City of Joondalup

MINUTES AMENDED
CJ198-08/26

minutes

Ordinary Meeting of Council

MEETING HELD ON **TUESDAY 28 JUNE 2022**

Acknowledgement of Traditional Custodians
The City of Joondalup acknowledges the traditional custodians of the land, the Whadjuk people of the Noongar nation, and recognises the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. The City of Joondalup pays its respects to their Elders past and present and extends that respect to all Aboriginal and Torres Strait Islander peoples.

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CITY OF JOONDALUP

COUNCIL MEETING HELD IN THE COUNCIL CHAMBER, JOONDALUP CIVIC CENTRE, BOAS AVENUE, JOONDALUP ON TUESDAY 28 JUNE 2022.

DECLARATION OF OPENING

The Mayor declared the meeting open at 7.00pm.

ANNOUNCEMENT OF VISITORS

Mayor:

HON. ALBERT JACOB, JP	*absent from 11.37pm to 11.40pm*

Councillors:

CR TOM MCLEAN, JP	North Ward	*via electronic means*
CR ADRIAN HILL	North Ward	*absent from 9.50pm to 9.53pm*
CR NIGE JONES	North Central Ward	*absent from 10.23pm to 10.26pm*
CR DANIEL KINGSTON	North Central Ward	*absent from 11.20pm to 11.22pm*
CR RUSSELL POLIWKA	Central Ward	*absent from 8.20pm to 8.22pm* *absent from 9.52pm to 9.54pm* *absent from 11.52pm to 11.55pm*
CR CHRISTOPHER MAY	Central Ward	*absent from 7.36pm to 7.39pm*
CR SUZANNE THOMPSON	South Ward	*absent from 11.22pm to 11.24pm*
CR RUSS FISHWICK, JP	South Ward	*absent from 9.50pm to 9.52pm*
CR JOHN RAFTIS	South-West Ward	*absent from 11.22pm to 11.25pm*
CR CHRISTINE HAMILTON-PRIME, JP	South-West Ward	*absent from 10.54pm to 11.19pm*
CR JOHN LOGAN	South-East Ward	*absent from 9.14pm to 9.19pm*
CR JOHN CHESTER	South-East Ward	*absent from 9.50pm to 9.53pm*

Officers:

MR JAMES PEARSON	Chief Executive Officer	
MR JAMIE PARRY	Director Governance and Strategy	
MR NICO CLAASSEN	Director Infrastructure Services	*absent from 11.01pm to 11.03pm*
MR MAT HUMFREY	Director Corporate Services	
MR MIKE SMITH	Manager Leisure and Cultural Services	*to 9.52pm*
MR SHANE FRASER	Manager Community Development and Library Services	*absent from 10.15pm to 10.17pm*
MR DAVID MURNAIN	Manager Information Technology	
MRS REBECCA MACCARIO	Manager Strategic and Organisational Development	*to 8.22pm*
MRS KYLIE BERGMANN	Manager Governance	
MR ALAN ELLINGHAM	Senior Financial Analyst	*to 9.52pm*
MS COLLEEN THOMPSON	Senior Project Officer	*to 8.23pm*
MR DANIEL DAVINI	Media Advisor	
MRS VIVIENNE STAMPALIJA	Governance Coordinator	*absent from 8.43pm to 8.46pm*
MRS DEBORAH GOUGES	Governance Officer	
MRS WENDY COWLEY	Governance Officer	*absent from 9.05pm to 9.11pm*
MS EMILY POTTS	Acting Governance Officer	*to 7.28pm*

There were 108 members of the public and no members of the press in attendance.

DECLARATIONS OF FINANCIAL INTEREST / PROXIMITY INTEREST / INTEREST THAT MAY AFFECT IMPARTIALITY

Disclosures of Financial Interest / Proximity Interest

A declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration. An employee is required to disclose their financial interest and if required to do so by the Council must disclose the extent of the interest. Employees are required to disclose their financial interests where they are required to present verbal or written reports to the Council. Employees are able to continue to provide advice to the Council in the decision-making process if they have disclosed their interest.

Name / Position	**Mr James Pearson, Chief Executive Officer.**
Item No. / Subject	CJ105-06/22 - Invest and Trade WA Mission to India - July 2022.
Nature of Interest	Financial Interest.
Extent of Interest	It is proposed that Mr Pearson, as the Chief Executive Officer, participate in the mission, funded by the City of Joondalup.

Name / Position	**Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ105-06/22 - Invest and Trade WA Mission to India - July 2022.
Nature of Interest	Financial Interest.
Extent of Interest	Deputy Mayor Hamilton-Prime has indicated an interest to attend the delegation.

Disclosures of Interest affecting Impartiality

Elected Members (in accordance with clause 22 of Schedule 1 of the *Local Government [Model Code of Conduct] Regulations 2021*) and employees (in accordance with the Code of Conduct) are required to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making process. The Elected Member / employee is also encouraged to disclose the nature of their interest.

Name / Position	**Cr John Logan.**
Item No. / Subject	CJ084-06/22 - Regional Homelessness Plan 2022-23 to 2025-26.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Cr Logan is a member of St Vincent de Paul, a charity which has an interest in supporting action for the homeless.

Name / Position	**Mr Nico Claassen, Director Infrastructure Services.**
Item No. / Subject	CJ084-06/22 - Regional Homelessness Plan 2022-23 to 2025-26.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Mr Claassen was a volunteer with Street Chaplains WA.

Name / Position	**Mr Nico Claassen, Director Infrastructure Services.**
Item No. / Subject	CJ094-06/22 - List of Payments made during the month of April 2022.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Mr Claassen's daughter is employed by the firm providing legal advice to the City on the beach enclosure.

Name / Position	**Mayor Hon. Albert Jacob, JP.**
Item No. / Subject	CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Mayor Jacob is a Vice Patron of the Sorrento Surf Life Saving Club and Sorrento Surf Life Saving Club WA and is also a member of Mullaloo Surf Life Saving Club.

Name / Position	**Deputy Mayor, Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	The Deputy Mayor and her husband are both members and Vice Patrons of the Sorrento Surf Life Saving Club.

Name / Position	**Cr Russ Fishwick, JP.**
Item No. / Subject	CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Cr Fishwick is Vice Patron of the Sorrento Surf Life Saving Club and Senior Assessor for Surf Life Saving WA.

Name / Position	**Cr Russell Poliwka.**
Item No. / Subject	CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Cr Poliwka is a Patron of the Sorrento Surf Life Saving.

Name / Position	**Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ097-06/22 - Confidential - Tender 003/22 - Enterprise Business Platform Implementation.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Deputy Mayor Hamilton-Prime had a meeting with Microsoft in Sydney including the Managing Director.

Name / Position	**Cr John Chester.**
Item No. / Subject	CJ100-06/22 – Tender 017/22 Bushfire Mitigation – Firebreaks and Fuel Reduction
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	The owners and directors of the Natural Areas Holdings Pty Ltd are known to Cr Chester.

Name / Position	**Deputy Mayor, Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ102-06/22 - Laneways in Sorrento and Marmion.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	The petitioners and impacted residents are known to the Deputy Mayor Hamilton-Prime.

PUBLIC QUESTION TIME

The following summarised questions were submitted prior to the Council meeting:

M Harrison, Mullaloo:

Re: City's Coastal Hazard Risk Management and Adaptation Planning (CHRMAP).

Q1 Can the City please provide a complete and clear tabulation for all CHRMAPs ordered for supply from MP Rogers and Associates (MRA) between 01 January 2010 and 27 June 2022 detailing for each CHRMAP:

i) the date the City placed the order on MRA
ii) its full title
iii) the date of issue by MRA to the City
iv) the date of receipt from MRA by the City
v) its revision code/number
vi) the date period that the City made the document available for public consultation
vii) its status (for example; final revision, /work in progress/ other)?

A1 The City engaged MP Rogers and Associates to develop CHRMAPs in accordance with the City's Purchasing Policy and Protocols.

It would take the City considerable resources to be able to provide the information requested. In accordance with S5.95(1)(b) of the *Local Government Act 1995* a person's right to inspect information does not extend to the inspection of information that in the CEO's opinion would divert a substantial and unreasonable portion of the local government's resources away from other functions.

The CEO has determined that the information requested will not be provided under S5.95(1)(b) of the *Local Government Act 1995.* Mr Harrison may apply for the information under the City's Freedom of Information provisions. Fees and charges may apply in processing the application.

Re: Coastal Erosion.

Q2 In its Assessment Report 6 (AR6) reporting cycle, the Intergovernmental Panel on Climate Change (IPCC) has released three important reports: WG1 on 09 August 21, WGII on 28 February 22 and WG111 on 04 April 22. Separately for WGI, WGII and WG III, can the City please confirm whether or not the City considers that any of the IPCC findings increase the likelihood of coastal erosion on the City coastline?

A2 The City considers IPCC assessment reports along with other relevant legislation and policy in the development of approaches for coastal adaptation. The City's CHRMAP is also informed by a Coastal Hazard Assessment conducted in 2016 to identify areas that may become vulnerable to erosion over the next 100 years and an annual Coastal Monitoring Program to monitor changes to the shoreline and assist the City in managing their coastal assets. The IPCC's Sixth Assessment Report will also be used to inform the development of the City's Climate Change Plan.

Re: CHRMAP Pinnaroo Point 2016.

Q3 Since its date of issue to the City by MRA in 2016, the City chose not to make available CHRMAP – Pinnaroo 2016 to our Elected Council and to ratepayers, for this action, can the City please fully detail the reason(s) this occurred?

A3 The Pinnaroo Point CHRMAP was prepared in 2016 for the purpose of the City's request to the Department of Planning, Lands and Heritage for a Crown Land lease. At that time Council was informed that the CHRMAP had been prepared however the document itself was not provided to Council, nor was it requested by Council.

In relation to the planning application at the site, the CHRMAP was included as part of the application and referred to the Department of Planning, Lands and Heritage for assessment and determination by the Western Australian Planning Commission. The documentation was not included as part of the information released for public consultation as it was not considered to impact the public, noting that the area to be developed had already been established through creation of the lease area.

Q4 Since its date of issue to the City by MRA in 2016, the City chose not to make available CHRMAP – Pinnaroo 2016 to our Elected Council and to ratepayers, for this action can the City please fully detail the authority and the law(s) that permitted the City to do this?

A4 The Pinnaroo Point CHRMAP was prepared for the purpose of the City's request to the Department of Planning, Lands and Heritage for a Crown Land lease. Council was informed via project reports that the CHRMAP had been prepared however the document itself was not provided to Council, nor was it requested by Council. The City is not aware of any particular authority or laws which required the City to make the CHRMAP available to Elected Members and ratepayers at that time.

In relation to the planning application at the site, the site is located on land reserved under the Metropolitan Region Scheme (MRS). As such the MRS sets out the process for the application and assessment of development proposals, including consultation. Under the MRS there are no prescribed consultation requirements or detail regarding what information is required to be made available during public consultation.

Re: CJ093-06/22 - Adoption of the 10-year Strategic Community Plan and 5-Year Corporate Business Plan.

Q5 One, large hand-written paper poster separately detailing the unique intellectual ideas of each table of attendees was completed at each of the Community Engagement Sessions. Once completed, each table's large, hand-written paper poster was simultaneously viewed and scored by all other attending residents at the same meeting before being gathered and taken away by City staff.

Can the City please provide a working URL to each of these original, hand-written, large paper posters so that both our Elected Members and ratepayers may verify that this most important, original, volunteered contribution is being appropriately valued and included in any final 10-Year Strategic Community Plan ahead of its final adoption?

A5 The raw outputs from all of the workshops held as part of the initial community consultation process — Shaping your local community were summarised by the independent facilitator and included in the *Strategic Community Plan Community Consultation Outcomes Report.* This report includes details of all of the activities held during the workshops as well as the graphic recordings that were developed during the sessions.

The Outcomes Reports was published in November 2021 and is available on the City's website at Closed consultations – City of Joondalup.

S Apps, Woodvale:

Re: Yellagonga Regional Park Advertising Campaign.

Q1 The City is currently running an advertisement campaign encouraging people to visit the City of Joondalup and stroll thru Yellagonga Regional Park, what is the business case for such an advertising campaign?

A1 The City budgets for regional advertising, which includes radio, as part of its annual budgeting process.

The objectives of the regional advertising campaign are:

- To promote the City's tourist attractions to a regional audience and position the City of Joondalup as a destination of choice; and
- To encourage visitors from outside the City of Joondalup to visit the region and in turn, support the local visitor economy.

The success of these campaigns is measured through post campaign reports which are provided by the media channel at the conclusion of the campaign. This campaign was run from April and is due to conclude at the end of June with the aim to increase visitation during the cooler months.

Q2 Why is the City of Joondalup undertaking this media campaign?

A2 Over the past two years, many City of Joondalup businesses have felt the economic effects of Covid-19 with reduced regional, domestic and international visitors coming to the region (approximately 1/3 third drop in visitors since 2019). On top of this, winter is also a difficult time for visitation to the region given the City's popular coastal tourist attractions.

The City aims to support local businesses and boost the visitor economy by undertaking regional advertising to encourage visitors to come and explore the region. Radio advertising exposes the City of Joondalup region to a significantly larger audience than many other forms of advertising and is one stream of an integrated marketing campaign.

Q3 What is the total cost/outlay for this advertising campaign, how is it being funded?

A3 The Yellagonga Regional Park radio adverts cost $270 each and are funded by the approved *2021-22 Annual Budget*. The advertising related to Yellagonga Regional Park is part of this wider campaign and is difficult to specifically quantify until the campaign is completed and the City receives the post campaign report.

Q4 Where in the Council's Strategic Community Plan, does this activity fit?

A4 The City's Strategic Community Plan: Joondalup 2022 outlines the desire for Joondalup to become a "Destination City" where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents. A vital aspect of this is to attract visitors from outside the region.

Destination Joondalup also outlines the goal to attract more visitors to the Joondalup region and grow the visitor economy.

Q5 Were the Councillor's briefed on this activity and advised on the expenditure?

A5 Due to the number of marketing campaigns run by the City, and their operational nature, Elected Members are not briefed on the specific details of each campaign. The Council approves the City's budget during the annual budgeting process and Elected Members are aware of our marketing activity through this process.

M Sideris, Mullaloo:

Re: Lot 501 Pinnaroo Point.

Q1 Can the City please provide a complete and detailed annualised and tabulated listing that confirms the City's stated Net Present Value (NPV), and the City's calculations based on standard discounting cash flow (DCF) methods including all costs to date and projected income and expenditure for the proposed Café Tavern Function centre at Lot 501 Pinnaroo Point?

A1

		Total	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
1 Crown lease	*$000s*	-$767	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
2 Rental income	*$000s*	$3,874	$0	$0	$42	$44	$45	$46	$48	$50	$51	$53	$55	$57	$59	$61	$63
3 Rates	*$000s*	$2,755	$0	$0	$38	$39	$40	$41	$42	$43	$44	$45	$46	$47	$48	$50	$51
Cashflows	*$000s*		$0	$0	$81	$83	$85	$87	$90	$92	$95	$98	$101	$104	$107	$111	$114
Discount Factor	*Rate*	18.55	1.00	0.95	0.91	0.86	0.82	0.78	0.75	0.71	0.68	0.64	0.61	0.58	0.56	0.53	0.51
Discounted cashflow	*$000s*	$1,951	$0	$0	$73	$71	$70	$68	$67	$66	$64	$63	$62	$61	$60	$59	$58

		2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51	2051-52
Crown lease	*$000s*	$0	$0	-$18	-$18	-$19	-$19	-$20	-$21	-$22	-$22	-$23	-$24	-$25	-$26	-$26	-$27
Rental income	*$000s*	$65	$68	$70	$73	$75	$78	$80	$83	$86	$89	$92	$95	$99	$102	$106	$110
Rates	*$000s*	$52	$53	$55	$56	$58	$59	$60	$62	$63	$65	$67	$68	$70	$72	$74	$75
Cashflows	*$000s*	$118	$121	$107	$111	$114	$117	$121	$124	$128	$132	$136	$140	$144	$149	$153	$158
Discount Factor	*Rate*	0.48	0.46	0.44	0.42	0.40	0.38	0.36	0.34	0.33	0.31	0.30	0.28	0.27	0.26	0.24	0.23
Discounted cashflow	*$000s*	$57	$55	$47	$46	$45	$44	$43	$43	$42	$41	$40	$39	$39	$38	$37	$36

		2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65
Crown lease	*$000s*	-$28	-$29	-$30	-$31	-$33	-$34	-$35	-$36	-$37	-$39	-$40	-$41	-$43
Rental income	*$000s*	$113	$117	$121	$126	$130	$135	$139	$144	$149	$155	$160	$166	$171
Rates	*$000s*	$77	$79	$81	$83	$85	$88	$90	$92	$94	$97	$99	$102	$104
Cashflows	*$000s*	$162	$167	$172	$178	$183	$189	$194	$200	$206	$213	$219	$226	$233
Discount Factor	*Rate*	0.22	0.21	0.20	0.19	0.18	0.17	0.16	0.16	0.15	0.14	0.14	0.13	0.12
Discounted cashflow	*$000s*	$36	$35	$34	$34	$33	$33	$32	$31	$31	$30	$30	$29	$29

These calculations exclude sunk costs consisting of legal and consultant fees, administration costs and the cost of services to the lease area.

Q2 Can the City please advise why the current infrastructure, and proposed commercial Lot 501 café kiosk development at Pinnaroo Point, are NOT identified in the latest "City of Joondalup Coastal Infrastructure Adaptation Plan 2018 – 2026"?

A2 The City's *Coastal Infrastructure Adaptation Plan 2018 – 2026* does include reference to the current infrastructure at Pinnaroo Point (Pages 14 and 15 refer). It does not include Lot 501 as the Crown Lease, as Lot 501 did not commence until 2020 and the site remains undeveloped.

Q3 Can the City please explain why the Coastal Hazard Assessment Map for Pinnaroo Point as shown in the "City of Joondalup Coastal Infrastructure Adaptation Plan 2018 – 2026" were NOT utilised or referred to, when the current Lot 501 site was being considered and referred to the Department of Planning, Lands and Heritage (DPLH), the WA Planning Commission (WAPC), and Statutory Planning Committee (SPC)?

A3 The decision to approve the development was based on the information provided with the development application, which included the Pinnaroo Point CHRMAP.

Re: CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.

Q4 Can you please advise why the MP Rogers and Associates - Sorrento Coastal Hazard Risk Management and Adaptation Planning R1601 December 2021 Report for Sorrento, contained within the 360 page Attachment, and NOT subject to public review and comment, in accordance with WAPC Policy, PRIOR to being included in the Report CJ096-06/22 – Sorrento Surf Life Saving Club Redevelopment?

A4 The WAPC policy relates to the overall City-wide Coastal Hazard Risk Management and Adaption Planning, not a site-specific plan such as this project.

Q5 The Attachment to Report CJ096-06/22 states the Business Case was prepared by the Sorrento Surf Club.

Can the City advise where the independent assessment report on the stated Business Case is, in order to ensure Council and the ratepayers the stated Business Case assumptions and variables are accurate and complete?

A5 Attachment 7 to the report is a "Club Concurrence", this is a separate report to the business case. The "Club Concurrence" is not a business case but is a report which gives the Club the opportunity to evaluate the options and impacts for the Club.

Attachment 10 to the report is the Business Case prepared in-house by the City. There is no independent assessment of this business case.

In 2018, there was also a "Business Case" prepared by the Club themselves, this was critiqued by the City and used as part of the April 2021 Council report.

R Murphy, Marmion:

Re: CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.

Q1 Did the City assess the impact on existing retail and food outlets including restaurants at Hillarys Marina and in the vicinity of Sorrento and Hillarys when considering including commercial retail and dining facilities in the Sorrento Surf Life Saving Club redevelopment options?

A1 The City engaged the services of Pracsys who undertook a detailed retail needs assessment that advises that an approximate 400 m^2 commercial space is viable within the site (Attachment 5 to the report refers). The existing retail and food outlets including restaurants at Hillarys Marina, Sorrento and Hillarys were included in the analysis by Pracsys – section 4 of the report evaluates the Primary and Secondary Catchment Supply, whilst Section 10 lists the floorspace data used for the report. In addition, the risks section of the report (section 8.2) makes specific comments about Hillarys Boat Harbour.

Q2 How can Council make a decision on such a large and expensive development at Sorrento Beach when traffic and parking impacts have not been fully assessed as stated in the City's Report?

A2 The City engaged the services of Cardno who undertook an analysis of the traffic and parking impacts on the proposal to redevelop the surf club (Attachment 6 to the report refers). Each design option caters for a redesigned carpark, that provides additional bays and provides access and egress to West Coast Drive.

If the project proceeds the design of the carpark will be further explored in more detail. The Council Report (page 76 refers) summarises the outcomes of the Traffic report and indicates that a further report will be required to take account of a larger area, from Hillary's Boat Harbour to Sorrento Plaza development.

Q3 What is the environmental impact and the coastal erosion risks of constructing buildings into the sand dunes as described in Options 2 and 3?

A3 The City engaged the services of MP Rogers & Associates to undertake a CHRMAP of the coastal area that maybe impacted as the result of any redevelopment of the Sorrento Surf Club (Attachment 3 to the report refers). It was recommended by the consultants that the most suitable option to manage impact on the coast was for reconstruction and maintenance of the existing groyne.

Q4 How can Council vote on the revised three re-development options when the City states in its Report that "the cost to estimate is very high level and may increase once a more detailed design is undertaken for the project" with 10 exclusions from the costings including GST?

A4 The City's established planning process for the construction of such a facility is to prepare concept designs and indicative costings prior to any funding decision is made.

If a decision is to proceed with the project, the next phase after community engagement is to prepare detailed designs and costings. At this stage, the project is examined in more detail and more accurate costings can be determined. Through this process costings will change. This process has been used for other community related facilities such as Bramston Park, Penistone Park and more recently Chichester Park.

Q5 Does the Council regard it as acceptable that grassed public open space on the beachfront that is currently available and used by the public, would not be available on the weekends because it would be required for use by the Surf Club under Option 2 or Option 3 re-development proposals?

A5 As stated in the question the area is public open space and the Surf Club is entitled to access it like any other member of the public. It is common practice across public open space generally throughout the City with sporting clubs gaining access to public open space to conduct their sporting activities which makes that reserve unavailable for access by the general public at these times.

M O'Byrne, Kinross:

Re: CJ102-06/22 - Laneways in Sorrento and Marmion.

Q1 Why is the present Laneways 1 and 5 Report so heavily reliant on the findings and costings of the dated Capital Works Committee Report presented to Council on 7 October 2014 (CJ914-10/14 refers)?

A1 The report is not heavily reliant on the cost estimate undertaken in 2014. The report currently before Council references the previous work undertaken by the City in the background of the report to provide context and history to this matter along with a reference to the previous cost estimate in the financial implications section. Noting the change in market since that time, a new cost estimate has been provided which is considerably higher than the cost estimate provided in the 2014 report to the Capital Works Committee.

Q2 Why hasn't the opportunity been taken to produce an up-to-date rigorously costed Laneways 1 and 5 report that has real significance and relevance to the matters here under discussion?

A2 The assessment undertaken by the City to inform the report before Council (CJ102- 06/22 refers), is considered adequate to enable Council to make a decision on the matters raised in the Notice of Motion and Petition received. The report covers the specific matters raised in detail.

Q3 Please list events and factors which will justify the City of Joondalup moving on from simply 'noting the merit of constructing Lane 5 through to Clontarf Street' and instead actually physically constructing Lane 5 through to Clontarf Street?

A3 The physical construction of Lane 5 through to Clontarf Street can only be considered once the land acquisition for the truncation on the corner of Lane 1 and Lane 5 has been completed.

Capital works projects are prioritised annually as part of the budget and *Five Year Capital Works Program* development. The City allocates its resources in accordance with the adopted budget and projects identified on the rolling *Five Year Capital Works Program* which are prioritised on merit against the needs of the wider City of Joondalup.

Q4 How does the City cost the risks to the health, safety, happiness and wellbeing of the residents living presently in Laneways 1 and 5, Sorrento?

A4 Factors such as safety are considered when projects are prioritised as per A3 above.

Q5 Why hasn't the City made use of the intervening eight years since the 2014 Capital Works Committee Report to undertake detailed investigation and designs and complete the two year compulsory acquisition process?

A5 Please refer to A3 above. Compulsory acquisition of land to physically construct Lane 5 through to Clontarf Street has not been supported by Council.

A Andrich, Sorrento:

Re: CJ102-06/22 - Laneways in Sorrento and Marmion.

Q1 Why did the City choose the Sorrento Marmion Laneways as a designated Housing Opportunity Area when it knew most of the Sorrento Marmion Laneways would not be brought up to the standard of the new State Government Liveable Neighbourhood (Laneways) requirements?

A1 The Liveable Neighbourhoods document is more relevant to new areas where the development standards can be readily accommodated as part of the initial design of an area.

The majority of landowners that have access to a laneway can currently utilise the laneway for vehicle access if they choose. Although a split density code has been implemented with the introduction of Housing Opportunity Area 3, it is unlikely that the utilisation of the laneways would increase significantly and therefore the laneways remain a suitable means of vehicle access.

Q2 When is the City going to do a Laneway 1 and 5 Safety Audit with a fully costed Risk Assessment and the derived results made available to the whole Joondalup District ratepayer body?

A2 The assessment undertaken by the City to inform the report before Council (CJ102- 06/22 refers), is considered adequate to enable Council to make a decision on this matter.

Q3 What advice has the City sought from the City's insurer to lessen its exposure to legal liability regarding the conditions existing in Sorrento Laneways 1 and 5?

A3 The City has not considered it necessary to seek advice from the City's insurer as the City's assets are maintained in accordance with industry standards and the City is not aware of any failed asset/s that would require urgent replacement.

Q4 Why has the City failed to deliver on its own Walkability Policy in the Marmion-Sorrento Laneways?

A4 The City does not have a specific policy on walkability, however, has improved walkability by focusing on opportunities within the Joondalup City Centre, major suburban shopping districts, coastal areas, natural bushlands along with pathways and trails to ensure the City is assessable to residents and visitors.

Projects to improve walkability within the City of Joondalup are identified and prioritised annually as part of the City's budget and *Five Year Capital Works Program* and resources are allocated accordingly to meets the needs within the wider City of Joondalup.

As part of its *2021-22 Budget*, the City constructed a new pathway on Lane 3 east of Cliff Street to improve accessibility for pedestrians and cyclists.

M Moore, Edgewater:

Re: CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.

Q1 This building's lifespan will be well beyond 2050 when Australia is scheduled to reach net zero carbon emissions. Will this building be a net zero compliant building when it is completed?

A1 The Council is yet to make a decision on the proposal to redevelop the Sorrento Surf Club. If the Council agrees to proceed with the redevelopment then the next stage will be community engagement and detailed design. At this stage such decisions will be made on elements required to reduce carbon emissions.

Q2 To keep building life cycle maintenance costs down durable materials in coastal locations must be used. That requires material choices like:

- *Hot dipped galvanised concrete reinforcement so concrete cancer doesn't become a problem.*
- *Hot dip galvanising of the steel structure so rust doesn't become a problem.*
- *Stainless steel door frames and hinges everywhere so rust doesn't become a problem.*
- *Heavy duty anodised finishes to aluminium windows and doors so degradation of the finish doesn't become a problem.*
- *Stainless steel or aluminium roofing and rainwater goods.*
- *Custom made stainless steel structure for wall cladding and soffit linings.*

Have the cost estimates for the three options been based on the higher costs of using durable materials?

A2 As stated on page 77 of the Report the costings are prepared on concept designs and that the $\$/m^2$ rates used in this estimate are based on completed construction costs including preliminaries, and expenditure of allocated design and construction contingencies.

If the project is to proceed, the next stage is community engagement and detailed design. It is at the detailed design stage that decisions are made based on the type of materials to be used for construction.

Q3 Over a nominal 40 year life for a building the cost of the building will be just 5-10% of the total cost of owning and maintaining the building over that period. That highlights the importance of building a sound and durable building.

Has a life cycle costing for the building options been done?

A3 Yes, a whole-of-life costing has been completed for the project, over a 50-year period.

The outcomes of this are shown as follows:

- Council report – page 83
- Attachment 9 (Financial Evaluation) – Section 9 (page 20 to 22)
- Attachment 10 (Business Case) – Section 10 (pages 29 to 33)

Re: CJ084-06/22 - Regional Homelessness Plan 2022-23 to 2025-26.

Q4 Does the City know how many homeless people have died within the City in each of the past five years?

A4 No.

Q5 Knowing the demographics of homeless people is important. For example; how many older women are homeless; how many women and children are homeless and how many teenagers are homeless.

Does the City know the demographics of the homeless people over the last year and if so why are they not cited?

A5 Due to the transient nature of those who are experiencing homelessness effective data collection has proven difficult.

The most recent Census data the City has access to is from 2016. We are not confident it is accurate at showing the extent or demographics of homelessness.

In 2021, the Australian Bureau of Statistics undertook a stronger field-based approach to engaging with those experiencing homelessness. This is expected to produce more accurate information in regard to those experiencing homelessness. These new Census reports are expected to be released in early to mid-2023.

The City works closely with service providers who operate in the Joondalup region, including Ruah Community Services, Red Cross and Food Bank. Through these relationships and the Joondalup Wanneroo Ending Homelessness Group, the City receives anecdotal reports of case studies and trends of homelessness in the region, however this isn't considered accurate enough to publish.

The following summarised questions were submitted verbally at the Council meeting:

M Johnstone, Sorrento:

Re: CJ102-06/22 Laneways in Sorrento and Marmion.

Q1 Why wasn't specific planning for each laneway for accesses and services taken into account prior to the lot subdivision approval and building approval, not after building approval?

A1 Mayor Jacob advised that the question would be taken on notice.

Q2 Why do easements have to apply to all lots when Lot 77 to Lot 101 backing onto Robin Reserve from Clontarf Street as there's sufficient laneway space for services for both Australia Post and the Council refuse collection, and the Council's currently using the laneway for the same purpose occasionally, and the Water Corporation meters could be repositioned to the blocks on the laneway, and all the laneways require different planning and consideration, not the same planning?

A2 Mayor Jacob advised that the question would be taken on notice.

PUBLIC STATEMENT TIME

The following summarised statements were submitted verbally at the Council meeting:

A Andrich, Sorrento:

Re: CJ102-06/22 Laneways in Sorrento and Marmion.

Ms Andrich spoke with regards to Laneway 1 and 5 in Sorrento advising that she resides at the end of both laneways. Ms Andrich advised that her property has no access to West Coast Drive, or any other street, and that there are no pathways, adding that outside of her driveway, there is a section of gazetted laneway to Clontarf Street that has never been completed, and that the nearest street access to her residence is 400 metres away at Cliff Street.

Ms Andrich advised that every time there is property construction, deliveries, large vehicles, maintenance, or any types of works in the laneway, access is completely cut off with no alternative in or out.

Ms Andrich said that residents adjoining this laneway were overwhelmingly supportive for the laneway to be opened and completed as gazetted and urged Elected Members to consider the completion of Laneway 5 as part of the Capital Works Budget.

S North, Woodvale:

Re: CJ085-06/22 Place Activation Strategy and Joondalup City Centre Place Activation Plan – Outcomes of Public Advertising.

Ms North congratulated the City on the release of the draft Place Activation Strategy and City Centre Plan and said that it stands out for its focus on community-led placemaking.

Ms North advised that community-led placemaking is much more than consultation events and activities, and that it involves a structured and intentional approach to engage with diverse segments of the community to understand their aspirations and needs, and to use this knowledge to inform strategy, policy, services, and budgets.

Ms North stated that a mature and effective community-led approach to placemaking and management takes time, patience and persistence, and involves Elected Members, staff, and community members to work collaboratively to plan, design, deliver and evaluate activities.

Ms North noted that if the City is serious about working to engage the whole community in civic life, the strategy and plan should be endorsed.

D Walton, Duncraig:

Re: CJ096-06/22 Sorrento Surf Life Saving Club Redevelopment.

Mr Walton spoke in relation to the Sorrento Surf Life Saving Club redevelopment and stated that he believed Option 3 was the best option to accommodate current and future demands into the 2030s and beyond, and that at a cost of $18 million, with a surf club component of $12.5 million, Option 3 represents good value for the City.

Mr Walton stated that Option 1, whilst cheaper, did not meet the club's needs, adding that Option 1 was only 300m² larger than the existing club. Mr Walton advised that Option 3 is 800m² larger than the existing club and would deliver a better outcome from the start.

Mr Walton noted there was funding from the State Government, which, along with the club funding, believed Option 3, would achieve a sustainably-approved foreshore and iconic building over previous options, adding that now is the time to undertake the best option for the foreshore, and do it right the first time without compromise. Mr Walton stated that further delays risked losing the funding from the State Government.

Mr Walton urged Elected Members to approve Option 3 as it provides the most benefit and value to all users of the club, the City and the broader community.

R Chin, Duncraig:

Re: CJ096-06/22 Sorrento Surf Life Saving Club Redevelopment.

Ms Chin spoke in relation to the Sorrento Surf Life Saving Club redevelopment, advising that she has been a member of the club since 2013 after emigrating to Australia, adding that she is now a qualified surf lifesaver.

Ms Chin advised that the Sorrento Surf Life Saving Club won the Prestigious Club of the Year Award quoting the reason as being: 'the focus on participation, healthy living, positive wellbeing, and inclusion.'

Ms Chin advised of the various programs that are run at the Sorrento Surf Life Saving Club including the Dolphin program for people with a disability; the Nippers program for the younger community members, and the Silver Salties, made up of older members who conduct community walks, lifesaving courses, and coffee catch-ups throughout the year. Ms Chin stated that the teenagers volunteer, train, are mentored, and develop leadership and lifesaving skills, and that they feel welcomed, have fun, and know they are a valued part of our community, adding that the youngest members learn how to keep themselves and their friends safe at the beach, and that they are taught these skills by senior-aged managers who join the club as Nippers themselves and have come back to give back.

Ms Chin urged Elected Members to consider the immense social and community value of the Sorrento Surf Life Saving Club when voting and support Option 3.

S Hawkins, Sorrento:

Re: CJ096-06/22 Sorrento Surf Life Saving Club Redevelopment.

Mr Hawkins spoke in strong support of the Sorrento Surf Life Saving Club redevelopment as both a local resident of Sorrento, and a member of the surf club.

Mr Hawkins stated that it was recognised the proposed redevelopment is a significant project for the City to undertake, and at the $18 million cost, is worthy of detailed consideration by Council, adding that the $8 million contribution from the State Government, and the $1 million contribution from the surf club itself, should not be understated as the asset would be owned by the City, and that it represented outstanding value for the ratepayers to have a facility worth $18 million, of which half is paid for through other means.

Mr Hawkins felt that if Council decided not to proceed with the redevelopment, there would be a risk ratepayers would be burdened with the additional cost into the future without these contributions from State Government and the club.

Mr Hawkins stated the smart decision is for Council to replace this asset while the State Government funding is guaranteed.

R De Gruchy, Sorrento:

Re: CJ096-06/22 Sorrento Surf Life Saving Club Redevelopment.

Mr De Gruchy spoke in relation to the Sorrento Surf Life Saving Club redevelopment, advising that the process has been ongoing for the last nine years, and that after many options being put forward, it has finally been narrowed down to three options.

Mr Dr Gruchy stated that while Option 1 was cheaper, there were several issues with the option including there being 20% less floor space, no separation between the surf club and commercial area, as well as presenting a two-storey façade to West Coast Drive, which residents of Sorrento Estate do not want.

Mr Dr Gruchy noted that although being the costliest option, Option 3 was strongly preferred by the surf club, and that the design would last for 30 to 40 years, and would be a great boost to the tourism industry.

Mr Dr Gruchy added that the City will become involved in leasing the restaurant section to commercial businesses, which would generate a source of income for the City.

A Godderidge, Sorrento:

Re: CJ096-06/22 Sorrento Surf Life Saving Club Redevelopment.

Ms Godderidge spoke in relation to the Sorrento Surf Life Saving Club redevelopment, advising that she is the founder and CEO of a local community charity, Motion by the Ocean Inc., who run a free trishaw service for the benefit of the senior and disabled members of the community, adding that the charity use the clubrooms every morning to meet passengers for the trishaw as it is an ideal meeting point.

Ms Godderidge stated that Option 3 would allow the City of Joondalup to show meaningful and practical support, adding that Motion by the Ocean would use the clubroom building much of the week when the surf club is unused, which would allow better efficiency, and allow their service to be more sustainable.

M Kwok, Ocean Reef:

Re: CJ099-06/22 Tender 018/22 – Non-Chemical Application for the Control of Weeds to Nominated Locations.

Ms Kwok spoke in relation to CJ099-06/22 Tender 018/22 – Non-Chemical Application for the Control of Weeds to Nominated Locations, advising that this month, the US Federal Court rejected the glyphosate registration decision, adding that the court concluded that Environmental Protection Authority (EPA) flouted its own cancer guidelines and ignored the criticisms of its own experts.

Ms Kwok advised that the court concluded that the EPA decision violated the *Endangered Species Act*, and that elsewhere the EPA had admitted that glyphosate might affect all listed species experiencing glyphosate exposure.

Ms Kwok stated she is pleased that the City of Joondalup are taking a big step to transition to the use of non-chemical weed control methods in nominated location, thereby protecting the public from exposure to the harmful effects of pesticides.

The Acting Governance Officer left the Chamber at 7.28pm.

APOLOGIES AND LEAVE OF ABSENCE

Leave of Absence Previously Approved

Cr Tom McLean	14 to 20 July 2022 inclusive.
Mayor Albert Jacob	4 to 22 July 2022 inclusive.

C64-06/22 REQUEST FOR LEAVE OF ABSENCE – CR NIGE JONES AND CR RUSSELL POLIWKA

Cr Nige Jones has requested Leave of Absence from Council duties covering the period 4 to 5 July 2022 inclusive.

Cr Russell Poliwka has requested Leave of Absence from Council duties covering the period 13 to 28 July 2022 inclusive.

MOVED Mayor Jacob, SECONDED Cr Jones that Council APPROVES the request for Leave of Absence from Council duties covering the following dates:

1 Cr Nige Jones 4 to 5 July 2022 inclusive;

2 Cr Russell Poliwka 13 to 28 July 2022 inclusive.

The Motion was Put and CARRIED (13/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

CONFIRMATION OF MINUTES

C65-06/22 MINUTES OF COUNCIL MEETING HELD ON 17 May 2022

MOVED Cr May, SECONDED Cr Jones that the Minutes of the Council Meeting held on 17 May 2022 be confirmed as a true and correct record.

The Motion was Put and CARRIED (13/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

ANNOUNCEMENTS BY THE PRESIDING MEMBER WITHOUT DISCUSSION

NAIDOC Week Events in July

Mayor Jacob announced the City is delighted to be presenting a full calendar of events across the month of July in support of NAIDOC Week 2022.

Mayor Jacob advised members of the community are invited to take part in a flag-raising ceremony, which will be held outside the Joondalup Library on Monday 4 July from 11.30am.

Mayor Jacob stated that prior to the raising of the flags, Sharon Wood-Kenney, the chair of the City's Reconciliation Action Plan Community Reference Group, will offer a Welcome to Country, and from 10.00am Ms Wood-Kenney will host a series of free cultural immersion activities which are open to the public, including a traditional smoking ceremony, art, yarning circle, bush medicine displays and smudge sticks making.

Mayor Jacob informed that NAIDOC Week is held from Sunday 3 July to Sunday 10 July, and is an opportunity for all Australians to learn more about the culture and history of First Nations people and participate in a celebration of the oldest, continuous living culture on earth.

Mayor Jacob advised the 2022 theme is Get Up! Stand Up! Show Up!

Mayor Jacob noted that bookings and registrations are essential for all events, adding that more details are available at the City's website joondalup.wa.gov.au.

Joondalup Festival of Motoring Coming in October

Mayor Jacob announced that dates have been revealed for the inaugural Joondalup Festival of Motoring, which is coming to the Joondalup City Centre on the weekend of Saturday 29 and Sunday 30 October.

Mayor Jacob informed the family-friendly, two-day festival will see the streets of Joondalup pulsing with live music, food, vehicle exhibitions and lots of motorsport action.

Mayor Jacob advised cars will be in full flight on the 2.5km street circuit for the inaugural Joondalup Festival of Motoring Sprint, while attendees can also wander through Automotive World, displaying hundreds of modern, vintage, exotic and rare vehicles.

Mayor Jacob noted for a complete programme of activities visit jfom.com.au.

Waste Guide and Tipping Vouchers Go Online

Mayor Jacob advised the City's residents will be able to download the annual waste guide, greens tipping and mulch vouchers directly from the City's website.

Mayor Jacob stated the environmentally sustainable initiative will save around 1.5 tonnes of paper every year.

Mayor Jacob informed that the City Libraries and the Customer Service team at the City's administration building can assist residents to download their voucher and access the guide online, adding that print copies are also available upon request by calling 9400 4000.

Mayor Jacob advised that vouchers will be available from Friday 1 July and that more information can be found by visiting the City's website joondalup.wa.gov.au

IDENTIFICATION OF MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

- CJ097-06/22 - Confidential - Tender 003/22 - Enterprise Business Platform Implementation.

C66-06/22 MOTION TO CHANGE THE ORDER OF BUSINESS

MOVED Mayor Jacob, SECONDED Cr Jones that Council, in accordance with clause 14.1 of the *City of Joondalup Meeting Procedures Local Law 2013*, suspends the operation of clause 4.3 – Order of Business of the *City of Joondalup Meeting Procedures Local Law 2013*, to enable the consideration of:

1.1 CJ097-06/22 - Confidential - Tender 003/22 - Enterprise Business Platform Implementation;

to be discussed after "Motions of which previous notice has been given".

The Motion was Put and CARRIED (13/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

PETITIONS

Nil.

REPORTS

CJ083-06/22 DEVELOPMENT AND SUBDIVISION APPLICATIONS – APRIL 2022

WARD	All
RESPONSIBLE DIRECTOR	Mr Chris Leigh Planning and Community Development
FILE NUMBER	07032, 101515
ATTACHMENTS	Attachment 1 Monthly Development Applications Determined – April 2022 Attachment 2 Monthly Subdivision Applications Processed – April 2022
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting')

PURPOSE

For Council to note the number and nature of applications considered under delegated authority during April 2022.

EXECUTIVE SUMMARY

Schedule 2 (deemed provisions for local planning schemes) of the *Planning and Development (Local Planning Schemes) Regulations 2015* (the Regulations) provide for Council to delegate powers under a local planning scheme to the Chief Executive Officer (CEO), who in turn has delegated them to employees of the City.

The purpose of delegating certain powers to the CEO and officers is to facilitate the timely processing of development and subdivision applications. The framework for the delegations of those powers is set out in resolutions by Council and is reviewed annually, or as required.

This report identifies the development applications determined by the administration under delegated authority powers during April 2022 (Attachment 1 refers), as well as the subdivision application referrals processed by the City during April 2022 (Attachment 2 refers).

BACKGROUND

Clause 82 of schedule 2 (deemed provisions for local planning schemes) of the Regulations enables Council to delegate powers under a local planning scheme to the CEO, and for the CEO to then delegate powers to individual employees.

At its meeting held on 15 June 2021 (CJ079-06/21 refers) Council considered and adopted the most recent Town Planning Delegations.

DETAILS

Subdivision referrals

The number of subdivision and strata subdivision referrals processed under delegated authority during April 2022 is shown in the table below:

Type of subdivision referral	Number of referrals	Potential additional new lots
Subdivision applications	7	7
Strata subdivision applications	3	3
TOTAL	**10**	**10**

Of the subdivision referrals, six were to subdivide in housing opportunity areas, with the potential for six additional lots.

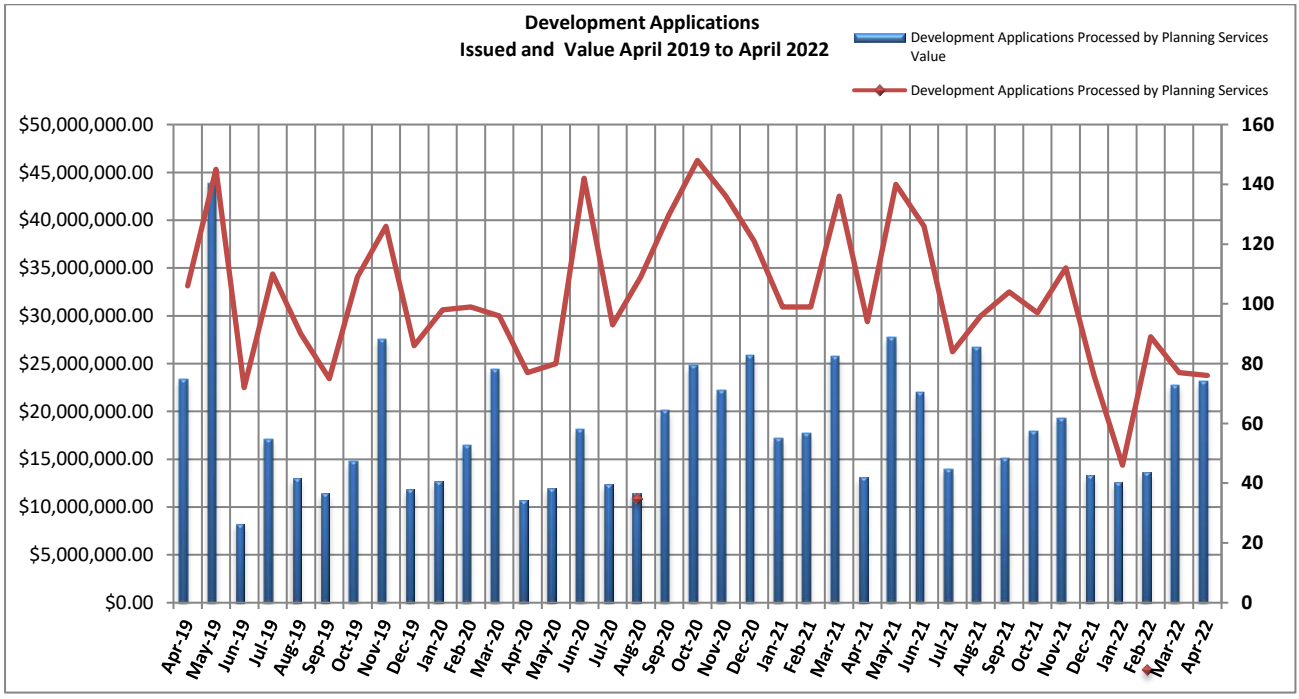
Development applications

The number of development applications determined under delegated authority during April 2022 is shown in the table below:

	Number	Value ($)
Development applications processed by Planning Services	76	$23,132,172

Of the 76 development applications, 11 were for new dwelling developments in housing opportunity areas, proposing a total of 11 additional dwellings.

The total number and value of development applications determined between April 2019 and April 2022 is illustrated in the graph below:



The number of development applications received during April 2022 was 75.

The number of development applications current at the end of April was 216. Of these, seven were pending further information from applicants and 10 were being advertised for public comment.

In addition to the above, 174 building permits were issued during the month of April with an estimated construction value of $25,323,070.

Issues and options considered

Not applicable.

Legislation / Strategic Community Plan / Policy implications

Legislation *City of Joondalup Local Planning Scheme No. 3.*
Planning and Development (Local Planning Schemes) Regulations 2015.

Strategic Community Plan

Key theme Quality Urban Environment.

Objective Quality built outcomes.

Strategic initiative Buildings and landscaping is suitable for the immediate environment and reflect community values.

Policy Not applicable. All decisions made under delegated authority have due regard to any of the City's policies that may apply to the particular development.

Clause 82 of schedule 2 of the Regulations permits the local government to delegate to a committee or to the local government CEO the exercise of any of the local government's powers or the discharge of any of the local government's duties. Development applications were determined in accordance with the delegations made under Clause 82 of schedule 2 of the Regulations.

All subdivision applications were assessed in accordance with relevant legislation and policies, and a recommendation made on the applications to the Western Australian Planning Commission.

Risk management considerations

The delegation process includes detailed practices on reporting, checking and cross checking, supported by peer review in an effort to ensure decisions taken are lawful, proper and consistent.

Financial / budget implications

A total of 76 development applications were determined for the month of April with a total amount of $73,441.20 received as application fees.

All figures quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Consultation may be required by the provisions of the R-Codes, any relevant policy and/or LPS3 and the Regulations.

COMMENT

Large local governments utilise levels of delegated authority as a basic business requirement in relation to town planning functions. The process allows for timeliness and consistency in decision-making for rudimentary development control matters. The process also allows the elected members to focus on strategic business direction for the Council, rather than day-to-day operational and statutory responsibilities.

All proposals determined under delegated authority are assessed, checked, reported on and cross checked in accordance with relevant standards and codes.

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that Council NOTES the determinations and recommendations made under delegated authority in relation to the:

1 development applications described in Attachment 1 to Report CJ083-06/22 during April 2022;

2 subdivision applications described in Attachment 2 to Report CJ083-06/22 during April 2022.

The Motion was Put and CARRIED (12/0) by Exception Resolution after consideration of CJ085-06/22, page 182 refers.

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson.

Appendix 1 refers

To access this attachment on electronic document, click here: Attach1brf220614.pdf

Disclosures of Interest affecting Impartiality

Name / Position	**Cr John Logan.**
Item No. / Subject	CJ084-06/22 - Regional Homelessness Plan 2022-23 to 2025-26.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Cr Logan is a member of St Vincent de Paul, a charity which has an interest in supporting action for the homeless.

Name / Position	**Mr Nico Claassen, Director Infrastructure Services.**
Item No. / Subject	CJ084-06/22 - Regional Homelessness Plan 2022-23 to 2025-26.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Mr Claassen was a volunteer with Street Chaplains WA.

CJ084-06/22 REGIONAL HOMELESSNESS PLAN 2022-23 – 2025-26

WARD	All
RESPONSIBLE DIRECTOR	Mr Chris Leigh Planning and Community Development
FILE NUMBER	78031, 101515
ATTACHMENTS	Attachment 1 *Regional Homelessness Plan 2018-19 – 2021-22* Attachment 2 *City of Joondalup Regional Homelessness Plan Annual Progress Report for 2020-21* Attachment 3 Draft Regional Homelessness Plan 2022-23 – 2025-26
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to consider the draft Regional Homelessness Plan 2022-23 – 2025-26.

EXECUTIVE SUMMARY

The City of Joondalup's Regional Homelessness Plan 2018-19 – 2021-22, developed and managed in partnership with the City of Wanneroo is due to expire in 2022.

The City has worked closely with the City of Wanneroo and the Joondalup Wanneroo Ending Homelessness Group (JWEHG) to review the current plan and assess the current and projected trends for homelessness in the area and have prepared the draft Regional Homelessness Plan 2022-23 – 2025-26 for consideration (Attachment 3 refers).

In preparing this document the Cities and the JWEHG identified that the three pillars within the current plan as well as many of the goals and focus areas, continue to have relevance to the Cities' approaches to homelessness in the region. As a result, the draft plan proposes to continue many of the previous plan's action items, while others have been consolidated or expanded.

The draft Regional Homelessness Plan 2022-23 – 2025-26 is presented for consideration by Council. As this is a regional document, created in partnership with the City of Wanneroo, it is understood that the City of Wanneroo Council has consider the draft plan at its meeting held on Tuesday,14 June 2022 and unanimously endorsed the plan.

It is therefore recommended that the Council endorses the Regional Homelessness Plan 2022-23 – 2025-26.

BACKGROUND

Preventing and Responding to Homelessness in the City of Joondalup report

In August 2015 the City commissioned Shelter WA to develop and present a report on homelessness within the City of Joondalup titled *Preventing and Responding to Homelessness in the City of Joondalup*, Council subsequently considered that report at its meeting held on 15 December 2015 (CJ207-12/15 refers) and resolved that:

"1 RECEIVES the report prepared by Shelter WA, entitled "Preventing and Responding to Homelessness in the City of Joondalup", as shown in Attachment 1 of Report CJ207-12/15;

2 SUPPORTS the development of a strategic position statement on homelessness in February 2016;

3 NOTES that the Chief Executive Officer will engage the City of Wanneroo to commence the development of a Regional Homelessness Strategy in early 2016;

4 SUPPORTS the City's participation in the 2016 Ruah Registry Week, noting the requirement for a $5,000 contribution by the City of Joondalup."

City of Joondalup Strategic Position Statement (Homelessness)

Resulting from that decision, the City prepared, and Council endorsed a new Strategic Position Statement on homelessness at its meeting held on 19 April 2016 (CJ055-04/16 refers). This Strategic Position Statement was subsequently reaffirmed at Council meetings held on 17 April 2018 (CJ061-04/18 refers) and 8 December 2020 (CJ185-12/20 refers) as follows:

"The City of Joondalup recognises that a whole of community response is required to reduce and prevent homelessness and minimise the impact of homelessness on families, individuals, and the community.

The City's role in addressing homelessness will be one of coordination, support, and advocacy in responding to homelessness in collaboration and partnership with the State and Federal Government, neighbouring local governments, homeless support services, community organisations and other relevant stakeholders to ensure that people experiencing homelessness are provided with effective and coordinated responses."

Regional Homeless Plan 2018-19 – 2021-22

Guided by the Shelter WA report and its Strategic Position Statement, the City commenced work with the City of Wanneroo to prepare the first Regional Homelessness Plan. Informed by a significant public and stakeholder consultation process the Regional Homelessness Plan 2018 – 2021-22 was adopted by Council at its meeting held on 11 December 2018 (CJ216-12/18 refers) (Attachment 1 refers).

The Regional Homelessness Plan 2018-19 – 2021-22 vision is that:

> *"people at-risk of experiencing homelessness have the optimum opportunity to improve their circumstances"*

And its purpose is to:

> *"articulate publicly the collaborative commitment of preventing and responding to end homelessness in the region"*.

The plan is underpinned by the following three pillars:

1 Building community capacity, understanding and engagement.
2 Prevention and early intervention.
3 Responding to homelessness.

Each year the City undertakes a review of the plan's action items and develops an Annual Progress Report to measure its performance (Attachment 2 refers). The current plan has supported several positive outcomes to support people experiencing homelessness including:

- the development and implementation of a new City Protocol: *Responding to and Reporting of People Experiencing Homelessness*
- enhanced referral pathways, case conferencing and collaboration through Joondalup Wanneroo Ending Homelessness Group (JWEHG) meetings
- an increased partnership with Community Field Officers from the Australian Bureau of Statistics (ABS) in 2021 that is expected to deliver more accurate data for the census of those experiencing homelessness and rough sleeping
- increased communication and collaboration with agencies and groups to support an increase in local homelessness support services, resulting in support for people experiencing homelessness across Joondalup being able to access the following services:
    - Red Cross Meal Connect – a weekly mobile meal service at Lotteries House car park.
    - Ruah Community Services (Ruah) – weekly service in partnership with Meal Connect, assisting people to secure and maintain housing and support assertive outreach team conducting case work for people who are street present (limited capacity in the northern corridor).
    - Foodbank Mobile Service – a weekly mobile low-cost grocery service co-located with Meal Connect and Ruah.
    - St Vincent de Paul Vinnies Joondalup Support Centre - emergency assistance with food, utility bills, household furniture and bedding, free financial counselling, advocacy, emotional support and referrals.
    - No Limits Heart on the Street – assertive outreach to people who are street present, referrals, food and essentials.
    - Grace Church Drop-in Café - twice weekly meals, refreshments, hampers, social connection, toiletries, blankets and clothing.
    - Street Chaplain support on Friday evenings in the Joondalup CBD area.

It is important that the work resulting from the *Regional Homelessness Plan 2018-19 - 2021-22* continues to address the growing issue of homelessness within the Joondalup and Wanneroo region, so that the positive outcomes can be built on and strengthened to continue the vision and purpose going forward.

Joondalup Wanneroo Ending Homelessness Group (JWEHG)

The Cities of Joondalup and Wanneroo are founding members of the Joondalup Wanneroo Ending Homelessness Group (JWEHG). JWEHG is open to members from all sectors who are seeking to share information, collaborate and serve the community to end homelessness in the northern corridor. The Red Cross is currently the lead organisation of the group with the City of Joondalup, City of Wanneroo, community groups, faith-based organisation, service providers and people with lived experience also participating members of the group.

Collectively, the group represents the key stakeholders involved in supporting efforts to prevent and end homelessness in the northern region and the group is integral to the delivery of the Regional Homeless Plan.

Current homelessness statistics

Despite a JWEHG commitment to data collection and several attempts to address this there continues to be challenges in both data collection and aggregation, and no centralised way of collecting meaningful and accurate homelessness data. Both the City of Joondalup and the City of Wanneroo rely on the number of reports that each receive from the public to inform its data collection. In 2021, the City of Joondalup received 106 reports of people experiencing homelessness, most of which represent people who are street present / rough sleepers.

Due to the current data collection methods, it is not known how many of these reports relate to individuals or are multiple reports of the same person. Previous information provided by the ABS in relation to homelessness has also been found to be unreliable. This is mainly due to the challenges with accurately reporting on those who are street present with traditional census methods. With a more focussed and determined effort by the ABS in engaging with street present people, through the 2021 census, the City believes this data will give a more detailed snapshot of the current statistics in relation to homelessness within the region.

DETAILS

The City commenced discussions with the City of Wanneroo and the Joondalup Wanneroo Ending Homelessness Group (JWEHG) in 2021 relating to the upcoming expiration of the current plan and the development of a new plan.

Through these discussions, a review of the current plan and the actions and outcomes delivered was undertaken along with a review of the current response to homelessness state-wide (led by the State Government's *All Paths Lead to a Home: Western Australia's 10-year strategy on homelessness 2020-30*). As an outcome from these reviews, the Cities identified that the three pillars within the current plan, as well as many of the goals and focus areas, continue to have relevance to the Cities' approaches to homelessness in the region.

As a result, the draft Regional Homelessness Plan 2022-23 to 2025-26 (Attachment 3 refers) largely continues the commitments and work identified in the current plan, with only minor updates recommended.

Draft Regional Homelessness Plan 2022-23 – 2025-26

The three pillars underpinning the current plan remain both responsive to community need and suitable to the role of local government. The pillars, goals and focus areas of the draft plan remain largely unchanged:

Pillar 1	**Building Capacity, Understanding and Engagement**
Goal	**Focus Areas**
Stakeholders communicate and collaborate effectively with clear purpose to end homelessness.	• Strengthening JWEHG • Data Collection and Analysis • Strategic Relationships • Community and Stakeholder Education
Pillar 2	**Prevention and Early Intervention**
Goal	**Focus Areas**
People have a strong sense of wellbeing and are capable of recognising triggers that lead to homelessness enabling early action.	• Services • Community Connection and Support • Housing Accessibility
Pillar 3	**Responding to Homelessness**
Goal	**Focus Areas**
People experiencing homelessness or sleeping rough have their basic needs met and ultimately are transitioned into appropriate support services.	• Direct Response • Advocacy

Actions from the current plan that have been completed or are now considered business as usual have been removed from the proposed plan, these include:

Pillar	**Focus Area**	**Action**	**Reason for removal**
1.Building Capacity, Understanding and Engagement	1.1. Maintain a formalised interagency of stakeholders in the northern suburbs to ensure the sector works effectively, efficiently and collaboratively.	a) Annual review of JWEHG and its alignment to sector strategies and policy. b) Actively participate in JWEHG.	JWEHG is well established and will be supported to develop annual priorities, with a proposal to change to a bi-annual review in relation to its alignment to sector strategies, policy and membership.
	1.6. Improve understanding of the interrelationships between providers to encourage increased communication and collaboration.	a) Hold networking events to build relationships and encourage stakeholders to be aware of their own strengths and limitations. b) Advocate to improve referrals and communication between agencies to optimise the likelihood of individuals finding safe and secure accommodation when transitioning between different tiers of homelessness.	Both actions have been an ongoing success for JWEHG and will continue to grow through the new focus area: 1.3 Strategic Relationships.

Pillar	Focus Area	Action	Reason for removal
2.Prevention and Early Intervention	2.1. Support opportunities that benefit the wellbeing of the community and keep people connected.	a) Continue to offer a wide range of programs that support the 'Act-Belong-Commit' message	This has become business as usual and will be incorporated within 2.2a Advocate for and support programs that enhance community wellbeing and address social isolation.
	2.4 Support an effective affordable housing system.	a) Review respective local housing strategies to include support for the provision of affordable housing. b) Identify opportunities to utilise the land system to optimise the development of social and affordable housing.	Although research and plans were made for these actions, there were difficulties getting traction to address them. In the new plan it is expected that a more strategic approach will support this focus area.
3.Responding to Homelessness	3.2 Local Government approaches are considerate of those experiencing homelessness.	a) When Council and City policies, local laws, protocols and procedures are reviewed consideration of actions that may have a negative impact on those experiencing homelessness are taken into account. b) Review and implement process for responding to rough sleepers.	This has become business as usual incorporating the City's position statement on homelessness, and with the finalisation of the Protocol for Responding to and Reporting of People Experiencing Homelessness, as well as provision of training for City staff at least twice a year.
	3.3 Respond proactively to reports of rough sleepers being cognisant of differing needs.	a) Explore options for provision of an Outreach Response program delivered by a specialist homelessness service provider. b) Advocate for the implementation of the findings from Outreach Response program report.	This focus area has been addressed partially, internally through focus area 3.2 (above). Although there is currently no funded community services outreach team dedicated to this area a limited number of reports of people experiencing homelessness with the City have been referred and supported by metro-based services. There are several voluntary groups linked to JWEHG that regularly respond and support

Pillar	Focus Area	Action	Reason for removal
			people experiencing homelessness in the region. In the new plan this will have a renewed strategic focus on advocacy.

A number of new actions have been introduced into the plan and are outlined below:

Pillar	Focus Area	Action	Reason for inclusion
1.Building Capacity, Understanding and Engagement	**JWEHG** Collaborative approach to identify, understand and improve local needs and outcomes.	d) Support JWEHG to collaborate with the North West Metropolitan District Leadership Group to generate strategic support and awareness of homelessness matters within the region.	To strengthen support at a high cross-sector level linking across other priorities identified across the region.
3.Responding to Homelessness	**Advocacy** Advocate for crisis and social accommodation services and funded outreach in the region.	a) Advocate for the expansion of funded, specialised homelessness outreach services in region. b) Advocate for the provision of crisis accommodation, social housing and associated wrap around services in the region.	Linking with 1.1d (above) advocacy will strengthen support at a high level within the homelessness sector across the region.

Issues and options considered

Legislation / Strategic Community Plan / Policy implications

Legislation	Not applicable.
Strategic Community Plan	
Key theme	Community Wellbeing.
Objective	Community safety.
Strategic initiative	Build a community that works in partnership with government and non-government organisations to achieve real and long-lasting improvements in safety and wellbeing.
Policy	Not applicable.

Risk management considerations

The adoption of the Regional Homelessness Plan (along with the City's Strategic Position Statement) provides the City with a clear vision and direction for its approach to responding to homelessness. This not only guides the City's efforts with the JWEHG, industry stakeholders and government organisations, but also directly with those experiencing homelessness.

Financial / budget implications

Should the draft plan be adopted by Council, there would not be any additional funds required to deliver its actions.

The previous, current, and proposed spending and budget allocations for the City's response to homelessness is outlined below:

2018-19 expenditure	2019-20 expenditure	2020-21 expenditure	2021-22 (YTD expenditure)	2022-23 (proposed)
$5,754	$5,090	$2,725	$3,194	$18,820

The last three financial periods (2019-20, 2020-21 and 2021-22) have all been significantly affected by the COVID-19 pandemic and significantly reduced the City's ability to deliver workshops and training using traditional in-person methods, significantly decreasing the expenditure amounts.

Despite the low expenditure figures in each of these three periods, the City's budgeted expenditure in its response to homelessness had increased over these periods. In 2020-21 the City budgeted approximately $12,000 and in 2021-22 $14,000 to respond to homelessness. It is expected the 2022-23 period will return to normal and allow for a full schedule of activities to occur. Plans for this period include re-prints of the Hardship and Homelessness Directory, printing of a pocket guide of essential services, staff and community training events including the development of training for local businesses, and a stakeholder networking event.

Regional significance

Homelessness has no boundaries and is a growing concern throughout the northern suburbs region, and beyond. Leveraging regional partnerships to address homelessness allows the City to maximise not only its response but also its advocacy voice.

The partnership with the City of Wanneroo to develop a regional plan formed naturally given the two Cities already have an existing relationship and similar approaches and responses to homelessness.

Collaboration between public and private organisations as well as community organisations and the community itself are essential to responding to societal challenges like homelessness. The City's regional approach to homelessness, led through the Joondalup Wanneroo Ending Homelessness Group (JWEHG) and by the Regional Homelessness Plan ensures the interested stakeholders are not only at the table to discuss the response to homelessness but also in the community responding to it.

Consultation

Through the development of Shelter WA's *Preventing and Responding to Homelessness in the City of Joondalup* report and the City's current Regional Homelessness Plan extensive consultation was undertaken with local stakeholders, the community as well as with people with lived experience.
As the City is not proposing any significant changes to the proposed Regional Homelessness Plan further public consultation is not recommended.

The City has engaged with the JWEHG and its stakeholders, who represent the key groups involved in supporting efforts to end homelessness in the northern region, throughout the development of the draft plan. Through this engagement, the JWEHG has provided its support for the draft plan as presented.

COMMENT

The current *Regional Homelessness Plan 2018-19 – 2021-22* is due to expire in 2022. A review of the plan along with consideration of broader, state-wide approaches to homelessness has been undertaken to identify what elements of the current plan should be retained, what may no longer be relevant and what additional initiatives should be introduced.

The review demonstrates that the current plan remains fit-for-purpose with only minor updates recommended such that the draft Regional Homelessness Plan 2022-23 – 2025-26 (Attachment 3 refers) will largely continue the commitments and work identified in the current plan.

The Regional Homelessness Plan is a joint document, endorsed by both the City of Joondalup and the City of Wanneroo. In recognition of the regional nature of the Plan the Administration of each local government agreed to present the Plan to the June 2022 meeting of each Council to align consideration as much as possible. Due to the differing Council meeting schedules, the City of Wanneroo considered the Plan at its meeting held on 14 June 2022 and unanimously endorsed the Plan, noting that it would be considered by the City of Joondalup Council on Tuesday 28 June 2022.

Should the Regional Homelessness Plan be adopted by the Council of each local government each City will oversee the implementation, review, evaluation and reporting of the plan in context of its respective local government area.

Since the Briefing Session held on Tuesday 14 June 2022, the City has been invited by Shelter WA to host the launch of its Local Government Homelessness Knowledge Hub. This project has consolidated a range of resources, plans, strategies, and case studies relating to homelessness from across WA and created a resource and training hub for all Local Governments to benefit from. The project has been funded by Lotterywest and developed in partnership with the Department of Communities, the WA Local Government Association (WALGA) and Local Government Professionals. The launch event is scheduled to be held in the City of Joondalup on Friday, 5 August 2022, aligning with national Homelessness Week which will take place between 1 and 7 August 2022.

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Logan, SECONDED Cr Hamilton-Prime that Council ENDORSES the Regional Homelessness Plan 2022-23 – 2025-26 as detailed in Attachment 3 to Report CJ084-06/22.

Cr May left the Chamber at 7.36pm and returned at 7.39pm.

C67-06/22 PROCEDURAL MOTION - THAT THE ITEM BE REFERRED BACK

MOVED Cr Raftis, SECONDED Cr Thompson that Item CJ084-06/22 – Regional Homelessness Plan 2022-23 to 2025-26 BE REFERRED BACK to the Chief Executive Officer to be considered at a Strategy Session held no later than October 2022.

The Procedural Motion was Put and LOST (5/8)

In favour of the Motion: Crs Kingston, May, Poliwka, Raftis and Thompson.
Against the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Logan and McLean.

The Motion as MOVED Cr Logan, SECONDED Cr Hamilton-Prime was Put and CARRIED (11/2)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Logan, May, McLean, Poliwka and Thompson.
Against the Motion: Crs Kingston and Raftis.

Appendix 2 refers

To access this attachment on electronic document, click here: Attach2brf220614.pdf

CJ085-06/22 PLACE ACTIVATION STRATEGY AND JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN – OUTCOMES OF PUBLIC ADVERTISING

WARD	All
RESPONSIBLE DIRECTOR	Mr Chris Leigh Planning and Community Development
FILE NUMBER	108355, 101515
ATTACHMENTS	Attachment 1 Draft Place Activation Strategy (as advertised) Attachment 2 Joondalup City Centre Place Activation Plan (as advertised) Attachment 3 Community Consultation Outcomes Report Attachment 4 Place Activation Strategy (amended) Attachment 5 Joondalup City Centre Place Activation Plan (amended) *(Please note: Attachments are only available electronically).*
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

This Item was dealt with later in the meeting, after 'CJ105/06/22 - Invest and Trade WA Mission to India - July 2022', page 170 refers.

CJ086-06/22 EXECUTION OF DOCUMENTS

WARD	All
RESPONSIBLE DIRECTOR	Mr James Pearson Office of the CEO
FILE NUMBER	15876, 101515
ATTACHMENTS	Attachment 1 Signing and Common Seal Register - extract for the period 22 April and 19 May 2022.
AUTHORITY / DISCRETION	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For Council to note the documents executed by means of affixing the Common Seal for the period 22 April and 19 May 2022.

EXECUTIVE SUMMARY

The City enters into various agreements by affixing the Common Seal. The *Local Government Act 1995* states that the City is a body corporate with perpetual succession and a Common Seal. Those documents that are to be executed by affixing the Common Seal or signed by the Mayor and the Chief Executive Officer are reported to Council for information on a regular basis.

It is therefore recommended the Council NOTES the Signing and Common Seal Register for the period 22 April to 19 May 2022 as detailed in Attachment 1 to Report CJ086-06/22.

BACKGROUND

For the period 22 April to 19 May 2022, four documents were executed by affixing the Common Seal. A summary is provided below:

Type	Number
Removal of Section 70A Notification	1
Withdrawal of Caveat	1
Section 70A Notification	1
Sponsorship Agreement	1

DETAILS

Issues and options considered

Not applicable.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government Act 1995.*

Strategic Community Plan

Key theme Governance and Leadership.

Objective Corporate capacity.

Strategic initiative Demonstrate accountability through robust reporting.

Policy Not applicable.

Risk management considerations

Not applicable.

Financial / budget implications

Current financial year impact

Not applicable.

Future financial year impact

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

The documents that have been executed by affixing the Common Seal of the City of Joondalup are submitted to Council for information (Attachment 1 refers).

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that Council NOTES the Signing and Common Seal Register for the period 22 April to 19 May 2022 as detailed in Attachment 1 to Report CJ086-06/22.

The Motion was Put and CARRIED (12/0) by Exception Resolution after consideration of CJ085-06/22, page 182 refers.

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson.

Appendix 3 refers

To access this attachment on electronic document, click here: Attach3brf220614.pdf

CJ087-06/22 ELECTED MEMBER'S EMAILS

WARD	All
RESPONSIBLE DIRECTOR	Mr James Pearson Office of the CEO
FILE NUMBER	03777, 101515
ATTACHMENTS	Nil
AUTHORITY / DISCRETION	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For Council to note the report on the change of process for capturing and recording elected member's emails.

EXECUTIVE SUMMARY

At its meeting held on 15 February 2022 (C011-02/22 refers), Council considered a notice of motion and resolved that:

"That Council REQUESTS the Chief Executive Officer to prepare a report to inform Elected Members of the full scenario surrounding the loss of integrity of Elected Member email addresses where all emails between:

1 Elected Members and all City staff;
2 Elected Members (to other Elected Members),

were, without notification of the change, automatically copied to the central City email address Councillor.Request@joondalup.wa.gov.au."

This report outlines the review that was undertaken of the scenario whereby emails from elected members' email address (xxxxx@joondalup.wa.gov.au) were automatically copied to the email address of councillor.request@joondalup.wa.gov.au.

It is therefore recommended that Council NOTES the report on the change of process for capturing and recording elected member's emails.

BACKGROUND

The reason for the notice of motion was stated as:

"Elected Member emails are important communication avenues which can be used for highly confidential matters such as the lodgement of complaints or code breaches against City staff or other Elected Members and the loss of privacy demonstrated in the recent event can result in a complete lack of confidence in trying to raise or seek advice on such confidential matters in the future.

The report should cover off on the full risk review of the implications of this occurrence and include areas such as how this happened, the full extent and period for which it was in place, whether any other Elected Member emails were captured by the automatic rule, and the steps taken to ensure this does not happen again."

The Chief Executive Officer has a responsibility to maintain records and documents of the City. Email communications are subject to the same legal, privacy, records management and freedom of information obligations as other records, as detailed below:

Legal

In accordance with section 5.41 of the *Local Government Act 1995,* the Chief Executive Officer is to ensure that records and documents of the local government are properly kept for the purposes of the *Local Government Act 1995* and any other written law, including the *State Records Act 2000.*

As described in the City's *Recordkeeping Plan*, the management of the City's records are controlled by an electronic recordkeeping system, with the addition of all incoming and outgoing email being retained in an email archive.

The City has the right to review, audit, intercept, access and disclose all activities received or sent via the internet or email. All archived email is potentially subject to a legal discovery order (providing records for court proceedings) or similar forms of legal process.

Privacy

Access to another user's email account without the user's permission is not permitted. Only officers from Information Technology are permitted to access individual email boxes and only if a request is formally logged via an IT Service Desk Request and the mailbox owner makes the request, or the written request is signed by a Manager, Director or the Chief Executive Officer stating the reason for the request. Each request is judged on its merits and further justification may be requested if there are any doubts to the validity of the request. Where the requests for access arise from statutory obligations, legal discovery orders or similar legal obligations, the request will be complied with. Access by Information Technology staff will be for the duration of the requested task only.

All activities on City networks may be monitored or recorded to protect the City from potential consequences that may occur through misuse. Elected members and officers consent to monitoring when they agree to the *Online Services Usage* Protocol. Elected members agree to this Protocol when they take possession of City issued IT equipment.

Records management

Any communications (including via a City email address) by elected members or officers in undertaking their role or business activities of the City are to be retained as per the City's *Recordkeeping Plan*, which allows for future retrieval and provides evidence of action taken.

Freedom of information

All corporate records retained by the City, or held by City officers, elected members or contractors are accessible under this legislation.

DETAILS

The Office of the CEO has oversight of the councillor request process. Emails sent from an elected member's email address (xxxxx@joondalup.wa.gov.au) to the Chief Executive Officer or any of the four Directors are automatically copied as a cc to the email address of councillor.request@joondalup.wa.gov.au. This email rule has been in place for several years.

Change of process

A review of the process for registering elected member requests commenced by the Office of the CEO in August 2021, to ensure all elected member requests receive priority attention, are given proper and consistent consideration and responded to in a timely manner with efficient use of resources.

The process change proposed was for emails to be accessed and processed directly from the mailbox (of councillor.request@joondalup.wa.gov.au) by the Office of the CEO. This change resulted in emails being recorded, and disseminated more quickly to the relevant Director, for response.

The email server rule was changed on 1 November 2021 to include emails sent by an elected member (from their xxxxx@joondalup.wa.gov.au email address) to any internal City of Joondalup email address (such as emails to any City officer, not just the Chief Executive Officer or four Directors), to also be automatically copied to the email address of councillor.request@joondalup.wa.gov.au to ensure these emails would also be recorded, receive relevant senior officer attention and be responded to promptly.

Risk review of the implications

As the email server rule was already in place, the only technical change was to add emails sent from elected members (from their xxxxx@joondalup.wa.gov.au email address) to any member of City staff.

The email server rule was assessed to ensure that emails from elected members to constituents would not be included unless the elected member included a City officer or councillor.request@joondalup.wa.gov.au in the cc field, as the email server rule applies only to emails sent to an internal City email address.

However, a risk that was not identified, was the situation where one elected member would send another elected member an email from and to their City accounts, that was not intended for the administration. These were not intended to be included; however, the new rule included all internal City email addresses, which also includes all elected member email addresses.

Full extent and period for which it was in place

The change to the email rule took effect from 1 November 2021, to include emails sent by an elected member (from their xxxxx@joondalup.wa.gov.au email address) to any internal City of Joondalup email address.

Following the discovery that emails between elected members were being included, elected members were advised by the Chief Executive Officer, the new rule was discontinued, and the previous email rule was reinstated.

From 13 December 2021, emails sent by elected members from their xxxxx@joondalup.wa.gov.au address to other City officers or to other elected members' xxxxx@joondalup.wa.gov.au addresses were no longer automatically recorded as councillor requests. Only emails sent from elected members to the email address of ceo@joondalup.wa.gov.au, the Chief Executive Officer or one of the four Directors were automatically copied as a cc to the email address of councillor.request@joondalup.wa.gov.au.

Access to the mailbox remains restricted to the Office of the CEO and records services staff within Governance for the purpose of assistance with recordkeeping.

Whether any other elected member emails were captured by the automatic rule

From 1 November 2021 to 12 December 2021 a number of emails from elected members were included by the automatic rule. This includes emails where elected members had themselves included the email address of councillor.request@joondalup.wa.gov.au.

Steps taken to ensure this does not happen again

Any proposal for a service change that affects elected member email accounts will be reviewed and require endorsement by the Chief Executive Officer in consultation with the Director Corporate Services (Information Technology) and Director Governance and Strategy (Governance) prior to implementation.

A comprehensive written risk analysis will form part of such proposals.

Elected members will be advised of any such changes and the reasons for it, at least one week before it is implemented.

Legislation / Strategic Community Plan / Policy implications

Legislation	Section 5.41 of the *Local Government Act 1995.* *Freedom of Information Act 1992.* *State Records Act 2000*.

Strategic Community Plan

Key theme	Governance and Leadership.
Objective	Corporate Capacity.
Strategic initiative	Continuously strive to improve performance and service delivery across all corporate functions.
Policy	*Elected Members' Communications Policy.* *Records Management Policy.* *Online Services Usage Protocol for Elected Members.* *Recordkeeping Plan.*

Risk management considerations

Failure to maintain relevant records, including emails, will result in the City breaching section 5.41 of the *Local Government Act 1995*.

The City must ensure that secure processes are in place for capturing, redirecting, storing and accessing emails and to mitigate the risk of compromising confidential or sensitive information.

Well-coordinated, timely and properly informed responses to elected members' requests reduce the risk of elected members not being provided with information relevant to their functions and inefficient use of resources.

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

The City has reviewed and updated the email server rule and processes for capturing, redirecting, storing, and accessing elected members' emails, which ensures they are appropriately secured while maintaining compliance with section 5.41 of the *Local Government Act 1995*.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

That Council NOTES the report on the change of process for capturing and recording elected member's emails.

MOVED Cr Thompson, SECONDED Cr Kingston that Council:

1 NOTES the report on the change of process for capturing and recording elected member's emails;

2 REQUESTS the Chief Executive Officer review the City's *Online Services Usage Protocol for Elected Members* to incorporate matters related to the management of Elected Member email correspondence including notification of proposed amendments to the Protocol;

3 REQUESTS the Chief Executive Officer to ensure that elected members are made aware of their corporate record keeping responsibilities and obligations, including management of electronic correspondence, through the Elected Member Induction Program and updates as deemed necessary during their term of office.

The Motion was Put and CARRIED (12/1)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, May, McLean, Poliwka, Raftis and Thompson.
Against the Motion: Cr Logan.

CJ088-06/22 STATUS OF PETITIONS

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Governance and Strategy
FILE NUMBERS	05386, 101515
ATTACHMENTS	Attachment 1 Status of Petitions – 16 August 2016 to 17 May 2022
AUTHORITY / DISCRETION	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For Council to note the status of outstanding petitions.

BACKGROUND

At its meeting held on 16 December 2008 (CJ261-12/08 refers), Council considered a report in relation to petitions. As part of that report, it was advised that quarterly reports would be presented to Council in the future.

DETAILS

Issues and Options Considered

Attachment 1 provides a list of all outstanding petitions, which were received during the period 16 August 2016 to 17 May 2022, with a comment on the status of each petition.

Legislation / Strategic Community Plan / Policy Implications

Legislation *City of Joondalup Meeting Procedures Local Law 2013*.

Strategic Community Plan

Key Themes Governance and Leadership.

Objective Active democracy.

Strategic Initiatives

- Fully integrate community consultation practices into City activities.
- Optimise opportunities for the community to access and participate in decision-making processes.
- Adapt to community preferences for engagement formats.

Policy Implications Each petition may impact on the individual policy position of the City.

Risk Management Considerations

Failure to consider the request of the petitioners and take the appropriate actions may impact on the level of satisfaction of the community.

Financial / Budget Implications

Individual requests made by the way of petitions may have financial implications.

Regional Significance

Not applicable.

Sustainability Implications

Not applicable.

Consultation

Not applicable.

COMMENT

The list of petitions is presented to Council for information, detailing the actions taken to date and the actions proposed to be undertaken for those petitions that remain outstanding.

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that Council:

1 NOTES the status of outstanding petitions submitted to Council during the period 16 August 2016 to 17 May 2022, forming Attachment 1 to Report CJ088-06/22;

2 NOTES that the McKirdy Park playspace renewal (PEP2521 refers) is listed for consideration as part of the *2022-23 Budget*;

2.1 NOTES that if approved by Council, the renewal will be undertaken during the 2022-23 financial year;

2.2 ADVISES the lead petitioner of its decision.

The Motion was Put and CARRIED (12/0) by Exception Resolution after consideration of CJ085-06/22, page 182 refers.

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson.

Appendix 4 refers

To access this attachment on electronic document, click here: Attach4brf220614.pdf

CJ089-06/22 MINUTES OF REGIONAL COUNCIL MEETINGS

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Governance and Strategy
FILE NUMBER	03149, 41196, 101515
ATTACHMENTS	Attachment 1 Tamala Park Regional Council – Ordinary Council Meeting Minutes – 21 April 2022 Attachment 2 Mindarie Regional Council – Ordinary Council Meeting Minutes – 26 May 2022 *(Please note: Attachments are only available electronically).*
AUTHORITY / DISCRETION	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For Council to note the minutes of various bodies on which the City has current representation.

EXECUTIVE SUMMARY

The following minutes are provided:

- Ordinary Minutes of the Tamala Park Regional Council meeting held on 21 April 2022.
- Ordinary Minutes of the Mindarie Regional Council meeting held on 26 May 2022.

DETAILS

Tamala Park Regional Council Ordinary Council Meeting – 21 April 2022

An ordinary meeting of the Tamala Park Regional Council was held on 21 April 2022.

At the time of the meeting Cr John Chester and Cr Nige Jones were Council's representatives at the Tamala Park Regional Council meeting.

The attached minutes detail those matters that were discussed at this external meeting that may be of interest to the City of Joondalup (Attachment 1 refers).

Mindarie Regional Council Ordinary Council Meeting – 26 May 2022

An ordinary meeting of the Mindarie Regional Council was held on 26 May 2022.

At the time of this meeting Mayor Albert Jacob and Cr Christopher May were Council's representatives at the Mindarie Regional Council meeting.

The attached minutes detail those matters that were discussed at this external meeting that may be of interest to the City of Joondalup (Attachment 2 refers).

Legislation / Strategic Community Plan / Policy Implications

Legislation	Not applicable.
Strategic Community Plan	
Key theme	Governance and Leadership.
Objective	Strong leadership.
Strategic initiative	Seek out City representation on key external and strategic bodies.
Policy	Not applicable.

Risk Management Considerations

Not applicable.

Financial / Budget Implications

Not applicable.

Regional Significance

Not applicable.

Sustainability Implications

Not applicable.

Consultation

Not applicable.

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that Council NOTES the minutes of:

1 the ordinary meeting of the Tamala Park Regional Council held on 21 April 2022 forming Attachment 1 to Report CJ089-06/22;

2 the ordinary meeting of the Mindarie Regional Council held on 26 May 2022 forming Attachment 2 to Report CJ089-06/22.

The Motion was Put and CARRIED (12/0) by Exception Resolution after consideration of CJ085-06/22, page 182 refers.

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson.

To access this attachment on electronic document, click here: RegionalMinutes220614.pdf

CJ090-06/22 APPOINTMENT OF ACTING MEMBER TO MINDARIE REGIONAL COUNCIL

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Governance and Strategy
FILE NUMBER	03149, 101515
ATTACHMENTS	Nil
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to appoint an Elected Member to act for Mayor Jacob at the Mindarie Regional Council Meeting (MRC) to be held on 7 July 2022.

EXECUTIVE SUMMARY

The MRC comprises delegates from each of the following member local governments:

- City of Joondalup
- City of Perth
- City of Stirling
- City of Vincent
- City of Wanneroo
- Town of Cambridge
- Town of Victoria Park.

The City of Joondalup is represented on the MRC by two Elected Members being Mayor Jacob and Cr Christopher May. The next meeting of the MRC is scheduled to occur on Thursday 7 July 2022 however, Mayor Jacob is on an approved Leave of Absence and will be unable to attend. It is therefore necessary to appoint an alternative elected member to act as the City of Joondalup member for the meeting on 7 July 2022.

It is therefore recommended that Council:

1 in the absence of Mayor Jacob, and in accordance with the provisions of section 52 of the Interpretation Act 1984, APPOINTS an elected member to act as a member and represent the City of Joondalup at the Mindarie Regional Council meeting to be held on Thursday 7 July 2022;

2 ADVISES the Mindarie Regional Council of its decision.

BACKGROUND

The MRC is a regional local government established for the purpose of delivering effective, efficient and environmental sound waste treatment and disposal and leading its community in sustainable waste management philosophy.

The MRC was formed in 1981 when the Cities of Perth, Stirling and Wanneroo purchased land in Perth's northern corridor that included a parcel of land deemed suitable for a landfill site. Formal incorporation and registration of the MRC occurred on 22 December 1987 when the Governor in Executive Council gave approval.

The MRC is now one of Western Australia's largest waste management authorities and manages waste disposal for each of its member Councils.

No deputies are appointed to the MRC. Legal advice has confirmed that an alternate member to serve on the MRC can only be made under specific circumstances and not on an ongoing basis.

It is important to note, therefore, that should any of the Council's appointed representatives not be available to attend a meeting of the MRC, a Council resolution is required to appoint an alternate member for the specified period that the member is not available, in accordance with sections 52(1)(b) and (c) of the *Interpretation Act 1984,* which provides:

52. Power to appoint includes power to remove, suspend, appoint acting officer etc.

(1) Where a written law confers a power or imposes a duty upon a person to make an appointment to an office or position, including an acting appointment, the person having such power or duty shall also have the power -

(b) where a person so appointed to an office or position is suspended or unable, or expected to become unable, for any other cause to perform the functions of such office or position, to appoint a person to act temporarily in place of the person so appointed during the period of suspension or other inability but a person shall not be appointed to so act temporarily unless he is eligible and qualified to be appointed to the office or position; and

(c) to specify the period for which any person appointed in exercise of such a power or duty shall hold his appointment.

DETAILS

The next meeting of the MRC is scheduled to occur on Thursday 7 July 2022. Mayor Jacob, as one of the appointed delegate for the City of Joondalup, is unable to attend and it is therefore necessary to appoint an alternative elected member to act as the City of Joondalup member for this meeting to ensure the City's interests are fully represented.

Issues and options considered

Council can either:

- appoint another elected member to act in the place of Mayor Jacob for the meeting to be held on Thursday 7 July 2022
  or
- not appoint another elected member.

Legislation / Strategic Community Plan / Policy implications

Legislation *Interpretation Act 1984.*

52. Power to appoint includes power to remove, suspend, appoint acting officer etc.

(1) Where a written law confers a power or imposes a duty upon a person to make an appointment to an office or position, including an acting appointment, the person having such power or duty shall also have the power -

(b) where a person so appointed to an office or position is suspended or unable, or expected to become unable, for any other cause to perform the functions of such office or position, to appoint a person to act temporarily in place of the person so appointed during the period of suspension or other inability but a person shall not be appointed to so act temporarily unless he is eligible and qualified to be appointed to the office or position; and

(c) to specify the period for which any person appointed in exercise of such a power or duty shall hold his appointment.

Strategic Community Plan

Key theme Governance and Leadership.

Objective Strong Leadership.

Strategic initiative Seek out City representation on key external and strategic bodies.

Policy Not applicable.

Risk management considerations

The risk to the City of Joondalup is that if another member is not appointed to represent the City in the absence of Mayor Jacob, then the City will not be fully represented and therefore not have its allocated voting rights on matters before the MRC.

Financial / budget implications

Not applicable.

Regional significance

The purpose of the MRC is to deliver effective, efficient and environmentally sound waste treatment and disposal and leading its community in sustainable waste management philosophy.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

It is considered important that Council exercises its ability to be represented at each and every meeting of the MRC. It is recommended that an Elected Member be appointed to represent the City at the MRC meeting to be held on Thursday 7 July 2022.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

That Council:

1 in the absence of Mayor Jacob, and in accordance with the provisions of section 52 of the *Interpretation Act 1984* APPOINTS an elected member to act as a member and represent the City of Joondalup at the Mindarie Regional Council meeting to be held on Thursday 7 July 2022;

2 ADVISES the Mindarie Regional Council of its decision.

MOVED Mayor Jacob, SECONDED Cr May that Council:

1 in the absence of Mayor Jacob, and in accordance with the provisions of section 52 of the *Interpretation Act 1984* APPOINTS Cr Hill to act as a member and represent the City of Joondalup at the Mindarie Regional Council meeting to be held on Thursday 7 July 2022;

2 ADVISES the Mindarie Regional Council of its decision.

The Motion was Put and CARRIED (13/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

CJ091-06/22 WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION 2022 ANNUAL GENERAL MEETING

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Governance and Strategy
FILE NUMBER	00033, 101515
ATTACHMENTS	Attachment 1 2022 WALGA Notice of Annual General Meeting and Procedure Information
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to give consideration to nominating delegates for the 2022 Annual General Meeting of the Western Australian Local Government Association (WALGA) to be held on Monday 3 October 2022.

EXECUTIVE SUMMARY

The Annual General Meeting of WALGA will be held on Monday 3 October 2022 during the 2022 WA Local Government Convention.

All member local governments are entitled to be represented by two voting delegates at the Annual General Meeting, and delegates must register their attendance in advance. The deadline for the registration of voting delegates is Friday 23 September 2022.

It is therefore recommended that Council NOMINATES:

1 Two voting delegates for the 2022 Annual General Meeting of the Western Australian Local Government Association to be held on Monday 3 October 2022;

2 Two proxy voting delegates for the 2022 Annual General Meeting of the Western Australian Local Government Association to be held on Monday 3 October 2022, in the event that Council's appointed representatives are unable to attend.

BACKGROUND

The Western Australian Local Government Association (WALGA) is an independent, member based, not-for-profit organisation representing and supporting the WA Local Government sector.

WALGA was formed on 6 December 2001 to provide a representative and united voice for Local Government in Western Australia. Prior to this, a number of membership-based representative structures existed to represent Local Government.

WALGA holds an Annual General Meeting for its members every year for the purpose of promoting local government issues of importance across the sector.

DETAILS

The 2022 WALGA Annual General Meeting will be held from 9:00am on Monday 3 October 2022 at Crown Perth. The formal Agenda will begin at 11:30am. Attendance at the Annual General Meeting is free of charge to all Elected Members and staff from Member Local Governments, of which City of Joondalup is a member.

The full Notice of Meeting (including procedure information and criteria for submission of motions) is detailed in Attachment 1 to Report CJ091-06/22.

In order to participate in voting on matters received at the Annual General Meeting, each member Council must register its voting delegates by Friday 23 September 2022. Pursuant to the WALGA constitution, all member Councils are entitled to be represented by two voting delegates. Voting delegates may be either elected members or serving officers. Proxy voting is available where the Council's appointed representatives are unable to attend.

The current City of Joondalup members of the WALGA North Metropolitan Zone are as follows:

Members	Deputy Members
Mayor Jacob	Cr Christopher May (First Deputy)
Cr Adrian Hill	Cr Christine Hamilton-Prime (Second Deputy)
Cr Russ Fishwick	
Cr Nige Jones	

Cr Russ Fishwick and Mayor Jacob are the City's delegate and deputy delegate respectively, to the WALGA State Council.

Issues and options considered

Not applicable.

Legislation / Strategic Community Plan / Policy implications

Legislation Not applicable.

Strategic Community Plan

Key theme Governance and Leadership.

Objective Strong Leadership.

Strategic initiative Advocate and influence political direction to achieve local and regional development.

Policy Not applicable.

Risk management considerations

If the City of Joondalup does not submit its voting members, it will not be able to vote on the matters to be debated as part of the Annual General Meeting of WALGA.

Financial / budget implications

Not applicable.

Regional significance

Matters considered at the 2022 WALGA Annual General Meeting relate to local government as an industry.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

The North Metropolitan Zone Committee of WALGA, consisting of the Cities of Joondalup, Stirling and Wanneroo, is the main link the City has in considering matters relating to WALGA activities.

It is considered prudent to designate two voting delegates for the 2022 Annual General Meeting of WALGA to ensure the City is represented and is able to vote on matters affecting the City and the broader local government sector.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

That Council NOMINATES:

1 two voting delegates for the 2022 Annual General Meeting of the Western Australian Local Government Association to be held on Monday 3 October 2022;

2 two proxy voting delegates for the 2022 Annual General Meeting of the Western Australian Local Government Association to be held on Monday 3 October 2022, in the event that Council's appointed representatives are unable to attend.

MOVED Cr Fishwick, SECONDED Mayor Jacob that Council NOMINATES:

1 Mayor Jacob and Cr Fishwick as the two voting delegates for the 2022 Annual General Meeting of the Western Australian Local Government Association to be held on Monday 3 October 2022;

2 Cr Hill and Cr Jones as the two proxy voting delegates for the 2022 Annual General Meeting of the Western Australian Local Government Association to be held on Monday 3 October 2022, in the event that Council's appointed representatives are unable to attend.

The Motion was Put and CARRIED (13/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

Appendix 5 refers

To access this attachment on electronic document, click here: Attach5brf220614.pdf

CJ092-06/22 2022 ANNUAL REVIEW OF REGISTER OF DELEGATION OF AUTHORITY

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Governance and Strategy
FILE NUMBER	07032, 101515
ATTACHMENT	Attachment 1 Amended Register of Delegation of Authority (marked-up version) Attachment 2 Amended Register of Delegation of Authority (clean version) *(Please note: Attachments are only available electronically).*
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to undertake a formal review of its delegations within the *Register of Delegation of Authority*.

EXECUTIVE SUMMARY

Sections 5.18 and 5.46 of the *Local Government Act 1995* (the Act) requires at least once every financial year, delegations are to be reviewed by the delegator. The Council last performed its annual review of delegations at its meeting held on 15 June 2021 (CJ079-06/21 refers).

The proposed amendments to the *Register of Delegation of Authority* (Register) is submitted as Attachment 1 to Report CJ092-06/22. The *Register of Delegation of Authority* incorporating the proposed amendments is submitted as Attachment 2 to Report CJ092-06/22.

It is therefore recommended that Council:

1 ENDORSES the review of its delegations in accordance with sections 5.18 and 5.46 of the Local Government Act 1995;

2 BY AN ABSOLUTE MAJORITY and in accordance with sections 5.16 and 5.42 of the Local Government Act 1995, section 127 of the Building Act 2011, section 48 of the Bush Fires Act 1954, section 44 of the Cat Act 2011, section 10AA of the Dog Act 1976, section 118(2)(b) of the Food Act 2008, section 16 and 17 of the Graffiti Vandalism Act 2016, sections 214(2), (3) and (5) of the Planning and Development Act 2005, clause 82 of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015 and section 21 of the Public Health Act 2016 DELEGATES the local government functions as listed in the amended Register of Delegation of Authority forming Attachment 2 to Report CJ092-06/22.

BACKGROUND

In accordance with sections 5.16 and 5.42 of the Act, a local government can delegate certain functions to a committee of Council, or the Chief Executive Officer. A variety of other legislation also permits the delegations of functions to the Chief Executive Officer, as well as other officers.

Sections 5.18 and 5.46 of the Act require that at least once every financial year, delegations are to be reviewed by the delegator for those delegations under the Act, but opportunity is also presented to review other delegations made under other legislation.

At its meeting held on 24 June 2014 (CJ091-06/14 refers), Council undertook a comprehensive review of the *Register of Delegation of Authority*, incorporating the following measures:

- A revised layout for each instrument of delegation.
- Improvements to the wording and referencing of individual delegations.
- New and increased scope of individual delegations.

As part of the 2021 annual review process the City introduced a new structure for the Register with the transition to the Attain Compliance software (Attain), this new approach includes a historical record of amendments for each delegation.

The Council last performed its annual review of its delegations at its meeting held on 15 June 2021 (CJ079-06/21 refers) and therefore, a formal review by Council is required by 30 June 2022. The 2022 review has focused on assessing the suitability and relevance of delegations as well as any new delegations that need to be made.

DETAILS

The 2022 annual review of the *Register of Delegation of Authority* was undertaken to determine:

- the appropriateness of the existing delegations and whether to amend or delete any delegations
- the need for any additional delegations.

The proposed amendments reflect the following:

- Amending existing delegations to improve workflow processes and service delivery.
- Revoking of delegations that are no longer required.
- Addition of three new delegations.
- Minor wording and formatting changes.
- Re-numbering of delegations, to allow for the insertion of new delegations within the register structure.

The main proposed changes are as follows:

1.4 Agreement for Payment of Rates and Service Charges (Attachment 1, page 10 refers)

The inclusion of two relevant policy documents being; *Payments of Rates and Charges Policy* (CJ069-05/21 refers) and *Rates Hardship Policy* (CJ068-05/21 refers).

1.6 Appointment of an Acting Chief Executive Officer (Attachment 1, page 12 refers)

It is recommended that this delegation be revoked, as the Chief Executive Officer is required to appoint a person to act as CEO in accordance with the *Appointment of an Acting or Temporary Chief Executive Officer Council Policy* adopted by Council at its meeting held on 17 August 2021 (CJ128-08/21 refers). This Policy aligns with the CEO performing their function under section 5.41 (c) of the *Local Government Act 1995*.

The Chief Executive Officer can only act in accordance with the Policy and does not exercise discretion.

Due to the exclusion of this delegation in the Register, a change in delegation numbers was required and can be seen from pages 13 to 22 of the Register.

1.7 Appointment of Authorised Persons (Attachment 1, page 13 refers)

An amendment to the 'Delegates Condition' to include an additional condition relating to the City maintaining a Register of Authorised Persons as a local government record. The inclusion of part 2 reflects the current practice being undertaken by the Administration.

1.8 Choice of Acceptable Tenders from an Expression of Interest (Attachment 1, page 15 refers)

The inclusion of the relevant policy document being the *Purchasing Policy* (CJ070-05/20 refers).

1.9 Choice of Tender (Attachment 1, page 16 refers)

The inclusion of the relevant policy document being the *Purchasing Policy* (CJ070-05/20 refers).

1.12 Acquisition of Interest in Land by Lease or other Short Term Instrument (Attachment 1, page 22 refers)

This is a new delegation to the Chief Executive Officer with the authority to authorise acquisition of interest in land by lease or other short term instrument only and will enable the City to enter into lease agreements on property that is not owned or managed by the City.

From time-to-time, the City may be required to enter into short-term lease arrangements to meet an accommodation requirement where the City's existing land or facility assets are unable to support an immediate service delivery need, and/or the expenditure required to modify or acquire an asset either exceeds the lease value or cannot be achieved within the necessary timeframes.

Examples may include short-term storage requirements for cultural events or City operations, or the provision of event or gallery space for community events.

The City's current delegation in relation to leases only extends to the disposal of property whereby the City is the Landlord. This delegation will provide flexibility for the City to acquire an interest in property as a Tenant to meet a short-term accommodation requirement.

The proposed function to this delegation is as follows:

- Authority to acquire an interest in land (includes buildings), by lease or other short term instrument ONLY, where the total value of the consideration and anything done by the City is less than the threshold amount for a major land transaction [s.3.59(1), r.8A(1)].
- Authority to acquire an interest in land by lease or other short term instrument ONLY through an exempt land transaction [s.3.59(1), r8(1)]:
  a) Without intending to produce a profit to the Local Government; and
  b) Without intending that another person will be sold, or given joint or exclusive use of, all or any of the land involved in the transaction.

The following proposed conditions are to apply to the delegation which include:

- Delegation excludes authority to purchase in fee simple land or buildings and is therefore limited to leases, rental or other short term acquisition instruments that do not commit the Local Government for a period greater than five years.
- In accordance with s.5.43, this delegation is limited to acquisitions that have a total consideration value of $500,000 or less.
- Documents that give effect to an acquisition under this delegation, must be executed by a person duly authorised under s. 9.49A.

1.21 Payments from Municipal Fund and Trust Fund – Signatories to bank accounts (Attachment 1, page 42 refers)

The amendments relating to this delegation provide separation of the type of payments in respect to cheque payments and electronic funds transfers (EFT) payments, this has been proposed so that “Category C” signatories can be included to authorise EFT payments, to facilitate approval of smaller EFT files less than $10,000.

The authorisation of EFT payments up to $10,000 will require a minimum authorisation by any one Category C signatories and any one B signatories. The inclusion of Category C signatories will lead to improved work efficiency and better turnaround times in processing of payments, as the availability of Categories A signatories at times can be limited to availability of senior management.

The delegation includes the following proposed amended conditions for designated employees:

Cheque Payments (only)

- Payments up to $10,000 - Any one Category A or Category B signatories.
- Payments of $10,001 and over to payments up to $250,000 - Any two Category A or Category B signatories.
- Payments of $250,001 and over - Any one of Category A and One of Category B signatories; or any two of Category A signatories.

Electronic Funds Transfer (EFT) Payments (only)

- Payments up to $10,000 – any two Category A or Category B Signatories; or any one of Category A or Category B signatories and any one of Category C signatories.
- Payments of $10,001 and over to payments up to $250,000 – any two Category A or Category B signatories.
- Payments of $250,001 and over – any one Category A and one of Category B signatories; or any two Category A signatories.

Furthermore, it is proposed the inclusion of "Category C" signatories who will be able to approve payments up to $10,000 only, being the following designated employees:

- Financial Accountant.
- Management Accountant.

1.22 Power to Invest (Attachment 1, page 45 refers)

An amendment to the relevant policy from *Investment Policy* to *Investment of Available Funds Policy* (CJ160-10/20).

1.25 Payments from Municipal Fund – Incurring liabilities and making payments for court fees in respect of lodgements of rates claims (WA Magistrates' Court) (Attachment 1, page 50 refers)

This is a new delegation to the Chief Executive Officer with the authority to incur liabilities and make payments from the municipal fund for court fees in respect of lodgements of rates claims only to the WA Magistrates' Court. Currently, the Senior Management Accountant and Coordinator Rating Services is able to approve payments up to $5,000 in accordance with delegation 1.19. The creation of this delegation will allow approval by the designated employees up to $10,000 for the specific purpose of lodgement of claims with the Magistrate's Court.

The delegation will provide authority for the following employees to lodge claims with the Magistrate's Court under the following conditions:

- Manager Financial Services – payment limit over $10,000 (excluding GST).
- Senior Management Accountant – payment limit up to $10,000 (excluding GST).
- Coordinator Rating Services – payment limit up to $10,000 (excluding GST).

The function of incurring liabilities and making payments for court fees in respect of lodgements of rates claims to the WA Magistrates' Court will ensure administrative efficiencies of the City with the processing of rates claims via the online eCourts portal.

Due to the inclusion of this delegation in the Register, a change in delegation numbers was required and can be seen from pages 51 to 56 of the Register.

3.5.1 Building Act 2011 – Refusing and Cancelling Building and Demolition permit Applications, Building Approval Certificates and Occupancy permit Applications (Attachment 1, page 66 refers)

An amendment to the delegation title and function to include the authority to cancel building and demolition permit applications, building approval certificates and occupancy permits.

The function of cancelling building and demolition permit applications, building approval certificates and occupancy permit applications is administrative in nature and has inadvertently been missed from the delegation. The inclusion as proposed will ensure that the exercise of this administrative task is appropriately documented and controlled.

In addition, the inclusion of relevant legislation being the *Building Act 2011* [s. 24].

3.5.2 Building Act 2011 – Building Act 2011 – Extending the Duration of Building and Demolition Permits, Building Approval and Certificates and Occupancy Permits (Attachment 1, page 68 refers)

The insertion of a new delegation to the Chief Executive Officer with the authority to extend the duration of building and demolition permits, building approval certificates and occupancy permits.

This function has been undertaken as an administrative function since the introduction of the *Building Act 2011*, however this delegation is proposed to ensure that the exercise of this function is appropriately documented and controlled.

Pursuant to section 127 of the *Building Act 2011*, a local government may delegate its powers under the Act to employees of the local government who are appropriately qualified to exercise those powers. The extent to which the power may be exercised is limited by seniority of the position, in relation to delegation 3.5.2, the following positions are proposed to have subdelegate authority:

- Director Planning and Community Development.
- Manager Regulatory Services.
- Coordinator Building Approvals.
- Senior Building Surveyors.

Issues and options considered

Council can either:

- accept the proposed amendments
- vary the proposed amendments
  or
- reject the proposed amendments

and adopt the Register of Delegation of Authority accordingly.

Legislation / Strategic Community Plan / policy implications

Legislation	*Local Government Act 1995 [s. 5.16-5.18, s. 5.42-5.46]*. *Building Act 2011* [s. 127]. *Bush Fires Act 1954* [s. 48]. *Cat Act 2011* [s. 44]. *Dog Act 1976* [s. 10AA]. *Food Act 2008* [s. 118 (2) (b)]. *Graffiti Vandalism Act 2016* [s. 16, 17]. *Planning and Development Act 2005* [s. 214 (2), (3) and (50)]. Clause 82 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015.* *Public Health Act 2016* [s. 21].

Strategic Community Plan

Key theme	Governance and Leadership.
Objective	Corporate capacity.
Strategic initiative	Continuously strive to improve performance and service delivery across all corporate functions.

Policy Not applicable.

Risk management considerations

Council is required to review its delegations under the *Local Government Act 1995* at least once every financial year and to review its delegations made under clause 82 of schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* every two years. Failure to complete the review would result in non-compliance with its statutory responsibilities under these legislative frameworks.

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

Where legislation confers a function or power in a "local government" it was generally intended by Parliament to mean Council. However, there are many instances within the Act and other legislation that a function given to a local government is not exercisable, at least on a day to day basis by a Council but by the Chief Executive Officer or the local government's administration. The Act itself makes it clear that:

- a Council's role is not to exercise administrative (or management powers) but to exercise broader governance powers (section 2.7 of the Act)
- a Chief Executive Officer has the principal administration or management role of the local government - reflected in the specific statutory function to 'manage the day-to-day operations of the local government (section 5.4(e) of the Act).

In view of this local governments utilise levels of delegated authority to allow the Chief Executive Officer (and other officers) to undertake day-to-day statutory functions, thereby allowing Council to focus on policy development, representation, strategic planning and community leadership.

The use of delegated authority means the large volume of routine work of a local government can be effectively managed and acted on promptly, which in turn facilitates efficient service delivery to the community. The 2022 review has resulted in refining delegations to ensure the City's continued ability to maintain high standards of service delivery and improved workflow processes.

VOTING REQUIREMENTS

Absolute Majority.

OFFICER'S RECOMMENDATION

That Council:

1 ENDORSES the review of its delegations in accordance with sections 5.18 and 5.46 of the *Local Government Act 1995*;

2 BY AN ABSOLUTE MAJORITY and in accordance with sections 5.16 and 5.42 of the *Local Government Act 1995*, section 127 of the *Building Act 2011*, section 48 of the *Bush Fires Act 1954*, section 44 of the *Cat Act 2011*, section 10AA of the *Dog Act 1976*, section 118(2)(b) of the *Food Act 2008*, *section 16 and 17 of the Graffiti Vandalism Act 2016,* sections 214(2), (3) and (5) of the *Planning and Development Act 2005*, clause 82 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* and section 21 of the *Public Health Act 2016* DELEGATES the local government functions as listed in the amended *Register of Delegations of Authority* forming Attachment 2 to Report CJ092-06/22.

MOVED Cr Raftis, SECONDED Cr Poliwka that Council:

1 ENDORSES the review of its delegations in accordance with sections 5.18 and 5.46 of the *Local Government Act 1995*;

2 BY AN ABSOLUTE MAJORITY and in accordance with sections 5.16 and 5.42 of the *Local Government Act 1995*, section 127 of the *Building Act 2011*, section 48 of the *Bush Fires Act 1954*, section 44 of the *Cat Act 2011*, section 10AA of the *Dog Act 1976*, section 118(2)(b) of the *Food Act 2008*, *section 16 and 17 of the Graffiti Vandalism Act 2016,* sections 214(2), (3) and (5) of the *Planning and Development Act 2005*, clause 82 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* and section 21 of the *Public Health Act 2016* DELEGATES the local government functions as listed in the amended *Register of Delegations of Authority* forming Attachment 2 to Report CJ092-06/22;

3 REQUESTS the Chief Executive Officer provide a full review of the Register of Delegation of Authority that would include, but not be limited to, comparisons with best practice and other similar sized local governments, as well as explanations and examples of the required delegations, with a subsequent report to be tabled to the Audit and Risk Committee by October 2022.

The Motion was Put and CARRIED (8/5)

In favour of the Motion: Crs Chester, Hamilton-Prime, Jones, Kingston, May, Poliwka, Raftis and Thompson.
Against the Motion: Mayor Jacob, Crs Fishwick, Hill, Logan and McLean.

Reason for departure from Officer's Recommendation

In accordance with Regulation 11 (da) of the *Local Government (Administration) Regulations 1996,* the reason Council made its decision which was significantly different to what the administration recommended is to enable the council to perform their role as per the *Local Government Act 1995*.

To access this attachment on electronic document, click here: DelegationRegister220614.pdf

CJ093-06/22 ADOPTION OF THE 10-YEAR STRATEGIC COMMUNITY PLAN AND 5-YEAR CORPORATE BUSINESS PLAN

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Governance and Strategy
FILE NUMBER	101515, 109319, 52605
ATTACHMENTS	Attachment 1 Community Consultation Outcomes Report - Draft 10-Year Strategic Community Plan Attachment 2 Draft Strategic Community 2022-2032 Attachment 3 Draft Corporate Business Plan 2022-2026
AUTHORITY / DISCRETION	Legislative - includes the adoption of local laws, planning schemes and policies.

PURPOSE

For Council to note the outcomes of the community consultation on the draft 10-Year Strategic Community Plan, Joondalup 2032, and to adopt the City of Joondalup 10-Year Strategic Community Plan and 5-Year Corporate Business Plan.

EXECUTIVE SUMMARY

A strategic community plan is a requirement of all local governments in Western Australia under the *Local Government Act 1995*. Council adopted its first *10-Year Strategic Community Plan, Joondalup 2022* (Joondalup 2022), at its meeting held on 23 October 2012 (CJ210-10/12 refers). This plan was developed in consultation with Elected Members, the community and regional stakeholders.

The 10-year period for Joondalup 2022 is set to expire at the end of the 2021-22 financial year. The City has been working with elected members, the community and the City's workforce to prepare a new 10-Year Strategic Community Plan - Joondalup 2032.

At its meeting held on 15 March 2022 (CJ037-03/22 refers), Council endorsed the draft plan for community consultation. The City collected a total of 36 valid submissions during the 30-day advertised consultation period from 24 March 2022 to 22 April 2022. Minor amendments have been made to the plan to incorporate community and stakeholder feedback.

The 5-Year Corporate Business Plan is the City's medium-term planning document which contains the services, projects and activities that have been developed in response to the vision, goals and outcomes of the *10-Year Strategic Community Plan*. Every local government in Western Australia is required to have a corporate business plan. The City reviews the plan on an annual basis and reports to Council on its progress every quarter.

The draft 5-Year Corporate Business Plan contains the following:

- Services delivered by the City, including service costs and related FTE (to be added following adoption of the 2022-23 Annual Budget).
- Details of existing City plans, strategies and frameworks.
- Capital works programs, including expenditure and revenue for 2022-23 (to be added following adoption of the 2022-23 Annual Budget).
- Key capital works projects for 2022-23.
- Non-capital projects and activities, including quarterly milestones for delivery.
- Key priorities for 2022-23 (non-capital projects and activities).
- Annual performance measures that will be reported through the City's Annual Report, including the Global Reporting Initiative (GRI) disclosures and other performance measures.
- Operating budget for 2022-23 (to be added following adoption of the 2022-23 Annual Budget).

In accordance with the *Local Government (Administration) Regulations 1996*, the City is required to review its corporate business plan annually and submit it to Council for adoption.

The draft 10-Year Strategic Community Plan and 5-Year Corporate Business Plan require adoption by an absolute majority Council. The two plans have been presented together as the draft 5-Year Corporate Business Plan has been developed in alignment with the new 10-Year Strategic Community Plan, including the key themes, goals and outcomes. Further, the purpose of the 5-Year Corporate Business Plan is to ''operationalise'' the 10-Year Strategic Community Plan.

It is therefore recommended that Council:

1 NOTES the outcomes from the community consultation on the draft 10-Year Strategic Community Plan undertaken from 24 March 2022 to 22 April 2022 provided as Attachment 1 to Report CJ093-06/22;

2 BY AN ABSOLUTE MAJORITY ADOPTS the Strategic Community Plan 2022-2032 (Joondalup 2032), provided as Attachment 2 to Report CJ093-06/22;

3 BY AN ABSOLUTE MAJORITY ADOPTS the Corporate Business Plan 2022-2026, provided as Attachment 3 to Report CJ093-06/22, noting the following additions and updates will be made post-adoption:

- *3.1 Addition of net services costs, depreciation and full time equivalent (FTE) for 2022-23;*
- *3.2 Addition of capital works program expenditure and revenue for 2022-23;*
- *3.3 Addition of the operating budget for 2022-23;*
- *3.4 Updates to the demographic snapshots to reflect the results of the 2021 Census of Population and Housing;*
- *3.5 Updates to services, programs, projects and activities resulting from any decisions of Council at the 28 June 2022 Council meeting.*

BACKGROUND

10-Year Strategic Community Plan

The development of a strategic community plan is a requirement of all local governments in Western Australia under the *Local Government Act 1995* (the Act). Under the Act, strategic community plans must:

- set the vision, aspirations and objectives of the community
- cover a period of at least 10 years
- contain a description of community consultation activities undertaken in its development
- be reviewed at least every four years.

Strategic community plans must also have regard to the City's resource capacity, demographic trends, and strategic performance indicators and ways of measuring performance.

The 10-year period for the City's existing strategic community plan, Joondalup 2022, is set to expire at the end of the 2021-22 financial year. Since 2020, the City has been working with Elected Members, the community and the City's workforce to prepare a new 10-Year Strategic Community Plan (Joondalup 2032). This new plan covers the period 2022 to 2032 and outlines the City's commitment to achieving the vision and aspirations of the community and regional stakeholders.

It should be noted that the Department of Local Government, Sport and Cultural Industries is currently reviewing their *Integrated Planning and Reporting Framework* model for local governments. The City is yet to receive detailed advice on requirements, but it is likely that the new model will incorporate the following:

- Replacing Strategic Community Plans with more flexible "Community Strategies".
- Reframing Corporate Business Plans as broader "Council Plans".
- Introducing "Service Plans".
- Aligning timeframes and review periods with local government elections.
- Requiring a baseline reporting system across the sector.

As much as possible, the 10-Year Strategic Community Plan has been developed with the above future requirements in mind.

5-Year Corporate Business Plan

The development of a corporate business plan is a requirement of all local governments in Western Australia under the *Local Government (Administration) Regulations 1996*. Under the Regulations, corporate business plans must:

- set out priorities for dealing with the objectives and aspirations of the community
- cover a period of at least four years
- govern internal business planning
- reference resourcing plans/strategies (for example asset management, workforce planning, long-term financial planning)
- be reviewed every year.

As part of the regular annual review of the City's existing 5-Year Corporate Business Plan, the City has realigned the services, projects and activities of the plan to the key themes, goals and outcomes of the new 10-Year Strategic Community Plan.

A number of improvements have also been made to how the plan is presented, including the following:

- Capital works projects have been separated from non-capital projects and activities, instead of being combined.
- Annual performance measures (reported through the Annual Report) have been included under each outcome.

- The operating budget for the year has been included at the end of the plan, instead of a “financial summary”.
- General improvements have been made to the front-end of the plan to streamline and simplify the explanatory text and reduce duplication across other plans.

DETAILS

Development of the 10-Year Strategic Community Plan

In developing the draft 10-Year Strategic Community Plan, the City undertook a comprehensive community consultation exercise commencing in early 2020 with a series of three meetings with the City’s Strategic Community Reference Group. Each meeting focussed on the different key themes of the existing *10-Year Strategic Community Plan (Joondalup 2022).*

Feedback from the reference group was then used to inform the large-scale *Shaping Your Local Community* consultation initiative. Community consultation activities were delivered from 1 February 2021 to 30 April 2021. Feedback was sought via a mixed methodology approach which included:

- community survey
- events poll
- stakeholder workshops.

The City had high levels of engagement across the three consultation methods, including:

- 841 responses to the community survey
- 423 responses to the events poll
- 219 participants at the stakeholder workshops.

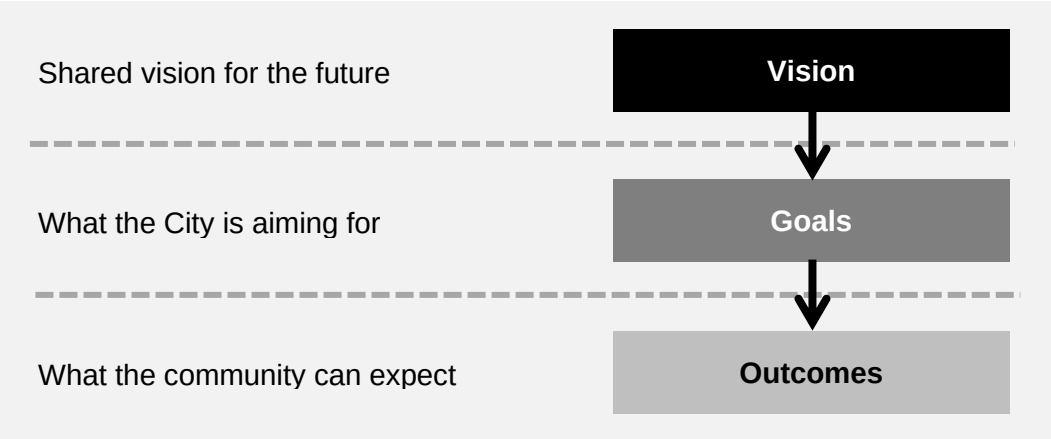
The approach for the new plan has been to bring the plan up to a higher, more strategic level, and shift the more operational initiatives, present in the current plan (Joondalup 2022), to the 5-Year Corporate Business Plan.

The new 10-Year Strategic Community Plan comprises the following five key themes:

- Community.
- Environment.
- Place.
- Economy.
- Leadership.

Each of these key themes has a goal which reflects the feedback from the community, and a series of outcomes which are intended to guide the City’s service delivery. The outcomes are intentionally broad to allow for different ways to achieve the goals over the 10-year term of the plan. In addition, outcomes from the extensive *Shaping Your Local Community* consultation initiative are reflected throughout the plan to demonstrate alignment with community aspirations.

A diagram of the overall structure of the draft 10-Year Strategic Community Plan 2022-2032 is shown below. The full plan is provided as Attachment 2 to Report CJ093-06/22.



At its meeting held on 15 March 2022 (CJ037-03/22 refers), Council endorsed the draft plan to be released for public consultation. The City collected a total of 36 valid submissions throughout the 30-day advertised consultation period from 24 March 2022 to 22 April 2022. This included 30 submissions from individuals, and 6 submissions from resident/ratepayer groups and other stakeholders.

The broad outcomes are as follows:

- Praise that the draft Plan included specific elements/themes (for example environment).
- Specific requests for services or facilities to be added to the draft Plan (for example support for the homeless).
- Specific requests for services or facilities be provided in the community (for example tree maintenance, safety patrols).
- Constructive/negative feedback about the content or structure of the draft Plan.
- General praise and support for the draft Plan.
- Specific feedback about words or phrases that should be changed or added to the details in the draft Plan.

As a result of the consultation, minor amendments have been made to the draft plan to incorporate these outcomes. The changes include the following:

- Updated “City assets snapshot” to ensure there is no confusion as to what “assets” are being referred to.
- Added a “2032 snapshot” infographic to show the general demographics for the City in 10 years’ time.
- Added wording into the “Integrated Planning and Reporting Framework” diagram to refer to the Capital Works Program Quarterly Progress Report and better reflect the Corporate Business Plan reporting structure.
- Altered the text of the “Goal” to include reference to “community-led” activities to be more reflective of new models of community development.
- Removed reference to “your business” in the “Appealing and welcoming” outcome to reflect the fact that people may visit the City for reasons other than visiting businesses.
- Replaced the “Responsible and financially-sustainable” outcome name with “Accountable and financially-sustainable” to ensure there is no confusion with the outcome “Responsible and efficient” (in the Environment key theme).
- Added further explanatory text to describe how the 5-Year Corporate Business Plan ‘operationalises' the 10-Year Strategic Community Plan.

- Added further explanatory text to describe how the 10-Year Strategic Community Plan will be monitored through the *Corporate Business Plan Quarterly Reports*, *Capital Works Quarterly Reports* and *Annual Reports* to eliminate confusion as to where these measures are located and how they are reported.

Full details of the consultation outcomes, including verbatim comments, are included in the *Community Consultation Outcomes Report - Draft 10-Year Strategic Community Plan* provided as Attachment 1 to Report CJ093-06/22.

Development of the *5-Year Corporate Business Plan*

The *5-Year Corporate Business Plan* is a document which provides a medium-term delivery plan for the *10-Year Strategic Community Plan* and contains the services, projects and activities to be undertaken to "operationalise" the *10-Year Strategic Community Plan*.

The draft 5-Year Corporate Business Plan contains the following:

- Services delivered by the City, including service costs and related FTE (to be added following adoption of the *2022-23 Annual Budget*).
- Details of existing City plans, strategies and frameworks.
- Capital works programs, including expenditure and revenue for 2022-23 (to be added following adoption of the *2022-23 Annual Budget*).
- Key capital works projects for 2022-23.
- Non-capital projects and activities, including quarterly milestones for delivery.
- Key priorities for 2022-23 (non-capital projects and activities).
- Annual performance measures that will be reported through the City's *Annual Report*, including the Global Reporting Initiative (GRI) disclosures and other performance measures.
- Operating budget for 2022-23 (to be added following adoption of *the 2022-23 Annual Budget*).

Measuring the City's Performance against the 10-Year Strategic Community Plan and 5-Year Corporate Business Plan

Measuring performance against the vision, goals and outcomes of the 10-Year Strategic Community Plan is outlined in the 5-Year Corporate Business Plan, and includes the following:

- *Corporate Business Plan Quarterly Reports* — Reports presented to Council each quarter and published on the City's website. The reports provide information on achievements and performance against the quarterly milestones set at the beginning of each year and indicate whether the project or activity is on time and on budget at the end of each quarter and at the end of the year. A commentary is also provided each quarter on exactly what has been achieved.

- *Capital Works Quarterly Progress Reports* — Reports presented to Council each quarter with the *Corporate Business Plan Quarterly Reports* and published on the City's website. The reports provide quarterly progress updates against the key capital works projects identified in the *5-Year Corporate Business Plan*, as well as the projects status of all capital works projects and programs.

- *Annual Reports* — Report presented to Council each year, as well as to the community through the Annual General Meeting. The report outlines the status of all projects and activities at the end of each year and states why a project or program has not been completed or is not on track. The Annual Report also documents the number of projects and activities completed within the *5-Year Corporate Business Plan*.

In addition, the *Annual Report* includes the Global Reporting Initiative (GRI) disclosures and the other performance indicators listed against the outcomes in the 5-Year Corporate Business Plan, and demonstrates performance for the year against the *10-Year Strategic Community Plan*.

The inclusion of the Global Reporting Initiative (GRI) disclosures and other performance measures provides greater transparency of how the City intends to report against the vision, goals and outcomes of *10-Year Strategic Community Plan.*

Additions and Changes Required After Adoption

Note that a number of projects that are included within the draft 5-Year Corporate Business Plan are being considered by Council at the June 2022 meeting. The inclusion of these items within the draft plan is subject to Council decisions and therefore amendments may be required to the projects and stated milestones depending on the outcomes of this meeting. These projects include the following:

- Sorrento Surf Life Saving Club redevelopment.
- Core system replacement project.
- *Place Activation Strategy 2022.*
- *Joondalup City Centre Place Activation Plan 2022.*
- Regional Homelessness Plan 2022-23–2025-26.

In addition, a number of sections of the draft plan are presented as blank and are subject to the adoption of the Annual Budget for 2022-23. The following will be updated post-adoption:

- Net service costs, depreciation and full time equivalent (FTE).
- Capital works program expenditure and revenue.
- Operating budget.

Further, the City will update the demographic snapshots in the 10-Year Strategic Community Plan to reflect the results of the 2021 *Census of Population and Housing* scheduled for release in June/July 2022.

Issues and options considered

With regard to the draft 10-Year Strategic Community Plan (Joondalup 2032) and draft 5-Year Corporate Business Plan, Council has the option to:

- adopt the draft 10-Year Strategic Community Plan Joondalup 2032 and draft 5-Year Corporate Business Plan, as presented in Attachments 2 and 3
  or
- adopt the draft 10-Year Strategic Community Plan (Joondalup 2032) and draft 5-Year Corporate Business Plan, subject to further amendments.

Option 1 is the recommended option as comprehensive community consultation has been undertaken to inform the development of the 10-Year Strategic Community Plan and the draft 5-Year Corporate Business Plan has been developed in alignment with the draft 10-Year Strategic Community Plan and draft 2022-23 Annual Budget.

Legislation / Strategic Community Plan / Policy implications

Legislation Adoption of a strategic community plan and a corporate business plan is a requirement of all local governments in Western Australia under the *Local Government Act 1995* and *Local Government (Administration) Regulations 1996*.

Strategic Community Plan

Key theme Not applicable.

Objective Not applicable.

Strategic initiative Not applicable.

Policy Not applicable.

Risk management considerations

Adoption of a strategic community plan and a corporate business plan is a requirement of all local governments in Western Australia under the *Local Government Act 1995* and *Local Government (Administration) Regulations 1996*. Should Council choose to delay the adoption of the plans, this could result in the City being non-compliant with this legislation. Further, it is a legislative requirement for the City to review its corporate business plan annually and submit modifications to Council for adoption. A failure to achieve this in a timely manner could result in non-compliance.

Financial / budget implications

The draft 10-Year Strategic Community Plan is operationalised through the City's 5-Year Corporate Business Plan and Annual Budget. Financial and budget implications associated with implementation of the 10-Year Strategic Community Plan will be subject to normal budgetary approval processes. Long-term financial implications will be considered as part of the City's *10-Year Strategic Financial Plan*.

The annual review of the 5-Year Corporate Business Plan provides an opportunity for the City to reassess forecasted timeframes in accordance with resourcing strategies to ensure the sustainable delivery of projects.

Regional significance

The purpose of the 10-Year Strategic Community Plan is to articulate the community's aspirations, vision and objectives for the next 10 years. The plan is the overarching document that will inform all of the City's other plans and services. The plan will therefore impact all projects, partnerships and activities of regional significance.

Many of the projects in the draft 5-Year Corporate Business Plan have regional significance and highlight the importance of regional planning and cooperation in managing and responding to future challenges within the north metropolitan region.

Sustainability implications

The draft 10-Year Strategic Community Plan sets a strategic and sustainable direction for the City over the next ten years. The plan is underpinned by a shared vision for the future which directly addresses sustainability, and the five key themes of Community, Environment, Place, Economy and Leadership.

The 5-Year Corporate Business Plan demonstrates the operational capacity of the City to achieve its vision and goals over the medium-term. Project planning and prioritisation within the plan is based on the City's ambition to deliver services sustainably and affordably.

Consultation

At its meeting held on 15 March 2022 (CJ037-03/22 refers), Council endorsed the draft 10-Year Strategic Community Plan for public consultation. A total of 36 valid submissions were received throughout the 30-day advertised consultation period from 24 March 2022 to 22 April 2022.

Full details of the consultation outcomes, including verbatim comments are included in the *Community Consultation Outcomes Report - Draft 10-Year Strategic Community Plan* provided as Attachment 1 to Report CJ093-06/22.

Community consultation is not required for the development of a corporate business plan.

COMMENT

The draft 10-Year Strategic Community Plan (Joondalup 2032) has been developed in partnership with Elected Members, the community, stakeholders and the City's workforce. The draft plan positions Joondalup to address the major challenges and opportunities over the next ten years. The plan will be operationalised through the City's 5-Year Corporate Business Plan and Annual Budget.

The development of the 10-Year Strategic Community Plan was informed by comprehensive and detailed community feedback gathered through an extensive community consultation process. The draft plan demonstrates best practice in strategic planning and community engagement and is aligned to the Department of Local Government, Sport and Cultural Industries' *Integrated Planning and Reporting Guidelines*. As much as possible, the draft plan has also taken into account what are believed to be the likely outcomes of the local government reform process.

It is important that the City provides the community with a clear plan of the projects and activities it intends to deliver. The City's draft 5-Year Corporate Business Plan provides a mechanism for measuring performance over the medium-term, and against the priority projects and activities in the first year where specific milestones are provided for each quarter.

The draft 5-Year Corporate Business Plan provides the operational detail to support the delivery of the draft 10-Year Strategic Community Plan. The inclusion of specific milestones for projects and activities, as well as annual performance measures, provides a high level of transparency in regard to how the City intends to report against the vision, goals and outcomes of the 10-Year Strategic Community Plan, which will be demonstrated through quarterly and annual reporting to Council and the community.

Corporate branding and design of the 10-Year Strategic Community Plan and 5-Year Corporate Business Plan will be undertaken following Council adoption of the documents.

VOTING REQUIREMENTS

Absolute Majority.

MOVED Mayor Jacob, SECONDED Cr May that Council:

1 NOTES the outcomes from the community consultation on the draft 10-Year Strategic Community Plan undertaken from 24 March 2022 to 22 April 2022 provided as Attachment 1 to Report CJ093-06/22;

2 BY AN ABSOLUTE MAJORITY ADOPTS the Strategic Community Plan 2022-2032 (Joondalup 2032), provided as Attachment 2 to Report CJ093-06/22;

3 BY AN ABSOLUTE MAJORITY ADOPTS the Corporate Business Plan 2022-2026, provided as Attachment 3 to Report CJ093-06/22, noting the following additions and updates will be made post-adoption:

3.1 Addition of net services costs, depreciation, and full time equivalent (FTE) for 2022-23;
3.2 Addition of capital works program expenditure and revenue for 2022-23;
3.3 Addition of the operating budget for 2022-23;
3.4 Updates to the demographic snapshots to reflect the results of the 2021 Census of Population and Housing;
3.5 Updates to services, programs, projects and activities resulting from any decisions of Council at the 28 June 2022 Council meeting.

C68-06/22 PROCEDURAL MOTION – THAT THE ITEM BE REFERRED BACK

MOVED Cr Kingston, SECONDED Cr Thompson that Item CJ093-06/22 Adoption of the 10-Year Strategic Community Plan and 5-Year Corporate Business Plan BE REFERRED BACK to the Chief Executive Officer to develop effectiveness and efficiency performance indicators that span the operations of the City, and targets for existing performance indicators, and:

1 in developing effectiveness and efficiency indicators regard be given to the Department of Treasury policy document ''Outcome Based Management - Guidelines for use in the Western Australian Public Sector'' with the following definitions for the indicators:

1.1 effectiveness indicators defined as indicators that help to determine if the agency's desired outcomes have been achieved through service delivery;

1.2 efficiency indicators defined as indictors that monitor the relationship between the services delivered and the resources used to produce the service;

2 performance indicator targets be set for all existing customer satisfaction performance indicators and that the target be set at 90% customer satisfaction;

3 a performance indicator and target be developed for the annual percentage increase in rates:

3.1 the target for the annually percentage increase in rates will be less than or equal to Consumer Price Index (CPI);

3.2 that regard to this indicator be given in preparation of the annual budget in accordance with Section 6.2 (2) of the *Local Government Act 1995*.

The Procedural Motion was Put and LOST (5/8)

In favour of the Motion: Crs Chester, Kingston, Poliwka, Raftis and Thompson.
Against the Motion: Mayor Jacob, Crs Fishwick, Hamilton-Prime, Hill, Jones, Logan, May and McLean.

C69-06/22 PROCEDURAL MOTION – THAT THE MOTION BE NOW PUT

MOVED Cr Logan, SECONDED Cr May that the Motion be now PUT as per 10.1(b) of the *Meeting Procedures Local Law 2013.*

The Procedural Motion was Put and CARRIED (8/5)

In favour of the Motion: Mayor Jacob, Crs Fishwick, Hamilton-Prime, Hill, Jones, Logan, May and McLean.
Against the Motion: Crs Chester, Kingston, Poliwka, Raftis and Thompson.

The Motion as MOVED Mayor Jacob, SECONDED Cr May was Put and CARRIED (9/4)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Logan, May and McLean.
Against the Motion: Crs Kingston, Poliwka, Raftis and Thompson.

Appendix 6 refers

To access this attachment on electronic document, click here: Attach6brf220614.pdf

Disclosure of Interest affecting Impartiality

Name / Position	**Mr Nico Claassen, Director Infrastructure Services.**
Item No. / Subject	CJ094-06/22 - List of Payments made during the month of April 2022.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Mr Claassen's daughter is employed by the firm providing legal advice to the City on the beach enclosure.

CJ094-06/22 LIST OF PAYMENTS MADE DURING THE MONTH OF APRIL 2022

WARD All

RESPONSIBLE DIRECTOR Mr Mat Humfrey
Corporate Services

FILE NUMBER 09882, 101515

ATTACHMENT / S

Attachment 1	Chief Executive Officer's Delegate Municipal Payment List for the month of April 2022
Attachment 2	Chief Executive Officer's Delegated Municipal Payment List (Bond Refunds for the month of April 2022
Attachment 3	Municipal and Trust Fund Vouchers for the month of April 2022

AUTHORITY / DISCRETION Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For Council to note the list of accounts paid under the Chief Executive Officer's delegated authority during the month of April 2022.

EXECUTIVE SUMMARY

This report presents the list of payments made under delegated authority during the month of April 2022, totalling $11,559,463.60.

It is therefore recommended that Council NOTES the Chief Executive Officer's list of accounts for April 2022 paid under delegated authority in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996 forming Attachments 1, 2 and 3 to Report CJ094-06/22, totalling $11,559,463.60.

BACKGROUND

Council has delegated, to the Chief Executive Officer, the exercise of its power to make payments from the City's Municipal and Trust funds. In accordance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996* a list of accounts paid by the Chief Executive Officer is to be provided to Council, where such delegation is made.

DETAILS

The table below summarises the payments drawn on the funds during the month of April 2022. Lists detailing the payments made are appended as Attachments 1 and 2 to Report CJ094-06/22.

The vouchers for the month are appended as Attachment 3 to Report CJ094-06/22.

FUNDS	DETAILS	AMOUNT
Municipal Account	Municipal Cheques & EFT Payments 112358 -112382, 112384-112393 & EF099590 - EF100137,EF100139-EF100241 Net of cancelled payments Vouchers 3279A – 3287A	$6,579,419.98 $4,972,293.62
	Bond Refund Cheques & EFT Payments 112383 & EF099584 – EF099589, EF100138 Net of cancelled payments.	$7,750.00
	Total	$11,559,463.60

Issues and Options Considered

There are two options in relation to the list of payments.

Option 1

That Council declines to note the list of payments paid under delegated authority. The list is required to be reported to Council in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, and the payments listed have already been paid under the delegated authority. This option is not recommended.

Option 2

That Council notes the list of payments paid under delegated authority. This option is recommended.

Legislation / Strategic Community Plan / Policy Implications

Legislation The Council has delegated to the Chief Executive Officer the exercise of its authority to make payments from the Municipal and Trust Funds, therefore in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid by the Chief Executive Officer is prepared each month showing each account paid since the last list was prepared.

Strategic Community Plan

Key theme Financial Sustainability.

Objective Effective management.

Strategic initiative Not applicable.

Policy Not applicable.

Risk Management Considerations

In accordance with section 6.8 of the *Local Government Act 1995*, a local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure is authorised in advance by an absolute majority of Council.

Financial / Budget Implications

All expenditure from the Municipal Fund was included in the Annual Budget as adopted or revised by Council.

Regional Significance

Not applicable.

Sustainability Implications

Expenditure has been incurred in accordance with budget parameters, which have been structured on financial viability and sustainability principles.

Consultation

Changes in the treatment of bonds received and repaid, from being held in the Trust Fund to now being reflected in the Municipal Fund, have arisen from a directive by the Office of the Auditor General.

COMMENT

All Municipal Fund expenditure included in the list of payments is incurred in accordance with the *2021-22 Revised Budget* as adopted by Council at its meeting held on 15 February 2022 (CJ028-02/22 refers) or has been authorised in advance by the Mayor or by resolution of Council as applicable.

VOTING REQUIREMENTS

Simple Majority.

Cr Poliwka left the Chamber at 8.20pm and returned at 8.22pm.

The Manager Strategic and Organisational Development left the Chamber at 8.22pm.

MOVED Cr Kingston, SECONDED Cr May that Council NOTES the Chief Executive Officer's list of accounts for April 2022 paid under Delegated Authority in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* forming Attachments 1, 2 and 3 to Report CJ094-06/22, totalling $11,559,463.60.

The Motion was Put and CARRIED (13/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

Appendix 7 refers

To access this attachment on electronic document, click here: Attach7brf220614.pdf

CJ095-06/22 FINANCIAL ACTIVITY STATEMENT FOR THE PERIOD ENDED 30 APRIL 2022

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Corporate Services
FILE NUMBER	07882,101515
ATTACHMENTS	Attachment 1 Financial Activity Statement Attachment 2 Investment Summary Attachment 3 Supporting Commentary
AUTHORITY/ DISCRETION	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For Council to note the Financial Activity Statement for the period ended 30 April 2022.

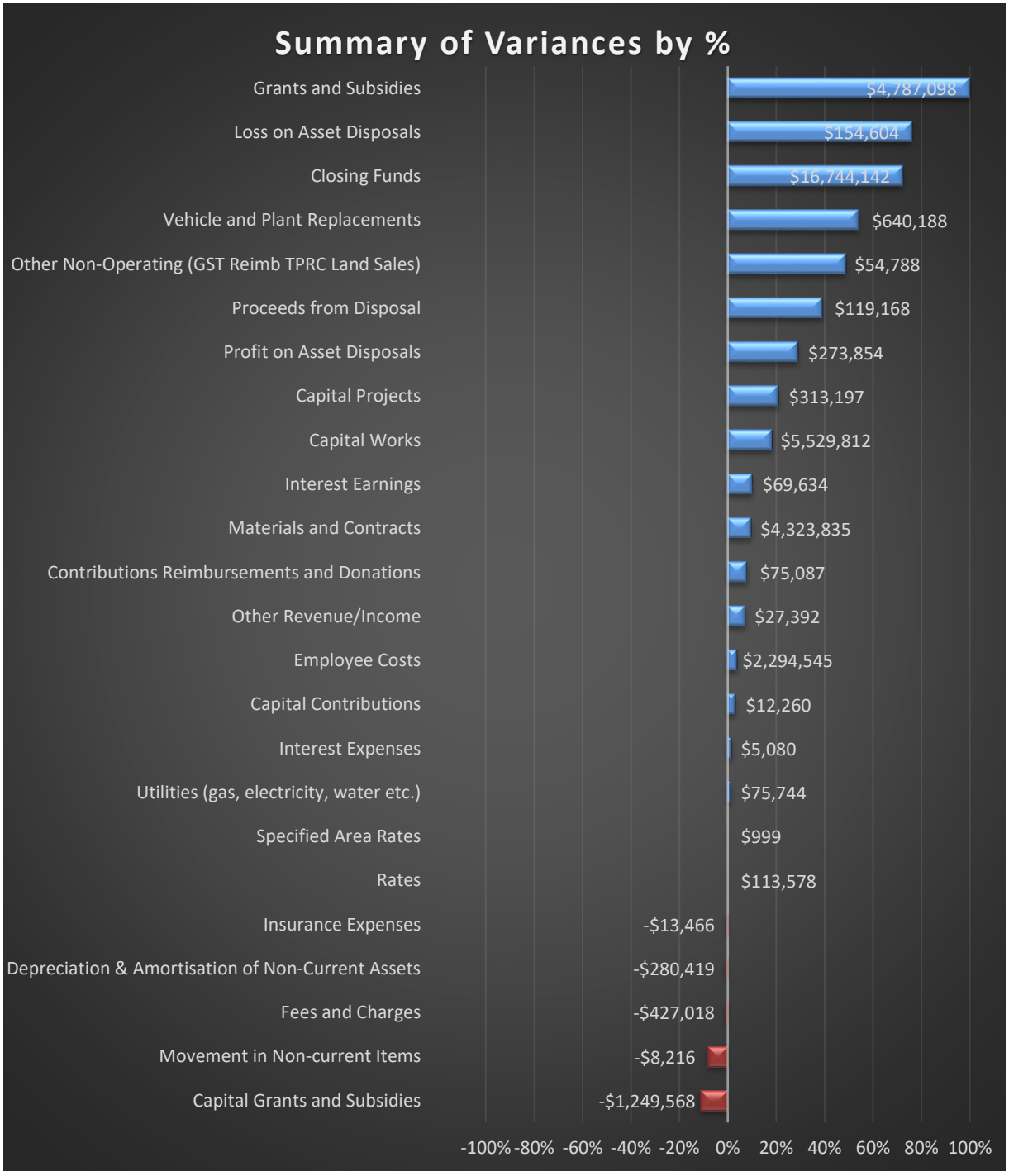
EXECUTIVE SUMMARY

At its meeting held on 15 June 2021 (CJ092-06/21 refers), Council adopted the 2021-22 Annual Budget. Council subsequently amended the budget at its meeting held on 17 August 2021 (CJ131-08/21 refers), 21 September 2021 (CJ139-09/21 refers), 12 October 2021 (CJ147-10/21 refers) and 16 November 2021 (CJ169-11/21 refers). Council thereafter reviewed and revised the budget at its meeting held on 15 February 2022 (CJ028-02/22 and CJ029-02/22 refers). Council subsequently amended the revised budget on 15 March 2022 (CJ042-03/22 refers) and on 19 April 2022 (CJ058-04/22 refers). The figures in this report are compared to the revised budget as amended.

The April 2022 Financial Activity Statement Report shows an overall favourable variance of $16,744,142 from operations and capital, after adjusting for non-cash items.

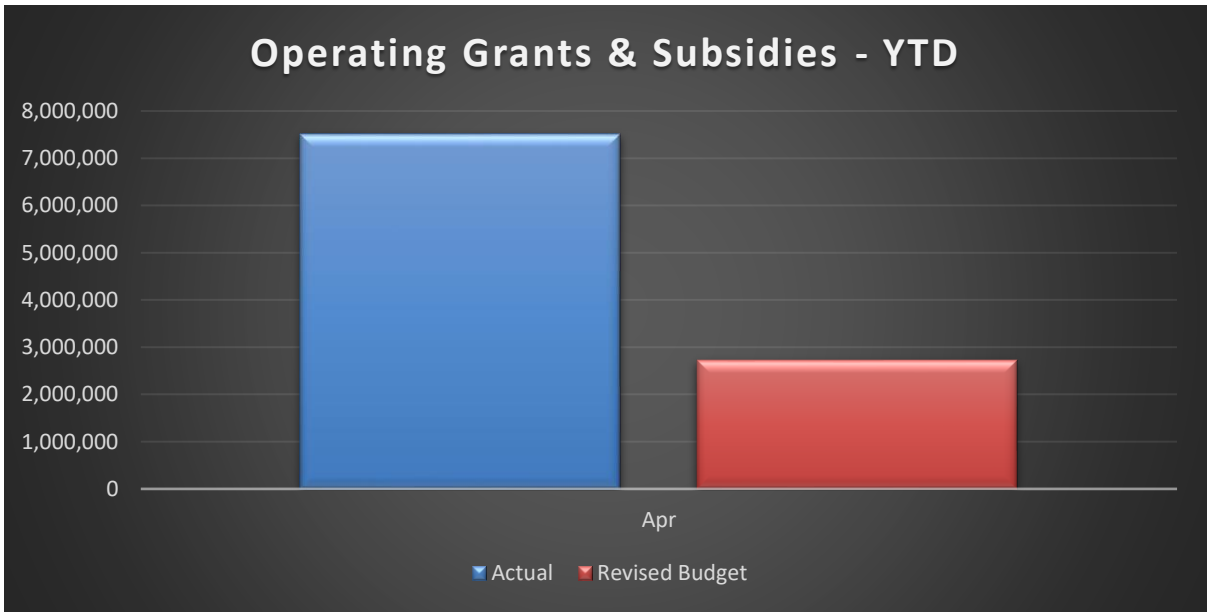
There are a number of factors influencing the favourable variance, but it is predominantly due to timing of revenue and expenditure compared to the budget estimate in April. The notes in Attachment 3 identify and provide commentary on the individual key material revenue and expenditure variances to date.

The key elements of the variance are summarised below:



The significant variances for April were:

Grants and Subsidies **$4,787,098**



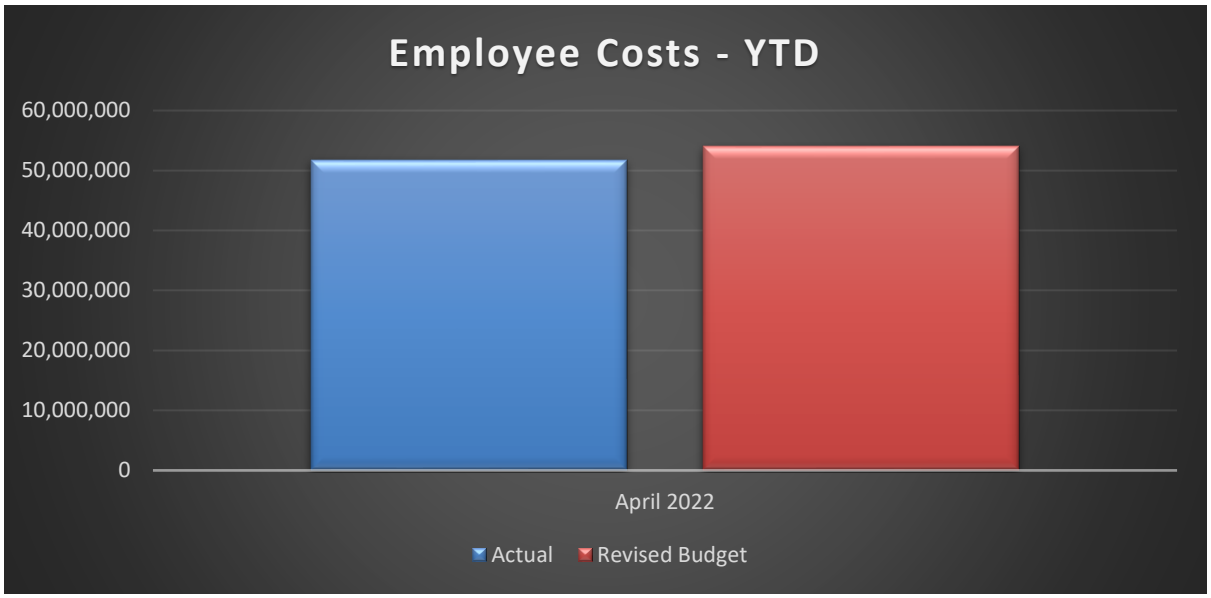
Grants and Subsidies operating revenue is $4,787,098 greater than budget owing to the decision by the Commonwealth Grants Commission to distribute a significant part of the City's 2022-23 Federal Assistance (General Purpose and Roads) Grants in advance

Materials and Contracts **$4,323,835**



Materials and Contracts expenditure is $4,323,835 below budget. This is spread across a number of different areas including External Service Expenses $2,033,370, Waste Management Services $619,428, Other Materials $428,306, Furniture, Equipment and Artworks $385,599, Contributions and Donations $354,126, Public Relations, Advertising and Promotions $275,619, and Administration $218,573. This was partially offset by an unfavourable variance on Computing ($510,449).

Employee Costs **$2,294,545**



Employee Costs expenditure is $2,294,545 below budget. Favourable variances predominantly arose from vacancies in various areas.

It is therefore recommended that Council NOTES the Financial Activity Statement for the period ended 30 April 2022 forming Attachment 1 to Report CJ094-06/22.

BACKGROUND

The *Local Government (Financial Management) Regulations 1996* requires a monthly Financial Activity Statement. At its meeting held on 11 October 2005 (CJ211-10/05 refers), Council approved to accept the monthly Financial Activity Statement according to nature and type classification.

DETAILS

Issues and options considered

The Financial Activity Statement for the period ended 30 April 2022 is appended as Attachment 1.

Legislation / Strategic Community Plan / policy implications

Legislation

Section 6.4 of the *Local Government Act 1995* requires a local government to prepare an annual financial report for the preceding year and such other financial reports as are prescribed.

Regulation 34(1) of the *Local Government (Financial Management) Regulations 1996* requires the local government to prepare each month a statement of financial activity reporting on the source and application of funds as set out in the annual budget.

Strategic Community Plan

Key theme	Financial Sustainability.
Objective	Effective management.
Strategic initiative	Not applicable.
Policy	Not applicable.

Risk management considerations

In accordance with section 6.8 of the *Local Government Act 1995*, a local government is not to incur expenditure from its municipal funds for an additional purpose except where the expenditure is authorised in advance by an absolute majority of Council.

Financial / budget implications

All amounts quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

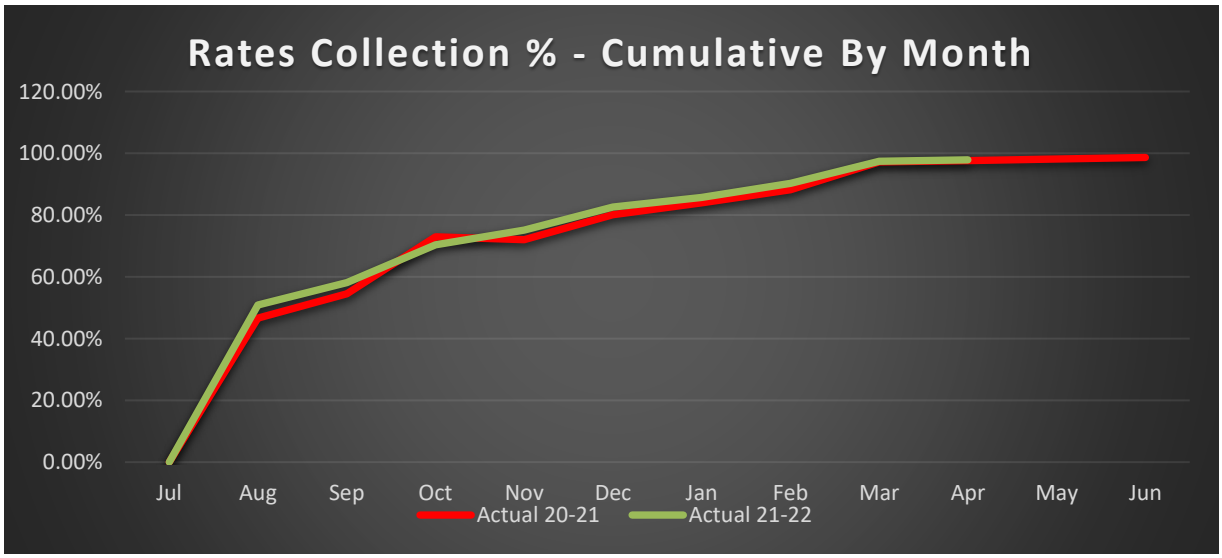
Expenditure has been incurred in accordance with revised budget parameters, which have been structured on financial viability and sustainability principles.

Consultation

In accordance with section 6.2 of the *Local Government Act 1995*, the *Annual Budget* was prepared having regard to the *Strategic Financial Plan*, prepared under Section 5.56 of the *Local Government Act 1995.* The Mid Year Review Budget was prepared in accordance with Regulation 33A of the *Local Government (Financial Management) Regulations 1996.*

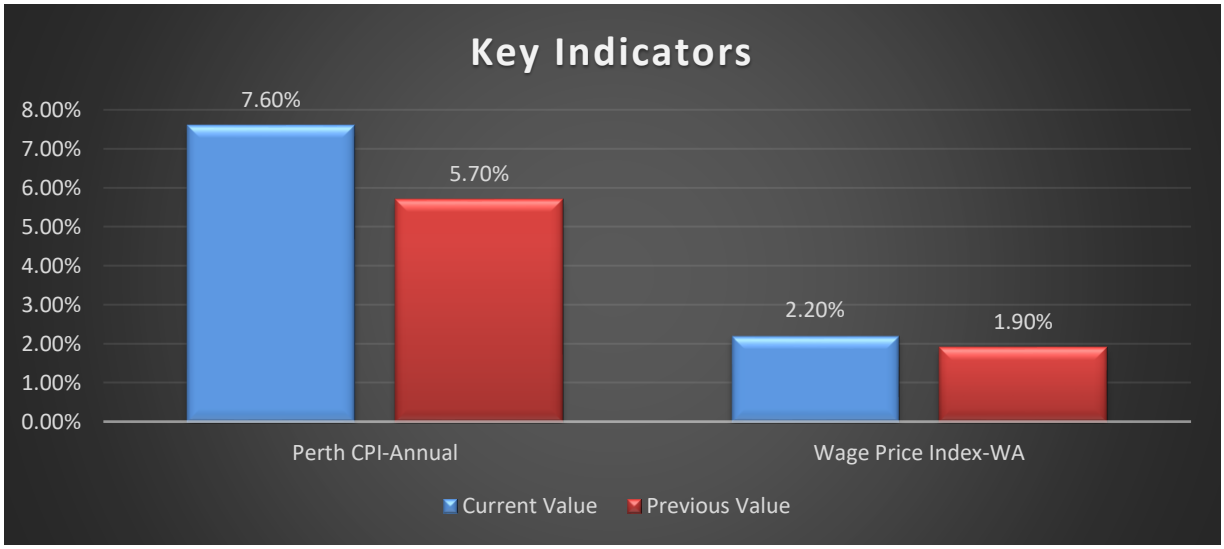
KEY INDICATORS

Rates Collection



Rates collections as a percentage of rates issued (debtors) is on par with the prior year at the end of April.

Economic Indicators



During April the Consumer Price Index for the first quarter of 2022 was released. Perth recorded the highest inflation of all the capital cities in both quarterly (3.3%) and annual terms (7.6%). The rise in Perth consumer prices over the quarter was led by higher expenses for new dwelling purchases, amid lower government homebuilder grant payments and rising material and labour costs. The Wage Price Index for the first quarter of 2022 also reflects rising wage pressures but still lags CPI.

COMMENT

All expenditure included in the Financial Activity Statement is incurred in accordance with the provisions of the 2021-22 revised budget or has been authorised in advance by Council where applicable.

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that Council NOTES the Financial Activity Statement for the period ended 30 April 2022 forming Attachment 1 to Report CJ095-06/22.

The Motion was Put and CARRIED (12/0) by Exception Resolution after consideration of CJ085-06/22, page 182 refers.

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson.

Appendix 8 refers

To access this attachment on electronic document, click here: Attach8brf220614.pdf

Disclosures of Interest affecting Impartiality

Name / Position	**Mayor Hon. Albert Jacob, JP.**
Item No. / Subject	CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Mayor Jacob is a Vice Patron of the Sorrento Surf Life Saving Club and Sorrento Surf Life Saving Club WA and is also a member of Mullaloo Surf Life Saving Club.

Name / Position	**Deputy Mayor, Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	The Deputy Mayor and her husband are both members and Vice Patrons of the Sorrento Surf Life Saving Club.

Name / Position	**Cr Russ Fishwick, JP.**
Item No. / Subject	CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Cr Fishwick is Vice Patron of the Sorrento Surf Life Saving Club and Senior Assessor for Surf Life Saving WA.

Name / Position	**Cr Russell Poliwka.**
Item No. / Subject	CJ096-06/22 - Sorrento Surf Life Saving Club Redevelopment.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Cr Poliwka is a Patron of the Sorrento Surf Life Saving.

CJ096-06/22 SORRENTO SURF LIFE SAVING CLUB REDEVELOPMENT

WARD South-West

RESPONSIBLE DIRECTOR Mr Mat Humfrey
Corporate Services

FILE NUMBER 05071, 101515

ATTACHMENT / S

Attachment 1	Project Philosophy and Parameters (2022)
Attachment 2	Concept designs for Options 1, 2 and 3
Attachment 3	Coastal Hazard Risk Management and Adaption Planning (CHRMAP)
Attachment 4	Geotech report
Attachment 5	Retail needs assessment
Attachment 6	Traffic and Parking impacts assessment
Attachment 7	Club concurrence
Attachment 8	Social and Economic Return on Investment (SROI)
Attachment 9	Financial evaluation
Attachment 10	Business case
Attachment 11	Indicative Cost Estimates – Option 1, Option 2 and Option 3
Attachment 12	Letter from DLGSCI – 2021 Election Commitment – Sorrento Surf Life Saving Club

(Please note: Attachments are only available electronically).

AUTHORITY / DISCRETION Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to approve the redevelopment of the Sorrento Surf Life Saving Club and surrounding public facilities - Option 3 as detailed in this report, at an estimated cost of $18 million.

EXECUTIVE SUMMARY

The Sorrento Surf Lifesaving Club (SSLSC) is one of the largest sporting clubs in the City of Joondalup and one of the largest surf lifesaving clubs in Western Australia. It is a dedicated volunteer organisation providing services to the community including beach patrols (at Sorrento Beach and Hillarys Boat Harbour), lifesaving services, surf skills training and competition, beach safety education, and first aid.

SSLSC currently leases its clubrooms from the City of Joondalup, which was originally constructed in the 1960's and has undergone a number of refurbishments and significant maintenance since that time. However, the facility is aging and has several ongoing issues, particularly insufficient space for the number of members the club has as well as:

- access to the bin storage area
- sand drifts
- flooding
- stormwater drainage
- drain blockages
- sewer
- grease trap
- insufficient ventilation.

The SSLSC has been working on refurbishment / redevelopment options for some years, most recently presenting options and a feasibility study to the Council in 2019. Following that, it was agreed for the City to take management of the project with the intent to finalise options and costings to either redevelop or refurbish the facility in the future.

Three options were presented to Council at its meeting held on 20 April 2021 (CJ050-04/21 refers) being:

Option	Action	Explanation
One	Redevelop	Demolition of the existing facility and public toilet building to the north and rebuild a new clubroom facility at an approximate cost of $8.85 million.
Two	Refurbish	Partial demolition and extension of the existing facility at an approximate cost of $5.2 million.
Three	Do Nothing	Continue with the existing club building and public facilities.

Council subsequently agreed to proceed with exploring redevelopment options only with a supporting business case.

Subsequent to the April 2021 decision, the City has explored three redevelopment options which are summarised below (the report details those costs that are excluded from the costings):

Option 1 ($14 million)

This option was presented to Council in April 2021, it has been re-costed with several previous exclusions now costed as follows:

- Facility moves slightly north (straddles two reserves).
- Two storey development that fronts to West Coast Drive.
- Total floor area of the redevelopment is 2,333m^2 (club area 1,778m^2; commercial area 369m^2; and public amenities 186m^2).
- Additional 69 public car bays provided.
- Aligns with SSLSC main patrolled beach.
- Main surf lifesaving equipment located on ground floor.
- Main path on the western side re-routed to the east to prevent conflict with cyclists / pedestrians and movement of surf equipment.
- Northern and southern public amenities demolished, with the amenities being replicated to newly constructed amenities to the north.
- Club related areas located to the first floor being clubroom, training room, kiosk / kitchen.
- Commercial element located on the first floor - separate entries that allow each area to operate independent of each other.

Option 2 ($17.6 million)

- The club related facilities and the commercial areas are separated to avoid any potential conflicts of access, security, operational hours between commercial operator and the club.
- Total floor area of the redevelopment is 3,090m^2 (club area 2,411m^2; commercial area 432m^2; and public amenities 247m^2).
- The facility moves slightly north and slightly crosses two reserve boundaries (this can be reviewed at detailed design).
- Approximately an additional 69 public car bays provided.
- The ground floor of the facility is constructed into the dune, which contains all life preserving areas away from conflict with beach goers and members of the public passing by the facility. Access to beach is via a constructed ramp and includes a location for third parties to access storage if the need arises.
- The facility presents as a single story to West Coast Drive, which may limit the ability to make an ‘iconic’ statement as an entrance to the southern access to the City of Joondalup.
- The main vehicle access to the ground areas is located to the north of the facility – the club has raised concerns with this as the grassed area to the north would predominately be used to marshal club members, particularly juniors on weekends and cause potential conflict.
- The public amenities are located to the south, approximately where the existing north based amenities are – which can service both the south and north sectors of the beach.
- The commercial area includes an outdoor dining area and supported with a grassed area suitable for public use.

- A beach plaza assists with pedestrian flow from north to south adjoining the footpath links, while also redirecting cyclists to the east of the facility adjacent to West Coast Drive, which limits interaction with club-based activities and access to the beach.

Option 3 ($18 million)

In summary, the works proposed for this option are very similar to Option 2, with the following differences (this option is based on the club's design and is their preferred option):

- The vehicle access moves to the south of the facility which removes the potential conflict between club users and vehicles.
- Total floor area of the redevelopment is 2,942m^2 (club area 2,240m^2; commercial area 482m^2; and public amenities 202m^2).
- Approximately an additional 64 public car bays provided.
- Public amenities are relocated to the ground floor adjacent to the club life preserving areas which are accessed by ramps and stairs from the beach, or stairs from the road level. Access to these facilities by the public could have potential conflict with vehicle access.
- The beach plaza in Option 2 is replaced with a suspended fly-over-bridge.

It is therefore recommended that Council:

1 APPROVES the proposed Sorrento Surf Life Saving Club Redevelopment project including demolition, site works and services, construction of new clubroom and associated storage facilities, artwork, reconfigured car park and commercial element as detailed in Option 3 in Report CJ096-06/22 at a project cost estimate of $18,054,500, noting that $12,455,300 of the proposed cost is for the Club building and the remaining $5,599,200 is for public facilities and commercial;

2 REQUESTS the following amounts be listed for consideration in the following budgets for the Sorrento Surf Life Saving Club Redevelopment project, subject to external funding from the State Government of Western Australia of $8,000,000 and the Sorrento Surf Life Saving Club Inc of $1,000,000:

2.1 $814,000 in 2022-23;

2.2 $4,602,000 in 2023-24;

2.3 $9,027,000 in 2024-25;

2.4 $3,611,500 in 2025-26;

3 NOTES that the amount of $814,000 listed for consideration in the 2022-23 budget for the Sorrento Surf Life Saving Club Redevelopment project (Option 3) is to undertake community engagement and detailed design;

4 REQUESTS the Chief Executive Officer to arrange community engagement on the proposed Sorrento Surf Life Saving Club Redevelopment project prior to undertaking detailed design.

BACKGROUND

Suburb/Location		189 West Coast Drive, Sorrento WA 6020.
Applicant		City of Joondalup/Sorrento Surf Lifesaving Club.
Owner		Crown Land - Management Order City of Joondalup.
Zoning	**LPS**	Parks and Recreation.
	MRS	Parks and Recreation.
Site area		9,222 m^2.
Structure plan		Not applicable.

The Sorrento Surf Lifesaving Club (SSLSC) currently has over 2,200 members and is a dedicated volunteer organisation providing services to the community including beach patrols (at Sorrento Beach and Hillarys Boat Harbour), lifesaving services, surf skills training and competition, beach safety education, and first aid. The clubrooms, which are leased to the SSLSC, are located on West Coast Drive, Sorrento (south of Hillarys Boat Harbour).

The SSLSC was formed in 1958, with the first clubroom being constructed in 1960 south of the present clubrooms. With the northern suburbs expanding, the club's membership increased and in 1978 an extension to the clubroom was built to stand alongside the original clubroom. In 1993, the clubroom was further expanded and renovated, and in 1995 the courtyard was added to the northern end of the building.

In 2016, the City and the State Government installed a beach enclosure at Sorrento Beach to provide a safer swimming environment for the public and surf lifesaving club events. Also, in 2016, there was an additional 75 car parking bays added to the north-west and south-west car parking areas. The beach enclosure has recently been removed.

There are several ongoing issues with the existing site and facility including the following:

- Access to the bin storage area.
- Sand drifts.
- Flooding.
- Stormwater drainage.
- Drain blockages.
- Sewer.
- Grease trap.
- Insufficient ventilation.

The club also has challenges with the existing facility size, layout, and location.

Prior to July 2019, the SSLSC had been in discussion with the City of Joondalup regarding a proposal to refurbish / redevelop the existing facility. During those discussions, the club submitted a business case to the City for consideration. This business case presented several designs to the City, which offered various solutions to addressing the issues faced with the existing facility. These options ranged between $4 million and $12 million; from a refurbishment of the existing facility; to a demolition of the existing facility with redevelopment to include a separate operating commercial facility.

At its meeting held on 16 July 2019 (CJ091-07/19 refers), Council considered several options as a result of the SSLSC advising that it was not able to continue to expend funds on the preliminary works for the project. It was resolved:

That Council:

1 AGREES to undertake preliminary concept designs and indicative costings on a proposed redevelopment of the Sorrento Surf Lifesaving Club subject to funds being allocated within the 2019-20 mid-year budget review;

2 REQUESTS the Chief Executive Officer to report back the outcomes of the designs and costings as detailed in Part 1 above to assist it to consider including the project into the City's 20 Year Strategic Financial Plan.

An amount of $45,000 was allocated as part of the 2019-20 mid-year budget review and subsequently the City engaged the services of an architect to undertake suitable concept designs (Attachment 2 refers).

As a result of the July 2019 decision, Council received a report at its meeting held on 20 April 2021 (CJ050-04/21 refers) that presented three options:

Option	Action	Explanation
One	Redevelop	Demolition of the existing facility and public toilet building to the north and rebuild a new clubroom facility at an approximate cost of $8.85 million.
Two	Refurbish	Partial demolition and extension of the existing facility at an approximate cost of $5.2 million.
Three	Do Nothing	Continue with the existing club building and public facilities.

Following consideration of the report the Council resolved as follows:

That Council REQUESTS the Chief Executive Officer to prepare a detailed business case evaluating redevelopment options of the Sorrento Surf Lifesaving Club, with the business case to include:

1 a retail need assessment;

2 social and economic return on investment analysis;

3 coastal hazard risk management assessment.

DETAILS

To ensure due diligence is completed for the project the City undertook the following studies to inform the business case (Attachment 10 refers) and the design of the redevelopment options:

- Coastal Hazard Risk Management and Adaptation Planning (CHRMAP) (Attachment 3 refers).
- Geotech (Attachment 4 refers).
- Retail Needs Assessment (Attachment 5 refers).
- Traffic and Parking Analysis (Attachment 6 refers).
- Club concurrence (Attachment 7 refers).
- Social and economic return on investment (SROI) (Attachment 8 refers).

Complete copies of these reports are attached. A summary of the studies is listed below:

	Report	Who	Purpose and key outcomes
1	CHRMAP	MP Rogers	The purpose of the engagement was to evaluate the coastal erosion risks for the SSLSC project and where necessary to factor into the business case additional costs that arise as a direct impact of the project. Groyne replacement was ranked the number 1 option, and it is assumed that the City should be doing this anyway as part of the overall CHRMAPs works. Sand nourishment was also identified so a cost of $25,000 per year has been added.
2	Geotech	Douglas and Partners	The study identified some potential issues and that further investigation is recommended as part of the next phase of the project.
3	Retail needs assessment	Pracsys	Pracsys were engaged to evaluate the commercial opportunity for the City that is proposed as part of the project, and to evaluate if an area of 400 square metres is viable. The report confirmed that there is adequate demand for a facility and casual dining opportunities should be considered. Rental income – a range of between $277 - $417 is possible; mid-point of $347 is used in the financial evaluation. Area – an area of approximately 400m2 is viable. (note that since Pracsys completed their engagement, the concept designs were being further refined and larger areas for the commercial operation have been identified (432 square metres for Option 2 and 482 square metres for Option 3 – although these are larger, these are considered viable due to the premium location).
4	Traffic and parking impacts	Cardno	Cardno were appointed to evaluate the traffic and parking issues of the proposed redevelopment and to evaluate the proposed locations. Several recommendations were made, including a 40km speed limit on West Coast Drive, paid parking at peak periods and a peanut roundabout with Sacred Heart. Cardno suggested as an option that a traffic modification be implemented at the entrance to the surf club adjacent to the adjoining college. This has been costed at approximately $750,000 but is not included in the overall costings for any of the options as the parking and traffic configuration is suitable for the redevelopment. However, undertaking these improvements at the time of redevelopment could have benefits.

	Report	Who	Purpose and key outcomes
			There are other developments in the vicinity of the Club being evaluated; Hillarys Boat Harbour and Sorrento Plaza. Therefore a further traffic and parking impacts assessment will be proposed as part of the next stage and the terms of reference will include the full section of West Coast Highway from Hillarys Boat Harbour to Sorrento Plaza, and the pedestrian movements
5	Club concurrence	SSLSC	A separate report has been prepared which documents the issues from their perspective. The report was also used to prepare financial projections for each option and to test the Club's financial sustainability going forward. The Club concurrence is also used to note the Club's contribution of $1 million to the cost of the project and to confirm their affordability and support for this contribution. This has now been confirmed. An operating surplus is currently enjoyed by the club and is projected going forward for each option. Each option has been assessed against the five objectives and shows that the redevelopment options are mostly favourable and Option 3 is the preferred option as the building is more suitable for the club.
6	SROI	Pracsys	Pracsys were engaged to identify the various social and economic impacts of each investment and calculate a Benefits Cost Ratio (BCR) for the options. The SSLSC SROI analysis indicated a BCR of 5.7 (for every $1 of costs there is $5.70 of benefits) for Option 1 and a BCR of 6.1 for Option 2 and Option 3. This is very high.

In addition, the City retained the services of the nominated architect to prepare further redevelopment options, in conjunction with the SSLSC and the recommendations of the relevant studies. Three options are presented and attached.

Issues and options considered

It is important to note the costings for the three options are prepared on concept designs and that the $/m^2 rates used in this estimate are based on completed construction costs including preliminaries, and expenditure of allocated design and construction contingencies. The cost estimate is very high level and may increase once a more detailed design is undertaken for the project.

Additional allowances for design and construction contingencies have been added, commensurate with the preliminary level of design.

The rates used in this construction cost estimate are based on the works being procured via conventional, competitive tendering processes.

There are several exclusions from the costings for the three options detailed as follows:

- Costs associated with the modification of lot boundaries.
- Demolition of and/or excavation in contaminated materials.
- Fit-out to Commercial Areas (possibly borne by the operator pending lease model).
- Gym fit-out.
- Loose furniture and equipment.
- Temporary facilities.
- Future traffic improvements.
- Works outside the site boundaries.
- Escalation beyond January 2022.
- Goods and Services Tax.

Option 1 (presented to Council at its 20 April 2021 meeting – CJ050-04/21 refers)

This option proposes a complete demolition of the existing facility and construction of a new facility, slightly to the north of the existing facility.

In summary the works proposed include the following:

- Facility moves slightly north (straddles two reserves).
- Two storey development that fronts to West Coast Drive.
- Total floor area of the redevelopment is 2,333m^2 (club area 1,778m^2; commercial area 369m^2; and public amenities 186m^2).
- Additional 69 public car bays provided.
- Aligns with SSLSC main patrolled beach.
- Main surf lifesaving equipment located on ground floor.
- Main path on the western side re-routed to the east to prevent conflict with cyclists / pedestrians and movement of surf equipment.
- Northern and southern public amenities demolished, with the amenities being replicated to newly constructed amenities to the north.
- Club related areas located to the first floor being clubroom, training room, kiosk / kitchen.
- Commercial element located on the first floor - separate entries that allow each area to operate independent of each other.

This option was previously costed at $8.85 million when presented to the Council in April 2021. However, with the 'heated' construction industry the City had the option revalued, which has a revised cost of $14,003,200. As the project matures through various steps as part of the project management principles, costs are refined as the detail of the project improves.

The main reasons for the cost variation are as follows:

- Increased construction cost from November 2020 to January 2022 - $950,000.
- Reconstruction of main carpark - $1 million.
- Additional retaining walls - $70,000.
- Additional paved areas - $88,000.
- Increase in allowance for professional fees from 8% to 10% - $600,000.
- Increase in allowance for design and construction contingencies from 5% to 10% - $1 million.
- Increase in public art allowance - $50,000.
  Increase in provisional sums (reduced the number of excluded items from original costing such as window treatments, fire sprinklers, fire pumps and tanks and the like) - $1.1 million.

Breakdown of the main areas of the project cost are as follows (Attachment 11 refers):

Itemised Cost	Total
Surf Club including commercial area	$7,475,900
External works (retaining walls, beach access etc)	$2,353,000
Provisional sums	$1,091,300
Design contingency (10%)	$1,093,000
Construction contingency (5%)	$601,000
Professional fees	$1,262,000
Public art	$127,000
Total	**$14,003,200**

Option 2

In summary, the works proposed include the following:

- The club related facilities and the commercial areas are separated to avoid any potential conflicts of access, security, operational hours between commercial operator and the club.
- Total floor area of the redevelopment is 3,090m^2 (club area 2,411m^2; commercial area 432m^2; and public amenities 247m^2).
- The facility moves slightly north and slightly crosses two reserve boundaries (this can be reviewed at detailed design).
- Approximately an additional 69 public car bays provided.
- The ground floor of the facility is constructed into the dune, which contains all life preserving areas away from conflict with beach goers and members of the public passing by the facility. Access to beach is via a constructed ramp and includes a location for third parties to access storage if the need arises.
- The facility presents as a single story to West Coast Drive, which may limit the ability to make an 'iconic' statement as an entrance to the southern access to the City of Joondalup.
- The main vehicle access to the ground areas is located to the north of the facility – the club has raised concerns with this as the grassed area to the north would predominately be used to marshal club members, particularly juniors on weekends and cause potential conflict.
- The public amenities are located to the south, approximately where the existing north based amenities are – which can service both the south and north sectors of the beach.
- The commercial area includes an outdoor dining area and supported with a grassed area suitable for public use.
- A beach plaza assists with pedestrian flow from north to south adjoining the footpath links, while also redirecting cyclists to the east of the facility adjacent to West Coast Drive, which limits interaction with club-based activities and access to the beach.

Breakdown of the main areas of the project cost are as follows (Attachment 11 refers):

Itemised Cost	Total
Surf club	$7,516,000
Commercial including public amenities	$2,163,300
Beachside plaza and forecourt	$330,000
External works and services	$2,632,200
Provisional sums	$1,068,800
Design contingency (10%)	$1,372,000
Construction contingency (5%)	$755,000

Itemised Cost	Total
Professional fees	$1,584,000
Public art	$158,400
Total	**$17,579,700**

Option 3

In summary, the works proposed for this option are very similar to Option 2, with the following differences (this option is based on the club's design and is their preferred option):

- The vehicle access moves to the south of the facility which removes the potential conflict between club users and vehicles.
- Total floor area of the redevelopment is 2,942m^2 (club area 2,240m^2; commercial area 482m^2; and public amenities 202m^2).
- Approximately an additional 64 public car bays provided.
- Public amenities are relocated to the ground floor adjacent to the club life preserving areas which are accessed by ramps and stairs from the beach, or stairs from the road level. Access to these facilities by the public could have potential conflict with vehicle access.
- The beach plaza in Option 2 is replaced with a suspended fly-over-bridge.

Breakdown of the main areas of the project cost are as follows (Attachment 11 refers):

Itemised Cost	Total
Surf Club	$7,092,000
Commercial, including public amenities	$2,142,500
Beachside plaza and forecourt	$341,000
Flyover bridge	$322,000
External works and Services	$3,103,000
Provisional Sums	$1,080,000
Professional Fees (10%)	$1,627,000
Design contingency (10%)	$1,409,000
Construction contingency (5%)	$775,000
Public Artwork (1% as per policy)	$163,000
Total	**$18,054,500**

Legislation / Strategic Community Plan / Policy implications

Legislation The *Local Government Act 1995* details provisions for when the City leases property. The Club holds a valid lease, however, any approval to sub-lease needs to be provided by the City and the Minister for Lands.

Strategic Community Plan

Key theme Community Wellbeing.

Objective Quality facilities.

Strategic initiative
- Support a long-term approach to significant facility upgrades and improvements.
- Understand the demographic context of local communities to support effective facility planning.

- Employ facility design principles that will provide for longevity, diversity and inclusiveness and where appropriate, support decentralising the delivery of City services.

Policy Not applicable.

Risk management considerations

The facility is nearing 50 years old and is experiencing ongoing site and building issues including sand drifts, flooding, drainage, sewer and inadequate ventilation. According to the club, the facility cannot accommodate any future growth. The safe beach enclosure installed in 2016 was recently removed. This installation increased utilisation and put more demand on the club to provide its core function including rescue, patrol, training, competition, and education into the future.

The club has reported they require additional space to meet current operational requirements and to grow into the future. The club has a comfortable capacity of approximately 800 active members. It is currently servicing over 2,200 members and is only accepting new members via organic growth (for example new age groups for nippers) and when vacancies become available from exiting members.

Financial / budget implications

There are no funds listed within the current five year capital works budget, nor is the project currently listed within the *Strategic Financial Plan*.

The State Government has committed to fund $8 million towards the project, with the club agreeing to commit $1 million towards its areas of the redevelopment. The City has not entered into a formal financial assistance agreement, however a letter has been received from the Department of Local Government, Sport and Cultural Industries confirming the commitment (Attachment 12 refers).

Disclaimer

The financial projections are best estimates at this point in time but there is a level of risk and uncertainty in all the projections. The actual costs and income will vary, due to several factors such as detailed design, economic conditions, tender process. The previous financial evaluation included in the April 2021 report included a disclaimer relating to the uncertainty of the costs and the need to continually update the financial projections at each key stage of the project.

Net establishment cost

While the external funding is welcome and offsets the initial capital costs, this is only a one-off windfall at the beginning of the project. The City has responsibility for the ongoing maintenance costs and replacement costs, so whilst the funding may appear useful to substantiate a higher one-off cost this actually places a higher financial burden in future years for the City's ratepayers.

The remaining funding for the establishment of the facility is assumed to be from reserves with the loss of interest on the reserve factored into the financial evaluation model (Attachment 9 refers). The table below summarises the overall one-off costs (including escalation), the external funding and the remaining funding by the City.

Establishment Cost (including inflation)		Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
1 One-off Costs	$ms	($14.8)	($18.5)	($19.0)
2 State Grant	$ms	$8.0	$8.0	$8.0
3 Club contribution	$ms	$1.0	$1.0	$1.0
4 Net Funding Required	$ms	($5.8)	($9.5)	($10.0)
5 Interest earnings lost using reserve	$ms	($0.3)	($0.5)	($0.5)
6 Establishment Cost	$ms	($6.1)	($10.1)	($10.6)

Recurring impacts 2030-31

The key recurring impacts at 2030-31 of the options are summarised in the table below. The key issues to note are as follows:

- All options individually will result in an operating deficit. However the key consideration is the incremental difference between each option and the 'Do Nothing' option.
- Operating impacts before depreciation and after depreciation are shown.
- All redevelopment options would provide an operating surplus of at least $99,000 before depreciation compared to the 'Do Nothing' option. All redevelopment options would also provide a surplus after depreciation, but for Option 2 and Option 3 the surplus is minimal.

Note that the impacts from Years 21 to 50 are different because a lower depreciation/capital replacement cost is included for the 'Do Nothing' option. This is explained in the financial evaluation report.

Operating Impacts 2030-31 excluding inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Operating Income	$000s	**$31**	**$231**	**$278**	**$301**
Operating Cash Expenses	$000s	($185)	($243)	($333)	($323)
Operating Surplus / (Deficit) before Depn	$000s	($154)	($12)	($55)	($21)
vs Baseline	$000s		**$142**	**$99**	**$133**
Depreciation	$000s	($141)	($179)	($224)	($231)
Operating Surplus / (Deficit) after Depn	$000s	($295)	($191)	($279)	($252)
vs Baseline	$000s		**$104**	**$16**	**$43**
Ranking	Rank	4	1	3	2
Ratepayer Impacts					
Impact per Ratepayer vs. Baseline	$		$1.56	$0.24	$0.65
Rates Decrease/(Increase)	%		0.1%	0.0%	0.0%

50-year Cashflows

The table below is the overall 50 year cashflow and includes all of the whole-of-life costs (capital costs, funding, capital renewals, operating assumptions and escalation). As per the previous section, the results are evaluated before and after depreciation / capital replacement. The analysis helps to evaluate whether the recurring benefits (if any) are sufficient to repay the net establishment costs. The cashflow analysis indicates the following:

- Do nothing option would cost $22.2 million over the next 50 years, comprising of $14.7 million recurring cash impacts and $7.5 million depreciation / capital replacement.
- Option 1 and 3 would provide a benefit versus the baseline before depreciation. Option 3 has only a marginal $1.4 million benefit and is slightly better than Option 2 mostly due to the higher commercial income.
- No option provides a benefit versus baseline after depreciation. The cost of Option 1 over a 50-year period is relatively small at $2.7 million but for Option 2 and 3 the impacts are over $10 million.
- Option 3 total 50-year cost of $12.6 million equates to a cost of $3.88 per ratepayer per year.

Cashflow Summary Total including inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Establishment					
One-off Costs	*$ms*		($14.8)	($18.5)	($19.0)
Grant and Club contribution	*$ms*		$9.0	$9.0	$9.0
Net Funding Required	*$ms*		($5.8)	($9.5)	($10.0)
Borrowings	*$ms*		$5.8	$9.5	$10.0
Repayments	*$ms*		($5.8)	($9.5)	($10.0)
Interest earnings lost using reserve	*$ms*		($0.3)	($0.5)	($0.5)
Establishment Cost	***$ms***		**($6.1)**	**($10.1)**	**($10.6)**
Recurring Impacts					
Operating Cash Expenses	*$ms*	($17.7)	($22.8)	($31.0)	($30.0)
Operating Income	*$ms*	$3.0	$20.9	$25.2	$27.3
Recurring Impacts	***$ms***	**($14.7)**	**($1.9)**	**($5.7)**	**($2.7)**
Cash Surplus/(Deficit) BEFORE depreciation / capital repl't					
Establishment Cost +Recurring Impacts	*$ms*	($14.7)	($8.0)	($15.8)	($13.3)
vs Baseline	***$ms***		**$6.7**	**($1.1)**	**$1.4**
Cash Surplus/(Deficit) AFTER depreciation / capital repl't					
Asset Replacement / Depreciation	*$ms*	($7.5)	($16.8)	($20.9)	($21.5)
Cash surplus/(deficit)	*$ms*	($22.2)	($24.8)	($36.7)	($34.8)
vs Baseline	***$ms***		**($2.7)**	**($14.6)**	**($12.6)**
Ranking	*Rank*	1	2	4	3

Financial assessment of each option

An assessment of each option versus five financial criteria has been completed and summarised below and carried into the overall multi-criteria assessment. While Option 1 is the better financial outcome, Options 2 and 3 still achieve a reasonable score because the City has the financial capacity for those options.

Multi criteria evaluation

A project needs to be assessed against the objectives, both financial and non-financial, so that the option that provides the overall best outcome can be recommended. A scoring from 1 to 10 of how each option meets the project objectives has been completed, and a weighting has also been applied to the objectives. The table below summarises the scores for each option against each objective and then calculates a weighted score out of 10. The reason for the scoring and difference between the options is as follows:

- Building and location suitability for the Club: Option 3 is allocated the maximum score of 10 because it is most functional from a Club perspective. Option 2 is on the same location as Option 3 but has configuration slightly less appealing to the Club so ranks 9/10. Option 1 was previously favoured but has since been superseded by Options 2 and 3 so ranks lower than Option 2. The existing location is still a good location for the Club so has a score of 8.

- Financial sustainability (Club): Options 1, 2 and 3 will provide the Club with much better opportunities to retain and grow membership and therefore grow operating income. Options 2 and 3 rank higher than Option 1 as larger building but does not deserve a 10/10 score because the operating surplus projected is circa 4% to 5% which is 3% lower than the existing surplus.

- Community: As outlined earlier in the definition of the objectives, there are various factors to consider in this scoring of the community objective:
  - Ocean views – Option 1 is slightly north of existing facility but a two-storey building at the current ground level, so there would be some disturbance (albeit minimal) of ocean views. Meanwhile Options 2 and 3 are also two storeys, but from the foreshore so ocean views are not affected. Indeed the demolition of existing building will enhance some views.
  - Location of Options 2 and 3 is slightly better for the beach patrols which support the community.
  - Commercial area – Option 2 would have a grassed area in front and is advantageous to Option 3 which has a flyover to assist the club operations.
  - Public facilities - are less accessible for Option 3 than Option 2.
  - Training – greater access to club building with Options 2 and 3.
  - Iconic building - Options 2 and 3 will not provide an iconic statement on the West Coast Highway so are scored down in that respect.

- Financial sustainability for City: These scores carried forward from the separate financial evaluation are explained in previous section. While Option 1 is ranked higher, Options 2 and 3 still achieve a credible score and still within the financial capacity of the City.

- Social and economic return on investment: The scores are informed by the external engagement. All redevelopment options would provide very high incremental benefits with a Benefits Cost Ratio of at least greater than five. Option 3 ranks slightly higher because of the safety aspect highlighted by the club.

	OBJECTIVES	**Base** Do Nothing	**Option1** One building for Club and Commercial	**Option2** Separate buildings and larger club building	**Option3** Similar to Option 2 but different access	*Weighting*
1	Building and location suitability for Club	8	8	9	10	*20%*
2	Financial sustainability (Club)	5	6	7	7	*15%*
3	Community	4	7	9	7	*15%*
4	Financial sustainability (City)	6.2	7.3	5.7	6.1	*25%*
5	Social & Economic return on Investment	5	8	9	10	*25%*
	Total score before weighting	**38**	**46**	**50**	**50**	***100%***
	Weighted score	**5.8**	**7.4**	**7.9**	**8.1**	
	Rank	**4**	**3**	**2**	**1**	

Recommendation – Option 3

The analysis above has indicated that Option 3 ranks first, with a score of 8.1 out of 10, and is 0.2 more than Option 2 and 0.7 more than Option 1. The multi-criteria assessment is deemed to be a reasonable method which balances the objectives of financial, club, community and economy and therefore Option 3 is recommended.

Regional significance

The SSLSC has over 1,850 members including both juniors and seniors. The membership is predominantly local, however, attracts members from the region. The club anticipates membership increasing by 5% next year and has been running at capacity since 2009.

Sorrento Beach is a very popular swimming beach and attracts people from all around the Perth metropolitan area. In late 2016, a beach enclosure was installed at the northern end of Sorrento Beach. In its first season, the installation increased patronage and demand on the club's services, however this enclosure has been removed.

Sustainability implications

Social

The City engaged the services of Pracsys to undertake a study on the social return on investment based on the redevelopment of the SSLSC.

The review concluded that all options have the potential to bring significant economic and social benefits to the community.

The following benefits to additional members include the following:

- Continuous health benefits.
- One-off health benefits for new members that are currently inactive.
- Productivity benefits for new members that are currently inactive.
- Skills development (education) benefits to junior and under 19 members.
- Personal satisfaction from being a part of a sporting organisation.

The following benefits realised through additional patrolling members:

- Lifesaving benefits.
- Volunteering benefits (productivity, civic and individual).

The following commercial benefits to the club and the City of Joondalup:

- Lease revenue.

Environmental

The key outcomes of the CHRMAP analysis are as follows:

- Existing sea wall (to the south of existing facility) – due for replacement within the next few years. This would be required regardless of this project and therefore the costings for this are excluded.

- Groyne replacement was ranked the number one option. Note that the replacement / maintenance of the existing groynes is also the number one option for the overall City CHRMAPs analysis for that node. This has still to be presented and endorsed by Council. This business case must only include the incremental impacts caused by a project.

The business case has therefore assumed that the City would be replacing / maintaining the existing groynes as part of the overall CHRMAPs (albeit still to be endorsed) and therefore no other incremental cost associated with the groynes is factored into this business case. This issue requires ongoing review as part of the next phase and will be subject to a separate resolution within the Council report.

- Sand nourishment – the evaluation of the groynes option also included the need for sand replenishment costing $125,000 every five years (average cost of $25,000 per year). This has been added as an operating expense to the financial evaluation.

Sand from the beaches south of the Hillarys Boat Harbour drifts north with ocean currents but the construction of the Hillarys Marina in the 1980's stopped this natural process. Sand now drifts north and is trapped by the marina structure on Sorrento Beach, where it builds up.

This build-up forms the expanding dune system and the gradual widening of the beach. Based on engineering consultancy, the City has been removing sand from Sorrento Beach south of the marina and deposit transferring it to Hillarys Beach Park just north of Hillarys Boat Harbour (approximately 30,000m^3 of sand has been transported this way).

The dune system at Sorrento is man-made and were constructed when Sorrento Beach was redeveloped in the 2000's. The build-up of sand on these dunes due to the process outlined above, has resulted in sand being blown across the lawn areas and onto West Coast Highway.

A project has been proposed within the *Draft Five Year Capital Works Program 2022-23 to 2026-27* to reduce the height of the dune system to alleviate this problem. Any clearing of the dunes to mitigate the sand drift problem will require a native vegetation clearing permit.

All City managed facility redevelopment projects are planned to reduce the impact of the carbon footprint and consider environmentally sustainable design features where possible within the project budget. As part of the City's due diligence, coastal hazard risk management and geotechnical surveys have been undertaken.

Consultation

At this stage of the project, there has been no community consultation. Both the SSLSC and Surf Lifesaving WA have been engaged. However, it is noted that extensive community consultation in accordance with the City's *Community Consultation Policy* will be required if the project progresses.

COMMENT

It is evident that the condition of the clubroom facility for the SSLSC, which is aging and relatively poor condition, provides several challenges to service the existing member base and in addition to allow for any further growth.

The City can afford (from a capital investment perspective) all three options for redevelopment. There is enough capacity from City reserves to fund the project or alternatively, borrowings could be used.

VOTING REQUIREMENTS

Simple Majority.

Senior Project Officer left the Chamber at 8.23pm.

MOVED Cr Hamilton-Prime, SECONDED Mayor Jacob that Council:

1 APPROVES the proposed Sorrento Surf Life Saving Club Redevelopment project including demolition, site works and services, construction of new clubroom and associated storage facilities, artwork, reconfigured car park and commercial element as detailed in Option 3 in Report CJ096-06/22 at a project cost estimate of $18,054,500, noting that $12,455,300 of the proposed cost is for the Club building and the remaining $5,599,200 is for public facilities and commercial;

2 REQUESTS the following amounts be listed for consideration in the following budgets for the Sorrento Surf Life Saving Club Redevelopment project, subject to external funding from the State Government of Western Australia of $8,000,000 and the Sorrento Surf Life Saving Club Inc of $1,000,000:

2.1 $814,000 in 2022-23;

2.2 $4,602,000 in 2023-24;

2.3 $9,027,000 in 2024-25;

2.4 $3,611,500 in 2025-26;

3 NOTES that the amount of $814,000 listed for consideration in the 2022-23 budget for the Sorrento Surf Life Saving Club Redevelopment project (Option 3) is to undertake community engagement and detailed design;

4 REQUESTS the Chief Executive Officer to arrange community engagement on the proposed Sorrento Surf Life Saving Club Redevelopment project prior to undertaking detailed design.

C70-06/22 EXTENSION OF TIME TO SPEAK

MOVED Mayor Jacob, SECONDED Cr Logan that Cr Hamilton-Prime be permitted an extension of time to speak for a further five minutes.

The Motion was Put and CARRIED (9/4)

In favour of the Motion: Mayor Jacob, Crs Chester, Hamilton-Prime, Kingston, Logan, May, McLean, Raftis and Thompson.
Against the Motion: Crs Fishwick, Hill, Jones and Poliwka.

During debate an alternative recommendation was foreshadowed by Cr Thompson.

The Governance Coordinator left the Chamber at 8.43pm and returned at 8.46pm.

C71-06/22 EXTENSION OF TIME TO SPEAK

MOVED Mayor Jacob, SECONDED Cr Poliwka that Cr Thompson be permitted an extension of time to speak for a further five minutes.

The Motion was Put and CARRIED (11/2)

In favour of the Motion: Mayor Jacob, Crs Chester, Hamilton-Prime, Hill, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.
Against the Motion: Crs Fishwick and Jones.

C72-06/22 EXTENSION OF TIME TO SPEAK

MOVED Cr Kingston, SECONDED Cr Raftis that Cr Poliwka be permitted an extension of time to speak for a further five minutes.

The Motion was Put and CARRIED (9/4)

In favour of the Motion: Mayor Jacob, Crs Chester, Hamilton-Prime, Hill, Kingston, May, Poliwka, Raftis and Thompson.
Against the Motion: Crs Fishwick, Jones, Logan and McLean.

The Governance Officer left the Chamber at 9.05pm.

C73-06/22 EXTENSION OF TIME TO SPEAK

MOVED Cr Poliwka, SECONDED Cr Kingston that Cr Raftis be permitted an extension of time to speak for a further five minutes.

The Motion was Put and CARRIED (9/4)

In favour of the Motion: Mayor Jacob, Crs Chester, Hamilton-Prime, Hill, Kingston, May, Poliwka, Raftis and Thompson.
Against the Motion: Crs Fishwick, Jones, Logan and McLean.

The Governance Officer entered the Chamber at 9.11pm.

Cr Logan left the Chamber at 9.14pm.

C74-06/22 EXTENSION OF TIME TO SPEAK

MOVED Cr Poliwka, SECONDED Cr Raftis that Cr Kingston be permitted an extension of time to speak for a further five minutes.

The Motion was Put and CARRIED (7/5)

In favour of the Motion: Mayor Jacob, Crs Chester, Hamilton-Prime, Kingston, Poliwka, Raftis and Thompson.
Against the Motion: Crs Fishwick, Hill, Jones, May and McLean.

Cr Logan entered the Chamber at 9.19pm.

The Motion as MOVED Cr Hamilton-Prime, SECONDED Mayor Jacob was Put and LOST (6/7)

In favour of the Motion: Mayor Jacob, Crs Fishwick, Hamilton-Prime, Jones, Logan, May.
Against the Motion: Crs Chester, Hill, Kingston, McLean, Poliwka, Raftis and Thompson.

MOVED Cr Thompson, SECONDED Cr Raftis that Council:

1 APPROVES the proposed Sorrento Surf Life Saving Club Redevelopment project including demolition, site works and services, construction of new clubroom and associated storage facilities, artwork, reconfigured car park and commercial element as detailed in Option 1 of Report CJ096-06/22 at a total project cost not to exceed $14,000,000 with a cap on the allowance for Public Art at $50,000;

2 REQUESTS the following amounts be listed for consideration in the following budgets for the Sorrento Surf Life Saving Club Redevelopment project, subject to external funding from the State Government of Western Australia of $8,000,000 and the Sorrento Surf Life Saving Club Inc of $1,000,000:

2.1 $814,000 for 2022-23;

2.2 $3,519,800 for 2023-24;

2.3 $6,904,000 for 2024-25;

2.4 $2,762,200 for 2025-26;

3 NOTES that the amount of $814,000 listed for consideration in the 2022-23 budget for the Sorrento Surf Life Saving Club Redevelopment project (Option 1) is to undertake community engagement and detailed design;

4 REQUESTS the Chief Executive Officer to arrange community engagement on the proposed Sorrento Surf Life Saving Club Redevelopment project prior to undertaking detailed design.

AMENDEMENT MOVED Cr Fishwick, SECONDED Cr Thompson that Part 1 of the Motion be AMENDED to read as follows:

"1 APPROVES the proposed Sorrento Surf Life Saving Club Redevelopment project including demolition, site works and services, construction of new clubroom and associated storage facilities, artwork, reconfigured car park and commercial element as detailed in Option 1 of Report CJ096-06/22;"

The Motion was Put and CARRIED (10/3)

In favour of the Amendment: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Logan, May, McLean and Poliwka.
Against the Amendment: Kingston, Raftis and Thompson.

The Alternative Motion as Amended being:

That Council:

~~1~~ ~~APPROVES the proposed Sorrento Surf Life Saving Club Redevelopment project including demolition, site works and services, construction of new clubroom and associated storage facilities, artwork, reconfigured car park and commercial element as detailed in Option 1 of Report CJ096-06/22;~~

Amended by Council Resolution CJ198-08/26 (25.08.26)

2 REQUESTS the following amounts be listed for consideration in the following budgets for the Sorrento Surf Life Saving Club Redevelopment project, subject to external funding from the State Government of Western Australia of $8,000,000 and the Sorrento Surf Life Saving Club Inc of $1,000,000:

2.1 $814,000 for 2022-23;

2.2 $3,519,800 for 2023-24;

2.3 $6,904,000 for 2024-25;

2.4 $2,762,200 for 2025-26;

3 NOTES that the amount of $814,000 listed for consideration in the 2022-23 budget for the Sorrento Surf Life Saving Club Redevelopment project (Option 1) is to undertake community engagement and detailed design;

4 REQUESTS the Chief Executive Officer to arrange community engagement on the proposed Sorrento Surf Life Saving Club Redevelopment project prior to undertaking detailed design.

was Put and CARRIED (13/0)

In favour of the Amended Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

Reason for departure from Officer's Recommendation

In accordance with Regulation 11 (da) of the *Local Government (Administration) Regulations 1996,* the reason Council made its decision which was significantly different to what the administration recommended is to produce a development that is suitable for the purpose but is equitable in its cost for the ratepayers in Joondalup and will produce a better outcome for all.

To access this attachment on electronic document, click here: SorrentoSLS220614.pdf

Disclosure of Interest affecting Impartiality

Name / Position	**Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ097-06/22 - Confidential - Tender 003/22 - Enterprise Business Platform Implementation.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Deputy Mayor Hamilton-Prime had a meeting with Microsoft in Sydney including the Managing Director.

CJ097-06/22 CONFIDENTIAL - TENDER 003/22 ENTERPRISE BUSINESS PLATFORM IMPLMENTATION

This Item was dealt with later in the meeting, after 'Motions of Which Previous Notice has been Given', page 192 refers.

