of Fire and Emergency Services Bushfire Risk Management System with planned and completed treatments. • Completed all fire accessway maintenance (spraying, brush cutting and pruning) in October 2023. 	✓
Continue to work with the consultant on the review of the Bushfire Risk Management Plan 2018–2023.	A consultant to undertake a review of the Bushfire Risk Management Plan 2018–2023 was not appointed in the quarter due to City still awaiting finalisation and acquittal of a funding agreement from the Disaster Ready Fund.	✓
Q3 Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023.		
Continue to work with the consultant on the review of the Bushfire Risk Management Plan 2018–2023.		
Q4 Present draft Bushfire Risk Management Plan 2024–2029 to Elected Members.		

MILESTONE	COMMENT	STATUS
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 Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026.	Implemented the following scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026 in the quarter: <ul style="list-style-type: none"> • Liaised with and engaged consultants to conduct the City's 2023/24 Coastal Monitoring Program. • Liaised with and engaged contractors to conduct the City's 2023/24 Sand Bypassing Program. 	✓
Q2 Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026.	Implemented the following scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026 in the quarter: <ul style="list-style-type: none"> • Completed photo monitoring and survey profiles for October 2023 as part of the City's 2023/24 Coastal Monitoring Program. • Completed the City's 2023/24 Sand Bypassing Program by transporting 10,000m³ from Sorrento Beach to Hillarys Beach. • Engaged consultant to commence concept design of maintenance works funded by the Coastal and Estuarine Risk Mitigation Program. 	▲
Q3 Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026.		
Q4 Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026.		

MILESTONE	COMMENT	STATUS
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 coastal hazards.		
Q1 Undertake community consultation on the draft Coastal Hazard Risk Management and Adaptation Plan.	Undertook community consultation on the draft Coastal Hazard Risk Management and Adaptation Plan in the quarter. The outcomes of the consultation will be presented to Council in quarter 2.	✓
Q2 Present the draft Coastal Hazard Risk Management and Adaptation Plan to Council seeking endorsement.	Presented the community consultation outcomes of the draft Coastal Hazard Risk Management and Adaptation Plan to Council at the 12 December 2023 Council meeting. Council resolved to prepare a new Coastal Hazard Risk Management and Adaptation Plan.	✓
Commence implementation of the Coastal Hazard Risk Management and Adaptation Plan.	Implementation was not commenced in the quarter as the draft Coastal Hazard Risk Management and Adaptation Plan was not endorsed by Council.	✓
Q3 Implement scheduled actions from the Coastal Hazard Risk Management and Adaptation Plan.		
Q4 Implement scheduled actions from the Coastal Hazard Risk Management and Adaptation Plan.		

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.

Outcome 3-1 Connected and convenient

You have access to a range of interconnected transport options.

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
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 10 years.		
Q1 Progress development of a draft Integrated Transport Strategy 2024–2034.	Progressed the development of the draft Integrated Transport Strategy in the quarter. This included reviewing work undertaken previously by the consultant and liaising with internal stakeholders to draft content.	
Q2 Progress development of a draft Integrated Transport Strategy 2024–2034.	Progressed the development of the draft Integrated Transport Strategy in the quarter. This included undertaking research, reviewing existing relevant City activities, and drafting content.	
Q3 Present the draft Integrated Transport Strategy 2024–2034 to Elected Members seeking feedback.		
Q4 Present the draft Integrated Transport Strategy 2024–2034 to Council seeking endorsement.		



MILESTONE	COMMENT	STATUS
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 Implement scheduled actions from the Bike Plan 2016–2021 for the quarter.	Implemented the following scheduled actions from the Bike Plan 2016–2021 in the quarter: <ul style="list-style-type: none"> • Continued to collect bicycle user data. • Progressed infrastructure upgrades as part of the Capital Works Program, such as at the Eddystone Avenue (Craigie) shared path and the Hepburn Avenue (Hillarys) shared path. 	✓
Q2 Implement scheduled actions from the Bike Plan 2016–2021 for the quarter.	Implemented the following scheduled actions from the Bike Plan 2016–2021 in the quarter: <ul style="list-style-type: none"> • Continued to collect bicycle user data. • Progressed a range of infrastructure upgrades as part of the Capital Works Program, such as completing the Eddystone Avenue, Craigie shared path stage 1 and commencing construction of the Hepburn Avenue (Hillarys Cycle Network Expansion stage 1) shared path. • Completed the detailed design for the Hillarys Cycle Network Expansion stage 2 — Hillarys to Mullaloo 	✓
Q3 Implement scheduled actions from the Bike Plan 2016–2021 for the quarter.		
Q4 Commence development of a new Bike Plan 2024–2034.		

MILESTONE	COMMENT	STATUS
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.	The tender for a new parking management system was not advertised in the quarter due to changes to the City's <i>Parking Local Law 2013</i> . The tender is expected to be advertised in quarter 2.	✓
Q2 [milestone from previous quarter] Advertise the tender for a new parking management system.	The tender for a new parking management system was advertised in the quarter.	✓
Receive the tenders submitted for the new parking management system.	Tenders were received and evaluation of the tenders commenced in the quarter.	✓
Q3 Evaluate the tenders submitted for the new parking management system.		
Determine the preferred supplier for the new parking management system from the tenders submitted.		
Q4 Present the preferred supplier and tender to Council seeking endorsement.		

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

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Local Planning Strategy review		
A review of the City's Local Planning Strategy, including the Local Housing Strategy and Local Commercial Strategy, to ensure the ongoing applicability of the stated strategic direction for land use planning and development.		
Q1 Commence technical reporting and investigations for phase 2 of the Local Planning Strategy review.	<ul style="list-style-type: none"> Presented a report to Council at the July 2023 meeting, where Council endorsed the technical scope for phase 2 of the Local Planning Strategy review. Commenced technical reporting and investigations for phase 2, including engaging a consultant to review the City's Local Commercial Strategy. 	✓
Q2 Progress phase 2 of the Local Planning Strategy review.	<ul style="list-style-type: none"> Progressed technical reporting and investigations into issues identified through community consultation. Consultant progressed work to review the City's Local Commercial Strategy and provided a first draft. Commenced engagement with industry stakeholders and service providers. 	✓
Q3 Provide a report to Council on the outcomes of phase 2 of the Local Planning Strategy review. Present the scope for phase 3 of the Local Planning Strategy review to Council seeking endorsement.		
Q4 Commence phase 3 of the Local Planning Strategy review.		



MILESTONE	COMMENT	STATUS
Local Planning Scheme No 3 review A review of the City's Local Planning Scheme No 3 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.		
Q1		
Q2		
Q3		
Q4 Present a report to Council seeking endorsement to initiate an operational review of the Local Planning Scheme No 3.		
Local planning policies (relating to residential development) review 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.		
Q1 Review local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.	<ul style="list-style-type: none"> Presented a report to Elected Members in August 2023 on proposed changes to the Development in Housing Opportunity Areas Local Planning Policy and the Residential Development Local Planning Policy to align with proposed changes to the Residential Design Codes. After presenting the above report, the State Government announced the deferral of implementation of the amended Residential Design Codes. Therefore, this policy review matter has been placed on hold, pending further advice from the State Government which is expected to be provided in quarter 4. Presented a report to the Policy Committee at the 7 August 2023 meeting and Council at the 22 August 2023 meeting to consider the Commercial, Mixed Use and Service Commercial Zone Local Planning Policy and the Light Industry Zone Policy, and to consider revocation of the Cash-In-Lieu of Car Parking Local Planning Policy. 	✓
Q2 Review local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.	<ul style="list-style-type: none"> Presented a report on the review of Medium Density Single House Development Standard Local Planning Policy required due to revocation of MacNaughton Crescent Structure Plan to Council at the 12 December 2023 Council meeting. 	✓
Q3 Review local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.		
Q4 Review local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.		

MILESTONE	COMMENT	STATUS
State planning reform		
A program of major legislative, regulatory and policy changes to Western Australia’s planning system.		
Q1 Implement actions resulting from the State planning reform process, as required.	As part of the State planning reform process, the City provided submissions on the Draft Operational Policy — Public Open Space and the draft Electric Vehicle Charging Infrastructure Position Statement.	✓
Q2 Implement actions resulting from the State planning reform process, as required.	Report on deferral of amended <i>State Planning Policy 7.3 – Residential Design Codes</i> presented to Policy Committee in November 2023.	✓
Q3 Implement actions resulting from the State planning reform process, as required.		
Q4 Implement actions resulting from the State planning reform process, as required.		
Review of structure plans		
A review of the City’s existing structure plans to assess if the structure plan is required, can be revoked, or can be incorporated into the Scheme.		
Q1 Undertake reviews of structure plans, as required.	Undertook a review of the Marmion Structure Plan and presented a report to Council regarding the proposed revocation of the Marmion Structure Plan and consequential amendment to Local Planning Scheme No 3.	✓
Q2 Undertake reviews of structure plans, as required.	Marmion Structure Plan was revoked by the Western Australian Planning Commission in November 2023.	✓
Q3 Undertake reviews of structure plans, as required.		
Q4 Undertake reviews of structure plans, as required.		

Outcome 3-3 Attractive and leafy

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

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼



MILESTONE	COMMENT	STATUS
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.		
Q1		
Q2	Commence the review of the City's active reserves and community facilities.	Commenced the review of the City's active reserves and community facilities by conducting workshops to determine the priority order for future refurbishments and upgrades.
Q3	Progress the review of the City's active reserves and community facilities.	
Q4	Provide a report of the outcomes of the review of the City's active reserves and community facilities to Council.	

MILESTONE	COMMENT	STATUS
Streetscape Enhancement Program — 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 Deliver scheduled program of tree planting as part of the Leafy City program for the quarter.	Completed the planting phase of the Leafy City Program in the quarter in accordance with the scheduled program.	✓
Q2 Deliver scheduled program of tree planting as part of the Leafy City program for the quarter.	Continued the tree establishment phase of the Leafy City Program in the quarter in accordance with the scheduled program.	✓
Q3 Deliver scheduled program of tree planting as part of the Leafy City program for the quarter.		
Q4 Deliver scheduled program of tree planting as part of the Leafy City program for the quarter.		