CJ098-06/22 TENDER 013/22 HERBICIDE APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Corporate Services
FILE NUMBER	110079, 101515
ATTACHMENTS	Attachment 1 Schedule of Items Attachment 2 Summary of Tender Submissions Attachment 3 Confidential Tender Summary *(Please Note: Attachment 3 is Confidential and will appear in the official Minute Book only).*
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to accept the tender submitted by Sanpoint Pty Ltd (LD Total) for the provision of herbicide application for the control of weeds to nominated locations.

EXECUTIVE SUMMARY

Tenders were advertised on Saturday, 9 April 2022 through state-wide public notice and published by Tenderlink for the provision of herbicide application for the control of weeds to nominated locations. Tenders closed on Thursday, 28 April 2022. A submission was received from each of the following:

- Environmental Industries Pty Ltd.
- Sanpoint Pty Ltd (LD Total).
- Tiger Pest and Weed Control Pty Ltd as Trustee for G & S Blazeski Family Trust (Tiger Pest and Weed Control).
- GTE Track Spray Pty Ltd as Trustee for GTE Track Spray Discretionary Trust.

The submission from Sanpoint Pty Ltd (LD Total) represents best value to the City. It demonstrated a thorough understanding of the City's requirements and a very good level of experience in providing similar services to local governments including the Cities of Wanneroo, Rockingham and Bayswater. The panel is confident Sanpoint Pty Ltd (LD Total) has sufficient equipment and qualified and experienced staff, to undertake the works for the City.

It is therefore recommended that Council ACCEPTS the tender submitted by Sanpoint Pty Ltd (LD Total) *for the provision of herbicide application for the control of weeds to nominated locations as specified in Tender 013/22 for a period of three years with an option to extend the Term of the Contract, by two one-year options, at the submitted schedule of rates, with any price variations subject to the percentage change in the Perth (All Groups) CPI.*

BACKGROUND

The City has a requirement to engage a contractor to supply and apply herbicides to nominated locations. This contract is to supply and apply herbicide treatment for the control of weeds in kerbs, footpaths, hardstand (paved) median islands, mulched median islands, general paved areas, broad acre turf locations and drainage sites throughout the City.

The City had a single contract in place with Tiger Pest and Weed Control which expired on 28 February 2022. The services are now being provided via quotation by Tiger Pest and Weed Control until a new contract is in place.

Tender assessment is based on the best value for money concept. Best value is determined after considering whole of life costs, fitness for purpose, tenderers' experience and performance history, productive use of City resources and other environmental or local economic factors.

DETAILS

The tender for herbicide application to nominated locations was advertised through state-wide public notice and published by Tenderlink on 9 April 2022. The tender period was for two weeks and tenders closed on 28 April 2022.

Tender Submissions

A submission was received from each of the following:

- Environmental Industries Pty Ltd.
- Sanpoint Pty Ltd (LD Total).
- Tiger Pest and Weed Control Pty Ltd as Trustee for G & S Blazeski Family Trust (Tiger Pest and Weed Control).
- GTE Track Spray Pty Ltd as Trustee for GTE Track Spray Discretionary Trust.

The schedule of items listed in the tender is provided in Attachment 1.

A summary of the tender submissions including the location of each tenderer is provided in Attachment 2.

A confidential tender summary is provided in Attachment 3.

Evaluation Panel

The evaluation panel comprised three members:

- one with contract preparation skills
- two with the appropriate operational expertise and involvement in supervising the contract.

The panel carried out the assessment of submissions in accordance with the City's evaluation process in a fair and equitable manner.

Evaluation Method and Weighting

The qualitative weighting method of evaluation was selected to evaluate the offers for this requirement. Prior to assessment of individual submissions, a determination was made, based on the selection criteria, of what would be an acceptable qualitative score that would indicate the ability of the supplier to satisfactorily deliver the goods and services. The predetermined minimum acceptable qualitative score was set at 55%.

The qualitative criteria and weighting used in evaluating the submissions received were as follows:

Qualitative Criteria		Weighting
1	Capacity	45%
2	Demonstrated experience in providing similar services	30%
3	Demonstrated understanding of the required tasks	20%
4	Social and economic effects on the local community	5%

Compliance Assessment

The panel completed individual assessments and convened on Wednesday,11 May 2022 to discuss the findings. Those Submissions that met the specification and technical criteria were evaluated further and those that did not comply with the technical and contractual requirements were eliminated from further evaluation.

The following offers received were assessed as fully compliant:

- Environmental Industries Pty Ltd.
- LD Total.
- Tiger Pest and Weed Control.

The offer from GTE Track Spray Pty Ltd as Trustee for GTE Track Spray Discretionary Trust was assessed as non-compliant. It did not submit any of its own documents addressing the compliance and qualitative criteria or pricing, only a copy of the tender document issued by the City.

This Submission was deemed to be non-conforming and was not considered further.

Based on the findings above, the Submissions that remained for further consideration were:

- Environmental Industries Pty Ltd
- LD Total
- Tiger Pest and Weed Control.

Qualitative Assessment

Environmental Industries Pty Ltd scored 68.3% and was ranked third in the qualitative assessment. The company demonstrated sufficient capacity to provide the services to the City. It demonstrated a good level of experience providing broadacre herbicide spraying services to the City of Wanneroo, weed and pest control services to the City of Stirling and kerb line spraying to the City of Vincent. Periods and dates were supplied for two contracts. It also included brief details of some small to medium projects with numerous other government and non-government organisations. The company demonstrated a reasonable understanding of the requirements providing a general methodology without specifying herbicide application methodologies for different infrastructures.

Tiger Pest and Weed Control scored 72.9% and was ranked second in the qualitative assessment. The company demonstrated a thorough understanding of the requirements. It demonstrated extensive experience providing similar services for City of Nedlands (2018-2021), the City of Gosnells (since 2017), Main Roads Department (since 2000) and the Department of Planning Lands and Heritage (2018-2021). Details of suitable plant and equipment were listed, named and described including six fully equipped vehicles available from April to October. The company has the capacity to provide the required personnel and equipment for delivery of the project.

LD Total scored 73.8% and was ranked first in the qualitative assessment. The company demonstrated a very good level of experience, providing similar services to the Cities of Wanneroo, Rockingham, South Perth and Bayswater from 2015 to present. It demonstrated a thorough understanding of the requirements, providing its approach and methodology to be applied for the proposed scope of works, addressing tasks such as kerb-line, footpath, landscape area, median islands and drainage site treatment methods and broadacre applications techniques. LD Total demonstrated it has sufficient understanding, experience and suitable equipment and qualified staff, to successfully undertake the works for the City.

Given the minimum acceptable qualitative score of 55%, LD Total, Tiger Pest and Weed Control and Environmental Industries Pty Ltd qualified for the stage two price (price) assessment.

Price Assessment

The panel carried out a comparison of the rates offered by each tenderer in order to assess value for money to the City.

The estimated expenditure over a 12-month period will vary based upon demand and is subject to change in accordance with operational requirements. To arrive at the estimated financial value of the tender, the rates offered by each tenderer have been calculated against the location meterage of the eight most regularly used items (locations). All submissions have indicated that the majority of the works will be undertaken by boom spraying with the option of hand spraying in areas with limited access. Based on this, the comparative statement of offers has been completed using the cost supplied for boom spraying only, whereby measurements have been taken from the City's Geographic Information System (GIS).

This provides a value of each Tenderer for comparative evaluation purposes based on the assumption that this pattern of usage is maintained. There is no guarantee that this will occur, and actual costs will be paid on the actual usage in the future.

The rates are fixed for the first year of the contract but are subject to a price variation in years two and three of the contract to a maximum of the CPI for the preceding year. For estimation purposes, a 2% CPI increase was applied to the rates in years two and three.

It is anticipated over the next three years the City will incur expenditure of $660,358 during the Contract period, and up to $1,122,901 over a five year Contract period, if both one year extension options are exercised.

Estimated Contract Price (Excluding GST)				
Tenderer	**Year 1**	**Year 2**	**Year 3**	**Total**
Environmental Industries Pty Ltd	$332,119	$338,761	$345,536	**$1,016,416**
LD Total	$215,775	$220,090	$224,493	**$660,358**
Tiger Pest and Weed Control	$304,280	$310,365	$316,573	**$931,218**

Evaluation Summary

The following table summarises the result of the qualitative and price evaluation as assessed by the evaluation panel.

Tenderer	**Weighted Percentage Score**	**Qualitative Ranking**	**Estimated Total Comparative Price**	**Price Rank**
LD Total	73.8%	1	$660,358	1
Tiger Pest and Weed Control	72.9%	2	$931,218	2
Environmental Industries Pty Ltd	68.3%	3	$1,016,416	3

Based on the evaluation result the panel concluded that the tender from Sanpoint Pty Ltd (LD Total) provides best value to the City and is therefore recommended.

Issues and options considered

Herbicide application is required to effectively manage seasonal weed infestations within public open spaces and streetscapes. The City does not have the internal resources to supply the required services and as such requires an appropriate external service provider.

Legislation / Strategic Community Plan / Policy implications

Legislation A statewide public tender was advertised, opened and evaluated in accordance with regulations 11(1) and 18(4) of Part 4 of the *Local Government (Functions and General) Regulations 1996*, where tenders are required to be publicly invited if the consideration under a contract is, or is estimated to be more, or worth more, than $250,000.

Strategic Community Plan

Key theme Quality Urban Environment.

Objective Quality open spaces.

Strategic initiative Adopt consistent principles in the management and provision of urban community infrastructure.

Policy Not applicable.

Risk management considerations

Should the contract not proceed, the risk to the City will be high as the City will not be able to manage seasonal weed infestations within City streetscapes and open spaces.

It is considered that the contract will represent a low risk to the City. The recommended tenderer is an established organisation with industry experience, appropriate licences and capacity to provide the services to the City.

Financial / budget implications

2022-23 financial year impact

Account no.	External contractors 3359 (6440).
Budget Item	Various Parks, Streetscapes and Drainage Sumps.
Proposed Budget amount	$ 300,000
Amount spent to date	$ 0
Proposed cost	$ 215,775
Balance	$ 84,225

All amounts quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

The effective management of seasonal weeds enhances the amenity of public open spaces and streetscapes.

Consultation

Not applicable.

COMMENT

The evaluation panel carried out the evaluation of the submissions in accordance with the City's evaluation process and concluded that the offer submitted by LD Total represents best value to the City.

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that Council ACCEPTS the tender submitted by Sanpoint Pty Ltd (LD Total) for the provision of herbicide application for the control of weeds to nominated locations as specified in Tender 013/22 for a period of three years with an option to extend the Term of the Contract, by two one-year options, at the submitted schedule of rates, with any price variations subject to the percentage change in the Perth (All Groups) CPI.

The Motion was Put and CARRIED (12/0) by Exception Resolution after consideration of CJ085-06/22, page 182 refers.

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson.

Appendix 9 refers

To access this attachment on electronic document, click here: Attach9brf220614.pdf

CJ099-06/22 TENDER 018/22 - NON-CHEMICAL APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Corporate Services
FILE NUMBER	110143, 101515
ATTACHMENTS	Attachment 1 Schedule of Items Attachment 2 Summary of Tender Submissions Attachment 3 Confidential Tender Summary *(Please Note: Attachment 3 is Confidential and will appear in the official Minute Book only).*
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to accept the tender submitted by Greensteam Australia Pty Ltd for the provision of non-chemical application for the control of weeds to nominated locations.

EXECUTIVE SUMMARY

Tenders were advertised on Saturday 9 April 2022 through state-wide public notice and published by Tenderlink for the provision of non-chemical application for the control of weeds to nominated locations. Tenders closed on Thursday 28 April 2022. A submission was received from each of the following:

- Environmental Industries Pty Ltd.
- Greensteam Australia Pty Ltd.

The submission from Greensteam Australia Pty Ltd represents best value to the City. It demonstrated a thorough understanding of the City's requirements and very good level of experience providing similar services to local governments including non-chemical weed control services to the City of Fremantle, the City of Subiaco and the City of Nedlands. The panel is confident Greensteam Australia Pty Ltd has sufficient capacity and resources to provide the service for the City.

It is therefore recommended that Council:

1 ACCEPTS the tender submitted by Greensteam Australia Pty Ltd for the provision of non-chemical application for the control of weeds to nominated locations as specified in Tender 018/22 for one year for the fixed lump sum of $450,000 (excluding GST), with options to extend the Term of the Contract, by two one-year option terms, with any price variations subject to the percentage change in the Perth (All Groups) CPI;

2 LISTS for consideration in the 2022-23 Annual Budget an additional amount of $150,000 in Materials and Contracts expenditure to fund the current budget shortfall in respect of the proposed cost of non-chemical application for the control of weeds with a corresponding reduction in transfer into the Strategic Asset Reserve.

BACKGROUND

At its meeting held on 14 December 2021 (CJ184-12/21 refers), Council requested that the Chief Executive Officer prepare a tender for the control of weeds by non-chemical means.

The City has a requirement to engage a contractor to supply and apply non-chemical treatments to nominated locations for the control of weeds in play spaces, kerbs, footpaths, hardstand (paved) median islands, mulched median islands and general paved areas within the City.

Tender assessment is based on the best value for money concept. Best value is determined after considering whole of life costs, fitness for purpose, tenderers' experience and performance history, productive use of City resources and other environmental or local economic factors.

DETAILS

The tender for non-chemical application for the control of weeds to nominated locations was advertised through state-wide public notice and published by Tenderlink on 9 April 2022. The tender period was for two weeks and tenders closed on 28 April 2022.

Tender Submissions

A submission was received from each of the following:

- Environmental Industries Pty Ltd.
- Greensteam Australia Pty Ltd.

The schedule of items listed in the tender is provided in Attachment 1.

A summary of the tender submissions including the location of each tenderer is provided in Attachment 2.

A confidential tender summary is provided in Attachment 3.

Evaluation Panel

The evaluation panel comprised three members:

- one with contract preparation skills
- two with the appropriate operational expertise and involvement in supervising the contract.

The panel carried out the assessment of submissions in accordance with the City's evaluation process in a fair and equitable manner.

Evaluation Method and Weighting

The qualitative weighting method of evaluation was selected to evaluate the offers for this requirement. Prior to assessment of individual submissions, a determination was made, based on the selection criteria, of what would be an acceptable qualitative score that would indicate the ability of the supplier to satisfactorily deliver the goods and services. The predetermined minimum acceptable qualitative score was set at 55%.

The qualitative criteria and weighting used in evaluating the submissions received were as follows:

Qualitative Criteria		Weighting
1	Capacity	45%
2	Demonstrated experience in providing similar services	30%
3	Demonstrated understanding of the required tasks	20%
4	Social and economic effects on the local community	5%

Compliance Assessment

All offers received were assessed as compliant and remained for further consideration.

Qualitative Assessment

Environmental Industries Pty Ltd scored 65.5% and was ranked second in the qualitative assessment. It demonstrated a reasonable understanding of the City's requirements, providing a generic outline in its methodology. It demonstrated some experience completing projects that contain similar non-chemical weed control but not to the scale of the City's requirement. It provided details of works carried out for organisations including the City of Wanneroo, the City of Stirling, Department of Fire and Emergency Services and Serco but it appeared that some form of chemical control was applied with these services. It has ability to provide additional personnel and resources from other departments or labour hire providers to complete the services for the City. The company demonstrated sufficient capacity to provide the services.

Greensteam Australia Pty scored 75.9% and was ranked first in the qualitative assessment. It demonstrated a very good level of experience completing projects that contain similar aspects to the requirements. A current work commitment schedule showing a number of projects where it is delivering non chemical weed control services to the City of Fremantle, City of Subiaco and the City of Stirling was included. The company demonstrated its capacity to perform the services providing an organisational chart along with names of the key personnel who will be directly involved in these works, including their, position, experience, education and/or trade qualifications. Details of plant and equipment it will use on the project were provided along with it's a machinery maintenance statement. It demonstrated a thorough understanding of the City's requirements, providing an in-depth response and proposed methodology. Greensteam Australia Pty Ltd has sufficient capacity and resources to provide the service for the City.

Given the minimum acceptable qualitative score of 55%, Environmental Industries Pty Ltd and Greensteam Australia Pty and qualified for the stage two price (price) assessment.

Price Assessment

The panel carried out a comparison of the lump sum prices offered by each of the tenderers in order to assess value for money to the City.

Tenderer	Fixed Lump Sum (Exclusive of GST)
Greensteam Australia Pty Ltd	$450,000
Environmental Industries Pty Ltd	$916,320

The lump sum price is fixed for the first year of the contract but is subject to price variations in years two and three of the contract to a maximum of the CPI for the preceding year, should the City exercise its options to extend the Term of the Contract.

For estimation purposes, by applying a 2% CPI increase to the lump sum price for year one, expenditure is estimated at $1,377,180 over a three-year period, should both extension options be exercised.

Evaluation Summary

The following table summarises the result of the qualitative and price evaluation as assessed by the evaluation panel.

Tenderer	Weighted Percentage Score	Qualitative Ranking	Lump Sum Price	Price Rank
Greensteam Australia Pty Ltd	75.9%	1	$450,000	1
Environmental Industries Pty Ltd	65.5%	2	$916,320	2

Based on the evaluation result the panel concluded that the tender from Greensteam Australia Pty Ltd provides best value to the City and is therefore recommended.

Issues and options considered

Non-chemical application is required to effectively manage seasonal weed infestations within public open spaces and streetscapes. The City does not have the required resources and equipment to carry out the council decision to implement non-chemical treatment to the city centre non-chemical treatment zones, playspaces and 50m school exclusion zones for the control of weed infestation.

Legislation / Strategic Community Plan / Policy implications

Legislation A statewide public tender was advertised, opened and evaluated in accordance with regulations 11(1) and 18(4) of Part 4 of the *Local Government (Functions and General) Regulations 1996*, where tenders are required to be publicly invited if the consideration under a contract is, or is estimated to be more, or worth more, than $250,000.

Strategic Community Plan

Key theme Quality Urban Environment.

Objective Quality open spaces.

Strategic initiative Adopt consistent principles in the management and provision of urban community infrastructure.

Policy Not applicable.

Risk management considerations

Should the contract not proceed, the risk to the City will be high as the City will not be able to manage seasonal weed infestations within City streetscapes and open spaces through a non-chemical application.

It is considered that the contract will represent a low risk to the City. The recommended tenderer is an established organisation with industry experience, appropriate licences and capacity to provide the services to the City.

Financial / budget implications

2022-23 financial year impact

Account no.	633 Various Parks, Streetscapes.
Budget Item	Various Parks, Streetscapes.
Proposed Budget amount	$ 300,000
Amount spent to date	$ 0
Proposed cost	$ 450,000
Balance	$ (150,000)

Actual costs will be incurred across the period of the contract. Accordingly, additional funds will be sought in the 2022-23 Budget to cover the anticipated shortfall.

All amounts quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

The effective management of seasonal weeds enhances the amenity of public open spaces and streetscapes.

Consultation

Not applicable.

COMMENT

The evaluation panel carried out the evaluation of the submissions in accordance with the City's evaluation process and concluded that the offer submitted by Greensteam Australia Pty Ltd represents best value to the City.

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that Council:

1 ACCEPTS the tender submitted by Greensteam Australia Pty Ltd for the provision of non-chemical application for the control of weeds to nominated locations as specified in Tender 018/22 for one year for the fixed lump sum of $450,000 (excluding GST), with options to extend the Term of the Contract, by two one-year option terms, with any price variations subject to the percentage change in the Perth (All Groups) CPI;

2 LISTS for consideration in the 2022-23 Annual Budget an additional amount of $150,000 in Materials and Contracts expenditure to fund the current budget shortfall in respect of the proposed cost of non-chemical application for the control of weeds with a corresponding reduction in transfer into the Strategic Asset Reserve.

The Motion was Put and CARRIED (12/0) by Exception Resolution after consideration of CJ085-06/22, page 182 refers.

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson

Appendix 10 refers

To access this attachment on electronic document, click here: Attach10brf220614.pdf

Disclosure of Interest affecting Impartiality

Name / Position	**Cr John Chester.**
Item No. / Subject	CJ100-06/22 – Tender 017/22 Bushfire Mitigation – Firebreaks and Fuel Reduction
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	The owners and directors of the Natural Areas Holdings Pty Ltd are known to Cr Chester.

CJ100-06/22 TENDER 017/22 BUSHFIRE MITIGATION - FIREBREAKS AND FUEL REDUCTION

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Corporate Services
FILE NUMBER	110080, 101515
ATTACHMENTS	Attachment 1 Schedule of Items Attachment 2 Summary of Tender Submissions Attachment 3 Confidential Tender Summary *(Please Note: Attachment 3 is Confidential and will appear in the official Minute Book only).*
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to accept the tender submitted by Natural Area Holdings Pty Ltd for the provision of bushfire mitigation – firebreaks and fuel reduction.

EXECUTIVE SUMMARY

Tenders were advertised on 30 March 2022 through statewide public notice and published by Tenderlink for the provision of bushfire mitigation – firebreaks and fuel reduction. Tenders closed on 20 April 2022. A submission was received from each of the following:

- Natural Area Holdings Pty Ltd.
- Martins Environmental Services Pty Ltd.
- Environmental Industries Pty Ltd.

The submission from Natural Area Holdings Pty Ltd represents best value to the City. The company demonstrated a thorough understanding and appreciation of the City's requirements. It has extensive experience providing bushfire mitigation including weed control and fire fuel load reduction works in environmentally sensitive areas to various state and local governments in WA including the Department of Fire and Emergency Services (DFES), the South West Catchment Council, the Shires of Dardanup and Serpentine-Jarrahdale, the Cities of Stirling, Rockingham, Bunbury and Joondalup. Natural Area Holdings Pty Ltd is well established with significant industry experience and proven capacity to complete the works for the City.

It is therefore recommended that Council ACCEPTS the tender submitted by Natural Area Holdings Pty Ltd for the provision of bushfire mitigation, firebreaks and fuel reduction as specified in Tender 017/22 for a period of three years at the submitted schedule of rates, with any price variations subject to the percentage change in the Perth CPI (All Groups).

BACKGROUND

The City has a requirement to engage an experienced contractor to undertake bushfire mitigation works. Bushfire risk management is a key responsibility for local government. Bushfires have the potential to cause injury and threaten lives, damage property and assets, significantly degrade natural areas and harm wildlife. Planning for bushfire and the implementation of prevention, preparedness and recovery strategies will minimise the risk to people, property and the environment.

The City's bushfire mitigation program currently incorporates annual monitoring and coordination of an established works program for the installation and maintenance of firebreaks and fire access ways, installation and management of strategic access points to bushland reserves and weed management including herbicide treatments. The program manages bushfire hazard within bushland natural areas, parks and public reserves, road verges and various other land parcels that contain native vegetation that is either owned or managed by the City.

The objectives of the 'Bushfire Mitigation - Firebreaks and Fuel Reduction' are to:

- protect life and nearby critical infrastructure, property and assets from bushfire
- reduce the frequency, impact and area of unplanned bushfires
- protect the landscape, ecological and amenity values of the natural area (bushland and coastal)
- protect the flora and fauna diversity and populations within natural areas.

The contractor shall carry out bushfire mitigation works (firebreaks and fuel reduction) to reduce the risk of impact by bushfire to surrounding infrastructure assets (home and property) and to the environment.

The services are to be provided on an 'as and when required' basis as directed by the superintendent. The City does not make any representation that it will procure or seek to procure the services, or any particular volume of services from the contractor.

The City has a contract in place with Natural Area Holdings Pty Ltd (Natural Area Consulting Management Services) for bushfire mitigation, firebreaks and fuel reduction which expires on 30 June 2022. In the past, quotations were sought for bushfire mitigation services as when required for each bushfire season or specific urgent requirement. A tender process was undertaken this time for provision of services for a period of three years.

Tender assessment is based on the best value for money concept. Best value is determined after considering whole of life costs, fitness for purpose, tenderers' experience and performance history, productive use of City resources and other environmental or local economic factors.

DETAILS

The tender for the provision of bushfire mitigation, firebreaks and fuel reduction was advertised through statewide public notice and published by Tenderlink on 30 March 2022. The tender period was for three weeks and tenders closed on 20 April 2022.

Tender Submission

A submission was received from each of the following:

- Natural Area Holdings Pty Ltd.
- Martins Environmental Services Pty Ltd.
- Environmental Industries Pty Ltd.

The schedule of items listed in the tender is provided in Attachment 1 to Report CJ100-06/22.

A summary of the tender submissions including the location of each tenderer is provided in Attachment 2 to Report CJ100-06/22.

A confidential tender summary is provided in Attachment 3 to Report CJ100-06/22.

Evaluation Panel

The evaluation panel comprised three members, being:

- one with tender and contract preparation skills
- two with the appropriate operational expertise and involvement in supervising contracts.

The panel carried out the assessment of the submissions in accordance with the City's evaluation process in a fair and equitable manner.

Evaluation Method and Weighting

The qualitative weighting method of tender evaluation was selected to evaluate the offers for this requirement. Prior to assessment of individual submissions, a determination was made, based on the selection criteria, of what would be an acceptable qualitative score that would indicate the ability of the tenderer to satisfactorily deliver the services.

The standard minimum acceptable qualitative score for tenders at the City is 50%, but the specific circumstances of tender requirements may, from time to time, require the minimum score to be set higher than 50%, where the specification has complex design or technical requirements. As this Contract involved manual fuel load reduction work, weed identification and chemical use in environmentally sensitive natural areas and to ensure the selected contractor possesses the necessary knowledge, experience and capacity to deliver the works required under the contract, the predetermined minimum acceptable qualitative score for this requirement was therefore set at 60%.

The qualitative criteria and weighting used in evaluating the submissions received were as follows:

Qualitative Criteria		**Weighting**
1	Demonstrated experience in providing similar services	40%
2	Capacity	30%
3	Demonstrated understanding of the required tasks	25%
4	Social and economic effects on the local community	5%

Compliance Assessment

All submissions received were assessed as compliant and remained for further consideration.

Qualitative Assessment

Environmental Industries Pty Ltd scored 56.1% and was ranked third in the qualitative assessment. The company has the capacity required to undertake the works. It demonstrated an understanding of the required tasks. It has been providing landscape maintenance on large scale projects to various organisations including the Cities of Wanneroo and Joondalup, the Shire of East Pilbara, Jones Lang Lasalle, Southern Cross Care, Serco and LWP Property Group.

Other examples were provided and these were for the provision of firebreak maintenance services to the Department of Fire and Emergency Services and the Department of Planning, Lands and Heritage. However, period and dates of these contracts or duration of works were not supplied. The panel noted the company made little or no reference to it having carried out bushfire mitigation within sensitive natural areas / bushland areas similar to the City's requirements.

Martins Environmental Services Pty Ltd scored 61.5% and was ranked second in the qualitative assessment. The company demonstrated a sound understanding of the required tasks. It has sufficient capacity and the experience required to provide the services. Examples of works were provided and these included the Cities of Kalamunda (weed control, firebreaks spraying, vegetation management), Mandurah (firebreak creation, maintenance, spraying and pruning, fuel reduction slashing and parkland cleaning) and Gosnells (weed control, firebreak pruning, slashing, gate installation, track maintenance, forestry mulching and erosion control) and the Department of Planning, Lands and Heritage (firebreak widening, pruning maintenance and creation, forestry mulching, vegetation management, slashing and rotary hoeing). Though it outlined chemical usage for bushland weed control, the panel noted the company did not address specifically how the works will be undertaken in an ecological sensitive manner in accordance with relevant legislation.

Natural Area Holdings Pty Ltd scored 89.7% and was ranked first in the qualitative assessment. The company has extensive experience providing bushfire mitigation including weed control and fire fuel load reduction works in environmentally sensitive areas to various state and local governments in WA including DFES, the South West Catchment Council, the Shires of Dardanup and Serpentine-Jarrahdale, the Cities of Stirling, Rockingham, Bunbury and Joondalup. It stated the company understands the importance of all native bushland and have formulated standard operating procedures which align with relevant Federal and State legislation and guidelines, to ensure the protection of native areas. It demonstrated a thorough understanding and appreciation of the City's requirements. Natural Area Holdings Pty Ltd is well established with significant industry experience and proven capacity to complete the works for the City.

Given the minimum acceptable qualitative score of 60%, Natural Area Holdings Pty Ltd and Martins Environmental Services Pty Ltd qualified for stage two of the assessment.

Price Assessment

The panel carried out a comparison of the submitted rates offered by those that passed the stage one evaluation to assess value for money to the City.

The estimated expenditure over a 12-month period will vary based upon demand and is subject to change in accordance with operational requirements. For the purposes of comparison of the financial value of the tenders, the tendered rates offered by each tenderer have been applied to projected or estimated usage data of all scheduled items. This provides a value of each tenderer for comparative evaluation purposes based on the assumption that this pattern of usage is maintained. There is no guarantee that this will occur, and actual costs will be paid on the actual usage in the future.

The rates are fixed for the first year of the contract but are subject to a price variation in years two and three of the contract to a maximum of the CPI for the preceding year. For estimation purposes, a 2% CPI increase was applied to the rates in years two and three.

Tenderer	Year 1	Year 2	Year 3	Total
Natural Area Holdings Pty Ltd	$646,700	$659,634	$672,827	$1,979,161
Martins Environmental Services Pty Ltd	$797,000	$812,940	$829,199	$2,439,139

During 2020-21, the City incurred $304,323 for bushfire mitigation services. The expenditure for 2021-22 is projected to be $520,564 ($513,371 to date), which is a substantial increase from the previous year due to additional DFES funding for increased services. The City is expected to incur in the order of $1,979,161 over the three-year contract period.

The rates proposed by Natural Area Holdings Pty Ltd results in no cost rise when compared to the existing contract.

Evaluation Summary

Tenderer	Weighted Percentage Score	Qualitative Ranking	Estimated Total Comparative Price	Price Rank
Natural Area Holdings Pty Ltd	89.7%	1	$1,979,161	1
Martins Environmental Services Pty Ltd	61.5%	2	$2,439,139	2

Based on the evaluation result the panel concluded that the tender from Natural Area Holdings Pty Ltd provides best value to the City and is therefore recommended.

Issues and options considered

The City has a requirement for the provision of bushfire mitigation – firebreaks and fuel reduction. The City does not have the internal resources to provide the required services and requires the appropriate external contractor to undertake the works.

Legislation / Strategic Community Plan / Policy implications

Legislation A state-wide public tender was advertised, opened and evaluated in accordance with regulations 11(1) and 18(4) of Part 4 of the *Local Government (Functions and General) Regulations 1996*, where tenders are required to be publicly invited if the consideration under a contract is, or is estimated to be more, or worth more, than $250,000.

Strategic Community Plan

Key theme The Natural Environment.

Objective Environmental resilience.

Strategic initiative Identify and respond to environmental risks and vulnerabilities.

Policy Not applicable.

Risk management considerations

Should the contract not proceed, the risk to the City will be extreme as bushfire risk management is a key responsibility for local government and the City will not be able to undertake planning for bushfires and the implementation of prevention, preparedness and recovery strategies to minimise the risk to people, property and environment.

It is considered that the contract will represent a low risk to the City as the recommended tenderer is well established with significant industry experience and proven capacity to provide the services to the City.

Financial / budget implications

Current financial year impact

Account no.	623-XXXX-3359-6451.
Budget Item	Bushfire mitigation – firebreaks and fuel reduction.
Budget amount	$ 655,530
(2022-23 Proposed)	(includes $250,000 expected DFES funding)
Proposed cost 2022-23	$ 646,700
Balance	$ 8,830

The balance does not represent a saving at this time. The actual expenditure will depend on actual usage under the contract.

All amounts quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

The provision of bushfire mitigation reduces the risk of bushfire while protecting the social, economic and environmental values of the City's reserves and nearby assets.

Consultation

Not applicable.

COMMENT

The evaluation panel carried out the evaluation of the submissions in accordance with the City's evaluation process and concluded that the offer submitted by Natural Area Holdings Pty Ltd represents best value to the City.

VOTING REQUIREMENTS

Simple Majority.

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that Council ACCEPTS the tender submitted by Natural Area Holdings Pty Ltd for the provision of bushfire mitigation, firebreaks and fuel reduction as specified in Tender 017/22 for a period of three years at the submitted schedule of rates, with any price variations subject to the percentage change in the Perth CPI (All Groups).

The Motion was Put and CARRIED (12/0) by Exception Resolution after consideration of CJ085-06/22, page 182 refers.

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson.

Appendix 11 refers

To access this attachment on electronic document, click here: Attach11brf220614.pdf

CJ101-06/22 PETITION REQUESTING A SAFETY AND CONGESTION REVIEW AT WOODVALE BOULEVARD SHOPPING CENTRE

WARD	Central
RESPONSIBLE DIRECTOR	Mr Nico Claassen Infrastructure Services
FILE NUMBER	05386, 101515
ATTACHMENTS	Attachment 1 Locality Plan Attachment 2 Focus area for safety review Attachment 3 Preferred option to improve safety
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to consider the outcomes of the safety and congestion review for a section of Trappers Drive from Woodvale Drive to Whitfords Avenue.

EXECUTIVE SUMMARY

At its meeting held on 21 September 2021 (C94-09/21 refers), Council received a 140 signature petition from residents requesting a safety and congestion review of Trappers Drive between Woodvale Drive and Whitfords Avenue, for both vehicles and pedestrians, be undertaken.

A safety and congestion review for Trappers Drive from Woodvale Drive to Whitfords Avenue has been completed. The review included confirming vehicle volumes of Trappers Drive and Woodvale Drive, a crash analysis for the period January 2016 to December 2020 within this section of Trappers Drive, a site assessment and, 12 hour video surveys to confirm vehicle and pedestrian/cyclist movements.

The section of Trappers Drive from Timberlane Drive to Whitfords Avenue is a four-lane divided carriageway and is designed to service the shopping centre, commercial, commuter and, residential traffic. While the vehicle volumes are high, there is little evidence that it is congested. Motorists are likely to experience delays exiting the precinct, particularly in peak periods, and queuing is likely occurring within the commercial area. This is considered typical for a shopping precinct that is located on a busy road.

The current situation does not warrant any major upgrades at this time. Reviewing the situation in 12-18 months after the opening of the upgraded service station and fast-food outlet is best way to confirm if there are any real safety or congestion impacts on Trappers Drive that may warrant further upgrades.

The survey did, however, identify that the current pedestrian facilities, while well utilised, are not to current standards and upgrading them to have a greater presence will create awareness of pedestrians and cyclists crossing points on Trappers Drive and would likely make people feel safer when crossing the road.

It is therefore recommended that Council:

1 NOTES the outcomes of the congestion and safety review of Trappers Drive between Woodvale Drive and Whitfords Avenue for vehicles and pedestrians;

2 SUPPORTS upgrading the pedestrian facilities on Trappers Drive between Woodvale Drive and Whitfords Avenue;

3 NOTES that the upgrading of the pedestrian facilities as per Part 2 above, will be prioritised and listed for considered by Elected Members as part of a future budget development process;

4 NOTES that a further review will be undertaken in 12-18 months after the opening of the upgraded service station and fast-food outlet to determine whether further action at this location is required;

5 ADVISES the lead petitioner of its decision.

BACKGROUND

Trappers Drive and Woodvale Drive are both significant strategic road through the suburb of Woodvale. Trappers Drive extends from Ocean Reef Road in the north to Whitfords Avenue in the south and has a speed limit of 50km/h. Woodvale Drive extends from Trappers Drive in the west to Wanneroo Road in the east and also has a 50km/h speed limit (Attachment 1 refers).

Trappers Drive and Woodvale Drive are defined as local distributor roads by Main Roads WA's (MRWA) Functional Road Hierarchy which are designed to carry higher volumes of residential, commuter, and commercial vehicles to distribute them to the wider road network.

Since the early 1980's, Trappers Drive was constructed in stages with the southern section from Timbercrest Rise/Crinum Court to Whitfords Avenue completed in the early 1990's. This final section of Trappers Drive was constructed as a four-lane divided carriageway with the two median openings to service the commercial precinct encompassing Woodvale Boulevard Shopping Centre and 941 Whitfords Avenue.

Beside the shopping centre there are other traffic generators in close vicinity to the area detailed as folllows:

- Woodvale Primary School which backs onto Trappers Drive and is located approximately 500 metres north of the shopping centre.
- Woodvale Senior High School is located just under 1 kilometre east of Trappers Drive.

In June 2021, the City received a Development Application (DA) for the redevelopment of 941 Whitfords Avenue which proposed to upgrade the existing BP Service Station and include a fast-food outlet with drive-thru facilities. As part of this application, a traffic assessment report was provided by the applicant.

This traffic assessment report indicated that the fast-food outlet would not cause a significant increase in vehicle volumes on Whitfords Avenue and Trappers Drive. The report acknowledged that the layout of Whitfords Avenue and Trappers Drive are designed to handle these types of developments.

As part of the process for this type of development, community consultation was undertaken and ran for 14 days from 16 July and closed on the 30 July 2021. Surrounding commercial owners/operations and homeowners/occupiers were directly notified by correspondence (75 in total) and comments could also be submitted via the City's website. A total of 118 responses were received, of which 21 supported the application, 92 opposed and five were neutral. The concerns raised by the community in relation to the service station development was that the inclusion of a fast-food outlet will create additional road safety risks for motorists, pedestrians/cyclists and the area will potentially become more congested.

The application was referred to the Department of Planning, Lands and Heritage for consideration by the Metro Outer Joint Development Assessment Panel (JDAP). The application was approved by the JDAP meeting on the 9 September 2021. Works have since commenced which included the demolishing of the original service station.

DETAILS

At its meeting held on 21 September 2021 (C94-09/21 refers), Council received a 140 signature petition from residents of the City of Joondalup requesting the following:

"Undertake a safety and congestion review of Trappers Drive between Woodvale Drive and Whitfords Avenue, for both vehicles and pedestrians.

With a focus on entry and exit of Woodvale Boulevard Shopping Centre on Trappers Drive as issues there will increase with the expected development of the BP site inclusion of drive through fast food.

As this is a public safety issue, we respectfully ask that this review be completed within 2 months."

A congestion and safety review has been completed which focused on the following areas:

1 Vehicle Volumes – Trappers Drive and Woodvale Drive

Local distributor roads are designed to carry maximum desirable vehicle volumes of approximately 6,000 vehicles per day (vpd). There are, however, many local distributor roads within the City's road network that handle vehicle volumes more than this threshold and yet still function within their purpose. Trappers Drive is one such road, however it is unique because of the four-lane divided section from Timberlane Drive to Whitfords Avenue. This section is designed to carry much higher vehicle volumes and the criteria relevant to a 'typical' local distributor is secondary.

The vehicle volumes captured from traffic counts in May 2018 for the length of Trappers Drive, confirm the vehicle volumes, while not the most recent, still has relevance for the purposes of the review. The vehicle volumes for the length of Trappers Drive are provided below:

Location – Trapper Drive	**Vehicle volumes vpd**	**North bound**	**South bound**
North of Whitfords Avenue	14,152	5,717	8,435
North of Timbercrest Rise	8,773	4,225	4,548
North of Trailwood Drive	6,791	3,263	3,528
North of Nadine Place	7,446	3,921	3,525
North of Camarino Drive	7,257	3,514	3,743
North of Plumdale Way	8,703	4,351	4,352
South of Ocean Reef Road	9,427	4,640	4,787

Looking at historical vehicle volumes for Trappers Drive, they have been consistent over time. As an example, for the section of Trappers Drive north of Whitfords Avenue, the vehicle volumes in 2014 were 16,266vpd and in November 2011 they were 14,774vpd. New traffic surveys for Trappers Drive will be programmed for approximately 12 months after the opening of the service station and fast-food outlet. This will enable the City to assess the impact that the fast-food outlet has had on vehicle volumes in this section of Trappers Drive.

The latest traffic count data for Woodvale Drive was in February 2016 and volumes were 6,990vpd. Volumes have also been quite consistent with vehicle volumes in 2011 being 6,704vpd and in 2009 being 6,206vpd. Woodvale Drive is currently listed for traffic counts surveys.

2 Crash Data and Ranking

Crash analysis on the road network assist with identifying design flaws that may be contributing to accidents, particularly if the accidents are resulting in injuries. Main Roads WA (MRWA) provide a database of reported accidents that have occurred for the period January 2017 to December 2021.

The reported crash data for this five year period has been analysed for the following locations:

- Intersection Trappers Drive and Woodvale Drive.
- Trappers Drive and northern shopping centre access.
- Trappers Drive and southern service station access.

Trappers Drive and Woodvale Drive Intersection

The crash analysis for the intersections confirms five reported accidents, of which two resulted in medical treatment as detailed below:

Year	Crash type	Severity
2018	Right turn thru	Medical
	Rear end	Property damage
2019	Right angle	Medical
	Rear end	Property damage
2020	Right angle	Property damage

According to the ranking for intersections in the City's road network that meet Black Spot funding criteria, it is currently ranked at 155. This means there are 154 other intersections that have a higher number of accidents that have resulted in injuries. At this time, applying for Black Spot funding cannot be justified, however the intersection will be monitored on an annual basis when new crash data is released by MRWA.

Trappers Drive and northern shopping centre access

There have been six reported crashes resulting in property damage only at this location.

Year	Crash type	Severity
2017	Leaving driveway	Property damage
2018	Rear end	Property damage
	Leaving driveway	Property damage
2019	Rear end	Property damage
	Leaving driveway	Property damage
2020	Leaving driveway	Property damage

Most of the reported crashes are a result of vehicles exiting the shopping centre and turning right into Trappers Drive. Three accidents occurred on the northbound carriageway near the crossover and three occurred for the southbound movement near the median opening. All six crashes resulted in property damage only which may be an indication that the accidents have occurred at low speed.

Trappers Drive and southern service station access

There were 13 reported crashes at this location as per the table below.

Year	Crash type	Severity
2017	Leaving driveway	Hospital
	Leaving driveway	Property damage
	Leaving driveway	Property damage
	Thru-right	Property damage
	U-turn	Property damage
2018	Leaving driveway	Property damage
	Leaving driveway	Property damage
2019	Leaving driveway	Property damage
	Leaving driveway	Property damage
2021	Leaving driveway	Property damage
	Leaving driveway	Property damage
	Leaving driveway	Property damage
	Right angel	Medical

While the accidents that had occurred at the northern access were evenly split between the north and southbound carriageways, this is not the case at this location. Twelve of the 13 accidents have occurred on the northbound carriageway. The only accident that occurred on the southern carriageway was a result of a U-turn manoeuvre with the driver travelling southbound, to then head northbound. Of the 13 accidents, two resulted in injuries with the vehicles were turning right onto Trappers Drive. The accident resulting in hospitalisation in 2017 was due to the exiting vehicle colliding with a motorcyclist heading north on Trappers Drive. The accident that required medical attention in 2021 was due to the exiting vehicle colliding with a vehicle also heading northbound on Trappers Drive.

3 Site Assessment

A site assessment was undertaken in February 2022 to confirm the road layout and observe motorists entering/exiting the northern shopping centre access and the southern service station access. A condition and design assessment of the existing pedestrian and public transport facilities was also undertaken at this time.

Vehicle Access and Movement

The intersection of Woodvale Drive and Trappers Drive is typical of many other intersections along Trappers Drive and within the City's road network. It is supported by a right turn pocket on the northbound carriageway of Trappers Drive as well as a splitter island with a pedestrian refuge on Woodvale Drive. Specific further observations includes the following:

- The northern shopping centre access appeared to be the busiest and be the 'main' access to the precinct from Trappers Drive.
- The southern service station access was less utilised than the northern access with clear sightlines.
- Two motorists made U-turn manoeuvres at the median opening for the southern service station access on Trappers Drive. It was noted that there is no signage in place that bans U-turns at this location.

Pedestrian facilities

The following observations were made regarding the pedestrian facilities located on this section of Trappers Drive as follows:

- Intersection of Woodvale Drive and Trappers Drive:
  - The kerb ramps are not to current standards.
  - Ramps do not align with the pedestrian refuge in the splitter island.
- Pedestrian crossing on Trappers Drive a few metres north of the intersection with Woodvale Drive:
  - It is not easily identifiable, and motorists may not be aware that it is there.
  - It consists of kerb ramps on either side of the carriageway and in the median island.
  - The pedestrian facility is not to current standards.
- Pedestrian crossing on Trappers Drive is located a few metres north of the northern shopping centre access:
  - It supports pedestrian movements for public transport users and people likely accessing the shopping centre.
  - The pedestrian crossing is not to current standards.

Public Transport

There are two bus stops located in this section of Trappers Drive. One stop is located on the shopping centre side of Trappers Drive (stop 18425) and the other on the eastern side adjacent to the northern shopping centre access (stop 18424) (Attachment 2 refers).

Stop 18425 is supported by a footpath which extends along Trappers Drive in a north/south direction. Stop 18424 is also supported by a footpath and extends along Trappers Drive in a north/south direction. There is the pedestrian crossing facility a few metres from the bus stop, which also connects to the pedestrian accessway to Sophora Place and the path leading into the shopping centre.

4 Video Surveys

Video surveys were undertaken on Wednesday 23 February from 7.00am to 7.00pm to capture vehicle turning movements, pedestrian/cyclist numbers and their movements as well as assist in identify adhoc/illegal manoeuvres over a 12 hour period. The survey scope covered the intersection of Woodvale Drive and Trappers Drive and the northern shopping centre and southern service station accesses.

The results of the video surveys are broken into four areas, which are as follows:

Woodvale Drive and Trappers Drive

The video surveys confirmed that the peak periods for the intersection are from 8.00am to 9.00am, which typically coincides with the school peak and general commuting traffic. The afternoon peak period is from 4.00pm to 5.00pm which may be a mix of school and commuter traffic.

During the 12 hour period; 38 U-turn manoeuvres were recorded, and all vehicles were headed in a northbound direction to then head south towards Whitfords Avenue. This may be the result of motorists not wanting to wait to turn right into Trappers Drive from the shopping centre or service station accesses. Alternatively, it may be motorists that have exited the shopping centre east onto Whitfords Avenue but wanted to travel west on Whitfords Avenue therefore using Trappers Drive to make a U-turn to then turn right onto Whitfords Avenue to travel west. The U-turn manoeuvres are occurring at various times throughout the day and are not related to peak periods.

Trappers Drive and northern shopping centre access

The results of the video surveys confirms that this is the main access for the shopping centre which aligns with what was observed on the day of the site visit. While the survey only gives a brief snapshot, it identified that the greatest demand is in the afternoon peak period from 4.00pm to 5.00pm. This is likely to be similar during other days of the week as people may stop at the shopping centre on their way home from school and work.

The survey further identified several vehicles making U-turns at the median opening on Trappers Drive. During the 12 hour period; 16 U-turn manoeuvres were recorded, 14 vehicles were headed in a northbound direction to then head southbound, and two vehicles were captured heading in a southbound direction to then head northbound. These movements occurred throughout the day at various times.

Trappers Drive and southern service station access

The access at this location is identified as the main exit for the service station and likely to be the main access point for customers of the fast-food outlet. It must be noted that the surveys undertaken may not represent the 'typical' usage as construction had already commenced at the old service station site.

There were 17 U-turns captured over the 12-hour period using the median opening on Trappers Drive; 14 of these were headed in a northbound direction coming from Whitfords Avenue to then head southbound back towards Whitfords Avenue. Three vehicles were captured heading in a southbound direction on Trappers Drive to then head northbound. The movements are occurring at various times through the day. This again may be motorists that have exited the shopping centre east onto Whitfords Avenue but wanted to travel west on Whitfords Avenue therefore using Trappers Drive to make a U-turn to then turn right onto Whitfords Avenue to travel west.

Pedestrian and Cyclists

The surveys captured pedestrian/cyclist movements and how they are using the road and/or pathways occurring on Trappers Drive from Woodvale Drive to Whitfords Avenue. While the video surveys only provide a small snapshot of the number of pedestrians/cyclists and their movements, it can be determined that it confirms typical usage on a 'normal' weekday.

The surveys have been able to confirm that pedestrian and cyclist demand is strong at the pedestrian crossing facility on Trappers Drive, within the vicinity of Woodvale Drive. With Woodvale Primary School and Woodvale Senior High School within a 1 kilometre radius of the intersection, the highest demand is falling within the typical school morning and afternoon peak periods.

It was important to also capture how many pedestrian/cyclists were using the footpath through the service station access crossover. Concerns were that due to the inclusion of a fast-food outlet this would result in a significant increase in vehicle movements and therefore make it unsafe for pedestrians to use the footpath.

While the results can only be based on the current situation, the surveys confirmed that there were only 16 pedestrian/cyclist movements using the footpath through the crossover over the 12 hour period. It is difficult to determine if they were accessing the shopping centre or bus stop 18425.

The video surveys also confirmed that the pedestrian crossing on Trappers Drive near the northern shopping centre access is well utilised by pedestrians and cyclists. It supports bus stop 18424, the pedestrian accessway to Sophora Place and the path leading into the shopping centre. The crossing is well placed to support this demand.

5 Public Transport

Based on the average boardings and alightings provided by the Public Transport Authority (PTA) both stops are well utilised.

Stop 18424

This stop has an upgraded hard stand and meets PTA's current standards. There is also a single sided bus shelter with a seat. Four bus routes utilise this stop, being the 447, 465, 466, and 467. They run at various times through the day. According to PTA's average daily passenger there are 14 boardings and 25 passengers alighting over a day.

This stop is well supported by the existing pedestrian crossing facility and the footpath that extends along Trappers Drive.

Stop 18425

This stop also has an upgraded hardstand to current standards but does not have a bus shelter. Four bus routes utilise this stop, being the 447, 465,466, and 467. These also run at various times through the day. According to PTA's average daily passenger there are 25 boardings and 18 passengers alighting over a day.

There are no pedestrian crossing facilities within close vicinity of this bus stop, and it would appear from the video survey data that pedestrians are likely using the footpath to access the stop. It is difficult to gauge however, which direction they are coming from.

As there is no bus shelter at this stop, an assessment was undertaken to confirm whether a bus shelter could be installed. Generally, for a bus shelter to be supported by PTA and the City, a stop must have an average of 15 daily boardings. In the case of this stop, there is an average of 25 daily boardings.

While the stop meets passenger boardings criteria, a site assessment confirmed that the location has significant site restrictions and there is no available verge space for the bus shelter hardstand. The property boundary of 1 Trappers Drive is approximately 1 metre from the footpath and the bus shelter would therefore encroach into private property.

Further to this, a bus shelter installed at this location, is likely to create sight line issues for motorists turning right from the northern shopping centre and southern service station accesses.

Overall, the four-lane divided section of Trappers Drive caters for public transport while still maintaining traffic flows. With there being two lanes for the north and southbound movements this allows vehicles to overtake the buses when they are picking up/dropping off passengers.

Summary

The results of the review above have highlighted the following:

- The vehicle volumes on Trappers Drive, taking into consideration it is a four-lane divided carriageway, is acceptable for the functionality of the road. The design caters for a high number of vehicle movements due to the commercial precinct.
- Vehicle volumes on Woodvale Drive are within acceptable limits for a local distributor road.
- There is little evidence to indicate the area is congested, with any queuing likely to be occurring within the bounds of the commercial properties. This is not an unusual situation.
- The four-lane carriageway in this section of Trappers Drive caters for public transport and maintains vehicle flows.

- Pedestrians are provided for within this precinct, however the pedestrian crossing facilities, if upgraded, would highlight these crossings to motorists and possibly make pedestrians feel safer.

Issues and options considered

The options were identified as following:

Option One – Keep the existing situation with no infrastructure modifications	
No change to the layout of Trappers Drive or to the existing pedestrian facilities on Trappers Drive and Woodvale Drive. This is not the preferred option.	
Advantages	Disadvantages
• No funding required.	• Does not address the pedestrian facility improvements identified. • Does not address the leaving driveway crashes occurring within the vicinity of both accesses.

Option Two – Upgrade the existing pedestrian crossing facilities on Trappers Drive from Woodvale Drive to Whitfords Avenue	
No change to the carriageway from Woodvale Drive to Whitfords Avenue or the median openings for the northern shopping centre and southern service station accesses. Develop a project to upgrade the existing pedestrian crossing facilities on Trappers Drive from Woodvale Drive to Whitfords Avenue by placing it in the City's Prioritisation and Warrant Criteria matrix for pathways. The project to then be ranked and scheduled for delivery within the City's *Five-Year Capital Works Program* against other City projects. Undertake an additional review 12-18 months after the opening of the service station and fast-food outlet. This is the preferred option.	
Potential Advantages	Disadvantages
• The pedestrian facilities will have more of an impact and highlight those pedestrians crossing the road to motorists. • Provides a safer environment for pedestrians and cyclists with upgraded facilities. • Upgrading the pedestrian facilities may encourage more people to walk and ride.	• It does not address the 'leaving driveway' accidents occurring at both accesses. • A project to upgrade the pedestrian crossing facilities would require funding through the City's *Five-Year Capital Works Program* and require prioritising against other projects.
Potential Advantages	Disadvantages
• A review undertaken 12-18 months after the opening of the service station and fast-food outlet will provide sufficient timing for traffic movements to return to some level of 'normality' and confirm if the fast-food outlet has had any negative impacts on Trappers Drive.	

Option Three – Ban the right turn movement from the northern and southern access	
Modify the median openings on Trappers Drive for the northern shopping centre and southern service station accesses and ban the right turn movements. Motorists will have to use the roundabout at Timbercrest Rise to head south back to Whitfords Avenue. This option is not the preferred option.	
Advantages	Disadvantages
• This would address the leaving driveway/right angle accidents occurring at both accesses. • Would reduce wait times for motorists exiting the precinct. • Would improve safety at both accesses as motorists will only need to look one way when exiting.	• May potentially have a negative impact on business within the shopping centre, service station and surrounding businesses. • Will require support from the adjoining commercial property owners which may not be forthcoming. • Would likely create a greater demand on the roundabout at Timbercrest Rise, which would negatively impact traffic flow at this location. • Would likely increase the number of U-turn movements at the Trappers Drive/Woodvale Drive intersection. • Would likely have a negative impact on the fuel tankers for the service station. They would be required to head north to use the roundabout at Timbercrest Rise to head south. The roundabout is not designed to handle these large trucks. • There may be non-compliance of some motorists even with the modifications to the median openings. • Modifications to the infrastructure on Trappers Drive to remove the right turn, would require funding through the City's *Five-Year Capital Works Program* and would therefore likely take some time before this issue could be addressed.

Legislation / Strategic Community Plan / Policy implications

Legislation *Road Traffic Code 2000.*

Strategic Community Plan

Key theme Quality Urban Environment.

Objective Integrated spaces.

Strategic initiative Adopt consistent principals in the management and provision of urban community infrastructure.

Policy Not applicable.

Risk management considerations

The pedestrian facilities need to be upgraded to minimise the likelihood of injury to pedestrians and cyclist and the do nothing option is therefore not recommended.

Banning the right turn out movements may provide some road safety benefit; however, it may negatively impact the adjoining commercial businesses. As both accesses are not under the control of the City, it would require support from the shopping centre and all the businesses within the shopping centre complex, owners of the service station, and other nearby businesses such as those at 1 Trappers Drive which may not be forthcoming. It would also likely increase the number of U-turn movements at the Trappers Drive/Woodvale Drive intersection.

Financial / budget implications

The estimated cost for the recommended option, being option 2 to upgrade the pedestrian facilities is $75,000.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

If works were to be undertaken to upgrade the pedestrian facilities, affected stakeholders would be notified in accordance with the City's *Notification of Public Works Policy*.

COMMENT

The outcomes of the safety and congestion review have confirmed that the level of congestion occurring on this southern section of Trappers Drive is not significant considering it intersects with a major road such as Whitfords Avenue. The carriageway has been designed to service the commercial precinct encompassing the Woodvale Boulevard Shopping Centre and Service Station. The carriageway design also provides for the anticipated higher vehicle volumes with a diverse mix of commercial and residential traffic.

While motorists may experience frustration in having to wait to turn onto Trappers Drive from both accesses, this is a common occurrence at any commercial precinct located on a busy road. The queuing that is occurring, falls within the boundary of the commercial precinct and does not mean the road is congested; it means that it is a busy and popular precinct servicing the residents of Woodvale and wider community.

The *Road Traffic Code 2000* stipulates under what conditions U-turns can occur. Motorists must give way to all other vehicles and pedestrians and make sure it can happen safely without interfering with other vehicles. Currently, U-turns are permitted at the intersection with Woodvale Drive and at both median openings. While they are not an unsafe manoeuvre when following the road rules and considering all other road users, they can have a negative impact.

In the case of Trappers Drive, the U-turns may be negatively impacting motorists exiting Woodvale Drive, the shopping centre and service station. Motorists intending to do a U-turn may not give much warning to other motorists that they are about to undertake this manoeuvre, and this may result in catching out those motorists exiting onto Trappers Drive and losing their opportunity to exit the precinct. This may also make the motorist feel pressured to turn and likely creates frustration for the motorist and those queuing behind them.

The crash analysis has identified only one U-turn related accident within this section of Trappers Drive. When considering the number of vehicles accessing the shopping centre, service station and using Trappers Drive, it is considered to be a low risk and is worth of being monitored over time.

The information provided in this report paints a relatively clear picture of the current situation, prior to the completion of the upgraded service station and inclusion of a fast-food outlet. Reviewing the situation in 12-18 months after the opening of the upgraded service station and fast-food outlet is best way to confirm any real impacts it has on Trappers Drive.

The most important outcome from this review is the need to improve the existing facilities for pedestrians and cyclists. While the high levels of activity around and within the precinct will not change, improving the pedestrian facilities so that it has a greater presence, is likely to create awareness of pedestrians and cyclists crossing Trappers Drive and would likely make people feel safer when crossing the road.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

That Council:

1 NOTES the outcomes of the congestion and safety review of Trappers Drive between Woodvale Drive and Whitfords Avenue for vehicles and pedestrians;

2 SUPPORTS upgrading the pedestrian facilities on Trappers Drive between Woodvale Drive and Whitfords Avenue;

3 NOTES that the upgrading of the pedestrian facilities as per Part 2 above, will be prioritised and listed for considered by Elected Members as part of a future budget development process;

4 NOTES that a further review will be undertaken in 12-18 months after the opening of the upgraded service station and fast-food outlet to determine whether further action at this location is required;

5 ADVISES the lead petitioner of its decision.

Crs Chester, Fishwick and Hill left the Chamber at 9.50pm.

MOVED Cr Poliwka, SECONDED Cr Thompson that Council:

1 NOTES the outcomes of the congestion and safety review of Trappers Drive between Woodvale Drive and Whitfords Avenue for vehicles and pedestrians;

2 SUPPORTS upgrading the pedestrian facilities on Trappers Drive between Woodvale Drive and Whitfords Avenue;

3 NOTES that the upgrading of the pedestrian facilities as per Part 2 above, will be prioritised and listed for considered by Elected Members as part of a future budget development process;

4 NOTES that a further review including a Road Safety Audit will be undertaken in 12-18 months or sooner dependent on the normalisation of traffic flows after the opening of the upgraded service station and fast-food outlet to determine whether further action at this location is required;

5 ADVISES the lead petitioner of its decision.

The Motion was Put and CARRIED (10/0)

In favour of the Motion: Mayor Jacob, Crs Hamilton-Prime, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

Appendix 12 refers

To access this attachment on electronic document, click here: Attach12brf220614.pdf

Disclosures of Interest affecting Impartiality

Name / Position	**Deputy Mayor, Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ102-06/22 - Laneways in Sorrento and Marmion.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	The petitioners and impacted residents are known to the Deputy Mayor.

CJ102-06/22 LANEWAYS IN SORRENTO AND MARMION

WARD	South-West
RESPONSIBLE DIRECTOR	Mr Nico Claassen Infrastructure Services
FILE NUMBER	87539, 101515
ATTACHMENT / S	Attachment 1 Sorrento Laneways Location Map Attachment 2 Marmion Laneway Location Map Attachment 3 Lane 5 Land Requirements Attachment 4 Lane 5 Concept Attachment 5 Laneway Upgrade Detailed Costings
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to consider the results of an investigation regarding the laneways in Sorrento and Marmion and their current capabilities to function as laneways.

EXECUTIVE SUMMARY

At its meeting held on 21 September 2021, Council received a petition in relation to the laneways in Sorrento and Marmion (C89-09/21 refers). At the same meeting (C101-09/21 refers), Council considered a Notice of Motion and subsequently resolved the following:

"That Council:

1 REQUESTS the Chief Executive Officer:

1.1 Prepare a report examining the laneways in Sorrento and Marmion and their current capabilities to function as laneways, with particular focus on the following:

1.1.1 Investigate the completion of Laneway 5 between Ross Avenue and through Clontarf Street as gazetted;
1.1.2 Investigate the implementation of a one way traffic system;
1.1.3 Examine and review the current condition of the road and kerbing of the laneways;

1.2 Formalise names for the laneways in accordance with the State Government's Geographical Names Committee principles and guidelines;

2 REQUESTS the Chief Executive Officer prepare a report with detailed costings of upgrading the laneways in Sorrento and Marmion as detailed in Part 1. Above for inclusion in the City's Five Year Capital Works Program."

A comprehensive assessment has been undertaken of the local laneway network, the history of the sites and previous decisions of Council.

The opening of Lane 5 in Sorrento was previously considered by Council at its meeting held on 7 October 2014 (CJ914-10/14 refers) that resolved the construction of Lane 5, between Lane 1 and Clontarf Street, shall not proceed due to high cost and limited benefit to the community and requested that a note be placed on the property file noting the need for a truncation at the intersection of Lane 1 and Lane 5.

The final section of Lane 5 remains unconstructed primarily due to the need for land acquisition, construction complexity and the high cost of the proposed works. The recent investigation has reconfirmed that while it is possible to complete the construction of Lane 5 to Clontarf Street, the additional land acquisition is still required to construct.

Despite the narrow widths of many of the laneways in the area, the laneways function effectively in a 'one-lane, two-way' arrangement. Pockets of development permit passing areas for vehicles in opposite directions to make way for one another, avoiding conflict. A benefit of having the tight lane widths is it results in a low volume / low speed environment. Due to the unconstructed section as a result of large grade separate, it would not be financially feasible to implement a one way traffic system.

While minor sections of the laneways are showing signs of degradation the laneways are for the most part in acceptable condition. The condition of the road surface and kerbing along the laneways will continue to be assessed by the City and will be listed for future resurfacing/replacement under the City's *Capital Works Program* as necessary and relative to other road assets throughout the network.

The laneways in Sorrento are currently named on a chronological numbering system extending from one to five based on their location moving north to south and the laneway in Marmion is named Lane 6. All of these lanes have existed since the suburbs were developed in the early 1960's and were not formally named as this was not the convention at the time. These laneway names are not recognised in modern mapping software and cannot be easily located using electronic devices. Formalise names for the laneways in accordance with Landgate's *Policies and Standards for Geographical Naming in Western Australia* will alleviate this issue.

It is therefore recommended that Council:

1 NOTES that there is merit in the construction of Lane 5 through to Clontarf Street in the long term and that a note has been placed on the property file flagging the need for a truncation at the intersection of Lane 1 and Lane 5;

2 DOES NOT SUPPORT the implementation of a one-way traffic system for the laneways in Sorrento and Marmion;

3 NOTES future resurfacing and kerb replacement on laneways will be listed in the City's Capital Works Program based on condition assessment in line with asset management practices;

4 SUPPORTS formalising names for the laneways in accordance with Landgate's Policies and Standards for Geographical Naming in Western Australia;

5 ADVISES the Lead Petitioner of Council's decision.

BACKGROUND

The opening of Lane 5, Sorrento, has previously been considered by the Capital Works Committee at its meeting held on 7 October 2014 (CJ194-10/14 refers). In this report, the committee considered the potential benefits, costs and technical constraints required to construct the opening of Lane 5 in Sorrento, between the existing built Lane 1 and Clontarf Street as well as whether or not to instigate a Capital Works Project to open up Lane 5.

As per the 7 October 2014 report (CJ194-10/14 refers), *"a preliminary design estimate was prepared based on the following assumptions:*

- *Rock likely to be found on site, with loose material over old drainage and sewer trenches.*
- *Either reinforced block wall (two leaf) or precast reinforced panels to approximately two and a half metres high.*
- *Removal of 450m^3 material off site.*
- *Relocation of gas and Telstra services is not required.*
- *Protection of the existing shallow 150mm diameter PVC sewer is required, typically by concrete encasement and subject to Water Corporation approval. Alternatively, relocation of the sewer to a central alignment may provide an improved outcome for construction and sustainability.*
- *Reconstruction of the existing drainage system in the lower section of the laneway.*
- *Construction of laneway.*

The preliminary cost estimate for the project is $550,000 with a likely cost variation of + 20% subject to detailed design and review of ground conditions and construction techniques."

Council resolved as follows:

"1 NOTES the potential benefits, estimated costs and technical constraints required to construct Lane 5, Sorrento between the existing built Lane 1 and Clontarf Street as detailed in Report CJ194-10/14;

2 DOES NOT SUPPORT listing for consideration a project to open Lane 5, Sorrento in the current Five Year Capital Works Program, due to the high cost and limited benefit of the project;

3 SUPPORTS the retention of the Lane 5 at 100, 102 and 104B West Coast Drive, Sorrento in public ownership to allow for future changes to the Laneway;

4 PLACES a note on the property file noting the need for a truncation at the intersection of lane 1 and lane 5 to allow turning movements for waste and service vehicles to be requested if and when lot 402 Clontarf Street is subdivided."

The properties adjoining the laneway are located within Housing Opportunity Area 3 and have a split density of R20 to R20/R25. At the higher density, an average of 350m^2 and minimum of 300m^2 per dwelling will apply. At this higher density, 31 of the properties will have the potential to subdivide/develop an additional dwelling and one property will have the potential to subdivide/develop an additional two dwellings for a total potential addition of 33 new lots to the immediate area.

State Planning Policy 7.3 – Residential Design Codes – Volume 1 (R-Codes) includes a 'deemed-to-comply' provision which identifies, where available, access to on site car parking spaces is to be provided from a right of way. By requiring vehicle access from laneways, the R-Codes are hoping to achieve better design outcomes through reducing the number of crossovers to the primary street and therefore encouraging improved landscaping of these streets.

As an outcome of the Housing Opportunity Area 3 density increase, there is the potential for lots to be developed to accommodate a maximum of 33 additional dwellings. Depending on subdivision design this could result in the probable addition of five to 10 dwellings with laneway access. In theory, a total of up to 33 additional dwellings with vehicle access from the laneway could be built, but this is highly unlikely due to the narrow north-south orientation of lots and the topography of Clontarf Street.

DETAILS

At its meeting held on 21 September 2021 (C89-09/21 refers), a 61 signature petition in relation to the City undertaking a process regarding the renaming, reviewing and development of the laneways in Sorrento and Marmion was received by Council who resolved that the petition be *"RECEIVED, REFERRED to the Chief Executive Officer and subsequent report presented to Council for consideration."*

At the same meeting (C101-09/21 refers), Council considered a Notice of Motion and subsequently resolved the following:

"That Council:

1 REQUESTS the Chief Executive Officer:

1.1 Prepare a report examining the laneways in Sorrento and Marmion and their current capabilities to function as laneways, with particular focus on the following:

1.1.1 Investigate the completion of Laneway 5 between Ross Avenue and through Clontarf Street as gazetted;
1.1.2 Investigate the implementation of a one way traffic system;
1.1.3 Examine and review the current condition of the road and kerbing of the laneways;

1.2 Formalise names for the laneways in accordance with the State Government's Geographical Names Committee principles and guidelines;

2 REQUESTS the Chief Executive Officer prepare a report with detailed costings of upgrading the laneways in Sorrento and Marmion as detailed in Part 1. Above for inclusion in the City's Five Year Capital Works Program."

Laneway Examination

There are five laneways in Sorrento (Attachment 1 refers) summarised as follows:

- Lane 1 – runs east-west between Lane 5 and Freeman Way. Unconstructed section between Cliff Street and St Patricks Road. U rail barrier installed between St Patricks Road and Parnell Avenue.
- Lane 2 – runs east-west between Lane 5 and Freeman Way. Unconstructed section between St Patricks Road and Parnell Avenue.

- Lane 3 – runs east-west between Lane 5 and Ford Street. Unconstructed section east of Cliff Street with footpath connection installed in 2021-22.
- Lane 4 – runs east-west between Lane 5 and Ford Street.
- Lane 5 – runs north-south between Lane 1 and Lane 4. Unconstructed section north of Clontarf Street.

There is one laneway in Marmion (Attachment 2 refers), being Lane 6, which runs east-west from Leach Street to terminate just prior to West Coast Drive.

The current widths of the laneways range from 3.1 metres to 4.0 metres between kerbs with "No Stopping" line marking painted on some lanes and not others. All the laneways exist within 6 metre wide road reserves, however, due to the grade of adjoining driveways not all laneways can be widened to accommodate the full road reserve width.

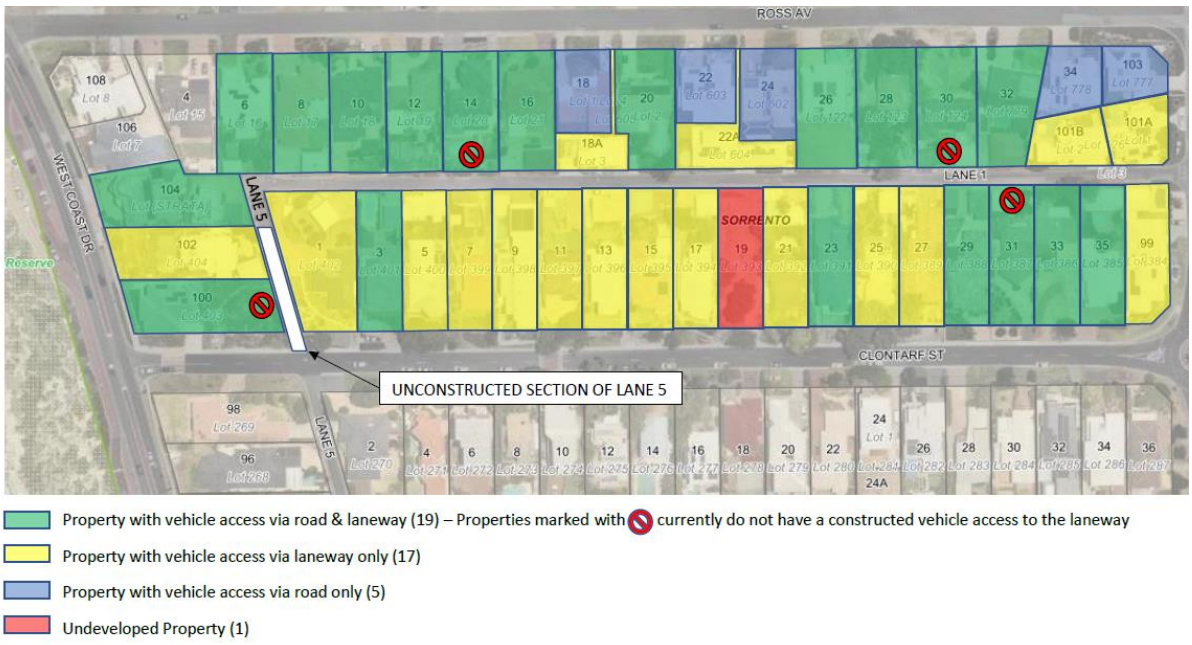
As requested by the Notice of Motion, the functionality of the laneways has been assessed focusing on the following:

- Completion of Lane 5.
- Implementation of a one-way traffic system.
- Current road and kerb condition.

<u>Completion of Lane 5</u>

Lane 5 runs north-south between Lane 1 and Lane 4 parallel to West Coast Drive. Lane 1 (between Lane 5 and Cliff Street) and Lane 5 (between Lane 1 and Clontarf Street) provides access to 37 lots. 19 lots allow access both to the rear lane and the fronting road. One lot is vacant which will most likely construct vehicular access to the lane.

17 lots have built their property with sole vehicular access via the laneway and do not have vehicular access via the fronting road. In many cases, steep slopes and rock encountered in the area creates severe site constraints making the construction of vehicular access to the fronting road difficult and expensive.



The unconstructed section of Lane 5 is primarily due to the topography, unknown earthwork requirements, and land acquisition needs of which previous investigations have indicated could be costly.

Expanding on the above, the following issues were identified as follows:

1 *Levels*: The ground surface level of the verge along Clontarf Street is well above the ground surface level of Clontarf Street carriageway. The construction of retaining walls on both sides of the lane would restrict sight line availability for vehicles exiting the laneway onto Clontarf Street. This would require modification of the verge and existing retaining wall along Clontarf Street approximately 30 metres either side of where the lane would connect. This may also be impacted by future development at No. 100 (Lot 403) West Coast Drive.

2 *Materials*: The infill material within the laneway is for the most part unknown. An existing sewer main along the eastern side of the laneway suggests that there may be loose fill and therefore result in easier digging conditions. The western side of the laneway has greater potential for cap rock or rock outcrops making sheet piling or temporary retaining potentially hazardous, particularly to the already built properties which will need to be stabilised. Where found, rock may need to be removed and in doing so may expose nearby properties to vibration damage during construction. If a lane opening project is approved for construction, further geotechnical investigations would be required to fully investigate ground conditions and establish the extent or otherwise of rock or fill materials to allow full design and construction planning to both minimise risk to adjoining properties, allow efficient construction and get a much more accurate estimate of project costs.

3 *Current Alignment*: The intersection of Lane 1 and Lane 5 is a 75 degree acute angle where a tight radius bend has been constructed making manoeuvring difficult for standard size cars and unachievable for waste trucks. Widening is required to resolve the issue which requires land acquisition from No. 1 (Lot 402) Clontarf Street (Attachment 3 refers). Land acquisition has been noted on the property file for acquisition as part of future development at this property. If not done as part of a sub-division process, it is likely compensation for this land would be required.

While the road reserve width of Lane 5 is six metres wide, the construction of the laneway in this space will be approximately 3.5 metres wide due to the space that will be taken by required retaining walls offset from the boundary (Attachment 4 refers). The laneway can be widened via compulsory acquisition but would require the City to purchase additional land at market rates, adding cost to the overall project. In addition, compulsory acquisition would take approximately two years to process and would introduce additional complexity, cost, consultation, and time to the project.

Finally, assuming the alignment of the road and retaining of the adjoining properties can be achieved, there is still the issue of the relatively steep grade of the connection itself occurring over a short length. This would require some modifications just outside of the construction area to permit tie in points and while traversable, may be too steep to be a preferred access route.

The advantages and disadvantages of the completion of Lane 5 is provided below:

Make no changes (leave Lane 5 in its current configuration)	
Advantages	**Disadvantages:**
• No cost of construction works. • No requirement for land acquisition. • No major earthworks adjacent to properties along Lane 5 & Clontarf Street.	• Continued development of housing in the area will add vehicle and pedestrian traffic in the laneway with a probable increase in local traffic and parking issues.

Make no changes (leave Lane 5 in its current configuration)	
Advantages	**Disadvantages:**
• Majority of development to in immediate has already occurred.	• Public pressure for the lane to be opened would be likely to remain or to increase in time. • Weekly waste collection services would continue to be undertaken in the current manner. • Service and delivery vehicles impeded by poor access.

Construct Lane 5 through to Clontarf Street (single lane width)	
Advantages	**Disadvantages:**
• Increased access and subdivision potential for nearby properties. • Improved waste collection serviceability, allowing the waste truck to move in a forward gear without having to reverse up or down the laneway. Note that a corner truncation from No. 1 (Lot 402) Clontarf Street is necessary. • Improved access for service and delivery vehicles.	• Significant cost of construction works. • Significant civil construction will impact resident's amenity. • Potential for dilapidation / vibration impacts on nearby properties. • Does not facilitate full two-way flow.

Construct Lane 5 through to Clontarf Street (two-way flow)	
Advantages	**Disadvantages:**
• Increased access and subdivision potential for nearby properties. • Improved waste collection serviceability, allowing the waste truck to move in a forward gear without having to reverse up or down the laneway. Note that a corner truncation would be desirable to further improve truck movements. • Improved access for service and delivery vehicles.	• Significant cost of construction works. • Significant civil construction will impact resident's amenity. • Potential for dilapidation / vibration impacts on nearby properties. • Land resumption to allow for two way flow would add complexity, cost and time to the overall project as well as require additional consultation.

Implementation of a one-way traffic system

A review of property accesses in the Sorrento area indicates that most properties have been constructed with carports and garages connecting solely to the laneways with some laneways having only one entry/exit access due to not being connected through. This is generally due to the lay of the land and most can't be connected without purchasing an adjacent property. Most residents are familiar with the arrangements for each laneway and plan their trips accordingly. In addition, the un-connected sections result in a 'no through traffic' situation, resulting in a low volume/low speed environment which is safer for residents entering and exiting properties.

The placement of waste bins in the laneways is common throughout Sorrento and is generally occurring on both sides of a given laneway. In cases where the lane has only one access point, waste collection services are carried out by the rubbish truck driving into the lane, emptying bins, then reversing all the way back up the laneway before reversing back down the laneway, and driving out in a forward gear picking up bins from the opposite side along the way. Where possible, requiring waste vehicles to reverse for extended lengths should be avoided as it poses safety concerns.

The widths of the laneway pavements were reviewed to determine whether they can accommodate bi-directional traffic flow. The current widths of the laneways range from 3.1 metres to 4 metres between kerbs with “No Stopping” line marking painted on some laneways.

Given the current width of many of the laneways in the area, many of the lane’s function in a 'one-lane, two-way' arrangement and pockets of development, permit passing areas for vehicles in opposite directions to make way for one another, avoiding conflict. A benefit of having the tight lane widths is it results in a low volume / low speed environment

Liveable Neighbourhoods guidelines indicate that laneways should be constructed at a minimum width of 5 metres. This is to allow safe passing of two standard size cars with approximately 1 metre of space between them. Widening the lanes to 5 metres is unachievable given some properties are significantly higher or lower than the adjoining laneway and have steep driveway grades. As such, widening of laneways will be problematic and not achievable in some instances.

Additionally, the enforcement of a one-way traffic system would rely solely on WA Police who have the power to act under the *Road Traffic Code 2000* and would need to be patrolled regularly to address issues of non-compliance by residents before common behaviour takes hold.

Current road and kerb condition

In the case of gazetted roads and laneways, a condition score is calculated using a matrix which considers factors such as surface defects, undulations, patches, potholes, rutting, structural cracking, non-structural cracking, surface deficiencies, edge break and edge drop to determine an overall score. These scores range from zero to five and provide an overall surface condition rating. A score of zero indicates the road is new and in perfect condition, while a score of five indicates the pavement has failed and needs replacing immediately.

An inspection and condition assessment of the road surface and kerbing was undertaken by the City in August 2021 which indicated that while there were isolated areas requiring remedial action, the infrastructure condition in general was satisfactory as detailed below. Remedial treatment works were completed on damaged sections of pavement by the City in September 2021.

Road	Section	Average Surface Condition Index (Nov 2020) 0 is New 1 is Good 2 is Acceptable 3 Renewal in medium term 4 Renewal in short term 5 Replace ASAP	Length (m)	Existing Width (m)
Lane One	Freeman Wy to Parnell Wy	3.2	270	3.75
	Parnell Wy to St Patricks Rd	2.1	260	3.85
	St Patricks Rd to Cliff St	2.6	250	3.29
	Cliff St to Lane 5	3.2	320	4.00
Lane Two	Freeman Wy to 25m west of Parnell Wy	3.1	260	3.60
	65m west of Parnell Wy to St Patricks Rd	1.1	250	3.63
	St Patricks Rd to Cliff St	1.1	270	3.75
	Cliff St to Lane 5	2.1	280	3.60
Lane Three	Ford St to Parnell Ave	2.1	260	3.50
	Parnell Ave to St Patricks Rd	2.1	260	3.58
	St Patricks Rd to Cliff St	2.2	270	3.60
	Cliff St to Lane 5	2.2	250	4.00
Lane Four	Ford St to Parnell Ave	2.7	270	3.23
	Parnell Ave to St Patricks Rd	3.2	260	3.13
	St Patricks Rd to Cliff St	3.1	260	3.18
	Cliff St to Lane 5	2.1	220	3.68
Lane Five	Clontarf St to High St	2.1	120	3.55
	High St to Marine Tce	1.1	130	3.93
	Marine Tce to Lane 4	3.1	60	4.15

The condition of the road surface and kerbing along the laneways will continue to be assessed by the City and will be listed for future resurfacing/replacement under the City's *Capital Works Program* as necessary and relative to other road assets throughout the network.

Additionally, the review of the laneways indicates they have differing features based on topography and adjoining development. The cost of upgrading the laneways is therefore subject to these and a number of other factors including; pavement condition, kerbing condition, number of crossovers, services, drainage and most importantly proposed pavement width and streetlighting. A breakdown of assumed costs associated with upgrading the laneways is as follows:

Service Level	Where pavement width is already greater than 3.5m	Where pavement width is less than 3.5m and is widened to 3.8m min.
Without Street Lighting	$40/m^2$	$170/m^2$
Installing Street Lighting	$115/m^2$	$240/m^2$

The detailed costings for each section of each laneway has been calculated accordingly (Attachment 5 refers).

Formalisation of lane names

The laneways in Sorrento are currently named on a chronological numbering system extending from one to five based on their location moving north to south and the laneway in Marmion is named Lane 6. All of these lanes have existed since the suburbs were developed in the early 1960's and were not formally named as this was not the convention at the time. The laneways have, however, increased in importance as they are used by residents for delivery of goods and services due to ease of access.

Landgate are the determining authority for the naming of roads, parks and similar in Western Australia and their *Policies and Standards for Geographical Naming in Western Australia* provide the guidelines and standards for the naming of these features. The City's *Naming of Public Facilities Policy* reinforces this expectation that the naming of streets, reserves and buildings shall be in accordance with Landgate's *Policies and Standards for Geographical Naming in Western Australia.*

Issues and options considered

Laneway Examination

Completion of Lane 5

Council can either:

- do nothing (leave Lane 5 in its current configuration)
- progress the construction of Lane 5 through to Clontarf Street in the short term. This is not recommended as the it will require compulsory acquisition of the adjoining land which would require compensation to be paid to the landowner
  or
- progress the construction of Lane 5 through to Clontarf Street in the long term. This is the recommended option as it will enable the acquisition of the adjoining land required as part of future development at this property.

Implementation of a one-way traffic system

Council can either:

- do nothing and retain a two-way traffic system. This is the preferred option. Lanes 1, 2, 3, and 5 have an unconstructed section due to large grade separations making opening up these laneways either very costly or impossible without acquiring adjacent land. Creating a one-way system for only sections of laneways or only some laneways will cause confusion which may lead to conflicts and head on crashes if drivers are not expecting vehicles to approach from the front
  or
- implement a one-way traffic system. This is not supported.

Formalisation of lane names

Council can either:

- do nothing and not change the laneway names
  or
- formalise names for the laneways in accordance with Landgate's *Policies and Standards for Geographical Naming in Western Australia*. This is the recommended option as currently these laneway names are not recognised in modern maps software (for example, google maps) and cannot be easily located when using these applications. However, it must be noted that this will take considerable officers time on engagement and consultation, as well as liaison with the Geographic Names Committee, and there is a cost associated with this time spent, both direct and as an opportunity cost. Council will need to determine the urgency and priority of this undertaking amongst other deliverables and services to the community.

Legislation / Strategic Community Plan / Policy implications

Legislation *Planning and Development Act 2005.*
Planning and Development (Local Planning Schemes) Regulations 2015.
City of Joondalup Local Planning Scheme No. 3.
Road Traffic Code 2000.
Traffic Act 1974.

Strategic Community Plan

Key theme Quality Urban Environment.

Objective Quality built outcomes.

Strategic initiative Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.

Policy *City of Joondalup Local Housing Strategy*.

Risk management considerations

In relation to opening Lane 5 to Clontarf Street, the construction risks will include the potential for vibration damage to properties near the site derived from construction activity particularly where rock is found. Vibration monitoring and pre-works dilapidation reports may be employed to reduce risk of property damage. This will be further assessed at the time of construction.

The compulsory acquisition of adjacent land may cause a reputational risk to the City which can be mitigated by acquiring the land at a time when that parcel of land is being redeveloped.

The implementation of a one-way traffic system in some sections of the laneways may cause confusion which may lead to conflicts and head on crashes if drivers are not expecting vehicles to approach from the front.

Financial / budget implications

Completion of Laneway 5 between Ross Avenue and Clontarf Street

The preliminary estimates (subject to detailed design) indicate that the order of costs for removal of excess soil, temporary piling, and construction of retaining walls, relocation of services, construction of laneway, kerbing, drainage and connection to Clontarf Street are in the order of $700,000 $\pm$ 20%. The report of 2014 indicated an approximate cost of $550,000 $\pm$ 20% however, the market has moved considerably since this original opinion of probable costs.

In fact, recent market costs from another project at Quay Court returned prices of approximately $8,720 per linear metre to replace an existing wall at an established site. On this basis, the retaining wall either side of the through connection of Lane 5 would cost over $418,000 on its own, before any associated costs such as survey, design, earthworks, civils, property retention and service relocation.

Implementation of a one-way traffic system

The implementation of one-way traffic system is not supported due to the extensive safety concerns it will present. If it was to be pursued, traffic modelling to determine the impact and best direction of flows for the area would be required costing between $5,000 to $10,000 depending on the level of available data.

Additionally, in accordance with Section 3.50 of the *Local Government Act 1995*, converting from two way to one way for longer than four weeks constitutes a partial closure, and requires a statutory process to be undertaken. Based on officer experience around the typical methodology, this would take approximately six months to undertake and an equivalent of $12,000 in officers' time.

It must be noted that the above estimate does not include implementation costs such as signage and line-marking.

Examine and review the current condition of the road and kerbing of the laneways

There is no addition cost as data collection and condition assessments occurs as a routine process for managing the City's assets.

Upgrading of Laneways

The City has investigated the costs associated with upgrading the laneways and found that it is significantly impacted by the following two main factors:

- The need to widen those laneways which have been constructed with an average pavement width less than 3.5 metres wide.
- The installation of streetlighting along the laneways.

Widening the lanes involves additional costs associated with the:

- removal of existing pavement, kerbing and verge material
- boxing out wider space for new infrastructure
- installation of new drainage infrastructure
- base preparation and compaction
- new pavement and kerbing
- new crossover aprons and verge infill material.

The detailed costings for each section of each laneway has been calculated accordingly (Attachment 5 refers). In summation however, the cost to permit an absolute minimum width two way traffic to all currently accessible lanes is approximately $1.2 million, and should lighting be desired, a $650,000 premium would be required to a total of $1.85 million.

Regional significance

Not applicable.

Sustainability implications

Social

The construction of the laneway would improve the amenity of properties in the area and improve the operation of waste collection and other services.

Consultation

No direct consultation has occurred with residents adjoining the laneways to date.

COMMENT

Projects for upgrading a portion of Parnell Avenue and St Patricks Road reserves off Lane 2 and Lane 3 respectively to include visitor parking is currently listed in the City's *Capital Works Program* for construction in 2022-23. These projects involve constructing several parking embayment's midblock to facilitate extra parking for visitors to the area. Parking will utilise space within adjoining gazetted road reserves which are currently operating as pedestrian connections only. The additional parking should reduce congestion along the laneways and improve serviceability and safety for residents and visitors.

VOTING REQUIREMENTS

Simple Majority.

Cr Poliwka left the Chamber at 9.52pm.

The Manager Leisure and Cultural Services and Senior Financial Analyst left the Chamber at 9.52pm.

Cr Fishwick entered the Chamber at 9.52pm.

Crs Chester and Hill entered the Chamber at 9.53pm.

Cr Poliwka entered the Chamber at 9.54pm.

MOVED Cr Hamilton-Prime, SECONDED Mayor Jacob that Council:

1 NOTES that there is merit in the construction of Lane 5 through to Clontarf Street in the long term and that a note has been placed on the property file flagging the need for a truncation at the intersection of Lane 1 and Lane 5;

2 DOES NOT SUPPORT the implementation of a one-way traffic system for the laneways in Sorrento and Marmion;

3 NOTES future resurfacing and kerb replacement on laneways will be listed in the City's Capital Works Program based on condition assessment in line with asset management practices;

4 SUPPORTS formalising names for the laneways in accordance with Landgate's Policies and Standards for Geographical Naming in Western Australia;

5 ADVISES the Lead Petitioner of Council's decision.

AMENDMENT MOVED Cr Raftis, SECONDED Cr Thompson that a new Part 6 BE ADDED to the Motion to read as follows:

"6 REQUESTS the Chief Executive Officer prepare a report by September 2022 with detailed costings for the completion of Lane 5 from Lane 1 through to Clontarf Avenue for inclusion within the City's Five Year Capital Works Program."

The Amendment was Put and CARRIED (7/6)

In favour of the Amendment: Crs Chester, Hamilton-Prime, Kingston, Logan, Poliwka, Raftis and Thompson.
Against the Amendment: Mayor Jacob, Crs Fishwick, Hill, Jones, May and McLean.

The Original Motion as Amended being:

That Council:

1 NOTES that there is merit in the construction of Lane 5 through to Clontarf Street in the long term and that a note has been placed on the property file flagging the need for a truncation at the intersection of Lane 1 and Lane 5;

2 DOES NOT SUPPORT the implementation of a one-way traffic system for the laneways in Sorrento and Marmion;

3 NOTES future resurfacing and kerb replacement on laneways will be listed in the City's Capital Works Program based on condition assessment in line with asset management practices;

4 SUPPORTS formalising names for the laneways in accordance with Landgate's Policies and Standards for Geographical Naming in Western Australia;

5 ADVISES the Lead Petitioner of Council's decision;

6 REQUESTS the Chief Executive Officer prepare a report by September 2022 with detailed costings for the completion of Lane 5 from Lane 1 through to Clontarf Avenue for inclusion within the City's Five Year Capital Works Program.

Was Put and CARRIED (13/0)

In favour of the Amended Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

Appendix 13 refers

To access this attachment on electronic document, click here: Attach13brf220614.pdf

REPORTS OF THE CHIEF EXECUTIVE OFFICER

CJ103-06/22 PROPOSAL FOR LEVYING DIFFERENTIAL RATES FOR THE 2022-23 FINANCIAL YEAR

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Corporate Services
FILE NUMBER	108348, 101515
ATTACHMENTS	Attachment 1 Public Comment Submissions List
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

To consider submissions in response to the City's advertised proposal for applying differential rates for the 2022-23 financial year.

EXECUTIVE SUMMARY

At its meeting held on 17 May 2022 (CJ082-05/22 refers), Council considered and resolved to apply differential rates in the draft *2022-23 Annual Budget*, to advertise seeking public submissions in relation to the proposed differential rates and minimum payments and requested that a report be presented to Council to consider any submissions received before the adoption of the draft *2022-23 Annual Budget*. The proposed rates represent a 4.09% increase on the differential rates applied in 2021-22, although approximately 67% of residential properties will still be charged a general rates amount lower than 2019-20.

The advertising period for submissions closed on Friday 10 June 2022. Forty nine submissions were received. One of the submissions agreed with the proposal to levy differential rates and commented on the differentials between residential and commercial rating categories. Eight submissions were requests to clarify certain elements of rates levying, the advertisement itself or aspects related to rates that were not strictly comments on the proposed differential rates. The remaining submissions did not address differential rating and generally commented on the proposed increase in the differential rates relative to the prior year, with the majority objecting with reference to the prevailing economic conditions and City expenditure on projects and operations, with one other submission that supported the proposed rates but with reference to the proposed increase rather than as a comment on differential rating.

It is therefore recommended that Council APPLIES differential rates for rating in the 2022-23 financial year in accordance with Section 6.33 of the Local Government Act 1995 and that the differential rates and minimum payments for the draft 2022-23 Budget be those as advertised.

BACKGROUND

At its meeting held on 17 May 2022 (CJ082-05/22 refers), the report considered by Council set out the object and reasons for the proposed differential rates for the 2022-23 financial year.

Differential rating was introduced in 2008-09 to maintain the distribution of the rate burden between the classes of residential, commercial and industrial property following a revaluation. The relativities between the differentials have been adjusted at subsequent revaluations in 2011-12, 2014-15, 2017-18 and 2020-21.

In addition to a differential between classes of property the City has applied a differential between improved and vacant land within each of the classes of residential, commercial and industrial property. The City is keen to promote and encourage the development of vacant land. This can be done through a number of positive initiatives and in this regard the City makes a significant contribution to encourage and promote economic development. It can also be done by actively discouraging the holding of vacant and undeveloped land. In respect of the latter a higher differential rate imposed on vacant land than the rate applicable for improved land acts as an inducement to develop vacant land.

DETAILS

In accordance with the provisions of Section 6.36 of the *Local Government Act 1995* (the Act), the City advertised its intention to apply differential rating in the 2022-23 financial year and the proposed differential rates.

The City placed advertisements in *The Joondalup Times* on Thursday 19 and 26 May 2022, as well as on the City's public noticeboards and website. Posts were also made on the City's social media sites.

The period of advertising was for a minimum 21 days during which the City invited submissions in relation to the proposed differential rates. The closing day for public submissions was Friday 10 June 2022. 49 submissions were received.

The submissions are listed in Attachment 1 to this Report. Of the submissions one agreed with the proposal to levy differential rates with comments provided on the relativities between residential and commercial differential rates proposed. One other submission supported the proposed differential rates but commented on the increase compared to the prior year's differential rates. Eight submissions were requests for clarification on elements of rates levying, rates exemptions, the meaning of certain terms used in the advertisement, etc which the City responded to separately. These are included in Attachment 1 for completeness, having been received in response to the advertised proposed differential rates.

The remaining submissions did not address the proposal for differential rating but mainly commented on the proposed increase in the differential rates, mostly with reference to the wider economic climate and impacts of inflation. Several comments referred to the City's expenditure on operations and projects and sought amelioration of such expenditure in lieu of increasing differential rates compared to the prior year.

Residential improved properties comprise approximately 95% of all properties in the City. In considering the impact of the proposed differential rates on residential properties, approximately 67%, or just over two-thirds, of all residential properties will continue to be levied a general rate in 2022-23 less than that levied in 2019-20, prior to the onset of the COVID-19 pandemic. In 2020-21, the City set differential rates at a level that reduced rates revenue nearly $5 million from the previous year. This was done as a pandemic relief measure in anticipation of significant negative impacts on both the wider economy and households generally.

The proposed differential rates for 2022-23 are expected to yield general rates revenue of $104,599,384, which is only marginally (0.5%) above general rates revenue of $104,027,393 in 2019-20.

The City's proposal to apply a higher differential to vacant residential land is considered to be soundly based and is considered appropriate.

Issues and options considered

The City is required under Section 6.36 of the *Local Government Act 1995* to consider any submissions received in relation to the proposed differential rates.

Council can either:

- option 1 - amend any or all, of the differential rate, cents in the dollar and / or minimum payments proposed and advertised in accordance with the provisions of Sections 6.33 and 6.36 of the *Local Government Act 1995*
  or
- option 2 - approve the differential rates as advertised for the draft *2022-23 Budget*.

Option 2 is recommended.

Legislation / Strategic Community Plan / policy implications

Legislation

Section 6.33 of the *Local Government Act 1995* sets out the provisions in relation to differential rating and enables the City to apply separate rates in the dollar for different categories of property based on zoning, land use, whether they are improved or unimproved or any other characteristic or combination of characteristics prescribed.

Section 6.36 of the *Local Government Act 1995* requires that if the City intends to apply differential rating it must give local public notice of its intention to do so and invite submissions in relation to the proposed differential rates and minimum payments, within 21 days of the date of the notice. Before making a final resolution in relation to the setting of the rates in the dollar and the adoption of the budget the Council is required to consider any submissions received.

Strategic Community Plan

Key theme Financial Sustainability.

Objective Effective management.

Strategic initiative Not applicable.

Policy Not applicable.

Risk management considerations

There are no risk management issues for applying a differential rate provided the statutory provisions are complied with.

Financial / budget implications

Analysis in past years has indicated that if the City did not rate differentially and applied a single rate in the dollar to all properties it would likely result in a significant rise in the rates levied on residential properties with a corresponding decline in the levy on commercial, industrial and vacant land.

Regional significance

Not applicable.

Sustainability implications

Applying differential rating is important to ensure an equitable distribution of rates across all sectors of the community. This is considered prudent and in the best interests of the long-term financial sustainability of the City of Joondalup and its community.

Consultation

The proposed differential rates have been advertised and submissions invited in accordance with the requirements of Section 6.36 of the Act. The City placed advertisements in *The Joondalup Times* on Thursday 19 and 26 May 2022, as well as on the City's public noticeboards and website. Posts were also made on the City's social media sites. Two submissions were received.

COMMENT

At its meeting held on 17 May 2022 (CJ082-05/22 refers), Council considered and resolved its intention to apply differential rates in the draft *2022-23 Budget*, to advertise seeking public submissions in relation to the proposed differential rates and minimum payments and requested that a report be presented to Council to consider any submissions received before the adoption of the draft *2022-23 Budget*.

After consideration of the forty-nine submissions received, it is recommended that the differential rates and minimum payments advertised be applied in the draft *2022-23 Budget*.

67% of residential improved properties will still be levied general rates less than they were in 2019-20, and the City's expected revenue from general rates in 2022-23, after the proposed increase of 4.09% is applied, will be only 0.5% higher than rates revenue in 2019-20.

VOTING REQUIREMENTS

Simple Majority.

The Manager Community Development and Library Services left the Chamber at 10.15pm.

MOVED Mayor Jacob, SECONDED Cr May that Council APPLIES differential rates for rating in the 2022-23 financial year in accordance with Section 6.33 of the *Local Government Act 1995* and that the differential rates and minimum payments for the draft 2022-23 Budget be as follows:

	Cents in $	Minimum Payment
General Rate - GRV		**$**
Residential Improved	**6.2668**	**850**
Residential Vacant	**11.7391**	**929**
Commercial Improved	**6.9784**	**929**
Commercial Vacant	**11.7391**	**929**
Industrial Improved	**6.3464**	**929**
Industrial Vacant	**11.7391**	**929**
General Rate - UV		
Residential	**1.0869**	**909**
Rural	**1.0818**	**909**

The Motion was Put and **CARRIED (8/5)**

In favour of the Motion: Mayor Jacob, Crs Fishwick, Hamilton-Prime, Hill, Jones, Logan, May and McLean.
Against the Motion: Crs Chester, Kingston, Poliwka, Raftis and Thompson.

Appendix 14 refers

To access this attachment on electronic document, click here: Attach14agn220628.pdf

CJ104-06/22 DRAFT 2022-23 BUDGET

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Corporate Services
FILE NUMBER	108348, 101515
ATTACHMENTS	Attachment 1 Draft 2022-23 Budget Executive Report Attachment 2 Draft 2022-23 Budget Statutory Statements and Notes Attachment 3 Capital Expenditure Attachment 4 Vehicle and Plant Replacement Program Attachment 5 Schedule of Fees and Charges
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to adopt the draft 2022-23 Budget.

EXECUTIVE SUMMARY

The process of preparing the 2022-23 Budget commenced in late 2021. It has encompassed detailed budget analysis and preparation, executive review and elected members' workshops.

The draft 2022-23 Budget has been developed within a strategic financial planning framework after due consideration of Council priorities and the resource allocation requirements of these priorities.

The City's *Strategic Community Plan*, *Joondalup 2022* (Joondalup 2022), has been reviewed to ensure the City's 2022-23 Budget continues to deliver the vision of "A global City: bold, creative and prosperous". The City's draft *10 Year Strategic Financial Plan* guides the development of the 2022-23 Budget.

It is therefore recommended that Council, by an Absolute Majority ADOPTS the annual budget for the City of Joondalup for the year ending 30 June 2023, incorporating the following:

1 Budget Statements;
2 Rates;
3 Emergency Services Levy;
4 Domestic Refuse Charges;
5 Private Swimming Pool Inspection Fees;
6 Payment Options;
7 Late Payment Interest;
8 Emergency Services Levy Interest Charge;
9 Instalment and Payment Arrangement Administration Fees and Interest Charges;
10 Transfers from Reserves;
11 Transfers to Reserves;

12 Fees and Charges;
13 Statutory fees and charges;
14 Material Variances for Reporting Purposes;
15 Chichester Park Clubroom Redevelopment;
16 Live Video Streaming of council meetings;
17 Significant Event;
18 Five Year Capital Works-Sir James McCusker Park Toilets;
19 Ocean Reef Marina Club & Commercial Development;
20 Outdoor Youth Recreational Facilities at Percy Doyle Reserve;
21 McCubbin Park Irrigation Renewal;
22 Waterwise Verge Program.

BACKGROUND

The 2022-23 budget process has been in progress since late 2021.The contents of the budget have been refined over this period after presentations, analysis and review by the Chief Executive Officer, executive and senior employees, followed by extensive workshops and consultation with elected members.

The draft 2022-23 Budget has been guided by a long-term financial planning framework aimed at securing the financial sustainability of the City, which has had to be reconsidered in light of the current economic climate arising from the COVID-19 pandemic.

DETAILS

Development of the draft 2022-23 Budget

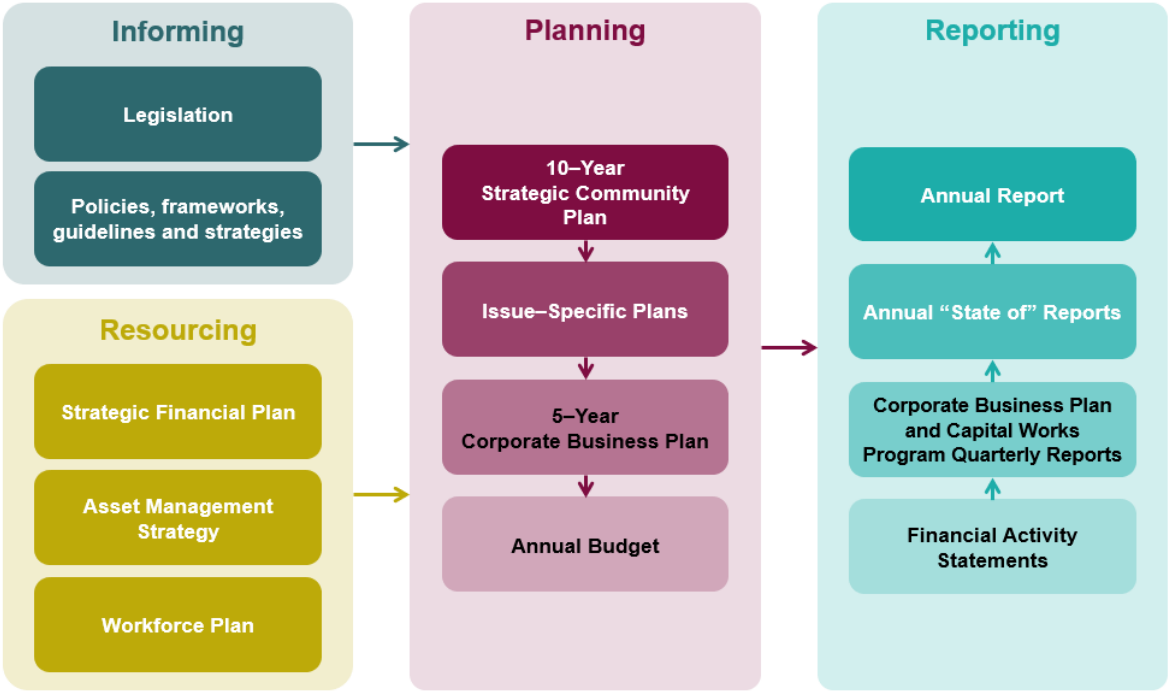
The City's *Strategic Community Plan*, *Joondalup 2022*, has been reviewed to ensure the City's 2022-23 Budget continues to deliver the vision of "A global City: bold, creative and prosperous". The development of the 2022-23 Budget is guided by the principles and parameters outlined in the City's draft *10 Year Strategic Financial Plan.* The 2022-23 Budget continues measures initially taken in 2020-21 to mitigate the impact of COVID-19 on the wider community, including the local economy. The main measure during 2020-21 was the reduction of rates revenue by $5.3 million. During 2022-23 an increase of 4.09% to rates is proposed with no adjustment to minimum rates, with rates revenue being only marginally (0.5%) over 2019-20 levels. While the proposed budget is entirely achievable and the City is in a comfortable liquidity position, the operating results are not sustainable in the long-term and will require reviewing of revenue and expenditure streams to improve the long term operating position beyond the 2022-23 financial year.

The budget process has been conducted over seven months and has involved extensive analytical and review stages as follows:

- Assessment of financial capacity, sustainability, assets and reserves.
- Set budget parameters.
- Submission of operating and capital proposals.
- Initial assessment of proposals:
    - operations
    - capital
    - community need
    - plans and strategies
    - implementation of new efficiencies
    - reference and alignment to the *Strategic Community Plan.*
- Ongoing review of service delivery.

- Critical analysis of 2020-21 and progress in *2021-22 Annual Plan* performance.
- Review proposals for capacity:
  - rating and revenue
  - resources to implement and deploy.
- Determine potential reductions.
- Executive analysis.
- *Strategic Financial Plan* alignment and review.
- Elected Member workshops (six during February, March, April and May 2022).

The integrated planning framework is depicted below:



Operating Budget

The economic environment in the last few years has been defined by sustained low growth, low inflation and low interest rates. The economic environment has changed considerably over the last twelve months with significant movement in inflation and the first interest rate increase since 2010. The economic environment of high inflation and interest rate rises is predicted to be maintained in the short to medium term. In addition, the COVID-19 pandemic and resultant state of emergency continues to be a disruption to normal economic and social activity. These challenges have framed the context for the City of Joondalup's 2022-23 Budget.

Challenges the City has had to address in framing the draft 2022-23 Budget include:

- the economic outlook remains unclear:
  - addressing the operating deficit
  - challenges arising from COVID-19 pandemic
  - obtaining grant funding remains challenging, despite COVID-19 related federal and state stimulus measures
  - cost shifting from other tiers of government continues to be a concern
- community expectations of the City's capacity to continuously provide or contribute significantly to sporting and community infrastructure.

The operating budget proposed provides the resources required to enable the City to provide the services, facilities and works that the community have identified in Joondalup 2022 and reflected in the draft *10 Year Strategic Financial Plan*, the *Five Year Capital Works Program* and other City supporting plans. A continued reduction to rates revenue compared to 2019-20 as well as significant capital works would result in no surplus capacity to undertake or implement unbudgeted or unplanned works or services during 2022-23.

The 2022-23 operating budget compared to 2021-22 includes increases to rates revenue of $4.6 million, fees and charges of $0.9 million, and employee costs of $2.2 million. This also includes a significant reduction in materials and contracts expenditure predominantly from the one-off Resource Recovery Facility payment included in 2021-22. The budget includes the continuation, at a reduced level, of measures first adopted in 2020-21 to minimise the impact on the community due to the COVID-19 related economic disruptions.

The 2022-23 expenditure program includes a number of significant projects and programs including:

Chichester Park Clubroom Redevelopment	$4,175,614
Craigie Leisure Centre Upgrades	$3,916,965
Ocean Reef Marina Club & Commercial Development	$3,500,000
Coastal Shared Path Design	$1,585,000
Joondalup Drive/Hodges Drive Intersection Upgrade	$1,427,600
Craigie Leisure Centre Geothermal Bore Replacement	$950,000
Ocean Reef Park Toilets and Changerooms	$850,000
Sorrento Surf Life Saving Club Redevelopment	$814,000
Joondalup Drive Streetscape Upgrades	$550,000
Leafy City Program	$500,000
Pinnaroo Point Parking Improvements	$450,000

Reserve Transfers

The City has established various reserve accounts to which monies are set aside at the discretion of Council to fund future City requirements.

During the 2022-23 financial year the City will transfer a net $20.9 million from reserves including the following:

- $37.5 million will be drawn from reserves of which the major amounts are $13.6 million from the Asset Renewal Reserve, $11.7 million from the Strategic Asset Reserve, $5.3 million for capital works in various stages of progress that will be carried forward from 2021-22, $5.4 million carried forward for operating, which includes $4.8 million in respect of federal assistance grants received in advance, $1 million from the Parking Facility Reserve and $0.2 million from the Percy Doyle Infrastructure Reserve.

- $16.6 million will be transferred to reserves of which $9.5 million into the Strategic Asset Reserve, $2.3 million into the Parking Facility Reserve, $2.2 million into the Waste Management Reserve, $1.3 million into the Tamala Park Land Sales Reserve, $0.3m into the Percy Doyle Infrastructure Reserve Fund, $0.2 million into the Asset Renewal Reserve and $0.1 million into the Non-Current Long Service Leave Reserve.

Details of reserves are described in the notes to and forming part of the Budget (Attachment 2 refers).

Loan Borrowings

The City is not proposing any new borrowings during the 2022-23 financial year.

Existing borrowings will require principal and interest repayments of $909,513 and $82,276 respectively. Loan principal outstanding is expected to decrease from $2.8 million at 30 June 2022 to $1.9 million at 30 June 2023 where the full amount outstanding is for the Reid Promenade Multi Storey Car Park which is funded from paid parking revenue.

Material Variances

The *Local Government (Financial Management) Regulations 1996* require that each year a local government is to adopt a materiality level for the purpose of reporting variances in the monthly Statement of Financial Activity. At its meeting held on 19 October 2010 (CJ179-10/10 refers), Council resolved that in future a materiality level be determined as part of budget adoption each year if it was not proposed to make any changes.

The current level of variance which is considered material for the purposes of reporting under regulation 34(5) of the *Local Government (Financial Management) Regulations 1996* is $50,000 or 5% of the appropriate base, whichever is the higher. It is not proposed to make any changes to that level.

Rate and Refuse Charges

As has been the case since the 2008-09 financial year differential rating will be applied for 2022-23. The differential rates proposed for residential, commercial and industrial property, both improved and unimproved, have been reviewed ensuring that the City is able to equitably spread the rates levy burden across the community.

Differential rates have been proposed for residential improved, residential vacant, commercial improved, commercial vacant, industrial improved and industrial vacant. The proposed differential rates for residential, commercial and industrial vacant land are slightly less than twice the lowest differential rate. The proposed differential rates for 2022-23 represent a 4.09% increase on the differential rates for 2021-22.

In 2020-21 the City introduced a one-off COVID-19 discount for certain categories of properties. In light of the continuation of the COVID-19 pandemic 24 months later, it is proposed to continue these discounts in a reduced capacity in 2022-23 for the following categories of properties:

- Commercial Improved $150
- Industrial Improved $ 75

Rate revenue will be $104.6 million excluding Specified Area Rates. Rates is the City's largest single source of funds without which the City could not deliver most of its services or undertake planned works and projects.

Emergency Services Levy

The Emergency Services Levy (ESL) is a State Government charge levied on all properties in Western Australia and is calculated based on the GRV subject to both a minimum and a maximum levy. There are several ESL categories but properties in the City of Joondalup all fall within Category 1. The City is required to collect the levy on behalf of, and remit it to, the State Government. The ESL appears as a separate line item on the City of Joondalup Rate Notice but it is included in the total due for payment.

The State Government has announced the levy cents in the dollar and the minimum and maximum levy for 2022-23.

Issues and options considered

The process for the development of the draft 2022-23 Budget has involved:

- the identification of long-term directions for financial management of income and expenditure following a rigorous analysis and consideration of Council's current financial position
- the establishment of financial parameters for the 2022-23 financial year including consideration of rating income, grants, fees and charges and other income, and likely demands on expenditure
- the consideration of impacts of the COVID-19 pandemic and assumptions about resumption of economic activity and easing of restrictions.

The City has, for a number of years, offered a variety of options for the payment of rates including those required under legislation. The City offers direct debit arrangements, instalment arrangements and AdvancePay that enables ratepayers to commence paying the following year's rates in advance in weekly, fortnightly or monthly payments.

Since 2016-17 the City has also offered an eRates service enabling ratepayers to register and receive their rates and instalments notice by email ensuring quicker delivery, accessible at ratepayers convenience and saving costs.

Legislation / Strategic Community Plan / policy implications

Legislation	The accompanying draft 2022-23 Budget has been prepared in accordance with the *Local Government Act 1995,* the *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards.

Strategic Community Plan

Key theme	Financial Sustainability.
Objective	Effective management.
Strategic initiative	Not applicable.
Policy	Not applicable.

Risk management considerations

When setting the annual budget the City is exposed to financial risk over the long term if insufficient regard is given to both revenue and expenditure implications beyond the budget period. Alignment with the draft *10 Year Strategic Financial Plan* during the budget process has helped to mitigate the long-term risks.

Financial / budget implications

These are detailed in the budget papers.

All amounts quoted in this report are exclusive of GST, unless otherwise stated.

Regional significance

Not applicable.

Sustainability implications

The Council has, as a key financial objective, the long-term financial sustainability of the City of Joondalup in order to strengthen its capacity to achieve its key objectives as set out in the *Strategic Community Plan*.

Consultation

The City of Joondalup's draft 2022-23 Budget has been prepared against the backdrop of on-going review and assessment of the City's strategic direction and financial position by the elected members and the executive. Six budget workshops were undertaken in the preparation of the draft 2022-23 Budget.

The proposed differential rates for the 2022-23 year were advertised for public comment for 21 days. The outcome of the public advertising of differential rates is contained in a separate report to this agenda.

COMMENT

The City of Joondalup's draft 2022-23 Budget continues to be influenced by the prevailing economic environment which in the last few years has been defined by sustained low growth, low inflation and low interest rates. The economic environment has changed markedly over the last twelve months with significant movement in inflation and the first interest rate increases since 2010. The economic environment of high inflation and interest rate rises is projected to persist in the immediate future. In addition, the COVID-19 pandemic and resultant state of emergency continues to be a disruption to normal economic and social activity. The City continues to maximise federal and state grant opportunities when they are present.

The 2022-23 Budget continues measures taken in 2020-21 to mitigate the impact of COVID-19 on the wider community, including the local economy. The main measure during 2020-21 was the reduction of rates revenue by $5.3 million from the previous year. During 2022-23 an increase of 4.09% to rates from 2021-22 is proposed with no adjustment to minimum rates, but rates revenue will still be only marginally above 2019-20 rates levels. While the proposed budget is entirely achievable and the City is in a comfortable liquidity position, the operating results are not sustainable in the long-term and will require reviewing of revenue and expenditure streams to improve the operating position beyond the 2022-23 financial year.

This budget is an improvement from the significant deterioration in the City's operating position in the previous year's budget. This result has impacted the 2022-23 financial position due to the various measures applied by the City in 2020-21 to mitigate the negative impact of COVID-19 on the wider economy and community, and the continuation of some measures.

The City will strive to deliver on the draft 2022-23 Budget while maintaining alignment to the City's *Strategic Community Plan*, to ensure the City is delivering on the vision of "A global City: bold, creative and prosperous" and will be guided by the City's draft *10 Year Strategic Financial Plan*.

VOTING REQUIREMENTS

Absolute Majority.

The Manager Community Development and Library Services entered the Chamber at 10.17pm.

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that Council BY AN ABSOLUTE MAJORITY ADOPTS the annual budget for the City of Joondalup for the year ending 30 June 2023 as per Attachments 1 to 5 to Report CJ104-06/22 comprising the following:

1 Executive Report (Attachment 1 refers);

1.1 Budget Document including:

1.1.1 Statement of Comprehensive Income by Nature or Type;
1.1.2 Statement of Comprehensive Income by Program;
1.1.3 Statement of Cash Flows, Rate Setting Statement;
1.1.4 Notes to and Forming Part of the Budget (Attachment 2 refers);

1.2 Capital Expenditure (Attachment 3 refers) as follows:

1.2.1 Parks Development Program (PDP) $3,053,583;
1.2.2 Foreshore and Natural Areas Management Program (FNM) $290,000;
1.2.3 Parks Equipment Program (PEP) $2,503,188;
1.2.4 Streetscape Enhancement Program (SSE) $2,209,203;
1.2.5 Local Traffic Management (LTM) $1,749,176;
1.2.6 Blackspot Projects (SBS) $1,820,960;
1.2.7 Parking Facilities Program (PFP) $1,325,000;
1.2.8 Major Road Construction Program (RDC) $2,171,585;
1.2.9 New Paths (FPN) $2,759,500;
1.2.10 Slab Path Replacement (FPR) $1,602,000;
1.2.11 Stormwater Drainage Program (SWD) $565,000;
1.2.12 Street Lighting Program (STL) $552,000;
1.2.13 Road Preservation/Resurfacing Program (RPR) $8,704,157;
1.2.14 Major Building Capital Works Program (BCW) $4,620,231;
1.2.15 Major Project Program (MPP) $14,281,579;
1.2.16 Capital Projects $2,327,883;

1.3 Vehicle and Plant Replacement Program (Attachment 4 refers);
1.4 Schedule of Fees and Charges (Attachment 5 refers);

2 Rates:

2.1 In accordance with the provision of sections 6.32, 6.33 and 6.35 of the *Local Government Act 1995* IMPOSES Differential Rates and Minimum Payments for the 2022-23 financial year in accordance with the following tables:

2.1.1 Gross Rental Valued Properties:

On each Residential, Commercial and Industrial Lot or other piece of rateable land as follows:

Category of Property	Gross Rental Value Rates (Cents in the dollar)	Minimum Payment ($)
Residential Improved	6.2668	850
Residential Vacant	11.7391	929
Commercial Improved	6.9784	929
Commercial Vacant	11.7391	929
Industrial Improved	6.3464	929
Industrial Vacant	11.7391	929

2.1.2 Unimproved Valued Properties:

On each Residential and Rural Lot or other piece of rateable land as follows:

Category of Property	Unimproved Value Rates (Cents in the dollar)	Minimum Payment ($)
Residential	1.0869	909
Rural	1.0818	909

2.2 In accordance with the provisions of section 6.47 of the *Local Government Act 1995* GRANTS non-recurring COVID-19 concessions in respect of general rates levied in 2022-23 as follows:

Category of Property	COVID-19 one-off discount per property
Commercial Improved	$150 per annum
Industrial Improved	$75 per annum

2.3 In accordance with the provisions of section 6.32 and section 6.37 of the *Local Government Act 1995* IMPOSES Specified Area Rates for the 2022-23 financial year in accordance with the following table:

Specified Area	Gross Rental Value Rates (Cents in the dollar)	Purpose
Harbour Rise (described in 2.3.1)	0.67360	Maintaining enhanced landscaping which will be applied during 2022-23.
Iluka (described in 2.3.2)	0.72668	Maintaining enhanced landscaping and installing Sir James McCusker-Place of Reflection which will be applied during 2022-23.
Burns Beach (described in 2.3.3)	0.40130	Maintaining enhanced landscaping which will be applied during 2022-23.
Woodvale Waters (described in 2.3.4)	0.59706	Maintaining enhanced landscaping which will be applied during 2022-23.

2.3.1 Harbour Rise Specified area comprises the area bounded by:

Going along Whitfords Avenue from the corner of Seychelles Lane and following the shared boundaries of Whitfords Avenue with Lot 29 Martinique Mews, Lots 470-478, 413-414, Lot 397, Lots 331-333, crossing Barbados Turn and continuing north with shared boundaries of Curacao Lane and Lots 337-334, 378, 377, 403, 402, 376-367, and strata lots 1-19 Lot 28 Angove Drive;

North-east along the boundary of Lot 28 Angove Drive, across Mallorca Avenue and following the boundaries of Lot 251 and 250 where they meet Angove Drive;

Following the shared boundaries of Ewing Drive with Lots 250, 249, 409, 410, 247, 245-240, 411 and to strata Lots 1 and 2 (Lot 408) and then across Ewing Drive along the boundary that strata Lot 1 (Lot 201) Ewing Drive shares with Lot 650 Ewing Drive, and along the rear boundaries of strata Lot 1 (Lot 201) Ewing Drive and Lots 200-198 Marbella Drive;

Along the boundary that Lot 198 Marbella Drive shares with Lot 171 and 172 Waterford Drive, across Marbella Drive and continuing along the rear boundaries of strata Lots 1 and 2 (Lot 301) to strata Lots 1 and 2 (Lot 190) Algarve Way, along the boundary that Lot 184 Tobago Rise shares with Lot 181 Waterford Drive, across Tobago Rise and then along the boundary between Lot 1 Tobago Rise and Lots 182 and 183 Waterford Drive, continuing along the rear boundaries of Lots 75-66 The Corniche and Lots 142-149 The Corniche. Along the rear boundary of Lot 150 The Corniche until the boundary between Lot 204 and Lot 166 Lukin Road is reached. Along the boundary between Lots 204 and 166 Lukin Road, along the front boundaries of Lots 166-164 Lukin Road. Along the boundary of Lot 164 Lukin Road that is shared with Hepburn Avenue and continuing along Hepburn Avenue along the south-eastern boundaries of Leeward Park;

Continuing along the shared boundaries of Hepburn Avenue with Lot 170 Amalfi Drive, Lots 492-503 Seychelles Lane and Lot 29 Martinique Mews;

2.3.2 Iluka Specified Rate area comprises the area bounded by Shenton Avenue, Marmion Avenue and Burns Beach Road;

2.3.3 Burns Beach Specified Rate area comprises the area bounded by:

Starting from the north western corner of Marmion Avenue and Burns Beach Road, westwards along the northern boundary of Burns Beach Road to Lot 263 Whitehaven Avenue, northwards along the western boundaries of Lot 263 through to Lot 251 Whitehaven Avenue, north-westward and westward along the southern boundaries of Lot 108 to Lot 121 Beachside Drive, northwards along the western boundary of Lot 121 Beachside Drive to Beachside Drive, westwards along the southern edge of the footpath on the northern side of Lot 11537 (Reserve 48489) to where it meets the southern boundary of Lot 3000 (1551) Marmion Avenue (Burns Beach Foreshore Reserve), north and then eastwards along the southern boundary of Lot 3000 (1551) Marmion Avenue (Burns Beach Foreshore Reserve) to the western boundary of Marmion Avenue, then southwards along the western boundary of Marmion Ave to the starting point at the north western corner of Marmion Avenue and Burns Beach Road;

2.3.4 Woodvale Waters Specified Rate area comprises the area bounded by Timberlane Drive and Yellagonga Regional Park with street addresses of Grey-Smith Gardens, Phillips-Fox Terrace, Buvelot Place, Wakelin Close, Conder Place, Streeton Promenade, Withers Grove, Olsen Court, Heysen Crest, Fullwood Walk except for Lots 156 Streeton Promenade and Lot 12240 Phillips-Fox Terrace;

3 Emergency Services Levy:

In accordance with the provisions of sections 36B and 36L of the *Fire and Emergency Services Authority of Western Australia Act 1998,* IMPOSES the 2022-23 Emergency Services Levy Rates and Minimum and Maximum Payments on Residential, Vacant Land, Commercial, Industrial and Miscellaneous Lots as follows:

ESL Category 1	ESL Rate (Cents in dollar)	Minimum and Maximum Payments ESL CHARGES BY PROPERTY USE			
		Residential and Vacant Land		Commercial, Industrial and Miscellaneous	
		Minimum	Maximum	Minimum	Maximum
2022-23	1.6213	$93	$468	$93	$267,000

4 Domestic Refuse Charges:

In accordance with the provisions of section 67, Division 3, Part 6 of the *Waste Avoidance and Resource Recovery Act 2007,* IMPOSES the following domestic refuse charges for the 2022-23 financial year:

a	Waste Refuse Charge - Annual Standard Service including 3 bins, Bulk Waste.	Per Annum	$360
b	Waste Refuse Charge – For Each Additional Annual Service including 3 bins, Bulk Waste.	Per Annum	$360
c	New Standard Refuse Service for supply and delivery of 3 bins.	Establishment Fee	$159
d	Waste Refuse Charge - Additional Annual Service Fee for Larger General Waste Bin (240L).	Per Annum	$235
e	Larger General Waste Bin (240L)- Establishment fee from General Waste Bin (140L), first year collection and processing.	Establishment Fee	$159
f	Waste Refuse Charge - Additional Annual Service Fee for 240L Green bin, collection, processing service and disposal	Per Annum	$36
g	Waste Refuse Charge - Additional Annual Service fee for 240L or 360L Recycle bin collection, processing service and disposal	Per Annum	$54
h	Additional Recycling or Greens Waste bin to existing Standard Refuse Service	Establishment Fee	$69

5 Private Swimming Pool Inspection Fees:

In accordance with the *Building Act 2011* and regulation 53 of the *Building Regulations 2012*, IMPOSES for the 2022-23 financial year, a Private Swimming Pool Inspection fee of $41.82 for each property where a private swimming pool is located;

6 Payment Options:

6.1 In accordance with the provisions of section 6.45 of the *Local Government Act 1995,* OFFERS the following payment options for the payment of rates, specified area rates (where applicable), emergency services levy, domestic refuse charge and private swimming pool inspection fees:

6.1.1 One Instalment:

6.1.1.1 Payment in full (including all arrears) within 35 days of the issue date of the annual rate notice;

6.1.2 Two Instalments:

6.1.2.1 The first instalment of 50% of the total current rates, specified area rates (where applicable), emergency services levy, domestic refuse charge, private swimming pool inspection fees and instalment charge, plus the total outstanding arrears payable within 35 days of the issue date of the annual rate notice;

6.1.2.2 The second instalment of 50% of the total current rates, specified area rates (where applicable), emergency services levy, domestic refuse charge, private swimming pool inspection fees and instalment charge, payable 63 days after the due date of the first instalment;

6.1.3 Four Instalments:

6.1.3.1 The first instalment of 25% of the total current rates, specified area rates (where applicable), emergency services levy, domestic refuse charge, private swimming pool inspection fees and instalment charge, plus the total outstanding arrears payable within 35 days of the issue date of the annual rate notice;

6.1.3.2 The second, third and fourth instalments, each of 25% of the total current rates, specified area rates (where applicable), emergency services levy, domestic refuse charge, private swimming pool inspection fees and instalment charge, payable as follows:

6.1.3.2.1 the second instalment 63 days after due date of the first instalment;
6.1.3.2.2 the third instalment 63 days after the due date of the second instalment;
6.1.3.2.3 the fourth instalment 63 days after due date of the third instalment;

6.2 The City offers AdvancePay as a further alternative option for the payment of rates whereby, following the payment of the 2022-23 rates and charges, ratepayers can, if they wish, commence paying the 2023-24 rates in advance in weekly, fortnightly or monthly payments, by direct debit, with no fees or interest charges for any payments received by the City prior to the due date for 2023-24 rates levied;

7 Late Payment Interest:

In accordance with the provisions of section 6.13 and 6.51 of the *Local Government Act 1995*, IMPOSES interest on all current and arrears of rates, specified area rates (where applicable), current and arrears of domestic refuse charges, current and arrears of private swimming pool inspection fees at a rate of 3% per annum, calculated on a simple interest basis on arrears amounts which remain unpaid and current amounts which remain unpaid after 35 days from the issue date of the original rate notice, or the due date of the instalment as the case may be and continues until the instalment is paid in full. Excluded are deferred rates, instalment current amounts not yet due under the two or four payment instalment option, registered pensioner portions and current government pensioner rebate amounts. Interest is calculated daily on the outstanding balance and is debited to the account monthly in arrears;

8 Emergency Services Levy Interest Charge:

In accordance with the provisions of section 36S of the *Fire and Emergency Services Authority of Western Australia Act 1998*, IMPOSES interest on all current and arrears amounts of emergency services levy at the rate of 7% per annum, calculated on a simple interest basis on amounts which remain unpaid after 35 days from the issue date of the original rate notice, or the due date of an instalment and continues until the arrears is fully paid. Excluded are instalment current amounts not yet due under the two or four payment instalment option, registered pensioner portions and current government pensioner rebate amounts. Interest is calculated daily on the outstanding balance and is debited to the account monthly in arrears;

9 Instalment and Payment Arrangement Administration Fees and Interest Charges:

9.1 In accordance with the provisions of section 6.45 of the *Local Government Act 1995*, for the 2022-23 financial year, IMPOSES the following administration fees and interest charges for payment of rates (including specified area rates), domestic refuse charge and private swimming pool inspection fees:

9.1.1 Two Instalment Option:

An administration fee of $12 for the second instalment with no interest applied;

9.1.2 Four Instalment Option:

An administration fee of $12 for each of the second, third and fourth instalments with no interest applied;

9.1.3 Special Payment Arrangements:

Special weekly, fortnightly or monthly payment arrangements can be made with the City for those ratepayers who may be unable to pay in full or according to the instalment plans offered.

An administration fee of $34 if paid by Direct Debit (bank account only) or $52 for non-direct debit is charged on each special payment arrangement and penalty interest of 3% per annum for rates and charges and 7% per annum for the Emergency Services Levy, from and including the thirty sixth day from the issue of the rates notice, is applied to the outstanding balance until the account is paid in full;

9.2 In accordance with the provisions of section 6.49 of the *Local Government Act 1995*, AUTHORISES the Chief Executive Officer to enter into special payment arrangements with ratepayers for the payment of general rates, specified area rates (where applicable), emergency services levy, domestic refuse charges and private swimming pool inspection fees during the 2022-23 financial year;

10 AUTHORISES as part of the 2022-23 Budget the following transfers from Reserves:

Reserve	Amount	Purpose
Capital Works Carried Forward	$10,711,908	2021-22 uncompleted works and projects to be undertaken in 2022-23.
Asset Renewal	$13,573,320	To fund several infrastructure asset renewal projects, as specified in the Capital Expenditure Program.
Strategic Asset	$11,698,579	To fund several infrastructure asset projects, as specified in the Capital Expenditure Program.
Public Art Reserve	$262,049	For a public art project.
Parking Facility	$991,898	To provide for principal and interest repayments on the Reid Promenade Car Park loan.
Specified Area Rating-Habour Rise	$9,245	To maintain enhanced landscaping in 2022-23.
Specified Area Rating-Iluka	$4,534	To maintain enhanced landscaping in 2022-23.
Specified Area Rating-Woodvale	$2,515	To maintain enhanced landscaping in 2022-23.
Specified Area Rating-Burns Beach	$6,110	To maintain enhanced landscaping in 2022-23.
Percy Doyle Infrastructure Reserve Fund	$200,000	To fund the concept design and supporting technical analyses for the outdoor youth recreation facilities at Percy Doyle Reserve.

11 AUTHORISES as part of the 2022-23 Budget the following transfers to Reserves:

Reserve	Amount	Purpose
Waste Management	$2,222,048	Surplus arising from waste management operations.
Asset Renewal	$218,500	Surplus set aside for future asset renewals.
Tamala Park Land Sales	$1,333,333	Equity distribution from Tamala Park Regional Council.
Strategic Asset	$9,456,000	Provision for future projects.

Reserve	Amount	Purpose
Non-Current Long Service Leave	$100,000	Increase in cover for future long service leave liabilities.
Parking Facility	$2,275,625	Surplus from paid parking to provide for the repayment of the loan for parking and other future Joondalup City Centre works and services.
Percy Doyle Infrastructure Reserve Fund	$352,920	Amount set aside from 2021-22 and 2022-23 Annual Budget plus CPI.
Various reserves	$627,899	Interest earned on the investment of reserve funds.

12 ADOPTS as part of the 2022-23 Budget, the Fees and Charges, as set out in Attachment 5 to Report CJ104-06/22 to the Budget, with those fees and charges being applicable from Monday, 4 July 2022 unless indicated otherwise in Attachment 5 of Report CJ104-06/22 to the Budget;

13 NOTES that statutory fees and charges included in the 2022-23 Schedule of Fees and Charges are subject to determination by State Government and any changes to these will be effected in the *Schedule of Fees and Charges* without the need to refer these back to Council;

14 ADOPTS for the financial year ended 30 June 2023 a variance amount of $50,000 or 5% of the appropriate base, whichever is the higher, to be a material variance for the purposes of reporting under regulation 34(5) of the *Local Government (Financial Management) Regulations 1996*;

15 In accordance with Council resolution of 16 November 2021 (CJ165-11/21 refers), NOTES the inclusion in the 2022-23 Budget of $2,331,000 for the Chichester Park Clubroom redevelopment;

16 In accordance with Council resolution of 15 February 2022 (CJ011-02/22 refers), NOTES the inclusion in the 2022-23 Budget of $40,000 for the installation of equipment to allow for the live video streaming of council meetings;

17 In accordance with Council resolution of 15 February 2022 (CJ016-02/22 refers), NOTES the inclusion in the 2022-23 Budget of $350,000 for the provision of sponsorship for a significant event the festival of speed 2022;

18 In accordance with Council resolution of 15 February 2022 (CJ025-02/22 refers), NOTES the inclusion in the Five-Year Capital Works Program of $195,000 for Sir James McCusker Park Toilets;

19 In accordance with Special Council resolution of 29 March 2022 (JSC03-03/22 refers), NOTES the inclusion in the 2022-23 Budget of $3,500,000 for the Ocean Reef Marina Club & Commercial Development;

20 In accordance with Council resolution of 19 April 2022 (CJ046-04/22 refers), NOTES the inclusion in the 2022-23 Budget of $200,000 to fund the concept design and supporting technical analyses for the outdoor youth recreation facilities at Percy Doyle Reserve;

21 In accordance with Council resolution of 19 April 2022 (CJ056-04/22 refers), NOTES the inclusion in the 2022-23 Budget of $140,000 for the McCubbin Park Irrigation Renewal;

22 NOTES the inclusion of $40,000 expenditure to implement a Waterwise Verge program, offset by a $20,000 Operating Grant from the Water Corporation following the city receiving the Platinum Waterwise Council of the Year award.

Cr Jones left the Chamber at 10.23pm and returned at 10.26pm.

C75-06/22 EXTENSION OF TIME TO SPEAK

MOVED Cr Poliwka, SECONDED Cr Kingston that Cr Raftis be permitted an extension of time to speak for a further five minutes.

The Motion was Put and CARRIED (8/5)

In favour of the Motion: Mayor Jacob, Crs Chester, Hamilton-Prime, Kingston, May, Poliwka, Raftis and Thompson.
Against the Motion: Crs Fishwick, Hill, Jones, Logan and McLean.

C76-06/22 PROCEDURAL MOTION – THAT THE MOTION BE NOW PUT

MOVED Cr Logan, SECONDED Cr Hamilton-Prime that the Motion be now PUT as per 10.1(b) of the *Meeting Procedures Local Law 2013.*

The Procedural Motion was Put and LOST (6/7)

In favour of the Motion: Crs Fishwick, Hamilton-Prime, Hill, Jones, Logan and McLean.
Against the Motion: Mayor Jacob, Crs Chester, Kingston, May, Poliwka, Raftis and Thompson.

It was requested that Parts 2.1 and 2.2 of the Motion be voted on separately.

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that Council BY AN ABSOLUTE MAJORITY ADOPTS the annual budget for the City of Joondalup for the year ending 30 June 2023 as per attachments 1 to 5 to Report CJ104-06/22 comprising the following:

2.1 In accordance with the provision of sections 6.32, 6.33 and 6.35 of the *Local Government Act 1995* IMPOSES Differential Rates and Minimum Payments for the 2022-23 financial year in accordance with the following tables:

2.1.1 Gross Rental Valued Properties:

On each Residential, Commercial and Industrial Lot or other piece of rateable land as follows:

Category of Property	Gross Rental Value Rates (Cents in the dollar)	Minimum Payment ($)
Residential Improved	6.2668	850
Residential Vacant	11.7391	929
Commercial Improved	6.9784	929
Commercial Vacant	11.7391	929
Industrial Improved	6.3464	929
Industrial Vacant	11.7391	929

2.1.2 Unimproved Valued Properties:

On each Residential and Rural Lot or other piece of rateable land as follows:

Category of Property	Unimproved Value Rates (Cents in the dollar)	Minimum Payment ($)
Residential	**1.0869**	**909**
Rural	**1.0818**	**909**

The Motion was Put and CARRIED (8/5)

In favour of the Motion: Mayor Jacob, Crs Fishwick, Hamilton-Prime, Hill, Jones, Logan, May and McLean.
Against the Motion: Crs Chester, Kingston, Poliwka, Raftis and Thompson.

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that Council BY AN ABSOLUTE MAJORITY ADOPTS the annual budget for the City of Joondalup for the year ending 30 June 2023 as per attachments 1 to 5 to Report CJ104-06/22 comprising the following:

2.2 In accordance with the provisions of section 6.47 of the *Local Government Act 1995* GRANTS non-recurring COVID-19 concessions in respect of general rates levied in 2022-23 as follows:

Category of Property	COVID-19 one-off discount per property
Commercial Improved	**$150 per annum**
Industrial Improved	**$75 per annum**

The Motion was Put and CARRIED (10/3)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, McLean and Thompson.
Against the Motion: Crs May, Poliwka and Raftis.

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that Council BY AN ABSOLUTE MAJORITY ADOPTS the annual budget for the City of Joondalup for the year ending 30 June 2023 as per attachments 1 to 5 to Report CJ104-06/22 comprising the following:

1 Executive Report (Attachment 1 refers);

1.1 Budget Document including:

1.1.1 Statement of Comprehensive Income by Nature or Type;
1.1.2 Statement of Comprehensive Income by Program;
1.1.3 Statement of Cash Flows, Rate Setting Statement;
1.1.4 Notes to and Forming Part of the Budget (Attachment 2 refers);

1.2 Capital Expenditure (Attachment 3 refers) as follows:

1.2.1 Parks Development Program (PDP) $3,053,583;
1.2.2 Foreshore and Natural Areas Management Program (FNM) $290,000;
1.2.3 Parks Equipment Program (PEP) $2,503,188;
1.2.4 Streetscape Enhancement Program (SSE) $2,209,203;
1.2.5 Local Traffic Management (LTM) $1,749,176;
1.2.6 Blackspot Projects (SBS) $1,820,960;
1.2.7 Parking Facilities Program (PFP) $1,325,000;

1.2.8 Major Road Construction Program (RDC) $2,171,585;
1.2.9 New Paths (FPN) $2,759,500;
1.2.10 Slab Path Replacement (FPR) $1,602,000;
1.2.11 Stormwater Drainage Program (SWD) $565,000;
1.2.12 Street Lighting Program (STL) $552,000;
1.2.13 Road Preservation/Resurfacing Program (RPR) $8,704,157;
1.2.14 Major Building Capital Works Program (BCW) $4,620,231;
1.2.15 Major Project Program (MPP) $14,281,579;
1.2.16 Capital Projects $2,327,883;

1.3 Vehicle and Plant Replacement Program (Attachment 4 refers);
1.4 Schedule of Fees and Charges (Attachment 5 refers);

2 Rates:

2.3 In accordance with the provisions of section 6.32 and section 6.37 of the *Local Government Act 1995* IMPOSES Specified Area Rates for the 2022-23 financial year in accordance with the following table:

Specified Area	Gross Rental Value Rates (Cents in the dollar)	Purpose
Harbour Rise (described in 2.3.1)	0.67360	Maintaining enhanced landscaping which will be applied during 2022-23.
Iluka (described in 2.3.2)	0.72668	Maintaining enhanced landscaping and installing Sir James McCusker-Place of Reflection which will be applied during 2022-23.
Burns Beach (described in 2.3.3)	0.40130	Maintaining enhanced landscaping which will be applied during 2022-23.
Woodvale Waters (described in 2.3.4)	0.59706	Maintaining enhanced landscaping which will be applied during 2022-23.

2.3.1 Harbour Rise Specified area comprises the area bounded by:

Going along Whitfords Avenue from the corner of Seychelles Lane and following the shared boundaries of Whitfords Avenue with Lot 29 Martinique Mews, Lots 470-478, 413-414, Lot 397, Lots 331-333, crossing Barbados Turn and continuing north with shared boundaries of Curacao Lane and Lots 337-334, 378, 377, 403, 402, 376-367, and strata lots 1-19 Lot 28 Angove Drive;

North-east along the boundary of Lot 28 Angove Drive, across Mallorca Avenue and following the boundaries of Lot 251 and 250 where they meet Angove Drive;

Following the shared boundaries of Ewing Drive with Lots 250, 249, 409, 410, 247, 245-240, 411 and to strata Lots 1 and 2 (Lot 408) and then across Ewing Drive along the boundary that strata Lot 1 (Lot 201) Ewing Drive shares with Lot 650 Ewing Drive, and along the rear boundaries of strata Lot 1 (Lot 201) Ewing Drive and Lots 200-198 Marbella Drive;

Along the boundary that Lot 198 Marbella Drive shares with Lot 171 and 172 Waterford Drive, across Marbella Drive and continuing along the rear boundaries of strata Lots 1 and 2 (Lot 301) to strata Lots 1 and 2 (Lot 190) Algarve Way, along the boundary that Lot 184 Tobago Rise shares with Lot 181 Waterford Drive, across Tobago Rise and then along the boundary between Lot 1 Tobago Rise and Lots 182 and 183 Waterford Drive, continuing along the rear boundaries of Lots 75-66 The Corniche and Lots 142-149 The Corniche. Along the rear boundary of Lot 150 The Corniche until the boundary between Lot 204 and Lot 166 Lukin Road is reached. Along the boundary between Lots 204 and 166 Lukin Road, along the front boundaries of Lots 166-164 Lukin Road. Along the boundary of Lot 164 Lukin Road that is shared with Hepburn Avenue and continuing along Hepburn Avenue along the south-eastern boundaries of Leeward Park;

Continuing along the shared boundaries of Hepburn Avenue with Lot 170 Amalfi Drive, Lots 492-503 Seychelles Lane and Lot 29 Martinique Mews;

2.3.2 Iluka Specified Rate area comprises the area bounded by Shenton Avenue, Marmion Avenue and Burns Beach Road;

2.3.3 Burns Beach Specified Rate area comprises the area bounded by:

Starting from the north western corner of Marmion Avenue and Burns Beach Road, westwards along the northern boundary of Burns Beach Road to Lot 263 Whitehaven Avenue, northwards along the western boundaries of Lot 263 through to Lot 251 Whitehaven Avenue, north-westward and westward along the southern boundaries of Lot 108 to Lot 121 Beachside Drive, northwards along the western boundary of Lot 121 Beachside Drive to Beachside Drive, westwards along the southern edge of the footpath on the northern side of Lot 11537 (Reserve 48489) to where it meets the southern boundary of Lot 3000 (1551) Marmion Avenue (Burns Beach Foreshore Reserve), north and then eastwards along the southern boundary of Lot 3000 (1551) Marmion Avenue (Burns Beach Foreshore Reserve) to the western boundary of Marmion Avenue, then southwards along the western boundary of Marmion Ave to the starting point at the north western corner of Marmion Avenue and Burns Beach Road;

2.3.4 Woodvale Waters Specified Rate area comprises the area bounded by Timberlane Drive and Yellagonga Regional Park with street addresses of Grey-Smith Gardens, Phillips-Fox Terrace, Buvelot Place, Wakelin Close, Conder Place, Streeton Promenade, Withers Grove, Olsen Court, Heysen Crest, Fullwood Walk except for Lots 156 Streeton Promenade and Lot 12240 Phillips-Fox Terrace;

3 Emergency Services Levy:

In accordance with the provisions of sections 36B and 36L of the *Fire and Emergency Services Authority of Western Australia Act 1998,* IMPOSES the 2022-23 Emergency Services Levy Rates and Minimum and Maximum Payments on Residential, Vacant Land, Commercial, Industrial and Miscellaneous Lots as follows:

ESL Category 1	ESL Rate (Cents in dollar)	Minimum and Maximum Payments ESL CHARGES BY PROPERTY USE			
		Residential and Vacant Land		Commercial, Industrial and Miscellaneous	
		Minimum	Maximum	Minimum	Maximum
2022-23	1.6213	$93	$468	$93	$267,000

4 Domestic Refuse Charges:

In accordance with the provisions of section 67, Division 3, Part 6 of the *Waste Avoidance and Resource Recovery Act 2007,* IMPOSES the following domestic refuse charges for the 2022-23 financial year:

a	Waste Refuse Charge - Annual Standard Service including 3 bins, Bulk Waste.	Per Annum	$360
b	Waste Refuse Charge – For Each Additional Annual Service including 3 bins, Bulk Waste.	Per Annum	$360
c	New Standard Refuse Service for supply and delivery of 3 bins.	Establishment Fee	$159
d	Waste Refuse Charge - Additional Annual Service Fee for Larger General Waste Bin (240L).	Per Annum	$235
e	Larger General Waste Bin (240L)- Establishment fee from General Waste Bin (140L), first year collection and processing.	Establishment Fee	$159
f	Waste Refuse Charge - Additional Annual Service Fee for 240L Green bin, collection, processing service and disposal	Per Annum	$36
g	Waste Refuse Charge - Additional Annual Service fee for 240L or 360L Recycle bin collection, processing service and disposal	Per Annum	$54
h	Additional Recycling or Greens Waste bin to existing Standard Refuse Service	Establishment Fee	$69

5 Private Swimming Pool Inspection Fees:

In accordance with the *Building Act 2011* and regulation 53 of the *Building Regulations 2012*, IMPOSES for the 2022-23 financial year, a Private Swimming Pool Inspection fee of $41.82 for each property where a private swimming pool is located;

6 Payment Options:

6.1 In accordance with the provisions of section 6.45 of the *Local Government Act 1995,* OFFERS the following payment options for the payment of rates, specified area rates (where applicable), emergency services levy, domestic refuse charge and private swimming pool inspection fees:

6.1.1 One Instalment:

6.1.1.1 Payment in full (including all arrears) within 35 days of the issue date of the annual rate notice;

6.1.2 Two Instalments:

6.1.2.1 The first instalment of 50% of the total current rates, specified area rates (where applicable), emergency services levy, domestic refuse charge, private swimming pool inspection fees and instalment charge, plus the total outstanding arrears payable within 35 days of the issue date of the annual rate notice;

6.1.2.2 The second instalment of 50% of the total current rates, specified area rates (where applicable), emergency services levy, domestic refuse charge, private swimming pool inspection fees and instalment charge, payable 63 days after the due date of the first instalment;

6.1.3 Four Instalments:

6.1.3.1 The first instalment of 25% of the total current rates, specified area rates (where applicable), emergency services levy, domestic refuse charge, private swimming pool inspection fees and instalment charge, plus the total outstanding arrears payable within 35 days of the issue date of the annual rate notice;

6.1.3.2 The second, third and fourth instalments, each of 25% of the total current rates, specified area rates (where applicable), emergency services levy, domestic refuse charge, private swimming pool inspection fees and instalment charge, payable as follows:

6.1.3.2.1 the second instalment 63 days after due date of the first instalment;
6.1.3.2.2 the third instalment 63 days after the due date of the second instalment;
6.1.3.2.3 the fourth instalment 63 days after due date of the third instalment;

6.2 The City offers AdvancePay as a further alternative option for the payment of rates whereby, following the payment of the 2022-23 rates and charges, ratepayers can, if they wish, commence paying the 2023-24 rates in advance in weekly, fortnightly or monthly payments, by direct debit, with no fees or interest charges for any payments received by the City prior to the due date for 2023-24 rates levied;

7 Late Payment Interest:

In accordance with the provisions of section 6.13 and 6.51 of the *Local Government Act 1995*, IMPOSES interest on all current and arrears of rates, specified area rates (where applicable), current and arrears of domestic refuse charges, current and arrears of private swimming pool inspection fees at a rate of 3% per annum, calculated on a simple interest basis on arrears amounts which remain unpaid and current amounts which remain unpaid after 35 days from the issue date of the original rate notice, or the due date of the instalment as the case may be and continues until the instalment is paid in full. Excluded are deferred rates, instalment current amounts not yet due under the two or four payment instalment option, registered pensioner portions and current government pensioner rebate amounts. Interest is calculated daily on the outstanding balance and is debited to the account monthly in arrears;

8 Emergency Services Levy Interest Charge:

In accordance with the provisions of section 36S of the *Fire and Emergency Services Authority of Western Australia Act 1998*, IMPOSES interest on all current and arrears amounts of emergency services levy at the rate of 7% per annum, calculated on a simple interest basis on amounts which remain unpaid after 35 days from the issue date of the original rate notice, or the due date of an instalment and continues until the arrears is fully paid. Excluded are instalment current amounts not yet due under the two or four payment instalment option, registered pensioner portions and current government pensioner rebate amounts. Interest is calculated daily on the outstanding balance and is debited to the account monthly in arrears;

9 Instalment and Payment Arrangement Administration Fees and Interest Charges:

9.1 In accordance with the provisions of section 6.45 of the *Local Government Act 1995*, for the 2022-23 financial year, IMPOSES the following administration fees and interest charges for payment of rates (including specified area rates), domestic refuse charge and private swimming pool inspection fees:

9.1.1 Two Instalment Option:

An administration fee of $12 for the second instalment with no interest applied;

9.1.2 Four Instalment Option:

An administration fee of $12 for each of the second, third and fourth instalments with no interest applied;

9.1.3 Special Payment Arrangements:

Special weekly, fortnightly or monthly payment arrangements can be made with the City for those ratepayers who may be unable to pay in full or according to the instalment plans offered. An administration fee of $34 if paid by Direct Debit (bank account only) or $52 for non-direct debit is charged on each special payment arrangement and penalty interest of 3% per annum for rates and charges and 7% per annum for the Emergency Services Levy, from and including the thirty sixth day from the issue of the rates notice, is applied to the outstanding balance until the account is paid in full;

9.2 In accordance with the provisions of section 6.49 of the *Local Government Act 1995*, AUTHORISES the Chief Executive Officer to enter into special payment arrangements with ratepayers for the payment of general rates, specified area rates (where applicable), emergency services levy, domestic refuse charges and private swimming pool inspection fees during the 2022-23 financial year;

10 AUTHORISES as part of the 2022-23 Budget the following transfers from Reserves:

Reserve	Amount	Purpose
Capital Works Carried Forward	$10,711,908	2021-22 uncompleted works and projects to be undertaken in 2022-23.
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Reserve	Amount	Purpose
Waste Management	$2,222,048	Surplus arising from waste management operations.
Asset Renewal	$218,500	Surplus set aside for future asset renewals.
Tamala Park Land Sales	$1,333,333	Equity distribution from Tamala Park Regional Council.
Strategic Asset	$9,456,000	Provision for future projects.
Non-Current Long Service Leave	$100,000	Increase in cover for future long service leave liabilities.
Parking Facility	$2,275,625	Surplus from paid parking to provide for the repayment of the loan for parking and other future Joondalup City Centre works and services.
Percy Doyle Infrastructure Reserve Fund	$352,920	Amount set aside from 2021-22 and 2022-23 Annual Budget plus CPI.
Various reserves	$627,899	Interest earned on the investment of reserve funds.

12 ADOPTS as part of the 2022-23 Budget, the Fees and Charges, as set out in Attachment 5 to Report CJ104-06/22 to the Budget, with those fees and charges being applicable from Monday, 4 July 2022 unless indicated otherwise in Attachment 5 of Report CJ104-06/22 to the Budget;

13 NOTES that statutory fees and charges included in the 2022-23 Schedule of Fees and Charges are subject to determination by State Government and any changes to these will be effected in the *Schedule of Fees and Charges* without the need to refer these back to Council;

14 ADOPTS for the financial year ended 30 June 2023 a variance amount of $50,000 or 5% of the appropriate base, whichever is the higher, to be a material variance for the purposes of reporting under regulation 34(5) of the *Local Government (Financial Management) Regulations 1996*;

15 In accordance with Council resolution of 16 November 2021 (CJ165-11/21 refers), NOTES the inclusion in the 2022-23 Budget of $2,331,000 for the Chichester Park Clubroom redevelopment;

16 In accordance with Council resolution of 15 February 2022 (CJ011-02/22 refers), NOTES the inclusion in the 2022-23 Budget of $40,000 for the installation of equipment to allow for the live video streaming of council meetings;

17 In accordance with Council resolution of 15 February 2022 (CJ016-02/22 refers), NOTES the inclusion in the 2022-23 Budget of $350,000 for the provision of sponsorship for a significant event the festival of speed 2022;

18 In accordance with Council resolution of 15 February 2022 (CJ025-02/22 refers), NOTES the inclusion in the Five-Year Capital Works Program of $195,000 for Sir James McCusker Park Toilets;

19 In accordance with Special Council resolution of 29 March 2022 (JSC03-03/22 refers), NOTES the inclusion in the 2022-23 Budget of $3,500,000 for the Ocean Reef Marina Club & Commercial Development;

20 In accordance with Council resolution of 19 April 2022 (CJ046-04/22 refers), NOTES the inclusion in the 2022-23 Budget of $200,000 to fund the concept design and supporting technical analyses for the outdoor youth recreation facilities at Percy Doyle Reserve;

21 In accordance with Council resolution of 19 April 2022 (CJ056-04/22 refers), NOTES the inclusion in the 2022-23 Budget of $140,000 for the McCubbin Park Irrigation Renewal;

22 NOTES the inclusion of $40,000 expenditure to implement a Waterwise Verge program, offset by a $20,000 Operating Grant from the Water Corporation following the city receiving the Platinum Waterwise Council of the Year award.

The Motion was Put and CARRIED (10/3)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Logan, May, McLean and Thompson.
Against the Motion: Crs Kingston, Poliwka and Raftis.

Appendix 15 refers

To access this attachment on electronic document, click here: Attach15agn220628.pdf

Disclosures of Financial Interest

Name / Position	**Mr James Pearson, Chief Executive Officer.**
Item No. / Subject	CJ105-06/22 - Invest and Trade WA Mission to India - July 2022.
Nature of Interest	Financial Interest.
Extent of Interest	It is proposed that Mr Pearson, as the Chief Executive Officer, participate in the mission, funded by the City of Joondalup.

Name / Position	**Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ105-06/22 - Invest and Trade WA Mission to India - July 2022.
Nature of Interest	Financial Interest.
Extent of Interest	Deputy Mayor Hamilton-Prime has indicated an interest to attend the delegation.

Cr Hamilton-Prime left the Chamber at 10.54pm.

CJ105-06/22 INVEST AND TRADE WA MISSION TO INDIA - JULY 2022

WARD	All
RESPONSIBLE DIRECTOR	Mr James Pearson Office of the CEO
FILE NUMBER	35563, 101515
ATTACHMENTS	Nil
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting, and amending budgets.

PURPOSE

To seek Council approval for the City to support economic development in the City of Joondalup by taking part in the WA Government's Invest and Trade WA Mission to India in July 2022.

EXECUTIVE SUMMARY

It is proposed that the City of Joondalup take part in the Invest and Trade WA Mission to India in July 2022.

The City's delegation will promote economic development by building the profile of Joondalup in a key market for international study, skilled workers, innovation in the digital and other sectors, and investment. It will showcase Joondalup's cyber security, robotics, and innovation credentials.

It will leverage the City's existing investment in the Joondalup Innovation Challenge by visiting, and formally announcing partnerships with, the first two international institutions to join the Challenge, Amity University and WeSchool; and promote the Joondalup Innovation Challenge to other education providers in India.

Participation will enable Joondalup to leverage the State Government's leadership of the Mission, relationship with India and newly appointed trade representation; and identify opportunities to increase economic activity in Joondalup through collaboration with WA sister state of Andhra Pradesh.

Joining the Mission will give visible, practical support for other key local economic stakeholders taking part. This includes Edith Cowan University, North Metropolitan TAFE, and the College of Electrical Training. It also aligns with the City's *Strategic Community Plan*, aspiration to be a *Global City: Bold, Creative and Prosperous* and strategic positioning.

The City of Joondalup community has benefited through positive economic development outcomes from past international delegations. These have led to agreements, MOUs and exchanges providing benefits to Joondalup's economy and community.

It is therefore recommended that Council:

1 APPROVES participation by a City delegation in the WA Government's Invest and Trade WA Mission to India in July 2022, to meet key Indian industry and government representatives to benefit economic development in the City of Joondalup;

2 APPROVES the travel period between 12 and 19 July 2022;

3 ENDORSES the delegation to comprise of:

3.1 the Deputy Mayor to lead the delegation;
3.2 the Chief Executive Officer;

4 APPROVES the associated costs for airfares, accommodation, and incidental expenses estimated at $5,300 (exclusive of GST) per person with the Elected Member's costs funded from their Elected Member's conference and training allowance;

5 NOTES that a report will be provided on the activities and outcomes of the delegation's participation in the Invest and Trade WA Mission to India.

BACKGROUND

The Indian market

India is the world's largest democracy and has a population of 1.3 billion people. Its youthful population, diversified economy, and strong growth trajectory present significant opportunities for Western Australian business across a range of industry sectors, including the following:

- Education.
- Agriculture.
- Mining, and mining equipment technology, and services (METS).
- Energy.
- Tourism, events, and creative industries.
- Innovation.

In 2021, India was WA's seventh largest trading partner with total trade valued at A$4.6 billion. This accounts for over 17 per cent of total trade between Australia and India. With the recent signing of the interim Australia-India Economic Cooperation and Trade Agreement, there are now further opportunities for the State to strengthen this important relationship.

For many years Indian students have represented the largest cohort of international students at Edith Cowan University and at North Metro TAFE, Joondalup's two largest education providers. At a recent tour of Joondalup, the Consul General for India in WA discussed the popularity of these institutions amongst young people and families across India. Also present was the newly appointed WA Trade Representative to India Nashid Chowdhury, who is the former Economic Development lead at the City of Joondalup.

More students from India can be attracted to Joondalup through greater awareness of the City's amenity, services, attractions, and access to employment. Aligned to these high international student numbers, the Visiting Friends and Relatives (VFR) market also represents a significant opportunity for Joondalup's visitor economy.

Invest and Trade WA Mission to India

The WA Mission to India was announced on 16 May 2022 by the Hon. Deputy Premier and Minister State Development, Jobs and Trade, Tourism and Science, Roger Cook MLA. The City investigated opportunities that may exist through discussions with stakeholders such as Edith Cowan University, North Metropolitan TAFE, and the College of Electrical Training. The City is building relationships with key education partners in India through the Joondalup Innovation Challenge.

The Mission aims to:

- strengthen government and industry connections
- unlock opportunities for WA business in the Indian market
- increase connectivity between WA and India
- promote WA as a destination for tourists, students, talent, events, business, and investment.

The mission is intended to be multi-sector and will include a range of programs and initiatives across Delhi, Mumbai, Vishakhapatnam which is the largest city in Andhra Pradesh, WA's sister state, and Chennai.

An Expression of Interest (EOI) was required to be sent by 27 May 2022 to the Department of Jobs, Tourism, Science, and Innovation. The City submitted an EOI outlining the City's interest in taking part in the Mission to India departing July 2022. The EOI specified that the City's participation in the Mission would be informed by the final program of activities and would require support from Council.

The Mission offers:

- pre-departure briefing (28 June 2022)
- high level government and corporate meetings
- group briefings
- industry roundtables
- one-to-one business matching
- networking
- attendance at showcase events to profile Western Australia's strengths and capabilities.

The Mission's sectoral focus includes:

- international Education
- tourism
- batteries, Critical Minerals, METS (Mining Equipment, Technology & Services)
- advanced Manufacturing
- health and Medi-tech
- infrastructure and Smart Cities
- agriculture and Agri-tech
- cyber, industry 4.0 technologies and the digital economy.

City of Joondalup international delegations

The City actively pursues global engagement opportunities and has done so since the development of the Economic Development Strategy in 2014, and the International Economic Development Activities Plan in 2017. For example, the City took part in, and led, delegations to China in September and November 2017, June 2018, and March 2019.

These delegations were led by the Mayor and included several Elected Members, the CEO, and relevant Officers.

Successful outcomes for Joondalup include the following:

- Joondalup education provider AMA College entered a cooperative agreement to form a closer working relationship with the largest tertiary hospital in China. The program is focussed on training opportunities and other academic and medical exchanges.
- ECU School of Nursing and Midwifery signed an MoU with the same hospital for exchange/education programs with an in-country delivery component.
- ECU School of Engineering (Motorsports) presented to HuZhou Vocational Education and Technology Institution and agreed on a student exchange program.
- China sent 30 Medical specialists to Western Australia via the AMA (WA) in November 2018 for a period of 3 days. The AMA (WA) reciprocated by sending 10 specialists from Western Australia on a study tour to China in December 2018. Pre-Covid these had become annual events for Joondalup.
- An MoU between National Electrical and Communications Association (NECA) and Shanghai Zhi Neng Smart Fire Safety College (Smart Fire). Smart Fire attended NECA facilities in Joondalup in 2018 to finalise an exchange program for Electrical trainees with an in-country delivery component.
- NECA has Federal Government approval to deliver courses in China for electrical training including solar panel installations. NECA took part in the 2019 delegation to establish assessment and training facilities in Shanghai, HuZhou and Jinan.
- Joondalup hosted the Innovation: Solutions for an Ageing Population, opened by Minister for Health Roger Cook, in 2018. 40 Chinese delegates attended. Pre-Covid, it was planned this annual event would alternate between Shanghai and Joondalup.

At its meeting held on 25 June 2019 (CJ079-06/19 refers), Council received a report on the City's delegation to Jinan and Huzhou outlining economic modelling of international development activities, which indicated that the outcomes identified above would benefit the City's economy by up to $70 million in output.

DETAILS

At the time of writing this report the official program by the state government is still in draft. The Mumbai leg of the Mission will focus heavily on education. Events and engagements are being planned at universities, including Amity University and WeSchool (both partners in the Joondalup Innovation Challenge). In Vishakhapatnam delegates will have the opportunity to explore successful tech and med-tech hubs and start-up incubation spaces, as well as meeting with the Chief Minister of the State's sister state, Andhra Pradesh and the State's Economic Development Board.

While the final program and meeting dates for the Mission are yet to be finalised by the Department, it is proposed the City's delegation would leave after the Briefing Session to be held on 12 July 2022 and returning before the Council Meeting to be held on 19 July 2022. The City's delegation would visit Mumbai and Vishakhapatnam. This is expected to involve up to five days and nights in India. As indicated above this aligns with the City's key focus areas for engagement with India.

It is proposed the City be represented by the Deputy Mayor, to the lead the delegation, and the CEO. An Expression of Interest was received from Deputy Mayor Christine Hamilton-Prime JP. The Mayor will be on leave.

No formal limit has been set on the size of individual delegations. However, the Department has indicated that delegations should consist of up to two representatives each. Larger numbers carry a risk that not all delegates will be able to attend all events, as well as increased cost to the sending organisations.

Issues and options considered

Council can either:

- support the City's participation in the WA government's Mission to India and decide the composition of the delegation (this is the recommended option)
  or
- not support the City's participation in the WA government's Mission to India.

Legislation / Strategic Community Plan / Policy implications

Legislation Nil.

Strategic Community Plan

Key theme Economic Prosperity, Vibrancy and Growth.

Objective CBD of the North.

Strategic initiative Develop and promote a recognised industry niche that builds on existing strengths.

Policy *Attendance at Events Policy.*
Elected Members' Entitlements Policy.

Risk management considerations

The Australian Trade and Investment Commission (Austrade) has identified education as one of the largest market opportunities in India. In a competitive market it is vital that WA and Joondalup education institutes are appropriately highlighted alongside those in eastern states, USA, Canada, and the UK.

Competition for international students, skilled temporary and permanent migrants and investment is increasing between countries, and between Australian States and Territories. The NSW Government is planning a trade and investment mission to India later in July. Different regions and local government areas in WA, including; the City of Perth have also Expressed Interest in joining the Mission.

Successful trade and investment relationships with India and most Asian markets is heavily dependent on in-person, face to face engagement. The City has had some success with Zoom and Teams meetings during the border closures and restrictions in recent years. In the current environment the preference to is to return to in-person. The opportunity presented by the in-person mission led by the Deputy Premier, would give Joondalup the best outcome.

Financial / budget implications

Estimated costs per person for a visit of five nights, to two cities (Mumbai and Vishakhapatnam) are as follows:

Economy class

International Flights	Domestic Flights	Accommodation	Incidental expenses	Total Cost
$2,100	$700	$1,500	$1,000	$5,300 per person

Business class

International Flights	Domestic Flights	Accommodation	Incidental expenses	Total Cost
$7,000	$2,000	$1,500	$1,000	$11,500 per person

The expenses for Elected Members will be funded from their Elected Members' conference and training allowance accounts. The CEO expenditure will be funded though the Economic Development and Advocacy Program Activities.

Regional significance

Joondalup 2022 outlines the objective of *Regional Collaboration: For the City to collaborate with regional partners and stakeholders to maximise opportunities for the future economic growth of the North West Metropolitan Perth Region.* The City's participation in the WA Mission to India would further strengthen its position as the centre for the north metropolitan region and provide flow on benefits as a leader in the region.

North Metropolitan TAFE, Edith Cowan University and the College of Electrical Training intend to send delegates on the Mission to India. The City's participation in the Mission along with these stakeholders will position Joondalup as a destination for education, talent, and investment.

Other WA local governments plan to join the Mission. This includes the City of Perth and two regional local governments.

Sustainability implications

For the Joondalup to remain a sustainable economic centre, maintaining international trade links is critical. Joondalup has strong global links though international students and its digital technology and cyber security capabilities. International student numbers have declined significantly during the last few years due to COVID restrictions making re-establishing these links with our stakeholders critical.

Consultation

Mission participants from Joondalup – ECU, North Metro TAFE, and the College of Electrical Training – support the City's participation, as do the City's key economic stakeholders as expressed at the most recent meeting of the City's Joint Economic Development Initiative (JEDI).

COMMENT

The WA Mission to India is the first opportunity for in-person global engagement since before the WA border restrictions were put in place. Developing close ties with India presents an opportunity to diversify Joondalup's global credentials, which have previously focussed on China through the Jinan Sister-City and Huzhou Friendship-City agreements.

India has been a target market and key focus area for the City for some time. The City recently hosted the Indian Consul General in WA; and WA's new Investment and Trade Representative, Nashid Chowdhury; for a roundtable discussion and tour of ECU. Between ECU and North Metro TAFE, Indian students represent the largest cohort of international students in comparison to other countries and other WA universities.

In 2022 the Joondalup Innovation Challenge will officially welcome its first global partners in We School (National) and Amity University (Mumbai). Participation in the WA Mission to India will provide an excellent opportunity to announce and highlight this partnership to promote, position and grow the Joondalup Innovation Challenge and education in Joondalup.

Joondalup's participation in the WA Mission to India is supported by key economic stakeholders who make up the City's Joint Economic Development Initiative (JEDI).

The City's Economic Development Strategy – Expanding Horizons, outlines the key theme of being a 'Global City' and highlights '*Development of partnership activity to attract international talent to the City – students, researchers and entrepreneurs for example'* as a key activity.

The City's *International Economic Development Activities Plan* focusses on building strategic global relationships with several target markets aligning to Joondalup's economic strengths, cultural alignment, educational links, established relationships and presence. The Plan lists India as a target market, with reference to international education and the attraction of students and their families to Joondalup.

Initiatives such as the WA Mission to India also align with the City's Strategic Position Statement on *Economic Development – International Activity* which was endorsed by Council at its meeting held in December 2020 (CJ185-12/20 refers).

At its meeting held on 17 April 2018 *(*CJ062-04/18 refers), Council adopted the revised *Strategic Community Plan, Joondalup 2022* (Joondalup 2022) which highlights the City's aspiration of becoming a 'Global City: bold, creative, and prosperous'. Joondalup 2022 also cites the objective of Strong Leadership: for the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government. The City's participation in international exchange through missions such as this are fundamental to positioning Joondalup as a truly global City, engaging with right partners to highlight and promote its key features and in being a leader in local government.

Key outcomes for the City would include; the forming of a key relationship with one of the world's largest and fastest growing economies, the announcement of the Joondalup initiatives as outlined above, and the potential for new initiatives to be created. Outcomes, and benefits to the community from taking part in the Invest and Trade WA Mission to India would be reported to Elected Members.

VOTING REQUIREMENTS

Simple Majority.

The Director Infrastructure Services left the Chamber at 11.01pm and returned at 11.03pm.

MOVED Mayor Jacob, SECONDED Cr May that Council:

1 APPROVES participation by a City delegation in the WA Government's Invest and Trade WA Mission to India in July 2022, to meet key Indian industry and government representatives to benefit economic development in the City of Joondalup;

2 APPROVES the travel period between 12 and 19 July 2022;

3 ENDORSES the delegation to comprise of:

3.1 the Deputy Mayor to lead the delegation;
3.2 the Chief Executive Officer;

4 APPROVES the associated costs for airfares, accommodation, and incidental expenses estimated at $5,300 (exclusive of GST) per person with the Elected Member's costs funded from their Elected Member's conference and training allowance;

5 NOTES that a report will be provided on the activities and outcomes of the delegation's participation in the Invest and Trade WA Mission to India.

The Motion was Put and CARRIED (7/5)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hill, Logan, May and McLean.
Against the Motion: Crs Jones, Kingston, Poliwka, Raftis and Thompson.

CJ085-06/22 PLACE ACTIVATION STRATEGY AND JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN – OUTCOMES OF PUBLIC ADVERTISING

WARD	All
RESPONSIBLE DIRECTOR	Mr Chris Leigh Planning and Community Development
FILE NUMBER	108355, 101515
ATTACHMENTS	Attachment 1 Draft Place Activation Strategy (as advertised) Attachment 2 Joondalup City Centre Place Activation Plan (as advertised) Attachment 3 Community Consultation Outcomes Report Attachment 4 Place Activation Strategy (amended) Attachment 5 Joondalup City Centre Place Activation Plan (amended) *(Please note: Attachments are only available electronically).*
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to consider the outcomes of advertising and endorse an (amended) Place Activation Strategy and Joondalup City Centre Place Activation Plan.

EXECUTIVE SUMMARY

At its meeting held on 18 August 2020 (CJ104-08/20 refers), Council endorsed a two-tiered approach to place activation comprising an overarching Place Activation Strategy and place plans for specific places. At its meeting held on 15 March 2022 (CJ032-03/22 refers), Council considered a draft Place Activation Strategy and draft Joondalup City Centre Place Activation Plan and endorsed the documents for the purposes of public advertising.

The City invited stakeholders to provide feedback on the draft Place Activation Strategy and draft Joondalup City Centre Place Activation Plan. The City collected a total of 13 valid submissions throughout the 21-day advertised consultation period from 21 April 2022 to 11 May 2022.

Advertising outcomes (discussed in the “consultation” section of this report) indicate general support for the community-led approach of the draft Place Activation Strategy and the activation priorities articulated in the draft Joondalup City Centre Place Activation Plan. Stakeholder feedback has resulted in some amendments to the Place Activation Strategy and Joondalup City Centre Place Activation Plan, better aligning the documents with stakeholder expectations.

It is therefore recommended that Council endorse the amended Place Activation Strategy and Joondalup City Centre Place Activation Plan.

BACKGROUND

At the Ordinary Council meeting held on 12 December 2017 (C96-12/17 refers), a Notice of Motion was presented to and subsequently resolved by Council that requested the Chief Executive Officer to prepare a report to examine initiatives which can stimulate opportunities and employment in hospitality and tourism ventures in the City of Joondalup. The report responding to this Notice of Motion was presented to Council at its meeting held on 16 October 2018 (CJ170-10/18 refers). This report noted and Council resolved that progression of a Place Activation Plan for the City would provide a clear set of priority projects and aim to attract business and visitors to Joondalup particularly in the tourism and hospitality sectors.

At its meeting held on 18 August 2020 (CJ104-08/20 refers), Council endorsed a two-tiered approach to place activation comprising an overarching Place Activation Strategy and place plans for specific places.

A Place Activation Strategy would address the "how" of placemaking: providing a framework for the City to deliver and support place activation in a consistent way across the City of Joondalup. Place plans would address the "what": developing a suite of place-specific activation initiatives for a specific place or precinct. The Joondalup City Centre was identified as a location for a pilot place activation plan to be developed alongside the broader Strategy.

At its meeting held on 16 February 2021 (C08-02/21 refers), a Notice of Motion was presented to and subsequently resolved by Council that requested the Chief Executive Officer to investigate, as part of the development of the City's Place Activation Strategy, a mechanism whereby local communities can add colour and vibrancy to their neighbourhoods, and enhance community involvement and social connection, through activities such as yarn bombing. These activities are examples of community-led placemaking, recognising the benefits that placemaking provides to social connection in addition to local economic benefits.

At its meeting held on 15 March 2022 (CJ032-03/22 refers), Council considered a draft Place Activation Strategy and draft Joondalup City Centre Place Activation Plan and endorsed the documents for the purposes of public advertising.

DETAILS

The Place Activation Strategy and Joondalup City Centre Place Activation Plan (as advertised and amended) are provided as Attachments 1 and 2 to Report CJ085-06/22.

Place Activation Strategy

The Place Activation Strategy (the strategy) has been developed to provide a consistent framework for the City to facilitate and foster community-led placemaking across the City.

The strategy includes the following key sections:

- Benefits of activation: providing the rationale for the strategy, articulating why the City values and is planning for placemaking and activation.
- Strategic aspirations: recognising that each place will have its own place vision, but establishing an enduring aspiration from a whole of local government perspective to acknowledge the role and function of place in the community.
- Aspirational outcomes: articulating the two key outcomes that can be achieved through placemaking.
- Placemaking principles: providing the critical enabling strategies to facilitate placemaking.

- A collective responsibility for and commitment to place activation: empowering the community, including business, to share that responsibility.
- Key focus areas, each with objectives and actions: establishing a considered, aligned approach to the delivery and support of placemaking projects and investment.
- Place activation planning framework: providing a consistent approach for when the City will contribute to activation of local places, with place activation plans prepared to guide those contributions.
- Evaluation success: providing a framework for the review of strategic actions, social and economic trends and the City's interventions relating to place activation.

The collective commitment element of the draft strategy articulates the role of the community (including residents, local businesses, landowners, and other users of local places) and the role of the City in placemaking. These roles are:

- the role of the community: **Make It. Own It. It's your place**
- the role of the City of Joondalup: **Enable.**

There are three components of the City's enabling role; these reflect the City's responsibility in regulatory processes, infrastructure provision, and community and economic development and are the following key focus areas of the strategy:

- **Empower** community placemakers.
- **Provide the right canvas** for local placemaking.
- **Foster** community-led activation of places and neighbourhoods in response to social and economic needs.

The draft strategy was reviewed as the pilot Joondalup City Centre Place Activation Plan was developed and refined in response to outcomes of the community consultation process for that project. At the same time, the strategic elements and principles developed for the strategy have informed the activation plan pilot project, particularly more clearly articulating the City's role in placemaking.

Draft Joondalup City Centre Place Activation Plan

Shape Urban were engaged to facilitate a collaborative consultation process to develop the Joondalup City Centre Place Activation Plan (the activation plan); a pilot for projects of this type.

The process included the following two-stage consultation approach:

- Open engagement which encouraged community and business members to share their ideas for activating the core of the City Centre, through:
    - survey
    - social pinpoint: online ideas mapping tool
    - drop-in ideas hub: pop up consultation stand set up at multiple times and locations across the City Centre for in person engagement.
- Deliberative workshops, within which community, business, and City representatives worked together to develop a vision and evaluate ideas collected from the open engagement through a multi-criteria assessment.

Deliberative workshops identified and developed the following vision statement for the activation plan:

"Joondalup City Centre will be the heart and soul of the north, loved and enjoyed by its community and visitors"

The top 15 ideas from the evaluation are expanded and spatially mapped within the resulting activation plan, providing a framework for City and community-led delivery of placemaking initiatives. These ideas are as follows:

- Redesign Grand Boulevard to make it less of a barrier to pedestrians.
- Art in the streets.
- Piazza and courtyard spaces as focal points.
- Transform a large carpark into a piazza (Boas Avenue).
- Pedestrian friendly streets.
- Alfresco dining.
- Youth playscapes (facilities for teenagers).
- Markets.
- Better connectivity to train and bus stations.
- Attract more land use diversity into the CBD.
- Amphitheatre space for performances in Central Park.
- Cafes in Central Park and Neil Hawkins Park.
- Playspaces and playgrounds for small children.
- Pedestrian mall along Boas Avenue.
- Art venues and Aboriginal culture.

Many of the ideas link back to good wayfinding and the idea of a wayfinding strategy for improved discovery of services, locations, and experiences across the City Centre.

The top 15 priorities to activate the City Centre have been generated and evaluated through a community-led planning process. The activation plan does not envisage that all ideas and projects are delivered by the City; many solutions would be community and business-led.

Articulation of the top 15 ideas will enable the City to align future decision-making and investment with community placemaking priorities; the implementation section of the draft activation plan includes a list of City initiatives which communicates how the City can contribute to the 15 activation priorities.

Many of the ideas presented in the activation plan are aligned with existing projects being explored by business units across the City, and solutions listed in the draft activation plan recognise this alignment. The consultation process to develop the activation plan has provided a community-based, place-based justification for many existing projects. For some projects, the activation plan identifies opportunity to review existing initiatives to better respond to activation opportunities and align with community expectations. The activation plan also identifies new opportunities and projects for the City to consider through further community consultation and business cases.

The preparation of business case(s) may be necessary to properly evaluate new initiatives arising from the activation plan and undertake necessary financial modelling where those initiatives would require provision of new or upgraded infrastructure. This approach aligns with the project methodology outlined in the City's *Project Management Framework* (PMF), which is a guide to managing projects across the City. The PMF provides a standard approach for managing projects across the organisation, ensuring a consistent process for project proposals, planning, implementation, monitoring and closure.

Resourcing and scheduling of initiatives and actions will be factored into the City's annual budgeting and business planning processes.

Issues and options considered

Council has the option to:

- adopt the *Place Activation Strategy (amended)* and *Joondalup City Centre Place Activation Plan (amended)* (Attachments 4 and 5 refer)
- adopt the *Place Activation Strategy* and *Joondalup City Centre Place Activation Plan* with further modifications
  or
- not adopt the *Place Activation Strategy* and *Joondalup City Centre Place Activation Plan*.

Adopting the *City of Joondalup Place Activation Strategy* and *Joondalup City Centre Place Activation Plan* will provide the strategic direction for the City to support community-led placemaking, and provide guidance to align the City's infrastructure and investment into the City Centre with activation priorities evaluated and recommended by community. Therefore, it is recommended the documents are endorsed by Council.

Legislation / Strategic Community Plan / Policy implications

Legislation Not applicable.

Strategic Community Plan

Key theme Economic Prosperity, vibrancy and growth.

Objective Activity centre development.

Key theme Community Wellbeing.

Objective Cultural development.
Community spirit.
Community safety.

Policy Not applicable.

Risk management considerations

Place activation will require the City to "get out of the way" and empower the community to directly deliver projects in their public spaces. This may include events such as public art and landscaping. Part of the placemaking journey will be subject to experimentation and failure. Alongside this, there may be projects seeking to utilise City assets for community initiatives for example; buildings, open spaces or road verges.

Objectives and actions of the draft strategy recognise the need to remove bureaucratic barriers for local placemakers, however also acknowledges the role of necessary regulatory processes to manage risk and public liability. Objectives and actions of the draft strategy appropriately identify a role to assist community placemakers navigate the necessary approval and risk management aspects of place projects in public places.

Financial / budget implications

Implementation of the draft City of Joondalup Place Activation Strategy, with focus on facilitating community-led placemaking, is anticipated to be delivered through the City's existing community and economic development mentoring and capacity building programs, therefore aligned with current resourcing. As the strategy is implemented, any need for additional coordination resources will be reviewed and considered as part of future budget processes.

Implementation of the draft Joondalup City Centre Place Activation Plan will have financial implications. In some instances, the individual projects identified in the draft activation plan, such as the redesign of Grand Boulevard to make it less of a barrier to pedestrians and a pedestrian mall along Boas Avenue, have already been identified and are being progressed by the City. These projects are already included in the five year capital works program and therefore the financial implications accounted for.

In other instances, individual projects recommended by the draft activation plan will be evaluated through businesses cases in accordance with the City's Project Management Framework prior to including projects on the City's capital works program. Other projects will be included in the annual budgeting process, with the activation plan providing context for Council's consideration of the required budget.

Regional significance

The draft Joondalup City Centre Place Activation Plan reflects the regional role of the City Centre. Implementation of the activation plan will facilitate greater activation of the City Centre in accordance with its important role in the region.

Sustainability implications

Progressing a place approach in the City will support social and economic sustainability elements.

Social

Increasing focus and support for community driven placemaking across the City will foster greater connection between community and place. By enabling and fostering community involvement in public spaces through placemaking, the City will be supporting greater levels of social cohesion and collaboration.

Economic

A trend noted across Australia, and in many areas of the Perth metropolitan region, is that town centres and main streets have been in decline. There is strong desire for increased foot traffic across the city centre to support retail, hospitality and tourism businesses in the area. Anecdotally, much of this commentary relates to the aesthetic of the streetscape, however the issues affecting local business and the activation of the city centre are complex and many.

At the strategic level, promoting the Joondalup City Centre as a Destination City and working toward Primary Centre status are key objectives of the City's current *Strategic Community Plan (Joondalup 2022).* Alongside major initiatives relating to the regional and significant identity of the city centre, localised place activation provides the authentic, community-scale experiences that support a unique, iconic identity. The activation strategy will provide an effective framework for place activation across the City to contribute to the City's economic development goals.

The City has been investing considerable resources into events and projects to activate the Joondalup City Centre. The activation plan for the Joondalup City Centre will align the City's investment into the City Centre with identified activation priorities and enable community-led placemaking efforts to complement the City's programs, supporting positive economic outcomes for the locality.

Consultation

Consultation undertaken to develop the Joondalup City Centre Place Activation Plan

The Engagement Summary Report, provided as an appendix to the draft Joondalup City Centre Place Activation Plan (Attachment 2 refers), includes a description and all outcomes of the community consultation activities undertaken to develop the draft Joondalup City Centre Place Activation Plan.

Engagement sought to raise awareness of the project, identify how people use the city centre and understand the ideas they have for its activation. Community values were also sought to ensure concerns and aspirations for the city centre were understood. The engagement also sought to determine the benefits of ideas received and have workshop participants develop criteria to use in the multi-criteria assessment. These criteria were then used to undertake an assessment of the most requested ideas to prioritise and start considering the baseline planning of the top 15 rated activation projects for the draft activation plan.

For the online engagement, stakeholders were able to visit an online project page with a mapping tool, community and business perception surveys and a workshop registration survey. They could drop locational pins and provide feedback on how they use the city centre or specific ideas for activation on the map. The surveys and mapping tool were open from 29 March 2021 to 4 June 2021.

The project team received 116 comments and 89 survey responses on Social Pinpoint, and 97 'pins' were dropped on the project area map.

136 people provided approximately 638 comments across six drop-in pop-up idea hubs.

The City also received 10 Facebook comments and two emails with activation ideas.

Stakeholders were further engaged through the following methods:

- Social media posts.
- Meetings with key stakeholders (Edith Cowan University Joondalup and the Joondalup Business Association).
- Briefings to key staff members and meetings with relevant City staff through the project.

A total of 25 people attended the three consecutive workshops at the City of Joondalup Library in the City Centre.

In total, there was an approximate reach of more than 300 local community members and organisations.

The community's ideas, values and principles, and the visioning and multi-criteria assessment for the top rated 15 projects for activation make up the content of the draft activation plan.

Advertising of the draft documents

The City invited stakeholders to provide feedback on the draft Place Activation Strategy and draft Joondalup City Centre Place Activation Plan. The City collected a total of 13 valid submissions throughout the 21-day advertised consultation period from 21 April 2022 to 11 May 2022.

Stakeholders directly engaged for the consultation are as follows:

- Registered stakeholders involved in previous consultation activities as part of the development of the Joondalup City Centre Place Activation Plan.
- Community Engagement Network eNewsletter subscribers.
- Joondalup Business Association.
- Resident/ratepayer groups.

A Community Consultation Outcomes Report is provided at Attachment 3 to Report CJ085-06/22.

Common themes across the submissions in response to the draft Place Activation Strategy Include the following:

- General support for the development of the strategy and its content.
- Suggestions for revised content/wording adjustments, with key themes including:
    - clarity of community-led placemaking
    - review of terminology within the 'Catalyse' key focus area
    - clarity of the City's role in evaluation.
- Ideas for specific places or ways to enact place activation in the City.

Common themes among the submissions in response to the draft Joondalup City Centre Place Activation Plan are similar to those received for the strategy. They are as follows:

- General support for the development of the plan and its content.
- Ideas to enact place activation in the City Centre.
- Suggestions for revised content/wording adjustments, including:
    - comments on detailed aspects of the priority projects
    - requests for stakeholders to be involved in the implementation of priority projects.

Amendments have been made to the Place Activation Strategy and Joondalup City Centre Place Activation Plan in response to submissions, as discussed below.

Clarity of community-led placemaking

Some submissions include feedback which indicates greater clarity is required in the strategy document regarding community-led placemaking. This includes feedback related to:

- need to better explain what "community-led" means for placemaking
- the importance of community identifying and selecting locations for activation and place activation plans
- the role of the community in planning for infrastructure, and whether that is consistent with the community-led focus of the document.

In response to submissions, the Place Activation Strategy has been slightly restructured to bring the definition of 'community-led' and 'placemaking' alongside the introduction. This more clearly articulates the focus of the strategy being on community-led activation which are placemaking projects that are developed and delivered by community. Additional text amendments have been made throughout the document to consistently acknowledge the leading role of community in placemaking, and the importance of community consultation.

The strategy does not anticipate that the City would identify places for activation without involvement by the community. However, text throughout the document has been reviewed and modified where appropriate to refer to community consultation informing the City's activities regarding placemaking.

Review of terminology within the 'Catalyse' key focus area

Some submissions recognise the intent of the "Catalyse" key focus area, however note that the terminology used may not appropriately recognise the important and leading role of community in placemaking, even in situations where the City takes a more active role. The terminology and descriptions of the 'Catalyse' focus area have been reviewed and amended to articulate the City's role and key focus area being to 'foster' activation, with community involvement more clearly acknowledged. The 'Place Activation Plans' section of the strategy has also been reviewed and amended to acknowledge the need for the City to collaborate with the community when actively facilitating and fostering placemaking through place activation plans.

Clarity of the City's role in evaluation

A submission notes that, whilst there is a need for evaluation especially if the City is making a substantial financial investment, detailed evaluation requirements may be onerous for true community-led and community driven activities. In response to these comments, the 'Evaluation' section has been amended to clarify that the City will evaluate its own activities and investments regarding place activation. It is not the City's role to oversee or evaluate community projects.

It is however noted that where the City sponsors community groups to deliver activation projects, evaluation may be a requirement of funding. There may also be requirements on some projects where approvals are needed, for example health approvals associated with events. However, outside of funding agreements and any legislated regulatory requirements, community placemakers should be free to develop and deliver placemaking projects without oversight, influence, or evaluation by the City.

Suggested activation ideas for across the City

Several comments on the Place Activation Strategy suggested ideas for activating different areas of the City (outside of the Joondalup City Centre). The purpose of the strategy is to establish the framework for how the City facilitates placemaking; it does not include a suite of initiatives to activate places. The focus of the strategy is community-led placemaking and it is not the role of the City to direct or suggest activation ideas to community champions and volunteers. Community placemakers will identify, develop, and deliver activation projects that they are passionate and knowledgeable about, based on the particular characteristics and community of the places they aim to activate. Whilst the ideas are acknowledged, the strategy document has not been amended to include any particular activation initiatives.

Several comments on the draft Joondalup City Centre Place Activation Plan suggested additional activation ideas for the City Centre (markets, outdoor/rooftop movies, cultural facilities, free parking, additional parking, better access between the City Centre and Edith Cowan University). The development of the draft activation plan commenced with a community engagement process which included an online survey, pop-up ideas hub, and social pinpoint. The ideas provided in the recent submissions had been raised in the initial consultation process, and therefore formed part of the deliberative workshops which considered, evaluated, and prioritised community-generated activation ideas to determine the 15 priorities. Therefore, the additional ideas received during consultation have already been considered by the community and business members who participated in the community-led process to develop the draft activation plan, and as such the draft activation plan has not been amended to vary priorities or include additional activation initiatives. It is noted that the activation plan is not binding on community placemakers; local businesses and community members are able to pursue activation initiatives beyond those prioritised by the activation plan.

Comments on detailed aspects of the priority projects

One submission, as provided as an appendix to the Community Consultation Outcomes Report (Attachment 3 refers), provides particular feedback on commentary within the plan summarising suggestions from community workshop participants in relation to Project 1 (Redesign Grand Boulevard to make it less of a barrier to pedestrians) and Project 9 (Better connectivity to train and bus stations). This includes concern regarding the suggestion to explore one way traffic movements on Grand Boulevard, challenges to short-term improvements within Lakeside Joondalup to enhance access to the station, and support for consideration of longer trading hours within Lakeside Joondalup to maintain greater access.

As a community-led document, the activation plan presents each priority idea alongside reporting suggested solutions raised by community participants in the deliberative workshops. Ideas regarding infrastructure changes would require investigation to confirm their feasibility and suitability.

Inclusion of the top 15 ideas will enable the City to align future decision-making and investment with community placemaking priorities; the implementation section of the plan includes a list of City initiatives which communicates how the City can contribute to the 15 activation priorities. Key stakeholders will be further consulted as the City delivers initiatives arising from the activation plan, at which time the detailed community commentary will be explored. The Joondalup City Centre Place Activation Plan has been amended to list relevant stakeholders as delivery partners.

Requests for stakeholders to be involved in the implementation of priority projects

Two stakeholders specifically request to be involved in the implementation of the Activation Plan, including Lakeside Joondalup and Volleyball WA. The activation plan identifies a series of delivery partners, recognising the importance of collaboration across stakeholders. The Joondalup City Centre Place Activation Plan has been amended to list relevant stakeholders as delivery partners for relevant projects. The City will be inviting interested stakeholders and participants from the community workshops who registered interest in being further involved to further discuss community-led placemaking in the City Centre.

COMMENT

The Place Activation Strategy establishes the required commitment to placemaking which will facilitate continued activation of the City's places - with this process being appropriately led by the community who maintain that relationship with their local places. The strategy provides a consistent approach for determining when the City should be more actively involved in fostering activation of a place, with "getting out of the way" and enabling community placemaking as the primary approach across the City.

The Joondalup City Centre Place Activation Plan has been developed through community and business ideas and provides a strong direction from community members involved in its development as to the priorities for investment in activating the City Centre. This direction provides guidance for the City to align its projects within the City Centre with priorities for activation, based on a thorough and comprehensive review of the opportunities by community members and local business representatives who committed their time to the workshops.

Advertising outcomes (discussed in the "consultation" section of this report) indicate general support for the community-led approach of the Place Activation Strategy and the activation priorities articulated in the Joondalup City Centre Place Activation Plan. Stakeholder feedback has resulted in some amendments to the Place Activation Strategy and Joondalup City Centre Place Activation Plan, better aligning the documents with stakeholder expectations.

VOTING REQUIREMENTS

Simple Majority.

Cr Hamilton-Prime entered the Chamber at 11.19pm.

Cr Kingston left the Chamber at 11.20pm.

Crs Raftis and Thompson left the Chamber at 11.22pm.

Cr Kingston entered the Chamber at 11.22pm.

MOVED Cr Logan, SECONDED Mayor Jacob that Council:

1 ENDORSES the Place Activation Strategy, with modification as detailed in Attachment 4 to Report CJ085-06/22;

2 ENDORSES the Joondalup City Centre Place Activation Plan, with modification as detailed in Attachment 5 to Report CJ085-06/22.

C77-06/22 PROCEDURAL MOTION – THAT THE MOTION BE NOW PUT

MOVED Cr May, SECONDED Cr Kingston that the Motion be now PUT as per 10.1(b) of the *Meeting Procedures Local Law 2013.*

The Procedural Motion was Put and CARRIED (11/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean and Poliwka.

The Motion as MOVED Cr Logan, SECONDED Mayor Jacob was Put and
CARRIED (11/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean and Poliwka.

Cr Thompson entered the Chamber at 11.24pm.

To access this attachment on electronic document, click here: PlaceActivation220614.pdf

C78-06/22 COUNCIL DECISION – ADOPTION BY EXCEPTION RESOLUTION

MOVED Cr Jones, SECONDED Cr Hamilton-Prime that pursuant to the City of Joondalup Meeting Procedures Local Law 2013 – Clause 4.8 – Adoption by exception resolution, Council ADOPTS the following items:

CJ083-06/22, CJ086-06/22, CJ088-06/22, CJ089-06/22, CJ095-06/22, CJ098-06/22, CJ099-06/22 and CJ100-06/22.

The Motion was Put and CARRIED (12/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka and Thompson.

Cr Raftis entered the Chamber at 11.25pm.

URGENT BUSINESS

CJ106-06/22 APPOINTMENT OF ELECTED MEMBER TO PERFORM DUTIES OF MAYOR

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Governance and Strategy
FILE NUMBER	02154, 101515
ATTACHMENTS	Nil
AUTHORITY / DISCRETION	Executive – The substantial direction setting and oversight role of council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to appoint a councillor to perform the functions of mayor, for the period 13 July to 18 July 2022 where the Mayor and Deputy Mayor are both unavailable.

EXECUTIVE SUMMARY

Mayor Jacob is on an approved leave of absence for the period 4 to 22 July 2022 inclusive.

Should Council approve participation of a City delegation in the Western Australian Invest and Trade Mission to India, including approval of the Deputy Mayor to lead the delegation, the Deputy Mayor will be unavailable to perform the functions of Mayor for the period 13 to 18 July 2022.

It is therefore recommended that Council:

1. *NOTES that Mayor Jacob is on a leave of absence for the period 4 to 22 July 2022 inclusive;*

2. *NOTES the Deputy Mayor Cr Hamilton-Prime is unavailable to perform the functions of Mayor for the period 13 to 18 July 2022;*

3. *APPOINTS Cr _____ to perform the functions of Mayor for the period 13 to 18 July 2022.*

BACKGROUND

At the Ordinary Council Meeting held on 17 May 2022, Council approved Mayor Jacob's request for a leave of absence from Council duties for the period 4 to 22 July 2022.

In accordance with section 5.34 of the *Local Government Act 1995* (the Act), if the Mayor is not available, the Deputy Mayor may perform the functions of the Mayor, during that time.

Subject to Council's approval, the City proposes sending a delegation, comprising the Deputy Mayor and the Chief Executive Officer, to the WA Government's Invest and Trade WA Mission in India. If approved, travel will take place after the Briefing Session on 12 July 2022 and be completed before the Ordinary Council Meeting on 19 July. CJ105-06/22 Refers.

This means both Mayor Jacob and the Deputy Mayor will be unavailable for most, if not all, of the period 13 to 18 July 2022.

In accordance with section 5.35(1) of the Act, if the Mayor and the Deputy Mayor are both unavailable, then the Council may appoint another councillor to perform the functions of Mayor during that time.

DETAILS

At the Ordinary Council Meeting on 28 June 2022, Council will be considering a report on the Invest and Trade WA Mission to India. CJ105-06/22 refers.

It is proposed that the City of Joondalup take part in the Invest and Trade WA Mission to India in July 2022, to meet key Indian industry and government representatives to benefit economic development in the City of Joondalup.

If approved, travel will take place after the Briefing Session on 12 July and be completed before the Ordinary Council Meeting on 19 July 2022. The delegation is proposed to be led by the Deputy Mayor and include the Chief Executive Officer.

It should be noted that the Deputy Mayor will be in attendance at the Briefing Session on 12 July and the Council meeting to be held on 19 July.

Issues and options considered

1 In accordance with section 5.35(1), Council may appoint a councillor to perform the functions of mayor during that time.

2 In accordance with section 5.35(2), if no person has been appointed under subsection 5.35(1), the CEO, after consultation with, and obtaining the agreement of, two councillors selected by the CEO, may perform the functions of mayor.

Option 1 is the preferred option.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government Act 1995*

5.34 When deputy mayors and deputy presidents can act

If –
(a) the office of the mayor or president is vacant; or
(b) the mayor or president is not available or is unable or unwilling to perform the functions of the mayor or president,

then the deputy mayor may perform the functions of mayor and the deputy president may perform the functions of president, as the case requires.

5.35 Who acts if no mayor, president or deputy

(1) If the circumstances mentioned in section 5.34(a) or (b) apply and –

a) the office of deputy mayor or deputy president is vacant; or

b) the deputy mayor or deputy president is not available or is unable or unwilling to perform the functions of mayor or president,

and the mayor or president or deputy will not be able to perform the functions of the mayor or president for a time known to the council, then the council may appoint a councillor to perform during that time the functions of mayor or president, as the case requires.

(2) If the circumstances mentioned in section 5.34(a) or (b) apply and –

a) the office of deputy mayor or deputy president is vacant; or

b) the deputy mayor or deputy president is not available or is unable or unwilling to perform the functions of mayor or president,

and a person has not been appointed under subsection (1), the CEO, after consultation with, and obtaining the agreement of, 2 councillors selected by the CEO, may perform the functions of mayor or president, as the case requires.

Strategic Community Plan

Key theme Governance and Leadership.

Objective Effective representation.

Strategic initiative Develop and deliver training initiatives that will foster a skilled and confident elected body.

Policy Not applicable.

Risk management considerations

Should Council not appoint another Councillor to perform the functions of Mayor during the period 12 to 19 July 2022, the CEO will undertake this function in accordance with section 5.35(2) of the *Local Government Act 1995.*

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

It is unknown at this stage whether the Council will approve the delegation to India. This report will be tabled as *Urgent Business* only if the Council approves the delegation to India and the Deputy Mayor's attendance.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

That Council:

1 NOTES that Mayor Jacob is on a leave of absence for the period 4 to 22 July 2022 inclusive;

2 NOTES the Deputy Mayor Cr Hamilton-Prime is unavailable to perform the functions of Mayor for the period 13 to 18 July 2022;

3 APPOINTS an Elected Member to perform the functions of Mayor for the period 13 to 18 July 2022.

MOVED Cr Poliwka, SECONDED Cr Raftis that Council:

1 NOTES that Mayor Jacob is on a leave of absence for the period 4 to 22 July 2022 inclusive;

2 NOTES the Deputy Mayor Cr Hamilton-Prime is unavailable to perform the functions of Mayor for the period 13 to 18 July 2022;

3 APPOINTS Cr Kingston to perform the functions of Mayor for the period 13 to 18 July 2022.

During debate alternative recommendations was foreshadowed by Mayor Jacob and Cr Kingston.

The Motion as MOVED Cr Poliwka, SECONDED Cr Raftis was Put and

LOST (4/9)

In favour of the Motion: Crs Chester, Kingston, Poliwka and Raftis.
Against the Motion: Mayor Jacob, Crs Fishwick, Hamilton-Prime, Hill, Jones, Logan, May, McLean and Thompson.

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that Council:

1 NOTES that Mayor Jacob is on a leave of absence for the period 4 to 22 July 2022 inclusive;

2 NOTES the Deputy Mayor Cr Hamilton-Prime is unavailable to perform the functions of Mayor for the period 13 to 18 July 2022;

3 APPOINTS Cr Fishwick to perform the functions of Mayor for the period 13 to 18 July 2022.

The Motion was Put and CARRIED (12/1)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Raftis and Thompson.
Against the Motion: Cr Poliwka.

MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

C79-06/22 **NOTICE OF MOTION NO. 1 - CR JOHN CHESTER - COMMUNITY BATTERIES**

In accordance with Clause 4.6 of the *City of Joondalup Meeting Procedures Local Law 2013*, Cr Chester has given notice of his intention to move the following Motion at the Council meeting to be held on 28 June 2022:

That Council REQUESTS the Chief Executive Officer to prepare a report on community batteries and investigate:

1 the feasibility of installing community batteries throughout the City;

2 the possibility of partnering with energy providers (either private or State-owned);

3 the cost / benefit for householders who may wish to connect to a PowerBank system or similar.

REASON FOR MOTION

Community batteries are a relatively new concept in Australia.

They have been found to have advantages for both energy providers and householders. With the increasing uptake of photovoltaic panels on homes (currently 275,000 PV systems with a generating capacity of 1.1 GigaWatts) the grid can become overloaded during the day and grid-connected community batteries are able to absorb the excess energy and prevent daytime grid overload. At night, they become virtual power plants.

A particular type of community battery being trialled in Western Australia is PowerBank, where households can store up to 8 kiloWatt hours of excess energy during the day and withdraw it at their own convenience at night. In this way PowerBank removes the need to have in-home battery installations which could cost between $8,000 - $13,000.

PowerBank batteries can support up to 250 households but there are service costs involved in sharing the battery and the cost/benefit for customers would need to be further investigated.

Current Locations of PowerBank Community Batteries:

1 City of Mandurah, Meadow Springs.
2 City of Mandurah, Falcon.
3 City of Swan, Ellenbrook #1.
4 City of Swan, Ellenbrook #2.
5 City of Wanneroo, Two Rocks.
6 City of Wanneroo, Ashby.
7 City of Canning, Canning Vale.
8 City of Rockingham, Port Kennedy.
9 City of Stirling, Yokine.
10 City of Kwinana, Parmelia.
11 City of Kalgoorlie-Boulder, Kalgoorlie-Boulder.
12 City of Busselton Vasse.
13 Shire of Augusta-Margaret River, Margaret River (behind the meter community battery (5 year trial).

OFFICER'S COMMENT

Initial research has found that all current trials and locations of community batteries, PowerBanks and Virtual Power Plants are owned and operated by Western Power and Synergy. Trials of the latest PowerBank project are currently planned to conclude in September 2022.

The skillset for assessing and determining community batteries, distribution and generation varies significantly from the typical skillset that exists withing local government including the City of Joondalup. The City will require specialist consultancy services to assist in navigating both the complex legislative environment and specialised technical aspects of pursuing community batteries.

The City has enquired with known consultancy firms who may be experienced in providing such advice and services about the possibility of providing a cost to undertake required work, with the cost broadly estimated to be in excess of $50,000.

Given the complexity and that the oversight of the power generation assets and storage lies with external agencies, it is considered that the most prudent course of action is to leave it to those agencies to investigate, assess, and prioritise community batteries in alignment with their generation and storage requirements and overall power generation strategies.

The City however should focus its efforts on advocating to the relevant agencies to consider community batteries within the City of Joondalup in support of the City's residents. The motion in its current form can therefore not be supported.

MOVED Cr Chester, SECONDED Cr Logan that Council REQUESTS the Chief Executive Officer to prepare a report on community batteries and investigate:

1 the feasibility of installing community batteries throughout the City;

2 the possibility of partnering with energy providers (either private or State-owned);

3 the cost / benefit for householders who may wish to connect to a PowerBank system or similar.

Mayor Jacob left the Chamber at 11.37pm, Cr Hamilton-Prime took the Chair.

Mayor Jacob entered the Chamber at 11.40pm.

AMENDMENT MOVED Cr Logan, SECONDED Cr Thompson that Council REQUESTS the City engage with both synergy and Western Power and advocate for the installation of community batteries within the City of Joondalup.

The Amendment was Put and LOST (5/8)

In favour of the Amendment: Crs Chester, Hamilton-Prime, Logan, McLean and Poliwka.
Against the Amendment: Mayor Jacob, Crs Fishwick, Hill, Jones, Kingston, May, Raftis and Thompson.

AMENDMENT MOVED Mayor Jacob, SECONDED Cr Raftis that Council REQUESTS a report on options for the City to engage with both Synergy and Western Power and advocacy for the installation of community batteries within the City of Joondalup.

The Amendment was Put and **CARRIED (12/1)**

In favour of the Amendment: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.
Against the Amendment: Cr Jones.

C80-06/22 **PROCEDURAL MOTION – THAT THE MOTION BE NOW PUT**

MOVED Cr May, SECONDED Cr Hamilton-Prime that the Motion be now PUT as per 10.1(b) of the *Meeting Procedures Local Law 2013.*

The Procedural Motion was Put and **CARRIED (12/1)**

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.
Against the Motion: Cr Jones.

The Motion as Amended being:

That Council REQUESTS a report on options for the City to engage with both Synergy and Western Power and advocacy for the installation of community batteries within the City of Joondalup.

Was Put and **CARRIED (12/1)**

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.
Against the Motion: Cr Jones.

Cr Poliwka left the Chamber at 11.52pm.

C81-06/22 MOTION TO CLOSE MEETING TO MEMBERS OF THE PUBLIC

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that Council:

1 in accordance with Section 5.23(2)(c) of the *Local Government Act 1995* and clause 5.2(2) of the City's *Meeting Procedures Local Law 2013*, RESOLVES to close the meeting to members of the public to consider the following item:

1.1 CJ097-06/22 – Confidential – Tender 003/22 – Enterprise Business Platform Implementation;

2 PERMITS the following employees to remain in the Chamber during discussion on Item CJ097-06/22 – Confidential – Tender 003/22 – Enterprise Business Platform Implementation while the meeting is sitting behind closed doors as detailed in Part 1.1 above:

2.1 Chief Executive Officer, Mr James Pearson;
2.2 Director Corporate Services, Mr Mat Humfrey;
2.3 Director Governance and Strategy, Mr Jamie Parry;
2.4 Director Infrastructure Services, Mr Nico Claassen;
2.5 Manager Community Development and Library Services, Mr Shane Fraser;
2.6 Manager Information Technology, Mr David Murnain;
2.7 Manager Governance, Mrs Kylie Bergmann;
2.8 Governance Coordinator, Mrs Vivienne Stampalija;
2.9 Governance Officer, Mrs Deborah Gouges;
2.10 Governance Officer, Mrs Wendy Cowley.

The Motion was Put and CARRIED (12/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Raftis and Thompson.

Members of the staff (with the exception of Chief Executive Officer, Director Corporate Services, Director Governance and Strategy, Director Infrastructure Services, Manager Community Development and Library Services, Manager Information Technology, Manager Governance, Governance Coordinator and Governance Officers) and members of the public and press left the Chamber at this point; the time being 11.52pm.

Disclosure of Interest affecting Impartiality

Name / Position	**Cr Christine Hamilton-Prime, JP.**
Item No. / Subject	CJ097-06/22 - Confidential - Tender 003/22 - Enterprise Business Platform Implementation.
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Deputy Mayor Hamilton-Prime had a meeting with Microsoft in Sydney including the Managing Director.

CJ097-06/22 CONFIDENTIAL - TENDER 003/22 ENTERPRISE BUSINESS PLATFORM IMPLMENTATION

WARD All

RESPONSIBLE DIRECTOR Mr Mat Humfrey
Corporate Services

FILE NUMBER 109914, 101515

ATTACHMENTS

Attachment 1	Schedule of Items
Attachment 2	Summary of Qualitative Tender Submissions
Attachment 3	Tender Summary
Attachment 4	Project Schedule Timeline

(Please Note: The Report and Attachments are Confidential and will appear in the official Minute Book only).

AUTHORITY / DISCRETION Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

This report is confidential in accordance with section 5.23(2)(c) of the *Local Government Act 1995*, which permits the meeting to be closed to the public for business relating to the following:

(c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.

A full report is provided to elected members under separate cover. The report is not for publication.

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that Council:

1 ACCEPTS the tender submitted by HCL Australia Services Pty Ltd for the Enterprise Business Platform implementation as specified in Tender 003/22 at the submitted schedule of rates, subject to negotiation of contract terms prior to entering into a Contract;

2 RECEIVES project progress status briefings via Strategy Session and project progress reports via the Major Projects and Finance Committee at the project milestones indicated on the draft project schedule timeline.

Cr Poliwka entered the Chamber at 11.55pm.

C82-06/22 PROCEDURAL MOTION – THAT THE MOTION BE NOW PUT

MOVED Cr May, SECONDED Cr Jones that the Motion be now PUT as per 10.1(b) of the *Meeting Procedures Local Law 2013.*

The Procedural Motion was Put and LOST (5/8)

In favour of the Motion: Crs Fishwick, Hamilton-Prime, Hill, Jones and May.
Against the Motion: Mayor Jacob, Crs Chester, Kingston, Logan, McLean, Poliwka, Raftis and Thompson.

The Motion as MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime was Put and CARRIED (11/2)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Logan, May, McLean, Poliwka and Thompson.
Against the Motion: Crs Kingston and Raftis.

C83-06/22 MOTION TO OPEN MEETING TO MEMBERS OF THE PUBLIC

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that in accordance with clause 5.2(3)(b) of the *City of Joondalup Meeting Procedures Local Law 2013,* the Council meeting now be REOPENED TO THE PUBLIC.

The Motion was Put and CARRIED (13/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

Doors opened at 12.06am.

Two members of the public and no members of the press were present.

C84-06/22 MOTION TO RESUME THE OF ORDER OF BUSINESS

MOVED Mayor Jacob, SECONDED Cr Hamilton-Prime that Council RESUMES the operation of clause 4.3 of the *City of Joondalup Meeting Procedures Local Law 2013* – Order of Business.

The Motion was Put and CARRIED (13/0)

In favour of the Motion: Mayor Jacob, Crs Chester, Fishwick, Hamilton-Prime, Hill, Jones, Kingston, Logan, May, McLean, Poliwka, Raftis and Thompson.

ANNOUNCEMENTS OF NOTICES OF MOTION FOR THE NEXT MEETING

Nil.

CLOSURE

There being no further business, the Mayor declared the meeting closed at 12.08am the following Elected Members being present at that time:

MAYOR HON. ALBERT JACOB, JP
CR JOHN CHESTER
CR RUSS FISHWICK, JP
CR CHRISTINE HAMILTON-PRIME, JP
CR ADRIAN HILL
CR NIGE JONES
CR DANIEL KINGSTON
CR JOHN LOGAN
CR CHRISTOPHER MAY
CR TOM MCLEAN, JP
CR RUSSELL POLIWKA
CR JOHN RAFTIS
CR SUZANNE THOMPSON

APPENDICES FOR AGENDA FOR ORDINARY MEETING OF COUNCIL 28 JUNE 2022

ITEM NO.	TITLE	APPENDIX NO.	STAMPED PAGE NO.
CJ083-06/22	DEVELOPMENT AND SUBDIVISION APPLICATIONS – APRIL 2022	1	1
CJ084-06/22	REGIONAL HOMELESSNESS PLAN 2022-23 – 2025-26	2	6
CJ085-06/22	PLACE ACTIVATION STRATEGY AND JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN – OUTCOMES OF PUBLIC ADVERTISING	*Only available electronically*	-
CJ086-06/22	EXECUTION OF DOCUMENTS	3	55
CJ088-06/22	STATUS OF PETITIONS	4	56
CJ089-06/22	MINUTES OF REGIONAL COUNCIL MEETINGS	*Only available electronically*	-
CJ091-06/22	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION 2022 ANNUAL GENERAL MEETING	5	62
CJ092-06/22	2022 ANNUAL REVIEW OF REGISTER OF DELEGATION OF AUTHORITY	*Only available electronically*	-
CJ093-06/22	ADOPTION OF THE 10-YEAR STRATEGIC COMMUNITY PLAN AND 5-YEAR CORPORATE BUSINESS PLAN	6	66
CJ094-06/22	LIST OF PAYMENTS MADE DURING THE MONTH OF APRIL 2022	7	275
CJ095-06/22	FINANCIAL ACTIVITY STATEMENT FOR THE PERIOD ENDED 30 APRIL 2022	8	347
CJ096-06/22	SORRENTO SURF LIFE SAVING CLUB REDEVELOPMENT	*Only available electronically*	-
CJ098-06/22	TENDER 013/22 HERBICIDE APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS	9 *Attachment 3 is Confidential*	358
CJ099-06/22	TENDER 018/22 - NON-CHEMICAL APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS	10 *Attachment 3 is Confidential*	362
CJ100-06/22	TENDER 017/22 BUSHFIRE MITIGATION - FIREBREAKS AND FUEL REDUCTION	11 *Attachment 3 is Confidential*	365
CJ101-06/22	PETITION REQUESTING A SAFETY AND CONGESTION REVIEW AT WOODVALE BOULDEVARD SHOPPING CENTRE	12	369
CJ102-06/22	LANEWAYS IN SORRENTO AND MARMION	13	372
CJ103-06/22	PROPOSAL FOR LEVYING DIFFERENTIAL RATES FOR THE 2022 23 FINANCIAL YEAR	14	377
CJ104-06/22	DRAFT 2022-23 BUDGET	15	394

APPENDIX 1
ATTACHMENT 1

Monthly Development Applications Determined - April 2022

Processed by Planning Services

Ward	DA Number	Receive Date	Application Details	Property Addresss	Estimated Cost	Stage Decision
Central	DA21/1038	04/10/21	GROUPED DWELLING (new dwelling)	28 Allinga Crescent CRAIGIE WA 6025	288,691	Approved
Central	DA22/0085	07/02/22	SINGLE HOUSE (new dwelling)	2A Allinga Crescent CRAIGIE WA 6025	180,000	Approved
Central	DA22/0089	08/02/22	SINGLE HOUSE (new dwelling)	12 Otway Place CRAIGIE WA 6025	163,700	Approved
Central	DA22/0119	16/02/22	SINGLE HOUSE (carport addition)	6 Coma Place BELDON WA 6027	8,000	Approved
Central	DA22/0120	16/02/22	SINGLE HOUSE (additions)	26 Aristride Avenue KALLAROO WA 6025	50,000	Approved
Central	DA22/0159	03/03/22	SINGLE HOUSE (new two storey dwelling)	18A Henderson Drive KALLAROO WA 6025	1,350,000	Approved
Central	DA22/0179	08/03/22	SINGLE HOUSE (outbuilding)	8 Prism Place BELDON WA 6027	14,625	Approved
Central	DA22/0200	15/03/22	SINGLE HOUSE (carport addition)	4 Kildare Place BELDON WA 6027	4,960	Approved
Central	DA22/0214	22/03/22	SINGLE HOUSE (carport addition)	8 Graphic Court BELDON WA 6027	40,000	Approved
Central	DA22/0218	21/03/22	SINGLE HOUSE (additions)	91 Castlecrag Drive KALLAROO WA 6025	250,000	Approved
Central	DA22/0223	18/03/22	SINGLE HOUSE (outbuilding addition)	44 Plumdale Way WOODVALE WA 6026	8,527	Approved
Central	DA22/0238	29/03/22	SINGLE HOUSE (site works and street fencing additions)	1 Aerolite Way BELDON WA 6027	50,000	Approved
North	DA22/0059	31/01/22	BULKY GOODS SHOWROOM (additions and alterations)	Aqua Technics Pool Centre 18 Ascari Lane JOONDALUP WA 6027	300,000	Approved
North	DA22/0091	08/02/22	SINGLE HOUSE (new two storey dwelling)	23 Mykonos View ILUKA WA 6028	318,757	Approved
North	DA22/0113	09/02/22	HOSPITAL (additional level to multi-storey carpark)	Joondalup Health Campus 60 Shenton Avenue JOONDALUP WA 6027	4,958,980	Approved
North	DA22/0177	08/03/22	SINGLE HOUSE (garage addition)	4 Airdrie Corner KINROSS WA 6028	20,000	Approved
North	DA22/0182	10/03/22	SINGLE HOUSE (patio addition)	15 MacAlpine Retreat KINROSS WA 6028	4,800	Approved
North	DA22/0206	16/03/22	SINGLE HOUSE (carport addition)	12 Katrine Crescent JOONDALUP WA 6027	10,896	Approved
North	DA22/0210	18/03/22	SINGLE HOUSE (patio addition)	29 Annandale Circle KINROSS WA 6028	20,579	Approved

Ward	DA Number	Receive Date	Application Details	Property Addresss	Estimated Cost	Stage Decision
North	DA22/0212	18/03/22	SINGLE HOUSE (patio addition)	27 Adriatic Way CURRAMBINE WA 6028	21,025	Approved
North	DA22/0232	25/03/22	SINGLE HOUSE (new dwelling)	6 Achilles Loop ILUKA WA 6028	444,018	Approved
North	DA22/0242	29/03/22	GROUPED DWELLING (patio addition)	1 Gairloch Place JOONDALUP WA 6027	6,849	Approved
North	DA22/0256	31/03/22	SINGLE HOUSE (addition)	17 Santa Monica Parade ILUKA WA 6028	49,000	Approved
NorthCentr	DA21/0748	12/07/21	GROUPED DWELLING (new dwelling)	2 Gallop Close HEATHRIDGE WA 6027	180,000	Approved
NorthCentr	DA21/0972	15/09/21	SINGLE HOUSE (new two storey dwelling)	7 Merrifield Place MULLALOO WA 6027	789,213	Approved
NorthCentr	DA21/1165	10/11/21	GROUPED DWELLING (new two storey dwelling)	39 King Edward Drive HEATHRIDGE WA 6027	365,605	Approved
NorthCentr	DA21/1299	24/12/21	SINGLE HOUSE (ancillary dwelling and carport additions)	61 Mooring Crescent OCEAN REEF WA 6027	150,000	Approved
NorthCentr	DA22/0016	14/01/22	SINGLE HOUSE (new dwelling)	15 Southern Cross Circle OCEAN REEF WA 6027	600,000	Approved
NorthCentr	DA22/0047	25/01/22	SINGLE HOUSE (additions)	156 Oceanside Promenade MULLALOO WA 6027	40,000	Approved
NorthCentr	DA22/0088	08/02/22	SINGLE HOUSE (new two storey dwelling)	1 Sandsnail Place MULLALOO WA 6027	385,197	Approved
NorthCentr	DA22/0116	16/02/22	SINGLE HOUSE (siteworks)	10 Tahara Vale OCEAN REEF WA 6027	18,000	Approved
NorthCentr	DA22/0160	03/03/22	SINGLE HOUSE (new two storey dwelling)	1 Tiller Road OCEAN REEF WA 6027	492,113	Approved
NorthCentr	DA22/0161	03/03/22	SINGLE HOUSE (new two storey dwelling)	4 Page Drive MULLALOO WA 6027	813,631	Approved
NorthCentr	DA22/0167	08/03/22	SINGLE HOUSE (modifications to front fence)	52 Leeway Drive OCEAN REEF WA 6027	15,000	Approved
NorthCentr	DA22/0170	07/03/22	SINGLE HOUSE (addition)	21 West View Boulevard MULLALOO WA 6027	14,000	Approved
NorthCentr	DA22/0173	08/03/22	SINGLE HOUSE (new ancillary dwelling)	9 St Annes Retreat CONNOLLY WA 6027	200,000	Approved
NorthCentr	DA22/0208	17/03/22	SINGLE HOUSE (retaining wall)	23 Mooring Crescent OCEAN REEF WA 6027	17,500	Approved
NorthCentr	DA22/0217	21/03/22	SINGLE HOUSE (additions)	3 Stay Court OCEAN REEF WA 6027	11,264	Approved
NorthCentr	DA22/0221	23/03/22	MEDICAL CENTRE (signage additions - Tenancy 90)	Joondalup Gate 57 Joondalup Drive EDGEWATER WA 6027	15,000	Approved

Ward	DA Number	Receive Date	Application Details	Property Addresss	Estimated Cost	Stage Decision
NorthCentr	DA22/0276	07/04/22	SINGLE HOUSE (street fencing additions)	1 Bounty Place OCEAN REEF WA 6027	6,500	Approved
South	DA21/0135.01	27/08/21	SINGLE HOUSE (modifications to previously approved DA21/0135)	43A Aberdare Way WARWICK WA 6024	5,000	Approved
South	DA21/0943	09/09/21	GROUPED DWELLING (one new two storey dwelling and one new dwelling)	28 Hayfield Way DUNCRAIG WA 6023	800,000	Approved
South	DA21/1175	11/11/21	SINGLE HOUSE (new two storey dwelling)	8 Farnley Way DUNCRAIG WA 6023	670,530	Approved
South	DA22/0114	16/02/22	SINGLE HOUSE (new ancillary dwelling)	4 Lennoxtown Road DUNCRAIG WA 6023	42,000	Approved
South	DA22/0124	18/02/22	SINGLE HOUSE (retaining wall - retrospective)	36 Drummond Crescent DUNCRAIG WA 6023	5,000	Approved
South	DA22/0183	11/03/22	SINGLE HOUSE (new dwelling)	54 Myaree Way DUNCRAIG WA 6023	800,000	Approved
South	DA22/0225	24/03/22	SINGLE HOUSE (carport addition)	380 Erindale Road WARWICK WA 6024	3,800	Approved
South	DA22/0254	31/03/22	SINGLE HOUSE (garage and retaining addition)	9 Dauntless Way DUNCRAIG WA 6023	18,000	Approved
South	DA22/0274	07/04/22	SINGLE HOUSE (patio addition)	56 Bernedale Way DUNCRAIG WA 6023	18,814	Approved
SouthEast	DA21/1011	23/09/21	SINGLE HOUSE (new dwelling)	377 Warwick Road GREENWOOD WA 6024	230,000	Approved
SouthEast	DA21/1241	06/12/21	SINGLE HOUSE (new dwelling)	7A Mabley Court GREENWOOD WA 6024	316,424	Approved
SouthEast	DA21/1268	16/12/21	SINGLE HOUSE (new dwelling)	6 Leschenaultia Street GREENWOOD WA 6024	224,277	Approved
SouthEast	DA21/1271	17/12/21	SINGLE HOUSE (second storey addition)	20 Cockman Road GREENWOOD WA 6024	110,000	Approved
SouthEast	DA22/0040	19/01/22	SINGLE HOUSE (new dwelling)	11 Wahroonga Way GREENWOOD WA 6024	194,990	Approved
SouthEast	DA22/0165	04/03/22	SINGLE HOUSE (patio and workshop additions)	21 Bottlebrush Drive GREENWOOD WA 6024	58,790	Approved
SouthEast	DA22/0245	30/03/22	SINGLE HOUSE (new dwelling)	22B Blackall Drive GREENWOOD WA 6024	269,445	Approved
SouthWest	DA20/0904.01	27/01/22	SINGLE HOUSE (amendment to previously approved development)	55B Sporing Way HILLARYS WA 6025	0	Approved
SouthWest	DA21/0677	21/06/21	SINGLE HOUSE (additions)	159 Waterford Drive HILLARYS WA 6025	130,000	Approved

Ward	DA Number	Receive Date	Application Details	Property Addresss	Estimated Cost	Stage Decision
SouthWest	DA21/0770	20/07/21	GROUPED DWELLING (new dwelling)	95 Oxley Avenue PADBURY WA 6025	193,088	Approved
SouthWest	DA21/1066	12/10/21	GROUPED DWELLING (outbuilding addition)	81 Clontarf Street SORRENTO WA 6020	10,000	Refused
SouthWest	DA21/1082	18/10/21	SINGLE HOUSE (new two-storey dwelling)	69 Campbell Drive HILLARYS WA 6025	750,000	Approved
SouthWest	DA21/1100	21/10/21	GROUPED DWELLING (two new two storey dwellings)	72 Waterford Drive HILLARYS WA 6025	908,338	Approved
SouthWest	DA21/1152	08/11/21	SINGLE HOUSE (new two storey dwelling)	59 Campbell Drive HILLARYS WA 6025	442,227	Approved
SouthWest	DA21/1164	11/11/21	SINGLE HOUSE (modifications and additions)	23 Gosse Road PADBURY WA 6025	50,000	Approved
SouthWest	DA21/1176	12/11/21	GROUPED DWELLING (new three storey dwelling)	19 Frobisher Avenue SORRENTO WA 6020	750,000	Approved
SouthWest	DA21/1298	23/12/21	SINGLE HOUSE (new two storey dwelling)	1 Sewell Place HILLARYS WA 6025	607,283	Approved
SouthWest	DA22/0012	12/01/22	GROUPED DWELLING (two new two storey dwellings)	2 Highfield Rise HILLARYS WA 6025	1,200,000	Approved
SouthWest	DA22/0039	19/01/22	GROUPED DWELLING (retaining wall)	23 High Street SORRENTO WA 6020	14,000	Approved
SouthWest	DA22/0100	14/02/22	SINGLE HOUSE (new dwelling)	29A Blaxland Way PADBURY WA 6025	264,413	Approved
SouthWest	DA22/0108	16/02/22	SINGLE HOUSE (new two storey dwelling)	24 Livingstone Way PADBURY WA 6025	561,063	Approved
SouthWest	DA22/0153	28/02/22	SINGLE HOUSE (additions)	4 Coolangatta Retreat HILLARYS WA 6025	19,000	Approved
SouthWest	DA22/0156	01/03/22	SINGLE HOUSE (carport addition)	14 Warwick Road SORRENTO WA 6020	7,900	Approved
SouthWest	DA22/0213	21/03/22	SINGLE HOUSE (new two storey dwelling)	12 Meruka Retreat HILLARYS WA 6025	594,160	Approved
SouthWest	DA22/0215	16/03/22	SINGLE HOUSE (patio addition)	6 Nerida Place SORRENTO WA 6020	25,200	Approved
SouthWest	DA22/0228	24/03/22	SINGLE HOUSE (front fence addition)	65 St Helier Drive SORRENTO WA 6020	12,000	Approved
SouthWest	DA22/0260	02/04/22	SINGLE HOUSE (additions)	22 Ewing Drive HILLARYS WA 6025	150,000	Approved
76					**23,132,172**	

ATTACHMENT 2

Monthly Subdivision Application Recommendations to Western Australian Planning Commission - April 2022

Ward	SU Number	Received Date	Application Details	Property Addresss	Recommendation
Central	SU162155	18/03/22	1 additional residential lot	14 Trailwood Drive WOODVALE WA 6026	support
North	SU161991	14/02/22	1 additional city centre lot	380 Joondalup Drive JOONDALUP WA 6027	support
NorthCentr	SU180-22	02/03/22	2 strata residential lots	28 Ashburton Drive HEATHRIDGE WA 6027	notsupport
NorthCentr	SU256-22	24/03/22	2 strata residential lots	57 King Edward Drive HEATHRIDGE WA 6027	notsupport
South	SU162186	29/03/22	1 additional residential lot	44 Chelsford Road WARWICK WA 6024	support
SouthEast	SU162092	08/03/22	1 additional residential lot	10 York Road GREENWOOD WA 6024	notsupport
SouthEast	SU162174	28/03/22	1 additional residential lot	62 Pitonga Way GREENWOOD WA 6024	notsupport
SouthWest	SU162142	16/03/22	1 additional residential lot	34 Waterford Drive HILLARYS WA 6025	notsupport
SouthWest	SU162198	30/03/22	1 additional residential lot	25 Hunter Way PADBURY WA 6025	support
SouthWest	SU249-22	21/03/22	2 strata residential lots	10 Minchin Court PADBURY WA 6025	support
10					

APPENDIX 2
ATTACHMENT 1

Regional Homelessness Plan

2018/19 – 2021/22



City of Joondalup

City of Wanneroo

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Message from the Mayors

The Cities of Joondalup and Wanneroo are proud to deliver a Regional Homelessness Plan that will assist the community with understanding, preventing and responding to homelessness.

The Plan has been the result of a two-year development phase, with respectful consideration given by both Cities, and includes input from stakeholders in the community who have an interest in the optimum wellbeing of people at-risk of, or experiencing homelessness. Underpinning the plan is comprehensive research into the complexities, reasons for, prevalence of and responses to homelessness.

The Regional Homelessness Plan seeks to provide a framework that will inform how the Cities respond to homelessness and provides milestones for action. The plan will be reviewed, evaluated and reported on annually.

We are very pleased that the Cities of Joondalup and Wanneroo are working together with a united approach and believe it will bring positive and long-lasting results for those community members who are living with high needs in our growing northern metropolitan suburbs.

Hon Albert Jacob JP
Mayor, City of Joondalup

Mayor Tracey Roberts JP
City of Wanneroo

Background

The Cities of Joondalup and Wanneroo have recognised that homelessness is a complex and growing issue affecting people in the northern suburbs as well as more broadly across Australia. The multi-dimensional nature of homelessness necessitates involvement by a wide range of agencies, including all spheres of government; the not-for-profit, commercial and private sector; community groups and individual efforts.

It is known that the causes of homelessness are incredibly varied with each person having a unique set of circumstances that impacts their experience of homelessness or sleeping rough. Key factors that may contribute to homelessness include domestic violence, sexual abuse, a shortage of affordable housing, unemployment, mental health issues, trauma, family breakdown, grief and loss, and hazardous drug and alcohol use.

Given that there is no sole sphere of Government or service provider that has capacity to address every contributing factor to homelessness, it is critical that a whole of community and commitment to an inter-agency approach to a common outcome is secured. This sharing of resources, knowledge and programming can maximise the provision of services available to support a community and in doing so, take meaningful strides to sustain an improved quality of life for people experiencing homelessness.

Homelessness is an extreme representation of disadvantage and social exclusion in the community. Adding to the complexity, can be a lack of community understanding through negative stigma or stereotypes which can hamper efforts to address homelessness.

Local Government is largely considered to be the sphere of government closest to the people, responsible for the wellbeing of communities through the provision of infrastructure, services and regulation. Whilst there is no specific mandate for Local Government to play a major role in addressing homelessness, Local Government through its planning, health, community development and regulatory powers can facilitate positive local and regional responses to end homelessness.

Understanding homelessness

According to the Australian Bureau of Statistics (ABS) 2016 Census of Population and Housing, it is estimated that on any given night in Western Australia around 9,000 people are considered to be homeless. There are however more people who are homeless and not counted as such. Over a year, WA's specialist homelessness services are assisting over 24,000 people, with significant over-representation of Aboriginal people (41%).

While there is no internationally agreed definition of homelessness, the ABS considers the cultural definition of homelessness incorporating three tiers of homelessness as:

- Primary homelessness: people without conventional accommodation (living in the streets, in deserted buildings, improvised dwellings, under bridges, in parks, etc);
- Secondary homelessness: people moving between various forms of temporary shelter including friends, emergency accommodation, youth refuges, hostels and boarding houses; and
- Tertiary homelessness: people living in single rooms in private boarding houses without their own bathroom, kitchen or security of tenure.

It is recognised that people will often move between these three tiers adding to the complexity of gathering accurate data of the current state of homelessness.

In 2011, a second definition of homelessness was developed by the ABS informed by an understanding of homelessness as homelessness, not rooflessness. It emphasises the core elements of 'home' in Anglo American and European interpretations of the meaning of home as identified in research evidence (Mallet, 2004). These elements may include: a sense of security, stability, privacy, safety, and the ability to control living space. Homelessness is therefore a lack of one or more of the elements that represent a 'home'.

In brief, the ABS statistical definition is that:

- When a person does not have suitable accommodation alternatives they are considered homeless if their current living arrangement:
  - » Is in a dwelling that is inadequate; or
  - » Has no tenure, or if their initial tenure is short and not extendable; or
  - » Does not allow them to have control of, and access to space for social relations.

During homelessness week in 2018 the Department of Communities published a report, *Homelessness in Western Australia: A review of the research and statistical evidence* prepared by The Centre for Social Impact, University of Western Australia.

This report outlined the key causal factors, drivers or associations that commonly present in populations of homeless people. These include but are not limited to:

- Trauma and Post Traumatic Stress Disorder (PTSD)
- Mental health issues
- Substance use problems
- Domestic and family violence
- Interactions with the justice system.

According to the report the above factors may be co-occurring and/or interconnected. Trauma, substance use, and physical and mental illness often occur before, during and after periods of homelessness. Interactions with the justice system are similar in that there is research to indicate that there are high rates of ex-prisoners without a secure home, but also those experiencing homelessness especially chronic forms of homelessness

such as rough sleeping, which lack safety, leave people more vulnerable to criminal activities and interacting with police. Domestic violence is the other key individual antecedent for homelessness. The link between domestic and family violence and homelessness is validated across a wide range of statistical data sources, as well as qualitative studies.

As well as individual-level drivers of homelessness that involve life events or experiences that predispose individuals to the risk of homelessness, structural determinants of homelessness are also a key driver of homelessness. Structural determinants relate to the conditions in the socio-economic landscape which enable people to access the resources they need to maintain secure housing.

Resources include financial, educational and employment opportunities and what is required to meet the cost of housing is affected by factors in the housing market that make housing more or less affordable.

Prevention of homelessness can occur through the provision of social and affordable housing options. A Housing First approach, with wrap-around service support if required, is critical to prevent homelessness. So too is immediate access to suitable crisis accommodation. A focus on early intervention and a strong and co-ordinated service response including access to free or low-cost financial and emotional counselling, domestic and family violence and drug and alcohol support services. Understanding the local data to inform what is needed and to track change and the evidence base of what works to end homelessness is critical to guide responses.



Homelessness in the Cities of Joondalup and Wanneroo

City of Joondalup

In March 2018, the Australian Bureau of Statistics released homelessness estimates based on the 2016 Census of Population and Housing. In the City of Joondalup, which records a population of 160,507 residents, the ABS estimate 143 people are experiencing homelessness, or 0.08% of the population. The reports estimate that 80 individuals are staying temporarily with others, 30 are in supported accommodation, 22 are in 'severely' crowded dwellings, six are living in boarding houses and four are sleeping rough or in an improvised dwelling.

The City's own records challenge the estimates provided by the ABS. In 2012, homelessness in the City of Joondalup became more visible, prompting the City to begin documenting and responding to reports of rough sleepers in public space. Since that time, officers have received over 300 reports of rough sleeping resulting in engagement with 240 people experiencing homelessness. The likely reason these numbers are much higher than those reflected in the Estimating Homelessness report is because people who are sleeping rough are not easily captured in the Census.

The City has a protocol which guides staff on the process for reporting rough sleepers and how to engage with a person experiencing homelessness. Under the protocol, staffs are provided training on understanding and responding to homelessness and rough sleepers are offered information, support and referral if they are open to it.

In 2015/16 there were 53 rough sleepers and in 2016/17 there were 59 rough sleepers who were offered information and services once reported to the City. During both of those periods, two thirds were male and one third female. The age range was between early twenties and 80 years; and between 50% and 60% were located within the Joondalup City Centre.

From 1 July 2017 to 30 August 2018, the City has received 25 reports of 28 different rough sleepers. Of these, 43% are male 32% female and the remainder unknown. The age range was from 24 years to late sixties.

Within these reported figures on homelessness, there are currently 12 people who are regularly reported to the City, but not listed as new rough sleepers as they were first reported prior to 30 June 2017 and were not re-counted. These twelve people are well-known to City officers as they are long-term rough sleepers who do not wish to be referred to accommodation services and generally refuse support. The City receives ongoing communication from the public regarding these people, mainly concerns about their well-being.

While rough sleeping is the most visible and acute form of homelessness, other forms of 'hidden' homelessness such as overcrowding and couch surfing are known to exist in the City but the City does not record these statistics.

City of Wanneroo

Findings in the ABS, Estimating Homelessness Report state that of the 199,882 individuals living in the City of Wanneroo, 367 of them are experiencing homelessness, 0.18% of the total population. Of these 367 persons, none are sleeping rough or in improvised dwellings, eight are living in boarding houses, 26 are in supported accommodation for the homeless, 95 are staying temporarily with others and 232 are living in 'severely' crowded dwellings.

While these numbers suggest that there are no rough sleepers in the City of Wanneroo this is likely to be because of the geographical spread of the City and the difficulties in identifying these individuals. Qualitative information has been received by City officers while engaging with members of the public indicating a significant rise in individuals and families camping in bushland or sleeping in their cars in community carparks in the City of Wanneroo.

The ABS report identified a number of suburbs in the South Ward as most at risk of or effected by homelessness. Mortgage stress has been identified in certain suburbs within the North Ward where the proportion of people more than 30 days behind their mortgage repayments is above 5%.

Statistics received from a local financial counselling service provider report over a 6-month period from 1 July 2017 – 31 December 2018, 162 City residents received financial counselling advice from that provider alone and had a total combined debt of nearly $39million. Furthermore, 114 people within the City were declared bankrupt during the months of October, November and December last year. Data received from The National Debt helpline indicate that over 400 City residents made contact between 1 July 2017 – 31 March 2018 highlighting that some residents in the City are impacted by financial hardship and stress. With the current economic climate and forecasted population growth, the City is a strong advocate for and works closely with community groups and not for profit organisations that support community wellbeing and aid financial hardship such as financial counselling.

2016 Census reveals unemployment within the City of Wanneroo has grown dramatically over the last five years with figures more than doubling between 2012 and 2017. As of June 2018, the unemployment rate in the City of Wanneroo was at 8.5%; 2.2% higher than the WA average. The City is working on and has developed a number of initiatives and resources to assist in increasing employment such as the refurbishment of the Girrawheen Hub. The aim of the Hub is to work with organisations to help job seekers learn skills that will help them get work and support those wanting a change of career or to start a new business.

Currently there are a number of homelessness support services available within the community, such as financial counselling, tenancy support programs which assist individuals and families that unable to meet their rent payments, and a number of food relief services. The City refers those in need of such assistance to the relevant organisations to ease their financial strain and ensure they have their daily needs met. With high numbers of at-risk people, the City is focused on advocating for prevention elements such as financial counselling services and facilitating community programs and activities which encourage social connection.

The City of Wanneroo has also developed an internal procedure for responding to reports of homelessness as a means of ensuring that those experiencing homelessness are offered the appropriate service to meet their needs. This procedure will be reviewed and updated accordingly as part of the actions and strategies set out in the plan.



Joondalup Wanneroo Ending Homelessness Group

In 2011, the Cities of Joondalup and Wanneroo were founding members of the Joondalup Wanneroo Homelessness Action Group (JWHAG). After extensive consideration, the group renamed themselves in 2018 as Joondalup Wanneroo Ending Homelessness Group (JWEHG).

The ambition to end homelessness aligns with the WA Alliance to End Homelessness which released its state-wide plan in 2018. Although ending homelessness may sound aspirational and is more likely to be influenced at a State and Federal level, the group considered it was important to articulate their commitment to ending homelessness, rather than managing it. The JWEHG meets regularly and is open to members from government, not for profit, corporate, faith based organisations and community who work within the homelessness sector or related industry, in and around the Joondalup and Wanneroo region.

The purpose of this group is to share information, build on opportunities, collaborate, develop partnerships and integrate services, with a vision to effectively end homelessness in the Northern Corridor. The Cities play an active role in the group, which meets on a six-weekly basis and is chaired by a local service provider. The JWEHG has welcomed the development of the Regional Homelessness Plan and are a lead agency that will contribute to the delivery of assigned actions and policies set out in the plan.



"That first night I slept in my car I had no idea I would still be sleeping in it nearly a year later" she said.

Magdalena's story

Magdalena is 62, was a nurse for 40 years, well respected, with friends and interests; a happy life.

A series of stressful events at work led her to quit her job and she lost her home in regional WA after being left unable to pay her mortgage.

She decided to move to Perth but on arrival found her accommodation had fallen through. "That first night I slept in my car I had no idea I would still be sleeping in it nearly a year later" she said.

"I would spend a few days in one place and then move on. Sometimes I would sit outside a leisure centre and it would take me hours to get up the courage to go and use the facilities."

Help finally came when she saw a card for a Community Connect Day at a church in Joondalup for those without a home. "Within days they had found share accommodation for me. That first night was lovely to stretch out in a bed."

Magdalena has been in secure accommodation for the past eighteen months and is rebuilding her life.

13



Chris' story

Chris experienced homelessness – living out of his car for 18 months. With the help of local services, he is now back on his feet and running his own Charter Vehicle business.

Community consultation

In 2015, the Cities of Joondalup and Wanneroo simultaneously adopted recommendations to develop a joint Regional Homelessness Plan. Since then, ongoing strategic and operational discussions between the two Cities have occurred.

In October 2016, a community stakeholder workshop was jointly hosted with 64 attendees from local government, State government departments, churches, shopping centre management, community based homeless support services, real estate agents and people with lived experience. Outcomes of the workshop informed the development of the Regional Plan.

In 2017, each City held workshops with their respective Elected Members who welcomed the opportunity to input to the development of the plan. Pertinent actions in the plan were formed as a result of these workshops.

Key themes that emerged from all consultation include a targeted advocacy program to State and Federal governments to fund early intervention services; an exploration of partnership opportunities with service providers, local churches and businesses; the establishment of ongoing specialist homeless support programs and the identification of affordable housing options.

In 2018, consultation and contributions to the development of the Regional Homelessness Plan were focussed on key external stakeholders such as peak bodies, other local governments, and industry drivers such as Shelter WA, Red Cross and Western Australian Local Government Association.

Regional Homelessness Plan

Vision

The Cities of Joondalup and Wanneroo are committed to ensuring that people at-risk of or experiencing homelessness have the optimum opportunity to improve their circumstances. The purpose of the plan is to articulate publicly the collaborative commitment of preventing and responding to end homelessness in the region.

Actions in the plan will be achieved through the development and implementation of agreed actions through each City's role to coordinate, support, advocate, collaborate and facilitate within their respective communities. This regional vision is underpinned by three key pillars:

- Building community capacity, understanding and engagement;
- Prevention and early intervention; and
- Responding to homelessness.

The plan will:

- Clarify the Cities' roles in addressing homelessness;
- Work towards a strong and co-ordinated response to homelessness;
- Maximise efficiency of community resources in responding to homelessness;
- Seek to understand the nature and breadth of homelessness;
- Use data wisely to inform evidence based change and decision making;
- Engage and inform the community;
- Provide strategic direction for the Cities in relation to homelessness; and
- Advocate at State and National Level.



Al's story

This is Al – a 57 year old community entrepreneur and volunteer.

Ten years ago Al lost his wife to cancer and became sole parent to his two daughters aged 8 and 10. Through some poor decisions during his grief, Al and his daughters became homeless and he was admitted to hospital for his own safety.

Al's life is back on track now due to extended family support and community services.

Al is a pillar of his community and never dreamed this could happen to him.

Al is a pillar of his community and never dreamed this could happen to him.

The role of others

The roles of the Cities of Joondalup and Wanneroo are co-ordinator, supporter, facilitator, collaborator and advocate. The roles of other stakeholders in the homelessness space are identified in the table below.

Group	Role
Australian Government	Funding provider through the National Housing and Homelessness Agreement
State Government	Fund distributor through the National Housing and Homelessness Agreement
Peak Bodies	Service provider/advocate/policy developer/facilitator
Specialist Homelessness Services	Service provider/advocate
Faith-based organisations	Service provider/advocate
Community organisations	Service provider/advocate
Small community groups	Service provider/advocate
Individuals with lived experience	Receiver of services/advocacy
Individuals in the community	Advocate

Measurement and accountability

The Cities of Joondalup and Wanneroo will oversee the implementation, review, evaluation and reporting of the plan in context of their own Local Government area.

This includes ensuring the plan is distributed both externally and internally, integrated into the business plans and budgets of relevant business units and reported on annually.

In addition, each local government will develop its own localised Implementation Plan that takes into account any unique aspects applicable to the respective regions.

Due to the necessity to create foundation data, some measures in the plan will begin after benchmarking is completed in the first year of implementation. Benchmarking may also include consideration of the State Homelessness Plan which is yet to be published.

References

During the development of this Plan extensive research was conducted to inform the pillars, goals and actions contained in the document.

Key references include:

The Western Australian Strategy to End Homelessness - 2018. Western Australian Alliance to End Homelessness.

Homelessness in Western Australia – 2016 – the Australian Bureau of Statistics.

Homelessness Background Paper 2016 – the Cities of Joondalup and Wanneroo.

Report into Preventing and Responding to Homelessness in the City of Joondalup 2015 – Shelter WA.

Preventing and Responding to Homelessness in the City of Joondalup. City of Joondalup Council Report December 2015.

Opening Doors to Address Homelessness – Western Australia Homelessness – State Plan 2010-2013.

2049.0 - Census of Population and Housing: Estimating homelessness, 2016

economy.id.com.au

Homelessness in Western Australia: A review of the research and statistical evidence - Centre for Social Impact, University of Western Australia

Action Plan

Pillar 1: Building Capacity, Understanding and Engagement

Goal: Stakeholders communicate and collaborate effectively with clear purpose to end homelessness

	Strategy	Action	Timeline	Responsibility	Measure
1.1	Maintain a formalised interagency network of stakeholders in the northern suburbs to ensure the sector works effectively, efficiently and collaboratively.	a. Annual review of the Joondalup Wanneroo Ending Homelessness Group (JWEHG) and its alignment to sector strategies and policy. b. Actively participate in the JWEHG.	2018/19 - 2021/22 2018/19 - 2021/22	The Cities of Joondalup and Wanneroo	• Annual review evidenced via written report. • Participate in a minimum of five meetings annually.
1.2	Ensure relevant, accurate and consistent data is collected and made available in the northern suburbs to inform sound decision-making by stakeholders.	a. Develop a joint approach to the definition, collection and recording of local quantitative data and statistics. Align with state or national metrics where practicable. b. Develop a shared understanding of how the data and statistics will be used to support ending homelessness. c. Develop avenues for collecting and sharing meaningful qualitative data on homelessness such as storytelling.	2018/19 2019/20 2019/20	The Cities of Joondalup and Wanneroo	• Ongoing data collection reported through JWEHG meetings. • Annual report evidencing data used to inform decision making and initiatives to support the goal of ending homelessness. • Qualitative data collection and distribution tool developed.
1.3	Build effective relationships with key government and peak bodies to ensure the Cities are aligned with State strategic direction, and in a position to support achieving the actions of the Regional Homelessness Plan.	a. Develop a stakeholder management plan to advocate for, accelerate and leverage pivotal relationships required for advancing the Regional Homelessness Plan and ending homelessness in the northern suburbs. b. Participate in relevant opportunities and research by identified stakeholders.	2018/19 2018/19 - 2021/22	The Cities of Joondalup and Wanneroo	• Stakeholder management plan developed and implemented. • Evidence of participation in research via annual report.

	Strategy	Action	Timeline	Responsibility	Measure
1.4	Improve understanding and build knowledge capacity of stakeholders within the region to deliver services and focussed effort that addresses homelessness in the northern suburbs.	a. Explore service gaps, oversupply or duplicated effort and through a co-design approach. Advocate accordingly in an effort to create an optimal mix of service provision. b. The Cities provide information to the community about possible homelessness initiative funding sources upon request (e.g. state and federal grants). c. Communication plan developed to increase awareness of information platforms. d. Promote existing directories and information platforms of all known service providers that support people experiencing homelessness.	2019/2020 2018/19 – 2021/22 2019/20 2020/21	The Cities of Joondalup and Wanneroo	• Report created outlining identified gaps, oversupply and advocacy avenues pursued. • Record of enquiries and responses. • Directories are promoted and made available. • Communication plan developed and implemented.
1.5	Engage the wider community in better understanding homelessness and promoting a dignified, respectful response.	a. Coordinate and support initiatives that challenge negative stereotypes, dispel myths and foster understanding.	2018/19 – 2021/22	The Cities of Joondalup and Wanneroo	• Participation in Homelessness Week annually. • Report on participation on other social marketing campaigns.
1.6	Improve understanding of the interrelationships between providers to encourage increased communication and collaboration.	a. Hold networking events to build relationships and encourage stakeholders to be aware of their own strengths and limitations. b. Advocate to improve referrals and communication between agencies to optimise the likelihood of individuals finding safe and secure accommodation when transitioning between different tiers of homelessness.	2019/20 – 2021/22 2018/19 – 2021/22	JWEHG. Supported by the Cities of Joondalup and Wanneroo	• Three networking events held each year. • Evidence of advocacy through JWEHG minutes.
1.7	Increase engagement with local businesses to build awareness and reduce negative stigma around homelessness.	a. Coordinate training for local businesses in relation to responding to homelessness and creating inclusive and respectful services.	2020/21	The Cities of Joondalup and Wanneroo	• Training held with businesses. • 85% of participants report a positive change towards people experiencing homelessness.

Pillar 2: Prevention and Early Intervention

Goal: People have a strong sense of wellbeing and are capable of recognising triggers that lead to homelessness enabling them to take action early

	Strategy	Action	Timeline	Responsibility	Measure
2.1	Support opportunities that benefit the wellbeing of the community and keep people connected.	a. Continue to offer a wide range of programs that support the 'Act-Belong-Commit' message. b. Advocate for and support programs that address social isolation. c. Continue to provide free or affordable services to the community such as libraries and community hubs. d. Advocate, facilitate and support new community initiatives to address prevention and early intervention of homelessness consistent with the role of local government.	2018/19 - 2021/22	Cities of Joondalup and Wanneroo in partnership with organisations such as WA Council on Homelessness (WACH), Department for Communities and WALGA	• Continuation of relevant programming around health and wellbeing. • Effectiveness of new initiatives responding to homelessness within the Cities.
2.2	Increase community awareness and understanding of the triggers that lead to homelessness and support services available.	a. Support and encourage people to take action and seek help before the impact of the contributing factor results in homelessness (i.e. financial counselling, community law service tenancy advice, employment assistance, family mediation).	2018/19 - 2021/22	The Cities of Joondalup and Wanneroo	• Promotional campaigns to be delivered during Homelessness Week (August) and Anti-Poverty Week (October) each year with minor messaging on at least two other occasions.
2.3	Promote and facilitate opportunities that increase positive lifestyles, promote independence and address the causal factors of homelessness.	a. Advocate for initiatives that encourage and support positive lifestyles, positive behaviours and development of life skills (for example, positive parenting, anger management, grief, addiction, financial counselling).	2018/19 - 2021/22	The Cities of Joondalup and Wanneroo	• Effectiveness of initiatives implemented. • Number of community attendees and demographic statistics.
2.4	Support an effective affordable housing system.	a. Review respective local housing strategies to include support for the provision of affordable housing. b. Identify opportunities to utilise the land system to optimise the development of social and affordable housing.	2019/20 2019/20	The Cities of Joondalup and Wanneroo	• Housing affordability and homelessness are considered as key strategic issues as part of the preparation of new and review of existing Local Housing Strategies.

Pillar 3: Responding to Homelessness

Goal: People experiencing homelessness or sleeping rough have their basic needs met and ultimately are transitioned into appropriate support services

	Strategy	Action	Timeline	Responsibility	Measure
3.1	Increase awareness of initiatives and services for people experiencing homelessness, including 24/7 options.	a. Provide information about available services and support for people who identify as experiencing or at risk of homelessness through community libraries, facilities and Cities' websites.	2018/19 - 2021/22	Cities of Joondalup and Wanneroo	• Information in libraries and community facilities is distributed and revised twice annually. • Information about hardship on CoJ and CoW websites checked for accuracy quarterly.
3.2	Local Government approaches are considerate of those experiencing homelessness.	a. When Council and City policies, local laws, protocols and procedures are reviewed consideration of actions that may have a negative impact on those experiencing homelessness are taken into account. b. Review and implement process for responding to rough sleepers.	2019/20 - 2021/22 2018/19 - 2020/21	The Cities of Joondalup and Wanneroo	• City policies reflective of consideration of and consideration for homelessness. • Process is reviewed and communication plan developed
3.3	Respond proactively to reports of rough sleepers being cognisant of differing needs.	a. Explore options for the provision of an Outreach Response program delivered by a specialist homelessness service provider. b. Advocate for the implementation of the findings from Outreach Response program report.	2019/20	The Cities of Joondalup and Wanneroo and JWEHG	• Provide a report by 30 June 2020. • Evidence of advocacy avenues pursued shown in annual report.


VOLUNTEER

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ATTACHMENT 2

City of Joondalup Regional Homelessness Plan 2018/19 - 2021/2022

Annual Progress Report for 2020/21

	In progress/ongoing
	Completed
	Behind schedule
	Not due to commence

Pillar 1: Building Capacity, Understanding and Engagement

Goal: Stakeholders communicate and collaborate effectively with clear purpose to end homelessness

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
1.1	Maintain a formalised interagency network of stakeholders in the northern suburbs to ensure the sector works effectively, efficiently and collaboratively.	a. Annual review of the Joondalup Wanneroo Ending Homelessness Group (JWEHG) and its alignment to sector strategies and policy. b. Actively participate in the JWEHG.	2018/19-2021/22 2018/19-2021/22	The Cities of Joondalup and Wanneroo.	• Annual review evidenced via written report. • Participate in a minimum of five meetings annually.		• Annual review survey compiled in August 2020 was completed by 12 members. • Results rated JWEHG in terms of networking and increased knowledge of services (80%) and for achieving outcomes towards ending homelessness (72%). • City officers planned and attended five JWEHG meetings. • Request to members for support from senior management of each member group sent via JWEHG Chair on 20.5.21. • Move to quarterly JWEHG meetings with sub-groups

Pillar 1: Building Capacity, Understanding and Engagement
Goal: Stakeholders communicate and collaborate effectively with clear purpose to end homelessness

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
							working on key priorities in this plan.
1.2	Ensure relevant, accurate and consistent data is collected and made available in the northern suburbs to inform sound decision-making by stakeholders.	a. Develop a joint approach to the definition, collection and recording of local quantitative data and statistics. Align with state or national metrics where practicable. b. Develop a shared understanding of how the data and statistics will be used to support ending homelessness. c. Develop avenues for collecting and sharing meaningful qualitative data on homelessness such as storytelling.	2018/19 2019/20 2019/20	The Cities of Joondalup and Wanneroo.	• Ongoing data collection reported through JWEHG meetings. • Annual report evidencing data used to inform decision making and initiatives to support the goal of ending homelessness. • Qualitative data collection and distribution tool developed.		• JWEHG joint data collection approach and analysis paper developed and trialled. • The Cities of Joondalup, Wanneroo and six (of 20) agencies contributed monthly data which collated by the Spiers Centre up to October 2020. • General trends reported by JWEHG members at meetings (through case conferencing and positive news stories). • Data collection sub-group to establish best way of collating data with a new proposal to link with 'By Name' program through RUAH community services. • Regular updates reported to the City through the local street chaplaincy program. • Worked with internal stakeholders to improve recording of homelessness reports received by the City.

Pillar 1: Building Capacity, Understanding and Engagement
Goal: Stakeholders communicate and collaborate effectively with clear purpose to end homelessness

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
1.3	Build effective relationships with key government and peak bodies to ensure the Cities are aligned with State strategic direction, and in a position to support achieving the actions of the Regional Homelessness Plan.	a. Develop a stakeholder management plan to advocate for, accelerate and leverage pivotal relationships required for advancing the Regional Homelessness Plan and ending homelessness in the northern suburbs. b. Participate in relevant opportunities and research by identified stakeholders.	2018/19 2018/19-2021/22	The Cities of Joondalup and Wanneroo.	• Stakeholder management plan developed and implemented. • Evidence of participation in research via annual report.		• Stakeholder management plan in development phase. • Series of joint meetings held (July-September 20) with the Cities of Wanneroo and Stirling and Uniting WA to discuss homelessness outreach service provision. • Sector trends and connections further strengthened through regular WACOSS updates with WACOSS playing a key role in JWEHG and the Food Relief Collaboration Group. • No research identified to participate in this year.
1.4	Improve understanding and build knowledge capacity of stakeholders within the region to deliver services and focussed effort that addresses homelessness in the northern suburbs.	a. Explore service gaps, oversupply or duplicated effort and through a co-design approach. Advocate accordingly in an effort to create an optimal mix of service provision. b. The Cities provide information to the community about possible	2019/2020 2018/19-2021/22	The Cities of Joondalup and Wanneroo.	• Report created outlining identified gaps, oversupply and advocacy avenues pursued. • Record of enquiries and responses. • Directories are promoted and made available.		• Service gaps identified in City Centre met by new services in Joondalup including: Grace Church Café drop-in, expansion of Foodbank mobile van, Vinnies Support Centre, Red Cross Meal Connect and Ruah Community Services. • Regional Food Relief Collaboration Group established by the Cities of Wanneroo, Joondalup and Stirling to increase the

Pillar 1: Building Capacity, Understanding and Engagement
Goal: Stakeholders communicate and collaborate effectively with clear purpose to end homelessness

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
		homelessness initiative funding sources upon request (e.g. state and federal grants). c. Promote existing directories and information platforms of all known service providers that support people experiencing homelessness. d. Communication plan developed to increase awareness of information platforms.	2020/21 2019/20		• Communication plan developed and implemented.		capacity of and collaboration between food relief providers. • Lotterywest COVID-19 Emergency Response Fund information provided with support offered to all known eligible support services. • The Hardship and Homelessness Services Directory was updated (June 21) to cover the Cities of Joondalup and Wanneroo, as well as other key services throughout the metro area that are easily accessible by public transport. • Directories printed and distributed via Street Chaplains, Libraries, Customer Service and Leisure Centres and Services. • Directory available to view and download on the City's website. • Hardship-and-Homelessness-Services.pdf (joondalup.wa.gov.au) • Promotion of information platforms (during Emerge Stronger campaign and Homelessness Week 2020) included in the Community Development Communications Plan.
1.5	Engage the wider community in better understanding	a. Coordinate and support initiatives that challenge negative	2018/19-2021/22	The Cities of Joondalup and Wanneroo.	• Participation in Homelessness Week annually.		• Focus of Homelessness Week 2020 (2-8 August) was a Pathways to Affordable Housing

Pillar 1: Building Capacity, Understanding and Engagement
Goal: Stakeholders communicate and collaborate effectively with clear purpose to end homelessness

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
	homelessness and promoting a dignified, respectful response.	stereotypes, dispel myths and foster understanding.			• Report on participation on other social marketing campaigns.		Campaign with the theme 'Everybody needs a home'. • Campaign promoted hardship and tenancy support services, crisis accommodation, affordable rental and home ownership options, included online information, email campaign and flyer distribution. • During peak COVID-19 restrictions Emerge Stronger – Support Services was promoted with 6,733 people reached.
1.6	Improve understanding of the interrelationships between providers to encourage increased communication and collaboration.	a. Hold networking events to build relationships and encourage stakeholders to be aware of their own strengths and limitations. b. Advocate to improve referrals and communication between agencies to optimise the likelihood of individuals finding safe and secure accommodation when transitioning between different	2019/20-2021/22 2018/19-2021/22	JWEHG. Supported by the Cities of Joondalup and Wanneroo.	• Three networking events held each year. • Evidence of advocacy through JWEHG minutes.		• One networking event held: Service Delivery post COVID-19 in August 2020. • In 2021 the networking took place at JWEHG meetings. • Meetings with key stakeholder Uniting WA (July - Sept 2020) in relation to seeking resources to set up an outreach service in the northern suburbs. • Advocacy work is ongoing through JWEHG - regular case conferencing takes place and individuals have been supported through collaboration of services.

Pillar 1: Building Capacity, Understanding and Engagement

Goal: Stakeholders communicate and collaborate effectively with clear purpose to end homelessness

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
		tiers of homelessness.					
1.7	Increase engagement with local businesses to build awareness and reduce negative stigma around homelessness.	a. Coordinate training for local businesses in relation to responding to homelessness and creating inclusive and respectful services.	2020/21	The Cities of Joondalup and Wanneroo.	• Training held with businesses. • 85% of participants report a positive change towards people experiencing homelessness.		• Training with businesses to be progressed in 2021/22 due to other priorities for businesses during COVID-19 period. • Awaiting outcome of City of Wanneroo research project which will contribute towards planning. • Ongoing business-related enquiries recorded to contribute to the City's understanding of business needs and challenges in relation to homelessness.

Pillar 2 – Prevention and Early Intervention

Goal: People have a strong sense of wellbeing and are capable of recognising triggers that lead to homelessness enabling them to take action early

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
2.1	Support opportunities that benefit the wellbeing of the community and keep people connected.	a. Continue to offer a wide range of programs that support the 'Act-Belong-Commit' message. b. Advocate for and support programs that address social isolation.	2018/19-2021/22	Cities of Joondalup and Wanneroo in partnership with organisations such as WACH (WA Council on Homelessness) Department for	• Continuation of relevant programming around health and wellbeing. • Effectiveness of new initiatives responding to homelessness within the Cities.		• Promotion of Act-Belong-Commit in the Homelessness and Hardship Directory and 11 community events and programs. • Provision of a range of library and community services including the Spiers Centre facility however some programs

Pillar 2 – Prevention and Early Intervention Goal: People have a strong sense of wellbeing and are capable of recognising triggers that lead to homelessness enabling them to take action early							
	Strategy	**Action**	**Timeline**	**Responsibility**	**Measure**	**Progress**	**Results for 2020/21**
		c. Continue to provide free or affordable services to the community such as libraries and community hubs. d. Advocate, facilitate and support new community initiatives to address prevention and early intervention of homelessness consistent with the role of local government.		Communities and WALGA.			suspended during COVID-19 restrictions. • Cultural Services calendar provides opportunities for all age demographics to engage with arts and cultural activities across 18 programs and events. • Craigie Leisure Centre offers a range of programs and activities for people of all ages. • Recreation Services provide support and resources for sporting clubs to ensure all residents have opportunities for participation in sport and recreation. • Joondalup Volunteer Resource Centre promoted volunteering online and through the physical referral service. • Advocacy letters sent (November 2020) from the Mayors of Joondalup, Wanneroo and Stirling to support tender applications for provision of outreach support for people experiencing homelessness. • Ruah Community Services funding successful to extend support in northern corridor. • Development of new services in Joondalup with support from the City including: Grace Church Café Drop-in, expansion of

Pillar 2 – Prevention and Early Intervention Goal: People have a strong sense of wellbeing and are capable of recognising triggers that lead to homelessness enabling them to take action early							
	Strategy	**Action**	**Timeline**	**Responsibility**	**Measure**	**Progress**	**Results for 2020/21**
							Foodbank mobile van, Vinnies Support Services, Red Cross Meal Connect and Ruah Community Services.
2.2	Increase community awareness and understanding of the triggers that lead to homelessness and support services available.	a. Support and encourage people to take action and seek help before the impact of the contributing factor results in homelessness (i.e. financial counselling, community law service tenancy advice, employment assistance, family mediation).	2018/19-2021/22	The Cities of Joondalup and Wanneroo.	• Promotional campaigns to be delivered during Homelessness Week (August) and Anti-Poverty Week (October) each year with minor messaging on at least two other occasions.		• Campaigns delivered during Homelessness Week 2020 raised awareness of 'Pathways to Affordable Housing' linking to Shelter's national campaign Everybody's Home and the City's COVID-19 messaging of Emerge Stronger Support Services through social media and Anti-poverty week 2020. • Ongoing promotion through the City's website and on Twin Cities radio in 2020 relating to COVID-19 support services and promotion of seniors housing options in March 21.

2.3	Promote and facilitate opportunities that increase positive lifestyles, promote independence and address the causal factors of homelessness.	b. Advocate for initiatives that encourage and support positive lifestyles, positive behaviours and development of life skills (for example, positive parenting, anger management, grief, addiction, financial counselling).	2019/20 2020/21	The Cities of Joondalup and Wanneroo.	• Effectiveness of initiatives implemented. • Number of community attendees and demographic statistics.		• Five events and two ongoing projects branded with the Act-Belong-Commit message including print and electronic, digital and radio messaging. • Provision of 1,429 library events attracted 20,273 participants. • Community Transport Program and a range of youth services, programs and events were provided. • Provision of the Spiers Centre (services supporting clients at risk of homelessness). • Seven hundred and thirty-four clubs and groups listed in the Community Directory and online Events Calendar promote a range of groups and programs that promote positive lifestyles. • The Communities *in-focus* capacity building program for community groups and organisations that support positive lifestyles delivered three workshops with 158 participants and sixty eight percent of survey respondents indicated they would make changes in their organisation as a result of participating. • 2.3b – a range of State Government subsidised life skill workshops identified as being delivered by key community service providers in Joondalup including Relationships Australia and Anglicare. • Contributed to Primary Prevention Plan for Violence

Pillar 2 – Prevention and Early Intervention Goal: People have a strong sense of wellbeing and are capable of recognising triggers that lead to homelessness enabling them to take action early							
	Strategy	**Action**	**Timeline**	**Responsibility**	**Measure**	**Progress**	**Results for 2020/21**
							Against Women in the Northern Corridor – meetings 25 February and 7 May 2021.
2.4	Support an effective affordable housing system.	a. Review respective local housing strategies to include support for the provision of affordable housing. b. Identify opportunities to utilise the land system to optimise the development of social and affordable housing.	July 2020	The Cities of Joondalup and Wanneroo.	• Housing affordability and homelessness are considered as key strategic issues as part of the preparation of new and review of existing Local Housing Strategies.		• Several of the City's Housing Opportunity Areas overlap with areas identified by the State Government's Affordable Housing Action Plan for the provision of additional afford housing.

Pillar 3 – Responding to Homelessness Goal: People experiencing homelessness or sleeping rough have their basic needs met and ultimately are transitioned into appropriate support services							
	Strategy	**Action**	**Timeline**	**Responsibility**	**Measure**	**Progress**	**Results for 2020/21**
3.1	Increase awareness of initiatives and services for people experiencing homelessness, including 24/7 options.	a. Provide information about available services and support for people who identify as experiencing or at risk of homelessness	2018/19-2021/22	The Cities of Joondalup and Wanneroo.	• Information in libraries and community facilities is distributed and revised twice annually. • Information about hardship on CoJ and CoW websites		• Full review of the Hardship and Homelessness Directory completed in June 2021 with updates to information on the website (including COVID-19-specific updates) completed as new information is received. • User-friendly map with key Joondalup and Wanneroo City

Pillar 3 – Responding to Homelessness
Goal: People experiencing homelessness or sleeping rough have their basic needs met and ultimately are transitioned into appropriate support services

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
		through community libraries, facilities and Cities' websites.			checked for accuracy quarterly.		centre support services included in the Directory. • Community Development team receives weekly listings of Youth and Homelessness Services.
3.2	Local Government approaches are considerate of those experiencing homelessness.	a. When Council and City policies, local laws, protocols and procedures are reviewed consideration of actions that may have a negative impact on those experiencing homelessness are taken into account. b. Review and implement process for responding to rough sleepers.	2019/20-2021/22 2018/19-2020/21	The Cities of Joondalup and Wanneroo.	• City policies reflective of consideration of and consideration for homelessness. • Process is reviewed and communication plan developed.		• Progress delayed on review of internal Homelessness Protocol (was completed in August 2021) • Communication plan linked in with Community Development Communication plan which will be updated in 2021/22. • Stakeholder relationship with Street Chaplains ongoing in 2020/21 and during initial COVID-19 restriction had been very proactive and responsive. • Positive relationships ongoing with JWEHG members in response to homelessness in the CBD and other suburbs. A multi-agency group responding to homelessness in the City Centre was set up in May 2021.

Pillar 3 – Responding to Homelessness
Goal: People experiencing homelessness or sleeping rough have their basic needs met and ultimately are transitioned into appropriate support services

	Strategy	Action	Timeline	Responsibility	Measure	Progress	Results for 2020/21
3.3	Respond proactively to reports of rough sleepers being cognisant of differing needs.	a. Explore options for the provision of an Outreach Response program delivered by a specialist homelessness service provider. b. Advocate for the implementation of the findings from Outreach Response program report.	2019/20	The Cities of Joondalup and Wanneroo and JWEHG.	• Provide a report by 30 June 2020. • Evidence of advocacy avenues pursued shown in annual report.		• Meetings with key stakeholder Uniting WA (July - Sept 2020) in relation to seeking resources to set up an outreach service in the northern suburbs. - In Nov 2020 liaised with service providers to establish those submitting tender applications for the Housing First Outreach Support Service to advocate for services in the northern corridor and offer collaboration/support letters. • Advocacy letters sent (November 2020) from the Mayors of Joondalup, Wanneroo and Stirling to support tender applications for provision of outreach support for people experiencing homelessness. • Report on homelessness funding options not required as Ruah Community Services received funding to bring services to the northern suburbs.

Regional Homelessness Plan 2022/23 – 2025/26

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City of Joondalup

City of Wanneroo

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Message from the Mayors

To be included following the Plan's adoption by both Council's.

Hon. Albert Jacob JP

Mayor, City of Joondalup

Mayor Tracey Roberts JP

City of Wanneroo

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Background

In 2015, the Cities of Joondalup and Wanneroo were asked to consider a response to homelessness and rough sleeping in the northern corridor. This was prompted as a result of increasing homelessness and unemployment, and housing affordability pressures within the Cities. Together, the Cities developed a Regional Homelessness Plan 2018/19 – 2021/22 which was adopted by both Councils in 2018.

With the Plan due to expire in 2021/22, the Cities recognised that its intention and purpose were still applicable and relevant, therefore, the Cities have decided to extend the Regional Homelessness Plan, with revisions to reflect the current environment. These revisions, most notably address that the homelessness landscape has changed over the past four years, with a global pandemic and housing crisis impacting both the availability and affordability of housing, and other social factors.

The Cities continue to play a key role in responding to homelessness by coordinating, supporting, facilitating and advocating for support services that will improve the lives of our most vulnerable residents. Collaboration with key agencies has been paramount to facilitating successful outcomes, and continues to be a strong theme recognised in the Plan.

The Cities of Joondalup and Wanneroo recognise that homelessness is a complex and growing issue affecting people in the northern suburbs as well as more broadly across Australia. Homelessness is an extreme representation of disadvantage and social exclusion in the community. Adding to the complexity can be a lack of community understanding through negative stigma or stereotypes which can hinder efforts to address homelessness.

The multi-dimensional nature of homelessness necessitates involvement by a wide range of organisations, including all spheres of government, community organisations and groups, the private sector and the broader community. The sharing of resources and knowledge is essential for enhancing social impact in the provision of policy settings, services, infrastructure and awareness raising to support those at risk of and experiencing homelessness.

In 2020 the State Government launched its first strategy to address homelessness. The *All Paths Lead to a Home: 10-Year Strategy on Homelessness 2020-2030* defines a clear role for Local Government authorities as being best placed to understand communities, facilitate local partnerships and coordinate place-based responses to homelessness.

Understanding homelessness

According to the Australian Bureau of Statistics (ABS) 2016 *Census of Population and Housing*, it is estimated that on any given night in Western Australia around 9,000 people are considered homeless and / or street present. Of these 9,000 people, approximately 1,000 of them are sleeping rough; with the remaining 8,000 experiencing ‘hidden homelessness’ – people with no choice but to couch surf or sleep in their cars. There are however, more people who are homeless yet not counted as such. The *Specialist*

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Homelessness Services annual report 2020-21 revealed that *24,500 people in Western* Australia received homelessness assistance, with family and domestic violence as the top reason for people accessing services.

While there is no broadly agreed definition of homelessness, the Australian Institute of Health and Welfare (AIHW) considers the cultural definition of homelessness incorporating three tiers of homelessness as:

- Primary homelessness: people without conventional accommodation (living in the streets, in deserted buildings, improvised dwellings, under bridges, in parks, etc.);
- Secondary homelessness: people moving between various forms of temporary shelter including friends' houses, emergency accommodation, youth refuges, hostels and boarding houses; and
- Tertiary homelessness: people living in single rooms in private boarding houses without their own bathroom, kitchen or security of tenure.

It is recognised that people will often move between these three tiers adding to the complexity of gathering accurate data of the current state of homelessness.

The Australian Bureau of Statistics defines homelessness as: When a person does not have a suitable accommodation alternatives, they are considered homeless if their current living arrangement:

- Is a dwelling that is inadequate; or
- Has no tenure, or if their initial tenure is short and not extendable; or
- Does not allow them to have control of, and access to space for, social relations.

The ABS definition of homelessness emphasises the core elements of 'home' in Anglo American and European interpretations as identified in research evidence (Mallet, 2004). These elements may include a sense of security, stability, privacy, safety, and the ability to control living space. Homelessness could therefore be considered as a lack of one or more of the elements that represent a 'home'.

It is known that the causes of homelessness are incredibly varied with each person having a unique set of circumstances that impacts their experience. During Homelessness Week in 2018 the Department of Communities published its, *Homelessness in Western Australia: A review of the research and statistical evidence* report, prepared by The Centre for Social Impact, University of Western Australia. This report outlined the key causal factors, drivers or associations that commonly present in populations of homeless people, these include but are not limited to:

- Trauma and Post Traumatic Stress Disorder (PTSD)
- Mental health issues
- Substance use problems
- Domestic and family violence
- Interactions with the justice system.

According to the report, the above factors may be co-occurring and / or interconnected. Trauma, substance use, and physical and mental illness often occur before, during and after periods of homelessness. Interactions with the justice system are similar in that there is

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research to indicate that there are high rates of ex-prisoners without a secure home, but also those experiencing homelessness especially chronic forms of homelessness such as rough sleeping, which lack safety, leave people more vulnerable to criminal activities and interacting with police. Domestic violence is the other key individual antecedent for homelessness. The link between domestic and family violence and homelessness is validated across a wide range of statistical data sources, as well as qualitative studies.

Housing stress

Provision of adequate and affordable housing is fundamental to tackling homelessness, acknowledging that causal factors are also required to be considered in the response. A Housing First approach, with wrap-around service support if required, is critical to preventing homelessness; so too is immediate access to suitable crisis accommodation. Understanding the local data to inform what is needed, tracking change and developing evidence-based solutions is critical to guide effective responses to homelessness.

COVID-19 changed the landscape of homelessness and exacerbated the housing crisis in Western Australia. Fiscal policy measures implemented during the first year of the pandemic have had a compounding impact on the economy, driving increased inflation and subsequently impacting the housing market. This has reduced the amount of affordable homes available for purchase and rent, affecting a cohort of people who have not previously required support services or been at risk of experiencing homelessness.

In the *Unlock Housing Heat Map Summary Homelessness and Housing Stress 2021 report,* Shelter WA revealed that as of July 2021 the waitlist for social housing across WA was 17,320 households (over 30,000 people), with an average wait time of approximately two years. These wait times result in short and medium term accommodation options being filled to capacity, with 66% of requests for accommodation not being met.

With a strong demand for rental properties, a slow supply of new rental homes and rising rental fees, securing a rental property is more challenging now than ever before. Anglicare's *Rental Affordability Snapshot 2022* revealed that advertisements for rental homes have plummeted by over a third since the previous year. The national vacancy rate has fallen to record lows, halving from 2% to 1%. With these factors in play, there is even more pressure on low income renters to find an affordable home. The report also revealed that couples out of work, single parents on Centrelink payments and people on disability support all face a market where 0.1% of rentals are affordable to them.

Considering these alarming statistics and recognising that access to housing is a primary factor to reducing homelessness, improving opportunities for people to access social and affordable housing in a timely manner, is one of the focuses of this Plan.

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Homelessness in the Cities of Joondalup and Wanneroo

City of Joondalup

In March 2018, the ABS *Estimating Homelessness* report found that of the 154,455 City of Joondalup residents (2016), there were approximately 143 people experiencing homelessness, or 0.1% of the population. It was estimated that 80 individuals were staying temporarily with others, 30 were in supported services accommodation, 22 were in 'severely' crowded dwellings, six were living in boarding houses and four were sleeping rough or in an improvised dwelling. It is likely that the numbers were much higher. People experiencing homelessness are not easily captured in research. Additional resources were provided for the 2021 Census which engaged people with local knowledge to assist with data collection outreach to people who are street present. It is anticipated this has helped to build a more accurate picture of homelessness in the City.

In 2021 the City of Joondalup received 106 reports of people who were street present, with additional reports made by service providers and community run organisations through the Joondalup Wanneroo Ending Homelessness Group.

The City has a Strategic Position Statement in relation to homelessness:

> "The City of Joondalup recognise that a whole of community response is required to reduce and prevent homelessness and minimise the impact of homelessness on families, individuals and the community.
>
> The City's role in addressing homelessness will be one of coordination, support and advocacy in responding to homelessness in collaboration and partnership with the State and Federal Government, neighbouring local governments, homeless support services, community organisations and other relevant stakeholders to ensure that people experiencing homelessness are provided with effective and coordinated responses."

The City of Joondalup also has an internal protocol which guides staff on the process for reporting rough sleepers and how to engage with a person experiencing homelessness. Under the protocol, staff are provided training on understanding and responding to homelessness, and rough sleepers are offered information, support and referral if they are open to it.

The City of Joondalup CBD is a service provider hub for the greater northern corridor, with 17 service providers and the Joondalup Health Campus including an Emergency Department and Mental Health division. The city centre is considered a safe place for people who are street present, providing a high level of amenities including access to transport, services and the Joondalup Library which provides access to free Wi-Fi and computer use.

In 2020, the poverty line benchmark income was $457 a week or less (*Poverty in Australia 2020* Australian Council of Social Services). There were approximately 11,000 City of Joondalup residents with a weekly income of $499 or less (ABS 2016 Census data). The Joondalup local government area is ranked in the top ten most advantaged local government areas in the Western Australia Socio Economic Index, which may contribute to residents

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who are of low socio-economic status being further marginalised. The City of Joondalup has a higher than average Western Australian median house price, which has been compounded by the current housing crisis. As a result, some residents, for example, young people leaving home, women escaping domestic violence and older women separating from long term partners with a lack of superannuation and divided assets, have been priced out of the local market possibly resulting in a need for them to relocate away from Joondalup and away from their local community and support networks.



City of Wanneroo

Findings in the 2018 ABS *Estimating Homelessness Report* state that of the 199,882 individuals living in the City of Wanneroo, 367 of them are experiencing homelessness, 0.18% of the total population. Of these 367 persons, none are sleeping rough or in improvised dwellings, eight are living in boarding houses, 26 are in supported accommodation for the homeless, 95 are staying temporarily with others and 232 are living in 'severely' crowded dwellings. These numbers are not an accurate representation of homelessness in the City due to difficulties in identifying people sleeping rough, in vehicles or couch surfing, particularly with the City's vast geographical spread. People experiencing homelessness are often transient, making it challenging to collect accurate data on the number of people experiencing homelessness.

Reports received from the City by local residents and service providers also challenge the ABS data. Over a 12-month period, from 31 March 2021 to 31 March 2022, the City received 98 reports of people sleeping rough in the community. Comparatively, in 2018 the City received 34 reports over a similar 12 month period. This significant increase in numbers is a result of improved data collection methods, increased awareness of homelessness, which was prompted by the development and implementation of the Plan, and an actual increase in the number of people experiencing homelessness. Improving data collection and alignment with state practices and methodologies continues to be a priority in the Plan.

The City of Wanneroo has many suburbs in the bottom 50th percentile on the SEIFA Index, with Girrawheen in the bottom sixth and Koondoola in the bottom third percentile. The ABS report identified a number of suburbs in the South Ward as most at risk of or affected by homelessness. The suburbs of Pinjar and Wanneroo are in the top three suburbs in Australia experiencing mortgage stress, with Merriwa also included in the top ten. Furthermore, the Shelter WA Unlock Housing Heat Map 2021 highlighted that nearly 43% of residents in Butler and 40% of residents in Girrawheen are experiencing rental stress.

The City has seen a large increase in the complexity and severity of homelessness reports, with a 37.6% increase in cases requiring agency involvement from 2020 to 2021. The City has also experienced the challenge of accommodating and supporting persons experiencing homelessness who are not yet ready to accept long-term support. Another challenge the City has experienced is the increasing demand for outreach and support services. Local volunteer organisations are overwhelmed and unable to meet the demand for their services, compounded by funded outreach services stating they have limited timely, or no capacity, to provide responsive assistance.

Preventative measures such as financial counselling, tenancy support and social connection are increasingly important given the high numbers of people at-risk, forecasted population growth, and economic factors such as increasing cost of living and lack of available and affordable housing. Additionally, responsive measures are needed to address those who are experiencing homelessness. In addressing this, the City will direct advocacy efforts to the State Government for increased funding towards assertive outreach programs and crisis accommodation within the City.

Case Study

Since the development of the Plan, the City's response to homelessness has been evolving. The Plan lead to the development of an internal procedure to guide City staff on how to respond to reports of homelessness in the community. The procedure supports a compassionate, person-centric approach, aligning with the vision of the Plan, ensuring that people at-risk of, or experiencing homelessness, have the optimum opportunity to improve their circumstances.

In May 2020, a number of tents were erected at a local park by people experiencing homelessness. The City made contact with homelessness support services to engage with the individuals and also increased patrols in the area for the period. The City's compassionate approach to the situation, provided the opportunity for the people experiencing homelessness to stay in situ whilst local voluntary organisations provided essential supplies. Unfortunately, due to the limited funded Assertive Outreach services and other resources available, this situation lasted approximately three months and the City was

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inundated with community enquiries; some voicing compassionate welfare concerns for the people sleeping rough, and others raising complaints about community safety and disruption to the local amenity. Eventually, as a result of collaboration between homelessness support agencies and the City, the majority of these people were supported to move into more appropriate accommodation and transition out of homelessness.

This compassionate approach has proved to be effective in supporting people to transition into appropriate housing; however has associated challenges, including meeting community expectations of moving people on quickly. The City strives to continue to build awareness of homelessness in the community to broaden understanding and empathy with the goal of removing negative stigma. The City also continues to advocate for the appropriate level of funded outreach services and transitional accommodation to be made available for this region.

Joondalup Wanneroo Ending Homelessness Group

In 2011, the Cities of Joondalup and Wanneroo were founding members of the Joondalup Wanneroo Homelessness Action Group (JWHAG) which was renamed the Joondalup Wanneroo Ending Homelessness Group (JWEHG) in 2018 to encapsulate the vision of the group.

The ambition to end homelessness aligns with the WA Alliance to End Homelessness which released its state-wide plan in 2018. Led by a not-for-profit homelessness service provider (currently Red Cross), JWEHG meets regularly and membership is open to members of government, community members with lived experience, not for profit, corporate and faith based organisations, and anyone else who works within the homelessness sector or related industry, in and around the Joondalup and Wanneroo region. The aims and functions of the group include:

- Providing a space where coordinated responses, partnerships and collaboration between stakeholders are encouraged.
- Promoting an integrated approach to service delivery and accommodation services in the region.
- Data collection and analysis, identifying service gaps, raising awareness, and advocacy.
- Information sharing on early intervention and homelessness services, programs, and events.
- Implementing responsibilities and actions in the Regional Homelessness Plan.
- Monitoring and responding to related industry and government developments including policy, funding and trends.

Since the development of the Plan, JWEHG have continued to strengthen and prosper in the homelessness space. The structure of the group has transformed to include subgroups of identified key priorities including advocacy, data collection and food relief. This serves to separate strategic goals and operational challenges, acknowledging the importance of both elements. Case conferencing at each meeting has led to a number of positive outcomes for vulnerable people, including people transitioning out of homelessness.

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The group has experienced some challenges over the past few years, resulting in delays to the progress of the Plan. These challenges include limited resourcing and lack of a centralised, uniform approach to data collection. Recognising the challenges and identifying capacity building opportunities for JWEHG continues to be paramount to the success of the group.

The Chair of JWEHG has active involvement in both the Food Relief Collaboration Group, and the North West Metropolitan District Leadership Group (NWM DLG), ensuring that localised knowledge and data regarding homelessness in the region is shared. This allows the NWM DLG to support outcome based initiatives and advocate for local needs to be addressed and/or funded by relevant government agencies.

Case Study – A collaborative approach to ending homelessness

In 2020, JWEHG discussed a local family of five that were made homeless due to sudden unplanned unemployment. The children attended a local school in the area, and one of the family members presented with health conditions. The family experienced homelessness for the majority of a year.

To maintain hygiene standards and food security, the family accessed City facilities such as beach showers and barbeque stations; encountering a variety of challenges whilst experiencing homelessness, including the breakdown of their vehicle. This made accessing essential services such as food relief and washing facilities more difficult, resulting in further entrenchment in poverty which saw both the physical and mental health of the family decline.

Through a multi-agency response and effective collaboration, JWEHG came together to identify opportunities to support the family to transition out of homelessness into appropriate accommodation. The follow up, wrap-around services provided by JWEHG members were also vital to ensure the family maintained their new housing arrangement.

Whilst the above case study highlights the role of JWEHG in an operational capacity, the strategic element of JWEHG is paramount to preventing homelessness.

Community consultation

In 2015, the Cities of Joondalup and Wanneroo simultaneously adopted recommendations to develop a joint Regional Homelessness Plan; continuing to collaborate on strategic and operational initiatives and discussions since then.

In October 2016, a community stakeholder workshop was jointly hosted with 64 attendees from local government, State government departments, faith-based organisations, shopping centres, community-based homelessness and hardship services, real estate agents and people with lived experience.

In 2017, each City held workshops with their respective Elected Members who welcomed the opportunity to contribute towards the development of the Plan. Pertinent actions in the plan were formed as a result of these workshops.

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Key themes that emerged from all consultation include a targeted advocacy program to State and Federal governments to fund early intervention services; an exploration of partnership opportunities with service providers, local churches and businesses; the establishment of ongoing specialist homeless support programs and the identification of affordable housing options.

In 2018, consultation and contributions to the development of the Regional Homelessness Plan were focussed on key external stakeholders such as peak bodies, other local governments, and industry drivers such as Shelter WA, Red Cross Australia and the Western Australian Local Government Association.

In 2022, both Cities worked with JWEHG to assess the progress of the 2018/19 – 2021/22 Regional Homelessness Plan's actions, and reviewed information and data from local service providers and industry bodies over the period, with a particular focus on the past twelve months. This consultation acknowledged that the vision, and three key pillars are still relevant today and should continue to form the basis of the revised Action Plan, while also identifying revisions within the Action Plan that update the Plan in the current environment.

Snapshot of outcomes from the 2018/19 – 2021/22 Regional Homelessness Plan

The Regional Homelessness Plan 2018/19-2021/22 has resulted in a number of positive outcomes to support and improve the lives of people experiencing homelessness. Examples include:

Pillar 1: Building Capacity, Understanding and Engagement

- ✓ Training was delivered for key employees on important topics such the role of Local Government in responding to homelessness and challenging existing beliefs and stereotypes to broaden understanding and foster empathy. This supports the Cities in delivering a compassionate, person-centric response to homelessness.
- ✓ Capacity building and collaboration with JWEHG resulted in multiple targeted initiatives such as the implementation of a Food Relief Collaboration Group, which aims to maximise food relief services for community, and reduce duplication across the region.
- ✓ Partnerships were formed with agencies that deliver support to people at risk of, or experiencing homelessness to facilitate collaboration and support people transition out of homelessness.
- ✓ Assistance provided to community groups to support development and submission of successful funding applications to facilitate local community initiatives that benefit the wider community including vulnerable community members.
- ✓ National Volunteer Week 2019 campaign featured a series of videos developed to profile local volunteer services delivering support to people at risk of, and experiencing homelessness. The aim of this was to acknowledge the importance of volunteers and highlight the impact they can have.

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- ✓ The Cities worked with Community Field Officers from the Australian Bureau of Statistics in 2021 to aid accurate data collection for the census to better inform homelessness statistics in the north metropolitan region.
- ✓ Research and engagement with businesses located in areas where people sleeping rough frequent to broaden understanding of homelessness and facilitate a more effective and compassionate response.
- ✓ Delivery of the Regional Homelessness Networking Forum in August 2021, highlighted key state priorities and funding opportunities in the homelessness space. The forum was attended by approximately 85 people from across the homelessness sector including CEOs and senior executives.

Pillar 2: Prevention and Early Intervention

- ✓ Development and distribution of the Joondalup and Wanneroo Hardship and Homelessness Directory which incorporates local and metro key service providers so information on homelessness support services is easily accessible.
- ✓ Facilitation of Partnerships with a number of agencies that align with the prevention of homelessness such as financial counselling and food relief groups to ensure the community have access to key support services.
- ✓ Advocacy for the continuation or implementation of key homelessness support services that support vulnerable community members and enable them to improve their circumstances.
- ✓ Development and implementation of the Community Response and Recovery Fund in July 2021 which supported community response and recovery during the COVID-19 pandemic.
- ✓ Delivery of annual awareness campaign throughout Homelessness Week and Anti-poverty Week to increase community understanding on the issues that surround poverty and raise awareness on available support services.
- ✓ Implementation of a variety of supports initiates in response to the COVID-19 Pandemic such as “Emerge Stronger” and provision of community care packs to minimise social isolation and facilitate community connection.

Pillar 3: Responding to Homelessness

- ✓ Development of a Homelessness Management Procedure guiding City employees on demonstrating a compassionate approach to people experiencing homelessness. The procedure is delivered in collaboration with service providers and considers both public and private property.
- ✓ Coordinating services to respond and support people experiencing homelessness on public property to ensure access to essential good such as food and to facilitate opportunities to transition out of homelessness.
- ✓ Program of regular engagement with community groups and organisations and individuals has enabled better understanding of community need, the development of targeted responses, connections, and collaborations, and contributed to the Local Impact Assessment and Recovery Response report, which was presented to the State Government
- ✓ The Cities worked together to identify and liaise with agencies to encourage them to apply for state funding to provide homelessness outreach services in the northern suburbs.

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The Vision of the Plan

The Cities of Joondalup and Wanneroo are committed to ensuring that people at-risk of or experiencing homelessness have the optimum opportunity to improve their circumstances. The purpose of the plan is to publicly articulate a collective commitment of prevention and response, to end homelessness in the region.

Actions in the plan will be achieved through the development and implementation of agreed actions through each City's role to coordinate, support, advocate, collaborate and facilitate within their respective communities. This regional vision is underpinned by three key pillars:

- Building community capacity, understanding and engagement;
- Prevention and early intervention; and
- Responding to homelessness.

The Plan aims to:

- Clarify the Cities' roles in addressing homelessness;
- Work towards a strong and co-ordinated response to homelessness;
- Maximise efficiency of community resources in responding to homelessness;
- Seek to understand the nature and breadth of homelessness;
- Use data wisely to inform evidence based change and decision making;
- Engage and inform the community;
- Provide strategic direction for the Cities in relation to homelessness; and
- Advocate at State and National Level

The Role of Local Government

The Cities of Joondalup and Wanneroo role in responding to and addressing homelessness in our communities is to:

- Facilitate local partnerships;
- Coordinate place-based responses to homelessness;
- Advocate in identified areas where resource allocation or policy changes are needed;
- Ensure that information on local services and supports are available and accessible;
- Utilise land and assets to create places that are inclusive and can support vulnerable people, such as libraries and community centres; and
- Ensure Rangers, Field Officers and front line staff are informed and supported to interact with people experiencing homelessness.

The Cities acknowledge that different sectors and levels of government play different roles in responding to homelessness, and that collaboration and partnerships are vital to ensure best practice.

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Further information regarding the roles of others can be found in the State Homelessness Plan – All Paths Lead to a Home.

Measurement and accountability

The Cities of Joondalup and Wanneroo will oversee the implementation, review, evaluation and reporting of the plan in context of their own Local Government area.

This includes ensuring the plan is distributed both externally and internally, integrated into the business plans and budgets of relevant business units and reported on annually.

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Action plan

Pillar 1: Building Capacity, Understanding and Engagement

Goal: Stakeholders communicate and collaborate effectively with clear purpose to end homelessness

	Focus	Action	Timeline	Responsibility
1.1	**Joondalup Wanneroo Ending Homelessness Group (JWEHG)** Collaborative approach to identify, understand and improve local needs and outcomes	a. Support JWEHG to develop annual priorities b. Build capacity of JWEHG as the group responsible for leading this collaborative approach c. Bi-annual review of the Joondalup Wanneroo Ending Homelessness Group (JWEHG) and its alignment to sector strategies, policy and membership d. Support JWEHG to collaborate with the North West Metropolitan District Leadership Group to generate strategic support and awareness of homelessness matters within the region	Annually Ongoing 2023/24 & 2025/26 Ongoing	CoW & CoJ CoW & CoJ CoW & CoJ CoW, CoJ & JWEHG
1.2	**Data Collection & Analysis** Ensure relevant, accurate and consistent data is collected and made available in the region to inform advocacy and sound decision making by stakeholders	a. Research different approaches and mechanisms for centrally collecting and sharing data between local governments and service providers in the region b. Define the type and potential uses of data collection and opportunities for sharing of analytics across the region c. Collect and share meaningful qualitative data on homelessness with stakeholders and different levels of government d. Advocate for local government and service providers within the Perth metropolitan area to have access to a centralised data sharing platform	2022/23 2022/23 Ongoing 2022/23 & 2023/24	JWEHG CoW & CoJ JWEHG CoW, CoJ & JWEHG
1.3	**Strategic Relationships** Build effective relationships and partnerships to address	a. Build effective relationships with key government and peak bodies and ensure awareness of and respond to strategic and policy directions and funding opportunities for the region	Ongoing	CoW & CoJ

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	homelessness in the northern suburbs	b. Improve understanding and build knowledge capacity of stakeholders within the region to deliver services and focussed effort that addresses homelessness	Ongoing	JWEHG
1.4	**Community & Stakeholder Education** Engage the wider community to better understanding homelessness and promote an individualised approach	a. Coordinate and support initiatives that challenge negative stereotypes, dispel myths and foster understanding b. Build capacity of local businesses and stakeholders in hotspot areas to respond to reports of homelessness c. Educate community on options available to assist in the prevention of and direct response to homelessness	Ongoing Ongoing Ongoing	CoW & CoJ CoW & CoJ CoW & CoJ

SPOTLIGHT PROJECT

Capacity building for businesses

The Cities of Joondalup and Wanneroo are investigating capacity building for local businesses and shopping centre management to address homelessness, in line with the *No Wrong Door* approach.

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Pillar 2: Prevention and Early Intervention

Goal: People have a strong sense of wellbeing and are capable of recognising triggers that lead to homelessness enabling early action

	Focus	Action	Timeline	Responsibility
2.1	**Services** Supporting the region to have an optimal supply of services to meet demand	a. Explore service gaps, oversupply or duplicated effort in the region. a. Collaborate with service providers to address and/or advocate for required service provision in the region	2022/23 Ongoing	CoW, CoJ & JWEHG CoW, CoJ & JWEHG
2.2	**Community Connection and Support** Support opportunities that benefit the wellbeing of the community, keep people connected and enable access to services.	a. Advocate for and support programs that enhance community wellbeing and address social isolation. b. Provide and facilitate access to affordable services to the community to enhance social connection. c. Advocate, facilitate, support and promote community initiatives and services that address prevention and early intervention of homelessness consistent with the role of local government. d. Raise awareness of the early warning signs of homelessness and encourage people to seek help if they are experiencing them.	Ongoing Ongoing Ongoing Ongoing	CoW & CoJ CoW & CoJ CoW & CoJ in partnership with organisations CoW & CoJ
2.3	**Housing Accessibility** Improve opportunities for people to access social and affordable housing in a timely manner.	a. Advocate for more social and affordable housing in the region b. Support the provision of affordable housing in local housing strategies	Ongoing 2022/23 & 2023/24	CoW, CoJ & JWEHG CoW & CoJ

SPOTLIGHT PROJECT

Social connection for isolated people

Investigate gaps, resources and models to improve social connection for isolated people and trial models to develop tailored approaches to reduce loneliness in the northern suburbs.

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Pillar 3: Responding to Homelessness

Goal: People experiencing homelessness or sleeping rough have their basic needs met and ultimately are transitioned into appropriate support services

	Focus	Action	Timeline	Responsibility
3.1	**Direct Response** Respond proactively to reports of people who are experiencing homelessness, being cognisant of differing needs.	a. Provide information about available services and support for people who identify as experiencing homelessness b. Support the provision of homelessness support services in the region. c. Support and participate in key initiatives to identify and address homelessness in the region. d. Provide a person-centric direct response to people experiencing homelessness in the region.	Ongoing Ongoing Ongoing Ongoing	CoW, CoJ & JWEHG CoW & CoJ CoW, CoJ, JWEHG CoW, CoJ, Service Providers
3.2	**Advocacy** Advocate for crisis and social accommodation services and funded outreach in the region.	a. Advocate for the expansion of funded, specialised homelessness outreach services in the region. b. Advocate for the provision of crisis accommodation, social housing and associated wrap around services in the region.	Ongoing Ongoing	CoW, CoJ & JWEHG CoW, CoJ & JWEHG

SPOTLIGHT PROJECT

Local government collaborative approach

The Cities of Joondalup and Wanneroo are contributing to the Local Government Homelessness Knowledge Hub Project being led by Shelter WA, and are members of the Reference Group to help inform and guide the project.

SPOTLIGHT PROJECT

Local government collaborative approach

The Cities of Joondalup and Wanneroo will advocate for Government funded assertive outreach services and crisis accommodation in the region to support people to improve their situation.

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SIGNING AND SEALING REGISTER

DATE	ITEM #	TYPE OF DOCUMENT	DIRECTORATE	PROPERTY	DESCRIPTION	FILE REFERENCE	SIGNED CM REFERENCE	Submitted to Council
22/04/2022	0018	Section 70A Notification	Planning Services	Lot 168 (1) Waitara Crescent, Greenwood	In accordance with condition 11 of development approval DA20/1492, a notification on title is required to advise current and future owners that the subject site is located within a transport corridor and may be affected by transport noise. NOTE: The document has previously been endorsed by the City however, the applicant's document did not refer correctly to the newly subdivided lots and was not accepted by Landgate.	46494	INT22/16500 INT22/18094	28-Jun-22
16/05/2022	0019	Removal of Section 70A Notifica	Planning Services	Lot 17 (28) Marine Terrace, Sorrento	Development approval was granted on 23 November 2009 for an 'Ancillary Accommodation' (DA09/0933) at Lot 67 (4) Grenville Avenue, Sorrento (parent lot) which at the time restricted occupancy of the ancillary accommodation to members of the same family as the occupiers of the main dwelling. Under the revised Residential Design Codes of Western Australia, gazetted on 2 August 2013, modifications have been made to the provisions for 'Ancillary Accommodation' development. These changes include the name of the land use being changed to "Ancillary Dwelling", and there are no longer provisions restricting the occupants of ancillary dwellings to being members of the same family as the occupiers of the main dwelling. This request is to remove the Section 70A Notification placed on the title as the restriction no longer applies.	71417	INT22/19830 INT22/23371	28-Jun-22
18/05/2022	0020	Withdrawal of Caveat	Planning Services	Lot 19 (3) Lincoln Lane & Lot 20 (10) Winton Road, Joondalup	To withdraw Caveat M900493 to allow the registration of a mortage on the above property. The City's Caveat (M900493) was lodged over the subject lot pursruant to a deed dated 23 January 2015 (attached) between the City of Joondalup and Globalheart Church Inc. The Deed relates to an awning encroachment from the building on Lot 20 over Lot 19. McLeods has requested the attached Client Authorisation Form be signed to allow the withdral of the caveat. Following the registration of the mortgage, the caveat will be replaced on the title.	50180	INT22/20423 INT22/23370	28/06/2022
19/05/2022	0021	Sponsorship Agreement - Festival of Motoring	Governance and Strategy	Australian Safari Pty Ltd trading as Joondalup Festival of Motoring	Motoring Festival - Sposorship Agreement	108898	EMO22/29387	28-Jun-22

STATUS OF PETITIONS PRESENTED TO COUNCIL

PETITION DETAILS	DATE OF PRESENTATION TO COUNCIL	STATUS	COMMENT
WORKING GROUP – SIGNAGE GUIDELINES AND POLICY A 51 signature petition has been received from residents of the City of Joondalup requesting that Council create a working group that includes representatives from the City's planning department to review and develop appropriate signage guidelines and policy that allows small business to have a say on signage and placemaking within the City of Joondalup. **RPC00105 (Governance and Strategy)**	16 August 2016	Outstanding	**Update as at May 2022** Letters were sent to the lead petitioners on 1 April 2022, advising of Council's decision at the February 2022 Council Meeting. The Amendment Local Law is expected to be presented back to Council in July or August for consideration of submissions and final adoption. **Update as at February 2022** A report was presented to the 15 February 2022 Council meeting to advertise the City of Joondalup Amendment Local Law 2021 (CJ014-02/22 refers). Once the Amendment Local Law is advertised, there is a six week submission period, with a further report to be presented to Council at the conclusion of the submission period. **Update as at November 2021** The City is currently reviewing the Amendment Local Law with a report to be presented to Council in February 2022. **Update as at May and August 2021** A report in relation to the *Advertisements Local Planning Policy* was submitted to Council at its meeting held on 16 March 2021 (CJ037-03/21 refers). The lead petitioner has been notified of Council's decision. At its meeting held on 16 February 2021 (CJ006-02/21 refers) Council endorsed a review of the City's *Local Government and Public Property Local Law 2014* to consider possible amendments to the local law provisions around the permissibility of temporary advertising signs in thoroughfares and road verges. A local law amendment will be submitted to a future Council meeting to consider detailing any possible changes that can be made. **Update as at February 2021** A report will be presented to the 16 March 2021 Council meeting to consider the draft *Advertisements Local Planning Policy* following public advertising, which details signage requirements on private property. **Update as at November 2020** A new draft policy was presented to Council at its meeting held on 20 October 2020 (CJ162-10/20 refers). The Draft Advertisement Local Planning Policy will be advertised for public consultation for 21 days before the end of 2020. **Update as at February, May and August 2020** Review of signs policy is continuing. **Update as at August and November 2019** Review of signs policy is continuing. **Update as at May 2019** Review of signs policy has commenced. **Update as at February 2019** Work will commence shortly on the review of the *Signs* policy. **Update as at November 2018** *Local Planning Scheme No. 3* was gazetted on 23 October 2018. Now that the City knows the exact wording of the scheme, work will commence on the review of the *Signs Policy*. A decision will be made shortly how best to engage small business in the review of the policy.

PETITION DETAILS	DATE OF PRESENTATION TO COUNCIL	STATUS	COMMENT
			Update as at August, May and February 2018 The review of the City's *Signs Policy* will commence once *Local Planning Scheme No. 3* has been endorsed by the Western Australian Planning Commission. **Update as at February, May, August and November 2017** The review of the City's *Signs Policy* is yet to commence. **Update as at November 2016** The review of the City's *Signs Policy* is yet to commence. **Update as at August 2016** It is anticipated that a review of the City's *Signs Policy* will commence in late 2016. The request to form a working group will be considered as part of the review process.
TRAFFIC CONTROLS – WALTER PADBURY BOULEVARD AND HEPBURN AVENUE A 32 signature petition has been received from residents of the City of Joondalup requesting: 1 provision be made in the next upcoming budget to install traffic light controls, including pedestrian controls at the intersection of Walter Padbury Boulevard and Hepburn Avenue, Padbury; 2 Council resolutely lobby the State Government's Main Roads Department, as the regulator for such installations, so that permission can be obtained for such an installation to proceed. **RCP00054 (Infrastructure Services)**	19 November 2019	Outstanding	**Update as at May 2022** Main Roads WA has completed the traffic modelling for the identified options and a report will be scheduled for Quarter 1, 2022-23. **Update as at February 2022** Main Roads WA will undertake traffic modelling of a number of identified options to inform an appropriate treatment at this intersection. **Update as at November 2021** City officers have been liaising with MRWA to determine the scope of the funding commitment and what may or may not be considered. A meeting is currently scheduled between the City and MRWA in early December to discuss the scope, options and information to date. **Update as at August 2021** Funding as per the election commitment has now been confirmed by Main Roads WA (MRWA). The City will continue to liaise with MRWA to develop options for this section of Hepburn Avenue between Glengarry Drive and Lilburne Road, Duncraig. **Update as at May 2021** The City understands that there was an election promise made for a potential upgrade of this intersection, however, at this stage the City has not been provided with any detail on the proposed scope of the works or the timeline for funding availability. It is also the City's understanding that the funding is subject to the State Government's budgetary process. **Update as at February 2021** The City continues to investigate options and a report will be presented to a future Council meeting. **Update as at November 2020** A report was submitted to Council at its meeting held on 15 September 2020 (CJ136-09/20 refers) and was referred back to the Chief Executive Officer to allow further engagement with Main Roads WA and other stakeholders on possible novel solutions to improve the intersection at Walter Padbury Boulevard and Hepburn Avenue, Padbury. The City is currently investigating options and a report will be presented to a future Council meeting. **Update as at August 2020** It is anticipated that a report will be presented to Council in September 2020. **Update as at May 2020** A report was submitted to Council at its meeting held on 17 March 2020 (CJ032-03/20 refers) and was referred back to the Chief Executive Officer to investigate alternate access and egress options to Hepburn Heights. It is anticipated that a report will be presented to Council in August 2020.

PETITION DETAILS	DATE OF PRESENTATION TO COUNCIL	STATUS	COMMENT
			Update as at February 2020 A report will be presented to Council at its meeting to be held on 17 March 2020. **Update as at November 2019** It is anticipated that a report will be presented to Council in April 2020.
REDEVELOPMENT – WHITFORDS SENIOR CITIZENS CLUB AND WHITFORDS LIBRARY A 198 signature petition has been received from residents of the City of Joondalup requesting the City prepare options for the expansion and redevelopment of the Whitford Senior Citizens Club and the Whitford Library Facilities. **RCP00086 (Corporate Services)**	17 August 2021	Outstanding	**Update as at May 2022** The evaluation of the Social Needs Analysis is still in progress and once that is complete a report will be presented to the Major Projects and Finance Committee as per the February 2022 resolution. **Update as at February 2022** A report was presented to Council at its meeting held on 15 December 2021 (CJ177-12/21 refers) where Council resolved the following: *"That Council:* *1 NOTES that on finalisation of the City of Joondalup's evaluation of the Social Needs Analysis, which will occur in early 2022, a report will be presented to a future meeting of the Major Projects and Finance Committee that assesses what will be required to meet the community's future needs at the Whitford Library and Whitford Senior Citizens' Centre;* *2 ADVISES the lead petitioner of Council's decision as detailed in Part 1 above."* **Update as at November 2021** A report will be presented to Council at its meeting scheduled for 14 December 2021. **Update as at August 2021** The City is currently reviewing the request and a report will be presented to a future Council meeting.
MCCUBBIN PARK – POND FACILITY A 258 signature petition has been received from residents of the City of Joondalup in relation to retaining a pond facility within McCubbin Park, Woodvale of similar scope to the long-standing existing pond. Ensure that the ongoing maintenance costs associated with the pond and associated infrastructure continue to be funded by the City of Joondalup to the benefit of residents from Woodvale and surrounds who enjoy the amenity provided by the McCubbin Park Pond, and to the ongoing benefit of wildlife that use it. **RCP00089 (Infrastructure Services)**	21 September 2021	Completed	**Update as at May 2022** At its meeting held on 19 April 2022 (CJ056-04/22 refers), Council considered a report relating to the matter. **Update as at February 2022** It is anticipated that a report will be presented to Council at its meeting to be held on 19 April 2022. **Update as at November 2021** The City is currently liaising with the lead petitioner on the matters raised within the petition presented to Council at its meeting held on 21 September 2021. Outcomes of the on-going discussions will form the basis of a report for Council's consideration at a future Council meeting.
LANEWAY REVIEW – SORRENTO AND MARMION A 61 signature petition has been received from residents of the City of Joondalup in relation to the City undertaking a process regarding the renaming, reviewing and development of the laneways in Sorrento and Marmion to: • Rename them to reflect that homes are built and are being built in increasing numbers, along the lanes and those addresses need to be recognised and utlised for important services such as emergency response and postal delivery. • Review the capability, where possible, of making lanes one way for vehicle traffic. • Develop a costing and timeframe for the upgrade of the lane road surfaces and kerbing.	21 September 2021	Outstanding	**Update as at May 2022** A report is scheduled to be presented to Council at its meeting to be held on 28 June 2022. **Update as at February 2022** It is anticipated that a report will be presented to Council at its meeting to be held on 17 May 2022. **Update as at November 2021** The City is currently reviewing the request and a report will be presented to a future Council meeting.

PETITION DETAILS	DATE OF PRESENTATION TO COUNCIL	STATUS	COMMENT
RCP00091 (Infrastructure Services)			
VIDEO LIVESTREAMING AND RECORDING – COUNCIL AND ANNUAL GENERAL MEETINGS OF ELECTORS A 33 signature petition received from residents of the City of Joondalup requesting for live video streaming and recordings of all City of Joondalup Council and Annual General Meetings of Electors. **RCP00092 (Governance and Strategy)**	21 September 2021	Outstanding	**Update as at May 2022** Awaiting approval of allocation in the 2022-23 budget for the installation of equipment to allow for the live video-streaming of Council meetings. Draft policy to be prepared in Q1 or Q2 of the 2022-23 financial year. **Update as at February 2022** A report was presented to the Council meeting held on 15 February 2022 (CJ011-02/22 refers) where Council approved the development of a new policy to allow for the recording and live streaming of Council meetings and lists for consideration in the 2022-23 annual budget an amount of $40,000 for the installation of equipment to allow for the live video streaming of Council meetings. **Update as at November 2021** The City is currently reviewing the request and a report will be presented to a future Council meeting.
LAKEVIEW PARK – NATIVE CONTEMPLATION GARDEN A 91 signature petition received from residents of the City of Joondalup requesting the City of Joondalup create a native contemplation garden at Lakeview Park Edgewater. The reasons to create this garden are as follows: • To provide opportunities to improve the mental health of the community through creating connection and social interactions during the creation, planting and ultimately use of the finished gardens. • To provide a quiet garden for the older residents to increase recreational options and amenities. • To increase diversity of species and habitat for local wildlife and birds. • To provide an informative area for sharing between generations of local residents. • To inspire connection to the environment and future pocket gardens within the City of Joondalup. **RCP00093 (Infrastructure Services)**	21 September 2021	Completed	**Update as at May 2022** At its meeting held on 15 March 2022 (CJ041-03/22 refers), Council considered a report relating to the matter. **Update as at February 2022** It is anticipated that a report will be presented to Council at its meeting to be held on 15 March 2022. **Update as at November 2021** The City is currently reviewing the request and a report will be presented to a future Council meeting.
SAFETY AND CONGESTION REVIEW – TRAPPERS DRIVE A 140 signature petition received from residents of the City of Joondalup requesting the City of Joondalup undertakes a safety and congestion review of Trappers Drive between Woodvale Drive and Whitfords Avenue for both vehicles and pedestrians. With focus on the entry and exit points of Woodvale Boulevard Shopping Centre on Trappers Drive, as issues there will increase with the expected development of the BP site, with the inclusion of a drive through fast food restaurant. As this is a public safety issue, it is requested that the review be completed within two months. **RCP00095 (Infrastructure Services)**	21 September 2021	Outstanding	**Update as at May 2022** A report is scheduled to be presented to Council at its meeting to be held on 28 June 2022. **Update as at February 2022** It is anticipated that a report will be presented to Council at its meeting to be held on 19 April 2022. **Update as at November 2021** The City is currently reviewing the request and a report will be presented to a future Council meeting.
GLYPHOSATE ADVISORY SIGNAGE A 40 signature petition has been received from residents of the City of Joondalup in support of:	20 July 2021	Outstanding	**Update as at May 2022** The City is currently reviewing the *Weed Management Plan* which is scheduled to be considered by Council in 2022-23. The substance of this petition will be considered as part of this process.

PETITION DETAILS	DATE OF PRESENTATION TO COUNCIL	STATUS	COMMENT
• glyphosate use advisory signage being left in place for a minimum of 24 hours following the application of glyphosate as undertaken within City of Joondalup managed land • glyphosate advisory signage being left in place to protect health despite the very small cost to Special Area Rate (SAR) payments each year. **RCP00096 (Infrastructure Services)**			**Update as at February 2022** The City is currently reviewing the *Weed Management Plan* which is scheduled to be considered by Council in 2022-23. The substance of this petition will be considered as part of this process. **Update as at November 2021** The City is currently reviewing the *Weed Management Plan* which is scheduled to be considered by Council in 2022-23. The substance of this petition will be considered as part of this process. **Update as at September 2021** Cr Raftis submitted an amendment to reinstate petition. **Update as at August 2021** At the Council Meeting held on 20 July 2021 the Council did not support the request and the prior Council decision of 18 May 2021 (CJ063-05/21 refers) remains in effect. The lead petitioner has been advised.
PAID PUBLIC PARKING – COASTAL LOCATIONS A 72 signature petition has been received requesting that the Council: • Opposes the application of any paid public parking at Ocean Reef Marina; • Opposes any further application of paid public parking at any other coastal location controlled by the City of Joondalup; • Ceases any representations to the State Government for the application of paid public parking at Ocean Reef Marina, Hillarys Boat Harbour, or any other coastal location. **RCP00100 (Corporate Services)**	12 October 2021	Outstanding	**Update as at May 2022** A report was presented to Council at its meeting held 17 May 2022 (CJ071-05/22 refers): *"REQUESTING the Chief Executive Officer prepare a report on the development of a policy for paid parking in coastal areas, to be presented to the Policy Committee at its meeting to be held on 1 August 2022."* **Update as at February 2022** The setting of all Fees and Charges, including parking fees, is considered by Council as part of the Annual Budget. The City is not responsible for setting parking fees on State Government managed land including Hillarys Boat Harbour. Therefore, the setting of parking fees on all City managed land will be considered as part of the 2022/23 Annual Budget. *That Council:* *1 NOTES that the setting of all Fees and Charges, including parking fees, on City managed land will be considered as part of the Annual Budget;* *2 ADVISES the lead petitioner of Council decision as detailed above.* **Update as at November 2021** The City is currently reviewing the request.
USE OF PESTICIDES - PLAY SPACES A 52 signature petition has been received from residents of the City of Joondalup requesting the City ceases the use of any pesticides within 50 metres of play spaces in the City's parks and reserves; with exceptions for broad leaf treatment of parks and reserves, and natural area management if no other alternatives are available. For the purposes of: • protecting children and families from the adverse effects of the City applying pesticides around children's' playgrounds • protecting pets and native wildlife from poisoning and injury from the application of pesticides • protecting the environment from unmeasured long-term effects of multiple pesticide applications.	12 October 2021	Outstanding	**Update as at May 2022** The City is currently reviewing the *Weed Management Plan* which is scheduled to be considered by Council in 2022-23. The substance of this petition will be considered as part of this process. **Update as at February 2022** The City is currently reviewing the *Weed Management Plan* which is scheduled to be considered by Council in 2022-23. The substance of this petition will be considered as part of this process. **Update as at November 2021** At its meeting held on 21 July 2020, Council endorsed ceasing of the use of glyphosate within playspaces on City parks and reserves. The City, therefore, no longer uses this specific herbicide for the eradication of weeds within playspaces. In almost all instances, the City only uses a combination of mechanical control such as the use of whipper snippers and physical control by hand weeding.

PETITION DETAILS	DATE OF PRESENTATION TO COUNCIL	STATUS	COMMENT
RCP00102 (Infrastructure Services)			Only in circumstances, such as for the removal of couch grass which is very difficult to control, would the City consider using a selective herbicide which is approved by the Australian Pesticides and Veterinary Medicines, such as *Fluazifop* (Fusilade), for the control of grasses. The City is currently reviewing the *Weed Management Plan* which is scheduled to be considered by Council in 2022-23. The substance of this petition will be considered as part of this process.
EXTENSION OF EXERCISE AREA - HILLARYS DOG BEACH A 295 signature petition has been received from residents of the City of Joondalup requesting a report be prepared to investigate extending the area that dogs are permitted to be exercised at Hillarys Dog Beach. Whether this be permanent or before certain times in the morning and after certain times in the evening or as a seasonal extension. In addition, a consideration of the feasibility of additional dog beaches to be located along other sections of the coastline within the City of Joondalup to ease the congestion on the only dog beach within the City and meeting the growing demand for dog exercise beaches. **RCP00104 (Corporate Services)**	16 November 2021	Outstanding	**Update as at May 2022** A report is scheduled to be presented to Council at its meeting to be held on 19 July 2022. **Update as at November 2021 and February 2022** The City is currently reviewing the request and a report will be presented to a future Council meeting.
MARRI PARK – SHADE SAIL A 40 signature petition has been received from residents of the City of Joondalup requesting the City provides funding in the 2022-23 budget for the installation of a shade sail over the Marri Park playground (northern end) in Duncraig as it is heavily utilised by children especially given the toilet facilities and nearby sports ovals, but with no trees or other shade over the playground at all in summer making the equipment unusable other than in the early morning or late afternoon as the equipment is scorching hot. **RCP00107 (Infrastructure Services)**	15 March 2022	Outstanding	**Update as at May 2022** A report is scheduled to be presented to Council at its meeting to be held on 16 August 2022.
MCKIRDY PARK – PLAY EQUIPMENT A 207 signature petition has been received from residents of the City of Joondalup requesting the City replace the play equipment that is scheduled to be removed from McKirdy Park, Marmion with similar play equipment. **RCP00108 (Infrastructure Services)**	19 April 2022	Outstanding	**Update as at May 2022** The McKirdy Park playspace renewal (PEP2521) is listed for consideration as part of the 2022-23 budget and if the project is supported and adopted by Council it will be constructed during the 2022-23 financial year.

Notice

of

Annual General Meeting

and

procedural information

for submission of motions

Crown Perth

Monday, 3 October 2022

Deadline for submission of motions:

Friday, 12 August 2022

2022 Local Government Convention and AGM general information

WALGA Annual General Meeting

The Annual General Meeting (AGM) for the Western Australian Local Government Association (WALGA) will be held from 9:00am on **Monday, 3 October 2022**. The formal Agenda will begin at 11:30am after a short morning tea break. The AGM should be attended by up to two Voting Delegates from all Member Local Governments. Lunch will be provided at the conclusion of the meeting.

Cost for attending

Attendance at the AGM is **free of charge** to all Elected Members and staff from Member Local Governments. Voting Delegates and Proxies must register their attendance in advance. Please use the registration form provided at the end of this document. Observers (non-voting) are also welcome to attend the AGM, but registration is essential via our website.

Submission of Motions

Member Local Governments are invited to submit motions for inclusion on the Agenda for consideration at the AGM. Motions should be submitted in writing to the Chief Executive Officer of WALGA. A template motion can be found on our website here.

The closing date for submission of motions is **5:00pm Friday, 12 August.**

*Please note that any motions proposing alterations or amendments to the WALGA Constitution must be received by **5:00pm Friday, 22 July** in order to satisfy the 60-day constitutional notification requirement.*

The following guidelines should be followed by Members in the formulation of motions:

- Motions should focus on policy matters rather than issues which could be dealt with by the WALGA State Council with minimal delay.
- Due regard should be given to the relevance of the motion to the total membership and to Local Government in general. Some motions are of a localised or regional interest and might be better handled through other forums.
- Due regard should be given to the timeliness of the motion – will it still be relevant come the Local Government Convention or would it be better handled immediately by the Association?
- The likely political impact of the motion should be carefully considered.
- Due regard should be given to the educational value to Members – i.e. does awareness need to be raised on the particular matter?
- The potential media interest of the subject matter should be considered.
- Annual General Meeting motions submitted by Member Local Governments must be accompanied by fully researched and documented supporting comment.

Criteria for Motions

As per the Corporate Governance Charter, prior to the finalisation of the agenda, the WALGA President and Chief Executive Officer will determine whether motions abide by the following criteria:

Motions will be included in the Agenda where they:

1. are consistent with the objects of the Association (refer to clause 3 of the Constitution);
2. demonstrate that the issue/s raised will concern or are likely to concern a substantial number of Local Governments in WA;
3. Seek to advance the Local Government policy agenda of the Association and/or improve governance of the Association;
4. Have a lawful purpose (a motion does not have a lawful purpose if its implementation would require or encourage non-compliance with prevailing laws); or
5. Are clearly worded and unambiguous in nature.

Motions will not be included where they are:

6. Consistent with current Association advocacy/policy positions as per the Advocacy Positions Manual (as the matter has previously been considered and endorsed by WALGA).

Motions of similar objective:

7. Will be consolidated as a single item.

Submitters of motions will be advised of the determinations.

Enquiries relating to the preparation or submission of motions should be directed to Kathy Robertson, Executive Officer Governance on (08) 9213 2036 or krobertson@walga.asn.au.

Further information about the 2022 Local Government Convention can be found on our website at www.walga.asn.au.

Emergency Motions

No motion shall be accepted for debate at the AGM after the closing date unless the WALGA President determines that it is of an urgent nature, sufficient to warrant immediate debate, and Delegates resolve accordingly at the meeting. Please refer to the AGM Standing Orders for details.



President Cr Karen Chappel JP
WALGA President



Nick Sloan
Chief Executive Officer

EMAIL BACK

Voting Delegate Registration
2022 WALGA Annual General Meeting

All Member Councils are entitled to be represented by two voting delegates at the Annual General Meeting of the WA Local Government Association to be held on Monday, 3 October 2022 at Crown Perth.

In the event one or both of the registered Voting Delegates is unable to attend, provision is made for two Proxy Voting Delegates to be registered.

Only registered Voting Delegates or Proxies will be permitted to exercise voting entitlements on behalf of Member Councils. Delegates may be Elected Members or serving officers.

Please complete, sign and return this form before **5:00pm Friday, 23 September**.

VOTING DELEGATES	**PROXY VOTING DELEGATES**
Name of Voting Delegates: Delegate 1: …… Delegate 2: ……..	Name of Proxy Voting Delegates: Proxy 1: ……..…… Proxy 2: ……..……
Local Government: Shire/Town/City of …….. **Signature of Chief Executive Officer:** …….. **Date:** ……	

ON COMPLETION, PLEASE EMAIL TO: krobertson@walga.asn.au

Attention: Kathy Robertson, Executive Officer Governance

Please Note:

- All Voting Delegates must present at the WALGA Delegate Service Desk prior to the AGM to collect their electronic voting device (keypad) and identification tag to gain entry to the AGM.
- Observers (non-voting) are also welcome to attend the AGM, however registration is essential.
- Registration as a Voting Delegate is separate to any registration as a Convention Delegate.
- For further information or to register as an AGM Observer or Convention Delegate, please visit our website at www.walga.asn.au or contact Kathy Robertson on (08) 9213 2036.

City of Joondalup

COMMUNITY CONSULTATION OUTCOMES REPORT

Draft 10-Year Strategic Community Plan — Joondalup 2032

CONTENTS

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CONSULTATION MATERIALS 5
RESPONSE RATE 8
DEMOGRAPHICS 9
OUTCOMES 10
APPENDIX 11

OVERVIEW

The community was invited to provide feedback on the City of Joondalup's draft 10-Year Strategic Community Plan — *Joondalup 2032*. The City collected a total of 36 valid submissions throughout the 30-day advertised consultation period from 24 March 2022 to 22 April 2022. Stakeholders directly engaged for this consultation included:

- Community members who previously participated the "Shaping Your Local Community" consultation initiative that informed development of the draft plan
- Community Engagement Network eNewsletter subscribers
- Resident/ratepayer groups.

Respondents were asked to review the draft 10-Year Strategic Community Plan and provide feedback. A total of 6 community/stakeholder groups and 30 individual community members provided submissions.

Common themes across the submissions included:

- Praise that the draft Plan included specific elements/themes (eg environment)
- Specific requests for services or facilities to be added to the draft Plan (eg support for the homeless)
- Specific requests for services or facilities be provided in the community (eg tree maintenance, safety patrols)
- Constructive/negative feedback about the content or structure of the draft Plan.
- General praise and support for the draft Plan
- Specific feedback about words or phrases that should be changed or added to the details in the draft Plan.

STAKEHOLDERS

A total of 4,552 stakeholders were directly engaged by the City. Stakeholders identified included:

- Community members who participated in the 10 community and stakeholder workshops conducted as part of the “Shaping Your Local Community” consultation initiative (95)
- Respondents who completed the community survey conducted as part of the “Shaping Your Local Community” consultation initiative and agreed to follow-up on the outcomes of the consultation (633)
- Community Engagement Network eNewsletter subscribers (3,809)
- Resident/ratepayer groups (15)
  - Beldon Residents Association Inc
  - Burns Beach Residents Association Inc
  - Connolly Residents Association
  - Edgewater Community Residents' Association
  - Harbour Rise Home Owners Association Inc
  - Heathridge Residents' Association
  - Iluka Homeowners Association
  - Kallaroo Residents' Association
  - Kingsley & Greenwood Residents Association
  - Marmion, Sorrento, Duncraig Progress and Ratepayers Association
  - North Shore Country Club and Residents Association
  - Padbury Residents' Association Inc
  - Warwick Residents' Group
  - Whitford Community, Ratepayers & Recreation Association Inc
  - Woodvale Waters Landowners Association.

Additional stakeholders, including interested residents and ratepayers, were also indirectly engaged via the consultation materials described overleaf.

CONSULTATION MATERIALS

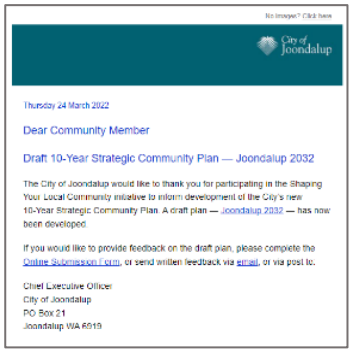
Stakeholders who participated “Shaping Your Local Community” consultation initiative (either via workshops or survey) were emailed to advise them that the draft 10-Year Strategic Community Plan was available to review and to invite them to provide feedback.

Subscribers to the Community Engagement Network were sent an eNewsletter to invite them to provide feedback on the draft 10-Year Strategic Community Plan.

Resident/ratepayer groups were emailed to advise them that the draft 10-Year Strategic Community Plan was available to review and to invite them to provide feedback. They were also encouraged to promote the consultation to their members.

Stakeholders were advised that they could provide feedback using the online submission form or in writing via email or post.

Email to stakeholders who participated in the “Shaping Your Local Community” consultation initiative (see Appendix 1 for full):



No images? Click here

City of Joondalup

Thursday 24 March 2022

Dear Community Member

Draft 10-Year Strategic Community Plan — Joondalup 2032

The City of Joondalup would like to thank you for participating in the Shaping Your Local Community initiative to inform development of the City's new 10-Year Strategic Community Plan. A draft plan — Joondalup 2032 — has now been developed.

If you would like to provide feedback on the draft plan, please complete the Online Submission Form, or send written feedback via email, or via post to:

Chief Executive Officer
City of Joondalup
PO Box 21
Joondalup WA 6919

Community Engagement Network eNewsletter (see Appendix 2 for full):



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Community Engagement Network

City of Joondalup

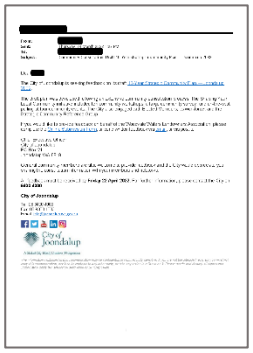
Thursday 24 March 2022

Dear Chloe

Draft 10-Year Strategic Community Plan — Joondalup 2032

The City of Joondalup is seeking feedback on its draft 10-Year Strategic Community Plan — Joondalup 2032. The draft plan was developed following an extensive community consultation process. In total, 1,483 community

Email to resident/ratepayer groups (see Appendix 3 for full):



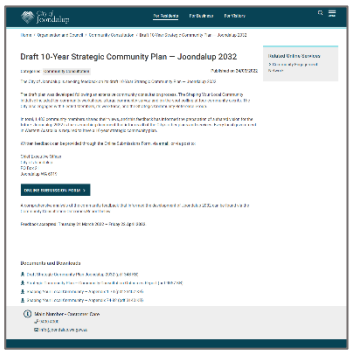
Online submission form (see Appendix 4 for full):



In addition to directly contacting identified stakeholders, the City advertised the consultation to other community members via the following means:

- Webpage linked through the "Community Consultation" section of the City's website visible from 24 March 2022 to 22 April 2022.
- Media statement on the City's website visible from 24 March 2022 to 22 April 2022.
- Items published in the Joondalup Voice insert of the *PerthNow Joondalup* community newspaper on 24 March 2022 and on 7 April 2022, available online and emailed to subscribers of the Joondalup Voice eNewsletter on 24 March 2022 and on 7 April 2022.
- Facebook post published through the City's Facebook account on 29 March 2022.
- Twitter post published through the City's Twitter account on 29 March 2022.
- LinkedIn post published through the City's LinkedIn account on 29 March 2022.

Community Consultation webpage and media release (see Appendix 5–6 for full):



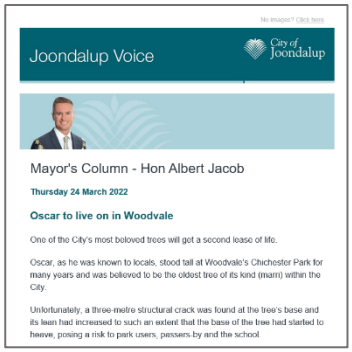


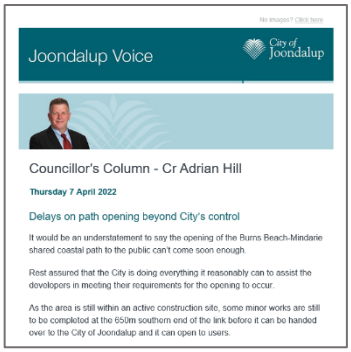
Joondalup Voice in *PerthNow Joondalup* community newspaper (see Appendix 7–8 for full):





Joondalup Voice eNewsletters (see Appendix 9–10 for full):





Facebook, Twitter and LinkedIn posts (see Appendix 11–13 for full):







RESPONSE RATE

The City collected a total of 36 valid responses throughout the 30-day advertised consultation period from 24 March 2022 to 22 April 2022. Responses that were considered valid include all those which contained contact details enabling identification and were submitted within the advertised timeframe.

Of the 36 respondents, 15 of these were stakeholders who participated in the consultation to inform the development of the Plan. A total of 7 responses were received from community members who were not directly engaged by the City. This data is shown in the table below.

	Forms sent	Forms received	Response rate
Responses received by stakeholder type:	**N**	**N***	**%**
Stakeholders who participated in a workshop as part of the "Shaping Your Local Community" consultation initiative	**95**	**5**	**5.3%**
Respondents who completed the community survey conducted as part of the "Shaping Your Local Community" consultation initiative	**633**	**15**	**2.4%**
Community Engagement Network eNewsletter subscribers	**3,809**	**27**	**0.7%**
Resident/ratepayer groups	**15**	**0**	**0.0%**
Beldon Residents Association Inc	1	0	0.0%
Burns Beach Residents Association Inc	1	0	0.0%
Connolly Residents Association	1	0	0.0%
Edgewater Community Residents' Association	1	0	0.0%
Harbour Rise Home Owners Association Inc	1	1	100.0%
Heathridge Residents' Association	1	0	0.0%
Iluka Homeowners Association	1	0	0.0%
Kallaroo Residents' Association	1	0	0.0%
Kingsley & Greenwood Residents Association	1	0	0.0%
Marmion, Sorrento, Duncraig Progress and Ratepayers Association	1	1	100.0%
North Shore Country Club and Residents Association	1	0	0.0%
Padbury Residents' Association Inc	1	0	0.0%
Warwick Residents' Group	1	0	0.0%
Whitford Community, Ratepayers & Recreation Association Inc	1	0	0.0%
Woodvale Waters Landowners Association	1	0	0.0%
Other community/stakeholder groups	—	4	—
Other community members (engaged indirectly)	—	4	—
Total response rate (engaged directly)	**4,552**	**30**	**0.7%**
Total submissions received	**—**	**36**	**—**

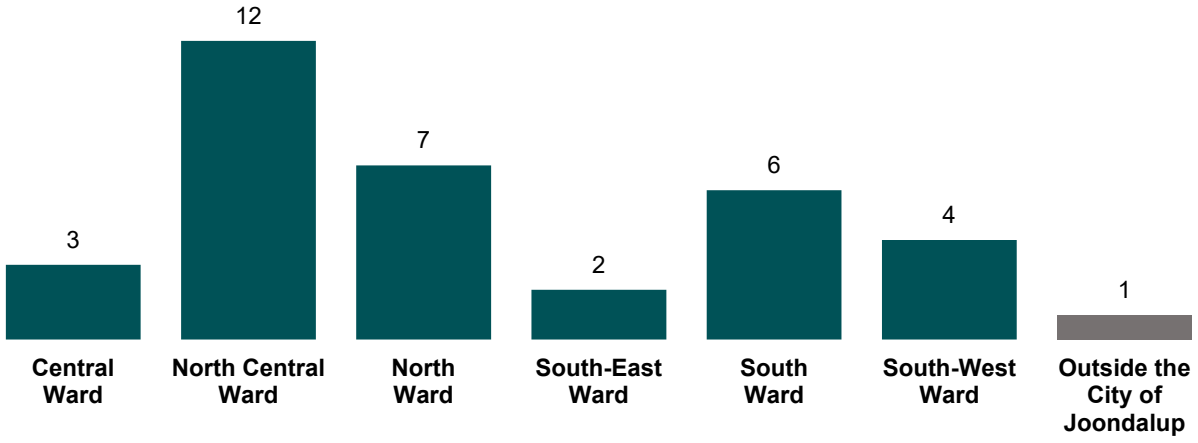
*Numbers may not add up to total, as respondents can represent more than one stakeholder type.

DEMOGRAPHICS

Respondents were asked to provide their contact address. The majority of respondents reside in the City of Joondalup (34), particularly the North Central Ward (12). This data is shown in the table and chart below.

Responses received by ward and suburb:	N	%
City of Joondalup	**34**	**94.4%**
Central Ward	**3**	**8.3%**
Beldon	1	2.8%
Craigie	0	0.0%
Kallaroo	1	2.8%
Woodvale	1	2.8%
North Central Ward	**12**	**33.3%**
Connolly	2	5.6%
Edgewater	5	13.9%
Heathridge	0	0.0%
Mullaloo	3	8.3%
Ocean Reef	2	5.6%
North Ward	**7**	**19.4%**
Burns Beach	3	8.3%
Currambine	1	2.8%
Iluka	0	0.0%
Joondalup	3	8.3%
Kinross	0	0.0%
South-East Ward	**2**	**5.6%**
Greenwood	0	0.0%
Kingsley	2	5.6%
South Ward	**6**	**16.7%**
Duncraig	5	13.9%
Marmion	0	0.0%
Warwick	1	2.8%
South-West Ward	**4**	**11.1%**
Hillarys	3	8.3%
Padbury	0	0.0%
Sorrento	1	2.8%
Outside of the City of Joondalup	**2**	**5.6%**
Total submissions	**36**	**100.0%**

Responses received by ward:



OUTCOMES

QUESTION: “Please provide your feedback on the draft 10-Year Strategic Community Plan — Joondalup 2032.”

Respondents were asked to review the draft 10-Year Strategic Community Plan and provide their feedback. Of the 36 submissions received, 6 were from community/stakeholder groups including:

- Harbour Rise Home Owners Association Inc
- Marmion, Sorrento, Duncraig Progress & Ratepayers Association
- Joondalup Community Coast Care Forum Inc
- Lendlease Property Management (Aust) Pty Ltd (Lakeside Joondalup Shopping Centre)
- Northern Suburbs Community Legal Centre
- St Nicolas Church

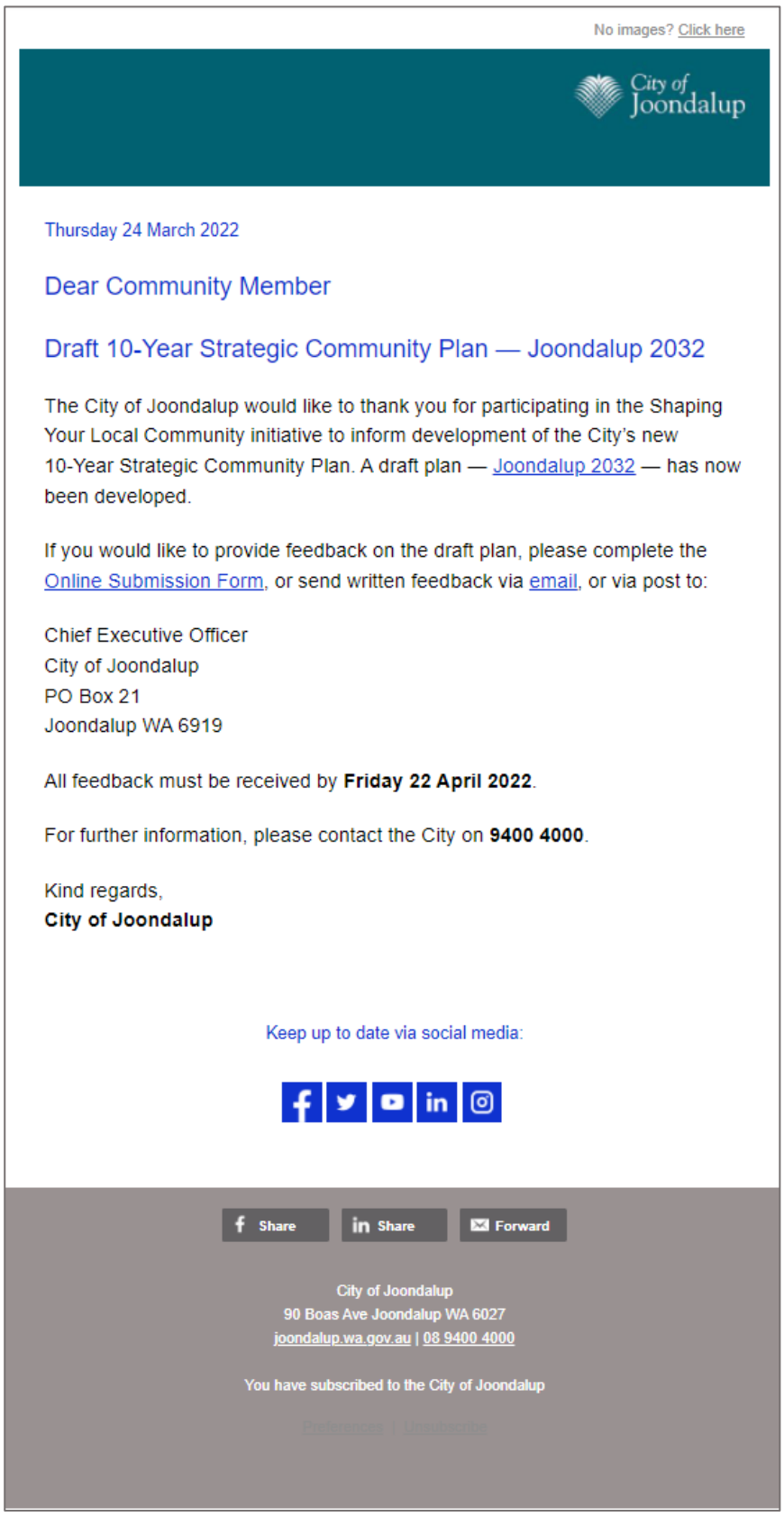
These submissions are provided in full at Appendix 15–20. The remaining 30 from individual community members are provided verbatim at Appendix 14.

The submissions have been broadly grouped and are summarised in the table below.

Please provide your feedback on the draft 10-Year Strategic Community Plan — Joondalup 2032	**N†**	**%**
Praise that the draft Plan included specific elements/themes (eg environment)	8	24.2%
Specific requests for services or facilities to be added to the draft Plan (eg support for the homeless)	7	21.2%
Specific requests for services or facilities be provided in the community (eg tree maintenance, safety patrols)	7	21.2%
Constructive/negative feedback about the content or structure of the draft Plan	7	21.2%
General praise and support for the draft Plan	5	15.2%
Specific feedback about words or phrases that should be changed or added to the details in the draft Plan	4	12.1%
Total submissions	**36**	**—**

†Numbers may not add up to total, as respondents can address more than one subject.

APPENDIX 1 — Email to stakeholders who participated in the “Shaping Your Local Community” consultation initiative



No images? Click here

City of Joondalup

Thursday 24 March 2022

Dear Community Member

Draft 10-Year Strategic Community Plan — Joondalup 2032

The City of Joondalup would like to thank you for participating in the Shaping Your Local Community initiative to inform development of the City's new 10-Year Strategic Community Plan. A draft plan — Joondalup 2032 — has now been developed.

If you would like to provide feedback on the draft plan, please complete the Online Submission Form, or send written feedback via email, or via post to:

Chief Executive Officer
City of Joondalup
PO Box 21
Joondalup WA 6919

All feedback must be received by **Friday 22 April 2022**.

For further information, please contact the City on **9400 4000**.

Kind regards,
City of Joondalup

Keep up to date via social media:

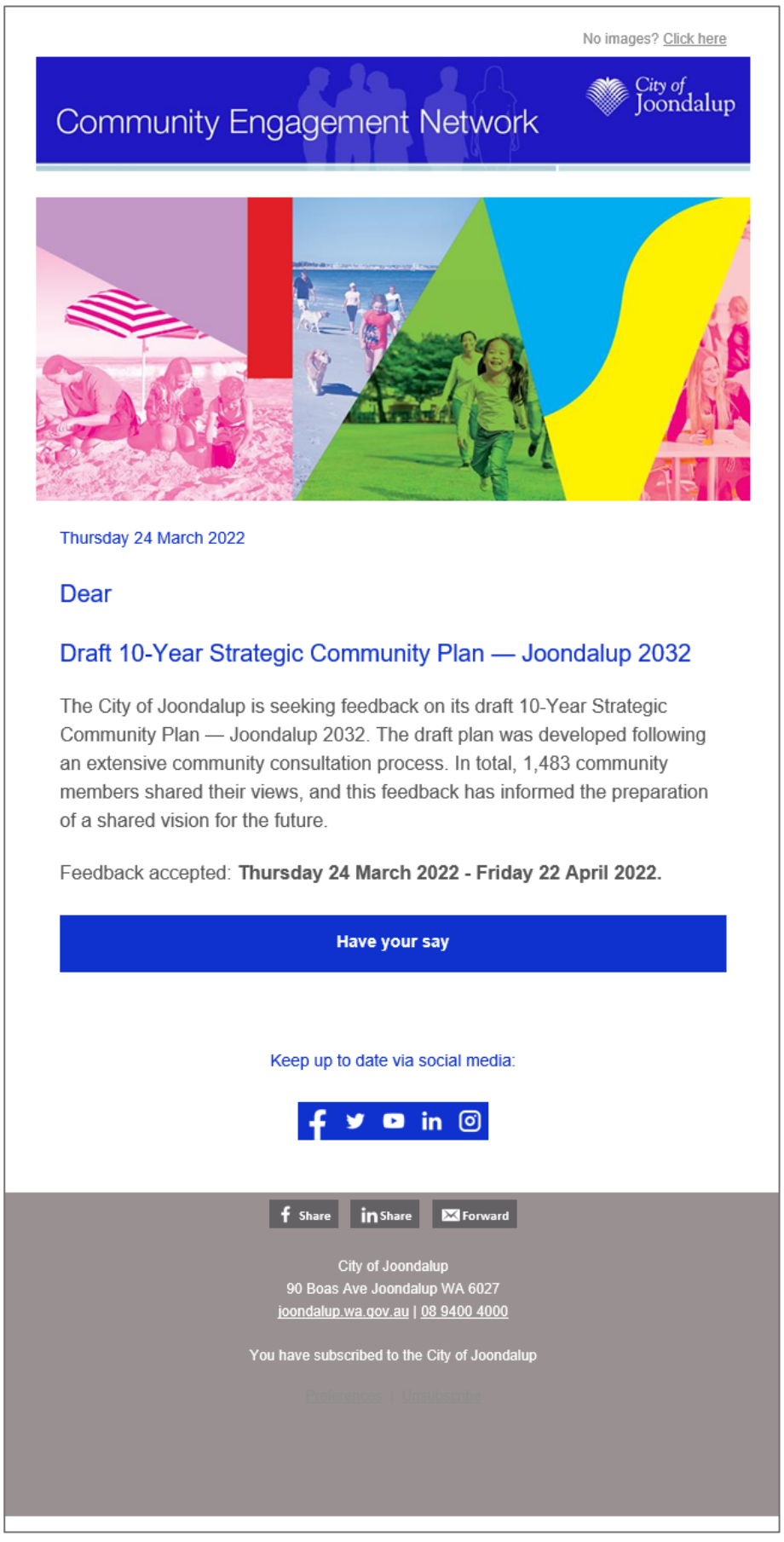
Share Share Forward

City of Joondalup
90 Boas Ave Joondalup WA 6027
joondalup.wa.gov.au | 08 9400 4000

You have subscribed to the City of Joondalup

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APPENDIX 2 — Community Engagement Network eNewsletter



No images? Click here

Community Engagement Network

City of Joondalup

Thursday 24 March 2022

Dear

Draft 10-Year Strategic Community Plan — Joondalup 2032

The City of Joondalup is seeking feedback on its draft 10-Year Strategic Community Plan — Joondalup 2032. The draft plan was developed following an extensive community consultation process. In total, 1,483 community members shared their views, and this feedback has informed the preparation of a shared vision for the future.

Feedback accepted: **Thursday 24 March 2022 - Friday 22 April 2022.**

Have your say

Keep up to date via social media:

Share Share Forward

City of Joondalup
90 Boas Ave Joondalup WA 6027
joondalup.wa.gov.au | 08 9400 4000

You have subscribed to the City of Joondalup

Preferences | Unsubscribe

APPENDIX 3 — Email to resident/ratepayer groups

[redacted]

From: [redacted]
Sent: Thursday, 24 March 2022 1:23 PM
To: [redacted]
Subject: Community Consultation: Draft 10-Year Strategic Community Plan — Joondalup 2032

Dear [redacted]

The City of Joondalup is seeking feedback on its draft 10-Year Strategic Community Plan — Joondalup 2032.

The draft plan was developed following an extensive community consultation process. The Shaping Your Local Community initiative included ten community workshops, a large community survey, and on-the-spot polling at four community events. The City also engaged with Elected Members, its workforce, and the Strategic Community Reference Group.

If you would like to provide feedback on behalf of the Woodvale Waters Landowners Association, please complete the Online Submission Form, or send written feedback via email, or via post to:

Chief Executive Officer
City of Joondalup
PO Box 21
Joondalup WA 6919

General community members are also welcome to provide feedback and the City would appreciate you sharing the consultation information with your members and networks.

All feedback must be received by **Friday 22 April 2022**. For further information, please contact the City on **9400 4000**.

City of Joondalup

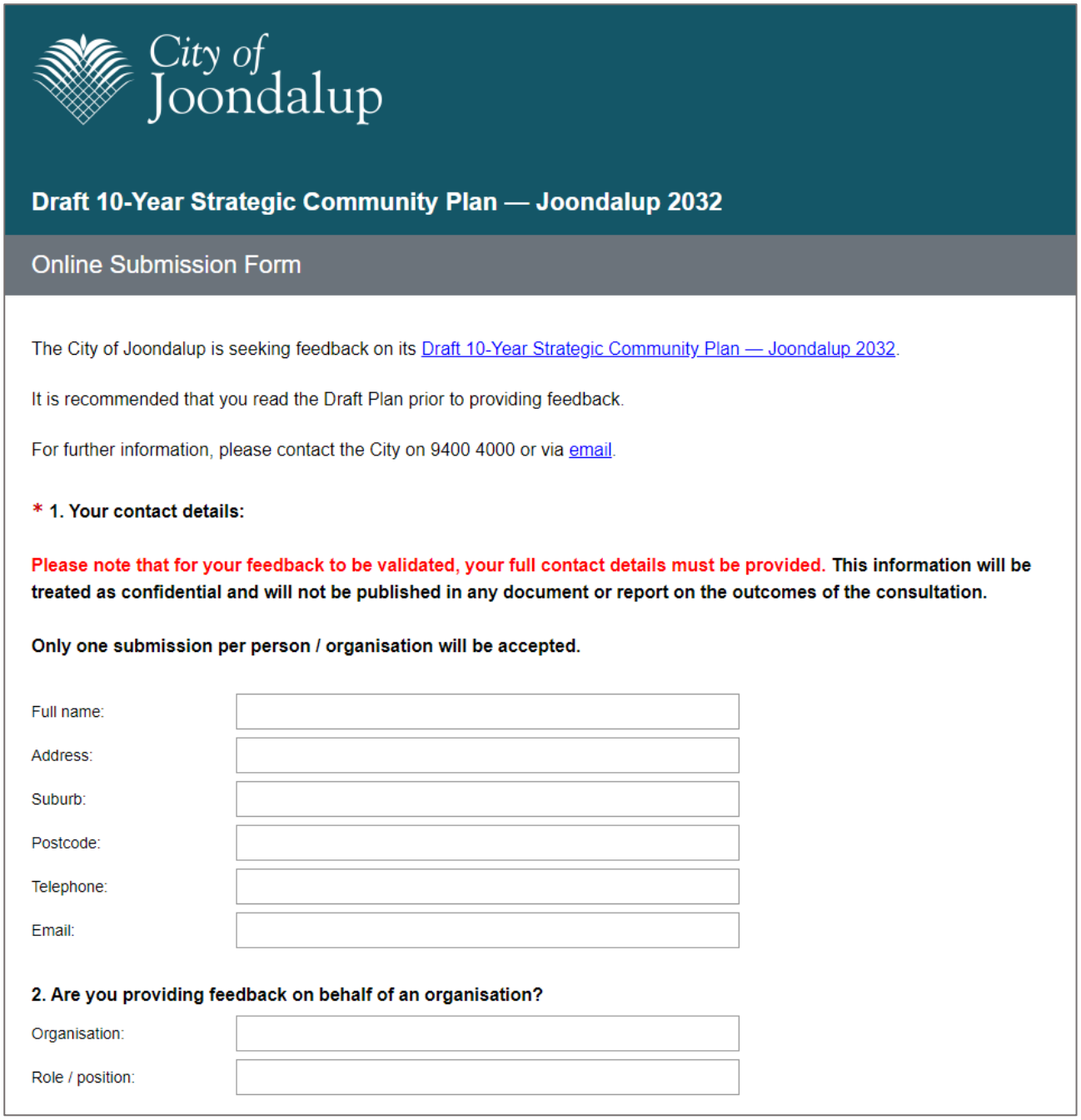
Tel: 08 9400 4000
Fax: 08 9300 1383
Email: info@joondalup.wa.gov.au

City of Joondalup
A Global City: Bold | Creative | Prosperous

The information contained in this communication may be confidential or commercially sensitive. If you are not the intended recipient you must not copy this communication, disclose its contents to any other party, or take any action in reliance on it. Please delete and destroy all copies and immediately notify the sender on 9400 4000 or by reply email.

1

APPENDIX 4 — Online submission form



City of Joondalup

Draft 10-Year Strategic Community Plan — Joondalup 2032

Online Submission Form

The City of Joondalup is seeking feedback on its Draft 10-Year Strategic Community Plan — Joondalup 2032.

It is recommended that you read the Draft Plan prior to providing feedback.

For further information, please contact the City on 9400 4000 or via email.

*** 1. Your contact details:**

Please note that for your feedback to be validated, your full contact details must be provided. This information will be treated as confidential and will not be published in any document or report on the outcomes of the consultation.

Only one submission per person / organisation will be accepted.

Full name:

Address:

Suburb:

Postcode:

Telephone:

Email:

2. Are you providing feedback on behalf of an organisation?

Organisation:

Role / position:

(continues)

3. Please provide your feedback:

4. If you wish to upload a file, please do so here:

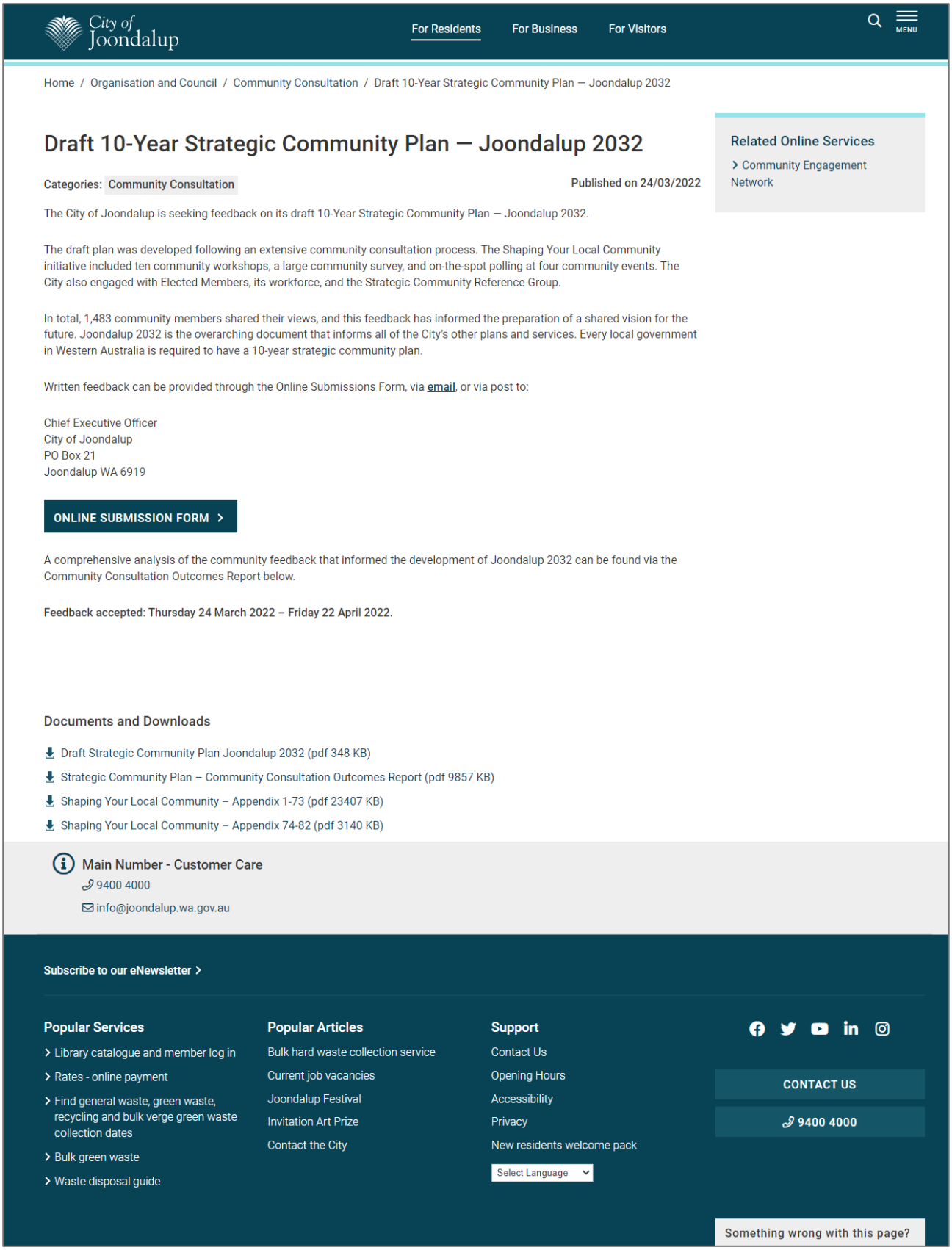
Choose File No file chosen

Thank you for taking the time to complete this Online Submission Form.
Please click on the SUBMIT FORM button below to finalise.

City of Joondalup | 90 Boas Avenue Joondalup WA 6027 | PO Box 21 Joondalup WA 6919
T: 9400 4000 F: 9300 1383 | joondalup.wa.gov.au | info@joondalup.wa.gov.au

SUBMIT FORM

APPENDIX 5 — Community Consultation webpage



City of Joondalup

For Residents | For Business | For Visitors | MENU

Home / Organisation and Council / Community Consultation / Draft 10-Year Strategic Community Plan — Joondalup 2032

Draft 10-Year Strategic Community Plan — Joondalup 2032

Categories: Community Consultation

Published on 24/03/2022

The City of Joondalup is seeking feedback on its draft 10-Year Strategic Community Plan — Joondalup 2032.

The draft plan was developed following an extensive community consultation process. The Shaping Your Local Community initiative included ten community workshops, a large community survey, and on-the-spot polling at four community events. The City also engaged with Elected Members, its workforce, and the Strategic Community Reference Group.

In total, 1,483 community members shared their views, and this feedback has informed the preparation of a shared vision for the future. Joondalup 2032 is the overarching document that informs all of the City's other plans and services. Every local government in Western Australia is required to have a 10-year strategic community plan.

Written feedback can be provided through the Online Submissions Form, via email, or via post to:

Chief Executive Officer
City of Joondalup
PO Box 21
Joondalup WA 6919

ONLINE SUBMISSION FORM >

A comprehensive analysis of the community feedback that informed the development of Joondalup 2032 can be found via the Community Consultation Outcomes Report below.

Feedback accepted: Thursday 24 March 2022 – Friday 22 April 2022.

Related Online Services

> Community Engagement Network

Documents and Downloads

- Draft Strategic Community Plan Joondalup 2032 (pdf 348 KB)
- Strategic Community Plan – Community Consultation Outcomes Report (pdf 9857 KB)
- Shaping Your Local Community – Appendix 1-73 (pdf 23407 KB)
- Shaping Your Local Community – Appendix 74-82 (pdf 3140 KB)

Main Number - Customer Care
9400 4000
info@joondalup.wa.gov.au

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Popular Services
- Library catalogue and member log in
- Rates - online payment
- Find general waste, green waste, recycling and bulk verge green waste collection dates
- Bulk green waste
- Waste disposal guide

Popular Articles
- Bulk hard waste collection service
- Current job vacancies
- Joondalup Festival
- Invitation Art Prize
- Contact the City

Support
- Contact Us
- Opening Hours
- Accessibility
- Privacy
- New residents welcome pack

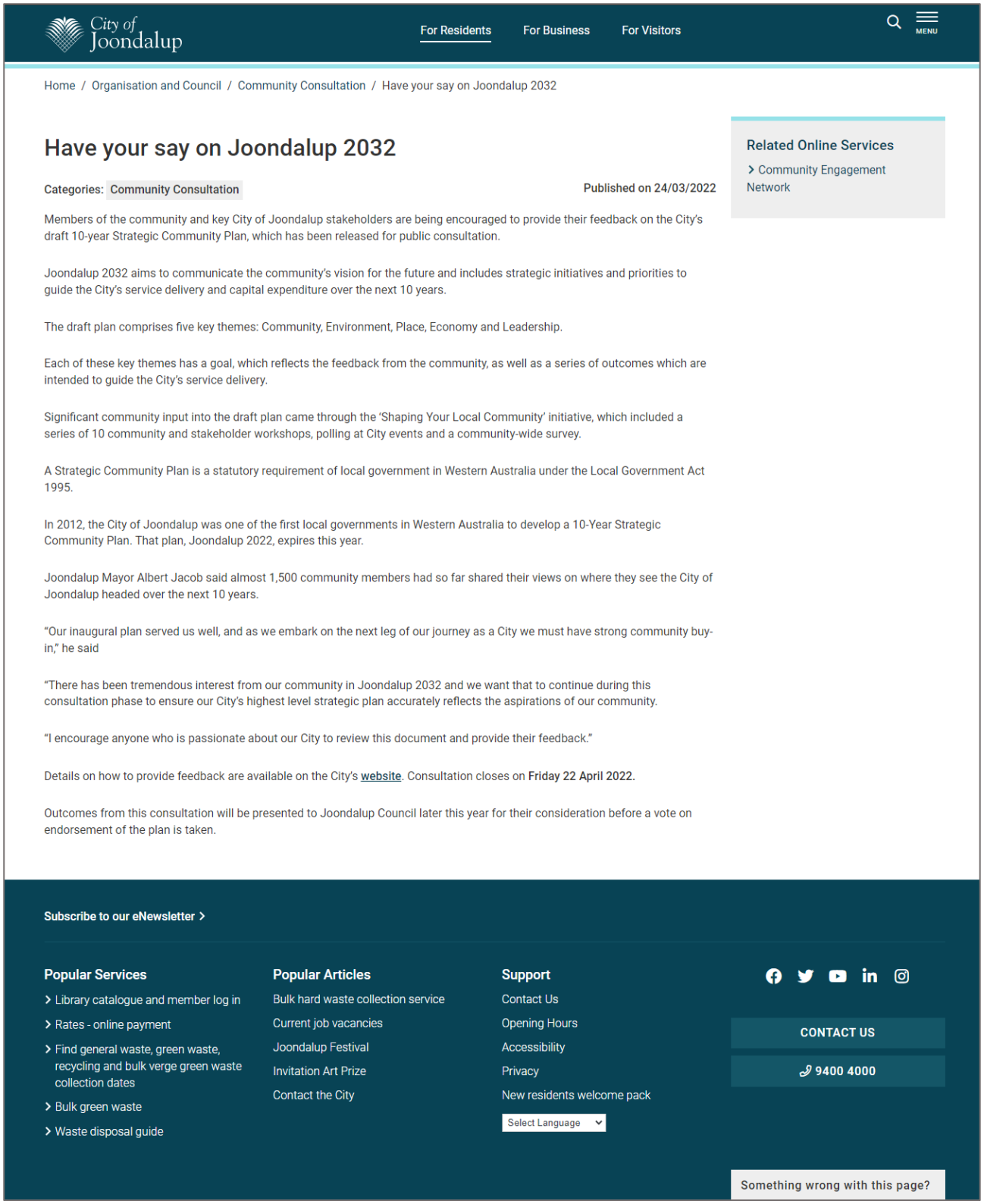
Select Language

CONTACT US

9400 4000

Something wrong with this page?

APPENDIX 6 — Media release



City of Joondalup

For Residents | For Business | For Visitors | MENU

Home / Organisation and Council / Community Consultation / Have your say on Joondalup 2032

Have your say on Joondalup 2032

Categories: Community Consultation

Published on 24/03/2022

Members of the community and key City of Joondalup stakeholders are being encouraged to provide their feedback on the City's draft 10-year Strategic Community Plan, which has been released for public consultation.

Joondalup 2032 aims to communicate the community's vision for the future and includes strategic initiatives and priorities to guide the City's service delivery and capital expenditure over the next 10 years.

The draft plan comprises five key themes: Community, Environment, Place, Economy and Leadership.

Each of these key themes has a goal, which reflects the feedback from the community, as well as a series of outcomes which are intended to guide the City's service delivery.

Significant community input into the draft plan came through the 'Shaping Your Local Community' initiative, which included a series of 10 community and stakeholder workshops, polling at City events and a community-wide survey.

A Strategic Community Plan is a statutory requirement of local government in Western Australia under the Local Government Act 1995.

In 2012, the City of Joondalup was one of the first local governments in Western Australia to develop a 10-Year Strategic Community Plan. That plan, Joondalup 2022, expires this year.

Joondalup Mayor Albert Jacob said almost 1,500 community members had so far shared their views on where they see the City of Joondalup headed over the next 10 years.

"Our inaugural plan served us well, and as we embark on the next leg of our journey as a City we must have strong community buy-in," he said

"There has been tremendous interest from our community in Joondalup 2032 and we want that to continue during this consultation phase to ensure our City's highest level strategic plan accurately reflects the aspirations of our community.

"I encourage anyone who is passionate about our City to review this document and provide their feedback."

Details on how to provide feedback are available on the City's website. Consultation closes on **Friday 22 April 2022.**

Outcomes from this consultation will be presented to Joondalup Council later this year for their consideration before a vote on endorsement of the plan is taken.

Related Online Services

> Community Engagement Network

Subscribe to our eNewsletter >

Popular Services

- Library catalogue and member log in
- Rates - online payment
- Find general waste, green waste, recycling and bulk verge green waste collection dates
- Bulk green waste
- Waste disposal guide

Popular Articles

- Bulk hard waste collection service
- Current job vacancies
- Joondalup Festival
- Invitation Art Prize
- Contact the City

Support

- Contact Us
- Opening Hours
- Accessibility
- Privacy
- New residents welcome pack

Select Language

CONTACT US

9400 4000

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APPENDIX 7 — Joondalup Voice (*PerthNow Joondalup*, 24 March 2022, p 11)

joondalup voice

24 March 2022

City of Joondalup

Mayor's Column — Hon. Albert Jacob



Oscar to live on in Woodvale

One of the City's most beloved trees will get a second lease of life.

Oscar, as he was known to locals, stood tall at Woodvale's Chichester Park for many years and was believed to be the oldest tree of its kind (marri) within the City.



Before Oscar came down.

Unfortunately, a three-metre structural crack was found at the tree's base and its lean had increased to such an extent that the base of the tree had started to heave, posing a risk to park users, passers-by and the school.

An independent arborist concluded it had come to the end of its natural life.



After. The wood will now be repurposed.

The tree's wood will be repurposed as an adventure playground at nearby North Woodvale Primary School. A section of its stump may also be used for a public artwork as part of the park's redevelopment project.

Prior to its removal, the City fenced off the area around the tree and many locals took the opportunity to say goodbye to Oscar.

Who let the dogs out at Hillarys Boat Harbour?

Sixteen illuminated canines have taken over Hillarys Boat Harbour for the WA premiere of interactive art installation, the Lost Dogs' Disco – one of the key attractions at the City's 2022 Joondalup Festival.

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Sensors bring the creatures, some up to 5.5m tall, to life with music, sound and light.

The Lost Dogs' Disco runs until **Saturday 2 April** and is free to explore. It opens from **4.00pm** daily subject to weather conditions.

Visit **joondalupfestival.com.au**

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The City's 2022 Community Art Exhibition will be held at Lakeside Joondalup Shopping City from **Sunday 27 March – Sunday 10 April**.

Featuring over 160 artworks and incorporating a wide range of traditional and contemporary media, entrants are this year competing for a share in a prize pool of more than $11,000.

The exhibition is open to all residents and members of local affiliated visual arts associations – all at various stages of their practice.

Thousands of visitors to the shopping centre are expected to view this annual exhibition, which celebrates the City's active and vibrant local arts community.

IAP INVITATION ART PRIZE

Westfield Whitford City, Hillarys
Sunday 09 October – Sunday 23 October

CALLING FOR EXPRESSIONS OF INTEREST

Closes Friday 29 April

Professional Western Australian artists are invited to submit an Expression of Interest for the City of Joondalup 2022 Invitation Art Prize.

Overall Prize $25,000 (acquisitive)

To view the Terms and Conditions and to enter visit **joondalup.wa.gov.au**

Kwinana Freeway (Ramp), (detail), oil on canvas, 2021 by Ron Nyisztor

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Draft 10-Year Strategic Community Plan – Joondalup 2032

The City of Joondalup is seeking feedback on its draft 10-Year Strategic Community Plan — *Joondalup 2032*.

The draft plan was developed following an extensive community consultation process, and this feedback has informed the preparation of a shared vision for the future. *Joondalup 2032* is the overarching document that informs all of the City's other plans and services.

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Feedback accepted until **Friday 22 April 2022**

JOONDALUP FESTIVAL 2022

FRIDAY NIGHT JAMS

Friday 25 March and Friday 1 April, 6.00pm – 8.00pm
Hillarys Ampitheatre
Free Event

Join The Amnesiacs, an 18-piece jazz big band, as they play nine brand new arrangements created by Australian composers and arrangers.

FUNDING PARTNER lotterywest
VENUE PARTNERS Hillarys Westfield
MEDIA PARTNERS nova 93.7 The West Australian

Waste Less Workshops

See how easy it is to process your organic waste. Should you have a big block, a courtyard or a balcony, all homes can utilise their waste to make amazing plant food.

For further information on workshop details and to register visit **joondalup.wa.gov.au** or call **9400 4255**.



Council Meeting Dates

Special Meeting of Council
Tuesday 29 March, 7.00pm

Briefing Session
Tuesday 12 April, 6.30pm

Council Meeting
Tuesday 19 April, 7.00pm

City of Joondalup Council Chamber
Boas Avenue, Joondalup

Refer to the City's website for information on procedures to attend the meetings during COVID-19.

APPENDIX 8 — Joondalup Voice (*PerthNow Joondalup*, 7 April 2022, p 9)



Councillor's Column — Cr Adrian Hill



Delays on path opening beyond City's control

It would be an understatement to say the opening of the Burns Beach-Mindarie shared coastal path to the public can't come soon enough.

Rest assured that the City is doing everything it reasonably can to assist the developers in meeting their requirements for the opening to occur.

As the area is still within an active construction site, some minor works are still to be completed at the 650m southern end of the link before it can be handed over to the City of Joondalup and it can open to users.

The City has been assured by PEET that its contractor responsible for the works is striving for this to happen at the earliest opportunity, and when a date is confirmed it will be shared with the community.

This project has been more than a decade in the making and has involved many different stakeholders.

Once complete, the 3.5km Burns Beach-Mindarie Shared Coastal Path will link the cities of Joondalup and Wanneroo from Burns Beach estate in the south to Catalina estate in the north.

The City of Joondalup completed the middle 2.3km section of the Burns Beach-Mindarie shared coastal path in December 2019 and the 585m northern link – running through Tamala Park Regional Council (TPRC) land – in October 2020.

Ultimately, path users will be able to walk or cycle from Jindalee in the north to Fremantle in the south.

The TPRC contributed $695,000 towards the northern link, while the State Government, through the Western Australian Planning Commission, contributed a substantial $2million.

Like our community, the City cannot wait to open up this stunning section of the coastal path to locals and visitors from across Perth.

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A warm welcome to the City of Joondalup to the staff and students at Burns Beach Primary School.

This school, which opened its doors in January this year, is sure to forge strong ties with the City of Joondalup in the years ahead.

The City wishes the school community all the best for 2022 and beyond.

Park parking improvements

The City has commenced the modification of street verges on Blue Mountain Drive and Windermere Circle in Joondalup to boost parking options for visitors to Windermere Park.

The project, part of the City's 2021/22 Capital Works program, includes the widening of the existing turfed verge area on Blue Mountain Drive to allow for overflow parking and installation of new timber bollards to provide separation between parked vehicles and the existing concrete path network.

Realignment of timber bollards on Windermere Circle will also allow overflow parking on the park's turfed verge area.

This project is part of the Australian Government's Local Roads and Community Infrastructure Program.

Work is expected to be finished by early May.

Have a say on Joondalup 2032

Members of the community and key City of Joondalup stakeholders are encouraged to provide their feedback on the City's draft 10-year Strategic Community Plan, which has been released for public consultation.

Joondalup 2032 aims to communicate the community's vision for the future and includes strategic initiatives and priorities to guide the City's service delivery and capital expenditure over the next 10 years.

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Easter 2022 Operating Hours

	Friday 15 April Good Friday	Saturday 16 April	Sunday 17 April	Monday 18 April Easter Monday
Customer Care Centre Joondalup	Closed	Closed	Closed	Closed
Libraries				
Joondalup	Closed	Normal operating hours	Closed	Closed
Woodvale				
Whitford				
Duncraig				
Leisure Centre				
Craigie	Closed	Normal operating hours	Normal operating hours	7.00am - 6.00pm



APPENDIX 9 — Joondalup Voice eNewsletter (24 March 2022)

No images? Click here

Joondalup Voice

City of Joondalup



Mayor's Column - Hon Albert Jacob

Thursday 24 March 2022

Oscar to live on in Woodvale

One of the City's most beloved trees will get a second lease of life.

Oscar, as he was known to locals, stood tall at Woodvale's Chichester Park for many years and was believed to be the oldest tree of its kind (marri) within the City.

Unfortunately, a three-metre structural crack was found at the tree's base and its lean had increased to such an extent that the base of the tree had started to heave, posing a risk to park users, passers-by and the school.

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(continues)

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View more City of Joondalup news



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Learn more

(continues)



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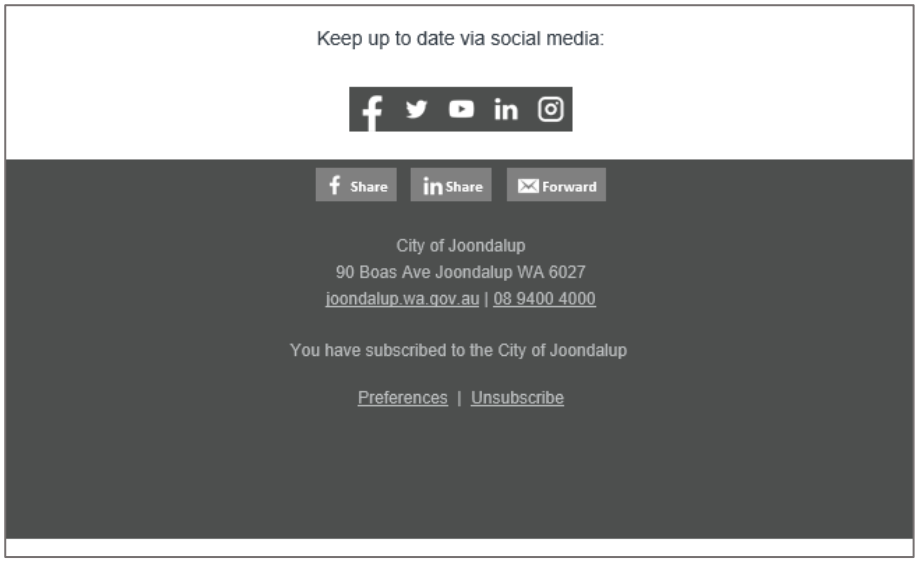
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Learn more

(continues)


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APPENDIX 10 — Joondalup Voice eNewsletter (7 April 2022)

No images? Click here

Joondalup Voice

City of Joondalup



Councillor's Column - Cr Adrian Hill

Thursday 7 April 2022

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(continues)

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The consultation closes on **Friday 22 April 2022**.

View more City of Joondalup news

(continues)



2022 Community Art Exhibition

Sunday 27 March – Sunday 10 April
Lakeside Joondalup Shopping City

CLOSING SOON

Don't miss this annual exhibition which celebrates the City's artistic community with over 160 exhibiting artists.

The exhibition includes paintings, works on paper, sculptures, photography, and textiles.

Vote for your favourite artwork in the Popular Choice Award.

Voting closes **Sunday 10 April 2022, 1.00pm**.

Image credit: *Creativity & Innovation* (detail), 2021 by Janette Hafez

Learn more



ANZAC Day

Dawn Service
Monday 25 April 2022, 5.45am

Central Park War Memorial, Joondalup
Book tickets online via the City's website.
Lest we forget

Learn more and book tickets

(continues)



Easter Bin Collection

There are no waste collections on **Good Friday, 15 April 2022**.

Residents in Burns Beach, Connolly, Currambine, Iluka, Joondalup and Kinross should place their bins out for collection by **5.00am Saturday 16 April 2022**.

There is no change to the collection schedule for Easter Monday; bins will be collected as normal.

The Wangara Greens Recycling Facility is not open on Good Friday.

Learn more



Easter 2022 Operating Hours

Friday 15 April – Monday 18 April

Visit joondalup.wa.gov.au to view the Easter operating hours.

Learn more

(continues)



City of Joondalup
Fencing Amendment Local Law 2021

Under the powers conferred by the *Local Government Act 1995* and under all other powers enabling it, the Council of the City of Joondalup resolved on **Tuesday 15 February 2022** to adopt the *Fencing Amendment Local Law 2021*.

The purpose of this local law is to amend certain provisions within the *City of Joondalup Fencing Local Law 2014*.

The effect of this local law is to better clarify the sufficient fence provisions and other requirements within *City of Joondalup Fencing Local Law 2014* and to ensure information is current with prevailing legislation.

The *Fencing Amendment Local Law 2021* was published in the Government Gazette on **Tuesday 29 March 2022** and will come into effect on **Tuesday 12 April 2022**.

Copies of the adopted *Fencing Amendment Local Law 2021* can be found online at **joondalup.wa.gov.au** and at all City of Joondalup Public Libraries and the Administration Centre.

Learn more

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APPENDIX 11 — Facebook post (29 March 2022)



APPENDIX 12 — Twitter post (29 March 2022)



APPENDIX 13 — LinkedIn post (29 March 2022)



APPENDIX 14 — Verbatim submissions

Words that may identify respondents or contain offensive language have been removed and replaced with square brackets, i.e. [- - -]. Minor alterations have been made to spelling/grammar to enhance readability.

Please provide your feedback on the draft 10-Year Strategic Community Plan — Joondalup 2032 (N = 30)
This seems to be a very good broad plan which covers many different areas. I hope that all future City of Joondalup decisions reflect the plan. I look forward to finding out about the different projects that will be a more concrete vision of the plan.
24/7 security patrol in our community.
There is no plan per se. It is simply a collation of responses, without even a summary overview of what will be addressed or how.
I've recently purchased a property and moved into the area at age [- - -]. I think the plan is reasonably thought-out and documented. I would love to see more in terms of what the City of Joondalup (CoJ) is aiming to become within Perth. What is unique about it and what would attract people into the area? Or is the goal of CoJ to be a community hub only? There is a great community and safe feeling, but my concern is that the report identifies an expectation for particular suburbs to transition to an older demographic with a decrease in population — is the increase in other target suburbs enough? The report identifies a 0.4% population growth rate, this feels quite slow to me in comparison to other LGAs within Perth. This concerns me as I feel this demographic works less, consumes less and is more averse to change than younger people. I can see these coastline suburbs becoming somewhat risk adverse to the level that Cottesloe is. As a younger person, I feel there could be more done to attract office workers, more diverse restaurants and nightlife into the Joondalup CBD area which, in turn, would make it more attractive for private commercial investments. I think an example of my concern is that there is not a single 'authentic' Korean restaurant north of the river beyond the Morley/Dianella area. There are some other great options, but this lack of restaurant variety and nightlife concerns me for attracting a demographic into the area. I'm not saying it doesn't exist, I think there are some great options in the area, but I am concerned about the changing demographic and implications down the road for local businesses and opportunities for opening more private/ small business in the area.
While I acknowledge that this is a long-term plan and is supposed to be a high level, it is addressed at such a high level that it is almost pointless. I think it should be started again and be done to level that is more specific. It doesn't mention any major facilities that it is planning to spend money on. It is essential to know that there is going to be (eg a new public swimming pool to be built). It is lacking any performance measures so how are we ever going to be able to say that the plan was being followed? While there is a snapshot of current LGA profile there is no forecast of how this is likely to be changing in the future (eg what is the demography going to be like). It is still a draft that needs a lot more work done to it to be of any use. I draw your attention to 10.1 Annexure A — Example of Typical Performance Measures of this document as an example of 10-year plan that has more meaning in my view [link to document removed].
I'm fully supportive of the Strategic Community Plan as presented with the exception of one addition I'd like to see under the Community section. I'd like to see "community-led" inserted somewhere here as a strategic way of working with community. The Plan is very high-level, strategic and broad in scope, especially the outcomes. This is what I expect of a good strategic plan. The detail, as you've shown, should be in issue-specific plans and the Corporate Business Plan and it is these that should contain specific outcomes and KPIs. They should not be included in the Strategic Plan as suggested by one of the City's Councillors at a recent Council meeting. Please don't let the plan, based around extensive community feedback, be waylaid by one or two Councillors. Thank you for the opportunity to provide feedback.
Please provide shelter with sitting facilities overlooking the ocean along the new pathway between the new pathway between Burns Beach and Mindarie together with toilet facilities.
I am happy with all outcomes

Half the respondents were over 55. This is not a future-oriented survey. It is depressing to see all the responses about valuing safety and the environment, the conservative requirements of elderly people. Joondalup is a centre for health and education, these are jobs associated with intelligence and creativity, but the City has few leisure facilities appropriate to those attributes. And why would tourists want to travel to Joondalup? To see performances at the Joondalup Opera House or perhaps explore the Joondalup Museum? Do something for tech-savvy young people.
It is good to see the environment is a priority. Also, the natural surrounds. Regarding safety in the City, while it is not a huge problem at the moment, I feel with more apartments built in the City, it is a worry with the nightclub and restaurants which sell alcohol. There is a lot of young people who have had a lot to drink (especially Friday and Saturday nights) who linger for a few hours after closing. Also, the charged-up cars that tend to rev-up and speed off.
We moved to the City of Joondalup in [- - -] and have benefitted (for the most part) from having a progressive and capable Council during that whole time. This 10-Year Strategic Community Plan continues the high standards of this council.
This strategic plan does not take into account homelessness. In the next 2–5 years Joondalup is going to see an increase in homelessness thanks to inflation (especially with young people). If this is not addressed now, you are going to see more homeless people around the Joondalup Shops. This, in turn, will see drug use and law and order become the main issue in the area (not just anti-social behaviour).
The 10-Year Strategic Community Plan should be a foundational document that establishes direction; serious work is required to establish that most important of community directions. The document issued for public feedback fails to establish any notable community direction but instead is visionless and vague and fills a binder with drudgery and jargon. It is a very poor draft document indeed and it fails the community and future entirely. It wastes time and should never have been released without first doing the amount of work necessary. The draft document must be rewritten entirely so that it becomes worthy of being called a draft 10-Year Strategic Community Plan and that allows it to be logically aligned with the City's Corporate Business Plan's service and project delivery program. I suggest that firstly the City steps back to examine openly, honestly and transparently where the community is and where it wants to go, and of course how it will most likely get there. All paperwork generated at last year's community engagement sessions should be included as an addendum. The draft 10-Year Strategic Community Plan should give a sense of purpose and priority for the road ahead. Additionally, the following is required in the rewritten draft document: *a) A combined aspirational and descriptive vision and mission statement.* *b) Core values that will enable the City to achieve the vision and mission.* *c) SWOT analysis to spot and name the important aspects and happenings.* *d) Long-term goals or the milestones set to reach objectives.* *e) Yearly objectives that are specific, measurable (KPIs), achievable, realistic and time-based — break each one down to short term goals which define actions for the next three months to get to yearly goals.* *f) Action plans to achieve short-term goals — each objective needs its own sub-plan that details how it will be achieved.* *Please take the time now to rework the entire document so that all of the above is definitively completed and only then reissue it as a draft 10-Year Strategic Community Plan for public feedback.*
This is not a Strategic Community Plan. It is a nothing. I looked at the Strategic Community Plans for six other Metropolitan Perth LGs and three eastern states LGs and this is very lightweight compared to all of them. It is just a series of general motherhood statements with no criteria for evaluating achievement. Where is the vision for what the City should become? Where are the social, environmental and economic plans? Where is the community in this? The residents and businesses in the City of Joondalup deserve better than this. To portray that this is a useable and useful high-level strategic document is an insult to their intelligence.

Comments inserted into the uploaded document. [details from the uploaded document have been transferred below]
[Cover page, comment made against "Community" in title] *Overall, the document does not give justice to the strongly expressed community views about the need for greater consultation and the importance of the environment.*
[Page 6, changes made in the following sentence, in the third paragraph, "Our residents work across a range of industries, with large numbers working in health care and social assistance, construction, and education and training:] [respondent crossed out a word "and" as follows] *construction, ~~and~~ education and training.*
[Page 6, comment made against the word "work" in the third paragraph] *whilst 14% of residents are aged over 65.*
[Page 6, comment made in reference to the bullet point "Parks and nature"] *Articulate community value for "Parks and nature" throughout the document. Include outcomes within each theme for the "Parks and nature" community value.*
[Page 9, comment made in reference to the following statement in the second paragraph "A single-question poll was delivered at four community events in 2021"] *How were these polls checked against "unprompted" community surveys that did not target specific groups, ie those attending music concerts might well be expected to respond favourably to new music venues; however those other community members that did not attend the live music, may well have the opposite views.*
[Page 9, comment made in reference to "Workforce feedback" in text box] *A significant number of CoJ employees were rightly present at the community and stakeholder workshops. There appears to have been separate opportunities for the CoJ workforce to submit to the plan. Did they need to be residents? For consistency, staff should only be able to submit through the same avenues available for residents. For example: why should staff, who are not residents be given a say in this forum, when residents outside the City were not given a say for consultation regarding a WA Crown reserve within the City? Were the staff opportunities to submit, private, or held in open forums, hence under potential scrutiny by the City? Staff are also potentially involved in articulation of the inputs to the plan and implementation of plan outcomes. Do any of these staff have interests which may be contradictory to the public interest? Why are staff afforded an influence greater than those of residents? How are the unique and multiple opportunities for CoJ employees to influence the plan managed?*
[Page 10, comment made in reference to the following statement in the first paragraph "parks, green spaces, playgrounds and playing fields are especially important to you, and also the natural environment, including wetlands, bushland and coastal areas"] *Articulate the importance of the environment and natural areas throughout the document.*
[Page 10, comment made in reference to item 1 "Parks/sporting grounds/playgrounds"] [Respondent crossed out the letters "ing" from "sporting" and the word "grounds" and commented as follows] *Parks/playgrounds/sports. To prevent the incorrect linking of sport to ground only. The wording implies that sports cannot occur in or on the water. Separate mention of Beach Management also implies Beach Activity Policies that frame sporting activities that occur at beaches. Land and water-based sports/activities should be afforded the same opportunities and principles. Example: Consultation occurs when a sports ground is redeveloped (Chichester Reserve). However, when a beach-side Metropolitan Regional Scheme recreation reserve, home to water sports since the 1980s is being developed, there is no such consultation process for the redevelopment of the access and egress facilities.*
[Page 10, comment made in reference to bullet item 9 "Building and planning approvals"] *2013 to 2020 is too long to spend leading a project that The City did not have endorsed by the public.*
[Page 10, comment made in reference to "18,726 people engaged with our social media"] *How were these social media responses checked against other community surveys? Social media engagement is favoured by specific groups, ie, those who are computer literate, possess devices, bandwidth, physical capacity and familiarity to interact in a virtual environment. Social media engagement can be engineered to favour desired responses. Social media platform algorithms are engineered to reach desired target groups. How was social media vetted for multiple responses from a small but determined interest group? If this is how we determine the public sentiment in the future, we are in deep trouble.*

[continues]
[Page 11, comment made against the entire content of the first paragraph "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."] *Vision statement includes the virtue signalling: sustainability, healthy environment, protected bushland, marine ecosystems; environmentally-aware.*
[Page 11, comment made in reference to "A global City: bold, creative and prosperous"] *Short vision statement makes no reference to environmental sensitivity. Change to: A global (lower case) city: bold, creative and sensitive (to the environment) — leading to prosperity.*
[Page 14, comment made in reference to "What you can expect" text box] *Articulate community value for "Parks and nature" throughout the document. Include outcomes within each theme for the "Parks and nature" community value. Articulate the community interest in "consultation". Include outcomes within each theme for consultation.*
[Page 15, comment made in reference to statement "local organisations and community groups"] [Respondent crossed out the word "local" and commented as follows] *Organisations and groups should not need to be "local" to be supported, ie organisational structure should not have to align with local government boundaries to be supported. Example: WALGA, SLSWA, Bush Council WA, Kitesurfing WA (features on CoJ web); Windsurfing WA. Elected Members are on record as suggesting that organisations outside of The City (Windsurfing WA) do not have a right to object to CoJ planning proposals that impact greatly upon their activity within a WA Crown Land reserve.*
[Page 15, comment made in reference to statement "What you told us you would like to see"] *The need for consultation should be reiterated for each theme and articulated into the outcomes.*
[Page 15, comment made in reference to bullet point "Well-maintained community infrastructure"] *Substitute: well managed (vice well maintained): Add: Public Open Space (POS). Example: "Well managed Public Open Space and community infrastructure". Managed is an inclusive term, whereas maintained is specific to infrastructure. POS is an inclusive term, whereas infrastructure is limited to man-made. Unlink the presumption that everything needed by "community" is achieved with infrastructure and the inherent investment and maintenance requirements. Go beyond virtue signalling for natural and environmental sensitivity by including these well articulated community values.*
[Page 15, 1-1 Healthy and safe: You feel healthy and safe in your local community.] [Respondent crossed out the word "local" with no comment provided]
[Page 15, comment made in reference to 1-2 Inclusive and connected, specific words "cater for"] *Substitute: match community expectations for... To articulate the value of consultation.*
[Page 15, comment made in reference to 1-3 Active and social, specific statement "local activities and programs for sport, learning and recreation"] [Respondent crossed out the word "local" and commented as follows] *Delete LOCAL. Unlink the incorrect presumption that local sports and activities are programmed and/or administered only by organisations that align with local government boundaries. Example: Hockey WA overseas competitive sporting activities conducted by WHC. Yes, WHC has a physical presence within the City; however, WHC does not restrict membership to those within the City. To the contrary, some organisations do not have a physical presence within the City but do cater to members and activities within the City: Example: KWA develops and overseas kiting activities conducted along the City waterways. Similarly: WWA develops and overseas windsurfing activities conducted along the City waterways. WWA has a postal address in Claremont. It would be incorrect to assume that you need to be a resident of the Town of Claremont to have access to windsurfing related activities and WWA services. It is common for water-based activities to be programmed and administered from outside The City: Sail Australia, Sail WA, SLSA, SLSWA, etc.*
[Page 16, comment made in reference to statement "beautiful natural environment which we care for and protect"] *Excellent*
[Page 16, comment made in reference to statement "actively involved in conservation and sustainability initiatives"] *Add: consulted with (then we can share the responsibility).*

[continues]
[Page 16, comment made in reference to sentence “Our community is actively involved in conservation and sustainability initiatives and we share responsibility for preserving our natural assets for future generations.”] [Respondent crossed out the words “we share responsibility for preserving” and commented as follows] *We can share the responsibility only if the City consults with residents, place users, then incorporates the outcomes into actions. Example: Past Coastal Hazard Risk Management Adaptation Plan (CHRMAP) not inclusive of Metropolitan Regional Scheme Recreation Reserve users. Current CHRMAP (and many other environment documents) is well overdue for review.*
[Page 16, comment made in reference to statement “What you told us you would like to see”] *Articulate the strongly reenforced resident view for consultation into the goals and objectives.*
[Page 16, comment made in reference to bullet point item “Conservation and preservation of natural areas”] *Excellent*
[Page 16, comment made in reference to bullet point item “Improved focus on environmental issues”] *Excellent*
[Page 16, comment made in reference to bullet point item “Effective management of fire risks”] [Respondent crossed out the word “fire”] *Add: Coastal risks. Aligns with State Planning Policy 2.6*
[Page 16, comment made in reference to 2-1 Managed and protected, specific statement “local bushland, wetland and coastal areas”] *Add (or substitute): Public Open Space (POS). Biodiversity occurs in all the POS settings, not just those listed.*
[Page 16, comment made in reference to 2-4 Resilient and prepared specific words “Resilient and prepared”] *Separate line for natural disasters. See note below.*
[Page 16, comment made in reference to 2-4 Resilient and prepared specific statement “You understand and are prepared for the impacts of climate change and natural disasters”] [Respondent crossed out the word “understand” and commented as follows] *Substitute: are informed by science and public opinion...* [Respondent crossed out the words “are prepared for the impacts of climate change and natural disasters” and commented as follows] *Substitute with: avoid new development and plan, accommodate or defend against predictable climate change impacts. "Avoid" ties into State Planning Policy 2.6 where avoid development in areas prone to predictable coastal erosion is the highest priority. "Plan, accommodate or defend" are avoidance strategies, which assume infrastructure already exists, so requires mitigation against threats. State Planning Policy 2.6 sets up a decision-making hierarchy as follows:*
- *Avoid;*
- *Planned and managed retreat;*
- *Accommodate; and*
- *Defend/protect.*

"Predictable" ties into the Coastal Hazard Risk (CHR) process outlined within a CHRMAP. Do not conflate CHR predicted coastal erosion with natural disasters which have a less predictable frequency and intensity. Conflating preparation via State Planning Policy 2.6 CHRMAP processes versus preparation for unpredictable natural disasters implies that the City should apply similar principles to both. This leaves room for the science to be ignored (again). Example: You can avoid coastal erosion by not building in areas determined as susceptible via a CHR process. You cannot avoid a cyclone "natural disaster" in metropolitan Perth because there is no present science that can reliably predict areas to avoid. Storm surge potential from severe low pressure systems (cyclones) is predictable to an extent and may form part of the CHR process.
[Page 17, comments made in reference to the sentence “We have well-planned and attractive suburbs and streetscapes, supported by a range of integrated transport options.”] [Respondent crossed out the word “well-planned” and commented as follows] *Add: well managed (not just planned which implies man made).* [Respondent crossed out the word “attractive” and commented as follows] *Add: environmentally sensitive.* [Respondent highlighted the words “suburbs and streetscapes” and commented as follows] *Add: POS (not just attractive/built places).*

[continues]
[Page 17, comments made in reference to the sentence “A high standard of liveability is enjoyed by our community who can access quality facilities and public open spaces.”] [Link to Public Open Space website definition removed] *POS refers to urban green spaces: parklands, play areas, playing fields, bushland, greenways and other similar spaces people use for recreation, sport and social interaction. Public open space (POS) is generally described as land set aside for the purpose of public enjoyment and protection of unique, environmental, social and cultural values for existing and future generations.*
[Page 17, comment made in reference to statement “What you told us you would like to see”] *Articulate the strongly reinforced resident view for consultation into the goals and objectives.*
[Page 17, comment made in reference to bullet point item “Attractive streetscapes and good amenity”] *Add: POS Add: Environmentally sensitive (not just attractive/built places). Disconnect the association between a place and the need for it to be a built environment. Place activation might incorporate preservation and protection of some (POS which includes) natural areas. Example: Car park to support an area of natural beauty/tourist attraction.*
[Page 18, comments made in reference to the following words in the first paragraph “tourism destination”] *Follow goal through with appropriate outcomes for tourist arriving because of (already mentioned) natural attractions.*
[Page 18, comment made in reference to statement “What you told us you would like to see”] *Articulate the strongly reinforced resident view for consultation into the goals and objectives.*
[Page 18, comment made in reference to bullet point item “Support for local businesses and jobs.”] [Respondent crossed out the word “local” and commented as follows] *International, national, state or local businesses should be supported if they can provide jobs in CoJ.*
[Page 18, comment made in reference to bullet point item “Continued partnerships between the City, industry stakeholders and service providers.”] [Respondent crossed out the words “between the City, industry stakeholders and service providers” and commented as follows] *Add: electors and community (the public interest partnership which the City serves as the highest priority). Undoubtedly, vested interest groups would express the view to continue beneficial relationships, but it is the electors’ interests that must be served as the highest priority.*
[Page 18, comment made in reference to 4-1 Prosperous and local specific words “Prosperous and local”:] [Respondent crossed out the word “local” and commented as follows] *The business should not require a current point of presence in CoJ in order to feel supported to grow within the City.*
[Page 18, comment made in reference to 4-3 Appealing and welcoming in reference to the sentence “You welcome residents, and local and international visitors to your business in the City.”] [Respondent crossed out the words “your business in” and commented as follows] *Delete: your business "Appealing and welcoming... visitors to the City." Do not exclude the concept that tourists arrive for reasons other than that a business has attracted them here. Often the opposite is the case. An inappropriately located business may detract from the attraction of a place. Example: A natural coastal location that is known to be attractive or well suited for certain activity, may attract tourists. Long-stay backpacker tourists often spend more in an economy than short-stay, high rent tourists (City of Geraldton research). Tourists are very often attracted to natural areas which brings them into contact with local businesses as a consequence. It does not need to be stated that businesses will welcome the economic benefit from visitation. Businesses that are not tourist-oriented, like supermarkets and automotive repairers, can benefit from long-stay tourists, but without even knowing they are "welcoming" tourists.*
[Page 19, comment made in reference to the following words in the first paragraph “sound, professional advice”] [Respondent crossed out the words “sound, professional advice” and commented as follows] *Add: community consultation, and professional advice. The first job of City officers and workforce is to serve the electors’ interests.*
[Page 19, comment made in reference to statement “What you told us you would like to see”] *Articulate the strongly reinforced resident view for consultation into the goals and objectives.*
[Page 19, comment made in reference to bullet point item “Greater and more meaningful community consultation”] *Excellent. The need for consultation should be reiterated for each theme and articulated into the outcomes.*

[continues]
[Page 19, comment made in reference to 5-1 Capable and effective:] [Respondent crossed out the words “Capable and effective” and commented as follows] *Substitute: Capable and effective public service. Explanation below.*
[Page 19, comment made in reference to 5-1 Capable and effective specific statement “You have an informed and capable Council backed by a highly-skilled workforce.”] [Respondent crossed out the statement “You have an informed and capable Council backed by a highly-skilled workforce.” and commented as follows] *Substitute: You have a highly-skilled, elector-focused workforce that is informed by publicly supported strategies and policies. Articulate the concept that the basis for being "effective" is to first serve the public interest as determined by consultation and public support. Perhaps another line is required to address how else the workforce is informed, eg sound professional advice? Perhaps another line is required to address how the workforce is also informed by business with propositions that are compatible with the public interest. Example: The CoJ Place Activation Strategy. Council has directed the City to commence consultation on this strategy. The strategy itself will incorporate a framework for consultation when places are "activated" or deemed to be activated.*
[Page 19, comment made in reference to 5-2 Proactive and represented “You are confident that the City is advocating on your behalf for initiatives that benefit the community”:] [Respondent crossed out the word “advocating” and commented as follows] *Substitute: consulting and advocating.*

There doesn't seem to be any mention of fixing the homelessness and the poverty problem that we have in the Joondalup area. There are a number of agencies working in the area but generally most of them are cash-strapped and donations from businesses and public don't provide enough supplies. The Council needs to provide infrastructure in the way of showers and laundry facilities. Clean up of trees and shrubs that have been blown over in storms. There are several trees in the Connolly area that have been down for a number of weeks.

The key themes appear to match community feedback and have been expanded upon well. It is great to see that the City of Joondalup appears to have conducted meaningful consultation and acknowledged what the community wants. It’s pleasing to see that the environment has been given the attention the community wants, and that parks, natural areas and coastline have been listed as assets. These are precious gifts to the area that the community treasure and it is excellent to see that the City acknowledges that this is what draws people (and money) to Joondalup. Great to see the concept of "place" and what it means so clearly mapped out. People in Joondalup (and those looking to move here) place huge importance on well-planned and attractive suburbs. The recent horrors resulting from the Housing Opportunity Areas have shaken the Joondalup community to the core. Most understand the need to make the most of land that has already been "de-natured" but there is a massive need for considerably better planning, design of new developments and the retention of trees and open space. The City has a responsibility to the community to insist on excellent design from developers if outcomes 3-1 to 3-4 are to be achieved. On the economy front, creativity and innovation, enabled by the City, is going to be vital if liveability and what we have told you we love about Joondalup is not to be compromised. Joondalup has amazing people working for them and living in the community. Keep consulting with the community and listen to those experts who attend the Council meetings follow-up with them they also want to keep and make Joondalup the place people what to live in, work in and visit. On the leadership front, this Strategic Community Plan gives the impression that things are looking up for Joondalup. It would be good to see proper diversity in the elected body. Different ethnicity, Aboriginal representatives, diverse political outlooks and a level playing field for those who don't have the financial backing needed to promote themselves. Members who are committed to meeting outcomes 5-1 – 5-4 are what the citizens of Joondalup are now actively looking for. If the Global Reporting Initiative is a new addition to the City's reporting, well done. This shows that the City is willing to step up and be measured on a global scale. Let’s make the facts and figures we report transparent. This looks an excellent start.