Outcome 3-4 Functional and accessible

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

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
City land portfolio management		
A periodic review of City freehold and managed Crown land to identify optimisation, potential rationalisation and acquisition opportunities.		
Q1 Investigate opportunities for optimisation of City freehold and managed Crown land.	Commenced research into options for the City to develop a Land Acquisition Strategy. Submitted a report on the matter to the Major Projects and Finance Committee at the August 2023 meeting.	✓
Implement actions for the disposal and acquisition of properties as endorsed by Council.	There are currently no active Council instructions to dispose of or acquire properties.	✓
Q2 Investigate opportunities for optimisation of City freehold and managed Crown land.	Presented a report on the potential acquisition of land and development of a Land Acquisition Strategy to Council at its meeting on 28 November 2023. Council supported the preparation of a draft Land Acquisition Strategy.	✓
Implement actions for the disposal and acquisition of properties as endorsed by Council.	There are currently no active Council instructions to dispose of or acquire properties.	✓
Q3 Investigate opportunities for optimisation of City freehold and managed Crown land.		
Implement actions for the disposal and acquisition of properties as endorsed by Council.		
Q4 Investigate opportunities for optimisation of City freehold and managed Crown land.		
Implement actions for the disposal and acquisition of properties as endorsed by Council.		

MILESTONE	COMMENT	STATUS
Property Management Framework		
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.		
Q1 Present revised property classifications to Elected Members seeking feedback.	The revised property classifications were not presented to Elected Members in the quarter due to resourcing constraints. Review of the property classifications continued, and the revised classifications are expected to be presented to Elected Members in quarter 3 together with the update on the implementation of the Property Management Framework.	✓
Q2 [milestone removed CJ231-11/23 refers]		
Q3 [amended milestone from previous quarters] Present the revised property classifications and an update on the implementation of the Property Management Framework to Elected Members		
Q4		
Heathridge Park Masterplan		
A masterplan for Heathridge Park that includes the investigation of two options: replacing/refurbishing the existing facilities; or the rationalisation of the existing community facilities into a single new multi-purpose facility.		
Q1 Finalise a financial evaluation/business case.	The financial evaluation/business case was not finalised in the quarter due to a delay in completing the project cost estimates. Work on the financial evaluation/business case continued and is expected to be finalised in quarter 2.	✓
Q2 [milestone from the previous quarter] Finalise a financial evaluation/business case. Prepare a report on options for progressing development of the Heathridge Park Masterplan.	Finalised the financial evaluation/business case for the Heathridge Park Masterplan. Prepared a report on the options for progressing development of the Heathridge Park Masterplan in the quarter. The report will be presented to the Major Projects and Finance Committee in quarter 3.	✓ ✓
Q3 Present options for progressing development of the Heathridge Park Masterplan to Elected Members seeking feedback.		
Q4 Implement actions in relation to the Heathridge Park Masterplan as endorsed by Council.		

MILESTONE	COMMENT	STATUS
Duffy House commercial expression of interest		
The progression of an expression of interest for a future commercial operator at the Duffy House site.		
Q1 Advertise a request for expression of interest for a commercial operator at the site.	A request for expression of interest for a commercial operator at the site was not advertised in the quarter due to external delays finalising the land transfer and tenure arrangements with the WA Department of Planning, Lands and Heritage. Despite this, preparations to progress the expression of interest continued in the quarter and it is expected that it will be advertised in quarter 3.	✓
Q2 [milestone removed CJ231-11/23 refers]		
Q3 [milestone from quarter 1] Advertise a request for expression of interest for a commercial operator at the site.		
[milestone removed CJ231-11/23 refers]		
Q4 [milestone from quarter 2] Assess submissions received and present the submissions to Council seeking endorsement.		
[milestone from quarter 2] Identify the preferred commercial operator and commence negotiations on tenure.		
[milestone removed CJ231-11/23 refers]		

MILESTONE	COMMENT	STATUS
Joondalup City Centre Development — Boas Place		
Investigations into future opportunities for the development of Boas Place in the Joondalup City Centre to incorporate a variety of land uses.		
Q1 Develop a strategy to progress actions in response to the endorsed project philosophy and parameters.	Commenced development of the strategy by forming an internal City Centre Development and Activation Steering Group to guide and progress future actions in accordance with the Council's vision for the Joondalup City Centre. The strategy will be finalised in quarter 3.	✓
Q2 [additional milestone CJ231-11/23 refers] Progress the development of a strategy for investigations into opportunities for the development of the Joondalup City Centre.	Continued the development of a strategy for investigations into opportunities for the development of the Joondalup City Centre in the quarter. The strategy will be finalised in quarter 3.	✓
[milestone removed CJ231-11/23 refers]		
[milestone removed CJ231-11/23 refers]		
Q3 [additional milestone CJ231-11/23 refers] Finalise a strategy for investigations into opportunities for the development of the Joondalup City Centre.		
Progress scheduled actions from the endorsed strategy for the quarter.		
Present reports to Elected Members on the progress and status of the project as required.		
Q4 Progress scheduled actions from the endorsed strategy for the quarter.		
Present reports to Elected Members on the progress and status of the project as required.		

MILESTONE	COMMENT	STATUS
Burns Beach café development A café development on City-managed Crown land within the Burns Beach Coastal Node which will incorporate a two-storey food and beverage facility and be leased to commercial operators.		
Q1 Issue requests for additional information to successful respondents from the expression of interest process.	<ul style="list-style-type: none"> • Requests for additional information to successful respondents from the expression of interest process were not issued in the quarter due to delays caused by seeking advice from a specialty hospitality consultant and probity advisor. It was not expected that external advice would be required, however, it became necessary due to the number and complexity of submissions received. • Respondents to the expression of interest process were considered and shortlisted by Council at the September 2023 meeting. Stage 2 of the expression of interest process will be undertaken in quarter 2. 	✓
Q2 [amended milestone from previous quarter CJ231-11/23 refers] Progress stage 2 requests for additional information to successful respondents from the expression of interest process.	<ul style="list-style-type: none"> • Informed the respondents to the expression of interest process of the Council decision to undertake shortlisting. • Progressed preparation of the stage 2 requests for additional information to successful respondents. 	✓
[milestone removed CJ231-11/23 refers]		
Q3 Present a report to Elected Members on the progress and status of the project.		
Q4 Identify the preferred commercial operator and commence negotiations on tenure.		

MILESTONE	COMMENT	STATUS
Strategic Asset Management Framework review A review of the Strategic Asset Management Framework, including processes and practices, to provide improved management of City infrastructure assets.		
Q1 Liaise with external consultants to commence a review of the Strategic Asset Management Framework.	<ul style="list-style-type: none"> Released a Request for Quotation for an external consultant to commence a review of the Strategic Asset Management Framework. Evaluated the responses to the Request for Quotation and awarded a contract to the selected external consultant. Liaised with the selected external consultants to commence a review of the Strategic Asset Management Framework. 	✓
Q2 Liaise with external consultants to progress the review of the Strategic Asset Management Framework.	Continued to liaise with the external consultants to review the Strategic Asset Management Framework, including completion of an asset management maturity assessment and roles and responsibilities review.	✓
Q3 Liaise with external consultants to progress the review of the Strategic Asset Management Framework.		
Q4 Liaise with external consultants to progress the review of the Strategic Asset Management Framework.		
Ocean Reef Marina 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.		
Q1 Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement.	Continued to provide support to DevelopmentWA and other stakeholders in the quarter to ensure construction activities at Ocean Reef Marina progress in accordance with the Development Agreement.	✓
Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina.	Provided technical feedback and guidance to DevelopmentWA as required in the quarter.	✓
Explore development opportunities for land within the Marina that is owned or managed by the City.	Continued to explore development opportunities for land within the marina as part of negotiations with DevelopmentWA and in accordance with the Development Agreement.	✓
Present reports to Elected Members on the progress and status of the Marina as required.	Presented a report on the progress and status of the Marina to Elected Members at the August 2023 Council Meeting. This report outlined a proposal to amend the City of Joondalup district boundary to include the new areas of the Ocean Reef Marina development that sit outside the City's current regional boundary.	✓

MILESTONE	COMMENT	STATUS
Q2 Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement.	Continued to provide support to DevelopmentWA and other stakeholders in the quarter to ensure construction activities at Ocean Reef Marina progress in accordance with the Development Agreement.	✓
Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina.	Provided technical feedback and guidance to DevelopmentWA as required in the quarter.	✓
Explore development opportunities for land within the Marina that is owned or managed by the City.	Continued to explore development opportunities for land within the marina as part of negotiations with DevelopmentWA and in accordance with the Development Agreement.	✓
Present reports to Elected Members on the progress and status of the Marina as required.	No reports were required in the quarter.	✓
Q3 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.		
Q4 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.		

MILESTONE	COMMENT	STATUS
Ocean Reef Marina commercial site development business case A business case to evaluate options for developing commercial facilities owned by the City. The facilities will be located on the Club Facilities Lot, a piece of land transferred back to the City.		
Q1 Present the business case to Council seeking endorsement.	The Ocean Reef Marina commercial site development business case has been prepared and reviewed by the City and DevelopmentWA. It has been agreed between the City and DevelopmentWA to pause the project for now, pending the appointment of the Marina Town Centre Proponent, to ensure that the City's commercial development is in alignment with the Town Centre. It is expected that the proponent will be appointed in quarter 2, so the business case will be reviewed in quarter 3. It is projected that a business case will be presented to Council seeking endorsement in quarter 4.	✓
Q2		
Q3 [additional milestone CJ231-11/23 refers] Provide the business case to DevelopmentWA and Town Centre proponent for review.		
Q4 [milestone from quarter 1] Present the business case to Council seeking endorsement.		

MILESTONE	COMMENT	STATUS
Ocean Reef Sea Sports Club building redevelopment Assistance provided to DevelopmentWA in the procurement and construction of the Ocean Reef Sea Sports Club building as part of the Ocean Reef Marina development.		
Q1 Provide ongoing support and assistance through the procurement and construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.	Provided ongoing support and assistance through the procurement and construction process in the quarter, including participation in the tender assessment panel, chaired by DevelopmentWA, to procure a builder for the construction of the Ocean Reef Sea Sports Club and Marine Rescue Whitfords/Marina Manager facilities.	✓
Q2 Provide ongoing support and assistance through the procurement and construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.	Continued to provide ongoing support and assistance through participation in a value engineering exercise and cost planning review process, to identify opportunities for savings in the proposed building design for the Ocean Reef Sea Sports Club.	✓
Q3 Provide ongoing support and assistance through the procurement and construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.		
Q4 Provide ongoing support and assistance through the procurement and construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.		

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

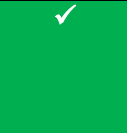

You welcome residents, and local and international visitors to the City.

Outcome 4-1 Prosperous and local

You feel supported to grow your business in the City.

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
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 Implement scheduled actions from the Expanding Horizons: An Economic Development Strategy for a Global City (2012) for the quarter.	Implemented scheduled actions from the Expanding Horizons: An Economic Development Strategy for a Global City (2012) as part of the International Economic Development Activity Plan, Digital City Plan, Destination City Plan, and Business Engagement Program (these are reported separately).	
Finalise development of the draft Economic Development Strategy 2024–2029.	Development of the draft Economic Development Strategy 2024–2029 was not finalised in the quarter due to a stakeholder consultation period running beyond the agreed timeframe because of stakeholder availability. Development of the draft strategy progressed and is expected to be finalised in quarter 2.	

MILESTONE	COMMENT	STATUS
Q2 [milestone from previous quarter] Finalise the development of the draft Economic Development Strategy 2024–2029.	Finalised the development of the draft Economic Development Strategy 2024–2029 in the quarter and the draft was presented to Elected Members on 4 December 2023 seeking feedback.	✓
Implement scheduled actions from the Expanding Horizons: An Economic Development Strategy for a Global City (2012) for the quarter.	Implemented scheduled actions from the Expanding Horizons: An Economic Development Strategy for a Global City (2012) as part of the International Economic Development Activity Plan, Digital City Plan, Destination City Plan, and Business Engagement Program (these are reported separately).	✓
Present the draft Economic Development Strategy 2024–2029 to Council seeking endorsement for community consultation.	Presentation of the draft Economic Development Strategy 2024–2029 to Council seeking endorsement for community consultation did not occur in the quarter due to increased engagement with Elected Members. The draft Economic Development Strategy 2024–2029 was presented to Elected Members at a Strategy Session in December 2023. The draft strategy will be presented to Council seeking endorsement for community consultation in quarter 3.	✓
Q3 Implement scheduled actions from the Expanding Horizons: An Economic Development Strategy for a Global City (2012) for the quarter.		
Undertake community consultation activities on the draft Economic Development Strategy 2024–2029.		
Q4 Present the draft Economic Development Strategy 2024–2029 to Council seeking endorsement.		
Commence implementation of the Economic Development Strategy 2024–2029.		

MILESTONE	COMMENT	STATUS
Business engagement 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.		
Q1 Deliver business engagement activities as opportunities arise.	Delivered the following business engagement activities in the quarter: <ul style="list-style-type: none"> • Attended the Joondalup Business Association Coffee Connection and conducted an introduction to Uptown for the Association members. • Commenced Plus Eight Pre-Accelerator program. • Liaised with local businesses on the development of an event series for promotion during the Joondalup Festival of Motoring. • Negotiated with Central Walk vacant property owners to secure participation in Lightup, a program for curated artistic displays in empty windows. 	✓
Deliver Buy Local activities as opportunities arise.	Delivered the following Buy Local activities in the quarter: <ul style="list-style-type: none"> • Secured collaboration with local businesses to participate in the sustainable fashion event Swapup, to be held at Central Walk. • Hosted StartUP Social at a local venue. • Engaged local businesses to support catering requirements for Indonesian Delegation and Joondalup Innovation Challenge pre-judging meeting. 	✓

MILESTONE	COMMENT	STATUS
Q2 Deliver business engagement activities as opportunities arise.	<p>Delivered the following business engagement activities in the quarter:</p> <ul style="list-style-type: none"> • Attended Joondalup Business Association events, including Coffee Connection at Joondalup Resort, where City initiatives were presented. • Attended Joondalup Business Association Annual General Meeting. • Facilitated a meeting with Hon Stephen Dawson MLC, Minister for Emergency Services; Innovation and the Digital Economy; Science; Medical Research at a local technology business. • Facilitated a meeting between City Chief Executive Officer and CORE Innovation Hub. • Attended a range of events to represent Joondalup and local businesses, including: <ul style="list-style-type: none"> · Committee for Economic Development of Australia — WA Health Outlook · Women in Technology Awards · Australia India Case Studies Launch · WA Innovator of the Year Awards · Cyber Security Cooperative Research Centre — Corporates Compromised · West Tech Fest • Introductions with new local business owners, who were invited to the Joondalup Visitor Economy Network, Uptown brief. • Engaged with The Aquarium of Western Australia (AQWA) on updating footage for promotional purposes. 	✓
Deliver Buy Local activities as opportunities arise.	<p>Delivered the following Buy Local activities in the quarter:</p> <ul style="list-style-type: none"> • Developed a detailed Joondalup Festival of Motoring business engagement program. • Developed Uptown branded local business engagement and social media content for various businesses. 	✓
Q3 Deliver business engagement activities as opportunities arise.		
Deliver Buy Local activities as opportunities arise.		
Q4 Deliver business engagement activities as opportunities arise.		
Deliver Buy Local activities as opportunities arise.		



MILESTONE	COMMENT	STATUS
Business forums Breakfast events the City hosts for the businesses community to promote local engagement activities, provide information on key economic issues, and promote networking opportunities.		
Q1 Undertake a review of business forums 1 and 2 from 2022/23.	Undertook a review of business forums 1 and 2 and held a debrief with relevant internal and external stakeholders. The review identified opportunities for process improvements in internal resource management and database management.	✓
Plan for the delivery of business forums 1 and 2 in 2023/24.	Commenced planning for delivery of Business Forum 1 including: <ul style="list-style-type: none"> • Finalised the date and theme of the event as 9 November 2023 and Destination Joondalup. • Received acceptance to the invitation from the keynote speaker, Deputy Premier; Treasurer; Minister for Transport; Tourism Hon Rita Saffioti.MLA. • Finalised artwork for advertising forum which was included in the September 2023 Business eNewsletter and Destination Perth September member update. 	✓
Q2 Deliver business forum 1.	Delivered the “Destination Joondalup” Business Forum on 9 November 2023 with keynote speaker, Deputy Premier; Treasurer; Minister for Transport; Tourism Hon Rita Saffioti, MLA. The forum was successful in showcasing local businesses, organisations and City of Joondalup programs and initiatives, including Uptown, Joondalup Festival of Motoring, and Joondalup Business Association. Outcomes included a lead article in Perth Now and positive feedback from attendees.	✓
Q3 Plan for the delivery of business forum 2.		
Q4 Deliver business forum 2.		


MILESTONE	COMMENT	STATUS
Business capacity and support		
Partnership events, initiatives and programs to deliver training opportunities to local businesses		
Q1 Facilitate business support activities, as opportunities arise.	Facilitated and supported the following business support activities in the quarter: <ul style="list-style-type: none"> • Economic Development & Advocacy business support card developed to engage business community communication with the City of Joondalup and the business support team. • Continued promotion of the Uptown Business Directory. 	✓
Participate in and deliver initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program.	Delivered the following actions as part of the Small Business Development Corporation Small Business Friendly Local Government Program in the quarter: <ul style="list-style-type: none"> • Developed the Business Approvals Roadmap for the City of Joondalup website. • Submitted the City's Small Business Friendly Local Government Program Annual Report to the Small Business Development Corporation. 	✓
Q2 Facilitate business support activities, as opportunities arise.	Facilitated the following business support activities in the quarter: <ul style="list-style-type: none"> • Finalised business support collateral for distribution to businesses in the City. • Completed rebranding of business programs and supports, to “Innovate Joondalup” and launched on website. 	✓
Participate in and deliver initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program.	Delivered the following initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program in the quarter: <ul style="list-style-type: none"> • Participated in the Small Business Friendly Approvals Outreach Program. • Participated in the Small Business Friendly Approvals Evaluation Webinar. 	✓
Q3 Facilitate business support activities, as opportunities arise.		
Participate in and deliver initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program.		
Q4 Facilitate business support activities, as opportunities arise.		
Participate in and deliver initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program.		

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

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
International Economic Development Activities Plan (Global City 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 Implement scheduled actions from the International Economic Development Activities Plan (2017) for the quarter.	Implemented the following scheduled actions from the International Economic Development Activities Plan (2017) in the quarter: <ul style="list-style-type: none"> • Attended the Economics and Industry Standing Committee Indonesia Inquiry Reception at Parliament House. • Hosted visitors to the City from the Indonesian delegation of over 60 delegates from National Ministry of Planning and Parliament of Indonesia. Discussions with the delegation are ongoing and include resource sharing and opportunities for collaboration. • City officers attended Global Entrepreneurship Congress 2023 in Melbourne. Discussions at the Congress included the exploring the opportunity for the City to join the Global Entrepreneurship Network. 	

MILESTONE	COMMENT	STATUS
Q2 Implement scheduled actions from the International Economic Development Activities Plan (2017) for the quarter.	Implemented the following scheduled actions from the International Economic Development Activities Plan (2017) in the quarter: <ul style="list-style-type: none"> • Attended the Foreign Arrangements Scheme Webinar by the Department of Foreign Affairs and Trade on 17 October 2023. • Attended Commissioners Week events, including the Perth US Asia Committee for Perth events. • Attended Consultation session for WA’s International Education Strategy • Attended WA Invest and Trade Export Awards which saw 2 Joondalup businesses winning awards. • Participated in delegation of Indian technology stakeholders to Edith Cowan University and the Australian Automation and Robotics Precinct. 	✓
Commence development of a draft Global City Plan 2024–2029.	Did not commence the development of the draft Global City Plan 2024–2029 in the quarter due to delays in the finalisation of the draft Economic Development Strategy. Development of the draft plan will commence in quarter 4 following the finalisation of the Economic Development Strategy 2024–2029 in quarter 3.	✓
Q3 Implement scheduled actions from the International Economic Development Activities Plan (2017) for the quarter. Progress development of a draft Global City Plan 2024–2029.		
Q4 Implement scheduled actions from the International Economic Development Activities Plan (2017) for the quarter. Commence implementation of the Global City Plan 2024–2029.		