Current duty if care regarding public walkways is poor. Blue Mountain Drive is the worse between Candlewood and Moore Drive with a build-up of leaves and fire hazards. Trees overhang the roadway and are constantly being hit by trucks. Speed in Blue Mountain Drive is out of control. So basically, your plan better sort out the basics before the City gets sued for injuries and damages. Come drive with me for 20 minutes and I'll show you what a disaster this Council management has become.
Joondalup City Centre needs to be made more family-friendly in the evenings Feeling safe is important! Encourage more companies to invest their offices for employees and businesses. As for Burns Beach, the new development for the foreshore park has been pushed back so often, but the community needs the new café/restaurant work to commence soon with the park improvements. The population is growing fast in the area with not enough places to eat and drink overlooking our beautiful ocean. There is plenty of talk, but no action. Very frustrating. It is a Joondalup Council development, so why is it taking so long to get started? Stick to timeframes would be good.
I found the draft plan concise, simple and direct with goals that identified practical application and achievable outcomes. I felt that the community input was clearly defined and well represented throughout the draft plan. It was easy to read and understand. I congratulate the people who developed and wrote the plan as this draft plan does not contain the usual verbose, authoritative, lengthy and dogmatic "talk speak" that is often featured in official Local, Federal and State Government documents.
Having attended the workshops, I can understand the aims of this document. However, as a useful planning instrument it lacks rigour and substance. It is full of airy-fairy motherhood statements that have no real meaning. It is easily manipulated to provide an excuse for anything. Where are the specifics that the community spoke of in the workshops? As for any KPIs they are completely lacking. Where are the goals and ways to note they have been achieved? This is what the community want to see.
I think it's a good plan and generally I like it, keeping the best of what we have. Three things: *1. Water management. It's in there somewhere but I think we are underplaying the importance of water. Water is a scarce resource that will get scarcer and more valuable. We must do better with storm water recycling. For a big example, Lake Joondalup needs to be cleaner. Poor water quality is increasingly linked to poor health outcomes for humans, fauna and flora. Without decent water, most good things in the plan will fail.* *2. Population growth. I was amazed at the low level of projected growth. Now I have no idea what will happen of course, but I think we should at least be prepared for a range of outcomes, including a significantly higher influx.* *3. Technology, innovation and new industries. We mention technology and innovation in the vision, and I know the City tries to encourage such things, but there isn't much in the detail. With such a big focus on education and health for the City, we should be able to attract some more leading-edge businesses. Maybe seaweed for food?*
Environment: health and safety should include effective measure to check and curb vehicles emission and excessive noise especially from hoons and bikes. Such measures are enforced in the EU. It is vital for, mental and general health, of every member of the community.
Additions to the plan that I would request are: *1) add a goal for emissions reduction.* *2) under section 3 add a goal for "well maintained public infrastructure".* *3) amend goal 3-3 replacing "appealing" with "attractive and well-maintained landscaping".*
It is vital that local neighbourhoods are retained, not destroyed by overdevelopment of targeted areas. Densification should be spread more evenly and thinly. Trees and natural areas should be retained, where possible, and essential to be included in new developments. Whilst the freeway and trains give good access to Perth, public transport within the local area is not good. Joondalup has put too much focus on being a shopping destination. There should be much less replication of big boring tilt-up boxes, and more focus on developing Joondalup as an activity destination. There are a very large numbers of dog owners in the Joondalup region. They are very inadequately catered for. There needs to be a huge increase in dog beaches and other off-leash areas, dog access to cafés. Cyclists have been over-catered for, time now for dogs. Feedback from the community should be given greater respect. This is where we have chosen to live.

This will cost the City a lot of money. There is more needed all around the suburbs. Events such as Little Feet Festival are much more beneficial. Personally, as a mature resident, I would not participate in the City of Joondalup expansion. Markets are everywhere. Reduced parking may be a problem. I would prefer more events at Joondalup Library. There is no parking in Joondalup, and it is hard to get from the train station to the precinct.
Under 'Place' include: Verges with trees and natural surfaces with no overhead power lines and no hard surfaces where caravans, boats and trailers are parked. Under 'Leadership' include: A Council that proactively ensures that the City's Plans and Policies are being adhered to within the Community.

APPENDIX 15 — Submission from Harbour Rise Home Owners Association Inc

As safety is a major concern, as your poll shows, then surveillance cameras on major entries and exit roads in each estate, commencing with problematic areas, might be good for keeping communities safe. We believe a missing opportunity is the inclusion and of the ageing population or "seniors" in both employment and services. For example, so many roles in the community can be done adequately by the post-65 people, but these are not hired in general. So, the Council could take a strategic approach with HR to "accommodate" and hire people that still have lots of energy and capability that the broader industries disregard in general.

APPENDIX 16 — Submission from Marmion, Sorrento, Duncraig Progress & Ratepayers Association (page 1)

Marmion
Sorrento
Duncraig

PROGRESS & RATEPAYERS ASSOCIATION INC

SERVING THE COMMUNITY SINCE 1958

Chief Executive Officer
City of Joondalup

JOONDALUP 2032 - CITY OF JOONDALUP STRATEGIC COMMUNITY PLAN 2022-2032

The following comments and observations represent the Marmion, Duncraig and Sorrento Progress and Ratepayers Association's response to the request for feed back to the City's DRAFT Strategic Community Plan 2022 -2032, referred as "the Plan" in the following comments and observations:

General Observations

- A 10 year plan that articulates a shared vision for the future of the City;
- Purpose - to articulate your aspirations, vision and objectives for the next 10 years, an overarching document that informs all of our plans and services - **service delivery has to be cost effective and efficient i.e. value for money and a providing real return on ratepayer investment.**
- Key Themes - Community, Environment, Place, Economy and Leadership - that guide the City's service delivery *;
- Community - would like to see - low levels of crime and anti-social behaviour, support for elderly residents, ageing-in-place and support for at risk population. *

  *** There is no direct reference to other stakeholders (it is implied the Community being the prime stakeholder) or partnering with other stakeholders like State Government, Commonwealth Government, Other Local Governments and the Private Sector - to avoid duplication and to generate economies of scale that could bring greater effectiveness and efficiencies to service delivery outcomes e.g. partnering with the State Government and utilising its purchasing power in procurement - through the use of their panel contracts for goods and services and non-residential building maintenance.**
- Environment - consider planning and policy - **input options that identify and support tree canopy cover, more green spaces, conservation and preservation natural ecological features (wet lands, caves,**

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beaches and unique geological and indigenous species of flora and fauna), within the City's boundaries.

- Place - Better urban planning and design outcomes - **growing challenge of suburban infill and meeting dwelling density yield targets without compromising residential amenity**.
    - More transport options **this will be very much dictated by other tiers of government and the private sector e.g. public transport, EV's and independent ride share enterprises - Uber and e-Scooters.**
    - Reduced traffic congestion and commuter time - **very much focused on road planning interfacing with residential planning and local traffic flow modelling**
    - Improved parking options - **this has a planning focus with associated cultural and amenities influences**
    - Attractive streetscapes and good amenity this is very much about good quality planning, with residential amenity as a high priority.

- Economy - **this isvery much beyond the scope of control by the City however, the City needs to be sympathetic and flexible, to the state of the economy, in its current and future planning and decision making. The Plan should be flexible enough to adapt to economic changes.**

.....

Alternative Formats (Page 2) - supported

Our Unique City (Page 6)

- The six dot points referenced , could be expanded to explain how COJ is going to encourage, explain and expand these attributes over the period of the Strategic Community Plan. **Note:** I am unsure how COJ will address the "friendly neighbour attribute".. maybe a Residential Counselling Service ?; and
- COJ needs to be cognisant of all the attributes is had received from respondents, in particular the ones they have identified in the report , to ensure they are fully considered and referenced in all future decision making processes. This will provide a focus on accountability, outcome performance in respect to deliverables and maintain the relevance and community's confidence in the Plan.

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The presentation of the "Snapshot" icons (**Page 8**) are a great visual presentation and consideration should be given to separate or a side -by-side set, with the estimated situation for 2032. These could be distinguished by the use of different background colours for present and future scenarios ?

How We Developed Our Plan (Page 9)

- Consideration may need to be given to listing / indexing the identified participating groups; and
- An additional paragraph could be included to explain how the COJ will maintain the relevance of the Plan, over the 10 year period.

What You Told Us (Page 10)

- It is assumes from the publishing of Top 10 indicators, that the Council will focus on these as a means of prioritising current and future decision making and planning processes, by COJ and the Council e.g. forming part of the annual Budget review and preparation process, streamlining administrative and operational systems to be more effective and efficient in the delivery of the identified services , etc: and
- A process should also be put in place to review these needs to ensure they remain relevant through the duration of the Plan.

A Shared Vision for the Future (Page 11)

Some targets need to be identified e.g. COJ's strategies relating to conversion to the use of sustainable energy , improved planning and service provisions, meeting set targets while, maintaining outcomes and residential amenity e.g. COJ transition of vehicle fleet, away from fossil fuels, quality and sustainable builds, dwelling infill, maintaining and growing canopy cover, green spaces / parks, community facilities, street scaping, street lighting, roadway capacities, along with viable resident and visitor parking in residential areas.

Consideration needs to be given to and the impact of issues like:

- Climate Change;
- Dwelling density yields;
- Residential amenity;
- Economies of scale strategies leading to effective and efficient delivery of outcomes; and
- Partnering with other stakeholders e.g. Commonwealth and State governments, other local governments and the private sector in future

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business developments, tourism, niche manufacturing and services being established within the COJ jurisdiction.

Purpose of this Plan (Page 12)

The Plan cannot be just a collection of nice to hear words and comments. The feedback must be clearly identified and strategised into day-to-day planning and operational activities, to ensure that the identified issues.... are fully accounted for, outcomes are delivered on time, effectively and efficiently, and on budget. Providing all stakeholders with readily identifiable and understood KPI's.

- All decision making aspects of the operations of the COJ, from policy development, regulations and reports, information documents (Guidelines, pamphlets, etc), Annual Budget, Annual Report, etc to be presented to an agreed and consistent standard, in meeting community expectations, accountability, transparency, responsibility and issues of diversity, disability i.e. in respect to the latter point, taking account of languages used in communicating to the community and, catering for the disabled and the aged, in the community; and
- Annual Budget to include forward estimates aligned to the Plan and the current 5 Year Corporate Business Plan.

How to Use the Plan (Page 13)

COJ must take ownership of the Plan and treat it as a benchmark in moving forward in all aspect of its operations and interaction with its stakeholders. A Statement of Intent / Commitment (?) by COJ and the Council, to ensure the integrity of the purposes and spirit of the messages contained within the Plan, are readily made available across the three Identified users - Community Members, Elected Members and City workforce. This will require open consultation, transparency, empathy and a well understood customer service set of published guidelines.

Key Themes (Page 14 - 19)

- These Key Themes need to fleshed out and a clear and encompassing VISION stated;
- Goals need to be listed and aligned; and
- Outcomes with performance indicators to be developed and aligned to the Key Themes

Community -

- Many of these community events are not all necessarily, the direct responsibility of the COJ and could be better achieved through partnerships with stakeholders - Commonwealth and/or State

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governments and / or the Private Sector. In many cases these matters are beyond the expertise of the COJ, in both managing and controlling the desired outcomes. This, in itself can prove to not only be costly but problematic in performance measuring and the COJ's involvement needs to be clearly explained to the community i.e. ratepayers. We are not advocating opting out but, taking a partnering role in encouraging these events, rather than a lead and bankrolling approach;

- Crime and anti-social behaviour prevention can be tempered through risk assessments undertaken as part of the planning phase of projects and more directly through working (partnering) with the police and social workers. Council Rangers are not an effective deterrent in these situations, due to limited numbers and authority, in the situations that are likely arise;
- Support for elderly, ageing-in-place and the at risk population, requires a more complementary or partnering approach with other stakeholders, like the Commonwealth and State governments and the private sector; and
- Many of the other attributes could be covered by, the already accepted local government attribute of "residential amenity".

Environment - This key element will be very much driven by Climate Change and will be heavily influenced by Australian and International governments, and will have a significant flow-down impact on local government planning and operational activities, over the period of the Plan.

- Energy costs and transition to renewable sources, sustainable planning, water resource management, residential density yields and maintaining and growing tree canopy cover, parks and green spaces, will be primary factors impacting local government Budgets. This will require a restructuring is some business operations and plasticises, including a greater commitment to developing partnerships with Commonwealth and State governments, other local government and the private sector, to cost effectively and efficiently address the challenges, over the years covered by the Plan.

Place

- Unless COJ and other local governments (and WALGA) start taking a more unilateral approach on issues, much of their traditional responsibilities will migrate to the State Government. This is already becoming evident in the area of community planning where, State Government legislation is being used to override the disparate, scattered and inefficient, individual local government laws and regulations approach, to common community issues; and

- Local government needs to stop duplicating other jurisdictions responsibilities and start working together on a unilateral approach on issues, to gain economies of scale, better access to expertise and gaining skills sets, rather than empire building and contracting out knowledge and resource assets to third parties.

Economy

- Working closer with all stakeholders - Commonwealth and State governments and the private sector, to encourage business (industries and services) investment and development into the COJ jurisdiction; and
- Issues around socio-economic impacts need to be factored into COJ' s community planning processes to cater for issues like social housing, home ownership vs renting, increase energy and water costs, people working from home or in regional hubs (rather than the Perth, CBD) and increases in on-line shopping. All of these are going to have an impact on the Joondalup community and the Joondalup CBD.

Leadership - full agreement on all three key elements identified in the DRAFT report.

However, members and the Association's experience around circumstances questioning/challenging or seeking consistency and clarity on issues, have been that the Council's general response position is one of deflection, risk avoidance, inflexibility, digging-in or just plain "it's our way or no way." For voluntary groups like ratepayers associations, with limited resources, it becomes a nightmare of lies and broken promises, frustrations and the impression that "lip service" is being paid to their requests/feedback . This is evident by the numbers of Petitions, Deputations and the increasing numbers of such action groups/associations with in the COJ. Issues of trust, accountability and transparency, with recent Council's actions, are becoming more contradictory and concerning, examples being:

- Introduce HOA's and rezoning without consultation
- Lease the Duncraig Leisure Centre without consultation
- Clearing the median strip on Warwick Road without consultation
- Lease Pinneroo Point without consultation
- Braden Park - Basket Ball Court Removal

- COJ needs to upgrade the skills base in its Administration areas, there is a need to integrate IT systems between administrative and technical operational activities, to gain efficiencies and that are user friendly to staff and the community users;

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- Developing a COJ Document Standard across all areas of activity needs to be adopted e.g. using a common font, minimum type size e.g. 12pt for those with sight impairment, also in direct relation to the Plan, a boxed area at the end of each Council report, policy, regulation document indicating its link back to one or more of the Key Themes identified in the Plan;
- An emphasis on, and preference for, electronic documents e.g. forms, that enable stakeholders to complete, save and send completed documents electronically. Links to other publications should be embedded in the text, rather than an indistinguishable code at the end of the document;
- All web site publications e.g. reports, forms , should have the ability to be completed online and/ or downloaded and completed, allowing the user the ability to save the document or completed form electronically as a record and submit back to COJ electronically;
- Clear, co-ordinated and informed decision making is undertaken ensuring all relevant stakeholders are consulted, utilising internally developed and maintained checklists that, ensure the required levels of compliance and consultation are undertaken for all decision making processes including, but not limited to the following documents - Business Plans, Risk Assessments, Planning Reports, Policies and Regulations; and
- Improved efficiencies and outcomes need be reviewed in the areas of contracting, covering procurement - goods and services , tendering and employee recruitment. Savings may be achievable by partnering with the State Government on procurement, utilising their already established Panel Contracts, for goods and services, including non-residential building maintenance.

Delivery of Our Plan (Page 20)

This about successfully delivering outcomes on time and on budget

- COJ must take ownership and leadership of this Plan in steering it through the community and addressing their needs in delivering the Key Elements, as set out in the Plan e.g. like the captain of a cruise ship, delivering the desired outcomes set out in ship's itinerary, to the expectations of his/her passengers.

Monitoring of Our Plan (Page 21)

- Internal monitoring - within COJ, should be undertaken quarterly, once the annual budget has been finalised. This provides an early means of adjusting budgets, to remain within the Budget parameters, or rein

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in potential budget blow-outs or alert management of having to provide for additional funding for a project;

- Flexibility - is about having processes in place i.e. ability to adapt in a changing situation, this could range from projects to people, from Climate Change and pandemics to price increases (out of the reasonable control of COJ and the Council); with due diligence processes and contract clauses that cover likely risk events;
- Outside factors - apart from those referred to under Flexibility, in particular actions of other stakeholders, need to be considered e.g. Commonwealth and State government policy and legislative changes, private sector bankruptcies, takeovers, etc all need to be provided for and monitored

Reviewing the Plan (Page 22)

- To ensure the Plan remains relevant it needs to be supported by a clearly articulated process for implementing amendments and updates, that retain the integrity of the Plan's original purpose and retains the confidence of the community that, not only contributed to it but are the main beneficiary of the outcomes. This process has to be outlined as part of the Plan. These events can be influenced by social, economic, financial, political environmental and international events and should be recorded, as notations, in support of the adjustments that occur in future year e.g. policy changes, inflation rates or commodity price increases and any other factors;
- The already established reporting platforms i.e. the COJ Annual Budget and Annual Budget are familiar to the community and need to be fully aligned the Plan. Forward estimates covering the financial years covered by the Plan, need to be reported as part of the COJ Budget and milestone reporting against the Plan, as part of the Annual Report;
- Explanatory notes, detailing any changes and amendments made during the year, need to be incorporated in to the Annual Budget reporting process to ensure on-going integrity of the Plan and Budget forecasts; and
- Failure to adequately review the Plan, in maintaining its currency and relevance, can result in the document loosing the confidence of stakeholders and undermines its purpose, as a planning tool, in delivering value for money outcomes to the community and the other stakeholders. This could result in community and business opportunities being lost by COJ, with consequential ramifications across a broad sector of its stakeholder community.

(page 9)

Conclusion

The Association congratulates the City of Joondalup in having the foresight to put forward the Plan. The Plan has the potential to provide the City's community (all stakeholders) with a future pathway, that has substance and purpose, through to 2032 and beyond.

Achieving the goals and outcomes will require discipline, flexibility and most importantly maintaining the integrity of the Plan's content and the confidence of all stakeholders, in the City delivering effective and efficient services, on budget and on time.

The Association's feedback is provided on the basis of achieving those goals and outcomes in a responsible, accountable and documented approach, that is based on due process, focused effectiveness and efficiencies and at the same time flexibility to cater for risks in a future that will require ability to adapt and innovate.

[redacted]

[redacted]**MARMION, SORRENTO, DUNCRAIG PROGRESS & RATEPAYERS ASSOCIATION INC**

19 April, 2022

APPENDIX 17 — Submission from Joondalup Community Coast Care Forum Inc

We are pleased to see the Environment remains one of the five key themes. We note that in the section "What you told us" that "Conservation/bushland management" is the second most important behind "Parks/sporting grounds/playgrounds". We are pleased to see that under the key theme of "Community", that "We encourage and support local organisations and community groups". But our issue with the Strategic Community Plan is that in the past at least, it has not been fully driven down to the Annual Budgets (as shown under heading "The purpose of this Plan") with the community's top priority of "Parks/sporting grounds/playgrounds" consistently getting the lion's share of funding and much less funding directed to "Conservation/bushland management" in both the capital or operational budgets, including the manpower directed to that. Also, it does not reflect into adequate financial support for our coast care friends groups. For example, confirmed recently by a proposed minor increase in our Special Purpose grants from the City after no increase for seven years. Another focus of support by the City for community groups could be assisting them to attract younger members onto their committees, because without that, many incorporated community groups may no longer exist in 10 years' time.

APPENDIX 18 — Submission from Lendlease Property Management (Aust) Pty Ltd (Lakeside Joondalup Shopping Centre)

element.

Our Ref: 17-650

21 April 2022

Chief Executive Officer
City of Joondalup
PO BOX 21
JOONDALUP WA 6919

Transmission via e-mail to info@joondalup.wa.gov.au

Dear Sir / Madam,

COMMUNITY CONSULTATION – SUBMISSION – CITY OF JOONDALUP DRAFT 10-YEAR STRATEGIC COMMUNITY PLAN – JOONDALUP 2032

element, on behalf of Lendlease Property Management (Aust) Pty Ltd as Manager of Lakeside Joondalup Shopping Centre (Lakeside Joondalup) on behalf of Lendlease Funds Management ATF The Joondalup Trust (Lendlease) as Owners of Lakeside Joondalup, has prepared this submission in respect to the City of Joondalup's (the City's) Draft 10-Year Strategic Community Plan – Joondalup 2032 (SCP).

Following a detailed review of the SCP, **element** is pleased to lodge this submission in support of the SCP for the reasons outlined below.

Draft Strategic Community Plan – Joondalup 2032

Lendlease is supportive of the City's 'Shared Vision for the Future', as it appears to align with on-going operations and future aspirations of Lendlease for Lakeside Joondalup, particularly in relation to the following statement –

> *The City in 2032 has a strong focus on sustainability, liveability, active lifestyles and friendly social interactions…We are a vibrant place where people want to live, work and play, and where people can find everything they need locally.*

Lendlease also supports the City's strategic goals and outcomes for the local government area as outlined within the SCP, particularly with regard to the 'Economy', which notably includes –

Goals	Outcomes
We are a global 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.	• *Prosperous and local* • *Innovative and confidant* • *Appealing and welcoming*

Evident from the community engagement activities undertaken in the preparation of the SCP, is that the community places emphasis on facilitating local economic and employment growth, particularly amongst local businesses. We acknowledge that this is reflected in the Community Consultation Outcomes Report and indeed in the goals and outcomes contained within the SCP.

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T. (08) 9289 8300 E. hello@elementwa.com.au W. elementwa.com.au

(page 2)

element.

Lakeside Joondalup Shopping Centre

Lakeside Joondalup is within a Strategic Metropolitan Centre in the north-west metropolitan region. It is a major employment hub and provides significant economic focus within the local government area.

At a strategic level, Lakeside Joondalup, and indeed any future redevelopments / expansions of the shopping centre supports many of the visions, goals and outcomes outlined within the SCP that the City aspires to achieve within the next 10-year period.

We understand that any future development proposals for Lakeside Joondalup, including mixed use and non-retail developments, would be aligned with the City's goals for 'Economy', as the provision of new local employment opportunities as well as diverse land use activities will be achieved.

Future retail, mixed use and non-retail development opportunities at Lakeside Joondalup will offer increased employment diversity and critical mass and will in-turn improve employment self-sufficiency within both the centre and the wider local government area. Greater employment diversity will capture a greater proportion of the City's local population, thereby offering a range of lifestyle choices, reducing car dependency and limiting environmental impacts.

Further, development at Lakeside Joondalup will support the Joondalup Strategic Metropolitan Centre as a business and tourist destination and promote the City as a destination of diverse user experiences for visitors and residents.

Summary

This submission has been prepared by **element**, on behalf of Lendlease being both the Manager and Owner of Lakeside Joondalup, to provide comment on the City's SCP.

As detailed above, Lendlease is supportive of the SCP and the visions, goals and outcomes that it aspires to deliver over the next 10-years. Notably, the City's strategic vision aligns with Lendlease's on-going operations and future aspirations for Lakeside Joondalup which encompasses both retail and mixed use activities.

Should you have any queries or require clarification on the above matter, please do not hesitate to contact Monique Thompson or the undersigned on 9289 8300.

Yours sincerely
element

[redacted]

Michelle Huggins
Associate

element acknowledges the Whadjuk people of the Noongar nation as traditional owners of the land on which we live and work. We acknowledge and respect their enduring culture, their contribution to the life of this city, and Elders, past and present.

APPENDIX 19 — Submission from Northern Suburbs Community Legal Centre

Thank you for the opportunity to comment on the City of Joondalup Strategic Community Plan 2022–2032. The few points for consideration:

1. *As the City demographics are heading to an ageing population, consider joining the World Health Organisation — Global Network of Age-friendly Cities and Communities (example City of Melville). This will also link into the state government Senior's Strategy and Elder Abuse Strategy.*

2. *Our community legal centre provides services to residents in the City of Joondalup and a common theme is family and domestic violence. This is particularly evident for vulnerable groups. Suggest the Plan needs to be more detailed and specific in the 'support for at risk population's' point and note 'safety' and reduction of 'fear'. Early intervention and prevention are critical and an understanding of services/referral pathways.*

3. *There are many community services, such as NSCLC that provide community education sessions on a range of legal issues that are prevalent (restraining orders, minor traffic offences, family law, family violence matters, tenancy and housing issues, older people's rights — powers of guardianship and attorney). Build this into your Plan and identify the issues the cohort of people and information they may require. Thank you.*

APPENDIX 20 — Submission from St Nicolas Church

Weed control featured in the submission and we are also concerned with the ongoing use of Glyphosates by Joondalup Council. Also, the submission mentioned concerns about urban planning. We agree that urban planning needs to look at providing more green areas and trees to prevent overheating of suburbs. Trees and shrubs around houses lower the temperature by 10 degrees, yet developers are being allowed to remove 100-year-old trees and build houses with roofs touching. This is unsustainable. Developers should be forced to accommodate large trees as in Europe where trees are not cut down like this. Urban planning needs to also allow for wider shared paths or different paths for cyclists. Wildlife corridors need to be planned for not added as an afterthought. Kangaroos are continuously trying to cross Whitfords Avenue, Ocean Reef and Hepburn Avenue; why weren't wildlife corridors implemented at the beginning? The problems of infill were mentioned in the submission; it means large trees are removed and problems of traffic congestion, building apartments with underground parking lots is a far better solution than infill building which ruins communities.

DRAFT

Joondalup 2032

City of Joondalup Strategic Community Plan 2022–2032

Alternative formats:

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

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

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

[alternative languages to be inserted following the release of the 2021 Census of Population and Housing results of the top 5 languages (other than English) spoken at home in the City of Joondalup]

Acknowledgement of traditional custodians:

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

[Noongar translation to be inserted]

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Message from the Mayor:

Joondalup 2032 is our new 10-Year Strategic Community Plan, with a strong emphasis on community. It is a collaborative document which brings together the collective vision of our residents, businesses, community stakeholders, community groups, sporting clubs, seniors, young people, Council and the City's workforce.

Throughout 2020 and 2021, we undertook our most comprehensive community consultation exercise to date — Shaping Your Local Community. Over 1,400 community members shared their views with us through a series of polls, workshops and surveys. I am proud to say that our strategic community plan is now more reflective of our community than ever before. I thank all of the community members who took the time to provide us with their thoughts and ideas for the future of the City of Joondalup.

Through the successful implementation of our previous 10-Year Strategic Community Plan, *Joondalup 2022*, we have made good progress towards our vision of a global city. We have seen significant changes in the Joondalup City Centre with the construction of the stunning Prime West Building that houses the Department of Water and Environment Regulation, the opening of the 90-room Quest Apartment Hotel, and completion of the Arthouse Apartment complex, the tallest building within the City Centre.

Major milestones have also been reached towards the development of the Ocean Reef Marina with construction of the new breakwaters and connection to Hodges Drive being completed. Delivering significant events and community infrastructure has also been a key focus over last decade, with Kaleidoscope and the Whitfords Nodes Health and Wellbeing Hub contributing to the City of Joondalup being a desired destination for residents and visitors alike.

I am excited about the City of Joondalup's future — I look forward to working together with you in continuing to build a welcoming, safe, connected, sustainable and resilient City of Joondalup.

Hon Albert Jacob JP
Mayor

Message from the Chief Executive Officer:

Joondalup 2032 is the City of Joondalup's long-term strategic planning document. It is our compass to guide our decision-making, our service delivery and our day-to-day work. It builds on the achievements of the past decade, reflects who we are today, and describes what we strive to become.

Joondalup 2032 brings together the results of extensive consultation with our community. Your feedback has helped to design our Plan. When you read *Joondalup 2032*, you are reading the aspirations of your fellow community members, your Elected Members, and the City's workforce.

We will continue to work together to deliver sustainable outcomes to meet the current and future needs of residents, businesses and visitors to our City; and we will continue to focus on delivering high quality social, environmental and economic programs and services.

We can all be proud of the resilience and community spirit that has kept us going through the COVID-19 pandemic. The next decade will be full of opportunities and challenges. We will realise those opportunities and meet those challenges with the confidence that comes from strong financial and governance practices that ensure we are leaders in local government.

The future is as bright for Joondalup as the sunlight, shining off Lake Yellagonga, which gives our City its name. We are open for business, and we welcome everyone who visits here or calls Joondalup home.

Our team of dedicated professionals at the City looks forward to working closely with you towards 2032 and beyond.

James Pearson
Chief Executive Officer

Our unique City:

The City of Joondalup is located to the north of the Greater Perth Metropolitan Area along 17 kilometres of stunning coastline. Our City is renowned for its beautiful wildlife, natural bushland and extensive wetlands, including Yellagonga Regional Park. With more than 370 diverse parklands which incorporate spacious, open grassed areas, and over 500 hectares of natural bushland, the City has been recognised internationally for its liveability and the healthy lifestyle opportunities our community enjoys.

The City of Joondalup is the third largest local government in Western Australia by population with approximately 161,000 residents. Living across 22 suburbs, our community consists of a significant migrant population, particularly from the United Kingdom and South Africa. There are currently 60,000 dwellings in the City, with most residents purchasing or fully-owning their homes.

Our residents work across a range of industries, with large numbers working in health care and social assistance, construction, and education and training. Our City is located approximately 30 minutes north of the Perth Central Business District, and approximately two-thirds of our residents travel outside of the City of Joondalup each day to work.

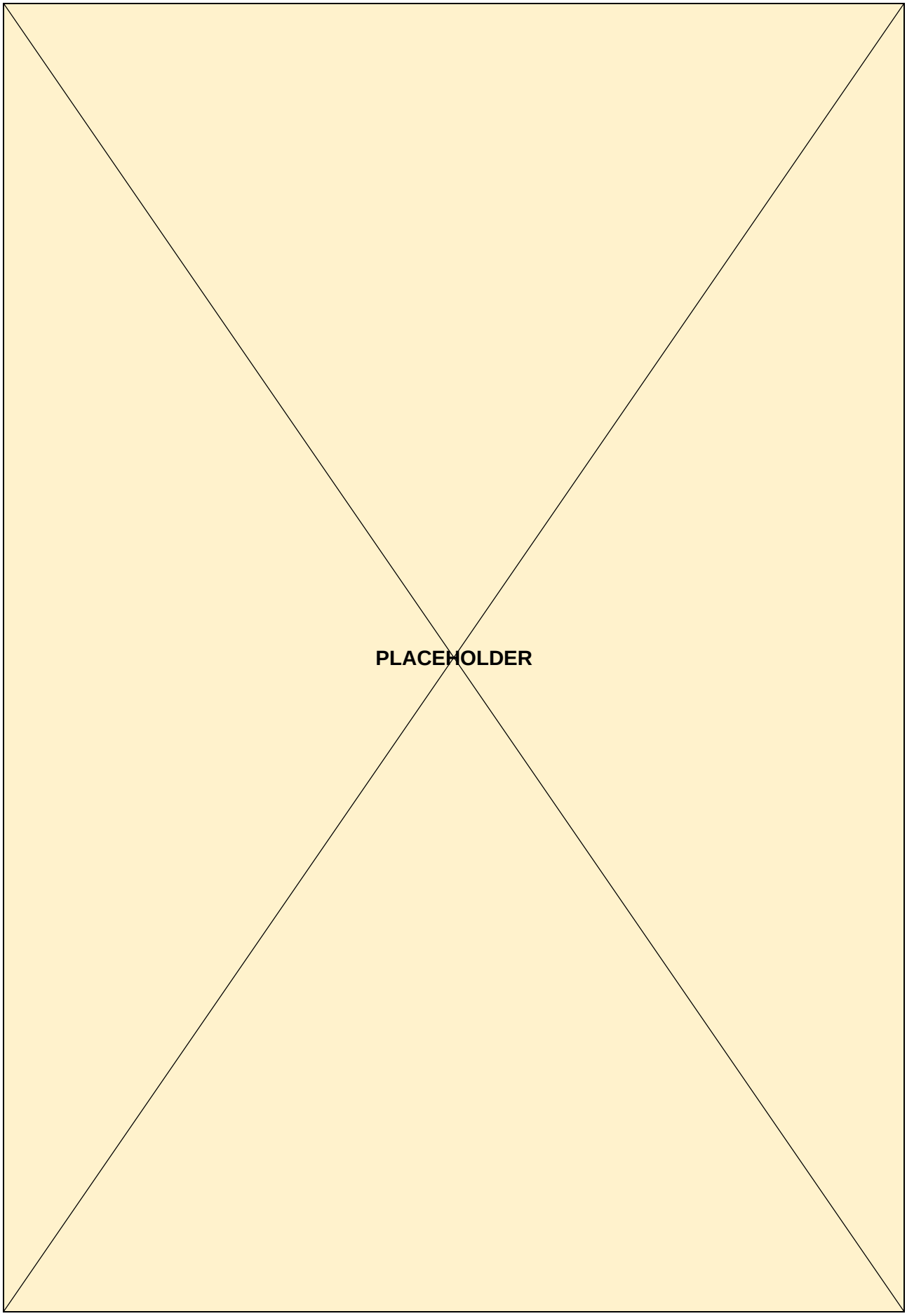
Over the next 10 years, we expect the City's population to grow to more than 172,000 with an annual average growth rate of 0.4%. Growth is expected to be most significant in the suburbs of Burns Beach, Joondalup and Warwick, and population declines are expected in the suburbs of Connolly, Iluka, and Mullaloo. By 2032, we expect our population to be slightly older, with more people aged 65+ years, and lower proportion of households with children.



What you told us you value most about your local community:

- Safety
- Amenity
- Access to services
- Parks and nature
- Friendly neighbours
- Community spirit

Map of the City:



Community snapshot:



160,718
population



60,310
dwellings



27,252
households with children



23%
aged under 18 years



14%
aged 65+ years



38%
born overseas

Economy snapshot:



12,594
local businesses



52,370
local jobs



$6.82 billion
gross regional product



18%
employed in health care and social assistance industry



12%
employed in construction industry



11%
employed in education and training industry

City assets snapshot:



888 ha
parks



533 ha
natural areas



17 km
coastline



1,060 km
roads



927 km
pathways



159
community and civic buildings

2032 snapshot:



172,065
population



0.4%
Population growth



28,981
households with children



22%
aged under 18 years



19%
aged 65+ years



32,651
households with couples/singles

Impact of COVID-19 on population forecasts:

Note that the current forecasts do not reflect the potential changes to forecast assumptions stemming from the COVID-19 coronavirus pandemic. COVID-19 may influence a number of population drivers, including migration into and out of an area, as well as the number of births and deaths.

Sources:

Australian Bureau of Statistics (ABS) 2016, Census of Population and Housing, Australian Government, Canberra.

.id (informed decisions) 2018, Population and Household Forecasts, City of Joondalup Population Forecast, Melbourne.

National Institute of Economic and Industry Research (NIEIR) 2021, compiled and presented in economy.id by .id (informed decisions).

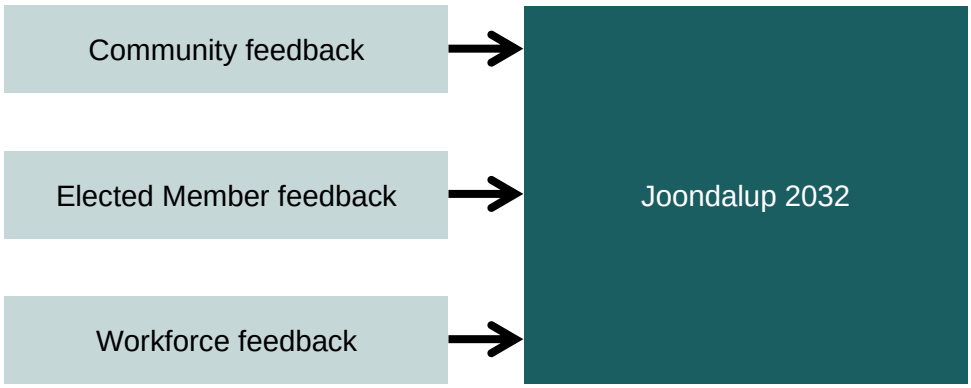
How we developed our plan:

In developing *Joondalup 2032*, we listened to your feedback through the comprehensive Shaping Your Local Community consultation initiative. In total, 1,483 community members shared their views with us through a series of polls, workshops and surveys.

A single-question poll was delivered at four community events in 2021, including both Music in the Park concerts, Valentine's Concert and Luminight. 10 community and stakeholder workshops were held with residents, community and sporting groups, seniors, primary school students, local businesses, major commercial and retail stakeholders, and major service providers. Finally, a detailed community survey was available online and in hard-copy.

We also consulted with our Elected Members, our workforce, and our Strategic Community Reference Group — a collaborative group comprising community representatives and Elected Members.

Joondalup 2032 is truly a community document — a 10-Year Strategic Community Plan that articulates a shared vision for the future of our City.



What you told us:

Throughout our Shaping Your Local Community initiative you were positive and enthusiastic about your neighbourhood and the future of your local community. You told us that you value how safe your local community is, as well as how well-maintained and attractive the streets are. You told us that parks, green spaces, playgrounds and playing fields are especially important to you, and also the natural environment, including wetlands, bushland and coastal areas. You told us how much you value your neighbours and the friendly, local feel of your community. Community spirit and connectedness are what gives you a sense of belonging and helps you feel welcomed, accepted and safe.



What City services you told us are most important to you: (top 10)

1. Parks/sporting grounds/playgrounds
2. Conservation/bushland management
3. Waste/recycling collection
4. Roads/pathways/drainage/street lighting/public works
5. Beach management
6. Libraries
7. Leisure centres
8. Cultural events/concerts/festivals
9. Building and planning approvals
10. Emergency management/bushfire prevention

How we listened to you:



2,722
people visited our webpage



18,726
people engaged with our social media



841
people completed a community survey



219
people attended 10 community workshops



423
people participated in a poll at 4 community events

A shared vision for the future:

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.

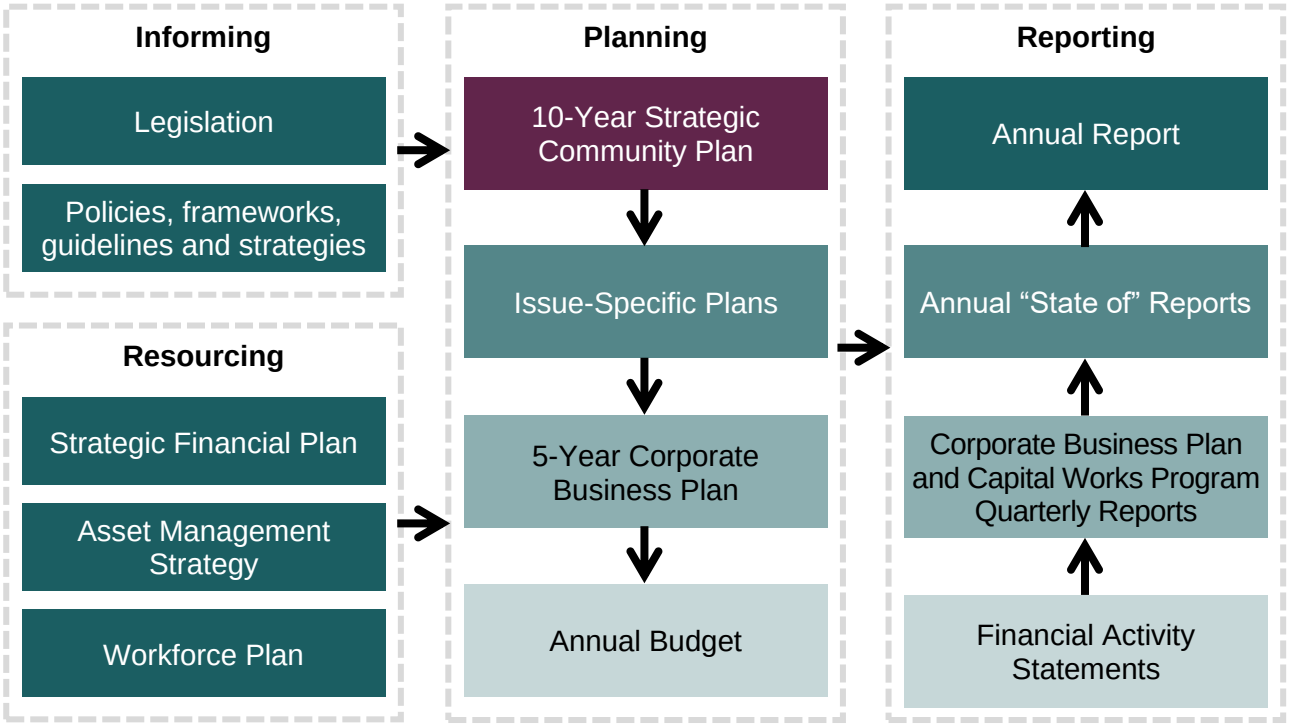
A global City: bold, creative and prosperous

The purpose of this plan:

Joondalup 2032 is the 10-Year Strategic Community Plan for the City of Joondalup. The purpose of this plan is to articulate your aspirations, vision and objectives for the next 10 years. *Joondalup 2032* is the overarching document that informs all of our other plans and services. Every local government in Western Australia is required to have a 10-year strategic community plan.

Integrated Planning and Reporting Framework:

Joondalup 2032 is our highest level planning document — our 10-Year Strategic Community Plan. It sits within an Integrated Planning and Reporting Framework which also includes Informing, Resourcing and Reporting components.



How to use this plan:

Joondalup 2032 is for all members of our community, including residents, ratepayers, businesses, City of Joondalup Elected Members and the City's workforce.

Community members:

Residents, ratepayers, businesses and other stakeholders of our City can use this plan to:

- Examine how your feedback has informed the plan.
- Identify the key priorities of your community and local government.
- Understand the framework that guides decision-making in your local government.
- Consider how your actions can contribute to achieving positive change in the City of Joondalup.

Elected Members:

Elected Members can use this plan to:

- Consider whether motions and proposals put forward by other Elected Members, community members, proponents and staff are contributing to the vision, goals and outcomes of the plan.
- Ensure finances and resources are appropriately applied based on alignment to the plan.
- Ensure City policies support the overall shared vision.
- Monitor the City's performance against the vision, goals and outcomes of the plan.

City workforce:

The City's workforce can use this plan to:

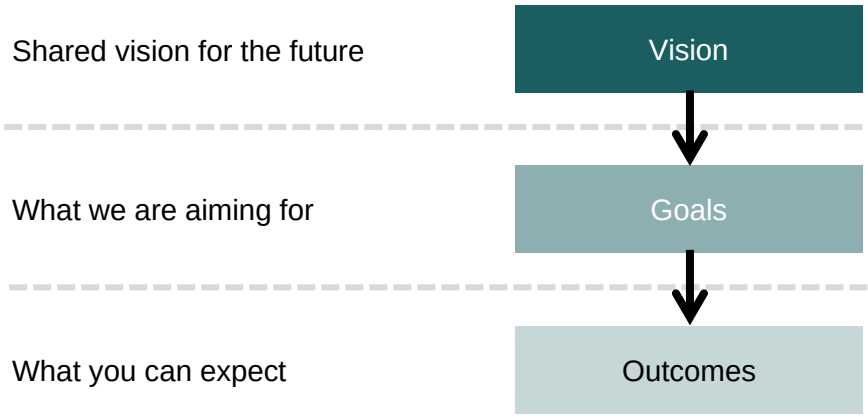
- Assess new tasks, projects and proposals to ensure they contribute towards the vision, goals and outcomes of the plan.
- Plan for and deliver City services based on strategic priorities, legislated needs and community aspirations.
- Assess any competing priorities against the vision, goals and outcomes of the plan to determine which provides the greater value.

Key themes:

Community	Environment	Place	Economy	Leadership

We have used what you told us to define five key themes for *Joondalup 2032*. Each of these key themes has a goal which reflects your feedback, and a series of outcomes which guide our service delivery. The outcomes are intentionally broad. This is because we want our plan to be flexible enough to allow for different ways to achieve the goals over the 10-year term of the plan.

How this plan is structured:



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.

What you told us you would like to see in your local community over the next 10 years:

- Community events, programs and activities.
- Low levels of crime and anti-social behaviour.
- Friendly and caring communities.
- Well-maintained community infrastructure.
- Support for elderly residents and ageing-in-place.
- Support for at-risk populations.

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.

"I live in Padbury and our community is very strong and friendly…the willingness to come together and help one another in times of hardship is amazing. I have no desire to relocate now or in the future."

"I value the beautiful parks and being able to safely walk around my area and other parts of the community."

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.



What you told us you would like to see in your local community over the next 10 years:

- More trees and greener spaces.
- Conservation and preservation of natural areas.
- Appropriate management of weeds in public open spaces.
- Improved focus on environmental issues.
- Effective management of fire risks.
- Improved recycling and waste management practices.

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.



"We really like the lovely parks, open space, trees, bushland, and beaches we have chosen to live in and near. We like meeting and greeting community members during walks and picnics in these lovely places. Streets with trees and greenery are truly valuable for mental wellbeing, fauna and cooling the suburb."



"I'd like Joondalup to take a strong approach to managing our waste and the environment for the future generations."

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.



What you told us you would like to see in your local community over the next 10 years:

- Better urban planning and design outcomes.
- More transport options and better connectivity.
- Reduced traffic congestion and commute time.
- Improved parking options.
- Attractive streetscapes and good amenity.

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.



"Prioritising walking, cycling and public transport use over cars will help by reducing traffic, making walking safer and more pleasant."



"Better planning for and management of redevelopment so that we can have a mix of different housing types while still maintaining the leafy, welcoming, community feel of the area."

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.

What you told us you would like to see in your local community over the next 10 years:

- Support for local businesses and jobs.
- Increased tourism and improved promotion of the City.
- Continued partnerships between the City, industry stakeholders and service providers.

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.

"Make the City more of a tourist attraction with restaurants, family-friendly pubs and music venues."

"More local businesses selling sustainable products. In our local shopping centre in Greenwood, we have a few local shops which I support, but more shops like that that sell locally made food/drinks would be great for the community to support our local economy."

5 Leadership

Our goal:

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



What you told us you would like to see in your local community over the next 10 years:

- A Council which is accountable to the community.
- Effective and clear communication with the community.
- Greater and more meaningful community consultation.

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 Accountable and financially-sustainable

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



"More consultation with the ratepayers and less bureaucratic box-ticking with no common sense. Governance, at the end of the day, is about people, not just policies."



"I want to be able to trust the City administration, the Mayor and the Councillors to act in the short and long term interests of the residents of the City and the health of our environment."

Delivering our plan:

Joondalup 2032 articulates your aspirations, vision and objectives for the next 10 years. It is the overarching document that informs all of our other plans and services. We operationalise this plan through our 5-Year Corporate Business Plan which details the major projects, programs and services that we will deliver to achieve the outcomes of this plan over a 5-year period. Our Corporate Business Plan is reviewed annually and also includes specific milestones for priority projects in the upcoming year.

We all have a role to play:

As we work towards the shared vision for the City, there will be challenges that require effort from more than just the City of Joondalup. We know that we will play a number of roles. In some cases, we will lead in delivery, sometimes we will partner with others, and in other cases we will advocate, facilitate or provide financial support. Other community stakeholders will have responsibility to deliver and fund some elements of this plan, including other government agencies, business partners and community groups.

We are committed to ensuring that we focus on our areas of responsibility and use our resources efficiently and effectively in delivering this plan.

Monitoring our plan:

Joondalup 2032 will be reported on, evaluated and reviewed as part of a dynamic, ongoing process. Our Integrated Planning and Reporting Framework prescribes comprehensive reporting against our 10-Year Strategic Community Plan through our Corporate Business Plan Quarterly Reports, Capital Works Quarterly Progress Reports and Annual Report.

Quarterly milestones are listed against each of the projects and activities listed in our 5-Year Corporate Business Plan, and annual performance measures are listed against each outcome. The annual performance measures include disclosures from the Global Reporting Initiative as well as other performance measures to support more robust reporting where gaps have been identified.

Global Reporting Initiative:

The Global Reporting Initiative is a best-practice sustainability reporting framework that enables organisations to measure and report their social, environmental, economic and governance performance. The sets of interconnected standards will allow us to publicly report the impacts of our activities in a structured, comparable way that is transparent to the community.

The Global Reporting Initiative includes Universal Standards (GRI 100) which measure foundational, general disclosures and management approach, as well as topic-specific standards which cover the following:

- Economic Standards (GRI 200)
- Environmental Standards (GRI 300)
- Social Standards (GRI 400)

Please refer to our 5-Year Corporate Business Plan for the specific disclosures as relevant to each of the outcomes in *Joondalup 2032*.

Reviewing our plan:

It is inevitable that new issues will emerge, and community values and expectations will change over the 10-year timeframe of this plan. To ensure that this plan continues to align with your values and expectations, we will undertake a minor review of this plan every two years, with a major review in four years' time. There will be multiple community consultation activities as part of the review process, and we may amend the plan if necessary.

DENOTES DATA NOT YET AVAILABLE

City of Joondalup
Corporate Business Plan 2022–2026

DRAFT

Alternative formats:

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

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

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

[alternative languages to be inserted following the release of the 2021 Census of Population and Housing results of the top 5 languages (other than English) spoken at home in the City of Joondalup]

Acknowledgement of traditional custodians:

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

[Noongar translation to be inserted]

Contents:

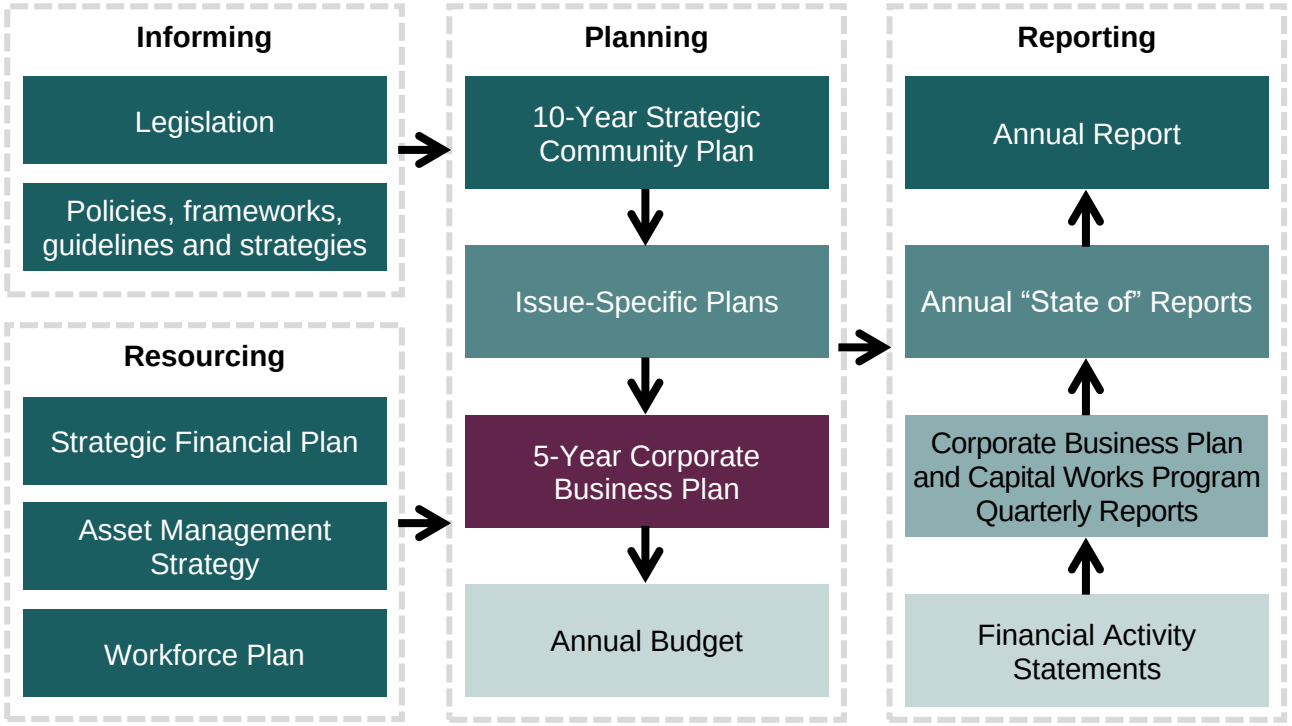
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The purpose of this plan:

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

Integrated Planning and Reporting Framework:

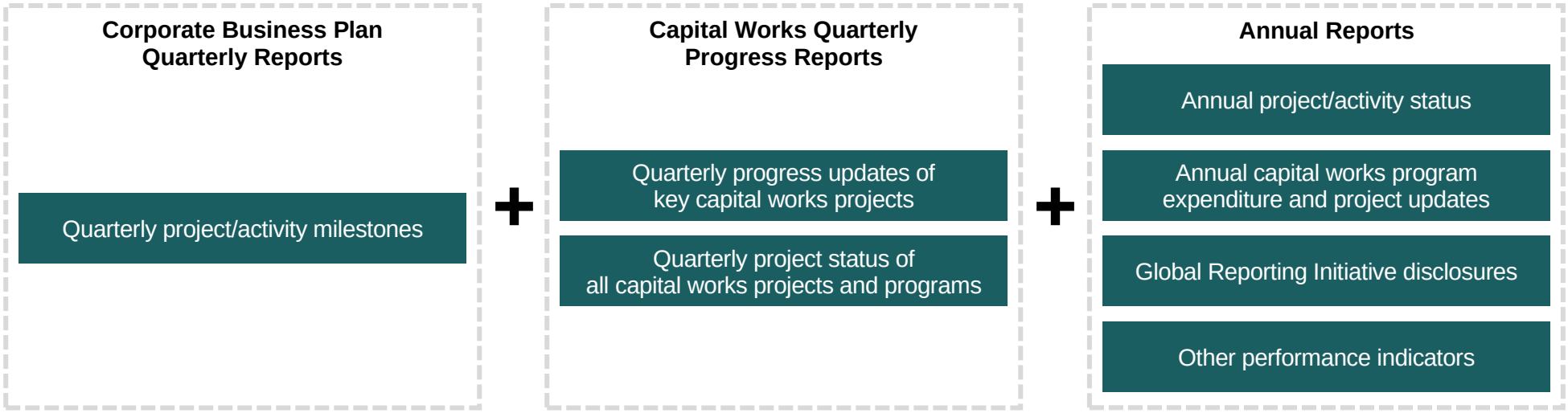
Our 5-Year Corporate Business Plan sits within an Integrated Planning and Reporting Framework which builds-in Informing, Resourcing, Planning and Reporting requirements to ensure transparency and evidence of planned achievements.



Monitoring our plan:

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

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



Corporate Business Plan Quarterly Reports:

Corporate Business Plan Quarterly Reports are presented to the Council each quarter and are published on our website. The reports provide information on achievements and performance against the quarterly milestones set at the beginning of each year and indicate whether the project or activity is on time and on budget at the end of each quarter and at the end of the year. A commentary is also provided each quarter on exactly what has been achieved.

Capital Works Quarterly Progress Reports:

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

Annual Report:

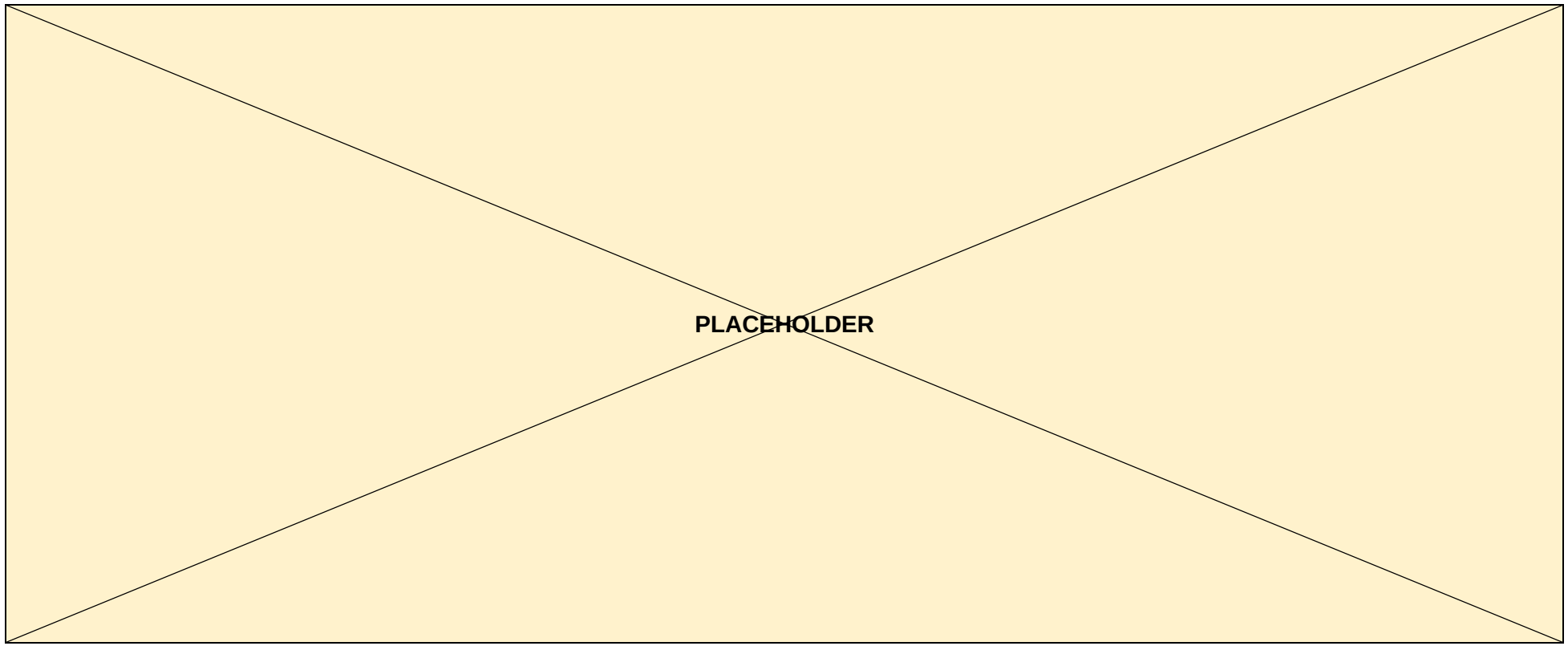
An Annual Report is presented to the Council each year, as well as to the community through the Annual General Meeting. The report outlines the status of all Corporate Business Plan projects and activities at the end of each year and states why a project or program has not been completed or is not on track. The Annual Report also documents the number of projects and activities completed within the Corporate Business Plan. In addition, the Annual Report includes the Global Reporting Initiative disclosures and the other performance indicators listed against the outcomes in this plan, and demonstrates performance for the year against the 10-Year Strategic Community Plan.

Your Council:

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

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

Your Mayor and Councillors:



Our organisational structure:

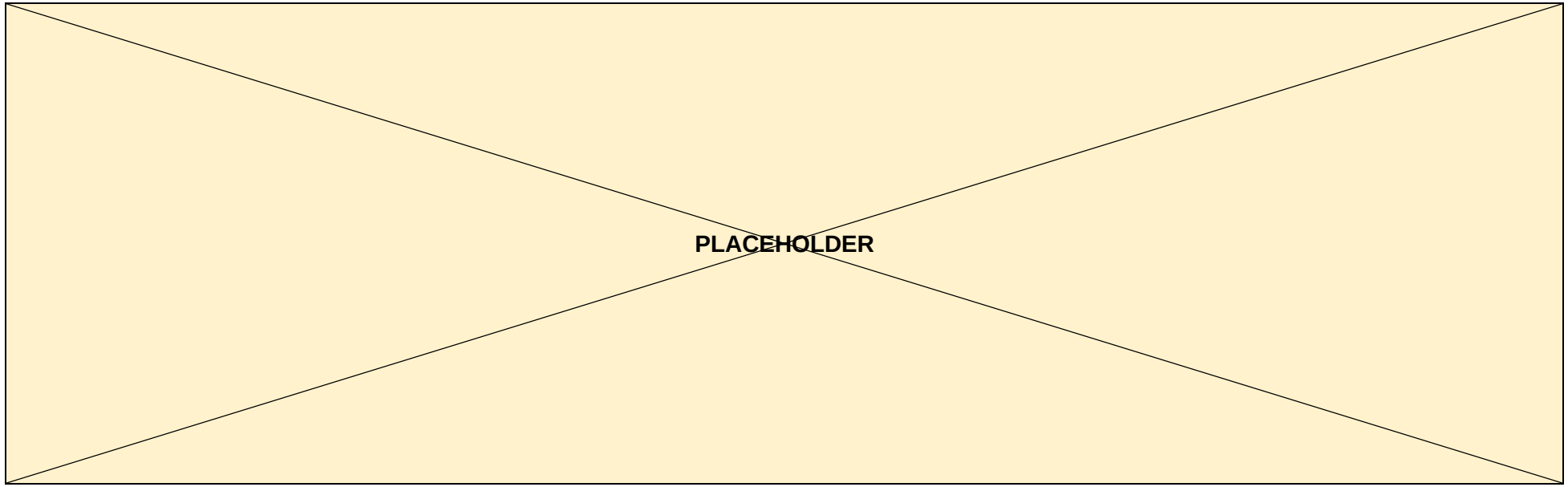
Our organisational structure is designed to facilitate the delivery of services, projects and activities within the five key themes of our 10-Year Strategic Community Plan: *Joondalup 2032*.

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

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

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

Our Chief Executive Officer and Directors:



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.

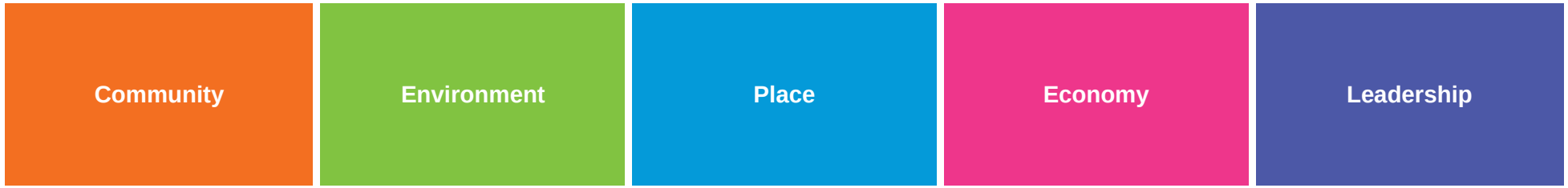
The City in 2032 caters for every stage of life. People feel welcome here and have a clear sense of belonging. We live in high-quality housing in attractive neighbourhoods which have excellent transport linkages and connectivity. We are multi-generational and multicultural; a place where everyone feels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



Our values:

Primary values:

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

Transparent	Accountable	Honest	Ethical	Respectful	Sustainable	Professional

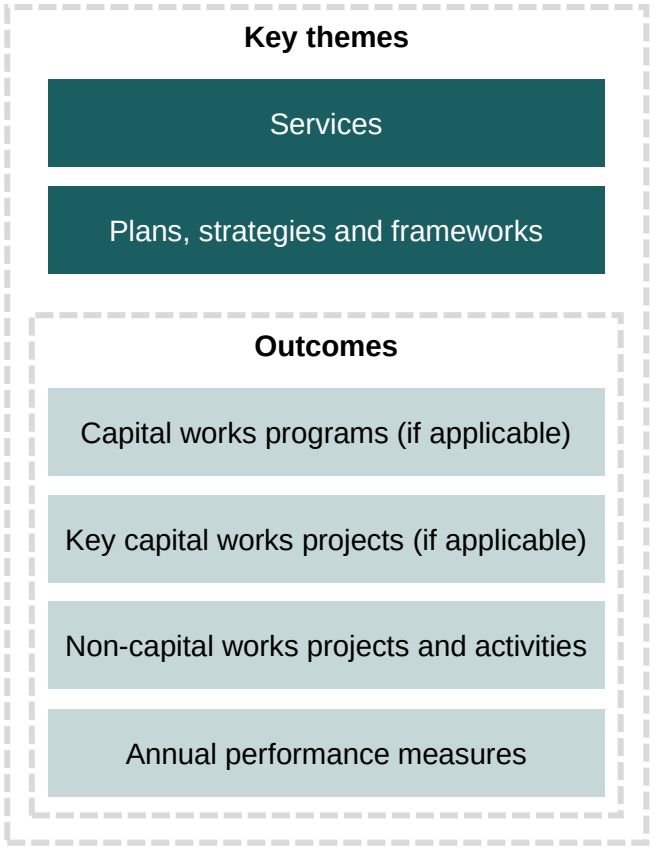
Distinguishing values:

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

Bold	Ambitious	Innovative
We will make courageous decisions for the benefit of our community and future generations.	We will lead with strength and conviction to achieve our vision for the City.	We will learn and adapt to changing circumstances and adopt creative solutions.

Enterprising	Prosperous	Compassionate
We will undertake ventures that forge new directions for business and the local economy.	We will ensure our City benefits from a thriving economy built on local commercial success.	We will act with empathy and understanding of your needs and ambitions.

How this plan is structured:



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 2022/23 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	• Community development • Community safety, compliance and education • Cultural events, visual arts and arts development • Environmental health	• Immunisation programs • Leisure centre • Library services • Youth services
Environment	• Conservation and natural area management • Emergency management • Environmental planning and development	• Litter collection • Technical and consultancy services • Waste management
Place	• Building and planning compliance • Building approvals • Building design and construction works • Building maintenance • Civil design and construction • Commercial parking activities • Engineering maintenance programs • Landscape design and capital works programs	• Leisure planning • Electrical and lighting engineering • Major City project delivery • Parks maintenance programs • Planning approvals, urban design and policy • Property management • Recreation services • Transport and road engineering
Economy	• Economic development	

Leadership	• Audit, risk and executive services • Communications and stakeholder relations • Customer service • Financial accounting • Fleet management and mechanical workshop • Funds management • Governance support • Grants management • Human resources	• Information technology • Management accounting • Organisational development • Policy and planning • Purchasing and contracts • Rates levying • Recordkeeping and freedom of information • Strategic infrastructure asset management including capital works programming

Plans, strategies and frameworks:

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

Community	• Access and Inclusion Plan 2021/22–2023/24 • Age-Friendly Plan 2018/19–2022/23 • Cultural Plan 2021–2025	• Place Activation Strategy 2022 • Regional Homelessness Plan 2022/23–2025/26
Environment	• Bushfire Risk Management Plan 2018–2023 • City of Joondalup Local Emergency Management Arrangements • City Water Plan 2016–2021 • Climate Change Strategy 2014–2019 • Coastal Infrastructure Adaptation Plan 2018–2026	• Environment Plan 2014–2019 • Natural Area Management Plans • Waste Management Plan 2016–2021 • Weed Management Plan 2016 • Yellagonga Integrated Catchment Management Plan 2021–2026
Place	• Asset Management Strategy 2014–2024 • Bike Plan 2016–2021 • Local Planning Scheme No 3	• Local Planning Strategy • Outdoor Youth Recreation Strategy 2021 • Property Management Framework
Economy	• Destination Joondalup 2021–2027 • Expanding Horizons: An Economic Development Strategy for a Global City (2012) • International Economic Development Activities Plan (2017)	• Joondalup City Centre Place Activation Plan 2022 • Joondalup: Digital City (2012)
Leadership	• 10-Year Strategic Financial Plan • Governance Framework 2021 • 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	• Parks and landscaping programs · Foreshore and natural areas program	
Place	• Traffic management program · Local road traffic management program · Blackspot projects · Parking facilities program • Civil construction programs · Major road construction program · New paths program · Path replacement program · Road preservation and resurfacing program · Stormwater drainage program · Lighting program	• Facilities program · Building construction works program · Major projects program • Parks and landscaping programs · Parks development program · Parks equipment program · Streetscape enhancement program
Economy	Nil	
Leadership	Nil	

Key capital works projects:

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

Community	• Craigie Leisure Centre upgrades — phase 1	• Sorrento Surf Life Saving Club redevelopment
Environment	• Hillarys cycle network expansion	
Place	• Joondalup Drive/Hodges Drive intersection upgrade • Multi-storey car park business case (104 McLarty Avenue) • Ocean Reef Park landscape master planning • Killen Park and Sycamore Park amenity upgrade • Wentworth Park, Fraser Park and Byrne Park revitalisation • Ocean Reef Park toilets and changerooms • Sorrento Football Club changerooms • Chichester Park Clubroom redevelopment • Percy Doyle Football/Tee Ball Clubrooms	• Greenwood Scout Hall refurbishment • Christchurch Park changeroom refurbishment • Burns Beach food and beverage facility • Burns Beach Coastal Node redevelopment • Ocean Reef Park landscape master planning • Killen Park and Sycamore Park amenity upgrade • Wentworth Park, Fraser Park and Byrne Park revitalisation • Joondalup Drive/Hodges Drive intersection upgrade
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 be included in the 5-Year Capital Works Program. Detailed descriptions of, and quarterly milestones for the projects and activities are provided under each key theme section of this plan.

Community	• Public Health Plan • Community Safety Plan • Local Laws • WA Dog Amendment (Stop Puppy Farming) Bill 2021 • Review of WA Cat Act 2011 • CCTV memorandum of understanding with Western Australia Police Force • Edgewater Quarry site contamination • Community programs, activities and events • Youth programs, activities and events • Age-Friendly Plan • Community Funding Program • Access and Inclusion Plan • Regional Homelessness Plan • Joondalup Community and Libraries Strategy	• Lifelong Learning Literacy Development program • Lifelong Learning Information Literacy program • Lifelong Learning Digital Literacy program • Clubs in-focus professional development program • Place Activation Strategy • Cultural Plan • Public Art Masterplan and Strategy • Visual arts program • 25-Year Invitation Art Prize Retrospective Showcase • Cultural events program • Joondalup Performing Arts and Cultural Facility • Reconciliation Action Plan • NAIDOC Week • Citizenship ceremonies • Civic functions
Environment	• Environment Plan • Weed Management Plan • Natural area management plans • Yellagonga Integrated Catchment Management Plan • Waste Management Plan • Bulk hard waste review • Community waste education • Environmental education program	• City Water Plan 2016–2021 • Waterwise Council Program • Corporate waste reduction • Environmental performance reporting • Climate Change Strategy • Bushfire Risk Management Plan • Coastal Infrastructure Adaptation Plan • Coastal Hazard Risk Management and Adaptation Plan

Place	• Integrated Transport Strategy • Bike Plan • Outdoor Youth Recreation Strategy • Integrated parking management system • Road safety education • Local Planning Strategy review • Local Planning Scheme No 3 review • Local planning policies (relating to residential development) review • State planning reform • Public Open Space Framework • Active reserve and community facility review • Leafy City program • Woodvale skate facility business case • Urban bike trails business case	• Land optimisation • Property Management Framework • Property Management Framework and Facility Hire Subsidy Policy review • Heathridge Park Masterplan • Ocean Reef Marina • Warwick community facilities • Woodvale Library and Community Hub • Pinnaroo Point food and beverage facility • Neil Hawkins Park food and beverage facility • Joondalup City Centre Development — Boas Place • Duffy House land transfer and commercial expression of interest • Works Operation Centre tenure arrangements
Economy	• Economic Development Strategy • Business engagement • Business forums • Business capacity and support • International Economic Development Activities Plan • Digital City Plan • Joint Economic Development Initiative	• Business cluster formation • Regional collaboration • Business innovation and creativity • Destination City Plan • Event attraction • Joondalup City Centre Place Activation Plan

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

Key priorities for 2022/23:

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

Community	
Public Art Masterplan and Strategy A new masterplan and strategy to define the principles and priorities for public art in the City and guide resources and funding towards relevant public art projects that enhance the City's built environment, distinctive natural assets, significant Indigenous sites, historic locations and key destinations.	**Reconciliation Action Plan** A new plan which will set out the City's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.

Environment		
Environment Plan A plan which outlines the City's commitment to conserving, enhancing and rehabilitating the City of Joondalup's natural assets to ensure the long-term protection of the environment for future generations.	**Climate Change Strategy** A strategy which guides the City's planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment.	**Coastal Hazard Risk Management and Adaptation Plan** A plan developed under State Planning Policy 2.6 which identifies areas and assets that could potentially be impacted by coastal erosion and inundation hazards due to storm events and projected sea level rise. The plan provides recommendations and actions for how the City can respond and adapt to these hazards.

Place			
Integrated Transport Strategy A new strategy to guide multi-modal transport planning and inform strategic policy, advocacy and infrastructure decisions in the City over the next 20–30 years.	**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.	**Public Open Space Framework** A new framework which will classify the City's public open spaces according to primary function and manner of use, and guide the allocation of infrastructure assets.	**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.
	Pinnaroo Point food and beverage facility Development of a new commercially-viable, high-quality and environmentally-sustainable food and beverage facility at Pinnaroo Point, Hillarys.	**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.	

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.	**Digital City Plan** A plan that outlines the digital future we could achieve through a set of strategies and actions. The plan addresses key priority actions, including delivering capacity-building programs for local businesses and potential for establishing virtual and physical spaces that create opportunities for start-ups.	**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.	**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.

Leadership			
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.	**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.	**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.	**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.

1 Community

Our goal:

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

Your outcomes:

1-1 Healthy and safe

You feel healthy and safe in your local community.

1-2 Inclusive and connected

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

1-3 Active and social

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

1-4 Artistic and creative

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

1-5 Cultural and diverse

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

Services:

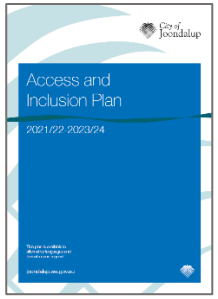
The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering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

Service	Net service cost including depreciation	Depreciation	FTE
Community development *(statutory and discretionary)* • Community programs and initiatives • Age-friendly community programs • Homelessness • Community transport program • Volunteer management • Access and inclusion	$	$	
Community safety, compliance and education *(statutory and discretionary)* • Parking • Animal management • Community amenity (verge obstructions, illegal signage, fire inspections, litter, beach management) • Field patrols • Graffiti management • Public areas CCTV	$	$	
Cultural events, visual arts and arts development *(discretionary)* • Cultural events • Visual arts • Arts development	$	$	

Service	Net service cost including depreciation	Depreciation	FTE
Environmental health *(statutory and discretionary)* • Premises inspections • Environmental health approvals • Environmental health investigations and advice • Midge management	$	$	
Immunisation programs *(discretionary)* • Immunisation	$	$	
Leisure centre *(discretionary)* • Health, fitness and leisure — Craigie Leisure Centre	$	$	
Library services *(statutory and discretionary)* • Library services • Library programs, events and activities • Reference collection • Local history • Community outreach and liaison	$	$	
Youth services *(discretionary)* • Centre-based youth programs • Youth events and programs • Community youth outreach • Digital youth services	$	$	
Total	**$**	**$**	

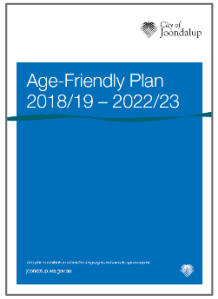
Plans, strategies and frameworks:

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



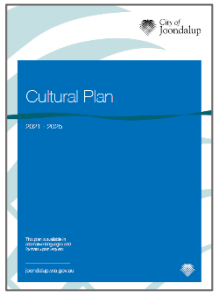
Access and Inclusion Plan 2021/22–2023/24

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



Age-Friendly Plan 2018/19–2022/23

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



Cultural Plan 2021–2025

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



Place Activation Strategy 2022

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



Regional Homelessness Plan 2022/23–2025/26

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

Outcome 1-1 Healthy and safe

You feel healthy and safe in your local community.

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Public Health Plan A new plan to respond to local health risks and establish objectives and policy priorities for the promotion and protection of public health in the City. Development of a new public health plan is a requirement under Stage 5 implementation of the WA *Public Health Act 2016*.	Q1 Q2 Q3 Q4 • Undertake background research and analysis to inform development of a new Public Health Plan 2023–2027.	●	●	●	●
Community Safety Plan A new plan to address community safety initiatives across the City, including parking management, animal management, CCTV, graffiti removal and community amenity.	Q1 Q2 • Commence development of a draft Community Safety Plan 2023–2027. Q3 • Progress development of the draft Community Safety Plan 2023–2027. • Undertake community consultation to inform development of the draft Community Safety Plan 2023–2027. Q4 • Present the draft Community Safety Plan 2023–2027 to Council seeking endorsement.	●	●	●	●
Local Laws Local laws are made under the *Local Government Act 1995* to cover matters considered necessary for the good government of the City. Local laws are reviewed every 8 years in accordance with the Act.	Q1 • Present the *Amendment Local Law 2021* to Council seeking endorsement following community consultation. Q2 • Commence a review of the *Animals Local Law 1999* with regard to additional measures being incorporated for the control of cats. Q3 • Progress the amendment process for the *Animals Local Law 1999*, if required. Q4 • Progress the amendment process for the *Animals Local Law 1999*, if required.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
WA Dog Amendment (Stop Puppy Farming) Bill 2021 An amendment to the *Dog Act 1976* which is intended to prevent unregistered dog breeders from establishing puppy farms. The Bill gives local governments the responsibility to manage and inspect registered breeders, oversee changes from pet shops to adoption centres, and provide input into a centralised State-based data repository for dog registrations.	Q1	●			
	Q2 • Review any changes to City services required by the new amendment to the *Dog Act 1976*. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of dog data.				
	Q3 • Commence implementation of any changes to City services required by the new amendment to the *Dog Act 1976*. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of dog data.				
	Q4 • Commence implementation of any changes to City services required by the new amendment to the *Dog Act 1976*. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of dog data.				
Review of WA Cat Act 2011 A statutory review of the *Cat Act 2011* which is likely to bring about changes to the way local governments manage cats, particularly in relation to nuisance issues.	Q1	●			
	Q2 • Review any changes to City services required by the new amendments to the WA *Cat Act 2011*. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of cat data.				
	Q3 • Commence implementation of any changes to City services required by the new amendments to the WA *Cat Act 2011*. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of cat data.				
	Q4 • Commence implementation of any changes to City services required by the new amendments to the WA *Cat Act 2011*. • Participate in a working group with the Western Australian Local Government Association to collaborate on the implementation of the new amendment and progress a regional response to the management of cat data.				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
CCTV memorandum of understanding with Western Australia Police Force Development of a memorandum of understanding with Western Australia Police Force to establish an operating model for access to the City's CCTV data.	Q1 • Engage with relevant stakeholders to develop a memorandum of understanding with Western Australia Police Force to establish an operating model for access to the City's CCTV data. Q2 • Progress the development of a memorandum of understanding with Western Australia Police Force. Q3 • Finalise the development of a memorandum of understanding with Western Australia Police Force and present to Council. • Commence implementation of the memorandum of understanding with Western Australia Police Force. Q4				
Edgewater Quarry site contamination Management of potential ground and water contamination at the Edgewater Quarry site in response to a notice from the WA Department of Water and Environmental Regulation.	Q1 • Liaise with an external consultant to finalise a draft site management plan for contamination at Edgewater Quarry. Q2 • Liaise with an external consultant to finalise a draft site management plan for contamination at Edgewater Quarry. • Present the draft site management plan for contamination at Edgewater Quarry to the WA Department of Water and Environmental Regulation seeking approval. Q3 • Present the approved site management plan for contamination at Edgewater Quarry to Elected Members. • Commence implementation of the site management plan for contamination at Edgewater Quarry. Q4				

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 400: Social | GRI 413: Local communities				
413-1	**Operations with local community engagement, impact assessments, and development programs**	Number of incidents reported to the City (total and by type (top 5))	Annual	City of Joondalup
		Number of graffiti removals completed (total and by property type)	Annual	City of Joondalup
		Percentage of graffiti removals completed within 2 working days of reporting	Annual	City of Joondalup
		Number of children immunised (total and by location)	Annual	City of Joondalup
		Number of vaccinations administered (total and by location)	Annual	City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with Ranger services	Biennial	City of Joondalup
	Percentage satisfaction with pool inspection services	Biennial	City of Joondalup
	Percentage satisfaction with environmental health services	Biennial	City of Joondalup
	Percentage satisfaction with community safety services	Biennial	City of Joondalup
	Percentage satisfaction with emergency management	Biennial	City of Joondalup
Swimming pool inspections	Number of regulatory swimming pool inspections completed	Annual	City of Joondalup
	Number of subsequent (non-regulatory) inspections completed	Annual	City of Joondalup
	Number of private swimming pools not inspected at least once in a 4-year period.	Annual	City of Joondalup
	Percentage of private swimming pools not inspected at least once in a 4-year period.	Annual	City of Joondalup

Title/name	Measure	Timeframe	Source
Professional lifeguard services	Number of hours of beach lifeguard services funded by the City	Annual	Surf Life Saving Western Australia
	Number of rescues performed by beach lifeguard services contracted by the City	Annual	Surf Life Saving Western Australia
	Number of preventative actions performed by beach lifeguard services contracted by the City	Annual	Surf Life Saving Western Australia
	Number of first aid treatments performed by beach lifeguard services contracted by the City	Annual	Surf Life Saving Western Australia
Environmental health	Number of environmental health requests received (total and by type)	Annual	City of Joondalup
Dog and cat registrations	Number of dog registration (total and new)	Annual	City of Joondalup
	Number of cat registrations (total and new)	Annual	City of Joondalup
CCTV images	Number of requests for CCTV images by Western Australia Police Force	Annual	City of Joondalup
	Percentage of requests for CCTV images by Western Australia Police Force issued.	Annual	City of Joondalup

Outcome 1-2 Inclusive and connected

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Community programs, activities and events Programs, activities and events which contribute towards building a strong, resilient, and connected community through coordination, capacity building, collaboration, and advocacy.	Q1 • Deliver scheduled events as part of the Communities in-focus program for the quarter. • Promote the Meet-Your-Neighbour Project and assist interested residents to participate. • Deliver the Community Transport Service. Q2 • Deliver scheduled events as part of the Communities in-focus program for the quarter. • Deliver the Community Transport Service. Q3 • Deliver scheduled events as part of the Communities in-focus program for the quarter. • Promote the Meet-Your-Neighbour Project and assist interested residents to participate. • Deliver the Community Transport Service. Q4 • Deliver scheduled events as part of the Communities in-focus program for the quarter. • Deliver the Community Transport Service.	●	●	●	●
Youth programs, activities and events Programs, activities and events designed specifically for young people to help them engage with their peers in a safe and supportive environment.	Q1 • Deliver scheduled program of youth events for the quarter, including: · Youth Forum 2022 • Deliver scheduled programs and activities for young people. Q2 • Deliver scheduled programs and activities for young people. Q3 • Deliver scheduled program of youth events for the quarter, including: · Summer Sessions · BMX, Skate and Scooter series · Defeat the Beat • Deliver scheduled programs and activities for young people. Q4 • Deliver scheduled program of youth events for the quarter, including: · City of Joondalup Youth Awards • Deliver scheduled programs and activities for young people.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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. Q2 • Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter. • Undertake a review of the Age-Friendly Plan 2018/19–2022/23 to inform development of a new Age-Friendly Plan. • Commence development of a new Age-Friendly Plan. Q3 • Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter. • Finalise development of the draft Age-Friendly Plan. Q4 • Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter. • Present the draft Age-Friendly Plan to Council seeking endorsement.	●	●	●	●
Community Funding Program A funding program consisting of 2 rounds intended for the delivery of community-initiated projects, programs and events that benefit of the City of Joondalup community.	Q1 • Advertise round 1 of the Community Funding Program and open the program for submissions. • Evaluate the submissions received and determine the preferred recipients. Q2 • Issue the funding agreements and payments for successful round 1 applicants. Q3 • Advertise round 2 of the Community Funding Program and open the program for submissions. • Evaluate the submissions received and determine the preferred recipients. Q4 • Issue the funding agreements and payments for successful round 2 applicants.	●	●	●	●
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. Q2 • Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. Q3 • Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. Q4 • Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter. • Present an annual progress report to Elected Members and the Department of Communities.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Regional Homelessness Plan A joint plan with the City of Wanneroo which includes a series of actions that demonstrate the Cities' commitment to ensuring that people at-risk of experiencing homelessness have the optimum opportunity to improve their circumstances.	Q1 • Implement scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter. Q2 • Implement scheduled actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter. 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.	●	●	●	●

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 400: Social | GRI 406: Non-discrimination				
406-1	**Incidents of discrimination and corrective actions taken**	Number of reports of discrimination in relation to the City, its services and spaces	Annual	City of Joondalup
		Number of requests for documents/media in alternative formats.	Annual	City of Joondalup

Other performance indicators:

Project/activity	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with the City as a place to live	Biennial	City of Joondalup
	Percentage satisfaction with community development services	Biennial	City of Joondalup
Volunteer work	Percentage of residents undertaking volunteer work	5-yearly	Australian Bureau of Statistics
	Number of volunteers engaged through Joondalup Volunteer Resource Centre	Annual	City of Joondalup

Project/activity	Measure	Timeframe	Source
Community Funding Program	Names of community groups receiving grants/ contributions	Annual	City of Joondalup
	Value of grants/contributions distributed to community groups (total and by community group)	Annual	City of Joondalup

Outcome 1-3 Active and social

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

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Craigie Leisure Centre upgrades — phase 1 Refurbishment works to establish a new gym, group fitness studio, cycling studio, crèche, staff room and additional car parking.	Craigie	2022/23	$ 8,630,000
Sorrento Surf Life Saving Club redevelopment Redevelopment of the existing Sorrento Surf Life Saving Club facility to support and enhance usage and include a commercial component.	Sorrento		$

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

Non-capital projects and activities:

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

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

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

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with library services	Biennial	City of Joondalup
	Percentage satisfaction with Craigie Leisure Centre	Biennial	City of Joondalup
Craigie Leisure Centre	Number of members	Annual	City of Joondalup
	Percentage increase/decrease in membership	Annual	City of Joondalup
	Average weekly attendance	Annual	City of Joondalup
KidSport program	Amount distributed to young people through the KidSport program	Annual	Department of Local Government, Sport and Cultural Industries
	Number of young people supported through the KidSport program	Annual	Department of Local Government, Sport and Cultural Industries

Title/name	Measure	Timeframe	Source
Sporting group contributions	Amount contributed to sporting clubs (total and by club)	Annual	City of Joondalup
Libraries	Number of members	Annual	City of Joondalup
	Number of items issued	Annual	City of Joondalup
	Number of people attending (total and by library)	Annual	City of Joondalup

Outcome 1-4 Artistic and creative

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Cultural Plan A plan which provides strategic direction for the City's arts and cultural activities over a 5-year period to ensure investment is directed towards the programming and infrastructure most valued by the community.	Q1 • Implement scheduled actions from the Cultural Plan 2021–2025 for the quarter. Q2 • Implement scheduled actions from the Cultural Plan 2021–2025 for the quarter. Q3 • Implement scheduled actions from the Cultural Plan 2021–2025 for the quarter. 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 • Advertise a request for quotation for development of a new Public Art Masterplan and Strategy. • Evaluate the quotations submitted and determine a preferred external consultant. Q2 • Liaise with the external consultant to present the proposed objectives and themes for the draft Public Art Masterplan and Strategy 2023–2033 to the Strategic Community Reference Group for discussion and feedback. Q3 • Liaise with the external consultant to undertake community consultation to inform development of the draft Public Art Masterplan and Strategy 2023–2033. Q4 • Commence development of the draft Public Art Masterplan and Strategy 2023–2033.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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.	Q1 • Monitor for opportunities to initiative public art projects, as appropriate. Q2 • Deliver the Invitation Art Prize exhibition. • Coordinate the delivery of a mural arts project as part of the Mural Arts Program. • Commission and display new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. • Monitor for opportunities to initiative public art projects, as appropriate. Q3 • Deliver the Community Art Exhibition. • Establish a gallery for hire by local arts groups. • Monitor for opportunities to initiative 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. • Commission and display new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. • Undertake a review of the visual arts program and develop the program for 2023/24. • Monitor for opportunities to initiative public art projects, as appropriate.	●	●	●	●
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.	No milestones for 2022/23.	●			

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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, including: · Sunday Serenades Q2 • Deliver scheduled program of cultural events for the quarter, including: · Little Feet Festival · Sunday Serenades · Music in the Park Concert 1. Q3 • Deliver scheduled program of cultural events for the quarter, including: · Music in the Park Concert 2 · Valentine's Concert · Joondalup Festival · Music in the Park Concert 3. Q4 • Deliver scheduled program of cultural events for the quarter, including: · Joondalup Festival · Community Art Exhibition. • Undertake a review of the cultural events program for 2022/23 and develop the program for 2023/24.	●	●	●	●
Joondalup Performing Arts and Cultural Facility A dedicated arts facility proposed for the hosting of performing arts and cultural events and activities within the City of Joondalup.	No milestones for 2022/23.		●	●	●

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 200: Economic | GRI 203: Indirect economic impacts				
203-2	**Significant indirect economic impacts**	Value of events sponsored by the City of Joondalup.	Annual	City of Joondalup
		Value of events sponsored by the City (excludes community funding) under the Corporate Sponsorship Program.	Annual	City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with cultural services	Biennial	City of Joondalup
Cultural events program	Number of attendees at major cultural events (total and by event)	Annual	City of Joondalup
	Satisfaction/enjoyment of events (total and by event)	Annual	City of Joondalup
Visual arts program	Names of new artwork acquired	Annual	City of Joondalup
	Purchase price of new artwork acquired (total and by artwork)	Annual	City of Joondalup
	Value of full artwork collection	Annual	City of Joondalup

Outcome 1-5 Cultural and diverse

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Reconciliation Action Plan A new plan which will set out the City's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.	Q1 • Progress the development of the draft Reconciliation Action Plan. Q2 • Progress the development of the draft Reconciliation Action Plan. Q3 • Progress the development of the draft Reconciliation Action Plan. Q4 • Present the draft Reconciliation Action Plan to Council seeking endorsement.	●	●	●	●
NAIDOC Week Events and programs to mark national NAIDOC Week which celebrates and recognises the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.	Q1 • Deliver the NAIDOC Week Launch event as part of the civic functions program. • Deliver NAIDOC Week events as part of the cultural events program. Q2 Q3 Q4	●	●	●	●
Citizenship ceremonies Ceremonies the City host on behalf of the Department of Home Affairs each month (or more often) where residents who are becoming new citizens make the Australian citizenship pledge of commitment.	Q1 • Deliver scheduled citizenship ceremonies for the quarter. Q2 • Deliver scheduled citizenship ceremonies for the quarter. Q3 • Deliver scheduled citizenship ceremonies for the quarter. Q4 • Deliver scheduled citizenship ceremonies for the quarter.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Civic functions A series of events and corporate functions we deliver throughout the year to mark important dates, significant milestones and matters of civic interest.	Q1 • Deliver civic functions as required. Q2 • Deliver scheduled program of civic functions for the quarter, including: · Invitation Art Prize VIP Event · Remembrance Day Memorial Service • Deliver other civic functions as required. Q3 • Deliver scheduled program of civic functions for the quarter, including: · Valentine's Concert VIP Event · Joondalup Festival VIP Event · Community Art Exhibition VIP Event • Deliver other civic functions as required. Q4 • Deliver scheduled program of civic functions for the quarter, including: · ANZAC Day Dawn Service · Joondalup Dinner • Deliver other civic functions as required.	●	●	●	●

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction/enjoyment of citizenship ceremonies	Annual	City of Joondalup
Citizenship ceremonies	Number of citizenship ceremonies conducted	Annual	City of Joondalup
	Number of new citizens taking pledge of commitment	Annual	City of Joondalup

2 Environment

Our goal:

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

Your outcomes:

2-1 Managed and protected

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

2-2 Clean and sustainable

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

2-3 Responsible and efficient

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

2-4 Resilient and prepared

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

Services:

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

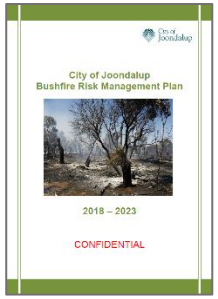
Service	Net service cost including depreciation	Depreciation	FTE
Environment organisational management *(statutory and discretionary)*	$	$	
Conservation and natural area management *(statutory and discretionary)* • Natural areas capital works • Natural areas maintenance • Friends' groups	$	$	
Emergency management *(statutory)* • Emergency management	$	$	
Environmental planning and development *(statutory and discretionary)* • Environmental advice • Environmental planning • Natural areas management • Catchment management • Environmental education and leadership • Environmental reporting	$	$	
Litter collection *(statutory and discretionary)* • Litter collection	$	$	
Technical and consultancy services *(statutory and discretionary)* • Provision of engineering advice for developments • Coastal monitoring • Rainfall monitoring and stormwater management	$	$	

Service	Net service cost including depreciation	Depreciation	FTE
Waste management *(statutory and discretionary)* • Domestic general waste • Domestic recycling • Domestic green waste • Bulk hard waste • Regional partnerships/Mindarie Regional Council • Drop-off events • Waste education	$	$	
Natural Areas not allocated to an FTE or specific service*	$	$	
Total	**$**	**$**	

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

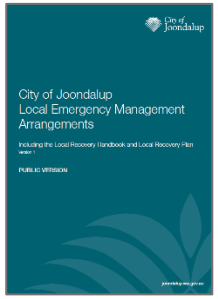
Plans, strategies and frameworks:

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



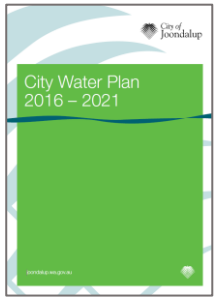
Bushfire Risk Management Plan 2018–2023

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



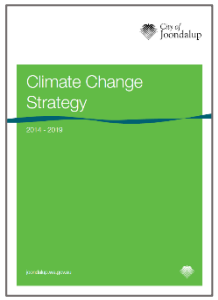
City of Joondalup Local Emergency Management Arrangements

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



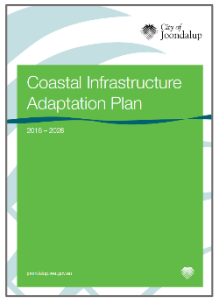
City Water Plan 2016–2021

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



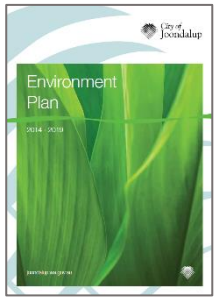
Climate Change Strategy 2014–2019

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



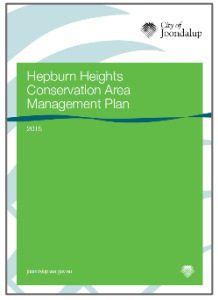
Coastal Infrastructure Adaptation Plan 2018–2026

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



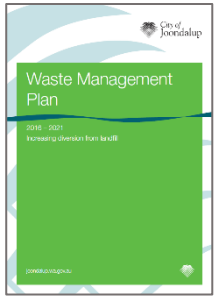
Environment Plan 2014–2019

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



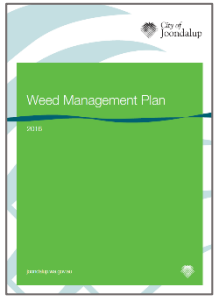
Natural Area Management Plans

We have a range of Natural Area Management Plans which cover a number of sites across the City of Joondalup, including Central Park, Craigie Bushland, Hepburn Heights Conservation Area, 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. These plans provide a framework for protecting and enhancing biodiversity values, whilst maintaining appropriate community access and awareness of the sites. The plans are used to guide our maintenance and capital works schedules, as well as provide guidance to our employees, contractors and Friends' Groups.



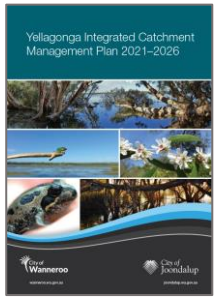
Waste Management Plan 2016–2021

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



Weed Management Plan 2016

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



Yellagonga Integrated Catchment Management Plan 2021–2026

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

Outcome 2-1 Managed and protected

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

Capital works programs:

Program	Expenditure for 2022/23		Revenue for 2022/23	
Parks and landscaping programs				
Foreshore and natural areas program	$		$	

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Hillarys cycle network expansion Upgrade to the coastal shared pathway, including other pathway-associated upgrades between Hillarys and Burns Beach, and a new shared pathway along Hepburn Avenue from Gibson Avenue to Whitfords Avenue.	Various	2024/25	$ 6,939,000

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Environment Plan A plan which outlines the City's commitment to conserving, enhancing and rehabilitating the City of Joondalup's natural assets to ensure the long-term protection of the environment for future generations.	Q1 • Implement scheduled actions from the Environment Plan 2014–2019 for the quarter. • Commence development of a new Environment Strategy. Q2 • Implement scheduled actions from the Environment Plan 2014–2019 for the quarter. • Undertake an annual review of the Environment Plan 2014–2019 for 2021/22 and present key achievements to Elected Members. • Present the proposed objectives and themes for the new Environment Strategy to the Strategic Community Reference Group for discussion and feedback. • Progress development of the draft Environment Strategy. Q3 • Implement scheduled actions from the Environment Plan 2014–2019 for the quarter. • Progress development of the draft Environment Strategy. Q4 • Implement scheduled actions from the Environment Plan 2014–2019 for the quarter. • Present the draft Environment Strategy to Elected Members seeking endorsement for community consultation.	●	●	●	●
Weed Management Plan A plan which details an integrated weed management approach which prevents, monitors and controls the spread of weeds within the City of Joondalup.	Q1 • Implement scheduled actions from the Weed Management Plan 2016 for the quarter. • Undertake community consultation on the draft Weed Management Plan 2022–2032. Q2 • Implement scheduled actions from the Weed Management Plan 2016 for the quarter. • Undertake an annual review of the Weed Management Plan 2016 for 2021/22 and present key achievements to Elected Members • Present the draft Weed Management Plan 2022–2032 to Council seeking endorsement. • Commence implementation of the Weed Management Plan 2022–2032. Q3 • Implement scheduled actions from the Weed Management Plan 2022–2032 for the quarter. Q4 • Implement scheduled actions from the Weed Management Plan 2022–2032 for the quarter.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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 • Implement scheduled actions from the natural area management plans for the quarter. • Commence preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the natural area management plans. • Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. Q2 • Implement scheduled actions from the natural area management plans for the quarter. • Progress preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the Natural Area Management Plans. • Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. • Undertake an annual review of the Natural Area Management Plans for 2021/22 and present key achievements to Elected Members. Q3 • Implement scheduled actions from the natural area management plans for the quarter. • Progress preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the Natural Area Management Plans. • Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. Q4 • Implement scheduled actions from the natural area management plans for the quarter. • Present the draft Iluka–Burns Beach Foreshore Reserve Management Plan to Elected Members seeking endorsement for community consultation.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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 • Implement scheduled actions from the Yellagonga Integrated Catchment Management Plan for 2021–2026.	●	●	●	●
	Q2 • Implement scheduled actions from the Yellagonga Integrated Catchment Management Plan for 2021–2026. • Undertake an annual review of the Yellagonga Integrated Catchment Management Plan for 2021–2026, in partnership with the City of Wanneroo, and present key achievements to Elected Members.				
	Q3 • Implement scheduled actions from the Yellagonga Integrated Catchment Management Plan for 2021–2026.				
	Q4 • Implement scheduled actions from the Yellagonga Integrated Catchment Management Plan for 2021–2026.				

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 300: Environmental | GRI 304: Biodiversity				
304-2	**Significant impacts of activities, products, and services on biodiversity**	Percentage density of environmental weeds in natural areas	Annual	City of Joondalup
304-3	**Habitats protected or restored**	Percentage of natural areas designated as “protected”	Annual	City of Joondalup
		Number of plants grown in the City’s nursery and provided to Friends’ Groups for planting projects	Annual	City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with conservation and natural area management services	Biennial	City of Joondalup

Outcome 2-2 Clean and sustainable

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Waste Management Plan A plan that guides the City's waste management to ensure increased diversion from landfill. The Plan focuses on improving the City's practices and providing the groundwork to inform the long-term planning for waste.	Q1 • Progress development of a new Waste Management Plan 2022–2027. Q2 • Finalise development of a new Waste Management Plan 2022–2027. Q3 • Present the draft Waste Management Plan 2022–2027 to Elected Members seeking feedback. Q4 • Present the draft Waste Management Plan 2022–2027 to Council seeking endorsement.	●	●	●	●
Bulk hard waste review Review of current bulk waste service delivery and consideration of options.	Q1 • Present the outcomes of the bulk hard waste review to Elected Members seeking feedback. Q2 Q3 Q4				
Community waste education A program of activities and events the City supports to educate community members to reduce their waste to landfill, reduce waste contamination and influence behaviour change.	Q1 • Deliver scheduled activities and events as part of the waste education program for the quarter. Q2 • Deliver scheduled activities and events as part of the waste education program for the quarter. Q3 • Deliver scheduled activities and events as part of the waste education program for the quarter. Q4 • Deliver scheduled activities and events as part of the waste education program for the quarter.	●	●	●	●

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

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 300: Environmental | GRI 304: Biodiversity				
304-2	**Significant impacts of activities, products, and services on biodiversity**	Amount of waste material present within key natural areas	Annual	City of Joondalup
GRI 300: Environmental | GRI 306: Waste				
306-1	**Waste generation and significant waste-related impacts**	Amount of residential waste collected	Annual	Mindarie Regional Council
		Percentage of residential waste diverted from landfill	Annual	Mindarie Regional Council
		Average amount of waste collected per household	Annual	City of Joondalup
		Amount of litter collected by the City	Annual	City of Joondalup
306-2	**Management of significant waste-related impacts**	Amount of recycling from kerbside collections	Annual	Cleanaway
		Amount of bulk waste recycled	Annual	Cleanaway, Incredible Bulk
		Amount of e-waste collected and ethically disposed	Annual	City of Joondalup
		Amount of clothing and textiles collected and donated	Annual	City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with waste management services	Biennial	City of Joondalup
Community waste education	Number of classroom sessions conducted with schools	Annual	City of Joondalup
	Number of education sessions conducted with community groups	Annual	City of Joondalup
Environmental education program	Number of environmental education events/initiatives delivered	Annual	City of Joondalup

Outcome 2-3 Responsible and efficient

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
City Water Plan 2016–2021 A plan that guides the sustainable management of the City's water practices and provides strategic direction for the delivery of water conservation and water quality improvement initiatives within the City over a five-year period.	Q1 • Implement scheduled actions from the City Water Plan 2016–2021 for the quarter. Q2 • Implement scheduled actions from the City Water Plan 2016–2021 for the quarter. Q3 • Implement scheduled actions from the City Water Plan 2016–2021 for the quarter. Q4 • Commence a review of the City Water Plan 2016–2021 in alignment with the draft Environment Strategy under the Waterwise Council Program.				
Waterwise Council Program A program run jointly by the WA Department of Water and Environmental Regulation and Water Corporation to support local governments to improve water efficiency and help create waterwise communities.	Q1 • Implement planned initiatives and actions as part of the Waterwise Council Program for the quarter. • Submit application to the WA Department of Water and Environmental Regulation and Water Corporation seeking re-accreditation under the Waterwise Council Program. Q2 • Implement planned initiatives and actions as part of the Waterwise Council Program for the quarter. Q3 • Implement planned initiatives and actions as part of the Waterwise Council Program for the quarter. Q4 • Implement planned initiatives and actions as part of the Waterwise Council Program for the quarter.	●	●	●	●
Corporate waste reduction Activities and initiatives to reduce the amount of corporate waste the City generates.	Q1 Q2 • Undertake a review the City's corporate waste and implement reduction and recovery targets. Q3 Q4				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Environmental performance reporting A program of monitoring and reporting to record the City's corporate consumption of water, energy and greenhouse gas emissions.	Q1 • Collate and review environmental performance data for 2021/22 and use to inform improvements in workforce practices. Q2 • Collate and review environmental performance data for 2021/22 and use to inform improvements in workforce practices. Q3 • Collate and review environmental performance data for 2021/22 and use to inform improvements in workforce practices. Q4 • Collate and review environmental performance data for 2021/22 and use to inform improvements in workforce practices.	●	●	●	●

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 300: Environmental | GRI 302: Energy				
302-1	**Energy consumption within the organisation**	Amount of energy used by the City (not including street lighting)	Annual	Azility
GRI 300: Environmental | GRI 303: Water and effluents				
303-3	**Water withdrawal**	Amount of groundwater used by the City	Annual	Azility
		Amount of scheme water used by the City	Annual	Azility
GRI 300: Environmental | GRI 305: Emissions				
305-5	**Reduction of GHG emissions**	Amount of greenhouse gas emissions generated by the City	Annual	Azility
		Percentage increase/decrease in greenhouse gas emissions generated by the City	Annual	Azility
		Amount of renewable energy generated by the City	Annual	SimplyCity Dashboard and Inverter data
		Amount of carbon offsets purchased to offset 100% of City's fleet emissions	Annual	City of Joondalup

Other performance indicators:

Nil

Outcome 2-4 Resilient and prepared

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Climate Change Strategy A strategy which guides the City's planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment.	Q1 • Implement scheduled actions from the Climate Change Strategy 2014–2019. • Present the draft Climate Change Plan 2022–2032 to Elected Members seeking endorsement for community consultation. Q2 • Implement scheduled actions from the Climate Change Strategy 2014–2019. • Undertake an annual review of the Climate Change Strategy 2014–2019 for 2021/22 and present key achievements to Elected Members. • Undertake community consultation on the draft Climate Change Plan 2022–2032. • Present the draft Climate Change Plan 2022–2032 to Council seeking endorsement. • Commence implementation of the Climate Change Plan 2022–2032. Q3 • Implement scheduled actions from the Climate Change Plan 2022–2032. Q4 • Implement scheduled actions from the Climate Change Plan 2022–2032.	●	●	●	●
Bushfire Risk Management Plan A plan which guides the City in providing a coordinated and efficient approach to the identification, assessment and treatment of assets exposed to bushfire-related risk within the City of Joondalup.	Q1 • Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023. Q2 • Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023. • Undertake an annual review of the Bushfire Risk Management Plan 2018–2023 and present key achievements to Elected Members. Q3 • Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023. Q4 • Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Coastal Infrastructure Adaptation Plan A plan which guides the City's response to the future impacts of climate change along the coastline. The plan aims to ensure the City is adequately prepared to adapt to current and future coastal hazards, and to ensure the risk to City of Joondalup infrastructure and assets is minimised.	Q1 • Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026.	●	●	●	●
	Q2 • Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026.				
	Q3 • Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026.				
	Q4 • Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026.				
Coastal Hazard Risk Management and Adaptation Plan A plan developed under State Planning Policy 2.6 which identifies areas and assets that could potentially be impacted by coastal erosion and inundation hazards due to storm events and projected sea level rise. The plan provides recommendations and actions for how the City can respond and adapt to these hazards.	Q1 • Undertake community consultation on the draft Coastal Hazard Risk Management and Adaptation Plan.	●	●	●	●
	Q2 • Present the draft Coastal Hazard Risk Management and Adaptation Plan to Council seeking endorsement. • Commence implementation of the Coastal Hazard Risk Management and Adaptation Plan.				
	Q3 • 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.				

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Bushfire risk management	Number of hazard reduction grasstree burns undertaken	Annual	City of Joondalup
	Number of sites where manual fuel load reduction activities were undertaken	Annual	City of Joondalup

3 Place

Our goal:

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

Your outcomes:

3-1 Connected and convenient

You have access to a range of interconnected transport options.

3-2 Well-planned and adaptable

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

3-3 Attractive and leafy

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

3-4 Functional and accessible

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

Services:

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

Service	Net service cost including depreciation	Depreciation	FTE
Building and planning compliance *(statutory and discretionary)* • Development compliance • Swimming pool inspection program	$	$	
Building approvals *(statutory and discretionary)* • Building approvals • Land purchase inquiries • Building plan requests • Building verge permit applications	$	$	
Building design and construction works *(discretionary)* • Building design and construction	$	$	
Building maintenance *(discretionary)* • Cleaning • Building maintenance • Building security management	$	$	
Civil design and construction *(discretionary)* • Delivery of capital works projects • Civil survey and design • Management of capital works grant programs	$	$	
Commercial parking activities *(discretionary)* • Commercial parking agreements • Paid parking management	$	$	

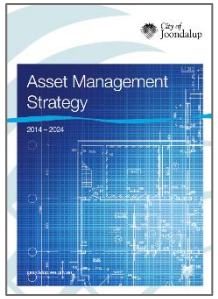
Service	Net service cost including depreciation	Depreciation	FTE
Engineering maintenance programs *(discretionary)* • Road resurfacing and preservation • Stormwater drainage • Engineering maintenance (scheduled and reactive)	$	$	
Landscape design and capital works programs *(discretionary)* • Parks development • Parks equipment • Streetscape enhancement • Leafy City program	$	$	
Leisure planning *(discretionary)* • Community facility refurbishments, redevelopments and floodlighting upgrades • Club-funded and grant-funded infrastructure upgrades for sport and recreation	$	$	
Electrical and lighting engineering *(discretionary)* • Public lighting maintenance and upgrades and lighting network efficiency • Electrical engineering advice and design	$	$	
Major City project delivery *(discretionary)* • Delivery of major projects • Management of the City's land portfolio	$	$	
Parks maintenance programs *(discretionary)* • Irrigation • Mowing and turf renovation • Trees • Park maintenance	$	$	

Service	Net service cost including depreciation	Depreciation	FTE
Planning approvals, urban design and policy *(statutory)* • Development applications • Subdivision assessment • Urban planning approvals • Planning advice and information • Cartographic services	$	$	
Property management *(discretionary)* • Property management of City leased and licenced facilities	$	$	
Recreation services *(discretionary)* • Sport and recreation development • Community facility management	$	$	
Transport and road engineering *(statutory and discretionary)* • Transport initiatives for road users • Traffic investigations • Road safety • Traffic management plans • Capital works forward programming and grant submissions • Approvals and technical advice	$	$	
Buildings, parks and roads with no allocated FTE or service*	$	$	
Total	**$**	$	

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

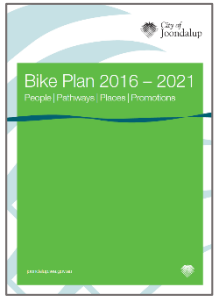
Plans, strategies and frameworks:

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



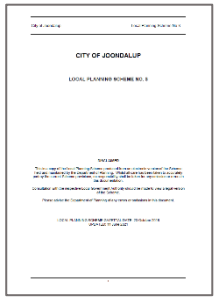
Asset Management Strategy 2014–2024

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



Bike Plan 2016–2021

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



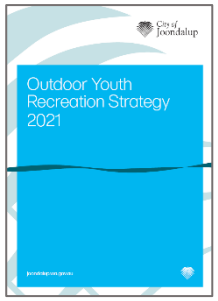
Local Planning Scheme No 3

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



Local Planning Strategy

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



Outdoor Youth Recreation Strategy 2021

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



Property Management Framework

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

Outcome 3-1 Connected and convenient

You have access to a range of interconnected transport options.

Capital works programs:

Program	Expenditure for 2022/23		Revenue for 2022/23	
Traffic management program				
Local road traffic management program	$		$	
Blackspot projects	$		$	
Parking facilities program	$		$	
Civil construction programs				
Major road construction program	$		$	
New paths program	$		$	
Path replacement program	$		$	
Road preservation and resurfacing program	$		$	

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Joondalup Drive/Hodges Drive intersection upgrade Major upgrade to intersection, including additional right-turn lane from Hodges Drive to Joondalup Drive southbound, extension of turning pockets, upgrades to streetlight and pedestrian facilities, and improvements to Mitchell Freeway southbound access.	Various	2023/24	$ 4,584,000
Multi-storey car park business case (104 McLarty Avenue) A business case for a proposed multi-storey car park facility to be constructed at 104 McLarty Avenue, Joondalup.	Joondalup	2025/26	$ 17,100,000

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Integrated Transport Strategy A new strategy to guide multi-modal transport planning and inform strategic policy, advocacy and infrastructure decisions in the City over the next 20–30 years.	Q1 • Progress development of a draft Integrated Transport Strategy 2022–2032. Q2 • Finalise development of a draft Integrated Transport Strategy 2022–2032. Q3 • Present the draft Integrated Transport Strategy 2022–2032 to Elected Members seeking feedback. Q4 • Present the draft Integrated Transport Strategy 2022–2032 to Council seeking endorsement.	●	●	●	●
Bike Plan A plan which provides the long-term vision, strategic framework and projects we will implement to make bike riding a part of everyday life and move us towards becoming a bike-friendly city.	Q1 • Implement scheduled actions from the Bike Plan 2016–2021 for the quarter. • Undertake a review of the Bike Plan 2016–2021. • Commence development of a new Bike Plan 2022–2032. Q2 • Implement scheduled actions from the Bike Plan 2016–2021 for the quarter. • Progress development of the draft Bike Plan 2022–2032. Q3 • Implement scheduled actions from the Bike Plan 2016–2021 for the quarter. • Present the draft Bike Plan 2022–2032 to Elected Members seeking feedback. Q4 • Implement scheduled actions from the Bike Plan 2016–2021 for the quarter. • Present the draft Bike Plan 2022–2032 to Council seeking endorsement.	●	●	●	●
Outdoor Youth Recreation Strategy A strategy that guides the future provision of facilities for outdoor youth recreation within the City of Joondalup.	Q1 • Implement scheduled actions from the Outdoor Youth Recreation Strategy 2021 for the quarter. Q2 • Implement scheduled actions from the Outdoor Youth Recreation Strategy 2021 for the quarter. Q3 • Implement scheduled actions from the Outdoor Youth Recreation Strategy 2021 for the quarter. Q4 • Implement scheduled actions from the Outdoor Youth Recreation Strategy 2021 for the quarter.	●	●	●	●

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

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

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

Outcome 3-2 Well-planned and adaptable

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Local Planning Strategy review A review of the 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 • Appoint an external consultant to manage the community consultation for phase 1 of the Local Planning Strategy review. • Present a draft Community Consultation Plan to Council seeking endorsement. Q2 • Undertake community consultation on phase 1 of the Local Planning Strategy review Q3 • Use the outcomes from the community consultation to inform development of a technical scope for phase 2 of the Local Planning Strategy review. • Present the technical scope for phase 2 of the Local Planning Strategy review to Council seeking endorsement. Q4 • Prepare a request for tender for a consultant team to undertake phase 2 of the Local Planning Strategy review.	●	●		
Local Planning Scheme No 3 review A review of the City's Local Planning Scheme No 3 in accordance with the *Planning and Development (Local Planning Schemes) Regulations* which includes a review of existing local planning policies and the development of new policies as recommended.	No milestones for 2022/23.	●	●	●	

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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	●			
	Q2 • Commence a review of the City's local planning policies related to residential development (including the Residential Local Planning Policy, and the Development in Housing Opportunity Areas Local Planning Policy) to respond to the changes to the State Planning Framework following introduction of the Medium Density Code.				
	Q3 • Present the outcomes of the review of the City's local planning policies related to residential development to the Policy Committee seeking endorsement of Council.				
	Q4				
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.	●	●	●	●
	Q2 • Implement actions resulting from the State planning reform process, as required.				
	Q3 • Implement actions resulting from the State planning reform process, as required.				
	Q4 • Implement actions resulting from the State planning reform process, as required.				

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 200: Economic | GRI 203: Indirect economic impacts				
203-2	**Significant indirect economic impacts**	Number of building permits issued (total and for the Joondalup City Centre)	Annual	City of Joondalup
		Value of building permits issued (total and for the Joondalup City Centre)	Annual	City of Joondalup
		Number of development applications determined (total and for the Joondalup City Centre)	Annual	City of Joondalup
		Value of development applications determined (total and for the Joondalup City Centre)	Annual	City of Joondalup
		To achieve annual building approvals value of at least 70% of the 10-year rolling average.	Annual	City of Joondalup/Australian Bureau of Statistics

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with development application process	Annual	City of Joondalup
	Percentage satisfaction with building application process	Annual	City of Joondalup
Development and building applications	Percentage of building applications determined within statutory timeframes (total and by type of application)	Annual	City of Joondalup
	Percentage of development applications determined within statutory timeframes (total and by application timeframe)	Annual	City of Joondalup
New dwellings	Number of new dwellings (total and by Joondalup City Centre, housing opportunity areas, suburb)	Annual	City of Joondalup

Outcome 3-3 Attractive and leafy

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

Capital works programs:

Program	Expenditure for 2022/23		Revenue for 2022/23	
Parks and landscaping programs				
Parks development program	$		$	
Parks equipment program	$		$	
Streetscape enhancement program	$		$	
Civil construction programs				
Stormwater drainage program	$		$	
Lighting program	$		$	

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Ocean Reef Park landscape master planning Upgrade and installation of new infrastructure, including irrigation and landscaping.	Ocean Reef	2022/23	$ 765,000
Killen Park and Sycamore Park amenity upgrade Upgrade and installation of new infrastructure, including pathways, play spaces, seating, landscaping and irrigation.	Duncraig	2022/23	$ 400,000
Wentworth Park, Fraser Park and Byrne Park revitalisation Upgrade and installation of new infrastructure, including pathways, seating, turf “kick about” areas and landscaping.	Padbury	2022/23	$ 645,000

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

Non-capital projects and activities:

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

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Urban bike trails business case A business case for the establishment of a BMX/mountain bike hub and interconnected urban bike trails through Padbury, Mullaloo and Craigie.	Q1 • Commence preparation of a business case for urban bike trails. Q2 • Progress preparation of the business case for urban bike trails. Q3 • Present the business case for urban bike trails to Elected Members seeking a determination on whether to progress. Q4				

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 300: Environmental | GRI 304: Biodiversity				
304-2	**Significant impacts of activities, products, and services on biodiversity**	Percentage of canopy cover in the City	Biennial	City of Joondalup/spatial data consultant

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with parks	Biennial	City of Joondalup
	Percentage satisfaction with landscaping design	Biennial	City of Joondalup
Streetscape enhancement	Number of trees planted by the City through the Leafy City Program and the winter urban tree planting program	Annual	City of Joondalup
Public open space upgrades	Number of play space renewals completed	Annual	City of Joondalup

Outcome 3-4 Functional and accessible

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

Capital works programs:

Program	Expenditure for 2022/23		Revenue for 2022/23	
Facilities program				
Building construction works program	$		$	
Major projects program	$		$	

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Ocean Reef Park toilets and changerooms Redevelopment of the existing toilet and changeroom building to improve functionality and support the increased participation of females in sport.	Ocean Reef	2022/23	$ 890,000
Sorrento Football Club changerooms Construction of an additional changeroom facility to improve functionality and support the increased participation of females in sport.	Duncraig	2022/23	$ 1,000,000
Chichester Park Clubroom redevelopment Redevelopment of the existing clubroom building to establish a new multi-purpose community sporting facility with associated car parking infrastructure to support the activities of facility users.	Woodvale	2022/23	$ 5,589,426
Percy Doyle Football/Tee Ball Clubrooms Extension works to upgrade the existing changeroom building to support unisex standards, installation of a new park universal access toilet, and general building refurbishments to support the activities of facility users.	Duncraig	2023/24	$ 540,000
Greenwood Scout Hall refurbishment Refurbishment of the existing hall building to increase storage and improve functionality for facility users.	Greenwood	2023/24	$ 580,000

Capital works project	Suburb	Planned completion*	Total project budget
Christchurch Park changeroom refurbishment Refurbishment of the existing changeroom building to increase storage and improve functionality for park users.	Currambine	2023/24	$ 430,000
MacNaughton Park facility refurbishment Extension works to upgrade the existing changeroom building to support unisex standards, installation of a new park universal access toilet, and storage and general building refurbishments to support the activities of facility users.	Kinross	2025/26	$ 850,000
Burns Beach food and beverage facility Development of a new commercially-viable, high-quality and environmentally-sustainable food and beverage facility at Burns Beach.	Burns Beach	2024/25	$ 3,519,000
Burns Beach Coastal Node redevelopment Redevelopment of infrastructure at the Burns Beach Coastal Node, aligning with the construction of a food and beverage facility.	Burns Beach	2024/25	$ 3,397,000

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Land optimisation A periodic review of City freehold and managed Crown land to identify optimisation, potential rationalisation and acquisition opportunities.	Q1 • Progress the sale or lease of Lot 12223 (12) Blackwattle Parade, Padbury. • Investigate identified opportunities for optimisation of City freehold and managed Crown land. • Progress actions for the disposal and acquisition of properties as endorsed by Council.	●	●	●	●
	Q2 • Investigate identified opportunities for optimisation of City freehold and managed Crown land. • Progress actions for the disposal and acquisition of properties as endorsed by Council.				
	Q3 • Investigate identified opportunities for optimisation of City freehold and managed Crown land. • Progress actions for the disposal and acquisition of properties as endorsed by Council.				
	Q4 • Investigate identified opportunities for optimisation of City freehold and managed Crown land. • Progress actions for the disposal and acquisition of properties as endorsed by Council.				
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 • Negotiate and implement new and expired lease and licence agreements.	●	●	●	●
	Q2 • Negotiate and implement new and expired lease and licence agreements.				
	Q3 • Negotiate and implement new and expired lease and licence agreements.				
	Q4 • Negotiate and implement new and expired lease and licence agreements.				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Property Management Framework and Facility Hire Subsidy Policy review A review of the City's Property Management Framework and Facility Hire Subsidy Policy to ensure the ongoing efficient management of the City's leased buildings and hireable venues.	Q1 • Finalise the review of the Facility Hire Subsidy Policy. • Present the outcomes of the review of the Facility Hire Subsidy Policy to Council seeking endorsement. Q2 • Finalise the review of the Property Management Framework. • Present the outcomes of the review of the Property Management Framework to Council seeking endorsement. Q3 Q4				
Heathridge Park Masterplan A masterplan for Heathridge Park that includes the rationalisation of the existing outdated community facilities into a single new multi-purpose facility.	Q1 • Progress the development of updated concept plans and cost estimates for Heathridge Park Masterplan. Q2 • Finalise the development of updated concept plans and cost estimates for Heathridge Park Masterplan. • Present the updated concept plans and cost estimates for the Heathridge Park Masterplan to Elected Members seeking feedback. Q3 • Present the updated concept plans and cost estimates for the Heathridge Park Masterplan to Elected Members seeking a determination on whether to progress. Q4 • Progress actions in relation to the Heathridge Masterplan as determined by Elected Members.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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. • 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. Q2 • 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. 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.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Warwick community facilities Optimisation of the City freehold land within the Warwick Activity Centre to provide for future community facilities through the disposal of surplus land and development of a single, multi-purpose facility.	No milestones in 2022/23.	●	●	●	●
Woodvale Library and Community Hub Optimisation of the City freehold land at the Woodvale Library and Community Hub site to provide for future community facilities by disposing through the disposal of surplus land and development of a single, multi-purpose facility.	No milestones in 2022/23.	●	●	●	●
Pinnaroo Point food and beverage facility Development of a new commercially-viable, high-quality and environmentally-sustainable food and beverage facility at Pinnaroo Point, Hillarys.	Q1 • Finalise the leasing arrangements with the developer to build a food and beverage facility at Pinnaroo Point. • Finalise the installation of utility services to the site at Pinnaroo Point. • Monitor the facility development milestones in accordance with the developer's lease agreement. Q2 • Monitor the facility development milestones in accordance with the developer's lease agreement. Q3 • Monitor the facility development milestones in accordance with the developer's lease agreement. Q4 • Monitor the facility development milestones in accordance with the developer's lease agreement.	●			

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Neil Hawkins Park food and beverage facility Development of a new commercially-viable, high-quality and environmentally-sustainable food and beverage facility at Neil Hawkins Park, Joondalup.	Q1 • Investigate land tenure matters for the potential lease of land suitable for a food and beverage facility at Neil Hawkins Park. Q2 • Liaise with the WA Department of Planning, Lands and Heritage to resolve tenure issues for the site. Q3 • Liaise with the WA Department of Planning, Lands and Heritage to resolve tenure issues for the site. Q4 • Undertake initial investigations towards the development of a food and beverage facility at Neil Hawkins Park.	●	●	●	●
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 • Review the philosophy and parameters for the Joondalup City Centre Development — Boas Place project. Q2 • Present the outcomes of the review of the project philosophy and parameters to Elected Members seeking feedback. Q3 • Progress actions in response to the updated project philosophy and parameters. Q4 • Progress actions in response to the updated project philosophy and parameters.	●	●	●	●
Duffy House land transfer and commercial expression of interest The transfer of land and assets associated with Duffy House from the State Government to the City of Joondalup and the progression of an expression of interest for a future commercial operator at the site.	Q1 • Progress negotiations with the WA State Government to facilitate the transfer of land and assets associated with Duffy House. Q2 • Progress negotiations with the WA State Government to facilitate the transfer of land and assets associated with Duffy House. Q3 • Finalise negotiations with the WA State Government to facilitate the transfer of land and assets associated with Duffy House. • Advertise an expression of interest for a commercial operator at the site. Q4 • Evaluate the expressions of interest submitted.				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Works Operation Centre tenure arrangements Investigations into securing alternative tenure arrangements with the WA State Government for the land leased by the City that accommodates the Works Operation Centre in Craigie.	Q1	●	●	●	●
	Q2				
	Q3 • Progress investigations into alternative tenure arrangements for the Works Operation Centre site.				
	Q4 • Progress investigations into alternative tenure arrangements for the Works Operation Centre site.				

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with community facilities	Biennial	City of Joondalup
	Percentage satisfaction of hirers with facilities	Annual	City of Joondalup
	Value of income received from facility hire fees	Annual	City of Joondalup
	Number of clubs/groups receiving facility hire subsidies	Annual	City of Joondalup
	Value of facility hire subsidisation	Annual	City of Joondalup
	Number of clubs/groups receiving facility hire waivers	Annual	City of Joondalup
	Value of facility hire waivers	Annual	City of Joondalup
	Names of club/group receiving facility hire waivers ≥ $1,000	Annual	City of Joondalup
	Value of facility hire waivers ≥ $1,000 (by club/group)	Annual	City of Joondalup

4 Economy

Our goal:

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

Your outcomes:

4-1 Prosperous and local

You feel supported to grow your business in the City.

4-2 Innovative and confident

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

4-3 Appealing and welcoming

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

Services:

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

Service	Net service cost including depreciation	Depreciation	FTE
Economic development *(discretionary)* • Economic Development Strategy delivery • Local business support • Destination positioning, advocacy and investment attraction	$	$	
Total	**$**	**$**	

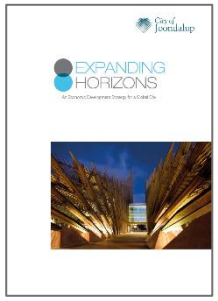
Plans, strategies and frameworks:

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



Destination Joondalup 2021–2027

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



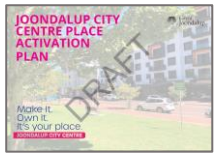
Expanding Horizons: An Economic Development Strategy for a Global City (2012)

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



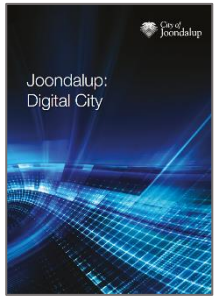
International Economic Development Activities Plan (2017)

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



Joondalup City Centre Place Activation Plan 2022

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



Joondalup: Digital City (2012)

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

Outcome 4-1 Prosperous and local

You feel supported to grow your business in the City.

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Economic Development Strategy A strategy to guide economic development activities within the City by providing support to local business, stimulating investment, and driving economic growth.	Q1 • Implement scheduled actions from the Expanding Horizons: An Economic Development Strategy for a Global City (2012) for the quarter. • Undertake a review of the Expanding Horizons: An Economic Development Strategy for a Global City (2012) to inform development of a new Economic Development Strategy. Q2 • Implement scheduled actions from the Expanding Horizons: An Economic Development Strategy for a Global City (2012) for the quarter. • Commence development of the new Economic Development Strategy. Q3 • Implement scheduled actions from the Expanding Horizons: An Economic Development Strategy for a Global City (2012) for the quarter. • Finalise development of the draft Economic Development Strategy. • Present the draft Economic Development Strategy to Elected Members seeking endorsement for community consultation. • Undertake community consultation on the draft Economic Development Strategy. Q4 • Present the draft Economic Development Strategy to Council seeking endorsement.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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 • Implement scheduled activities as part of the Business Engagement Program. • Implement scheduled activities as part of the Buy Local Program. • Develop and implement other relevant programs, as opportunities arise. Q2 • Implement scheduled activities as part of the Business Engagement Program. • Implement scheduled activities as part of the Buy Local Program. • Develop and implement other relevant programs, as opportunities arise. Q3 • Implement scheduled activities as part of the Business Engagement Program. • Implement scheduled activities as part of the Buy Local Program. • Develop and implement other relevant programs, as opportunities arise. Q4 • Implement scheduled activities as part of the Business Engagement Program. • Implement scheduled activities as part of the Buy Local Program. • Develop and implement other relevant programs, as opportunities arise.	●	●	●	●
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 • Develop the schedule and theming for delivery of two Business Forums in 2022/23. Q2 • Deliver Business Forum 1. Q3 Q4 • Deliver Business Forum 2.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Business capacity and support Partnership events, initiatives and programs to deliver training opportunities to local businesses	Q1 • Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. • Present the quarterly report to the Small Business Development Corporation on the City's progress in implementing the Small Business Friendly Initiative. • Engage key partners to facilitate and support events and initiatives, to support businesses. • Represent the City at strategic partnership events, as required. Q2 • Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. • Present the quarterly report to the Small Business Development Corporation on the City's progress in implementing the Small Business Friendly Initiative. • Engage key partners to facilitate and support events and initiatives, to support businesses. • Represent the City at strategic partnership events, as required. Q3 • Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. • Present the quarterly report to the Small Business Development Corporation on the City's progress in implementing the Small Business Friendly Initiative. • Engage key partners to facilitate and support events and initiatives, to support businesses. • Represent the City at strategic partnership events, as required. Q4 • Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. • Present the quarterly report to the Small Business Development Corporation on the City's progress in implementing the Small Business Friendly Initiative. • Engage key partners to facilitate and support events and initiatives, to support businesses. • Represent the City at strategic partnership events, as required.	●	●	●	●

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 200: Economic | GRI 203: Indirect economic impacts				
203-1	**Infrastructure investments and services supported**	Number of Business Forums delivered	Annual	City of Joondalup
		Number of attendees at business forums (total and by forum)	Annual	City of Joondalup
		Number of business capacity and support activities delivered to local businesses	Annual	City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Local economy	Amount of gross regional product	Annual	Economy.id
Local businesses	Number of local businesses	Annual	Australian Bureau of Statistics/ Economy.id
Local employment	Number of local jobs (estimated)	Annual	Economy.id
	Number of employed residents (estimated)	Annual	Economy.id
	Percentage unemployment rate	Annual	Department of Education, Skills and Employment/Economy.id
	Percentage employment self-sufficiency	Annual	Economy.id

Outcome 4-2 Innovative and confident

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
International Economic Development Activities Plan A plan which provides guidance on facilitating international relationships that will lead to the establishment of Joondalup as a "global city" based around the development of mutually-beneficial relationships and outcomes.	Q1 • Implement scheduled actions from the International Economic Development Activities Plan (2017).	●	●	●	●
	Q2 • Implement scheduled actions from the International Economic Development Activities Plan (2017). • Undertake a review of the International Economic Development Activities Plan (2017) to inform development of a new plan to support the global city objectives addressed through the new Economic Development Strategy. • Maintain a relationship with the City's Friendship City, Sister City, Jinan, and other target markets to identify opportunities for increased economic and cultural development.				
	Q3 • Implement scheduled actions from the International Economic Development Activities Plan (2017). • Develop a new plan to support the global city objectives addressed through the new Economic Development Strategy.				
	Q4 • Present the plan to support the global city objectives addressed through the new Economic Development Strategy to Elected Members seeking feedback. • Maintain a relationship with the City's Friendship City, Sister City, Jinan, and other target markets to identify opportunities for increased economic and cultural development.				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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). Q2 • Implement scheduled actions from the Joondalup: Digital City (2012). • Undertake a review of the Joondalup: Digital City (2012) to inform development of a new plan to support the digital and innovation objectives addressed through the new Economic Development Strategy. Q3 • Implement scheduled actions from the Joondalup: Digital City (2012). • Develop a plan to support the digital and innovation objectives addressed through the new Economic Development Strategy. Q4 • Present the draft plan to support the digital and innovation objectives addressed through the new Economic Development Strategy to Elected Members seeking feedback.	●	●	●	●
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 • Coordinate and participate in meetings of the Joint Economic Development Initiative. • Promote and support initiatives arising from the Joint Economic Development Initiative. Q2 • Coordinate and participate in meetings of the Joint Economic Development Initiative. • Promote and support initiatives arising from the Joint Economic Development Initiative. Q3 • Coordinate and participate in meetings of the Joint Economic Development Initiative. • Promote and support initiatives arising from the Joint Economic Development Initiative. Q4 • Coordinate and participate in meetings of the Joint Economic Development Initiative. • Promote and support initiatives arising from the Joint Economic Development Initiative.	●	●	●	●
Business cluster formation Support for the development of business clusters in industries such as education, health and wellness, cyber, retail, tourism, government, global trade and investment hub, business incubation and activation of commercial precincts.	Q1 • Establish a calendar of engagement with industry stakeholders and industry groups. • Engage with industry stakeholders and industry groups as scheduled. Q2 • Engage with industry stakeholders and industry groups as scheduled. Q3 • Engage with industry stakeholders and industry groups as scheduled. Q4 • Engage with industry stakeholders and industry groups as scheduled. • Evaluate the outcomes and impact of business cluster formation and present an evaluation to the Joint Economic Development Initiative.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Regional collaboration Collaboration opportunities with State Government agencies and neighbouring local governments to identify and progress regional economic development activities.	Q1 • Support and participate in meetings of the North West Alliance. • Identify and implement other opportunities for regional collaboration. Q2 • Support and participate in meetings of the North West Alliance. • Identify and implement other opportunities for regional collaboration. Q3 • Support and participate in meetings of the North West Alliance. • Identify and implement other opportunities for regional collaboration. Q4 • Support and participate in meetings of the North West Alliance. • Identify and implement other opportunities for regional collaboration.	●	●	●	●
Business innovation and creativity Collaboration with stakeholders to support programs, activities and events that support innovation and creativity within the Joondalup business community.	Q1 • Support and participate in meetings of the advisory board of the WA Cyber Security Node. • Collaborate with the Joondalup Innovation Hub and WA Cyber Security Node to support innovation and creativity within the Joondalup business community. • Identify and implement other opportunities for business innovation and creativity. Q2 • Support and participate in meetings of the advisory board of the WA Cyber Security Node. • Collaborate with the Joondalup Innovation Hub and WA Cyber Security Node to support innovation and creativity within the Joondalup business community. • Identify and implement other opportunities for business innovation and creativity. Q3 • Support and participate in meetings of the advisory board of the WA Cyber Security Node. • Collaborate with the Joondalup Innovation Hub and WA Cyber Security Node to support innovation and creativity within the Joondalup business community. • Identify and implement other opportunities for business innovation and creativity. Q4 • Support and participate in meetings of the advisory board of the WA Cyber Security Node. • Collaborate with the Joondalup Innovation Hub and WA Cyber Security Node to support innovation and creativity within the Joondalup business community. • Identify and implement other opportunities for business innovation and creativity.	●	●	●	●

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Innovation and creativity	Number of activities to promote innovation and support creativity	Annual	City of Joondalup

Outcome 4-3 Appealing and welcoming

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

Non-capital projects and activities:

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

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with tourism and visitor attractions services	Biennial	City of Joondalup
Visitors to the City	Number of international visitors to the City	Annual	Tourism Research Australia/ Economy.id
	Number of international visitor nights spent in the City	Annual	Tourism Research Australia/ Economy.id
	Number of domestic visitor nights spent in the City	Annual	Tourism Research Australia/ Economy.id
	Number of domestic day trip spent in the City	Annual	Tourism Research Australia/ Economy.id

5 Leadership

Our goal:

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

Your outcomes:

5-1 Capable and effective

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

5-2 Proactive and represented

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

5-3 Engaged and informed

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

5-4 Accountable and financially-sustainable

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

Services:

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

Service	Net service cost including depreciation	Depreciation	FTE
Organisational management *(statutory and discretionary)*	$	$	
Audit, risk and executive services *(statutory and discretionary)* • Internal audit and risk mitigation • Integrity and conduct controls • Business continuity • Elected Member liaison • Executive and legal support	$	$	
Communications and stakeholder relations *(statutory and discretionary)* • Marketing • Sponsorship • Website • Media and communications • Civic functions	$	$	
Customer service *(discretionary)* • Customer service • Payment processing and reconciliation • Visitor and delivery management • Complaints management • Customer service training • Employee recognition	$	$	

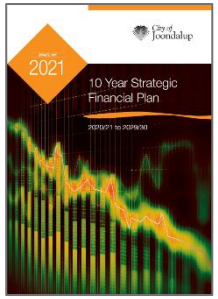
Service	Net service cost including depreciation	Depreciation	FTE
Financial accounting *(statutory)* • Accounting and financial reporting • Collection services and payments to creditors • Debt collection • Taxation	$	$	
Fleet management and mechanical workshop *(discretionary)* • Fleet management • Fleet maintenance, including mechanical workshop • Carbon offsetting	$	$	
Funds management *(statutory)* • Funds management	$	$	
Governance support *(statutory)* • Governance compliance • Council and committee meetings • Local law development and review • Local government elections • Elected Member support • Print Room service	$	$	
Grants management *(discretionary)* • Grants administration • Award management	$	$	

Service	Net service cost including depreciation	Depreciation	FTE
Human resources *(statutory and discretionary)* • Recruitment and induction • Learning and development • Employee relations • Health, safety and wellbeing • Payroll and human resources systems • Strategic planning services, including workforce planning • Diversity and inclusion	$	$	
Information technology *(discretionary)* • Business application systems • Network support	$	$	
Management accounting *(statutory)* • Annual budgets • Management reporting • Taxation	$	$	
Organisational development *(discretionary)* • Service planning and review • Business planning and reporting • Organisation performance reporting • Business and process improvement • Information technology systems, platforms and tools • Project management • Organisational development leadership initiatives	$	$	

Service	Net service cost including depreciation	Depreciation	FTE
Policy and planning *(statutory and discretionary)* • Strategic planning • Corporate reporting • Strategic position statements • Policy development and review • Community consultation • Research, community demographics • Submissions to State and Federal Government • Stakeholder management	$	$	
Purchasing and contracts *(statutory)* • Purchasing of goods and services	$	$	
Rates levying *(statutory)* • Rates administration	$	$	
Recordkeeping and freedom of information *(statutory and discretionary)* • Recordkeeping • Freedom of information requests • HelpDesk • Employee training	$	$	
Strategic infrastructure asset management including capital works programming *(statutory and discretionary)* • Strategic asset management • Capital works programming • Asset reporting	$	$	
Total	**$**	**$**	

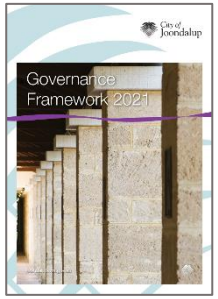
Plans, strategies and frameworks:

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



10-Year Strategic Financial Plan

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



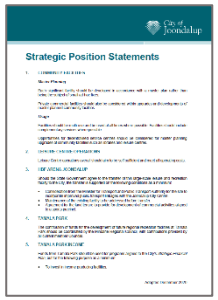
Governance Framework 2021

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



Risk Management Framework

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



Strategic Position Statements

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



Workforce Plan 2018–2022

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

Outcome 5-1 Capable and effective

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Elected Member attraction A biennial program to attract quality candidates and increase candidate numbers for upcoming local government elections.	Q1 Q2 Q3 • Develop a Communication Plan for the 2023 local government ordinary elections. Q4 • Implement the Communication Plan for local government ordinary elections.		●		●
Local government elections Coordinate local government elections in accordance with the *Local Government Act 1995*.	No milestones for 2022/23.	●		●	
Elected Member induction program A biennial induction program for Elected Members delivered following each local government ordinary election to introduce Elected Members to local government and provide information on their roles and responsibilities.	No milestones for 2022/23.	●		●	

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Elected Member strategic development session A biennial development session for Elected Members to inform and guide leadership and strategic decision-making outside of the formal meeting process and procedures.	No milestones for 2022/23.	●		●	
Elected Member training Training opportunities for Elected Members to assist and support them in performing their roles and responsibilities.	Q1 • Identify and promote training opportunities to Elected Members. • Present annual data on Elected Member training and development activities to Council. Q2 • Identify and promote training opportunities to Elected Members. Q3 • Identify and promote training opportunities to Elected Members. Q4 • Identify and promote training opportunities to Elected Members.	●	●	●	●
Elected Member Entitlements Policy review A review of training and development provisions in the Elected Member Entitlements Policy in accordance with the *Local Government Act 1995*.	No milestones for 2022/23.	●		●	
Governance Framework review A biennial review of the Governance Framework to ensure continued good governance and appropriate decision-making processes across the organisation.	No milestones for 2022/23.	●		●	

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Codes of Conduct review A biennial review of the City's Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates, and the Code of Conduct for Employees, to ensure the ongoing applicability of the stated principles and standards of behaviour.	No milestones for 2022/23.	●		●	
Delegated Authority Manual review An annual review of the City's Delegated Authority Manual in accordance with the *Local Government Act 1995* to ensure the listed delegations continue to be appropriate.	Q1	●	●	●	●
	Q2				
	Q3 • Undertake an annual review of the Delegated Authority Manual.				
	Q4 • Present the outcomes of the review to Council seeking endorsement of any changes to the Delegated Authority Manual.				
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.	●	●	●	●
	Q2 • Develop new policies and review existing policies as directed by Council.				
	Q3 • Develop new policies and review existing policies as directed by Council.				
	Q4 • Develop new policies and review existing policies as directed by Council.				
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.	Q1 • Complete the detailed functional design and scheduling for the core system replacement project.	●	●	●	
	Q2 • Configure the base customer relationship management system and customer portal.				
	Q3 • Implement stage 1 of the customer relationship management system.				
	Q4 • Implement stage 1 of the online customer service system.				

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 100: Universal | GRI 102: General disclosures				
102-1	**Name of organisation**	Statement of name of organisation	Annual	City of Joondalup
102-2	**Activities, brands, products and services**	Statement of services provided by the City	Annual	City of Joondalup
102-3	**Location of headquarters**	Statement of location of the City	Annual	City of Joondalup
102-4	**Location of operations**	Statement of location of operations of the City	Annual	City of Joondalup
102-5	**Ownership and legal form**	Statement of ownership and legal form of the City	Annual	City of Joondalup
102-7	**Scale of organisation**	Description of the organisational structure of the City	Annual	City of Joondalup
		Description of the Chief Executive Officer and Directors	Annual	City of Joondalup
		Description of the demographic profile of the City	Annual	City of Joondalup
102-8	**Information on employees and other workers**	Number of established full time equivalent employees per 1,000 residents	Annual	City of Joondalup
		Number of job applications received (total and by recruitment source)	Annual	City of Joondalup
		Percentage satisfaction of new employees	Annual	City of Joondalup
		Percentage satisfaction of employees/workplace culture	5-yearly	City of Joondalup
		Percentage turnover rate of City staff	Annual	City of Joondalup
		Number of occurrences of lost time due to injury for each one million hours worked	Annual	City of Joondalup
		Number of occupational health safety incidents	Annual	City of Joondalup
102-11	**Precautionary Principle or approach**	Description of how the City applies the 'Precautionary Principle' or approach.	Annual	City of Joondalup
102-12	**External initiatives**	Description of externally developed economic, environmental and social charters, principles and other initiatives the City subscribes to, or endorses	Annual	City of Joondalup
102-13	**Membership of associations**	Description of external partnerships	Annual	City of Joondalup
102-14	**Statement from senior decision-maker**	Message from the Mayor	Annual	City of Joondalup
		Message from the Chief Executive Officer	Annual	City of Joondalup
102-15	**Key impacts, risks and opportunities**	Description of the major achievements, major issues and challenges, and year ahead for the City	Annual	City of Joondalup

GRI	Disclosure title	Measure	Timeframe	Source
102-16	**Values, principles, standards and norms of behaviour**	Statement of the primary and distinguishing values for the City	Annual	City of Joondalup
		Description of the Codes of Conduct for the City	Annual	City of Joondalup
		Description of the Governance Framework for the City	Annual	City of Joondalup
102-17	**Mechanism for advice and concerns about ethics**	Description of the Codes of Conduct for the City	Annual	City of Joondalup
		Description of the Governance Framework for the City	Annual	City of Joondalup
102-18	**Governance structure**	Description of the Governance Framework for the City	Annual	City of Joondalup
102-19	**Delegating authority**	Statement of Delegation of Authority for the City	Annual	City of Joondalup
102-20	**Executive level of responsibility for economic, environmental, and social topics**	Description of the organisational structure for the City	Annual	City of Joondalup
102-22	**Composition of the highest governance body and its committees**	Description of the Council and Elected Members	Annual	City of Joondalup
		Description of committees, reference groups and boards of the City	Annual	City of Joondalup
102-23	**Chair of the highest governance body**	Description of the Council and Elected Members	Annual	City of Joondalup
102-24	**Nominating and selecting the highest governance body**	Description of the process of local government elections	Annual	City of Joondalup
102-25	**Conflicts of interest**	Description of the Codes of Conduct for the City	Annual	City of Joondalup
102-46	**Defining report content and topic boundaries**	Description of the Governance Framework for the City	Annual	City of Joondalup
102-50	**Reporting period**	Statement of reporting period for the Annual Report	Annual	City of Joondalup
102-51	**Date of most recent report**	Statement of reporting period date for the Annual Report.	Annual	City of Joondalup

GRI	Disclosure title	Measure	Timeframe	Source
GRI 400: Social | GRI 405: Diversity and equal opportunity				
405-1	**Diversity of governance bodies and employees**	Number of employees (headcount) (total and by gender and by age)	Annual	City of Joondalup
		Number of established full time equivalent employees (total and by gender)	Annual	City of Joondalup
		Number of permanent and part-time employees (total and by age)	Annual	City of Joondalup
		Percentage employee gender balance (total and by age)	Annual	City of Joondalup
		Percentage employee length of service (by gender and by age)	Annual	City of Joondalup
		Percentage of employees who live within the City's boundaries	Annual	City of Joondalup
		Percentage of employees who live outside of the City's boundaries	Annual	City of Joondalup
		Percentage of Elected Member gender diversity	Annual	City of Joondalup
405-2	**Ratio of basic salary and remuneration of women to men**	Number of employees of the City entitled to an annual salary of $100,000 or more	Annual	City of Joondalup
		Number of those employees with an annual salary entitlement that falls within each band of the $10,000 over $100,000	Annual	City of Joondalup
		Total Elected Member remuneration, including conference attendance expenses	Annual	City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Council and committee meetings	Number of meetings held	Annual	City of Joondalup
	Number and names of attendees (total and by meeting)	Annual	City of Joondalup

Outcome 5-2 Proactive and represented

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Strategic Position Statements A standalone set of statements that articulate an agreed position on strategic matters of interest to the City of Joondalup. The purpose of the statements is to provide flexibility for the Council in capitalising on unplanned opportunities for external funding and investment, and to guide the development of future strategic planning documents where current gaps may exist.	Q1 • Review the Strategic Position Statements in collaboration with the Elected Members with the view to incorporating these into the Advocacy Framework. • Present the outcomes of the review and recommendations to Elected Members seeking endorsement. Q2 Q3 Q4				
Advocacy Framework A framework that provides a strategic approach to advocacy activities to ensure evidenced-based decision making, greater stakeholder engagement, and the development of processes to maximise opportunities for support and investment into the City.	Q1 • Develop advocacy priorities in collaboration with Elected Members. • Undertake advocacy activities in line with the advocacy priorities. • Review and update advocacy priorities, as opportunities arise. Q2 • Undertake advocacy activities in line with the advocacy priorities. • Review and update advocacy priorities, as opportunities arise. 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.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Submissions to State and Federal Governments Formal submissions from the City to the State and Federal Governments on relevant strategic policy matters affecting the City.	Q1 • Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise. Q2 • Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise. Q3 • Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise. Q4 • Monitor for and prepare submissions to State and Federal Governments on strategic policy matters affecting the City, as opportunities arise.	●	●	●	●

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Grant funding received	Value of Federal grant funding received	Annual	City of Joondalup
	Value of State grant funding received	Annual	City of Joondalup
	Value of competitive grant funding received	Annual	City of Joondalup

Outcome 5-3 Engaged and informed

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

Non-capital projects and activities:

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

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
E-petitions system A new electronic system that will enable the submissions of e-petitions to the Council.	Q1 • Investigate system options that will enable the submission of e-petitions. • Review the *Meeting Procedures Local Law 2013* and relevant policies to determine if any amendments are required to allow for the submission of e-petitions. Q2 • Present a report to Council presenting options on the development of an e-petition application on the City's website. Q3 • Advertise a request for quotation for a new e-petitions system, if required. • Evaluate the quotations submitted and determine a preferred supplier. Q4 • Deploy the new e-petitions system and provide information about the new e-petitions system to the community.				
Live video streaming of Council meetings A new system and equipment that would enable live video streaming and video recording of Council meetings.	Q1 • Investigate system options and equipment that would enable live video streaming and video recording of Council meetings. • Develop a policy to allow for live video streaming and video recording at Council meetings. Q2 • Advertise a request for quotation for a new video streaming system. • Evaluate the quotations submitted and determine a preferred supplier. • Present a draft policy relating to live video streaming and video recording at Council meetings to the Policy Committee seeking endorsement of Council. Q3 • Commence live video streaming and video recording of Council meetings. Q4				
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. Q2 • Develop and distribute City publications to the community on matters of interest, as required. 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.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
City electronic communications Management of the City's social media presence and regular eNewsletters to promote the City's successes, services and events to the community.	Q1 • Develop and distribute eNewsletters to subscribers. • Develop social media content and manage the City's social media accounts. Q2 • Develop and distribute eNewsletters to subscribers. • Develop social media content and manage the City's social media accounts. 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 • Undertake background research and scoping to inform development of the City's new website. Q2 • Advertise a tender for a consultant to upgrade the City's website. • Evaluate the tenders submitted and determine a preferred consultant. • Liaise with the consultant to commence development of the City's new website. Q3 • Liaise with the consultant to progress development of the City's new website Q4 • Liaise with the consultant to progress development of the City's new website	●			
Customer service centralisation A project to centralise the City's main customer service functions to achieve greater organisational efficiency and a higher rate of first point of contact resolution.	Q1 • Finalise the optimisation of the City's telephony system, including improvements to call-handling, routing and configurations. • Commence the deployment of a new integrated voice response system to provide improved routing accuracy. • Progress other improvements to the City's online, telephone and in-person customer service offerings. Q2 • Finalise the deployment of a new integrated voice response system to provide improved routing accuracy. • Progress options to reconfigure the City's in-person customer service desk at 90 Boas Avenue, Joondalup, for improved access and customer experience. • Progress other improvements to the City's online, telephone and in-person customer service offerings. Q3 • Progress other improvements to the City's online, telephone and in-person customer service offerings. Q4 • Progress other improvements to the City's online, telephone and in-person customer service offerings.	●	●	●	

Annual performance measures:

Global reporting initiative disclosures:

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

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with customer service experience	Biennial	City of Joondalup
	Percentage satisfaction with community consultation and engagement	Biennial	City of Joondalup
	Percentage satisfaction with City communications	Biennial	City of Joondalup
Freedom of information requests	Number of Freedom of Information applications received by the City	Annual	City of Joondalup
	Number of days taken for processing Freedom of Information applications (average)	Annual	City of Joondalup

Outcome 5-4 Accountable and financially-sustainable

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
10-Year Strategic Financial Plan A high-level document that outlines the City's approach to delivering infrastructure and services to the community in a financially-sustainable and affordable manner.	Q1 • Present the 10-Year Strategic Financial Plan 2022 to the Major Projects and Finance Committee for review. • Present the 10-Year Strategic Financial Plan 2022 to Elected Members for review. Q2 • Review timings and key assumptions of major projects in preparation for the development of the draft 10-Year Strategic Financial Plan 2023. Q3 • Present major project timings/assumptions to Elected Members to inform budget discussions. • Develop the draft 10-Year Strategic Financial Plan 2023. Q4 • Review the draft 10-Year Strategic Financial Plan 2023 as part of the annual budget process.	●	●	●	●
5-Year Corporate Business Plan A medium-term planning document which contains the priorities, principal strategies and activities that have been developed in response to the aspirations, vision and objectives in the 10-Year Strategic Community Plan.	Q1 Q2 Q3 Q4 • Prepare the 5-Year Corporate Business Plan for 2022–2027. • Present the 5-Year Corporate Business Plan to Council seeking endorsement.	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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 • Prepare the Annual Report for 2021/22. Q2 • Present the Annual Report to Council seeking endorsement. • Present the Annual Report to the Annual General Meeting of Electors. Q3 Q4	●	●	●	●
Compliance Audit Return An annual audit of the City's compliance with various legislation, as determined each year by the Department of Local Government, Sport and Cultural Industries.	Q1 Q2 Q3 • Prepare the Compliance Audit Return for 2022. • Present the Compliance Audit Return for 2022 to the Audit and Risk Committee seeking endorsement of Council. • Present the endorsed Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries. Q4	●	●	●	●
Integrity and conduct annual collection An annual collection of information to aid the Public Sector Commission in assessing the integrity of the Western Australian government sector.	Q1 • Complete the Integrity and Conduct Annual Collection Survey for the City. • Present the Integrity and Conduct Annual Collection Survey to the Public Sector Commission. Q2 Q3 Q4	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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. Q2 • Submit annual financial data to the Local Government Performance Excellence Program for the City. Q3 • Review the benchmarking data made available by Local Government Professionals Australia for analysis and review insights to inform continuous improvement. Q4 • Review the benchmarking data made available by Local Government Professionals Australia for analysis and review insights to inform continuous improvement.	●	●		
State of the City reporting A series of annual reports which summarise key achievements and key performance indicators for each of the key themes of the 10-Year Strategic Community Plan.	Q1 Q2 • Commence development of the State of the City reports for 2021/22. Q3 • Finalise development of the State of the City reports for 2021/22. • Present the State of the City reports to Elected Members and publish the reports via the City's website. Q4	●	●	●	●

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
Audit and Risk Committee A statutory committee of Council established under the *Local Government Act 1995* 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. • 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.	●	●	●	●
	Q2 • 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.				
	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				

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 100: Universal | GRI 102: General disclosures				
102-9	**Supply Chain**	Number of tenders advertised	Annual	City of Joondalup
		Value of contracts awarded (estimated)	Annual	City of Joondalup
102-26	**Role of highest governance body in setting purpose, values and strategy**	Description of the Integrated Planning and Reporting Framework	Annual	City of Joondalup
102-28	**Evaluating the highest governance body's performance**	List the matters considered by the Audit and Risk Committee	Annual	City of Joondalup
		Completion of the Compliance Audit Return	Annual	City of Joondalup

GRI	Disclosure title	Measure	Timeframe	Source
102-30	**Effectiveness of risk management processes**	Description of the Internal Audit Plan	Annual	City of Joondalup
		Description of the Risk Management Policy	Annual	City of Joondalup
		Description of the Risk Management Framework	Annual	City of Joondalup
		Description of the Risk Management Guideline	Annual	City of Joondalup
102-32	**Highest governance body's role in sustainability reporting**	Description of the City's application of the Global Reporting Initiative	Annual	City of Joondalup
102-52	**Reporting cycle**	Description of the Integrated Planning and Reporting Framework	Annual	City of Joondalup
102-54	**Claims of reporting in accordance with Global Reporting Initiative Standards**	Description of the City's commitment to reporting in accordance with the Global Reporting Initiative Standards	Annual	City of Joondalup
102-55	**Global Reporting Initiative content index**	List of Global Reporting Initiative specifying each of the Standards used and lists all disclosures included	Annual	City of Joondalup
GRI 200: Economic | GRI 206: Anti-competitive behaviour				
206-1	**Anti-competitive behaviour**	Description of the National Competition Policy	Annual	City of Joondalup
		Statement of the commitment to competitive neutrality	Annual	City of Joondalup

Other performance indicators:

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

Our operating budget

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

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

Description	2022/23 budget
Rates, including specified area rates (SARs)	$
Government grants and subsidies	$
Contributions, reimbursements and donations	$
Fees and charges	$
Interest	$
Profit on asset disposal	$
Other revenue	$
Total operating revenue	**$**
Employee costs	$
Materials and contracts	$
Utilities	$
Depreciation, impairments and write-offs	$
Insurance and other expenses	$
Total operating expenditure	**$**
Net operating surplus/(deficit)	**$**

Reviewing our plan:

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

APPENDIX 7
ATTACHMENT 1

CEO's Delegated Payments List - Regulation 13(1)

Local Government (Financial Management) regulations 1996 ATTACHMENT 1

LIST OF MUNICIPAL PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
Payments						
EF099891	14/04/2022	32 DEGREES SOUTH GROUP PTY LTD				11,000.00
			08/04/22 - SPONSORSHIP WEST TECH FESTIVAL		10,000.00	
			INV-0388 - SPONSORSHIP WEST TECH FESTIVAL		1,000.00	
EF099986	22/04/2022	A PLUS TRAINING SOLUTIONS PTY LTD				1,925.00
			2382 - CORPORATE TRAINING - QUICK SAW CUT		1,925.00	
EF099738	14/04/2022	A TAYLOR & J.J TAYLOR T/AS FAST FLYERS				813.78
			11618 - DISTRIBUTION OF BULK GREEN WASTE FLYERS		160.60	
			11797 - DISTRIBUTION OF BULK GREEN WASTE FLYERS		653.18	
EF100174	29/04/2022	A TAYLOR & J.J TAYLOR T/AS FAST FLYERS				434.50
			11881 - DELIVERY OF FLYERS		434.50	
EF099916	14/04/2022	A.D. COOTE & CO. (SHEETMETAL) PTY LTD				1,664.52
			119362 - ILUKA LANEWAYS		1,664.52	
EF099631	14/04/2022	ADDY PULSE PTY LTD				3,700.07
			BPC22/0418 - BUILDING APPLICATION REFUND		3,700.07	
EF099968	22/04/2022	ADRIAN HILL				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF099661	14/04/2022	ADSAMOTION PTY LTD (BOLLINGER THE AUTOMATIC CHOICE)				285.00
			26274 - PROGRAM 4 BUTTON AIR KEYS SITE CODE 163		285.00	
EF099915	14/04/2022	ADVAM PTY LTD				75.87
			C76_202201745 - MONTHLY SUPPORT FEE CLC		75.87	
EF099656	14/04/2022	ADVANCED TRAFFIC MANAGEMENT (WA) PTY LTD				51,339.14
			154708 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	1,212.38	
			154715 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	2,971.20	
			155161 - TRAFFIC CONTROL FORD STREET	02020	1,796.43	
			155162 - TRAFFIC CONTROL PARNELL AVE SORRENTO	02020	732.19	
			155164 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	1,708.43	
			155166 - TRAFFIC CONTROL KEMPENFELDT MARTIN TO HAWKINS	02020	1,136.61	
			155167 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE	02020	657.84	
			155168 - TRAFFIC CONTROL SHENTON AVE MACLARTY TO JOONDALUP DVE	02020	592.57	
			155169 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE	02020	13,845.58	
			155171 - TRAFFIC CONTROL SEACREST DVE REEF TO PARNELL AVE	02020	1,109.79	
			155178 - TRAFFIC CONTROLL WESTCOAST DVE NORTHBOUND	02020	3,610.11	
			155181 - TRAFFIC CONTROL ALBACORE DRIVE	02020	1,143.71	
			155182 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	2,649.68	
			155184 - TRAFFIC CONTROL CALECTASIA MARLOCK TO LESCHANALTIA	02020	1,882.28	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			155188 - TRAFFIC CONTROL MARITANA ROAD	02020	959.23	
			155197 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE		2,310.00	
			155197 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE	02020	8,329.28	
			155538 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE	02020	1,456.61	
			155544 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE	02020	623.52	
			155545 - OCEAN REEF ROAD BELDON	02020	446.13	
			155546 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	871.40	
			155548 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE	02020	798.09	
			155551 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE	02020	496.08	
EF099987	22/04/2022	ADVANCED TRAFFIC MANAGEMENT (WA) PTY LTD				12,297.91
			155160.1 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	6,656.35	
			155183 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	536.94	
			155537 - TRAFFIC CONTROL HEPBURN AVE & KARUAH WAY JOONDALUP	02020	1,351.46	
			155539 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	390.50	
			155540 - CREW OF TWO (2) TRAFFIC CONTROLLERS, ONE	02020	1,488.37	
			155767 - CREW OF ONE (1) TRAFFIC CONTROLLER, ONE	02020	835.80	
			155770 - JOONDALUP DR	02020	1,038.49	
EF100149	29/04/2022	ADVANCED TRAFFIC MANAGEMENT (WA) PTY LTD				4,812.10
			155747 - MAWSON CRESCENT & FLINDERS	02020	4,421.60	
			155768 - CLIFF STREET SORRENTO	02020	390.50	
EF100228	29/04/2022	ADVENTURE WORLD WA				985.95
			153338 - YOUTH EVENT SERIES ANCHORS HOLIDAY		985.95	
EF099782	14/04/2022	AFSANEH KHORAMSHAHI				500.00
			231233 - CAE AWARD: ARTS IN FOCUS		500.00	
EF099655	14/04/2022	AHA! CONSULTING T/AS THE TRUSTEE FOR UNIFIED SERVICE TRUST				4,840.00
			I-300 - CLUB SUPPORT FOR STRATEGIC PLANNING		4,840.00	
EF099955	22/04/2022	AITPM				1,100.00
			ASPEDIACRM:2578 - RENEWAL OF AUSTRALIAN INSTITUTE OF TRAFFIC		1,100.00	
EF100123	22/04/2022	ALBERT JACOB				11,382.91
			ALLOW-MAYOR-APRIL 2022 - MAYORAL ALLOWANCE - APRIL 2022		7,479.41	
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		3,959.66	
			APRIL 2022 - MOTOR VEHICLE REIMB - APRIL 2022		-56.16	
EF100050	22/04/2022	ALEX MANFRIN				1,153.25
			30365B - ATTENDANT SHIFTS CAE 2022		1,153.25	
112360	1/04/2022	ALINTA				676.75
			249999240 28/03/22 - SEACREST PARK 30/12-24/03/22		63.00	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			441001914 04/03/22 - ALTHEA WAY WOODVALE 20/11-18/02/22		36.70	
			524001019 04/03/22 - WARRANDYTE CLUBROOMS 23/11-03/03/22		68.20	
			576008730 02/03/22 - WOODVALE COMM CENTRE 13/11-01/03/22		352.30	
			721001796 22/03/22 - EMERALD WAY 11/12-21/3/22		40.75	
			870000300 22/03/22 - ADMIRAL DRIVE 14/12-18/3/22		67.40	
			937000265 08/03/22 - ROB BADDOCK HALL 30/11-04/03/22		48.40	
112370	8/04/2022	ALINTA				284.75
			543672740 31/03/22 - JOOND RECEPTION/CIVIC 05/01-30/03/22		158.25	
			646675300 31/03/22 - JOONDALUP LIBRARY/CIVIC 05/01-30/03/22		44.30	
			708001551 31/03/22 - SORRENTO COMM HALL 06/01-30/03/22		43.90	
			862001320 31/03/22 - PERCY DOYLE CLUBROOMS 04/01-285/03/22		38.30	
112387	14/04/2022	ALINTA				268.30
			280000222 08/04/22 - PADBURY COMMUNITY HALL		38.70	
			618099630 06/04/22 - MARMION AVE PADBURY		172.00	
			934000804 06/4/22 - FORREST RD PADBURY		57.60	
112390	22/04/2022	ALINTA				40.75
			212999739 12/04/22 - WHITFORDS SENIOR CITIZENS CENTRE 06/10- 14/01/22		40.75	
EF099652	14/04/2022	ALL FENCE U RENT PTY LTD				1,853.50
			39307 - TEMP FENCE TIMBERLANE PARK		1,633.50	
			39702 - TEMP FENCING JOONDALUP DISCO DOGS HILLARYS BOAT HARBOUR FOR JOONDALUP FEST		220.00	
EF099983	22/04/2022	ALL FENCE U RENT PTY LTD				33.00
			39709 - WHITFORDS NODE PARK		33.00	
EF099654	14/04/2022	ALS LIBRARY SERVICES PTY LTD				4,806.64
			84079 - BOARD BOOKS		266.00	
			84698 - BOARD BOOKS		368.33	
			84699 - BOOKS		89.39	
			84700 - BOOKS		63.09	
			84701 - PICTURE BOOKS		1,013.93	
			84702 - JUNIOR FICTION		531.01	
			84703 - BOOKS		152.10	
			84704 - BOOKS		29.10	
			84705 - BOOKS		159.40	
			84706 - BOOKS		55.49	
			84707 - BOOKS		41.13	
			84708 - BOOKS		54.00	
			84870 - PICTURE BOOKS		924.08	
			84871 - JUNIOR FICTION		559.64	
			84872 - JNR GRAPHIC NOVELS		119.47	
			84873 - BOARD BOOKS		235.33	
			84874 - BOOKS		62.14	
			84875 - CAPITAL PURCHASE		36.89	
			84876 - BOOKS		46.12	
EF099662	14/04/2022	ALSCO PTY LIMITED				173.37
			CPER2208685 - CM - CLEANING GENERAL EXT MATERIAL PURC		173.37	

CEO's Delegated Payments List - Regulation 13(1)

Local Government (Financial Management) regulations 1996 ATTACHMENT 1

LIST OF MUNICIPAL PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
EF100148	29/04/2022	ALYKA PTY LTD				8,178.50
			INV-32967 - TICKETBOOTH WEBSITE INTEGRATION WORK		8,178.50	
EF099639	14/04/2022	ALYSSA CUTLER				75.00
			2422783 - REFUND FOR TEAM SPORTS NETBALL CLC		75.00	
EF099781	14/04/2022	AMALIA KATAMADZE				88.00
			1 - SALE OF ARTWORK LESS COMMISSION		88.00	
EF099627	14/04/2022	AMANDA DORRINGTON				150.00
			118592 - DOG REGISTRATION REFUND		150.00	
112359	1/04/2022	AMANDA HAWASH				375.00
			206543 - VEHICLE CROSSING SUBSIDY		375.00	
EF099622	14/04/2022	AMANDA HEPBURN				224.00
			DA22/0106 - DEVELOPMENT APPLICATION REFUND		224.00	
EF099619	14/04/2022	AMANDA TAYLOR				84.85
			7712 1395 091 - PURCHASE OF 11 X CANVAS		84.85	
EF100143	29/04/2022	AMANDA TAYLOR				87.00
			607443 - WORKING WITH CHILDREN CHECK		87.00	
EF100152	29/04/2022	AMAZINGCO GROUP PTY LTD				714.80
			Q172751. - CRECHE LAUNCH		714.80	
EF099663	14/04/2022	AMPOL AUSTRALIA PETROLEUM PTY LTD				78,684.45
			302020252 - FUEL IMPORT 01/04/2022		78,684.45	
EF099981	22/04/2022	ANIMAL PEST MANAGEMENT SERVICES				431.20
			A-18488 - FERAL ANIMAL CONTROL		431.20	
EF100051	22/04/2022	ANNE WHITCOMBE MCKENZIE				1,064.30
			22 - ATTENDANT SHIFTS CAE 2022		1,064.30	
EF099615	14/04/2022	ANNE-MARIE BLOOR				1,600.00
			1 - SALE OF ARTWORK		1,600.00	
EF099610	14/04/2022	ARAZ SABRI				124.00
			EM022/11518 - 1 INSPECTION FEE NOT USED		124.00	
EF099653	14/04/2022	ARBOR WEST PTY LTD (CLASSIC TREE SERVICES)				9,196.01
			INV-36122 - CHICHESTER PARK TREE INSPECTION		1,089.00	
			INV-36139 - MISSED TREE - FACTORS BEYOND CONTROL OF	03520B	638.00	
			INV-36148 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		159.50	
			INV-36149 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		159.50	
			INV-36151 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		159.50	
			INV-36153 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		159.50	
			INV-36154 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		159.50	
			INV-36155 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO BALGA WAY MULLALOO		159.50	
			INV-36156 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		319.00	
			INV-36157 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		478.50	
			INV-36158 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO RALEIGH RD SORRENTO		159.50	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			INV-36159 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		159.50	
			INV-36160 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO		159.50	
			INV-36161 - OCEAN REEF MISSED TREES	03520B	940.50	
			INV-36162 - PADBURY MISSED TREES	03520B	478.50	
			INV-36212 - REACTIVE CONTRACTORS - TREE MAINTENANCE		363.00	
			INV-36213 - TREE MTCE ST PATRICKS RD SORRENTO		363.00	
			INV-36226 - PRUNING AROUND LOW VOLTAGE CONDUCTORS AN	03520B	1,093.13	
			INV-36227 - PRUNING AROUND LOW VOLTAGE CONDUCTORS	03520B	253.00	
			INV-36254 - MISSED TREE - FACTORS BEYOND CONTROL OF	03520B	888.25	
			INV-36259 - MISSED TREE - FACTORS BEYOND CONTROL OF	03520B	697.13	
			INV-36260 - SINGLE TREE - PRUNING AROUND LOW/HIGH VO	03520B	159.50	
EF100151	29/04/2022	ARBORIBUS PTY LTD				1,716.00
			A130 - FLINDERS PARK INSPECTION		1,716.00	
EF099647	14/04/2022	ASLAB PTY LTD				6,469.05
			24288 - ASPHALT TESTING SHENTON AVE GRAND BLVD TO MCLARTY	02319	3,934.21	
			24289 - ASPHALT TESTING COOLIBAH AND ORKNEY ROUNDABOUT	02319	1,193.17	
			24290 - ASPHALT TESTING JOONDALUP DVE INJUNE TO HODGES	02319	1,341.67	
EF099978	22/04/2022	ASLAB PTY LTD				3,612.40
			24255 - SOIL TESTING - MDD/OMC (TO CURRENT AS AN		2,072.40	
			24257 - MATERIAL TESTING - EXT CONT		1,540.00	
EF099645	14/04/2022	ASPHALTECH PTY LTD				2,660.35
			16927 - AC7 MARSHALL BLOW 35 (0-25 TONNES) - SUP	VP205727	2,660.35	
EF099651	14/04/2022	AUSCORP IT				3,110.79
			46232 - CAT 6 NETWORK PATCH CABLES		121.00	
			46734 - MK2K3X/A - IPAD 10.2", 64GB, WIFI,		500.49	
			46744 - BROTHER DR-253CL DRUM KIT (DR-253CL)		280.50	
			46756 - CM047146 CASE MATE FOR IPHONE-13		79.20	
			46764 - TN-253BK BLACK TONER CARTRIDGE		422.48	
			46781 - FLEXIA225G CASE FOR A22 5G		375.10	
			46798 - IPAD AIR 10.9" (MM713X/A)		1,332.02	
EF099982	22/04/2022	AUSCORP IT				771.11
			46436 - SAMSUNG 24" IPS MONITOR LS24R350FZEXXY		771.11	
EF099658	14/04/2022	AUSTRALASIAN EVENTS PTY LTD (ACE SECURITY AND EVENTS SERVICE				1,584.00
			8237 - CROWD CONTROL/SECURITY OFFICES 15/03/22		528.00	
			8253 - SECURITY SERVICE FOR JOONDALUP FESTIVAL 2022		264.00	
			8268 - CROWD CONTROL SECURITY OFFICERS		792.00	
EF099914	14/04/2022	AUSTRALIA POST				9,897.53
			1011414071 - POSTAGE FOR MARCH 22 A/C 620846		628.37	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			1011414968 - POSTAGE FOR MARCH 22 A/C 678700		9,254.63	
			1011427251 - POSTAGE MARCH 22 A/C 7936979		14.53	
EF099648	14/04/2022	AUSTRALIAN AIRCONDITIONING SERVICES P/L				26,737.76
			62829 - SERVICE AIRCON PADBURY COMMUNITY KINDY	02119	151.80	
			62830 - SERV AIRCON CURRAMBINE COMMUNITY CENTRE	02119	724.38	
			62838 - REPAIR AIRCOM JOONDALUP RECEPTION CENTRE	02119	101.20	
			62900 - MECHANICAL SWITCHBOARDS AND VSD - VSDM31	02119	7,931.00	
			62947 - SERVICE TECHNICIAN - NORMAL HRS	02119	50.60	
			62948 - SERVICE TECHNICIAN - NORMAL HRS	02119	5,274.50	
			62957 - SERVICE TECHNICIAN - NORMAL HRS	02119	591.40	
			62969 - MARK UP FOR OUTSOURCED LABOUR - 10%	02119	2,225.73	
			62980 - SERVICE TECHNICIAN - NORMAL HRS	02119	2,312.75	
			62981 - SERVICE TECHNICIAN - NORMAL HRS	02119	453.20	
			62990 - HIRE OF TEMPORARY COOLING CLC		6,652.80	
			63008 - REPAIR AIRCON PADBURY HALL	02119	268.40	
EF099979	22/04/2022	AUSTRALIAN AIRCONDITIONING SERVICES P/L				28,648.93
			62985 - SERVICE TECHNICIAN - NORMAL HRS	02119	3,326.40	
			62986 - SERVICE TECHNICIAN - NORMAL HRS	02119	101.20	
			63012 - SERVICE TECHNICIAN - NORMAL HRS	02119	101.20	
			63022 - JOONDALUP LOTTERIES HOUSE REPAIR AIRCON	02119	2,064.15	
			63030 - DUNCRAIG LEISURE CENTRE REPAIR AIRCON	02119	9,374.20	
			63053 - WHITFORD LIBRARY REPAIR AIRCON	02119	473.80	
			63056 - REPAIR AIRCON WARWICK COMMUNITY HALL	02119	479.60	
			63089 - ILUKA SPORTS ASSOCIATION REPAIR AIRCON	02119	2,868.25	
			63122 - MARK UP FOR OUTSOURCED MATERIALS - 15%	02119	1,929.13	
			COJ280222 - MECHANICAL SWITCHBOARDS AND VSD - VSDM31	02119	7,931.00	
EF100147	29/04/2022	AUSTRALIAN AIRCONDITIONING SERVICES P/L				509.44
			63134 - FORREST PARK SPORTING FACILITY	02119	509.44	
EF099984	22/04/2022	AUSTRALIAN SAFETY ENGINEERS				403.83
			154779W - ASE1017-019 ANNUAL SERVICE		403.83	
EF099985	22/04/2022	AXIIS CONTRACTING PTY LTD				2,695.01
			6702 - REPAIR (REMOVE, REPLACE AND BACKFILL) EX	02121	2,695.01	
EF099650	14/04/2022	AZAWAY				5,896.00
			2371 - REMOVAL OF ASBESTOS		660.00	
			2371. - HAZARDOUS MATERIALS - EXTERNAL CONT		528.00	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			2373 - REMOVE AND DISPOSE OF VISIBLE ASBESTOS FROM BALLANUS PARK		4,708.00	
EF099980	22/04/2022	AZAWAY				682.00
			2386 - WASTE DISPOSAL - CONSTRUCTION		682.00	
EF099920	14/04/2022	BAYCORP (WA) PTY LIMITED				80.00
			0322-097 247415 - POUNDAGE PROP 114079		80.00	
EF100160	29/04/2022	BDSS PTY LTD				7,525.14
			6081 - SUPPLY OF FURNITURE		7,525.14	
EF099684	14/04/2022	BE PROJECTS (WA) PTY LTD				13,624.45
			100657 - CLC SEPARABLE PORTION 2A/2B	00421A	13,624.45	
EF099997	22/04/2022	BE PROJECTS (WA) PTY LTD				382,828.71
			100665 - CRAIGIE LEISURE CENTRE REFURBISHMENT	00421A	382,828.71	
EF099828	14/04/2022	BENSEMAN FAMILY TRUST (PROTECTOR FIRE SERVICES)				8,745.44
			10063342 - FIRE MTCE CRAIGIE LEISURE CENTRE	01419	234.30	
			10063362 - FIRE MTCE JOONDALUP LIBRARY	01419	1,100.00	
			10063363 - FIRE MTCE WHITFORDS LIBRARY	01419	346.50	
			10063378 - FIRE MTCE WOODVALE COMM VISION	01419	310.09	
			10063416 - DUNCRAIG LIBRARY REPAIRS	01419	198.00	
			10063420 - CIVIC CHAMBERS FIRE EQUIPMENT FAULT	01419	605.55	
			10063422 - HEATHRIDGE CC FIRE HOSE REEL	01419	214.50	
			10063424 - FIRE MTCE WOODVALE LIBRARY	01419	198.00	
			10063429 - FIRE MTCE CRAIGIE LEIS CTR	01419	148.50	
			10063433 - FIRE MTCE WORK OPERATION CENTRE	01419	165.00	
			10063438 - FIRE MTCE CRAIGIE LEISURE CENTRE	01419	672.65	
			10063450 - FIRE MTCE BEAUMARIS COMM CTR	01419	90.75	
			10063482 - FIRE PROTECTION SERVICING VARIOUS AREAS FEB 22	01419	440.00	
			10063488 - FIRE MTCE VARIOUS AREAS FEB 22	01419	591.25	
			10063516 - FIXING BUILDING SYSTEMS - FIRE DETECTION	01419	440.00	
			10063534 - MAINTENANCE OF A FIRE BOOSTER PUMP SETS	01419	591.25	
			10063564 - MAINTENANCE OF 1 PORTABLE CO2 EXTINGUISH	01419	350.90	
			10063565 - AUSTRALIAN STANDARD TAGS	01419	161.70	
			10063567 - MULTI STOREY CAR PARK WORKS	01419	165.00	
			10063570 - LOTTERIES HOUSE FIRE HOSE REEL	01419	214.50	
			10063694 - TRAINING		1,507.00	
EF100072	22/04/2022	BENSEMAN FAMILY TRUST (PROTECTOR FIRE SERVICES)				2,207.70
			10063167 - MAINTENANCE OF 1 PORTABLE CO2 EXTINGUISH COMM VISION KINGSLEY	01419	18.70	
			10063691 - CORPORATE TRAINING - EMERGENCY EVACUATIO		682.00	
			10064248 - CORPORATE TRAINING - FIRE WARDEN		1,507.00	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
EF100208	29/04/2022	BENSEMAN FAMILY TRUST (PROTECTOR FIRE SERVICES)				907.50
			10064245 - JOONDALUP LOTTERIES HOUSE	01419	302.50	
			10064265 - JOONDALUP LIBRARY	01419	302.50	
			10064266 - FLEUR FREAME PAVILLION	01419	302.50	
EF099685	14/04/2022	BEREL ELLEN INVESTMENTS PTY LTD (PAULA SILBERT ARTS				4,400.00
			440 - 4 PROFESSIONAL DEVELOPMENT WORKSHOPS		4,400.00	
EF100156	29/04/2022	BG & E PTY LIMITED				15,262.50
			A01000025933 - STRUCTURES - EXT CONT		15,262.50	
EF099678	14/04/2022	BIBLIOTHECA RFID LIBRARY SYSTEMS AUSTRALIA PTY LTD				4,093.69
			INV-AU03780 - CLOUD LIBRARY TITLES AND PLATFORM FEE		4,093.69	
EF099676	14/04/2022	BIG SKY ENTERTAINMENT (WA) PTY LTD				5,280.00
			INV-5021 - CAMEO RASCALE - OPENING WEEKEND		5,280.00	
EF099669	14/04/2022	BIG W				2,798.00
			12.54 6.4.22 - EASTER DECORATIONS AND PRIZES		81.00	
			1419 1.4.22 - EASTER DECORATIONS AND PRIZES		309.50	
			275508 - STORAGE CONTAINERS		55.00	
			275509 - CONFECTIONARY		142.50	
			27551 - EASTER EGGS FOR SHORT COURSE		45.00	
			275510 - PLANTS & POTS		258.00	
			275511 - FERRERO ROCHER CONFECTIONARY		75.00	
			275512 - VARIOUS ITEMS		123.00	
			275513 - DECORATIONS		443.17	
			2755141 - SNACKS AND CONFECTIONARY		918.85	
			275515 - STAFF ROOM SUPPLIES		165.00	
			275517 - HOUSE KEEPING/SETUP EQUIPMENT NEW CRECHE KITCHEN		131.00	
			275552 - VARIOUS ITEMS		50.98	
EF099992	22/04/2022	BIG W				189.50
			275520 - PARTY SUPPLIES AS SELECTED		80.50	
			275580 - 'SUNBEAM CAFE PRESS & TOASTER		109.00	
EF099665	14/04/2022	BOC LIMITED				10.45
			4030934453 - STANDING ORDER FOR DRY ICE FOR MOSQUITO		10.45	
EF099670	14/04/2022	BOFFINS BOOKSHOP				772.01
			INV0163931 - STOCK AS SELECTED		772.01	
EF099994	22/04/2022	BOLINDA PUBLISHING PTY LTD				49.49
			259146 - LARDE PRINT & AUDIO FOR BOOKS ON WHEELS		49.49	
EF099932	14/04/2022	BOROVINA FAMILY TRUST T/AS IMPACT PANEL & PAINT				1,000.00
			13533 - EXCESS CLAIM MO0052720 UTE		1,000.00	
EF099699	14/04/2022	BORRELLO FAMILY TRUST T/AS CARRAMAR RESOURCE INDUSTRIES				5,056.65
			INV-63213 - TOP SOIL TIMBERLANE PARK		2,640.52	
			INV-63808 - FILLING SAND-LOADED INTO COJ TRUCK	VP294005	237.60	
			INV-63809 - BRICKIES YELLOW SAND-ZONE 2 (DEPOT, HEPB	VP294005	2,178.53	
EF099646	14/04/2022	BORVEK PTY LTD ABLE WESTCHEM				495.22

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			556113 - WC500-20 SANOPINE 20L		495.22	
EF099675	14/04/2022	BOULT NOMINEES PTY LTD (BOULTS BLACK & WHITE LIGHT)				6,336.00
			1759 - FESTIVAL-SUPPLY OF TEMPORARY POWER		3,080.00	
			1760 - FESTIVAL-SUPPLY OF TEMPORARY POWER		770.00	
			1761 - FESTIVAL-SUPPLY OF TEMPORARY POWER		951.50	
			1762 - ELECTRICAL HIRE FOR FRIDAY NIGHT JAMS		1,534.50	
EF099674	14/04/2022	BOYA EQUIPMENT PTY LTD				51.45
			102674/01 - PARTS ONLY		51.45	
EF100157	29/04/2022	BOYA EQUIPMENT PTY LTD				4,290.00
			102426/01 - FIRE FIGHTING WATER SPRAY UNIT SQF600D-1		4,290.00	
EF099666	14/04/2022	BP AUSTRALIA LIMITED				13,269.41
			12008873 - FUEL & OILS FOR MARCH 22		13,269.41	
EF099681	14/04/2022	BRIGHTMARK GROUP PTY LTD				10,345.50
			1343 - BBQ CLEANING VARIOUS AREAS MARCH 22	01919	10,345.50	
EF099998	22/04/2022	BRIONY ROSE BRAY				603.63
			22041104 - ATTENDANT SHIFTS CAE 2022		603.63	
EF099806	14/04/2022	BRITTNEY KATE GIBBS (MARAMA STUDIOS)				9,900.00
			12045 - INFRASTRUCTURE FOR GOLD DIGGER BAR AREA		9,262.00	
			12047 - FURNITURE HIRE FOR FRIDAY NIGHT JAMS		638.00	
EF099682	14/04/2022	BROWNES FOODS OPERATIONS PTY LIMITED				396.93
			16509719 - DELIVERY OF MILK WOC 28/03/22		64.03	
			16512318 - SUPPLY WEEKLY MILK ADMIN 30/03/22		85.54	
			16512325 - MILK FOR JOONDALUP LIBRARY		23.01	
			16521054 - DELIVERY OF MILK 1/7/21 TO 30/6/22		64.03	
			16523596 - SUPPLY WEEKLY MILK AS REQUESTED		96.29	
			16524718 - DELIVERY OF MILK 1/7/21 TO 30/6/22		64.03	
EF099996	22/04/2022	BROWNES FOODS OPERATIONS PTY LIMITED				23.01
			16534798 - MILK FOR JOONDALUP LIBRARY		23.01	
EF100159	29/04/2022	BROWNES FOODS OPERATIONS PTY LIMITED				64.03
			16541756 - DELIVERY OF MILK WORKS OPERATION CENTRE		64.03	
EF099680	14/04/2022	BUFFALO SOLUTIONS PTY LTD				1,636.80
			INV-0413 - COACHING SESSIONS X 8		363.00	
			INV-0442 - 8 X COACHING SESSIONS		363.00	
			INV-0448 - COACHING FOR GROWTH - LIBERATE YOUR		910.80	
EF099918	14/04/2022	BUILDING & CONSTRUCTION INDUSTRY				37,629.00
			INV-136491-J5W7Z5 MARCH 22 - BCITF MARCH 2022 29 LEVY PAYMENTS		37,629.00	
EF099667	14/04/2022	BUNNINGS PTY LTD				1,867.96
			2010/01532763 - VARIOUS HARDWARE ITEMS		7.25	
			2010/01632487 - HARDWARE ITEMS		126.33	
			2010/01632935 - HARDWARE ITEMS		146.01	
			2170/01464228 - HARDWARE ITEMS		4.04	
			2435/00274999 - SAFETY MIRRORS		96.90	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			2435/00281192 - POTS, SUCULENTS, POTTING MIX AND PLANTS		91.25	
			2435/01220859 - MARQUEE 30L GALVANISED DRINKS COOLER ICE		133.64	
			2435/01401016 - HARDWARE ITEMS		16.00	
			2435/01401573 - HARDWARE ITEMS		86.78	
			2435/01401745 - HARDWARE ITEMS		44.65	
			2435/01401827 - HARDWARE ITEMS		86.75	
			2435/01403052 - HARDWARE ITEMS		8.38	
			2435/01403119 - HARDWARE ITEMS		58.41	
			2435/01404742 - HARDWARE ITEMS		40.29	
			2435/01405364 - HARDWARE ITEMS		87.92	
			2435/01410241 - VARIOUS HARDWARE ITEMS		87.00	
			2435/01543505 - HARDWARE ITEMS		24.21	
			2435/01545110 - HARDWARE ITEMS		22.56	
			2435/01545456 - HARDWARE ITEMS		40.31	
			2435/01545955 - HARDWARE ITEMS		3.00	
			2435/01546026 - HARDWARE ITEMS		194.92	
			2435/01546133 - HARDWARE ITEMS		16.18	
			2435/01546405 - HARDWARE ITEMS		38.14	
			2435/01546690 - HARDWARE ITEMS		48.75	
			2435/01546728 - HARDWARE ITEMS		27.30	
			2435/01546732 - HARDWARE ITEMS		25.00	
			2435/01546744 - HARDWARE ITEMS		42.11	
			2435/99800287 - MULIT FLOWER WALL - HEDGE TILE		263.88	
EF099991	22/04/2022	BUNNINGS PTY LTD				1,434.38
			2010/01202043 - ITEMS FOR AQUATICS		313.70	
			2406/01975888 - BATTERIES		71.76	
			2435/01400501 - VARIOUS HARDWARE ITEMS		10.26	
			2435/01404897 - VARIOUS HARDWARE ITEMS		80.79	
			2435/01408545 - VARIOUS HARDWARE ITEMS		41.10	
			2435/01408837 - VARIOUS HARDWARE ITEMS		37.54	
			2435/01409941 - VARIOUS HARDWARE ITEMS		170.53	
			2435/01412203 - VARIOUS HARDWARE ITEMS		12.33	
			2435/01412585 - VARIOUS HARDWARE ITEMS		13.50	
			2435/01547951 - VARIOUS HARDWARE ITEMS		84.84	
			2435/01549267 - VARIOUS HARDWARE ITEMS		22.62	
			2435/01551173 - VARIOUS HARDWARE ITEMS		91.02	
			2435/01551736 - VARIOUS HARDWARE ITEMS		17.00	
			2435/01551799 - VARIOUS HARDWARE ITEMS		47.95	
			2435/01551956 - VARIOUS HARDWARE ITEMS		84.59	
			2435/01552111 - VARIOUS HARDWARE ITEMS		62.97	
			2435/01552360 - VARIOUS HARDWARE ITEMS		15.72	
			2435/01552996 - VARIOUS HARDWARE ITEMS		91.28	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			243501406435 - VARIOUS HARDWARE ITEMS		164.88	
EF100153	29/04/2022	BUNNINGS PTY LTD				237.08
			2170/01591780 - HARDWARE		29.25	
			2435/01411402 - HARDWARE		18.96	
			2435/01411404 - HARDWARE		53.68	
			2435/01411952 - HARDWARE		25.34	
			2435/01412921 - HARDWARE		33.39	
			2435/01554468 - HARDWARE		23.36	
			2435/01554538 - HARDWARE		20.04	
			2435/01554540 - HARDWARE		33.06	
EF099917	14/04/2022	BUSINESS NEWS				130.00
			INV-2041709 - BREAKFAST MEETING AT CROWN PERTH		130.00	
EF099701	14/04/2022	CALIBRE PROFESSIONAL SERVICES ONE PTY LTD				13,024.00
			CPS1-SINV009191 - INSTALL & CONFIGURE CCTV SERVER		2,112.00	
			CPS1-SINV009511 - LIFECYCLE REPLACEMENT FOR CCTV CAMERAS		968.00	
			CPS1-SINV009513 - ACCESS CONTROL DESIGN DRAWINGS FOR RERID PROM		2,112.00	
			CPS1-SINV009514 - NETWORK CABLE TESTING		5,412.00	
			CPS1-SINV009515 - DILAPIDATION REPORT FOR REID PROM		2,420.00	
EF100003	22/04/2022	CALIBRE PROFESSIONAL SERVICES ONE PTY LTD				9,901.06
			CPS1-SINV009190 - SUPPLY OF REPLACEMENT CCTV SERVER		9,901.06	
EF100184	29/04/2022	CALL ASSOCIATES PTY LTD (CONNENCT CALL CENTRE SERVICES)				2,289.65
			110421 - OVERCALLS MARCH 2022		2,289.65	
EF099642	14/04/2022	CAMERON CLIVE BELL				1,440.00
			DA21/1054 - REFUND DEVELOPMENT APPLICATION FEES.		1,440.00	
EF100165	29/04/2022	CANFORD HOSPITALITY CONSULTANTS PTY LTD				1,690.00
			71692 - HOSPITALITY CONSULTANCY FEE		840.00	
			71738 - HOSPITALITY CONSULTANCY FEE		499.00	
			71882 - HOSPITALITY CONSULTANCY FEE		351.00	
EF099597	14/04/2022	CANON FINANCE				358.44
			527807 - LEASE DR6030C A3 DESKTOP SCANNER RECORDS 24/03-24/04/22		179.22	
			528803 - LEASE DR6030C A3 DESKTOP SCANNER RECORDS 24/04-24/05/22		179.22	
EF100140	29/04/2022	CANON FINANCE				179.22
			526818 - 2021-22 LEASE DR6030C A3 DESKTOP SCANNER		179.22	
EF099818	14/04/2022	CANON PRODUCTION PRINTING AUSTRALIA PTY LTD (OCE-AUSTRALIA)				101.62
			INV-36741 - MAINTENANCE OF OCE TSC4 DIGITAL SCANNER MARCH 22		101.62	
EF100006	22/04/2022	CARBON DIAMOND ABRASIVES PTY LTD				308.00
			12665 - REACTIVE CONTRACTORS - FENCING, BOLLARDS		308.00	
EF099695	14/04/2022	CARCARE MOTOR COMPANY PTY LTD T/AS CARCARE JOONDALUP				310.00
			28,188 - PARTS & REPAIR		310.00	
EF100001	22/04/2022	CARCARE MOTOR COMPANY PTY LTD T/AS CARCARE JOONDALUP				210.00
			28,292 - PARTS & REPAIR		210.00	

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EF099870	14/04/2022	CAROL SONIA SILVER				209.00
			Q3 2021/22 - VOLUNTEER SUBSIDY REIMBURSEMENT 03/02- 31/03/22		209.00	
EF100070	22/04/2022	CAROLYN JOY FAMILY TRUST T/AS PARTY PLUS JOONDALUP				128.86
			200391 - HELIUM CYLINDER AND PARTY PROPS		128.86	
EF099690	14/04/2022	CATHERINE BROOKING				188.00
			1 - SALE OF ARTWORK LESS COMMISSION		188.00	
EF099600	14/04/2022	CHERYL STAMP				19.99
			191271 - REIMBURSEMENT EASTER EGGS FOR EGG HUNT ACTIVITY AT FRIDAY NIGHT DROP IN 08/04/22		13.99	
			713 - REIMBURSEMENT BALLONS FOR STRESS BALL ACTIVITY AT FRIDAY NIGHT DROP IN 01/04/22		6.00	
EF100132	22/04/2022	CHIN SAN ANG T/AS CHIN SAN SANNY ANG SANNYS ORIGAMI				99.00
			92 - PRESENTER FOR CHILDREN'S ACTIVITY		99.00	
EF099804	14/04/2022	CHIPLA HOLDINGS PTY LTD (MONITORING EXCELLENCE)				1,408.00
			M00055116 - ADMIRAL PARK CLUBROOMS 1/65 ADMIRAL GROV	VP173512	1,408.00	
EF099792	14/04/2022	CHIVAS ENTERPRISES PTY LTD (MAYDAY EARTHMOVING)				10,956.00
			81535 - 5 TONNE EXCAVATOR WARWICK RD DUNCRAIG	03420	577.50	
			81738 - CHARONIA PARK HIRE EXCAVATOR		726.00	
			81741 - SKID STEER LOADER WITH TRUCK WHITFORDS NODES BEACH	03420	1,210.00	
			81762 - BEACH SAND DRIFT MNAGEMENT	03420	7,353.50	
			81803 - REFUSE REMOVAL - 8 WHEEL TIP TRUCK (MIN	03420	1,089.00	
EF100047	22/04/2022	CHIVAS ENTERPRISES PTY LTD (MAYDAY EARTHMOVING)				1,210.00
			81743 - TIMBERLANE PARK WOODVALE	03420	1,210.00	
EF100022	22/04/2022	CHRISTINE GREGORIO				240.00
			1 - SALE OF ARTWORK FROM CAE 2022		240.00	
EF099961	22/04/2022	CHRISTINE HAMILTON-PRIME				4,509.68
			ALLOW-DM-APRIL 2022 - DEPUTY MAYOR ALLOWANCE - APRIL		1,869.85	
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF099596	14/04/2022	CHRISTOPHE CANATO				1,045.00
			2204 02 - PHOTOGRAPH NEW BILLBOARD LIBRARY		495.00	
			2204 03 - PHOTOGRAPHY FOR WINNER'S CEREMONY & EXHI		550.00	
EF100127	22/04/2022	CHRISTOPHER MAY				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
112385	14/04/2022	CITY OF FREMANTLE				200.00
			119461 - PARTICIPATION IN LIBRARYCRAFT MINECRAFT		200.00	
EF099693	14/04/2022	CIVICA PTY LTD				316.80
			C/LA024704 - SIP2 CONNECTION FOR HOOPLA		316.80	
EF099605	14/04/2022	CLAIRE WOOD				100.00
			05/04/22 - REIMBURSEMENT FOR LAUNCH AWARDS		100.00	

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EF099963	22/04/2022	CLAIRE WOOD				100.65
			001-058800 - KEYS FOR NEW GROUP FITNESS & PRM EQUIPT		100.65	
EF100167	29/04/2022	CLASSLINE PTY LTD (DEARIN & ASSOCIATES				5,500.00
			INV-0554 - 50% PAYABLE - GLOBAL READY PROGRAM 2022		5,500.00	
EF099706	14/04/2022	CLEAN VIBES PTY LTD				3,379.03
			INV-1093 - CLEAN-UP CREW – FRIDAY NIGHT JAMS		447.96	
			INV-1094 - CLEAN-UP CREW – GOLD DIGGER TENT		1,615.46	
			INV-1095 - CLEAN-UP CREW – FAMILY FUN DAYS		1,315.61	
EF100007	22/04/2022	CLEAN VIBES PTY LTD				671.95
			INV-1096 - EVENT CLEANING LABOUR PROVIDED FOR FRIDAY NIGHT JAMS		671.95	
EF099692	14/04/2022	CLEANAWAY PTY LTD T/AS CLEANAWAY				447,981.12
			21659694 - ONLINE BOOKING SYSTEM FEE - PER MONTH	VP243950	148,553.30	
			21666992 - BULK COLLECTION & PROCESSING	VP243950	119,884.07	
			21666993 - ONLINE BOOKING SYSTEM FEE - PER MONTH	VP243950	126,673.48	
			21668797 - SORTING, RECOVERY/PROCESSING OF RECYCL JAN 22	VP243950	52,870.27	
EF099603	14/04/2022	CLEMENT O'HARE				171.00
			Q 3 2021/22 - VOLUNTEER SUBSIDY REIMBURSEMENT 12/01- 30/03/22		171.00	
EF099708	14/04/2022	CLINT PETER STRINDBERG (COUGAR MORRISON)				300.00
			202194 - DRAG STORY HOUR FOR JOONDALUP FESTIVAL		300.00	
EF099707	14/04/2022	CMAK TECHNOLOGIES PTY LTD (CMAKTECH)				16,472.16
			1881 - LABOUR TO PROVIDE CCTV SECURITY UPDATES		5,500.88	
			1887 - REPLACEMENT OF FIVE NETWORK SWITCHES		8,301.76	
			1900 - TROUBLESHOOTING REMOTE ACCESS		396.00	
			1903 - 6 CORE OS2 LOOSETUBE DRYCORE RISER		2,273.52	
EF100163	29/04/2022	COHERA-TECH PTY LIMITED				257.40
			190822 - ANNUAL REPORTING SUBSCRIPTION		257.40	
EF100064	22/04/2022	COLIN JAMES OUTHWAITE				350.00
			50 - PERFORM MUSIC OF THE BEATLES		350.00	
EF099921	14/04/2022	COMMITTEE FOR PERTH				6,600.00
			ADJ2539 - BRONZE MEMBERSHIP 04/04/22-03/04/23		6,600.00	
EF099704	14/04/2022	COMMUNITY GREENWASTE RECYCLING PTY LTD				5,236.00
			INV-2087 - REINFORCED CONCRETE - HEAVY REO LARGER	00519	4,747.60	
			INV-2088 - WASTE DISPOSAL - GREENS		488.40	
EF099593	14/04/2022	CONNOLLY RESIDENTS ASSOCIATION				220.00
			1872 - ADVERTISING		220.00	
112361	1/04/2022	CORPORATE SERVICES PETTY CASH				481.75
			PETTY CASH W/E 01/04/22 - PETTY CASH REIMBURSEMENT W/E 01/04/22		481.75	