MILESTONE	COMMENT	STATUS
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 Implement scheduled actions from the Joondalup: Digital City (2012) for the quarter.	Implemented the following scheduled actions from the Joondalup: Digital City (2012) in the quarter: <ul style="list-style-type: none"> • Developed a proposal to the National Transport Research Organisation to progress a Joondalup Smart Mobility Living Lab. • Sponsored and attended the WA Data Science and Innovation Hub Artificial Intelligence conference on 2–3 August 2023. • Participated in the formulation of the 10-Year Science and Technology Plan for the WA Department of Jobs, Science, Tourism and Innovation. • Delivered the 2023 Joondalup Innovation Challenge. 	✓
Q2 Implement scheduled actions from the Joondalup: Digital City (2012) for the quarter.	Implemented the following scheduled actions from the Joondalup: Digital City (2012) in the quarter: <ul style="list-style-type: none"> • Conducted negotiations with Cyberwest to update and renew the Memorandum of Understanding. • Progressed the proposal for a Joondalup Smart Mobility Living Lab. • Attended the National Transport Research Organisation, Australia Board dinner to engage with key stakeholders for the development of the Joondalup Smart Mobility Living Lab • Prepared a Request for Tender for an operator of a Joondalup Innovation Incubator • Participated in DevelopmentWA's Ocean Reef Marina Smart City tender evaluation. 	✓
Commence development of a draft Digital City Plan 2024–2029.	Development of the draft Digital City Plan 2024–2029 was not commenced in the quarter due to delays in the finalisation of the Economic Development Strategy. Development of the draft plan will commence in quarter 3 following the finalisation of the Economic Development Strategy 2024–2029 in quarter 3.	✓

MILESTONE	COMMENT	STATUS
Q3 Implement scheduled actions from the Joondalup: Digital City (2012) for the quarter. Progress development of a draft Digital City Plan 2024–2029.		
Q4 Present the draft Digital City Plan 2024–2029 to Elected Members seeking feedback. Commence implementation of the Digital City Plan 2024–2029.		
Joint Economic Development Initiative 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.		
Q1 Participate in and support activities arising from the Joint Economic Development Initiative.	Participated in and supported the following activities arising from Joint Economic Development Initiative in the quarter: <ul style="list-style-type: none"> • Progressed the outcomes from the previous Joint Economic Development Initiative roundtable, including performing actions from the Health Innovation Business Forum and developing the Joondalup Innovation Incubator. • Held the Joint Economic Development Initiative roundtable on 7 September 2023. Some of the key items discussed at this meeting included: <ul style="list-style-type: none"> · Joondalup Innovation Precinct · City Centre Development and Activation. 	✓
Q2 Participate in and support activities arising from the Joint Economic Development Initiative.	Participated in and supported the following activities arising from Joint Economic Development Initiative in the quarter: <ul style="list-style-type: none"> • Progressed the outcomes from the previous Joint Economic Development Initiative roundtable, including the development and presentation of milestones and advocacy regarding the Smart Mobility Living Lab and Joondalup Innovation Precinct. • Held the Joint Economic Development Initiative roundtable on 29 November 2023. Some of the key items discussed at this meeting included: <ul style="list-style-type: none"> · Presentation by the Chief Executive Officer of the National Transport Research Organisation, Australia on a Joondalup Smart Mobility Living Lab. · Presentation by the Chief Economist from the WA Chamber of Commerce and Industry on the state of the economy. · Feedback on the draft Economic Development Strategy 2024–2029. · Update on the Joondalup Innovation Precinct. 	✓
Q3 Participate in and support activities arising from the Joint Economic Development Initiative.		

MILESTONE	COMMENT	STATUS
Q4 Participate in and support activities arising from the Joint Economic Development Initiative.		
Regional collaboration and business clusters Collaboration opportunities with State Government agencies and neighbouring local governments, and the development of business clusters in industries, such as education, medical, global trade and investment, the visitor economy and digital and cyber for the incubation and activation of commercial precincts.		
Q1 Identify and implement regional collaboration activities as opportunities arise.	Identified and implemented the following regional collaboration activities in the quarter: <ul style="list-style-type: none"> • Held a meeting with Geoparks Australia and the City of Wanneroo to discuss opportunities for a United Nations Educational, Scientific and Cultural Organisation Global Geopark in the region. • Engaged with the City of Wanneroo to support Cyber Week Small Business Briefing to be delivered in quarter 2. • Formalised the Destination Perth Sunset Coast membership with City of Wanneroo and City of Stirling. • Held a meeting with City of Wanneroo and City of Stirling regarding the development and implementation of the Small Business Friendly Approvals program. • Completed a submission to Tourism WA regarding input into the draft Destination Perth Tourism Destination Management Plan 2023–2033 and corresponding Regional Tourism Development Strategies. 	✓
Participate in and support activities arising from industry cluster groups.	Participated in and supported the following activities arising from industry cluster groups in the quarter: <ul style="list-style-type: none"> • Reviewed the Uptown strategy implementation phase 2, which will be presented at the next Joondalup Visitor Economy Network meeting. • Held meeting with WA Life Sciences Innovation Hub and University of Western Australia Perth Bioscience, to inform the agenda for the next Joondalup Medical Precinct Taskforce meeting, including external guests from Ingham Institute of Applied Medical Research. • Commenced discussions regarding the formation of a robotics cluster group with Edith Cowan University, North Metropolitan TAFE, and the Australian Automation and Robotics Precinct. 	✓

MILESTONE	COMMENT	STATUS
<p>Q2 Identify and implement regional collaboration activities as opportunities arise.</p> <hr/> <p>Participate in and support activities arising from industry cluster groups.</p>	<p>Identified and implemented the following regional collaboration activities in the quarter:</p> <ul style="list-style-type: none"> • Attended the Local Government Professionals “Commtelligence” conference. • Commenced negotiation phase of a Memorandum of Understanding with the Australian Automation and Robotics Precinct operators. • Progressed the Geoparks initiative with City of Wanneroo and Geoparks Australia regarding community engagement and next steps forward. • Attended the City of Stirling Net Zero Transport Symposium. • Ongoing collaboration and meeting with City of Wanneroo team to discuss regional collaboration. <hr/> <p>Participated in and supported the following activities arising from industry cluster groups in the quarter:</p> <ul style="list-style-type: none"> • Presentation to the Joondalup Economic Development Initiative on the Joondalup Visitor Economy Network cluster group meeting outcomes. 	<p>✓</p> <hr/> <p>✓</p>
<p>Q3 Identify and implement regional collaboration activities as opportunities arise.</p> <hr/> <p>Participate in and support activities arising from industry cluster groups.</p>		
<p>Q4 Identify and implement regional collaboration activities as opportunities arise.</p> <hr/> <p>Participate in and support activities arising from industry cluster groups.</p>		



MILESTONE	COMMENT	STATUS
Investment Attraction Guidelines Guidelines that provide a structured approach to attracting investment into Joondalup, with the objective of fostering job creation and sustainable economic development by encouraging private and public investment.		
Q1 Commence development of draft Investment Attraction Guidelines.	Development of the draft Investment Attraction Guidelines did not commence in the quarter due to competing internal priorities. Preliminary investigations were undertaken, including benchmarking, general research, and research into existing Federal, State and local government investment attraction and prospectus documents. Development will commence in quarter 2.	✓
Q2 [milestone from previous quarter] Commence development of the draft Investment Attraction Guidelines.	Development of the draft Investment Attraction Guidelines commenced with research into best practice, and benchmarking with existing Federal, State and local government investment attraction and prospectus documents.	✓
Progress development of the draft Investment Attraction Guidelines.	Progressed the development of the draft Investment Attraction Guidelines with scoping of potential contents and drafting approach. However, this project is behind schedule, due to competing priorities.	✓
Q3 Progress development of the draft Investment Attraction Guidelines.		
Q4 Present the draft Investment Attraction Guidelines to Elected Members seeking feedback.		

MILESTONE	COMMENT	STATUS
Joondalup Innovation Precinct The development of a Joondalup Innovation Precinct for new and emerging technology and industries to support urban robotics, a digital innovation centre and the education and health precincts.		
Q1 Identify stakeholders for the development of a Joondalup Innovation Precinct.	Identified stakeholders for the development of Joondalup Innovation Precinct which included the Foundation Members of the Joondalup Innovation Precinct: City of Joondalup, Edith Cowan University, Ramsay Health, North Metropolitan TAFE, the WA Department of Water and Environmental Regulation, the WA Police Academy, CyberWest and the Joondalup Business Association.	✓
Q2 Collaborate with stakeholders in the development of a Joondalup Innovation Precinct.	The following collaborative activities were undertaken to support the development of a Joondalup Innovation Precinct: <ul style="list-style-type: none"> • Met with Main Roads WA to discuss Smart Mobility Living Lab • Presented to the National Transport Research Organisation Board. • Presented to the Department of Jobs, Tourism, Science and Innovation. • Developed the promotional pack for the Joondalup Innovation Precinct. • Develop scope for an operator of a Joondalup Innovation Incubator. 	✓
Q3 Progress the development of a Joondalup Innovation Precinct.		
Q4 Progress the development of a Joondalup Innovation Precinct.		

Outcome 4-3 Appealing and welcoming

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

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
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 Destination Joondalup 2021–2027 for the quarter.	Implemented the following scheduled actions from Destination Joondalup 2021–2027 in the quarter: <ul style="list-style-type: none"> • Launched Uptown Women, providing opportunities for education, networking and encouraging ambassadors for the Uptown brand. • Engaged Joondalup Business Association and linked local businesses with social media platform to increase visibility of the Uptown brand. • Co-hosted Destination Perth's Member Mingle with Joondalup Resort to showcase Destination Joondalup. • Met with new businesses and encouraged them to join Joondalup Visitor Economy Network • Met with local businesses regarding the trial for Mullaloo Markets and introduced the Uptown brand. • Progressed sponsorship of Humanoid Robot at North Metropolitan TAFE. 	✓

MILESTONE	COMMENT	STATUS
Q2 Implement scheduled actions from the Destination Joondalup 2021–2027 for the quarter.	Implemented the following scheduled actions from Destination Joondalup 2021–2027 in the quarter: <ul style="list-style-type: none"> • Held Joondalup Visitor Economy Network cluster group meeting • Finalised the contract to support destination themed Robot with North Metropolitan TAFE. • Commenced Uptown Directory, including trail development. • Held Uptown Women Event. • Facilitated photo shoot for Destination Perth. • Facilitated Sunset Coast marketing and promotion. • Engaged Icon Tourism for review of Destination Joondalup. 	✓
Q3 Implement scheduled actions from the Destination Joondalup 2021–2027 for the quarter.		
Q4 Implement scheduled actions from the Destination Joondalup 2021–2027 for the quarter.		
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.	Worked with external stakeholders and event promoters to attract, support and deliver the following significant events and activities to the City in the quarter: <ul style="list-style-type: none"> • Executed the contract for Joondalup Festival of Motoring. • Launched the Joondalup Festival of Motoring event, including advertising 2023 dates, and releasing/publicising the event to the media and mainstream market. • Opened competition entries and continued planning for the 2023 Joondalup Festival of Motoring. • National Basketball League One (NBL1) National Basketball Finals were held at Arena Joondalup. 	✓
Q2 Work with external stakeholders and event promoters to attract and support significant events and activities to the City.	The City continued to work with stakeholders and the event promoter to support and deliver the 2023 Joondalup Festival of Motoring; however, the event was postponed due to the Mariginiup bushfire and forecast of extreme weather conditions.	✓
Q3 Work with external stakeholders and event promoters to attract and support significant events and activities to the City.		

MILESTONE	COMMENT	STATUS
Q4 Work with external stakeholders and event promoters to attract and support significant events and activities to the City.		
Place Activation City and community-led activities and projects that support the activation of spaces and places that are important to the wellbeing of the community and economy		
Q1 Implement scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter.	Implemented the following scheduled actions from the Joondalup City Centre Place Activation Plan 2022 in the quarter: <ul style="list-style-type: none"> • Presented the City Centre Activation report to Elected Members at the August 2023 Strategy Session. • Conducted a site-visit to Wellard, in the City of Kwinana, for research on a placemaking project. • Appointed place activation support and Joondalup City Centre place activation project delivery contracts. • Established the internal Joondalup City Centre Steering Group. • Sponsored the Edith Cowan University Enactus Sustainability Festival held on Saturday 26 and Sunday 27 August 2023 at Lakeside Shopping City. • Facilitated the Joondalup Town Team formally naming to “Heartbeat Joondalup”. • Participated in sample placemaking training to be rolled out for City staff. • Cross-promotion of the Town Team Heartbeat Joondalup social media launch, @heartbeatjoondalup, and inaugural community event in Central Walk on 16 September 2023, attracting 80 patrons. • Provided support to Town Team Movement and Heartbeat Joondalup in the development of Central Walk placemaking projects. • Provided support to Edith Cowan University industry and community project group to develop City Centre campaign including art in Central Walk and social media advice. 	✓

MILESTONE	COMMENT	STATUS
Q2 Implement scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter.	<p>Implemented the following scheduled actions from the Joondalup City Centre Place Activation Plan 2022 in the quarter:</p> <ul style="list-style-type: none"> • Collaborated with Edith Cowan University on the Uptown Joondalup Brighten Up creative project. • Supported the Town Team Movement and community group Heartbeat Joondalup to complete the Central Walk placemaking project, including festoon lighting, mural and garden. • Sponsored and supported the WA placemaking conference Town Team Movement Convergence on 27–28 October 2023, which attracted 430 registrations across two days, included 29 presenters, 2 City presentations, and business engagement and partnerships. • Hosted a VIP City Centre place activation “Walk Around” on 27 October 2023 with 27 attendees. • Delivered the City Centre Wings arts installation outside Joondalup Library and competition. • Sponsored the ‘Swap-Up’ event on 28 October 2023 in Central Walk, with 150 attendees. 55% of respondents indicated they would like the Uptown Joondalup page on Facebook or Instagram. • Developed and delivered the City Centre “Eats and Drinks” map as part of City Centre business engagement and promotion for the postponed 2023 Joondalup Festival of Motoring. • Launched the “Illuminated” art exhibition (coinciding with the Central Walk Block Party) as part of the Uptown Joondalup destination creative Edith Cowan University collaboration — Brighten Up. 	✓
Q3 Implement scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter.		
Q4 Implement scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter.		

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.

Outcome 5-1 Capable and effective

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

Non-capital projects and activities

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Elected Member attraction		
A biennial program to attract quality candidates and increase candidate numbers for upcoming local government elections.		
Q1 Implement the Election Communication Plan for the 2023 local government ordinary elections.	Implemented the following actions from the Election Communication Plan in the quarter: <ul style="list-style-type: none"> • Advertised the close of voter enrolments on 9 August 2023. • Advertised call for nominations on 23 August 2023. • Commenced communications encouraging electors to vote in the week beginning 11 September 2023. 	
Q2		
Q3		
Q4		

MILESTONE	COMMENT	STATUS
Local government elections		
Coordinate local government elections in accordance with the <i>Local Government Act 1995</i> .		
Q1 Finalise non-resident Owners and Occupiers Roll for local government ordinary elections.	<ul style="list-style-type: none"> Finalised the non-resident Owners and Occupiers Roll and submitted it to the Western Australian Electoral Commission on 11 July 2023. 	✓
Liaise with the Western Australian Electoral Commission on election preparations.	<ul style="list-style-type: none"> Liaised with and continued ongoing communications with the Western Australian Electoral Commission regarding election preparations, which are proceeding according to the agreed plan. 	✓
Q2 Undertake election timetable requirements for the 2023 local government ordinary elections.	<p>The majority of election timetable requirements for the 2023 local government ordinary elections were completed in quarter 1. However, the following actions were completed in quarter 2:</p> <ul style="list-style-type: none"> Declared and published election results on 6 November 2023 Completed Elections Report (Deputy Mayor Election) to the Minister for Local Government on 30 October 2023. Collected and returned the Election papers to the Western Australian Electoral Commission on 31 October 2023. Processed candidate refunds on 10 November 2023. 	✓
Conduct election night count.	Conducted election night count on Saturday 21 October 2023.	✓
Conduct Swearing-in Ceremony.	Held Swearing-in Ceremony on Wednesday 25 October 2023.	✓
Hold Special Council Meeting to elect Deputy Mayor and various Council, committee and working group appointments.	Held Special Council meeting on Wednesday 25 October 2023 to elect Deputy Mayor and various Council, committee and working group appointments.	✓
Q3		
Q4		

MILESTONE	COMMENT	STATUS
Local government reform		
A program of major legislative, regulatory and policy changes to the Western Australian <i>Local Government Act 1995</i> and associated regulations.		
Q1 Implement actions resulting from the State local government reform process, as required.	Implemented the following actions from the State local government reform process in the quarter: <ul style="list-style-type: none"> • Installed cameras in the Council Chamber to facilitate live video streaming and recording of Council meetings. • Provided an online register for corporate sponsorship on the City's website. 	✓
Q2 Implement actions resulting from the State local government reform process, as required.	Implemented the following actions from the State local government reform process in the quarter: <ul style="list-style-type: none"> • Conducted the election for Deputy Mayor and Presiding and Deputy Presiding Members of Committees, using optional preferential voting. 	✓
Q3 Implement actions resulting from the State local government reform process, as required.		
Q4 Implement actions resulting from the State local government reform process, as required.		
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.		
Q1 Review and update Elected Member Welcome Pack and Induction Manual.	Completed the review of the Elected Member Welcome Pack and Induction Manual.	✓
Q2 Deliver induction program for Elected Members.	Delivered the following induction sessions for Elected Members in the quarter: <ul style="list-style-type: none"> • Induction Session 1 — Organisational Overview and Governance Framework, 26 October 2023. • Induction Session 2 — Roles and Legal Responsibility of Elected Members, 1 November 2023. • Induction Session 3 — Integrated Planning and Reporting; and Financial Management and Budgets, 2 November 2023. • Induction Session 4 — Land Use Planning, 16 November 2023. • Induction Session 5 — Team Building Workshop, 21 November 2023. • Joint Elected Member Induction Program — held at the City of Wanneroo, 18 November 2023. • Directorate Briefings — 24 November 2023. 	✓
Q3		
Q4		

MILESTONE	COMMENT	STATUS
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.		
Q1		
Q2 Undertake preparations for the Elected Member strategic development session.	Undertook preparations for the Elected Member strategic development session including: <ul style="list-style-type: none"> • Prepared and advertised a Request for Quotation to engage a facilitator. • Evaluated responses to the Request for Quotation, and identified and advised the preferred candidate. • Met with the selected facilitator to discuss the purpose and agenda of the session. • Conducted planning and administrative activities. 	✓
Q3 Deliver the Elected Member strategic development session.		
Q4		
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.	<ul style="list-style-type: none"> • The following training opportunities were attended by Elected Members in the quarter: • Cr Jones — Australasian Coasts & Ports Conference, 15–18 August 2023. • Cr Raftis — Australian Institute of Management Senior Executive Forum Conference, 30 August 2023 • Mayor Jacob, Cr Fishwick and Cr Jones — Western Australian Local Government Association Convention 2023, 17–19 September 2023. 	✓
Present annual data on Elected Member training and development activities to Council.	Presented a report with the annual data on Elected Member training and development activities to Council on 25 July 2023.	✓
Q2 Identify and promote training opportunities to Elected Members.	The following training opportunities were attended by Elected Members in the quarter: <ul style="list-style-type: none"> • Cr Hill — The Role of Mayors and Presidents, 7 December 2023. 	✓
Q3 Identify and promote training opportunities to Elected Members.		
Q4 Identify and promote training opportunities to Elected Members.		

MILESTONE	COMMENT	STATUS
Elected Member Entitlements Policy review		
Review training and development provisions in the Elected Members' Entitlements Council Policy in accordance with section 5.128(5) of the <i>Local Government Act 1995</i> , following each local government election.		
Q1		
Q2 Undertake a review of the training and development provisions in the Elected Members' Entitlements Council Policy.	Undertook a review of the training and development provisions in the Elected Members' Entitlements Policy in the quarter. A report was presented to the Policy Committee on 20 November 2023.	✓
Present the outcomes of the review of the Elected Members' Entitlements Council Policy to Council.	Report not presented to Council in the quarter, as the Policy Committee decision was to refer the Elected Members' Entitlements Council Policy back to the Chief Executive Officer for additional consideration of 5 items. The outcomes will be presented to Council following the re-consideration of the review.	✓
Q3		
Q4		
Governance Framework review		
A biennial review of the Governance Framework to ensure continued good governance and appropriate decision-making processes across the organisation.		
Q1		
Q2		
Q3 Undertake a review of the Governance Framework.		
Present the outcomes of the review of the Governance Framework to Council.		
Q4		

MILESTONE	COMMENT	STATUS
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.		
Q1 Undertake a review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates.	A review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates was not completed in the quarter due to delays in the State Government delivering on their commitments. The review will be completed following the 2023 Local Government Elections.	✓
Present the outcomes of the review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates to Council	The outcomes of the review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates was not presented to Council in the quarter. The outcomes will be presented following the 2023 Local Government Elections.	✓
Q2 [milestone from previous quarter] Undertake a review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates.	A review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates was not completed in the quarter due to delays in the State Government delivering on their commitments. The review will be completed following the resolution of external delays	✓
[milestone from previous quarter] Present the outcomes of the review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates to Council	The outcomes of the review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates was not presented to Council in the quarter as the State Government review was delayed. The outcomes will be presented to Council following completion of the review as part of the local government reforms.	✓
Q3		
Q4		
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 of the Delegated Authority Manual to Council.		