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112371	8/04/2022	CORPORATE SERVICES PETTY CASH				589.85
			05/04/22 - PETTY CASH REIMBURSEMENT		589.85	
112391	22/04/2022	CORPORATE SERVICES PETTY CASH				512.30
			PETTY CASH W/E 22/04/22 - REIMBURSEMENT PETTY CASH W/E 22/04		512.30	
EF099698	14/04/2022	CORSIGN WA PTY LTD				6,653.35
			62322 - 1000 X 600 COJ PLAYGROUND INFORMATION SIGN	VP254465	808.50	
			64241 - REACTIVE MATERIALS - SIGN MAINTENANCE		3,804.35	
			64374 - 1500 X 900 COJ CONSTRUCTIION NOTIFICATIO	VP254465	572.00	
			64389 - REACTIVE MATERIALS - SIGN MAINTENANCE		214.50	
			64537 - 1500 X 900 COJ CONSTRUCTIION NOTIFICATIO	VP254465	572.00	
			64741 - SIGNS		682.00	
EF100002	22/04/2022	CORSIGN WA PTY LTD				140.80
			65000 - OUTDOOR SIGN A3 NON-REF DIGI PRINT.		140.80	
EF100164	29/04/2022	CORSIGN WA PTY LTD				1,480.05
			64681 - SIGNAGE - CALECTASIA HALL, GREENWOOD -		316.80	
			64712 - REACTIVE MATERIALS - SIGN MAINTENANCE		1,163.25	
EF100042	22/04/2022	CR JOHN LOGAN				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF100193	29/04/2022	CR JOHN LOGAN				341.54
			EXPENSES MARCH 2022 - EXPENSES MARCH 2022		341.54	
EF099769	14/04/2022	CR NIGEL JONES				900.00
			MARCH 22 - EXPENSE REIMBURSEMENT MARCH 2022		900.00	
EF100033	22/04/2022	CR NIGEL JONES				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF100189	29/04/2022	CR NIGEL JONES				323.14
			APRIL 2022 - EXPENSE REIMBURSEMENT - APRIL 2022		323.14	
EF100069	22/04/2022	CR RUSSELL POLIWKA				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF099712	14/04/2022	CRUCE PTY LTD (DEXION BALCATTA)				3,929.20
			INV403995 - SUPPLY AND INSTALL SHEVLING CLC		3,929.20	
EF099691	14/04/2022	CSP GROUP PTY LTD T/AS STIHL SHOP				356.20
			72048#3 - PARTS		54.00	
			72084 #3 - PARTS ONLY		302.20	
EF099999	22/04/2022	CSP GROUP PTY LTD T/AS STIHL SHOP				236.10
			72167 #7 - PARTS ONLY		214.10	
			72168 #7 - DELIVERY		22.00	
EF100162	29/04/2022	CSP GROUP PTY LTD T/AS STIHL SHOP				586.75
			72230#7 - PARTS ONLY FM041212 - F97825		340.25	
			72237#6-7-2 - PARTS ONLY FM041176 - 97492		212.00	
			72271#8 - PARTS ONLY STIHL EXTENDABLE HT133T - F97		34.50	
EF099702	14/04/2022	CTI5 PTY LTD (CTI RISK MANAGEMENT)				5,322.90

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			1069985 - TICKET PAYMENT MACHINE FOR CASH COLLECT MARCH 22	02420	5,042.40	
			1069986. - CSC COLLECTIONS MARCH		148.50	
			1069988 - CASH COLLECTIONS FOR LIBRARIES MARCH 22	02420	132.00	
EF099909	14/04/2022	CUBEX PTY LTD (WESTPOINT BUILDING CONSULTANTS)				660.00
			INV-0063 - RM - DILAPIDATION REPORTING EXT MATERIAL		660.00	
EF099705	14/04/2022	CYBERCX PTY LTD				1,041.98
			SIN010464 - SECURITY ENGINEER PROFESSIONAL SERVICES		1,041.98	
EF099694	14/04/2022	CYCLUS PTY LTD				4,789.29
			INV-2305 - SITE CREW FOR JOONDALUP FESTIVAL 2022		2,240.42	
			INV-2312 - SITE CREW FOR JOONDALUP FESTIVAL 2022		2,548.87	
EF100000	22/04/2022	CYCLUS PTY LTD				2,700.75
			INV-2324 - SITE CREW FOR WANGARA STORAGE UNIT		2,700.75	
EF099969	22/04/2022	DANIEL KINGSTON				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF099856	14/04/2022	DANIELS HEALTH SERVICES PTY LTD T/AS STERIHEALTH SERVICES				299.61
			2063914 - SUPPLY AND PICK-UP OF SHARPS CONTAINERS		299.61	
EF099714	14/04/2022	DATA #3				11,052.56
			2091499 - MS CSP CHARGES 26/02-25/03/22		8,887.30	
			2092056 - AZURE PLAN		2,165.26	
EF099758	14/04/2022	DAVID HALL				200.00
			1 - SALE OF ARTWORK LESS COMMISSION		200.00	
EF100021	22/04/2022	DAVID JONATHAN OWEN BYRNE T/AS GET WET POND AND AQUARIUMS				467.50
			27/03/22 - OAHU PARK LAKE		467.50	
EF099616	14/04/2022	DAVID LAPSLEY				168.00
			1 - SALE OF ART WORK LESS COMMISSION		168.00	
EF099752	14/04/2022	DCR NOMINEES PTY LTD T/AS HYGIENE CONCEPTS				1,108.25
			27187 - HYGIENE EQUIPMENT DISPOSAL APRIL 22 CLC		1,108.25	
EF099722	14/04/2022	DE NADA SURVEYS PTY LTD				2,502.51
			INV-6132 - SURVEY OF PART OF SIR JAMES MCCUSKER PARK		742.50	
			INV-6133 - PARTIAL SURVEY OF GREENLAW PARK		880.01	
			INV-6134 - PARTIAL SURVEY OF GALSTON PARK		880.00	
EF099713	14/04/2022	DECIPHA PTY LTD				1,879.45
			771378382 - MONTHLY MAILROOM CONTRACT FEE		1,879.45	
EF099711	14/04/2022	DELL AUSTRALIA PTY LIMITED				6,316.20
			2410851202 - DELL SERVER AS PER QUOTE #28497866/2		6,316.20	
EF099922	14/04/2022	DEPARTMENT OF MINES, INDUSTRY REGULATION AND SAFETY				54,265.89
			MARCH 22 - BSL MARCH 2022 305 LEVIES		54,265.89	
EF100008	22/04/2022	DEPARTMENT OF TRANSPORT - VEHICLE SEARCH				577.90
			8020984 - VEHICLE OWNERSHIP SEARCH		577.90	

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EF099721	14/04/2022	DIAMOND LOCKSMITHS PTY LTD (DIAMOND LOCK & KEY)				3,432.00
			267316 - SERVICE CALL TO SITE	VP243063	680.00	
			267402 - SERVICE CALL TO SITE	VP243063	418.00	
			267543 - LOCKWOOD TWIN KEY	VP243063	75.00	
			267546 - SUPPLY ABUS 6520 KA (LOCKSET W/KEYS)	VP243063	2,050.00	
			267591 - KABA KEYS- BAP R5S %4248	VP243063	29.50	
			267593 - KABA KEYS- BAP R5S %4248	VP243063	54.50	
			267725 - LOCKWOOD TWIN KEY	VP243063	100.00	
			267829 - LOCKWOOD 3572 ADAPTOR	VP243063	25.00	
EF100014	22/04/2022	DIAMOND LOCKSMITHS PTY LTD (DIAMOND LOCK & KEY)				2,378.51
			267818 - KABA KEYS- BAP R5S %4248	VP243063	546.00	
			267942 - ABUS 83/45 PADLOCK WITH 25MM SPECIAL ALL	VP243063	1,550.00	
			268057 - KABA KEYS- BAP R5S %4248	VP243063	147.51	
			268058 - KABA 570/590 130K OVAL CYLINDER QA PROFI	VP243063	135.00	
EF100011	22/04/2022	DIGNON, JOSEPH MATTHEW T/AS JOSEPH DIGNON				500.00
			16 - MUSIC EDGE FACILITATOR		500.00	
EF099715	14/04/2022	DONEGAN ENTERPRISES PTY LTD				78,091.73
			6365 - PLAY EQUIPMENT		49,931.73	
			6376 - LANDSCAPE - EXT CONT		660.00	
			6398 - KIERNAN PARK PLAYGROUND LANDSCAPE		27,500.00	
EF100009	22/04/2022	DONEGAN ENTERPRISES PTY LTD				16,466.08
			6374 - PLAY EQUIPMENT KINGSLEY PARK KINGSLEY		16,466.08	
EF099689	14/04/2022	DONNA MARIE BRADTKE				300.00
			1 - SALE OF ARTWORK LESS COMMISSION		300.00	
EF100173	29/04/2022	DOUBLE TROUBLE (WA) PTY LTD (EURO POLES & TEXTILE DISPLAYS)				7,651.60
			11313 - 1 X VARIO V.34 TRAP FLOAT		3,946.80	
			11318 - 1 X FABRIC TENSION ARCHWAY		3,704.80	
EF099719	14/04/2022	DOWNER EDI WORKS PTY LTD				234,112.30
			6012945 - AC10 75 MARSHALL BLOW JOONDALUP DVE DAN MURPHYS TO PETROL STATION	01920	62,167.14	
			6012988 - AC10 75 MARSHALL BLOW ALBACORE DRIVE	01920	85,659.78	
			6012989 - SMA7 50 MARSHALL BLOW CALECTASIA MARLOCK TO LESCHANALTIA	01920	45,926.52	
			6012990 - SMA7 50 MARSHALL BLOW CALECTASIA LESCHANALTIA TO MARLOCK	01920	25,183.83	
			6013005 - AC10 75 MARSHALL BLOW - 26-50 TONNE - SU	01920	15,175.03	
EF100013	22/04/2022	DOWNER EDI WORKS PTY LTD				30,039.31
			6013075 - SMA7 50 MARSHALL BLOW - 101-200 TONNE -	01920	30,039.31	
EF100170	29/04/2022	DOWNER EDI WORKS PTY LTD				124,716.17
			6013123 - AC10 50 MARSHALL BLOW - 201-300 TONNE -	01920	44,758.18	
			6013125 - AC10 50 MARSHALL BLOW - 51-100 TONNE - S	01920	14,948.91	
			6013127 - AC10 50 MARSHALL BLOW - 51-100 TONNE - S	01920	15,663.35	

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			6013129 - AC10 50 MARSHALL BLOW - 201-300 TONNE -	01920	49,345.73	
EF099718	14/04/2022	DOWSING GROUP PTY LTD				75,327.86
			17720 - REMOVAL AND DISPOSAL OF KERBING NORMAL W	01921	23,606.96	
			17752 - REMOVAL AND DISPOSAL OF KERBING HAYNES ROAD	01921	16,614.52	
			17753 - REMOVAL AND DISPOSAL OF KERBING KEMPENFELDT MARTIN TO HAWKINS		362.12	
			17753 - REMOVAL AND DISPOSAL OF KERBING KEMPENFELDT MARTIN TO HAWKINS	01921	16,509.98	
			17799 - REMOVAL AND DISPOSAL OF KERBING NORMAL W	01921	11,185.78	
			17867 - REMOVAL AND DISPOSAL OF KERBING NORMAL W		1,386.00	
			17867 - REMOVAL AND DISPOSAL OF KERBING NORMAL W	01921	5,662.50	
EF100012	22/04/2022	DOWSING GROUP PTY LTD				63,445.88
			178643 - MOB & DE-MOB SITE FOR WORKS OTHER THAN T	02120	7,661.45	
			17865 - 1601 - 3200/M2 MILLING DEPTH 0-30 (INCL	02120	14,798.76	
			17868 - 1601 - 3200/M2 MILLING DEPTH 0-30 (INCL	02120	9,955.66	
			17869 - 1601 - 3200/M2 MILLING DEPTH 0-30 (INCL	02120	9,955.66	
			17871 - SKID STEER PROFILER INCLUSIVE OF DISPOSA	02120	3,311.00	
			17872 - 2M PROFILE MACHINE INCLUSIVE OF DISPOSAL	02120	8,534.35	
			17873 - 2M PROFILE MACHINE INCLUSIVE OF DISPOSAL	02120	9,229.00	
EF099717	14/04/2022	DRAINFLOW SERVICES PTY LTD				23,207.80
			8918 - GRATED GULLY PIT	02520	3,722.40	
			8960 - POLLUTANT TRAPS - PRINCEVILLE TOR - LEAF	02520	385.00	
			9229 - GRATED GULLY PIT	02520	2,930.40	
			9249 - GRATED GULLY PIT	02520	3,432.00	
			9253 - HIGH PRESSURE JETTING AND CLEANING OF DR	02520	4,488.00	
			9274 - GRATED GULLY PIT	02520	2,719.20	
			9301 - GRATED GULLY PIT	02520	1,742.40	
			9304 - GRATED GULLY PIT	02520	2,798.40	
			9387 - FLOOD PUMPS - HIGH STREET BEHIND NO 3 IN	02520	990.00	
EF100010	22/04/2022	DRAINFLOW SERVICES PTY LTD				6,314.00
			8425 - HIGH PRESSURE JETTING AND CLEANING OF DR	02520	1,320.00	
			9275 - GRATED GULLY PIT	02520	3,168.00	
			9376 - POLLUTANT TRAPS - OPPOSITE 30 BEACHSIDE	02520	770.00	
			9377 - HIGH PRESSURE JETTING AND CLEANING OF DR	02520	528.00	
			9378 - HIGH PRESSURE JETTING AND CLEANING OF DR	02520	528.00	
EF100168	29/04/2022	DRAINFLOW SERVICES PTY LTD				897.60
			AUTO4672 - GRATED GULLY PIT	02520	897.60	
112362	1/04/2022	DUNCRAIG LIBRARY PETTY CASH				244.65

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			PETTY CASH W/E 25/03/22 - PETTY CASH REIMBURSEMENT W/E 25/03/22		244.65	
EF100169	29/04/2022	DY-MARK (AUST) PTY LTD				892.98
			1262924 - SPRAY & MARK F/PINK 350G		892.98	
EF099726	14/04/2022	E W C S UNIT TRUST (ENVIRO SWEEP)				21,508.91
			96105 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	790.63	
			96107 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	316.25	
			96108 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	126.50	
			96158 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	1,472.64	
			96159 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	1,058.76	
			96160 - HIRE OF ROAD SWEEPER WITH OPERATOR - WE	02221	1,236.13	
			96161 - HIRE OF ROAD SWEEPER WITH OPERATOR - AFT	02221	3,489.75	
			96164 - SWEEPING OF CAR PARKS	02221	7,238.00	
			96244 - HIRE OF PATHWAY SWEEPER WITH OPERATOR - HILLARYS FOOTPATHS MARCH 22	02221	665.50	
			96246 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	221.38	
			96248 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	284.63	
			96250 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	695.75	
			96253 - SWEEPING OF DUAL USE PATHS VARIOUS AREAS MARCH 22	02221	1,887.60	
			96339 - HIRE OF ROAD SWEEPER WITH OPERATOR - AFT	02221	1,076.63	
			96361 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	253.00	
			96362 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	347.88	
			96480 - HIRE OF ROAD SWEEPER WITH OPERATOR - NOR	02221	347.88	
EF100016	22/04/2022	EASISALARY PTY LTD				3,690.35
			5/4/22 - GST ADJUSTMENT MARCH 2022		3,690.35	
EF099723	14/04/2022	ECONOMIC DEVELOPMENT AUSTRALIA				495.00
			INV-508 - EDA ECONOMIC DEVELOPMENT PROFESSIONAL		495.00	
EF099946	14/04/2022	ELECTRICITY GENERATION AND RETAIL T/A SYNERGY ELECTRONIC BIL				366,541.45
			2009507590 - SANTA ANA PARK 5145884713		355.37	
			2045485966 - WALTER PADBURY BLVD 5234646313		196.90	
			2049479034 - DUGDALE ST, WARWICK 5231232113		957.46	
			2049500016 - FINCHLEY TCE, JOONDALUP 5134772810		41.40	
			2053489177 - AUX/DECORATIVE ST/LIGHTS 7170073024		7,744.35	
			2061479720 - OCEAN REEF RD LIGHTING		690.16	
			2069423097 - DUGDALE ST, WARWICK		704.65	
			2073487144 - STLIGHTS MONTHLYSTVISION 7568991322		262,243.61	
			2093486982 - FINCHLEY TERRACE 5134772810		79.70	

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			3000173465 - 15 BANKS AVE HILLARYS WHITFORDS SNR CITZ		914.91	
			3000175345 - 15 BANKS AVE HILLARYS WHITFORDS SNR CITZ		1,122.34	
			3000176283 - ACCOUNT 645592300 MARCH 22		91,490.60	
EF100131	22/04/2022	ELECTRICITY GENERATION AND RETAIL T/A SYNERGY ELECTRONIC BIL				1,368.61
			2061470156 - BRAMSTON VSTA, BURNS BEACH 5123136912		1,368.61	
EF100238	29/04/2022	ELECTRICITY GENERATION AND RETAIL T/A SYNERGY ELECTRONIC BIL				145,644.68
			3000176393 - GROUPED ELECTRICITY 8035419619		144,582.56	
			3000177075 - BANKS AVE, HILLARYS		1,062.12	
EF099724	14/04/2022	ELITE POOL & SPA COVERS				2,259.40
			98904 - SERVICE OF BLANKET BUDDY		2,259.40	
EF100015	22/04/2022	EMILY DUTTON				248.00
			1 - SALE OF ARTWORK FROM CAE 2022		248.00	
EF099836	14/04/2022	EMILY PEGDON				240.00
			1 - SALE OF ARTWORK FROM CAE 2022		240.00	
EF099677	14/04/2022	EMMA KATE BUSWELL				441.00
			1 29/03/22 - JUDGING JOONDALUP COMMUNITY ART AWARD		441.00	
EF099728	14/04/2022	ENESS PTY LTD				16,500.00
			1199 - JOONDALUP FESTIVAL PROGRAMMING		5,500.00	
			1200 - LOST DOGS DISCO JOONDALUP FESTIVAL 2022		11,000.00	
EF099725	14/04/2022	ENVIRONMENTAL INDUSTRIES PTY LTD				4,058.80
			C31277 - COLLECT ALL CLIPPINGS - DUNCRAIG COMMUNI	VP195858	2,029.40	
			C31278 - COLLECT ALL CLIPPINGS - DUNCRAIG COMMUNI	VP195858	2,029.40	
EF099727	14/04/2022	ESTIMATING & CIVILS AUSTRALIA PTY LTD				29,970.95
			INV-0215 - MULLALOO PARKING UPGRADES PROG CLAIM 4		3,662.26	
			INV-0216 - BURNS BEACH TO MINDARIE PATH WORKS		26,308.69	
EF099736	14/04/2022	F E TECHNOLOGIES PTY LTD				9,556.80
			1010527 - PURCHASE, SUPPLY AND INSTALLATION OF AN		5,493.40	
			1010528 - PURCHASE, SUPPLY AND INSTALLATION OF AN		4,063.40	
EF099795	14/04/2022	FEED THE TIGER PTY LTD (MACKAY URBAN DESIGN)				400.00
			16/03/22 - DESIGN REFERENCE PANEL FEE		400.00	
EF100079	22/04/2022	FENSTRA PTY LTD (CENTURION TEMPORARY FENCING)				2,865.10
			39962 - JOONDALUP FESTIVAL 22-TEMPORARY FENCING		1,951.33	
			40091 - JOONDALUP FESTIVAL 22-TEMPORARY FENCING		913.77	
EF099925	14/04/2022	FILTER DISCOUNTERS PTY LTD				921.80
			207260 - PARTS ONLY		921.80	
EF099733	14/04/2022	FIND WISE LOCATION SERVICES				382.80
			5535 - EARTHWORKS - EXT CONT		382.80	
EF100018	22/04/2022	FIND WISE LOCATION SERVICES				6,228.20
			5574 - SERVICES LOCATION EDDYSTONE AVENUE JOONDALUP		4,697.00	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			5575 - REACTIVE CONTRACTORS - DRAINAGE MAINTENA		382.80	
			5576 - EARTHWORKS - EXT CONT		382.80	
			5577 - EARTHWORKS - EXT CONT		382.80	
			5578 - REACTIVE MATERIALS - DRAINAGE MAINTENANC		382.80	
EF099734	14/04/2022	FLEXI STAFF PTY LTD				2,365.44
			I0019212 - RUSSEL KEDDIE WEEK ENDING 27/3/22		2,365.44	
EF100019	22/04/2022	FLEXI STAFF PTY LTD				4,280.32
			I0019481 - RUSSEL KEDDIE WEEK ENDING 3/04/22		1,914.88	
			I0019744 - LABOUR HIRE RUSSELL KEDDIE		2,365.44	
EF099737	14/04/2022	FOCUS CONSULTING WA PTY LTD				3,300.00
			2122-081-3 - LIGHTING MACDONALD PARK		3,300.00	
EF099731	14/04/2022	FORPARK AUSTRALIA				892.54
			49825 - PLAY EQUIPMENT FOR GEDDES PARK		892.54	
EF100017	22/04/2022	FORPARK AUSTRALIA				18.70
			49888 - REACTIVE CONTRACTORS - PLAY EQUIPMENT MA		18.70	
EF099766	14/04/2022	FORTIS SECURITY PTY LTD (INTECH INTEGRATED SYSTEMS)				335.50
			413716 - CCTV DIAGNOSE AND REPAIR		335.50	
EF099926	14/04/2022	FOXTEL CABLE TELEVISION PTY LTD				155.00
			414517500 - FOXTEL MONTHLY SERVICE FEE APRIL 22 CLC		155.00	
EF099630	14/04/2022	FREEDOM POOLS & SPAS				61.65
			BPC22/0126 - BUILDING SERVICES LEVY REFUND		61.65	
112384	14/04/2022	FRIENDS OF ROBIN PARK				2,444.00
			13/04/22 - SPECIAL PURPOSE GRANT		2,444.00	
112358	1/04/2022	FRIENDS OF WARWICK BUSHLAND				118.54
			VARIOUS INVOICES - VARIOUS INVOICES		118.54	
EF099732	14/04/2022	FUJIFILM BUSINESS INNOVATION AUSTRALIA PTY LTD				5,114.50
			CU852818 - REFERENCE PHOTOCOPIER		90.12	
			CU855718 - LIBRARY ADMIN PHOTOCOPIER USAGE COSTS		79.04	
			CU855724 - PHOTOCOPYING FOR PRINTROOM BASEMENT MARCH 22		3,475.74	
			QD988328 - PHOTOCOPIER AP7C788 SERIAL NO: 200093		734.80	
			QD988429 - PHOTOCOPIER AP7C788 SERIAL NO: 200193		734.80	
112389	22/04/2022	GAIL LEIDICH				905.45
			11/04/22 - ATTENDANT SHIFTS CAE 2022		905.45	
EF099977	22/04/2022	GAIL PHELAN				50.00
			14/04/22 - REFUND ADDITIONAL BIN COLLECTION		50.00	
EF099809	14/04/2022	GARETH ROBERT MILLER				280.00
			1 - SALE OF ARTWORK LESS COMMISSION		280.00	
EF099743	14/04/2022	GEARED CONSTRUCTION PTY LTD				218,624.77
			INV-0415 - CHICHESTER PARK - SEPARABLE PORTION #1	01421	87,895.78	
			INV-0416 - CHICHESTER PARK - SEPARABLE PORTION #2	01421	130,728.99	
EF099746	14/04/2022	GEMMA LOUISE GROSSE				500.00
			4 - JOONDALUP FESTIVAL PERFORMANCES		500.00	

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EF099716	14/04/2022	GEOFFREY DRAKE-BROCKMAN				2,156.00
			352 - SIX MONTHLY SERVICE OF INTERLACE SCULPTURE		1,413.50	
			356 - CLEANING OF INTERLACE - DEEP CLEAN, CUT,		742.50	
EF099989	22/04/2022	GEORGIA APPLEBY				778.34
			1 11/04/22 - ATTENDANT SHIFTS CAE 2022		778.34	
EF100145	29/04/2022	GERALD W SMITH				879.78
			121583 - RATES REFUND		879.78	
EF099649	14/04/2022	GLOBAL (WA) PTY LTD T/AS ACCESS OFFICE INDUSTRIES				1,578.83
			95296 - AUSFILE LOCKER		1,578.83	
EF100142	29/04/2022	GLYNN & MELINDA MANSHIP				100.00
			25676 - PART REFUND FOR HIRE FEES		100.00	
EF099740	14/04/2022	GOLD CORPORATION (THE PERTH MINT)				2,007.50
			SIN000081557 - 2022 CITIZENSHIP MEDALIANS		2,007.50	
EF100154	29/04/2022	GOODYEAR & DUNLOP TYRES (AUST) PTY LTD (BEAUREPAIRES)				1,428.48
			6412543630 - BEAUREPAIRS KEWDALE - TYRES & TUBES		1,428.48	
EF100161	29/04/2022	GORMAN DESIGN ENGINEERING PTY LTD (BASKETBALL RINGLEADER)				308.00
			2232 - BASKETBALL BACKBOARD ADJUSTING POLE		308.00	
EF099816	14/04/2022	GPC ASIA PACIFIC PTY LTD (NAPA)				203.50
			1950017815 - PARTS		38.50	
			1950017866 - PARTS		165.00	
EF099817	14/04/2022	GPC ASIA PACIFIC PTY LTD (NAPA)				686.40
			1950017382 - PARTS ONLY		339.90	
			1950017758 - PARTS		297.00	
			1950018217 - PARTS ONLY		49.50	
EF100203	29/04/2022	GPC ASIA PACIFIC PTY LTD (NAPA)				34.12
			1950018990 - PARTS ONLY GENERATOR - SP3300W - F97928		34.12	
EF099839	14/04/2022	GPC ASIA PACIFIC PTY LTD T/AS REPCO				181.50
			4770394761 - GREENS KEEPER 2.5L		181.50	
EF099928	14/04/2022	GREEN SKILLS INC				14,356.65
			P2867 - REACTIVE CONTRACTORS - WEEDING MANUAL		4,536.95	
			P2902 - WEEDING MANUAL FEB - MARCH 22		9,819.70	
EF100117	22/04/2022	GREEN SKILLS INC				15,249.48
			P2861 - LABOUR HIRE 04/01-14/01/22 DEPOT		3,365.74	
			P2956 - LABOUR HIRE 14/04-25/04/22 DEPOT		4,175.82	
			P2957 - LABOUR HIRE 14/03-25/03/22 DEPOT		4,175.82	
			P2966 - REMOVE ALGAE FROM LAKE MCCUBBIN 24/03/22 & 31/03/22		975.70	
			P2967 - BLUE LAKE PARK REMOVAL OF TYPHA FROM THE LAKE 24/03/22 & 31/03/22		2,556.40	
EF100045	22/04/2022	GREENSHED PTY LIMITED (LIVING TURF)				4,527.60
			85811/01 - CENTRAL PARK CBD		4,527.60	
EF100176	29/04/2022	GREENWOOD PARTY HIRE				2,807.00
			B20888 - MARQUEE HIRE		2,807.00	
EF099742	14/04/2022	GREENWORX COMMERCIAL MAINTENANCE PTY LTD				299.20
			84882 - IRRIGATION TECHNICIAN	VP177052	74.80	
			84883 - IRRIGATION TECHNICIAN	01120	224.40	

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EF100020	22/04/2022	GREENWORX COMMERCIAL MAINTENANCE PTY LTD				4,661.20
			85272 - SCHEDULE CONTRACTORS - LANDSCAPING MAINT		1,001.00	
			85273 - SCHEDULE CONTRACTORS - LANDSCAPING MAINT		1,528.04	
			85274 - SCHEDULE CONTRACTORS - LANDSCAPING MAINT		1,549.16	
			85277 - SCHEDULE CONTRACTORS - LANDSCAPING MAINT		583.00	
EF100178	29/04/2022	GREENWORX COMMERCIAL MAINTENANCE PTY LTD				1,604.90
			80069 - IRRIGATION TECHNICIAN	01120	205.70	
			85271 - PROVISION OF IRRIGATION MAINTENANCE SERV	01120	1,100.00	
			85546 - IRRIGATION TECHNICIAN	01120	74.80	
			85844 - IRRIGATION TECHNICIAN	01120	74.80	
			85999 - IRRIGATION TECHNICIAN	01120	74.80	
			86019 - IRRIGATION TECHNICIAN	01120	74.80	
EF100058	22/04/2022	HAILEY MCCAIN				88.00
			1 - SALE OF ARTWORK FROM CAE 2022		88.00	
EF099749	14/04/2022	HART SPORT				3,373.48
			10140994 - GYM EQUIPMENT REPLACEMENT		401.59	
			10141822 - KINDY GYM EQUIPMENT		1,214.60	
			10142739 - TRIAD BALLS AND 3KG HAND WEIGHTS		891.50	
			10143304 - SWIM FINNS		633.49	
			10144155 - HART WATER NOODLE KIT 18-722		232.30	
EF099929	14/04/2022	HAYS SPECIALIST RECRUITMENT (AUSTRALIA) PTY LIMITED				28,199.63
			50725454 - LABOUR HIRE W/E 06/03/22 DEPOT		1,531.90	
			50732766 - CASUAL WORKER		1,574.91	
			50741168 - LABOUR HIRE W/E 13/03/22 DEPOT		1,509.38	
			50741172 - 07/03/22 - 11/03/22 WE 13/03/22 42.5		1,535.17	
			50741173 - LABOUR HIRE WALTER EVERETT		1,551.76	
			50741174 - LABOUR HIRE W/E 13/03/22 DEPOT		1,158.03	
			50754039 - DAY LABOUR HIRE		1,968.65	
			50755976 - LABOUR HIRE W/E 20/03/22 DEPOT		1,531.90	
			50755978 - 14/03/22 - 18/03/22 WE 20/03/22		1,558.08	
			50755980 - 14/03/22 - 18/03/22 WE 20/03/22 33.5		1,558.08	
			50755981 - LABOUR HIRE W/E 14/03/22 DEPOT		1,968.65	
			50769490 - DAY LABOUR HIRE		1,551.76	
			50772863 - 21/03/22 - 25/03/22 WE 27/03/22		1,531.90	
			50772864 - LABOUR HIRE W/E 27/03/22 DEPOT		1,892.35	
			50772865 - CASUAL STAFF		1,181.19	
			50772866 - 21/03/22 - 25/03/22 WE 27/03/22 42.5		1,512.26	
			50772867 - 21/03/22 - 25/03/22 WE 27/03/22		1,551.76	
			50789033 - AGGELOS DOUDAKIS 28/3/22 TO 1 /4 /22		1,531.90	
EF099756	14/04/2022	HAZ ENVIRO SOLUTIONS PTY LTD				1,210.00

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			203688 - HILLARYS ANIMAL EXERCISE BEACH REMOVAL & DISPOSAL OF ASBESTOS		1,210.00	
EF100029	22/04/2022	HAZ ENVIRO SOLUTIONS PTY LTD				1,210.00
			203658 - WASTE DISPOSAL HILLARYS ANIMAL EXERCISE BEACH		1,210.00	
EF099688	14/04/2022	HAZEL BARNES				280.00
			1 - SALE OF ARTWORK LESS COMMISSION		280.00	
EF099755	14/04/2022	HCC (AUST) PTY LTD				51,474.50
			INV-357 - REMOVE EXISTING BRICKPAVERS AND RELAY IN LILBURNE ROAD SELINA TO PRYUS	00819	7,392.00	
			INV-358 - REMOVE EXISTING BRICKPAVERS AND RELAY IN GRAND BLVD	00819	704.00	
			INV-359 - REMOVE EXISTING BRICKPAVERS AND RELAY IN PARNELL AVE /SHEPHERD	00819	5,791.50	
			INV-360 - REMOVE EXISTING BRICKPAVERS AND RELAY IN REEF COURT	00819	1,650.00	
			INV-362 - REMOVE EXISTING BRICKPAVERS AND RELAY IN	00819	1,936.00	
			INV-363 - REMOVE EXISTING BRICKPAVERS AND RELAY IN JOONDALUP DRIVE	00819	704.00	
			INV-364 - REMOVE EXISTING BRICKPAVERS AND RELAY IN	00819	1,056.00	
			INV-365 - REMOVE EXISTING BRICKPAVERS AND RELAY IN	00819	19,734.00	
			INV-366 - REMOVE EXISTING BRICKPAVERS AND RELAY IN	00819	8,844.00	
			NV-367 - REMOVE EXISTING BRICKPAVERS AND RELAY IN	00819	3,663.00	
EF099750	14/04/2022	HEATHRIDGE IGA				600.70
			55370 - REFRESHMENTS		600.70	
EF099753	14/04/2022	HICKEY CONSTRUCTIONS PTY LTD				380,390.03
			2726 - WHITFORDS NODE TOILET BLOCK REPAIRS	01021	50,690.86	
			2742 - EMERALD PARK CLUBROOMS EXTENSION AND REF	00521	228,771.29	
			2744 - BLACKALL TOILET/CHANGEROOMS REPAIRS	01021	204.97	
			2745 - 3RD FLOOR ADMIN BLDG VARIOUS REPAIRS	01021	72,204.76	
			2748 - QUALIFIED CARPENTER NORMAL WORKING HOURS	01021	123.75	
			2750 - WHITFORDS AVENUE/ GIBSON AVENUE INTERSEC	01021	14,200.34	
			2755 - QUALIFIED CARPENTER NORMAL WORKING HOURS	01021	512.05	
			2756 - BEADING WORKS IN OUTDOOR AQUATIC CHZNGEROOMS CLC	01021	6,393.75	
			2765 - QUALIFIED CARPENTER NORMAL WORKING HOURS	01021	7,288.26	
EF100026	22/04/2022	HICKEY CONSTRUCTIONS PTY LTD				4,624.63
			2764 - GLENGARRY DRIVE MEDIAN STRIP	01021	824.18	
			2766 - CRAIGIE LEISURE CENTRE REPAIRS	01021	175.19	
			2767 - AFTER HOURS STANDBY 30/03-05/04/22	01021	528.55	
			2768 - QUALIFIED CARPENTER NORMAL WORKING HOURS	01021	2,835.46	
			2769 - QUALIFIED CARPENTER AFTER HOURS CALL OUT	01021	261.25	
EF100183	29/04/2022	HICKEY CONSTRUCTIONS PTY LTD				3,010.59

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			2770 - WOODVALE COMMUNITY CENTRE	01021	3,010.59	
EF099632	14/04/2022	HIGGINS COOPER BUILDERS PTY LTD				490.50
			BPC22/0437 - BUILDING LICENCES REFUND		490.50	
EF100119	22/04/2022	HODGE COLLARD PRESTON UNIT TRUST T/AS HODGE COLLARD PRESTON				7,448.10
			672022 - CRAIGIE LC ARCHITECTURAL SERVICES PHASE	00620	7,448.10	
EF099748	14/04/2022	HOLCIM (AUSTRALIA) PTY LTD T/AS HUMES				4,130.00
			9407992796 - BASE GULLY 1300 0150 600HOLE DC	00719	1,169.60	
			9408021993 - 1092MM LINER 1.2M LONG	00719	2,960.40	
EF100023	22/04/2022	HOLCIM (AUSTRALIA) PTY LTD T/AS HUMES				3,202.00
			9408037928 - MANHOLE BASE CIRCULAR 1400X150	00719	2,453.15	
			9408042637 - SOAKWELL LINER 1800X600	00719	748.85	
EF100181	29/04/2022	HOLCIM (AUSTRALIA) PTY LTD T/AS HUMES				16,137.71
			9408047304 - GRATED COVER RAISED/FLUSH 25MM WITH LOCK	00719	4,324.72	
			9408047306 - INDUSTRIAL GRATED COVER RAISED/FLUSH 25M	00719	2,050.22	
			9408050933 - 300MM DIAMETER CLASS 4 PRECAST CONCRETE	00719	1,783.57	
			9408050935 - 300MM DIAMETER CLASS 4 PRECAST CONCRETE	00719	591.27	
			9408052720 - CIRCULAR COVER INSERT ONLY	00719	7,387.93	
EF100005	22/04/2022	HOSPITALITY INDUSTRY SERVICE PROVIDERS (HISP) PTY LTD				75.30
			INV-0047 - COFFEES FOR MORNING NETBALL GRAND FINAL		75.30	
EF099772	14/04/2022	HUGH JENKINS				336.00
			1/2022 - SALE OF ARTWORK LESS COMMISSION		336.00	
EF099930	14/04/2022	HYDROQUIP PUMPS				253,165.00
			INV-43211 - IRRIGATION - EXT CONT		197,761.30	
			INV-43227 - BORE DEVELOPMENT (COMPRESSED AIR)	03419	11,358.60	
			INV-43228 - GENERAL - MATERIALS MARK-UP 10% (IRRIGAT	03419	26,423.10	
			INV-43229 - CHARONIA PARK HEADWORKS	03419	15,323.00	
			INV-43239 - EARTHWORKS - EXT CONT		2,299.00	
EF100118	22/04/2022	HYDROQUIP PUMPS				5,632.00
			INV-43246 - CRAIGIE LEISURE CENTRE REPAIRS	03419	528.00	
			INV-43247 - KIERNAN PARK REPAIRS	03419	4,675.00	
			INV-43248 - NORMAL WORKING HOURS - ON-SITE TECHNICIA	03419	429.00	
EF100230	29/04/2022	HYDROQUIP PUMPS				46,274.80
			INV-43242 - NORTHSHORE COUNTRY CLUB WASH FILTER	03419	440.00	
			INV-43243 - BRADEN PARK PUMP	03419	15,236.10	
			INV-43244 - GEORGE SEARS PUMP UNIT SERVICING	03419	15,109.60	
			INV-43245 - PERCY DOYLE - PUMP 2	03419	15,489.10	
EF100114	22/04/2022	HYNES NO 2 FAMILY TRUST T/AS AVIS WANGARA				364.95
			205045794 - VAN HIRE		364.95	
EF099759	14/04/2022	ID CONSULTING PTY LTD				29,810.00

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			14034 - FORECAST ID YEARLY SUBSCRIPTION FEE		29,810.00	
EF099618	14/04/2022	INNOVATIVE PATIOS				147.00
			DA22/0176 - DEVELOPMENT APPLICATION REFUND		147.00	
EF100032	22/04/2022	INSIDER PUBLISHING PTY. LTD.				3,300.00
			INV-001177 - SPONSORED ARTICLE		3,300.00	
EF099761	14/04/2022	INSTANT PRODUCTS HIRE				10,633.99
			130173 - STRUCTURES		8,075.76	
			130174 - STRUCTURES - EXT CONT VARIATION 1		2,558.23	
EF099762	14/04/2022	INTELIFE GROUP				19,300.78
			CIT007-032022L1 - LITTER COLLECTION TEAM	VP283228	17,954.21	
			CIT007-032022L2 - LITTER COLLECTION TEAM MARCH 22	VP131756	1,346.57	
EF100186	29/04/2022	INTELIFE GROUP				2,693.13
			CIT007-022022L2 - LITTER COLLECTION TEAM	VP131756	2,693.13	
EF099763	14/04/2022	IRON MOUNTAIN AUSTRALIA GROUP PTY LTD				2,385.60
			AUD053429 - STORAGE AND RETRIEVAL OF RECORDS MARCH 22		106.04	
			AUD057361 - 2021-22 STORAGE AND RETRIEVAL OF RECORDS		2,279.56	
EF099696	14/04/2022	IXOM OPERATIONS PTY LTD				342.88
			6509826 - SUPPLY AND HIRE OF CHLORINE GAS CLC		342.88	
EF099671	14/04/2022	J BLACKWOOD & SON LTD				5,614.16
			PD1094L - EARMUFFS ABOVE HEAD 31DB – CLASS 5	VP253695	100.54	
			PE0277DL - 01652217 FACE SHIELD CPR BARRIER		207.90	
			PE1386DI - REACTIVE MATERIALS - LANDSCAPING MAINTEN		92.90	
			PE1620DI - GLASSES SAFETY UVEX WARRIOR DARK	VP253695	260.48	
			PE1984DJ - 0188 9996 LITE COM PLUS HEADBAND EARMUFF		1,204.80	
			PE2010DJ - STAR PICKET 1.65MTR METAL		246.40	
			PE2093DI - PARTS & REPAIRS		327.21	
			PE2463DJ - REACTIVE MATERIALS - PLAY EQUIPMENT MAIN		9.20	
			PE2559DK - MECHANIX WEAR M-PACT MPT-58 SYNTHETIC LE	VP253695	181.18	
			PE2657DJ - DANGER TAPE		191.84	
			PE3285DH - GLASSES SAFETY UVEX WARRIOR DARK	VP253695	39.07	
			PE3393DI - PARTS & REPAIRS		40.00	
			PE3974DH - MECHANIX WEAR M-PACT MPT-58 SYNTHETIC LE	VP253695	336.48	
			PE4673DG - RAKE 600MM PLASTIC		148.43	
			PE4718DH - EARPLUGS (200) CLASS 5 / 31DB (BOX OF 20	VP253695	39.60	
			PE4732DK - REACTIVE MATERIALS - PLAY EQUIPMENT MAIN		18.95	
			PE4788DI - CRAYON LUMBER CARSON NO 3 - YELLOW		38.19	
			PE4789DI - JERRY CAN METAL - 10LTR		193.12	
			PE4927DJ - GLASSES SAFETY UVEX WARRIOR DARK	VP253695	390.72	

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			PE4965DJ - PARTS & REPAIRS		271.45	
			PE5529DJ - BYPASS LOPERS		54.20	
			PE6626DH - STAR PICKET CAP		112.56	
			PE7514DJ - PARTS & REPAIRS		189.60	
			PE7958DI - REACTIVE MATERIALS - LANDSCAPING MAINTEN		176.58	
			PE9964DG - REACTIVE MATERIALS - LANDSCAPING MAINTEN		742.76	
EF099993	22/04/2022	J BLACKWOOD & SON LTD				72.62
			PE0936DM - REACTIVE MATERIALS - IRRIGATION MAINTENA		46.60	
			PE4905DL - PARTS & REPAIRS		26.02	
EF100155	29/04/2022	J BLACKWOOD & SON LTD				3,541.90
			PE2092DN - WHEEL STOPS		927.96	
			PE3943DM - TRAFFIC CONE		2,277.44	
			PE5791DM - BYPASS LOPERS		162.59	
			PE7986DM - 0472 0941 SUNSTROM FILTER		173.91	
EF099905	14/04/2022	J.D CAFFEY & CAFFEY FAMILY TRUST T/AS WESTBOOKS				773.06
			327461 - STOCK AS SELECTED		22.19	
			327840 - STOCK AS SELECTED		14.79	
			327841 - STOCK AS SELECTED		14.79	
			327842 - STOCK AS SELECTED		153.90	
			327845 - STOCK AS SELECTED		295.55	
			327850 - STOCK AS SELECTED		113.87	
			327851 - STOCK AS SELECTED		157.97	
EF099767	14/04/2022	J.H. COMPUTER SERVICES PTY LTD				12,962.40
			203284-D01 - KODAK CAPTURE PRO SOFTWARE (7NC)		12,962.40	
EF099590	14/04/2022	JACKSON MCDONALD				32,599.88
			519244 - LEASE EXECUTION ADVICE		1,201.20	
			519459 - PINNAROO POINT CAFE FEES		17,633.83	
			519495 - CONSULTANCY ADVICE OCEAN REEF MARINA		13,764.85	
EF099957	22/04/2022	JACKSON MCDONALD				9,508.95
			519290 - SPONSORSHIP AGREEMENT FESTIVAL OF SPEED		9,508.95	
EF099673	14/04/2022	JAMES BENNETT PTY LTD				1,693.97
			4767892 - BOOKS		269.30	
			4767898 - BGR REPLACEMENTS AS REQUIRED		16.45	
			4767899 - BOOKS		41.98	
			4767900 - BOOKS		193.84	
			4767901 - BOOKS		26.22	
			4767902 - REFERENCE BOOKS		144.70	
			4767903 - BOOKS		283.33	
			4768317 - BOOKS		146.25	
			4768318 - DUNJ		10.50	
			4768319 - WHI		143.39	
			4768320 - BOOKS		24.73	
			4768321 - BOOKS		145.71	
			4768322 - IN DEMAND BOOKS		64.32	
			4768323 - BOOKS		141.25	
			4768324 - REFERENCE BOOKS		42.00	
EF099976	22/04/2022	JANET COATES				225.00
			2444922 - TEAM SPORTS REFUND		225.00	
EF100188	29/04/2022	JANSEN AUDIO				3,531.00

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			6134 - NEW PORTABLE SPEAKER		1,496.00	
			6135 - SPEAKER CABLE		2,035.00	
EF099730	14/04/2022	JASMIN FRANCESCHI (EPIC INSTALLS)				5,500.00
			1175 - SITE DRESSING HILLARYS OPENING WEEKEND JOONDALUP FESTIVAL 2022		5,500.00	
EF099773	14/04/2022	JATRIX HIRE PTY LTD				4,200.00
			INV-3165 - BEAN BAG HIRE JOONDALUP FESTIVAL		4,200.00	
EF100035	22/04/2022	JAZZY2 PTY LTD (AAA PRODUCTION SERVICES)				440.00
			INV-210332 - JOONDALUP FESTIVAL - WA BALLET AUDIO		440.00	
EF099770	14/04/2022	JB HI-FI GROUP PTY LTD T/AS JB HI-FI COMMERCIAL				6,677.00
			BD0764085 - DELL LATITUDE 3310 2-IN-1 CTO(210-AUEK)		1,758.00	
			BD0767914 - DELL DOCK WD 19S		229.00	
			BD0767926 - DELL DOCK WD 19S		228.00	
			BD0767927 - DELL DOCK WD 19S		229.00	
			BD0768012 - DELL DOCK WD 19S		229.00	
			BD0769069 - WD19S 180W DOCKING STATION		488.00	
			BD0774388 - DELL LATITUDE 3310 2-IN-1		1,758.00	
			BD0778243 - DELL LATITUDE 3310 2-IN-1 CTO(210-AUEK)		1,758.00	
EF100034	22/04/2022	JB HI-FI GROUP PTY LTD T/AS JB HI-FI COMMERCIAL				5,289.00
			BD0768323 - DELL DOCK WD 19S		458.00	
			BD0781485 - DELL WD-19S DOCKING STN		244.00	
			BD0783535 - DELL LATITUDE 3310 2-IN-1 CTO (210-AUEK)		1,529.00	
			BD0783881 - DELL LATITUDE 3310 2-IN-1 CTO(210-AUEK)		3,058.00	
EF099768	14/04/2022	JB HI-FI JOONDALUP				1,903.68
			104193280-98 - DATA COMMUNICATION LINKS		112.13	
			108864177-44 - GARMIN WATCHES		998.00	
			108864178-44 - BOSE SPORTS TRUE WIRELESS EARBUDS		299.00	
			304182073-98 - DATA COMMUNICATION LINKS		425.70	
			308867548-44 - AUDIO CABLE		68.85	
EF099612	14/04/2022	JEFFREY J GWILLIAMS				533.83
			177248 - RATES REFUND		533.83	
EF099935	14/04/2022	JEM PROMOTIONAL PRODUCTS				8,783.50
			124850 - MEDIMICS ANTIGEN RAPID TEST 20 PACK		2,843.50	
			125050 - 1000 X PROMOTIONAL TOWELS (CRAIGIE REFUR		5,940.00	
EF099774	14/04/2022	JESSICA ELAINE GORDON (JESS E GORDON)				6,930.00
			22059 - JAZZ NIGHTS JOONDALUP FESTIVAL 2022		6,930.00	
EF099638	14/04/2022	JESSICA MATACZ				225.00
			2405716 - REFUND FOR TEAM SPORTS NETBALL CLC		225.00	
EF099720	14/04/2022	JOANNA WEBBER				1,500.00
			1 - FINAL PAYMENT (2/2) FOR BILLBOARD COMMIS		1,500.00	
EF099624	14/04/2022	JOANNE TRINIDAD				237.60
			25113 - HIRE FEE REFUND		237.60	

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EF099919	14/04/2022	JOHN BEATON				190.00
			13/04/22 - VOLUNTEER SUBSIDY REIMBURSEMENT 18/11/21 - 24/03/22		190.00	
EF099595	14/04/2022	JOHN CHESTER				408.63
			MARCH 22 - EXPENSES REIMBURSEMENT MARCH 22		408.63	
EF099960	22/04/2022	JOHN CHESTER				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF100197	29/04/2022	JOHN MASHMAN				200.00
			1 - SALE OF ARTWORK FROM CAE 2022		200.00	
EF099938	14/04/2022	JOHN MCARDLE				190.00
			12/04/22 - VOLUNTEER SUBSIDY REIMBURSEMENT		190.00	
EF099825	14/04/2022	JOHN PAPAS TRAILERS PTY LTD				9,091.50
			80926 - CUSTOM 8X6 TRAILER WITH REAR SPLIT RAMP		9,091.50	
EF100129	22/04/2022	JOHN ROBERT RAFTIS				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF100111	22/04/2022	JOHN SHEPHEARD T/AS WA EMERGENCY MANAGEMENT				1,023.00
			947 - GUY DANIELS CLUBROOMS - EVACUATION DIAGR		1,023.00	
EF099807	14/04/2022	JONATHAN MONTEBELLO (MONTEBELLO CATERING)				499.95
			3698 - CATERING FOR GOOD TO GREAT WORKSHOP		499.95	
112392	22/04/2022	JOONDALUP LIBRARY PETTY CASH				302.05
			PETTY CASH W/E 14/04/22 - REIMBURSEMENT OF PETTY CASH W/E 14/04/22		302.05	
EF099933	14/04/2022	JOONDALUP PLUMBING SERVICES				72,998.65
			3292-6/22 - BACKFLOW DEVICES - 50MM SERV VARIOUS AREAS	00621	1,353.83	
			3773/22 - SORRENTO NORTH TOILETS REPAIR	00621	177.32	
			3838/22 - CURRAMBINE COMMUNITY CENTRE REPAIRS	00621	223.41	
			3839/22 - HILLARYS NORTH TOILETS REPAIRS	00621	60.17	
			3840/22 - CURRAMBINE COMM CENTRE REPAIRS	00621	478.94	
			3904/22 - BURNS BEACH TAP	00621	144.21	
			3906/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	80.96	
			3907/22 - REPAIRS AT THE WOC	00621	76.67	
			3918/22 - MULLALOO SURF SAND PIT	00621	181.94	
			3954/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	341.22	
			3963/22 - ROBIN PARK DRINK FOUNTAIN	00621	120.34	
			3966/22 - MULLALOO SOUTH TOILETS	00621	825.11	
			3967/22 - HILLARYS NORTH TOILETS	00621	411.84	
			3968/22 - CRAIGIE LEISURE SHOWER	00621	91.74	
			3969/22 - CRAIGIE LEISURE SHOWER	00621	241.18	
			3970/22 - CRAIGIE LEISURE TAPWARE	00621	87.23	
			3971/22 - WORKS DEPOT TAPWARE	00621	78.54	
			3972/22 - HILLARYS ANIMAL BEACH DRAINS	00621	296.01	
			3973/22 - MOOLANDA PARK DRAINS	00621	677.38	

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			3974/22 - WINDERMERE PARK REPAIRS	00621	198.00	
			3975/22 - CRAIGIE LEISURE SHOWER	00621	330.88	
			3976/22 - OTAGO PARK BASIN TAP	00621	68.53	
			3977/22 - CRAIGIE LEISURE BASIN MIXER	00621	191.13	
			3978/22 - KORELLA PARK VANDAL DAMAGE	00621	364.43	
			3979/22 - ADMIN REPLACE AERATOR TO TAP	00621	71.83	
			3980/22 - PERCY DOYLE DRAINS	00621	200.97	
			3981/22 - CRAIGIE LEISURE SHOWER ROSE	00621	169.73	
			3984/22 - WHITFORDS NODES LEAKS	00621	512.49	
			3986/22 - DRAIN CAMERA	00621	540.10	
			3987/22 - CRAIGIE LEISURE BLOCKED TOILET	00621	254.49	
			3989/22 - MARMION BEACH WATER METER	00621	120.34	
			3990/22 - ADMIN NEW HWU	00621	1,005.29	
			3991/22 - WHITFORD NODES VANDAL DAMAGE	00621	128.32	
			3992/22 - CIVIC CENTRE ROOF LEAK	00621	60.17	
			3993/22 - CRAIGIE LEISURE LEAKING SKYLIGHT	00621	209.44	
			3994/22 - CALECTASIA HALL LEAKAGE	00621	181.94	
			3995/22 - CRAIGIE LEISURE CENTRE REPAIRS	00621	90.97	
			3996/22 - KEY WEST TOILETS REPAIRS	00621	234.19	
			3997/22 - LEXCEN PARK TOILET REPAIRS	00621	249.26	
			3998/22 - REID PROMENADE TOILETS REPAIRS	00621	279.68	
			3999/22 - 10% MATERIALS PERCENTAGE MARK-UP APPLICA	00621	331.65	
			4000/22 - LEXCEN PARK WALL BASINS	00621	11,914.54	
			4001/22 - SANTIAGO PARK TOILETS VARIOUS REPAIRS	00621	136.73	
			4002/22 - MULLALOO SOUTH TOILET REPAIRS	00621	287.71	
			4003/22 - BLACKBOY PARK TOILETS REPAIRS	00621	92.73	
			4004/22 - SORRENTO SURF REPAIRS	00621	117.76	
			4005/22 - MIRROR PARK TOILETS REPAIRS	00621	90.97	
			4006/22 - JUNIPER PARK TOILETS REPAIRS	00621	90.42	
			4007/22 - MULLALOO SURF REPAIRS	00621	735.90	
			4008/22 - HILLARYS ANIMAL BEACH REPAIRS	00621	257.84	
			4009/22 - SORRENTO SURF REPAIRS	00621	553.41	
			4010/22 - LEXCEN PARK TOILETS REPAIRS	00621	273.30	
			4011/22 - CRAIGIE LEISURE CENTRE REPAIRS	00621	274.84	
			4012/22 - JOONDALUP ADMINISTRATION REPAIRS	00621	136.46	
			4013/22 - BELDON PARK TOILETS REPAIRS	00621	153.01	
			4014/22 - MULLALOO SURF CLUB REPAIRS	00621	1,638.12	
			4015/22 - MULLALOO NORTH TOILETS REPAIRS	00621	750.64	
			4016/22 - OCEAN REEF FISH CLEANING STATION REPAIRS	00621	1,451.34	
			4017/22 - WARRANDYTE PARK CLUBROOMS REPAIRS	00621	1,202.30	
			4018/22 - CRAIGIE LEISURE CENTRE REPAIRS	00621	1,217.04	

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			4020/22 - TIMBERLANE CLUBROOMS WATER MAIN	00621	178.31	
			4021/22 - MULLALOO SURF BLOCKED DRAINS	00621	175.12	
			4022/22-1 - CLEAN SAND TRAPS, EXCAVATE AND FLUSH LINES VARIOUS AREAS	00621	1,175.46	
			4022/22-2 - CLEAN SAND TRAPS, EXCAVATE AND FLUSH LINES VARIOUS AREAS	00621	1,684.76	
			4023/22 - SUB-CONTRACTORS REN	00621	17,219.51	
			4024/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	60.17	
			4025/22 - MOOLANDA PARK TOILETS REPAIRS	00621	736.89	
			4026/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	89.82	
			4028/22 - SEACREST PARK REPAIRS	00621	90.26	
			4029/22 - MARMION BEACH DRINK FOUNTAIN	00621	185.90	
			4030/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	91.74	
			4031/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	181.94	
			4032/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	71.83	
			4033/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	181.94	
			4034/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	496.32	
			4035/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	120.34	
			4036/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	228.14	
			4037/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	240.68	
			4038/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	211.31	
			4039/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	77.55	
			4042/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	72.05	
			4043/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	369.82	
			4044/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	60.17	
			4045/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	67.21	
			4046/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	220.88	
			4047/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	107.03	
			4048/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	394.24	
			4049/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	107.03	
			4050/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	90.53	
			4051/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	60.17	
			4052/22-1 - GREENWOOD TENNIS FIXTURES	00621	12,772.32	
			4053/22 - ADMIN CAST IRON GRATES	00621	1,632.18	
			4055/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	60.17	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			4056/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	60.17	
			4057/22 - UNBLOCK DRINK FOUNTAIN DRAIN ILUKA FORESHORE	00621	181.94	
			4058/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	127.82	
EF100122	22/04/2022	JOONDALUP PLUMBING SERVICES				14,870.31
			4019/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	820.66	
			4040/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	1,429.56	
			4059/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	6,123.26	
			4060/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	610.83	
			4061/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	336.27	
			4063/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	60.17	
			4064/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	416.30	
			4065/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	136.73	
			4066/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	784.52	
			4067/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	120.34	
			4068/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	99.72	
			4069/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	109.45	
			4070/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	60.17	
			4072/22 - MAXIMUM CALL OUT CHARGE SUNDAY / PUBLIC	00621	114.95	
			4073/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	109.45	
			4075/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	109.45	
			4076/22 - NORMAL WORKING HOURS QUALIFIED PLUMBING	00621	3,428.48	
EF100232	29/04/2022	JOONDALUP PLUMBING SERVICES				414.04
			3988/22 - GASCOYNE PARK	00621	293.70	
			4054/22 - LEXCEN PARK DRINK FOUNTAIN	00621	120.34	
EF099771	14/04/2022	JOONDALUP SPORTS ASSOCIATION				8,140.00
			678 - INSURANCE CLAIM - HIRE OF PORTABLE AIRCO		8,140.00	
EF099608	14/04/2022	JOSHUA CHAPMAN				138.45
			04/04/22 - REIMBURSEMENT FOR PAYMENT MADE TO AUSTRALIA POST FOR POSTAGE FESTIVAL 22		138.45	
EF099967	22/04/2022	JOSHUA CHAPMAN				141.70
			13/04/22 - REIMBURSEMENT FOR PAYMENT MADE TO MINDARIE REGIONAL COUNCIL WEIGHBRIDGE		141.70	
EF099964	22/04/2022	JULIA ANDRIJASEVICH				4,000.00
			1 - CAE AWARD: MOST OUTSTANDING ARTWORK		4,000.00	
EF099820	14/04/2022	KADESJADA TRUST (ONE 20 PRODUCTIONS)				7,726.40
			14675 - PRODUCTION EQUIP & OPERATOR - WEEK 2		2,761.00	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			14682 - PRODUCTION EQUIP & OPERATOR - WEEK 3		2,734.60	
			14683 - PRODUCTION/STAGING/AUDIO CONCERT 2 CANCELLATION FEE		2,230.80	
EF099780	14/04/2022	KAMILE PTY LTD (KAMILE GALLERY)				485.10
			1488 - JUDGING		485.10	
EF099641	14/04/2022	KAROL TURSKI				61.65
			BPU22/0175 - REFUND BUILDING SERVICES LEVY		61.65	
EF099805	14/04/2022	KATH MOLLER				150.00
			30/03/22 - FACILITATE A PRESENTATION		150.00	
EF099777	14/04/2022	KATIE HELEN GORDON (KATIE GORDON SERVICES)				3,100.00
			10138 - SALE OF ARTWORK LESS COMMISSION		1,600.00	
			10139 - CAE AWARD: CELEBRATING JOONDALUP AWARD		1,500.00	
EF100039	22/04/2022	KATIE HELEN GORDON (KATIE GORDON SERVICES)				2,081.00
			10140 - ATTENDANT ROSTERING & ATTENDANT SHIFTS CAE 2022		789.00	
			10141 - ATTENDANT SHIFTS CAE 2022		1,292.00	
EF099617	14/04/2022	KATIE MARIS				80.00
			1 - SALE OF ARTWORK		80.00	
EF100166	29/04/2022	KELLY LEE-BELL (CLASSES CAKES AND MORE)				650.00
			CCM327 - ANCHORS YOUTH EVENT SERIES ACTIVITY		650.00	
EF099971	22/04/2022	KEVIN METCALF				100.00
			29/03/22 - REFUND OF ESTABLISHMENT FEE 240L RED BIN		100.00	
EF099937	14/04/2022	KINROSS SUPA IGA				151.67
			02/4120 - FOOD SUPPLIES FOR THE YOUTH TRUCK		79.04	
			02/4317 - COOKING ITEMS FOOD AND DRINK		72.63	
EF099936	14/04/2022	KLEENIT PTY LTD				5,744.53
			149807 - REMOVAL OF BORE STAINING FROM STAINLESS STEEL BINS		220.00	
			150561 - REMOVE PAINT AT MOOLANDA PARK		660.00	
			150562 - REACTIVE CONTRACTORS - STRUCTURE MAINTEN		242.00	
			150564 - PRESSURE CLEANING AT CENTRAL PARK		2,090.00	
			150645 - GRAFFITI CONTROL SERVICES	02719	2,532.53	
EF100124	22/04/2022	KLEENIT PTY LTD				2,266.12
			150887 - GRAFFITI CONTROL SERVICES	02719	2,266.12	
EF100233	29/04/2022	KLEENIT PTY LTD				3,764.82
			151031 - GRAFFITI CONTROL SERVICES	02719	1,512.94	
			151032 - GRAFFITI CONTROL SERVICES	02719	1,591.88	
			151099 - HIGH PRESSURE WASH - INCLUDING PAVEMENT	02719	660.00	
EF099776	14/04/2022	KLMEDIA PTY LTD T/AS ALL ACCESS AUSTRALASIA				952.79
			1153781 - DVDS / CDS AS SELECTED		48.60	
			1153782 - DVDS - ADULT FICTION AS PER PROFILE		193.18	
			1153783 - JUNIOR DVDS AS PER PROFILE		58.52	
			1153841 - DVDS / CDS AS SELECTED		190.27	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			1153842 - DVDS - ADULT FICTION AS PER PROFILE		361.02	
			1153843 - JUNIOR DVDS AS PER PROFILE		101.20	
EF100038	22/04/2022	KLMEDIA PTY LTD T/AS ALL ACCESS AUSTRALASIA				29.26
			1153958 - DVD'S FOR BOW		29.26	
EF099621	14/04/2022	KTR CREATIONS				293.00
			DA22/0154 - DEVELOPMENT APPLICATION REFUND		293.00	
EF099640	14/04/2022	KYLIE BERGMANN				157.50
			2 - REIMBURSEMENT 3 X $50 GIFT VOUCHES FOR STAFF ON THE SPOT REWARDS		157.50	
EF099775	14/04/2022	KYOCERA MITA AUSTRALIA PTY LTD				3,766.98
			90432989 - PHOTOCOPYING FOR COMM DEVEL FEB - MARCH 22		364.96	
			90432990 - REFERENCE PHOTOCOPIERS USAGE COSTS FEB - MARCH 22		74.68	
			90432991 - PHOTOCOPYING FOR RANGERS FEB - MARCH 22		146.64	
			90432992 - PHTOCOPYING FOR OFFICE OF THE CEO FEB - MARCH 22		47.48	
			90432993 - PHOTOCOPYING FOR HEALTH FEB =- MARCH 22		155.58	
			90432994 - PRINTING CUSTOMER SERVICE		20.53	
			90432995 - PHOTOCOPYING FOR BUILDING FEB - MARCH 22		28.33	
			90432996 - FINANCE DEPARTMENT COPIER CHARGES		54.44	
			90432997 - PHOTOCOPYING FOR ASSETS FEB - MARCH 22		107.70	
			90432998 - PHOTOCOPYING FOR CRAIGIE LEIS CTR FEB - MARCH 22		12.94	
			90433001 - PHOTOCOPYING FOR DIRECTOR OF CORPORATE SERVICES EA'S OFFICE FEB - MARCH 22		88.08	
			90433003 - PHOTOCOPYING FOR CEO EA'S OFFICE FEB - MARCH 22		48.92	
			90433004 - PHOTOCOPYING FOR BUILDING FEB - MARCH 22		39.89	
			90433005 - USAGE COSTS FOR DUNCRAIG LIIBRARY		33.64	
			90433006 - PHOTOCOPYING FOR HR FEB - MARCH 22		83.78	
			90433008 - PROJECT & RISK COPIER CHARGES		34.09	
			90433009 - PHOTOCOPYING FOR OFFICE OF THE CEO FEB - MARCH 22		44.95	
			90433011 - PRINTING CUSTOMER CARE		17.85	
			90433012 - USAGE COSTS FOR WHITFORD LIIBRARY		40.05	
			90433013 - USAGE COSTS FOR WOODVALE LIIBRARY		64.15	
			90433015 - WORKS DEPOT COPIER CHARGES		293.71	
			90433016 - USAGE COSTS FOR DUNCRAIG LIIBRARY		25.63	
			90433017 - USAGE COSTS FOR WHITFORD LIIBRARY		57.23	
			90433019 - PHOTOCOPYING FOR RATES FEB - MARCH 22		54.05	
			90433020 - PHOTOCOPYING FOR RANGERS FEB - MARCH 22		29.25	
			90433021 - JOONDALUP PHOTOCOPIERS USAGE COSTS		82.84	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			90433022 - REFERENCE PHOTOCOPIERS USAGE COSTS		58.01	
			90433023 - PHOTOCOPYING FOR RATES FEB - MARCH 22		19.55	
			90433024 - WORKS DEPOT COPIER CHARGES		99.31	
			90433025 - PHOTOCOPYING FOR RATES FEB - MARCH 22		19.87	
			90433026 - USAGE COSTS FOR WHITFORD LIIBRARY		18.78	
			90433027 - PHOTOCOPYING FOR CRAIGIE LEIS CTR FEB - MARCH 22		252.41	
			90433028 - PHOTOCOPYING FOR PLANNING FEB - MARCH 22		67.78	
			90433029 - PHOTOCOPYING FOR COMM DEVEL FEB - MARCH 22		64.92	
			90433030 - ADMIN PHOTOCOPIER		12.17	
			90433031 - PHOTOCOPYING FOR HR FEB - MARCH 22		99.18	
			90433032 - PLANNING & APPROVALS COPIER CHARGES		19.37	
			90433033 - USAGE COSTS FOR DUNCRAIG LIIBRARY		67.71	
			90433034 - WORKS DEPOT COPIER CHARGES		39.58	
			90433035 - PRINTING CUSTOMER SERVICE		29.90	
			90433036 - PHOTOCOPYING FOR COMPLIANCE FEB - MARCH 22		24.81	
			90433037 - WORKS DEPOT COPIER CHARGES		20.45	
			90433038 - PHOTOCOPYING FOR CRAIGIE LEIS CTR FEB - MARCH 22		42.59	
			90433039 - USAGE COSTS FOR DUNCRAIG LIIBRARY		16.63	
			90433040 - CM PHOTOCOPIERS USAGE COSTS		15.36	
			90433041 - PHOTOCOPYING FOR WASTE MANG FEB - MARCH		12.20	
			90433042 - PHOTOCOPYING FOR DIRECTOR OF GOVERNANCE & STRATEGY FEB - MARCH 22		139.79	
			90433043 - PHOTOCOPYING FOR IMS FEB - MARCH 22		432.61	
			9043310 - USAGE COSTS FOR WHITFORD LIIBRARY		104.78	
			90433302 - USAGE COSTS FOR WOODVALE LIIBRARY FEB - MARCH 22		37.83	
EF100037	22/04/2022	KYOCERA MITA AUSTRALIA PTY LTD				24.90
			90433018 - COPIER WOC		24.90	
EF099778	14/04/2022	KYRON PTY LTD (KYRON EVENT SOLUTIONS)				2,102.98
			INV-0023 - PRODUCTION COORDINATOR - VC JOONDALUP FESTIVAL 2022		1,642.63	
			INV-0024 - PRODUCTION COORDINATOR - FESTIVAL		460.35	
EF100040	22/04/2022	KYRON PTY LTD (KYRON EVENT SOLUTIONS)				933.50
			INV-0026 - SITE CREW FOR WANGARA WAREHOUSE VACATE		933.50	
EF100190	29/04/2022	KYRON PTY LTD (KYRON EVENT SOLUTIONS)				306.90
			INV-0029 - SITE CREW FOR WANGARA WAREHOUSE VACATE		306.90	
EF099893	14/04/2022	L & T VENABLES				122.95
			10032605 - PARTS		122.95	

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EF099887	14/04/2022	L.P AIKEN & D.J BEER & T.D BOYCE AND OTHERS (THOMSON GEER)				1,028.50
			1049962 - ECO SHARK BARRIER		1,028.50	
EF099788	14/04/2022	LA FORTUNA PTY LTD (AUSTRALIAN GUARDS AND PATROLS)				4,039.36
			20404 - INITIAL GUARD RESPONSE ALARMS 21/03- 27/03/22	VP173497	361.28	
			20458 - GUARD RESPONSES FOR WEEK AHEAD: 28/3-3/4	VP173497	240.80	
			20462 - GUARDS UNLOCKING AND LOCKING PARK GATES	VP173497	1,718.64	
			20463 - GUARDS UNLOCKING AND LOCKING PARK GATES	VP173497	1,718.64	
EF100046	22/04/2022	LA FORTUNA PTY LTD (AUSTRALIAN GUARDS AND PATROLS)				150.50
			20494 - GUARD RESPONSES FOR WEEK AHEAD: 4-10/4	VP173497	150.50	
EF100194	29/04/2022	LA FORTUNA PTY LTD (AUSTRALIAN GUARDS AND PATROLS)				662.20
			20510 - GUARD RESPONSES FOR WEEK AHEAD: 11-17/4	VP173497	662.20	
EF099783	14/04/2022	LANDGATE MIDLAND				326.40
			1175772 - ONLINE SHOP		326.40	
EF100041	22/04/2022	LANDGATE MIDLAND				1,303.76
			373903 - GRV INT VALS METRO SHRD AND FESA		1,303.76	
EF100191	29/04/2022	LASSO E & P PTY LTD (KIDS IN PERTH PLATFORM)				1,100.00
			5665 - KIDS IN PERTH ADVERTISING PACKAGE		1,100.00	
EF099871	14/04/2022	LAURA YOUNG T/AS SUGAR DU JOURE				1,600.00
			310 - GOLD DIGGER PROGRAMMING - SHOW IN GOLD		1,600.00	
EF099735	14/04/2022	LAURENCE NATHALIE CAROLE KUNTZ T/AS FRENCH TOPICS & CO				250.00
			1548 - FACILITATE A PRESENTATION ON TEN QUIRKY THINGS ABOUT FRANCE		250.00	
EF099785	14/04/2022	LEND LEASE PROPERTY MANAGEMENT (AUSTRALIA) PTY LIMITED				4,973.87
			611641038619 - HIRE OF GREAT SPACE FOR EXHIBITION CAE 19/03-31/03/822		4,973.87	
EF099635	14/04/2022	LEONIE HANGAN				136.30
			062103803155 - REIMBURSEMENT FOR PURCHASE OF SHUTTLECOCKS		136.30	
EF100081	22/04/2022	LESLEY ROBERTSON				333.59
			2 - ATTENDANT SHIFTS CAE 2022		333.59	
EF099789	14/04/2022	LIBERTY EXECUTIVE OFFICES (JOONDALUP) PTY LTD				46.20
			LEO7/10292 - EAGLE ROOM HIRE 26 APR 22		46.20	
EF100192	29/04/2022	LINKS MODULAR SOLUTIONS PTY LTD				990.00
			IN0606718 - SMS CREDITS		990.00	
EF100043	22/04/2022	LISA CAITLIN LIEBETRAU				285.00
			11/04/22 - ATTENDANT SHIFTS CAE 2022		285.00	
EF099974	22/04/2022	LISA ESTRANO				193.88
			20/4/22 - REIMBURSEMENT AUDIO VISUAL EQUIPMENT		193.88	
EF099602	14/04/2022	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA				815.00
			32383 - PROJECT MANAGEMENT ESSENTIALS WORKSHOP		815.00	
EF099786	14/04/2022	LOCHNESS UNIT TRUST T/AS LOCH NESS LANDSCAPE SERVICES				10,495.32

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			86288 - MOWING SERVS VARIOUS AREAS FEB 22	VP286876	4,777.74	
			86400 - 10001M2 UPWARDS - FULL MOWING OF PARK IN	VP286876	5,717.58	
EF099787	14/04/2022	LOMWEST ENTERPRISES PTY LTD				30,835.15
			1808 - REPLACEMENT OF EXISTING RETAINING WALL QUAY COURT SORRENTO		30,835.15	
EF100044	22/04/2022	LOMWEST ENTERPRISES PTY LTD				154,175.50
			1809 - STRUCTURES - EXT CONT		154,175.50	
EF099609	14/04/2022	LORETTO OCARIZ				150.00
			2432289 - NETBALL REFUND		150.00	
EF099899	14/04/2022	LOTHIAN TRUST (IRON TECH INDUSTRIES)				3,168.00
			6963 - VARIOUS AREAS IN HILLARYS REPAIRS	02819	973.50	
			6967 - NORMAL WORKING HOURS - ON SITE	02819	704.00	
			6969 - REMOVE DOG CAGES FROM TWO UTES		1,490.50	
EF100108	22/04/2022	LOTHIAN TRUST (IRON TECH INDUSTRIES)				236.50
			6970 - NORMAL WORKING HOURS - ON SITE	02819	236.50	
EF100146	29/04/2022	LUKE & TAMELLA BEFUMO				361.43
			102406 - RATES REFUND		361.43	
EF099793	14/04/2022	M M ELECTRICAL MERCHANDISING				528.00
			362771-693 - IRRIGATION MAINTENANCE		528.00	
EF100078	22/04/2022	M P ROGERS & ASSOCIATES PTY LTD				6,338.83
			22472 - CONSULT COASTAL MONITORING	03616	4,931.75	
			22491 - CEO CONSULTANCY - PROVISION OF MARINE EN	03616	1,407.08	
EF099808	14/04/2022	M.R LOPATEN & W.G LOPATEN (MANDURAH MOWERS & STEEL)				7,104.00
			11414#2 - MEY CYLINDER MOWER 26" SPLIT ROLLER		7,104.00	
EF100055	22/04/2022	MAGICORP PTY LIMITED (MAGIC STUDIOS)				247.50
			INV-33806 - VOICE OVER FOR THE ART COLLECTION VIDEO		247.50	
EF099889	14/04/2022	MAHAVIR HOLDINGS PTY LTD (THE CHEESECAKE SHOP WARWICK)				875.00
			W4295 - CUPCAKES RED/BLACK/WHITE		875.00	
EF099657	14/04/2022	MAIA FINANCIAL PTY LIMITED				41,058.26
			C36016 - CARDIO LEASE PAYMENT FOR CLC		6,666.18	
			C36017 - CARDIO LEASE PAYMENT FOR CLC		34,392.08	
EF099790	14/04/2022	MAJOR MOTORS				1,416.09
			1186631 - PARTS ONLY		723.09	
			1188402 - RENEWAL OF SUBSCRIPTION FOR EQ HIT		693.00	
EF099939	14/04/2022	MANHEIM PTY LTD				624.80
			5508661325 - ABANDONED VEHICLES		624.80	
EF099941	14/04/2022	MARC ASH PHOTOGRAPHY				1,650.00
			1512 - TEAM SPORTS PHOTOGRAPHY AND VIDEO		1,650.00	
EF100234	29/04/2022	MARC ASH PHOTOGRAPHY				2,750.00
			1535 - REFURBISHMENT VIDEO - TOUR AND LAUNCH		2,750.00	
EF100195	29/04/2022	MARINDUST SALES & ACE FLAGPOLES				628.10
			22385 - GRID IRON CROSS BAR		628.10	
EF099636	14/04/2022	MARK I GRYNGLAS				1,687.00
			160681 - RATES REFUND		1,687.00	

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EF099637	14/04/2022	MARK L & RHODA CABUSI				1,987.00
			204280 - RATES REFUND		1,987.00	
EF099799	14/04/2022	MARKETFORCE PTY LTD				1,346.17
			39132 - FEB EARLY SETTLEMENT FEE		-33.95	
			42986 - ADVERTISING TENDERS 011/22 & 020/22		866.73	
			42987 - ADVERTISING TENDER EOI 010/22		513.39	
EF099798	14/04/2022	MARK'S RETICULATION				165.00
			6758 - RETIC REPAIRS ELLERSDALE ROAD WARWICK		165.00	
EF099614	14/04/2022	MARNI FOWLER				150.00
			2429072 - TEAM SPORTS REFUND		150.00	
EF100024	22/04/2022	MASTER HOSE PTY LTD T/AS HOSE	MART			304.43
			510672 - PARTS ONLY		304.43	
EF100182	29/04/2022	MASTER HOSE PTY LTD T/AS HOSE	MART			41.23
			508809 - PARTS ONLY 1GET700 - ISUZU FSD140- F9603		41.23	
EF100196	29/04/2022	MCS SECURITY GROUP PTY LTD				37,347.93
			1-00067017 - SECURITY SERVICE FOR JOONDALUP FESTIVAL		16,089.21	
			I-00067018 - SECURITY SERVICE FOR JOONDALUP FESTIVAL		18,901.53	
			I-00067019 - SECURITY SERVICE FOR JOONDALUP FESTIVAL		2,357.19	
EF099940	14/04/2022	MEGA VISION AUSTRALIA PTY LTD				10,123.58
			23981 - GOLD DIGGER AUDIO JOONDALUP FESTIVAL 2022		10,123.58	
EF099796	14/04/2022	MEMENTO CREATIVE				3,973.20
			9908 - DOOR HANGERS 1000 OF EACH DESIGN		3,973.20	
EF099598	14/04/2022	MICHAEL HAMLING				308.00
			41456 - REIMBURSEMENT RECORDS & RECOGNITION		178.10	
			9265607003416404 - REIMBURSEMENT LAPTOP STAND		129.90	
EF099934	14/04/2022	MICHAEL JAMES STUDMAN T/AS JOONDALUP RE-UPHOLSTERY SERVICE				1,610.00
			79 - UPHOLSTERY REPLACEMENT		1,610.00	
EF099794	14/04/2022	MINDARIE REGIONAL COUNCIL				124,361.58
			SINV-044905 - LITTER TEAM 18/02-24/02/22		1,959.11	
			SINV-045048 - LITTER TEAM 18/03-24/03/22		1,896.55	
			SINV-045064 - DOMESTIC WASTE 18/03-24/03/22		111,309.53	
			SINV-045065 - GENERAL WASTE ANIMAL		19.00	
			SINV-045073 - LITTER TEAM 25-31/3/2022		1,646.30	
			SINV-045099 - DISPOSAL OF MIXED GREEN WASTE		7,493.09	
			SINV-045127 - GENERAL WASTE ANIMAL		38.00	
EF100048	22/04/2022	MINDARIE REGIONAL COUNCIL				111,645.59
			SINV-045107 - LITTER TEAM 1-7/4/22		1,644.52	
			SINV-045126 - DOMESTIC WASTE 1-7/4/22		110,001.07	
EF099803	14/04/2022	MMTD WA PTY LTD (UNIFY DIGITAL)				5,225.00
			INV-1057 - PROGRAMMATIC DISPLAY JOONDALUP FESTIVAL 2022		1,925.00	
			INV-1058 - YOUTUBE PRE-ROLL DIGITAL ADS JOONDALUP FESTIVAL 2022		1,100.00	
			INV-1059 - PROGRAMMATIC ADVERTISING IAP 2022		2,200.00	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
EF100054	22/04/2022	MMTD WA PTY LTD (UNIFY DIGITAL)				2,640.00
			INV-1056 - JOONDALUP FESTIVAL DIGITAL CAMPAIGN		2,640.00	
EF099791	14/04/2022	MODERN TEACHING AIDS PTY LTD				18,909.74
			44744443 - PLAY EQUIPMENT		4,966.83	
			44744447 - PLAY EQUIPMENT		4,611.26	
			44744450 - PLAY EQUIPMENT		2,954.77	
			44744452 - PLAY EQUIPMENT		2,779.37	
			44744454 - PLAY EQUIPMENT		826.49	
			44744455 - PLAY EQUIPMENT		239.25	
			44744458 - PLAY EQUIPMENT		654.94	
			44744459 - PLAY EQUIPMENT		1,230.90	
			44761061 - PLAY EQUIPMENT		576.90	
			44767367 - LIBRARY STOCK		69.03	
EF100049	22/04/2022	MOMAR AUSTRALIA PTY LTD				1,155.00
			205255 - SUPERPINE		1,155.00	
EF099710	14/04/2022	MONIQUE CHEVALIER				750.00
			1 - CAE AWARD: STUDENT AWARD		750.00	
EF099881	14/04/2022	MUROLO TT PTY LTD T/AS TOTAL TOOLS JOONDALUP				554.40
			195690 - RM - UNSPECIFIED EXT MATERIAL PURC		388.00	
			195691 - SIGN MAINTENANCE		64.00	
			196136 - REACTIVE MATERIALS - LANDSCAPING MAINTEN		67.50	
			196633 - REACTIVE MATERIALS - LANDSCAPING MAINTEN		34.90	
EF100056	22/04/2022	MY MEDIA INTELLIGENCE PTY LTD				1,254.44
			INV-2200 - MEDIA MONITORING FOR 2021/22		1,254.44	
EF099802	14/04/2022	N.F DOUGLAS & P GILLETT & F.D GRGICH & D MCLEOD & D NICHOLSO				9,705.20
			122392 - LEGAL FEES		1,487.80	
			123691 - LEGAL FEES		1,158.18	
			123758 - LEGAL FEES		4,973.14	
			123759 - LEGAL FEES		1,966.14	
			123899 - LEGAL FEES		119.94	
EF100053	22/04/2022	N.F DOUGLAS & P GILLETT & F.D GRGICH & D MCLEOD & D NICHOLSO				1,512.85
			123690 - LEGAL FEES		405.34	
			123692 - LEGAL FEES		1,107.51	
EF099900	14/04/2022	NANCY & SUSAN P ZUVELA T/AS WATTLEUP TRACTORS				479.80
			1284268 - PARTS ONLY		479.80	
EF100223	29/04/2022	NANCY & SUSAN P ZUVELA T/AS WATTLEUP TRACTORS				173.38
			1284631 - PARTS ONLY 1GZR714 MF TRACTOR		173.38	
EF099594	14/04/2022	NARELLE JUNE HARRISON				152.00
			Q3 2021/22 - VOLUNTEER SUBSIDY REIMBURSEMENT 01/02- 29/03/22		152.00	
EF099813	14/04/2022	NATURAL AREA HOLDINGS PTY LTD (NATURAL AREA MANAGEMENT				145,255.00
			17204 - BROAD BEACH LAKE ALGAE REMOVAL		4,950.00	
			17236 - FIRE MITIGATION		43,725.00	
			17237 - REACTIVE CONTRACTORS - FIRE MITIGATION		10,807.50	
			17238 - REACTIVE CONTRACTORS - FIRE MITIGATION		21,862.50	

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			17239 - REACTIVE CONTRACTORS - FIRE MITIGATION		63,910.00	
EF100061	22/04/2022	NATURAL AREA HOLDINGS PTY LTD	(NATURAL AREA MANAGEMENT			8,082.80
			17308 - LAKE VALLEY BUSHFIRE MITIGATION		8,082.80	
EF099810	14/04/2022	NEC AUSTRALIA PTY LTD				158.91
			9180244352 - LIC SV95 UC FUNDPLUSUSER-1		158.91	
EF100198	29/04/2022	NEC AUSTRALIA PTY LTD				46,328.10
			9180243687 - NEC ANNUAL MAINTENANCE (PABX)		46,328.10	
112369	8/04/2022	NERIDA MOREDOUNDT				500.00
			31/03/22 - DESIGN REFERENCE PANEL FEE		500.00	
EF099814	14/04/2022	NEVERFAIL SPRINGWATER LIMITED				290.29
			INV-000478441 - SUPPLY OF BOTTLED WATER 2021/2022		89.95	
			INV-000478467 - SUPPLY OF BOTTLED WATER 2021/2022		17.70	
			INV-000502630 - SUPPLY OF BOTTLED WATER CUSTOMER SERVICE		35.40	
			INV-000502640 - WATER BOTTLES FOR LEISURE		71.75	
			INV-000502643 - BOTTLED WATER ADMIN BASEMENT		44.25	
			INV-000505863 - SUPPLY 15LTR SPRING WATER BOTTLES COUNCIL CHAMBERS		31.24	
EF100201	29/04/2022	NEVERFAIL SPRINGWATER LIMITED				132.75
			INV-000332203 - 15L SPRINGWATER BOTTLES ADMIN BASEMENT		53.10	
			INV-000372250 - SUPPLY OF BOTTLED WATER CUSTOMER SERVICE		53.10	
			INV-000502639 - SUPPLY OF WATER FOR PLANNING SERVICES		26.55	
EF099811	14/04/2022	NORTHERN DISTRICTS PEST CONTROL				385.00
			8372 - SUPPLY & APPLICATION OF COCKROACH TREATM	VP203395	132.00	
			8379 - SUPPLY & APPLICATION OF BEE TREATMENT (I	VP203395	176.00	
			8380 - SUPPLY & APPLICATION OF ANT TREATMENT (I	VP203395	77.00	
EF100059	22/04/2022	NORTHERN DISTRICTS PEST CONTROL				1,885.70
			8297 - RELOCATION OF 1 SNAKE TO NATURAL AREA AW	VP203395	275.00	
			8370 - PIGEON REMOVAL	VP203395	208.20	
			8371 - SUPPLY & INSTALL RODENT BAIT STATION INC	VP203395	297.00	
			8378 - SUPPLY & APPLICATION OF SPIDER TREATMENT	VP203395	385.00	
			8391 - PEST TREATMENT HEATHRIDGE PARK CLUBROOMS	VP203395	60.50	
			8398 - ANT TREATMENT MCKIRDY PARK	VP203395	308.00	
			8402 - SUPPLY & APPLICATION OF BEE TREATMENT PERIWINKLE PARK	VP203395	352.00	
EF100199	29/04/2022	NORTHERN DISTRICTS PEST CONTROL				825.00
			8400 - JOONDALUP LIBRARY	VP203395	330.00	
			8408 - FERNDOWN, CURRAMBINE	VP203395	495.00	
EF099812	14/04/2022	NORTHSIDE NISSAN				11,008.70
			HIHJ399894 - 120,000KM YEAR 2017/18, MITSUBISHI TRITO	01020	1,532.50	

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			NICJ399301 - SERVICE VW TRANSPORTER	01020	187.00	
			NIFJ399247 - REPAIRS TO ISUZU D-MAX	01020	1,287.50	
			NIHJ399071 - 120,000KM SERVICE ISUZU D MAX	01020	1,011.30	
			NIHJ399175 - 150,000KM SERVICE HYUNDAI 140	01020	269.90	
			NIHJ399176 - 120,000KM SERVICE HYUNDAI 140	01020	375.50	
			NIHJ399403 - 120,000 KM YEAR 2018, VOLKSWAGON CADDY,	01020	1,592.20	
			NIHJ399503 - 70,000KM SERVICE TOYOTA COROLLA HATCH	01020	734.50	
			NIHJ399504 - 100,000KM SERVICE NISSAN NAVARA	01020	353.50	
			NIHJ399606 - 120,000KM YEAR 2017/18, FORD TRANSIT CUS	01020	403.00	
			NIHJ399628 - 120,000KM SERVICE FORD TRANSIT CUS	01020	1,363.00	
			NIHJ399895 - 120,000KM YEAR 2016/17, NISSAN NAVARA, N	01020	883.80	
			NIOJ399751 - TYRES PERCENTAGE MARK-UP - 10%	01020	1,015.00	
EF100060	22/04/2022	NORTHSIDE NISSAN				3,607.25
			NIFJ400014 - PARTS AND MATERIALS PERCENTAGE MARK-UP -	01020	485.90	
			NIHJ397792 - 120,000KM YEAR 2015, TOYOTA HIACE 7W0418	01020	645.00	
			NIHJ399289 - 75,000KM YEAR 2017/18, FORD TRANSIT CUST	01020	242.15	
			NIHJ399420 - 30,000KM YEAR 2019, ISUZU D-MAX, 4X2 DRI	01020	1,030.00	
			NIHJ399893 - 120,000KM SERVICE MITSUBISHI TRITON	01020	821.00	
			NIHJ400011 - 150,000KM YEAR 2017/18, HYUNDAI 140 TOUR	01020	383.20	
EF100200	29/04/2022	NOVA ENTERTAINMENT (PERTH) PTY LIMITED				21,142.00
			245530-2 - RADIO CAMPAIGN		21,142.00	
EF099943	14/04/2022	OFFICEWORKS LTD (OFFICEWORKS DIRECT)				815.55
			607 004414708 - FILE AS SELECTED		9.44	
			607 004809602 - AUTO-LOCK PROJECTOR SCREEN		98.00	
			607 004818952 - FILE AS SELECTED		44.48	
			607 120071 - CINEMA VOUCHERS, RAFFLE BOOKS		173.93	
			607 414768 - EVENT GOLD CLASS VOUCHER		400.00	
			607 913537 - SAMSUNG DATA CABLE MICRO		89.70	
EF100128	22/04/2022	OFFICEWORKS LTD (OFFICEWORKS DIRECT)				309.00
			607 120543 - 2 X $50 GIFT VOUCHERS		100.00	
			607828403 - PRODUCT CODE: JBTORO3PED TORO 3 DRAW		209.00	
EF100236	29/04/2022	OFFICEWORKS LTD (OFFICEWORKS DIRECT)				850.00
			607 830960 - GIFT VOUCHERS 5 X $100, 1 X $250 + FEES		750.00	
			607 906293 - GIFT VOUCHER		100.00	
EF099849	14/04/2022	OKSANA RYBCHAK				240.00
			1 - SALE OF ARTWORK LESS COMMISSION		240.00	
EF099822	14/04/2022	ON ROAD AUTO ELECTRICS PTY LTD				406.40
			IV00000003627 - REMOVE BEACONS		406.40	
EF100065	22/04/2022	ON ROAD AUTO ELECTRICS PTY LTD				45.15

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			IV00000003627. - SUNDRIES AND LABOUR		45.15	
EF100204	29/04/2022	OOH!MEDIA OPERATIONS PTY LIMITED				422.40
			18157552 - STANDING ORDER FOR BUS SHELTER SUPERLITE		211.20	
			18157560 - STANDING ORDER FOR BUS SHELTER SUPERLITE		211.20	
112372	8/04/2022	OPERATION STORES PETTY CASH				296.50
			PETTY CASH W/E 08/07/22 - PETTY CASH REIMBURSEMENT W/E 08/04/22		296.50	
EF099819	14/04/2022	OPRA AUSTRALIA PTY LTD				1,771.00
			OPSI04380 - PSYCHOMETRIC TESTING - 100 X CREDITS		1,771.00	
EF100063	22/04/2022	OPTIMA PRESS				2,316.60
			INV303835 - A3 CORFLUTE SIGNS HERITAGE TRAIL		104.50	
			INV303897 - A2 BOOKWEEK POSTERS FOR LIBRARIES		430.10	
			INV303912 - PLANT & PEOPLE IN MOORO COUNTRY		1,782.00	
EF099823	14/04/2022	OZZIE RIDER PTY LTD				4,036.00
			C0538 - INFLATABLES/AMUSEMENTS -SUMMER SESSIONS		4,036.00	
EF099832	14/04/2022	PAPER AUSTRALIA PTY LTD T/AS AUSTRALIAN PAPER				206.14
			96491976 - ITEM 0020 140034 DL 110*220 WF1		206.14	
EF099835	14/04/2022	PARADIGM INFORMATION TECHNOLOGY (IT) PTY LTD				475.20
			INV-0095 - TECHNICAL ASSISTANCE WITH CONTENT		475.20	
EF099924	14/04/2022	PARAMOUNT BUILDING CO. PTY LTD (EARTH & TURF MACHINERY)				1,105.00
			81 - SERVICING PARTS & REPAIRS 29/03-30/03/22	03020	1,105.00	
EF100115	22/04/2022	PARAMOUNT BUILDING CO. PTY LTD (EARTH & TURF MACHINERY)				1,105.00
			82 - MECHANICAL PLANT & EQUIPMENT REPAIRS	03020	1,105.00	
EF100229	29/04/2022	PARAMOUNT BUILDING CO. PTY LTD (EARTH & TURF MACHINERY)				1,105.00
			84 - MECHANICAL PLANT & EQUIPMENT REPAIRS	03020	1,105.00	
EF100068	22/04/2022	PARKONSULT PTY LTD				30,501.78
			PK-1651 - PROVISION OF MAINTENANCE AND REPAIR SERV	PTM21	30,501.78	
EF100205	29/04/2022	PARKONSULT PTY LTD				7,096.29
			PK-1652 - PROVISION OF AND MAINTENANCE OF THE REMO	PTM21	7,096.29	
EF099837	14/04/2022	PATRICIA MARY PLANT				236.00
			1 - SALE OF ARTWORK FROM CAE 2022		236.00	
EF099834	14/04/2022	PATRON TECHNOLOGY PTY LTD				4,285.35
			EV-7823213 - GREASE EXPERIENCE AT THE DRIVE-IN		277.50	
			EV-7823214 - GREASE EXPERIENCE AT THE DRIVE-IN		277.50	
			EV-7825854 - SERVICE FEE FOR CANCELLED EVENT JOONDALUP FESTIVAL - A MIDSUMMERS NIGHT' DREAM 25/03/22		98.85	
			EV-7825862 - LIBRARY EVENTS SERVICE FEE		15.30	
			EV-7825865 - FUNKYTOWN		19.60	

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			EV-7830440 - LIBRARY EVENTS SERVICE FEE		19.55	
			EV-7830455 - LIBRARY EVENTS SERVICE FEE		21.25	
			EV-7830456 - LIBRARY EVENTS SERVICE FEE		34.00	
			EV-7869511 - BOOKING FEES - JOONDALUP FESTIVAL MATT HALE 27/03/22		124.35	
			EV-7880667 - BOOKING FEES - JOONDALUP FESTIVAL IMPROV WORKSHOP FOR ADULTS 24/03/22		8.50	
			EV-7880685 - LIBRARY EVENTS SERVICE FEE		6.80	
			EV-7894215 - BOOKING FEES - JOONDALUP ESSENTIALS - HELL, YES 02/04/22		18.55	
			EV-7894219 - BOOKING FEES - JOONDALUP ESSENTIALS - THE GENTLE ART 02/04/22		13.25	
			EV-7894225 - BOOKING FEES - JOONDALUP ESSENTIALS - EXHIBITIONS 03/04/22		21.20	
			EV-7894226 - BOOKING FEES - JOONDALUP ESSENTIALS - MY OPEN STUDIO 03/04/22		29.15	
			P230198 - LIBARIES BUDGET CONTRIBUTION		3,300.00	
EF100075	22/04/2022	PATRON TECHNOLOGY PTY LTD				144.10
			EV-7842324 - LIBRARY EVENTS SERVICE FEE		13.60	
			EV-7872961 - BOOKING FEES		130.50	
EF100210	29/04/2022	PATRON TECHNOLOGY PTY LTD				132.60
			EV-7825847 - LIBRARY EVENTS SERVICE FEE		22.95	
			EV-7825851 - LIBRARY EVENTS SERVICE FEE		23.80	
			EV-7830454 - LIBRARY EVENTS SERVICE FEE		15.30	
			EV-7840477 - LIBRARY EVENTS SERVICE FEE		32.30	
			EV-7899010 - LIBRARY EVENTS SERVICE FEE		38.25	
EF099883	14/04/2022	PAUL FRANCIS TALBOT				200.00
			PT0008 - FACILITATE A PRESENTATION ON PLUTO IS NOT A PLANET		200.00	
EF099965	22/04/2022	PAUL INNES				460.74
			001 CAE 22 - ATTENDANT SHIFTS CAE 2022		460.74	
EF100090	22/04/2022	PECKHAM FAMILY TRUST (SPORTS SURFACES)				1,963.50
			INV-1403 - REACTIVE CONTRACTORS - OTHER		1,963.50	
EF099973	22/04/2022	PENELOPE & ANDREW EDDISON				598.24
			173194 - RATES REFUND		598.24	
EF099697	14/04/2022	PERITUS TECHNOLOGY PTY. LTD.				3,732.30
			INV-102780 - CREDIT CARD TRANSACTIONS		3,732.30	
EF099831	14/04/2022	PERTH PLAYGROUND & RUBBER PTY LTD				31,647.00
			INV-655 - SUPPLY AND DELIVERY OF RUBBER CRICKET WI	VP254664	31,647.00	
EF099854	14/04/2022	PERTH REGION NRM INC				9,900.00
			52175 - 2021/2022 SUPPORT OF PERTH NRM'S COASTAL AND MARINE PROGRAM		9,900.00	
EF099923	14/04/2022	PERTH REGION TOURISM ORGANISATION INC (DESTINATION PERTH)				9,867.00
			INV-8624 - QU-0023 JOONDALUP FESTIVAL FB CAMPAIGN		9,867.00	
EF100076	22/04/2022	PERTH TECHNICAL SERVICES PTY LTD				280.55

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			681-CS-134 - IPAD FIXTURE STAND		280.55	
EF099625	14/04/2022	PETER LEVER				150.00
			119349 - DOG REGISTRATION REFUND		150.00	
EF099824	14/04/2022	PETER WOOD FENCING CONTRACTORS PTY LTD				15,902.43
			ICJ 014605 - SUPPLY AND INSTALLATION OF BUSHLAND FENCE JOONDALUP DRV JOONDALUP	03618	3,168.00	
			ICJ 014606 - FENCING PINNAROO POINT BEACH PARK		5,875.16	
			ICJ014601 - SUPPLY AND INSTALLATION OF 150MM DOME TO	03618	6,859.27	
EF100066	22/04/2022	PETER WOOD FENCING CONTRACTORS PTY LTD				893.75
			ICJ014616-A - REPAIR TO BUSHLAND FENCING VARIOUS AREAS	00422	893.75	
EF099829	14/04/2022	PETIA MIHAYLOVA (PETIA'S FLOWERS)				320.00
			J0921 - FLORAL ARRANGEMENTS		80.00	
			J1121 - FLORAL ARRANGEMENTS		240.00	
EF100225	29/04/2022	PHILIP WRIGHT FAMILY TRUST				4,268.00
			INV-4941 - HYDRAULIC CONSULTANCY - OCEAN REEF PARK		4,268.00	
EF099703	14/04/2022	PICK AGENCIES PTY LTD (CANDLEWOOD IGA)				1,056.43
			01/7880 - JUICE & REFRESHMENTS		229.95	
			05/6776 - GATORADES FOR GRAND FINALS		675.48	
			5/7982 - CHEESE TO PLEASE PLATTER		151.00	
EF100004	22/04/2022	PICK AGENCIES PTY LTD (CANDLEWOOD IGA)				410.62
			6/5154 - CRAIGIE LEISURE CENTRE		286.10	
			6/5156 - EASTER EGGS CLC		124.52	
EF099827	14/04/2022	PIDHADIYA FAMILY TRUST (H.B.C. NEWSPAPER DELIVERY ROUND)				1,853.17
			6142 - DELIVERY OF NEWSPAPERS 24/01-30/01/22		216.54	
			6172 - DELIVERY OF NEWSPAPERS 31/01-06/02/22		210.70	
			6202 - DELIVERY OF NEWSPAPERS 07/02-13/02/22		211.89	
			6232 - DELIVERY OF NEWSPAPERS 14/02-20/02/22		197.48	
			6262 - DELIVERY OF NEWSPAPERS 21/02-27/02/22		193.69	
			6292 - DELIVERY OF NEWSPAPERS 28/02-06/03/22		191.16	
			6322 - DELIVERY OF NEWSPAPERS 07/03-13/03/22		207.74	
			6352 - DELIVERY OF NEWSPAPERS 14/03-20/03/22		211.55	
			6382 - DELIVERY OF NEWSPAPERS 21/03-27/03/22		212.42	
EF100071	22/04/2022	PIDHADIYA FAMILY TRUST (H.B.C. NEWSPAPER DELIVERY ROUND)				338.38
			1382 - NEWSPAPERS FOR WOODVALE LIBRARY		338.38	
EF100207	29/04/2022	PIDHADIYA FAMILY TRUST (H.B.C. NEWSPAPER DELIVERY ROUND)				525.76
			1362 - NEWSPAPER DELIVERY COUNCIL SUPPORT		525.76	
EF100139	29/04/2022	PRENDIVILLE CATHOLIC COLLEGE				2,181.30
			2022-3 - HIRE OF VENUE		2,181.30	
EF099830	14/04/2022	PRESTIGE ALARMS & SECURITY PTY LTD				4,546.08

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			S18502 - SECURITY SERV CRAIGIE LEIS CTR	03320	896.50	
			S18633 - SECURITY SERVICE CRAIGIE LEIS CTR	03320	1,683.00	
			S18644 - SENIOR SERVICE TECHNICIAN - NORMAL HOURS	03320	425.48	
			S18711 - SERCURITY SERV CRAIGIE LEIS CTR	03320	104.50	
			S18720 - SECURITY SERV CRAIGIE LEIS CTR	03320	104.50	
			S18750 - 10% MARK UP FOR OUTSOURCED MATERIALS	03320	35.20	
			S18778 - SECURITY SERVS WORK OPERATION CENTRE	03320	104.50	
			S18902 - SECURITY SERV WHITFORDS LIBRARY	03320	104.50	
			S18925 - SECURITY MTCE WOODVALE LIBRARY	03320	104.50	
			S18926 - SECURITY SERVS SEACREST PARK	03320	104.50	
			S18927 - SERVICE TECHNICIAN - NORMAL HOURS - T2	03320	220.00	
			S18936 - SERVICE TECHNICIAN - NORMAL HOURS - T2	03320	342.10	
			S18960 - SECURITY MTCE JOONDALUP ADMINISTRATION	03320	104.50	
			S18961 - SEUIRTY MTCE WOC	03320	104.50	
			S18985 - SERVICE TECHNICIAN - NORMAL HOURS - T2	03320	107.80	
EF100209	29/04/2022	PRESTIGE ALARMS & SECURITY PTY LTD				323.40
			S19030 - JOONDALUP ADMINISTRATION	03320	104.50	
			S19057 - CURRAMBINE COMMUNITY CENTRE	03320	114.40	
			S19099 - CRAIGIE LEISURE CENTRE	03320	104.50	
EF099826	14/04/2022	PRINT AND DESIGN ONLINE PTY LTD T/AS MEDIA ENGINE				660.00
			20132 - MONTHLY RETAINER - LEISURE WEBSITE FEB 22		330.00	
			20133 - MONTHLY RETAINER - LEISURE WEBSITE MARCH 22		330.00	
EF099888	14/04/2022	PROFOUNDER TURFMASTER PTY LTD (TURFMASTER FACILITY				880.00
			INV-0371 - ZONE 1 (NORTH) ENTRY STATEMENTS / HIGH P	00221A	550.00	
			INV-0371 - ZONE 1 (NORTH) ENTRY STATEMENTS / HIGH P	00221C	330.00	
EF099760	14/04/2022	PROGRAMMED INTEGRATED WORKFORCE LIMITED				2,206.98
			4253222 - CASUAL LITTER PICKER		367.83	
			4258611 - CASUAL LITTER PICKER		1,839.15	
EF100030	22/04/2022	PROGRAMMED INTEGRATED WORKFORCE LIMITED				1,817.51
			4264225 - CASUAL LITTER PICKER		1,817.51	
EF100185	29/04/2022	PROGRAMMED INTEGRATED WORKFORCE LIMITED				1,471.32
			4269899 - CASUAL LITTER PICKER		1,471.32	
EF099833	14/04/2022	PROGRAMMED SKILLED WORKFORCE LIMITED				6,928.76
			4240121 - STAFF		2,387.98	
			4253289 - KELLY MUNNS		2,270.39	
			4258620 - KELLY MUNNS		2,270.39	

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EF100074	22/04/2022	PROGRAMMED SKILLED WORKFORCE LIMITED				1,815.41
			4264216 - HIRE HR OFFICER DEPOT W/E 10/04/22		1,815.41	
EF100067	22/04/2022	PUBLIC TRANSPORT AUTHORITY OF WA				17,311.03
			2021-39 - BUS SHELTERS - EXT CONT		17,311.03	
EF099838	14/04/2022	QTM PTY LTD (QTM TRAFFIC)				1,479.50
			INV-22712 - TRAFFIC MANAGEMENT OCEAN GATE PARADE ILUKA		1,479.50	
EF099875	14/04/2022	QUALITY NOMINEES PTY LTD (TAMAN TOOLS)				295.68
			41257 - PARTS		295.68	
EF099626	14/04/2022	R H & L R MCGLEW				937.96
			121988 - RATES REFUND		937.96	
EF100211	29/04/2022	R1I PTY LTD (R1I TECHNOLOGY)				62,183.00
			39816 - VEEAM BACKUP OFFICE 365 3 YEAR		62,183.00	
112373	8/04/2022	RAC BUSINESSWISE				377.00
			6333751 - BREAKDOWNS 01/041/22		377.00	
EF099607	14/04/2022	RACHAEL JOYCE				173.45
			01/04/22 - REIMBURSEMENT PROGRAM ACTIVITY AND CONSUMABLE PURCHASES		173.45	
EF099841	14/04/2022	RADLINK PTY LTD				11,616.00
			5018171 - RENTAL RADIO KIT		11,616.00	
EF100052	22/04/2022	REBECCA MANSELL PHOTOGRAPHER				440.00
			INV-11408 - JOONDALUP ESSENTIALS WORKSHOPS PHOTOGRAPHY		440.00	
EF100213	29/04/2022	REDZ ZOO PTY LTD				548.00
			274 - PRESENTER FOR CHILDREN'S ACTIVITY		548.00	
EF099821	14/04/2022	RICHARD COURTNEY OFFEN				150.00
			9/22 - FACILITATE A PRESENTATION ON LOOK UP		150.00	
EF099751	14/04/2022	RICHARD HARRISON				150.00
			186 - REMOVE BEE HIVE AT CORONADO RIDGE ILUKA		150.00	
EF100025	22/04/2022	RICHARD HARRISON				150.00
			195 - REACTIVE CONTRACTORS - OTHER		150.00	
EF099842	14/04/2022	RICHGRO GARDEN PRODUCTS				523.60
			913946 - 2X BULKA BAGS SEED RAISING MIX		523.60	
EF099629	14/04/2022	RLG DCW PTY LTD				2,395.12
			191469 - RATES REFUND		2,395.12	
EF099606	14/04/2022	ROBERT & CAROLE PRITCHARD				580.00
			209371 - RATES REFUND		580.00	
EF099620	14/04/2022	ROBERT RICHARDSON				19.80
			INWE22/16424 - PARKING TICKET REFUND		19.80	
EF099679	14/04/2022	ROBIN BURNAGE				400.00
			16/03/22 - DESIGN REFERENCE PANEL FEE		400.00	
EF099845	14/04/2022	ROC CANDY PTY LTD				759.00
			1113 - CORPORATE LOGO 5-7 BAG X 500		759.00	
EF100144	29/04/2022	RODNEY HORGAN				566.25
			24163 - REFUND OF HIRE FEES		566.25	
EF099975	22/04/2022	RODNEY P JACOBS				446.03
			102713 - RATES REFUND		446.03	
EF099844	14/04/2022	ROMEX AUSTRALIA PTY LTD				1,562.00

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			202203419 - LPR & VMS MAINTENANCE & SERVICE MARCH 22		1,562.00	
EF100080	22/04/2022	ROMEX AUSTRALIA PTY LTD				277.20
			202204415 - INTERCOM CALL ANSWERING & VERBAL SUPPORT		277.20	
EF099840	14/04/2022	ROYAL BUSINESS PRODUCTS				7,706.90
			8421 - CAT6 CABLES FOR MERAKI SWITCH REPLACEMEN		1,425.38	
			8422 - LOGITECH MEET UP CONFERENCE		3,212.00	
			8423 - LOGITECH MEET-UP WEBCAM		1,589.50	
			8425 25/03/22 - COMMS RACK MEDIA CONVERTERS		1,261.12	
			8426 - 2 WRELESS KEYBOARD/MOUSE		218.90	
EF099846	14/04/2022	RTRFM 92.1 LTD T/AS RTR FM 92.1				1,507.00
			INV-8286 - INTEGRATED RADIO, SOCIAL AND DIGITAL		1,507.00	
EF099843	14/04/2022	RUBEK AUTOMATIC DOORS				3,181.20
			28730 - MAINTENANCE OF DOORS		2,613.60	
			28827 - JOONDALUP LIBRARY DOOR REPAIRS		314.60	
			28828 - MULTI STOREY CARPARK REPAIR DOOR		253.00	
EF100082	22/04/2022	RUBY DISTRIBUTORS PTY LTD (FLEX FITNESS EQUIPMENT)				2,079.51
			157075 - CONCEPT2 SKIERG WITH PM5 MONITOR		2,079.51	
EF100212	29/04/2022	RUBY DISTRIBUTORS PTY LTD (FLEX FITNESS EQUIPMENT)				11,566.24
			145003 - PURCHASE OF GYM FLOORING CLC		11,566.24	
EF099927	14/04/2022	RUSSEL FISHWICK				545.15
			MARCH 2022 - EXPENSE REIMBURSEMENT MARCH 22		224.15	
			MARCH 22 - EXPENSE REIMBURSEMENT MARCH 22		321.00	
EF100116	22/04/2022	RUSSEL FISHWICK				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF099847	14/04/2022	RYOGA DESIGN STUDIO PTY LTD				13,860.00
			2021010 - COMMUNITY ART PROJECT FOR HILLARYS		13,860.00	
EF099858	14/04/2022	S & H INVESTMENTS PTY LTD T/AS STOTT & HOARE				8,316.00
			173018 - LEADER COMPUTER (LEADER 13.01)		4,356.00	
			174680 - DELL 21.5" P SERIES MONITOR		3,960.00	
EF100086	22/04/2022	S & H INVESTMENTS PTY LTD T/AS STOTT & HOARE				2,460.70
			169486 - DELL LATITUDE 3420 (3420-27764173)		2,169.20	
			173362 - DELL P SERIES 21.5" MONITOR		291.50	
EF100089	22/04/2022	S ENTERPRISES (WA) PTY LTD T/AS SPRODUCTIONS				3,300.00
			370 - FREESTYLE EDGE FACILITATOR COST - 21/22		3,300.00	
EF100092	22/04/2022	S M W AND C UNIT TRUST				1,980.00
			11109 - OCEAN REEF PARK MECHANICAL CONSULTANCY		1,980.00	
EF099628	14/04/2022	SAMANTHA LYNCH				295.00
			DA22/0097 - REFUND DEVELOPMENT APPLICATION FEES.		295.00	

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EF099643	14/04/2022	SAMANTHA WILLIMANN				794.26
			200101 - RATES REFUND		794.26	
EF099592	14/04/2022	SAMUEL JEREMY LONGLEY				297.00
			220405 - PROVIDE AN IMPROV WORKSHOP FOR YOUTH		297.00	
EF099850	14/04/2022	SANAX				379.89
			INV181869 - LA-46000015 FACE SHIELD		192.55	
			INV181971 - IMMUNISATION NEEDLES AND SUPPLIES		187.34	
EF099861	14/04/2022	SANDRA ELIZABETH MCKENDRICK (SANDPIPER PRODUCTIONS)				1,200.00
			1 30/03/22 - JOONDALUP FESTIVAL PERFORMANCES		1,200.00	
EF099784	14/04/2022	SANPOINT PTY LTD T/AS LD TOTAL				21,045.55
			118425 - ADDITIONAL MTCE FOR ILUKA MARHC 22	02619	794.75	
			118595 - IRRIGATION MTCE SERV ILUKA MARCH 22	02619	1,803.80	
			118990 - PROVISION OF LANDSCAPE MAINTENANCE	02619	18,447.00	
EF099867	14/04/2022	SCADDEN UNITED PTY LTD (TONY SCADDEN DIESEL)				3,660.28
			1647 - SERVICING PARTS & REPAIRS		242.00	
			1647 - SERVICING PARTS & REPAIRS	03020	1,501.50	
			1649 - PARTS & REPAIR	03020	1,916.78	
EF100085	22/04/2022	SCOTT PRINT				514.80
			160595 - 365 X ACCREDITATION PASSES		514.80	
EF099644	14/04/2022	SEAN M MCDONAGH				453.44
			174218 - RATES REFUND		453.44	
EF099947	14/04/2022	SECUREPAY PTY LTD				529.19
			568238 - CAMTECH WEB TRANS.FEES MARCH 22		529.19	
EF100215	29/04/2022	SEEK LIMITED				4,680.50
			98168549 - ADVERTISING EMPLOYMENT		291.50	
			98172534 - ADVERTISING EMPLOYMENT		627.00	
			98180553 - ADVERTISING EMPLOYMENT		335.50	
			98192585 - ADVERTISING EMPLOYMENT		302.50	
			98218144 - ADVERTISING EMPLOYMENT		313.50	
			98221935 - ADVERTISING EMPLOYMENT		302.50	
			98227122 - ADVERTISING EMPLOYMENT		313.50	
			98231801 - ADVERTISING EMPLOYMENT		605.00	
			98239900 - ADVERTISING EMPLOYMENT		605.00	
			98243252 - ADVERTISING EMPLOYMENT		335.50	
			98249086 - ADVERTISING EMPLOYMENT		649.00	
EF100093	22/04/2022	SEVEN NETWORK (OPERATIONS) LIMITED				10,603.07
			DW007465 - ADVERTISING PACKAGE FOR JF 2022		3,795.00	
			DW007621 - ADVERTISING PACKAGE FOR JF 2022		6,808.07	
EF100141	29/04/2022	SHANE FRASER				117.10
			21/04/22 - EXPENSES		117.10	
EF099634	14/04/2022	SHARMANS INVESTIGATIONS & PROCESS SERVICING				176.00
			167333-1 162367 - LEGAL FEES		176.00	
EF099970	22/04/2022	SHARMANS INVESTIGATIONS & PROCESS SERVICING				260.92
			167332-1 - LEGAL FEES		135.96	
			1673344-1 157943 - LEGAL FEES		124.96	

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EF100095	22/04/2022	SHAYONA HOLDINGS PTY LTD				90.90
			395 - NEWSPAPERS FOR WHITFORD LIBRARY1950		90.90	
EF099860	14/04/2022	SIGMA COMPANIES GROUP PTY LTD				1,118.70
			156670/01 - LIQ CHLOR 15LT		1,365.10	
			530545 - CONTAINER RETURN REFUND CLC		-246.40	
EF100088	22/04/2022	SIGMA COMPANIES GROUP PTY LTD				2,608.93
			157070/01 - SUPPLY OF POOL CHEMICALS AS PER VP290428		2,608.93	
EF099687	14/04/2022	SINEAD KIMBERLEY O'HARA (BASE MGMT)				800.00
			BASE22006 - FRIDAY NIGHT JAMS PERFORMANCE JOONDALUP FESTIVAL 2022		800.00	
EF099866	14/04/2022	SKYLINE LANDSCAPE SERVICES GROUP PTY LTD (SKYLINE LANDSCAPE				837.71
			INV0109559 - LANDSCAPE MTCE WHITFORDS AVE		837.71	
EF100094	22/04/2022	SKYLINE LANDSCAPE SERVICES GROUP PTY LTD (SKYLINE LANDSCAPE				837.71
			INV0110647 - WHITFORDS AVE		837.71	
EF099869	14/04/2022	SOILS AINT SOILS PTY LTD				406.80
			70090-16 - 3 BAGS OF 10MM AGGRIGATE		406.80	
EF099864	14/04/2022	SONIC HEALTHPLUS PTY LTD				1,439.24
			2590826 - PRE EMPLOYMENT MEDICAL		560.34	
			2595387 - PRE EMPLOYMENT MEDICAL		353.10	
			2597769 - PRE EMPLOYMENT MEDICAL		525.80	
EF100091	22/04/2022	SONIC HEALTHPLUS PTY LTD				1,404.70
			2584554 - MEDICAL ASSESSMENT		525.80	
			2599683 - MEDICAL ASSESSMENT		353.10	
			2604722 - MEDICAL ASSESSMENT		525.80	
EF100130	22/04/2022	SORRENTO SLSC				60,000.00
			1568 - VOLUNTEER SURF LIFE SAVING FUNDING AGREEMENT 2020-2023 - SEASON 2021-22 PAYMENT		60,000.00	
EF099954	22/04/2022	SORRENTO TENNIS CLUB				825.00
			60566 - SPONSORSHIP JUNIOR HARDCOURT TOURNAMENT		825.00	
EF099863	14/04/2022	SPEEDO AUSTRALIA PTY LIMITED T/AS SPEEDO AUSTRALIA				118.80
			97846140 - SWIMWEAR	01719	118.80	
EF100216	29/04/2022	SPEEDO AUSTRALIA PTY LIMITED T/AS SPEEDO AUSTRALIA				7,316.21
			97857037 - SWIMWEAR CLC	01719	7,156.71	
			97869387 - SWIMWEAR CLC	01719	49.50	
			97869404 - SWIMWEAR CLC	01719	110.00	
EF099852	14/04/2022	SPOTLIGHT STORES PTY LTD				143.70
			73042341165 - DECORATION FOR LAUNCH EVENT.		143.70	
EF099945	14/04/2022	ST JOHN AMBULANCE AUSTRALIA (WA)				106.60
			STKINV00034824 - HS1 DEFIBRILLATOR PADS #1316		106.60	
EF099868	14/04/2022	STANTEC AUSTRALIA PTY LTD				19,415.00
			1880165 - CONSULT SORRENTO SOCCER EXTENSION		19,415.00	
EF099765	14/04/2022	STARMIX HOLDINGS PTY LTD (IMAGE BOLLARDS)				181.50
			6652 - REACTIVE CONTRACTORS - OTHER		181.50	
EF099851	14/04/2022	STATEWIDE CLEANING SUPPLIES P/L				3,895.46

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			SI443377 - TORK MINI JUMBO CTN	00720A	1,242.56	
			SI443378 - TORK MINI JUMBO CTN	00720A	1,630.86	
			SI443379 - RAID CIK SURFACE SPRAY 450GM	00720A	315.96	
			SI443680 - TITAN LIQUID SOAP - 500 ML		613.01	
			SI443682 - MICROFIBRE FLOOR MOP 60CM		46.87	
			SI444418 - 616181 – RAID ONE SHOT F/SPRAY 300GM	00720A	46.20	
EF100084	22/04/2022	STATEWIDE CLEANING SUPPLIES P/L				52.27
			SI444033 - MICROFIBRE SUPER FINE GREEN GLASS CLOTH		52.27	
EF100214	29/04/2022	STATEWIDE CLEANING SUPPLIES P/L				6,267.86
			SI444863 - 170370 – TORK ULTRASLIM HAND TOWEL	00720A	3,654.29	
			SI444976 - 170370 – TORK ULTRASLIM HAND TOWEL	00720A	2,529.77	
			SI445152 - 170370 – TORK ULTRASLIM HAND TOWEL	00720A	83.80	
EF100113	22/04/2022	STEFNA FAMILY TRUST T/AS WEST CONTROL PTY LTD	TIP WASTE			6,080.58
			59089 - REMOVAL OF THATCH/GRASS DEBRIS FROM SANTIAGO PARK	00121	6,080.58	
EF099741	14/04/2022	STRATA CORPORATION PTY LTD (STRATAGREEN)				186.81
			143785 - REACTIVE MATERIALS - LANDSCAPING MAINTEN		186.81	
EF100177	29/04/2022	STRATA CORPORATION PTY LTD (STRATAGREEN)				377.78
			144193 - SHOVEL PLUMBER		377.78	
EF099729	14/04/2022	STUART RODNEY ELLIOTT				441.00
			17/03/22 - JUDGING AT CAE		441.00	
EF100135	22/04/2022	STUART USHER				100.00
			19/04/22 - FACILITATE A PRESENTATION		100.00	
EF099865	14/04/2022	SUEZ RECYCLING & RECOVERY PTY LTD				7,315.88
			47783920 - SERVICE 3 M3 BIN (GENERAL WASTE - NON RE	03217	1,184.04	
			47783938 - SERVICE 3 M3 BIN (GENERAL WASTE - NON RE	03217	184.80	
			47783954 - SERVICE 3 M3 BIN (GENERAL WASTE - NON RE	03217	231.00	
			47783971 - SERVICE 1.5 M3 BIN (GENERAL WASTE - NON	03217	346.50	
			47783989 - SERVICE 3 M3 BIN (GENERAL WASTE - NON RE	03217	750.42	
			47783997 - SERVICE 3 M3 BIN (GENERAL WASTE - NON RE	03217	184.80	
			47784009 - SERVICE 1.5 M3 BIN (GENERAL WASTE - NON	03217	988.02	
			47784017 - SERVICE 1.5 M3 BIN (GENERAL WASTE - NON	03217	271.92	
			47784025 - SERVICE 1.5 M3 BIN (GREEN WASTE - NON RE	03217	110.00	
			47784033 - SERVICE 3 M3 BIN (GENERAL WASTE - NON RE	03217	554.40	
			47784041 - SERVICE 3 M3 BIN (RECYCLE PAPER & CARDBO	03217	87.12	
			47784050 - SERVICE 660 LITRE BIN GENERAL WASTE WHITFORDS HOCKEY	03217	72.60	
			47784076 - SERVICE 1.5 M3 BIN (GENERAL WASTE - NON	03217	331.32	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			47784092 - SERVICE 3 M3 BIN (GENERAL WASTE - NON RE	03217	590.04	
			47784383 - SERVICE 3 M3 BIN (GENERAL WASTE - NON RE	03217	415.80	
			47784658 - SERVICE 660 LITRE BIN (RECYCLE PAPER & C	03217	123.42	
			47792033 - SERVICE 660 LITRE BIN (GENERAL WASTE - N	03217	58.08	
			47794581 - SERVICE 4.5 M3 BIN (GENERAL WASTE - NON	03217	831.60	
112365	1/04/2022	SUNDRY CREDITOR - RATES REFUND				252.96
			260191 - KENNETH & MARION BLAKE 1 TALLIS CLOSE HILLARYS WA 6025		252.96	
112366	1/04/2022	SUNDRY CREDITOR - RATES REFUND				250.94
			260250 - JOHN DAVIS & SUSAN DAVIS 4A RALEIGH ROAD SORRENTO WA 6020		250.94	
112367	1/04/2022	SUNDRY CREDITOR - RATES REFUND				106.52
			260290 - TANJA PRICE C/- MDH LEGAL PO BOX 214 OSBORNE PARK 6017		106.52	
112368	1/04/2022	SUNDRY CREDITOR - RATES REFUND				179.34
			260304 - JULIE & RICHARD WAGNER C/- MDH LEGAL PO BOX 214 OSBORNE PARK 6917		179.34	
112376	8/04/2022	SUNDRY CREDITOR - RATES REFUND				197.39
			260470 - GLENN JF LAYCOCK 23 ROSETTE CLOSE CRAIGIE WA 6025		197.39	
112377	8/04/2022	SUNDRY CREDITOR - RATES REFUND				211.77
			260470 - LYNLEY A JOYCE 5 VAAL GROVE JOONDALUP WA 6027		211.77	
112378	8/04/2022	SUNDRY CREDITOR - RATES REFUND				529.80
			260670 - MARK HEDLEY		529.80	
112379	8/04/2022	SUNDRY CREDITOR - RATES REFUND				69.85
			260670 - QIONG LIU & FRANCIS WIGGETT		69.85	
112380	8/04/2022	SUNDRY CREDITOR - RATES REFUND				86.69
			260670 - SONIA L CROUCHER		86.69	
112381	8/04/2022	SUNDRY CREDITOR - RATES REFUND				172.26
			260670 - ANDREA & PAUL FALLON		172.26	
112382	8/04/2022	SUNDRY CREDITOR - RATES REFUND				577.40
			260670 - CHAMP AND FRED PTY LTD		577.40	
112386	14/04/2022	SURFING WESTERN AUSTRALIA INC				500.00
			51061 - Y.E.S SURFING ACTIVITY 24 JAN 2022		500.00	
EF099859	14/04/2022	SURUN SERVICES PTY LTD				33,151.40
			INV-09310-L1S2T7 - LIGHTING MAINTENANCE	VP183074	15,097.48	
			INV-09311-X6N0C2 - LIGHTING MTCE MARBELLA PARK	VP183074	575.52	
			INV-09312-R7F6T2 - 16M CHERRY PICKER INCLUDING OPERATOR - N	VP183074	369.60	
			INV-09313-D0M3P9 - LIGHTTING MAINTENANCE	VP183074	131.82	
			INV-09314-B3P3X6 - LIGHTING MTRCE NATURALISTE PARK	VP183074	180.48	
			INV-09315-Z5S0K4 - LIGHTING MTCE PERCY DOYLE RESERVE	VP183074	462.00	
			INV-09316-J9W0X1 - LIGHTING MTCE JOONDALUP CBD	VP183074	1,013.93	
			INV-09317-L9G2W1 - LIGHTING MTCE SIR JAMES MCCUSKER PARK	VP183074	120.45	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			INV-09318-Y3Y2R3 - LIGHTING MTCE BLACKFRIARS ROAD	VP183074	446.05	
			INV-09319-F2D3H5 - LIGHTING MTCE KYLE COURT	VP183074	402.16	
			INV-09320-R5W6L0 - LIGHTING MTCE SITELLA TURM	VP183074	449.79	
			INV-09324-G0C0F5 - 16M CHERRY PICKER INCLUDING OPERATOR	VP183074	1,008.70	
			INV-09325-F4S5V6 - INVESTIGATION OF REPORTED FAULTS MINOR (	VP183074	192.83	
			INV-09330-R3M1V8 - INVESTIGATION OF REPORTED FAULTS MINOR (	VP183074	362.01	
			INV-09331-J0S9F7 - LIGHTING MAINTENANCE	VP183074	745.25	
			INV-09332-J9M1W8 - LIGHTING MRCE UPNEY MEWS	VP183074	160.93	
			INV-09333-J0D0T3 - LIGHTING MAINTENANCE	VP183074	160.60	
			INV-09335-P5C4W3 - INVESTIGATION OF REPORTED FAULTS MINOR (	VP183074	401.50	
			INV-09388-F3H5S1 - LIGHTING MAINTENANCE	VP183074	424.93	
			INV-09389-K6H6X4 - INVESTIGATION OF REPORTED FAULTS MINOR (	VP183074	80.30	
			INV-09390-J4Q5N8 - INVESTIGATION OF REPORTED FAULTS MINOR (	VP183074	321.86	
			INV-09391-R9C6M6 - INVESTIGATION OF REPORTED FAULTS MINOR (	VP183074	160.93	
			INV-09392-N3V9C1 - 16M CHERRY PICKER INCLUDING OPERATOR	VP183074	865.70	
			INV-09393-Y4KP1 - INVESTIGATION OF REPORTED FAULTS MINOR (	VP183074	680.13	
			INV-09394-M9D2C8 - LIGHT POLE FULL REPLACEMENTS	VP183074	4,936.80	
			INV-09395-L8H8P3 - SHENTON AVE LIGHTING	VP183074	2,580.15	
			INV-09396-Y7Y0Q9 - INVESTIGATION OF REPORTED FAULTS MINOR (	VP183074	401.50	
			INV-09397-S0F8Q7 - LABOUR RATE - ELECTRICIAN AFTER HOURS	VP183074	418.00	
EF100087	22/04/2022	SURUN SERVICES PTY LTD				555.83
			INV-09000-C3C6R8 - ST THOMAS LOOP, ILUKA REPAIR LIGHTS	VP183074	394.90	
			INV-09009-J7J5T4 - LIGHTING WOODSWALLOW CLOSE JOONDALUP	VP183074	160.93	
EF099966	22/04/2022	SUZANNE LYNDSEY THOMPSON				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF099931	14/04/2022	SYDEL NOMINEES PTY LTD T/AS IMAGESOURCE DIGITAL SOLUTIONS				27,924.60
			461718 - BUSINESS CARDS		135.30	
			461855 - 15 X A2 POSTERS		225.50	
			461946 - JOONDALUP FESTIVAL LIGHTPOLE BANNERS		12,160.50	
			461953 - COJ STREET LIGHT FLAGS		10,081.50	
			461960 - INSTALL X2 , PRINT AND PHOTOGRAPH		5,321.80	
EF100121	22/04/2022	SYDEL NOMINEES PTY LTD T/AS IMAGESOURCE DIGITAL SOLUTIONS				5,620.92
			461936 - LES MILLS LAUNCH WEEK WINDOW DECALS		3,072.30	
			461962 - CRECHE POSTERS AND CARDS		2,548.62	

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EF100231	29/04/2022	SYDEL NOMINEES PTY LTD T/AS IMAGESOURCE DIGITAL SOLUTIONS				4,070.00
			461951 - VIP TOUR SIGNAGE		4,070.00	
EF099879	14/04/2022	T J DEPIAZZI & SONS				7,008.21
			121222 - SUPPLY AND DELIVERY OF CERTIFIED PATHOGEN		25.41	
			121222 - SUPPLY AND DELIVERY OF CERTIFIED PATHOGEN	VP143458	6,982.80	
EF100106	22/04/2022	T.M COGHILL & J REEVES (TECHNOLOGICALLY SPEAKING)				220.00
			INV-0426 - FACILITATE A PRESENTATION ON SMART TV 13/04/22		220.00	
EF099958	22/04/2022	TAMALA PARK REGIONAL COUNCIL				23,679.73
			APRIL 22 - GST OWED ON DEVELOPMENT COSTS FEB 22		23,679.73	
EF100028	22/04/2022	TAMARA HARRISON				1,143.69
			211 - ATTENDANT SHIFTS CAE 2022		1,143.69	
EF099613	14/04/2022	TANIA FINNIE				61.65
			BPU22/0098 - REFUND BUILDING SERVICES LEVY		61.65	
EF099623	14/04/2022	TASHA LONGMAN				407.70
			25495 - COVID CANCELLATION HIRE REFUND		407.70	
EF099948	14/04/2022	TELSTRA CORPORATION				58,131.43
			2650167000 09/01/22 - FIXED LINES JAN 2022		8,290.01	
			2650167000 09/02/22 - FIXED LINES FEB 2022		8,769.64	
			2650167000 09/09/21 - FIXED LINES SEPT 2021		14,422.98	
			2650167000 09/10/21 - FIXED LINES OCT 2021		8,734.29	
			2650167000 09/11/21 - FIXED LINES NOV 2021		9,066.96	
			2650167000 09/12/21 - FIXED LINES DEC 2021		8,766.46	
			3778004400 26/03/22 - RANGER SERVICES		81.09	
EF100133	22/04/2022	TELSTRA CORPORATION				38.50
			1092082800 23/03/22 - CCTV COMMUNITY SAFETY		38.50	
EF100239	29/04/2022	TELSTRA CORPORATION				958.08
			1091177800 09/04/22 - PARKING SERVICES		286.69	
			2760494800 06/04/22 - ASSET DEPARTMENT		149.99	
			3812615601 02/04/22 - OP SERVICES		260.70	
			3812615601 15/02/22 - OP SERVICES		260.70	
EF100103	22/04/2022	TENCO ENGINEERS PTY LTD				275.00
			T22281 - LIGHTING BURNS BEACH RD, ILUKA		275.00	
EF099956	22/04/2022	THE GOOD GUYS				583.00
			D0572043957 - WESTINGHOUSE 86L VERTICAL FREEZER		583.00	
EF100120	22/04/2022	THE ONLINE SHOPPING CO PTY LTD T/AS HIRE KING				1,120.00
			O32174 - GOLD STANCHION		1,120.00	
EF099876	14/04/2022	THE POSTER GIRLS				280.50
			13207 - DISTRIBUTION 150 X A2 POSTERS		280.50	
EF100218	29/04/2022	THE POSTER GIRLS				242.00
			13208 - DISTRIBUTION 2,000 X DL FLYERS		242.00	
EF100077	22/04/2022	THE ROYAL LIFE SAVING SOCIETY WA INC				109.00
			140886 - PROVIDE FIRST AID QUALIFICATION		109.00	

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EF100237	29/04/2022	THE SCOTT FAMILY TRUST T/AS PERTH STRIPES & SIGNS PTY LTD				2,090.00
			52303 - LOLLIPOP SIGN AT ARENA JOONDALUP		2,090.00	
EF099882	14/04/2022	THE TEMPANY FAMILY TRUST				467.50
			1427 - AV FOR CAE 2022		467.50	
EF099764	14/04/2022	THE TONY STAMPALIA TRUST T/AS INCREDIBLE BULK				48,726.39
			1331 - BULK GREEN WASTE COLLECTION OCEAN REEF	00917	22,415.62	
			1351 - BULK GREEN WASTE COLLECTION CONNOLLY	00917	26,310.77	
EF100031	22/04/2022	THE TONY STAMPALIA TRUST T/AS INCREDIBLE BULK				15,697.31
			1352 - BULK GREEN WASTE COLLECTION JOONDALUP	00917	15,697.31	
EF100187	29/04/2022	THE TONY STAMPALIA TRUST T/AS INCREDIBLE BULK				21,156.17
			1353 - BULK GREEN WASTE COLLECTION	00917	21,156.17	
EF099659	14/04/2022	THE TRUSTEE FOR BELLROCK CLEANING SERVICES TRUST				77,072.61
			INV-13927 - HARD FLOOR CLEANING MILDENHALL	01121	330.00	
			INV-14010 - ADDIITONAL CLEAN FOR WHITFORD NODES 12/03/22	01221	86.90	
			INV-14084 - COVID-19 SCHEDULED CLEANING AND SANITISING VARIOUS AREAS MARCH 22	01221	4,628.48	
			INV-14085 - CLASS 3 - CLEANER (SATURDAY)	01121	468.33	
			INV-14086 - CLEANING SERVICES SEACREST SPORTS 13/03/22	01121	106.70	
			INV-14087 - REFRESHER CLEAN (2ND VISIT) VARIOUS AREAS	01221	605.08	
			INV-14088 - COVID-19 SCHEDULED CLEANING & SANITISING VARIOUS AREAS MARCH 22	01221	8,128.08	
			INV-14089 - CCOVID-19 SCHEDULED CLEANING VARIOUS AREAS	01121	59,249.35	
			INV-14090 - SCHEDULED SANITARY SERVICING VARIOUS AREAS FEB 22	01121	1,089.35	
			INV-14091 - REFRESHER CLEAN 2ND VISIT VARIOUS AREAS MARCH 22	01221	1,007.32	
			INV-14092 - REFRESHER CLEAN (2ND VISIT) FOR COASTAL TOILETS 19/03-20/03/22	01221	605.08	
			INV-14093 - ADDITIONAL CLEANING VARIOUS AREAS MARCH 22	01121	467.50	
			INV-14119 - ADDITIONAL CLEANING VARIOUS AREAS	01121	300.44	
EF099988	22/04/2022	THE TRUSTEE FOR BELLROCK CLEANING SERVICES TRUST				9,206.45
			INV-13929 - CLASS 1 - CLEANER (MONDAY TO FRIDAY)	01121	1,326.60	
			INV-13930 - CLASS 1 - CLEANER (MONDAY TO FRIDAY)	01121	1,326.60	
			INV-14273 - CLEANER (MONDAY TO FRIDAY)	01221	6,553.25	
EF100150	29/04/2022	THE TRUSTEE FOR BELLROCK CLEANING SERVICES TRUST				480.00
			INV-14276 - WINDOW CLEANING PENISTONE SPORTS	01221	480.00	
EF099848	14/04/2022	THE TRUSTEE FOR CIVITAS NOVA TRUST (RTSM CONSULTING)				2,640.00

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			2143-1 - CONSULT UPGRADED INTERSECTION WARWICK RD /COCKMAN RD/ERINDALE RD		2,640.00	
EF100083	22/04/2022	THE TRUSTEE FOR CIVITAS NOVA TRUST (RTSM CONSULTING)				2,640.00
			2144-1 - ROAD SAFETY INSPECTION		2,640.00	
EF099700	14/04/2022	THE TRUSTEE FOR CWC TRUST				550.00
			19.101.05.KK - CONSULT CIVIC CENTRE/JOONDALUP LIBRARY		550.00	
EF099944	14/04/2022	THE TRUSTEE FOR D HEATH FAMILY TRUST TAS STAGE AND STUDIO				630.30
			H1179 - STAGE HIRE EXTENSION		630.30	
EF100172	29/04/2022	THE TRUSTEE FOR EVENT SERVICES AUSTRALIA UNIT TRUST				5,604.77
			INV-202294 - VALENTINES CONCERT 10/2/22		5,604.77	
EF100105	22/04/2022	THE TRUSTEE FOR FUNKYBOOKS TRUST				550.00
			2022-4246 - PRESENTER FOR CHILDREN'S ACTIVITY 11/04/22		550.00	
EF099754	14/04/2022	THE TRUSTEE FOR HAYTO TRUST (TRAVIS HAYTO PHOTOGRAPHY)				1,534.50
			2508 - FILMING OF THE MAYOR'S VIDEO		550.00	
			2770 - VIDEO & PHOTOS CRAGIE LEISURE CENTRE		984.50	
EF100027	22/04/2022	THE TRUSTEE FOR HAYTO TRUST (TRAVIS HAYTO PHOTOGRAPHY)				7,697.25
			2763 - INVESTMENT ATTRACTION VIDEO REF.VP206453		7,697.25	
EF099660	14/04/2022	THE TRUSTEE FOR HUMPHREY GROUP TRUST (ACTIVE DISCOVERY)				57,681.80
			182290 - PLAY EQUIPMENT KIERNAN PARK PLAYGROUND		37,384.60	
			182291 - PLAY EQUIPMENT MACAULAY PARK, DUNCRAIG		20,297.20	
EF099886	14/04/2022	THE TRUSTEE FOR JOONDALUP AVIT NO. 2 TRUST (HARVEY				38.00
			2535127 - SAMSUNG S21 PROTECTIVE CASE		38.00	
EF099779	14/04/2022	THE TRUSTEE FOR KOELEN FAMILY TRUST TAS KOELEN CARTAGE				1,449.94
			13895 - TRANSPORT SEA CONTAINER GOLD DIGGER MARCH 22		1,449.94	
EF099709	14/04/2022	THE TRUSTEE FOR L JEFFERY FAMILY TRUST (COCKBURN PARTY HIRE)				993.00
			9055 - BEAN BAG HIRE JOONDALUP FESTIVAL		993.00	
EF099747	14/04/2022	THE TRUSTEE FOR LANE FAMILY TRUST (GPS LINEMARKING)				275.00
			INV-002664 - REACTIVE CONTRACTORS - SPORTS INFRASTRUC		275.00	
EF099995	22/04/2022	THE TRUSTEE FOR OCEANS 17 UNIT TRUST (BRAVEN GROUP SERVICES)				5,451.60
			INV-1328 - CONSULTANCY		4,950.00	
			INV-1378 - CONCIERGE GUARD ATTEND COUNCIL MEETINGS		250.80	
			INV-1404 - CONCIERGE GUARD ATTEND COUNCIL MEETINGS 12/04/22		250.80	
EF100158	29/04/2022	THE TRUSTEE FOR OCEANS 17 UNIT TRUST (BRAVEN GROUP SERVICES)				344.85
			INV-1413 - SECURITY GUARD TO ATTEND COUNCIL MEETING		344.85	
EF100125	22/04/2022	THE TRUSTEE FOR PARKER TRUST T/AS LAWN DOCTOR				1,534.46
			720895 - IRON AND MANGANESE - LIQUID (BAILEYS FER	01820	481.98	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			720896 - IRON AND MANGANESE - LIQUID (BAILEYS FER	01820	1,052.48	
EF099797	14/04/2022	THE TRUSTEE FOR SIMPSON FAMILY TRUST T/AS MIRACLE RECREATION				1,490.50
			43377 - PARTS & REPAIR		500.50	
			50115 - FINNEY PARK REMOVE SWINGS AND RELOCATE		990.00	
EF099880	14/04/2022	THE TRUSTEE FOR TALIS UNIT TRUST				1,922.25
			24847 - ADDITIONAL WORKS OUTSIDE ORIGINAL SCOPE		1,922.25	
EF099686	14/04/2022	THE TRUSTEE FOR THE CHISHOLM FAMILY TRUST (BIRDS EYE MEDIA)				5,491.76
			INV-1065 - PHOTGRAPHY & VIDEO PRODUCTION JOONDALUP FESTIVAL 2022		5,491.76	
EF099757	14/04/2022	THE TRUSTEE FOR THE HALE FAMILY TRUST				4,394.50
			HG2608 - COMEDY HYPNOTIST FOR JOONDALUP FESTIVAL 2022		4,394.50	
EF099942	14/04/2022	THE TRUSTEE FOR THE KEENAN FAMILY TRUST T/AS NORTHERN				1,574.50
			35319 - PARTS ONLY		137.50	
			35347 - BLADE EDGER ATOM		1,367.00	
			35366 - 4852 007 1000 BRUSHCUTTER HARNESS		70.00	
EF100235	29/04/2022	THE TRUSTEE FOR THE KEENAN FAMILY TRUST T/AS NORTHERN				396.63
			35804 - PARTS ONLY 6MTH S/S 98256 TS800 CUTTER		396.63	
EF099745	14/04/2022	THE TRUSTEE FOR THE MJ FAMILY TRUST (GRACE ROSE DIDIER				1,713.26
			224 - RELIEF CLEANING VARIOUS AREAS 21/03/22	VP268133	394.63	
			225 - RELIEF CLEANING VARIOUS AREAS 22/03/22	VP268133	587.13	
			226 - RELIEF CLEAN & SANITISING VARIOUS AREAS 24/03-25/03/22	VP268133	731.50	
EF100180	29/04/2022	THE TRUSTEE FOR THE MJ FAMILY TRUST (GRACE ROSE DIDIER				741.14
			230 - RELIEF CLEANING (MONDAY TO FRIDAY)	VP268133	259.88	
			231 - RELIEF CLEANING (MONDAY TO FRIDAY)	VP268133	182.88	
			232 - RELIEF CLEANING (MONDAY TO FRIDAY)	VP268133	298.38	
EF099664	14/04/2022	THE TRUSTEE FOR THE PANACON UNIT TRUST T/AS ARCHITECTURAL				1,225.18
			49046 - DOOR CLOSER		612.59	
			49050 - DOOR CLOSER		612.59	
EF099990	22/04/2022	THE TRUSTEE FOR THE PANACON UNIT TRUST T/AS ARCHITECTURAL				539.54
			49107 - RD - DOORS DAY LABOUR MATERIAL PURC		539.54	
EF099815	14/04/2022	THE TRUSTEE FOR THE R & J PIGDON FAMILY TRUST (NEWSXPRESS)				758.07
			21536 - MAGAZINES & REFENCE NEWSPAPERS		425.49	
			I000021526 - MAGAZINES		332.58	
EF100062	22/04/2022	THE TRUSTEE FOR THE R & J PIGDON FAMILY TRUST (NEWSXPRESS)				519.25
			21546 - MAGAZINES & REFENCE NEWSPAPERS		519.25	
EF100202	29/04/2022	THE TRUSTEE FOR THE R & J PIGDON FAMILY TRUST (NEWSXPRESS)				332.48
			21552 - MAGAZINES JOON LIBRARY		332.48	

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EF099951	14/04/2022	THE TRUSTEE FOR THE RIGANELLO FAMILY TRUST (WOODVALE				4,447.74
			897 - MISCELLANEOUS WORKS (IE WELDING OF GATE	VP254417	275.44	
			898 - CHAINMESH FENCING UNDER 5 M2 SINGLE JOB	VP254417	168.30	
			904 - STANDARD POLES SUPPLY INSTALL	VP254417	4,004.00	
EF100137	22/04/2022	THE TRUSTEE FOR THE RIGANELLO FAMILY TRUST (WOODVALE				743.60
			899 - LOCK PINS AND SLEEVE INSTALLATION	VP254417	363.00	
			901 - CHAINMESH FENCING UNDER 5 M2 SINGLE JOB	VP254417	168.30	
			902 - CHAINMESH FENCING UNDER 5 M2 SINGLE JOB	VP254417	212.30	
EF100241	29/04/2022	THE TRUSTEE FOR THE RIGANELLO FAMILY TRUST (WOODVALE				10,134.30
			905 - MCKIRDY WAY - MARMION	VP254417	168.30	
			906 - OCEAN REEF MARINA	VP254417	9,966.00	
EF099857	14/04/2022	THE TRUSTEE FOR THE SILVERSTREAM TRUST (SWAN EVENT HIRE)				8,996.80
			16268 - MARQUEES & FURNITURE 4-WEEK PERIOD		8,996.80	
EF099952	14/04/2022	THE TRUSTEE FOR VICKERY FAMILY TRUST (WANNEROO TROPHY SHOP)				4,947.61
			40318 - TROPHIES & MEDALS		4,916.41	
			40770 - BASKETBALL GRAND FINAL TROPHIES		31.20	
EF099611	14/04/2022	TIM CARTER				275.83
			23/03/22 - CAE INSTALL DINNER		152.35	
			28/03/22 - RAT TEST KITS		123.48	
EF100221	29/04/2022	TIME CRITICAL UNIT TRUST T/AS TIME CRITICAL CPR & FIRST AID				1,300.00
			20163485 - FIRST AID TRAINING		1,300.00	
EF099599	14/04/2022	TODD DOEPEL				90.45
			24996 - REFUND FOR HIRE FEES -COVID CANCELLATION		90.45	
EF100134	22/04/2022	TOLL IPEC PTY LTD				5.54
			6013285 - COURIER 7/4/22		5.54	
EF100126	22/04/2022	TOM MCLEAN				2,639.83
			ALLOW-MTG-APRIL 2022 - MEETING FEE - APRIL 2022		2,639.83	
EF100096	22/04/2022	TONI STRITZKE				440.00
			1 - SALE OF ARTWORK LESS COMMISSION		440.00	
EF099873	14/04/2022	TOOLMART				2,200.00
			JO-114169 - SP3300W GENERATOR PART SPGI3300E		2,200.00	
EF100098	22/04/2022	TOOLMART				170.00
			20220419-3-1-24294 - GFB-289-B POWER BIT TORX TT-27		170.00	
EF099872	14/04/2022	TOTAL EDEN PTY LIMITED				38,416.26
			412046919 - MISCELLANEOUS ITEMS - PERCENTAGE MARK UP	00920	1,391.50	
			412048418 - LANDSCAPE MTCE SERV BURNS BEACH MARCH 22	00920	10,119.63	
			412048419 - PROVISION OF IRRIGATION MAINTENANCE SERV	00920	681.13	
			412074572 - BURNS BEACH SAR LANDSCAPE	00920	26,224.00	
EF100097	22/04/2022	TOTAL EDEN PTY LIMITED				3,715.25

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			412048641 - SCHEDULE CONTRACTORS - LANDSCAPING MAINT		1,479.50	
			412048642 - SCHEDULE CONTRACTORS - LANDSCAPING MAINT		1,628.00	
			412048643 - SCHEDULE CONTRACTORS - LANDSCAPING MAINT		607.75	
EF100102	22/04/2022	TOTAL LANDSCAPE REDEVELOPMENT SERVICE PTY LTD				37,710.20
			INV-0553 - ILUKA SAR ENTRY STATEMENTS		37,710.20	
EF099874	14/04/2022	TOTALLY WORKWEAR				3,630.32
			7200564011 - T7PIPLAC		96.80	
			7200564920 - KINGGEE C-MAX5 ZIP SIDED ANKLE BOOT, BLA	VP253695	121.00	
			7200565670 - BOOTS ARGYLE BLACK, STEEL BLUE SIZE 10.5	VP253695	297.00	
			7200565699 - BLK CARGO PANTS		190.90	
			7200565894 - BOOTS HOBART, STEEL BLUE SIZE 12	VP253695	132.00	
			7200565895 - KINGGEE C-MAX5 ZIP SIDED ANKLE BOOT, BLA	VP253695	121.00	
			7200565923 - LIBRARY UNIFORMS		411.17	
			7200565952 - UNISEX SHIRT POLO JB'S 100% POLYESTER MI	VP253695	37.40	
			7200565953 - PANTS NARROW LEG COTTON DRILL HARD YAKKA	VP253695	66.00	
			7200565954 - UNISEX SHIRT POLO JB'S 100% POLYESTER MI	VP253695	88.00	
			7200566307 - JACKET KINGGEE 4 IN 1 HI-VIS TAPED WATER	VP253695	79.20	
			7200566369 - POLO LADIES L/S COTT/POLY MESH ON SIDE	VP253695	427.90	
			7200566369 - POLO LADIES L/S COTT/POLY MESH ON SIDE	VP270470	957.50	
			7200566955 - KINGGEE C-MAX5 ZIP SIDED ANKLE BOOT, BLA	VP253695	121.00	
			7200567201 - UNISEX SHIRT POLO JB'S 100% POLYESTER MI	VP253695	236.50	
			7200567204 - TROUSERS KG BASICS CARGO NAVY, KINGGEE,	VP253695	99.00	
			7200567327 - WINDCHEATER 1/2 ZIP HI-VIS FLEECE YELLOW	VP253695	29.70	
			7200567330 - UNISEX SHIRT POLO JB'S 100% POLYESTER MI	VP253695	37.40	
			7200567331 - UNISEX SHIRT HI-VIS SPLICED Y/N L/SLEEVE	VP253695	80.85	
EF100099	22/04/2022	TOTALLY WORKWEAR				1,954.00
			7200555376 - BLUNDSTONE BLO897 SIZE 8 WOMENS BOOTS		188.90	
			7200560405 - SAFETY VESTS - FIRE WARDENS		668.80	
			7200567766 - LC STAFF UNIFORM		70.20	
			7200567766 - LC STAFF UNIFORM	VP179621	138.60	
			7200568174 - JOGGER LADIES BLUND CT LACES, BLACK, SIZ	VP270470	132.90	
			7200568311 - UNISEX SHIRT HI-VIS SPLICED Y/N L/SLEEVE	VP253695	259.05	
			7200568312 - TROUSERS KG BASICS CARGO NAVY, KINGGEE,	VP253695	119.90	
			7200568313 - UNISEX SHIRT HI-VIS SPLICED Y/N L/SLEEVE	VP253695	80.85	
			7200568316 - UNISEX SHIRT POLO JB'S 100% POLYESTER MI	VP253695	37.40	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			7200568323 - WINDCHEATER 1/2 ZIP HI-VIS FLEECE YELLOW	VP253695	108.90	
			7200569219 - BOOTS ARGYLE BLACK, STEEL BLUE SIZE 11	VP253695	148.50	
EF100217	29/04/2022	TOTALLY WORKWEAR				2,206.25
			7200568404 - YOUTH SERVICES GARMENTS AND EMBROIDERY		1,619.40	
			7200568710 - SAFETY WEAR - WOC	VP253695	179.85	
			7200568713 - SAFETY WEAR - WOC	VP253695	29.70	
			7200569358 - SAFETY WEAR - WOC	VP253695	179.85	
			7200569359 - SAFETY WEAR - WOC	VP253695	94.60	
			7200569452 - JACKET KINGGEE 4 IN 1 HI-VIS TAPED WATER	VP253695	79.20	
			7200569623 - VEST HI-VIS POLAR FLEECE Y/N W/W, SIZE M	VP253695	23.65	
EF099800	14/04/2022	TOWN INN PTY LTD T/AS MISS MAUD				384.75
			90081538 - CATERING FOR CAE WORKSHOP 2/4/2022		184.90	
			90081540 - CATERING FOR CAE WORKSHOP 3/4/2022		199.85	
EF099877	14/04/2022	T-QUIP				2,795.10
			109089 - TORO TRAINING 2 SESSIONS		2,795.10	
EF100100	22/04/2022	T-QUIP				1,103.00
			107779#6 - PARTS ONLY 1GNM109 - 98384 TORO - F9838		2,244.60	
			107804 - RE INVOICE 107779#6		-1,465.00	
			109787#4 - PARTS ONLY 1GKQ871 - TORO - F98370 360		323.40	
EF100219	29/04/2022	T-QUIP				2,025.00
			109832#11 - PARTS ONLY 1GKQ871 - TORO 360 - F98370		1,495.00	
			109846#11 - PARTS ONLY 1GNE037- TORO-F98382 - FM41		530.00	
EF099878	14/04/2022	TRITON ELECTRICAL CONTRACTORS PTY LTD				27,065.39
			23361TE - WARWICK OPEN SPACE REPAIRS	01321	3,062.40	
			23984TE - NEWCOMBE PARK REPAIRS	01321	22,052.69	
			24146TE - QUALIFIED ELECTRICIAN (NORMAL WORKING HO	01321	286.00	
			24206TE - QUALIFIED ELECTRICIAN (NORMAL WORKING HO	01321	132.00	
			24210TE - BURNS BEACH ROAD VARIOUS REPAIRS	01321	66.00	
			24218TE - QUALIFIED ELECTRICIAN (NORMAL WORKING HO	01321	445.50	
			24226TE - QUALIFIED ELECTRICIAN (NORMAL WORKING HO	01321	729.30	
			24229TE - QUALIFIED ELECTRICIAN (NORMAL WORKING HO	01321	291.50	
EF100101	22/04/2022	TRITON ELECTRICAL CONTRACTORS PTY LTD				4,150.30
			24179TE - NEGRESCO PARK	01321	3,440.80	
			24182TE - QUALIFIED ELECTRICIAN (NORMAL WORKING HO	01321	198.00	
			24236TE - GEORGE SEARS PARK	01321	247.50	
			24238TE - MACDONALD PARK NORTH	01321	264.00	
EF100220	29/04/2022	TRITON ELECTRICAL CONTRACTORS PTY LTD				665.50
			24231TE - WHITFORDS NODES CUBICLES	01321	665.50	
EF099898	14/04/2022	TRUCK UNIT TRUST T/AS W A HINO SALES & SERVICE				939.17
			284614 - PARTS		939.17	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
EF099801	14/04/2022	TRULY AQUAMARINE HOLDINGS PTY LTD T/AS METAL ARTWORK CREATIO				720.94
			87438 - STAFF NAME BADGES		130.90	
			87552 - STAFF NAME BADGES - MAGNETIC		26.84	
			87585 - 50 X BLANK CRAIGIE LEISURE CENTRE BADGES		563.20	
EF099855	14/04/2022	TRUSTEE FOR G & M TRUST & TRUSTEE FOR KARDINYA TRUST T/AS				1,174.80
			45288 - CONTAINERS MARCH TRDU7302711 & YWTU1654288		409.20	
			45379 - CONTAINER CNIU2155398 20-31/3/22		105.60	
			46166 - HIRE 40FT GENERAL PURPOSE CONTAINER		396.00	
			46255 - HIRE 40FT GENERAL PURPOSE CONTAINER		264.00	
EF099884	14/04/2022	TRUSTEE FOR G & S BLAZESKI FAMILY TRUST (TIGER PEST & WEED				22,842.49
			3815 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	3,251.60	
			3816 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	3,251.60	
			3817 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	4,633.53	
			3818 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	1,625.80	
			3819 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	4,714.82	
			3820 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	2,438.70	
			3821 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	1,463.22	
			3822 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	1,463.22	
EF100104	22/04/2022	TRUSTEE FOR G & S BLAZESKI FAMILY TRUST (TIGER PEST & WEED				15,201.23
			3884 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	5,283.85	
			3885 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	2,682.57	
			3886 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	3,739.34	
			3887 - HERBICIDE APPLICATION - GLYPHOSATE - FOO	03718	3,495.47	
EF099672	14/04/2022	TRUSTEE FOR J & J MARSHALL FAMILY TRUST (BARDFIELD				1,650.00
			42864 - REACTIVE CONTRACTORS - PLAY EQUIPMENT MA		1,650.00	
EF099885	14/04/2022	TRUSTEE FOR KAFAMI KHORASANI FAMILY TRUST (SAFFRON				207.90
			COJ-2022-03 - PROVIDE REFRESHMENTS FOR HARMONY DAY 28/03/22		207.90	
EF099906	14/04/2022	TRUSTEE FOR RANSBERG UNIT TRUST T/AS WA PREMIX				1,788.60
			CL6784/04 - LESS THAN 3.4M3 - 25 MPA / 14MM MAXIMUM	00520	427.68	
			NE6774/01 - LESS THAN 3.4M3 - 25 MPA / 14MM MAXIMUM	00520	213.84	
			NE6774/02 - LESS THAN 3.4M3 - 25 MPA / 14MM MAXIMUM	00520	213.84	
			NE6774/03 - LESS THAN 3.4M3 - 25 MPA / 14MM MAXIMUM	00520	374.22	
			NE6774/04 - LESS THAN 3.4M3 - KERB MIX (32 MPA / 7MM	00520	184.80	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			NE6774/05 - LESS THAN 3.4M3 - 25 MPA / 14MM MAXIMUM	00520	374.22	
EF099744	14/04/2022	TRUSTEE FOR THE A & L INNES FAMILY TRUST (GECKO LOGISTICS				555.50
			71764 - TRANSPORT FOR HART TO STORAGE		555.50	
EF100179	29/04/2022	TRUSTEE FOR THE A & L INNES FAMILY TRUST (GECKO LOGISTICS				698.50
			71843 - TRUCK WITH HIAB HIRE TO TRANSPORT		698.50	
EF099668	14/04/2022	TRUSTEE FOR THE BDG TRUST T/AS BOLLIG DESIGN GROUP				4,592.61
			2045/F5 - CONSULT CHICHESTER PARK COMM SPORTS	01320	4,592.61	
EF099739	14/04/2022	TRUSTEE FOR THE JANSEN GRAY FAMILY TRUST T/AS GEOFF'S TREE				16,057.80
			J220311328 - SUPPLY AND OPERATE AN ELEVATED 19M WORK PLATFORM BLACKALL PARK	03520A	2,147.75	
			J220314306 - TREE REMOVAL INCLUDING DISPOSAL OF PRUNI KERR PLC HILLARYS	03520A	627.00	
			J220314317 - TREE REMOVAL INCLUDING DISPOSAL OF PRUNI TRIGG POINT PARK	03520A	1,254.00	
			J220321302 - SUPPLY AND OPERATE AN ELEVATED 19M WORK PLATFORM CASTLECRAG PARK	03520A	4,910.40	
			J220323321 - TREE REMOVAL INCLUDING DISPOSAL OF PRUNI TUART RD GREENWOOD	03520A	940.50	
			J220323327 - SUPPLY AND OPERATE AN ELEVATED 19M WORK PLATFORM BLACKALL PARK	03520A	920.70	
			J220324311 - TREE REMOVAL INCLUDING DISPOSAL OF PRUNI	03520A	1,751.20	
			J220324318 - SUPPLY AND OPERATE AN ELEVATED 19M WORK	03520A	767.25	
			J220324335 - SUPPLY AND OPERATE AN ELEVATED 16M WORK PLATFORM MEYRICK WAY CURRAMBINE	03520A	854.70	
			J220324343 - SUPPLY AND OPERATE AN ELEVATED 5M WORK P	03520A	525.80	
			J220324347 - SUPPLY AND OPERATE AN ELEVATED 5M WORK PLATFORM COLUMBUS MEWS CURRAMBINE	03520A	262.90	
			J220324352 - SUPPLY AND OPERATE AN ELEVATED 5M WORK PLATFORM TERN RIDGE JOONDALUP	03520A	525.80	
			J220331353 - SUPPLY AND OPERATE AN ELEVATED 16M WORK PLATFORM WARBLER CL EDGEWATER	03520A	569.80	
EF100175	29/04/2022	TRUSTEE FOR THE JANSEN GRAY FAMILY TRUST T/AS GEOFF'S TREE				13,349.60
			J220112277 - TREE REMOVAL INCLUDING DISPOSAL OF PRUNI	03520A	9,755.90	
			J220324348 - TREE REMOVAL INCLUDING DISPOSAL	03520A	1,490.50	
			J220420219 - WHITFORDS AVE, PADBURY	03520A	2,103.20	
EF099683	14/04/2022	TRUSTEE FOR THE MAxSPEED FAMILY TRUST (BEST WEST DRIVING				70.00
			INV-10260 - RYDE VOLUNTEER DRIVING ASSESSMENT		70.00	
EF100073	22/04/2022	TRUSTEE FOR THE SHEPHARD FAMILY TRUST (POOL ROBOTICS PERTH)				1,436.79
			22-00000857 - SERVICING OF WAVE 100 S/N U03354BX6J		1,415.16	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			22-00000858 - SERVICING OF WAVE 100 S/N C8894WB5L		21.63	
EF099901	14/04/2022	TRUSTEE FOR WA LIMESTONE UNIT TRUST T/AS WA LIMESTONE CO				1,844.43
			WA6734/01 - 19MM LIMESTONE - CRUSHED - SUPPLY & DELI	VP248139	617.80	
			WA6734/02 - 75MM LIMESTONE - CRUSHED - SUPPLY & DELI	VP248139	1,226.63	
EF099949	14/04/2022	TURF DEVELOPMENTS WA PTY LTD				5,198.60
			14205 - TREE MAINTENANCE OUTLOOK DRIVE EDGEWATER		1,961.30	
			14206 - TREE MAINTENANCE THORNTON RETREAT KINROSS		3,237.30	
EF099892	14/04/2022	ULTIMATE POSITIONING GROUP PTY LTD				962.50
			PJI0034620 - ANNUAL SERVICE & CALIBRATION OF SURVEY		962.50	
EF100107	22/04/2022	ULVERSCROFT LARGE PRINT BOOKS				345.48
			I142789AU - ITEMS FOR BOOKS ON WHEELS		127.70	
			I142829AU - ITEMS FOR BOOKS ON WHEELS		217.78	
EF100222	29/04/2022	UNITED EQUIPMENT PTY LIMITED T/AS UNITED FORKLIFT				1,799.93
			61A-076585 - HIRE OF TELE HANDLER		1,799.93	
EF099633	14/04/2022	VALENTIN FERNANDEZ				81.65
			BPC21/2269 - REFUND CTF ADDITIONAL FEE CHARGED AT END OF PROJECT.		20.00	
			BPU22/0005 - REFUND BUILDING SERVICES LEVY		61.65	
EF099894	14/04/2022	VERIS AUSTRALIA PTY LTD				2,409.00
			VI059768 - CONSULT JUNIPER PARK PARKING IMPROVEMENT		2,409.00	
EF099897	14/04/2022	VIET WEST PTY LTD (FUNKY BUNCHES)				120.00
			17149 - SYMPATHY FLOWERS		120.00	
EF099896	14/04/2022	VIP SECURITY INDUSTRIES PTY LTD (THREAT PROTECT)				1,809.50
			V00257223 - MONITORING TRACKING DURESS ALARMS		962.50	
			V00259633 - 24/7 MONITORING		847.00	
EF099895	14/04/2022	VOCUS PTY LTD T/AS VOCUS COMMUNICATIONS				47,873.51
			P848186 - INTERNET SERVICES A/C CN6215		14,170.40	
			P848505 - MONTHLY VOCUS WAN INVOICE		33,703.11	
EF099950	14/04/2022	WANNEROO ELECTRICS UNIT TRUST				53,923.65
			40756 - LIGHTING MTCE WHITFORDS AVE WOODVALE	02019	3,861.00	
			40757 - CAMBERWARRA PARK TOILETS REPAIRS	02019	94.60	
			40760 - KINGSLEY MEMORIAL CLUBROOMS REPAIRS	02019	1,995.40	
			40762 - LEXCEN PARK TOILETS REPAIRS	02019	248.60	
			40773 - TEST OPERATION AND REPAIR – CHECK OPERAT	02019	94.60	
			52241 - TEST OPERATION AND REPAIR – CHECK OPERAT	02019	19,902.41	
			52269 - JOONDALUP ADMIN LIGHTS	02019	185.90	
			52270 - JOONDALUP ADMIN REPLACE FLASHING	02019	186.29	
			52271 - WINDERMERE PARK REPAIRS	02019	244.20	
			52272 - SES COMPLIANCE REPAIRS	02019	311.69	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			52273 - TEMPORARY POWER AT JOONDALUP ADMIN BLDG	02019	4,239.40	
			52274 - JOONDALUP ADMIN LIGHTS	02019	80.30	
			52275 - JOONDALUP ADMIN LIGHTS	02019	226.60	
			52276 - WOODVALE LIBRARY REPAIRS	02019	194.70	
			52277 - WOODVALE CCC REPAIRS	02019	194.70	
			52278 - WINTON ROAD REPAIRS	02019	238.15	
			52279 - JOONDALUP ADMINISTRATION REPAIRS	02019	115.50	
			52280 - ADMIN BUILDING REPAIRS	02019	182.60	
			52281 - CIVIC CENTRE REPAIRS	02019	86.90	
			52284 - JOONDALUP ADMINISTRATION REPAIRS	02019	107.39	
			52285 - JOONDALUP CIVIC CENTRE REPAIRS	02019	2,125.20	
			52286 - JOONDALUP ADMINISTRATION REPAIRS	02019	424.78	
			52293 - LIGHTING MTCE TOM SIMPSON PARK	02019	150.70	
			70993 - WARWICK CCC REPAIR HEATER	02019	94.60	
			71003 - LIGHTING MTCE GIBSON PARK	02019	94.60	
			71005 - JOONDALUP ADMINISTRATION REPAIRS	02019	115.50	
			71007 - CURRAMBINE COMMUNITY CENTRE REPAIRS	02019	244.20	
			71018 - TEST OPERATION AND REPAIR – CHECK OPERAT	02019	496.10	
			71019 - TEST OPERATION AND REPAIR – CHECK OPERAT	02019	432.30	
			71020 - TEST OPERATION AND REPAIR – CHECK OPERAT	02019	882.75	
			71027 - CLERMONT PARK LIGHTS	02019	1,472.35	
			71028 - TESTING AND TAGGING CRAIGIE LEIS CTR	02019	2,475.00	
			92652 - WARRIGAL PARK LIGHT POLES	02019	1,055.34	
			92655 - OTWAY PARK, CRAIGIE	02019	511.50	
			92662 - ELECTRICAL TESTING OF RCD'S COJ PARKS	02019	10,557.80	
EF100136	22/04/2022	WANNEROO ELECTRICS UNIT TRUST				49,935.51
			40707 - TESTING OF EXIT SIGNS OR EMERGENCY LIGHT VARIOUS AREAS FEB 22	02019	8,494.20	
			40774 - RENEW T8 FLUORESCENT TUBE 18W-58W. SUPPL	02019	80.30	
			40779 - ILUKA FORESHORE CARPARK	02019	4,235.00	
			52246 - BLUE LAKE PARK LAKE-RECONNECT AND TEST AERATOR	02019	86.90	
			52288 - RENEW RECESSED EMERGENCY LIGHT.	02019	1,093.40	
			52289 - NORMAL HOURS - ELECTRICAL TRADESPERSON	02019	1,402.17	
			52291 - RENEW T8 FLUORESCENT TUBE 18W-58W. SUPPL	02019	925.10	
			52294 - NORMAL HOURS - ELECTRICAL TRADESPERSON	02019	380.09	
			52296 - ELECTRICAL TESTING OF RCD'S - TESTING AN	02019	24,849.00	
			70939 - FORM 5 AFTER HOURS - FORM 5 COMPLETION	02019	330.00	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			70945 - LIGHTING MTCE FELGATE PLC WARWICK	02019	390.50	
			71010 - CRAIGIE LEISURE CENTRE REPAIRS	02019	327.87	
			71015 - NORMAL HOURS - ELECTRICAL TRADESPERSON	02019	516.45	
			71016 - CRAIGIE LEISURE CENTRE REPAIRS	02019	2,385.90	
			71021 - TEST OPERATION AND REPAIR – CHECK OPERAT	02019	603.90	
			71023 - TEST OPERATION AND REPAIR – CHECK OPERAT	02019	1,199.00	
			71029 - CRAIGIE LEISURE CENTRE REPAIRS	02019	525.80	
			71030 - DISCONNECT HOT WATER SYSTEM – DISCONNECT	02019	392.70	
			71033 - TEST OPERATION AND REPAIR – CHECK OPERAT	02019	94.60	
			92654 - LEXCEN PARK	02019	174.90	
			92656 - BRAMSTON PARK CLUBROOMS	02019	194.70	
			92657 - SHEPHERDS BUSH TOILET REPAIRS	02019	692.58	
			92658 - WHITFORD LIBRARY REPAIRS	02019	174.90	
			92659 - MCNAUGHTON PARK LIGHTING MTCE	02019	212.52	
			92660 - CHARONIA PARK TOILETS	02019	173.03	
EF100240	29/04/2022	WANNEROO ELECTRICS UNIT TRUST				2,211.88
			52312 - WORKS DEPOT ACCESS POINTS	02019	307.23	
			70955 - INSTALL CAT 6E SINGLE DATA OUTLET CLC	02019	1,013.10	
			71034 - CRAIGIE LEISURE CENTRE	02019	270.60	
			71035 - SORRENTO SOCCER CLUB	02019	281.05	
			71040 - FORREST PARK TOILETS	02019	94.60	
			71042 - CRAIGIE LEISURE CENTRE	02019	150.70	
			71043 - KINGSLEY MEMORIAL CLUBROOMS	02019	94.60	
EF099601	14/04/2022	WANNEROO PATIOS				61.65
			BPU22/0037 - REFUND BUILDING SERVICES LEVY		61.65	
EF100206	29/04/2022	WARE FAMILY TRUST T/AS POLARIS CENTRAL				151.30
			A8137 - PARTS ONLY 85 COJ 6 MONTH SCHEDULED SERV		151.30	
112363	1/04/2022	WATER CORPORATION				18,179.39
			9003068853 22/02/22 - SORRENTO HALL		29.11	
			9003073126 22/02/22 - SORRENTO SLSC & SOUTH		3,139.04	
			9003073134 22/02/22 - SORRENTO NORTH TOILETS		663.40	
			9003083316 22/02/22 - PERCY DOYLE RESERVE		1,624.83	
			9003148028 28/02/22 - FLINDERS PARK HALL/HILLARYS KINDY		1,097.16	
			9003170460 24/02/22 - MAWSON PARK T/C		57.39	
			9003172175 24/02/22 - HILLARYS NORTH BEACH		521.26	
			9003198455 23/02/22 - HILLARYS ANIMAL T/C		2,715.67	
			9003216609 23/02/22 - DUNCRAIG CHC		42.34	
			9003228001 24/02/22 - GROVE CHILD CARE.		843.43	
			9003229266 24/02/22 - DORCHESTER COMMUNITY HALL		258.65	
			9003231622 24/02/22 - WARWICK SPORTS CENTRE		3,013.45	
			9003279773 18/02/22 - BLACKALL T/C		31.75	

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Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			9003313206 15/03/22 - WHITFORD LIBRARY & SC		243.43	
			9003325522 15/03/22 - KORELLA T/C		84.67	
			9003327106 15/03/22 - CHARONIA T/C		119.07	
			9003331834 15/03/22 - MULLALOO SLSC		2,115.15	
			9003594917 28/02/22 - TIMBERLANE HALL		1,095.44	
			9003616952 24/02/22 - CHICHESTER PARK CLUBROOMS		235.49	
			9003771215 23/03/22 - SANTIAGO PARK DRINK FOUNTAIN		5.23	
			9003792673 24/03/22 - BEAUMARIS COMM CENTRE		79.38	
			9014414766 22/02/22 - ILUKA BEACH FORESHORE T/C		164.05	
112374	8/04/2022	WATER CORPORATION				5,226.42
			9003108392 22/02/22 - MELENE PARK T/C		79.38	
			9003132632 21/12/21 - DUNCRAIG COMMUNITY HALL		87.32	
			9003132632 22/02/22 - DUNCRAIG COMMUNITY HALL		123.67	
			9003165274 24/02/22 - HILLARYS PARK		42.34	
			9003187641 24/02/22 - GIBSON AVE		21.17	
			900319601 22/12/21 - BROADBEACH DRINK FOUNTAIN		5.29	
			9003196011 24/02/22 - BROADBEACH DRINK FOUNTAIN		7.94	
			9003196011 27/10/21 - BROADBEACH DRINK FOUNTAIN		7.94	
			9003223294 22/02/22 - HAWKER PARK T/C		29.11	
			9003223294 22/12/21 - HAWKER PARK T/C		42.34	
			9003223294 26/10/21 - HAWKER PARK T/C		10.58	
			9003229274 24/02/22 - DORCHESTER AVE		370.44	
			9003229717 23/02/22 - ELLERSDALE PARK		720.22	
			9003340036 15/03/22 - ROB BADDOCK HALL		23.81	
			9003340036 18/01/22 - ROB BADDOCK HALL		18.52	
			9003343712 15/03/22 - KOORANA RD MULLALOO		63.50	
			9003349567 15/03/22 - JAMES COOK PARK		34.40	
			9003352862 15/03/22 - KALLAROO PRE SCHOOL		37.04	
			9003615458 28/02/22 - WOODVALE LIBRARY/WOODVALE COMM CENTRE		763.83	
			9003625226 28/03/22 - OCEAN REEF PARK		116.42	
			9003637032 28/03/22 - MIRROR PARK T/C		34.40	
			9003637921 28/03/22 - LEXCEN PARK T/C		105.84	
			9003733454 05/04/22 - MULTISTOREY CARPARK		255.64	
			9003771231 23/03/22 - SANTIAGO T/C		58.21	
			9003785510 23/03/22 - ILUKA BEACH SHOWERS		71.44	
			9012294844 28/03/22 - OCEAN REEF SEA SPORTS & WHITFORDS VOL SEA RESCUE		979.02	
			9016138945 18/03/22 - WORKS DEPOT		1,116.61	
112388	14/04/2022	WATER CORPORATION				1,897.89
			9003724451 04/04/22 - GRAND BOULEVARD		39.69	
			9003731969 05/04/22 - RESERVE WINTON RD JOONDALUP		10.58	
			9003749579 07/02/22 - NEIL HAWKINS PARK T/C		165.81	
			9003749632 04/04/22 - BOAS AVE		306.94	
			9003751804 04/04/22 - JOONDALUP ADMIN		1,192.30	

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LIST OF MUNICIPAL PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			9014984128 04/04/22 - CITY CENTRE TOILET		164.05	
			9020667284 04/04/22 - CENTRAL WALK DRINKING FOUNTAIN		18.52	
112393	22/04/2022	WATER CORPORATION				139.13
			9003749579 04/04/22 - NEIL HAW PRK T/C		139.13	
EF099908	14/04/2022	WATERLINK ELEMENTS PTY LTD (WATER-LINK IRRIGATION)				5,977.40
			285 - IRRIGATION MAINTENANCE		2,988.70	
			287 - REACTIVE CONTRACTORS - IRRIGATION MAINTE		2,988.70	
EF100227	29/04/2022	WATERLINK ELEMENTS PTY LTD (WATER-LINK IRRIGATION)				4,184.18
			291 - IRRIGATION WORKS		1,793.22	
			315 - IRRIGATION MAINTENANCE		2,390.96	
EF099972	22/04/2022	WEI CAI SU				100.00
			22/03/22 - REFUND OF ESTABLISHMENT FEE 240L RED BIN		100.00	
EF099910	14/04/2022	WESBAR VANQUIP PTY LTD				5,940.00
			98837/01 - SUPPLY & FIT LIGHT BAR TO FORD		2,970.00	
			99037/01 - SUPPLY & FIT LIGHT BAR TO FORD		2,970.00	
EF100036	22/04/2022	WESFARMERS KLEENHEAT GAS PTY LTD				4,165.45
			4982543 - CRAIGIE LEISURE 6/10-10/2/22		1,526.45	
			5129261 - CRAIGIE LEISURE 10/2-11/3/22		1,344.45	
			5206697 - CRAIGIE LEISURE CENTRE GAS		1,294.55	
EF099904	14/04/2022	WESKERB PTY LTD				27,124.87
			4231 - 151-350 MTRS 50MM MOUNTABLE KERB	01219	24,587.56	
			4233 - REPLACE KERBING DOLPHIN WAY BELDON	01219	840.30	
			4234 - REPAIR KERBING CLIFF & HIGH ST, SORRENTO	01219	717.75	
			4236 - REPAIR KERBING BEACH RD	01219	979.26	
EF099591	14/04/2022	WEST AUSTRALIAN NEWSPAPERS LIMITED				181.20
			8467 04/04/22 - NEWSPAPERS FOR DUNCRAIG		181.20	
EF099959	22/04/2022	WEST AUSTRALIAN NEWSPAPERS LIMITED				12,528.04
			1001864820220331 - ADVERTISING PACKAGE FOR JF 2022		12,346.84	
			281827 13/04/22 - NEWSPAPERS FOR WHITFORD		181.20	
EF099953	14/04/2022	WESTERN AUSTRALIAN GENEALOGICAL SOCIETY				200.00
			2022/23 - MEMBERSHIP RENEWAL		100.00	
			2022/823 - MEMBERSHIP RENEWAL 01/04/22 - 31/03/23		100.00	
EF099903	14/04/2022	WESTERN IRRIGATION PTY LTD				12,119.81
			G41549 - RETIC ITEMS	03119	647.74	
			G41550 - RETIC ITEMS	03119	1,733.86	
			G41551 - RETIC ITEMS	03119	1,241.92	
			G41555 - IRRIGATION MAINTENANCE		272.80	
			G41556 - RETIC ITEMS	03119	126.84	
			G41557 - RETIC ITEMS	03119	89.40	
			G41564 - SPRINKLER HUNTER I-40-04 S/S	03119	2,083.51	
			G41570 - SPRINKLER HUNTER I-40-06 S/S	03119	2,090.88	
			G41572 - SOLVENT VINIDEX TYPE P GREEN 500MM	03119	296.64	

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LIST OF MUNICIPAL PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			G41574 - SPRINKLER HUNTER I-20-04 S/S	03119	642.51	
			G41576 - GEAR DRIVE RAINBIRD 5004 PLUS S/S P/C SP	03119	370.90	
			G41577 - PRIMER TORO UPVC TYPE P 500ML	03119	1,358.96	
			G41607 - FITTING PVC TELESCOPIC COUPLING 40MM	03119	45.81	
			G41608 - GEAR DRIVE RAINBIRD 5004 PLUS S/S P/C SP	03119	1,118.04	
EF100109	22/04/2022	WESTERN IRRIGATION PTY LTD				942.36
			G41645 - SPRINKLER RAINBIRD 8005 PC S/S	03119	942.36	
EF100224	29/04/2022	WESTERN IRRIGATION PTY LTD				164.53
			G41687 - SPRINKLER HUNTER I-20-04 S/S	03119	164.53	
EF099907	14/04/2022	WINC AUSTRALIA PTY LIMITED (WINC AUSTRALIA)				4,398.17
			9038596551 - ATS GLOBAL DISPOSABLE FACE MASK 3-PLY NO		17.60	
			9038637974 - MEDIFLEX NITRASOFT NITRILE GLOVES POWDER		49.83	
			9038680886 - STATIOONERY		364.52	
			9038695794 - METHYLATED SPIRITS 5L SOLVENT		56.06	
			9038726202 - STATIONERY ETC		141.85	
			9038729768 - STATIONERY ETC		45.98	
			9038739211 - WINC OFFICE TAPE 24MM X 66M CRYSTAL CLEA		8.05	
			9038763729 - ESSELTE 37784 SUPERIOR RUBBER BANDS NO.		258.42	
			9038807154 - NESTLE MILO SACHETS 20G CARTON 100		376.08	
			9038810686 - STATIONERY		51.91	
			9038827556 - STATIONERY		104.16	
			9038827558 - STATIONERY ETC		298.03	
			9038830827 - CUSTOMER CARE BUSINESS CARDS - TEAL		143.00	
			9038830945 - OAKWOOD ANTIBACTERIAL CLEANING WIPES PAC		45.10	
			9038842649 - WINC MONITOR STAND 15KG CAPACITY		197.90	
			9038857412 - STATIONERY ETC		-45.98	
			9038857413 - STATIONERY ETC		-141.85	
			9038857418 - FELLOWES I-SPIRE SERIES KEYBOARD WRIST R		41.80	
			9038857419 - WINC CARBON NEUTRAL 20% RECYCLED COPY PA		128.34	
			9038885685 - KLIK 1.2M APPLE LIGHTNING TO USB MFI CAB		86.81	
			9038893327 - STANDARD CITY OF JOONDALUP BUSINESS CARD		71.50	
			9038894038 - STATIONERY		210.01	
			9038894081 - TORK COCKTAIL NAPKIN 2 PLY 240X240MM WHI		70.07	
			9038894273 - STATIONERY		50.28	
			9038894419 - WINC SCISSORS 210MM COMFORT GRIP NO.8 BL		870.52	
			9038910713 - MASTERLOCK TAG BRASS MASTER 0071TAG		6.29	
			9038948153 - WINC CARBON NEUTRAL 20% RECYCLED COPY PA		99.54	
			9038948255 - CITY OF JOONDALUP DL W/FACE ENVELOPES 2		60.32	

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Local Government (Financial Management) regulations 1996 ATTACHMENT 1

LIST OF MUNICIPAL PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
			9038948260 - CITY OF JOONDALUP DL W/FACE ENVELOPES 2		30.16	
			9038948346 - CITY OF JOONDALUP DL W/FACE ENVELOPES 2		90.49	
			9038957553 - WINC CARBON NEUTRAL 20% RECYCLED COPY PA		112.06	
			9038957719 - WINC LASER LABELS 70 X 25MM 33 PER SHEET		242.06	
			9038958719 - CITY OF JOONDALUP DL W/FACE ENVELOPES 2		120.65	
			9038958824 - CITY OF JOONDALUP DL W/FACE ENVELOPES 2		120.65	
			9038959827 - SCOTCH 373 48X75 PACKAGING PREMIUM TAPE		15.96	
EF100112	22/04/2022	WINC AUSTRALIA PTY LIMITED (WINC AUSTRALIA)				1,523.63
			9038883242 - STATIONERY		367.14	
			9038884239 - STATIONERY		77.61	
			9038948181 - STATIONERY		57.64	
			9038971980 - STATIONERY		381.10	
			9038974129 - CANON LS-100TS BUSINESS DESKTOP CALCULAT		464.42	
			9038986645 - STATIONERY		13.82	
			9038986702 - MARBIG MANILLA PLASTIC TAB BOX DIVIDER 6		53.03	
			9039019117 - STATIONERY		108.87	
EF100226	29/04/2022	WINC AUSTRALIA PTY LIMITED (WINC AUSTRALIA)				201.88
			9038936295 - STATIONERY ETC		97.78	
			90389648148 - CITY OF JOONDALUP DL W/FACE ENVELOPES 2		60.32	
			9038985242 - GLEN 20 DISINFECTANT SPRAY COUNTRY SCENT		43.78	
EF099890	14/04/2022	WINTIME NOMINEES PTY LTD (THE BREAKWATER)				3,729.50
			DMN 16776429902 - VIP FUNCTION CATERING AND DRINKS		3,729.50	
EF100110	22/04/2022	WITHERINGTON FAMILY TRUST T/AS WA LIBRARY SUPPLIES				891.00
			127313 - ELEVATE ELECTRIC STRAIGHT DESK		891.00	
EF099902	14/04/2022	WOODS BAGOT PTY LTD				400.00
			31/03/22 - DESIGN REFERENCE PANEL FEE		400.00	
EF099862	14/04/2022	WRAPTURE DESIGNS PTY LTD T/AS SONIC SIGNS				627.00
			IV00000007275 - PARTS ONLY		627.00	
EF099604	14/04/2022	XCEED COMMERCIAL PTY LTD				8.23
			3329238 - 23/9 INSPIRATION DR WANGARA ELECTRICITY 24/02-24/03/22		8.23	
EF099962	22/04/2022	XCEED COMMERCIAL PTY LTD				1,500.34
			3353060 - 23/9 INSPIRATION DR WANGARA RENT MAY 2022		985.44	
			3353129 - 23/9 INSPIRATION DR WANGARA OUTGOINGS MAY 2022		514.90	
EF100057	22/04/2022	YESPAR FAMILY TRUST T/AS MEDIA ON MARS				660.00
			INV-0773433 - JF WEBSITE CODING JOONDALUP FESTIVAL 22		660.00	
EF099911	14/04/2022	YHI POWER PTY LTD				112.20
			6802343 - PARTS		112.20	
EF100171	29/04/2022	YOANN DEGIOANNI				1,000.00
			2001321 - FRIDAY NIGHT JAMS BAND		1,000.00	

CEO's Delegated Payments List - Regulation 13(1)

Local Government (Financial Management) regulations 1996 ATTACHMENT 1

LIST OF MUNICIPAL PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
EF099853	14/04/2022	YOUNG PURICH & HIGHAM UNIT TRUST T/AS STRUCTERRE CONSULTING				3,905.00
			WA-540089 - ENGINEERING INSPECTION IN MULLALOO		2,145.00	
			WA-540991 - REACTIVE CONTRACTORS - SPORTS INFRASTRUC		1,760.00	
EF099913	14/04/2022	ZELDA SCAFIDAS (ZNIQUE CREATIONS)				400.00
			ZCA000100001 - SALE OF ARTWORK		400.00	
EF099912	14/04/2022	ZOO BUSINESS MEIDA PTY LTD				286.00
			141387 - YEARLY SUBSCRIPTION FEES		143.00	
			143154 - YEARLY SUBSCRIPTION FEES		143.00	
						6,581,421.63

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Local Government (Financial Management) regulations 1996 ATTACHMENT 1

LIST OF MUNICIPAL PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Contract	Invoice Amount	Payment Amount
Cancelled payments issued prior to April 2022						
111974	4/04/2022	GERMANO DESIGNS				-1,440.00
			111974 -		-1,440.00	
EF099197	14/04/2022	SURFING WESTERN AUSTRALIA INC				-500.00
			EF099197 -		-500.00	
112255	4/04/2022	VALDEZ HOMES				-61.65
			112255 -		-61.65	
						-2,001.65

NET PAYMENT AMOUNT **$6,579,419.98**

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Local Government (Financial Management) regulations 1996 ATTACHMENT 2

ATTACHMENT 2

LIST OF BOND PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
Payments					
EF099587	8/04/2022	EMMA POWELL EL GAMMEL			750.00
			BOND	750.00	
EF100138	22/04/2022	GLYNN & MELINDA MANSHIP			750.00
			BOND	750.00	
112383	8/04/2022	OLIVER WOLF			750.00
			BOND	750.00	
EF099584	8/04/2022	RADHIKA MENON			750.00
			BOND	750.00	
EF099588	12/04/2022	RODNEY HORGAN			750.00
			BOND	750.00	
EF099586	8/04/2022	STACEY RUSSELL			750.00
			BOND	750.00	
EF099589	12/04/2022	TASHA LONGMAN			2,500.00
			BOND	2,500.00	
EF099585	8/04/2022	ZANE ARSLANOSKI			750.00
			BOND	750.00	
					7,750.00

CEO's Delegated Payments List - Regulation 13(1)

Local Government (Financial Management) regulations 1996 ATTACHMENT 2

LIST OF BOND PAYMENTS - Payment Detail for Month of April 2022

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			NET PAYMENT AMOUNT		**$7,750.00**

ATTACHMENT 3

MUNICIPAL AND BOND FUND CHEQUES, EFT'S & VOUCHERS
FOR THE MONTH OF APRIL 2022

VOUCHER	DATE	DETAILS	AMOUNT
		Municipal Cheques & EFT Payments	
Creditor Payments	Apr-22	112358 - 112393 & EF099590 - EF100241	6,579,419.98
			-
			6,579,419.98
		Municipal Vouchers	
3279A	5/04/2022	Payroll FE 1/4/22	1,985,949.26
3280A	1/04/2022	PrePays FE 1/4/22	43,230.12
3281A	7/04/2022	Click Super Direct Debit	329,977.13
3282A	8/04/2022	Periodical Loan Repayment	244,968.72
3283A	19/04/2022	Payroll FE 15/4/22	1,975,044.09
3284A	15/04/2022	PrePays FE 15/4/22	27,227.02
3285A	20/04/2022	Click Super Direct Debit	329,266.72
3286A	1/04/2022	Bank Fees	30,232.91
3287A	29/04/2022	Summonses issued	6,397.65
			4,972,293.62
		Bond Cheques & EFT Payments	
Creditor Payments	Apr-22	112383 - 112383 & EF099584 - EF099584 - EF100138	7,750.00
			7,750.00
		TOTAL	**11,559,463.60**

City of Joondalup

City of Joondalup
Financial Activity Statement
for the period ended 30 April 2022

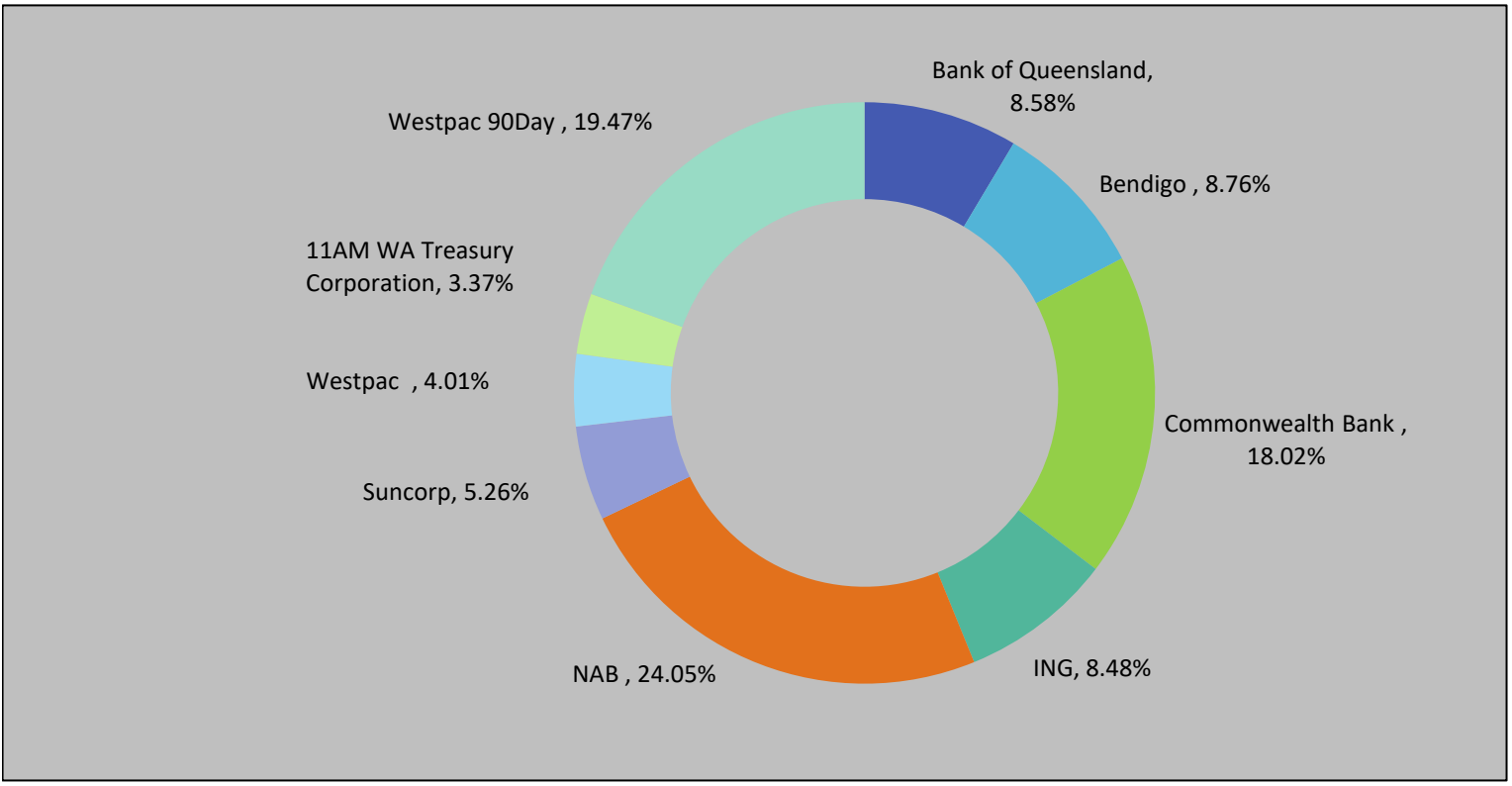
APPENDIX 8
ATTACHMENT 1

	Notes	Revised Budget	YTD Revised Budget	YTD Actual	YTD Variance $	YTD Variance %
OPERATING REVENUE						
Rates	1	(99,943,014)	(99,943,014)	(100,056,592)	113,578	0%
Specified Area Rates		(708,248)	(708,166)	(709,165)	999	0%
Grants and Subsidies	2	(3,683,872)	(2,730,397)	(7,517,495)	4,787,098	175%
Contributions Reimbursements and Donations	3	(1,215,173)	(905,457)	(980,544)	75,087	8%
Profit on Asset Disposals	4	(932,770)	(932,770)	(1,206,624)	273,854	29%
Fees and Charges	5	(41,513,332)	(38,488,641)	(38,061,623)	(427,018)	(1)%
Interest Earnings	6	(741,099)	(657,925)	(727,559)	69,634	11%
Other Revenue/Income	7	(449,902)	(359,012)	(386,404)	27,392	8%
Total Operating Revenue		(149,187,410)	(144,725,382)	(149,646,006)	4,920,624	3%
OPERATING EXPENSES						
Employee Costs	8	64,833,289	54,025,664	51,731,119	2,294,545	4%
Materials and Contracts	9	69,145,463	42,840,670	38,516,835	4,323,835	10%
Utilities (gas, electricity, water etc.)	10	5,956,419	4,873,882	4,798,138	75,744	2%
Depreciation & Amortisation of Non-Current Assets	11	31,447,158	25,824,703	26,105,122	(280,419)	(1)%
Loss on Asset Disposals	12	202,650	202,650	48,046	154,604	76%
Interest Expenses		326,832	260,481	255,401	5,080	2%
Insurance Expenses		1,523,561	1,516,131	1,529,597	(13,466)	(1)%
Total Operating Expenses		173,435,372	129,544,186	122,984,258	6,559,928	5%
(SURPLUS)/DEFICIT FROM OPERATIONS		**24,247,962**	**(15,181,196)**	**(26,661,748)**	**11,480,552**	**76%**
OPERATING NON-CASH ADJUSTMENTS						
Depreciation & Amortisation of Non Current Assets		(31,447,158)	(25,824,703)	(26,105,122)	280,419	1%
Loss on Asset Disposal		(202,650)	(202,650)	(48,046)	(154,604)	(76)%
Profit on Asset Disposals		932,770	932,770	1,206,624	(273,854)	29%
Movement in Non-current Items	13	(100,000)	(100,000)	(91,784)	(8,216)	(8)%
OPERATING CASH (SURPLUS)/DEFICIT		**(6,569,076)**	**(40,375,779)**	**(51,700,076)**	**11,324,297**	**28%**
NON-OPERATING REVENUE						
Capital Grants and Subsidies	14	(13,940,393)	(11,107,140)	(9,857,572)	(1,249,568)	(11)%
Capital Contributions		(691,041)	(344,219)	(356,479)	12,260	4%
Equity Distribution - TPRC		(1,666,667)	(833,333)	(833,333)	-	0%
Other Non-Operating (GST Reimb TPRC Land Sales)	15	(111,691)	(111,691)	(166,479)	54,788	49%
Total Non-Operating Revenue		**(16,409,792)**	**(12,396,383)**	**(11,213,863)**	**(1,182,520)**	**(10)%**
CAPITAL EXPENDITURE						
Capital Projects	16	2,759,553	1,474,818	1,161,621	313,197	21%
Capital Works	17	44,057,270	29,590,385	24,060,573	5,529,812	19%
Vehicle and Plant Replacements	18	3,096,536	1,179,406	539,218	640,188	54%
Total Capital Expenditure		**49,913,359**	**32,244,609**	**25,761,412**	**6,483,197**	**20%**
CAPITAL (SURPLUS)/DEFICIT		**33,503,567**	**19,848,226**	**14,547,549**	**5,300,677**	**27%**
(SURPLUS)/DEFICIT FROM OPERATIONS AND CAPITAL		**26,934,491**	**(20,527,553)**	**(37,152,527)**	**16,624,974**	**81%**
FUNDING						
Proceeds from Disposal	19	(322,559)	(302,559)	(421,727)	119,168	39%
Loans - New Borrowings		-	-	-	-	0%
Loans - Repayment of Principal		1,836,594	1,596,343	1,596,343	-	0%
Transfer from Trust		(120,529)	-	-	-	0%
Transfer from Reserve		(44,158,706)	-	-	-	0%
Transfer to Reserve		19,646,204	-	-	-	0%
Transfer to Accumulated Surplus		-	-	-	-	0%
Transfer from Accumulated Surplus		-	-	-	-	0%
Opening Funds		(3,860,336)	(3,860,336)	(3,860,336)	-	0%
CLOSING FUNDS	20	**(44,840)**	**(23,094,105)**	**(39,838,247)**	**16,744,142**	**73%**

INVESTMENT SUMMARY

April-22

ATTACHMENT 2

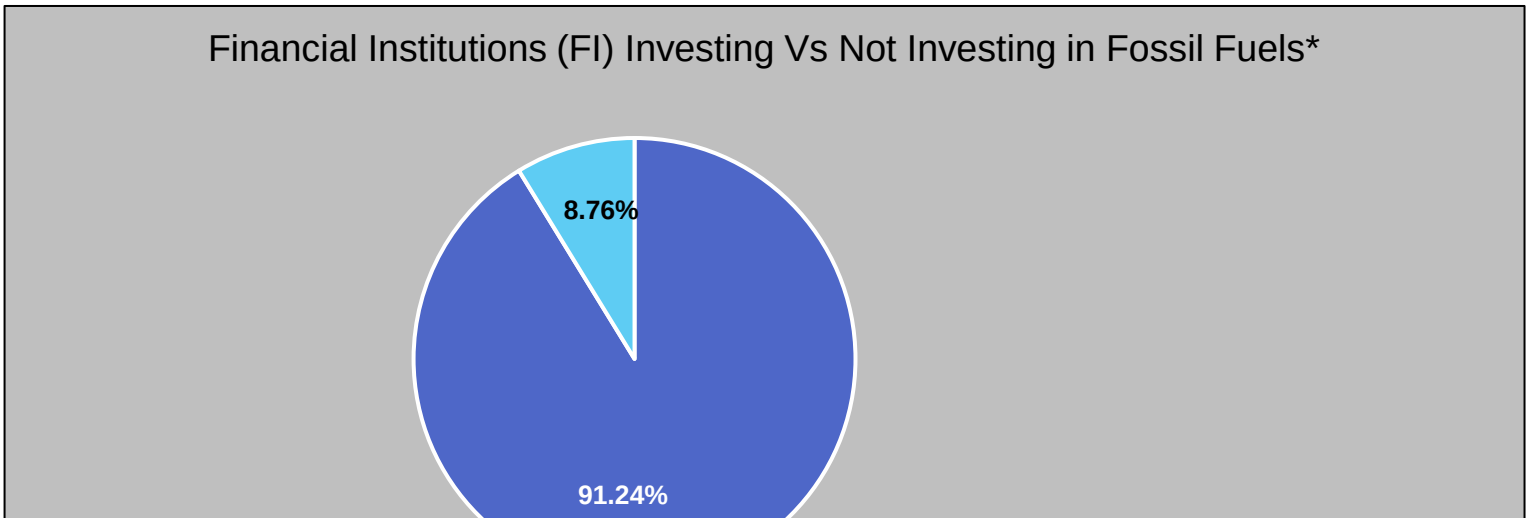


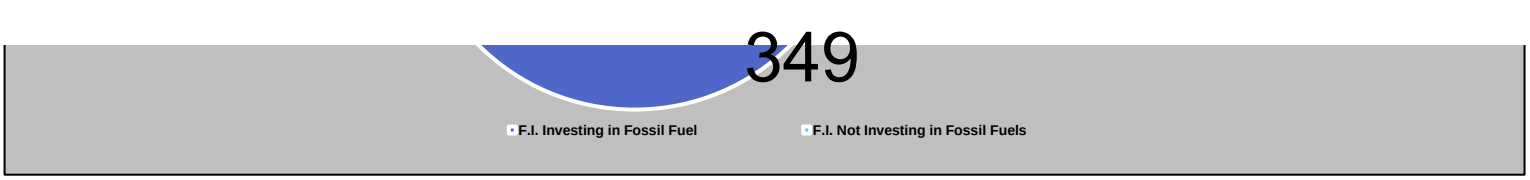
Municipal Funds	$60,530,625	YTD Return	0.40%
Reserve Funds	$99,209,375	Benchmark	0.60%
	$159,740,000	RBA Rate	0.10%

Investment Policy Limits

	LT Rating	Limit		LT Rating	Limit
Bank of Queensland	A-*	10%	NAB	AA-	25%
Bendigo	A-*	10%	Rural Bank	A-*	10%
Commonwealth Bank	AA-	25%	Suncorp	A+	15%
ING	A+	15%	Westpac	AA-	25%
			11AM WATC	AA+	25%

*S&P Long Term Rating BBB, Based on the investment policy the Long Term Rating Used is (A-) Based on Moody's and Fitch Rating





*Based on Market Forces ratings (http://marketforces.org.au/)

Appendix 3

ATTACHMENT 3

NOTES TO AND FORMING PART OF THE FINANCIAL ACTIVITY STATEMENT FOR THE PERIOD ENDED 30 APRIL 2022

1. Rates **$113,578**

This favourable variance mainly arose due to additional Interim Rates $113,128.