MILESTONE	COMMENT	STATUS
Policy development and review		
Policies of Council to provide guidance and direction in furthering the City's strategic goals and/or fulfilling statutory requirements.		
Q1 Develop new policies and review existing policies as directed by Council.	<p>Reviewed and/or provided advice to the Policy Committee on the following policies in the quarter:</p> <ul style="list-style-type: none"> • Freeman of the City of Joondalup Council Policy • Groundwater Use Council Policy • Public Art Council Policy • Recovery of Costs Awarded to the City Council Policy • Revised Fraud, Corruption and Misconduct Council Policy • Specified Area Rating Council Policy • Streetlight Shading Council Policy • Sustainability Council Policy • Vandalism to Vegetation on City Land Council Policy. <p>Policies were endorsed by the Policy Committee/Council in the quarter:</p> <ul style="list-style-type: none"> • Commercial, Mixed Use and Service Commercial Zone Local Planning Policy • Light Industry Zone Local Planning Policy • Payments to Employee in Addition to a Contract or Award Council Policy • Honorary Freeman of the City of Joondalup Council Policy • Recovery of Costs Awarded to the City Council Policy • Rates Hardship Council Policy • Community Funding Program Council Policy. <p>Policies were revoked by the Policy Committee/Council the quarter:</p> <ul style="list-style-type: none"> • Cash-in-Lieu of Car Parking Local Planning Policy • Dedicated Car Parking for Seniors and Parents with Prams Council Policy. 	✓



MILESTONE	COMMENT	STATUS
Q2 Develop new policies and review existing policies as directed by Council.	<p>Reviewed and/or provided advice to the Policy Committee on the following policies in the quarter:</p> <ul style="list-style-type: none"> • Community Funding Program Council Policy • Public Art Council Policy • Specified Area Rating Council Policy • Streetlight Shading Council Policy • Sustainability Council Policy • Vandalism to Vegetation on City Land Council Policy • Venue Hire Fees and Charges Council Policy. <p>Policies were endorsed by the Policy Committee/Council in the quarter:</p> <ul style="list-style-type: none"> • Fraud, Corruption and Misconduct Control Council Policy • Medium-density Single House Development Standards Local Planning Policy • Sustainability Council Policy • Streetlight Shading Council Policy • Vandalism to Vegetation on City Land Council Policy. 	✓
Q3 Develop new policies and review existing policies as directed by Council.		
Q4 Develop new policies and review existing policies as directed by Council.		


MILESTONE	COMMENT	STATUS
Core system replacement project (Project Axiom) A core information technology solution for the City which would include a customer relationship management system, online customer portal, finance, and asset management system.		
Q1 Progress development of stage 1 of the customer relationship management system and finance system (Project Value Streams 1A and 1B).	Progressed the development of stage 1 of the customer relationship management system and finance system. This project is progressing in accordance with approved project plan and schedule.	✓
Q2 Complete development of stage 1 of the customer relationship management system (Project Value Stream 1A).	Achieved technical completion of stage 1 development for the customer relationship management system. (Project Value Stream 1A). The system is being prepared for training and community consultation activities prior to a public launch in quarter 3. This project is progressing in accordance with approved project plan and schedule.	✓
Progress development of stage 1 of the finance system (Project Value Stream 1B).	Progressed the development of stage 1 of the finance system. (Project Value Stream 1B). This project is progressing in accordance with approved project plan and schedule.	✓
Q3 Commence development of stage 2 of the customer relationship management system (Project Value Stream 2).		
Progress development of stage 1 of the finance system (Project Value Stream 1B).		
Q4 Progress development of stage 2 of the customer relationship management system (Project Value Stream 2). Progress development of stage 1 of the finance system (Project Value Stream 1B).		

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

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
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		
Q2	Review the Strategic Position Statements and present the outcomes of the review and recommendations to Elected Members seeking feedback.	
Q3	Present the outcomes of the review and recommendations to Council seeking endorsement.	
Q4		

MILESTONE	COMMENT	STATUS
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 Undertake advocacy activities in line with the advocacy priorities.	Undertook the following advocacy activities in line with advocacy priorities in the quarter: <ul style="list-style-type: none"> • Met with Senator James Paterson, Shadow Minister for Home Affairs and Cyber Security regarding cyber security in Joondalup • Met with Caitlin Collins MLA, the WA Department of Transport, the Minister for Local Government, and the City of Stirling regarding the Hillarys Master Plan. • Met with the Chamber of Commerce and Industry WA regarding partnership renewal and a strategic collaboration. • Sponsored and supported Joondalup Business Association Awards Night. • Met with Emily Hamilton MLA, Member for Joondalup, to provide an update on economic development activities. • Collaborated with the Committee for Economic Development of Australia on the education innovation event series, “Partnerships”. • Led the formation and inaugural meeting of the Joondalup Innovation Precinct Foundation Members. • Met with the City of Canning to discuss advocacy. • Wrote to Minister Dawson regarding State Government support for a proposed Joondalup Health and Medical Hub; and to Darren Goldie, the national cyber security coordinator, regarding cyber security in Joondalup. 	✓
Review and update advocacy priorities, as opportunities arise.	No updates to advocacy priorities were required in the quarter.	✓

MILESTONE	COMMENT	STATUS
Q2 Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise.	Undertook the following advocacy activities in line with advocacy priorities in the quarter: <ul style="list-style-type: none"> • Sponsored the Committee for Economic Development of Australia Education Series event. Speakers included North Metropolitan TAFE, Edith Cowan University and Ocean Reef Senior High School stakeholders. • Hosted table of stakeholders at the Committee for Economic Development of Australia Education Series event. • Met with Hon Stephen Dawson MLC, Minister for Emergency Services; Innovation and the Digital Economy; Science; Medical Research at a local technology business to discuss Joondalup Innovation Precinct • Conducted a City Centre walk-around with key stakeholders. • Hosted a table of key stakeholders at the Power Panel Event, by the Committee for Perth. • Held a series of meetings as part of the Canberra Advocacy Trip to discuss Advocacy Priorities and key projects including: Joondalup Health Precinct, Joondalup Innovation Precinct, and Placemaking. • Attended a Roundtable with Hon Paul Fletcher MP, Shadow Minister for the Digital Economy, Government Services, Science and the Arts. • Hosted a table of stakeholders at the Business News Politics and Business Breakfast. • The Mayor and Chief Executive Officer hosted an MLA Roundtable meeting involving all MLAs in the City of Joondalup. • Met with City of Stirling regarding e-rideables. • Met with Emily Hamilton MLA to provide her an Economic Development and Advocacy update. 	✓
Review and update advocacy priorities, as opportunities arise.	Finalised the Advocacy Priority documents and provided them to Elected Members for noting through a Strategy Session.	✓
Q3 Undertake advocacy activities in line with the advocacy priorities.		
Review and update advocacy priorities, as opportunities arise.		
Q4 Undertake advocacy activities in line with the advocacy priorities.		
Review and update advocacy priorities, as opportunities arise.		



MILESTONE	COMMENT	STATUS
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.	Prepared the following submission to State and Federal Governments in the quarter: <ul style="list-style-type: none"> • Department of Planning, Lands and Heritage — Draft State Planning Policy 3.7 Bushfire and Associated Guidelines • Department of Planning, Lands and Heritage — Draft Operational Policy 2.3 Planning for Public Open Space • Department of Planning, Lands and Heritage — Draft Electric Vehicle Charging Infrastructure Position Statement • Tourism WA — Destination Perth Tourism Destination Management Plan 2023–2033 and Perth Metropolitan Regional Tourism Development Strategy 2023–2033. • Tourism WA — Destination Perth Tourism Destination Management Plan and Correlating Regional Tourism Development Strategies. 	✓
Q2 Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.	Prepared the following submissions to State and Federal Governments in the quarter: <ul style="list-style-type: none"> • Department of Local Government, Sport and Cultural Industries — <i>WA Dog Amendment (Stop Puppy Farming) Act 2021</i> • Western Australian Local Government Association — Road Assets and Expenditure Report 2022/23 • Department of Planning, Lands and Heritage — State Planning Policies and Planning Codes, Amendments to the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> • Department of Planning, Lands and Heritage — Significant Development Assessment Unit and Development Assessment Panel Reform • Department of Mines, Industry Regulation and Safety (Consumer Protection) — Short-Term Rental Accommodation Bill and Registration Scheme. 	✓
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.		

MILESTONE	COMMENT	STATUS
Corporate Sponsorship Program		
Management of the City's Corporate Sponsorship Program to support community participation in events and programs.		
Q1 Manage sponsorship requests and seek approval as required.	Managed sponsorship requests and approved sponsorship of Relay for Life 2023 and Joondalup Christmas Lunch 2023. The budget for the Corporate Sponsorship Program is now exhausted and the fund current is closed. A report will be presented to Council in quarter 2 requesting an increase to this budget line as we have received many more for sponsorship have been expressed.	✓
Seek sponsorship for events from external stakeholders as opportunities arise.	Sought sponsorship for events from external stakeholders for the following opportunities in the quarter: <ul style="list-style-type: none"> • Secured St Stephen's School as a major partner/sponsor of the 2023 Little Feet Festival to be held in quarter 2. • Secured Edith Cowan University and Joondalup Health Campus as premier partners/sponsors of the 2024 Valentine's concert. 	✓
Q2 Manage sponsorship requests and seek approval as required.	A report was presented to Council at the 28 November 2023 Council meeting requesting an increase to the corporate sponsorship budget of \$100,000 as the budget had been exhausted due to the large demand for sponsorship. This was endorsed and applications re-opened on the 29 November 2023. Initial applications received and approved by the Chief Executive Officer in December 2023 include: <ul style="list-style-type: none"> • Lions Club of Duncraig: Australia Day Breakfast • Masters Swimming WA: Mullaloo Mile • Team XTR: Triathlon Series 2023–2024 • Telethon Community Cinemas. 	✓
Seek sponsorship for events from external stakeholders as opportunities arise.	In seeking sponsorship for events from external stakeholders in the quarter, the City secured media partners, venue partners, and accommodation partners for the 2024 Joondalup Festival.	✓
Q3 Manage sponsorship requests and seek approval as required.		
Seek sponsorship for events from external stakeholders as opportunities arise.		
Q4 Manage sponsorship requests and seek approval as required.		
Seek sponsorship for events from external stakeholders as opportunities arise.		

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

STATUS KEY	
Milestone complete	
Milestone behind schedule	
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
Community consultation		
Activities to seek feedback from the community to inform decision-making in accordance with the City's Community Consultation Policy.		
Q1 Undertake scheduled community consultation activities for the quarter.	Undertook scheduled community consultation activities for the following projects in the quarter: <ul style="list-style-type: none"> • Proposed toilet and change room refurbishment at Prince Regent Park • Business Forum 2023 Attendee Feedback • STEM Program for Young People Attendee Feedback • Communities in-focus: Understanding Homelessness in Our Community Attendee Feedback • Seniors Expo 2023: Attendee Feedback and Stallholders Feedback • Sponsorship Workshop Attendee Feedback • For Our Elders 2023 NAIDOC Art Exhibition Attendee Feedback • 2023 NAIDOC Celebrations Attendee Feedback • Invitation Art Prize Feedback for Future Programming • Chichester Park, Woodvale — Proposed Upgrade to Recreational Facilities • Strategic Community Reference Group 2022-2023 Member Feedback • Youth Forum 2023 Attendee Feedback 	✓

MILESTONE	COMMENT	STATUS
Q2 Undertake scheduled community consultation activities for the quarter.	Undertook scheduled community consultation activities for the following projects in the quarter: <ul style="list-style-type: none"> • Annual report on the 2022/23 Development Application and Building Application feedback • Annual report on the 2022/23 Facility Hire feedback • Paid Parking Survey • Swap Up Sustainability Clothes Swap Attendee Feedback • External Website Design and Navigation • Invitation Art Prize 2023 Attendee Feedback • Little Feet Festival Attendee feedback • November Business Forum Attendee feedback • Music in the Park 2023 Concert Attendee feedback • Communities in-focus November Workshop Attendee Feedback • Draft Coastal Hazard Risk Management and Adaption Plan • Election Candidate Feedback • Parking Local Law 2023 and Pest Plant Amendment Local Law 2023 	✓
Q3 Undertake scheduled community consultation activities for the quarter.		
Q4 Undertake scheduled community consultation activities for the quarter.		

MILESTONE	COMMENT	STATUS
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.	Conducted the 31 July 2023 meeting of the Strategic Community Reference Group on the development of a new City of Joondalup Public Art Masterplan and Strategy.	✓
Review the Terms of Reference for the next term of the Strategic Community Reference Group	Reviewed the Terms of Reference for the next term of the Strategic Community Reference Group (2024–2025). The revised Terms of Reference will be presented to Council in quarter 2.	✓
Q2 Present a report to Elected Members at the October Council Meeting noting the feedback from Strategic Community Reference Group members and seeking support for any changes to the group's structure/functioning.	<ul style="list-style-type: none"> Presented the report to establish the 2024–2025 Strategic Community Reference Group, including the revised Terms of Reference at the 28 November 2023 Council meeting where the group was re-established, and the revised Terms of Reference were endorsed. A Feedback Outcomes Report has been prepared; however, it was considered more appropriate to provide the report to Council with the Annual Work Plan at the 27 February 2024 Council meeting, as the feedback form was based on the group's meeting content, not the structure and functioning. 	✓
Commence process for appointing the new Strategic Community Reference Group members.	The process for appointing the new Strategic Community Reference Group members commenced in the quarter. The nomination period for Community and Youth Representatives to the 2024–2025 Strategic Community Reference Group ran from 30 November 2023 to 14 December 2023.	✓
Present the expressions of interest for membership to the Strategic Community Reference Group to Council seeking endorsement.	Expressions of interest for membership to the 2024–2025 Strategic Community Reference Group were not presented to Council seeking endorsement as the close-off date for expressions of interest was later than expected on 14 December 2023. The nominations for Community and Youth Representatives have been collated and will be presented to Council for selection at the 27 February 2024 Council meeting.	✓
Present the draft work plan for 2024 to Council seeking endorsement.	Did not present the draft work plan for 2024 to Council seeking endorsement in the quarter, as the close-off date for expressions of interest was later than expected on 14 December 2023. The draft work plan is in development and will be presented to Council at the 27 February 2024 meeting.	✓

MILESTONE	COMMENT	STATUS
Q3 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 Liaise with an external consultant to deliver the customer satisfaction survey.	Appointed and liaised with the external consultant to deliver the biennial Customer Satisfaction Survey. Data collection was conducted in the quarter.	✓
Q2 Present the results of the customer satisfaction survey to Elected Members.	Presented the results of the 2022/2023 Customer Satisfaction Survey to Elected Members on Tuesday 7 November 2023.	✓
Publish the results of the customer satisfaction survey on the City's website.	The results of the 2022/2023 Customer Satisfaction Survey and media release were published to the City's website on Wednesday 13 December 2023. A 1-page infographic is also being prepared and will be published on the City's website in the next quarter.	✓
Q3		
Q4		
E-petitions system		
A new electronic system that will enable the submissions of e-petitions to the Council.		
Q1 Progress the development of an e-petitions platform on the City's website.	Progressed the development of an e-petitions platform for the City's website in the quarter, as part of Project Axiom.	✓
Q2 Progress the development of an e-petitions platform on the City's website.	Development of an e-petitions platform for the City's website progressed in the quarter. A prototype has been built and testing is underway. Full development of the e-petitions system is scheduled for quarter 3.	✓
Q3 Finalise the development of and launch the e-petitions platform on the City's website.		
Q4		

MILESTONE	COMMENT	STATUS
City publications		
Seasonal and monthly publications to promote the City’s successes, services and events to the community.		
Q1 Develop and distribute City publications to the community on matters of interest, as required.	Developed and distributed a variety of publications for the community this quarter, including City News Budget Edition in July 2023, and the Libraries Spring Events Booklet. The City also created campaigns to promote City events and services, including Invitation Art Prize 2023, Little Feet Festival, Joondalup GREAT Waste Challenge and the Local Government Elections campaign.	✓
Q2 Develop and distribute City publications to the community on matters of interest, as required.	City News Summer Edition was printed in December 2023 and distributed to 42,600 households and City facilities. The City also created campaigns and collateral to promote City services including the Youth Summer Holiday Program, Holiday Activities and KidzClub at Craigie Leisure Centre, rebranded collateral for Craigie Leisure Centre, along with fortnightly editions of Joondalup Voice and monthly What’s On. Design commenced on the Joondalup Festival creative, and the Valentines Concert collateral was created and launched in December 2023.	✓
Q3 Develop and distribute City publications to the community on matters of interest, as required.		
Q4 Develop and distribute City publications to the community on matters of interest, as required.		

MILESTONE	COMMENT	STATUS
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 Develop and distribute eNewsletters to subscribers.	Developed and distributed the eNewsletters in the quarter with the following development activities undertaken: <ul style="list-style-type: none"> • Upgraded 10 eNewsletter templates with the aim of increasing subscriber engagement. • Launched the eNewsletter Growth Strategy on 14 August 2023. The campaign focuses on increasing subscribers across all database segments to ensure the City communicates effectively and strategically. • Set up an unsubscribe survey on Campaign Monitor. The data will be used to inform and improve the City of Joondalup email marketing strategy for target audiences. 	✓
Develop social media content and manage the City’s social media accounts.	<ul style="list-style-type: none"> • Developed social media content plans for internal teams. • The following social media content was delivered in the quarter: <ul style="list-style-type: none"> · Looking Back, Mullaloo 1984 — 112,000 reach, 277 comments, 96 shares, 853 reactions. · Looking Back, Whitfords Ave — 78,527 reach, 127 comments, 55 shares, 519 reactions. · Looking Back, Bini Shell — 35,201 reach, 137 comments, 181 reactions. · Looking Back, Lakeside — 23,277 reach, 246 reactions, 36 comments. · Looking Back, Courthouse — 22,955 reach, 83 reactions. · Looking Back, Ocean Reef Senior High School — 19,921 reach, 153 reactions, 40 comments, 15 shares. · Citizen of the Year nominations — 23,740 reach. · Haiti training — 15,928 reach, 70 reactions. · Spring skip bin — 14,355 reach, 29 reactions. · Artful August — 13,352 reach, 83 reactions. · Bin truck fire — 11,686 reach. · City wins award — 10,508 reach, 159 reactions. 	✓

MILESTONE	COMMENT	STATUS
Q2 Develop and distribute eNewsletters to subscribers.	31 eNewsletters were sent to a total of 100,259 eNewsletter subscribers (unique subscribers 59,785).	✓
Develop social media content and manage the City's social media accounts.	<ul style="list-style-type: none"> • Developed social media content plans for internal teams. • The following social media content was delivered in the quarter: <ul style="list-style-type: none"> · Little Feet 2023 (4) — 234,096 reach, 91 comments, 35 shares. · Elections 2023: Speak Up Phase — 109,425 reach, 0 comments, 1 share. · Invitation Art Prize 2023 (2) — 136,626 reach, 4 comments, 6 shares. · Music in the Park 2023 (5) — 284,243 reach, 28 comments, 45 shares. · Youth School Awards — 83,229 reach, 1 comment, 2 shares. · Dementia without loneliness — 42,478 reach, 3 comments, 5 shares. · Step into Volunteering: October 2023 — 14,907 reach, 4 comments, 2 shares. · GREAT Waste Challenge: Gift (2) — 110,553 reach, 0 comments, 6 shares. · SWAP UP: Sustainable Style and Clothes Swap — 13,743 reach, 0 comments, 4 shares. · Community Inclusion Day: Beachside — 39,083 reach, 0 comments, 1 share. · Sunday Serenades 2023 (3) — 51,396 reach, 2 comments, 2 shares. · Green Waste (10) — 52,072 reach, 1 comment, 3 shares. · Citizen of the Year Awards 2023 — 56,558 reach, 0 comments, 0 shares. · Content Edge Youth Services — 5,571 reach, 0 comments, 4 shares. · City of Joondalup eNewsletter (3) — 55,301 reach, 12 comments, 1 share. · Step into Volunteering November 2023 — 66,771 reach, 1 comment, 2 shares. · City Centre Wings 2023 Uptown Phase 1 — 99,571 reach, 0 comments, 0 shares. · End of Year Sundowner — 9,123 reach, 0 comments, 0 shares. · International Day of People with a Disability 2023 — 72,464 reach, 0 comments, 0 shares. · Joondalup Festival of Motoring 2023: road closures — 5,439 reach, 3 comments, 1 share. · Joondalup Festival of Motoring 2023: postponed — 15,720 reach, 1 comment, 0 shares. · Destination Joondalup — 14,743 reach, 0 comments, 0 shares. · Strategic Community Reference Group 2024–2025: call for nominations — 84,104 reach, 0 comments, 2 shares. · Valentine's Concert 2024 (8) — 628,366 reach, 80 comments, 41 shares. 	✓

MILESTONE	COMMENT	STATUS
	<ul style="list-style-type: none"> · Sustainable Christmas — 84,104 reach, 0 comments, 2 shares. · Beach Access 2024 — 37,647 reach, 3 comments, 4 shares. · ARETHA: A Love Letter to the Queen of Soul (5) — 352,403 reach, 29 comments, 12 shares. · International Volunteers Day 2023 — 26,034 reach, 0 comments, 0 shares 	
Q3 Develop and distribute eNewsletters to subscribers. Develop social media content and manage the City's social media accounts.		
Q4 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 Commence redevelopment of the City's website.	Commenced redevelopment of the City's website in the quarter, including: <ul style="list-style-type: none"> • Held discovery meetings with external consultants. • Assisted internal stakeholders to refine the navigation and content. • Refined and finalised the new sitemap. • Finalised content buttons and filters for all coding development areas. • Developed Web Editor/Champion Process Map. • Commenced planning for external community consultation and user testing. 	✓
Q2 Engage external consultant to review and test the new website.	An external consultant to review and test the new website was not engaged in the quarter due to difficulties sourcing an appropriate external consultant. It is expected that an external consultant will be engaged in quarter 3.	✓
Q3 Finalise testing and undertake community working group feedback.		
Q4 Launch the new website.		