2. Grants and Subsidies **$4,787,098**

A favourable timing variance has arisen mainly from advance receipt of the 2022/23 Federal General Purpose (WALGGC) Grant $2,789,204 and advance receipt of the 2022/23 Federal Local Road (FLRG) Grant $2,048,341.

3. Contributions Reimbursements and Donations **$75,087**

This favourable variance mainly arose due to the timing of the Public Transport Authority Grant received for Bus Shelter Maintenance $28,487.

4. Profit on Asset Disposals **$273,854**

This favourable variance mainly arose due to the profit on sale of land at Tamala Park $183,403 and profit on disposal of fleet and plant $90,451.

5. Fees and Charges **($427,018)**

		YTD Budget	YTD Actual	Variance
a)	Refuse Charges	$22,204,745	$21,922,160	($282,585)
b)	Parking Fees	$2,948,755	$2,775,142	($173,613)
c)	Sports and Recreation Fees	$7,645,913	$7,548,070	($97,843)
d)	Building and Development Fees	$1,577,000	$1,747,820	$170,820
	Other Fees & Charges	$4,112,228	$4,068,431	($43,797)
		$38,488,641	$38,061,623	($427,018)

a) Unfavourable variance mainly arose from Waste Refuse Service Charges ($282,726) being additional refuse services projected.

b) An unfavourable variance mainly arose due to On Street Parking Fees ($87,264).

c) This unfavourable variance was mainly due to Admission Fees ($118,266) and Court Sport Revenue ($70,921), partially offset by favourable variance on Park Hire $79,777.

d) Favourable variance mainly arose due to Building Permits $102,622.

City of Joondalup

6. Interest Earnings — $69,634

This favourable variance arose mainly due to higher than estimated interest from investments $55,951.

7. Other Revenue/Income — $27,392

This favourable variance arose due to prior year accrual correction that will be adjusted to operating expenditure as part of end of year reporting.

8. Employee Costs — $2,294,545

		YTD Budget	YTD Actual	Variance
a)	Salaries and Wages	$51,953,533	$49,908,273	$2,045,260
b)	Other Employment Costs	$2,072,131	$1,822,846	$249,285
		$54,025,664	$51,731,119	$2,294,545

a) Favourable timing variances for Salaries and Wages arose from the cumulative impact of vacancies in various areas year to date.

b) Favourable variance arose mainly due to Other Employee Costs $172,453, Staff Training $84,608 and Conferences and Seminars $71,947.

9. Materials and Contracts — $4,323,835

		YTD Budget	YTD Actual	Variance
a)	External Service Expenses	$12,758,860	$10,725,489	$2,033,371
b)	Waste Management Services	$14,534,027	$13,914,599	$619,428
c)	Other Materials	$2,197,416	$1,769,110	$428,306
d)	Furniture, Equipment and Artworks	$2,410,678	$2,025,079	$385,599
e)	Contributions & Donations	$1,260,139	$906,013	$354,126
f)	Public Relations, Advertising & Promotions	$870,946	$595,328	$275,618
g)	Professional Fees & Costs	$1,598,011	$1,373,707	$224,304
h)	Administration	$949,151	$730,578	$218,573
i)	Accommodation & Property	$890,792	$779,877	$110,915
j)	Members Costs	$623,822	$540,401	$83,421
k)	Computing	$2,171,650	$2,682,099	($510,449)
	Other Materials & Contracts	$2,575,178	$2,474,555	$100,623
		$42,840,670	$38,516,835	$4,323,835

a) Favourable timing variances arose mainly from External Contractors and Services $1,555,064, including Parks $506,185, Roads $329,854, City Projects $252,049, Director of Infrastructure predominately in relation to Inventory Audit and Condition Assessments $164,700,CEO Administration $127,691, Application Services $114,283, Cultural Services $69,131, Craigie Leisure Centre $64,904, Waste Management Services $61,013 and City Amenity/Customer Service $50,575, partially offset by Buildings ($316,651). A favourable variance also arose on Programme Activities

$416,579, mainly from Economic Development and Advocacy $161,799, Cultural Services $136,506, and Community Development $88,733. The balances of variances are spread across a number of areas.

b) A favourable variance arose mainly from Recycling and Govt Levy Processing $496,298 and General Waste Tipping Fees $109,152. The balances of variances are spread across a number of areas.

c) This favourable variance mainly arose from Materials Build Minor Works $279,371 and External Material Purchases Contract $127,915.

d) A favourable variance arose mainly from Hire of Equipment $143,928 and Computer & Communications Equipment Maintenance & Repair $72,055. The balances of variances are spread across a number of areas.

e) This favourable variance mainly arose from Sponsorship $299,850. The balances of variances are spread across a number of areas.

f) Favourable variance arose mainly due to General Advertising $111,172, Promotions $67,430 and Catering $60,953. The balances of variances are spread across a number of areas.

g) This favourable variance mainly arose from Consultancy $194,816, partially offset by Legal Expenses ($97,420). The balances of variances are spread across a number of areas.

h) This favourable variance mainly arose due to Printing $61,498 and Other Sundry Admin Expenses $58,334. The balances of variances are spread across a number of areas.

i) Favourable variance mainly arose due to Security $78,941. The balances of variances are spread across a number of areas.

j) Favourable variance arose mainly due to Elected Members Conference and Training expenses $63,980. The balances of variances are spread across a number of areas.

k) Unfavourable timing variance mainly arose due to Computer Software Subscriptions ($391,630) and Computer Software Licences ($201,643), partially offset by a favourable variance on Computer Software Maintenance $60,554. The balances of variances are spread across a number of areas.

10. Utilities **$75,744**

Favourable variance mainly arose due to Electricity on Buildings $78,257.

11. Depreciation & Amortisation of Non-Current Assets **($280,419)**

Unfavourable variance mainly due to timing of Impairment/Write off of replaced/upgraded assets ($568,521) compared to estimates, which was partially offset by lower Depreciation – Roads Infrastructure $109,136 and Depreciation – Open Reserves $75,153. The balances of variances are spread across a number of areas.

City of Joondalup

12. Loss on Asset Disposals — $154,604

Favourable variance mainly arose due to Loss on Asset Disposal for Fleet and Plant $154,604.

13. Movement in Non-Current Items — ($8,216)

This timing variance arose in respect to Non-current Long Service Leave Liability.

14. Capital Grants and Subsidies — ($1,249,568)

	YTD Budget	YTD Actual	Variance
a) Commonwealth Grants – Capital Other	$4,489,342	$2,275,554	($2,213,788)
b) Commonwealth Grants – Capital – Roads to Recovery	$1,536,913	$1,030,593	($506,320)
c) Commonwealth Grants & Subsidies – Capital – Black Sport	$1,115,386	$745,787	($369,599)
d) Other Grants and Subsidies – Capital - Other	$516,519	$430,719	($85,800)
e) State Government Grants – Capital - Other	$876,000	$1,886,000	$1,010,000
f) State Government Grants – Capital – MRRG Grants Roads	$1,833,511	$2,749,450	$915,939
Other Grants and Subsidies	$574,469	$574,469	-
	$10,942,140	$9,692,572	($1,249,568)

a) Unfavourable timing variance mainly relates to income yet to be received for LRCI phase 1 and phase 2 projects ($2,267,788), including FPR2289 Marmion Ave (Delamere to Burns Beach) ($223,000), FPN2292 Marmion Ave (Prendiville to Shenton) ($215,000), FPR2297 Coastal Path – West View Bvd to Marina ($215,000), PEP2846 Whitfords Health & Wellbeing Hub Warrior Parkour Field ($190,000), RDC2003 Bridge & Underpass Refurbishment Program ($177,000), STL2117 Iluka LED Conversion ($175,000), PFP2081 Ellersdale Park Parking Improvements ($147,500) and PFP2080 Mullaloo Drive Cul-de-sac Parking Improvements ($106,000). This was partially offset by recognition of unspent grant income from previous financial year on multiple projects $54,000.

b) An unfavourable variance mainly relates to a number of projects including RPR3167 Calectasia St – Coolibah Drv to Leschenaultia St ($100,000), RPR3181 Seacrest Dr – Reef Ct to Parnell Ave ($65,000), RPR3217 Diablo/Fairway Roundabout ($60,000), RPR3168 Lilburne Rd – Pyrus St to Marri Rd ($51,500) and RPR3190 Gibson Ave – Warburton Ave to Rudall Wy ($50,000) due to the timing of project construction.

c) Unfavourable variance relates to the second 40% claim for SBS2037 Marmion/McWhae Intersection Upgrade ($369,599).

d) An unfavourable variance mainly relates to outstanding funding from Department of Local Government Sport for MPP2058 Chichester Park Clubrooms Redevelopment ($100,000).

e) Favourable variance mainly relates to funding received from Department of Local Government Sport for MPP2050 Craigie Leisure Centre Upgrades $1,000,000.

f) A favourable variance mainly arose due to RDC2027 Joondalup Dr/ Hodges Dr Intersection Upgrade $1,222,400, which was partially offset by claims currently in progress for multiple MRRG projects ($322,656).

15. Other Non-Operating Revenue **$54,788**

This favourable variance predominately arose from GST reimbursements in respect of TPRC land sales undertaken $54,788.

16. Capital Projects **$313,197**

This favourable timing variance arose mainly due to Cafes/Restaurants/Kiosks $92,501, CCTV City Centre $66,479 and IT Disaster Recovery Facilities $40,000. The balances of variances are spread across a number of areas.

City of Joondalup

17. Capital Works

$5,529,812

		No. Budgeted Projects	YTD Budget	YTD Actual	Variance	Key Variance
a)	Major Projects Program (MPP)	9	$6,585,423	$5,343,501	$1,241,922	MPP2058 - $469,649 MPP2050 - $331,881 MPP2034 - $177,168
b)	Parks Equipment Program (PEP)	34	$2,377,212	$1,545,580	$831,632	PEP2707 - $498,505
c)	Major Road Construction Program (RDC)	9	$2,715,924	$2,031,836	$684,088	RDC2025 - $383,719 RDC2026 - $213,356
d)	Road Preservation/Resurfacing Program (RPR)	91	$5,722,925	$5,050,166	$672,759	RPR3224 - $118,670 RPR3212 - $110,235
e)	Parking Facilities Program (PFP)	13	$1,059,331	$465,830	$593,501	PFP2066 - $291,698 PFP2081 - $118,137
f)	Street lighting Program (STL)	16	$3,008,212	$2,549,566	$458,646	STL2005 - $136,074
g)	Parks Development Program (PDP)	32	$1,393,776	$1,003,031	$390,745	PDP2338 - $115,000
h)	Blackspot Projects (SBS)	5	$1,137,882	$959,961	$177,921	SBS2037 - $189,656
i)	Stormwater Drainage Program (SWD)	9	$631,435	$542,464	$88,971	SWD2231 - $30,123
j)	Streetscape Enhancement Program (SSE)	5	$251,963	$176,009	$75,954	SSE2055 - $84,491
k)	Local Traffic Management (LTM)	14	$544,066	$468,822	$75,244	LTM2174 - $54,075
	Other Programs	44	$4,162,236	$3,923,807	$238,429	
		281	$29,590,385	$24,060,573	$5,529,812	

a) Favourable variance occurred mainly due to MPP2058 Chichester Park Clubrooms Redevelopment $469,649, MPP2050 Craigie Leisure Centre Refurbishment $331,881, MPP2034 Joondalup Admin Building Refurbishment $177,168, MPP2013 Warwick Sports Centre $132,313 and MPP2006 Cafes/Kiosks/Restaurants – Pinnaroo Point $100,000.

b) Favourable variance mainly due to works being carried forward to next financial year PEP2707 Whitfords Nodes Health & Wellbeing Hub $498,505. Additional variances occurred due to savings to PEP2846 Whitfords Health & Wellbeing Hub Parkour Field $73,734 and PEP2588 Finney Park Playspace Renewal $54,189.

c) A favourable variance mainly occurred due to RDC2025 Whitfords Ave/Gibson Ave Intersection Upgrade $383,719, RDC2026 Whitfords Ave/Kingsley Dr Intersection Upgrade $213,356 and RDC2024 Shenton Ave Upgrade Design $81,788.

d) Favourable variance mainly due to RPR3224 Joondalup Drv (NB) Injune Way to Hodges Drv $118,670, RPR3212 Winton/Cord Roundabout $110,234, RPR3226 Joondalup Drv (SB) – Petrol St Entrance to Wedgewood Dr $104,622, RPR3227 Whitfords Ave (WB) Wanneroo Rd to Mooro Rd $98,329, RPR3181 Seacrest Drv – Reef Ct to Parnell Ave $79,740, RPR3213 Cord St (Eastbound) $55,439, RPR3230 Shenton Ave (WB) – McLarty Ave to Joondalup Drv $53,534, RPR3214 Cord Street (Westbound) $53,326, RPR3222 Joondalup Drv (SB) – Petrol Station Entrance to Cord St $51,574 and RPR3229 Whitfords Ave (WB) Kingsley Drv to Mitchell Fwy $50,101. This was partially offset by unfavourable variance due to early completion on RPR3134 Albacore Drv ($187,269), RPR3152 Haynes Road ($113,568) and RPR2923 Porteous Road – Parnell Rd to Justin Drv ($108,523).

e) A favourable variance occurred mainly on PFP2066 Pinnaroo Point Parking Improvements $291,698, PFP2081 Ellersdale Park Parking Improvements $118,137 and PFP2086 Windermere Park Parking Improvements $91,222.

f) Favourable variance mainly due to a delay on STL2005 Arterial & Urban Road Street Lighting $136,074, STL2003 Joondalup City Centre Street Lighting $87,007 and STL2112 Blue Mountain Drv Lighting Improvement $81,395.

g) Favourable variance relates to PDP2338 Poseidon Park Revitalisation $115,000, PDP2344 Glengarry Park Irrigation Network $75,666 and PDP2343 Ocean Gate Bore Renewal $68,446.

h) A favourable variance occurred mainly due to delayed works on SBS2037 Marion/McWhae Intersection Upgrade $189,656.

i) Favourable variance mainly due to SWD2231 Sump Beautification – Minor Sites $30,123.

j) A favourable variance mainly occurred on SSE2055 Streetscape Renewal Program $84,491 to be carried forward to next financial year.

k) Favourable variance occurred mainly due to LTM2174 Selkirk Drv – Connolly Drv to Inez Pass $54,075.

18. Vehicle and Plant Replacements **$640,188**

A favourable variance mainly arose in relation to the timing of the capital acquisition of a Sweeper $357,251, an Isuzu Truck $98,551, a Toyota Ute $49,309 and three Toro Mowers $134,190.

City of Joondalup

19. Proceeds from Disposal **$119,168**

A favourable variance arose mainly due to higher than expected proceeds received from the disposal of fleet $119,168.

20. Closing Funds **$16,744,142**

	June 2021	April 2022
Current Assets		
Cash and Investments	$140,026,825	$159,911,489
Rates Outstanding, Sundry Debtors and Other Receivables	$3,650,817	$3,381,376
Accrued Income	$597,565	$287,203
Prepayments	$757,967	$614,234
Inventories	$226,281	$133,064
Total Current Assets	**$145,259,456**	**$164,327,366**
Current Liabilities		
Trade Creditors	$5,472,655	$1,172,104
Sundry Payables	$695,348	$2,460,222
Accrued Expenses	$3,105,207	$6,358,592
Other Payables	$7,765,472	$1,221,867
Borrowings	$1,836,594	$240,251
Lease Liability	$455,497	$53,344
Provision for Annual Leave	$4,774,903	$4,433,425
Provision for Long Service Leave	$6,550,516	$6,501,314
Provision for Purchased Leave	$147,488	$198,522
Provision for Workers Compensation Insurance	$2,266,015	$3,137,004
Provision for Sick Leave	$1,061,768	$1,009,146
Other Provisions	$9,415	$9,415
Total Current Liabilities	**$34,140,880**	**$26,795,206**
Net Current Assets	**$111,118,578**	**$137,532,160**
Add back: Borrowings	$1,836,594	$240,251
Add back: Lease Liabilities	$455,497	$53,344
Add back: Contract Liabilities for developer contributions	$1,221,867	$1,221,867
Less: Cash Backed Reserves	$110,772,200	$99,209,375
Closing Funds – Surplus/(Deficit)	**$3,860,336**	**$39,838,247**

TENDER 013/22 HERBICIDE APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

SCHEDULE OF ITEMS

Item	Constituent	Location	Supply and Application Rate Unit of Measure	
			Hand Spray	**Boom Spray**
1	Glyphosate	Footpath	Per metre	Per Metre
2		Kerb Line	Per metre	Per Metre
3		Median Island (Paved)	Per m^2	Per m^2
4		Median Island (Mulched)	Per m^2	Per m^2
5		Median Island (Irrigated)	Per m^2	Per m^2
6		General Paved Areas	Per m^2	Per m^2
7		Drainage Sites	Per m^2	Per m^2
8		Landscape - Mulch	Per m^2	Per m^2
9		Landscape - Planted	Per m^2	Per m^2
10	Clopyralid and Diflufenican mix (Javlin / Spearhead / Bow & Arrow)	Broad Acre Turf	Per m^2	Per m^2

ATTACHMENT 2

TENDER 013/22 HERBICIDE APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

SUMMARY OF TENDER SUBMISSIONS

Tenderer & Description of Response	Is it Compliant? Yes or No	Comment Against Criteria				Evaluation Score	Price	Rank
		Capacity	**Demonstrated experience in providing similar services**	**Demonstrated understanding of the required tasks**	**Social and economic effects on the local community**			
Sanpoint Pty Ltd (LD Total). All requirements have been met.	Yes	LD Total was established in 1991 and currently has 350 staff across WA and Victoria. It provides complete landscape solutions from design to construction, maintenance, irrigation and to a variety of local governments. The company has the capacity to provide the required personnel and equipment for successful delivery of the project. It provided details of its management structure and key personnel including qualifications, skills and experience and stated that its business structure allows it to mobilise additional resources at short notice and address unexpected issues. LD Total has sufficient qualified and experienced staff, to undertake the works for the City.	It demonstrated a very good level of experience in providing similar services to a variety of its clients including the City Of Wanneroo (2019 – current) - weed spraying pathways, kerb lines, traffic calming devices (hard stands only) and public access ways, the City of Rockingham (2017 – 2018) – spraying kerb lines, pathways and hard stand areas, and the City of Bayswater (2021 - current) - broad leaf weed treatment to various passive reserves.	LD Total gave a thorough demonstration of its understanding of the required tasks, providing the methodology to be applied for the proposed scope of works, addressing tasks such as kerb-line, footpath, landscape area, median islands and drainage site treatment methods and broadacre applications techniques. LD Total will be utilising the weed seeker technology in its application. It detailed other areas, such as its record keeping, GPS tracking and chemical recording.	Its head office is located in Burswood with an irrigation works depot in Wangara and the contract shall be serviced from its depot in Carabooda. It indicated the company will give preference to local service providers and those located within the City of Joondalup for parts and materials required to undertake the works. A high percentage of its staff reside within the boundaries of the City.	73.8%	$660,358	1

TENDER 013/22 HERBICIDE APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

Tenderer & Description of Response	Is it Compliant? Yes or No	Comment Against Criteria				Evaluation Score	Price	Rank
		Capacity	Demonstrated experience in providing similar services	Demonstrated understanding of the required tasks	Social and economic effects on the local community			
Tiger Pest and Weed Control All requirements have been met.	Yes	Based in Balcatta, the company has 40 years' experience in weed control. It currently has nine full-time employees. It provided an organisational chart and details of experience and qualifications of the nine key personnel to be assigned to this project, indicating all these staff are fully experienced. Details of suitable plant and equipment were listed, named and described including six fully equipped vehicles available from April to October. It does not have a have a formally accredited safety system but operates under its own Quality Management System based on ISO 9001. Tiger Pest and Weed Control demonstrated the capacity to provide the service to the City.	Tiger Pest and Weed Control demonstrated extensive experience providing similar services to many organisations including local and state governments. The company has been providing an herbicide treatment for the control of weeds service to the City under existing contracts since 2016. It detailed its experience providing similar services to other organisations including the City of Nedlands (2018-2021), the City of Gosnells (since 2017), Main Roads Department (since 2000) and the Department of Planning Lands and Heritage - 2018–2021.	It demonstrated a thorough understanding of the required tasks indicating that the new contract will be conducted along similar lines to existing works which it has undertaken for the City since 2016. It included a well-documented demonstration of its understanding, covering all aspects of the scope and how it would deliver the service including photographs, diagrams and images. It provided details on footpaths and kerb spraying, paved areas, parks and drainage site.	The company is located in Balcatta and not within the City boundaries. It employs two staff who are residents of the City and currently uses a number of local suppliers in the City.	72.9%	$931,218	2

TENDER 013/22 HERBICIDE APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

Tenderer & Description of Response	Is it Compliant? Yes or No	Comment Against Criteria				Evaluation Score	Price	Rank
		Capacity	Demonstrated experience in providing similar services	Demonstrated understanding of the required tasks	Social and economic effects on the local community			
Environmental Industries Pty Ltd All requirements have been met.	Yes	The company was established in 1985. Its head office is in Canning Vale. It has a labour force of 60. Its capabilities include ongoing weed and pest control/eradication in public open spaces, streetscapes and landscapes through preventative, cultural, mechanical and chemical control methods. A briefing of the company and its history, showing management structure along with details of three key personnel. It also has ability to provide additional personnel and resources from other departments or labour hire providers to complete the services for the City. It provided details of its specialised equipment to be used and afterhours contacts were supplied.	Environmental Industries Pty Ltd demonstrated a good level of experience completing projects that contain similar aspects to the requirements. It provided a comprehensive list of current work commitments which included well documented examples of works carried for local government entities such as the City of Wanneroo (since 2012) - broadacre herbicide spraying of 100ha in public open spaces, the City of Stirling (since 2020) - control weeds and pests in turfed reserves and natural areas, and the City of Vincent (since 2020) - kerb line spraying of paths and traffic islands. It also included brief details of some small to medium projects with numerous other government and non-government organisation.	It demonstrated a reasonable understanding of the City's requirements, providing a generic outline in its methodology, mostly taken directly from the Request document, but still addressing most of the scope, tasks and required undertakings. It understands that it must have the experience and capability to supply and apply specified herbicides treatment for the control of weeds through-out the City and it would have a minimum of 6 fully equipped vehicles available to the City from April to October, to provide the service.	Its head office and main depot is located in Canning Vale. It stated that three of the company's workforce live within the City and it promotes local community activities.	68.3%	$1,016,416	3

TENDER 018/22 – NON-CHEMICAL APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

SCHEDULE OF ITEMS

Item	**Location**	**Unit of Measure**	
1	50m School Exclusion Zones (steam, hot water and steam, mechanical)	Per Month	Per Year
2	Playspaces (steam, hot water and steam, mechanical, hand weeding)	Per Month	Per Year
3	City Centre Treatment Zones (steam, hot water and steam, mechanical)	Per Month	Per Year
Additional works not included in the above table subject to the City's requirements			
Item	**Location (day rate)**	**Supply and Application rate per Application**	
4	Other - Rate per m^2		
5	Other - Rate per m		
Item	**Location (night rate)**	**Supply and Application rate per Application**	
6	Other - Rate per m^2		
7	Other - Rate per m		

ATTACHMENT 2

TENDER 018/22 – NON-CHEMICAL APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

SUMMARY OF TENDER SUBMISSIONS

Tenderer & Description of Response	Is it Compliant? Yes or No	Comment Against Criteria				Evaluation Score	Price	Rank
		Capacity	**Demonstrated experience in providing similar services**	**Demonstrated understanding of the required tasks**	**Social and economic effects on the local community**			
Greensteam Australia Pty Ltd All requirements have been met.	Yes	It was founded in 2007. Its head office is in Osborne Park and it employs 20 staff. The core function of its business is non-chemical weed control services. An organisational chart was provided along with names of the key personnel with their, position, experience, education and qualifications. Details of plant and equipment it will use on the project were provided, including the use of SW700 Weedtechnics weed control units, mounted on five of its nominated vehicles. Additional vehicles and equipment are available within its business and can be reallocated from other areas as required. Greensteam Australia Pty Ltd has sufficient capacity and resources to provide the service for the City.	It demonstrated a very good level of experience completing similar projects. A current work commitment schedule showing a number of projects was included, such as, City of Fremantle - Non chemical weed control to all hardstands throughout the city - $450,000 – from 2022, City of Subiaco - Non chemical weed control to all areas previously controlled by Glyphosate - $300,000 – from 2020, City of Stirling - Non chemical weed control to all hardstand areas within selected sites citywide - $650,000 – from 2020. The company also provides similar services to Landcorp and was recently successful in a bid to provide steam weeding services to the Town of Bassendean.	It demonstrated a thorough understanding of the City's requirements, providing an in-depth response and methodology which included various weed control techniques that may be used, job recording and reporting, water management, weather monitoring. Its approach is to apply "superheated" water from the SW700 Weedtechnics weed control unit directly on to the weeds, exploding plant cells and effectively killing the plant within two days, all done without risk to the environment or public. It included details of its pedestrian safety management plan and traffic management plan. The company proposed that the timing of the works at various locations will be staggered to avoid any risk to the public.	Greensteam Australia Pty Ltd is not located within the City boundaries. Approximately 20% of its labour force resides in the City of Joondalup and is a regular contributor to activities in the local community. It has many local suppliers whom it uses for supply of goods and services.	75.9%	$450,000	1

TENDER 018/22 – NON-CHEMICAL APPLICATION FOR THE CONTROL OF WEEDS TO NOMINATED LOCATIONS

Tenderer & Description of Response	Is it Compliant? Yes or No	Comment Against Criteria				Evaluation Score	Price	Rank
		Capacity	Demonstrated experience in providing similar services	Demonstrated understanding of the required tasks	Social and economic effects on the local community			
Environmental Industries Pty Ltd All requirements have been met.	Yes	The company was established in 1985. Its head office is in Canning Vale. It has a labour force of 60. It stated that it has capabilities available to complete the application of non-chemical treatment to control weeds as required. A briefing of the company and its history, showing management structure along with details of 3 key personnel and their qualifications and industry experience. It also has ability to provide additional personnel and resources from other departments or labour hire providers to complete the services for the City. It provided details of its specialised equipment to be used and afterhours contacts were supplied.	The company demonstrated some experience completing projects that contain similar non-chemical weed control but not to the scale of this requirement. It included brief descriptions of work carried by thermal wed control for the Perth Theatre Trust - thermal weed control of 7,500m2 of paved area (October 2021) and the Town of Bassendean - a chemical free/thermal weed management service (February/May 2020). It gave details of works carried out for organisations including the City of Wanneroo, the City of Stirling Department of Fire and Emergency Services and Serco but it appeared that some form of chemical control was applied with these services.	Environmental Industries demonstrated a reasonable understanding of the City's requirements, providing a generic outline in its methodology taken directly from the Request document, still but addressing most of the scope, tasks and required undertakings. The company acknowledges that failure to meet the performance criteria will incur a penalty which will be applied per month until rectified but is confident it will have adequate staff and equipment to provide the service in full and on time.	Its head office not within the City boundaries, its main depot is located in Canning Vale. It stated that three of the company's workforce live within the City and it promotes local community activities.	65.5%	$916,320	2

APPENDIX 11
ATTACHMENT 1

SCHEDULE OF ITEMS

Item	Description	UOM
1	Manual fuel load reduction works – All works as outlined	Hectare
2	Firebreak maintenance works – All works as outlined	Metre
3	Manual hand weeding only	Hour
4	Brush cutting of grasses and weeds only	Hour
5	Removal of feral / non-native woody weeds and shrubs, including chemical control; painting the cut stems with herbicide, to prevent re-growth only	Hour
6	Removal of dead branches off the ground under approximately 30mm in diameter only	Hour
7	Pruning of applicable low dead tree branches under approximately 30mm in diameter only	Hour
8	Grass Tree skirt trimming, along firebreak edges, fire access ways, and pathways only	Hour
9	Removal and disposal of all dead material / trimmings from site	Per Tonne
10	Removal and disposal of dumped garden waste, rubbish and household items	Per Tonne

TENDER 017/22 BUSHFIRE MITIGATION – FIREBREAKS AND FUEL REDUCTION

ATTACHMENT 2

SUMMARY OF SUBMISSIONS

Tenderer & Description of Response	Is it Compliant? Yes or No	Comment Against Criteria				Evaluation Score	Estimated Total Comparative Price	Rank
		Demonstrated Experience in Providing Similar Services	Capacity	Demonstrated Understanding of the Required Tasks	Social and economic effects on the local community			
Natural Area Holdings Pty Ltd All requirements have been met.	Yes	It has extensive experience providing bushfire mitigation including weed control and fire fuel load reduction works in environmentally sensitive areas to various state and local governments in WA. Recent client examples included the Department of Fire and Emergency Services (2019 ongoing), the Shires of Dardanup (April to June 2020) and Serpentine-Jarrahdale (2021), the Cities of Stirling (2021), Rockingham, Bunbury (2021) and Joondalup (2022) and the South West Catchment Council (since 2012). It stated the company understands the importance of all native bushland and have formulated standard operating procedures which align with relevant Federal and State legislation and guidelines, to ensure the protection of native areas.	It commenced operation in 2003. It currently employs 98 full-time and 13 casual employees. Its structure of business and details of key personnel including their roles, qualifications and industry experience were provided. It listed specialised plant and equipment that will be used to carry out the works, indicating the equipment inventory was specifically selected to meet the challenges of working in sensitive areas. Afterhours contacts for emergency requirements were supplied. It indicated the company has a resource contingency in place and personnel available at its three depots located in Whiteman Park, Beeliar and Malaga if additional personnel or resources are required.	It demonstrated a thorough understanding and appreciation of the City's requirements. It submitted a detailed methodology and proposed approach to carry out the various tasks required to complete the works, from manual hand weeding, brush cutting of grasses and weeds to pruning of tree, scrub/shrub branches overhanging firebreaks and tracks to ensure that fire accessways, firebreaks and pathways are clear and accessible. Its focus also addressed ecological management (stating any disturbance, injury or death of any native or invasive fauna will be reported to the City immediately) and dieback hygiene procedures and signage requirements.	It is located in Malaga. It indicated the company's fleet of vehicles from its three depots are regularly serviced at Trentech Automotives located in Joondalup. Eight of its staff members reside within the City. It regularly donates plants and seed to local friends group and recent activities have included donation of 2,000 sedges to the Friends of Beenyup Swamp, Joondalup (2022).	89.7%	$1,979,161	1

TENDER 017/22 BUSHFIRE MITIGATION – FIREBREAKS AND FUEL REDUCTION

Tenderer & Description of Response	Is it Compliant? Yes or No	Comment Against Criteria				Evaluation Score	Estimated Total Comparative Price	Rank
		Demonstrated Experience in Providing Similar Services	Capacity	Demonstrated Understanding of the Required Tasks	Social and economic effects on the local community			
Martins Environmental Services Pty Ltd All requirements have been met.	Yes	It demonstrated experience in providing bushfire mitigation services to state and local governments in WA. Examples included the Cities of Kalamunda (weed control, firebreaks spraying, vegetation management - current), Mandurah (firebreak creation, maintenance, spraying and pruning, fuel reduction slashing and parkland cleaning - since 2006) and Gosnells (weed control, firebreak pruning, slashing, gate installation, track maintenance, forestry mulching and erosion control) and the Department of Planning, Lands and Heritage (firebreak widening, pruning maintenance, forestry mulching, vegetation management, slashing and rotary hoeing - since 2003). Though it outlined chemical usage for bushland weed control, the panel noted the company did not address specifically how the works will be undertaken in an ecological sensitive manner in accordance with relevant legislation.	It has been operating since 2003. It currently has 16 full-time and six casual staff. An organisation chart and details of key personnel including their qualifications, industry experience and skills were provided. Its Submission included an extensive list of plant and equipment that will be used. Afterhours contacts for emergency requirements were supplied. It indicated the company has several staff located within the City that will be able to complete any required works. It also has back up equipment and spare vehicles and will engage casual employees if required.	It demonstrated a sound understanding of the required tasks. Its Submission included the proposed methodology and project timeline or schedule in line with the City's requirements. An example project plan was supplied however it focussed mainly on firebreak and open space grassland maintenance rather than within bushland areas.	It is located in Byford. It indicated the company always aim to utilise local businesses in the City for spare parts and consumables. It currently employs three City of Joondalup residents.	61.5%	$2,439,139	2

TENDER 017/22 BUSHFIRE MITIGATION – FIREBREAKS AND FUEL REDUCTION

Tenderer & Description of Response	Is it Compliant? Yes or No	Comment Against Criteria				Evaluation Score	Estimated Total Comparative Price	Rank
		Demonstrated Experience in Providing Similar Services	Capacity	Demonstrated Understanding of the Required Tasks	Social and economic effects on the local community			
Environmental Industries Pty Ltd All requirements have been met.	Yes	It has been providing landscape maintenance to various organisations including the Cities of Wanneroo and Joondalup (since 2013), the Shire of East Pilbara (since 2014), Jones Lang Lasalle (since 2013), Southern Cross Care (since 2017), Serco (since 2013) and LWP Property Group (since 2006). It indicated the works can vary dependent on the types of contracts though its core business includes comprehensive public open space and streetscape maintenance. Other examples were for the provision of firebreak maintenance services to DFES and the Dept of Planning, Lands and Heritage. However, period and dates of these contracts or duration of works were not supplied. It is noted no reference made to it having carried out bushfire mitigation within sensitive natural areas / bushland areas similar to the City's requirements.	It was established in 1979 (originally trading as Marshalls Landscaping and in 1985 registered Environmental Industries). It currently has 60 employees. Its structure of business and details of key personnel including their qualifications, experience and skills were provided. A list of plant and equipment was supplied. It indicated the company's area managers will be provided with phones including laptops and will be available anytime during the day and for emergencies after hours requirements. Also, the company has contingency measures in place for plant and equipment and may utilise its existing construction and irrigation departments and skilled labour hire for additional personnel, if required.	It demonstrated its understanding of the required tasks. Though its Submission outlined the specific requirements as detailed in the tender including DFES total fire bans, signage, pathogen management, bushfire mitigation – firebreaks and fuel reduction and ecological management, it did not fully outline its proposed approach to carry out the services. The panel noted it simply reiterates the scope of requirements specified in the tender.	It is located in Canning Vale and has three depots based in Mariginiup, Margaret River and Newman. It stated the company engages local suppliers relevant to its works through the purchase of sundry items including but not limited to fuels, chemicals and machine parts, PPE, turf, mulch, soil and plant, equipment servicing that cannot be done inhouse, staff daily requirements, e.g., lunches, and the like. Three of its employees reside within the City.	56.1%	$2,214,199	3



City of Joondalup

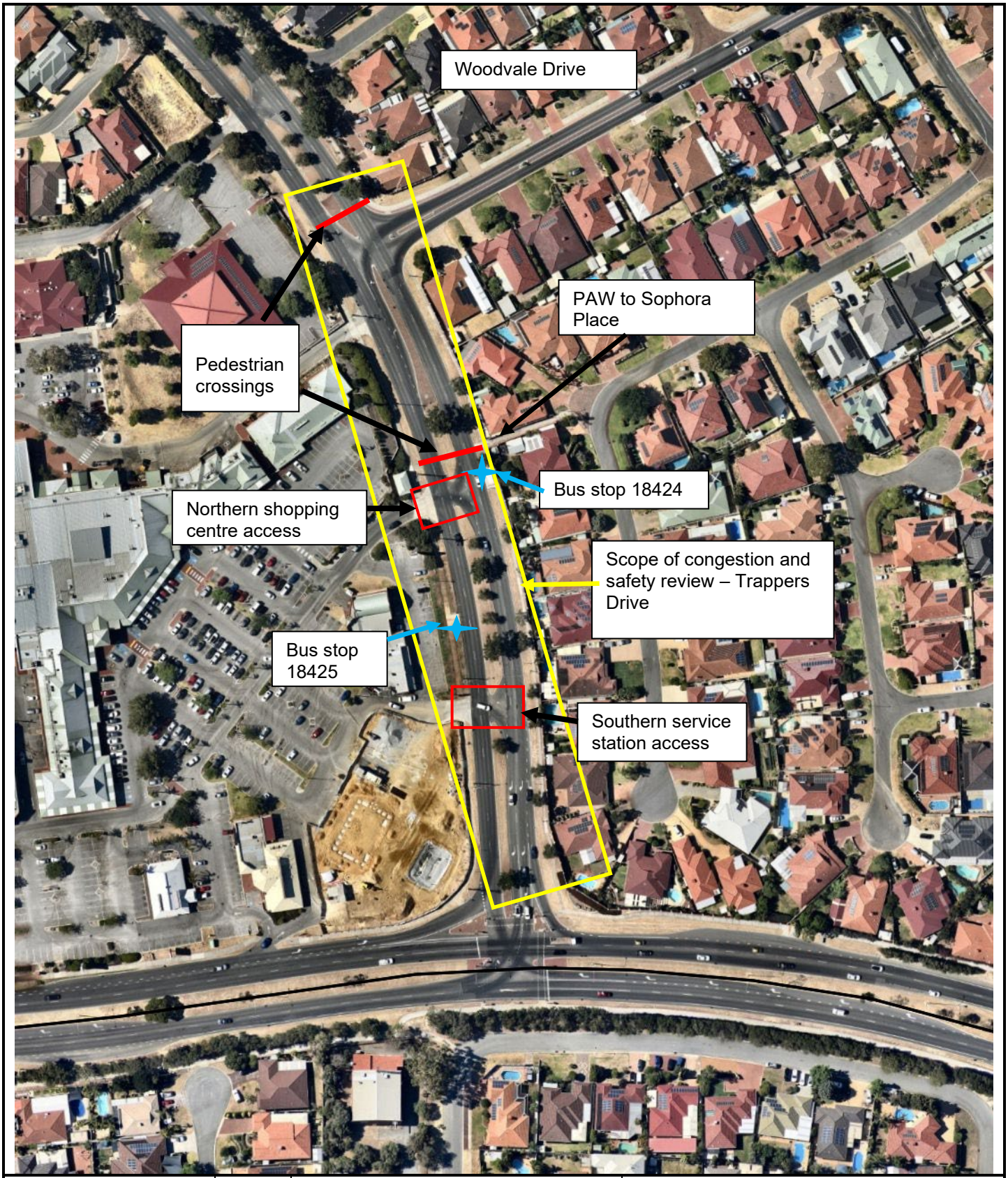
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Scale(A4):1:15000

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Locality Plan

ATTACHMENT 2



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ATTACHMENT 2 – FOCUS AREA OF CONGESTION AND SAFETY REVIEW



City of Joondalup

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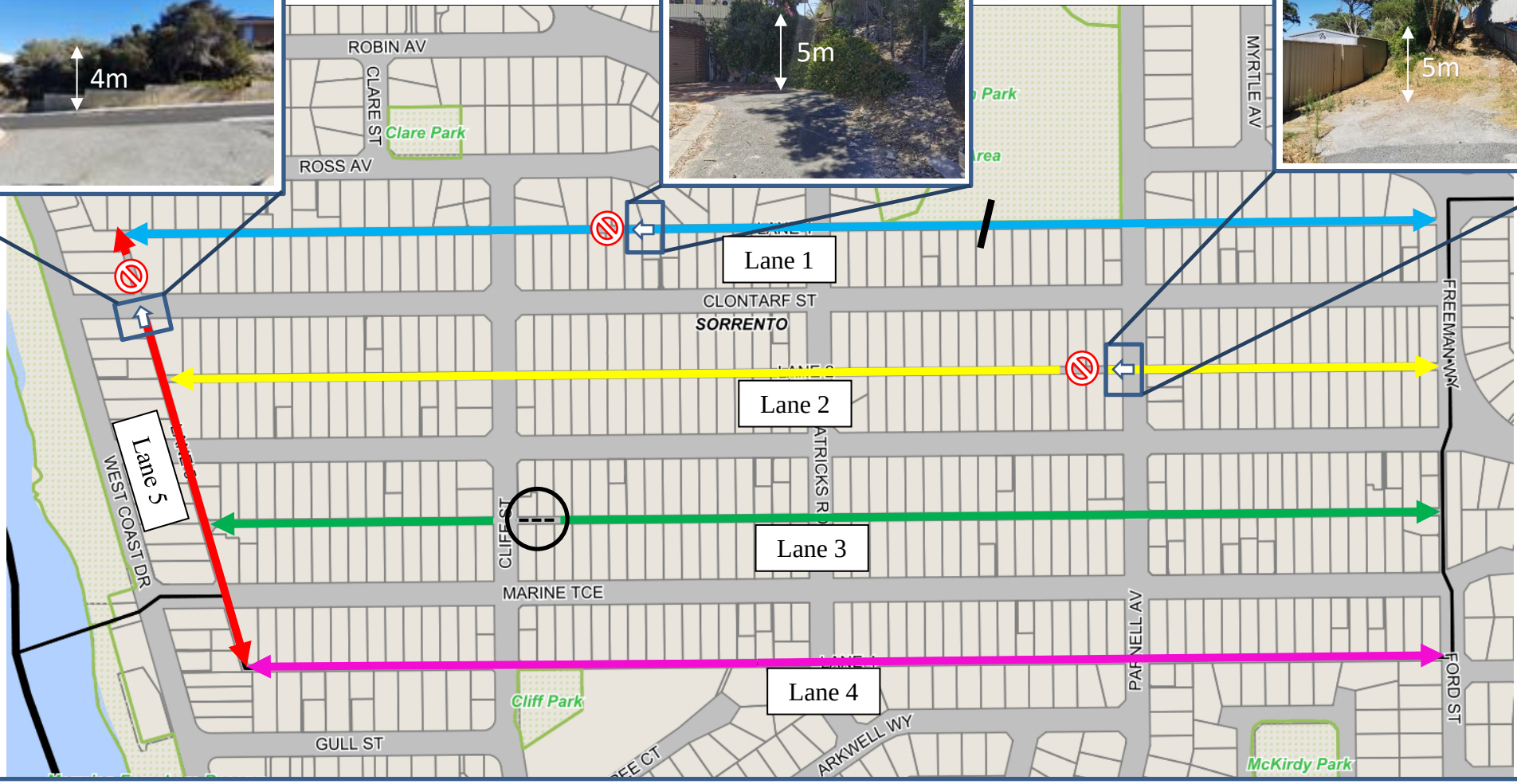
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ATTACHMENT 3 – PREFERRED OPTION TO IMPROVE SAFETY FOR PEDESTRIANS/CYCLISTS AND MOTORISTS









Legend

- Vehicle Accessible
- Unconstructed Section (Grade separated lanes)
- U-rail barrier installed
- Footpath Connection
- Photo Direction

City of Joondalup

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Sorrento Laneways Names & Locations Map

1:5000

ATTACHMENT 2



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Marmion Laneway Name & Location Map

1:3500



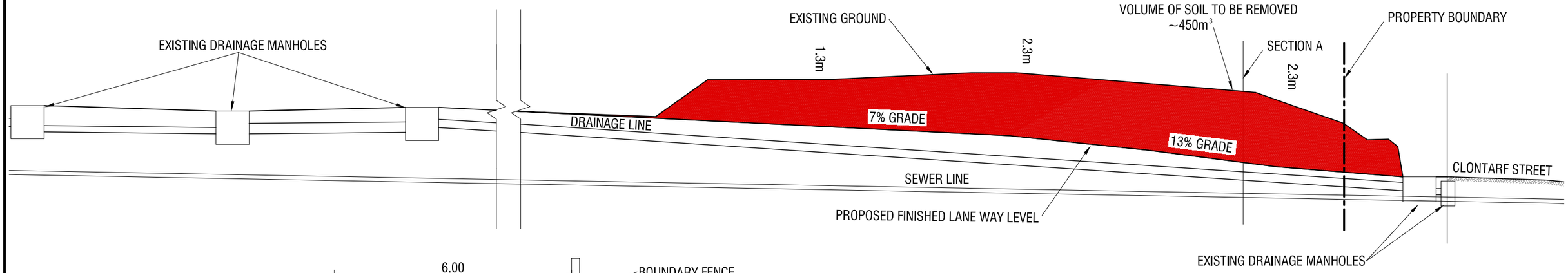
LANE 5

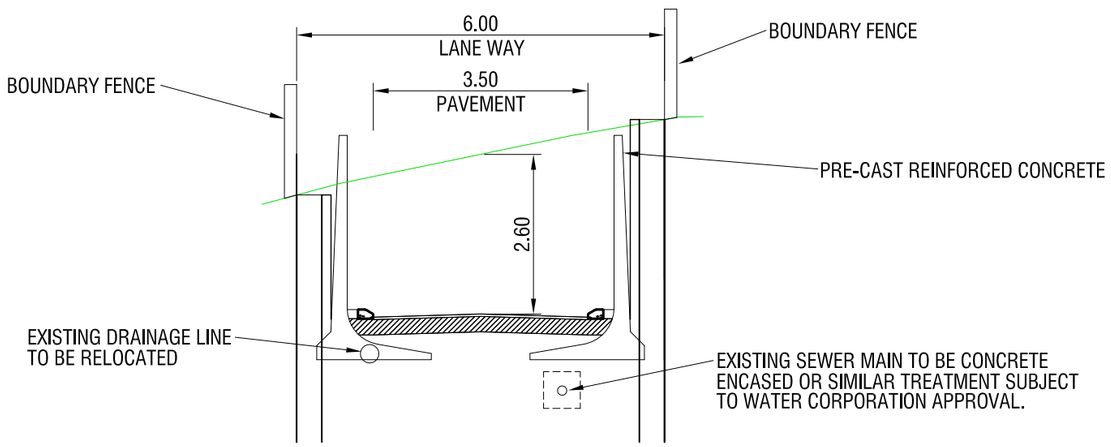
SORRENTO

LAND REQUIREMENTS

PRELIMINARY CONCEPT ONLY







SECTION A
1:25

LANE 5
SORRENTO
LONGSECTION
PRELIMINARY CONCEPT ONLY

ATTACHMENT 5

Sorrento Laneways Width Review

						Cost without installing Streetlighting				Cost with installing Streetlighting		
Road	**Section**	**Average Surface Condition Index (Nov 2020) 0 is New 1 is Good 2 is Acceptable 3 Renewal in medium term 4 Renewal in short term 5 Replace ASAP**	**Length (m)**	**Existing Width (m)**	**Proposed Width (m)**	**Cost to resurface laneway @ existing width ($40/m2)**	**Cost to upgrade laneway to min 3.8m wide where average width is < 3.5m wide**	**Cost per m2**	**Cost to Install New Streetlighting ($8,000 per light)**	**Cost to resurface laneway @ existing width ($40/m2)**	**Cost to upgrade laneway to min 3.8m wide where average width is < 3.5m wide**	**Cost per m2**
Lane One	Freeman Wy to Parnell Wy	3.2	270	3.75	3.75	$ 40,500	$ 40,500	$ 40	$ 72,000.00	$ 112,500	$ 112,500	$ 111
	Parnell Wy to St Patricks Rd	2.1	260	3.85	3.85	$ 40,040	$ 40,040	$ 40	$ 69,333.33	$ 109,373	$ 109,373	$ 109
	St Patricks Rd to Cliff St	2.6	250	3.29	3.80	$ 32,900	$ 157,009	$ 165	$ 66,666.67	$ 99,567	$ 223,675	$ 235
	Cliff St to Lane 5	3.2	320	4.00	4.00	$ 51,200	$ 51,200	$ 40	$ 85,333.33	$ 136,533	$ 136,533	$ 107
Lane Two	Freeman Wy to 25m west of Parnell Wy	3.1	260	3.60	3.60	$ 37,440	$ 37,440	$ 40	$ 69,333.33	$ 106,773	$ 106,773	$ 114
	65m west of Parnell Wy to St Patricks Rd	1.1	250	3.63	3.63	$ 36,250	$ 36,250	$ 40	$ 66,666.67	$ 102,917	$ 102,917	$ 114
	St Patricks Rd to Cliff St	1.1	270	3.75	3.75	$ 40,500	$ 40,500	$ 40	$ 72,000.00	$ 112,500	$ 112,500	$ 111
	Cliff St to Lane 5	2.1	280	3.60	3.60	$ 40,320	$ 40,320	$ 40	$ 74,666.67	$ 114,987	$ 114,987	$ 114
Lane Three	Ford St to Parnell Ave	2.1	260	3.50	3.50	$ 36,400	$ 36,400	$ 40	$ 69,333.33	$ 105,733	$ 105,733	$ 116
	Parnell Ave to St Patricks Rd	2.1	260	3.58	3.58	$ 37,180	$ 37,180	$ 40	$ 69,333.33	$ 106,513	$ 106,513	$ 115
	St Patricks Rd to Cliff St	2.2	270	3.60	3.60	$ 38,880	$ 38,880	$ 40	$ 72,000.00	$ 110,880	$ 110,880	$ 114
	Cliff St to Lane 5	2.2	250	4.00	4.00	$ 40,000	$ 40,000	$ 40	$ 66,666.67	$ 106,667	$ 106,667	$ 107
Lane Four	Ford St to Parnell Ave	2.7	270	3.23	3.80	$ 34,830	$ 171,933	$ 168	$ 72,000.00	$ 106,830	$ 243,933	$ 238
	Parnell Ave to St Patricks Rd	3.2	260	3.13	3.80	$ 32,500	$ 169,067	$ 171	$ 69,333.33	$ 101,833	$ 238,400	$ 241
	St Patricks Rd to Cliff St	3.1	260	3.18	3.80	$ 33,020	$ 167,316	$ 169	$ 69,333.33	$ 102,353	$ 236,649	$ 240
	Cliff St to Lane 5	2.1	220	3.68	3.68	$ 32,340	$ 32,340	$ 40	$ 58,666.67	$ 91,007	$ 91,007	$ 113
Lane Five	Clontarf St to High St	2.1	120	3.55	3.55	$ 17,040	$ 17,040	$ 40	$ 32,000.00	$ 49,040	$ 49,040	$ 115
	High St to Marine Tce	1.1	130	3.93	3.93	$ 20,410	$ 20,410	$ 40	$ 34,666.67	$ 55,077	$ 55,077	$ 108
	Marine Tce to Lane 4	3.1	60	4.15	4.15	$ 9,960	$ 9,960	$ 40	$ 16,000.00	$ 25,960	$ 25,960	$ 104
						$ 651,710	**$ 1,183,785**		**Grand Total**	**$ 1,857,043**	**$ 2,389,118**	

DRAFT

ATTACHMENT 1

Make It.
Own It.
It's your place.

City of Joondalup

PLACE ACTIVATION STRATEGY

The 'why' and 'how' of placemaking across the City of Joondalup.



The City of Joondalup acknowledges the traditional custodians of the land, the Whadjuk people of the Noongar nation, and recognises the culture of the Noongar people and the unique contribution they make to the Joondalup region. The City of Joondalup also wishes to acknowledge and pay respect to elders past and present, and extends that respect to all Aboriginal and Torres Strait Islander peoples.





Contents

Introduction 1
Strategic context 2
Strategic aspirations 3
A collective commitment and responsibility 4
What is a community placemaker? 5
Key focus areas 7
Community consultation 11
Place activation plans 12
Evaluating success 14

Introduction

The continual evolution and growth of the City of Joondalup, its places and communities has brought with it increased interest and priority for liveability, community connection, and economic vibrancy. The activation of the City's places and neighbourhoods to support a unique, iconic identity underpins many of the City's and community's objectives for the future.

This strategy considers community in a holistic way, inclusive of residents, visitors, local businesses, landowners, groups, and organisations.

Each place in the City of Joondalup is a living canvas, linking the community to social, economic, cultural and environmental opportunities. Placemaking is a process of activating spaces, considering the unique needs of a place to create vibrant and thriving places, encouraging users and visitors to stay longer and enjoy the space. It is a bottom-up, long term process – the form, function and identity of places evolve alongside changes in the community and their values.

Placemaking covers a wide range of activity, from significant events and installations including markets and festivals, to 'surprise and delight' projects such as public artwork on blank building walls or street libraries that provide a reason to pause in a place. Placemaking makes areas more inviting and encourages users and visitors to stay longer and enjoy the space, which also benefits business in the area and supports the economy.



Why?

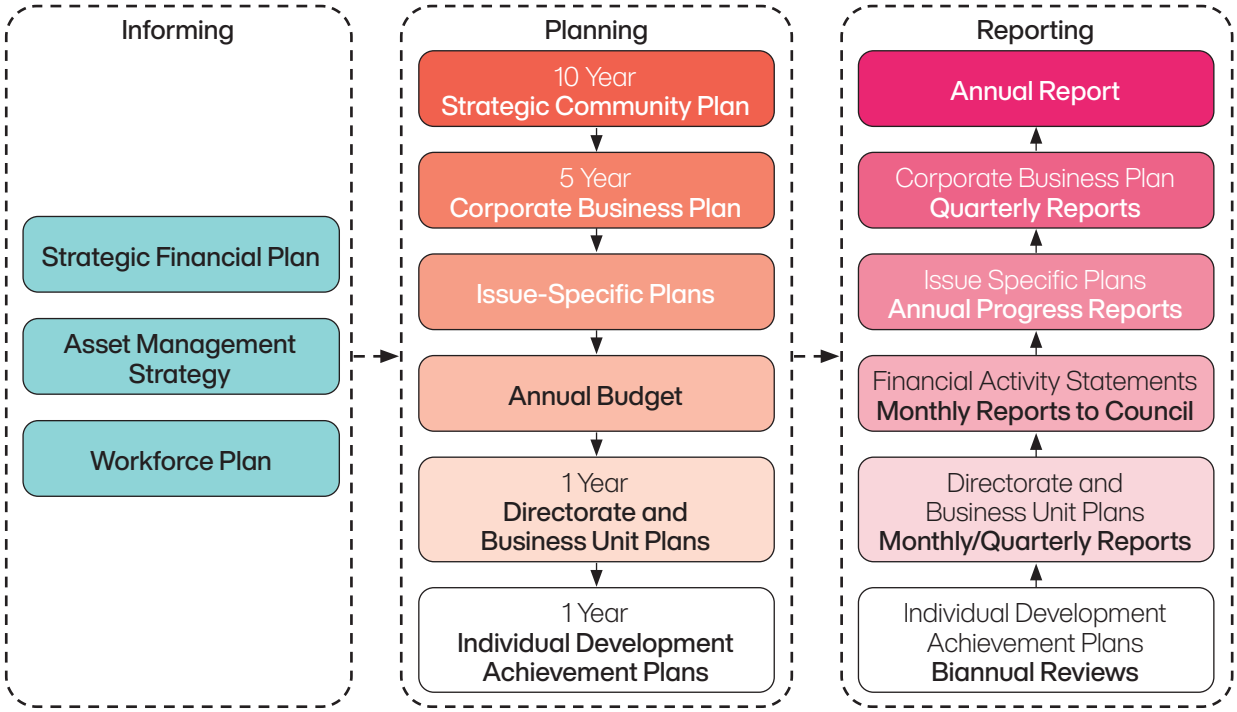
The benefits of place activation for the City of Joondalup.

Strategic context

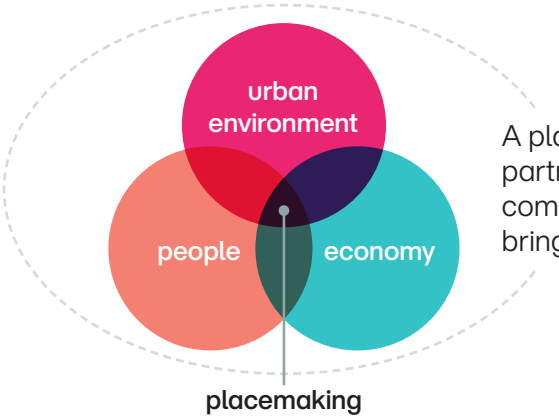
The City works to an Integrated Planning Framework, demonstrated below, which aligns the City's strategic priorities to its planned activities and resourcing requirements.

This Framework also builds-in reporting requirements to ensure transparency and the demonstration of planned achievements.

Integrated Planning Framework



Placemaking exists at the intersection of people, economy, and the urban environment. The Place Activation Strategy complements relevant issue specific plans across the City that relate to place, including but not limited to economic development plans, cultural plans, and community development plans. The strategy provides a pathway to align service delivery where needed to support activation of places that are important to the community.



A place vision developed in partnership with an engaged community is the glue that brings these circles together.

Strategic aspirations

Each place in the City of Joondalup is a living canvas, linking the community to social, economic, cultural and environmental opportunities.

Aspirational outcomes

A strong connection between community and place, demonstrated by the community:

- Contributing their energy and passion to the place through placemaking.
- Choosing to live local and invest their time and money in local places.

The right canvas is delivered for the City's places, based on an understanding of place and community vision.

Principles underpinning the approach

The most authentic placemakers are communities. The community should lead the way on activation projects.

Place activation initiatives and the built environment should take into account the current and future users, community, functions, and needs of a place.

Place activation requires creative and collaborative problem-solving and intervention.

Place activation requires positivity, innovation, risk taking, and learning through experimentation.

Placemaking should be supported by resources, capacity building and infrastructure.



A collective commitment and responsibility

Place activation cannot be solely delivered by the City of Joondalup. Establishing a collective commitment and shared responsibility between the City and community is important to achieve the strategic aspirations.

The role of the community:

Make It. Own It. It's your place.

The community accesses positive social, economic, cultural and environmental experience within local places. Being the people who live, work, play, learn and experience within local places, the community maintains the closest relationship to those places. These experiences make community the most natural lead for authentic placemaking.

The role of the City of Joondalup:

Enable.

The City can enable activation in three keyways:

- **Empower** community placemakers.
- **Provide the right canvas** for local placemaking.
- **Catalyse** activation of places and neighbourhoods in response to social and economic needs.

This strategy establishes a framework for the City to establish a collective commitment and fulfil the City's identified roles, enable and encourage community-led activation.



What is a community placemaker?

Community-led placemaking happens in a variety of ways. It can be formal, informal, planned and opportunistic.

Formal placemaking can happen when local businesses, community members and landowners come together to establish local placemaking groups and organisations, which focus on activating a particular place through projects and events.

Placemaking can also happen incidentally as part of other things that community does. Businesses can activate neighbourhoods through alfresco, street furniture, street trading and events. Landowners can support activation through public art and murals, community landscaping and gardening projects.

Community members and groups can activate a place through various events and projects. Events can include carols by candlelight, community barbecues, and get togethers. Other projects undertaken by community can include yarn bombing, busy bees, and street libraries.

When working together, large projects like street festivals can be delivered by the community, bringing vibrancy and spirit to neighbourhoods and places across the City.



Key focus areas

The following key focus areas provide strategic objectives and actions for the City to fulfil its role in placemaking, and to support community placemakers in leading the way on activating their places and communities.

Empower

The City has a role as an infrastructure provider and manager of public spaces, alongside legislated regulatory responsibilities such as public health. However, the City does not have to be relied on for the use, enjoyment, and activation of public spaces.

To enable the community to make and own their places, the City will need to empower community placemakers to take ownership of activations. The City can then handover so that community placemakers can activate their places to the social and economic benefit of the broader community.

It will be important for the City to remove unnecessary bureaucracy that can frustrate positive placemaking efforts and assist community placemakers navigate necessary bureaucracy that arises from regulatory requirements and risk management.

STRATEGIC OBJECTIVE	ACTIONS
Encourage and support the community to lead and participate in community placemaking.	Communicate and celebrate the benefits of place activation through promotions and marketing so these are understood and valued across the community.
	Support local placemaking groups with capacity building to foster their establishment, build on their knowledge, and support their sustainability and resilience.
	Ensure the City's grants and funding sources and resources are well-known, easily accessible, and support community placemaking projects.
Manage the impact of red tape on community placemaking.	Assist community placemakers navigate approvals and regulations for activations and events through mentoring, templates, and process improvement.
	Engage with community placemakers to identify where bureaucracy creates barriers to activation and where possible, identify opportunities to reduce the impact of red tape on community-led placemaking.

Provide the right canvas

The City is responsible for delivering public infrastructure and assets, and therefore has a role in providing the canvas for community enjoyment and activation. This might include providing public spaces for the specific purpose of placemaking and activation, such as piazzas, and also includes considering how streetscapes and public parks can provide for activation opportunities.

As part of providing public infrastructure, it will be important for the City to understand the needs and vision of a place to ensure improvements to the built environment support activated, vibrant places.

STRATEGIC OBJECTIVE	ACTIONS
Deliver public spaces and infrastructure that enable community-led activation of the City's places and communities.	Engage with active community placemakers to identify where infrastructure may be a barrier for localised placemaking.
	Explore and understand place activation opportunities through place-based community consultation when planning and designing capital works and upgrade/renewal projects.
	Utilise place activation plans where appropriate to identify necessary changes to the built environment to support community activation.

Catalyse

In key places of social and economic importance across the City, there may be a need to catalyse place activation through more significant investment than community placemakers can achieve without support from the City. The City, therefore, may become involved in place activation where there is a demonstrated social or economic need to generate momentum that can then be continued by community placemakers.

In addition, activation can be a complementary benefit of the City's cultural, community, and economic development programs. Whilst these programs should not be appropriated for activation purposes alone as this can detract from their specific objectives, considering activation opportunities as part of their planning and design can complement the work of community placemakers and assist in catalysing activation of the places and neighbourhoods across the City.

STRATEGIC OBJECTIVE	ACTIONS
Utilise a coordinated approach to directly activate priority places across the City of Joondalup.	Monitor trends in social and economic performance to understand where places and communities may be a priority for activation.
	Explore and understand place activation opportunities when planning and delivering the City's cultural events and festivals where relevant to enhance activation benefits provided by such projects.
	Complement the City's transformational projects with place activation plans to identify associated upgrades, projects and infrastructure that enhance the activation benefits of such projects.
	Utilise place activation plans where appropriate to catalyse activation of priority places.

Community consultation

An engaged and empowered community is critical to activation of public places and communities. Community consultation will underpin all of the City's activation roles, in particular facilitating community and business activation of places and neighbourhoods.

Community consultation regarding place activation will, for the most part, focus on particular places and communities. This reflects that the local place level is the most significant scale of experience for the community.

The City will engage with the community in order to:

- Support the community to participate in community-led placemaking in their places and communities.
- Understand aspects of the built environment in places and communities across the City that may impact or limit activation and enjoyment.
- Establish place visions, and identify activation ideas as part of place activation plans prepared for places requiring direct activation and support.



Place activation plans

Complementing this strategy which provides the 'why' and 'how' of placemaking, place activation plans will articulate the 'what' for a particular place.

The City may get directly involved in place activation where there is a need for change in a community or where a change is happening. Where there is demonstrated social or economic need for the City to intervene, place activation plans will be used to align investment with the specific needs and opportunities of that place.

Articulate a place vision or place proposition	Identify and plan activation initiatives and opportunities	Inform delivery of the right canvas by identifying infrastructure requirements to facilitate identified activation initiatives	Establish performance measures for evaluation

Place activation plans are not necessary for placemaking to happen across the places and communities of the City. The City will work to enable and empower community-led placemaking in all places of the City, guided by the principles, objectives and actions of this strategy.

Criteria for the City to develop place activation plans to guide the activation of a particular place may include:

- Social or economic revitalisation is needed in a locality or place.
- There is a significant proposed investment in capital infrastructure renewal/provision in an area (to justify/test the place-based appropriateness of that investment).
- Where informed by other issue specific plans (e.g. Destination City Plan).
- Where the efforts of active community placemakers are hindered by unsuitable infrastructure.

Place activation plans will complement the City's economic, community and cultural development activities, being a tool for the City's business units to align service delivery and infrastructure provision in places and neighbourhoods where a need for activation has been identified.

Place activation plans will articulate a collective commitment to activating a particular place, therefore should be developed through collaboration with the community.

The City of Joondalup includes numerous and diverse places, important for a range of social, economic, cultural, and environmental values. It is not feasible to undertake detailed activation planning for every place in the City. Where activation plans are necessary, the City will define the area or locality for activation planning based on the categories shown below.

PLACE PRECINCTS	COMMUNITIES
Defined precincts that represent strategic hubs of social and/or economic activity	**Local areas which include a diversity of important places within and around which localised activation initiatives happen.**
PLACE ACTIVATION PLAN A place activation plan would typically focus on one of the following precinct types: • Higher order town centres (district centres and above) • Coastal nodes • Community and cultural hubs • Marinas	**COMMUNITY ACTIVATION PLAN** A community activation plan would cover a local area and include all places of importance identified by the community within it, which may include: • Local and neighbourhood retail centres • Local parks • Schools • Other local facilities



Evaluating success

Evaluation will measure the benefits of investing time, money, and passion into the activation of the City's places and communities.

Evaluation is important to:

- Ensure the implementation of strategic actions is meeting the objectives of the strategy.
- Assess and revisit objectives based on learning and growing experience in placemaking.
- Facilitate continuous improvement, reflecting the adaptive and agile nature of placemaking.
- Align and refine placemaking effort and priority with the objectives of the strategy.
- Provide quantifiable data and outcomes regarding benefits of placemaking to secure future funding and inform decision makers.
- Ensure the City's placemaking activity is in tune with community expectations.

The implementation of this strategy will be evaluated in three ways:

- Biennial review of the implementation status of strategic actions in this strategy.
- Ongoing measurement of social and economic trends across the City's suburbs.
- Targeted evaluation of place activation plans, interventions and major events.

Targeted evaluation will require collecting quantifiable data regarding place quality, vibrancy and activity.





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This document is available in alternate formats upon request.

ATTACHMENT 2

City of Joondalup

JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN



DRAFT

Make It.
Own It.
It's your place.

JOONDALUP CITY CENTRE

ACKNOWLEDGEMENT

We acknowledge the traditional custodians of the area, the Whadjuk people of the Noongar Nation. We recognise their cultural heritage, beliefs and relationship to the land, which continues to be important to Noongar people today. We pay our respects to Elders past, present and future.

The City of Joondalup also acknowledges the many community members who have been involved in Joondalup City Centre planning over many years, and in particular during this Place Activation Plan process.

DISCLAIMER

This document has been produced for the use of the City of Joondalup and its community. The City disclaims responsibility to any third party acting upon or using the whole or part of its contents.

This document has been prepared by Shape Urban Pty Ltd. Shape Urban are proud to partner with a great team including Far Lane and Altometer Business Intelligence to deliver this project.

DOCUMENT TITLE

Joondalup City Centre Place Activation Plan

NO.	AUTHOR	REVIEWED BY	DATE	APPROVALS
1.0	A.Chhabra		28.07.21	Draft for discussion
1.1	A.Chhabra	A.Kelderman	11.08.21	For approval
1.2	A.Chhabra	A.Kelderman	26.10.21	Final approval

"Joondalup City Centre will be the heart and soul of the north, loved and enjoyed by its community and visitors"

Vision developed by workshop participants for the Joondalup City Centre Place Activation Plan

EXECUTIVE SUMMARY

The growth and vibrancy of the Joondalup City Centre is a strategic priority for the City of Joondalup (the City). Over recent years, the City has been exploring how to continuously improve how places and communities are activated by residents, community groups and organisations, and the delivery of City projects and events.

Some of the projects and events the City has invested resources in to activate and grow the Joondalup City Centre include the Joondalup Activity Centre Plan, Joondalup Festival, public arts programs, the Joondalup markets, Joondalup City Centre Development - Boas Place project (redevelopment/revitalisation), and access and parking reviews.

The development of the Joondalup City Centre Place Activation Plan (the plan) has been community-led through the collection of community ideas for activation, sorting of ideas received into themes to develop criteria for assessment, and the assessment of ideas received using those criteria. This results in 15 priority ideas (projects) that will inform the Council, City and local placemakers on how to focus efforts to activate the City Centre.

The vision developed for the City Centre is:

"Joondalup City Centre will be the heart and soul of the north, loved and enjoyed by its community and visitors"

The criteria developed to assess the ideas collected from the community and establish the vision for the City Centre are:

- Create Vibrancy
- People Connectivity
- Safe, Secure Environment
- Diverse Community Appeal
- Healthy Environment
- Heritage, Culture and Identity

These criteria are based on ideas received, the benefits these would bring to the City Centre and, most importantly, are by the people who live and do business in the City Centre, or who use and visit it.

Using a multi-criteria analysis (MCA) assessment process, the following 15 projects were selected as priorities for activation of the City Centre:

1. Redesign grand boulevard to make it less of a barrier to pedestrians
2. Art in the streets
3. Courtyard spaces ('piazzas') as focal points
4. Transform a large carpark into a piazza/Shared Space (Boas Avenue)
5. Pedestrian-friendly streets
6. Alfresco dining
7. Youth playscapes (facilities for teenagers)
8. Markets
9. Better connectivity to train and bus stations
10. Attract more diversity into the CBD
11. Amphitheatre spaces for performances in Central Park
12. Cafés in Central Park and Neil Hawkins Park
13. Playscapes and playgrounds for small children
14. Pedestrian mall along Boas Avenue
15. Art venues and Aboriginal culture

These 15 projects are indicated spatially on Page 6.

Some of the projects are ones that require City delivery. Others can be jointly delivered with local placemaking groups, and/or other delivery partners such as ECU, TAFE, the Joondalup Business Association (JBA), or local businesses.

The plan and top 15 projects should be reviewed annually against the City's Strategic Community Plan, Corporate Business Plan and other relevant documents, and the assessment criteria and vision developed by community members. The City should also seek to get feedback from the local community and key stakeholders about the relevancy of criteria and success metrics (and if there is a need to update these).

The top 15 projects, as selected through a detailed multi-criteria assessment process with members of the community, are described in Part A - The Projects.

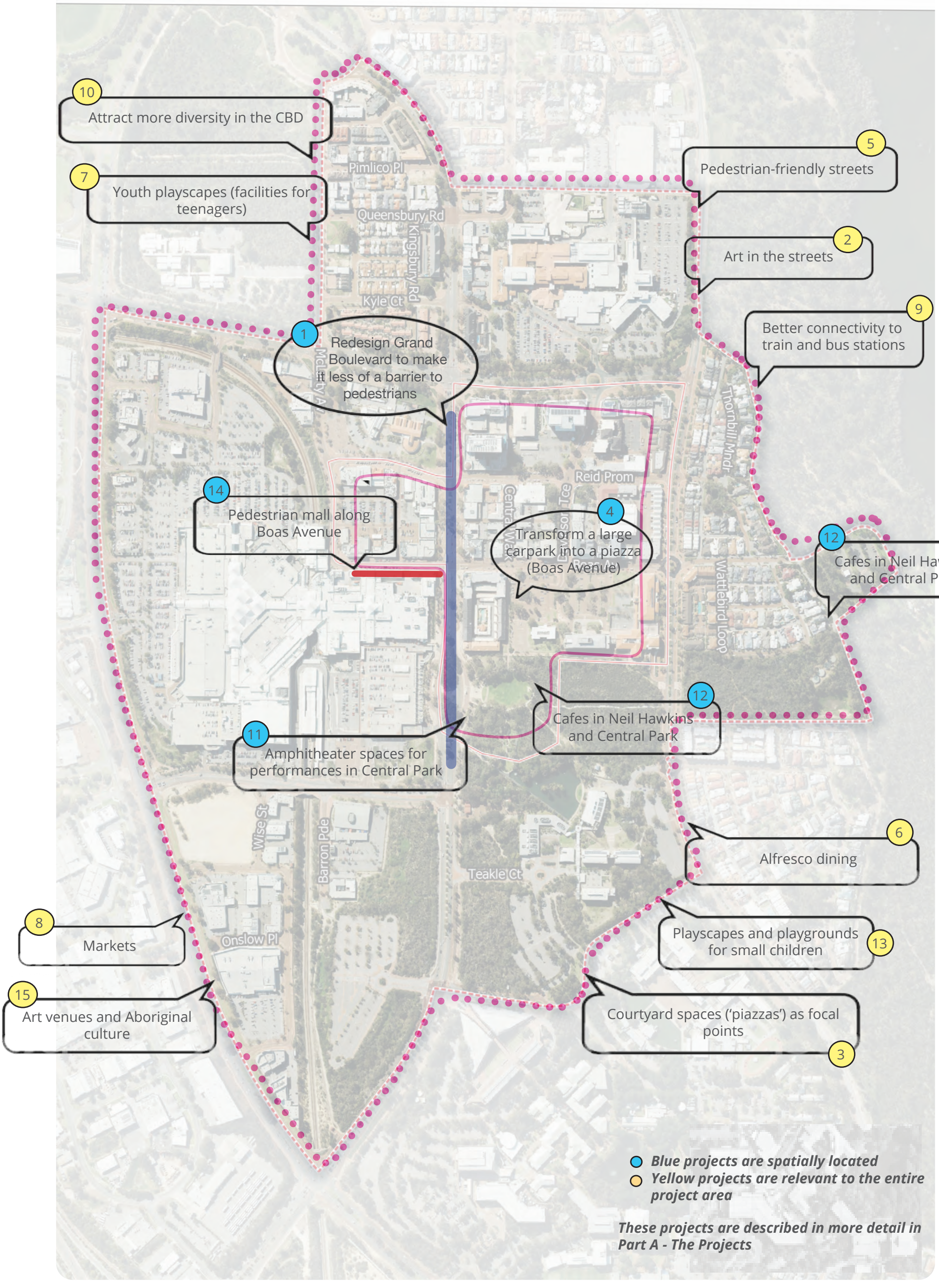
How the city can deliver the projects recommended by the community is described in Part B - Implementation Framework.

ACKNOWLEDGING THE COMMUNITY

The Joondalup City Centre Place Activation Plan has been developed by and with the community. We thank you for your contributions to this plan and empower you to own it.

This is your plan. The City and other delivery partners will enable you to action the projects yourself, or to work with them to activate the City Centre and achieve your vision for the Joondalup City Centre.

The 15 projects selected as priorities for activation of the Joondalup City Centre:




SUCH IS LIFE
FIRE HYDRANT
AT REAR

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INTRODUCTION

The Joondalup City Centre Place Activation Plan (the plan) has been developed as a set of prioritised 'place based' projects to give the City of Joondalup, local placemaking groups and the community a blueprint to deliver activation projects, ensure City investment and capital works projects align with community and place needs, and direct efforts into activation initiatives that will have the most return and benefit for the City Centre and local community.

The plan defines a vision for the Joondalup City Centre and outlines a series of prioritised initiatives (projects) for implementation to activate the area and foster vibrancy and growth in the City Centre.

Throughout the development of the plan, the City has sought input from the local community, businesses, and users of and visitors to the City Centre, to understand the local values and establish a vision for the City Centre.

The prioritised projects outlined in Part A - The Projects section of this document will be used to inform investment and operational and capital works projects for the community and the City of Joondalup. How the city can deliver the projects recommended by the community is described in Part B - Implementation Framework.

This is a pilot project intended to establish a framework and process for developing place activation plans in other places and neighbourhoods across the City.

HOW TO READ THIS DOCUMENT

The plan is broken into two parts:

- Part A - The Projects: the top 15 ideas (projects) as suggested by the community and prioritised by workshop participants
- Part B - Implementation Framework: the implementation framework for delivery

Part A and Part B are contextualised with the process introduction and relevant strategic framework.

The plan is intended to be read and used by the community, community placemaking groups, stakeholders and the City to inform and guide the placemaking projects prioritised for implementation.

PLACE ACTIVATION PLAN AREA

The Joondalup City Centre is located in the north west corridor of the Perth metropolitan region, approximately 25 kilometres from Perth's Central Business District. It has a combination of cultural, civic, commercial and residential properties that includes:

- Major retail offerings at the Lakeside Joondalup Shopping Centre
- Sport and recreation facilities - the HBF Arena and ECU Sport and Fitness Centre
- State government agencies and other offices
- The City of Joondalup administration offices
- Joondalup Public Library
- Edith Cowan University Joondalup (ECU) Campus and North Metropolitan TAFE Joondalup
- Joondalup Health Campus
- Western Australia Police Academy and Joondalup Police Station.

The plan comprises the land between Shenton Avenue to the north, McLarty Avenue to the west, Central Park to the south and Lakeside Drive to the east (red solid line) - Figure 1 refers.

The land surrounding the Place Activation Plan (red dashed line) facilitates linkages and relationships with the plan area for example the extended Central Park, the ECU campus, Joondalup Health Campus and the train station. It is included for these linkages and variously referenced as such through this report.

The plan area is shown on Figure 1.



Figure 1 - Joondalup City Centre Place Activation Plan area core and outer boundaries

PLACE ACTIVATION PLAN CONTENT

Figure 2 depicts the content and function of place activation plans. Following this guide, this plan articulates a place vision as developed by a sample of community members, identifies and plans activation initiatives and opportunities (through the plan development process referred to below), identifies infrastructure and City projects that are or may be affected, and uses the City Centre analysis and economic contextualisation to establish performance measure for evaluation.

The projects in this plan have been cross checked against the following sources:

A. Local wants and needs;

B. The City's Place Activation Framework and internal Integrated Planning Framework (Figure 3 refers); and

C. Data collected by the City to measure performance.

Part A - The Projects details each of the 15 priority projects with a roadmap of diagnosis/analysis > what the community said > solution > and impact.

The Impact section uses the information from the City Centre analysis and economic contextualisation to give the City performance measures to evaluate the success of projects over time, and whether there is a need to refine the process.

Part B - Implementation Framework describes the delivery team and partners for each project, broad timeframes and costs, and the implementation actions or key steps for each. Part B also describes community placemaking and City initiatives to support community placemaking.



Figure 2 - Content and function of Place Activation Plans

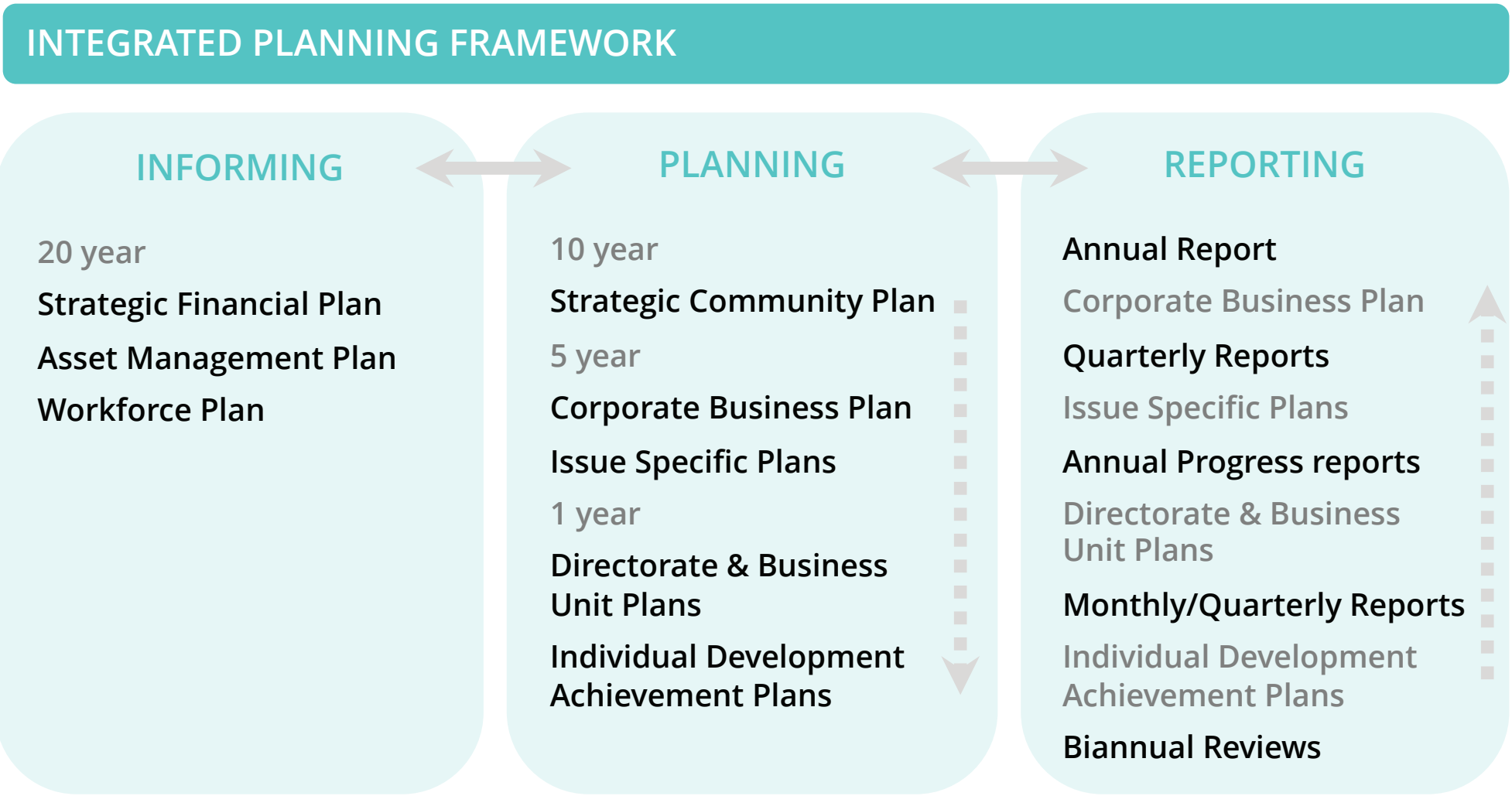


Figure 3 - City of Joondalup Integrated Planning Framework

STRATEGIC PLANNING CONTEXT

PLACE ACTIVATION PLAN PURPOSE AND REVIEW

The plan will form a part of the City's suite of informing strategies.

The Integrated Planning and Reporting Framework outlined by the Local Government (Administration) Regulations 1996 requires the City to adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (Figure 3). One of the key challenges in the City's SCP is to enhance City Centre vibrancy through additional focus on economic development and investment attraction activities as well as the activation of key areas in the City Centre.

It is recommended that this plan be reviewed annually. This allows the progress of chosen projects to be reported on (in the City's Annual Report, Corporate Business Plan, annual budget and another relevant documents), update of projects to reflect where they are in the delivery cycle, and for newly identified ideas to be included.

When reviewing the plan, the City should seek to get feedback from the community and stakeholders about the relevancy of existing criteria and success metrics, and if there is a need for update.

Projects included in this plan have been generated and prioritised by community members. Workshop participants represent a sample of the broader community, but not the whole community. Accordingly, some of the projects in this plan will require additional community consultation by the City as they are progressed to business case/ approval to test the projects and facilitate feedback and consultation with all members of the community prior to delivery.

CITY OF JOONDALUP PLACE ACTIVATION FRAMEWORK

The City is preparing its Place Activation Strategy (the strategy) which will provide a framework for consistent delivery and support of placemaking across the City of Joondalup. A key focus of the strategy will be facilitating community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of the City's community and economy.

The strategy will address the "how" of placemaking in the City. Place Activation Plans will set out the "what": developing a suite of place-specific activation initiatives for a specific place or neighbourhood. The core of the Joondalup City Centre has been nominated as the pilot Place Activation Plan area.

The City's strategic aspiration for each place across the City of Joondalup is a strong connection between community and place, as demonstrated by the community;

- Contributing their energy and passion to the place through placemaking; and
- Choosing to live local and invest their time and money in local places.

The City's place activation framework works to a collective commitment and shared responsibility. Establishing this relationship between the City and community is important to achieve identified strategic aspirations.

The role of the community is to: **Make It. Own It. It's your place**

Being the people who live, work, play, learn, and experience within local places, the community maintains the closest relationship to those places. These experiences make the community the most natural lead for authentic placemaking.

The role of the City of Joondalup is to: **Enable.**

As an infrastructure provider and key enabler of placemaking, the City can enable activation by empowering community placemakers, providing the right canvas for local placemaking and catalysing activation of places.

The key focus areas for the City to do this are:

Empower

The City will encourage and support the community to lead and participate in community placemaking and will manage impact of red tape on community placemaking.

The City will need to "get out of the way" to enable the community to activate the City Centre.

Provide the right canvas

The City is responsible for delivering public infrastructure and assets, and therefore has a role in providing the canvas for community enjoyment and activation. It will need to understand the needs and vision of a place to ensure improvements to the built environment support activated, vibrant places.

Catalyse

There may be a need to catalyse place activation through more significant investment than community placemakers can achieve without support from the City. The City, therefore, may become involved in place activation where there is a demonstrated social or economic need to generate momentum that can then be continued by community placemakers.

Community Consultation

An engaged and empowered community is critical to activation of public places and communities. Community consultation regarding place activation will underpin all the City's activation roles.




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JOONDALUP CITY CENTRE ANALYSIS

A SWOT (strengths, weaknesses, opportunities and threats) analysis of the City Centre has been undertaken to help contextualise the Strategic Planning Framework, economic analysis, visitation assessment and the priority projects in Part A - The Projects. The SWOT analysis provides a high level understanding of current functions, how the local community and visitors experience the City Centre, gaps that exist and how the priority projects might begin to address or improve these elements.

A summary of the economic analysis, including visitation analysis, follows this SWOT analysis.

STRENGTHS

- Good range of services and facilities in the centre
- Has core elements for an activated, vibrant centre (education and health precincts and services, commercial offerings, civic services, food and beverage outlets
- Innovation offerings - science, technology, other
- Diverse range of event offerings - type, seasonality
- Good natural and open space availability - Central Park, Neil Hawkins Park, walking trails
- Land use mix availability
- Public transport availability

WEAKNESSES

- Lakeside Shopping Centre draws visitors away and off the street
- Limited arts and cultural infrastructure - no colour or art
- Limited resident population
- Lacks safe pedestrian conditions and connections from the train and bus stations and in the City Centre
- Car dominated environment
- Lack of social infrastructure
- Not designed to be people friendly
- Not designed to be kid friendly

OPPORTUNITIES

- Has the solid foundation to be a place for everyone
- Better connections + use relationships would increase activation and vibrancy
- Working with local placemakers, local businesses, anchor tenants, infrastructure providers to placemake
- Expected increase in residents
- Free and paid events programming already underway by the City for activation
- New retail and services for growing population
- Desire by local community to get involved in placemaking
- Relationship building - CIty, community, local businesses, local placemakers, anchor tenants

THREATS

- Dominance of Lakeside shopping centre 'inside', not on the street
- Vacancy rates for residential dwellings
- High turnover of local businesses
- Parking and car dominance issues
- Lack of accessibility connections
- Wide, spread out spaces disincentivise community space creation
- Change in economic conditions, which will impact opportunities and project delivery

ECONOMIC ANALYSIS

A high level economic analysis of the City Centre was undertaken - this includes:

- Vibrancy - how vibrancy is defined and assessed
- Industries of employment in the City Centre
- Visitations to the City Centre - regular and event based
- Implications of these findings for activation in the City Centre.

The 15 projects in Part A - The Projects are then considered in terms of how each may enhance vibrancy (impacts).

This section summarises the analysis. Further details of the visitation profile and trends, including visitation analysis of a series of events, is at Attachment B.

Vibrancy

Vibrancy reflects community activities in centres. In the economic context, vibrancy is classified as the frequency and quantity of transactions and the reason why they occur. The plan area and prioritised projects are assessed in terms of the following 'vibrancy' criteria:

- Destination and events – What attracts visitors here?
- The volume of transactions – What proportion of visitors are likely to transact multiple times a day?
- Transaction pools – What are the different expenditure pools and locations within the precinct?
- Returning transactions – How many of the daily transactions are likely to occur again?

This assessment starts to consider important factors when attempting to create long-term vibrancy, and the types of visitors and businesses that are drawn to the City Centre.

Current economic vibrancy in the City Centre is largely from Lakeside Shopping Centre and the volume is repeated from people who work and reside locally.

For visitation contributions to vibrancy, events in the City Centre were found to bring short term visitors and expenditure for the duration of the event, but there is a limited opportunity for these people to return.

Impacts of projects 1 to 15 is considered in Part A - The Projects. A traffic light assessment of the impacts of the ideas that scored 16 to 30 in the MCA has also been undertaken and is included in the Next Steps: Future Projects + Other Ideas section of this plan.

The impact on vibrancy considers:

- Enhancing visitation by new destination and new events;
- Enhancing expenditure pools – diversity and type of businesses;
- Enhancing volume of transactions; and
- Increasing the number of returning visitors and therefore transactions.

Industries of Employment

Figure 4 depicts the industries of employment in the City Centre (based on ABS Census data from 2016). The biggest industry of employment is Health Care and Social Assistance making up 36% of all jobs within the precinct, followed by Retail Trade making up 19% of employment.

In 2016 there were 11,380 jobs within the City Centre.

Of the people working in the City Centre, 29% reside in the primary catchment, and 43% reside in the secondary catchment.

In total, 72% of people work and live locally.

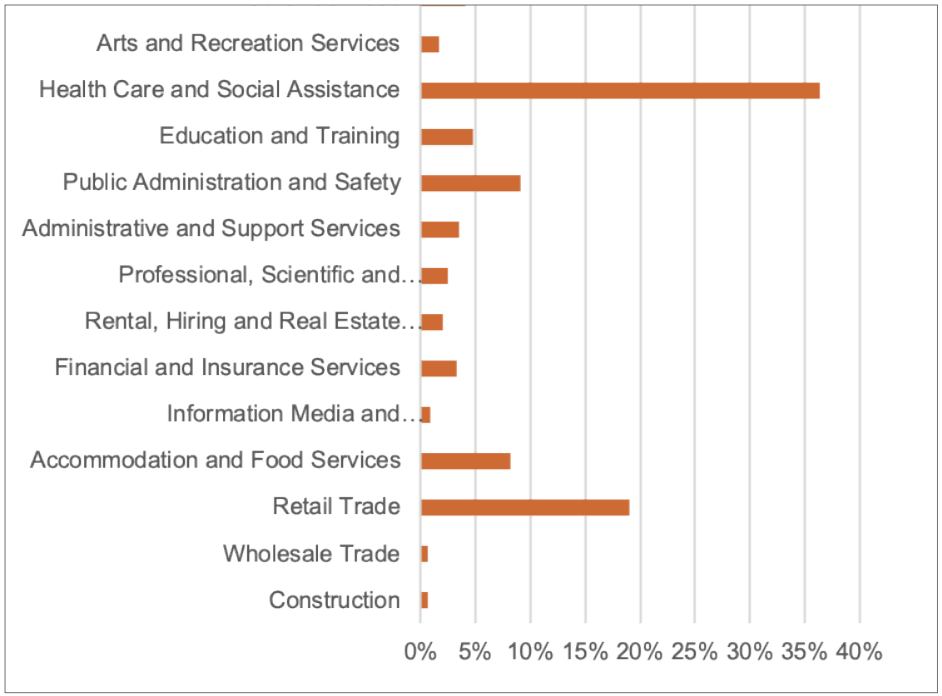


Figure 4 - Industries of Employment in the City Centre

Visitation

Altometer Business Intelligence undertook an assessment of visitation to the City Centre. Data analysis was over the 2018 to 2021 time period and includes where visitors come from, the most frequented spaces in the plan area, changing visitation patterns over time, and event-specific visitations.

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct.

Key findings are:

- Visitor catchments - the majority of visitors do not live far away. Figure 5 and 6 depict daytime visitors and evening visitors. Primary catchments are in orange and secondary catchments are in blue.
- Visitation density - Figure 7 refers. Sections along Boas Avenue and Grand Boulevard have the most visitors. There is also a hotspot of visitors to Varsity, a sports bar and burger franchise in the City Centre.
- Visitation patterns (regular) - there were troughs and peaks in visitation - the COVID lockdown in 2020 affected visitation, however since then visitation has returned to “as normal”.
- Visitation (events) - events bring in more visitors than normal visitation patterns (and expenditure), however, there is no guarantee that these people will return.

A more detailed assessment of these visitation trends - profile and patterns - is provided in Appendix B.

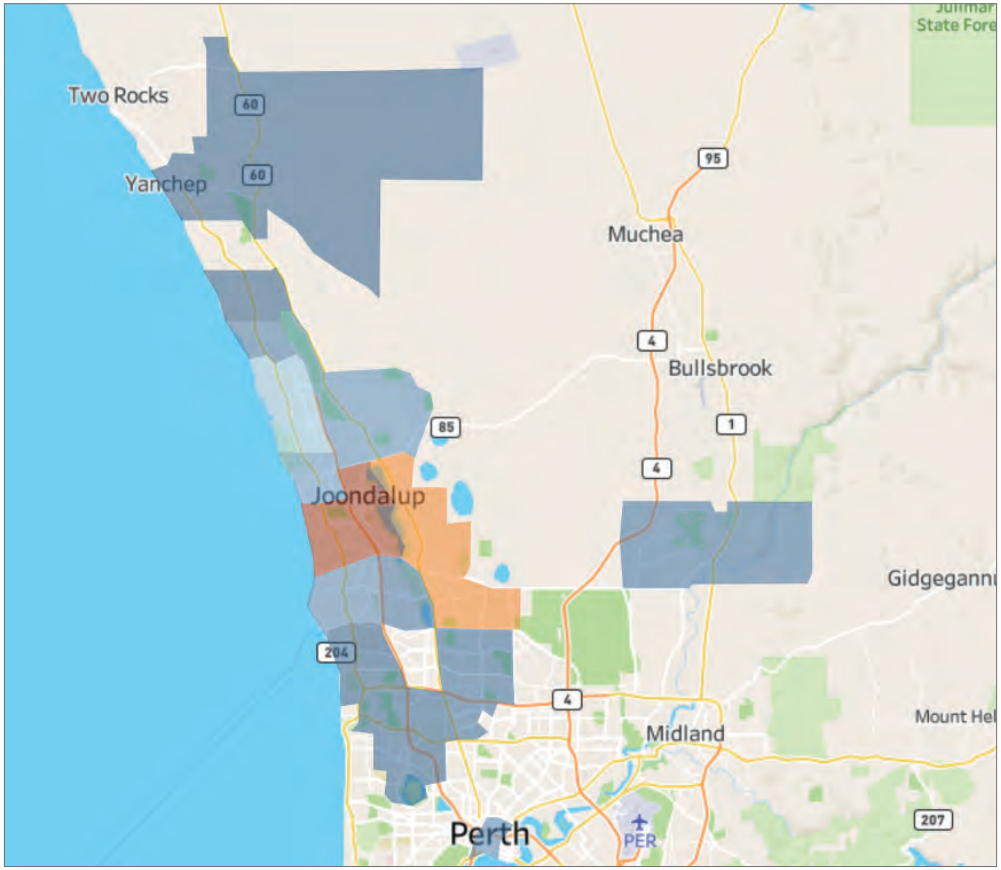


Figure 5 - Typical daytime postcode

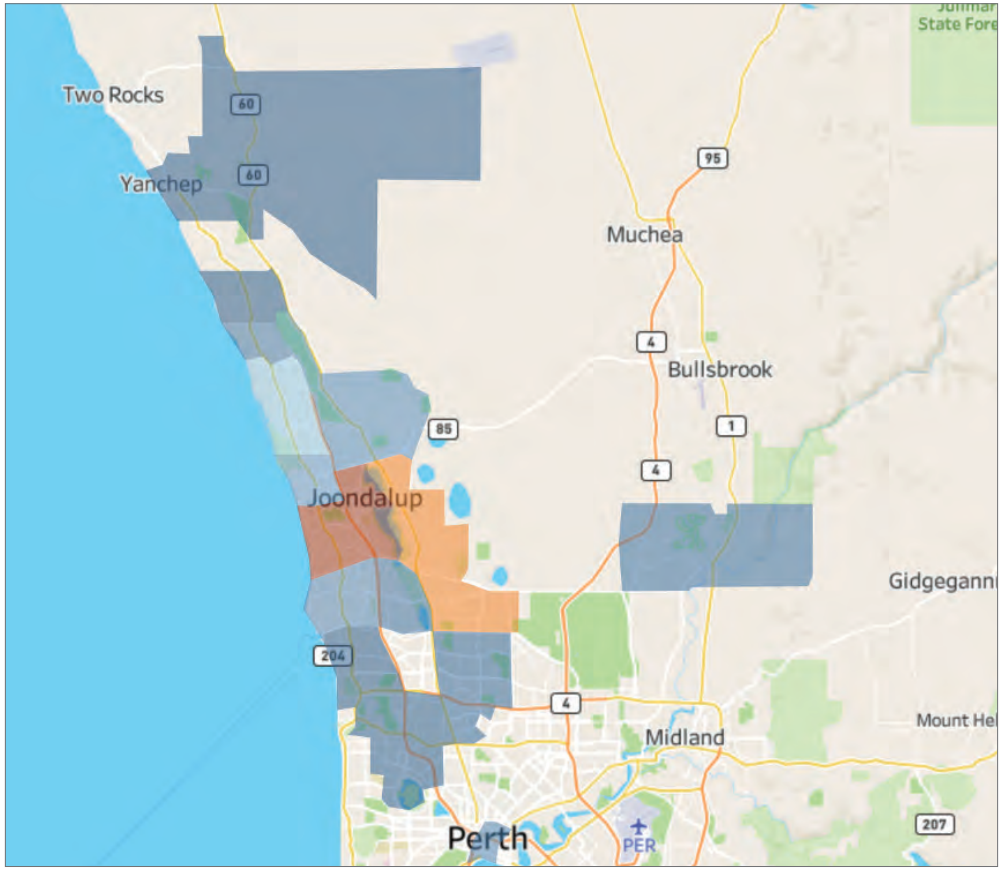


Figure 6 - Typical evening postcode

Implications

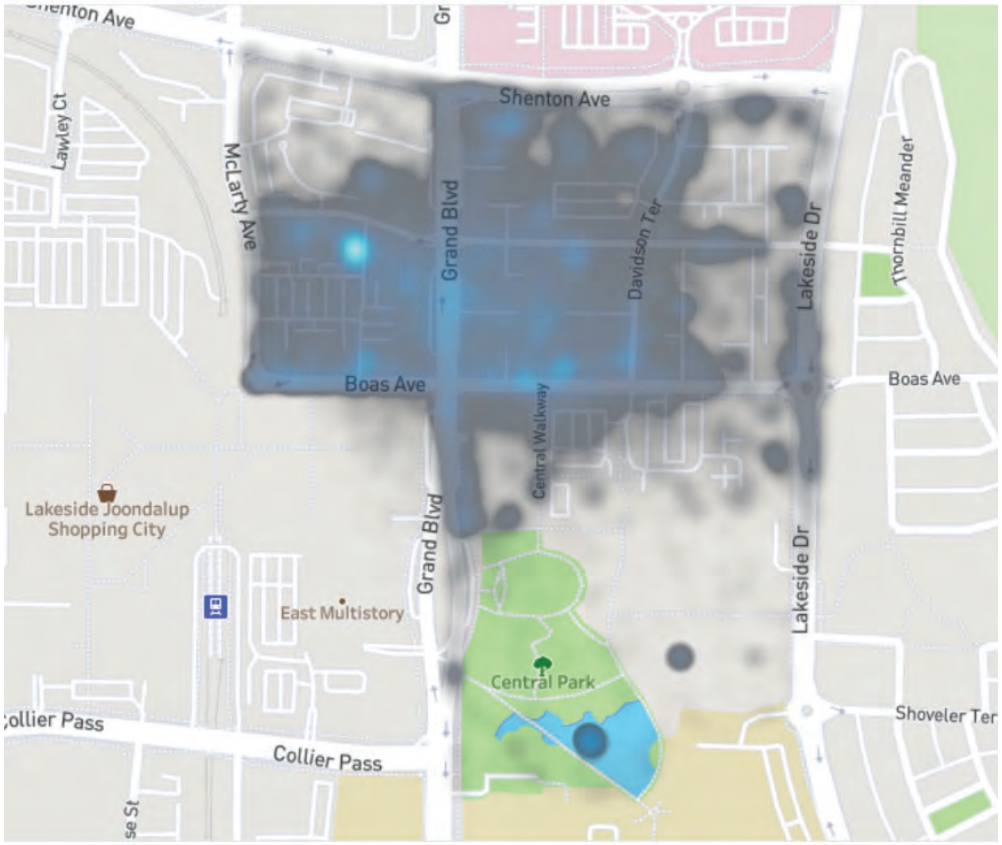


Figure 7 - Visitation density, May 2018 - May 2021

The analysis shows that visits to City Centre are by those who mostly reside and work locally. In total, 72% of people work and live locally.

Transactions occur on the basis of normal daily transactions but largely do not attract people from suburbs outside of the catchment areas.

Expenditure within the Joondalup local government area is concentrated in retail and entertainment, with these categories making up 89% of all expenditure. This is largely concentrated within Lakeside Shopping Centre. There is currently a mismatch between expenditure and the City Centre, with limited evidence of visitor flow of expenditure activity from the shopping centre to the City Centre.

It becomes important to enhance offerings for returning visitors from the primary and secondary catchments as the City Centre is unlikely to attract visitors coming from the inner suburbs due to the offerings that exists within and around the Perth CBD.

The City Centre is highly reliant on worker expenditure and events, noting that events usually attract short-term visitors. Visitors are more likely to visit the City Centre when there are events on, but this is a short-term visitor transacting during the timeframe of a certain event. Therefore, longer term vibrancy may be limited.

Implementation of the 15 projects should explore how they can contribute to visitors who ‘stay and play’ in the City Centre beyond the event duration.

There is a need to diversify expenditure locations within the City Centre to encourage business investment that further drives vibrancy. Consideration is required in terms of attracting other types of businesses to the area as that may increase diversity in visitor and visitor spending.

There is also an opportunity to diversify and differentiate the City Centre offerings by location to increase number of transactions and visitor spend.

There are three types of identified opportunities:

- Attracting new visitors with events that boost visitation – these opportunities create short-term value but there needs to be investigation into what impacts these events have longer-term.
- Updating or reconstructing the public domain in order to improve accessibility around the town centre – these opportunities enhance the chance of returning visitors creating long-term value.
- Projects that help facilitate efficient on-going high frequency transactions in the City Centre should be prioritised.

Part A - The Projects speaks to these opportunities.



DELIVERY PARTNERS

A key focus of the City's Place Activation Strategy is the facilitation of community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of the City's community and economy.

The Place Activation Strategy is framed around a collective commitment and shared responsibility about local placemaking.

In establishing the strategy, the City articulates that the role of the community is to: **Make It. Own It. It's your place**

Being the people who live, work, play, learn, and experience within local places, the community maintains the closest relationship to those places. These experiences make the community the most natural lead for authentic placemaking.

The role of the City of Joondalup is to: **Enable.**

As an infrastructure provider and key enabler of placemaking, the City can enable activation by empowering community placemakers, providing the right canvas for local placemaking and catalysing activation of places.

This framework sets the scene for the prioritised 15 projects and other ideas (projects). Part B - Implementation Framework lists delivery lead/s as well as delivery partners for each project.

These lists are not exhaustive and the planning of each project should consider the ability of the community (individuals, groups, institutions, local businesses, other) to be involved in leading or partnering on the project/s in question.

This section describes local placemakers, education institutions, transport bodies and other delivery partners for the prioritised projects in Part A - The Projects.

This list should be updated to include additional delivery partners, on review.



LOCAL PLACEMAKERS

A number of community members have expressed interest, either in the workshops or elsewhere, about coming together as a group to promote and activate ideas for vibrancy. These community members may require support from the City to come together. As an enabler, the City can encourage and support the local placemaking group to lead and participate in community placemaking.

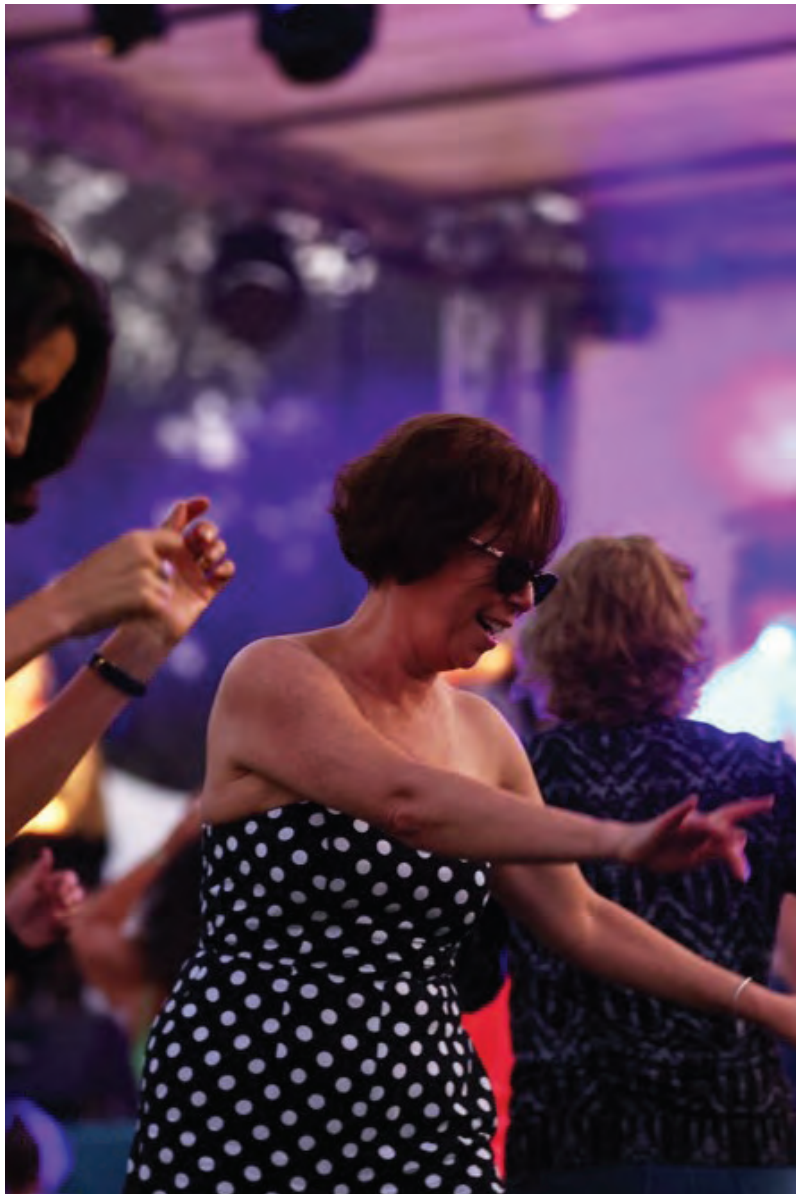
In other locations within the City of Joondalup, Western Australia (WA) and in other states in Australia, local placemaking groups called town teams are functioning with the purpose of placemaking, activation and making their places the best they can possibly be. These town teams are not an affiliate of local governments, but may receive grant funding for community driven initiatives.

Established town teams are made up of a diverse range of members that include business owners, land owners, and local residents. Each member brings a different set of skills, interests, and life experiences to the table and these collectively shape the direction, composition, and identity of the each local placemaking group.

A local placemaking group in the City Centre could take the form of a town team or other organisation of individuals who share a goal of placemaking in the City Centre (community groups).

One such example is the Joondalup Business Association (JBA), who has a business and economic focus. The JBA represents a number of local business industries. It provides businesses in the City Centre with a platform for effective networking, advocacy, education and referrals. As part of its advocacy role, the JBA promotes placemaking and other activation initiatives in the City Centre to improve local businesses trading and performance.

Conversations with JBA and local community placemakers identified opportunities for these groups to be delivery partners for a number of the projects in Part A - The Projects. The City should develop its relationships with local placemakers and placemaking groups and investigate their roles in delivering these projects.



EDUCATION INSTITUTIONS

There are two North Metropolitan TAFE campuses, an ECU campus and Police Academy in the City Centre. In addition to providing education facilities on site, these campuses provide facilities and amenities like on-site accommodation, childcare centres, medical centres, a library and commercial outlets including food, beverage and bars, a hair and beauty salon, sports and fitness facilities and Australian Post lockers.

The ECU campus to the south of the plan area also runs events such as markets and other activation events for students, parents and visitors to the City Centre.

The ECU campus is on the blue Central Area Transit (CAT) bus route which services the City Centre.

ECU is keen to develop a symbiotic relationship with the City, for the communal purpose of City Centre activation and placemaking. A meeting with representatives from ECU identified opportunities for ECU to either lead the delivery of a number of projects or to partner with the City to deliver the relevant projects. ECU also identified the potential to fund some of the projects.

The City should work with ECU to develop these initial opportunities, to plan and implement the projects in question. In addition, the City should establish and develop a relationship with North Metropolitan TAFE and other educational institutions to identify partnering opportunities or other community placemaking opportunities, given the student populations and their parents/ families make up a big part of the local community.



INFRASTRUCTURE PROVIDERS

The Public Transport Authority (PTA), Department of Planning, Lands and Heritage's (DPLH's) Infrastructure section, Main Roads Western Australia (MRWA) and the Department of Transport (DoT) are all infrastructure providers in the City Centre.

The PTA is responsible for rail and bus services, including the management of the Joondalup train station, services to the train station, bus routes, the land in the train and bus stations and all affiliated functions around these services.

The DPLH's Infrastructure section is responsible for roads classified Other Regional Roads under the Metropolitan Region Scheme, with portions of Shenton Avenue, Joondalup Drive, Hodges Drive and Eddystone Avenue classified as ORR on the basis of the daily vehicle count per day.

MRWA is responsible for major road route planning and things like traffic light signalling.

The Joondalup train and bus stations are located adjacent to Lakeside Shopping Centre. Pedestrian access to the City Centre from the train and bus stations is currently through the shopping centre or Collier Pass. Post-shopping centre hours, the PTA currently has an arrangement with Lakeside for access to be provided through the shopping centre to the last service of the day.

In 2020 ARUP undertook a review of PTA and CAT bus use in the City Centre, which led to City discussions with the PTA about the installation of priority bus lanes in both directions on Grand Boulevard between Shenton Avenue and the bus stop north of Collier Pass. The PTA has committed funding to deliver the bus priority component of the larger Grand Boulevard works (including resurfacing).

In addition to these two specific commitments, there are a number of projects in Part A - The Projects that require these infrastructure partners to be consulted or to be a delivery partner for the road and accessibility components of those projects.



KEY ANCHORS

This grouping of delivery partners for the projects in this plan includes key service providers such as the Joondalup Health Campus, and major private industry interests such as Lakeside Shopping Centre.

These organisations/groups provide important services and attract workers and visitors to the City Centre. They individually offer a range of associate and activation ideas, services and amenities within their landholdings to improve visitation rates and satisfaction.

The City should consider these delivery partners in the development of the relevant projects contained within.

LOCAL BUSINESSES

Local business representatives expressed interest in supporting or leading placemaking attempts and efforts at the workshops, in meetings and to the City directly.

The relationship between the City and these businesses should be developed so that each can play its role in placemaking for the projects. This includes the City encouraging and supporting businesses to lead placemaking efforts, reducing red tape to enable this placemaking, providing the right canvas (infrastructure and assets) to support placemaking, and partnering with businesses where appropriate to create an activated, vibrant City Centre.

Local businesses, meanwhile, are authorised to lead placemaking efforts that can be undertaken independently. For those activation initiatives they are not sure about (i.e. approval requirements etc), local businesses should speak to the City to understand what is required and how the City can take away ‘red tape’ to make it happen.





Boas Avenue, opposite Lakeside Shopping Centre

PART A - THE PROJECTS

A COMMUNITY-LED PROCESS

The local community, local businesses, stakeholders and visitors to the Joondalup City Centre were asked for activation ideas for the City Centre. Ideas were collected from six 'drop-in' sessions in various locations around the City Centre, an online platform map and surveys (Social Pinpoint), emails and social media. The complete collection of ideas received is at Appendix A.

Community members and stakeholders were invited to nominate to attend a series of community workshops. Over the course of three workshops, a total of up to 18 participants (residents, business owners, students, Elected Members) were involved in:

- defining a Vision for the plan area;
- developing criteria (based on grouping of ideas and benefits of these ideas) to assess the submitted ideas to activate the plan area;
- undertaking a MCA to rank and prioritise the collected ideas; and
- discussing the framing of the Place Activation Plan document, the 15 top scoring ideas (projects) and considerations for implementation.

The ideas that scored the highest were those deemed by workshop participants to have the highest likelihood of contributing to the criteria participants developed, which are:

- **Creating vibrancy**
- **People connectivity**
- **A safe and secure environment**
- **Providing a diverse community appeal**
- **Healthy environment**
- **Heritage, culture and identity**

Workshop participants established these criteria through grouping of community ideas received, development of criteria statements to define the benefits that grouping of ideas brought to the City Centre, and the refinement of these criteria statements into the criteria.

In addition to the criteria above, workshop participants also considered the 'Ease of Delivery' of the ideas they assessed. Some are easy to deliver and do not require City or delivery partner involvement, however others (for e.g. Redesign Grand Boulevard to make it less of a barrier to pedestrians) requires City and PTA involvement and approvals.

The ideas (projects) selected as priorities for activation include but are not limited to public realm upgrades, marketing initiatives, economic and community development projects, and policy and procedural improvements. These 15 projects are:

1. Redesign grand boulevard to make it less of a barrier to pedestrians

2. Art in the streets

3. Courtyard spaces ('piazzas') as focal points

4. Transform a large carpark into a piazza/Shared Space (boas avenue)

5. Pedestrian-friendly streets

6. Alfresco dining

7. Youth playscapes (facilities for teenagers)

8. Markets

9. Better connectivity to train and bus stations

10. Attract more diversity into the CBD

11. Amphitheatre spaces for performances in central park

12. Cafés in Central Park and Neil Hawkins Park

13. Playscapes and playgrounds for small children

14. Pedestrian mall along Boas Avenue

15. Art venues and Aboriginal culture

Figure 8 shows the community-led process to develop the plan.

Community-led process to develop the activation plan

Community engagement generated the ideas

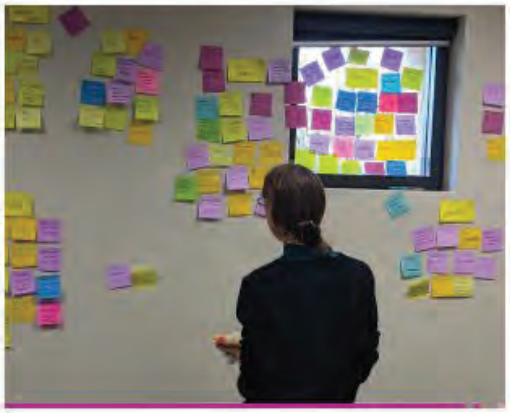




Collaborative deliberation workshops evaluated the ideas and developed recommendations









Place activation plan provides a vision and suite of initiatives for the City, community and business to achieve greater activation.

Figure 8 - Community led process to develop the plan

The complete Engagement Outcomes Report details the engagement undertaken for the project in detail. The report is at Appendix C. Appendix D shows the MCA scoring process that led to the projects detailed here.

The top 15 projects are described in this section in order of ranking. For each project, there are four sections - diagnosis/analysis, 'what the community said', potential solutions, and impact.

The diagnosis/analysis section describes the key issues related to the project. 'What the community said' describes community feedback on the projects (from early engagement about what they like in the City Centre, what they would like to see improved or what they think is missing, and from discussions at the workshops). The potential solutions section brings together recommendations from the community and the City and includes both City initiatives and community led placemaking actions. And finally, the impact section details linked projects and the impacts of the activation project in question.

There is a significant amount of overlap of the projects. Part B - Implementation Framework breaks down each project, including linked or collaborative projects that planning should factor in. Planning for projects should also investigate how one project may influence or 'enable' other projects.

It is also important to note that at the last of the three workshops, two common themes emerged from participants' discussions about what is missing and how to increase activation and vibrancy - **'colour'** and **'art'**.

Workshop participants noted the City Centre does not have a lot of colour and suggested that even simple ideas like painting streets and bright murals could be a way to 'colour up' the City Centre.

The themes of 'colour' and 'art' are referenced through Part A for various projects, but should also be generally investigated for all activation projects by the community, local businesses, delivery partners and others in the City Centre, with the City serving as an enabler.

A number of other ideas scoring 16+ in the MCA are at Attachment A - these ideas are still valid and are included in the Place Activation Plan so the community and City can review these over time. Consideration should be given in reviewing the plan in terms of how these other ideas contribute to the established or updated criteria and vision for the Joondalup City Centre, and whether they need to be reconsidered as priorities for planning and development.

1. REDESIGN GRAND BOULEVARD TO MAKE IT LESS OF A BARRIER TO PEDESTRIANS

Diagnosis/Analysis

Grand Boulevard has an extremely wide road reserve for an urban centre. Its size and number of vehicles creates 'vehicle priority' over pedestrians and other transport mode users and makes it difficult to navigate. There are bins and some wayfinding signs, but only limited shade or other amenities that would improve the pedestrian experience.

Access to the City Centre from the train station is separated by the Lakeside Shopping Centre and Grand Boulevard, creating wayfinding and accessibility issues for pedestrians. Grand Boulevard acts as a physical barrier with no weather protection and car parking lanes which make the road seem larger than it is and make it an unpleasant experience to cross as a pedestrian.

The PTA is proposing to deliver bus lanes, which have a positive impact for pedestrians by dropping more pedestrians into the precinct, and also challenging the primacy of Grand Boulevard for private vehicles.

This needs to be designed carefully so that it supports pedestrian experience rather than just turning parking lanes into bus lanes.

What the Community Said

Engagement indicated that community members would like to see the two sides of Grand Boulevard connected, improved access to the City Centre from the train station and shopping centre, and an improved pedestrian experience using Crime Prevention Through Environmental Design (CPTED) design principles and by providing tree shade and seating at intervals.

Workshop participants also suggested making Grand Boulevard one-way to manage traffic flows, and wanted to see some parking areas converted to park spaces.

Finally, workshop participants wanted the City to investigate the hierarchy of movement across not just Grand Boulevard, but for all City Centre roads (pedestrianised roads - Movement and Place).

Potential Solutions

- Investigate the hierarchy of movement across Grand Boulevard and other City Centre roads
- Investigate making Grand Boulevard one way
- Investigate conversion of some parking on Grand Boulevard park spaces
- Develop a streetscape vision in partnership with local community placemakers and delivery partners for Grand Boulevard - in particular, the PTA
- Develop a concept plan through community consultation on the future form and function of Grand Boulevard in line with the streetscape vision

Impact

- Likely enhanced volume of spending/ transactions due to better pedestrian network, with spending locations likely to increase.
- Potential to increase return visitations due to better experience.
- Project 2 - Art in the Streets links to this project - art expressions in the street should be considered as part of the recommended solutions
- Supported by Project 10 - Attract more diversity - more active land uses along Grand Boulevard will support a positive pedestrian experience



2. ART IN THE STREETS

Diagnosis/Analysis

There is one art installation, several murals, and a number of pop-up art and lighting events in the City Centre (such as the Joondalup Festival and Lumiere Light Festival), however the City Centre is largely bare of art, lighting or other installations and initiatives for the majority of the year.

There is an opportunity to create a statement about the City Centre based on themes of art and colour, which workshop participants discussed - an 'art beautification project'.

What the Community Said

Community members who submitted ideas and workshop participants expressed a strong desire to see 'art in the streets' which includes things like public art and light installations. There was also a lot of discussion by workshop participants about the lack of colour and art in the City Centre. More simple ideas suggested by workshop participants to colour up the City Centre included painting streets and bright murals.

Workshop participants discussed the opportunity to create a statement based on themes of 'art' and 'colour' - an 'art beautification project'. This could apply to spaces such as car parks, laneways, sides of buildings, trees and other features, and could feature public art such as murals, colourful benches, art installations, lighting features.

There was also acknowledgment of the lack of Aboriginal art and desire to see more of it, with an acknowledgement that this requires authentic engagement with Aboriginal people.

Potential Solutions

- City to develop an art beautification project to maximise the expression of art throughout the City centre, working with delivery partners, local artists, placemakers, community members and businesses - this should be based on themes of 'art' and 'colour' and should consider how to incorporate and increase Aboriginal art in the City Centre. Potential ways for the City to deliver such a project are through development of a Public Art Strategy and Masterplan, and inclusion of artistic expression in streetscape planning.
- Consider ways to address potential funding challenges - e.g. external grants, Percent for Art Policy for significant developments to include or contribute to art in the City Centre.
- Include iconic art pieces within intersection treatments (as appropriate and in keeping with the City's broader art strategy)
- Undertake a business case for a LED installation above Central Walk, expressing local themes including the Sports Walk of Fame
- Integrate artistic expression in street furniture and streetscape designs (this speaks to several other projects);
- Investigate interactive art options
- City to enable community led placemaking including things like community exhibitions, sculpture competitions, walking art and walking groups/ tours, partnerships with schools - City to support via sponsorship, community funding program, venue bookings
- High profile artists' showcasing of work - also investigate opportunity for mentorship opportunities for students

Impact

- Likely increase in visitation from outside the catchment areas based on art statement
- Enhanced spending due to new visitations and increased spending locations
- Potential to increase return visitations due to better experience
- Links to Project 13 - Playspaces and playgrounds and Project 15 - Art venues and Aboriginal culture

3. COURTYARD SPACES ('PIAZZAS') AS FOCAL POINTS

Diagnosis/Analysis

There are limited open areas and communal spaces within the City Centre for people to linger. This contrasts the experience at the Lakeside Shopping Centre, where there are focal area activities and opportunities distributed throughout.

Central Walk, Central Park, nooks along Boas Avenue, large areas of pathways along Grand Boulevard and other areas within the City Centre are potential focal points for the community and visitors to 'loiter'. This has the potential to also attract shopping centre visitors and other visitors to the City Centre.

Additionally, in conjunction with a number of other projects, this will create a space for the local community and visitors to 'stay and play' and even creates an opportunity for consequential service provision by local businesses such as a coffee cart or shop, restaurant and other amenity providers.

The City has identified that there is not a lot of private land for permanent public spaces in the City Centre, however, there is opportunity to investigate the temporary use of vacant land.

What the Community Said

Workshop participants suggested that the City should walk around the City Centre to identify place activation opportunities. They suggested Grand Boulevard between Boas Avenue and Reid Promenade and Boas Avenue between McLarty Avenue and Grand Boulevard as possible locations.

Workshop participants also noted there is not a consistent definition for or understanding of what a 'piazza' is in the context of the City Centre and the desire for contemporary public space design that is intimate, and people scaled (as compared to the Italian piazza). This should be established for the City Centre, to provide clarity to the community, City and delivery partners.

Workshop participants discussed that courtyard spaces could include things like parklets, street furniture, greenery, busker's steps (near a power source), bike parking, and that these spaces should always be well lit.

Potential Solutions

- Define 'piazza' in the context of the City Centre and the creation of contemporary designs that are intimate and people scaled
- City to identify key activation sites and establish a process for these to be used for community activation events
- Develop a Temporary Public Spaces Local Planning Policy (LPP) - it will be critical for the LPP to consider shade, 24/7 activation and adaptable design to invite use
- Develop a Streetscape Masterplan that identifies and plans for focal public spaces across the City Centre
- Community led events and activations within the spaces, enabled by the City through community funding, business grants, outdoor venue bookings, event approvals, sponsorships

Impact

- May increase spending due to increased public domain use
- Spending locations are likely to increase
- Potential to increase return visitations due to better experience
- Works with Project 1 - Redesign Grand Boulevard to make it less of a barrier to pedestrians, Project 2 - Art in the streets, Project 5 - Pedestrian-friendly streets and Project 6 - Alfresco dining



'Stealing' verge space for parklets, Fremantle

4. TRANSFORM A LARGE CARPARK INTO A PIAZZA/SHARED SPACE (BOAS AVENUE)

Diagnosis/Analysis

There are two large public carparks on Boas Avenue that service the library, Civic Chambers and the City of Joondalup offices. The carparks are primarily used during business hours. After hours, while the carparks provide free parking for users of the City Centre there are a large number of vacant car Bays. It is also difficult to see clear pathways through the carparks because of low lying shrubs and bushes.

The carparks make up a large section of open space in the plan area that is underutilised, disconnected from, and lacking pedestrian amenity both during and outside of business hours.

What the Community Said

Community participants are keen to see a part of the carparks transformed into a shared space with seating, space for farmers markets or other communal activities, water playground/fountain and things like an outdoor digital screen/ cinema and light installations.

Potential Solutions

- Investigate how to transform a portion of the carparks into alternative spaces - this should include things like when this/ these 'piazza' space/s come into effect (time of day, seasonal, other) and core car bay requirements that would be needed at those times to determine the area that could be 'reused'
- Review current Boas Place concept plan to review currently identified piazza spaces alongside inputs from other projects in the activation plan (youth spaces, playgrounds, art venues, etc)
- Trial short term temporary changes to test optimal outcomes over time and potential longer term change of the primary activity in designated spaces in carparks for transformation
- Community led events and activations within car parks, enabled by the City through community funding program, streamlined event approvals and sponsorship

Impact

- Potential to increase visitation from outside the catchment area due to new events and destinations
- Enhanced spending due to new visitations and creation of new expenditure locations
- Potential to increase return visitations due to community atmosphere, events and public domain.
- Links to Project 3 - Courtyard spaces ('piazzas') as focal points



Boas Avenue carparks

5. PEDESTRIAN-FRIENDLY STREETS

Diagnosis/Analysis

Streets in the City Centre have wide roadways and sidewalks and are designated a 50 km/hr speed Limit. There are limited pedestrian crossings, shade or other amenities for pedestrians, or physical permeability to the opposite sides of streets.

Central Walk, a pedestrian-only laneway, also has limited shade or pedestrian amenities such as benches, a water fountain or points of interest.

What the Community Said

Community members who suggested ideas and workshop participants would like to see streets more pedestrian friendly. This could involve reduced street parking, reduced speed limits, lighting improvements for safety, trialing road closures, one way streets and improved pedestrian connections and crossings through the City Centre.

Another suggestion by workshop participants was for pedestrian crossings to be raised across the streets in the City Centre. The City should investigate this to contribute to pedestrianising streets in the City Centre.

Workshop participants noted that community placemaking is important for this project - this could include pot plants, hanging baskets which are colourful, private street furniture to create beauty and interest in the streets which supports greater pedestrian enjoyment and walking groups and walking tours (some of these are 'quick wins' which can be done now).

Potential Solutions

- Install passive recreation opportunities such as a ping pong table, seats to stop, rest and read, public art and other pedestrian amenities in permeable and well used locations
- Reduce speed limits within the City Centre to 30 km/hr - this could be on a trial basis initially to establish impacts and successes, with refinement on a longer term basis
- Close a section of Boas Avenue on a trial basis and have simple activities and amenities such as colourful seats, paint easels, a coffee cart and other local business offerings - this would provide an early indication of what the Boas-McLarty Shared Space project that the City is planning and has committed funding to will look like, when implemented
- Review the proposed ideas for the planned Boas-McLarty Shared Space project, confirm the proposed actions and align these with actions to create pedestrian-friendly streets across the City Centre - this should include, but not be limited to parklets, artistic paving, shade and uniform overhead treatments, guidance/ authority to turn hierarchy of roads upside down
- Work with delivery partners and community members on these actions, either individually or as a program of works
- Develop a process to implement this program across the City Centre longer term
- Community-led placemaking e.g. installing pot plants, hanging baskets, tree art. etcetera

Impact

- Potential to enhance spending due to improved pedestrian amenity
- Likely increase in spending locations
- Potential to increase return visitations due to improved public domain
- Works with a number of other projects, primarily Project 1 - Redesign Grand Boulevard to make it less of a barrier to pedestrians, Project 14 - Pedestrian mall along Boas Avenue, and potentially Project 2 - Art in the streets, Project 5 - Pedestrian-friendly streets and Project 6 - Alfresco dining



Boas Avenue, July 2021

6. ALFRESCO DINING

Diagnosis/Analysis

Community feedback expressed desire for increased alfresco dining options available for the public across the City Centre.

Two regulatory processes influence alfresco in the City:

- Development approval, managed by the Alfresco Local Planning Policy, a recent review of which removed the need for approval where alfresco meets development standards; and
- Outdoor Eating Permits, required by the Local Government and Public Property Local Law 2014, with an initial application fee and annual renewals.

A review of current alfresco in the City Centre by the City identified approximately 40 food businesses with some form of street frontage. 16 have alfresco on public land (verge), 15 have alfresco on private land (private property immediately adjacent to the verge) and 9 have frontage to public land but do not currently hold an outdoor eating permit.

A majority of, however not all, food businesses are utilising alfresco, and there may also be potential for some businesses with alfresco on private land to expand that into public land that is not being taken up.

What the Community Said

Workshop participants wanted to see alfresco dining to be an 'as of' right activity, to allow spilling into the street and the creation of some activation and vibrancy on the empty streets. Recent policy changes to the Alfresco LPP which create an exemption for alfresco may not be well understood across business and community, although this does not remove the need for an Outdoor Eating Permit and annual renewals.

Some businesses have commented on the annual permit fee (which includes administrative costs to the City and costs associated with providing and maintaining finished paved surfaces for these areas).

Workshop participants suggested that the City should facilitate a process of consultation with local businesses about al fresco and provide a simple working process and obtain approval for alfresco.

Potential Solutions

- Review fees and charges around Outdoor Eating Permits under the Local Government and Public Property Local Law
- Engage with food businesses that are not utilising alfresco, to understand what the actual barriers to alfresco are for those particular businesses (to identify opportunities to remove those barriers and expand alfresco take up)
- Simplify alfresco application and approval process - simple working process and checklist of requirements
- When upgrading or renewing verges, City to include suitability for alfresco as a design input to address physical barriers
- City to refer to land use diversity recommendations and encourage more uses that would incorporate alfresco

Impact

- Increases destinations with diversified restaurant and café experiences
- Not likely to impact spending amounts, however spending locations may increase if there are more alfresco options
- Has the potential to increase return visitations due to better dining experiences



Alfresco dining, Central Walk

7. YOUTH PLAYSCAPES (FACILITIES FOR TEENAGERS)

Diagnosis/Analysis

There is a lack of activities for young people in the City Centre, therefore no incentive for young people to use the area and support its vibrancy. There was also discussion by workshop participants about the lack of facilities or spaces for youth disincentivising parents from visiting the City Centre.

Recommendations for facilities for teenagers included a street skate plaza, basketball hoops and a skate park in Central Park.

What the Community Said

Workshop participants wanted to see these spaces be universally accessible and have associated amenities like food options, water fountains and public toilets.

Co-design was an important requirement for these spaces (youth, community groups, police). The City should establish a working group that includes listed delivery partners to establish locations, facilities, function and form preference (sustainable, environmental, recognising place, performing as art).

The stakeholder reference group should include youth who would use the proposed facilities. Workshop participants suggested engaging teenagers by including things like QR codes, art work or providing the opportunity for people to win a prize.

Potential Solutions

- Develop a program to investigate facilities for teenagers in the City Centre - this should include the creation of a stakeholder reference group to advise on preferred facilities and likely uptake and audience
- City to evaluate site and project opportunities for incidental youth facilities across streetscapes and public spaces, as defined in its Outdoor Youth Recreation Strategy - locations should be selected on the basis of their ability to be universally accessible and have nearby/ co-located amenities like public toilets, water stations and food options
- Investigate funding and grant opportunities
- City to prepare a business case if there is a standalone facility recommended through this process
- Once developed, host pop-up youth events and pop-up skateboarding events in car parks - City to enable this through community funding programs, event approvals, sponsorship programs

Impact

- Will enhance vibrancy in terms of new destinations or events
- Not likely to impact spending amounts by much, however this will depend on whether parents accompany youth to the City Centre
- Likely to increase return visitations due to the experience/ facilities
- Outcomes of the evaluation solutions would be inputs to Project 1 - Redesign Grand Boulevard to make it less of a barrier to pedestrians, Project 3 - Courtyard spaces ('piazzas') as focal points, Project 4 - Transform a large carpark into a piazza/shared Space (Boas Avenue) and potentially Project 14 - Pedestrian mall along boas avenue



Mirror Park skate park, Ocean Reef

8. MARKETS

Diagnosis/Analysis

Markets were one of the most requested ideas in this project, however the community had conditions around this, given experienced challenges with previous markets run by the City in the City Centre (including the Spring and Twilight markets in Central Walk). These challenges have included limited quantity and quality of stakeholder applications for stalls, a lack of diversity of offerings and a lack of local business engagement.

Offerings for new markets series therefore need to address these challenges and be a drawcard for people who could otherwise go to the Lakeside Shopping Centre.

The time of the year and time of day also make a difference to attendance numbers at markets.

Planning for markets will need to ensure there is strong clarity on roles given previous market issues.

What the Community Said

Workshop participants' conditions for markets were that there should be a diversity of offerings, local businesses should be engaged, cover from the weather is critical, there should be amenities like toilets, and that offerings should allow people the opportunity to stay and linger.

Suggested market offerings included kids entertainment, buskers/music, arts and craft stalls, homewares, skills based stalls, food/coffee vans, learning opportunities.

Workshop participants also wanted to see 'destination based' markets for the whole family. Night markets in the City's administration carpark (Boas Avenue) were also suggested.

Workshop participants suggested locations such as ECU, unused buildings, Central Walk and Central Park, and requested that other locations and the frequency of the markets also be investigated.

At the last workshop, participants suggested that local businesses should offer specials during the market or a 'progressive dinner' approach, similar to one offered in Northbridge in Perth.

Potential solutions

- Develop a strategy for (a) market series to attract large numbers of people, have a diversity of local business offerings and an opportunity for the community to connect - this should consider themes, locations, seasonality
- Work with delivery partners to deliver markets for e.g. ECU who has run a series of markets in the past, local businesses, the Joondalup Business Association
- City to consider expressions of interest (EOIs) for cultural immersion markets as part of City-developed festivals and events
- City should also investigate opportunities for colour and art to be incorporated into market series
- Community led markets - including community groups, schools, not for profits using car parks and public spaces for own fund raising

Impact

- Will enhance vibrancy in terms of new destinations and events
- Likely to increase spending due to additional visitation (subject to conditions about diversity of offerings and local business engagement being met)
- Increased spending for duration of events and timeframes preceding and after
- Will increase return visitations if the markets are returning events. However, will not increase the level of daily visitors



Previous markets run by the City in Central Park

9. BETTER CONNECTIVITY TO TRAIN AND BUS STATIONS

Diagnosis/Analysis

The Joondalup train and bus stations are located on the periphery of the City Centre, immediately adjacent to the Lakeside Shopping Centre (Figure 1 refers). Access from the stations to the City Centre core requires people to enter and navigate the shopping centre, exit into the courtyard - see picture overleaf - and then take the stairs or elevator up to Boas Avenue.

Outside of shopping hours, the PTA has an arrangement with Lakeside Shopping Centre to provide access from the stations to the City Centre core via the shopping centre to the last train service.

There is some signage between the stations and the City Centre, however there was considerable feedback from the community that signage and wayfinding for pedestrians was an issue. Some desired improvements included improvements to signage, wayfinding, lighting and security conditions after hours, and universal access.

Wayfinding is a critical component to the legibility and walkability of a place. Current wayfinding signs to the City Centre core from the stations are limited and have an emphasis on vehicles and car parking.

What the Community Said

At the workshops, a number of female participants (specifically) observed that outside of shopping centre hours they did not feel safe using this access.

Workshop participants suggested lighting, more signage such as painting the route on the ground and opening the pedestrian mall in the shopping centre for longer hours as some of the potential solutions to improve access after hours.

To improve existing access conditions overall, workshop participants recommended consistent wayfinding signs inside Lakeside Shopping Centre and outside the shopping centre, and at the train and bus stations. They also suggested that it would be good to have a map of the City Centre at some of the signs.

Workshop participants spoke about making Boas Place an enjoyable setting, which would support existing access through the shopping centre. The existing Boas-McLarty Shared Space project will support this recommendation.

Workshop participants suggested additional access; diagonal access from the Boas Avenue-Grand Boulevard intersection to the train station or from the top of Central Park to the station.

Potential Solutions

- Develop a City Centre wide Wayfinding Strategy - the strategy should be comprehensive, clear and have consistent visual communication, and it should prioritise active transportation mode users (particularly pedestrians) and access to and from the train and bus stations
- Review the proposed ideas for the existing Boas-McLarty Shared Space project, confirm the proposed actions and align these with actions to create pedestrian-friendly streets across the City Centre, including better connectivity to stations
- Investigate additional access options to the stations
- Review existing after hours access conditions and investigate measures to improve accessibility and wayfinding including lighting, routes painted on ground, longer trading hours
- Work with delivery partners (Lakeside and the PTA) on these measures

Impact

- Likely to increase spending due to better accessibility to the City Centre
- Likely to improve new and return visitation numbers due to improved connectivity to the City Centre
- Works in conjunction with Project 5 - Pedestrian-friendly streets and addresses the need for safety and security (one of the criteria to enhance vibrancy)
- Links to a number of other projects due to improved accessibility and connectivity to the City Centre.



Figure 9 - current access between the City Centre and Lakeside Shopping Centre (via stairs or elevator)

10. ATTRACT MORE DIVERSITY INTO THE CBD

Diagnosis/Analysis

There are 164 local businesses in the City Centre area. This comprises a large number of health-based offices, restaurants and government offices. There is a lot of visitation to the City Centre for these purposes, however this is not translating into vibrancy beyond that or people staying to experience other things in the City Centre.

High-level investigations into visitor spending suggests that transactions are generally daily transactions by local residents and businesses, and visitors from nearby suburbs.

There is a need to diversify expenditure locations to encourage business investment that further drives vibrancy. The City will need to consider what types of businesses it wants in the area - ones that increase diversity in visitor type and visitor spending.

What the Community Said

Workshop participants discussed the kinds of uses and offerings that would be good in the City Centre and that they would like to see. Ideas suggested to improve diversity included creative incubator spaces, cafes and bars, spaces for cultural events to come together, pop-up shops, business attractors, a tourism information visitor centre, student hub, employment locations and children's spaces.

Some of the locations suggested for the delivery of this idea were Central Walk, the City Centre (more broadly) and co-location with the Lakeside Shopping Centre.

Key steps that were seen as important to diversifying the City Centre included a retail/ space needs assessment, investment attraction strategy, change of uses (where required), and conversations with landowners.

At the third workshop, participants also raised an important point about what the identity of the City Centre is, and how this is important to determine before trying to diversify offerings in the City Centre.

Participants identified core themes of colour and art to help improve diversity and vibrancy in the City Centre, and discussed these themes being established as an identity for the City. It is recommended that the City work with the community to establish this as an early action.

Workshop participants also recommended education for small businesses to help them make more informed investment decisions.

Potential Solutions

- City and community to create an identity for the City Centre, based around themes of colour and art
- City to work with local businesses, the community and JBA to undertake a local business audit to identify opportunities to attract and keep a diversity of businesses in the City Centre
- City to undertake an investment gap analysis (identified by the City's Economic Development team in its Corporate Business Plan)
- City to undertake a retail/space needs assessment
- City to update/ develop an investment attraction strategy for new businesses and establish a land use vision for the City Centre (considering anchors and key buildings, iconic architecture)
- Investigate the feasibility of a community-owned development trust as recommended by a workshop participant
- City to work with the Small Business Development Commission on small business friendly approvals

Impact

- Has the potential to enhance vibrancy with the availability of new destinations
- Likely to increase spending amounts and locations due to new business diversity (and subject to new offerings being retail-based or having a retail component)
- Increased return visitations due to enhanced experience and opportunities
- This links to many of the other projects, enhancing opportunities and attractors to visitors to the City Centre

11. AMPHITHEATRE SPACE FOR PERFORMANCES IN CENTRAL PARK

Diagnosis/Analysis

Central Park is a beautifully manicured natural/ open space for the City Centre community to use. However, given it is at the southern end of the plan area and separated from Lakeside Shopping Centre and core facilities and functions, it is under-utilised.

While Central Park is used by office workers during lunch hours and for events like markets and other smaller events by the City, it is the primary open space area in the City Centre and there is an opportunity for the space to be used more regularly.

It is recommended that this project be considered in conjunction with Project 12 - Cafés in Central Park and Neil Hawkins Park.

What the Community Said

One of the ideas received by the community and deemed by workshop participants to have the highest likelihood of contributing to the criteria developed was for an amphitheatre space to be created for performances in Central Park.

This would serve local artists, musicians and performers, and would also attract people to this space. At the workshops, participants were very keen to see activation in Central Park - "something happening".

Solutions

- Short-term community led placemaking such as small, outdoor music events using the existing small amphitheatre and open spaces in Central Park
- City to support short-term use of existing amphitheatre space for activation - enabled through EOIs, funding, public land approvals, pop-up activations as part of cultural events and festivals
- Develop a business case for a future amphitheatre space or performance spaces - this should take into consideration Project 12 - Cafés in Central Park, to maximise any opportunity for efficiencies of scale
- Develop a Central Park Concept Plan to coordinate and plan for projects and activation events

Impact

- Creates the opportunity for more events (community, businesses or City-led events)
- Likely to enhance spending, particularly if paired with associated offerings
- Potential to attract returning visitors if repeat events or as a result of actioning of other relevant activation projects
- Links to Project 12 - Cafés in Central Park and Neil Hawkins Park and may also work in conjunction with Project 2 - Art in the streets, Project 13 - Playspaces and playgrounds for small children and Project 15 - Art venues and Aboriginal culture



12. CAFÉS IN CENTRAL PARK AND NEIL HAWKINS PARK

Diagnosis/Analysis

Per the diagnosis for Central Park in Project 11, Central Park is the core green space in the City Centre but is underutilised. Neil Hawkins Park is part of the Yellagonga Regional Park and is used for exercise, its walking trails, the scenery and playground facilities.

A number of comments by the community spoke to how lovely Central Park and Neil Hawkins are, but that there is a lack of facilities and amenities for older and younger people. This contributes to the parks not being frequented or utilised as much as they could be.

The City has identified the renewal and upgrade of Neil Hawkins Park, including its playspace, as a potential major project that may be included as part of the Capital Works Program, with a vision for "Neil Hawkins Park to be recognised as a jewel in the City's north, a designation park for all parts of the Community to enjoy". A café would contribute to this vision and to greater vibrancy.

A café in Central Park would attract office workers, staff and students from the surrounding ECU campus and even people from Lakeside Shopping Centre. This should be considered with Project 11 - Amphitheatre space for performances in Central Park, to maximise any opportunity for efficiencies of scale.

What the Community Said

The community wanted to see cafés in both Central Park and Neil Hawkins Park so that they could enjoy the green space, fauna and flora and other activities like bringing their children to the playground, and 'stay and play'.

Workshop participants noted that the parks are not well known and wanted to see signage to improve accessibility and awareness. They recommended that one of the considerations of the Wayfinding Strategy (recommended as a solution for Project 9 - Better connectivity to train and bus stations) should be how to find and get to the two parks.

Workshop participants were keen for this signage to be physical and not an application for a mobile phone or other device.

Potential Solutions

- Undertake a retail needs analysis to understand how cafés in Central Park and Neil Hawkins Park fits with broader retail demand
- Develop an EOI for potential café owners
- Develop a Central Park Concept Plan to coordinate and plan for projects and activation events
- Investigate working with delivery partner ECU on the Central Park café concept given ECU's location and that a number of clientele would likely be from ECU
- Develop City Centre wide Wayfinding Strategy - including signage and wayfinding to parks
- Consider how to attract coffee carts and vans into the parks - City support through Trading in Public Places permits

Impact

- May enhance visitors and vibrancy if the new cafés add unique character and provide a point of difference (quality, ambiance, other)
- Likely to increase spending
- Will increase new and return visitations due to improved public domain, as a respite from other reasons people come to the City Centre and as a 'new' leisure/recreation opportunity
- Links to Project 9 - Better connectivity to train and bus stations and Project 11 - Amphitheatre spaces for performances in Central Park
- Contributes to development of integrated signage for the City Centre (via the Wayfinding Strategy recommendation for the City Centre in Project 9)

13. PLAYSPACES AND PLAYGROUNDS FOR SMALL CHILDREN

Diagnosis/Analysis

An observation in the City Centre is the limited spaces and activities for small children, other than the City of Joondalup library which runs children's activities and events through the year. A number of ideas received by the community spoke to how this lack of facilities disincentivised visiting the City Centre.

There is an opportunity to enhance the useability of the City Centre for and by children, to broaden its appeal, and accordingly to incentivise and attract parents' visitation to the City Centre (thereby activating spaces). The idea for playspaces and playgrounds for small children was suggested to do this.

What the Community Said

Key conditions by workshop participants for playspaces and playgrounds included that a real effort should be made to develop these facilities, that they need to be located in proximity to amenities (e.g. toilets, food, water), they should be universally accessible and should have learning opportunities and imagination-based play.

Workshop participants wanted to see:

- Nature-based spaces e.g. rope, wood, water, recycled, natural materials
- A connection to place and Aboriginal culture.
- An opportunity for co-design, multi-level activities (ground level to climbing) and general adaptation of the 'its all about play' philosophy for outdoor spaces.

Workshop participants also recommended that playspaces be considered art, which links to Project 15 - Art venues and Aboriginal culture.

Potential Solutions

- Investigate and pursue upgrade of playspace in Neil Hawkins Park as part of Capital Works Program
- Investigate development of spaces for small children and confirm the best locations for these spaces - this should include looking at examples of good practice elsewhere, and funding opportunities for example grants
- City to consult with key stakeholders about requirements - this includes parent groups, early childhood sections at ECU and TAFE, groups that specialise in outdoor play and potential contributors to the development of these spaces
- Investigate transforming hardscape areas to include play elements, for example as part of the Boas McLarty Shared Space project, in Boas Place, Grand Boulevard (small linear playscape) and inclusion in future courtyards ('piazzas') from Project 3 - Courtyard spaces ('piazzas') as focal points
- Run events focused on kids such as circus, bubble shows, pop up bouncy castles, playdough and craft creative sessions - City to support through funding programs, event approvals

Impact

- May not increase spending, however will increase return visitors if people have a positive experience and due to the enhanced public domain
- Links to a number of other projects, including Project 4 - Transform a large carpark into a piazza (Boas Avenue), Project 5 - Pedestrian-friendly streets, Project 12 - Cafés in Central Park and Neil Hawkins Park, Project 14 - Pedestrian mall along Boas Avenue and the Boas-McLarty Shared Space project
- Also links to Project 15 - Art venues and Aboriginal culture, if the themes of colour and art are incorporated



Children climbing an art piece at Lakeside Shopping Centre

14. PEDESTRIAN MALL ALONG BOAS AVENUE

Diagnosis/Analysis

Boas Avenue is a wide road (roadway and sidewalks on either side). It separates the train and bus stations and Lakeside Shopping Centre from the City Centre core on the western side of Grand Boulevard, and generally comprises the roadway and car parking. There is limited shade and other pedestrian amenities, though Boas Avenue is a key pedestrian link between the activity areas of Joondalup Library, Central Walk/Park and Lakeside Joondalup.

The City has identified the revitalisation and pedestrianisation of Boas Avenue from McLarty Avenue to Grand Boulevard in its five year Capital Works Program, with funding and resources committed. Objectives of the project are pedestrians right of way over vehicles, more space and amenity, and to encourage people to stay longer and activate the area. The City has identified that benefits may include long term economic development, evening activation, provision of an entertainment precinct in line with current and future residential/ commercial development, zone closures for events, and promotion of local art/ school projects (subject to appropriate activation measures).

Depending on success and suitability of this project over time, there may be opportunity to extend the project east of Grand Boulevard over time.

What the Community Said

At the workshops, community members discussed activities and amenities for Boas Avenue west of Grand Boulevard which included things like colourful seats, paint easels, a coffee cart and other local business offerings.

They also discussed how to improve access to the train and bus station via this project.

Workshop participants discussed the opportunity to close Boas Avenue to cars (associated with the previously discussed activities for Boas Place). The City acknowledged that a fully pedestrian mall is likely to be a longer-term action and that it would need to be adaptable – a shared road when needed, closed when cars through the area are not needed.

Workshop participants also wanted to see water fountains at this location.

Potential Solutions

- City to review actions for the Boas-McLarty Shared Space project, - as part of this, consider creating a low speed traffic environment, installing street furniture and street trees, wide designated pedestrian crossings in key areas (that are universally accessible), greater opportunity for alfresco dining, and the creation of parklets and other streetscape activations to support pedestrianisation
- Confirm actions to be implemented and align these with actions to create pedestrian-friendly streets across the City Centre (Project 5)
- Investigate a trial closing of Boas Avenue - potentially as a regular occurrence
- City to work with delivery partners - local placemakers, local businesses, education institutions and community members on the project
- Have events like a street party or street festival, closing the street, mini-markets, a program of music, simple events and features like colourful seats, paint easels, coffee carts and local business offerings - City to support through events approvals and traffic management advice
- Investigate location for and install a new water fountain

Impact

- May attract new visitors for the character, new experiences - may also divert some visitors from the shopping centre
- Spending locations likely to increase
- Will improve accessibility to City Centre with associated improved safety, security and convenient access.
- Likely to increase new and return visitations
- Works with/links to the majority of the 15 projects, improving vibrancy

15. ART VENUES AND ABORIGINAL CULTURE

Diagnosis/Analysis

There are a number of local artists and a keen interest in art in the City Centre, however, community members commented that there is a lack of art venues in the City Centre such as a gallery, art spaces or hub, and limited opportunities for this art to be shared or for artists to display this work.

There was also a request from community members for more Aboriginal art representation in the City Centre, noting that this was also lacking.

At the community workshops, the two projects were discussed in the context of the overlap and the fact that diagnoses, what the community was saying and potential solutions overlapped. It was established that the two ideas should be considered collectively.

An investigation into opportunities to display art should be undertaken, with a focus on themes of 'colour' and 'art' identified by workshop participants.

Aboriginal culture focused activation needs to be led by Aboriginal people. The City is in the process of developing a Reconciliation Action Plan (RAP) to establish a foundation to form and grow relationships with Aboriginal peoples.

What the Community Said

Workshop participants were particularly keen that art venues should focus on local art.

In addition to traditional art spaces, workshop participants suggested that art spaces also include other types of art e.g. modern art, photography, music, buskers - more of a cultural representation. One suggestion was street art with a focus on Aboriginal art, and street music with an online audition and approval process in COVID-19 times.

Participants also discussed the importance of Aboriginal representation - culture, art and interactive spaces for cultural engagement. Workshop participants wanted to see the RAP be linked to the Place Activation Strategy.

Key steps identified by participants to develop and implement the project were identifying resources, finding permanent or temporary locations, curating art selections and developing a calendar of exhibitions/events, similar to the City's calendar of other events.

Key stakeholders recommended to engage with are local indigenous groups, schools, ECU and local artists.

Potential Solutions

- Audit existing facilities (e.g. Library, Civic Centre) for retrofitting for cultural expression and use, to integrate cultural infrastructure into multi-purpose facilities
- Investigate and evaluate public and private opportunities to provide exhibition, performance and cultural spaces across the City Centre with local placemakers and artists - this could include private opportunities, integrating art spaces into existing facilities, new facilities, pop-up facilities
- Host pop-up exhibitions and performances in existing spaces (e.g. Library foyer, Lakeside Shopping Centre) - where possible, link these pop-up locations to a City Centre location where people can purchase art
- Link Place Activation Strategy to the City's RAP being developed - work with Aboriginal peoples to establish cultural events and activation for the City Centre
- Develop NAIDOC event program

Impact

- Investigation of art venues informs other projects (e.g. Boas Place might include future venues)
- May attract visitation from outside of the catchment areas due to new destinations and events
- Likely increase in spending due to additional visitations
- Improved vibrancy if increased new and return visitations through positive experiences and diverse opportunities to linger
- Works with Project 2 - Art in the streets and Project 13 - Playspaces and playgrounds for small children



PART B - IMPLEMENTATION FRAMEWORK

This section summarises the implementation framework for the 15 projects described in Part A - The Projects.

It breaks down implementation actions for the City and community-led placemaking.

Table 1 describes each project, delivery team and partners, timeframes for delivery, simple cost estimates ($, $$, $$$) and linked/ relevant Part A projects associated with each project and considers which potential solutions would be led by the City or by local placemakers.

Community-led placemaking support and City initiatives sections follow Table 1. The community-led placemaking support section details how the City will support community placemaking actions. The City initiatives section (Table 2) describes existing initiatives, updates or actions to these, or new initiatives the City will undertake to explore and implement the potential solutions for each of the 15 projects.

Table 1 - Joondalup City Centre Place Activation Plan - Implementation Framework

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
1.	Redesign Grand Boulevard to make it less of a barrier to pedestrians	City of Joondalup (CoJ)	Infrastructure providers, local placemakers		✓	✓	$$$	
2.	Art in the streets	CoJ	Local placemakers, local businesses, local artists, key anchors	✓	✓	✓	$$$	• Integra streets • Host co compe tours, p • Suppor actions hangin

The actions in Table 1 and the community-led placemaking and City initiatives sections should be used to inform the City's planning, budgeting and approvals processes for the projects.

Over time, as the projects are progressed, Part B will need to be updated to reflect progress on projects and the City's implementation frameworks.

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
	• Investigate hierarchy of movement across Grand Boulevard • Investigate making Grand Boulevard one-way • Investigate conversion of some parking on Grand Boulevard to park spaces/ parklets • Develop a streetscape vision for Grand Boulevard • Develop a concept plan for Grand Boulevard in line with the streetscape vision	Project 2 + Project 10
te artistic expression in street furniture and cape designs ommunity exhibitions, sculpture titions, walking art and walking groups/ partnerships with schools rted by the City, undertake placemaking s including painting streets and facades, g pots and installing other forms of art	• Develop an art beautification project to maximise the expression of art through the City centre, working with delivery partners, local artists, placemakers, community members and businesses - this should be through the City's current development of its Public Art Strategy and Masterplan • Consider and install iconic art pieces within intersection treatments (in accordance with art strategy)	Project 13 + Project 15

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
	Art in the streets (continued)							
3.	Courtyard spaces ('piazzas') as focal points	CoJ	Local placemakers, local businesses		✓	✓	$$	• Define and the contem • Run eve suppor
4.	Transform a large carpark into a piazza (Boas Avenue)	CoJ	Local placemakers, local businesses		✓	✓	$$	• Run eve enable progra sponso

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
	• Undertake a business case for a LED installation above Central Walk • Investigate interactive art options • Enable and support community led placemaking • Enable artists showcasing of work and investigate opportunity for mentorship opportunities for students • Investigate external grants and a Percent for Art Policy for significant developments to include or contribute to art in the City Centre	
'piazza' in the context of the City Centre e creation of intimate and people scaled nporary designs - work with City ents and activations in the identified spaces, ted and enabled by the City	• Define 'piazza' in the context of the City Centre and the creation of intimate and people scaled contemporary designs - work with delivery partners • Identify key activation sites and include these on City's venues list for bookings • Establish a process for approving events on public land under Local Law • Develop a Temporary Public Spaces LPP • Review existing Streetscape Masterplan	Project 1, Project 2, Project 5, Project 6
ents and activations within piazza space/s, d by the City through community funding m, streamlined event approvals and rship	• Investigate how to transform a portion of the carparks into alternative spaces • Review Boas Place concept plan to work out how to incorporate piazza spaces and other inputs from other projects (youth spaces, playgrounds, art venues, etc) • Trial short term temporary changes to test optimal outcomes and potential longer term change of the primary activity in designated spaces	Project 3

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
5.	Pedestrian-friendly streets	CoJ	Local placemakers, infrastructure providers, local businesses, education institutions	✓	✓	✓	$$	• Install p private • Walkin enable
6.	Alfresco dining	CoJ	Local businesses	✓			$	
7.	Youth playscapes (facilities for teenagers) Youth playscapes (continued)	CoJ	Local placemakers, youth, police, others as deemed appropriate for stakeholder reference group		✓	✓	$$	• Pop-up events commu sponso

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
pot plants, colourful hanging baskets, street furniture, tree art, etc g groups and walking tours, supported and d by the City	• Install passive recreation opportunities e.g. ping pong table, seats, public art and other pedestrian amenities in permeable and well used locations • Reduce speed limits within the City Centre to 30 km/hr • Close a section of Boas Avenue on a trial basis and have activities and amenities e.g. seats, paint easels, coffee cart, local business offerings • Review existing proposed ideas for Boas-McLarty Shared Space project, incorporate project actions and align these to create pedestrian-friendly streets across the City Centre • Investigate turning the hierarchy of roads upside down • Work with delivery partners on these actions, either individually or as a program of works • Develop a process to implement this program across the City Centre longer term	Project 1, Project 2, Project 5, Project 6, Project 14
	• Review fees and charges - Local Government and Public Property Local Law • Engage with food businesses not utilising alfresco to establish barriers to alfresco and opportunities to address these • Simplify alfresco application and approval process - simple working process and checklist of requirements • Update verges process - when upgrading or renewing include suitability for alfresco as a design input to address physical barriers • Refer to land use diversity recommendations and encourage more uses that incorporate alfresco	
o youth events and pop-up skateboarding in car parks enabled by City through unity funding programs, event approvals, orship programs	• Develop a program to investigate facilities for teenagers in the City Centre - create a stakeholder reference group to advise on preferred facilities and likely uptake and audience • Evaluate site and project opportunities for incidental youth facilities across streetscapes and public spaces, as defined in Outdoor Youth Recreation Strategy • Investigate funding and grant opportunities • Prepare a business case if there is a standalone facility recommended through this process	Project 1, Project 3, Project 4, Project 14, Project 15

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
8.	Markets	CoJ	Local placemakers, local businesses, education institutions		✓		$$	• Commu groups public s
9.	Better connectivity to train and bus stations	CoJ	Lakeside Shopping Centre (anchor), PTA (infrastructure provider)	✓	✓		$$	
10.	Attract more diversity into the CBD	CoJ	Local businesses, local placemakers, Small Business Development Commission	✓	✓	✓	$$$	• Create based a • Work w audit to diversit

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
unity led markets - including community , schools, not for profits using car parks and spaces for own fund raising	• Develop a strategy for (a) market series to attract large numbers of people, have a diversity of local business offerings and an opportunity for the community to connect - this should consider themes, locations, seasonality • Investigate opportunities for colour and art to be incorporated into market series • Work with delivery partners to plan for and deliver markets • Consider expressions of interest for cultural immersion markets as part of City-developed festivals and events	
	• Develop City Centre Wayfinding Strategy - prioritise active transportation mode users (particularly pedestrians) and access to and from the train and bus stations • Review proposed ideas for the Boas-McLarty Shared Space project, align these with actions to create pedestrian-friendly streets across the City Centre, including better connectivity to stations • Investigate additional access options to the stations • Review existing after hours access conditions and investigate measures to improve accessibility and wayfinding including lighting, routes painted on ground, longer trading hours • Work with delivery partners on these measures	Project 5 and others due to improved accessibility and connectivity to the City Centre
an identity for the City Centre with the City, around themes of colour and art with the City to undertake a local business o identify opportunities to attract and keep a ty of businesses in the City Centre	• Create an identity for the City Centre with the community, based around themes of colour and art • Undertake a retail/space needs assessment • Undertake an investment gap analysis (as identified in Economic Development team's Corporate Business Plan) • Work with local businesses, the community and JBA to undertake a local business audit to identify opportunities to attract and keep a diversity of businesses in the City Centre • Update/ develop an investment attraction strategy for new businesses and establish a land use vision for the City Centre (considering anchors and key buildings, iconic architecture) • Investigate the feasibility of a community-owned development trust • Continue to work with the Small Business Development Commission on small business friendly approvals	Links to many of the other projects

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
11.	Amphitheatre space for performances in Central Park	CoJ	Local placemakers, local artists and musicians, education institutions, local anchors	✓	✓	✓	$$	• Short-t open s using t spaces • Work w Park C
12.	Cafés in Central Park and Neil Hawkins Park	CoJ	Local businesses, local placemakers	✓	✓	✓	$$$	• Develo coordi events
13.	Playspaces and playgrounds for small children	CoJ	Local placemakers, parent groups, early childhood sections at education institutions, specialists in outdoor playspace development		✓	✓	$$	• Run ch shows, creativ progra

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
erm use of existing small amphitheatre and paces for e.g. small, outdoor music events he existing small amphitheatre and open in Central Park, enabled through with the City on the development of a Central oncept Plan	• City to support and enable short-term use of existing amphitheatre space for activation through EOIs, funding, public land approvals, pop-up activations as part of cultural events and festivals • Develop a business case for a future amphitheatre space or performance spaces, considering Project 12 to maximise any opportunity for efficiencies of scale • Develop a Central Park Concept Plan to coordinate and plan for projects and activation events	Project 2, Project 12, Project 13, Project 15
p Central Park Concept Plan with City to nate and plan for projects and activation	• Undertake a retail needs analysis to understand how cafés in Central Park and Neil Hawkins Park fits with broader retail demand • Develop an EOI for café owners • Develop Central Park Concept Plan to coordinate and plan for projects and activation events • Investigate working with delivery partner ECU for Central Park café given ECU's location and that a number of clientele would likely be from ECU • Develop City Centre wide Wayfinding Strategy - including signage and wayfinding to parks • Consider how to attract coffee carts and vans into the parks with support through Trading in Public Places permits	Project 9 + Project 11
ildren's events such as circus, bubble pop up bouncy castles, playdough and craft e sessions - City to support through funding ms, event approvals	• Investigate and pursue upgrade of playspace in Neil Hawkins Park as part of Capital Works Program • Investigate and confirm development of spaces • Investigate funding opportunities for example grants • Consult with key stakeholders (delivery partners) about requirements • Investigate transforming hardscape areas to include play elements, for example as part of the Boas McLarty Shared Space project, in Boas Place, Grand Boulevard (small linear playscape) and inclusion in future courtyards ('piazzas') from Project 3 - Courtyard spaces ('piazzas') as focal points	Project 4, Project 5, Project 12, Project 14, Project 15

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
14.	Pedestrian mall along Boas Avenue	CoJ	Infrastructure providers, local placemakers, local businesses, education institutions		✓	✓	$$	• Have e closing music, seats, p offerin approv
15.	Art venues and Aboriginal culture	CoJ + Aboriginal Peoples	Local indigenous groups, schools, education institutions, local artists	✓	✓	✓	$$	• Local p to inve perfor Centre • Host p in exist Shoppi • Local ir Action proces • Local ir develo

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
vents like a street party or street festival, the street, mini-markets, a program of simple events and features like colourful paint easels, coffee carts and local business gs - City to support through events vals and traffic management advice	• Review actions for the Boas-McLarty Shared Space project, including creating a low speed traffic environment, installing street furniture, street trees, wide designated pedestrian crossings in key areas, greater opportunity for alfresco dining, and the creation of parklets and other streetscape activations • Confirm actions to be implemented and align these with actions to create pedestrian-friendly streets across the City Centre (Project 5) • Investigate a trial closing of Boas Avenue - potentially as a regular occurrence • Work with delivery partners on this project • Investigate location for and install a new water fountain	Works with/links to the majority of the 15 projects, improving vibrancy
lacemakers and artists to work with City stigate opportunities to provide exhibition, mance and cultural spaces across the City op-up exhibitions and performances ting spaces (e.g. Library foyer, Lakeside ng Centre) - work with City on this ndigenous groups identified in Reconciliation Plan (RAP) to lead placemaking planning and ses ndigenous groups to work with City to p NAIDOC event program	• Audit existing facilities for retrofitting for cultural expression and use - per Cultural Plan for broader audit across the entire City Centre • Investigate and evaluate public and private opportunities to provide exhibition, performance and cultural spaces across the City Centre with local placemakers and artists • Work with placemakers to host pop-up exhibitions and performances in existing spaces • Link Place Activation Strategy to the RAP being developed - work with Aboriginal peoples to establish cultural events and activation for the City Centre • Develop NAIDOC event program with local indigenous groups	Informs other projects + Project 2 and Project 13

COMMUNITY-LED PLACEMAKING SUPPORT

Community-led placemaking includes the community's contributions to this plan through idea submissions, workshop participation, meetings with the project team, offers by community members and delivery partners to be involved in placemaking in the City Centre and actions articulated in Table 1.

To enable community-led activation, the City should:

- Promote grant programs and the City's sponsorship program to local placemakers, and link local placemakers to these funding opportunities
- Develop a placemaking toolkit for local placemakers, including guidance documents and templates, supported by open lines of communication with the City, that allows the community to undertake the actions in Table 1 plus any other placemaking activities and actions
- Undertake a review of approval processes that influence local placemaking to streamline and address unnecessary barriers (i.e. event approvals)
- Work with local businesses and promote business grants the City offers
- Review and update processes and systems to streamline or support community placemaking such as venue lists and bookings

In addition to the above and in accordance with the City's Place Activation Framework, the City should work with the community and local placemakers to develop a relationship and shared responsibility for making the City Centre a vibrant place that is the heart and soul of the community.

The City will need to encourage and support the community to lead and participate in community placemaking, manage the impact of red tape on community placemaking, 'get out of the way' to allow community activation to occur, provide the necessary public infrastructure and assets to enable activation ('the right canvas'), and provide investment to catalyse activation where required and appropriate to do so.

The City's activation roles should always be underpinned by community consultation, particularly given that only a sample of the community has been involved in the development of this plan.


SUCH IS LIFE
RE HYDRANT

CITY INITIATIVES

In addition to the community-led placemaking support actions above, a number of initiatives were identified for City actioning, either as upgrades to existing initiatives or new Initiatives. These initiatives, steps to be taken by the City, related projects and timing information is detailed in Table 2 below.

This approach will align the range of economic, cultural, and community activities and programs the City runs with the specific needs of the City Centre, based on the ideas of community and the work of the workshop participants.

It will align and inform the City's planning, budgeting and approvals processes for the projects that form this plan.

Table 2 - Joondalup City Centre Place Activation Plan - City Initiatives

	CITY INITIATIVE	CONSIDERATIONS
1.	**City Centre Marketing and Branding** - new initiative	Create an identity and branding for the City Centre with the community . This should be based arou
2.	**City Centre Wayfinding Strategy** - new initiative	The strategy should be comprehensive, and have clear and consistent visual communication and m Key steps and focus include: 1. Wayfinding and accessibility around the City Centre 2. A focus on active transportation mode users (particularly pedestrians) 3. The City to work with Lakeside Shopping Centre, infrastructure providers, local businesses, the c 4. Wayfinding and accessibility for Neil Hawkins and Central parks

	RELEVANT PROJECTS	TIMING
und themes of colour and art.	Applies to most projects	Short term
nessaging. ommunity for the required integration	Project 1, Project 4, Project 5, Project 7, Project 9, Project 11, Project 12, Project 13, Project 14	Immediate – seek resources in 2022-2023

	CITY INITIATIVE	CONSIDERATIONS
3.	**Grand Boulevard Masterplan** - new initiative	• Engage with local businesses and community • Review the hierarchy of vehicle, public transport, cycle and pedestrian movements (including re alternative transport) • Consideration of one way traffic on side roads • Focus on connecting both road sides, improved access from the train station, and an improved • Investigate reclaiming areas for courtyards and park spaces • Consider opportunities for public art as part of the street • Investigate a courtyard space as recommended by workshop participants between Boas Avenu • Investigate locations for parklets, street furniture, buskers steps, bike parking • Identify streetscape locations where existing infrastructure or design presents barriers to alfres • Improve pedestrian crossings and connections, including investigation of raised pedestrian cros
4.	Joondalup City Centre Landscape Masterplan - existing initiative	This masterplan will become the guiding document for all capital works and streetscape upgrades Key steps and focus include: • Engage local businesses and community to confirm a streetscape vision. • Review the hierarchy of vehicle, public transport, cycle and pedestrian movements across the C

	RELEVANT PROJECTS	TIMING
duced speeds and improved access to pedestrian experience e and Reid Promenade sco ssings	Project 1, Project 2, Project 3, Project 5, Project 9	Immediate - seek resources in 2022-2023
by the City within the City Centre. ity Centre (including reduced speeds)	Project 1, Project 3, Project 5, Project 9, Project 11, Project 12, Project 14	Immediate - seek resources in 2022-2023

	CITY INITIATIVE	CONSIDERATIONS
4.	Joondalup City Centre Landscape Masterplan (continued)	• Focus on connecting both road sides, improved access from the train station, and an improved p • Investigate reclaiming parking areas for courtyard and park spaces • Consider opportunities for public art as part of the street • Investigate a courtyard space as recommended by workshop participants on Boas Avenue betwe • Investigate locations for parklets, street furniture, busking zones, bike parking • Identify streetscape locations where existing infrastructure or design presents barriers to alfresc • Improve pedestrian crossings and connections, including investigation of raised pedestrian cross • Be informed by other specific investigations regarding youth playscapes and playspaces • Establish streetscapes that promote key linkages including the train station, Neil Hawkins Park a • Review opportunities for pedestrian malls • Work with key stakeholders such as Lakeside Joondalup to ensure an integrated built outcome
5.	**Public Art Strategy and Masterplan** - new initiative	The development of Public Art Strategy and Masterplan should include the City Centre as a key pre The City should work with community placemakers, local artists, community members and local bu • Develop curatorial themes for the City Centre • Identify locations for public art in the City Centre • Investigate funding streams to deliver public art, e.g., external grants, Percent for Art Policy for t More specific considerations for the City Centre precinct in the art strategy and masterplan are: • Inclusion of iconic art pieces within intersection treatments • Integrating artistic expression in street furniture and streetscape designs • Providing for community placemaking actions including painting streets and facades, hanging po • Developing an approach for artists to showcase work in the City Centre • Investigating artist-student mentorship programs This initiative should be linked to Initiative 1, Initiative 6 and Initiative 7.
6.	**Percent for Art Policy** - new initiative	Investigate the development of a Percent for Art Policy for significant developments to include or c Government's Percent for Art Scheme for example. Consult with local placemakers, local artists, community members, local businesses and developers
7.	Public Art Policy - existing initiative	The City should review its policy to guide the delivery of public art projects that contribute to creati of local identity, and reflecting the shared values of the community. It should update provisions spe broader City jurisdiction), to respond to the requirements of this plan.

	RELEVANT PROJECTS	TIMING
pedestrian experience een McLarty Avenue and Grand Boulevard co sings nd Central Park		Immediate – seek resources in 2022-2023
cinct for public art and artistic expression. usinesses to: the City Centre ots and installing other forms of art	Project 2, Project 3, Project 4, Project 5, Project 7, Project 8, Project 11, Project 13, Project 14, Project 15	Immediate – seek resources in 2022-2023
ontribute to art in the City Centre - refer State s on this initiative.	Project 2, Project 7, Project 15	Short term; informed by Initiative 5 and Initiative 7
ng a sense of place, promoting the expression ecific to the City Centre (or applicable to the	Project 2, Project 5, Project 7, Project 15	Short term – informed and guided by Initiative 5 and Initiative 6

	CITY INITIATIVE	CONSIDERATIONS
8.	**Reconciliation Action Plan - City Centre Art** - in development	The City is currently developing a Reconciliation Action Plan (RAP) as a framework for the City to rea practical actions built on relationships with, and respect and opportunities for Aboriginal people. The relationships developed and fostered through the RAP will be a critical foundation for engaging culture and art in the City Centre.
9.	**Temporary Public Spaces Local Planning Policy** - new initiative	In discussing how underutilised spaces in the City Centre could be better used and activated, works introduction of a Temporary Public Spaces Local Planning Policy (LPP) that could provide for the act Key steps and focus in developing this LPP include: 1. Consideration of how public spaces can be activated temporarily, with consideration of things lik to invite use. 2. Identify key activation sites 3. Include key sites on the City's venues list for bookings for events 4. Establish a process for approving events on public land under Local Law of Temporary Public Spa 5. Consider what these spaces can be used for, for e.g. courtyard spaces could include things like p steps (near a power source), bike parking, and well lit. Determine key activation sites. This should be undertaken in collaboration with local placemakers, local businesses, key anchors, i
10.	Boas Place Concept Plan - existing initiative	Review review current Boas Place Concept Plan (which includes recommendations for civic spaces) aligned with learnings of this plan and the required functionality. The review should include how to incorporate piazza spaces and other inputs from other projects (etcetera).

	RELEVANT PROJECTS	TIMING
alise its vision for reconciliation by creating g with Aboriginal people on the expression of	Project 2, Project 7, Project 15	In progress
shop participants and the City discussed the tivation of identified sites temporarily. e shade, 24/7 activation and adaptable design aces Local Planning Policy (LPP) arklets, street furniture, greenery, busker's nfrastructure providers.	Project 3, Project 4, Project 5, Project 8, Project 14	Short term
to ensure that the civic spaces provided are youth spaces, playgrounds, art venues,	Project 3, Project 4, potentially Project 14	Short term

	CITY INITIATIVE	CONSIDERATIONS
11.	Boas-McLarty Shared Space Project - existing initiative	Key steps and focus should include: 1. Investigate provisions of The Boas-McLarty Shared Space project and align these with communit and street trees, wide designated pedestrian crossings in key areas that are universally accessible, the creation of parklets and other streetscape activations to support pedestrianisation 2. Incorporate low speed traffic environment 3. Align with Project 5 - Pedestrian friendly streets recommendations and actions. 4. Create a public arrival space guiding people between the City Centre and the train and bus static The City should work with local placemakers on the program for activation.
12.	**Business case for LED installation for Central Walk** - new initiative	Undertake a business case for a LED installation above Central Walk, expressing local themes inclu
13.	**Enable use of public spaces for community activation** - new initiative	The City identified that some of the public spaces referred to in ideas submitted and by community investigated for activation use by the City. The City should investigate these spaces for listing on its Key steps include: 1. Identify key activation sites for inclusion - this would include Central Walk, Library green space, k the community as suitable areas for activation. 2. Establish a process for these locations to be activated by community. 3. Ensure that placemaking toolkits include a description of these sites and how to book them so co available for events and activation.

	RELEVANT PROJECTS	TIMING
y recommendations, including street furniture greater opportunity for alfresco dining, and ons.	Project 2, Project 5, Project 6, Project 7, Project 9, Project 13, Project 14	In progress (concurrent with Initiative 4)
ding the Sports Walk of Fame.	Project 2	Short term
y members at workshops could be existing venues list for hire. ey carpark areas, and other sites identified by ommunity placemakers know they are	Project 3, Project 4	Immediate

	CITY INITIATIVE	CONSIDERATIONS
14.	**Facilitate interim carpark activation** - new initiative	In the shorter-term, the City should investigate how to transform a portion of the Boas Avenue carp hours into alternative activation spaces. This reflects the desires of community members (via idea s Activations could include things like seating, coffee carts, space for farmers markets or other comm and things like an outdoor digital screen/ cinema and light installations. The investigations should include things like: • When this/ these 'piazza' space/s come into effect (time of day, seasonal, other) • Core car bay requirements that would be needed at those times to determine the area that coul • Funding opportunities for community-led placemaking The City should trial/ test these short-term temporary changes for activations or events to understa spaces.
15.	**Land use review** - new initiative	A number of projects require the City to undertake a review of land use provisions for the City Cent recommendations and actions such as business audits and retail needs assessments. Key steps include: 1. Review the 15 projects as described in Part A - The Projects, actions as listed in Table 1 in Part B - use provisions for planning update (strategic and project-based). 2. Establish a land use vision for City Centre (considering anchors and key buildings, iconic architec 3. Encouraging more uses that would incorporate alfresco The City should consult with local placemakers and local businesses on this review.
16.	**Investment attraction strategy** - new initiative	The City should develop and update an investment attraction strategy for new businesses in the Ci land use review and vision for the City Centre (Initiative 15).
17.	Cafés, Kiosks and Restaurants Program - existing initiative	The City has an existing project to develop cafés, kiosks and restaurants at various sites through th provide facilities that will attract visitors and tourists for entertainment and socialising while provid opportunities and a greater awareness of the City's natural assets. The program currently includes Neil Hawkins Park. This should be further developed. The City should also use the outcome of the retail needs analysis for Project 12 to consider inclusio

	RELEVANT PROJECTS	TIMING
parks that tend to be vacant in non-business submissions and as expressed at workshops). nunal activities, water playground/ fountain d be 'reused' and longer-term potential uses of these	Project 4	Short term
tre to be able to develop or implement Implementation Framework, and review land ture).	Project 6, Project 10	Short term
ty Centre. This should be partnered with the	Project 6, Project 10	Short term
e City of Joondalup. The project aims to ding more employment, increase business on of Central Park in future.	Project 10, Project 12	In progress

	CITY INITIATIVE	CONSIDERATIONS
18.	Alfresco barriers review - underway	The City is currently reviewing its alfresco provisions to reduce inefficiencies and 'red tape' to encou to have alfresco. The City should undertaking the following key steps in this review: 1. Review fees and charges - Local Government and Public Property Local Law. 2. Engage with food businesses not utilising alfresco to establish barriers to alfresco and opportuni 3. Simplify alfresco application and approval process - simple working process and checklist of requ 4. Update verges process - when upgrading or renewing include suitability for alfresco as a design i 5. Refer to land use diversity recommendations and encourage more uses that incorporate alfresco The City should also consult with local businesses and local placemakers like JBA on barriers to alfr this to inform the review. As part of this review, internal processes to facilitate seating outside businesses that are not food a use outside a retail store) should also be investigated.
19.	**Youth playscapes in the City Centre review** - new initiative	Key steps include: 1. Create a stakeholder reference group to advise on preferred facilities and likely uptake and audi and engage them through things like QR codes, art work or opportunities for prizes. 2. Investigate a selection of suitable locations across streetscapes and public spaces, as defined in t - locations should be selected on the basis of their ability to be universally accessible and have nea water stations and food options. 3. Investigate funding and grant opportunities 4. Prepare a business case if there is a standalone facility recommended through this process.
20.	**Facilitate market series** - new initiative	Develop a strategy for a market series that will attract large numbers, have a diversity of local busi community to Connect. This strategy should consider themes, locations, seasonality. The City should also investigate opportunities for colour and art to be incorporated into market ser Develop expressions of interest for delivery of a City Centre market series, allowing for market prof and iconic market options (including theme and location) that would suit the community, location, community-led markets through the enabling initiatives for community-led placemaking.

	RELEVANT PROJECTS	TIMING
urage more local businesses in the City Centre ities to address these. uirements. nput to address physical barriers. o (Initiative 15). esco (regulatory, cost, infrastructure), and use nd business (e.g. table and chairs for public	Project 6	In progress
ence - include youth who would use facilities, the City's Outdoor Youth Recreation Strategy rby/co-located amenities like public toilets,	Project 7	Immediate (to inform Initiative 4)
ness offerings, and an opportunity for the ries. fessionals to identify the most appropriate and demand. Alongside this, enable	Project 8	Short term/ ongoing

	CITY INITIATIVE	CONSIDERATIONS
21.	Small Business Friendly Approvals - existing initiative	The City should continue to work with the Small Business Development Commission (SBDC) on sma education for small businesses to help them make more informed investment Decisions. The City should establish/ develop this relationship with the SBDC, JBA and any other relevant partn
22.	**Enable pop up traders and experiences in public places** - new initiative	The City should investigate enabling and supporting small mobile and other similar traders e.g. cof through trading in Public Places permits. The City should also develop a simplified process for approvals.
23.	**City Centre Green and Playspaces Review** - new initiative	There is an opportunity to enhance the useability of the City Centre for and by children to broaden City should review and investigate spaces for playscapes and playgrounds for smaller children. Key steps include: 1. Investigate green spaces - the library green space on Boas Avenue, Central Park, some small gree 2. Investigate and pursue the upgrade of the playspace in Neil Hawkins Park as part of the City's Ca 3. Investigate transforming hardscape areas to include play elements, for example as part of the Bo Place, Grand Boulevard (small linear playscape), and inclusion in future courtyards ('piazzas') from I 4. Explore funding opportunities e.g. grants. 5. Investigate Aboriginal art incorporation in playspaces - links to Project 15. The City should consult with stakeholders including parent groups, early childhood sections at ECU play, and potential contributors to the development of these spaces.
24.	**Arts and cultural venues review** - new initiative	Project 15 identified a need for the City to investigate and identify resources and spaces (public and Key steps of the investigation include: 1. Investigate public and private spaces that can be used temporarily or more permanently - this sh Library, Civic Centre) to retrofit them for cultural expression and use. 2. Identify funding grants and opportunities. 3. Develop a business case for standalone facilities 4. Develop a calendar of exhibitions/ events (similar to the City's calendar of other events). The City should engage with key stakeholders including local indigenous groups, schools, local plac artists. The City should also undertake this investigation with a focus on themes of art and colour.

	RELEVANT PROJECTS	TIMING
all business friendly approvals. This includes ners.	Project 10	In progress
fee carts/ vans in shared and public spaces	Project 3, Project 4, Project 12, Project 14	Ongoing
its appeal and incentivise parents to visit. The en parks north of the hospital, etcetera. pital Works Program. oas McLarty Shared Space project, in Boas Project 3. and TAFE, groups that specialise in outdoor	Project 13	Immediate
d private) for art and cultural activation events. hould include an audit of existing facilities (e.g. emakers, education institutions and local	Project 15	Immediate commencement, delivery within short term

NEXT STEPS - FUTURE PROJECTS + OTHER IDEAS

A traffic light assessment of the impacts of ideas 16 to 30 (as scored in the MCA by workshop participants, where an idea is not addressed by one of the top 15 projects) has also been undertaken and is included here (Figure 10 refers). These projects are considered in terms of impact on vibrancy by:

- Enhancing visitation by new destination and new events (**new destination**);
- Enhancing **volume of transactions**;
- Enhancing expenditure pools – diversity and type of businesses (**transation location**); and
- Increasing the number of returning visitors and therefore transactions (returning transations).

Each project is scored in a 'traffic light' approach. Red represents a low likelihood, yellow a moderate likelihood, and green a high likelihood of impacting vibrancy in each of the categories above and overall.

The City should use this initial assessment of ideas 16 to 30 when considering the ideas and their diagnosis/ analysis, recommended solutions and impacts, noting that vibrancy is one of the six identified criteria. The City should also consult with the community on these ideas.

Other ideas (e.g. a hop-on, hop-off bus in the City Centre which was suggested by a workshop participant at the end of the last workshop) should be discussed with the City and added to the list at Appendix A over time (subject to suitability). At the point of review of this plan, it is also recommended that the MCA process be undertaken again to assess new ideas as well as existing ones that have not had a chance to be developed. This will ensure these projects and new ideas remain consistent with the 15 projects presented here - in terms of having the highest likelihood of contributing to the City Centre vision and the following criteria established by workshop participants for the City Centre:

- **Creating vibrancy**
- **People connectivity**
- **A safe and secure environment**
- **Providing a diverse community appeal**
- **Healthy environment**
- **Heritage, culture and identity.**

Finally, at next review, the above criteria should be tested for relevancy of contribution to the vision for the City Centre.

What now? Thank you for your contributions to this plan - we empower you to own it and go out and do what you can to make the Joondalup City Centre a vibrant place that is the heart and soul of the community and for visitors.

This is your Plan. **Make It. Own It. It's your place.**

The City is here to **Enable** you to make this happen.

Enjoy!

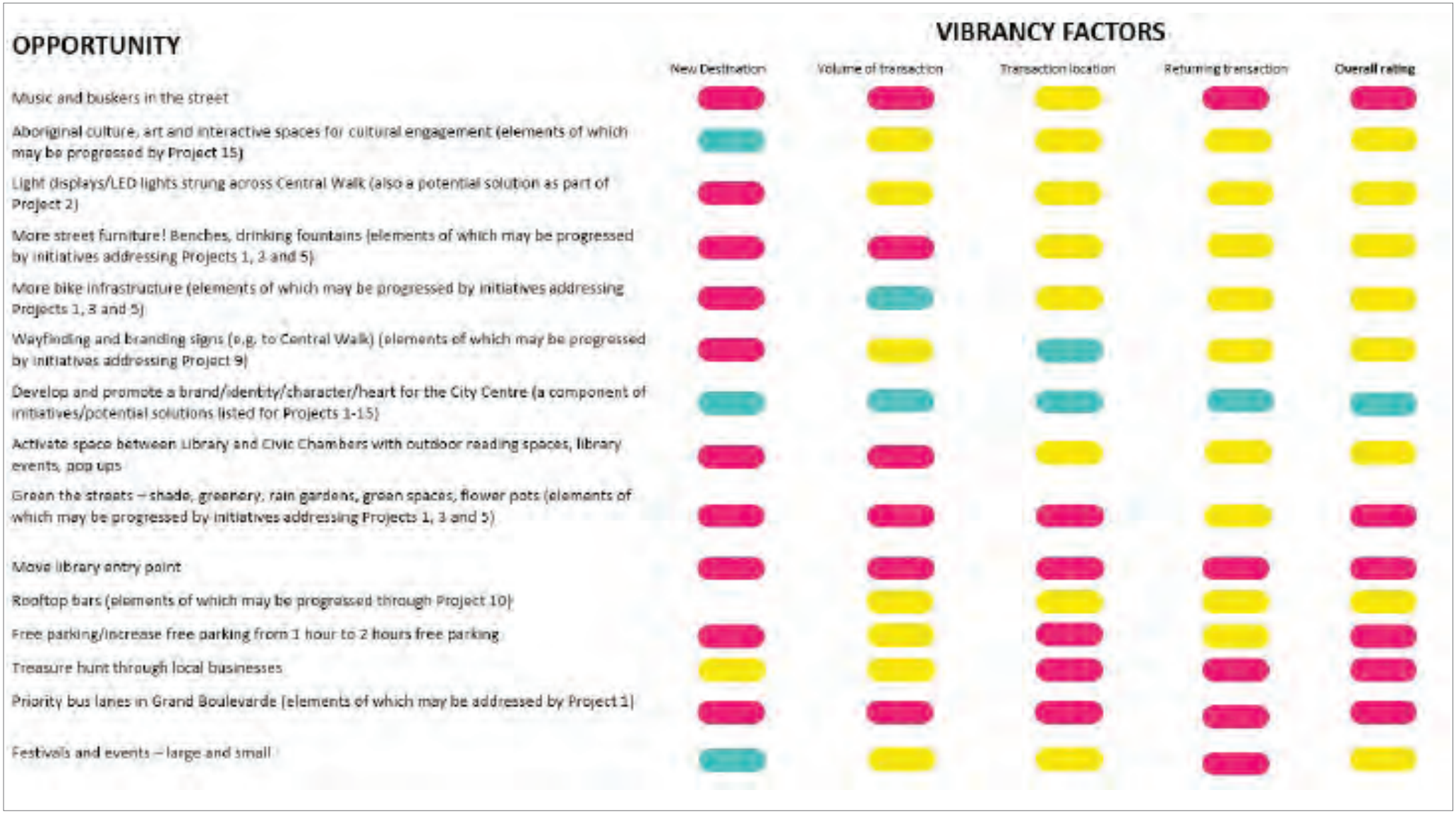


Figure 10 - 'Traffic light' assessment of vibrancy of Ideas 16 to 30



APPENDICES

APPENDIX A - IDEAS SUBMITTED BY THE COMMUNITY
APPENDIX B - ECONOMIC ANALYSIS OF THE CITY CENTRE
APPENDIX C - ENGAGEMENT OUTCOMES REPORT
APPENDIX D - MULTI-CRITERIA ASSESSMENT

APPENDIX A

APPENDIX A - IDEAS SUBMITTED BY THE COMMUNITY

	Ideas for workshop MCA consideration (listed in order of priority of upvoting through drop-in ideas hubs and Social Pinpoint)
1	Green the streets - shade, greenery, rain gardens, green spaces, flower pots
2	Playspaces and playgrounds for small children
3	Art venues – includes gallery / art space / cultural centre
4	Aboriginal culture, art and interactive spaces for cultural engagement
5	Free parking / increase free parking from 1 hour to 2 hours
6	Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction
7	Markets! Night markets, farmers markets, creative markets...
8	Alfresco dining
9	Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc
10	Festivals and events – large and small
11	Better connectivity to train and bus stations, particularly outside of Lakeside opening hours
12	Art in the streets – including public art and light installations
13	Develop and promote an identity, character, heart for the City Centre
14	Pedestrian-friendly streets (includes ideas of reducing street parking)
15	Transform one of the large carparks on Boas Avenue into a piazza with seating, space for farmers markets, water playground/fountain, outdoor digital screen/cinema, and light installations
16	Rooftop bars
17	Wayfinding and branding signs e.g. for Central Walk to support it as a food and beverage hub
18	Music / buskers on the streets
19	Use the area between the library south and Civic chambers for outdoor library events / planter boxes / coffee carts / pop-ups / outdoor reading spaces
20	City Centre Pedestrian Mall along Boas Avenue, from Davidson Terrace to Grand Boulevarde, creating a City Centre Precinct

21	Piazzas and courtyard spaces as focal points outside the shopping centre
22	Redesign Grand Boulevard to make it less of a visual and perceived barrier to pedestrians
23	More street furniture (benches, drinking water fountains) particularly in green spaces
24	LED lights/light displays strung up between tops of buildings and through trees in Central Walk to create atmosphere at night
25	Enhance cycle infrastructure
26	Treasure hunt through local businesses
27	Priority bus lanes in Grand Boulevard
28	Ampitheatre space for performance events in Central Park
29	Cafés in Central Park and Neil Hawkins Park
30	Make the entry to the library at ground level on Boas Avenue

	Other Ideas	Reason for not including these ideas for workshop testing
31	Cultural centre	Grouped into “art venues” idea
32	Activate empty shop fronts with art	Not strongly upvoted
33	Concerts	Not strongly upvoted
34	Library – outdoor reading spaces	Not strongly upvoted
35	Dining variety	Grouped as attracting more diverse landuses (including retail, dining, etc)
36	Nightlife	Not strongly upvoted
37	Remove or reduce parking availability	Not strongly upvoted - captured in pedestrian friendly idea
38	Basketball courts	Brought into youth playscapes
39	Commercial offices / more job opportunities	Not strongly upvoted
40	Rain gardens (Water Sensitive Urban Design)	Grouped into more trees, more greening
41	Wicked problems being addressed, including homelessness and anti-social behavior	Too complex for this task – the plan should speak to them but as wicked problems they require a different resolution than can be offered by a Place Activation Plan
42	Integrate Lakeside Shopping Centre, ECU, TAFE and the hospital with the City Centre	Not strongly upvoted
43	Wellness – more gyms, wellness centre, bodyweight exercises or equipment in open area	Not strongly upvoted
44	More trees and gardens – shade, native coverage	Captured in Green the streets idea
45	Drinking water fountains	Grouped with street furniture and assets idea
46	Improve footpaths and pedestrian accessibility	Not strongly upvoted
47	Cafés / a cappuccino strip	Grouped as attracting more diverse landuses (including retail, dining, etc)
48	More vibrant and diverse local businesses	Grouped as attracting more diverse landuses (including retail, dining, etc)
49	Laneways with bars and restaurants that public know about	Grouped as attracting more diverse landuses (including retail, dining, etc)
50	Community hub – for art, music, dance classes or where people can book a room for meetings + with a cool playground for children to play	Not strongly upvoted

51	More apartments in the City Centre for more people on the streets	Not strongly upvoted
52	Activation linking schools to community – somewhere work and activities can be shared, activities involving aged care or services/businesses – e.g. a community garden and/or Foodbank	Not strongly upvoted
53	Tidy town initiative to make verges, parks and gardens beautiful	Not strongly upvoted
54	Boas Avenue as a green alley connecting Neil Hawkins park and the shopping centre with little rest areas in between	Not strongly upvoted
55	Businesses taking on eco-friendly challenges	Not strongly upvoted
56	Free events in the City Centre	Not strongly upvoted
57	Grass roots activities by the community or businesses	Not strongly upvoted
58	Micro businesses and studios	Not strongly upvoted
59	Benches – places to sit – grouped above	Captured in More street furniture idea
60	Traffic – very busy – makes travel slow	Not strongly upvoted
61	More green spaces + parks with cafés around it	Captured in Greening the streets idea
62	Sink the carpark opposite the Council buildings – create a piazza with shops, cafés and restaurants / a permanent undercover famers market	Covered in the Transform one of the large carparks in Boas Avenue idea
63	Distribute parking more evenly	Not strongly upvoted
64	Performing arts centre	Captured in Art venues idea
65	Tourist information hub – City idea	Doesn't strongly relate to priority community themes
66	Affordable student accommodation provision	Doesn't strongly relate to priority community themes
67	Student services hub (independent)	Doesn't strongly relate to priority community themes
68	Light displays – evening art to attract Instragram crowd	Captured in LED lights/light displays idea
69	Creative incubator spaces, pop-up shops	Method for Diversity of land uses idea
70	Art walking trails through the CBD	Grouped in Public art idea

71	Children's walk – guided walk with things that appeal to children e.g. augmented reality experiences with interpretive information so parents know what there is to point out to children	Doesn't strongly relate to priority community themes
72	'Scietech' for cyber to introduce children to cyber	Doesn't strongly relate to priority community themes
73	Large outdoor digital screen in Central Park – outdoor cinema, community messaging, advertising & opportunity to create recreation zones around it	Piazza was suggested in the Transform one of the large carparks in Boas Avenue idea, and might include such a screen, so added to that idea
74	Labrynth – healing properties, a place of healing	Doesn't strongly relate to priority community themes
75	Successful youth zone during the Joondalup Festival. Activating this can be great (corner of Library and City office block near Central Park)	Covered by other community ideas
76	Heritage trail - library location	Covered by other community ideas
77	Signalised roundabout at Boas Avenue and Grand Boulevard intersection	Doesn't strongly relate to priority community themes
78	Longer opening hours for the library to attract people in the evenings	Doesn't strongly relate to priority community themes
79	Commercial café with outdoor alfresco space (at corner of Library and City office block near Central Park)	Covered by other community ideas
80	Possible options for vacant shop fronts: differential rates, pop ups, short term leases or use of empty shops (City could encourage and link operators with owners, rather than paying rent directly)	Covered by other community ideas
81	Visitors services with links to Hillarys (north of Boas Avenue and Grand Boulevard intersection)	Doesn't strongly relate to priority community themes
82	Car free zone – Grand Boulevard – create events in that space	Covered by other community ideas
83	Affordable accommodation	Doesn't strongly relate to priority community themes

APPENDIX B

APPENDIX B - ECONOMIC ANALYSIS OF THE CITY CENTRE

Visitation Profile

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct. Some key observations about current visitation to the City Centre are:

1. Destination drivers

- Lakeside Joondalup Shopping City which has over 300 retailers, a cinema and two food courts.
- Joondalup Health Campus - the largest health care facility in the Northern Suburbs with 722 beds.
- North Metropolitan TAFE Joondalup and ECU Joondalup Campus with a total enrollment of 27,500 students.

2. Catchments

The majority of visitors to the Joondalup town Centre work and live locally. At a glance, the City Centre experiences more visitation during holidays and has been strongly affected by COVID.

Visitation Catchment Incomes and Expenditure

To help understand expenditure in the City Centre, a high level assessment was undertaken of the incomes of primary and secondary catchments of visitation (Figures 7 and 8 refer) compared to people who reside in the City of Vincent.

Leederville was selected as a similarly sized local centre for comparison. It is considered to have experienced similar patterns to the Joondalup City Centre of activity, followed by decline and reactivation through a series of initiatives - this will allow the City to assess outcomes of project delivery in comparison to Leederville outcomes, over time.

Leederville was selected as a similarly sized local centre for comparison. It is considered to have experienced similar patterns to the Joondalup City Centre of activity, followed by decline and reactivation through a series of initiatives - this will allow the City to assess outcomes of project delivery in comparison to Leederville outcomes, over time.

In comparison to Leederville, people from the primary and secondary visitor catchments have a lower proportion of high income earners. However, expenditure on retail and entertainment categories by primary and secondary visitor catchments was similar to that of Leederville.

Figure A illustrates households (broken into income categories) by catchment compared to the City of Vincent.