MILESTONE	COMMENT	STATUS
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 Continue centralisation of business processes and workflows.	<ul style="list-style-type: none"> Continued centralisation of business processes and workflows in the quarter, including: Launched Auto-Attendant function in August 2023 and integrated call flows for several services. 	✓
Undertake research and analysis for procuring an Omni-Channel system.	Undertook research and commenced initial discussions for procuring an Omni-Channel system in consultation with internal stakeholders in the quarter.	✓
Q2 Continue centralisation of business processes and workflows.	Continued centralisation of business processes and workflows in the quarter, including: <ul style="list-style-type: none"> Deployed phase 2 of the Auto-Attendant messaging in December 2023 to further drive call flows to the City's main phone number as first point of contact. 	✓
Develop project plan for development of an Omni-Channel system.	Continued research for procuring an Omni-Channel system in consultation with internal stakeholders in the quarter.	✓
Commence development of contact centre quality assurance framework.	Commenced development of quality assurance objectives, metrics, standards and criteria of the contact centre quality assurance framework.	✓
Q3 Continue centralisation of business processes and workflows.		
Progress development of contact centre quality assurance framework.		
Q4 Continue centralisation of business processes and workflows. Continue development of contact centre quality assurance framework.		

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

STATUS KEY	
Milestone complete	■
Milestone behind schedule	■
On budget	✓
Over budget	▲
Under budget	▼

MILESTONE	COMMENT	STATUS
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 Present the 10-Year Strategic Financial Plan 2023 to the Major Projects and Finance Committee.	Presented the 10-Year Strategic Financial Plan 2023 to the Major Projects and Finance Committee meeting on 4 August 2023.	✓
Present the 10-Year Strategic Financial Plan 2023 to Elected Members.	The 10-Year Strategic Financial Plan 2023 was not presented to Council in the quarter due to the caretaker provisions under the City's Elections Caretaker Council Policy. The plan is expected to be presented to Council in quarter 2.	✓
Q2 [milestone from previous quarter] Present the 10-Year Strategic Financial Plan 2023 to Elected Members.	Presented the 10-Year Strategic Financial Plan 2023 to Council at the November 2023 Council meeting, where it was noted.	✓
Review timings and key assumptions of major projects in preparation for the development of the draft 10-Year Strategic Financial Plan 2024.	Conducted a review of major project timings and assumptions October–November 2023. The review will inform the 2023/24 mid-year review of the Strategic Financial Plan, the 2024/25 budget and the development of the 2024 10-Year Strategic Financial Plan.	✓
Review guiding principles and present to Major Projects Finance Committee.	Reviewed the Financial Sustainability Guiding Principles 2024 in the quarter. Findings were presented to the Major Projects Finance Committee at the November 2024 meeting. The Committee noted the updated principles which will be used to provide direction to the 2024 budget process.	✓

MILESTONE	COMMENT	STATUS
Q3 Present major project timings/assumptions to Elected Members to inform budget discussions. Develop the draft 10-Year Strategic Financial Plan 2024.		
Q4 Review the draft 10-Year Strategic Financial Plan 2024 as part of the annual budget process.		
5-Year Corporate Business Plan		
The 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 Present the draft Corporate Business Plan 2024–2028 to Elected Members seeking feedback.		
Q4 Present the draft Corporate Business Plan 2024–2028 to Elected Members 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 Progress preparation of the draft Annual Report 2022/23.	Progressed preparation of the draft Annual Report 2022/23 including finalisation of data and draft content. The report will progress to proof-reading and branding in quarter 2.	✓
Q2 Present the draft Annual Report 2022/23 to Council seeking endorsement.	The draft Annual Report 2022/23 was not presented to Council in the quarter as the external Auditor General's report was not finalised due to resourcing constraints. The Annual Report will be presented at a Special Council meeting in quarter 3.	✓
Present the Annual Report 2022/23 to the Annual General Meeting of Electors.	The Annual General Meeting of Electors did not occur in the quarter. The Annual Report will be presented to the Annual General Meeting of Electors following Council's endorsement of the Annual Report at a Special Council meeting in quarter 3.	✓
Q3		
Q4		

MILESTONE	COMMENT	STATUS
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 according to <i>Regulation 14 of the Local Government (Audit) Regulations 1996</i> .		
Q1		
Q2		
Q3 Prepare the Compliance Audit Return for 2023. Present the Compliance Audit Return for 2023 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 Complete the Integrity and Conduct Annual Collection Survey for the City. Present the Integrity and Conduct Annual Collection Survey to the Public Sector Commission.	Completed and collated responses for the Integrity and Conduct Annual Collection Survey in the quarter.	✓
	Presented the Integrity and Conduct Annual Collection Survey to the Public Sector Commission on 26 July 2023.	✓
Q2		
Q3		
Q4		

MILESTONE	COMMENT	STATUS
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 Submit annual data to the Local Government Performance Excellence Program for the City.	Submitted the City's annual data to the Local Government Performance Excellence Program in the quarter.	✓
Q2 Submit annual financial data to the Local Government Performance Excellence Program for the City.	Submitted annual financial data to the Local Government Performance Excellence Program in the quarter.	✓
Q3 Review the benchmarking data made available by Local Government Professionals Australia for analysis and review insights to inform continuous improvement.		
Q4 Present City data from the Local Government Performance Excellence Program to Elected Members		

MILESTONE	COMMENT	STATUS
Audit and Risk Committee 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.		
Q1 Present audit and risk-related information to the Audit and Risk Committee for review, as scheduled for the quarter.	<ul style="list-style-type: none"> • Presented the following reports related to audit and risk information to the Audit and Risk Committee meeting on 21 August 2023 for review: • Chief Executive Officers 3-yearly review — risk management, internal control and legislative compliance • 3-Year Internal Audit Plan • Internal audit outcomes • Revised Fraud, Corruption and Misconduct Control Council Policy • Integrity and conduct annual collection 	✓
Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter.	<ul style="list-style-type: none"> • Presented the following reports related to financial information to the Audit and Risk Committee meeting on 21 August 2023 for review: • Chief Executive Officers three yearly review — financial management systems and procedures. • Half yearly report: write-off of monies (1 January–30 June 2023) • Fringe benefits and fringe benefits taxes incurred for last 3 financial years • Cumulative contractor expenditure (in monthly list of payments report) • Half yearly contract extension report • Chief Executive Officer’s credit card expenditure (April–June 2023) • Corporate credit card statements 	✓
Present other information to the Audit and Risk Committee as requested.	<ul style="list-style-type: none"> • Presented the following other reports to the Audit and Risk Committee meeting on 21 August 2023 for review: • Draft Benefits Realisation Framework • Elected Member dinner report for quarter 4 (April–June 2023). 	✓

MILESTONE	COMMENT	STATUS
Q2 Present audit and risk-related information to the Audit and Risk Committee for review as scheduled for the quarter.	Presented the following reports related to audit and risk information to the Audit and Risk Committee meeting on 13 November 2023 for review: <ul style="list-style-type: none"> • Appointment of external member to the Audit and Risk Committee • Revised risk management framework • Strategic risk register • Annual corporate compliance calendar • Chief Executive Officer — monitoring of annual leave and long service leave accruals 	✓
Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter.	Presented the following reports related to audit and risk information to the Audit and Risk Committee meeting on 13 November 2023 for review: <ul style="list-style-type: none"> • Corporate credit card statements • Chief Executive Officer’s credit card expenditure (July–September 2023). 	✓
Present other information to the Audit and Risk Committee as requested.	Presented the following reports related to audit and risk information to the Audit and Risk Committee meeting on 13 November 2023 for review: <ul style="list-style-type: none"> • Elected Member dinner report for quarter 1 (July–September 2023). 	✓
Q3 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.		
Q4 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.		

MILESTONE	COMMENT	STATUS
<p>[additional project/activity CJ231-11/23 refers] Organisation review/administration efficiency assessment A review of the internal structures and efficiency of operations within the City's administration by an independent professional body.</p>		
Q1		
<p>Q2 [additional milestone CJ231-11/23 refers] Appoint an external consultant to develop a Request for Tender document to undertake the organisational review/administrative efficiency assessment.</p>	<p>An external consultant to develop a Request for Tender document to undertake the organisational review/administrative efficiency assessment was not appointed in the quarter. A Request for Quotation was publicly advertised in the quarter and an assessment of the submissions received was conducted. A report will be presented to the Council in quarter 3 to consider appointment of a suitable consultant.</p>	✓
<p>[additional milestone CJ231-11/23 refers] Commence drafting of a Request for Tender document to present to Elected Members.</p>	<p>Drafting of a Request for Tender will commence following the appointment of an external consultant.</p>	✓
<p>Q3 [additional milestone CJ231-11/23 refers] Undertake a workshop with Elected Members to develop the Request for Tender document to undertake the organisational review/administrative efficiency assessment.</p>		
<p>[additional milestone CJ231-11/23 refers] Present the Request for Tender document to Council for endorsement.</p>		
<p>Q4 [additional milestone CJ231-11/23 refers] Appoint an external consultant to undertake the organisational review/administrative efficiency assessment.</p>		
<p>[additional milestone CJ231-11/23 refers] Commence the organisational review/administrative efficiency assessment.</p>		