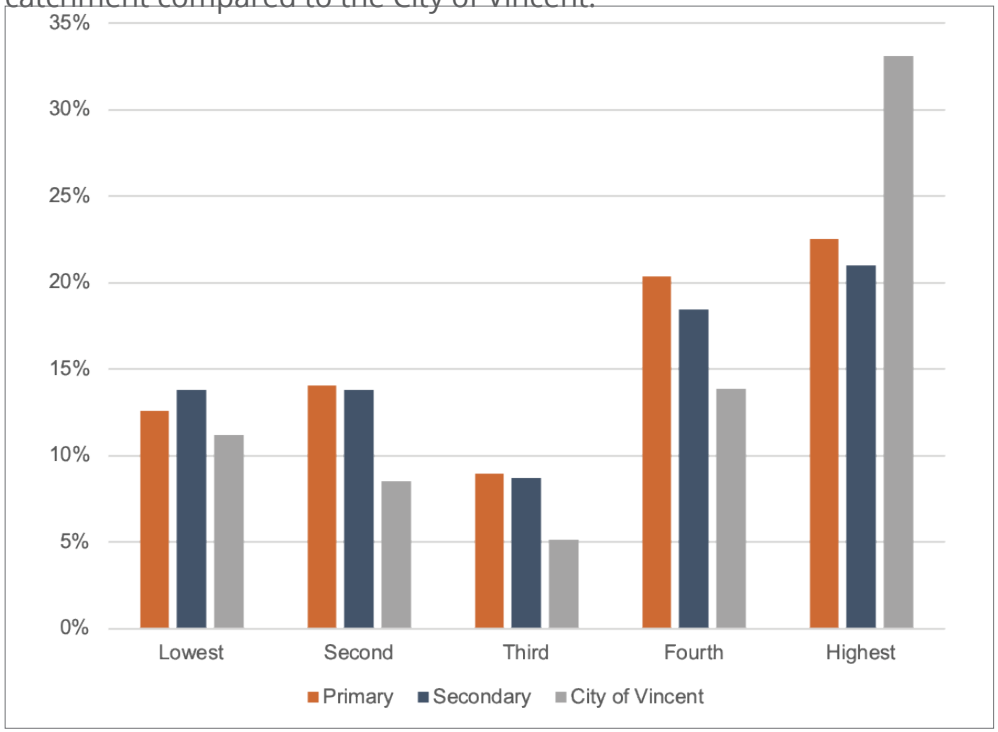


Figure A - Catchment Incomes (as compared to City of Vincent)

It shows that people who reside in the primary and secondary catchments have a lower proportion of high income earners compared to the City of Vincent.

The source data for Figures 4 and 5 is ABS Census data from 2016.

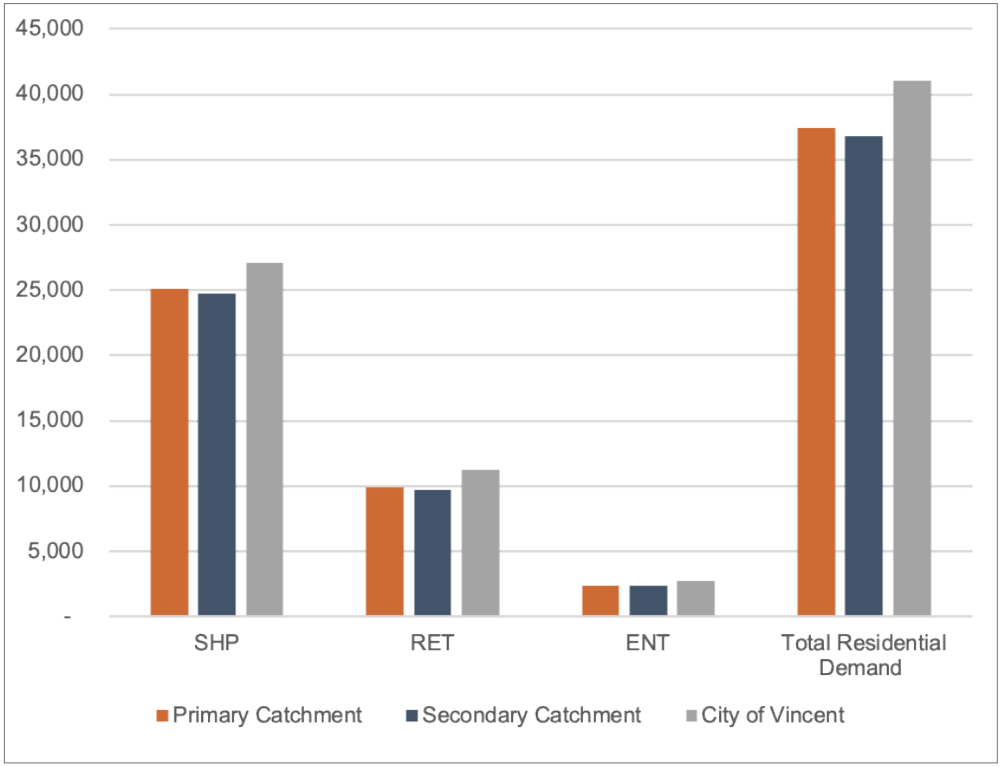


Figure B - Expenditure per Category (as compared to City of Vincent)

Figure B depicts how the primary and secondary catchment visitors spend money in the City Centre (per category). The categories are SHP - Shop/Retail expenditure, RET - other Retail expenditure, and ENT - Entertainment expenditure.

It can be observed that primary and secondary catchments for the Joondalup City Centre spend only slightly less money in all categories.

Daily Visitation Patterns

Altometer Business Intelligence undertook an assessment of visitation to the City Centre. Data analysis was over the 2018 to 2021 time period and includes where visitors come from, the most frequented spaces in the plan area, changing visitation patterns over time and event-specific visitations.

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct.

Figure C depicts daily visitation patterns - there were troughs and peaks in visitation through April 2018 to April 2021 period, with deep troughs corresponding to holidays. The COVID lockdown in 2020 is also prominent. However, it can be summarised that visitation post-COVID, including the lockdown in April 2020, has returned to “as normal”.

Monthly visitation trend

Figure D shows monthly visitations to the City Centre compared to a ‘normal’ month. Observations are that the COVID shutdown is prominent, but that visitation has seemingly returned to “as normal”.

There appears to be a period of slightly depressed visitation overall in the first half of 2019. This should be contextualised in total number of visitors in a ‘normal’ period versus the first half of the year.

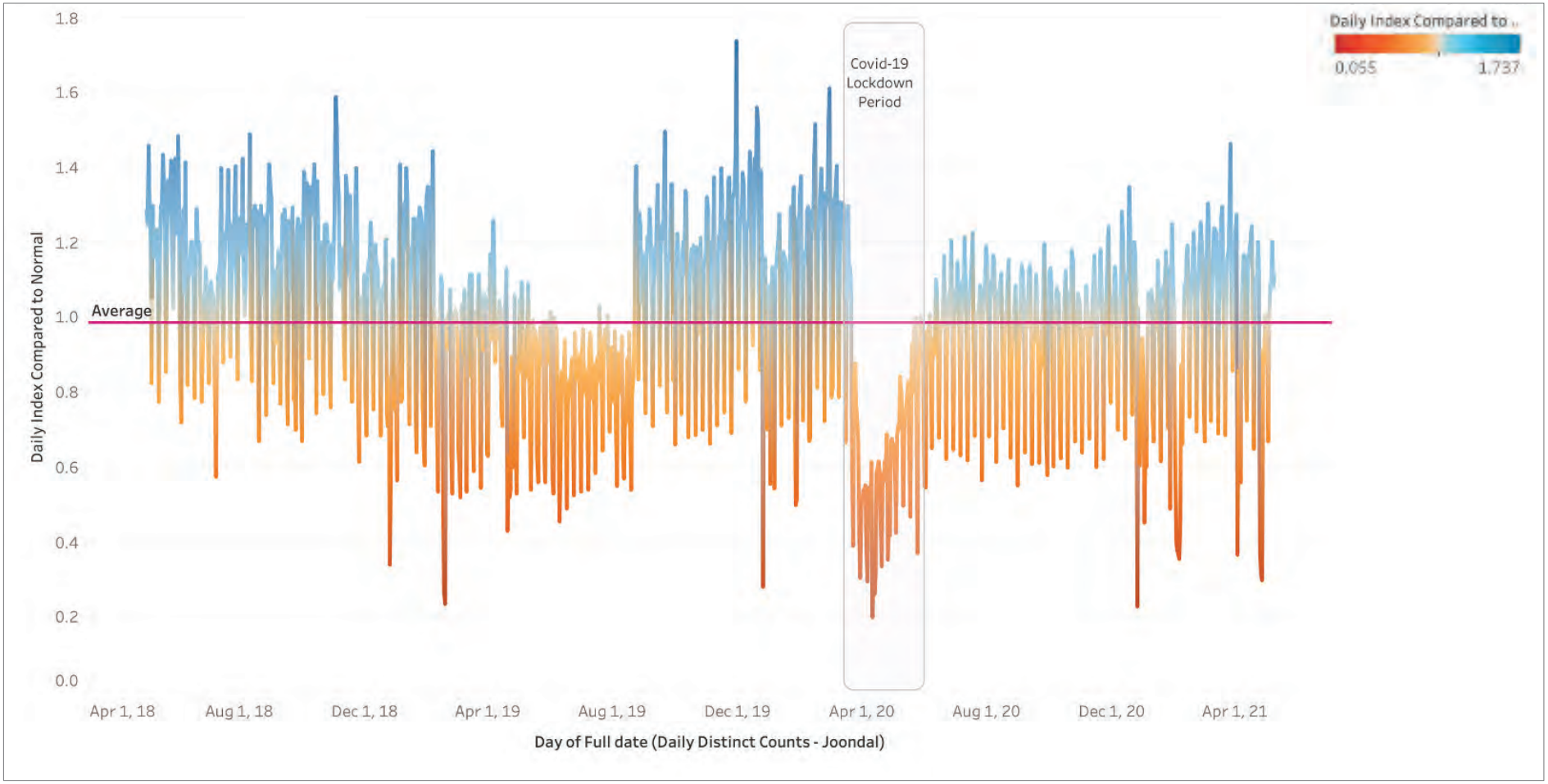


Figure C - Daily visitation pattern April 2018 to April 2021

(compared to an 'average' normal day, where 'normal' has been adjusted to account for daily variations and days of the week have been compared to each other).

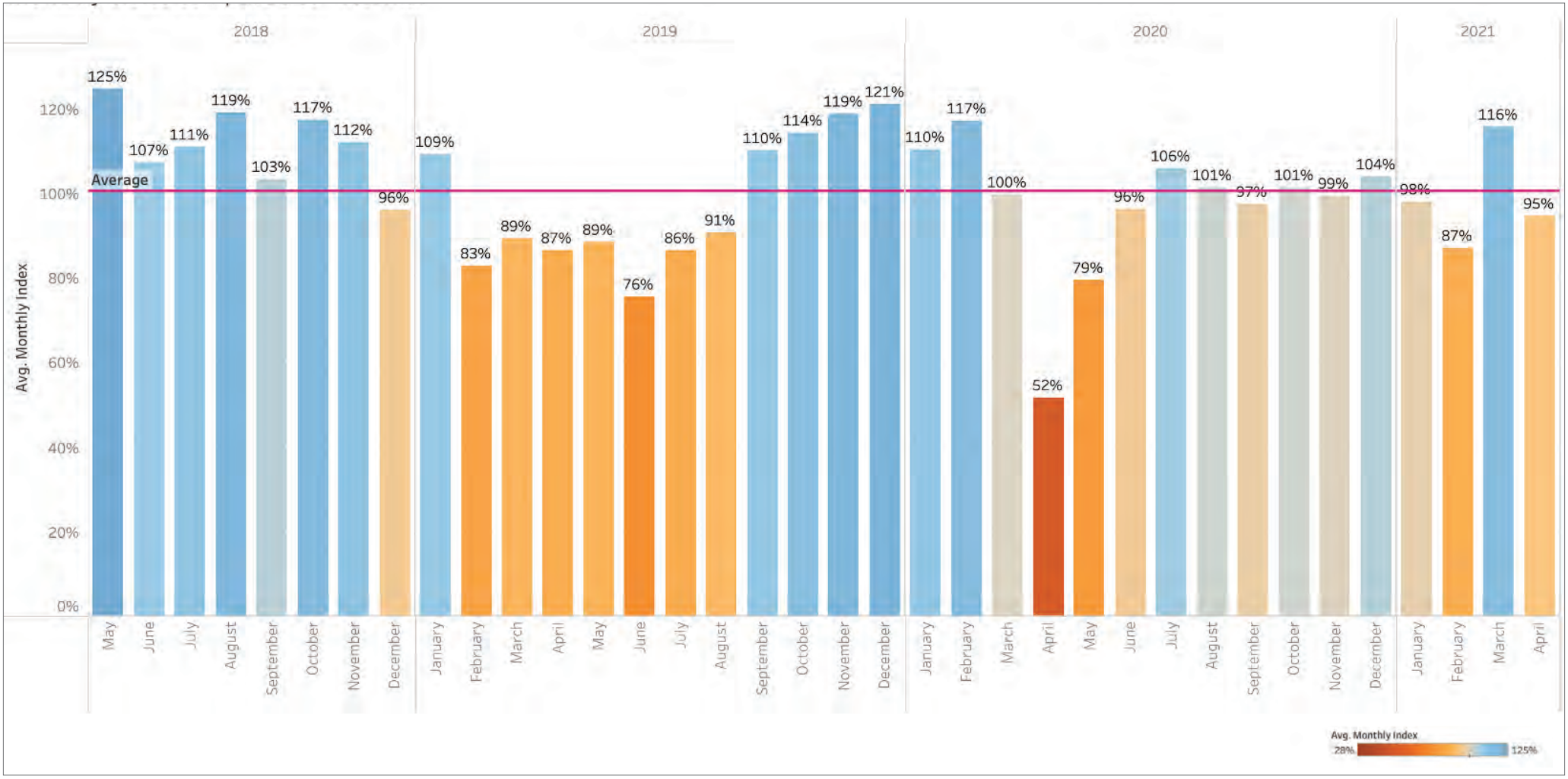


Figure D - Monthly visitation trend

Event visitation

Analysis of visitors was also undertaken for a sample of events run by the City in the City Centre between 2018 and 2021. These events are the Sunday Serenades Concert series in 2019, the Little Feet Festival (2018 - 2020), the Community Art Exhibition (2018 - 2020) and the Sprint and Twilight markets (2018 - 2020).

It should be noted that there has been a reduced number of events in the City Centre due to COVID.

Sunday Serenades Concert Series: 2019

The chart on the left in Figure E represents visitation for the Concert series. Normal visitations have lower visitations - these are represented in the graph on the right in percentages.



Figure E - Sunday Serenades Concert Series Visitation (indexed against the average 'normal' rate)

Little Feet Festival: 2018, 2019, 2020

Visitors to the Little Feet Festival held in October 2018, 2019 and 2020 are in the chart on the left in Figure F. This is indexed against 'normal' visitation for equivalent days in the chart on the right. Normal visitations (non-event periods) have lower visitations and it can be observed that visitation numbers (for non event periods) have decreased relatively over the years.

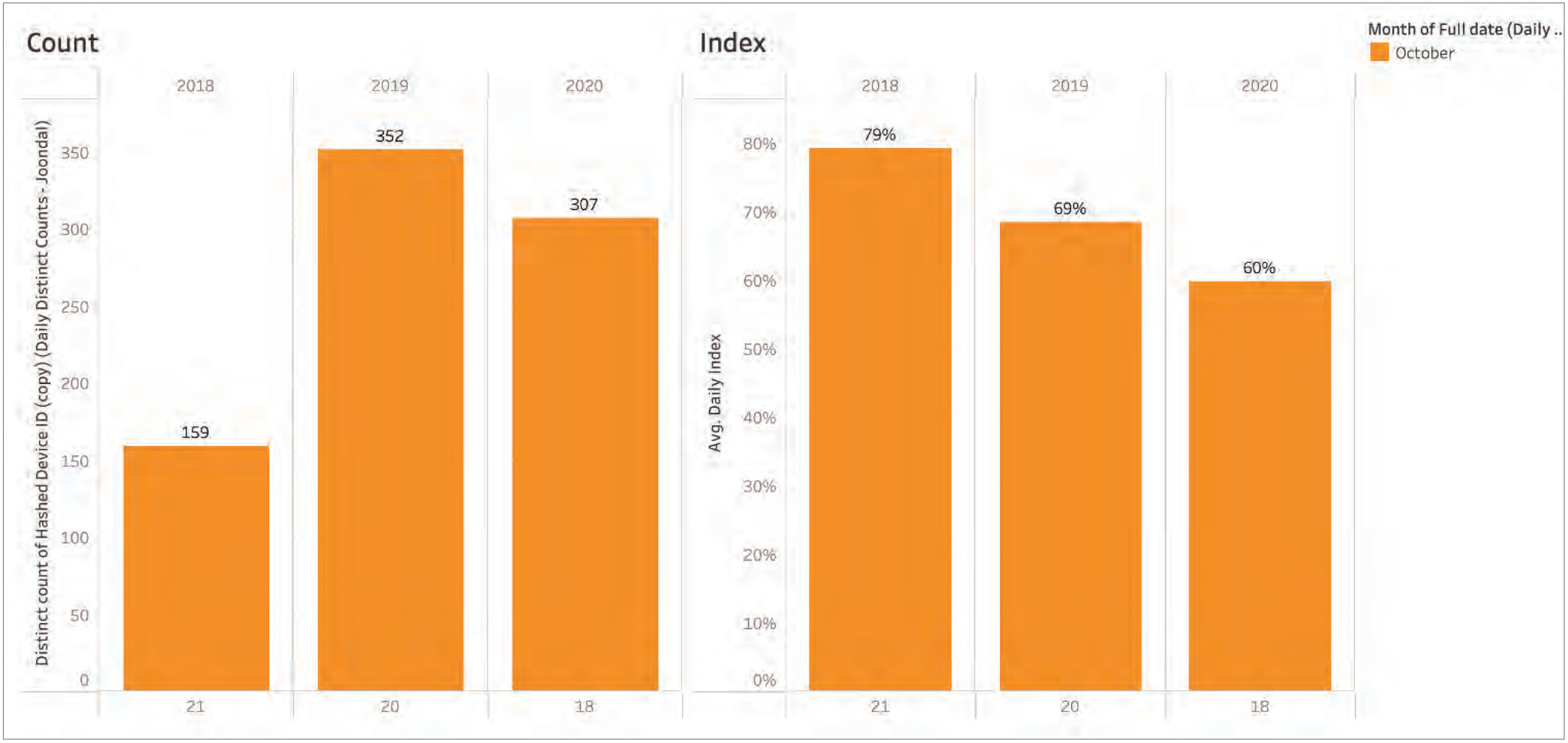


Figure F - Little Feet Festival Visitation (indexed against the average 'normal' rate)

Community Art Exhibition: 2018, 2019, 2020

Figure F shows the visitation for the art exhibition compared to the 'normal' equivalent across three (3) years - represented as the average horizontal line in orange. Results show that there is a mix of visitation for the art exhibition days with some days above the 'average' line and others quite a way below it.

There is no strong pattern, excepting that each year there appear to be three (3) or four (4) days that have lower visitations than the usual spread through that period.

It should be noted that visitation is only one of the elements of consideration for the art event. The community and workshop participants wanted to see more art and local artists being able to showcase their art.

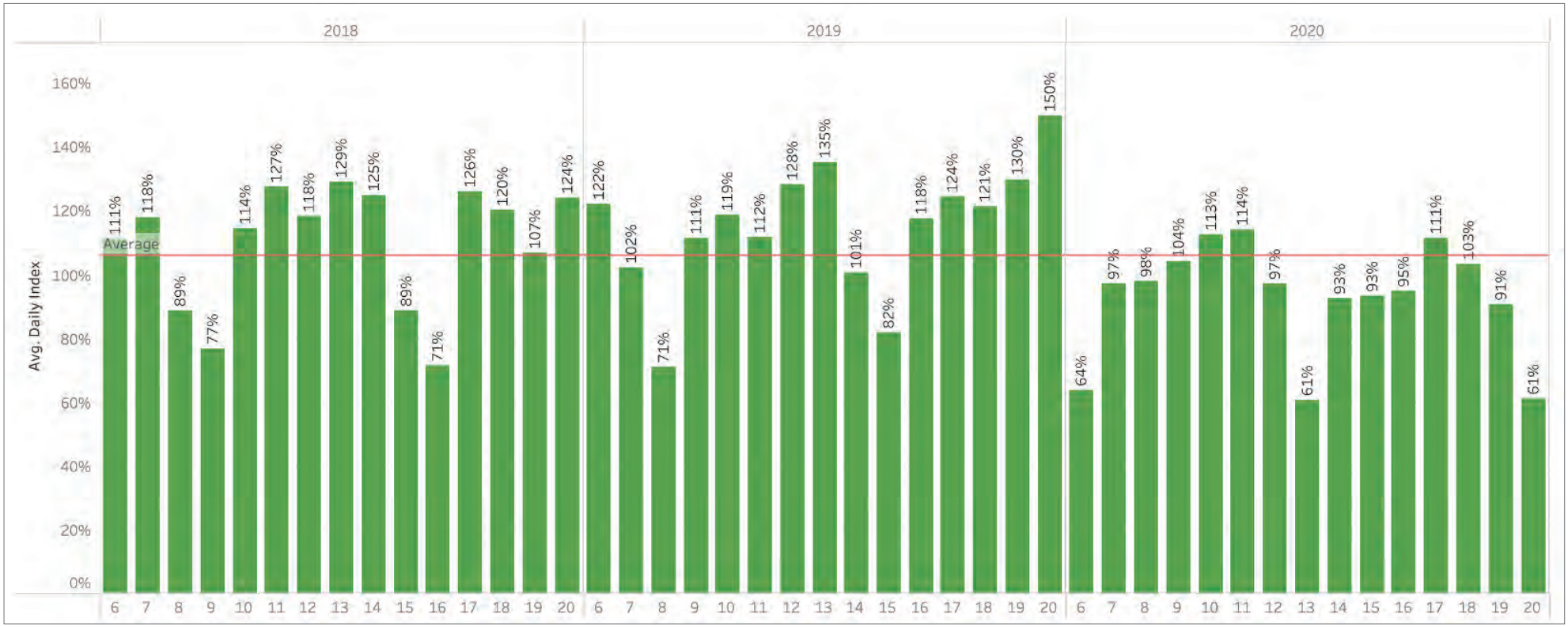


Figure G - Community Art Exhibition Visitation (indexed against the average 'normal' for a like period)

Spring Markets: 2018, 2019, 2020

The Spring Markets were held in September and October (a total of four events each year). The markets were between 5.30pm and 8.30pm, with offerings including food and beverage, kids activities and music. The markets faced a number of challenges - reduced quantity and quality of stallholder applications, increased number of competing markets and a lack of local business engagement.

Markets were one of the most highly requested ideas by the community, but given previous experiences the community and City have conditions for markets run in the future. Part A - the Projects considers the conditions and suggested solutions to address earlier issues. This data breakdown also helps provide context of visitation information on market days and how this can inform an improved and efficient approach to planning for and hosting markets.

Figure H shows visitation on Spring Market days, compared to the 'normal' equivalent days across three (3) years. The map shows the area where the visits 'focused'. Green days are in September and orange days are in October. 2018 and 2019 had much better visitation than 2020, which supports the challenges identified above and likely visitation in response to those challenges.

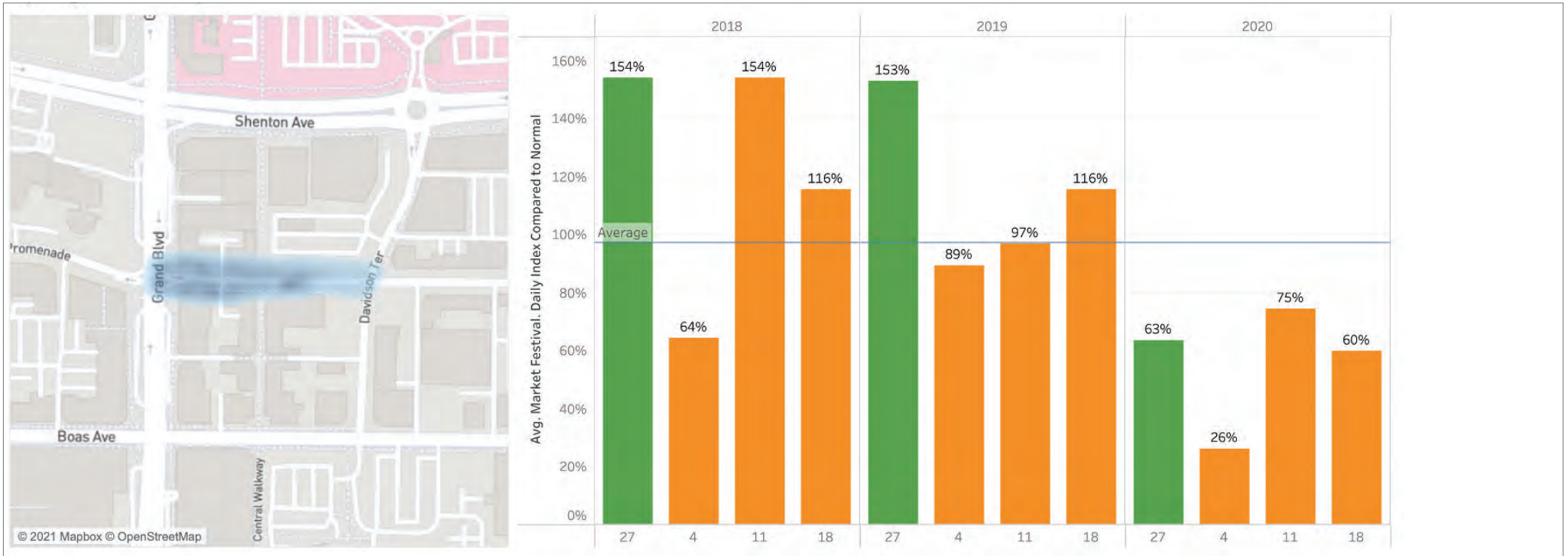


Figure H - Spring Markets Visitation (indexed against the average 'normal' for a like period)

Twilight Markets: 2018, 2019, 2020

The Twilight Markets were held in November and December - this comprised four events per year. The markets were also between 5.30pm and 8.30pm, with offerings including food and beverage, kids activities and music. Similar to the Spring Markets, the Twilight Markets faced similar challenges - reduced quantity and quality of stallholder applications, increased number of competing markets and a lack of local business engagement.

The City has reviewed the performance of the markets, reporting on the challenges impacting on the program and requesting approval to develop a new event proposal to achieve City Centre activation to replace the Spring and Twilight market series. Markets were one of the most highly requested ideas by the community. This request came with conditions given previously identified challenges. Part A - the Projects considers conditions and suggested solutions to address earlier issues, which will help inform the City's request to develop a new, improved proposal for activation. This data breakdown also helps provide context of visitation information on market days and how this can inform an improved and efficient approach to planning for and hosting markets.

Figure I shows visitation on Twilight Market days, compared to the 'normal' equivalent days across three (3) years. The map shows the area where the visits were measured. Pink days are in November and blue days are in December. 2019 was the best performing year, while 2018 was close to 'normal' (average visitation without markets on) and 2020 was consistently below average.

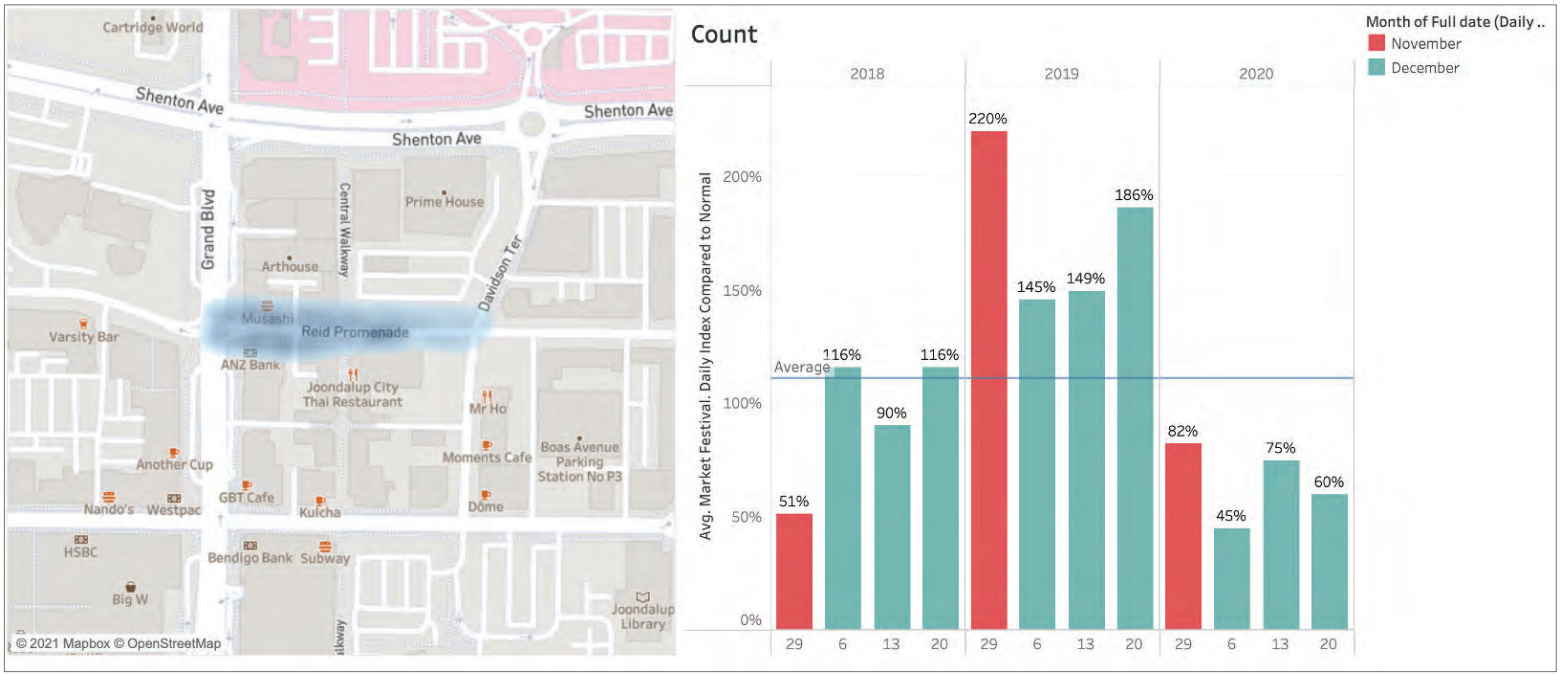


Figure I - Twilight Markets Visitation (indexed against the average 'normal' for a like period)

Joondalup Festival: 2019 and 2021

The Joondalup Festival was held in Central Park in 2019 and 2021. In 2020, COVID impacted the City's ability to run public events with mass gatherings due to public health concerns. The 2020 festival was originally rescheduled before being cancelled due to the developing pandemic.

In 2021 the Joondalup Festival was not given approval to go ahead by the Department of Health due to COVID restrictions. A renamed and scaled down event called Luminight replaced the festival over the last weekend in March 2021. It involved two (2) evenings of light shows in a fenced area in Central Park, free of cost to attendees.

The 2019 festival was held on 5th, 6th and 7th of March. Festival offerings included food and beverages, kids activities, music, art and other displays.

These festivals included road closures on Boas Avenue between Grand Boulevard and Davidson Terrace, Grand Boulevard between Boas Avenue and Collier Pass.The City also closed associated street parking and the Central Walk car park.

Figure J shows visitation compared to 'normal' (the equivalent two (2) to three (3) days across three (3) years). 2021 visitation is very similar to typical days which may be reflective of COVID conditions and the fact that the Luminere festival would have been a much-scaled down event compared to the festival and potentially with limited promotion and marketing compared to normal.

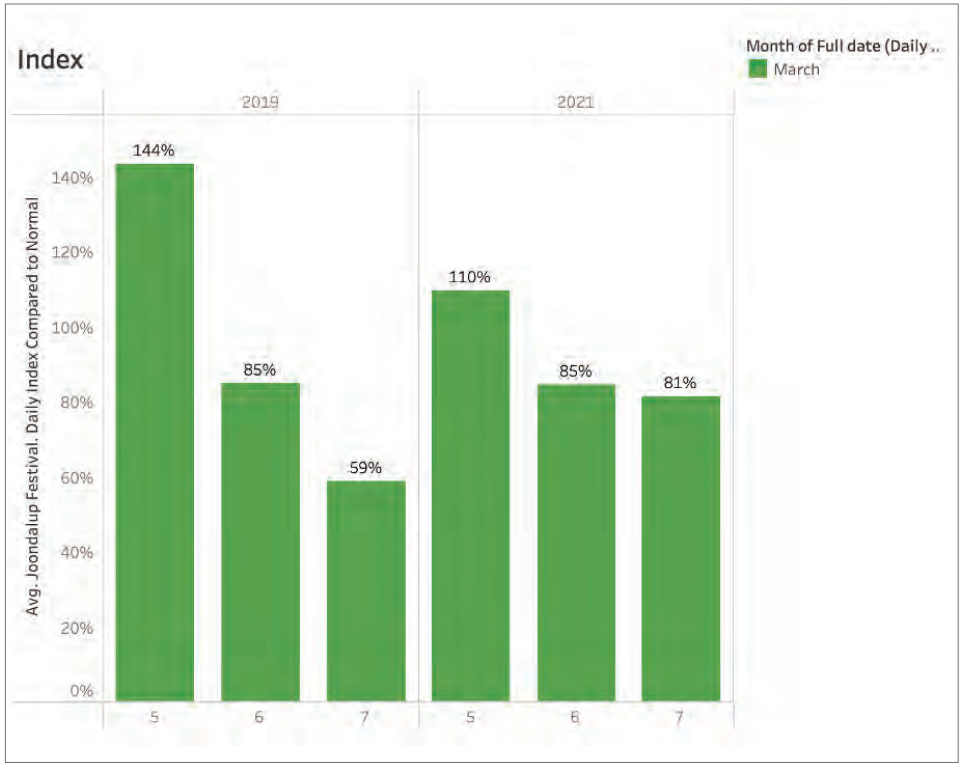


Figure J - Joondalup and Luminere Festival Visitation

APPENDIX C

APPENDIX C- ENGAGEMENT OUTCOMES REPORT



JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN -

ENGAGEMENT SUMMARY REPORT

SHAPE URBAN

EXECUTIVE SUMMARY

The Joondalup City Centre is home to a thriving local community. The growth and vibrancy of the City Centre is a strategic priority for the City of Joondalup. The City is developing a Place Activation Framework which will comprise a Place Activation Strategy and Place Activation Plans.

The core of the Joondalup City Centre has been nominated for the pilot Place Activation Plan. In developing this document, the City wants to be able to enable the community and for the community to own the Plan. The City will do this through:

- A better understanding of how it can support the viability of local business;
- An identification of administrative barriers that may be disincentivising or frustrating placemaking efforts in the City Centre;
- A strategic place vision being defined to enable City investment and capital works projects to align with community and place needs; and
- The Place Activation Plan that directs the City and local placemaking group efforts and investments into activation initiatives that benefit the City Centre and local community.

This engagement summary report details the extensive community engagement undertaken to develop the Place Activation Plan for the Joondalup City Centre. Through a co-design process that involved collecting ideas for the City Centre from the community and workshopping these ideas with community representatives, the City is encouraging the local community to get involved - to collaborate on what it wants to see in the City Centre, what it thinks is important as far as needs go, and to be empowered to own this document and go out and place make with or without the City's help.

This report summarises the community and stakeholder engagement undertaken for the project. It includes how ideas and comments were collected from the community, key stakeholder comments and the workshop series to develop criteria and a process of prioritising ideas for activation in the Joondalup City Centre. The workshop sections of this report detail the processes at each workshop, people involved and resulting outcomes. It also includes the vision for the Joondalup City Centre developed by workshop participants (see overleaf).

The resulting top 15 scoring ideas (projects) are outlined in detail in the Joondalup City Centre Place Activation Plan. The objective is for the City to endorse the Place Activation Plan and align its strategic planning and budgeting accordingly.

The engagement process outlined some key prioritised principles for activation projects - the need for colour and art in the City Centre, and the improvement of pedestrian accessibility, connectivity and amenity within and to and from the City Centre.

We thank all those who submitted ideas and were involved in the co-design of the ultimate projects in the Place Activation Plan. Go out and own the Place Activation Plan, its yours - the City will support you in doing this!

The City will continue to engage with the local community on these activation initiatives so stay tuned!

"Joondalup City Centre will be the heart and soul of the north, loved and enjoyed by its community and visitors"

- Vision developed by workshop participants for the Joondalup City Centre Place Activation Plan



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1.0 INTRODUCTION

1.1 BACKGROUND

The growth and vibrancy of the Joondalup City Centre (the City Centre) is a strategic priority for the City of Joondalup (the City). The City is developing its Place Activation Framework which will comprise a Place Activation Strategy and Place Activation Plans. The core of the City Centre has been selected as the pilot location for a Place Activation Plan. Figure 1 refers. The solid red line represent the boundaries of the Place Activation Plan, with the dotted red lines representing adjacent land that has a relationship to the Place Activation Plan core.

The Joondalup City Centre Place Activation Plan (Place Activation Plan) will:

- define a strategic place vision to enable City investment and capital works project alignment with community and place needs
- produce a plan that directs the City and local placemaking group efforts and investments into activation initiatives that benefit the City Centre and local community
- give the City an understanding of its internal barriers that may be disincentivising or frustrating place making efforts in the City Centre.

It is important to understand what the local community and stakeholders (residents, business owners, workers and visitors) currently think about the City Centre and what ideas and visions they have for its future. The Place Activation Plan will harness these ideas and goals to prepare a bold vision and plan with a set of activation initiatives that can direct efforts and investments into the future that benefit the City Centre and local community.

Stakeholder engagement for the project was therefore shaped to raise awareness, hear from the community and stakeholders what issues, opportunities and ideas they have for the City Centre, collaborate with community representatives on a co-design process to determine key projects to activity the City Centre, and empower the community to place make accordingly with City support.

This report details the online engagement, meetings and workshops undertaken through the project. This information directly informed the preparation of the Place Activation Plan.

1.2 ENGAGEMENT ACTIVITIES

The engagement activities for this project included:

- Use of an interactive project tool (Social Pinpoint) to answer the same questions and to pin ideas and comments spatially on a project map;
- Six ‘drop-in’ idea hubs in various locations in the City Centre to establish how people are using the City Centre and what ideas they have for activation;
- Social media posts about the project
- Stakeholder meetings; and
- Three community workshops to determine idea benefits, develop criteria, undertake a multi-criteria assessment (MCA) of the most requested ideas for prioritisation and initial planning of these projects for the Place Activation Plan.



Figure 1 - Joondalup City Centre Place Activation Plan boundaries

1.3 PURPOSE OF THE REPORT

The purpose of this report is to document the stakeholder engagement undertaken for the project that informed the delivery of the collaborative - empowering content of the Place Activation Plan. It includes engagement activities undertaken, information presented and modes of Engagement.

The report details feedback received. All individual responses from the online engagement and the workshop templates used can be found in the Appendices section of this report.

1.4 ENGAGEMENT SUMMARY

Engagement sought to raise awareness of the project, identify how people use the city centre and the ideas they have for its activation, and to identify community values and ensure concerns and aspirations for the city centre were understood.

The engagement also sought to determine benefits of ideas received, have workshop participants develop criteria to use in the MCA, and undertake an assessment of the most requested ideas to prioritise and start considering the baseline planning of the top 15 rated activation projects for the Place Activation Plan.

For the online engagement, stakeholders could visit an online project page with a mapping tool, community and business perception surveys and a workshop registration survey. They could drop pins and provide any other feedback on how they use the city centre or on locational ideas for activation on the map. The surveys and mapping tool were open from 29 March 2021 to 4 June 2021.

The project team received 116 comments and 89 survey responses on Social Pinpoint, and 97 'pins' were dropped on the project area map.

136 people provided approximately 638 comments across six drop-in pop up idea hubs.

The City also received 10 Facebook comments and two emails with activation ideas.

Stakeholders were further engaged through the following:

- Social media posts
- Meetings with key stakeholders (Edith Cowan University Joondalup and the Joondalup Business Association)
- Briefings to key staff members and meetings with relevant City staff through the project.

A total of 25 people attended three workshops at the City of Joondalup Library in the City Centre.

In total there was an approximate reach of more than 300 local community members and organisations.

The community's ideas, values and principles, and the visioning and MCA for the top rated 15 projects for activation make up the content of the Place Activation Plan.



2.0 PRELIMINARY FEEDBACK

2.1 ONLINE ENGAGEMENT

Online engagement is measured by splitting the level of engagement into three groups; aware, informed and engaged.

Aware

The total number of participants aware of the project through the online engagement tools can be measured by the number of people that viewed at least one page of the website relating to the project. 972 participants visited at least one page of the project online.

Informed

Of those who were aware, a smaller group were informed further about the project. This can be measured by the number of interactions with the pages. These people numbered 344.

Engaged

The total who contributed or engaged by using one of the tools was 101. From these, 101 engaged contributors submitted a total of 89 survey responses and 116 comments (pins placed on the map).

2.2 JOONDALUP COMMUNITY PERCEPTION SURVEY

The Joondalup Community Perception Survey sought to establish what people used the City Centre for, how often they visited, what is important to them about the City Centre, what is missing from the City Centre, and what would make them come to City Centre more.

These considerations were contained within 14 questions. Three additional questions asked respondents about their age, gender and where they lived.

A total of 61 people responded to the survey. The maximum number of responses to a selection of questions was 59.

The following selection summarises the responses to the Community Perception Survey questions.

Q1 - What do you use the Joondalup City Centre for (choose your top 3 reasons for visiting)?

59 people responded to this question.

Shopping was the most popular reason people visited the City Centre with 46 votes. Entertainment (pubs, restaurants, movies) was the next most popular reason with 31 votes.

Residents who lived in the City Centre had 14 votes, followed by those who worked in the City Centre, accessed business and services (e.g. Financial, banking, etc) and library and culture at 13 votes each.

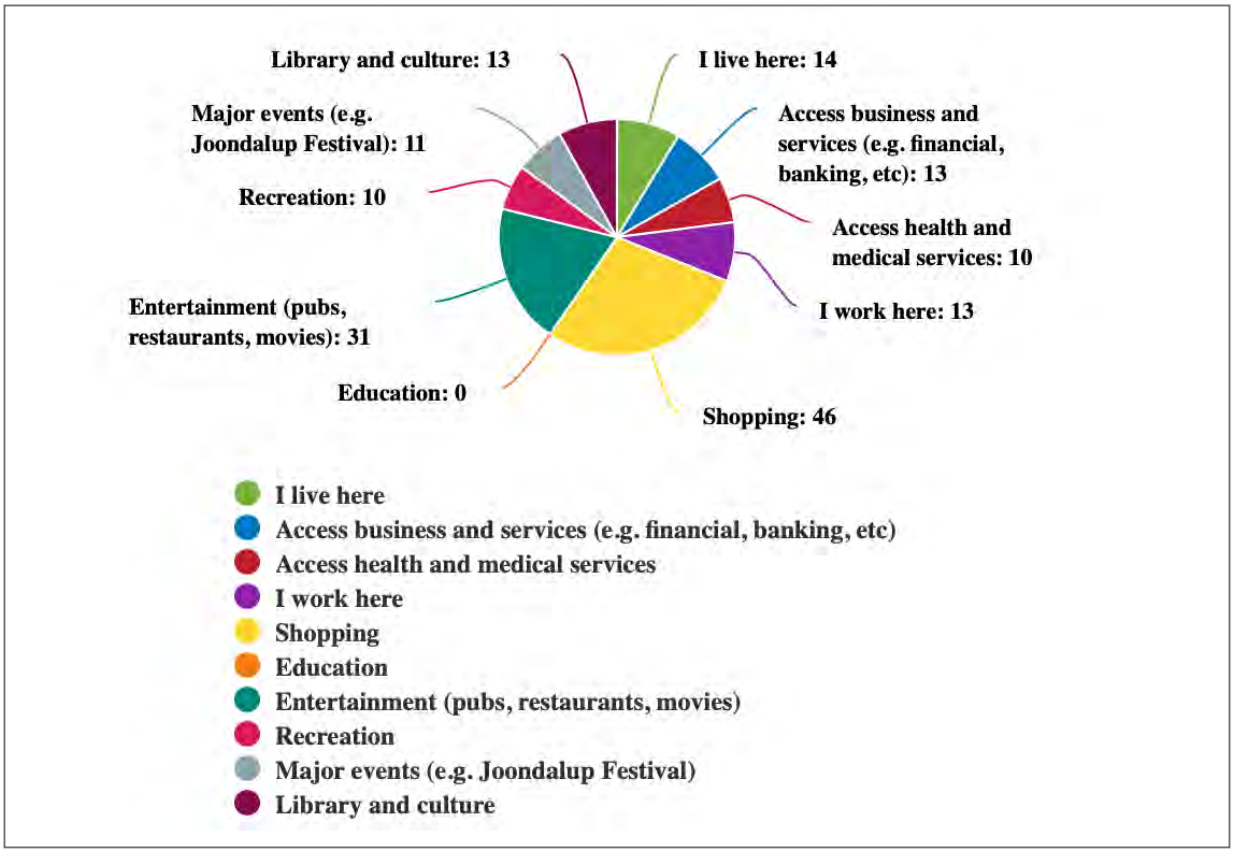


Figure 2 - Community Perception Survey Question 1

Q2 - Roughly how often do you come to the Joondalup City Centre?

59 people responded to this question.

Responses were spread across the response options, with 18 respondents coming to the Joondalup City Centre daily, 13 respondents selecting weekly or more than twice a week and 8 respondents coming more than twice a month.

The remainder of the respondents come to the City Centre monthly, every 3-4 months or at least once a year.

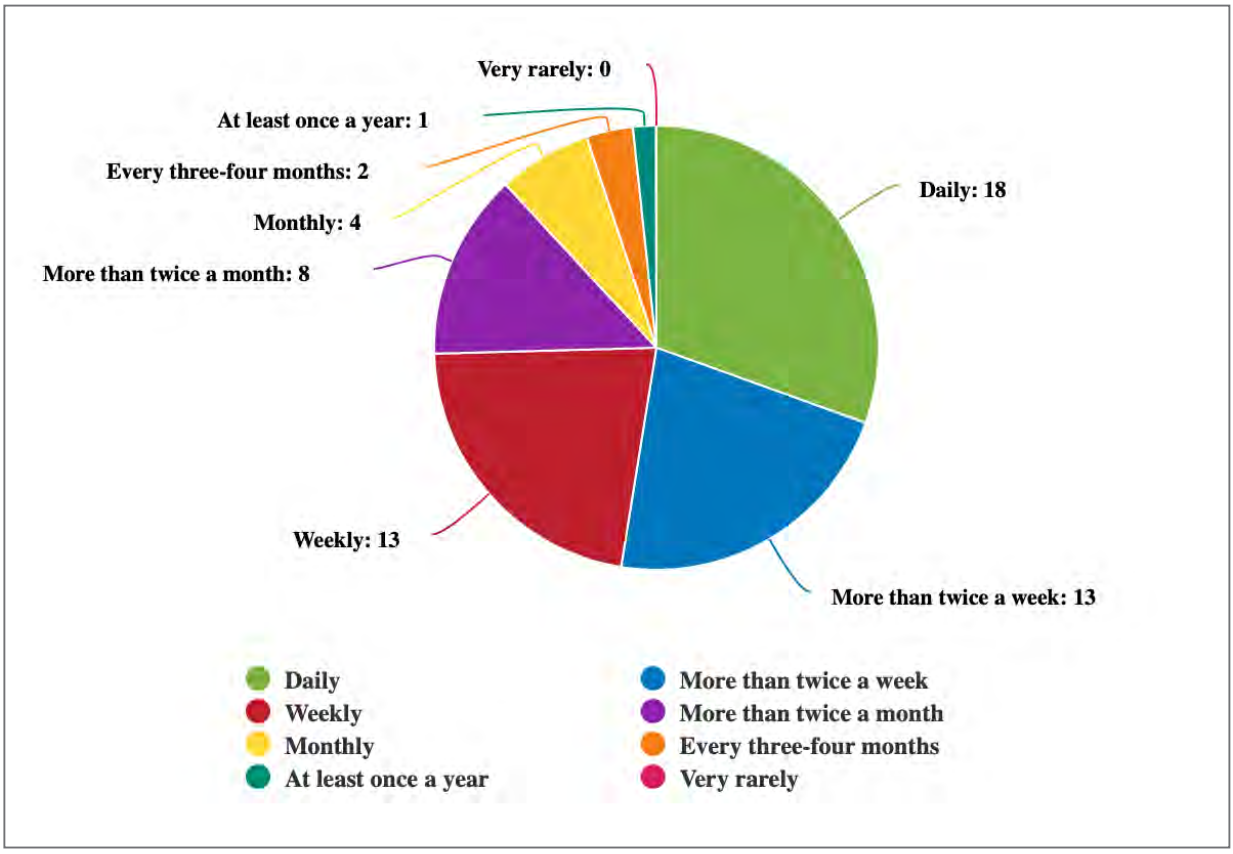


Figure 3 - Community Perception Survey Question 2

Q3 - How long do you spend when you are in the Joondalup City Centre?

59 people responded to this question.

The majority of respondents spend about two hours (22 votes) or one hour (16 votes), with 9 respondents spending about three hours or so.

11 respondents spent all day in the Joondalup City Centre and one person spent 30 minutes or less in the City Centre.

The responses to this question may speak to the more popular reasons people come to the City Centre (responses to Question 1)

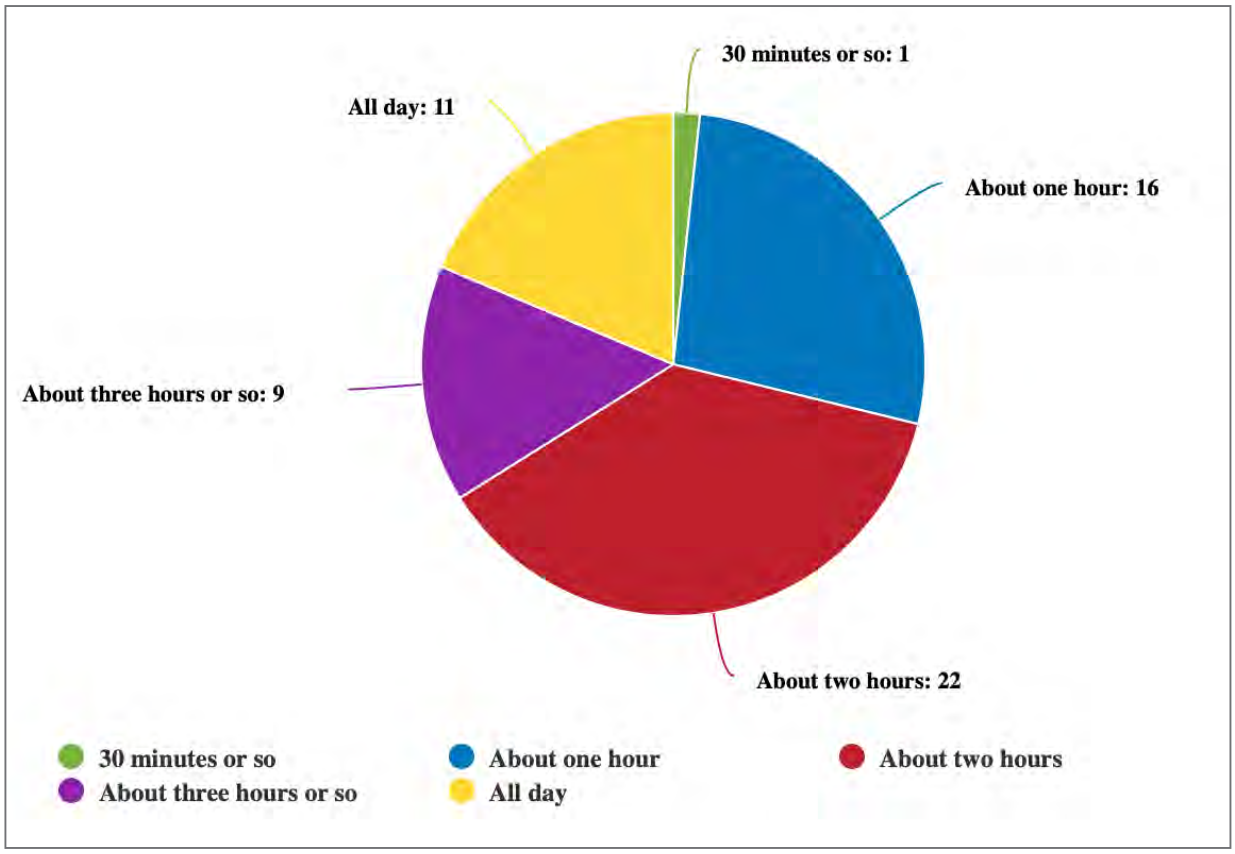


Figure 4 - Community Perception Survey Question 3

Q4 - What is most important to you about the Joondalup City Centre?

There were 56 responses to this question.

Respondents could provide short form answers to the question.

The size of the words in Figure 5 below represents frequency of response.

Things that were important to respondents were:

- Accessibility to a rich and diverse mix of businesses; to cafes, shops, bars and restaurants and a vibrant activated streetscape; to affordable office space for small businesses; to shopping, cultural and medical facilities; to state government services; and to a local business community, library, clean and tidy parks)
- Easy access (to get around with cohesion between the city centre, shopping area and local eateries
- Aesthetic
- Arts, culture, music
- Atmosphere
- Banking
- Proximity to northern suburbs and to all important things
- The shopping centre
- Enjoyment and safety
- Good food and drink options
- Central Park (with the respondent saying they liked the Saturday markets that used to be run by the City in the park)
- Living in the City Centre
- Local games store
- Safety and convenience
- Family outings, healthy child activities, play space
- That it is a space used by the whole community
- Vibrancy
- Walkability
- Workplace

Respondents also commented on what they would like to see. This included:

- The creation of welcoming streets for foot traffic with shelter from wind and sun by having an abundance of large healthy trees along the streets
- To attract more people and to be open later than 9pm. It needs to be a place people want to visit and to have lots of variety and things to do
- Security and safety - would like to see a visual presence after hours
- Incorporating an eco-friendly environment with large tree canopy
- Would love to see an active arts scene

Q5 - Do you find the City Centre accessible for you, or other people you know?

59 people responded to this question.

50 respondents found it to be accessible and nine (9) people did not find it to be accessible.

The people who did not find the City Centre to be accessible were then asked to describe what they thought could be done to make it more accessible to them (Question 6 refers).

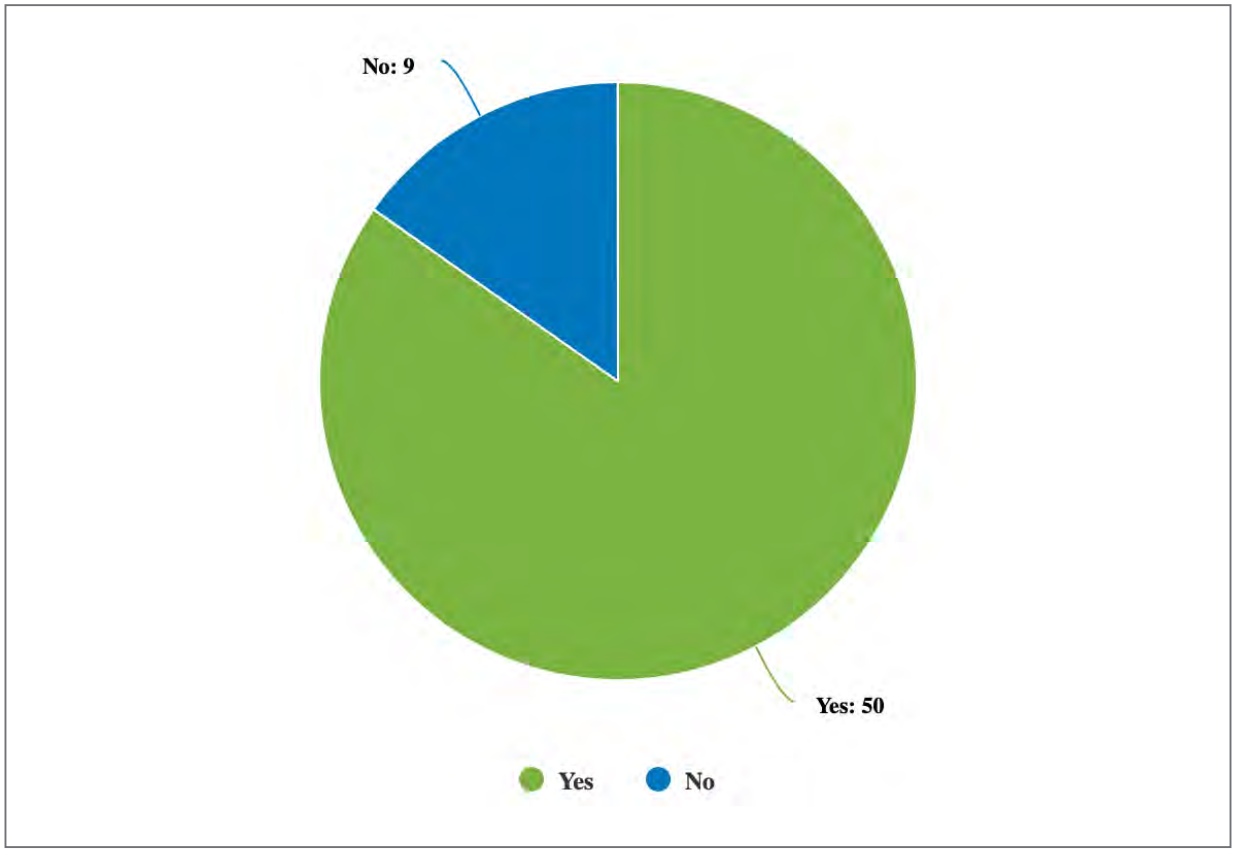


Figure 5 - Community Perception Survey Question 5

Q6 - If no, please describe what you think could be done to make it more accessible to you.

There were nine (9) responses to this question.

Respondents wanted to see the following things to the make the City Centre more accessible to them:

- Better traffic flow: too many traffic lights on Joondalup Drive and Grand Boulevard
- Boas Avenue has too many cars
- Extension of the CAT bus down Regents park for residents
- Pedestrian park like mall on Boas Avenue entering the Joondalup shopping centre
- Some signage to the train station
- Small stairway through shopping mall to station by the Sovereign tavern needs better lighting (comments were also made about bad smell)
- (More) free parking
- It's all park and walk to a focal point. It should be more distributed
- Traffic flow regulation.

The responses were centred around the following key themes; transport and traffic improvements, parking improvements, signage and accessibility to the train station, and the distribution of activity around the City Centre.



Figure 6 - Boas Avenue adjoining Lakeside Shopping Centre (current use)

Q7 - What do you think is missing in the Joondalup City Centre?

57 people responded to this question.

Responses were centred around the following key themes:

- Activity in the main street and in the streets (dispersed), rather than being focused in Lakeside Shopping Centre
- A desire to see local, independent businesses, shops, bars and restaurants
- Traffic calming measures
- Public artwork and art and culture spaces and opportunities
- Al fresco dining opportunities
- The need for the City Centre to have an identity
- A place for start up businesses
- Bars and a nightlife, with people commenting that the City Centre was 'dead' after hours
- Density, dwelling and more people to support activity in the City Centre
- Diversity and multicultural activities
- Filing vacant shops
- Free parking
- Softening the City Centre's harshness with tree canopy and greenery
- Activities for kids
- Connectivity of the City Centre to other areas
- More things to do for youth e.g. amusement park, arcade, rides
- Vibrancy - with commentary on how everyone drives and the shopping centre being the key destination
- How the City Centre is set up for cars with wide roads and narrow footpaths.

The full list of responses to this question was comprehensive and diverse. The responses align with the pop-up drop in sessions the City hosted that allowed people to provide ideas for activation in the City Centre, question 10 of the Community Perception Survey (what would make you come to the City Centre more), and discussions at the workshops.

The full list of unedited responses to this question can be found at Appendix A.



Q8 - Is there anything that deters you from coming to the Joondalup City Centre?

59 people responded to this question.

29 people responded yes to this question, 23 responded no, and 9 answered maybe.

There was a follow up question (Question 9) that asked respondents how they thought this might be fixed.

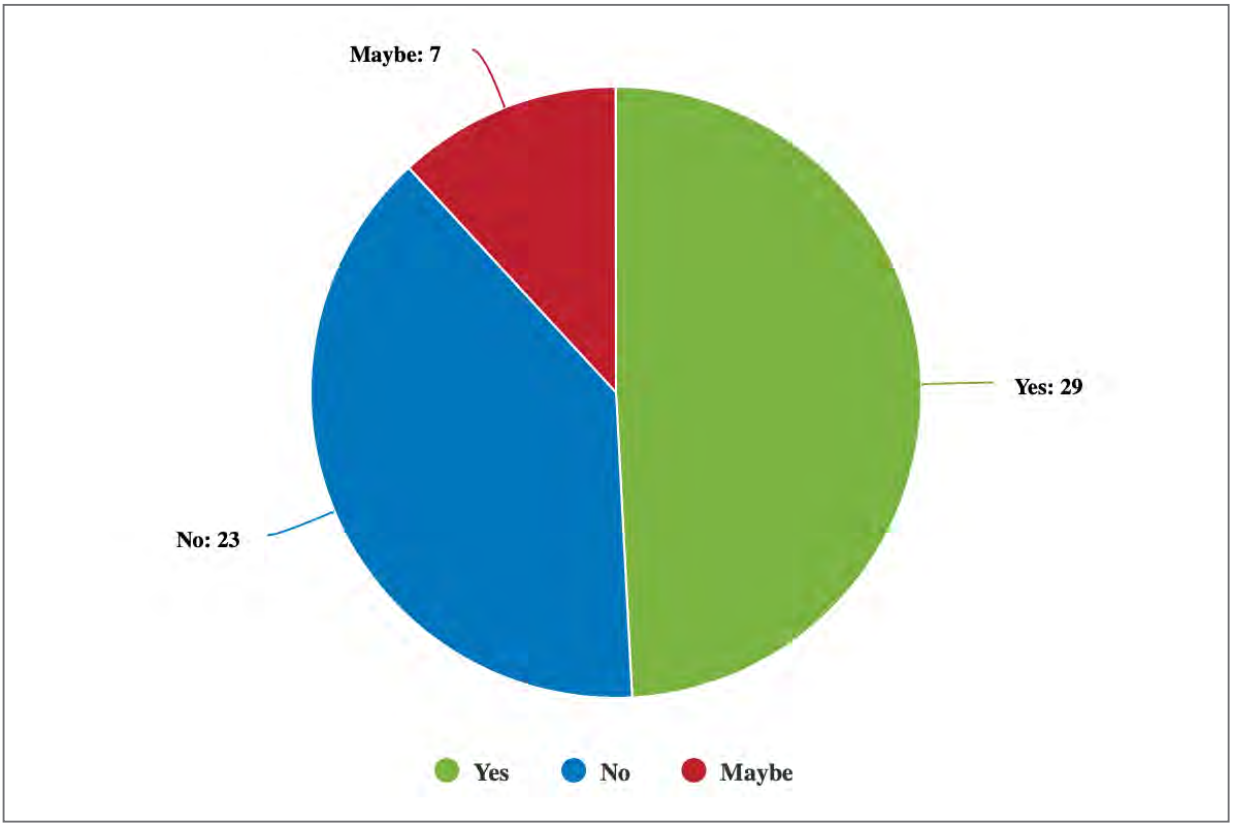


Figure 7 - Community Perception Survey Question 8

Q9 - How might this be fixed?

There were 56 answers to this question.

Responses were centred around the following key themes:

- Better traffic flow
- Bigger events calendar
- By having a livelier centre with a city centre vibe
- Increased pedestrian friendliness
- More things to do
- Safety and security at night for e.g. through lighting
- Make the city more walkable
- More free parking
- Making it easier for businesses to get approvals for alfresco dining/street furniture
- Improvements to city centre street frontages to allow for increased shade and traffic calming
- More entertainment options day and night
- More social/community/entertainment areas and less wide-spread carparks
- More culture, especially Indigneous/ Noongar art, awareness
- More shade from trees and places to sit in the shade
- A drop in centre for the homeless and groups drinking in parks
- Police patrols
- Modify streets to be more pedestrian focused than car focused

These themes speak to the questions around what is missing and what would make you come to the City Centre more, and align with the pop-up drop in sessions the City hosted and discussions at the workshops.

The full list of unedited responses to this question can be found at Appendix B.



Q10 - What would make you come to the Joondalup City Centre more often in your leisure time?

There were 56 responses to this question.

Responses to this question matched responses to Question 7.

Responses were centred around the following key themes:

- Arts and culture
- More greenery
- Cafes, bars, shops and restaurants with improved street amenity
- More local or independent retail offerings
- Festivals
- A celebration of the City Centre's ethnic diversity
- Activities like farmers markets, food and wine events, a Christmas parade, small concerts, food trucks.
- A pedestrian plaza
- Longer opening hours
- More activities for teenagers
- Free parking
- More activities for kids
- Like most people I come to the City
- More activities to do, like karaoke bar, dancing or restaurants
- More diversity of activities and offerings
- Improve pedestrian and cyclist priority
- More option for exercise and entertainment
- More people (population)
- After hours activity
- Seeing more community involvement.

The responses align with the pop-up drop in sessions the City hosted, question 7 of the Community Perception Survey (what do you think is missing in the City Centre), and discussions at the workshops.

The full list of unedited responses to this question can be found at Appendix C.

Q11 - What kind of events would you attend in the Joondalup City Centre?

There were 50 answers to this question.

Respondents wanted to see the following types of events in the City Centre:

- Agricultural,
- Craft and creative learning opportunities
- Kids events
- Art exhibitions, performances, theatre,
- Theatre
- Music - concerts, buskers, live gigs in bars, music in the park
- Local arts and culture events
- Cycling races
- Car rally style events
- Farmers/other type markets in the main streets in centre and being closed to traffic
- Events with no single use plastics
- Festivals
- Smaller more intimate community events
- Food and wine festivals
- Outdoor cinema
- Multicultural festivities
- Pride/LGBTQ+ events
- Quiz nights
- Running events
- Under age discos and concerts

The responses align with the pop-up drop in sessions the City hosted, questions 7 and 8 of the Community Perception Survey (what do you think is missing in the City Centre), and discussions at the workshops.

The full list of unedited responses to this question can be found at Appendix D.



Figure 8 - Central Park was mentioned as a space for different events by respondents

Q12 - What kind of businesses would you like to see in the Joondalup City Centre?

There were 50 responses to this question.

Responses to this question were as follows:

- A big variety similar to at Claremont Quarter (shopping centre with lots of small shops in the streets around it and it is lovely to wander around it)
- A good fish and chip or seafood based eatery
- More short term accommodation
- A jazz bar like the Ellington would be great
- Artisan; great food; maker & repairer workshops
- Artists, theatre and cultural businesses
- Bars, restaurants, entertainment
- Cafes, restaurants, retail shops, small bars, taverns, pop up bars/events etc
- Clubs, book cafe, escape rooms
- Different menus from around the world
- Entertainment and overall companies
- Family friendly brewery
- Food and drink
- Galleries, studios, fashion designers, wine bars
- Independent retailers and eateries, not the standard chains
- Innovative start ups
- Interesting shops, small bars, better restaurants, galleries.
- I think we have some good choices for eating and drinking, and great coffee strips/businesses (La Papillon, Paper Avenue, Moments, Dome, Two Bean Cafe, The Buttery etc). How about businesses that are complementary to clean and green environment? Perhaps solar, trees/plants (even indoor plants), architects, landscapers, advice about homes and how to save energy and build smarter and greener, wildlife education groups, community gardening, foodbanks...?
- Lots of diversity of dress shops, cafes, antique shops, florists, craft shops - places to go in and out of and browse
- Market-style shopping
- Meeting place for seniors, informative discussions, learning new activities
- More diverse range of businesses excluding administrative/government type
- A homeless centre
- Coffee shops (like Leederville and Freo) - places where you can buy hand made unique items which would also support small businesses
- Multicultural Food Hall
- Pop up art events
- Technology etc manufacturers and biotechnology manufacturers
- Diversity in eateries not just Asian cuisine (Tapas, European Italian, etc)
- Retail, banking
- Sci-fi book stores
- Small businesses, more diversity - second hand book sellers, chic cafes and restaurants.
- Small cool indie clothing boutiques
- Weekend Food Markets
- Youth support, mental health support, group support, art, writing

One respondent observed that there is already a range of businesses in the City Centre and that retail would be likely to go to the shopping centre before coming to somewhere like Boas Avenue.

Q13 - What kind of activation projects you would like to see in the Joondalup City Centre?

There were 49 responses to this question.

Activation projects that people wanted to see in the City Centre were:

- Activation linking local schools to the community - somewhere their work and activities can be shared
- Activities involving aged care or services/businesses
- Let the volunteer database for organisations become more interactive - have the Friends of Yellagonga have a drop in space for a while to have people in the community sign up to help keep the Lake and surrounds clean
- Co-opt Birdlife Australia to have an education session on planting bird attracting trees and what birds (and the huge species variety are here in Joondalup)
- A community garden and/or Foodbank
- Maybe the larger spaces for lease can be open for short periods for businesses to promote themselves - let the community know who they are, where they are and what they offer
- Active spaces for kids
- Add more teenager friendly attractions e.g. basketball courts or skate park
- Arts, markets, opera, ballet, outdoor concerts (performances)
- Fringe festival spaces
- A theatre
- A tidy town initiative to make the verges, parks and gardens beautiful (e.g. Araluen has tulips and tourists flock there)
- More local art features
- Lobby commercial landlords to lower their rents to give people a chance to thrive
- An up-market occupancy of properties on the Main Street
- Better use by the community of the Joondalup Council building and library
- Boas avenue as a green allee connecting Neil Hawkins park and the shopping centre with little rest areas in between
- Businesses taking on eco friendly challenges
- Centre of Aboriginal knowledge/ learning where people can go to learn more about aboriginal culture, medicine, art and lifestyle
- Community hub where people can take art, music, dance classes or book a room for meetings
- A cool playground for children to play
- Better situated cafes and restaurants (side streets with trees and amenity)
- Healthy food projects, popup art class
- Improved pedestrian experience on central city streets that adds grit and visual interest and calms traffic
- More street art/murals, parklets, planter boxes, awnings etc
- Easier allowance for alfresco dining
- Free events to bring people in
- Pop-up events like pop up bars or pop up mini golf etc in areas which are underutilised on weekends or during school holidays, such as car parks in front of the City Admin building.
- Grass roots activities that the community or the businesses put on to showcase themselves
- Activation/s that puts a spotlight on Joondalup, it's history, its character and its connection to Country.
- Kids activities
- Lots of outdoor sculptures - maybe a whole sculpture park
- Making Joondalup a tourist destination - the City Centre needs a bit more character and be a central place people

want to go to
- Markets in city walk
- Crochet bombing
- Car meetings / events
- Micro businesses, studios
- More greenery, plant trees that can grow to become big tree lined avenues like the streets on the fringes of Joondalup
- More live music
- More place making to improve the attractiveness of spaces for normal people to enjoy
- More regular community engagement for all abilities
- Proper facilities for homeless people
- Residential dwellings for enough people to justify the City tag
- A high-tech maker space
- Outdoor cafes and food venues
- Turn Boas Avenue into a pedestrian mall and offer gardens and seats as well as cafes
- Participatory arts
- Public art, short term community art projects
- Reduce car traffic and make the streets more friendly for pedestrians, reduce widths to cross roads, reduce traffic lights that take ages to give a green man, reduce traffic lanes to one lane in each direction with low speed (30 km/h), with easy ability for people to ride bicycles with wide paths to allow for cycle parking
- Theme park
- Trams
- Words, colour, music - get people involved, all ages - the festivals are great but try smaller things more often too.

These activation ideas and projects align with the questions about what would make people come to the City Centre more, solutions to deterrents to coming to the City Centre, the kinds of businesses people would like to see, and events they would like to see.

These ideas and activation projects also aligned with the ideas from the pop-up drop in spaces set up by the City.



Q14 - What one idea would you suggest to activate Joondalup City Centre and make you visit more?

Respondents were then asked what one idea they would suggest to activate the City Centre and make people visit more.

There were 52 responses to this question.

Responses were centred around:

- Arts and culture
- Community spaces for connection and activity
- Events, ranging from small scale monthly farmers markets to large festivals like the Joondalup Festival
- Making Central Walk and Boas Avenue pedestrian focused with lots of supporting activities and businesses
- The City Centre lacks activation because Lakeside Shopping Centre draws pedestrians in and off of the central streets - policy should ensure that any future development on the shopping centre site is designed to also benefit the public realm around it (activated street frontages or a contribution from the developer which benefits the public space in some way
- Get rid of the cars - make people train, bus or walk into the centre (parking offsite)
- More CAT buses to make moving around easier
- Increase the 'critical mass'
- Change the area outside of the library - build a piazza around it and make it a meeting place for people & enhance the focus on the library and promote people to get together near this existing community facility (enhance existing community facilities before building new things)
- Less street frontage to businesses that are accessed infrequently, closed to the general public, or closed on weekends (eg. medical suites)
- Make it more walkable
- Make it pretty with hanging baskets and flowers
- Free parking
- Reduce traffic lanes and speed to 30 km/hRegular farmers markets
- Shade and trees
- Improve safety.

Once again, these responses are very much aligned with the other questions around how to activate the City Centre. Walkability, pedestrianisation, street level activations, events, community based spaces, increasing population (critical mass), free parking and aesthetic improvements were priorities for respondents.

A full list of unedited responses to this question can be found at Appendix F.

The remaining questions of the Community Perception Survey (Q15 to Q18) were about the ages, genders and locations of respondents. Figures 9 and 10 depict these Breakdowns.

The key locations of respondents were Joondalup, Kallaroo, Kingsley, Illuka, Edgewater and Wanneroo.

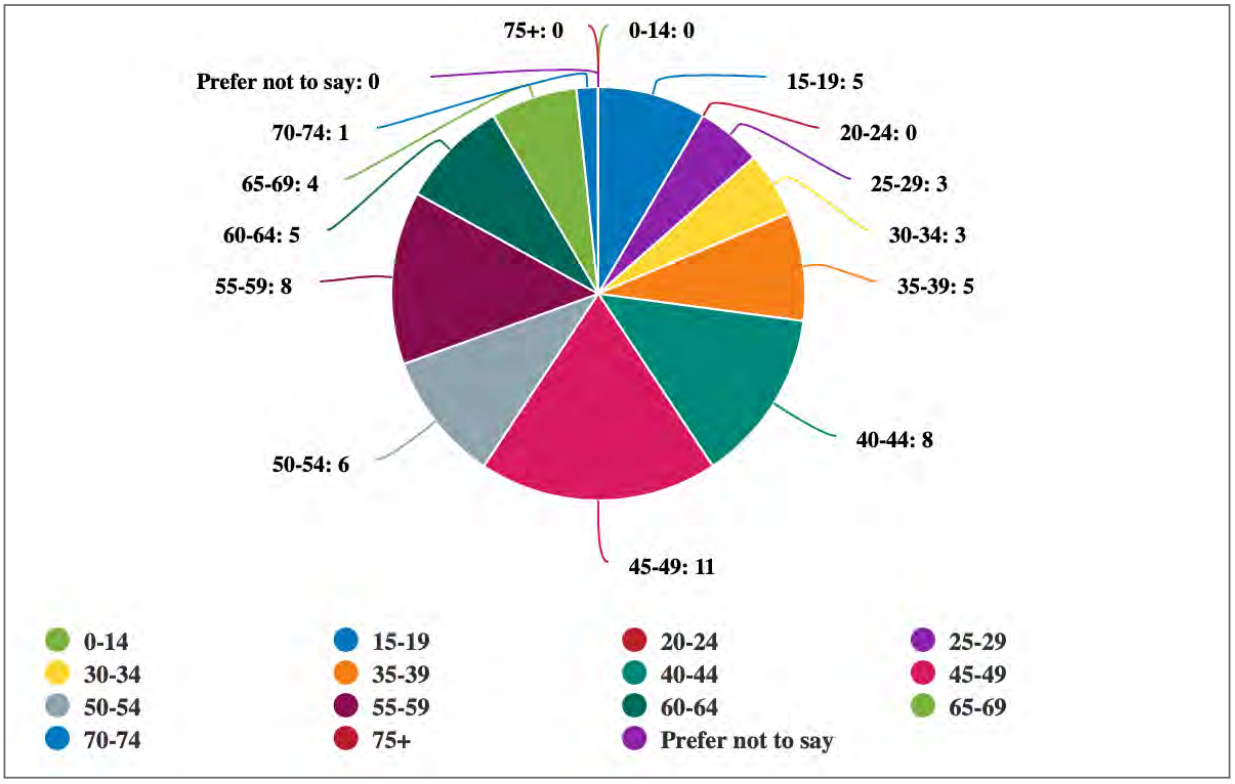


Figure 9 - Age ranges of respondents

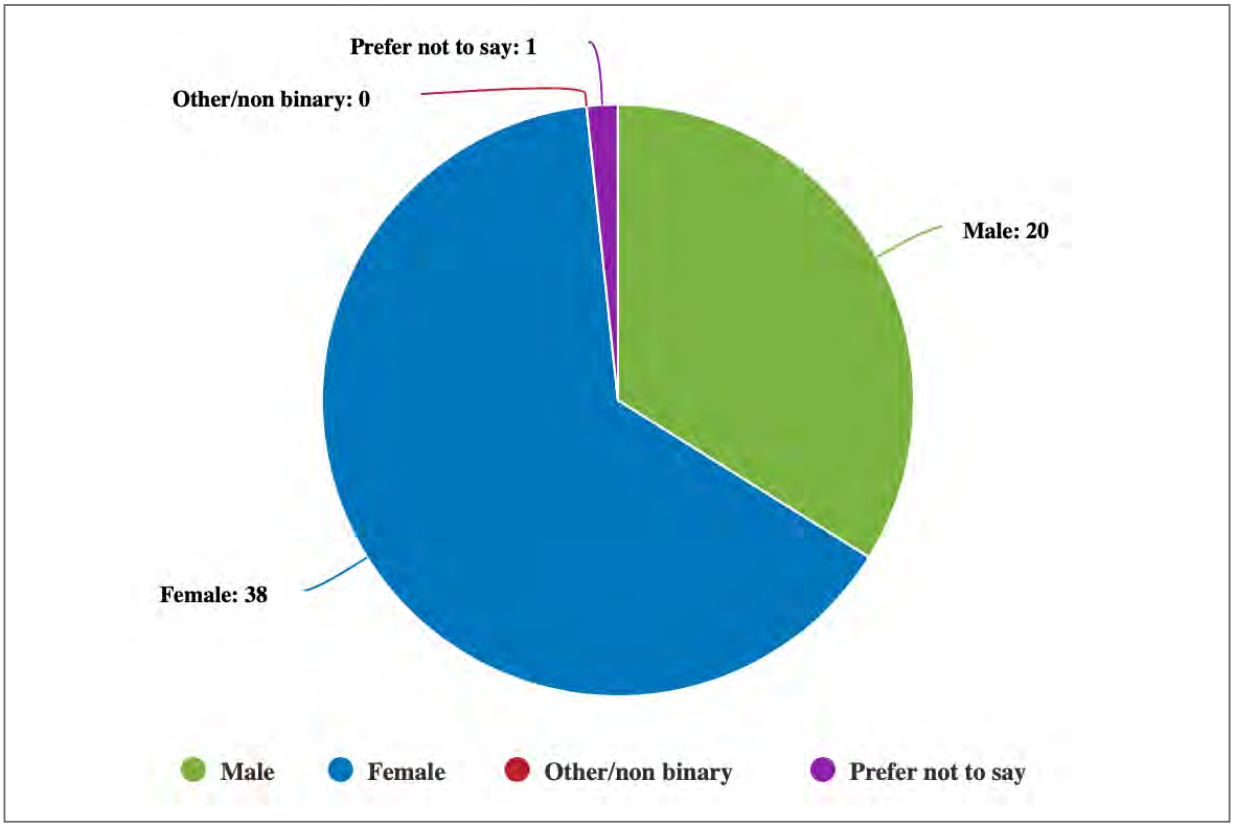


Figure 10 - Genders of respondents

2.3 JOONDALUP BUSINESS PERCEPTION SURVEY

The Joondalup Business Perception Survey asked local business traders in the City Centre what type of business they are, average visitation times and busiest days and times of day. It also asked them what type of businesses they thought the City Centre needed, how they might entice people into the City Centre, and what was good and what could be improved about the City Centre.

These considerations were contained within 19 questions.

Only two businesses responded to this survey. The following selection summarises those responses.

Q1 - What type of business are you?

Both respondents have entertainment (pubs, restaurants, movies) based businesses .

Other type options were retail, education, recreation, office based, health and other.

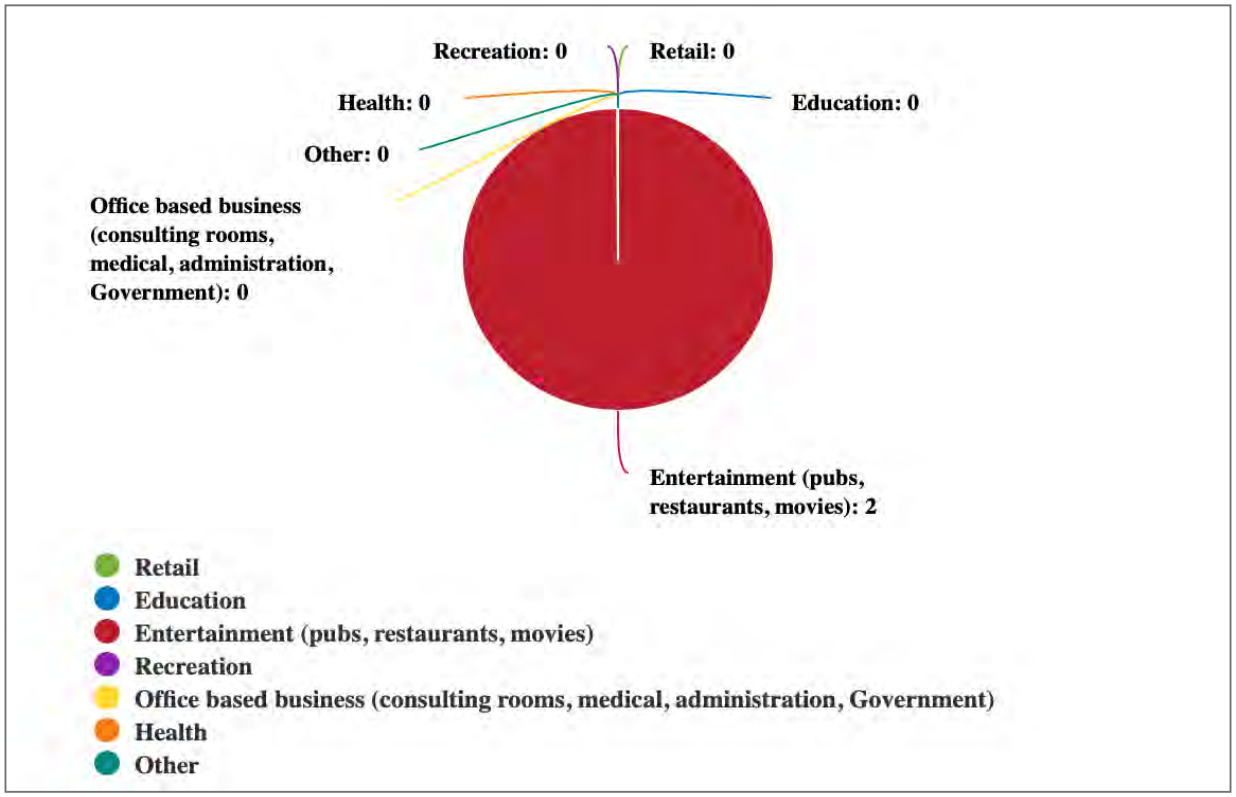


Figure 11 - Types of businesses (Question 1 of the Business Perception Survey)

Q2 - How would you describe your business?

Neither of the respondents answered this question.

Q3 - Based on the people coming in and out of your premises, how long would you estimate your average visitation time is?

Both respondents selected one hour or so or two hours or so for average visitation times of their customers.

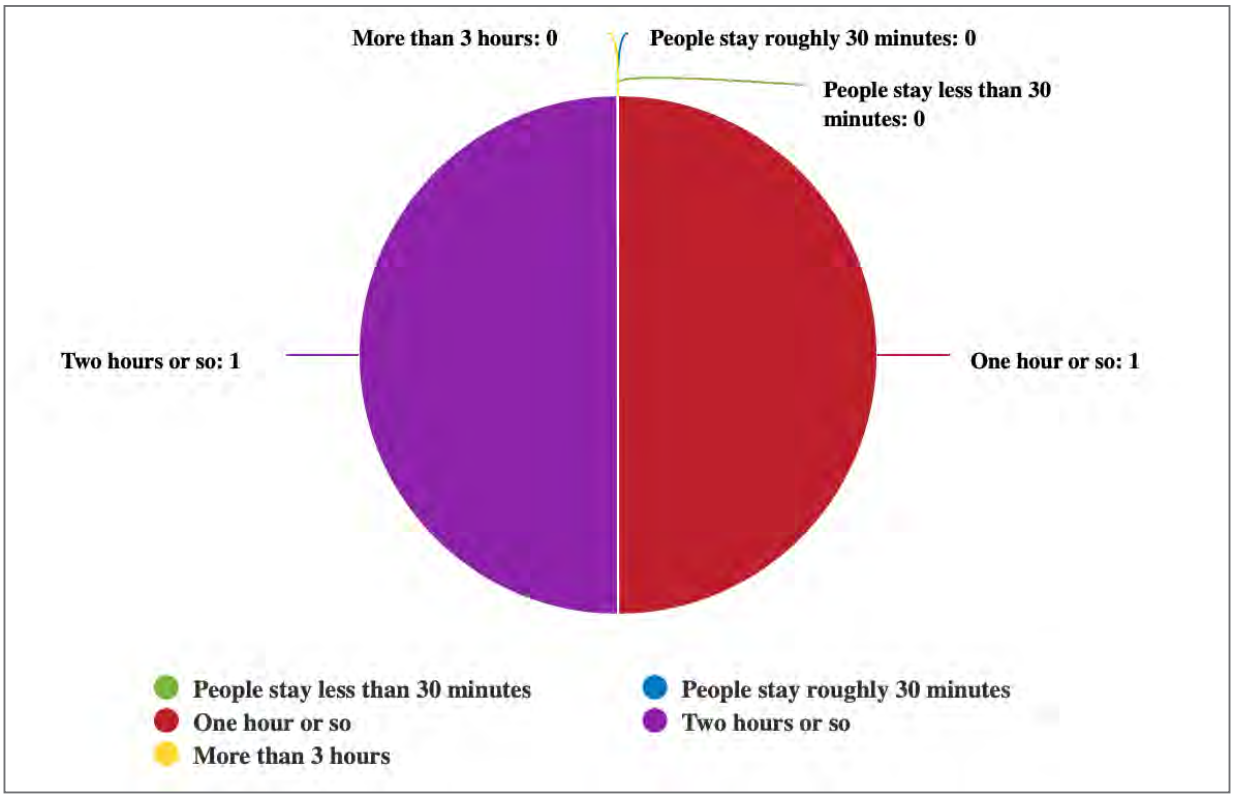


Figure 12 - Average visitation times (Question 2 of the Business Perception Survey)

Q4- What is your busiest day of the week?

Both respondents said Saturday was the busiest trading day of the week for them.

Q5 - What is your best time of day? Rank the times of day in order from best (top) to worst (bottom) in terms of customers/business activity.

In order of best to worst times of day, late afternoon/after work (4-6pm), evening (after 6pm) and lunch time/the lunch period were the best times of the day for business.

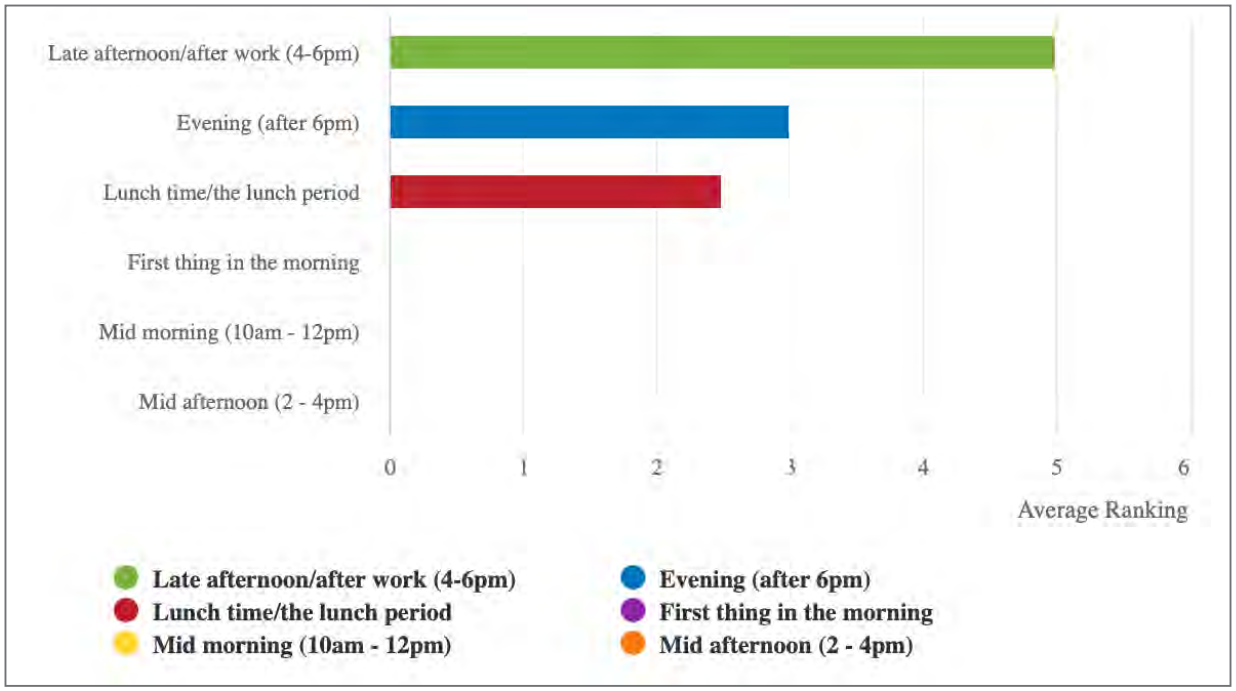


Figure 13 - Best time of day (Question 5 of the Business Perception Survey)

Q6 - If you were to suggest one other business type that Joondalup really needs, what would you say is missing in Joondalup?

Respondents suggested the following business types as ones they thought Joondalup really need (was missing):

- Community Art gallery showcasing local artists and exhibitions from famous artists. It would give local artists somewhere to sell their work
- Children's (family) activity centre in Joondalup CBD - You need to give the families who live in suburbs surrounding Joondalup CBD a reason to go to Joondalup CBD
- Small cafe, restaurants out with the shopping centre

Q7 - As a business owner, how might you entice people into the Joondalup City Centre?

Respondents said they might entice people into the City Centre through/by:

- Having two (2) new Central Walk Signs on median strips at intersections of Central Walk and Boas Avenue and Reid Promenade (Standard 2 pole Council sign seen in Joondalup and other parts of Perth with Central Walk and restaurants, Centrelink, Licencing etc. below)
- Cyclists could use the signs when waiting to cross road
- One of reasons why restaurants on Central Walk have closed was because people who made reservations did not show up because they could not find Central Walk while driving
- Council should reduce red tape and fees to encourage more alfresco dining along Central Walk
- LED lights should be strung up between tops of buildings and through trees in Central Walk to create atmosphere at night
- Reduce number of abandoned shopping trollies littering streets by erecting signs at exits of Lakeside shopping centre, increasing frequency of shopping trolly collections and impounding abandoned shopping trollies
- Integrate Lakeside shopping centre and Train/Bus station with Joondalup CBD
- Create new well lit, safe, 24 hour, easy to find access to Train/Bus station and Lakeside shopping centre from Grand Boulevard (preferably close to corner of Grand Boulevard and Boas Avenue) or implement easy option of using existing pedestrian entrance to Lakeside shopping centre on Grand Boulevard and build new short pedestrian and cycle ramp into train/bus station)
- Most shoppers in Lakeside shopping centre are not venturing out to shopping centre and crossing Grand Boulevard to Joondalup City centre. Commuters often have to walk along dark and unsafe Collier Pass and Grand Boulevard to access train/bus station late at night and very early in morning
- Many visitors to Joondalup CBD and hospital have problems finding Train/Bus station
- Regenerate the city centre, it has no identity and is a ghost town

Key suggestions were around better pedestrian awareness, accessibility and connection through signage, improved linkages, improved amenity by collecting trolleys, encouraging more alfresco dining along Central Walk and safety with more lighting and signage.

Q8 - What best describes your customers age?

Both respondents said that their customers were in the 40-49 age bracket.

This selection should be disclaimered as it only represents two of the local businesses in the City Centre.

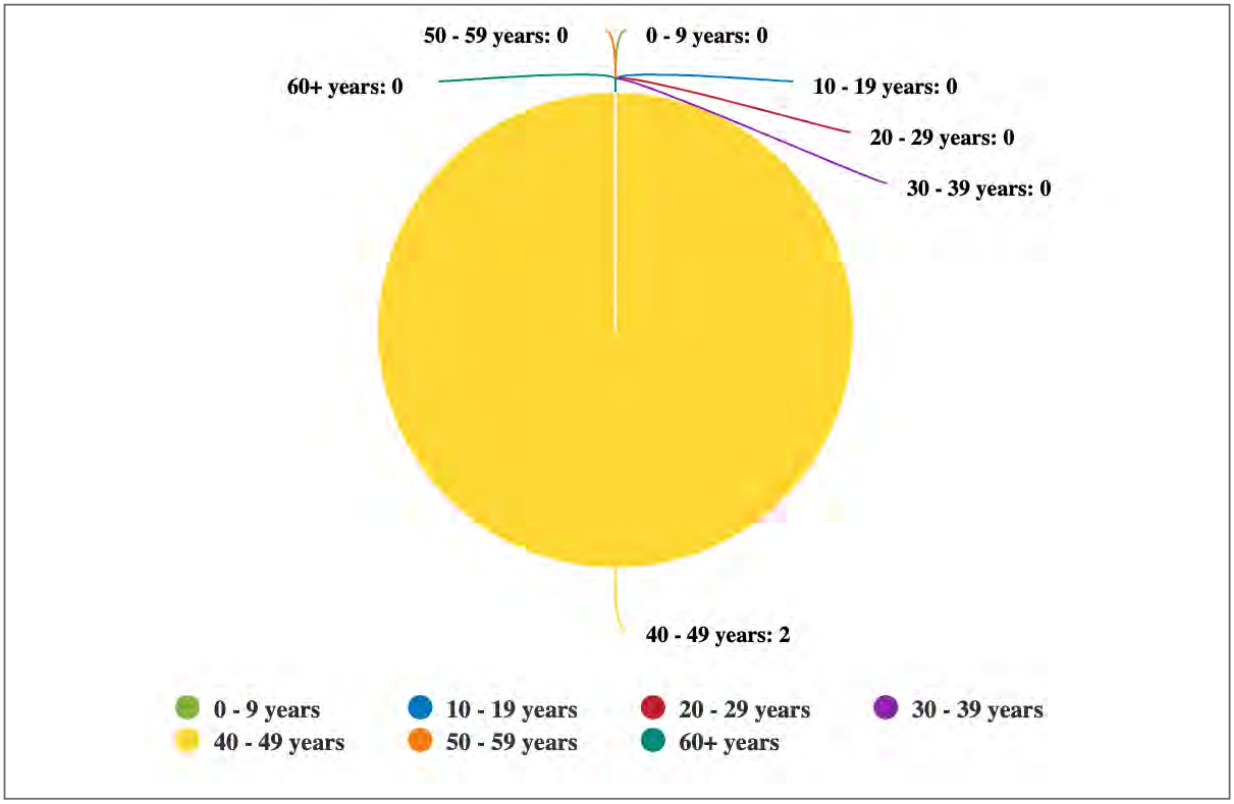


Figure 14 - Best time of day (Question 5 of the Business Perception Survey)

Q9 - What best describes your customers gender?

Both respondents said they had an equal distribution of genders in Customers.

Q10 - What approximate percentage of your customers are day workers?

Respondents were asked to approximate the percentage of their customers who are day workers in the City Centre. One respondent said 50% of customers, the other said 25%.

Q11 - What approximate percentage of your customers are unique visitors?

Both respondents said that less than 25% of their customers were unique visitors. Other percentage options are in Figure 15 below.

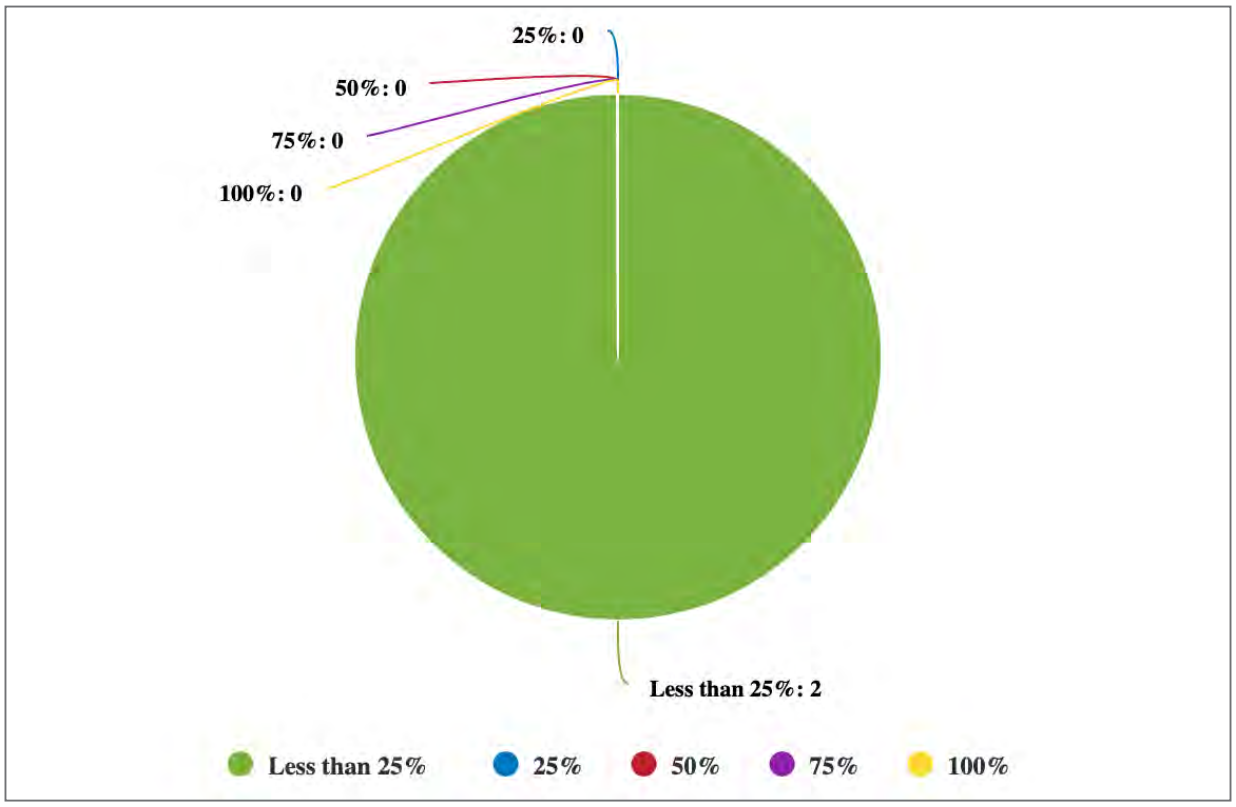


Figure 15 - Unique customer visitors (Question 11 of the Business Perception Survey)

Q12 - What is already good about doing business in the Joondalup City Centre (what is keeping you here)? Choose up to 5.

Respondents were asked to select up to five (5) things that were good about doing business in the City Centre.

Only one person responded to this question and only selected improved lighting from the options below (Figure 15 refers).

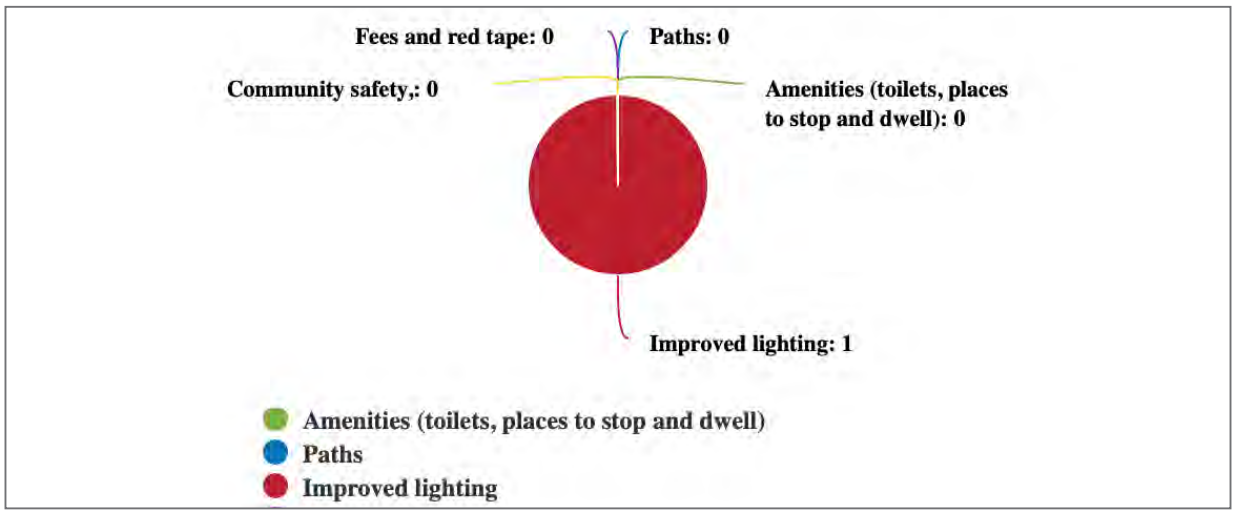


Figure 16 - What is good about doing business in the City Centre (Question 12 of the Business Perception Survey)

Q13 - What of the following elements could be improved to make doing business in Joondalup City Centre better (and keep you here)? Choose up to 5.

Respondents were asked to select up to five (5) elements they thought could be improved to make doing business in the City Centre better and keep them there.

Respondents selected improved lighting, support from the City of Joondalup, fees and red tape (2 votes each) and public transport, parking, paths and community safety (1 vote each).

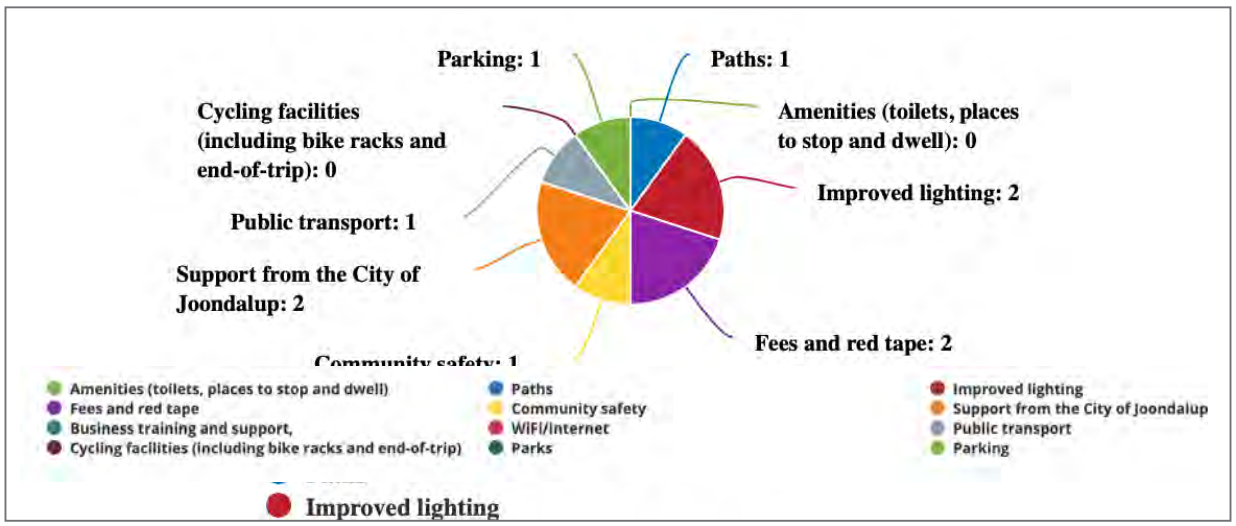


Figure 17 - What could be improved to make doing business in the City Centre better (Question 13 of the Business Perception Survey)

Q14 - If the City was planning events to increase visitor numbers, would you extend business hours to service foot traffic?

Both respondents answered yes to extending business hours to service foot traffic if the City was planning events to increase visitor numbers.

Q15 - What one big idea would you suggest to activate the Joondalup City Centre?

As with the Community Perception Survey, respondents were asked for one big idea they would suggest to activate the City Centre.

Suggestions/ideas from respondents were:

- 2 new Central Walk Signs on median strips at intersections of Central Walk and Boas Avenue and Reid Promenade (Standard 2 pole Council sign seen in Joondalup and other parts of Perth with CENTRAL WALK and Restaurants, Centrelink, Licencing etc. below) - One of reasons why restaurants on Central Walk have closed was because people who made reservations did not show up because they could not find Central Walk while driving
- Cyclists could use the signs when waiting to cross road
- Council should reduce red tape and fees to encourage more alfresco dining along Central Walk
- LED lights should be strung up between tops of buildings and through trees in Central Walk to create atmosphere at night
- Reduce number of abandoned shopping trollies littering streets by erecting signs at exits of Lakeside shopping centre, increasing frequency of shopping trolly collections and impounding abandoned shopping trollies
- Engage a city centre team (Non Govt employees) and listen.

The majority of these ideas reflect responses to Question 7 of the Business Perception Survey, for improved awareness of businesses, key features and locations through signage, improved linkages, improved amenity by collecting trolleys, and encouraging more alfresco dining along Central Walk.

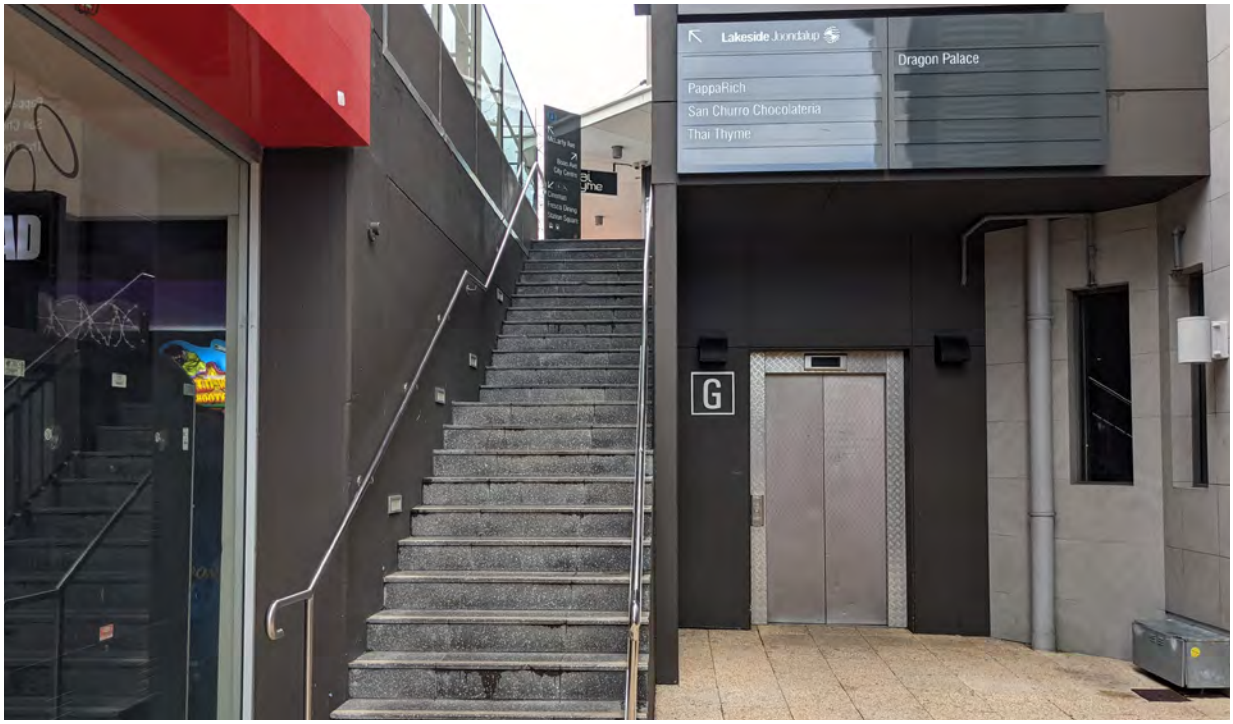


Figure 18 - Access to the City Centre from Lakeside Shopping Centre

Q16 - Do you have any other suggestions for the City to make the Joondalup City Centre a better place to do business?

Respondents were asked if they had any other suggestions for the City of Joondalup to make the City Centre a better place to do business.

These were the verbatim responses from the two respondents:

- Integrate Lakeside shopping centre and Train/Bus station with Joondalup CBD
- Create new well lit, safe, 24 hour, easy to find access to Train/Bus station and Lakeside shopping centre from Grand Boulevard (preferably close to corner of Grand Boulevard and Boas Avenue) or implement easy option of using existing pedestrian entrance to Lakeside shopping centre on Grand Boulevard and build new short pedestrian and cycle ramp into train/bus station
- Most shoppers in Lakeside shopping centre are not venturing out to shopping centre and crossing Grand Boulevard to Joondalup City centre
- Commuters often have to walk along dark and unsafe Collier Pass and Grand Boulevard to access train/bus station late at night and very early in morning
- Many visitors to Joondalup CBD and hospital have problems finding Train/Bus station.
- Invest in the presentation of the city, it has no identity.

Q17 - Would you be interested in getting involved in community projects and events to activate the City Centre? If so, please provide your email address.

One of the two respondents was keen to be involved and provided the project team with his email address. Their details have been provided to the City, to be able to contact the business owner in the future.

2.4 MAP AND COMMENTS

Respondents had the choice to place a 'pin' on a map provided on the project page and make a comment regarding that location.

Figure 19 illustrates the breakdown of web portal mapping tool comments received. The pins related to the following three category options:

- Your ideas
- Something I love
- Suggested improvements

116 comments were 'pinned' to the map. Of these, 54% were ideas, 35.6% were suggested improvements and 10.3% were something people loved in the City Centre.

Figure 20 illustrates the web portal mapping tool comments received. It shows where feedback was provided across the three themes represented by the pin options.

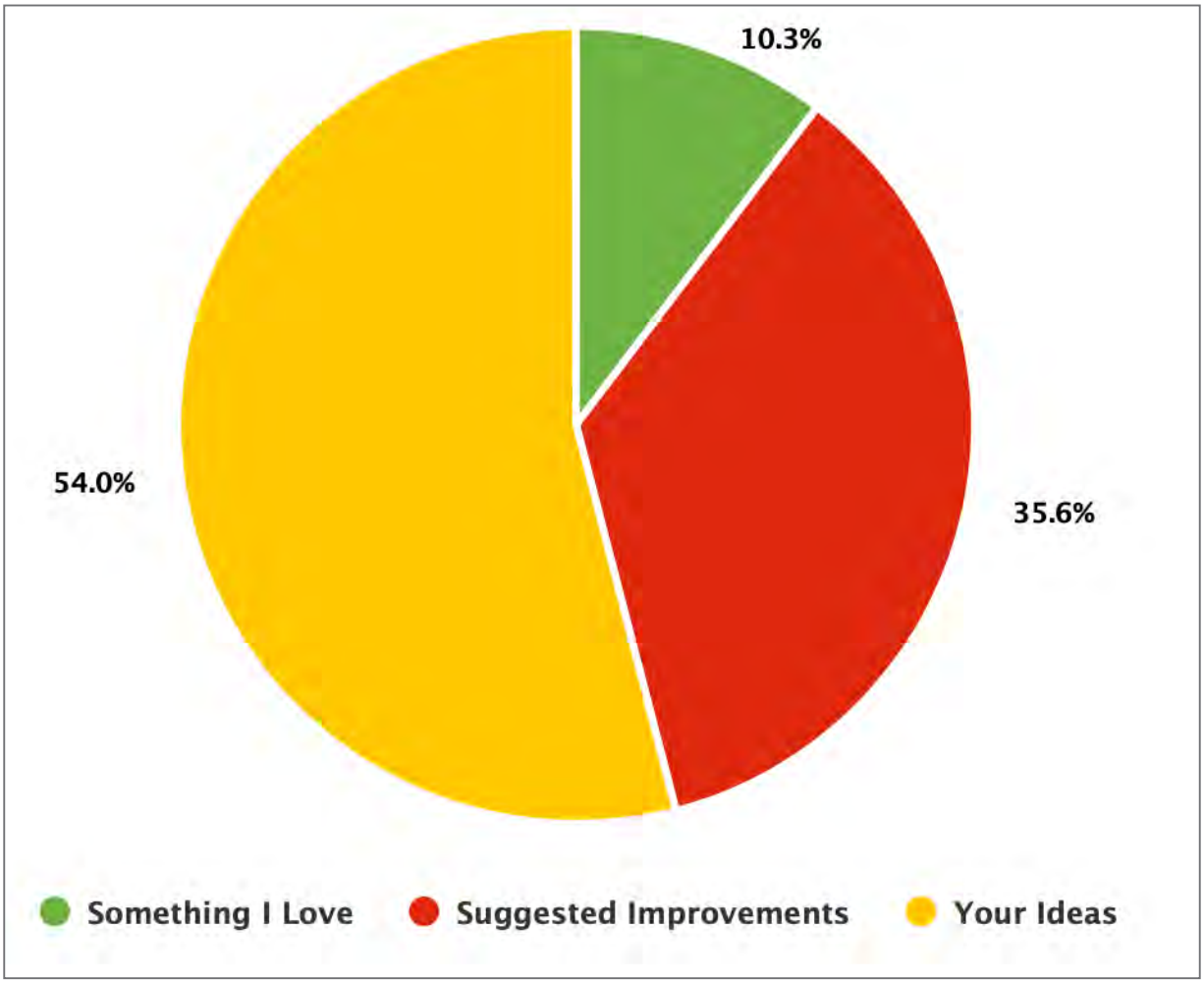


Figure 19 - Breakdown of comment 'pins' on the interactive online mapping tool

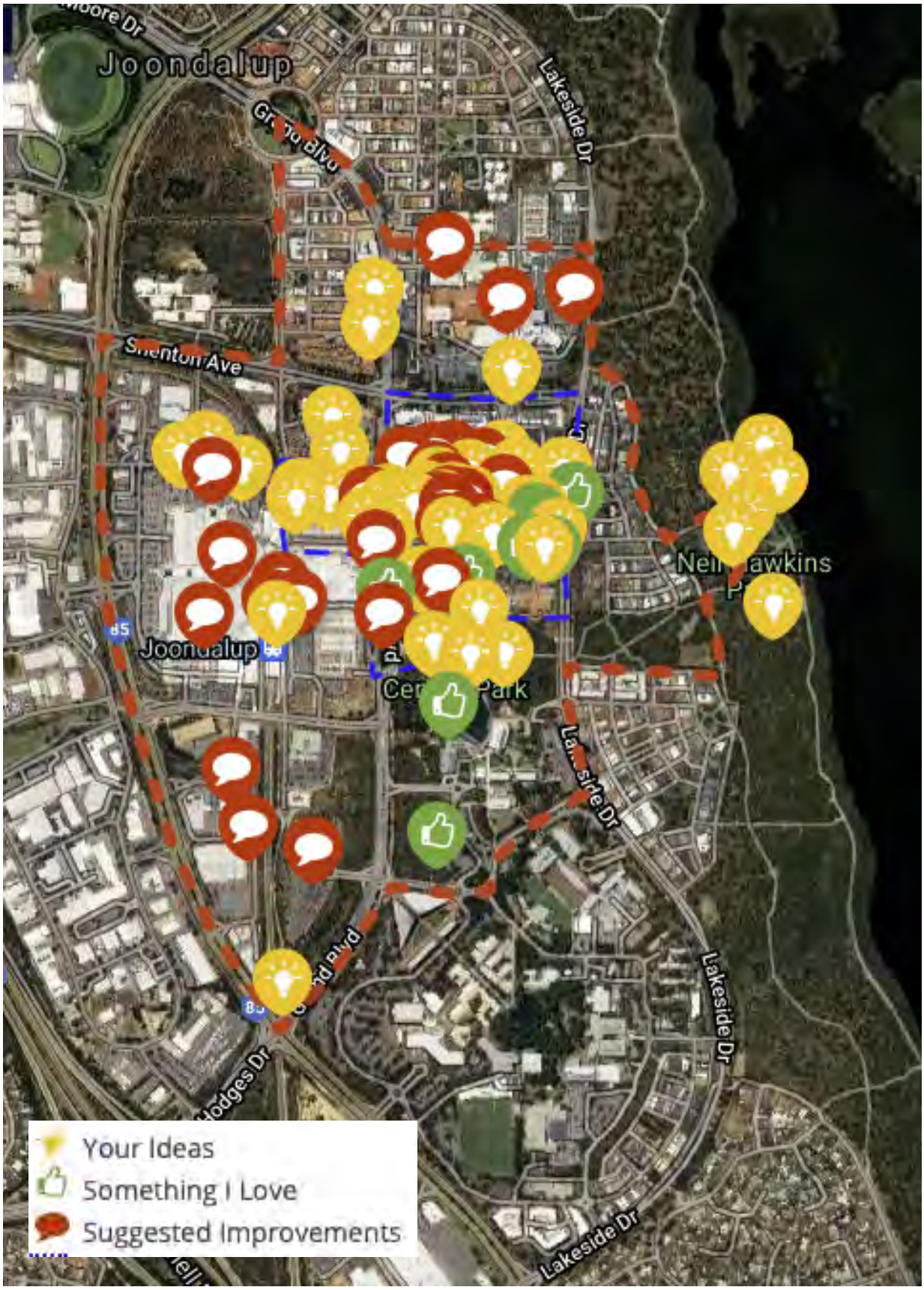


Figure 20 - Interactive online mapping tool - comments pinned

The most popular comments are listed below (unedited). They are rated most popular on the basis of upvoting by other stakeholders.

- Allow a cafe like Zamia cafe in Kings Park to be built here (Neil Hawkins Park). Modern and not intrusive, overlooking the park, playground and lake. Do not put the car bays on the lake side of the cafe but let the terrace blend in with the park (18 upvotes)
- Invest in a destination nature playspace similar to the Bibra Lake Regional Playground (Neil Hawkins Park). Hit up the State Government for promised election funds and save money by reusing tried and tested designs and contractors. Tweak it to add a local flare and voila - people will travel far and wide to visit the latest Instaworthy family attraction right here in Joondalup. What better way to enhance the already amazing Yellagonga Regional Park plus it will get rid of the old outdated play equipment that exits. (16 upvotes)
- Cafe and restaurant strip along Boas Ave. Pedestrian only between Grand Blvd and Lakeside Drive. Encorage buskers. (11 upvotes)
- More activation in Central Park. Why is there no cafe there. It's a shame that the Saturday markets got cancelled as they were great. (11 upvotes)
- The Library is in a great location and offers a range of support and information programs for all ages. Lovely to see the variety of people and ages that access it. (10 upvotes)

The most referenced words and themes from the 116 comments are captured in the word cloud at Figure 20 below.

The full unedited list of comments on the interactive mapping tool can be found at Appendix G.



Figure 21 - Most referenced words and themes in the comments on the interactive mapping tool

2.5 SOCIAL MEDIA

In addition to the online platform, the City also asked for feedback on its Facebook page.

Nine (9) comments were received, centred around:

- The need to build a centre that draws visitors and residents alike and supports jobs and business opportunities
- Questions about whether the City Council would take these suggestions on board
- The primacy of the shopping centre and the fact it is a one stop shop for people
- The need for more explanation about "activate the Joondalup City Centre" statement
- Sinking the carpark opposite the City of Joondalup offices and creating a piazza with shops, cafes and restaurants, a farmers market
- Arts/entertainment centre
- Building more shopping centres and pubs does nothing to activate the city centre
- Decent paid parking provision
- Nice pretty parks with beautiful trees, cafes and a playground around it (one commentator said they had recently returned from Adelaide and had observed the beautiful parks, monuments, botanical garden

3.0 POP-UPS

During April and May 2021, the City hosted the following six pop-up drop in sessions in the City Centre:

Date	Location	No. of people engaged
Friday 23 April 2021	Joondalup Library + Central Walk (near Reid Promenade)	55
Friday 7 May 2021	Joondalup Business Forum	9
Thursday 13 May 2021	Davidson Terrace, near the cafes	11
Friday 14 May 2021	Grand Boulevard, near the Arthouse apartments	20
Saturday 15 May 2021	Boas Avenue, outside Lakeside Shopping Centre	25
Tuesday 18 May 2021	Central Walk, near Boas Avenue	16

In total 136 people were engaged through the pop-ups.

The project team prepared posters and materials for these pop-ups, which comprised:

- Summarised feedback and themes from the online engagement
- Project maps with assets, key landmark locations and infrastructure locations
- Posters
- Templates for the community to comment on or support previously posted comments.

The pop-ups were used to refine the online feedback received and to provide the community with another opportunity and medium to establish more ideas for activation of the City Centre area.

People who dropped by the pop up events could review the project area maps, see feedback that had been provided online and provide feedback.

They could answer the following questions:

- What would you like to see in the City Centre?
- Why do you come to the City Centre?
- How do you get here?

and

- Do you have more ideas?

The summarised response themese to the questions were:

What would you like to see in the City Centre?

(~328 responses)

- "On the street" - more life on the streets, including restaurants, music, buskers, more park benches
- Food and drink - more food outlets, nice restaurants, more dining and variety in Central Walk, a beer garden
- Night life
- Vibrancy - more vibrant types of businesses, a cappucino strip, more interesting activities east of Grand

Boulevard
- Parking - comments about free parking and removing parking
- Pedestrianise the streets
- Accessibility and connectivity - footpaths, connectivity, link the different functions of the City Centre, less traffic obstacles
- Security, including lighting
- Arts and culture - art gallery, art venues
- Services - supermarket, water fountains
- Aboriginal heritage and culture
- Upgrades and improvements- upgrade Neil Hawkins Park, more trees, more books at library
- Activities for young adults and teens
- More activities for children
- Employment opportunities
- Resources/facilities for homeless people
- Environmental - rain gardens, water sensitive urban design
- Technology hub
- Wellness - exercise equipment

Why do you come to the City Centre?

(~152 responses)

- Education and associated services
- Centre Link
- Niche provisions such as the Asian supermarket
- Library
- Courthouse
- Medical services
- Banking
- Cafes (socialising)
- Convenience (train station at shopping centre and availability and accessibility to a diversity of offerings)
- Shopping
- Recreation at Neil Hawkins Park, the lake, Yellagonga
- Joondalup Arena
- School route
- Government and business services
- Food and beverage
- For work
- Security

How do you get here?

(~80 responses)

- Car (59)
- Train (7)
- Bus (6)
- Public transport (1)
- Walk (5)
- Cycle (1)

Do you have any more ideas?

(~78 responses)

- The City engaging with the community
- Reducing roads speeds
- Reducing car use
- Signage around the City Centre
- Safety and security, including lighting and CCTV
- Connectivity of the shopping centre, university, TAFE, hospital and City Centre
- Accessibility, including universal access and pedestrianisation
- More local businesses
- Arts and culture, including a Cultural Centre and Performing Arts Centre
- A community centre
- Aboriginal heritage and culture recognition
- Events
- Music
- Nightlife
- Activities for children
- Library - indoor and outdoor reading spaces
- Other - dog waste bins

The content for the pop-ups and unedited responses to the questions is at Appendix H.


McLarty Ave
Boas Ave
City Centre
G
Cinemas
Fresco Dining
Station Square
Lakeside Joondalup
Thai Thyme
CHOCOLATERIA SAN CHURRO



4.0 WORKSHOPS

Workshop 1 took place between 11.00 am and 2.30 pm on Saturday 29 May 2021, Workshop 2 was held on Saturday 12 June 2021 between 11.00 am and 2.30 pm and Workshop 3 was on Saturday 7 August between 10 am and noon.

All workshops were held at the City of Joondalup Library in the City Centre.

Workshop 1 was attended by 21 people, inclusive of the project team. Workshop 2 was attended by 25 people, inclusive of the project team and two elected members and Workshop 3 was attended by 12 people including project team members and an elected member.

WORKSHOP STAKEHOLDERS

Workshop stakeholder attendees included representatives from:

- The Joondalup library
- Edith Cowan University (Joondalup campus)
- Residents
- Local business owners
- The emerging Joondalup City Centre Town Team
- Students
- Elected members (City of Joondalup Councillors)

The workshop was also attended by members of the project team, including:

- Shape Urban (facilitator)
- City of Joondalup (client)

A number of stakeholders were unable to attend workshop 1, but were keen to be involved. A video meeting was organised for these members, recorded and provided to the additional stakeholders.

4.1 WORKSHOP 1

4.1.1 WORKSHOP FORMAT

The workshop opened with an introduction to the project by the City's project officer Colleen Thompson, with facilitation then undertaken by Shape Urban.

The team provided background to the project and described an MCA process that would be used across the two workshops.

The workshop comprised four activities:

1. **Key benefits** - deriving benefits of the ideas - participants were asked to list each benefit on a post-it note. The project team then grouped these into benefit 'themes' at the end of the activity.
2. **Criteria statements** - participants converted key benefit themes into criteria statements.
3. **Developing criteria** - participants were asked to restructure the themes and statements to come up with a one to three word 'criteria' name. Participants then ranked these criteria, from most favourite to least favourite.
4. **Vision setting -** participants drafted up a vision statement for the Joondalup City Centre. At the end of the workshop, participants were asked to vote for their favourite vision statement.

Workshop attendees were seated at tables in order to undertake group work and discussion.

4.1.2 WORKSHOP OUTCOMES

The following sections summarise the outcomes of Workshop 1.

An unedited collection of the comments made on the day of the workshop can be found at Appendix J.

Key Benefit Themes

A total of three worksheets with 12 ideas each were distributed between tables (the templates are at Attachment I). These worksheets comprise the distinct ideas received in the preliminary phase of engagement.

Workshop participants were asked to go through the worksheet at their table and list benefits of each idea. Participants were reminded that they could list multiple benefits for each idea.

The benefits listed by participants were grouped into the following themes:

- Safety
- Access
- Connection
- Economy
- Vibrancy
- Health and the Environment
- Arts and Culture

The safety and access themes were combined due to their relationship of benefits.

Other benefits post-it noted were:

- For there to be a broader remit for places to do things
- Identity creation
- Relevancy

These other benefits were deemed to be more 'can do'/actioning remits for the Place Activation Plan and are noted for consideration in the Place Activation Plan.

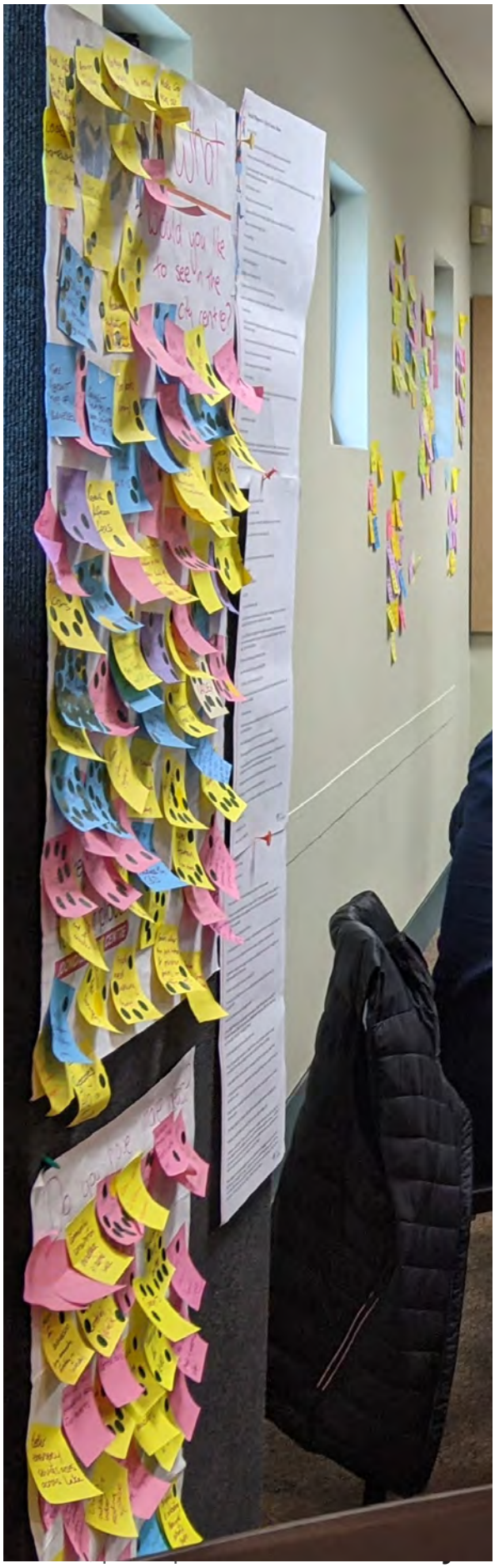
The full range of benefits listed by participants can be viewed at Appendix K.

During the lunch break after this activity, participants were asked to consider if benefits were in the right 'grouping' and if the themes were right, and to move/edit things as they saw fit.

Summary

This activity allowed participants to consider the potential benefits ('things') people were looking for / to see in the City Centre.

The benefit groupings started the process of considering what the core things are that people want in the City Centre, to ensure that the ideas selected as priorities for implementation as a result of this process meet those requirements.



Criteria Statements

Workshop participants were asked to convert the grouped themes and benefit notes for each theme into a suitable criteria statement.

They were given an example of what this might look like, for e.g. a 'cultural capital' criteria might have a statement like "the project or activity or program enables sharing of art and culture. May include places for displaying art or facilities which would support performances."

Based on the key benefit themes derived in the first activity (Section 2.2.1 refers), participants came up with and agreed on the following criteria statements:

Safety and Access

"Establish a perception of safety through informing the community of safety measures currently in place; and identifying problem areas & solutions. Increasing activity and connectivity of spaces will establish passive surveillance and visibility."

Connection

"People connectivity is about creating sensible, intuitive links between the community and social environment including health and well being.

To enable a sense of belonging, responsibility, pride and ownership."

Diversity

"Is about providing a space that is inclusive, everyone can come from young to old and from different cultures and with different needs.

Attractors generating a sense of pride and ownership and with a diverse community appeal"

Health and Environment

"Is about providing a positive environment in terms of (for example) clean air, green space, reduction of traffic and ability to connect, conduct business and exercise conveniently and safely.

It is about being able to enjoy the outdoors and nature on a daily basis."

Arts and Culture

"The project or activity or program enables sharing of 'the arts' that appreciates the heritage, culture and its future identity."

Economy

"Acknowledge that critical mass needs to be established, by widening diversity and affordability of offerings for and by residents, visitors and businesses."

Vibrancy

"The project/activity provides/encourages:

- *an authentic, bottom-up brand for the place,*
- *people to come out, linger longer and explore further; and*
- *diversity of experiences in the space.*

These things create vibrancy."

Economy + Vibrancy

Given the similarities of the Economy and Vibrancy statements, the two vision statements were combined to form the following criteria statement:

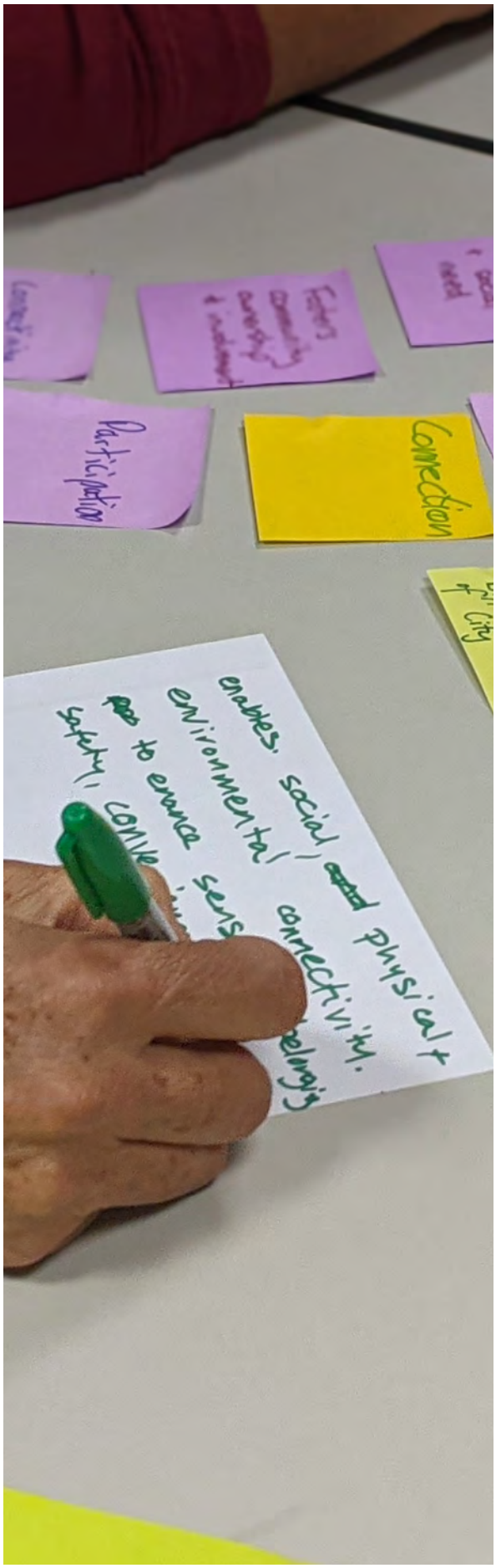
"Establish a critical mass by providing a diversity and affordability of offerings for and by residents, visitors and businesses. This will provide an authentic, bottom-up brand for the place for people to come out, linger longer and explore further. This will create vibrancy."

Summary

This exercise frames the ideas received and what people would like to see in the City Centre (the benefits that these ideas would bring). It represents it in a form that allows for the development of criteria for the MCA which formed part of Workshop 2.

The criteria statements represented in this section speak to the following key themes:.

- People connectivity
- Critical mass
- Belonging and ownership
- Authentic brand
- Vibrancy
- Diversity of experiences
- Convenience and safety
- Sharing of the arts
- Diversity and affordability of offerings.



Developing Criteria

The third workshop activity was a chance for participants to restructure the original group themes. Participants were asked to find a one to three word 'criteria' name based on:

1. The criteria statement they had developed; and
2. Considering how they might value a 'good' response versus a 'bad' response.

Participants discussed their criteria statements and reviewed the notes for each theme, and came up with the following criteria 'names':

- Create Vibrancy
- People Connectivity
- Safe, Secure Environment
- Diverse Community Appeal
- Healthy Environment
- Heritage, Culture and Identity.

At the end of this activity, participants were asked to individually rank these criteria from most important to least important. They used Poll Everywhere, an online polling system, to do this.

Figure 22 refers the results of this voting exercise.

Summary

This activity summarises the outcomes of Workshop 1; to develop criteria for use in the MCA (to be undertaken in Workshop 2). The criteria developed by workshop participants are based on ideas received, the benefits these would bring to the City Centre and, most importantly, are by the people who live and do business in the City Centre, or who use and visit it.

The voting exercise at the end of this activity provided the weighting of each of the criteria developed by participants.

At the start of Workshop 2, participants were asked to rank these criteria again to confirm weighting results, before being used to assess ideas.

It should also be noted that in addition to the criteria developed by workshop participants, an additional criteria - 'how easy it is to deliver' - was added to the criteria list.

The ease of delivery of a particular idea (the 'how') provides an assessment of who might need to be involved in delivering the idea, project or program.

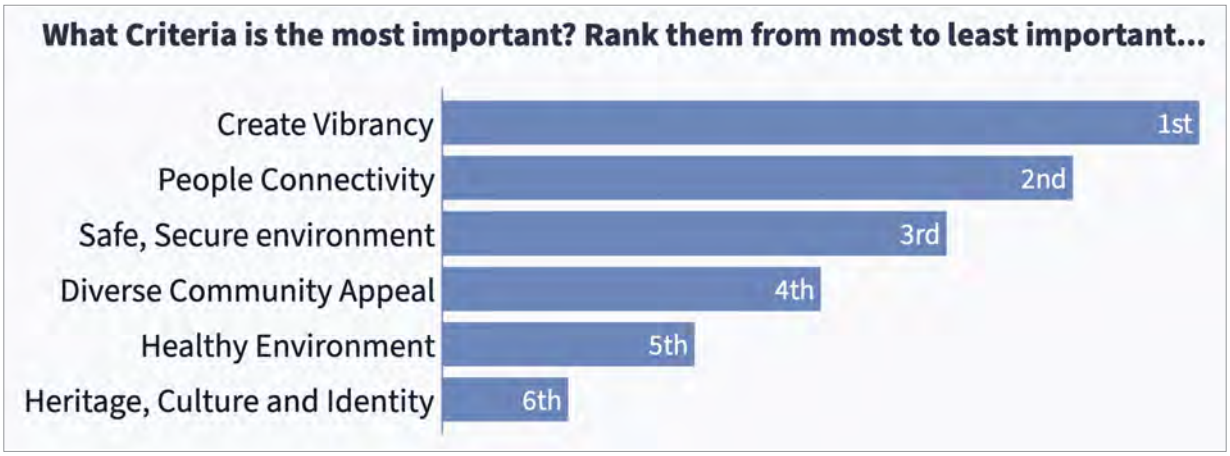


Figure 22 - Voting Results for Criteria Developed by Workshop 1 participants

Vision Setting

The final activity at Workshop 1 asked participants to develop a vision statement for the City Centre. Participants were asked to draft up a vision statement that:

- was memorable; and
- captured the essence of the things that are important to participants and others.

Participants were given an example of how to start the vision statement, i.e. "by 2031 the City Centre will be..."

Vision Statements for the groups in the room were:

1. "By 2031, the City Centre will be a diverse community that connects people and place to create a vibrant identity and culture."
2. "Joondalup's unique cultural heritage and identity will be the place people choose to live, visit and play. People will be attracted by a safe, diverse, vibrant, connected experience in a healthy environment."
3. **"By 2031 the City Centre will be the destination of the north, loved and enjoyed by its community."**
4. "By 2031 the City Centre will be a vibrant, safe and secure place where everyone feels connected and part of the community."
5. "By 2031 the City Centre will be a vibrant, safe place where all people can connect to celebrate our past, present and future."

At the end of this activity, participants were asked to vote for their favourite vision statement. Statement 1 received one (1) vote, Statement 3 (in pink text) received 10 votes, and Statement 4 received one (1) vote.

The preferred Vision Statement (number 3) will be detailed in the Place Activation Plan.

Summary

Whilst the exact wording of the vision statements differed, the sentiment and theme was similar across all visions. Some of the key phrases and words that were consistently identified were:

- Diverse community
- Connects people and place
- Safe, diverse, vibrant
- Where people feel connected
- Creates a vibrant identity and culture

Vision Statement 3 received 10 votes and an audible reaction from the workshop participants - indicating that it resonated strongly with the group.

4.2 WORKSHOP 1B - ONLINE CATCH UP

A number of stakeholders registered for workshops on the day of or after Workshop 1.

The project team organised an online (Zoom) video meeting to bring these additional stakeholders up to the speed and to catch them up on Workshop 1 (Online Workshop 1b).

The video meeting was recorded and provided to the additional stakeholders who were not able to attend the online meeting.

All participants were provided with a workshop outcomes report before Workshop 2.

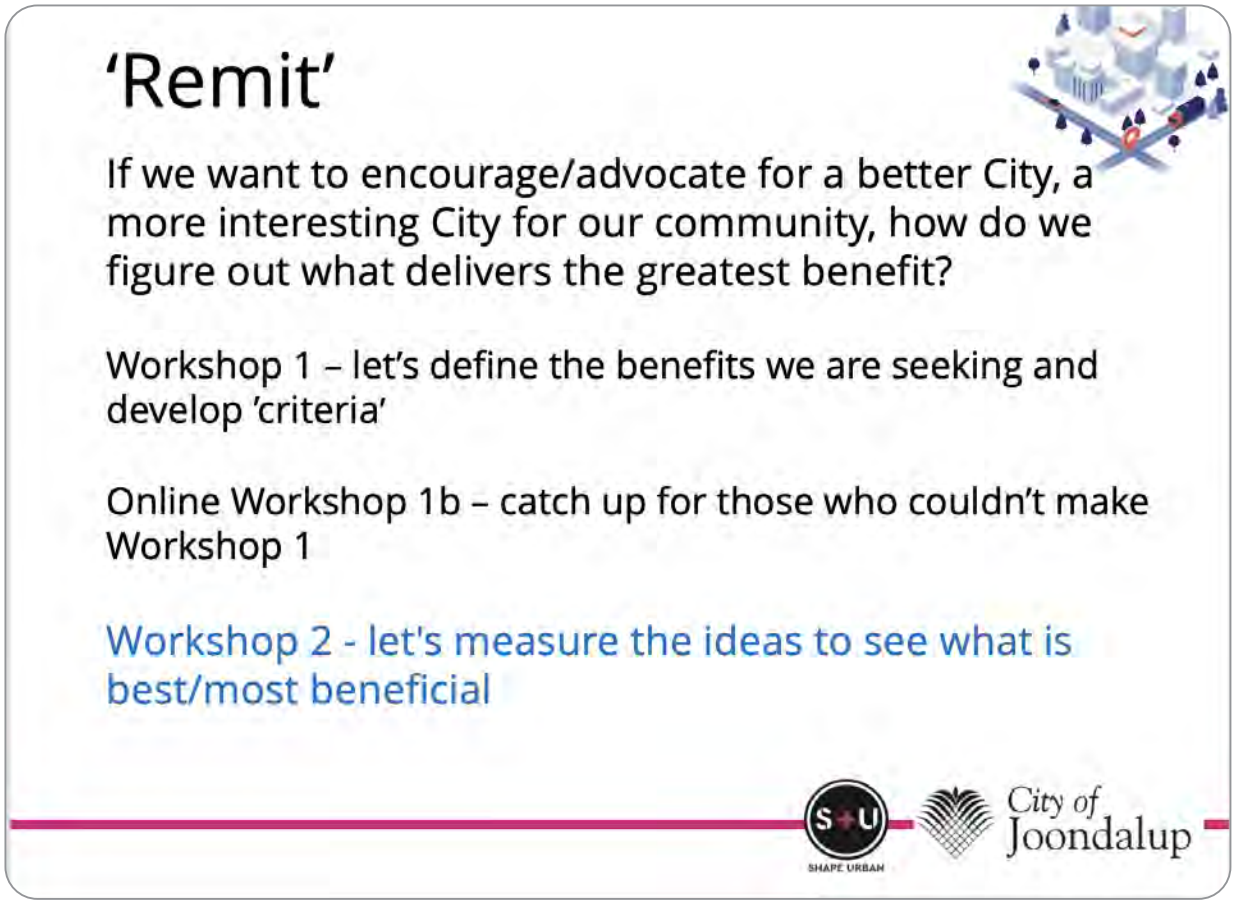


Figure 23 - Excerpt from the Online Presentation (Workshop 1b)


Task 1
How do we get to criteria
1. Take the list on your ta
2. What benefits will our
3. Try to list out each ben
note (one idea could ha
4. As you complete them b
they are similar to other
Follow Me To
kommunit



4.3 WORKSHOP 2

4.3.1 WORKSHOP FORMAT

Workshop 2 opened with an introduction to the project by the City's project officer and facilitation by Shape Urban.

Workshop participants were reminded of the project remit, the criteria statements and ultimate criteria they had developed in Workshop 1, and the MCA process.

The workshop comprised of four activities:

1. **Confirming Criteria Weighting and Criteria Statements** - given there were additional participants at the second workshop, participants were asked to rank the criteria they had developed in Workshop 1 again. They also had an opportunity to discuss the criteria statements and criteria they had established in Workshop 1.
2. **MCA** - using the Poll Everywhere application and their individual devices, participants were asked to score a selection of ideas.
3. **MCA, Part Two** - In the lunch break participants were asked to continue ranking criteria for a selection of ideas.
4. **How to Deliver the Ideas -** participants were given a selection of the ideas they had scored earlier to work out a 'procedure' for how to deliver it. At the end of this activity, each group presented their 'how to' deliver the idea they'd been given back to the group.

Like at Workshop 1, participants were seated at tables in order to undertake group work and discussion.



4.3.2 WORKSHOP OUTCOMES

The following sections summarise the outcomes of Workshop 2.

An unedited collection of the comments made on the day of the workshop can be found in appendices.

Confirming Criteria Weighting and Criteria Statements

Workshop participants were reminded of the criteria statements that had developed in Workshop 1, the criteria they had subsequently derived, and how they had ranked the criteria in order of most important to least Important (Figure 1 refers).

They discussed and confirmed the importance and use of the word 'vibrancy' for the 'Create Vibrancy' criteria.

Workshop participants were also presented with the combined Economy + Vibrancy criteria statement (Section 2.2.2 refers). Participants advised the project team that it was important that the statement included reference to resilience.

The updated Economy + Vibrancy statement accordingly reads:

"Create resilience by establishing a critical mass and providing a diversity and affordability of offerings for and by residents, visitors and businesses. This will provide an authentic, bottom-up brand for the place for people to come out, linger longer and explore further. This will create vibrancy."

Given the additional stakeholders at Workshop 2, workshop participants were asked to repeat the criteria ranking exercise.

Figure 24 refers the results of the criteria ranking at Workshop 2, which confirmed the ranking established in Workshop 1.

Summary

This activity confirmed the criteria ranking that participants voted for in Workshop 1. It gave the new participants at Workshop 2 the opportunity to understand how the criteria were developed, how participants at Workshop 1 had come to rank the criteria, and allowed the new participants to rank the criteria themselves.

Before they ranked the criteria, workshop participants were reminded that the rankings would determine the weighting of each criteria and that this would be used to assess a selection of ideas.

As per Workshop 1, participants were also reminded that in addition to the criteria they had developed, an additional criteria - 'how easy it is to deliver' - would also need to be assessed.

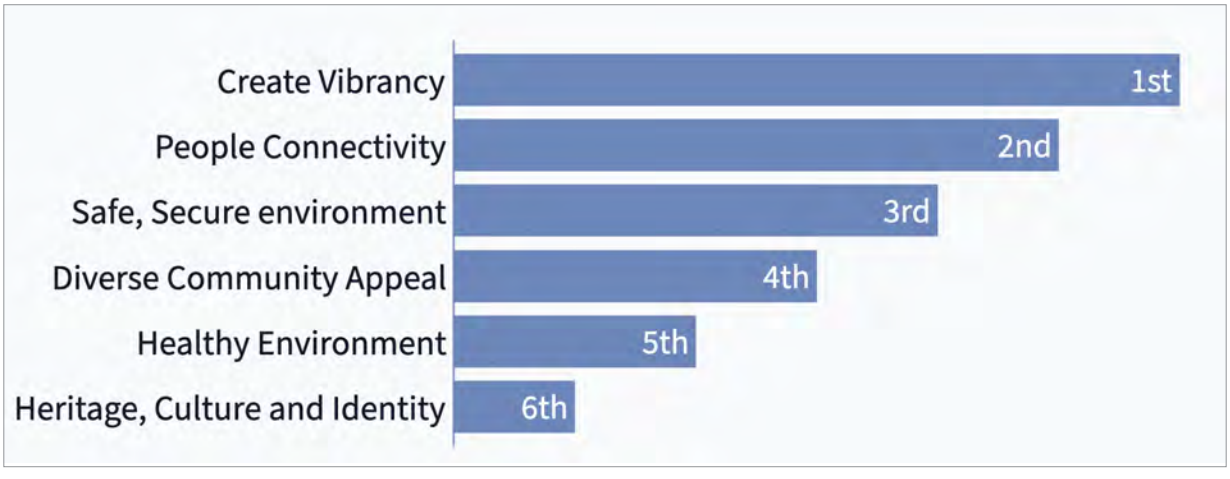


Figure 24 - Voting Results for Criteria at Workshop 2

Multi-Criteria Assessment

Ideas for assessment

The main activity for Workshop 2 was the MCA of a selection of the ideas received in the first stage of engagement.

The ideas chosen for assessment at the workshop were selected on the basis of frequency of suggestion by community members.

These ideas (in order of popularity) were:

- Green the streets - shade, greenery, rain gardens, green spaces, flower pots
- Playspaces and playgrounds for small children
- Art venues – includes gallery / art space / cultural centre
- Aboriginal culture, art and interactive spaces for cultural engagement
- Free parking / increase free parking from 1 hour to 2 hours
- Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction
- Markets! Night markets, farmers markets, creative markets
- Alfresco dining
- Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc
- Festivals and events – large and small
- Better connectivity to train and bus stations, particularly outside of Lakeside opening hours
- Art in the streets – including public art and light installations
- Develop and promote an identity, character, heart for the City Centre
- Pedestrian-friendly streets (includes ideas of reducing street parking)
- Transform one of the large carparks on Boas Avenue into a piazza with seating, space for farmers markets, water playground / fountain, outdoor digital screen / cinema, and light installations
- Wayfinding and branding signs (e.g. To Central Walk)
- More bike infrastructure
- Light displays/LED lights strung across Central Walk
- City Centre Pedestian Mall along Boas Ave (Davidson Terrace to Grand Boulevard)
- Activate space between Library and Civic Chambers with outdoor reading spaces, library events, pop ups
- Music buskers on the street
- Move library entry point
- Cafes in Central Park and Neil Hawkins Park
- Ampitheatre space for performances in Central Park
- Priority bus lanes in Grand Boulevard
- Treasure hunt through local businesses
- Redesign Grand Boulevard to make it less of a barrier to pedestrians
- Piazzas and courtyard spaces as focal points outside the shopping centre
- More street furniture! Benches, drinking fountains, etcetera
- Rooftop bars

Participants collectively assessed a selection of the above ideas during the MCA component of the workshop, and assessed the rest manually, individually, during the lunch break.

Given the time limitations on the day, not all submitted ideas were able to be assessed at Workshop 2.

The list of ideas not prioritised for the workshop and justification for why these did not form the 'priority' list for assessment can be found at Attachment C. These ideas will be available to the City and community for reconsideration of prioritisation on the basis of the six criteria selected by workshop participants to meet the shared vision for the City Centre.

MCA process

Using the criteria and weighting discussed in Workshop 1 and confirmed at the start of Workshop 2, Shape Urban explained the MCA process to workshop participants.

For each idea this involved scoring each of the six criteria developed by participants individually from one to four (1 - 4) , where:

1 = does not achieve the criteria

2 = could achieve the criteria, perhaps with some focus

3 = achieves the criteria

4 = knocks it out of the ball park.

After ranking each of the six criteria from one to four, participants would then need to score the 'Ease of Delivery' criteria from one to four (1 - 4), where:

1 = anyone can do it and its small

2 = anyone can do it and it will take a bit of time + money + support

3 = might be tough to do without support / leadership from the City or other major stakeholder and funding

4 = likely can only be delivered by the City over a longer timeframe.

Workshop participants used two methods for the MCA;

1. the online Poll Everywhere polling tool for the most frequently suggested ideas in the *Ideas for Assessment* list above; and
2. manual scoring for the rest of the ideas on the ideas list.

The rest of the ideas were score during the lunch break.

Method 1

Figure 25 depicts an example of the Poll Everywhere group summary scoring for the 'Green the streets - shade, greenery, rain gardens, green spaces, flower pots' idea (Method 1).

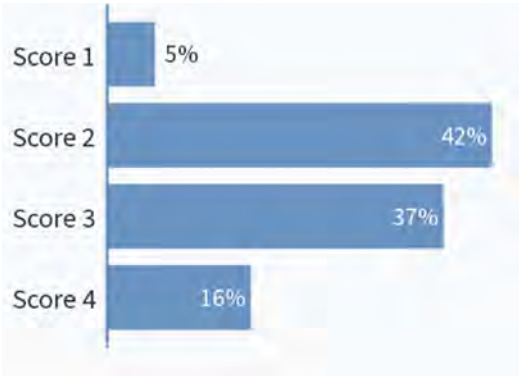
The summary depicts the number of participants who scored the idea and each criteria, and the average score for each criteria by the group.

Method 2

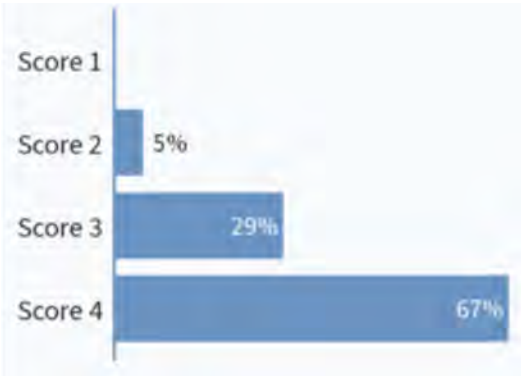
Figure 26 depicts an example of the manual group scoring for the 'Better connectivity to train and bus stations, particularly outside of Lakeside opening hours' idea (Method 2).

After the lunchbreak, participants were asked about their experience with the MCA scoring and the two methods of assessment.

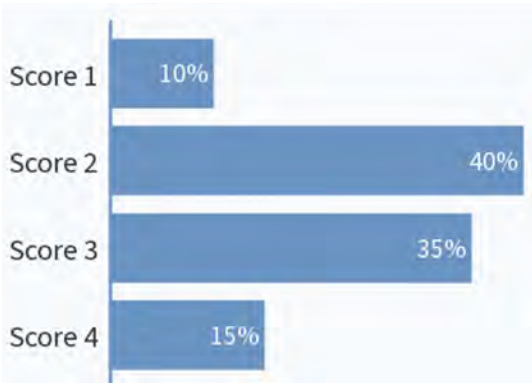
Create Vibrancy



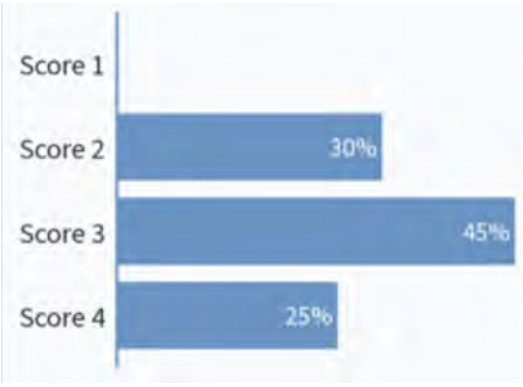
Healthy Environment



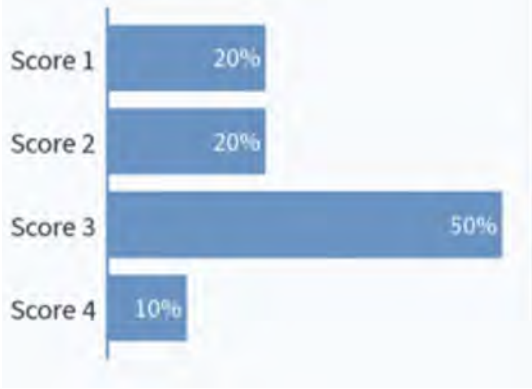
People Connectivity



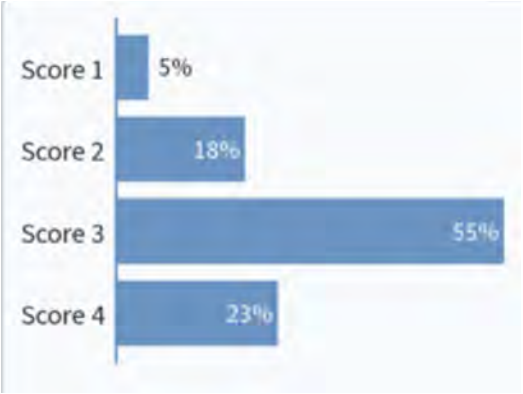
Heritage, Culture and Identity



Safe, Secure Environment



Ease of Delivery



Diverse Community Appeal

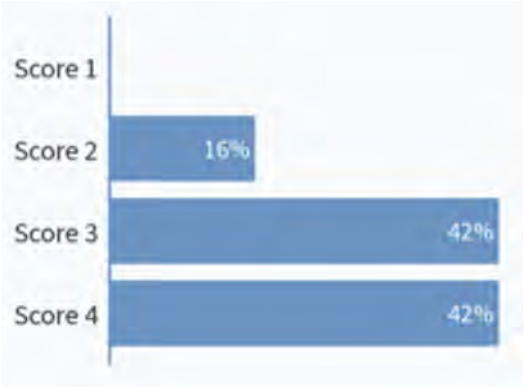


Figure 25 - Poll Everywhere (Method 1) MCA scoring for the 'Green the streets - shade, greenery, rain gardens, green spaces, flower pots' idea

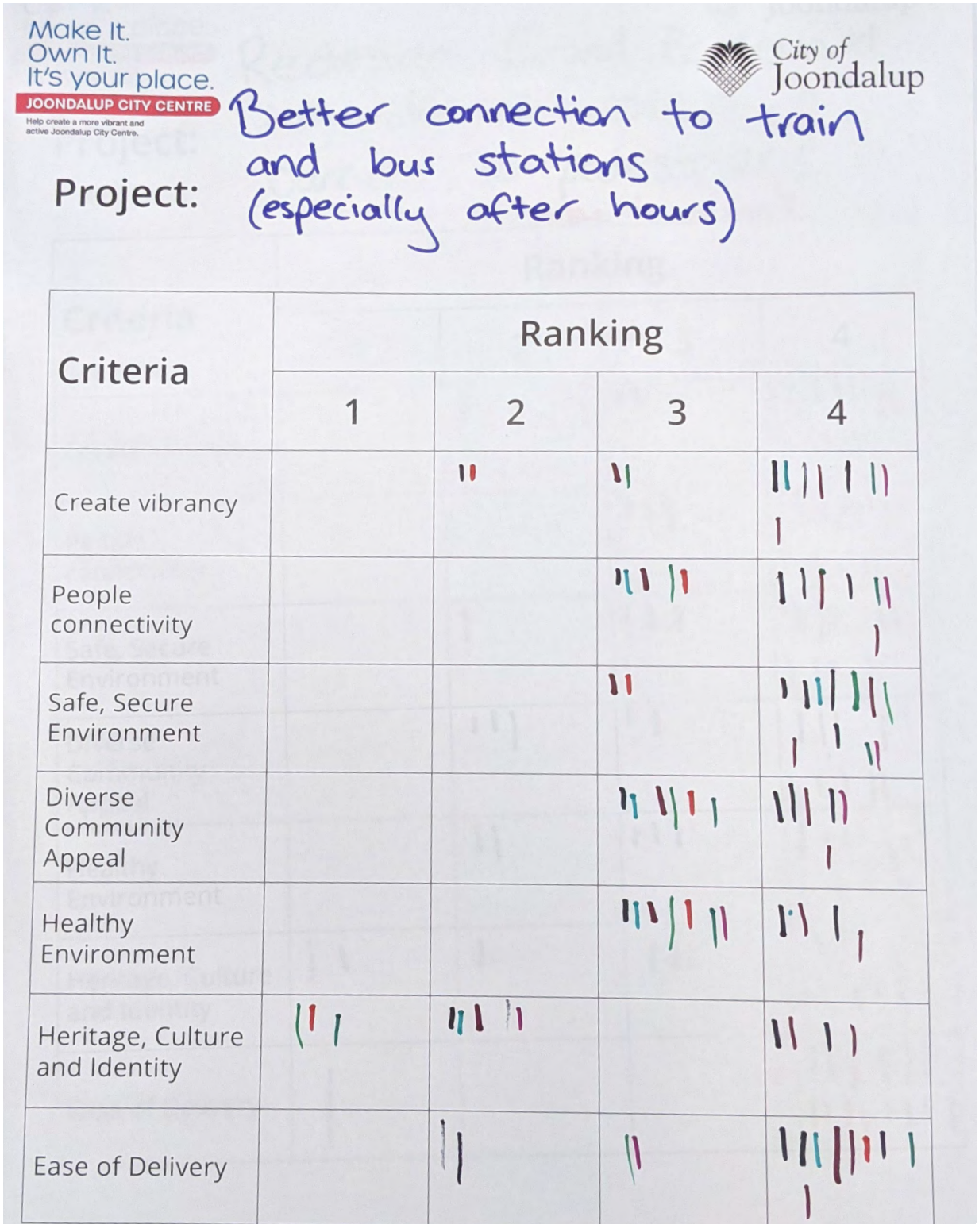


Figure 26 - Manual scoring (Method 2) for the 'Better connectivity to train and bus stations, particularly outside of Lakeside opening hours' idea

MCA scoring

After the ideas were scored by workshop participants, the project team input individual criteria scores into a spreadsheet. The spreadsheet was set up with pre-determined criteria weightings (from the participant polling) and a formula that calculated the sum of the (weighted) score for each of the six criteria.

A resulting score was assigned to each idea. Comments from workshop participants were noted for relevant ideas.

The Ease of Delivery criteria was set out in a separate column and provides context to the ease of implementation or delivery of the selected idea. Ease of Delivery scores were also added to the spreadsheet.

At the end of the scoring process, the project team assigned a green colour to the ideas with the highest scores (>35.00), yellow to those ranging between 30.00 and 34.99, and red to those that received a score of <30.00.

Scores ranged between 19.90 and 40.00. The ideas that scored the highest were:

- Redesign Grand Boulevard to make it less of a barrier to pedestrians = 40.00
- Art in the streets – including public art and light installations = 40.00
- Piazzas and courtyard spaces as focal points outside the shopping centre = 38.53

The ideas that scored the lowest were:

- Priority bus lanes in Grand Boulevard = 15.90
- Treasure hunt through local businesses = 16.91
- Free parking / increase free parking from 1 hour to 2 hours* = 24.38.

*Participants clarified that this idea should be to provide / increase free parking to 1 hour.

Figure 27 depicts the MCA spreadsheet.

Summary

The MCA process established a prioritisation of ideas for implementation in the City Centre.

The ideas that scored the highest were those deemed by workshop participants to have the highest chance of contributing to creating vibrancy, people connectivity, a safe and secure environment, providing a diverse community appeal, healthy environment, and heritage, culture and identity for the City Centre.

Comments and notes will be detailed in the Place Activation Plan for those ideas deemed to be priority ones for delivery in the City Centre.

Workshop participants will be provided with a copy of the MCA spreadsheet. This will enable them to review the scoring process and results at Workshop 2, as well as be able to assess new ideas in the future and speak to the City about their delivery if the ideas score highly.

In terms of process, it should be noted that when asked about their experience scoring ideas workshop participants noted that the shared scoring of Method 1 allowed for a much richer discussion of the ideas, and they enjoyed the collaborative thinking element of that method over Method 2 which was much more individual.

Finally, the workshop participants represent a small sample of the broader community. Accordingly, some of the projects recommended for delivery in the Place Activation Plan will require additional community consultation to test them with the broader community before implementation.

	Option	Create Vibrancy	People Connectivity	Safe, Secure Environment	Diverse Community Appeal *inclusivity	Healthy Environment	Heritage, Culture and identity		SCORE	Short Description	Second Score	Ease of Delivery	SCORE	Other Notes...	vibrancy appears to be outcome based, is created, descriptor of idea is really important name itself isnt the most clear way to assess
2	**Weighting**	1.92	1.82	1.71	1.61	1.52	1.42								
3	Green the streets - shade, greenery, rain gardens, green spaces, flower pots	2.5	2	3	3	4	3		28.74	If it does score well, we need to think about surveillance, creation of safe, green spaces that are looked after, welcoming		3	31.74	Existing native parks and identity of local bushland and water - provides its distinctiveness, EOD - CoJ would allow for	
4	Playspaces and playgrounds for small children	3.5	4	3	3	4	3		34.30	children+adults come together, quality important, nature based would be nice, iconic, toilets important, accessibility &		4	38.30		
5	Art venues – includes gallery / art space / cultural centre* should be a focus on local art	3.5	3	3	4	3	4		33.99	perception of safety from diverse attraction (of people) - music/art/other, should be a focus on local art		3	36.99	is there a mental health component?	
6	Aboriginal culture, art and interactive spaces for cultural engagement	3	3	3	4	3	4		33.03	not to the exclusion of non-indigenous people, City to embark on RAP - community can get involved, authenticity requires Traditional Owners to advise/be involved		3	36.03	not hard to implement but will take time	
7	Free parking / increase free parking from 1 hour to 2 hours*1hr free parking	4	3	2.5	2.5	1	1		24.38	Turnover allows for attraction to business (condition - 1 hr free then pay), people who don't/can't drive,		4	28.38		
8	Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction	4	4	3	4	3	3		35.35			3	38.35		
9	Markets! Night markets, farmers markets, creative markets…	4	4	3	4	3	3.5		36.06	got to be in the right spot, must have toilets		3	39.06	could be markets at ECU	
10	Alfresco dining	4	4	3.5	3.5	3.5	3		36.16			3	39.16		
11	Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc*facilities for teenagers	4	4	3	3.5	4	3		36.07	gender bias of appeal so important to create a "space" that has different groups of interest that appeal to different people (including overservers and others - inclusive space),		4	40.07		
12	Festivals and events – large and small								0.00				0.00		
13	Better connectivity to train and bus stations, particularly outside of Lakeside opening hours	4	4	4	3.5	3.5	2		35.60			4	39.60		
14	Art in the streets – including public art and light installations	4	4	4	4	4	4		40.00			2.5	42.50		
15	Develop and promote a brand/identity, character, heart for the City Centre	4	3	2.75	4	1.5	2.5		30.11			3	33.11		
16	Pedestrian-friendly streets (includes ideas of reducing street parking)	4	4	4	4	4	2		37.16			4	41.16		
17	Transform one of the large carparks on Boas Avenue into a piazza with seating, space for farmers markets, water playground/fountain, outdoor digital screen/cinema, and light installations	4	4	3.5	3.5	4	4		38.34			4	42.34		

Figure 27 - MCA spreadsheet excerpt


te entry
Perth
Butler
1
2
Thank you for travelling with Transperth

How to Deliver the Ideas

The last activity at Workshop 2 asked workshop participants to write a process / procedure to deliver a selection of ideas from the list. These ideas were:

- Green the streets - shade, greenery, rain gardens, green spaces, flower pots
- Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction
- Aboriginal culture, art and interactive spaces for cultural engagement
- Playspaces and playgrounds for small children
- Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc
- Markets! Night markets, farmers markets, creative markets
- Better connectivity to train and bus stations, particularly outside of Lakeside opening hours

Participants worked in groups for this activity. They were asked to come up with a selection of key conditions, key steps to deliver the idea, and location / details / ideas for the delivery of these ideas.

The sub-sections below describe each group's delivery procedure for the selection of ideas.

Green the Streets

Key conditions:

- The type of trees
- Regulations / capacity constraints
- Planter box locations
- Maintenance / ownership

Key steps:

- Notifications
- Engagement
- Consultations

Location / Details / Ideas: on the street level (location)

Attract more diversity (retail, dining, etc) into the CBD

Key conditions:

- Consider the type of new services (e.g. amenities, fashion, post office, office supplies, a cosmopolitan offering, etc)
- Undertake a needs assessment / retail attraction study
- Creative spaces for cultural events to come together / tourism information visitor centre / student hub / employability / access to cyber / tech

Key steps:

- Retail / space needs assessment
- Investment attraction strategy
- Change of use [easier]
- Conversation with landowners.

Location / Details / Ideas:

Locations suggested for the delivery of this idea are Central Walk, the City Centre CBD and a potential co-location with the Lakeside shopping centre.

Aboriginal culture / art venues

Key conditions:

The group established that the separate elements in this idea (Aboriginal culture and art venues) be considered collectively.

Art should include other types of art e.g. modern art, photography, music, buskers - more of a cultural representation.

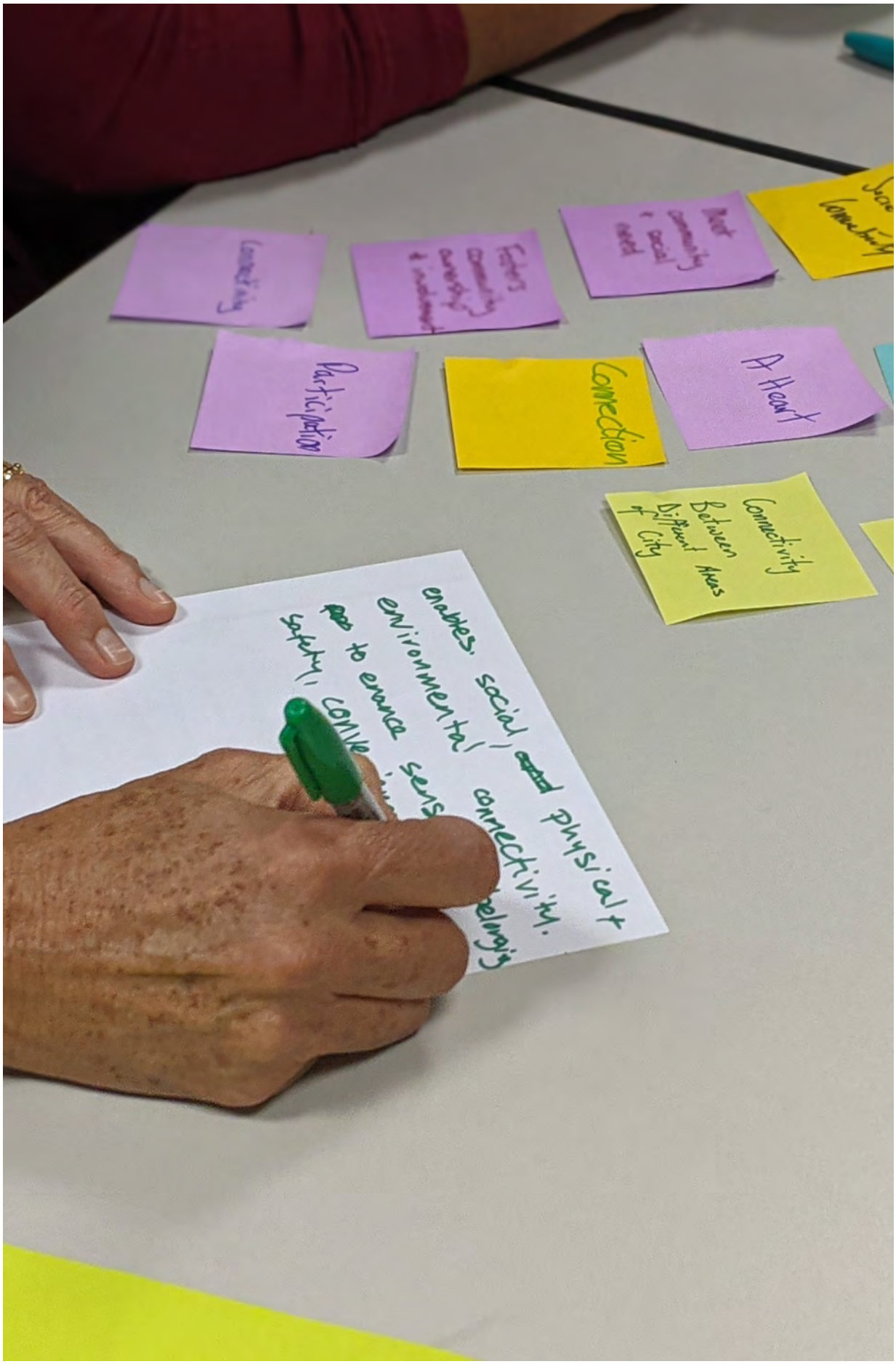
Key steps:

- Identify resources
- Find permanent locations
- Curation
- Have a calendar of exhibitions

Location / Details / Ideas:

- Street art (streetscape) - focus on Aboriginal art
- Street music - online audition and approval for candidates

The group also came up with stakeholders who would need to be engaged. This is the City, local indigenous groups, schools, Edith Cowan University (ECU) and artists.


Connection
A Heart
Connectivity
Between
Different Areas
of City

Playspaces and playgrounds for small children

Key conditions:

- Real effort
- Proximity to amenities (e.g. toilets, food, water fountain)
- Nature-based e.g. Rope, wood, water, recycled, natural materials
- Universally accessible
- Connection to place and Aboriginal culture
- Learning opportunities and imagination-based play

Key steps:

- Confirm location and seek the right permissions
- Look at examples of good practice elsewhere
- Identify and explore funding opportunities for example grants
- Consult with key stakeholders about requirements - this includes parent groups, early childhood sections at ECU and TAFE, and potential contributors

Location / Details / Ideas:

- The City of Joondalup carpark (location)
- Opportunity for co-design
- 'Multilevel' activities - ground level to climbing
- Adapt "it's all about play" for outdoors
- Connection with groups that specialise in outdoor play

Youth playscapes

Key conditions:

- Universally accessible
- Co-design with participants
- Amenities like food options, water fountains and public toilets

Key steps:

- Identify stakeholders - police, community groups, youth to assist with co-design
- Identify location options
- Investigate grant possibilities

Location / Details / Ideas:

- ECU
- City owned land
- Grant funding

Markets

Key conditions:

- Ideally covered from the weather
- Add something that separates it from Lakeside shopping centre
- Amenities e.g. Toilets
- Use unused buildings on rotation to keep buildings full

Location / Details / Ideas:

- Kids entertainment
- Buskers / music
- Community assets
- Destination based - "whole family outing"
- Night markets in City of Joondalup admin carpark
- Sunday mornings like the Margaret River markets
- Arts and craft, homewares, swap meets, skills based, food / coffee vans, learning opportunities

Better connectivity to train and bus stations

This group divided the process formulation into “during hours” and “after hours”.

During hours:

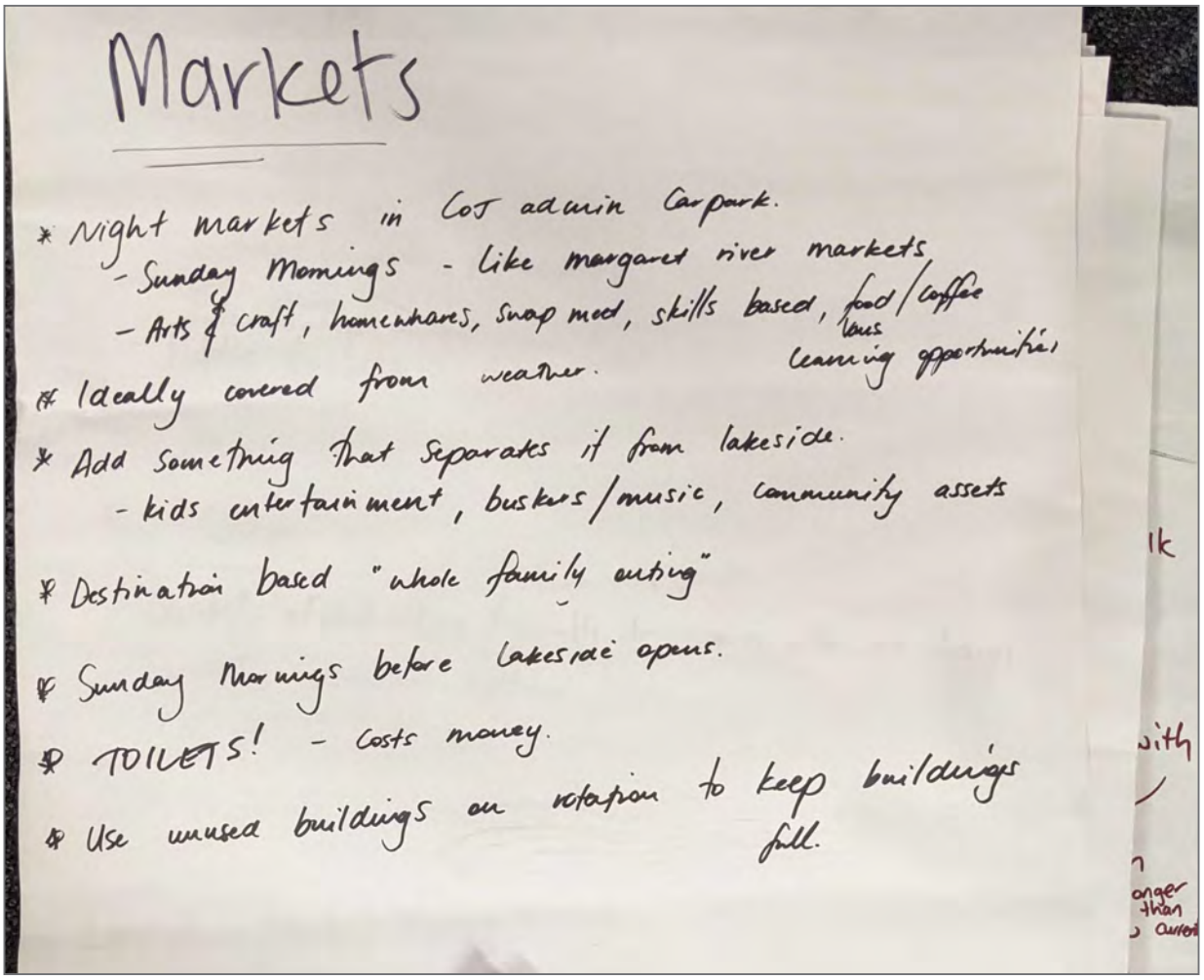
- Signs inside Lakeside Shopping Centre - location of City Centre, Central Walk, the library
- Signs outside guiding people to the stations
- Sign in / outside the station with a map of the City Centre

After hours:

- Monorail
- Lighting at night
- More signs (show the route on the ground)
- open Lakeside pedestrian mall weekends / nights outside hours (longer than currently open) from the Station to Boas Avenue to allow people to move through

Location / Details / Ideas:

- Create an inviting place / piazza on Boas Avenue outside Lakeside shopping centre
- Promote people to walk out to connect the City Centre to Lakeside (as the train station deposits people into Lakeside)



Summary

The group provided a number of really consistent messages in this exercise, including making sure that each idea is well researched, considered and planned before delivery, making sure that all ages and backgrounds are considered and ensuring accessibility for all is front and centre.

Many of the ideas also linked back to good wayfinding and the idea of a wayfinding strategy.

It was also interesting to note that at the conclusion of the workshop many participants were excited about the prospects of continuing to be involved in developing the Place Activation Plan. As such, a third workshop was organised to continue the co-design process of the place activation ideas.

4.4 WORKSHOP 3

4.4.1 WORKSHOP FORMAT

The final wrap-up workshop was held after workshop participants expressed a desire to continue to engage and work on the project.

The workshop opened with an introduction to the project and a background of all the work that had been done so far. This included work participants had co-designed and other assessments and findings, including visitation and expenditure and the economic impacts for vibrancy.

The project team described the form of the draft Place Activation Plan to provide participants with an opportunity to comment on the set-up, layout and content.

The workshop was a shorter one than Workshop 1 and 2. It comprised two key activities

1. **The 15 projects** - workshop participants reviewed handouts of the proposed diagnoses, analyses, solutions and impacts for the top 15 scored ideas. Participants edited, corrected, suggested and added to all sections of each project and marked suggested locations for some of the projects. At the end of the exercise participants presented their key observations, suggestions or requirements for each of the projects. These were noted by the project team and the Place Activation Plan has been accordingly updated.
2. **Vision statement** - participants were given a chance to review the original vision statement they had developed at the very first workshop. Given the additional co-design work, the original general vision statement was refined to be more specific and relevant to the City Centre and is now embedded within the Place Activation Plan.

Workshop attendees were seated at tables in order to undertake group work and discussion.

4.4.2 WORKSHOP OUTCOMES

The following sections summarise the outcomes of Workshop 3.

The 15 Projects

The top 15 projects scored by workshop participants were:

1. Redesign Grand Boulevard to make it less of a barrier to pedestrians
2. Art in the streets
3. Courtyard spaces and piazzas as focal points
4. Transform a large carpark into a piazza

(Boas Avenue)

5. Pedestrian-friendly streets
6. Alfresco dining
7. Youth playscapes (facilities for teenagers)
8. Markets
9. Better connectivity to train and bus stations
10. Attract more diversity into the CBD
11. Amphitheatre space for performances in Central Park
12. Cafes in Central Park and Neil Hawkins Park
13. Playspaces and playgrounds for small children
14. Pedestrian mall along Boas Avenue
15. Art venues and Aboriginal culture.

Workshop participants were asked to go through project worksheets at their table and see if what had been proposed represented what they had previously said (continuing the co-design process). Participants were also asked to consider any additional solutions and if anything had been missed for each project.

15 worksheets were distributed between tables. An example of the project worksheets handed out to participants is at Appendix L. In addition to the project worksheets, participants were provided with maps showing power outlet locations, water fountain locations and public transport routes, to help them select preferred locations for the projects. These maps are also at Appendix L

At the end of the exercise, groups presented the key observations, suggestions or requirements for each of the projects and discussed why these things were important.

Key observations and comments linked to the top 15 projects that were presented back to the room were:

- The City Centre's roads are very wide - the order of roads should be investigated, and the City should work to pedestrianising roads in line with new/ revised understanding of road hierachies and users (*the Movement and Place principle*).
- What is the definition for 'piazza' in Australian terms and as it relates to the City Centre? Workshop participants were keen to see this established first before any work was done on the relevant projects (Project 3 and Project 4 and a few others indirectly).
- Community placemaking is particularly important for Project 5 - Pedestrian-friendly streets. This could include things like plant pots and street furniture, art installed on trees or benches.
- For Project 6 - Alfresco, the project sheets advised that the City's Alfresco local planning policy had already been streamlined for local businesses to get approvals. Workshop participants wanted the Council to facilitate a process in consultation with the local businesses on the new alfresco provisions. It was suggested that a simplified process and checklist could be provided to businesses for their applications. The review of fees was also discussed.
- For Project 8 - Markets, participants discussed how to diversify offerings available to visitors and get local businesses involved. This included things like specials for the duration of and times surrounding the markets, working together to do things like 'progressive dinners' where market visitors could take advantage of specials that allowed them to sample an entree at one business, move on to a main at another, and then have dessert at yet another.
- For Project 9 - Better connectivity to train and bus stations, workshop participants asked if the access

arrangements between PTA and Lakeside is still in effect. They wanted this to be confirmed and for new access to be created to the stations from the City Centre - suggestions for new locations were the top of Boas Avenue and across Grand Boulevard. This has been considered in a number of the top 15 projects and is articulated in detail in the Place Activation Plan.

- For Project 10 - Attract more diversity into the CBD, workshop participants asked an important question; 'what is the identity of the City Centre?' It was determined that this is a critical question to answer before engaging in any of the proposed solutions to attract and diversify propositions in the CBD. Discussions about identity resulted in some key emerging themes; art and colour. These are common themes in all 15 projects and should be incorporated as a consideration or more by the City in any planning for the City Centre.
- For Central Park projects (Project 11 and Project 12), workshop participants were particularly keen to see something (anything) happening there. In addition, a number of participants mentioned that awareness of Central Park's existence was very low. The City Centre-wide Wayfinding Strategy proposed in Project 1 - Redesign Grand Boulevard to make it less of a barrier to pedestrians was mentioned, with participants keen to see a focus on how to find and get to Central Park .
- Workshop participants were keen for the Wayfinding Strategy to be physical (not an application).
- Discussions about playspaces and playgrounds circled back to the themes of art and colour. Workshop participants suggested that these playspaces could be art and that art could becoming the linking piece to the projects and to City Centre activation. The Place Activation Plan speaks to this request from workshop participants.
- For Project 15 - Art venues and Aboriginal culture, workshop participants recommended linking Lakeside shopping centre to the City Centre for things like pop-up art exhibitions in the shopping centre. Workshop participants suggested that a pop-up space selling the exhibiting artist's work could be set up in a space in the City Centre, which would bring visitors to the shopping centre across to the City Centre.
- For Aboriginal culture, workshop participants confirmed that it needed to be led by Aboriginal people and that the Reconciliation Action Plan currently being developed by the City should be linked to the Place Activation Strategy and other relevant frameworks.
- There was also discussion about Aboriginal events and a desire to see more of them in the City Centre, for example during Naidoc Week.

Summary

Key messages that came out of the group exercise were that the City Centre is 'drab' and requires brightening up. Themes of art and colour were emphasised and celebrated in discussions about what the future of the City Centre could look like.

Workshop participants were keen to define the identity of the City Centre to enable a number of the projects. There was insufficient time to be able to consider this, but it is recommended that the City pursue this question of identity with its community.

There is also a strong desire by workshop participants for streets across the City Centre to be pedestrianised and for the relevant projects and actions that do this to be treated as guiding principles going forward.

Refining the Vision Statement

The original vision statement for the City Centre was developed at the first workshop by workshop participants. Given the time that has passed since and the focus on core issues and opportunities through development of the top 15 projects, workshop participants were given the opportunity to refine the original vision statement.

The original vision statement was:

"By 2031 the City Centre will be the destination of the north, loved and enjoyed by its community."

Workshop participants suggested that this was now too broad and general, and worked through iterations of improving the specificity of the vision statement.

Workshop participants ultimately came up with:

"Joondalup City Centre will be the heart and soul of the north, loved and enjoyed by its community and visitors."

Summary

The revised vision statement was agreed upon and really liked by workshop participants. It is included in the Place Activation Plan to guide the activation framework and projects for the City Centre.

The phrase 'heart and soul' elicited an audible gasp in the room, which links to the activation focus of the top 15 projects and themes of conversation in the co-design process.



5.0 MEETINGS

The project team met/communicated with a number of stakeholders in the City Centre area or who have an interest in the area through the project. This includes with the emerging Joondalup Town Team, Public Transport Authority (PTA), Joondalup Business Association (JBA) and the Edith Cowan University Joondalup campus (ECU).

Joondalup Town Team

Members from the project team attended one of the Joondalup Town Team's meetings. At this meeting, Town Team members spoke about their frustrations with the lack of activation they had witnessed over the years. The business owner members spoke to the lack of alfresco dining and difficulties obtaining approvals for alfresco.

There was discussion about the need for smaller scale interventions and activations (not just the large scale festivals and events such as Joondalup Festival), and also a deeper discussion about the role of the City and the community in placemaking and activation.

The town team is in the early stages of forming, however there is an opportunity for the group to be involved in the delivery of a number of the top 15 projects either as partner with the City or as delivery lead.

PTA

Members of the project team spoke to PTA about the City's proposal for bus priority along Grand Boulevard. PTA confirmed that ARUP had done some initial investigation into this for the City and that PTA is fully supportive of the prioritisation of bus lanes on Grand Boulevard.

PTA advised that it had engaged ARUP to do an 85% design based on the previous work completed and that the investigations that were completed for that design raised a number of issues in the road reserve. This has slowed down the project, however it is still on track for the PTA to deliver the bus priority component of the reworking of Grand Boulevard.

JBA

Members of the project team met with JBA who represent a number of local businesses in Joondalup. It provides businesses in the City Centre with a platform for effective networking, advocacy, education and referrals.

As part of its advocacy role, the JBA advised that it promotes place making and other activation initiatives in the City Centre to improve local businesses trading and performance.

The conversations with JBA identified opportunities for JBA to be a potential delivery partner for a number of the projects in the Place Activation Plan. Local businesses/the City should work with JBA to investigate their role for the selected projects, and for any other projects where JBA might be able to play a lead (partner) role in its delivery.

ECU

The project team met with representatives from the ECU Campus. They discussed the university's links to the City Centre core via CAT bus and the events ECU runs, including markets, food trucks and other activation events for students, parents and visitors the Joondalup City Centre.

ECU advised that it is keen to develop a symbiotic relationship with the City, for the communal purpose of City Centre activation and place making. ECU has been identified as lead or partner with the City to deliver some of the top 15 projects. ECU also identified the potential to fund some of the projects. ECU has established a working group with the City to progress a working relationship (which can be used for coordinating project delivery in the future).


CHOCOLATERIA
SAN CHURRO
TOASTY
& WARM
SPECIAL
$20
SAN
CHURRO

6.0 CONCLUSION



The community-led process has articulated a Vision for the Joondalup City Centre and a selection of projects that workshop participants deemed to have the potential to deliver the most in terms of:

- Creating vibrancy;
- Providing people connectivity;
- Establishing a safe, secure environment;
- Providing diverse community appeal;
- A healthy environment; and
- Contributing to heritage, culture and identity.

Given workshop participants only represented a sample of the broader community, some of the ideas selected as a result of the MCA process will require further community consultation as part of their individual project development.

The Vision for the City Centre, 15 ideas that scored the highest in the MCA process, and considerations and recommended solutions for those projects have been incorporated into the Place Activation Plan.

Active community and stakeholder engagement for the project has now concluded, but there will be an opportunity for the community to provide feedback on the Place Activation Plan once a draft has been finalised and supported by the City.

The next steps are for the community to own this plan and are empowered to use it and make it happen - the City is keen to support the community on projects that do not require administrative planning, and to undertake the planning and delivery of those projects that do.


Destination
Vibrancy in Central Walk.
Vibrance
Vibrancy
Inviting
People w know i there
Visually looks nice
Foot traff
1. Greater access 24/7.
2. Keep people local for the entertain ment
Encourage people to stay longer
More people visiting City Centre
Attendees to
Convenient useable areas fo all - attra people . s
Brings young people in
Vibrancy
Activat
Attract to visi
People stay longer
Foot traffic
Precinct - dining
Night Mkts - Focussed dates Youth focus Free buskers.

APPENDICES

- Appendix A: Responses to Question 7 of the Community Perception Survey
- Appendix B: Responses to Question 9 of the Community Perception Survey
- Appendix C: Responses to Question 10 of the Community Perception Survey
- Appendix D: Responses to Question 11 of the Community Perception Survey
- Appendix E: Responses to Question 13 of the Community Perception Survey
- Appendix F: Responses to Question 14 of the Community Perception Survey
- Appendix G: Interactive online mapping tool comments
- Appendix H: Pop up content and feedback
- Appendix I: Ideas worksheets for Workshop 1
- Appendix J: Benefits comments - Workshop 1
- Appendix K: Ideas not selected for Workshop 2 assessment
- Appendix L: Project worksheets and maps for Workshop 3

APPENDIX A

APPENDIX A - RESPONSES TO QUESTION 7 OF THE COMMUNITY PERCEPTION SURVEY

Q7. What do you think is missing in the Joondalup City Centre?
A bridge over joondalup drive
A bubbling activity of thriving Main Street style businesses
Access to community arts, culture and music where participation is possible
a central plaza
Acitvity outside the shopping centre, independed businesses, little shops, restaurants there are enough coffee shops though. Connection between Neil hawkins Park and shopping centre with atraktions in between is missing. License centre and center link do not appropiate customers or clientel. The axis of Boas Avenue needs to be revitlised. Outdoor seating, eateries, shops with shopfronts.
Al fresco dining
Alfresco dining opportunities, public artwork and traffic calming measures to slow vehicles such as paving, softer kerbing, parklets, street art and planter boxes.
An identity
A place for start up businesses.Performing Arts and Theatre Centre. A CBD community Centre for the residents in the town.
A point of difference with other similar centres
Appropriate bars and nightlife- Restaurant areas
Art galleries , west Australian designer /maker retail
a sense of informality and surprise. Being a planned city, it is very formal. Time has moved on and it is ready to soften the curves. First would be integrate the barrier between the shopping precinct and the Council/boas avenue area.
A soul: it's just not interesting
Atmosphere
Atmosphere. I don’t venture far from the shops
Atmosphere- like leaderville on a weekend.
a true city centre..unfortunatley it is dominated by lakeside which is not a city centre
Better restaurants and cafes and maybe even a music/dance club
Café strip
Calisthenic (bodyweight exercises) equipment in open area (movement co)
Community Center
Density and residential
Diversity and Multicultural activities

Fill vacant shops
Focul points outside the shopping centre
focus on the small businesses and green areas. It seems the city is based around the shopping centre
Free parking
I think the City Centre can be harsh and needs to be softened by increasing the canopy and greenery. Walking in the City Centre in summer is extremely hot. It feels harsh.
Its great, and I think prior to the pandemic it was getting some good activation and increased energy. Now with the increasing number of empty spaces, the city centre has lost that sense of energy to some degree. A sign of the times perhaps.
Kids play space, kids learning, adult meeting place/lounge
Large native (Native to W.A.) tree coverage and gardens.
Large scale wall art to to promote the area cultural and artistic significance
Life, vibrancy a Main Street with quality shops The laneways between Kulcha and Centrelink should be filled with bars restaurants and the public made aware of their existence
links to other areas
More free entry amenities and services open to the public ie a large central pedestrian only centre with lots of small business
More Gardens and green space for the central park and suroundings.
More restaurants and bars, would love something like the cappuccino strip in freo. Open later than 9pm. live music venue (northern suburb bars/restaurants i.e. The woodvale and The Landing where you can have dinner and watch a band and have a dance) Water feature and more childrens parks (like kids water fountains at elizabeth quay)
More things to do for youth e.g. amusement park, arcade, rides
More vibrant business, bars, cafe restaurants, coffee shops Central Walk would be ideal - pop up bars
Our streets are used for access. They do not encourage drop-in business. There is no life in them.
pedestrian mall
Performing Arts Centre
Places to sit, e.g. Central Walk.
Population density
Residential dwellings so people can actually live there.
Residential Lifestyle Village.
small businesses catering to niche demands
Street art, pedestrian plaza

Tourist information hub
Trees, shade, benches in the shade, sheltered terraces from cafes and restaurants.
Vibrancy
Vibrancy: no one walks around the city, everyone drives. The shopping centre is full but nothing else is. What if those boutiques, cafes, restaurants were out in the city cenre, and not the shopping centre. It would be so much nicer. Tall trees and more green spaces are missing. A good playground for children is missing. A coffee/restaurant strip that isn't on either side of a large road.
Vibrancy. People after shopping hours
vibrant cafe strip, outdoor eating on a piazza
vibrant night culture, good restaurants and small bars
Way too set up for cars, wide roads with narrow footpaths. Everything is designed for driving.

APPENDIX B

APPENDIX B - RESPONSES TO QUESTION 9 OF THE COMMUNITY PERCEPTION SURVEY

Q9. How might this be fixed?
After business 5pm, there is no life, streets are empty, lots of empty shops, dark alleys, apart from Library there is no culture
better security (somehow) from street kids, More free parking
Better traffic flow (as above)
bigger arts calendar
By having a livelier centre . Cafes , galleries , quality craftretail ,restaurants, bars
Create a city centre vibe
Free parking on the street. During the festival have local restaurants open as well.
get rid of paid parking
increased pedestrian friendliness and things to do, too utilitarian at the moment
I should be one fixed payment If I pay my ticket for an hour on Boas but then I move to anther street for twenty mins I should not have to repurchase another parking ticket
Lack of people out and about and there appears to be more homeless
Lighting at night.
Make the city more walkable
Making it easier for businesses to get approvals for alfresco dining/street furniture an improvements to city centre street frontages to allow for increased shade and traffic calming.
making the Warhammer shop closer to the main precinct
More entertainment options day and night
More interesting things with regional pull especially after 5
More social/community/entertainment areas. Less wide-spread carparks because they take up a lot of space, maybe more multi-storey or underground parking. More culture, especially Indigneous/Noongar art, awareness etc.
No pedestrian crossings anywhere in the city centre. No shade from trees. No place to sit in the shade..
Only on a regular walk I find at times homeless and groups drinking in parks and the empty containers left after them. Maybe a drop in centre to help them.
Parking can be very busy. Tragic lights making travel slow
Parking free
Police patrols

Remove the multi lane highway through the middle of it along Grand Boulevard with emphasis on cars rather than people. So much car parking available and not easy and convenient to walk from big shopping centre to say library or council offices or even to get a coffee from Dome?
see comment above, just lack of night spots
Stop pretending it's a big City. It's a shopping mall, and not really much better than Whitfords. TBH, if the Council weren't there, I doubt I'd ever visit!
There isnt free parking
The wide streets are great for traffic but deter people. Maybe changing the street parking would help. I notice a lot of people struggle with parallel parking in the streets around Joondalup, often taking too long to park (or giving up) before they are able to spend time at local businesses. Also: everything is so far from each other, which means heading into Joondalup is usually singularly purposed--ie. low potential for flow-on business outside of the shopping centre.
We drive to better eating options, so it is in competition with the coast or the city or other neighbourhood centres

APPENDIX C

APPENDIX C - RESPONSES TO QUESTION 10 OF THE COMMUNITY PERCEPTION SURVEY

Q10. What would make you come to the Joondalup City Centre more often in your leisure time?
A local arts scene, theatre, art galleries, street markets, boutique shops
A more greener space with less of a concreate jungle vibe
A nice cafe feel on the streets.
Annual fun run. Festivals. A celebration of our ethnic diversity. Regular Farmers market (maybe use the council car park on a Sunday) Food and wine, craft beer festival Xmas parade.
A richer arts scene--one that is visible without having to necessarily visit a gallery or library
Arts and culture events
A shopping strip/street with a book cafe, a beautiful garden sheltered from the roads, more restaurants that aren't spread so far apart, a club or karaoke bar (more places for young people to enjoy themselves)
Atmosphere- feeling of relaxation - needs to be a bit more busy.
Bars, restaurants, high street quality shops
Bars, restaurants, shops which offer improved street amenity. Pop up bars, events etc.
better range of cafes and restaurants. Some night time comedy or music
better range of unique restaurants, less chains
Cafes , Galleries and designer retail out with the shopping centre eg -Central Walk would be perfect but is a real disappointment atm .
Cafes, pedestrian plaza
cafes with longer opening hours, nicer restaurants
carnivals
Community festivals
Diverse mix of food and bev
Events
Events or activities
Family activities for teenagers More outdoor dining, events markets, food trucks
Festivals
films, rooftop bar/eating ; small concerts; food trucks and picnics
free parking
Free street parking

Free street parking all the time, as it used to be. Live Theatre.
Greater larger events and festivals
I currently go often enough, it's also good to visit other places
If the shops werent so crowded and claustophobic
Kids activity, senior activity.
Like most people I come to the City Centre mainly for the Joondalup shops. The size of it along with the car parking and restaurants etc makes the shopping centre its own hub. I would suggest that the City looks at way to delineate the remainder of the town centre from the shops. The shops will always be your anchor due to the sheer size of the place. If you want to attract people to the rest of the centre these areas need to have their own look, feel and character. I feel like the Joondalup City Centre Place Plan Boundary is way too large. Within this area there are probably four or five smaller nodes. I would suggest focusing on each node. These areas will all have different businesses, different reasons people come to visit them and a different look and feel.
More activities to do, like karaoke bar, dancing or restaurants
more cafes and entertainment. would love to see bars with live music. Areas to go like Leederville.
More dining and coffee shops closely connected to the shopping area. More street weather protection
More fun things to do
More interesting mix of shops.
more inviting for pedestrians / cycling in the city centre. Do not need such wide roads with sweeping corners and radii that allow maximum vehicle speed.
More option for exercise and entertainment
More people and choice of venues
More people, less sense of threat from others seeking money/donations or drinking in public and a sense of pride that the city is clean and tidy (the number of trolleys left everywhere shows there is a lack of pride and respect in the community
More restaurants
more small business, boutique stores, alleyways (like Melbourne laneways) for art and more
More street scape in city walk
more to do
Multicultural activities
Nothing, I prefer the outer areas, Neil Hawkins and winton road shops
Performances/ live bands/theater
Places to eat
Playground

Police patrols
restaurance that are open outside from business hours.
Restaurants
Seeing more community involvement - especially support for underprivileged, mental health, homeless, etc
Sheltered terraces from Cafes and restaurants. A place for cultural events not necessarily something big.
things to see and do
Varied entertainment options

APPENDIX D

APPENDIX D - RESPONSES TO QUESTION 11 OF THE COMMUNITY PERCEPTION SURVEY

Q11. What kind of events would you attend in the Joondalup City Centre?
Agricultural, handicrafts, artworks kids fun
All kinds
Any
Art and craft and creative learning opportunities
art exhibitions, performances, theatre,
Arts and theatre. Music. Wandering buskers
Arts (incl. music, visual art, performance art, literature); markets; food festivals
Arts, music, cultural events
Arts, music, culture, sports. Everything!
Concerts (classical or rock), plays ... in the absence of a venue lets have some outdoor events like they used to in Kings park
Concerts maybe markets
Concerts, Theatre.
Cycling races, car rally style loop rally stage, farmers / other type markets in the main streets in centre and being closed to traffic.
Events with no single use plastics
Everything, I live in an apartment, there is nothing to do for apartment dwellers
Festivals
Festivals.
Festivals, and everything I am invited to
Festivals, live music (when it's on), art
films; smaller more intimate community events
Food and wine festivals, music festivals and bars/pubs
Food, beer festivals
Food festivals
Free Concerts, music in the park
I hate events!
Knowing about and having more micro events
live concerts, musicals, Dance productions
Live music , plays, musicals

local art and culture events that people normally have to travel to Perth CBD to attend
markets, concerts
Markets, festivals, arts, family events
Markets, festivals, concerts, theatre plays (maybe even outdoor ones), outdoor cinema
Monthly markets, light festivals, carnivals, art shows
More Culture and art
Most things I attend to support the idea. I like anything really - art, festivals of any kind (thank you CoJ), and any links with community and new ideas.
Multicultural festivities
Music
Music
music events, family events
music, theatre
None
Not sure
Out door markets, winter wonderland in July
Price/LGBTQ+ events
quiz nights
Running events
Small concerts, theatre plays, street dance competitions, markets, street art.
Smaller ones with a more ee targeted audience, really don't like 10,000 people in small spaces.
street festivals
Theatre, Art Gallery (I already go to JAG), Joondalup festival
The Joondalup Festival has always been a great event but due to COVID the risk associated with such a large event are understandable. I would like to see more small events focused on micro experiences. Using the businesses to host events so people can come and see what each business has to offer for example. Or what makes Joondalup unique.
under age discos & concerts
wine and food festival bit over food trucks

APPENDIX E

APPENDIX E - RESPONSES TO QUESTION 13 OF THE COMMUNITY PERCEPTION SURVEY

Q13. What kind of activation projects would you like to see in the Joondalup City Centre?
Activation linking local schools to the community - somewhere their work and activities can be shared, activities involving aged care or services/businesses we have in the City which we can learn more about, a community garden and or Foodbank somewhere? Maybe the larger spaces for lease can be open for short periods for Businesses to promote themselves - let the Community know who they are, where they are and what they offer. As mentioned previously, let local School put up displays (in the empty spaces and maybe do an exhibition/performance/activity such as singing, let the volunteer database for organisations become more ineteractive - have the Friends of Yellagonga have a drop in space for a while to have people in the community sign up to help keep the Lake and surrounds clean - co-opte Birdlife Australia tohave an education session on planting bird attracting trees and what birds (and the huge species variety are here in Joondalup). Even have brainstorming drop-in - ask people to write down something good they experienced that day and any suggestion about what they experienced that was not good.
Active spaces for kids
Add more teenager friendly attractions e.g Basketball courts or skate park
Arts, performance, fringe, markets
as above, outdoor conerts, opera, ballet almost anything..!
A Theatre
A tidy town initiative to make the verges, parks and gardens beautiful (eg Araluen has tulips and tourists flock there), put in more local art features, support local business, lobby commercial landlords to lower their rents to give people a chance to thrive
A up market occupancy of properties on the Main Street
Better use by the community of the Joondalup Council building and library.
boas avenue as a green allee connecting Neil Hawkins park and the shopping centre with little rest areas in between
Businesses taking on eco friendly challenges
Centre of Aboriginal knowledge/learning where people can go to learn more about aboriginal culture, medicine, art and lifestyle
Community hub where people can take art, music, dance classes or book a room for meetings and a cool playground for children to play! Better situated cafes and restaurants! (Side streets with trees and amenity!)
Convert one of the old warehouse style of restaurants on
Entertainment
Environmental
Festivals like fringe

Healthy food projects, popup art class
I don't know
Improved pedestrian experience on central city streets that adds grit and visual interest and calms traffic. More street art/murals, parklets, planter boxes, awnings etc. Easier allowance for alfresco dining will also help with this. Also free events held in the City centre to bring people in. Also events like pop up bars or pop up mini golf etc in areas which are underutilised on weekends or during school holidays, such as car parks in front of the City Admin building.
I would like to see grass roots activities that the community or the businesses themselves put on to showcase themselves. Generic activations such as ping pong tables, markets etc have little traction. I would like to see something that puts a spotlight on Joondalup, it's history, its character and its connection to Country.
Kids activities
Lots of outdoor sculpture - maybe a whole sculpture park.
Making joondalup a tourist destination, we take friends to Freo, Leederville, Scarborough the city of Joondalup needs a bit more character and a heart of the city a central place people want to go to, not just lakeside shopping centre. Also not to close at 9pm.
Markets in city walk, Crochet bombing, car meetings / events.
micro businesses, studios
more greenery, plant trees that can grow to to become big tree lined avenues like the streets on the fringes of Joondalup
More live music. See my suggestions on the map.
More place making to improve the attractiveness of spaces for normal people to enjoy
More regular community engagement for all abilities
Music
na
N A
Not sure
Open air theatre and cinema. Proper facilities for homeless people. Residential dwellings for enough people to justify hte City tag. A high-tech maker space.
outdoor cafes
outdoor food venues, turn the Boas Avenue into a pedestrian mall and offer gardens and seats as well as cafes
Participatory arts
Pedestrian Mall with plants on Boas Ave into Shopping mall
public art ; short term community art projects; outdoor table tennis; pop-up deck chairs (similar to London parks; Moveable recycled community benches with gardens ;

reduce car traffic and make the streets more friendly for pedestrians, reduce widths to cross roads, reduce traffic lights that take ages to give a green man, reduce traffic lanes to one lane in each direction with low speed, 30 km/h, with easy ability for people to ride bicycles with wide paths to allow for cycle parking.
See above
Smaller arts events, eg Yr12 art exhibition, street theatre, food festivals.
Theme park
Those that offer opportunities to create, learn new things and grow
Trams
Unsure
Weekend Markets.
Words, colour, music - get people involved, all ages - the festivals are great but try smaller things more often too

APPENDIX F

APPENDIX F - RESPONSES TO QUESTION 14 OF THE COMMUNITY PERCEPTION SURVEY

Q14. What one idea would you suggest to activate Joondalup City Centre and make you visit more?
a city landmark some sort of large or iconic art installation or structure
A community hub - a drop in place for people to connect, play games, seek help, etc
A cycling without age program
A learning city approach that fits well and existing assets
An Art trail suitable for children and adults
An indoor snow dome!
As above pedestrian mall.
a weekend farmers market with street performers
Better attractions in the centre of the City and more marketing to local residents. BIG NAMES of entertainment
Central walk, boas avenue, create a cafe culture lots of tapas bars, restaurants cafes a place to meet friends and socialise. Not closing at 9pm. Live music venues.
Cultural Festivals
Develop a 'town square' and activate it, but remember seating and shade also.
Food festivals
free parking
free street parking
Generally the City centre lacks activation because lakeside shopping centre draws pedestrians in and off of the central streets. Policy should ensure that any future development on the lakeside joondalup site should be designed to also benefit the public realm around it, whether that be through activated street frontages along city centre roads (instead of multi level car parks) or by requiring a contribution from the developer of that site which will benefit the public space in some way. Lakeside Joondalup should also be encouraged to activate the surrounding streets through events etc.
Get rid of the cars make people train bus or walk into the centre, parking offsite
Have more CAT busses to make moving around easier
Host events like Perth Garden & Outdoor lifestyle festival, exotic car show, Sculptures by the Lake, Art / museum exhibitions in the Civic centre rooms
I don’t see it as a place to eat, I look elsewhere for this. Perhaps need to establish café strip and divert traffic
Implement senior project activities
Improve city walk.

Increase the 'critical mass' - get the local groups in to link them to the community and it could be like a 'pop-up' similar to what Lendlease do in the shopping Centre. Business will pick up, but we need to keep and increase the City's current momentum and vision and not fall into a hole of complacency and apathy.
Instal equipment for callisthenics (bodyweight exercises)
I would change the area outside of the library. Library's have long been community hubs and the Joondalup Library is great - I would build a piazza of some sort around it and make it a meeting place for people. Enhance the focus on the library and promote people to get together near this existing community facility. I think the City of Albany did something similar. I would always look to enhance existing community facilities before building new things.
Less street frontage to businesses that are accessed infrequently, closed to the general public, or closed on weekends (eg. medical suites). This would inject more life straight away. Joondalup City is not a place I choose to be unless I have a purpose.
Live Theatre.
Mainly places for young people like escape rooms, karaoke bars, clubs (for dancing). More events/festivals/markets, better hospitality options.
Make it more walkable
Make it pretty with hanging baskets and flowers like guuildford.
Markets
More live performances. More sport events at HBF oval (e.g. AFL, Soccer, etc).
More smaller events for different age groips
More vibrant dining
na
nightlife, restuarants and cafes open late, small venues for music, not big
Night time road closure in side streets where you can stroll along lit up restaurants and take your pick of which one you'd like to go to
No parking costs for One hour
outdoor scultpure trail
Performing arts
pop-up desk/chair activation with giant games
reduce traffic lanes and speed to 30 km/h. Also the city centre is not in my view where the big sheds, like Bunnings, are located as these can only be accessed by cars. The city centre is where the shopping centre is and council offices etc.
Regular farmers markets
reinveigrate the centre arouind Central walk. Make itthe heart of Joondalup
Remove all charity and non retail shops from the Main Street
Shade and trees

Support the visual arts more
The arts for children
there is not only one item that does the activation. several things have to fit together
The safety is terrible, violence and robberies are everyday occurances, I think we should have a police station
Town centre regeneration
We really like and frequent the cafes on Reid Promenade, concentrate this as the dining hub but there isn't the local population to sustain what's there now

APPENDIX G

APPENDIX G - INTERACTIVE ONLINE MAPPING TOOL COMMENTS

Theme	Comment	Upvotes
Something I Love	Surprise and delight artworks!	2
Your Ideas	Totally agree. It currently looks like back alley stairs	1
Your Ideas	I agree. I often choose to go to a cafe in the shopping centre because parking is free. Making street parking free for the first hour would encourage me to go to cafes around Joondalup	0
Your Ideas	The stairs leading to the cinema etc are the key connector from the shops to Boas Ave after hours in particular. However, these stairs are concealed and not a great place to walk. I would suggest enhancing this connection so people visiting the cinema etc can spill out onto Boas Ave after to get dessert or a coffee etc.	5
Your Ideas	Slow down bike speeds along lake frontage of Neil Hawkins . So many near misses of pedestrians and children enjoying a stroll by cyclists moving to fast through this area. A bit of signage might help either side of the entry of the park or bollards on the path.	0
Your Ideas	Use the car park on a Sunday for a regular Farmers market and advertise it to Perth	0
Your Ideas	Great place to green up and turn into a pedestrian mall Boas Ave.	0
Your Ideas	I would like to see small bars, such as cocktail bar or wine bars, and more trendy or higher end restaurants to create a more vibrant night culture, rather than having to drive further in towards the city.	1
Suggested Improvements	There are already empty spaces across the JCC Area. with more high rise building built, they will mainly stay vacant as prices are too high at the moment.	1
Something I Love	"Libraries are essential to any healthy community. We need to keep ours as a Local Govt resource. They have been doing a great job in keeping up with the times and providing excellent support, service and updates. As home schooling becomes more attractive, the library could play a big support role in getting home schooled children together for social activities. A community garden would be a great addition along with more sustainability talks and 'how to"" workshops for all."	0
Your Ideas	extend catbus service into suburbs of Connolly Joondalup Edgewater heathridge	2

Your Ideas	Agree, the fountains would be good in a park. This area could be better used as a meeting place. Somewhere everyone can feel safe to come to.	0
Your Ideas	This park in front of the library has a lot of potential and could be activated with a landmark sculpture such as 'Beseech' by Ken Sealey (the big blue head in front of the City of Vincent offices). The City invests in art and it would be cool to have a sculpture trail around the city centre.	1
Your Ideas	"Remove the fountains (they do not work, are a drain on water and an eyesore) replace with a small bandstand. The bandstand can be funded by council or grants for the arts/music. This then creates a focal point for music via band bookings to create a regular music venue for both professional and upcoming musicians. Schools are nurturing young musicians give them a public venue to perform. These shows will bring in walking traffic and create an economic upturn for local business."	7
Suggested Improvements	"The accacia trees on the easter side of Davidson terrace have never really grown for the last 15 years. Cars and delivery trucks keep reversing on them and metal win over bark. New trees have been planted but not protected from cars and the City has to keep on replacing them. Suggestion: - Plant new plane trees similar to those on Boas Avenue - Protect all street trees in City center with a single metal arch to allow a push bike to park on both side of the tree."	7
Your Ideas	"Allow a cafe like Zamia cafe in Kings Park to be built here. Modern and not intrusive, overlooking the park, playground and lake. Do not put the car bays on the lake side of the cafe but let the terrace blend in with the park."	18
Something I Love	How safe and attractive is it to get on your bike through the city? Are there good routes from the freeway bike path and train station? can people ride safely through to Neil Hawkins Park and future mountain bike facilities? Are there adequate bike racks? Are bike paths on road and path, well marked to make active transport welcome and safe for all?	0

Suggested Improvements	Density/high rise belongs in the CBD rather than in the suburbs. If ever there would be people doing without a vehicle - this is where it would happen. Housing must be of quality design for sustainable, healthy living. Affordable too - not just for investors for the purpose of rentals. Greenery must be included.	1
Something I Love	I loved the art and theatre centre idea that was proposed some time ago. I don't know if budget makes this impossible, but I feel that would create a great hub for Joondalup. Also, near Bunbury, there is a cafe (Crooked Carrot Cafe), with a playground (adventure?). Every time I have gone by the venue it is filled with families.	2
Your Ideas	How about connecting the railway station(s) with a really good bus service to the beaches? Sorrento, Hillarys, Ocean Reef, Burns Beach, Mullaloo are world class beach destinations every bit as good as Cottesloe. Try getting to them to watch a sunset or take a dip without a car!	7
Something I Love	Love the greenery and relaxed atmosphere. More of this please	5
Something I Love	As a non for profit musical theatre Association,(Adrenaline Theatre Association Incorporation).that involves children from the City of Joondalup, we would love somewhere to put on our productions. At this point in time we use the City of Perth Town Hall which is taking business out of the City of Joondalup but we have no purpose built theatre or facility here and the schools private hire fees for their auditoriums are so excessive that we are forced to use of City's facilities.	0
Something I Love	Work with the State Govnt to allow bikes on trains in peak hour.	0
Suggested Improvements	Absolutely! Go for European style piazzas that can be activated past 6PM. Joondalup is DEAD at night. But you need people who live in walking distance so they can stagger home after a few drinks.	0
Something I Love	Why doesn't the City provide rates subsidies for schools that allow community arts groups to use them? Or alternatively charge them rates if they do not? I don't think the City can afford a large performing arts center. I'd prefer we used our outdoor environment - it's free and some of the best in the world.	0
Suggested Improvements	"Welcome to the City of Joondalup - the CIty of the Car! I know it's expensive, but why not park cars underground and activate the space above?"	6

Suggested Improvements	I'd prefer natives. I like the idea of bike friendly decorative railings around the tree while it's establishing.	0
Suggested Improvements	"Put the cars underground and activate the above ground space. This area - and Winton Road is a joke if you seriously want to be even a town, much less a global destination City! You may not own the space, but you control rates and that's a powerful lever to get the sorts of business that you want to invest."	3
Suggested Improvements	Lakeside Shopping Centre facade on the west and south is very uninviting. The lettering on the carpark is messy and not a good design feature. Better for the carpark to be disguised in some way rather than highlighted. Have a look at the progress or plans for the Karrinyup shopping centre. It is classy and inviting, makes one want to shop there.	4
Your Ideas	I'd like to see a maker space where people can book out high tech spaces to generate technological innovation. You have Unis within a train ride, attract young, bright brains to innovate and bring their business ideas to life.	8
Suggested Improvements	Mukti storey carparks. more standalone retail to Winton road replace standalone retail with large multi-storey apartment buildings.	2
Suggested Improvements	This area is not big enough for a city centre. And how does one differentiate between the city centre and Joondalup Centre surrounds. This whole thing is crazy when you consider what the Council is doing with infill in the suburbs, How can this be called town polanning.	2
Suggested Improvements	This are should not be retail. should be High-rise apartment buildings, large apartments with services on the first four floors. We need much more density in the CBD rather than in the suburbs,	3
Your Ideas	Yes. Yes. Yes	1
Suggested Improvements	This whole area should be for high rise apartment living with services on the first three floors,, Build over the railway. This is all about getting 10K's of more people to live and work in the CBD. Every carpark should be multi-storey providing more room for high rise large apartments with services.	4

Suggested Improvements	The Joondalup Centre boundary needs to be expanded. The city boundary should be am area which includes the Arena, the area to the north bounded by Joondalup dr, and lakeside drive,, the Joondalup lake, the retail area around Winton Avenue. Right now much of the Winton Road area is out of town retail, which should be part of the CBD re apartments. A vibrant city requires 110k's of people living in the city.	1
Your Ideas	Enable modern and highly visible co-working space for business wanting to relocate from Perth CBD to Joondalup. Taking advantage of the working from home phenomenon and being at the same time to have a great looking office in convenient location with high speed internet and modern meeting rooms where you can meet with serious clients.	5
Suggested Improvements	Agreed! We need a lot more mixed-use development that's affordable for students, young people and attractive for people who want to move out of the CBD as rent is getting insane there. In addition, start increasing the density of Joondalup, the new tower is a good start, but, we'll need more medium to medium-high density as the population grows and people are attracted to Joondalup.	1
Your Ideas	Provide more multistorey carpark options and reduce the footprint of the carpark and turn into usable space eg more greenery or even medium density apartments.	5
Your Ideas	This could even be turned into a nice restaurant not only daytime cafe. How nice would it be to have a good meal overlooking our beautiful lake. This is so underutilised.	5
Your Ideas	More activation in Central Park. Why is there no cafe there. It's a shame that the Saturday markets got cancelled as they were great.	11
Suggested Improvements	Create an actual City Centre and it shouldnt be the Shopping Centre. Why can't we have a coffee strip along the Boulevard like in Fremantle or finally some high end cool restaurants like in the CBD or Leederville. If we go out we usually end up in the City for a good meal as there is just nothing in the CIty really that is inviting.	6
Suggested Improvements	A better mix of restaurants and cafes. A bit difficult to manage during a pandemic but prior to March 2020 we found the Joondalup CBD very patchy when it came to eating options in the early evening and in fact many places were closed very early.	4
Suggested Improvements	Create affordable co-living apartments blocks so young fun people can live here, who will bring energy and creativity.	1

Your Ideas	I really like that idea! So many people don't know enough about natives and how we can use them. Planting more natives in people's gardens is also great for the native fauna because of food supply and shelter.	0
Your Ideas	Give teenagers a space to get active and play - basketball hoops, skate ramp and tennis courts. Add a bike repair shop-cafe and build a bike trail that links to Neil Hawkins park.	4
Your Ideas	Build an indigenous garden centre, where we can learn how to identify, grow and cook / use local native flora - run by local indigenous people.	9
Your Ideas	This carpark is really under utilised (send all parking underground to Lakeside). It's the perfect space to create a central piazza with lots of seating under the shady trees and a water fountain (like in the CBD) that kids can play in on hot summer days and with a light show at night.	6
Your Ideas	Kind of like down in Margaret River with the Hairy Marron cafe which doubles as a mountain bike shop/ rental place for the nearby mountain biking tracks.	0
Your Ideas	Move the Warhammer shop closer to the JCC District. Add more CAT Bus routes to the JCC area	1
Your Ideas	Create a promenade of al fresco restaurants and small bars overlooking the park, then bring the park to life with a wide variety of performances.	9
Your Ideas	Pedestrian zone to connect CBD to Lakeside Shopping Centre with a market square and shaded walkways.	1
Suggested Improvements	2 new Central Walk Signs on median strips at intersections of Central Walk and Boas Avenue and Reid Promenade (Standard 2 pole Council sign seen in Joondalup and other parts of Perth with CENTRAL WALK and Restaurants, Centrelink, Licencing etc. below)... Cyclists could use the signs when waiting to cross road. ..... One of reasons why restaurants on Central Walk have closed was because people who made reservations did not show up because they could not find Central Walk while driving.	0
Suggested Improvements	LED lights should be strung up between tops of buildings and through trees in Central Walk to create atmosphere at night	0

Your Ideas	2 new Central Walk Signs on median strips at intersections of Central Walk and Boas Avenue and Reid Promenade (Standard 2 pole Council sign seen in Joondalup and other parts of Perth with CENTRAL WALK and Restaurants, Centrelink, Licencing etc. below)... Cyclists could use the signs when waiting to cross road. ..... One of reasons why restaurants on Central Walk have closed was because people who made reservations did not show up because they could not find Central Walk while driving.	0
Suggested Improvements	Art gallery in Joondalup CBD to showcase work by local artists and and have exhibitions by famous artist..... The gallery would give local artists an opportunity to sell their work and give people a reason to visit Joondalup city centre	0
Your Ideas	More al fresco eating areas much like whitfords shopping centre.	4
Your Ideas	Multi story car park then use car park space for small stallholders/markets. Where small businesses can set up stalls to provide some product variety rather than only having all the same huge chain shops that are in every large shopping centre. Even if only at weekends.	1
Your Ideas	Agree, a beer garden even!	0
Suggested Improvements	"Another big above ground carpark with single storey commercial. Terrible waste of space. Do mixed use with services, cafes etc at street level and apartments above, And maybe some nice outdoor space to be used as an outdoor performing arts place? Shakespeare in the Park...concerts...dog walking and jogging. We need people to live, work and play in the same place. Then they may not need a car!"	6
Suggested Improvements	It's weird that the most active public place, the station, is basically encircled by private places. The owner of the shopping centre must be very grateful! And the car park blocks the station off from Central Park.	0
Suggested Improvements	Reduce number of abandoned shopping trollies littering streets by erecting signs at exits of Lakeside shopping centre, increasing frequency of shopping trolly collections and impounding abandoned shopping trollies.	2

Suggested Improvements	Create new well lit, safe, 24 hour, easy to find access to Train/Bus station and Lakeside shopping centre from from Grand Boulevard (preferably close to corner of Grand Boulevard and Boas Avenue.... or implement easy option of using existing pedestrian entrance to Lakeside shopping centre on Grand Boulevard and build new short pedestrian and cycle ramp into train/bus) ... Commuters often have to walk along dark and unsafe Collier Pass and Grand Boulevard to access train/bus station late at night	0
Your Ideas	Limit how many closed front businesses open on the main thoroughfare- like endoscopy suits, medical rooms etc so make space for cafes, special interest shops etc. Move the “adult” shops off the main drag. Keep an attractive shop front policy (without being too red tape/ restrictive) but encourage bespoke shops fronts and less of the neon and cheap signage. Minimise big chains. Maybe some kind of permanent makers market near the centre. Take inspiration from Leedervilles culture building	2
Your Ideas	Integrate Lakeside shopping centre and Train/Bus station with Joondalup CBD.....Most shoppers in Lakeside shopping centre are not venturing out to shopping centre and crossing Grand Boulevard to Joondalup City centre....Create new entrance/exit to Lakeside shopping centre from from Grand Boulevard (preferably close to corner of Grand Boulevard and Boas Avenue.	0
Your Ideas	Council should reduce red tape and fees to encourage more alfresco dining along Central Walk	0
Your Ideas	All paving here and limited trees. The main attractor here is Varsity - the rest of the tenancies are services. These buildings are wrapped by car parking - this area is not really inviting. It's almost like an island surrounded by car parking. You would only come here to get a burger or during the day for the physio etc. Consider removing some car parking or adding some shade trees at least.	2
Suggested Improvements	Get rid of this car park and add apartments / shop top / open space. The area around the train station is what is gonna be remembered when arriving to joondlaup. Let's not make it feel like you arrive and go to shops and go home. This opportunity area needs more creative and diverse land-uses in a walkable or even seeable distance of the trainstation. Also, amending policy so smart waste bins with cesors are the standared. Time to stand up against the old private focused planners in the city.	1

Something I Love	Completely agree! The library is a great hub and libraries have always been community hubs. I would look to enhance the area around the library to make it more attractive and welcoming. At the moment it's harsh with the car parking and the paving all around. I would suggest transforming the area around the library into a piazza for people to meet etc. The space can become a great hub for the community to meet and linger longer.	0
Suggested Improvements	Central walk is a great concept however, I find it quiet and usually not very active. I would consider ways of activating this space. It's a great pedestrian walk way and a great north-south connector. Again it could use more trees but also it's missing character. It's harsh with the red paving and the art work in the middle seems plonked in. It lack vibrancy. You could work with the businesses to ensure that this walk way is more used.	5
Something I Love	This sculpture is cool and could be incorporated into a sculpture trail around the city centre.	0
Your Ideas	I don't think this space is suitable for a bandstand (too small and apartments in very close proximity above). The fountains are a unique feature and something which I think is really cool for Joondalup. A bandstand would be more suited in front of the Joondalup Library or in Central Park	0
Something I Love	The stone library and Council Chambers buildings are architecturally quite impressive for Joondalup and worth celebrating/highlighting as landmark buildings in the city centre.	0
Suggested Improvements	A lot of the trees around the city centre are in poor condition, stunted or don't have consistency in species selection. More effort should be put into supporting the growth of trees to create canopy for shade (to increase the appeal for pedestrians) and visual interest of tree lined avenues.	1
Your Ideas	This courtyard between the library and Council chambers is architecturally impressive and has huge potential for activation i.e. with pop up events, music performances, a feature sculpture (i.e. a as Stormie Mills bunny)	4
Your Ideas	The City investing in a statement sculpture at the two pedestrian crossings on either end of Central Walk (similar to Lorenna Grant's 'Arch' at the James/Lake Street roundabout in Northbridge) could be a feature of the city centre and draw attention to Central Walk.	0

Suggested Improvements	It would be great to promote the area as a dining, cafe and bar area. More like a traditional town centre and not an adhoc arrangement of shops, cafe's, banks, medical centres etc. Joondalup has no heart. Just look how busy San Churo's is because it stays open later than others	0
Suggested Improvements	Large murals on blank walls in the city centre and laneways (such as the side of the Quest building) would create interest and increase vibrancy	3
Something I Love	It was cool when this car park was turned into a pop up sunken bar/hang out area during the Joondalup Festival a couple of years ago.	3
Something I Love	I thought the giant illuminated blow up rabbits which were located in this strip as part of Kaleidoscope festival were really cool.	0
Suggested Improvements	Great concept but not working. Lack of interesting businesses on the ground floor and the walking experience is very boring. Need more excitement and people here especially after hours. perhaps retrofit the upper units as shot term accomodations/rental. it needs people. and please remove that sculpture in the centre!	2
Your Ideas	Free street parking in the City Centre. It would attract more people to come into Joondalup which is a boost for business.	3
Your Ideas	Tree lined street - an extension of nature from Lake Joondalup along Boas Ave to the shopping centre, through the civic centre. Large trees offering shade to pedestrians as it gets really hot along here especially in summer.	3
Your Ideas	Public art	2
Your Ideas	encourage a diversity of small local businesses on the ground floor that look out and addresses the street.	1
Your Ideas	Pedestrianise Boas Ave from Davidson Tce to Grand Boulevard to turn this into a City Centre precinct which can be activated from the adjoining and new buildings proposed for the Lotteries West carpark. This may also solve the many traffic issues at this intersection of Davidson Tce and Boas Ave. City Centre traffic to Grand Bvd can be diverted up Davidson Tce and out to Lakeside Ave. The pedestrian precinct can be activated with landscaping, seating and shelters to create an Inner City plaza!	9
Something I Love	A variety of community services that are easily accessed via the train/public services.	2
Something I Love	The Library is in a great location and offers a range of support and information programs for all ages. Lovely to see the variety of people and ages that access it.	10

Your Ideas	Invest in a destination nature playspace similar to the Bibra Lake Regional Playground. Hit up the State Government for promised election funds and save money by reusing tried and tested designs and contractors. Tweak it to add a local flare and voila - people will travel far and wide to visit the latest Instaworthy family attraction right here in Joondalup. What better way to enhance the already amazing Yellagonga Regional Park plus it will get rid of the old outdated play equipment that exits.	16
Your Ideas	Give the fountains a second chance, perhaps in a better location with a little bit more tinkering. Agree that a couple of casual music sites are required for amateur musicians (a band stand may end up a sleep out for the homeless). Try a couple of different models like a buskers step outside an entrance to the mall or Friday night gigs on top of a car park. Or rather than physical infrastructure consider a council amateur music booking service to link school musicians with local cafes.	1
Suggested Improvements	"Additional housing/density in the CBD People living where they shop/eat/relax is key Its an inbuilt customer base for downstairs commercial property"	7
Suggested Improvements	Cafe and restaurant strip along Boas Ave. Pedestrian only between Grand Blvd and Lakeside Drive. Encourge buskers.	11
Your Ideas	remove traffic lights and multi lanes. Remove all signs and lines, reduce speed limit to max 30 km/h or even better make it a shared space with a psuedo roundabout and make it about people not vehicles. This is not a through road it is a place and it should look like one rather than a multi-lane highway. Included example of shared space roundabout without any signs / lines.	2
Suggested Improvements	As a pedestrian the buildings are not inviting as you have to walk a long way through car parks. Make the buildings accessible without having to go through car parks.	0
Suggested Improvements	How do you get from the railway station to the library or Boas Ave? it is surrounded by car parks and a shopping centre access that distracts and makes it hard for people to find their way to get through the shopping centre back to the outside. Also how easy is it for locally based people to use the train as they would have to get on at a station somewhere in City of Joondalup and due to the unique design of the railway line all the stations are in the middle of the fwy.	0

Your Ideas	We need a shaded all ability nature play area for kids (think Pia's Place, Whiteman Park or Joe Wheathley, Dalkheith). We don't need to travel 20min plus to get children to engaging play areas. Think big, bold, nature, aboriginal inspired play spaces for all ages and abilities. Something that makes a statement. And please, don't omit the shade.	5
Suggested Improvements	This whole block (Grand Blvd/Boas/Davidson/Reid) could be an entertainment area with cafes and restaurants ... no point trying to compete with lakeside by having shops but make it an entertainment area, loads of nice little pedestrian areas/laneways etc. could be fantastic .. maybe some small music and comedy venues	0
Your Ideas	I've sent numerous emails regarding this outdated playground at one of its premier parks in central Joondalup. I'm told it's only 13 years old and not due to be replaced til 2025/26 Financial year.	0
Your Ideas	We have beautiful parks Uber utilised may be an extensive playground plus cafe	0
Your Ideas	This side of Joondalup is as boring as it can be.	1
Your Ideas	We have beautiful parks a cafe will bring more interest plus better accessibility	1
Your Ideas	i agree . Would like to see a community group using our council building for the good of the community,especially the less fortunate	0
Your Ideas	I would like to see a drop in center for homeless or travelers to get a hot shower, do some laundry and have a cuppa. If this is not the place then somewhere still near to public transport and the hospital.	8
Suggested Improvements	Expand the free Cat Bus to include Regents Park Road for Businesses and residents. This link is needed for everyone to use. It will draw more people to the Centre , cafes , banks etc and viz-versa	1
Your Ideas	Traffic jam getting into the Hospital. Know this may not be the Council but I have seen many potential accidents from an impatient driver. This needs fixing- or closing	1
Your Ideas	We need a cafe strip loosen red tape. The pathways are so wide to allow outside seating.	0
Suggested Improvements	As the populations of the Northern Suburbs grows the hospital will need to be expanded, A multi-storey carpark is urgently needs both for visitors and for staff. More space will be needed, so some low rise house will have to go. Long term the hospital needs to become more like a medicare hospital with outpatients etc,	5

Your Ideas	"Would love to see this empty area beautified. Overgrown and is an eyesore Include seating for all us residents that walk to the main shops . We have great parks people and mature trees in this spot Thanks"	2
Your Ideas	"Please look at more cafes and restaurants in the area, in particular to allow seating outside. Look at Melbourne's model of cafes. This will increase employment and bring vibrancy to the area to allow all age groups to enjoy. We have the opportunity to be unique suburb/city that other suburbs in Perth don't possess. Currently it is dull and a mix of business offices...boring! There doesn't seem to be much planning or thought to the area. We have a chance to bring a true ""city"" vibe to Joondalup!"	2
Something I Love	This side of Joondalup is as dead as it can be	0
Your Ideas	Have the CAT bus stop at niel hawkins park and advertise that it does. This will assist with reducing the car parks needed	0
Suggested Improvements	Reduce red tape in council planning, allow vendors to use the big pavements for cafes, bars to grand boulevard. That is the main road running through the hub, spend some money on flowers to brighten the place up, meet with businesses to see if reduced rents could be of some benefit. Real estate and the like is not for the main hub, take inspiration from Vincent and lederville and what they have achieved	1
Suggested Improvements	agree -the sculpture works intermittently and i would suggest that the maintenance costs are high...maybe it doesnot need to be so large. I always stop and think " how do i go around this thing" :)	0
Your Ideas	agree - this access is terrible AND NO CLEAR Signs as to how to get to the TraIns	1
Your Ideas	Create new well lit, safe, 24 hour, easy to find access to Train/Bus station and Lakeside shopping centre from from Grand Boulevard (preferably close to corner of Grand Boulevard and Boas Avenue.... or implement easy option of using existing pedestrian entrance to Lakeside shopping centre on Grand Boulevard and build new short pedestrian and cycle ramp into train/bus) ... Commuters often have to walk along dark and unsafe Collier Pass and Grand Boulevard to access train/bus station late at night	1

Your Ideas	"We very much need a Community Center for our inner city. Why isnt there one already for the residents around our CBD. ? Most of our suburbs like Duncraig, Currambine and Craigie have very well used facilities that draws the community together. Community center should be reasonably priced and include exercise groups especially for our growing over 60's age bracket,crafts and even young parent groups are needed now. Should not just be an admin center. Make better use of the buildings we have."	1

APPENDIX H

APPENDIX H - POP UP CONTENT AND FEEDBACK - ASSETS MAP



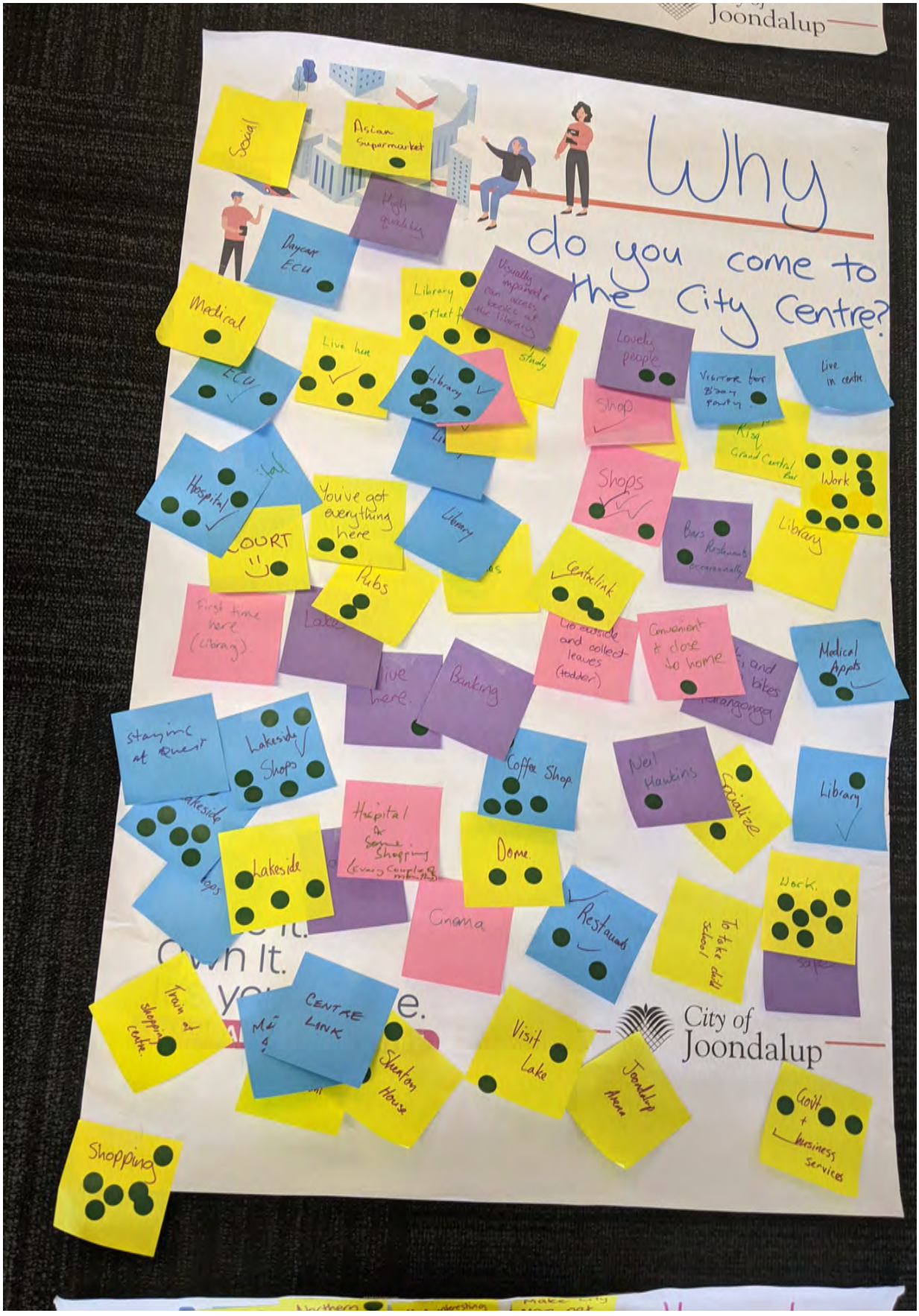
APPENDIX H - POP UP CONTENT AND FEEDBACK - ASSETS MAP

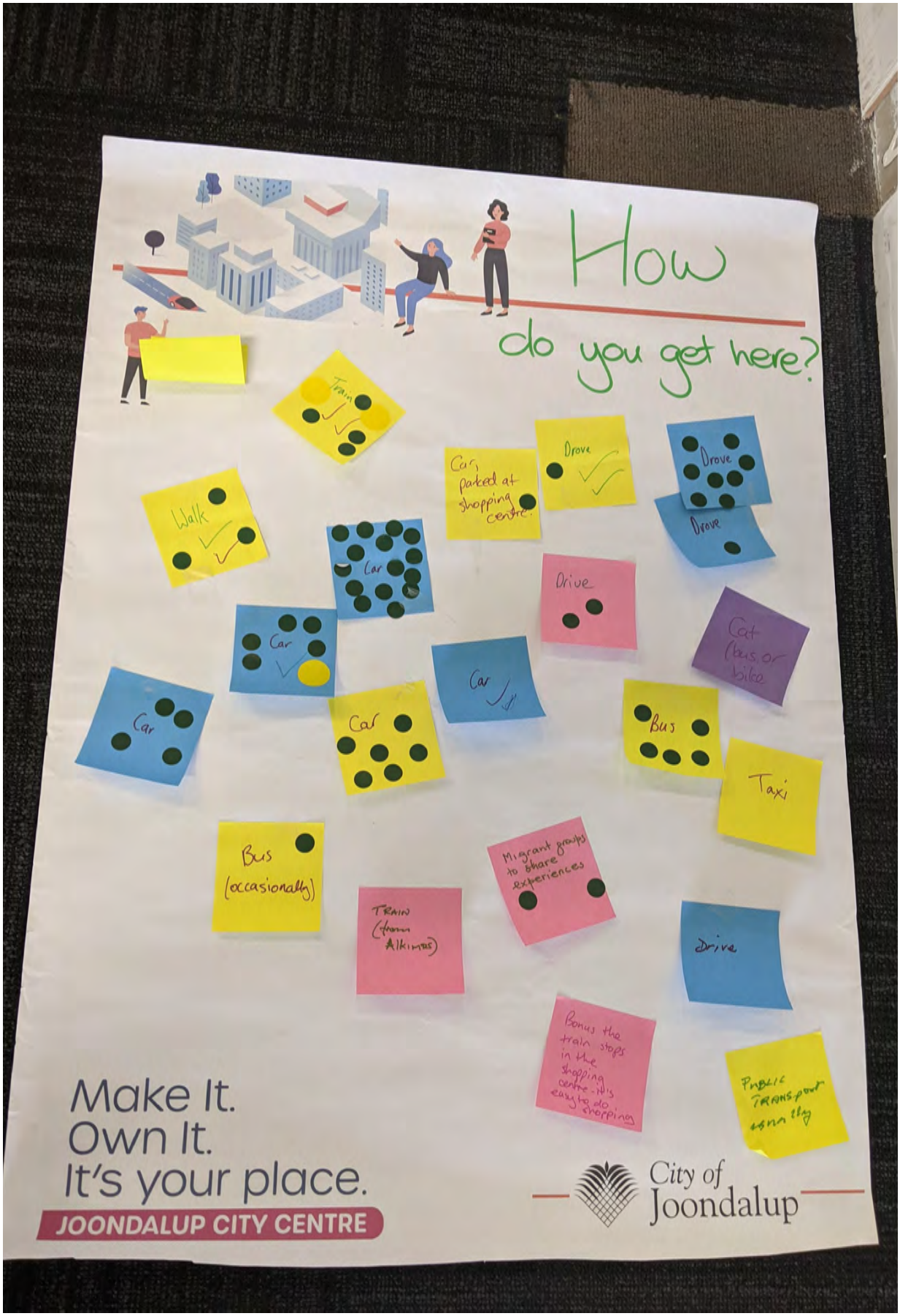


APPENDIX H - POP UP CONTENT AND FEEDBACK - KEY FEATURES MAP



APPENDIX H - POP UP CONTENT AND FEEDBACK - FEEDBACK




How
do you get here?
Train
Walk
Car, parked at shopping centre
Drove
Drove
Drove
Car
Drive
Car
Car
Car
Car
Car (taxi or Uber)
Bus
Taxi
Bus (occasionally)
Migrant groups to share experiences
TRAIN (from Alkimos)
Drive
Bonus the train stops in the shopping centre - it's easy to do shopping
PUBLIC TRANSPORT
Make It.
Own It.
It's your place.
JOONDALUP CITY CENTRE
City of Joondalup


What
would you like to see in the city centre?
Northern suburbs ice rink.
Make City More pet friendly
More jobs opportunities
Festivals Special/ occasional
Nice Restaurants
More Gyms
More VIBRANT TYPE OF BUSINESSES
CONNECT Hospital to local business better.
More books (library)
More alfresco dining
Art gallery
More park benches on all the streets.
WELLNESS CENTRE
CAFE
More for children aged 10-15
Hospital is great
School Holiday Care/ including for teens
Remove Alfresco fees
Interiors of shops aren't wheelchair accessible.
Central Walk - more dining + more variety
Small bars
Music + People Singing
Any construction buildings or new spaces should give appropriate recognition & respect to Traditional owners
Connect to show local businesses
More Pubs
Free parking
Tidy up rollers
JOONDALUP HAS EVERYTHING
Remove surface parking fees
It's all Good
at the Library
Rain gardens water sensitive urban design
Nice Supermarket (small IGA)
BEER GARDEN
More open air restaurants
Farmers Market
Night Market
Ramps from carpark.
Less fragmented Easier to navigate Around Walkways
Relook the plans for the Boas Place
2 hr free parking
A cappuccin strip
Theatre Centre!
Art Venues
Happy as is
Pay parking at end of session
Smaller Decentralised Events across the CBD
Water fountain (in thirty)
Walk across Lake Joondalup to connect to Warwick
Better access to Arena Joon.
Activities for teenagers
Footpaths need improving (bumpy)
Sensors rather than push button for pedestrian phases on traffic lights
Get Google's HQ in
Pedestrian Friendly Streets + intersections


Do you have more ideas?
Town.
Community consultation marketplace in central
Sessions with City officials in a relax manner
Activate empty shop fronts with
Live Music in Central Walk!
More Nightlife Venues specifically small bars!
Performing Arts Centre
Better emergency services acces across Lake
Utilise Neil Hawkins Park for events
Safety & Security of Central Park.
Concerts
Dog waste bins (Shenton to Piccadilly then Lakeside
Advertise events in university, hospital and large employers & shopping centre
Cen tre
Playspace for kids
Move shops on Collier Road side of the station (Maybe a pedestrian bridge)
Street musicians
Signs a Boost Rei - 2 sided to show Central Walk.
Library - outdoor & indoor reading space
Give way to pedestrian signs at signals, & pedestrian crosses.
More for kids aged 0-5
Town Centre sign @ Hodges Dve/Joondalup Dve intersection directing people centre, not Lakeside
More accessible activities so people with disabilities are seen & respected.
COMMUNITY CENTRE IN JOONDALUP
Safe places with CCTV for kids to be safe
Integrate the shopping centre with the city centre.
Accepting & celebrating Aboriginal culture & people.
Hill for Boas Placi project
Address street drinking & drugs

APPENDIX I

APPENDIX I - IDEAS WORKSHEET 1

1. Better connectivity to train and bus stations
2. Cultural centre
3. Activate empty shop fronts with art
4. Concerts
5. Rooftop bars
6. Playspaces and playgrounds for children (including water playground)
7. Library – outdoor reading spaces
8. Alfresco dining
9. Dining variety
10. Night markets
11. Remove or reduce parking availability
12. Aboriginal culture, art and interactive spaces for cultural engagement

1. Skateboard park / street skate area
2. Commercial offices / more job opportunities
3. Rain gardens (Water Sensitive Urban Design)
4. Wicked problems, including homelessness and anti-social behavior
5. Wayfinding and branding signs for Central Walk to support it as a dining and drinking precinct
6. Art gallery / art space
7. Pedestrian-friendly streets
8. Public art and light installations
9. Integrate Lakeside Shopping Centre, ECU, TAFE and the hospital with the City Centre
10. Wellness – more gyms, wellness centre
11. More trees
12. Water fountains

1. Improve footpaths and pedestrian accessibility generally
2. Free parking/ increase free parking from 1 hour to 2 hours
3. Farmers markets with activities as well as stalls selling items
4. Cafés / a cappuccino strip
5. More vibrant and diverse local businesses
6. Music / buskers on some streets
7. Use the area between the library south and Civic chambers for outdoor library events / planter boxes / coffee carts / pop-ups
8. Piazzas and courtyard spaces as focal points outside the shopping centre
9. Develop and promote an identity, character, heart for the City Centre
10. Reduce visual and connectivity impact of Grand Boulevard on pedestrians
11. More apartments in the City Centre for more people on the streets
12. Wayfinding and branding signs for Central Walk to support it as a dining and drinking precinct

APPENDIX J

APPENDIX J - BENEFITS COMMENTS

THEME	LIBRARY DESCRIPTION COMMENTS
Safety and Access	Safety and access / safety (3)
	Safe and comfortable for people to live (Noise)
	Safety - community - injuries
	Safe for people to walk around (no cars)
	Cafe culture - less antisocial
	Safer environment
	Shared & diverse people together makes it feel safe
	More people on the street makes it feel safer
	Pedestrian friendly
	Easy access to Joondalup - bring people in
	Easy accessibility to the service you're accessing
	Welcoming + makes you slow + stay
	Close to hospital for broken bones
	Access between ECU and City (not just Lakeside)
	Clearer signposting (directions)
	Opportunity/ potential (3)
	Access (2)
	Less cars / Less traffic (2)
Connection	Fosters community ownership & involvement
	A heart
	Connectedness between different areas + organisations
	Connection / connectivity (2)
	Sense of ownership
	Connectivity between different areas of city (2)
	Connect community with facilities
	Social connectivity
	Participation
	Meeting community + social need

THEME	LIBRARY DESCRIPTION COMMENTS
Economy	Potential to grow new businesses
	More organic growth
	Avoid duplication
	Pedestrian precinct - more opportunity for permanent structures
	Appropriate offerings for all diverse people (to) come in
	Diverse experience - anyone can be here
	Maintained to high standard to keep people coming
	Consistent quality + value for people to rely on
	Confidence that Joondalup is always worth visiting
	Attract critical mass into CBD
	Family (2)
	People have enjoyable places (that don't cost money to enjoy)
	Job creation
	Local economy
	Push clustering of like eateries / bars
	Provide value for money food + drink entertainment
	Equality of opportunity
	24 hour utilisation of infrastructure
	People in Joondalup spending money in businesses so they're open more for people to go to them
	Utilisation amenities
	Opportunities to learn new skills
	Improve efficiency
	Interesting variety + value for money
	Optimise use of land
	Attractions for people
	Efficient use of space - convenient for people
	Flexibility - less red tape - easy for people to access
	All ages + abilities

THEME	LIBRARY DESCRIPTION COMMENTS
Economy (continued...)	Encourage people to explore - diverse experience
	Something for everyone
	Gives seniors + elderly free / affordable experiences
	Critical mass - diversity in demand - diversity in offerings
	Restore gap between demand and supply
	Cater for local residential, local businesses, visitors
Vibrancy	Foot traffic (2)
	Brings young people in
	Convenient useable areas for all - attract people - safe
	Attractive setting
	Entertaining + variety
	Momentum
	Precinct - dining
	Night markets - focused dates, youth focus, free buskers
	Vibrancy (3)
	Soul / character / brand / authentic
	Safety
	Linger longer / explore further (3)
	Diversity of demographics in the space (people attract people)
	People to travel / get out of the house
	Dress it or they shall stay (2)
	Visually looks nice
	Attractive to visitors
	People will know its there
	Activation
	Life after 5pm
	Attendees to City Centre
	A true City Centre

THEME	LIBRARY DESCRIPTION COMMENTS
Vibrancy (continued...)	Encourages visitors / people to stay longer (2)
	Solar lights in trees
	Destination (2)
	People explore further
	Keep people local for the entertainment
	Inviting
	Greater access 24/7
	More people visiting
Health and Environment	More parks + outdoor activities - enjoy the weather
	More trees - including food sources
	Healthy lifestyle
	Reduce carbon footprint
	Positive environmental impact
	Counter pollution
	Too accommodating for smokers - license issues
	Social spaces, green spaces, birdlife + nature
	User friendly spaces
Arts and Culture	Events - literacy promotion
	Murals reflecting Indigenous heritage - “colour”
	Cultural awareness
	Events in parks - Town Team
	Arts + culture
	Arts development
	Continuous calendar of events
	Connect community with knowledge / share local knowledge (2)
	Culture
	Acknowledge Aboriginal history
	Organic integration between artists and community
	Welcome artists involvement

THEME	LIBRARY DESCRIPTION COMMENTS
Arts and Culture (continued...)	Building musical + arts community
	Bring people in for music - something for all
	Music appreciation
	Commission young people space to show art
	More public art
	Location culture
	Events history
	Artists - foot traffic
	Local heritage / reconnect with heritage of the area (2)
	Link reason to come to Joondalup with Aboriginal heritage, nature, green + wild edge pocket
	Appreciation heritage

APPENDIX K

APPENDIX K - IDEAS NOT SELECTED FOR WORKSHOP 2 ASSESSMENT

IDEAS NOT SELECTED FOR WORKSHOP 2 ASSESSMENT	REASON
Cultural centre	Grouped into “art venues” idea
Activate empty shop fronts with art	Not strongly ‘upvoted’
Concerts	Not strongly ‘upvoted’
Library – outdoor reading spaces	Not strongly ‘upvoted’
Dining variety	Grouped into ‘attracting more diverse landuses (including retail, dining, etc)’
Nightlife	Not strongly ‘upvoted’
Remove or reduce parking availability	Not strongly ‘upvoted’. Captured in pedestrian friendly
Basketball courts	Brought into youth playscapes idea
Commercial offices / more job opportunities	Not strongly ‘upvoted’
Rain gardens (Water Sensitive Urban Design)	Grouped into more trees, more greening.
Wicked problems being addressed, including homelessness and anti-social behaviour	Too complex for this task – the Place Activation Plan should speak to them but as wicked problems they require a different resolution than can be offered by a place activation plan
Integrate Lakeside Shopping Centre, ECU, TAFE and the hospital with the City Centre	Not strongly ‘upvoted’
Wellness – more gyms, wellness centre, bodyweight exercises or equipment in open area	Not strongly ‘upvoted’
More trees and gardens – shade, native coverage	Captured in green the streets
Drinking water fountains	Grouped with street furniture and assets
Improve footpaths and pedestrian accessibility	Not strongly ‘upvoted’
Cafés / a cappuccino strip	Grouped as attracting more diverse landuses (including retail, dining, etc)
More vibrant and diverse local businesses	Grouped as attracting more diverse landuses (including retail, dining, etc)
Laneways with bars and restaurants that public know about	Grouped as attracting more diverse landuses (including retail, dining, etc)

IDEAS NOT SELECTED FOR WORKSHOP 2 ASSESSMENT	REASON
Community hub – for art, music, dance classes or where people can book a room for meetings + with a cool playground for children to play	Not strongly 'upvoted'
More apartments in the City Centre for more people on the streets	Not strongly 'upvoted'
Activation linking schools to community – somewhere work and activities can be shared, activities involving aged care or services/businesses – e.g. a community garden and/or Foodbank	Not strongly 'upvoted'
Tidy town initiative to make verges, parks and gardens beautiful	Not strongly 'upvoted'
Boas Avenue as a green alley connecting Neil Hawkins park and the shopping centre with little rest areas in between	Not strongly 'upvoted'
Businesses taking on eco-friendly challenges	Not strongly 'upvoted'
Free events in the City Centre	Not strongly 'upvoted'
Grass roots activities by the community or businesses	Not strongly 'upvoted'
Micro businesses and studios	Not strongly 'upvoted'
Traffic – very busy – makes travel slow	Not strongly 'upvoted'
More green spaces + parks with cafés around it	Captured in greening the streets
Distribute parking more evenly	Not strongly 'upvoted'
Performing arts centre	Captured in art venues
Tourist information hub	City idea - Not strongly related to priority community themes
Affordable student accommodation provision	City idea - Not strongly related to priority community themes
Student services hub (independent)	City idea - Not strongly related to priority community themes
Creative incubator spaces, pop-up shops – method for diversity of landuses.	Grouped as attracting more diverse landuses (including retail, dining, etc)
Art walking trails through the CBD	Grouped in public art
Children's walk – guided walk with things that appeal to children e.g. augmented reality experiences with interpretive information so parents know what there is to point out to children	City idea - Not strongly related to priority community themes
'Scietech' for cyber to introduce children to cyber	City idea - Not strongly related to priority community themes

IDEAS NOT SELECTED FOR WORKSHOP 2 ASSESSMENT	REASON
Large outdoor digital screen in Central Park – outdoor cinema, community messaging, advertising & opportunity to create recreation zones around it	Added to relevant community idea considered in Workshop 2
Labrynth – healing properties, a place of healing	City idea - Not strongly related to priority community themes
Successful youth zone during the Joondalup Festival. Activating this can be great (corner of Library and City office block near Central Park)	Covered by other priority community ideas.
Heritage trail - library location	Covered by other priority community ideas.
Signalised roundabout at Boas Avenue and Grand Boulevard intersection	City idea - Not strongly related to priority community themes
Longer opening hours for the library to attract people in the evenings	City idea - Not strongly related to priority community themes
Commercial café with outdoor al fresco space (at corner of Library and City office block near Central Park)	Covered by other community ideas.
Possible options for vacant shop fronts: differential rates, pop ups, short term leases or use of empty shops (City could encourage and link operators with owners, rather than paying rent directly)	Covered by other community ideas
Visitors services with links to Hillarys (north of Boas Avenue and Grand Boulevard intersection)	City idea - Not strongly related to priority community themes
Car free zone – Grand Boulevard – create events in that space	Covered by other community ideas
Affordable accommodation	City idea - Not strongly related to priority community themes
Possible options for vacant shop fronts: differential rates, pop ups, short term leases or use of empty shops (City could encourage and link operators with owners, rather than paying rent directly)	Covered by other community ideas
Visitors services with links to Hillarys (north of Boas Avenue and Grand Boulevard intersection)	City idea - Not strongly related to priority community themes
Car free zone – Grand Boulevard – create events in that space	Covered by other community ideas
Affordable accommodation	City idea - Not strongly related to priority community themes

APPENDIX L

APPENDIX L - WORKSHEET TEMPLATES AND PROJECT MAPS FOR WORKSHOP 3 - COMPLETED

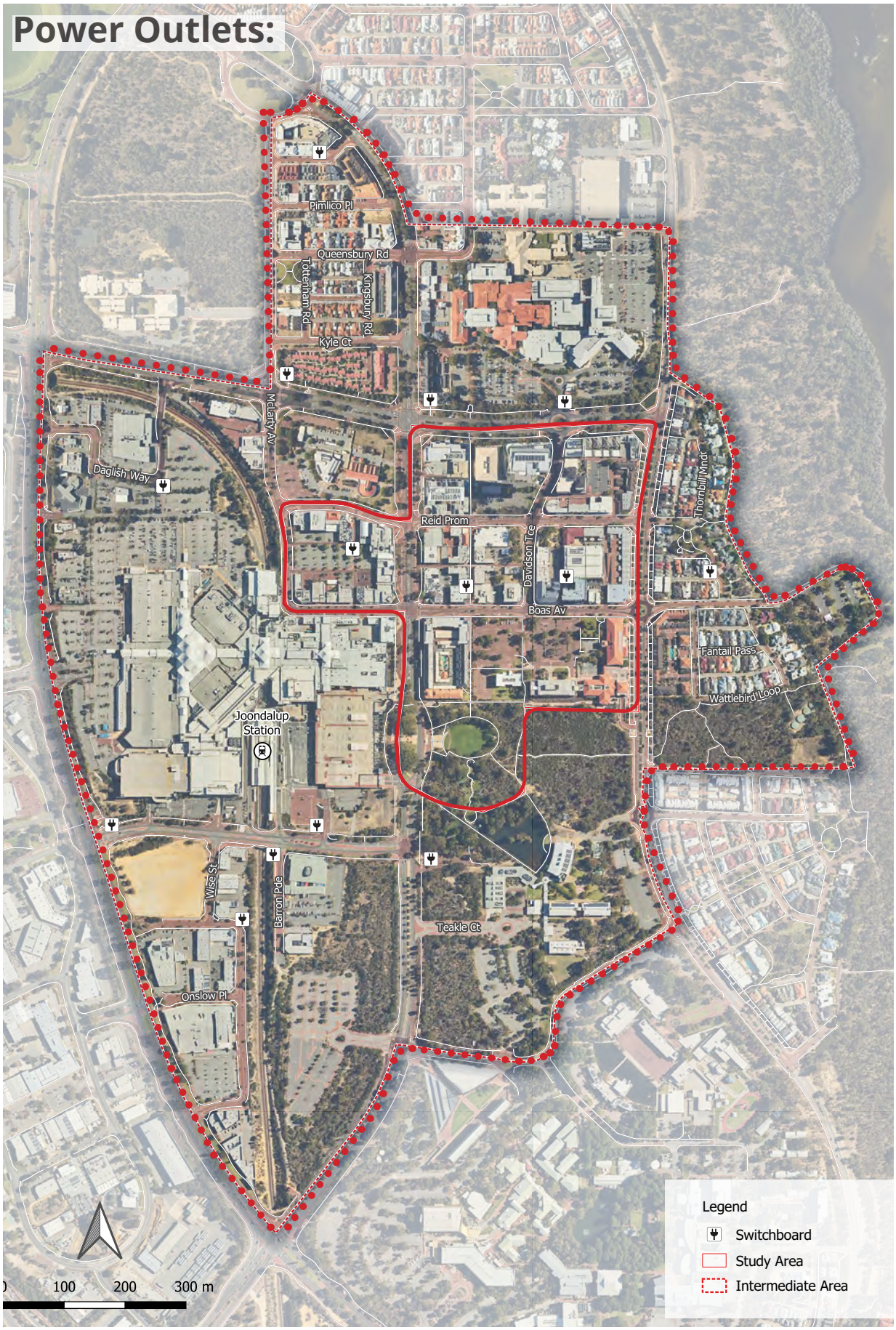
1. Redesign Grand Boulevard to make it less of a barrier to pedestrians	
Diagnosis	Grand Boulevard has a wide road reserve. Its size and number of vehicles creates 'vehicle priority' over pedestrians and other transport mode users and makes it difficult to navigate. There are bins and some wayfinding signs, but only limited shade or other amenities that would improve the pedestrian experience.
Analysis	• Access to the City Centre from the train station is separated by the Lakeside Shopping Centre and Grand Boulevard, creating wayfinding and accessibility issues for pedestrians. Grand Boulevard acts as a physical barrier. • *Should this be broadened to 'Redesign Grand Boulevard for a positive pedestrian experience' rather than limiting it to addressing barriers alone?*
Solution	• Develop a streetscape vision (note: the City is currently working on a tree planting program for the City Centre). • Consider partnerships? • Develop a concept plan on the future form and function of Grand Boulevard in line with the streetscape vision. Work with the Public Transport Authority (PTA) . • What should the concept plan focus on? Improved access from the train station and shopping centre? CPTED Principles? Improved tree shade and seating? • PTA to deliver bus lanes - what 'rules' would you create so this supports a pedestrian experience rather than just turning parking into bus lanes?
Impact	• This project is supported by Idea 10 (Attract more diversity) - more active land uses along Grand Boulevard will support a positive pedestrian experience. • Likely enhanced volume of spending/ transactions due to better pedestrian network. • Spending locations are likely to increase. • Potential to increase return visitations due to better experience.

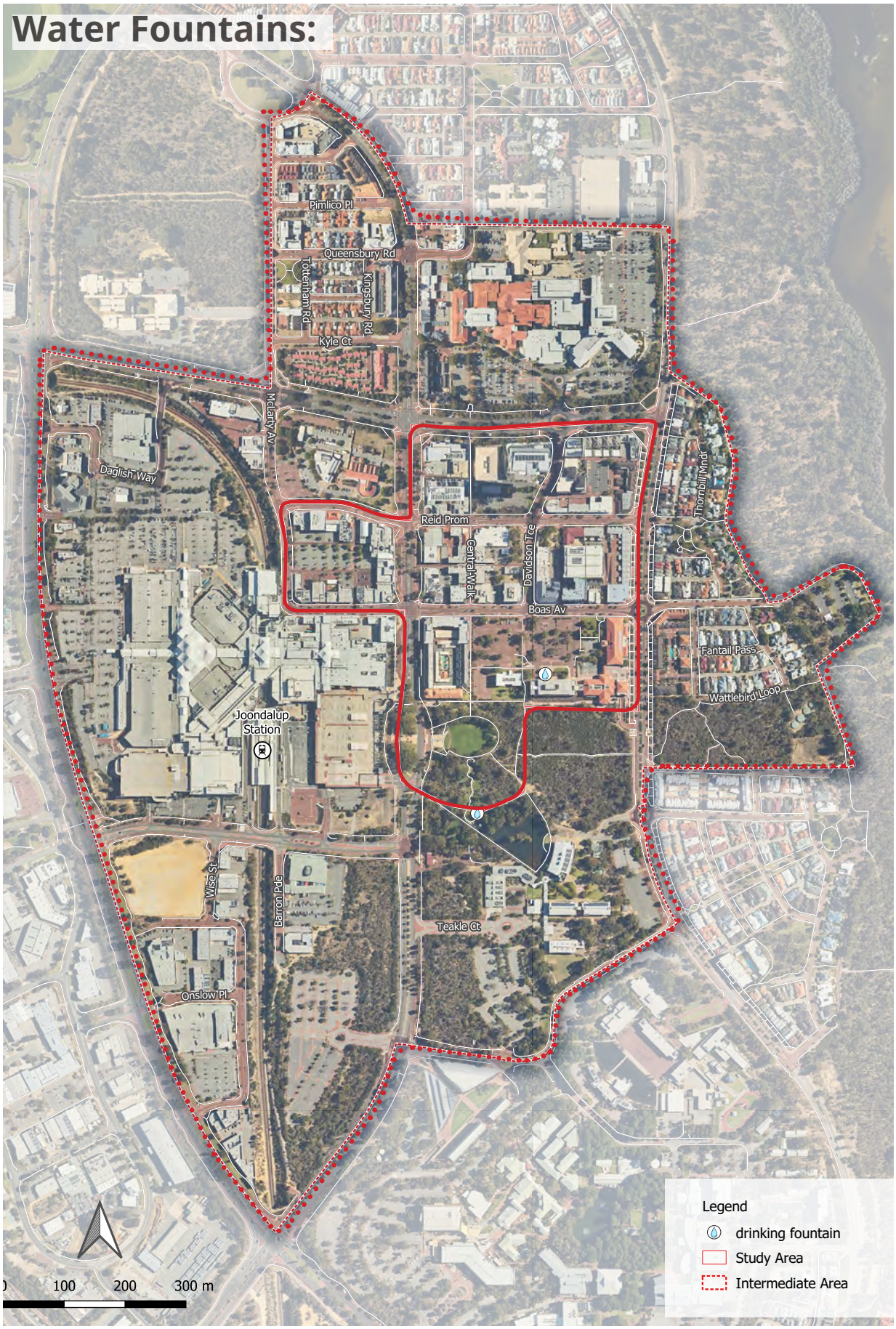
APPENDIX L - WORKSHEET TEMPLATES AND PROJECT MAPS FOR WORKSHOP 3 - BLANK

1. Redesign Grand Boulevard to make it less of a barrier to pedestrians	
Diagnosis	
Analysis	
Solution	
Impact	

APPENDIX L - WORKSHEET TEMPLATES AND PROJECT MAPS FOR WORKSHOP 3 - PROJECT MAPS




Power Outlets:
Pimlico Pl
Queensbury Rd
Tottenham Rd
Kingsbury Rd
Kyle Ct
Midlarty Av
Daglish Way
Reid Prom
Dawson Tce
Boas Av
Thornbill Mndr
Fantail Pass
Wattlebird Loop
Joondalup Station
Wise St
Barron Pde
Teakle Ct
Onslow Pl
0
100
200
300 m
Legend
Switchboard
Study Area
Intermediate Area


Water Fountains:
Pimlico Pl
Queensbury Rd
Tottenham Rd
Kingsbury Rd
Kyle Ct
Midlarty Av
Daglish Way
Reid Prom
Central Walk
Dawsonia Tce
Boas Av
Thornbill Mndr
Fantail Pass
Wattlebird Loop
Joondalup Station
Wise St
Barron Pde
Teakle Ct
Onslow Pl
0
100
200
300 m
Legend
drinking fountain
Study Area
Intermediate Area



SHAPE URBAN

APPENDIX D

APPENDIX D- MULTI-CRITERIA ASSESSMENT

	Option	Create Vibrancy	People Connectivity	Safe, Secure Environment	Diverse Community Appeal *inclusivity	Healthy Environment	Heritage, Culture and identity		SCORE	Short Description
2	Weighting	1.92	1.82	1.71	1.61	1.52	1.42			
3	Green the streets - shade, greenery, rain gardens, green spaces, flower pots	2.5	2	3	3	4	3		28.74	If it does score well, w creation of safe, green welcoming
4	Playspaces and playgrounds for small children	3.5	4	3	3	4	3		34.30	children+adults come t would be nice, iconic, f service important
5	Art venues – includes gallery / art space / cultural centre* should be a focus on local art	3.5	3	3	4	3	4		33.99	perception of safety fr music/art/other, should
6	Aboriginal culture, art and interactive spaces for cultural engagement	3	3	3	4	3	4		33.03	not to the exclusion of on RAP - community ca Traditional Owners to a
7	Free parking / increase free parking from 1 hour to 2 hours*1hr free parking	4	3	2.5	2.5	1	1		24.38	Turnover allows for attr then pay), people who
8	Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction	4	4	3	4	3	3		35.35	
9	Markets! Night markets, farmers markets, creative markets…	4	4	3	4	3	3.5		36.06	got to be in the right sp
10	Alfresco dining	4	4	3.5	3.5	3.5	3		36.16	
11	Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc*facilities for teenagers	4	4	3	3.5	4	3		36.07	gender bias of appeal s has different groups of (including overservers overcapacity of existin
12	Festivals and events – large and small								0.00	

	EoD Score	Ease of Delivery	SCORE	Other Notes...	vibrancy appears to be outcome based, is created, descriptor of idea is really important (the name itself isnt the most clear way to assess)	
e need to think about surveillance, spaces that are looked after,		3	31.74	Existing native parks and identity of local bushland and water - provides its distinctiveness, EOD - CoJ would allow for delivery that is more holistic, note City + filter down to personal		
ogether, quality important, nature based oilets important, accessibility &		4	38.30			
om diverse attraction (of people) - be a focus on local art		3	36.99	is there a mental health component?		
non-indigenous people, City to embark an get involved, authenticity requires dvise/be involved		3	36.03	not hard to implement but will take time		
raction to business (condition – 1 hr free don't/can't drive,		4	28.38			
		3	38.35			
oot, must have toilets		3	39.06	could be markets at ECU		
		3	39.16			
so important to create a "space" that interest that appeal to different people and others – inclusive space), g facilities.		4	40.07			
			0.00			

13	Better connectivity to train and bus stations, particularly outside of Lakeside opening hours	4	4	4	3.5	3.5	2		35.60	
14	Art in the streets – including public art and light installations	4	4	4	4	4	4		40.00	
15	Develop and promote a brand/identity, character, heart for the City Centre	4	3	2.75	4	1.5	2.5		30.11	
16	Pedestrian-friendly streets (includes ideas of reducing street parking)	4	4	4	4	4	2		37.16	
17	Transform one of the large carparks on Boas Avenue into a piazza with seating, space for farmers markets, water playground/fountain, outdoor digital screen/cinema, and light installations	4	4	3.5	3.5	4	4		38.34	
18	wayfinding and branding signs (e.g. to Central Walk)	3.5	3	3	3	3	3		30.96	
19	More bike infrastructure	3.5	3	3	3	4	2		31.06	
20	Light displays/LED lights strung across Central Walk	3.5	3	4	3.5	3	2		32.06	
21	City Centre Pedestian Mall along Boas Ave (Davidson Tce to Grand Bvd)	4	3	3.5	3	3	4		34.20	
22	Activate space between Library and Civic Chambers with outdoor reading spaces, library events, pop ups	3	3	3	3	3	3		30.00	
23	Music buskers on the street	4	3	3	4	3	3		33.53	
24	Move library entry point	2.5	3	3	3	2.5	3		28.28	
25	Cafes in Central Park and Neil Hawkins Park	3.5	3.5	3.5	3.5	4	3.5		35.76	
26	Ampitheatre space for performances in Central Park	4	3.5	3	4	3	4		35.86	

		4	39.60			
		2.5	42.50			
		3	33.11			
		4	41.16			
		4	42.34			
		3.5	34.46			
		3.5	34.56			
		3.5	35.56			
		4	38.20			
		4	34.00			
		3	36.53			
		3.5	31.78			
		3.5	39.26			
		4	39.86			

27	Priority bus lanes in Grand Bvd	1	2	2	2	1.5	1		15.90	
28	Treasure hunt through local businesses	2	1.5	2	2	1.5	1		16.91	for? By? Cost?
29	Redesign Grand Bvd to make it less of a barrier to pedestrians	4	4	4	4	4	4		40.00	
30	Piazzas and courtyard spaces as focal points outside the shopping centre	4	4	4	4	3.5	3.5		38.53	
31	More street furniture! Benches, drinking fountains	3	4	3	3.5	3.5	2		31.97	Need to manage so not
32	Rooftop bars	3.5	3	2	2.5	1.5	2		24.75	Booze as an identity - b
33									0.00	
34									0.00	

MCA Workshop Scores Locked | MCA Unlocked | Weighting | Scoring Information | +

		4	19.90			
		3	19.91			
		4	44.00			
		4	42.53			
misused		3	34.97			
e careful		2	26.75			
			0.00			
			0.00			



City of Joondalup Valentines Concert, February 2019

City of Joondalup

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Own It.
It's your place.

JOONDALUP CITY CENTRE

COMMUNITY CONSULTATION OUTCOMES REPORT

Draft Place Activation Strategy & Draft Joondalup City Centre Place Activation Plan

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OVERVIEW

The City was invited to provide feedback on the City of Joondalup's Draft Place Activation Strategy and Draft Joondalup City Centre Activation Plan. The City collected a total of 13 valid submissions throughout the 21-day advertised consultation period from 21 April 2022 to 11 May 2022. Stakeholders directly engaged for this consultation included:

- Registered stakeholders involved in previous consultation activities as part of the development of the Joondalup City Centre Activation Plan
- Community Engagement Network eNewsletter subscribers
- Joondalup Business Association
- Resident/ratepayer groups.

Common themes across the submissions in response to the Draft Place Activation Strategy included:

- General support for the development of the strategy and its content
- Suggestions for revised content/wording adjustments
- Ideas for specific places or ways to enact place activation in the City.

Common themes among the submissions in response to the Draft Joondalup City Centre Place Activation Plan were similar to those received for the Strategy. They included:

- General support for the development of the plan and its content
- Ideas for specific places or ways to enact place activation in the City Centre
- Suggestions for revised content/wording adjustments.

STAKEHOLDERS

A total of 3,834 stakeholders were directly engaged by the City of Joondalup. Stakeholders identified included:

- Registered stakeholders involved in previous consultation activities as part of the development of the Joondalup City Centre Activation Plan (17)
- Community Engagement Network eNewsletter subscribers (3,801)
- Joondalup Business Association (1)
- Resident/ratepayer groups (15)
    - Beldon Residents Association Inc
    - Burns Beach Residents Association Inc
    - Connolly Residents Association
    - Edgewater Community Residents' Association
    - Harbour Rise Association Inc
    - Heathridge Residents' Association
    - Iluka Homeowners Association
    - Kallaroo Residents' Association
    - Kingsley & Greenwood Residents Association
    - Marmion, Sorrento, Duncraig Progress and Ratepayers Association
    - North Shore Country Club and Residents Association
    - Padbury Residents' Association Inc
    - Warwick Residents' Group
    - Whitford Community, Ratepayers & Recreation Association Inc
    - Woodvale Waters Landowners Association.

Additional stakeholders, including interested residents and ratepayers, were also indirectly engaged via the consultation materials described overleaf.

CONSULTATION MATERIALS

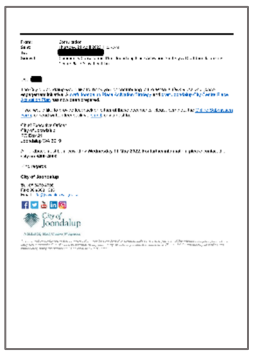
Stakeholders involved in previous consultation activities as part of the development of the Joondalup City Centre Activation Plan sent an email to advise them that a Draft Place Activation Strategy and Draft Joondalup City Centre Place Activation Plan were available to review, and to invite them to provide feedback on the documents during the consultation period.

Subscribers to the City's Community Engagement Network were sent an eNewsletter to invite them to provide feedback on the draft documents.

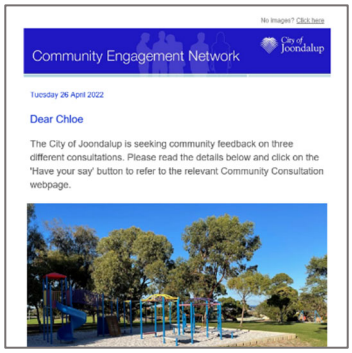
The Joondalup Business Association and residents/ratepayer groups and were sent an email to invite them to provide feedback on the draft documents, and to encourage them to promote the consultation to their members.

All stakeholders were advised that they could provide feedback using the online submission form or in writing via email or post.

Email to stakeholders involved in consultation activities as part of the development of the Joondalup City Centre Activation Plan (see Appendix 1 for full):



Community Engagement Network eNewsletter (see Appendix 2 for full):



Email to the Joondalup Business Association and resident/ratepayer groups and (see Appendix 3 for full):



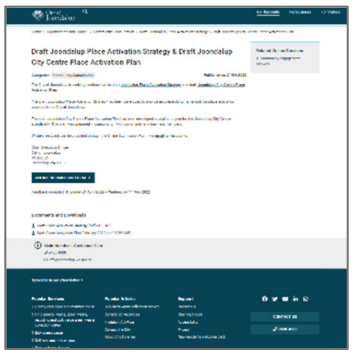
Online submission form (see Appendix 4 for full):



In addition to directly contacting identified stakeholders via email/eNewsletter, the City advertised the consultation to other community members via the following means:

- Webpage linked through the "Community Consultation" section of the City's website visible from 21 April 2022 to 11 May 2022.
- Items published in the Joondalup Voice insert of the *PerthNow Joondalup* community newspaper on 21 April 2022 and 5 May 2022, available online, and emailed to subscribers of the Joondalup Voice eNewsletter on 21 April 2022 and 5 May 2022.
- Facebook post published through the City's Facebook account on 21 April 2022.
- Twitter post published through the City's Twitter account on 21 April 2022.
- LinkedIn post published through the City's LinkedIn account on 21 April 2022.

Community Consultation webpage (see Appendix 5 for full):

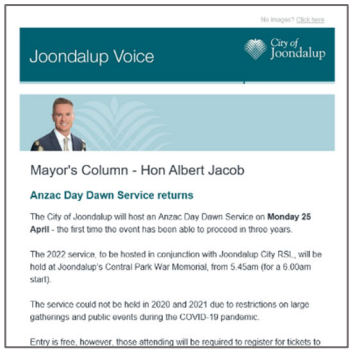


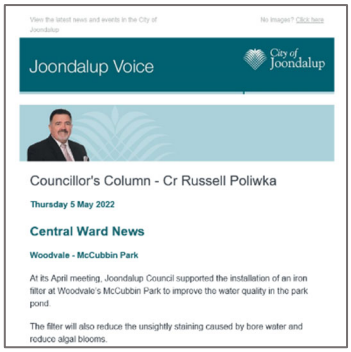
Joondalup Voice in *PerthNow Joondalup* community newspaper (see Appendix 6–7 for full):





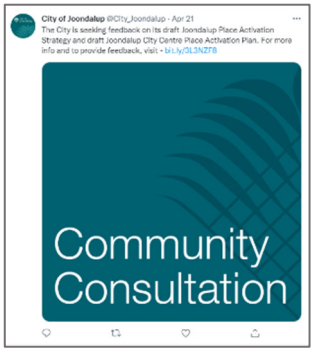
Joondalup Voice eNewsletters (see Appendix 8–9 for full):





Facebook, Twitter and LinkedIn posts (see Appendix 10–12 for full):







RESPONSE RATE

The City collected a total of 13 valid responses throughout the 21-day advertised consultation period from 21 April 2022 to 11 May 2022. Responses that were considered valid include all those which contained contact details enabling identification and were submitted within the advertised timeframe[*]. Of the 13 respondents, 2 of these were stakeholders who participated in the previous consultation activities as part of the development of the Joondalup City Centre Activation Plan.

	Forms sent	Forms received	Response rate
Responses received by stakeholder type:	**N**	**N[†]**	**%**
Stakeholders involved in previous consultation	**17**	**2**	**11.8%**
Community Engagement Network	**3,801**	**9**	**0.2%**
Joondalup Business Association	**1**	**0**	**0.0%**
Resident/ratepayer groups	**15**	**0**	**0.0%**
Beldon Residents Association Inc	1	0	0.0%
Burns Beach Residents Association Inc	1	0	0.0%
Connolly Residents Association	1	0	0.0%
Edgewater Community Residents' Association	1	0	0.0%
Harbour Rise Association Inc	1	0	0.0%
Heathridge Residents' Association	1	0	0.0%
Iluka Homeowners Association	1	0	0.0%
Kallaroo Residents' Association	1	0	0.0%
Kingsley & Greenwood Residents Association	1	0	0.0%
Marmion, Sorrento, Duncraig Progress and Ratepayers Association	1	0	0.0%
North Shore Country Club and Residents Association	1	0	0.0%
Padbury Residents' Association Inc	1	0	0.0%
Warwick Residents' Group	1	0	0.0%
Whitford Community, Ratepayers & Recreation Association Inc	1	0	0.0%
Woodvale Waters Landowners Association	1	0	0.0%
Other community/stakeholder groups	**—**	**3**	**—**
Other community members (engaged indirectly)	**—**	**1**	**—**
Total response rate (engaged directly)	**3,834**	**9**	**0.2%**
Total submissions received	**—**	**13**	**—**

[*] Upon agreement between the stakeholder and the City, one submission was received after the close-off date and included in this report.

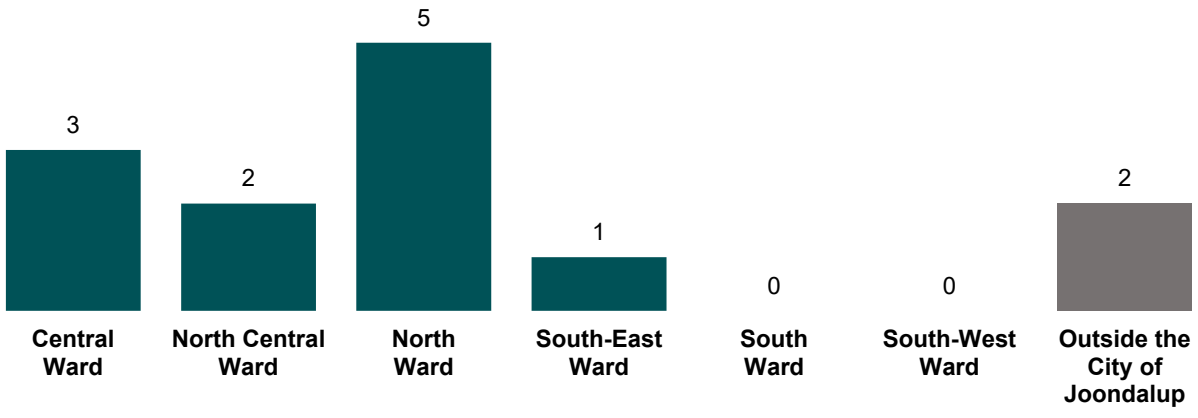
[†] Numbers may not add up to total, as respondents can represent more than one stakeholder type.

DEMOGRAPHICS

Respondents were asked to provide their contact address. The majority of respondents reside in the City of Joondalup (12), particularly the North Ward (5). This data is shown in the table and chart below.

Responses received by ward and suburb:	N	%
City of Joondalup	**11**	**84.6%**
Central Ward	**3**	**23.1%**
Beldon	0	0.0%
Craigie	0	0.0%
Kallaroo	0	0.0%
Woodvale	3	23.1%
North Central Ward	**2**	**15.4%**
Connolly	0	0.0%
Edgewater	1	7.7%
Heathridge	0	0.0%
Mullaloo	1	7.7%
Ocean Reef	0	0.0%
North Ward	**5**	**38.5%**
Burns Beach	0	0.0%
Currambine	0	0.0%
Iluka	0	0.0%
Joondalup	5	38.5%
Kinross	0	0.0%
South-East Ward	**1**	**7.7%**
Greenwood	0	0.0%
Kingsley	1	7.7%
South Ward	**0**	**0.0%**
Duncraig	0	0.0%
Marmion	0	0.0%
Warwick	0	0.0%
South-West Ward	**0**	**0.0%**
Hillarys	0	0.0%
Padbury	0	0.0%
Sorrento	0	0.0%
Outside of the City of Joondalup	**2**	**15.4%**
Total submissions	**13**	**100.0%**

Responses received by ward:



OUTCOMES

QUESTION: “Please provide feedback on the Draft Joondalup Place Activation Strategy”

Stakeholders were asked to provide feedback on the Draft Joondalup Place Activation Strategy. 10 out of the 13 respondents provided feedback and, of these, 2 were from community/stakeholder groups including:

- Kommuniti HQ
- Volleyball WA.

These submissions are provided in full at Appendix 13–14, the remaining 8 from individual community members are provided verbatim below.

Please provide feedback on the Draft Joondalup Place Activation Strategy (N = 8)‡
What on earth is this? 249 pages of nonsense. [multiple submissions] *Do you (Council) expect sane people (ratepayers) to scroll through 249 pages of utter rubbish? What planet are the Council on?*
I think the concept of a place activation strategy is excellent and think the City has made a good attempt with the draft document. I like the idea of 'Make it. Own it. It's your place.' Community-led is a much-used term and, having some knowledge in this space, recognise that it is more often misunderstood than understood. Public libraries have some experience in this area, but I know for a fact that librarians in the City's libraries don't fully understand what community-led means. Like many service-delivery organisations (be that a city as a whole, or a public library), it seems to be easier to provide services in the hope and expectation that customers will use them than actually taking the time to sit down and engage with them beforehand to see exactly what their requirements are. I think the Strategy needs to spell out exactly what community-led means. I agree the City needs to 'empower' the community and 'provide a canvas'. Excellent. The word 'catalyse' doesn't do it for me, but the intent is correct. I can't think of a better word! Community consultation is always good but there should always be encouragement for the community to proactively come up with place activation activities without being prompted by overt consultation by the City. That is, the consultation should be around what the community may want than the City consulting on a plan or activity they have already designed or decided. Place activation plans sound a bit scary and off-putting, but the strategy does explain when they become a requirement. I see these as being at a high level and being driven more by the City. Community activation plans, on the other hand, seem as though they will be aimed at a more local level activity. The strategy could perhaps explain more about them (eg what they need to contain, who develops them). Again, we don't want to stifle community activating spaces because of bureaucratic forms and plans. My final comment is around evaluation. While I can see the need for evaluation, especially if the City is making a substantial input, especially financial, it should perhaps be a lesser requirement for true community-led and driven activities. Well done on moving down this path. It would be great if Councillors had a better understanding of what community-led and place activation actually means before they vote of the strategy. I'm aware that [- - -] and [- - -] at least have some appreciation of what it means. I have heard from a couple of Councillors (who shall remain nameless) who appear to have no understanding.
Walking tours, increasing the number of sights, would be beneficial. Also greening up the City is a great initiative. Maybe vendors and local business could sponsor a tree for the CoJ to upkeep?
I like the document and the ideas it puts forward to make the City of Joondalup more "people friendly"

‡ Words that may identify respondents or contain offensive language have been removed and replaced with square brackets, i.e. [- - -]. Minor alterations have been made to spelling/grammar to enhance readability.

Draft Place Activation Strategy document attached with inserted highlights and comments. [note details from document transferred below]
[Cover page, comment made against “why” in sub-title] *Substitute main slogans of Make it. Own it. It's your place, with: "Select it. Make it. It's your place". This is to highlight the most important first step in engagement, the public selects whether a project should be considered, based upon concrete evidence.*
[Page 2, comment made against the word “land” in the first sentence] *Substitute with "the land, waters and culture". The Whadjuk culture connects them, not only to the land, but also the waters and sea. Whadjuk peoples occupied the coastal plains out to Rottnest Island, which are currently beneath the sea.* [link to document provided]
[Page 4, comment made against the following sentence “The activation of the City’s places and neighbourhoods to support a unique, iconic identity underpins many of the City’s and community’s objectives for the future.”] *Substitute with: "The identification of appropriate places within the City and the activation of these places and neighbourhoods to support a unique, iconic identity underpins many of the City’s and community’s objectives for the future." Not all of the City’s places are suitable for activation, so they first need to be selected, in consultation with the electors. Example: The ACTs which established certain crown lands, may preclude activation by development of infrastructure. Similarly, the Metropolitan Regional Scheme overlay of "Bush forever" may also preclude the development of infrastructure. The intent of reserves established for the purpose of "preservation of natural area" are best supported by not introducing infrastructure.*
[Page 4, comment made against the third paragraph for the following phrase “changes in the community and their values.”] *Substitute: "changes in the environment, the community and their values." If it is truly a long-term process, it will identify environmental trends and inform the growing concern within the community about climate change.*
[Page 4, comment made against the fourth paragraph for the following phrase “Placemaking makes areas more inviting.”] *Substitute with: "Placemaking makes certain selected areas more inviting". Some areas are/were more inviting before the introduction of placemaking infrastructure.*
[Page 5, comment made against the third paragraph for the following phrase “important to the community”] *Substitute: "selected in consultation with the community." The City cannot claim to know what is important to the community unless the community is engaged in the selection of appropriate places to placemake.*
[Page 5, comment made against the word “developed”] *Substitute: "selected and developed"*
[Page 5, comment made against the words “in partnership”] *Agree*
[Page 5, comment made against the words “engaged community”] *Agree*
[Page 6, comment made against the word “Contributing” in the first bullet point item] *Add: "Participating in the selection of appropriate places for activation".*
[Page 6, comment made against the word “and” in the second bullet point item] *Substitute: "or".*
[Page 6, comment made against the sentence “The community should lead the way on activation projects.”] *The virtue signalling of "community leading" should be supported by a documented requirement for the community to actually lead the place selection process and what follows.”*
[Page 6, comment made against the words “current and future users” in the second paragraph related to Principles] *Substitute: "the current and future environment, the current and future users".*
[Page 6, comment made against the word “collaborative” in the third paragraph related to Principles] *More virtue signalling without the supporting processes being documented.*
[Page 6, comment made against the word “requires” in the fourth paragraph related to Principles] *Substitute: "can include, sensitivity," Example, Bush Forever places do not require risk taking and learning through experimentation. We have already learnt that it is far more difficult to re-habilitate than to preserve natural ecosystems, so we should be sensitive to this knowledge.*
[Page 7, comment made against the word “accesses” in the paragraph related to The role of the community] *Substitute: "gains"*
[Page 7, comment made against the word “positive” in the paragraph related to The role of the community] *Delete*

[continues]
[Page 7, comment made against the words “community the most natural lead” in the paragraph related to The role of the community] *More virtue signalling...*
[Page 7, comment made against the word “keyways” in the first sentence related to Enable] *Substitute: "key ways"*
[Page 7, comment made against the first bullet point “Empower community placemakers.”] *Agree*
[Page 7, comment made against the second bullet point “Provide the right canvas”] *Substitute: "Propose the potential canvas"*
[Page 7, comment made against the third bullet point “Catalyse activation of places and neighbourhoods in response to social and economic needs.”] *Substitute: "Involve community in the selection of priorities and places in response to potential needs identified by the City" Catalyse = Force something to happen Social and economic needs need to be prioritised and vetted by the community. The economic need of a business may not align with the public interest. Needs ie those aligning with the public interest should not be determined solely by the City.*
[Page 7, comment made against the final paragraph related to Enable] *Substitute: "community to participate in the selection and activation processes." The words: "the City to establish"; “the City's identified roles" imply the City could act without regard for public opinion. "encourage community-led" is a contradiction of terms. Either the City is leading or the community is leading.*
[Page 9, comment made against the word “manager”] *Agree*
[Page 9, comment made against the words “the City will need to empower community placemakers to take ownership of activations.”] *Agree*
[Page 9, comment made against the word “local”] *Delete: local*
A placemaker should not need to be local. The City manages WA Crown land with extensive interest from non-locals. Should the City (meaning the people of the City) reject a business proposal for a strategic partnership to develop a place if the business address is located outside of the City? Should the City (meaning the people of the City) reject a social or recreational proposal for a strategic partnership to develop a place if the organisation has its address located outside of the City?
[Page 10, comment made against the page heading “Provide the right canvas.”] *The virtue signalling "community lead" is completely contradicted in this section. The City places itself as the leader, without due regard for whether the electors agree that a place should be developed or whether the place is environmentally appropriate for development.*
[Page 10, comment made against the word “delivering” in the first sentence] *Substitute: "managing Public Open Space and in consultation with electors, introducing appropriate"*
As the manager, the City is not charged with delivering infrastructure in places where it is not appropriate nor desired by the community.
[Page 10, comment made against the word “providing” in the second sentence] *Substitute: "selecting, in consultation with electors"*
[Page 10, comment made against the words “understood the needs” in the second paragraph] *Substitute: "be informed by the community about the needs”*
[Page 10, comment made against the words “improvements to the built environment support activated, vibrant places.” in the second paragraph] *Substitute: "appropriate places are selected in consultation with the community to ensure that priorities and the public interests are served." The words: improvement, built environment and activated all imply development. Often, places will not benefit from inappropriate development, hence the need to involve the community before years of expensive planning occurs. Example: 2013–2021 Pinnaroo Point planning occurred BEFORE community consultation occurred.*
[Page 10, comment made against the word “deliver” in the Strategic objective] *Substitute: "Consult with electors to select appropriate"*
[Page 10, comment made against the word “placemakers” in the Actions] *Delete. Community may not be in agreement with proposed infrastructure, hence not placemakers.*
[Page 10, comment made against the words “where infrastructure may be a barrier for localised placemaking” in the Actions] *Substitute: "whether placemaking is appropriate, and what placemaking should occur."*
[Page 10, comment made against the words “when planning and designing” in the Actions] *Substitute: "before contemplating"*

[continues]
[Page 10, comment made against the words “capital works and upgrade/renewal projects” in the Actions] *Substitute: "development and capital projects". Because new developments were effectively excluded in this description.*
[Page 10, comment made against the words “necessary changes” in the Actions] *Substitute: "community desired changes". The community of electors should dictate what is necessary. The City should not dictate the required developments and infrastructure. There could be a perception of vested interests when consultation does not occur in the initial stages.*
[Page 11, comment made against the page heading “Catalyse”] *Substitute: "community desired changes". The community of electors should dictate what is necessary. The City should not dictate the required developments and infrastructure. There could be a perception of vested interests when consultation does not occur in the initial stages.*
[Page 11, comment made against the words “demonstrated social or economic need” in the first paragraph] *Substitute: "social or economic benefit that is articulated to and agreed by the electors". Demonstrated is a poor choice, given the City's reluctance to provide economic accounts for development proposals, even when asked and even when the cost/benefit is unlikely to be positive for the City.*
[Page 11, comment made against the words “directly activate priority” in the Strategic objective] *Substitute: "consultatively propose appropriate targets for activation"*
[Page 11, comment made against the word “Utilise” in the Actions] *Substitute: "Communicate and consult with electors"*
[Page 11, comment made against the word “plans” in the Actions] *Substitute: "options" Extensive and expensive planning should not occur until the electors agree that an appropriate opportunity exists with well-articulated and costed accounts to demonstrate the value, for the public interest.*
[Page 11, comment made against the word “priority” in the Actions] *Substitute: "potential"*
[Page 12, comment made against the words “Community consultation will underpin all of the City’s activation roles” in the first paragraph] *Virtue signalling, contradicted immediately afterwards by implying (by omission) that the community does not have a role in selecting which places are subject to activation.*
[Page 12, comment made against the words “Support” in the first bullet point] *Add bullet point: Engage the community in the selection process to determine appropriate places for activation development.*
[Page 12, comment made against the words “Understand” in the second bullet point] *Add bullet point: Understand aspects of the natural environment in places across the City that may impact or limit activation.*
[Page 12, comment made against the words “as part of place activation plans prepared” in the third bullet point] *Delete. The City should not make elaborate and expensive plans, which may not be agreed to without first consulting with the electors.*
[Page 12, comment made against the words “places requiring direct activation” in the third bullet point] *Substitute: "places identified as potentially appropriate for activation".*
[Page 12, comment made against the word “support” in the third bullet point] *Substitute: "prepare consultation with the community."*
[Page 13, comment made against the words “provides the ‘why’ and ‘how’” in the first sentence] *The strategy does not articulate the "whether we should" or "why" we should activate a place, except to define the City as the sole arbiter of this question.*
[Page 13, comment made against the words “a need for change” in the second paragraph] *Substitute: "an elector driven imperative, with well documented economic benefit, well documented community support and well documented sensitivity to the environment".*
[Page 13, comment made against the sentence “Where there is demonstrated social or economic need for the City to intervene, place activation plans will be used to align investment with the specific needs and opportunities of that place.” in the second paragraph] *Substitute: "The City will not intervene until the public benefit has been established, communicated and agreed upon by consultation." Presumed, unmeasured, private, undeclared economic benefit should not trigger the need for the City to intervene. The public good is the determining factor.*
[Page 13, comment made against the words “Identify and plan activation initiatives and opportunities”] *Replace with: "Consult with the community”.*

[continues]
[Page 13, comment made against the words “Inform delivery of the right canvas by identifying infrastructure requirements to facilitate identified activation initiatives”] *Delete. Major expenses should be incurred before there is consensus from the community.*
[Page 13, comment made against the third paragraph as follows “Place activation plans are not necessary for placemaking to happen across the places and communities of the City. The City will work to enable and empower community-led placemaking in all places of the City, guided by the principles, objectives and actions of this strategy.”] *Virtue signalling which is completely contradicted in the rest of this section.*
[Page 13, comment made against the word “include” prior to the list of bullet points] *Add bullet point: "The City will not intervene until the public benefit has been established, communicated and agreed upon by consultation." Presumed, unmeasured, private, undeclared economic benefit should not trigger the need for the City to intervene. The public good is the determining factor.*
[Page 13, comment made against the words “is needed” in the first bullet point] *Substitute: "is guided by appropriate community consultation"*
[Page 13, comment made against the words “to justify/test the place-based appropriateness of that investment” in the second bullet point] *Substitute: "is guided by appropriate community consultation"*
[Page 13, comment made against the words “informed by” in the third bullet point] *Substitute: "appropriate community consultation in conjunction with".*
[Page 13, comment made against the word “placemakers” in the fourth bullet point] *Delete: Active community may not agree that the place is appropriate for development, so they are not placemakers.*
[Page 13, comment made against the word “infrastructure” in the fourth bullet point] *Substitute: "infrastructure or infrastructure plans."*
[Page 13, comment made against the word “infrastructure” in the fifth paragraph] *Substitute: "proposed, evaluated, communicated and agreed through public consultation."*
[Page 13, comment made against the sentence “Place activation plans will articulate a collective commitment to activating a particular place, therefore should be developed through collaboration with the community.” in the sixth paragraph] *Virtue signalling which is completely contradicted in the rest of this section.*
[Page 14, comment made against the words “Where activation plans are necessary” in the first paragraph] *Substitute: "Where activation plans are proposed by the City"*
[Page 14, comment made against the words “for activation planning” in the first paragraph] *Substitute: "for evaluation of the public benefit and its communication and agreement by public consultation".*
[Page 14, comment made against the words “Coastal nodes” in the list of bullet points] *Strongly agree.*
[Page 15, comment made against the word “Ensure” in the first bullet point] *Add bullet point: "Ensure unsuitable and uneconomic proposals do not proceed."*
[Page 15, comment made against the words “Ensure the City’s placemaking activity is in tune with community expectations.” in the sixth bullet point] *Move this bullet point to the top of the list. This should be objective number one.*
[Page 15, comment made against the words “Ongoing measurement” in the second bullet point (part of the second bullet point listing)] *Substitute: "Periodic measurement by public survey (which is not regulated by social media algorithms, biased by design or exclusive of many members of the community due to dependence upon social media awareness and practices)".*
Page 15, comment made against the word “trends” in the second bullet point (part of the second bullet point listing)] *Substitute: "survey outcomes". Trends implies high frequency of measurement, which implies social media dependant.*
Page 15, comment made against the words “quantifiable data” in the last paragraph] *Agree.*
Page 15, comment made against the word “quality” in the last paragraph] *Substitute: "meeting the public interest of everyone in the community." The community should include those that no longer go to the place due to an unsuitable development.*
Page 15, comment made against the words “vibrancy and activity.” in the last paragraph] *Delete. What quantity is used to measure vibrancy?*

I support the concepts of: "The role of the community: Make It. Own It. It's your place." and "The role of the City of Joondalup: Enable. The City can enable activation in three keyways: *1. Empower community placemakers.* *2. Provide the right canvas for local placemaking.* *3. Catalyse activation of places and neighbourhoods in response to social and economic needs.* *This strategy paints the picture of the City of Joondalup reengaging and working with the community to make something really special. The City Centre has grown fast in the last 20 years but without a soul. The potential of the area is huge and, if the "vibe" of this strategy is upheld. We have a real chance of making a difference. The acknowledgement of the City's role as an enabler for the community is spot on.*
I commend the City for its introduction of the Place Activation Strategy and its recognition of the priority for "liveability, community connection and economic vibrancy". Importantly, the Strategy recognises that the introduction that placemaking is a "bottom-up and long-term process". *I believe that it's important for the City's officers, elected and community members to understand that developing and managing a place-based approach to services, activities and the environment (both natural and built) is a complex thing that will require clear vision and on-going work in all areas of local government service delivery. As the Strategy acknowledges, a community led approach to this is critical for success. This being so, I argue that this too must be clearly understood by all stakeholders. Equity, inclusion and participation are critical to success. A community led approach that that seeks to engage with the wider community, not just those who regularly communicate with the City, through a variety of forums, must be nurtured. This will ensure that the aspirations and needs of the whole of the City's community be considered with wider participation in the development, and design and management of place-based initiatives. I understand that the Strategy is a high-level document and believe it satisfactorily outlines the 'Why' of placemaking. The 'How' needs to be more clearly articulated with the inclusion of a high-level framework for development and management. While I do not take issue with any of the principles outlined on page six or the roles of the community and City articulated on page seven, I believe they are not specific enough offering very little to evaluate and measure against. This risks stakeholders forming unrealistic expectations of the place approach that the City is advocating. Similarly, the outline of a 'community placemaker' provided on page eight, does not fully cover the scope of community led placemaking. This is an area I have worked in for a number of years with both the State and local governments. The foundation of formal community led placemaking will involve the City's commitment to providing an opportunity to the community in the planning, design, delivery and evaluation of some services, for example its library service. While this takes time and a significant shift in thinking, with a strong vision and structure to deliver change, library services such as Edmonton in Ontario, Canada, Yarra Plenty in Victoria and, closer to home, the Cities of Canning and, to a lesser extent Wanneroo, have all achieved significant progress towards this and are reaping significantly greater connection with their communities. While I certainly would not expect this level of detail in the Strategy, examples like these provide strong, evidence-based models that can be used in delivering outcomes to support the Strategy and also provide real models to help all stakeholders understand the breadth and power of community led placemaking. Synchronically, the recently released consultation draft of the WA Public Libraries Strategy 2011–2026 also has a focus on service development led by the community. I currently volunteer at the [- - -] Library and I have been really impressed by the commitment of its staff to meeting the needs of the local community. However, their priority is in delivering outreach and marketing the library's services and they have little understanding of the power of a place approach incorporating community led services in supporting the ongoing planning and design of services. I include this as an example of why clarity of vision is so important and incorporating this into all aspects of the City's work with stakeholders. I also believe that unless there is an evaluation of how successful the City is in enabling a place approach, there is a good chance that the approach will fail or, at best, achieve low level outcomes. Best of luck with the implementation of the Strategy.*

The City needs much more shade. Collier Pass is a prime example. It is pavers and concrete and no beautiful trees, yet is a key street. It should have had beautiful large trees the whole way a long time ago. I don't walk there as it's too hot and no cover; but there are still numerous streets like that. We are a skin cancer capital, yet most cafés and restaurants with street frontage have none, or have ugly small shade over tables. There needs to be a strong governance plan for Joondalup cafés and restaurants with street frontage to have high standard large awnings. So many European cities have stylish large awnings, yet little sun. We have roasting sun and cheap Bunnings umbrellas in pots adorning pavements of some cafés. We need large serious sun cover that is stylish and mandated so that there is a little sense of continuity. See various cities around the world. Naples in Florida is one, the City looks great but gives you sun protection. There are some thoughts. Regards, [- - -]

QUESTION: “Please provide feedback on the Draft Joondalup City Centre Place Activation Plan”

Stakeholders were asked to provide feedback on the Draft Joondalup City Centre Place Activation Plan. 11 out of the 13 respondents provided feedback and, of these, 3 were from community/ stakeholder groups including:

- Kommuniti HQ
- Volleyball WA
- Lendlease Property Management (Aust) Pty Ltd (Lakeside Joondalup Shopping Centre).

These submissions are provided in full at Appendix 15–17, the remaining 8 from individual community members are provided verbatim below.

Please provide feedback on the Draft Joondalup City Centre Place Activation Plan (N = 8)[§]
As a participant of some of the workshops, it is pleasing to see that the report reflects the ideas and suggestions put forward by the participants. The top 15 projects chosen have great potential to make a positive difference. There was a general understanding that a big component of all of them was liveability, enjoyment and safety. Further, that those three things were provided by green areas (the words tree appear 14 times, trees 44 times, green 41 times, greenery 15 times, greening 4 times, greener 2 times, nature 10 times, and natural 7 times in the document). Healthy and safe places included air quality and shade from foliage. This will be a vital success factor/indicator of the resulting area. It was disappointing to see homelessness solutions not selected. Page 113 — this was important to many in the group. As such it would be great if, as the table suggests "the Place Activation Plan should speak to them..." It will also be interesting to see if/how the resulting changes affect the situation.
Check with Kingsway Shops about their market stalls on Saturdays, and Kingsway night markets/Saturday markets.
The Plan, at face value, appears to be a good start and it is great to see it has been driven by community (in its broadest sense) feedback and input. The fifteen areas highlighted in the Plan make sense and I would support these as areas on which to focus initially on the understanding that there are short, medium and long-term aspects that will come into play. I know there are other areas highlighted by various people, but the City can't do everything at once. There needs to be some sort of focus. Given that this is, to some extent, community driven, I would hate to see Councillors trying to override aspects based on their own hobby horses. [- - -] It would be good, for once, to be supportive of community input in the first instance and I would expect Councillors to support the Plan given they purport to represent all members of the community. Community-led, anyone? The Plan fits neatly within the context of the Strategy.
1) Rooftop movies would appeal to the student population and would attract more students to the Joondalup City Centre. Northbridge is the only location where people can enjoy this experience. *2) For people who commute to the city for work from Joondalup: there is limited Council parking next to Joondalup train station, it is uncovered parking, and parking charges are exorbitant. Currently my [- - -] drives to the Transperth park n ride facility at Edgewater. The traffic from Joondalup to the Edgewater parking facility is increasing, impacting the carbon footprint. Is there any chance that a Council high-rise car park could be built on that vacant block on the corner of Collier Pass and Grand Boulevard?* *3) Please introduce more pet friendly areas.* *4) A performing arts and conference centre would be a fantastic addition to Joondalup (similar to what Mandurah have). There is limited nightlife in Joondalup. Perth CBD is a long way to travel at night, and very unsafe if returning to Joondalup on the train at night.* *5) Please introduce free parking (especially for Joondalup ratepayers). This might encourage people to spend more time in the Joondalup CBD.*
Ditto (What on earth is this?) [multiple submissions] *Do you (Council) expect sane people (ratepayers) to scroll through 249 pages of utter rubbish? What planet are council on?*

[§] Words that may identify respondents or contain offensive language have been removed and replaced with square brackets, i.e. [- - -]. Minor alterations have been made to spelling/grammar to enhance readability.

I was involved in the workshops held to develop this draft and support the plan provided. I agree with the priorities identified, acknowledging that some will take time to design and implement. However, I am disappointed that there is not a more significant emphasis on what can be done with existing City services to make them more community focused. As I've outlined above in my feedback on the Strategy, I think there are some easy wins for the City in using its significant resources in its library service to spearhead a community led approach to place making in the City Centre.
Love the idea of the City Centre. Maybe the markets could be positioned in the car park behind the courts instead of a piazza. Worried if the Amphitheatre is built on the corner of Shenton and Grand Boulevard because of the noise factor as there are a few apartments around. At Christmas, would be lovely to put lights on the trees all down Grand Boulevard similar to New York which would attract visitors. More walkway seating for lots of cafés. Plenty of greenery around the City.
Lots of solid consideration and planning has gone into the plan and it shows throughout the document. The objective is to make Joondalup more "people friendly" rather than a place where simple parking is difficult and expensive. The plan is an attempt to "lighten the place up" and deserves to proceed.

APPENDIX 1 — Email to stakeholders involved in previous consultation activities

From: Consultation
Sent: Thursday, 21 April 2022 11:05 AM
To: [redacted]
Subject: Community Consultation: Draft Joondalup Place Activation Strategy & Draft Joondalup City Centre Place Activation Plan

Dear [redacted]

The City of Joondalup would like to thank you for contributing to the *Make it. Own it. It's your place.* engagement initiative. A draft Joondalup Place Activation Strategy and draft Joondalup City Centre Place Activation Plan has now been prepared.

If you would like to provide feedback on either of these documents, please complete the Online Submission Form, or send written feedback via email, or via post to:

Chief Executive Officer
City of Joondalup
PO Box 21
Joondalup WA 6919

All feedback must be received by **Wednesday 11 May 2022**. For further information, please contact the City on **9400 4000**.

Kind regards,

City of Joondalup

Tel: 08 9400 4000
Fax: 08 9300 1383
Email: info@joondalup.wa.gov.au

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1

APPENDIX 2 — Community Engagement Network eNewsletter

No images? Click here

Community Engagement Network

City of Joondalup

Tuesday 26 April 2022

Dear Chloe

The City of Joondalup is seeking community feedback on three different consultations. Please read the details below and click on the 'Have your say' button to refer to the relevant Community Consultation webpage.



Ocean Reef Park Upgrade

The City of Joondalup is seeking community feedback on a range of works proposed as part of an upgrade to Ocean Reef Park.

Feedback accepted: **Tuesday 26 April 2022 – Monday 16 May 2022**

Have your say

(continues)



Draft Joondalup Place Activation Strategy and Draft Joondalup City Centre Place Activation Plan

The City of Joondalup is seeking feedback on its draft Joondalup Place Activation Strategy and draft Joondalup City Centre Place Activation Plan.

The draft Joondalup Place Activation Strategy has been developed to provide an overarching framework for place activation projects in the City of Joondalup.

The draft Joondalup City Centre Place Activation Plan has been developed as a pilot project for the Joondalup City Centre specifically. This plan was prepared in consultation with community and business members.

Feedback accepted: **Thursday 21 April 2022 – Wednesday 11 May 2022**

Have your say

(continues)



Proposed Scheme Amendment No. 8 to City of Joondalup Local Planning Scheme No. 3

The City is seeking feedback on the proposed omnibus amendment to Local Planning Scheme No. 3. The omnibus amendment proposes a number of changes to the scheme to update and address minor anomalies that have been identified since the scheme came into operation in October 2018.

Submissions will be accepted: **Thursday 21 April 2022 - Thursday 2 June 2022**

Have your say

Keep up to date via social media:

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City of Joondalup
90 Boas Ave Joondalup WA 6027
joondalup.wa.gov.au | 08 9400 4000

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APPENDIX 3 — Email to Joondalup Business Association and resident/ratepayer groups

From: Consultation
Sent: Thursday, 21 April 2022 9:01 AM
To: [redacted]
Subject: Community Consultation: Draft Joondalup Place Activation Strategy & Draft Joondalup City Centre Place Activation Plan

Dear [redacted]

The City of Joondalup is seeking feedback on its draft Joondalup Place Activation Strategy and draft Joondalup City Centre Place Activation Plan.

The draft Joondalup Place Activation Strategy has been developed to provide an overarching framework for place activation projects in the City of Joondalup.

The draft Joondalup City Centre Place Activation Plan has been developed as a pilot project for the Joondalup City Centre specifically. This plan was prepared in consultation with community and business members.

If you would like to provide feedback on behalf [redacted] please complete the Online Submission Form, or send written feedback via email, or via post to:

Chief Executive Officer
City of Joondalup
PO Box 21
Joondalup WA 6919

General community members are also welcome to provide feedback and the City would appreciate you sharing the consultation information with your members and networks.

All feedback must be received by **Wednesday 11 May 2022**. For further information, please contact the City on **9400 4000**.

Kind regards,

City of Joondalup

Tel: 08 9400 4000
Fax: 08 9300 1383
Email: info@joondalup.wa.gov.au

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APPENDIX 4 — Online submission form

City of Joondalup

Draft Joondalup Place Activation Strategy & Draft Joondalup City Centre Place Activation Plan

Online Submission Form

The City of Joondalup is seeking feedback on its draft Joondalup Place Activation Strategy and draft Joondalup City Centre Place Activation Plan. It is recommended that you read these documents prior to providing feedback.

For further information, please contact the City on 9400 4000 or via email.

*** 1. Your contact details:**

Please note that for your feedback to be validated, your full contact details must be provided. This information will be treated as confidential and will not be published in any document or report on the outcomes of the consultation.

Only one submission per person / organisation will be accepted.

Full name:	
Address:	
Suburb:	
Postcode:	
Telephone:	
Email:	

2. Are you providing feedback on behalf of an organisation?

Organisation:	
Role / position:	

Your submission:

Click here to access the draft Joondalup Place Activation Strategy in full.

3. Please provide your feedback on the Draft Joondalup Place Activation Strategy below:

(continues)

Your submission:

Click here to access the Draft Joondalup City Centre Place Activation Plan in full.

4. Please provide your feedback on the Draft Joondalup City Centre Place Activation Plan below:

5. If you wish to upload a file, please do so here:

Choose File No file chosen

6. Request to be informed:

Community consultation assists Council in deliberating and then making decisions on certain matters. The analysis from this consultation will be provided to Council to assist them in their decision-making role first at a Briefing Session and then at a Council meeting. Deputations can be made at Briefing Sessions by appointment and questions and public statements can be presented at Council meetings.

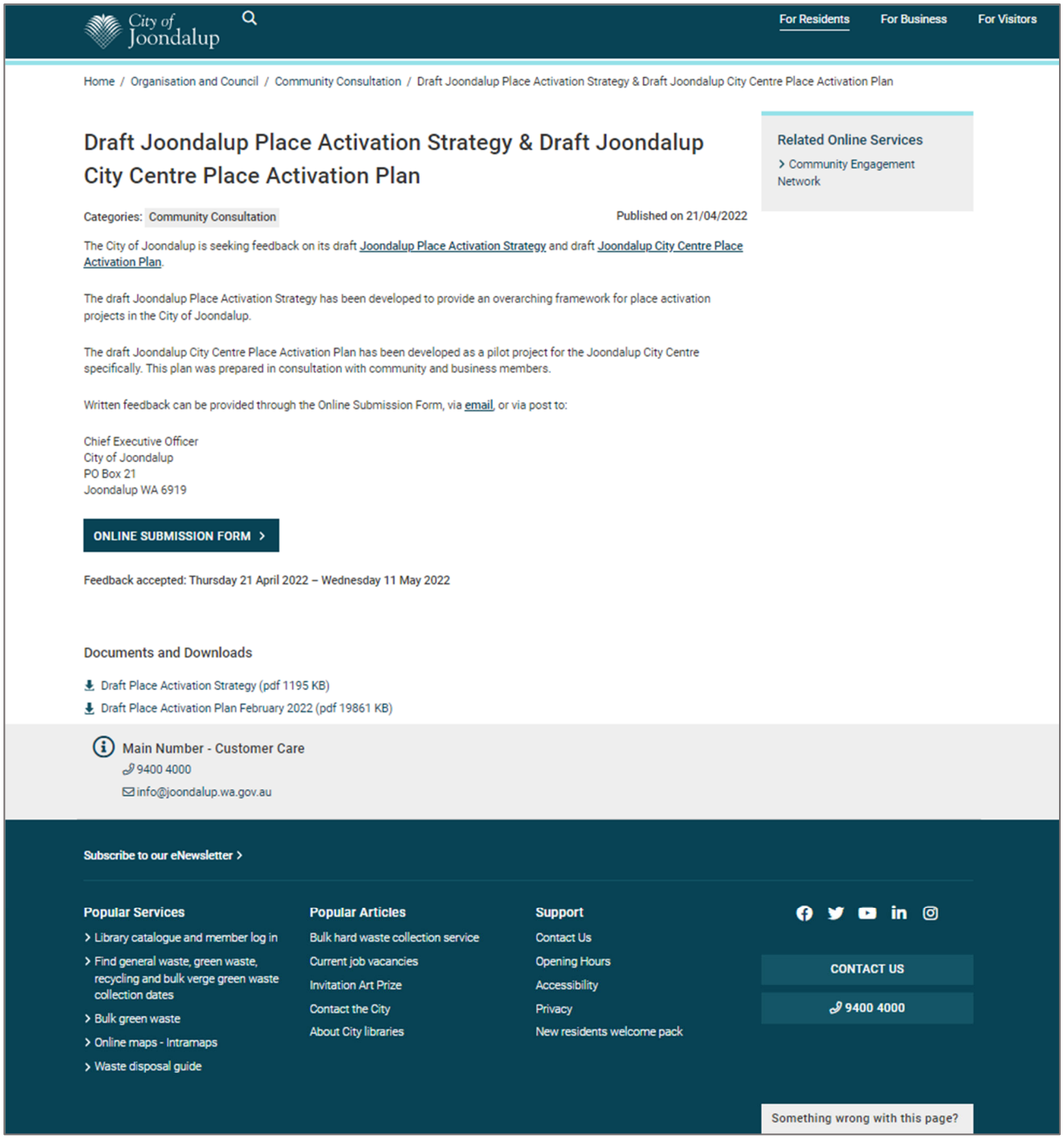
☐ I would like to be informed via email when this consultation will be presented at a Briefing Session and Council meeting
Please ensure your email address is provided above

Thank you for taking the time to complete this Online Submission Form.
Please click on the SUBMIT FORM button below to finalise.

City of Joondalup | 90 Boas Avenue Joondalup WA 6027 | PO Box 21 Joondalup WA 6919
T: 9400 4000 F: 9300 1383 | joondalup.wa.gov.au | info@joondalup.wa.gov.au

SUBMIT FORM

APPENDIX 5 — Community Consultation webpage



City of Joondalup

For Residents | For Business | For Visitors

Home / Organisation and Council / Community Consultation / Draft Joondalup Place Activation Strategy & Draft Joondalup City Centre Place Activation Plan

Draft Joondalup Place Activation Strategy & Draft Joondalup City Centre Place Activation Plan

Related Online Services
> Community Engagement Network

Categories: Community Consultation

Published on 21/04/2022

The City of Joondalup is seeking feedback on its draft Joondalup Place Activation Strategy and draft Joondalup City Centre Place Activation Plan.

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Written feedback can be provided through the Online Submission Form, via email, or via post to:

Chief Executive Officer
City of Joondalup
PO Box 21
Joondalup WA 6919

ONLINE SUBMISSION FORM >

Feedback accepted: Thursday 21 April 2022 – Wednesday 11 May 2022

Documents and Downloads

Draft Place Activation Strategy (pdf 1195 KB)
Draft Place Activation Plan February 2022 (pdf 19861 KB)

Main Number - Customer Care
9400 4000
info@joondalup.wa.gov.au

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> Waste disposal guide

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9400 4000

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APPENDIX 6 — Joondalup Voice (*PerthNow Joondalup*, 21 April 2022, p 9)



Mayor's Column — Hon Albert Jacob



Anzac Day Dawn Service returns

The City of Joondalup will host an Anzac Day Dawn Service on **Monday 25 April** - the first time the event has been able to proceed in three years.

The 2022 service, to be hosted in conjunction with Joondalup City RSL, will be held at Joondalup's Central Park War Memorial, from 5.45am (for a 6.00am start).

The service could not be held in 2020 and 2021 due to restrictions on large gatherings and public events during the COVID-19 pandemic.

Entry is free, however, those attending will be required to register for tickets to ensure the number of attendees can be capped at 2,500 to comply with State Government COVID restrictions.

Tickets are available from the City's website, **joondalup.wa.gov.au**

This poignant service is one of the biggest ceremonies of its kind in Perth and commemorates the sacrifice and service of the ANZACs who landed at Gallipoli during WWI and those who have served their nation in fields of war since.

A wreath-laying ceremony will be part of the proceedings and the Australian and New Zealand national anthems will be performed.

Tea, coffee and Anzac biscuits will be served after the service, courtesy of the City.

There is free parking available in the Joondalup CBD on the morning of Anzac Day, including at Lakeside Joondalup Shopping City.

Some road diversions will be in place on Grand Boulevard.

The Joondalup City RSL Sub-Branch will also conduct an Anzac Day Dawn Service at the memorial adjacent to the Ocean Reef Sea Sports Club, from 5.45am.

Craigie Leisure Centre refurbishment update

Stage one of the $8.6 million refurbishment of Craigie Leisure Centre has opened to members and visitors.

The City's premier leisure facility is now home to a new and expanded creche, group fitness studio and indoor cycling studio.

Formalisation of the western overflow carpark area and additional bays on the northern ring road provides more parking opportunities.

Prior to the opening of Stage 1, several of the City's Elected Members and Hillarys MLA Caitlin Collins – representing the State Government which contributed $2.9 million towards the project – were welcomed by CEO James Pearson and Centre staff to have a first-hand look at the new-look venue.

Stage two works are now underway and are expected to be completed in early-2023.

This includes extension of the gym, a new and expanded gym changeroom and toilet area and wellness studio.

Main entry access road upgrades, pedestrian crossing upgrades and 'kiss and drive' car bays will also form part of the works.

The centre will maintain full operations during Stage 2 of construction, with only temporary changes to health and fitness facilities.

For more information, visit **joondalup-leisure.com.au**



Dawn Service | Monday 25 April 2022, 5.45am

Central Park War Memorial, Joondalup
Book free tickets online via **joondalup.wa.gov.au**
Lest we forget

Community Consultation

Draft Joondalup Place Activation Strategy and Draft Joondalup City Centre Place Activation Plan

The City of Joondalup is seeking feedback on its draft Joondalup Place Activation Strategy and draft Joondalup City Centre Place Activation Plan.

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A copy of the draft documents and information on how to provide feedback can be found by visiting the Community Consultation section of the City's website at **joondalup.wa.gov.au**

Feedback accepted: **Tuesday 21 April 2022 – Wednesday 11 May 2022**

ANZAC Day Operating Hours

The ANZAC Day public holiday on **Monday 25 April 2022** will affect the operating hours of many City of Joondalup facilities.

To view operating hours, please visit **joondalup.wa.gov.au**

IAP INVITATION ART PRIZE

Westfield Whitford City, Hillarys
Sunday 09 October – Sunday 23 October

CALLING FOR EXPRESSIONS OF INTEREST

Closes Friday 29 April

Professional Western Australian artists are invited to submit an Expression of Interest for the City of Joondalup 2022 Invitation Art Prize.

Overall Prize $25,000 (acquisitive)

To view the Terms and Conditions and to enter visit **joondalup.wa.gov.au**

Kwinana Freeway (Ramp), (detail), oil on canvas, 2021 by Ron Nyisztor

MEET YOUR NEIGHBOUR PROJECT

act belong commit

There's never been a better time to meet your neighbours.

Host a Meet Your Neighbour gathering and get access to sporting and outdoor games provided by the City on loan.

Hosts are eligible to go into a draw to win a $50.00 Bunnings voucher.

To register your gathering, book equipment or for more information please call **9400 4503** or visit **joondalup.wa.gov.au**



joondalup.wa.gov.au

APPENDIX 7 — Joondalup Voice (*PerthNow Joondalup*, 5 May 2022, p 9)

joondalup **voice** 5 May 2022

City of Joondalup

Councillor's Column — Cr Russell Poliwka



Central Ward News

Woodvale – McCubbin Park

At its April meeting, Joondalup Council supported the installation of an iron filter at Woodvale's McCubbin Park to improve the water quality in the park pond.

The filter will also reduce the unsightly staining caused by bore water and reduce algal blooms.

To deliver this project, $140,000 will be listed for consideration by Elected Members during the development of the 2022-23 budget.

The works are being undertaken in response to a petition from residents.



Kiernan Park

Kallaroo – Kiernan Park

Kallaroo's Kiernan Park is home to a new play space as part of the City's 2021/22 Capital Works program.

As well as new play equipment, the City has extended the park's footpath network, mulch has been added to the park's garden beds and trees and upgrades have been made to the irrigation system.

The City sets aside an average of $1million in its Capital Works program each year to upgrade at least 10 play spaces on a rotational basis, based on age and condition.

The park is set to open soon.

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The City has completed road upgrades at one of its busiest intersections.

New left-turn pockets and a centre median island at the junction of Cambria Street/ Marmion Avenue aim to improve safety for motorists and pedestrians.

The project, funded through the Australian Government's Black Spot program, also included drainage upgrades, new line markings and improved street lighting.

Feedback wanted

Community members have until **Wednesday 11 May** to provide their feedback on the City's draft *Joondalup Place Activation Strategy* and *Joondalup City Centre Place Activation Plan*.

The draft strategy has been developed to provide an overarching framework for place activation projects in the City of Joondalup, while the draft plan defines a vision for the Joondalup City Centre and outlines a series of prioritised initiatives for implementation that will activate the area and foster vibrancy and growth.

For more information visit **joondalup.wa.gov.au**



BUSINESS FORUM 2022

Growing the global economy through local communities

In the first Forum of 2022, Premier Hon. Mark McGowan MLA, will speak about the importance of economic diversification to Western Australia's economy.

The Forum will also feature an economic update from the Chamber of Commerce and Industry WA Chief Economist – Aaron Morey, who will set the scene on the global economy and Australia's outlook during Covid-19.

The post-pandemic world presents major opportunities for Joondalup as Perth's northern growth and innovation hub. With capabilities in education, health, tourism, cyber, AI, robotics and digital, the City is well poised to support WA's recovery as borders open.

Thursday 2 June 2022
7.00am – 10.00am
Joondalup Resort

Register via the business section of the City's website by **Friday 27 May 2022**.

Community Consultation
Ocean Reef Park Upgrade

The City of Joondalup is seeking community feedback on a range of works proposed as part of an upgrade to Ocean Reef Park.

To provide feedback, please scan the QR code, or go to the Community Consultation section of the City's website at **joondalup.wa.gov.au**

Feedback accepted: until **Monday 16 May 2022**



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These free programs are custom-designed to inspire transformation and drive business growth within the City of Joondalup.

Register to be part of these programs at **joondalup.wa.gov.au** or call **9400 4000** for more information.

Council Meeting Dates

Briefing Session
Tuesday 10 May, 6.30pm

Council Meeting
Tuesday 17 May, 7.00pm

City of Joondalup Council Chamber
Boas Avenue, Joondalup

Refer to the City's website for information on procedures to attend meetings during COVID-19.

The City will continue to monitor all relevant directions relating to COVID-19 and will follow State Government advice regarding any restrictions that may be in place at the time.

joondalup.wa.gov.au

APPENDIX 8 — Joondalup Voice eNewsletter (21 April 2022)

No images? Click here

Joondalup Voice

City of Joondalup



Mayor's Column - Hon Albert Jacob

Anzac Day Dawn Service returns

The City of Joondalup will host an Anzac Day Dawn Service on **Monday 25 April** - the first time the event has been able to proceed in three years.

The 2022 service, to be hosted in conjunction with Joondalup City RSL, will be held at Joondalup's Central Park War Memorial, from 5.45am (for a 6.00am start).

The service could not be held in 2020 and 2021 due to restrictions on large gatherings and public events during the COVID-19 pandemic.

Entry is free, however, those attending will be required to register for tickets to ensure the number of attendees can be capped at 2,500 to comply with State Government COVID restrictions.

Tickets are available from the City's website.

This poignant service is one of the biggest ceremonies of its kind in Perth and commemorates the sacrifice and service of the ANZACs who landed at Gallipoli during WWI and those who have served their nation in fields of war since.

A wreath-laying ceremony will be part of the proceedings and the Australian and New Zealand national anthems will be performed.

Tea, coffee and Anzac biscuits will be served after the service, courtesy of the City.

There is free parking available in the Joondalup CBD on the morning of Anzac Day, including at Lakeside Joondalup Shopping City.

Some road diversions will be in place on Grand Boulevard.

The Joondalup City RSL Sub-Branch will also conduct an Anzac Day Dawn Service at the memorial adjacent to the Ocean Reef Sea Sports Club, from 5.45am.

(continues)

Craigie Leisure Centre refurbishment update

Stage one of the $8.6 million refurbishment of Craigie Leisure Centre has opened to members and visitors.

The City's premier leisure facility is now home to a new and expanded creche, group fitness studio and indoor cycling studio.

Formalisation of the western overflow carpark area and additional bays on the northern ring road provides more parking opportunities.

Prior to the opening of Stage 1, several of the City's Elected Members and Hillarys MLA Caitlin Collins – representing the State Government which contributed $2.9 million towards the project – were welcomed by CEO James Pearson and Centre staff to have a first-hand look at the new-look venue.

Stage two works are now underway and are expected to be completed in early-2023.

This includes extension of the gym, a new and expanded gym changeroom and toilet area and wellness studio.

Main entry access road upgrades, pedestrian crossing upgrades and 'kiss and drive' car bays will also form part of the works.

The centre will maintain full operations during Stage 2 of construction, with only temporary changes to health and fitness facilities.

For more information, visit the Craigie Leisure Centre website.

View more City of Joondalup news



ANZAC Day

Dawn Service | Monday 25 April 2022, 5.45am

Central Park War Memorial, Joondalup
Book free tickets on the City's website.
Lest we forget

Book now

(continues)



Community Consultation

Draft Joondalup Place Activation Strategy and Draft Joondalup City Centre Place Activation Plan

The City of Joondalup is seeking feedback on its draft Joondalup Place Activation Strategy and draft Joondalup City Centre Place Activation Plan.

The draft Joondalup Place Activation Strategy has been developed to provide an overarching framework for place activation projects in the City of Joondalup.

The draft Joondalup City Centre Place Activation Plan has been developed as a pilot project for the Joondalup City Centre specifically. This plan was prepared in consultation with community and business members.

A copy of the draft documents and information on how to provide feedback can be found by visiting the Community Consultation section of the City's website.

Feedback accepted: **Thursday 21 April 2022 – Wednesday 11 May 2022**

Learn more

(continues)



Invitation Art Prize

Call for Expressions of Interest
Closes Friday 29 April 2022

Exhibition
Sunday 9 October – Sunday 23 October 2022
Westfield Whitford City, Hillarys

Professional Western Australian artists are invited to submit an Expression of Interest for the City of Joondalup 2022 Invitation Art Prize.

Overall Prize $25,000 (acquisitive)

To view the Terms and Conditions and to enter visit the City's website.

Image: Kwinana Freeway (Ramp), (detail), oil on canvas, 2021 by Ron Nyisztor.

Learn more

ANZAC Day Operating Hours

The ANZAC Day public holiday on **Monday 25 April 2022** will affect the operating hours of many City of Joondalup facilities.

To view operating hours, please visit the City's website.

Learn more

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APPENDIX 9 — Joondalup Voice eNewsletter (5 May 2022)

View the latest news and events in the City of Joondalup

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Joondalup Voice

City of Joondalup



Councillor's Column - Cr Russell Poliwka

Thursday 5 May 2022

Central Ward News

Woodvale - McCubbin Park

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(continues)

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(continues)



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Learn more

(continues)



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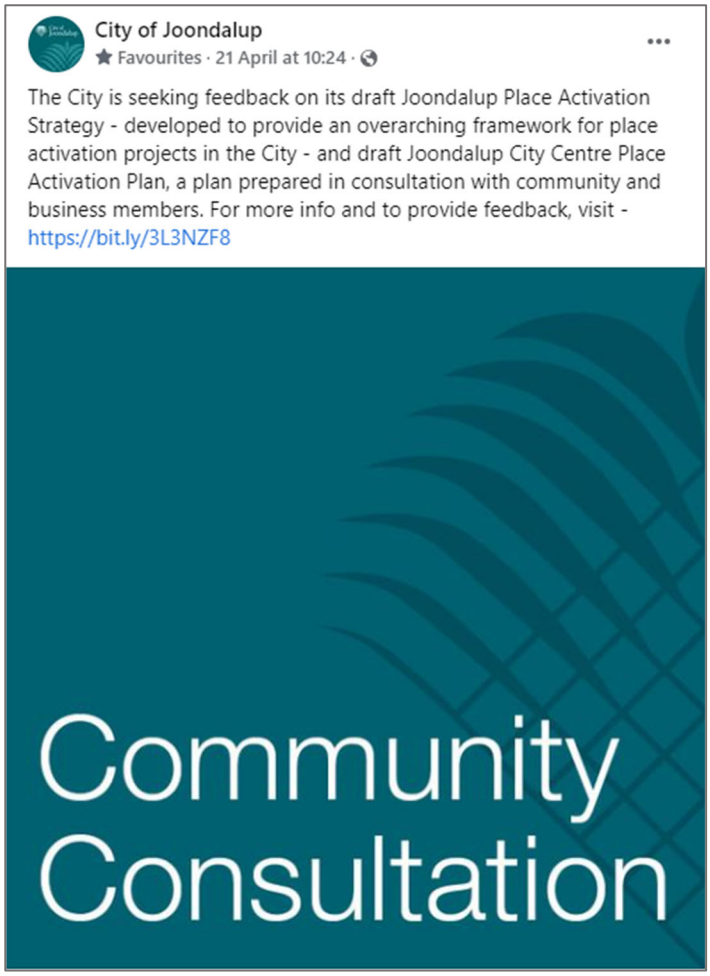
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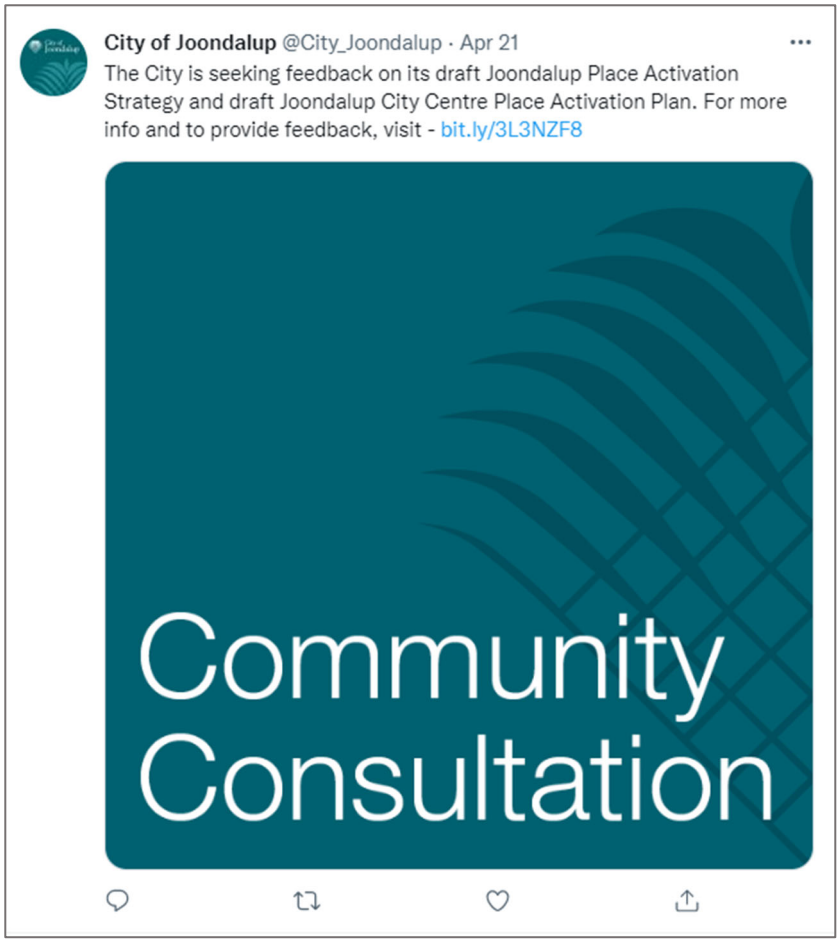
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APPENDIX 10 — Facebook post (21 April 2022)



APPENDIX 11 — Twitter post (21 April 2022)



APPENDIX 12 — LinkedIn post (29 March 2022)



APPENDIX 13 — Submission 1 from Kommuniti HQ

You have captured all my feedback here. We are in this together. A collective commitment and responsibility. Place activation cannot be solely delivered by the City of Joondalup. Establishing a collective commitment and shared responsibility between the City and community is important to achieve the strategic aspirations.

The role of the community: Make It. Own It. It's your place. The community accesses positive social, economic, cultural and environmental experience within local places. Being the people who live, work, play, learn and experience within local places, the community maintains the closest relationship to those places. These experiences make community the most natural lead for authentic placemaking. The role of the City of Joondalup: Enable.

The City can enable activation in three key ways:

1. *Empower community placemakers.*

2. *Provide the right canvas for local placemaking.*

3. *Catalyse activation of places and neighbourhoods in response to social and economic needs. This strategy establishes a framework for the City to establish a collective commitment and fulfil the City's identified roles, enable and encourage community-led activation.*

Perfection!

APPENDIX 14 — Submission 1 from Volleyball WA

As Volleyball WA Community and Stakeholder Engagement Coordinator, thank you for publishing and inviting comment on the Joondalup Place Activation Strategy. Of particular interest is our strategy to increase places to play for communities. Informal play is high on our agenda and aligns with the Joondalup proposal to empower, provide the right canvas, and catalyse the community and appropriate place activation plans. Supporting and assisting communities to activate meaningful, useful and engaging plans for Joondalup. Volleyball WA would like to support and engage with the activation strategy in providing places to play for residents and visitors to Joondalup. See further feedback on City Centre Activation Plan

APPENDIX 15 — Submission 2 from Kommuniti HQ

Having been involved in the process and having input both personally and on behalf of a Community organisation I would say that the negatives have well and truly been highlighted in the consultation process and that solutions have been presented from a good cross-section of the Joondalup LGA residents and the Joondalup Small Business Community. It has been mentioned throughout the draft strategy, that the Joondalup Council should begin transitioning into being facilitators for the successful transition, not the absolute drivers.

APPENDIX 16 — Submission 2 from Volleyball WA

Congratulations on the work completed so far towards activating a community directed City Centre at Joondalup. Volleyball WA (VWA) would like to be involved in activating places to play within the City. The area outlined (project 7) for Youth Playscapes for teenagers is a very suitable for volleyball courts — outdoor beach or grass. Volleyball meets the criteria for:

- *People connectivity as a team sport and with new play technology. The hub automated locker system and app VWA have activated, allows players to book and play at the court, attract others to their play through the app, and play at a time that suits them. With the increase in informal play in communities, technology including social media is a positive and effective way to meet demand.*
- *Providing a diverse community appeal — volleyball is played in 46 different countries in the world. In 2021, 33.7% of players in the top two grades of volleyball WAVL were non-Australian born players. See attached file.* [below]
- *A healthy environment — volleyball as a team sport provides physical, mental health and social benefits.*
- *Heritage, culture and identity — volleyball is a world sport played by a wide diversity of cultures and used as a regular social and health activity to engage in. Harmony Beyond Fences (see attached file* [below]*) successfully paired with VWA and City of Canning to create a place to play grass volleyball. The community group and volleyball club played volleyball every evening under floodlights, successfully reducing anti-social behaviour in the area.*

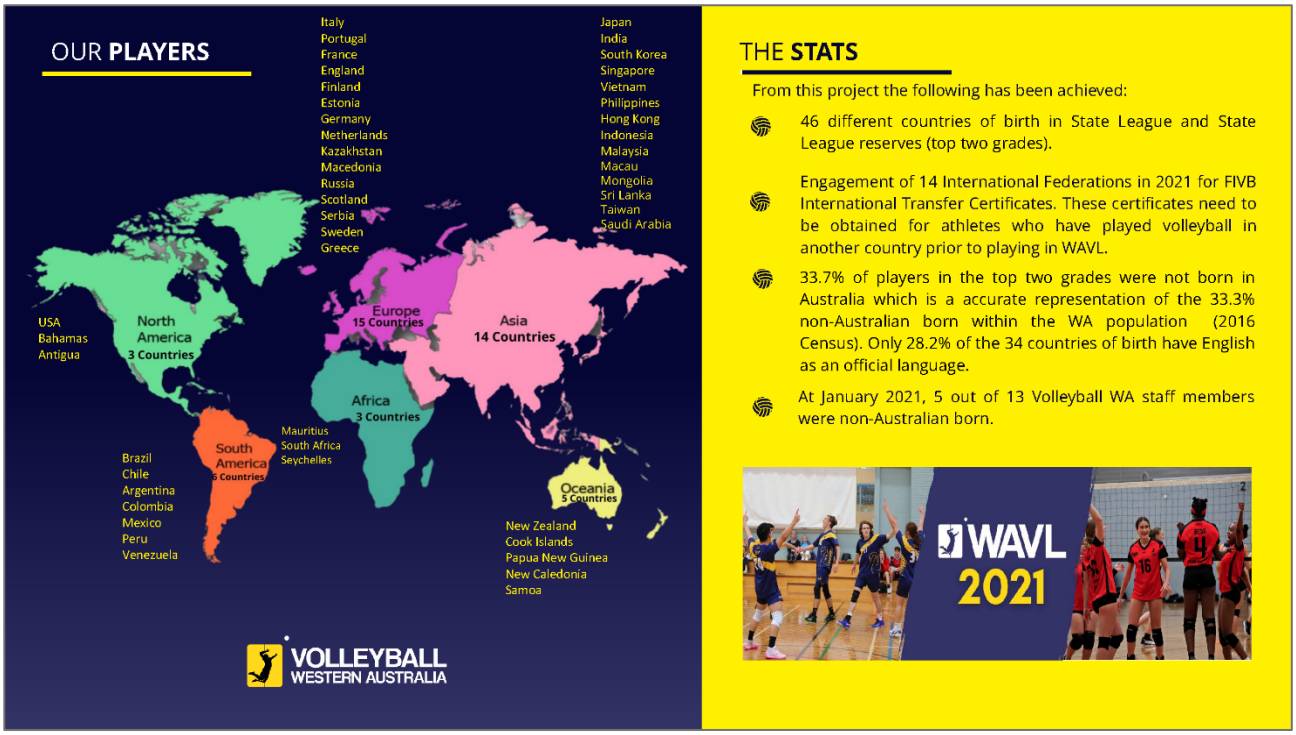
As VWA Community and Stakeholder Engagement Coordinator, I would like to be involved via a Stakeholder Reference Group or direct consultation to activate and support places to play in line with the Joondalup City Centre Place Activation Plan. Thank you for your consideration.

[attachment to online submission below]

(page 1)



(page 2)


OUR PLAYERS
Italy
Portugal
France
England
Finland
Estonia
Germany
Netherlands
Kazakhstan
Macedonia
Russia
Scotland
Serbia
Sweden
Greece
Japan
India
South Korea
Singapore
Vietnam
Philippines
Hong Kong
Indonesia
Malaysia
Macau
Mongolia
Sri Lanka
Taiwan
Saudi Arabia
USA
Bahamas
Antigua
North America
3 Countries
Europe
15 Countries
Asia
14 Countries
Africa
3 Countries
Mauritius
South Africa
Seychelles
Brazil
Chile
Argentina
Colombia
Mexico
Peru
Venezuela
South America
6 Countries
Oceania
5 Countries
New Zealand
Cook Islands
Papua New Guinea
New Caledonia
Samoa
VOLLEYBALL
WESTERN AUSTRALIA
THE STATS
From this project the following has been achieved:
46 different countries of birth in State League and State League reserves (top two grades).
Engagement of 14 International Federations in 2021 for FIVB International Transfer Certificates. These certificates need to be obtained for athletes who have played volleyball in another country prior to playing in WAVL.
33.7% of players in the top two grades were not born in Australia which is a accurate representation of the 33.3% non-Australian born within the WA population (2016 Census). Only 28.2% of the 34 countries of birth have English as an official language.
At January 2021, 5 out of 13 Volleyball WA staff members were non-Australian born.
WAVL
2021

(page 3)


VWA
VOLLEYBALL
WESTERN AUSTRALIA
STORIES OF
CHANGE
Harmony Beyond Fences
OVERVIEW
The Harmony Beyond Fences Volleyball Club commenced in September 2017 at the East Cannington Reserve. This informal group of volleyballers are mainly from CaLD backgrounds.
Volleyball WA was engaged by the City of Canning to support the club's development in the local community.

(page 4)

Harmony Beyond Fences

THE **DELIVERY**

The Harmony Beyond Fences Volleyball Club are part of the wider Harmony Beyond Fences Volleyball community group that works to bring the community together to combat antisocial behaviour that significantly affected the community in the past.

Volleyball WA was engaged by the City of Canning as players would often come to the East Cannington Reserve along with their families to relax and volleyball had become an additional incentive to bring families to the park.

- Volleyball WA met with the Harmony Beyond Fences Volleyball Club and the City of Canning to discuss the needs of the group and future plans
- VWA also attended a community family day at the reserve to meet the players and families



VOLLEYBALL WESTERN AUSTRALIA

THE **RESULTS**

Through support from the City of Canning and Volleyball WA, the Club have achieved the following:

- Access to a storage room at the reserve to store volleyball equipment
- Application submitted for seasonal ground use to play volleyball and grant submitted to purchase additional grass nets to increase participation in the evenings
- Reduction in anti-social behaviour on the reserve as volleyball is played until late evening every day under floodlights
- Harmony Beyond Fences is a Bronze Affiliate of Volleyball WA and VWA will continue to support their development and long term participation growth



2021 STATE SUMMARY

VWA VOLLEYBALL WESTERN AUSTRALIA

TOTAL PARTICIPATION
181,493

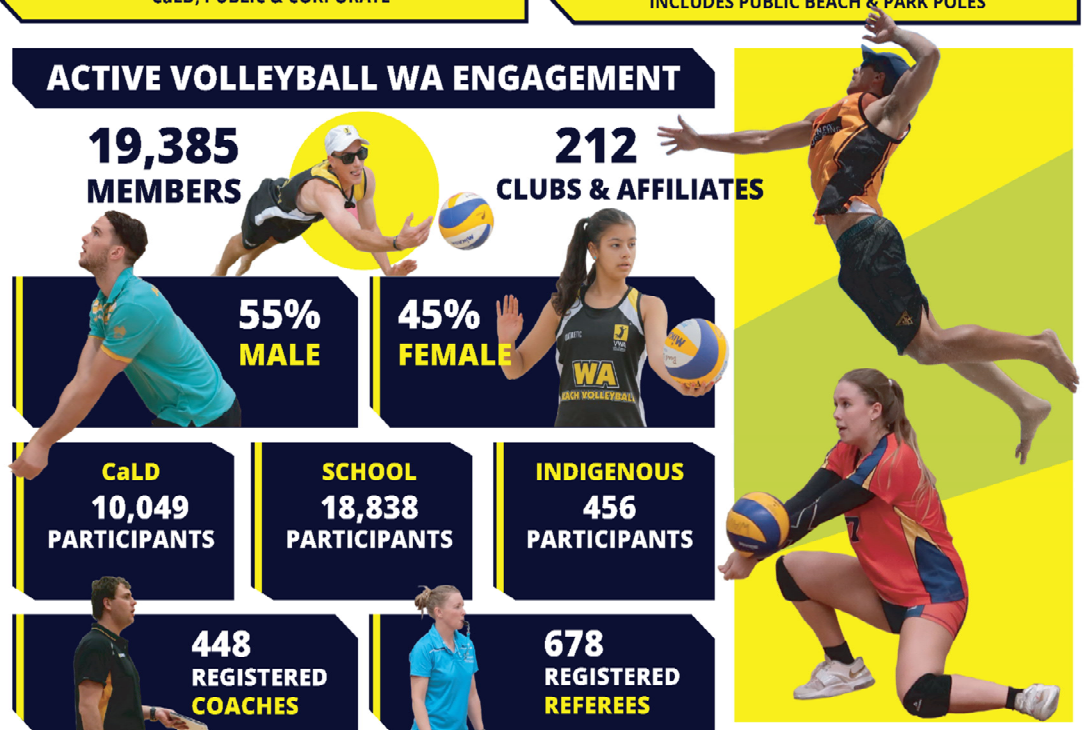
EVENTS, PROGRAMS,CLINICS & COURSES
292
INCLUDES BEACH, INDOOR, INDOOR BEACH, CaLD, PUBLIC & CORPORATE

PUBLIC OPEN SPACES
62,192
TOTAL PARTICIPATION
INCLUDES PUBLIC BEACH & PARK POLES

ACTIVE VOLLEYBALL WA ENGAGEMENT

19,385 MEMBERS

212 CLUBS & AFFILIATES



55% MALE

45% FEMALE

CaLD
10,049
PARTICIPANTS

SCHOOL
18,838
PARTICIPANTS

INDIGENOUS
456
PARTICIPANTS

448 REGISTERED COACHES

678 REGISTERED REFEREES

VOLLEYBALL WA AND COVID-19

DESPITE THE CHALLENGES OF COVID-19 VOLLEYBALL VERY PROUDLY WAS A SPORT THAT STILL MANAGED TO PLAY ALL ITS REGULAR SEASONS IN FULL OR REDUCED. THE STATISTICS REFLECT A STRONG YEAR AND INCREASING ENGAGEMENT WITH OUR COMMUNITY.

DISCOVER VOLLEYLIFE

VOLLEYBALL WA PROFILE

255,570
WEBSITE VIEWS

194,012
VOLLEYBALL IN WA FACEBOOK FOLLOWING

53,800
VOLLEYBALL IN WA INSTAGRAM FOLLOWING

Department of Local Government, Sport and Cultural Industries | lotterywest supported | alcohol thinkagain | healthway | DISCOVER VOLLEYBALL | Volleyball Australia | fortix | WAAMH Western Australian Association for Mental Health

APPENDIX 17 — Submission from Lendlease Property Management (Aust) Pty Ltd (Lakeside Joondalup Shopping Centre)

element.

Our Ref: 17-650

13 May 2022

Chief Executive Officer
City of Joondalup
PO Box 21
JOONDALUP WA 6919
Via email: info@joondalup.wa.gov.au

SUBMISSION IN RELATION TO DRAFT JOONDALUP PLACE ACTIVATION STRATEGY AND DRAFT JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN

element, on behalf of Lendlease Property Management (Aust) Pty Ltd as Manager of Lakeside Joondalup Shopping City (Lakeside Joondalup) on behalf of Lendlease Funds Management ATF The Joondalup Trust (Lendlease) as Owners of Lakeside Joondalup, has prepared this submission in relation to the draft Joondalup Place Activation Strategy (draft Strategy) and draft Joondalup City Centre Place Activation Plan (draft Plan), which are currently being advertised for public comment by the City of Joondalup (the City).

In its role as Manager and Owner of Lakeside Joondalup, Lendlease is an important stakeholder in the Joondalup City Centre. Lendlease therefore welcomes the opportunity to provide feedback on the draft Strategy and draft Plan, which identifies Lakeside Joondalup as a key anchor and potential delivery partner for the identified place activation projects.

Following a review of the advertised documents, Lendlease commends the City on taking steps to adopt a place activation framework that seeks to attract more people to the City, and contribute to a more vibrant and activated urban environment. As part of this, Lendlease is supportive of the high-level framework established by the draft Strategy, particularly in terms of its commitment to:

- Activating spaces in a manner that attracts people and encourage users to stay longer and enjoy the space, which in turn benefits local businesses and supports the economy;
- Supporting and enabling community-led place making, whilst acknowledging the City's role in catalysing place activation through investment;
- Removing unnecessary bureaucracy that can frustrate positive change;
- Ensuring active and ongoing consultation with key City Centre stakeholders (which include Lendlease) in relation to proposed activation projects; and
- Preparing place activation plans for key precincts where City led intervention is warranted, with this recommendation having led to the preparation of the draft Plan as a pilot project for how this can be successfully implemented.

Specific comments in relation to the draft Plan are also set out below.

Level 18,191 St Georges Terrace, Perth Western Australia 6000 - PO Box 7375 Cloisters Square, Perth Western Australia 6850
T. (08) 9289 8300 E. hello@elementwa.com.au W. elementwa.com.au

Chief Executive Officer
City of Joondalup

element.

SUBMISSION IN RELATION TO DRAFT JOONDALUP PLACE ACTIVATION STRATEGY AND DRAFT JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN

Draft Joondalup City Centre Place Activation Plan

Lendlease is encouraged by the continued recognition of the growth and vibrancy of the City Centre as a key strategic priority for the City, and is supportive of the broad vision and objectives established under the draft Plan. The intent to further the growth of the City Centre aligns closely with Lendlease's master plan vision for the future evolution of the Lakeside Joondalup site as a mixed use precinct that responds to the strategic planning direction established under the Joondalup Activity Centre Plan. This opportunity to diversify the role of Lakeside Joondalup within the City Centre is significant, and can contribute positively to the day and night activation principles that underpin the draft Plan.

With respect to the 15 priority projects identified under the draft Plan, Lendlease is supportive of:

- The focus on streetscape improvements to enhance the quality of the public realm (Project Nos. 5 and 14), subject to ongoing consultation with Lendlease in relation to the details of any proposed changes to Boas Avenue (Project No. 14);
- The intent to enable greater land use diversity (Project No. 10) and promote alfresco dining (Project No. 6) within the City Centre, which offer positive opportunities that can support future long-term master planning for Lakeside Joondalup; and
- The identified need for a Retail Needs Analysis to ensure proposed project initiatives fit appropriately within the broader retail context, which will be essential in ensuring that the implementation of the draft Plan does not impact on the sustainability of existing retail businesses in the City Centre.

Lendlease is also generally supportive of Project No. 1, which proposes to upgrade Grand Boulevard adjacent the Lakeside Joondalup site with a focus on achieving improved pedestrian amenity. At a high level, this intent is supported, and for the most part the identified streetscape upgrades have the potential to contribute positively to the quality of the urban environment and provide improved pedestrian connections at this key entry point to the City Centre.

However, Lendlease has concerns in relation to the intent to explore making Grand Boulevard a one-way street as part of Project No. 1, noting the impact that this would have on traffic flows around Lakeside Joondalup and the overall City Centre. As a significant attractor and traffic generator within the City Centre it is integral that traffic flow around Lakeside Joondalup is maintained. The ability to circulate around the site is a key component of this, as is the maintenance of the full movement access to Grand Boulevard for the existing multi-deck car park, which enables access from both directions along Grand Boulevard. As such, any proposal for modifications to existing traffic lanes along Grand Boulevard will require early and ongoing engagement with Lendlease to ensure there is no detrimental impact to Lakeside Joondalup. This will also require that detailed traffic studies are undertaken to ensure such impacts do not occur, noting that Grand Boulevard is an important gateway that plays a key role in bringing people through the heart of the City Centre in both directions.

Lendlease would also like to take this opportunity to provide feedback on Project No. 9, which seeks to promote better connectivity to train and bus stations, with a particular emphasis on access to Joondalup Train Station. At a high level, Lendlease understands the desire to pursue continued access improvements relating to Joondalup Train Station, particularly after-hours. This will continue to be considered as part of future long-term master planning for Lakeside Joondalup, as operational requirements evolve in line with asset growth to enable enhanced connectivity and accessibility. However, there are likely to be limitations on the extent to which improvements can be made within the Lakeside Joondalup site in the short-term, and more detailed consultation between the City and Lendlease will be required in order to further this project.

The potential for extended trading hours at Lakeside Joondalup to improve activation after-hours as part of Project No. 9 is something that Lendlease would be willing to consider further as part of a long-term strategy to support enhanced connectivity and activation. In the longer-term this has the potential to complement Lendlease's plans for increasing the diversity of land uses within Lakeside Joondalup,

including consideration of a greater entertainment and leisure focus, as well as residential and mixed use opportunities that can support greater night time activity at the centre. In the short-term any expansion of permitted tenant or centre trading hours via amendments to existing legislation would be reliant on individual tenants choosing to take advantage of this opportunity, noting that Lendlease is not in a position to influence or impose these requirements on individual tenants within Lakeside Joondalup.

Based on the above, Lendlease would like to reiterate their desire to work closely with the City to progress future planning for the City Centre and would welcome the opportunity for further consultation on the identified priority projects. In particular, it is noted that:

- Early and ongoing engagement with Lendlease should be an important priority for the City in implementing Project Nos. 1, 9 and 14; and
- There is an opportunity for greater recognition of Lendlease as a key stakeholder for Project Nos. 1 and 14 in the draft Plan, in addition to the identified role in Project No. 9.

As part of this, it is requested that Lendlease be provided with the opportunity for active involvement in any further stakeholder workshops or working groups related to the progression of the draft Plan and the 15 identified place activation projects.

Summary

As discussed throughout this submission, Lendlease is generally supportive of the draft documents and welcomes the intent for continued consultation with key stakeholders in refining and implementing identified activation projects. This continued consultation will be particularly important for those projects that have the potential to directly affect the operation of Lakeside Joondalup, noting the matters raised in this submission in relation to Project No. 1 and Project No. 9.

We trust the contents of our submission will be taken into consideration, and Lendlease looks forward to the opportunity for further engagement with the City as the project progresses.

Should you have any queries or require clarification on the above matter, then please do not hesitate to contact [redacted] or the undersigned on [redacted].

Yours sincerely
element

[redacted]

[redacted]
Associate

element acknowledges the Whadjuk people of the Noongar nation as traditional owners of the land on which we live and work. We acknowledge and respect their enduring culture, their contribution to the life of this city, and Elders, past and present.

ATTACHMENT 4

Make It.
Own It.
It's your place.

City of Joondalup

PLACE ACTIVATION STRATEGY

2022

The 'why' and 'how' of placemaking across the City of Joondalup.



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





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Introduction

The continual evolution and growth of the City of Joondalup, its places and communities has brought with it increased interest and priority for liveability, community connection, and economic vibrancy. The activation of the City's places and neighbourhoods to support a unique, iconic identity underpins many of the City's and community's objectives for the future.

This strategy considers community in a holistic way, inclusive of residents, visitors, local businesses, landowners, groups, and organisations.

Each place in the City of Joondalup is a living canvas, linking the community to social, economic, cultural and environmental opportunities. Placemaking is a process of activating spaces, considering the unique needs of a place to create vibrant and thriving places, encouraging users and visitors to stay longer and enjoy the space. It is a bottom-up, long term process – the form, function and identity of places evolve alongside changes in the community and their values.

Placemaking covers a wide range of activity, from significant events and installations including markets and festivals, to 'surprise and delight' projects such as public artwork on blank building walls or street libraries that provide a reason to pause in a place. Placemaking makes areas more inviting and encourages users and visitors to stay longer and enjoy the space, which also benefits business in the area and supports the economy.



Why?

The benefits of place activation for the City of Joondalup.

What is community placemaking?

This strategy is focussed on community-led activation: placemaking projects that are developed and delivered by community.

Community-led placemaking happens in a variety of ways. It can be formal, informal, planned and opportunistic.

Formal placemaking can happen when local businesses, community members and landowners come together to establish local placemaking groups and organisations, which focus on activating a particular place through projects and events.

Placemaking can also happen incidentally as part of other things that community does. Businesses can activate neighbourhoods through alfresco, street furniture, street trading and events. Landowners can support activation through public art and murals, community landscaping and gardening projects.

Community members and groups can activate a place through various events and projects. Events can include carols by candlelight, community barbecues, and get togethers. Other projects undertaken by community can include yarn bombing, busy bees, and street libraries.

When working together, large projects like street festivals can be delivered by the community, bringing vibrancy and spirit to neighbourhoods and places across the City.

The City cannot replicate the successful, authentic, bottom-up placemaking activities of community and business. However, the City can contribute to effective activation by "getting out of the way" and facilitating authentic community placemaking leading to activated public places.

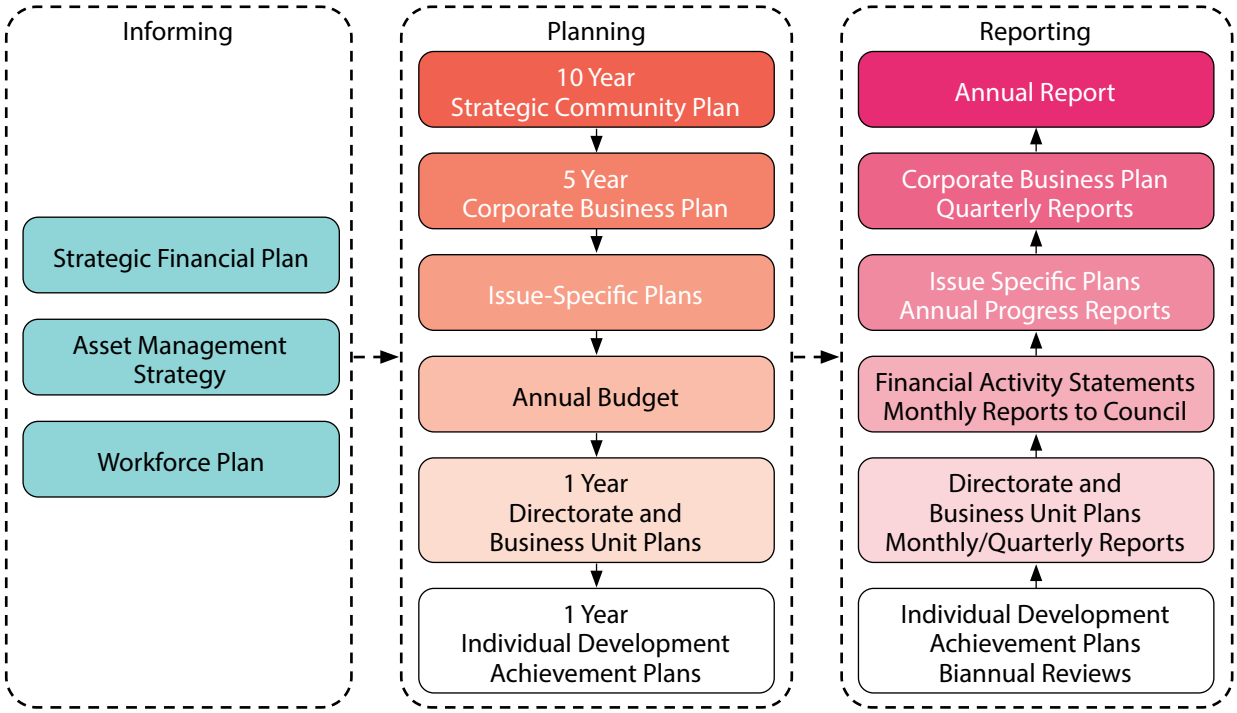


Strategic context

The City works to an Integrated Planning Framework, demonstrated below, which aligns the City's strategic priorities to its planned activities and resourcing requirements.

This Framework also builds-in reporting requirements to ensure transparency and the demonstration of planned achievements.

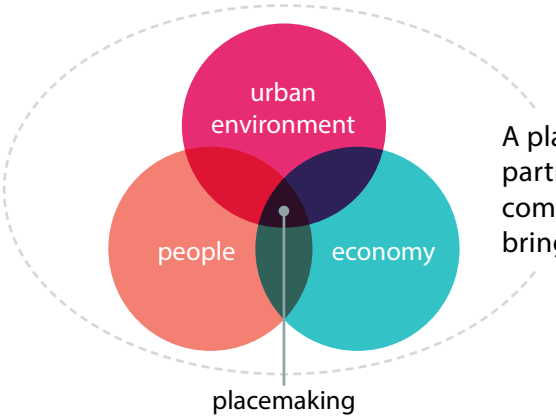
Integrated Planning Framework



Placemaking exists at the intersection of people, economy, and the urban environment.

The strategy provides a pathway to align service delivery where needed to support and foster community-led placemaking leading to activated public places.

The Place Activation Strategy complements relevant issue specific plans across the City that relate to place, including but not limited to economic development plans, cultural plans, and community development plans.



A place vision developed in partnership with an engaged community is the glue that brings these circles together.

Strategic aspirations

Each place in the City of Joondalup is a living canvas, linking the community to social, economic, cultural and environmental opportunities.

Aspirational outcomes

A strong connection between community and place, demonstrated by the community:

- Contributing their energy and passion to the place through placemaking.
- Choosing to live local and invest their time and/or money in local places.

The right canvas is delivered for the City's places, based on an understanding of place and community vision.

Principles underpinning the approach

The most authentic placemakers are communities. The community should lead the way on activation projects.

Place activation initiatives and the built environment should take into account the current and future users, community, functions, and needs of a place.

Place activation requires creative and collaborative problem-solving and intervention.

Place activation requires positivity, innovation, risk taking, and learning through experimentation.

Placemaking should be supported by resources, capacity building and infrastructure.



A collective commitment and responsibility

Place activation cannot be solely delivered by the City of Joondalup. Establishing a collective commitment and shared responsibility between the City and community is important to achieve the strategic aspirations.

The role of the community:

Make It. Own It. It's your place.

The community gains social, economic, cultural and environmental experience within local places. Being the people who live, work, play, learn and experience within local places, the community maintains the closest relationship to those places. These experiences make community the most natural lead for authentic placemaking.

The role of the City of Joondalup:

Enable.

The City can enable activation in three key ways:

- Empower community placemakers.
- Provide the right canvas for local placemaking.
- Foster community-led activation of places and neighbourhoods in response to social and economic needs.

This strategy establishes a framework for the City to facilitate a collective commitment and fulfil the City's identified roles, enable and encourage community-led activation.



Key focus areas

The following key focus areas provide strategic objectives and actions for the City to fulfil its role in placemaking, and to support community placemakers in leading the way on activating their places and communities.

Empower

The City has a role as an infrastructure provider and manager of public spaces, alongside legislated regulatory responsibilities such as public health. However, the City does not have to be relied on for the use, enjoyment, and activation of public spaces.

To enable the community to make and own their places, the City will need to empower community placemakers to take ownership of activations. The City can then handover and get out of the way so that community placemakers can activate their places to the social and economic benefit of the broader community.

It will be important for the City to remove unnecessary bureaucracy that can frustrate positive placemaking efforts and assist community placemakers navigate necessary bureaucracy that arises from regulatory requirements and risk management.

STRATEGIC OBJECTIVE	ACTIONS
Encourage and support the community to lead and participate in community placemaking.	Communicate and celebrate the benefits of place activation through promotions and marketing so these are understood and valued across the community.
	Support placemaking groups with capacity building to foster their establishment, build on their knowledge, and support their sustainability and resilience.
	Ensure the City's grants and funding sources and resources are well-known, easily accessible, and support community placemaking projects.
Manage the impact of red tape on community placemaking.	Assist community placemakers navigate approvals and regulations for activations and events through mentoring, templates, and process improvement.
	Engage with community placemakers to identify where bureaucracy creates barriers to activation and where possible, identify opportunities to reduce the impact of red tape on community-led placemaking.

Provide the right canvas

The City is responsible for delivering public infrastructure and assets, and therefore has a role in providing the canvas for community enjoyment and activation. This might include providing public spaces for the specific purpose of placemaking and activation, such as piazzas, and also includes considering how streetscapes and public parks can provide for activation opportunities.

As part of providing public infrastructure, it will be important for the City to understand the community needs and vision of a place to ensure improvements to the built environment support activated, vibrant places.

STRATEGIC OBJECTIVE	ACTIONS
Deliver public spaces and infrastructure that enable community-led activation of the City's places and communities.	Engage with community to identify where infrastructure may be a barrier for localised placemaking.
	Explore and understand place activation opportunities through place-based community consultation when planning and designing capital works and upgrade/renewal projects.
	Engage with community to prepare place activation plans where appropriate to identify necessary changes to the built environment to support community activation.

Foster

There may be a need for the City to more actively facilitate activation in key places of social and economic importance where more significant investment or effort is required than community placemakers can achieve without support from the City. The City, therefore, may actively contribute to place activation in situations and places where there is a demonstrated social or economic need to generate momentum, which can then be continued by community placemakers.

Activation outcomes can also be a complementary benefit of the City's cultural, community, and economic development programs. Whilst these programs should not be appropriated for activation purposes alone as this can detract from their specific objectives, considering activation opportunities as part of their planning and design can complement the work of community placemakers and encourage activation of the places and neighbourhoods across the City.

STRATEGIC OBJECTIVE	ACTIONS
Engage with community to establish coordinated approaches to activate priority places across the City of Joondalup.	Monitor trends in social and economic performance to understand where places and communities may be a priority for activation.
	Explore and understand place activation opportunities when planning and delivering the City's cultural events and festivals where relevant to enhance activation benefits provided by such projects.
	Complement the City's transformational projects with place activation plans to identify associated upgrades, projects and infrastructure that enhance the activation benefits of such projects.
	Collaborate with community to develop place activation plans where appropriate to foster and encourage ongoing community activation of places across the City.

Community consultation

An engaged and empowered community is critical to activation of public places and communities. Community consultation will underpin all of the City's activation roles, in particular facilitating community and business activation of places and neighbourhoods.

Community consultation regarding place activation will, for the most part, focus on particular places and communities. This reflects that the local place level is the most significant scale of experience for the community.

The City will engage with the community in order to:

- Support the community to participate in community-led placemaking in their places and communities.
- Understand aspects of public places across the City that may impact or limit activation and enjoyment.
- Identify places where support from the City is needed to foster placemaking and activation.
- Collaborate when preparing place activation plans, including place visions, and prioritisation of activation ideas.



Place activation plans

The City will not typically take a lead role in placemaking, and in most areas and situations will get out of the way to enable community-led placemaking, in line with the "Enable" key focus area.

In line with that focus on community-led placemaking, place activation plans are not necessary for placemaking to happen across the places and communities of the City. The City will work to enable and empower community-led placemaking in all places of the City, guided by the principles, objectives and actions of this strategy.

The City may get directly involved in place activation where there is a need for change in a community or where a change is happening. Where the City more actively contributes to activation, in line with the "Foster" key focus area, place activation plans will be developed to align the City's contribution with the community's vision and the needs of a place.

Complementing the 'why' and 'how' of the strategy, place activation plans will articulate the 'what' for a particular place. Place activation plans will be developed through consultation and collaboration with the community and should address the four content aspects below.

Articulate a place vision or place proposition	Identify and plan activation initiatives and opportunities	Inform delivery of the right canvas by identifying infrastructure requirements to facilitate identified activation initiatives	Establish performance measures for evaluation

Criteria for the City to contribute to placemaking through development of place activation plans may include:

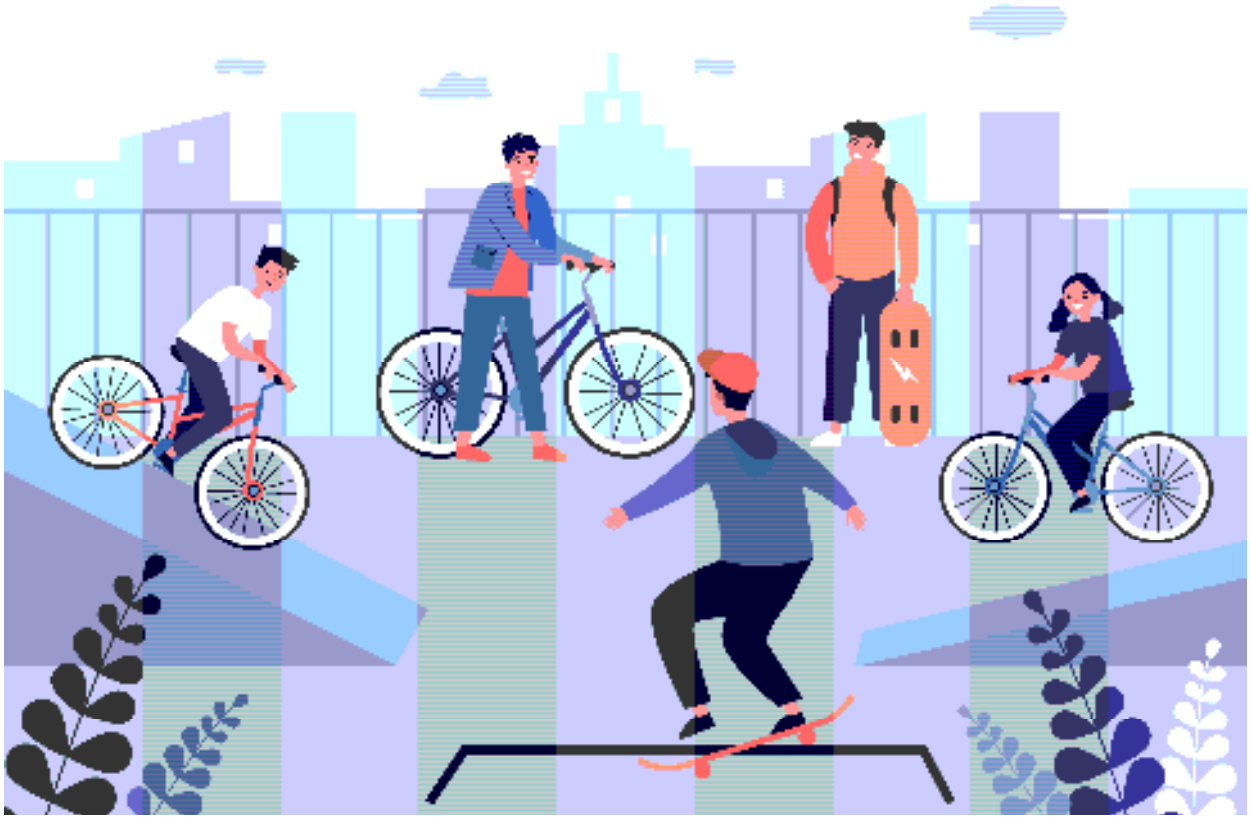
- Social or economic revitalisation is needed in a locality or place.
- There is a significant proposed investment in capital infrastructure renewal/provision in an area (to justify/test the place-based appropriateness of that investment).
- Where informed by other issue specific plans (e.g. Destination City Plan).
- Where the efforts of active community placemakers are hindered by unsuitable infrastructure.

Place activation plans will complement the City's economic, community and cultural development activities, being a tool for the City's business units to align service delivery and infrastructure provision in places and neighbourhoods where a need for activation has been identified.

Place activation plans will articulate a collective commitment to activating a particular place, therefore should be developed through collaboration with the community.

The City of Joondalup includes numerous and diverse places, important for a range of social, economic, cultural, and environmental values. It is not feasible to undertake detailed activation planning for every place in the City, nor is detailed activation planning required for community-led activtion. In those situations where the City prepares activation plans to foster placemaking, activation plans will be prepared at the relevant spatial scale described in the categories below.

PLACE PRECINCTS	COMMUNITIES
Defined precincts that represent strategic hubs of social and/or economic activity	Local areas which include a diversity of important places within and around which localised activation initiatives happen.
PLACE ACTIVATION PLAN A place activation plan would typically focus on one of the following precinct types: • Higher order town centres (district centres and above) • Coastal nodes • Community and cultural hubs • Marinas	**COMMUNITY ACTIVATION PLAN** A community activation plan would cover a local area and include all places of importance identified by the community within it, which may include: • Local and neighbourhood retail centres • Local parks • Schools • Other local facilities



Evaluating success

Evaluation will measure the benefits of investing time, money, and passion into the activation of the City's places and communities.

Evaluation is important to:

- Ensure the City's placemaking activity is in tune with community expectations.
- Ensure the implementation of strategic actions is meeting the objectives of the strategy.
- Assess and revisit objectives based on learning and growing experience in placemaking.
- Facilitate continuous improvement, reflecting the adaptive and agile nature of placemaking.
- Align and refine the City's placemaking effort and priority with the objectives of the strategy.
- Provide quantifiable data and outcomes regarding benefits of placemaking to secure future funding and inform decision makers.

The City will evaluate its own activities and investments regarding place activation. The implementation of this strategy will be evaluated in three ways:

- Biennial review of the implementation status of strategic actions in this strategy.
- Ongoing measurement of social and economic trends across the City's suburbs.
- Targeted evaluation of place activation plans, interventions and major events.

Targeted evaluation will require collecting quantifiable data regarding place quality, vibrancy and activity.



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This document is available in alternate formats upon request.

ATTACHMENT 5

City of Joondalup

JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN 2022



Make It.
Own It.
It's your place.

JOONDALUP CITY CENTRE

ACKNOWLEDGEMENT

We acknowledge the traditional custodians of the area, the Whadjuk people of the Noongar Nation. We recognise their cultural heritage, beliefs and relationship to the land, which continues to be important to Noongar people today. We pay our respects to Elders past, present and future.

The City of Joondalup also acknowledges the many community members who have been involved in Joondalup City Centre planning over many years, and in particular during this Place Activation Plan process.

DISCLAIMER

This document has been produced for the use of the City of Joondalup and its community. The City disclaims responsibility to any third party acting upon or using the whole or part of its contents.

This document has been prepared by Shape Urban Pty Ltd. Shape Urban are proud to partner with a great team including Far Lane and Altometer Business Intelligence to deliver this project.

DOCUMENT TITLE

Joondalup City Centre Place Activation Plan

NO.	AUTHOR	REVIEWED BY	DATE	APPROVALS
1.0	A.Chhabra		28.07.21	Draft for discussion
1.1	A.Chhabra	A.Kelderman	11.08.21	For approval
1.2	A.Chhabra	A.Kelderman	26.10.21	Final approval

"Joondalup City Centre will be the heart and soul of the north, loved and enjoyed by its community and visitors"

Vision developed by workshop participants for the Joondalup City Centre Place Activation Plan

EXECUTIVE SUMMARY

The growth and vibrancy of the Joondalup City Centre is a strategic priority for the City of Joondalup (the City). Over recent years, the City has been exploring how to continuously improve how places and communities are activated by residents, community groups and organisations, and the delivery of City projects and events.

Some of the projects and events the City has invested resources in to activate and grow the Joondalup City Centre include the Joondalup Activity Centre Plan, Joondalup Festival, public arts programs, the Joondalup markets, Joondalup City Centre Development - Boas Place project (redevelopment/revitalisation), and access and parking reviews.

The development of the Joondalup City Centre Place Activation Plan (the plan) has been community-led through the collection of community ideas for activation, sorting of ideas received into themes to develop criteria for assessment, and the assessment of ideas received using those criteria. This results in 15 priority ideas (projects) that will inform the Council, City and local placemakers on how to focus efforts to activate the City Centre.

The vision developed for the City Centre is:

"Joondalup City Centre will be the heart and soul of the north, loved and enjoyed by its community and visitors"

The criteria developed to assess the ideas collected from the community and establish the vision for the City Centre are:

- Create Vibrancy
- People Connectivity
- Safe, Secure Environment
- Diverse Community Appeal
- Healthy Environment
- Heritage, Culture and Identity

These criteria are based on ideas received, the benefits these would bring to the City Centre and, most importantly, are by the people who live and do business in the City Centre, or who use and visit it.

Using a multi-criteria analysis (MCA) assessment process, the following 15 projects were selected as priorities for activation of the City Centre:

1. Redesign grand boulevard to make it less of a barrier to pedestrians
2. Art in the streets
3. Courtyard spaces ('piazzas') as focal points
4. Transform a large carpark into a piazza/Shared Space (Boas Avenue)
5. Pedestrian-friendly streets
6. Alfresco dining
7. Youth playscapes (facilities for teenagers)
8. Markets
9. Better connectivity to train and bus stations
10. Attract more diversity into the CBD
11. Amphitheatre spaces for performances in Central Park
12. Cafés in Central Park and Neil Hawkins Park
13. Playscapes and playgrounds for small children
14. Pedestrian mall along Boas Avenue
15. Art venues and Aboriginal culture

These 15 projects are indicated spatially on Page 6.

Some of the projects are ones that require City delivery. Others can be jointly delivered with local placemaking groups, and/or other delivery partners such as ECU, TAFE, the Joondalup Business Association (JBA), or local businesses.

The plan and top 15 projects should be reviewed annually against the City's Strategic Community Plan, Corporate Business Plan and other relevant documents, and the assessment criteria and vision developed by community members. The City should also seek to get feedback from the local community and key stakeholders about the relevancy of criteria and success metrics (and if there is a need to update these).

The top 15 projects, as selected through a detailed multi-criteria assessment process with members of the community, are described in Part A - The Projects.

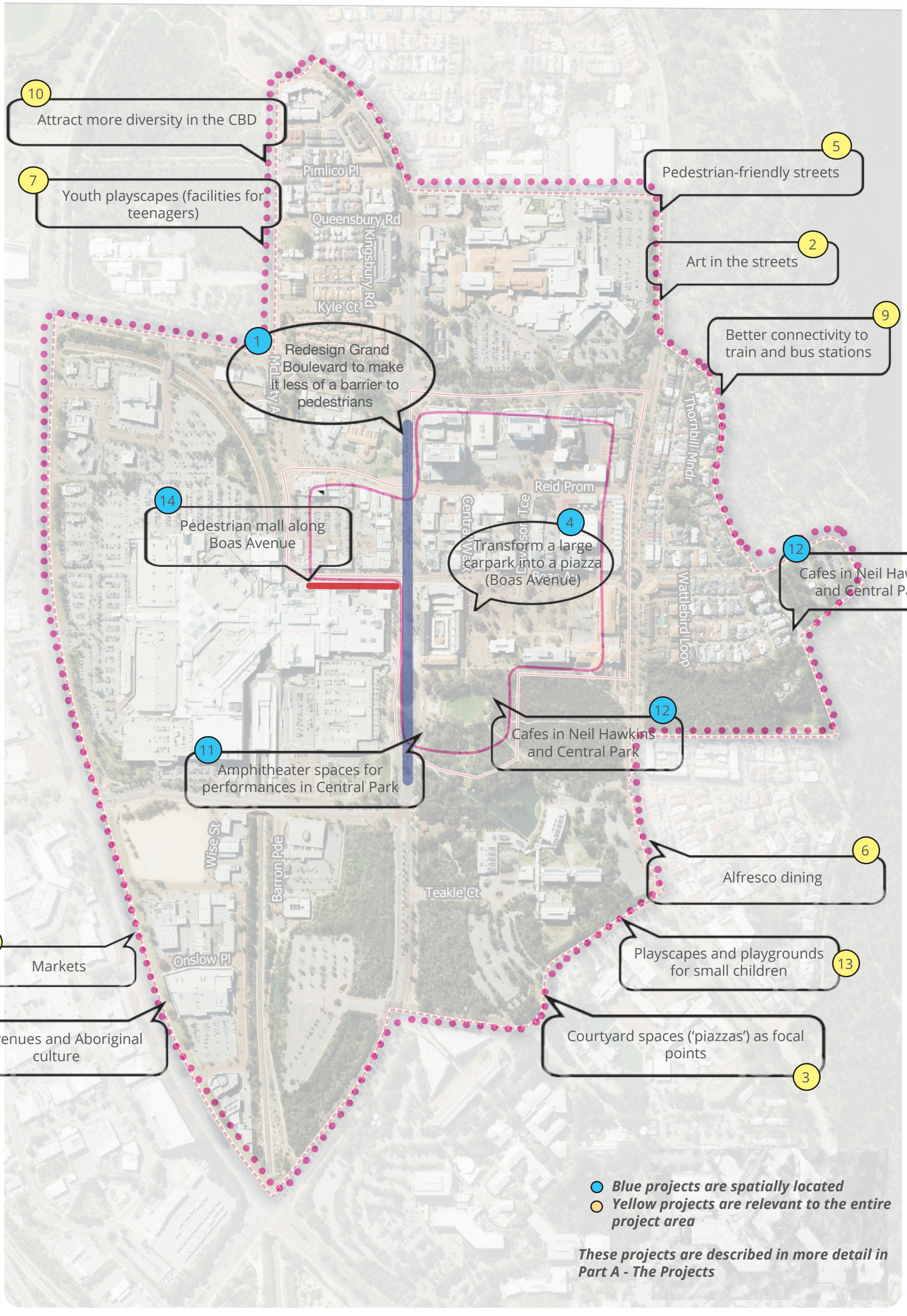
How the city can deliver the projects recommended by the community is described in Part B - Implementation Framework.

ACKNOWLEDGING THE COMMUNITY

The Joondalup City Centre Place Activation Plan has been developed by and with the community. We thank you for your contributions to this plan and empower you to own it.

This is your plan. The City and other delivery partners will enable you to action the projects yourself, or to work with them to activate the City Centre and achieve your vision for the Joondalup City Centre.

The 15 projects selected as priorities for activation of the Joondalup City Centre:




SUCH IS LIFE
FIRE HYDRANT
AT REAR

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INTRODUCTION

The Joondalup City Centre Place Activation Plan (the plan) has been developed as a set of prioritised 'place based' projects to give the City of Joondalup, local placemaking groups and the community a blueprint to deliver activation projects, ensure City investment and capital works projects align with community and place needs, and direct efforts into activation initiatives that will have the most return and benefit for the City Centre and local community.

The plan defines a vision for the Joondalup City Centre and outlines a series of prioritised initiatives (projects) for implementation to activate the area and foster vibrancy and growth in the City Centre.

Throughout the development of the plan, the City has sought input from the local community, businesses, and users of and visitors to the City Centre, to understand the local values and establish a vision for the City Centre.

The prioritised projects outlined in Part A - The Projects section of this document will be used to inform investment and operational and capital works projects for the community and the City of Joondalup. How the city can deliver the projects recommended by the community is described in Part B - Implementation Framework.

This is a pilot project intended to establish a framework and process for developing place activation plans in other places and neighbourhoods across the City.

HOW TO READ THIS DOCUMENT

The plan is broken into two parts:

- Part A - The Projects: the top 15 ideas (projects) as suggested by the community and prioritised by workshop participants
- Part B - Implementation Framework: the implementation framework for delivery

Part A and Part B are contextualised with the process introduction and relevant strategic framework.

The plan is intended to be read and used by the community, community placemaking groups, stakeholders and the City to inform and guide the placemaking projects prioritised for implementation.

PLACE ACTIVATION PLAN AREA

The Joondalup City Centre is located in the north west corridor of the Perth metropolitan region, approximately 25 kilometres from Perth's Central Business District. It has a combination of cultural, civic, commercial and residential properties that includes:

- Major retail offerings at the Lakeside Joondalup Shopping Centre
- Sport and recreation facilities - the HBF Arena and ECU Sport and Fitness Centre
- State government agencies and other offices
- The City of Joondalup administration offices
- Joondalup Public Library
- Edith Cowan University Joondalup (ECU) Campus and North Metropolitan TAFE Joondalup
- Joondalup Health Campus
- Western Australia Police Academy and Joondalup Police Station.

The plan comprises the land between Shenton Avenue to the north, McLarty Avenue to the west, Central Park to the south and Lakeside Drive to the east (red solid line) - Figure 1 refers.

The land surrounding the Place Activation Plan (red dashed line) facilitates linkages and relationships with the plan area for example the extended Central Park, the ECU campus, Joondalup Health Campus and the train station. It is included for these linkages and variously referenced as such through this report.

The plan area is shown on Figure 1.



Legend:

1. Joondalup City Centre
2. City of Joondalup offices
3. North Metropolitan TAFE
4. Joondalup Health Campus
5. Joondalup Police Station
6. Lakeside Shopping Centre
7. Joondalup Train Station
8. Central Park
9. Neil Hawkins Park
10. ECU Joondalup campus

Figure 1 - Joondalup City Centre Place Activation Plan area core and outer boundaries

PLACE ACTIVATION PLAN CONTENT

Figure 2 depicts the content and function of place activation plans. Following this guide, this plan articulates a place vision as developed by a sample of community members, identifies and plans activation initiatives and opportunities (through the plan development process referred to below), identifies infrastructure and City projects that are or may be affected, and uses the City Centre analysis and economic contextualisation to establish performance measure for evaluation.

The projects in this plan have been cross checked against the following sources:

A. Local wants and needs;

B. The City's Place Activation Framework and internal Integrated Planning Framework (Figure 3 refers); and

C. Data collected by the City to measure performance.

Part A - The Projects details each of the 15 priority projects with a roadmap of diagnosis/analysis > what the community said > solution > and impact.

The Impact section uses the information from the City Centre analysis and economic contextualisation to give the City performance measures to evaluate the success of projects over time, and whether there is a need to refine the process.

Part B - Implementation Framework describes the delivery team and partners for each project, broad timeframes and costs, and the implementation actions or key steps for each. Part B also describes community placemaking and City initiatives to support community placemaking.



Figure 2 - Content and function of Place Activation Plans

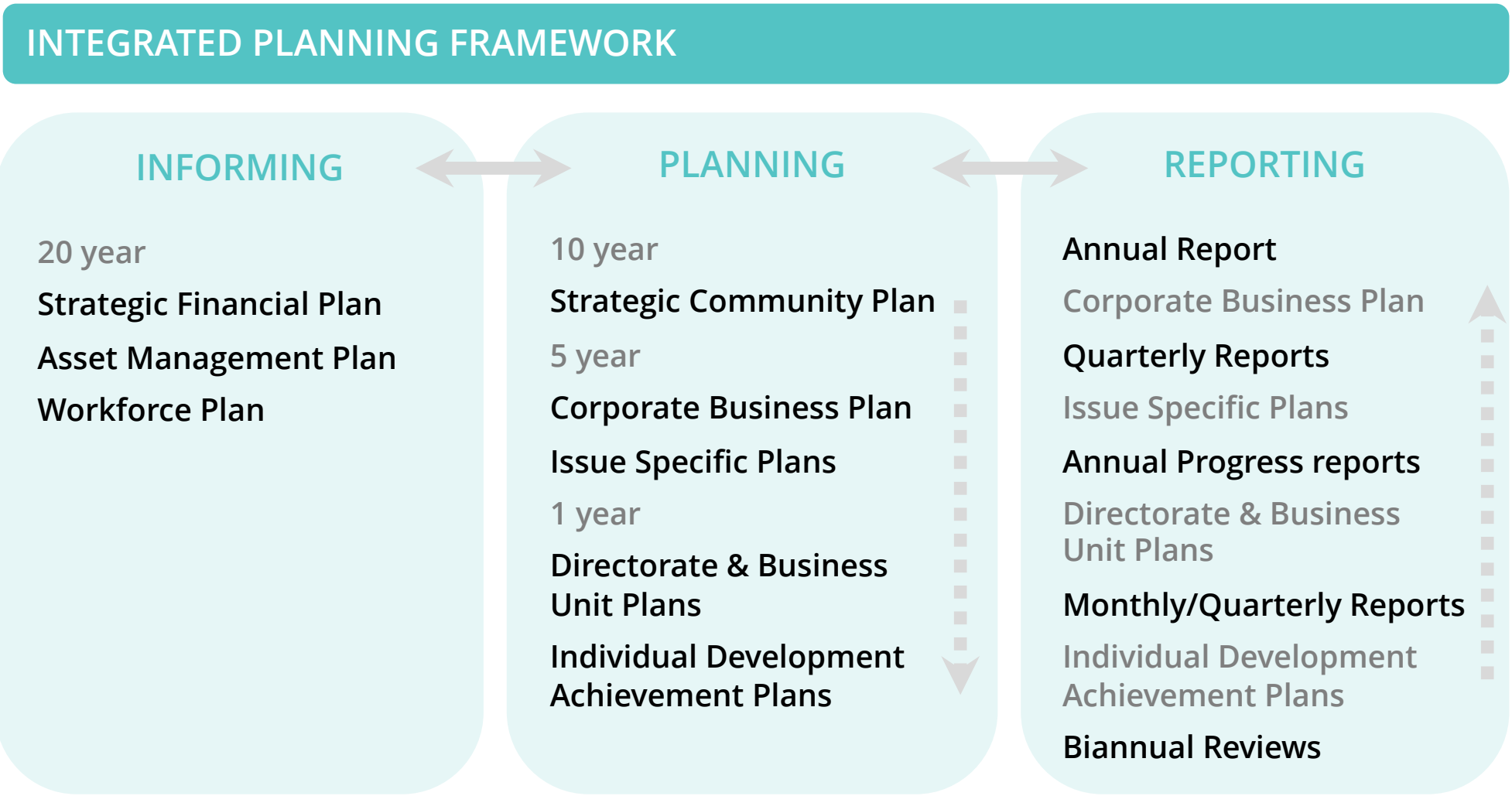


Figure 3 - City of Joondalup Integrated Planning Framework

STRATEGIC PLANNING CONTEXT

PLACE ACTIVATION PLAN PURPOSE AND REVIEW

The plan will form a part of the City's suite of informing strategies.

The Integrated Planning and Reporting Framework outlined by the Local Government (Administration) Regulations 1996 requires the City to adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (Figure 3). One of the key challenges in the City's SCP is to enhance City Centre vibrancy through additional focus on economic development and investment attraction activities as well as the activation of key areas in the City Centre.

It is recommended that this plan be reviewed annually. This allows the progress of chosen projects to be reported on (in the City's Annual Report, Corporate Business Plan, annual budget and another relevant documents), update of projects to reflect where they are in the delivery cycle, and for newly identified ideas to be included.

When reviewing the plan, the City should seek to get feedback from the community and stakeholders about the relevancy of existing criteria and success metrics, and if there is a need for update.

Projects included in this plan have been generated and prioritised by community members. Workshop participants represent a sample of the broader community, but not the whole community. Accordingly, some of the projects in this plan will require additional community consultation by the City as they are progressed to business case/ approval to test the projects and facilitate feedback and consultation with all members of the community prior to delivery.

CITY OF JOONDALUP PLACE ACTIVATION FRAMEWORK

The City is preparing its Place Activation Strategy (the strategy) which will provide a framework for consistent delivery and support of placemaking across the City of Joondalup. A key focus of the strategy will be facilitating community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of the City's community and economy.

The strategy will address the "how" of placemaking in the City. Place Activation Plans will set out the "what": developing a suite of place-specific activation initiatives for a specific place or neighbourhood. The core of the Joondalup City Centre has been nominated as the pilot Place Activation Plan area.

The City's strategic aspiration for each place across the City of Joondalup is a strong connection between community and place, as demonstrated by the community;

- Contributing their energy and passion to the place through placemaking; and
- Choosing to live local and invest their time and money in local places.

The City's place activation framework works to a collective commitment and shared responsibility. Establishing this relationship between the City and community is important to achieve identified strategic aspirations.

The role of the community is to: **Make It. Own It. It's your place**

Being the people who live, work, play, learn, and experience within local places, the community maintains the closest relationship to those places. These experiences make the community the most natural lead for authentic placemaking.

The role of the City of Joondalup is to: **Enable.**

As an infrastructure provider and key enabler of placemaking, the City can enable activation by empowering community placemakers, providing the right canvas for local placemaking and catalysing activation of places.

The key focus areas for the City to do this are:

Empower

The City will encourage and support the community to lead and participate in community placemaking and will manage impact of red tape on community placemaking.

The City will need to "get out of the way" to enable the community to activate the City Centre.

Provide the right canvas

The City is responsible for delivering public infrastructure and assets, and therefore has a role in providing the canvas for community enjoyment and activation. It will need to understand the needs and vision of a place to ensure improvements to the built environment support activated, vibrant places.

Catalyse

There may be a need to catalyse place activation through more significant investment than community placemakers can achieve without support from the City. The City, therefore, may become involved in place activation where there is a demonstrated social or economic need to generate momentum that can then be continued by community placemakers.

Community Consultation

An engaged and empowered community is critical to activation of public places and communities. Community consultation regarding place activation will underpin all the City's activation roles.




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BIZLINK

JOONDALUP CITY CENTRE ANALYSIS

A SWOT (strengths, weaknesses, opportunities and threats) analysis of the City Centre has been undertaken to help contextualise the Strategic Planning Framework, economic analysis, visitation assessment and the priority projects in Part A - The Projects. The SWOT analysis provides a high level understanding of current functions, how the local community and visitors experience the City Centre, gaps that exist and how the priority projects might begin to address or improve these elements.

A summary of the economic analysis, including visitation analysis, follows this SWOT analysis.

STRENGTHS

- Good range of services and facilities in the centre
- Has core elements for an activated, vibrant centre (education and health precincts and services, commercial offerings, civic services, food and beverage outlets
- Innovation offerings - science, technology, other
- Diverse range of event offerings - type, seasonality
- Good natural and open space availability - Central Park, Neil Hawkins Park, walking trails
- Land use mix availability
- Public transport availability

WEAKNESSES

- Lakeside Shopping Centre draws visitors away and off the street
- Limited arts and cultural infrastructure - no colour or art
- Limited resident population
- Lacks safe pedestrian conditions and connections from the train and bus stations and in the City Centre
- Car dominated environment
- Lack of social infrastructure
- Not designed to be people friendly
- Not designed to be kid friendly

OPPORTUNITIES

- Has the solid foundation to be a place for everyone
- Better connections + use relationships would increase activation and vibrancy
- Working with local placemakers, local businesses, anchor tenants, infrastructure providers to placemake
- Expected increase in residents
- Free and paid events programming already underway by the City for activation
- New retail and services for growing population
- Desire by local community to get involved in placemaking
- Relationship building - CIty, community, local businesses, local placemakers, anchor tenants

THREATS

- Dominance of Lakeside shopping centre 'inside', not on the street
- Vacancy rates for residential dwellings
- High turnover of local businesses
- Parking and car dominance issues
- Lack of accessibility connections
- Wide, spread out spaces disincentivise community space creation
- Change in economic conditions, which will impact opportunities and project delivery

ECONOMIC ANALYSIS

A high level economic analysis of the City Centre was undertaken - this includes:

- Vibrancy - how vibrancy is defined and assessed
- Industries of employment in the City Centre
- Visitations to the City Centre - regular and event based
- Implications of these findings for activation in the City Centre.

The 15 projects in Part A - The Projects are then considered in terms of how each may enhance vibrancy (impacts).

This section summarises the analysis. Further details of the visitation profile and trends, including visitation analysis of a series of events, is at Attachment B.

Vibrancy

Vibrancy reflects community activities in centres. In the economic context, vibrancy is classified as the frequency and quantity of transactions and the reason why they occur. The plan area and prioritised projects are assessed in terms of the following 'vibrancy' criteria:

- Destination and events – What attracts visitors here?
- The volume of transactions – What proportion of visitors are likely to transact multiple times a day?
- Transaction pools – What are the different expenditure pools and locations within the precinct?
- Returning transactions – How many of the daily transactions are likely to occur again?

This assessment starts to consider important factors when attempting to create long-term vibrancy, and the types of visitors and businesses that are drawn to the City Centre.

Current economic vibrancy in the City Centre is largely from Lakeside Shopping Centre and the volume is repeated from people who work and reside locally.

For visitation contributions to vibrancy, events in the City Centre were found to bring short term visitors and expenditure for the duration of the event, but there is a limited opportunity for these people to return.

Impacts of projects 1 to 15 is considered in Part A - The Projects. A traffic light assessment of the impacts of the ideas that scored 16 to 30 in the MCA has also been undertaken and is included in the Next Steps: Future Projects + Other Ideas section of this plan.

The impact on vibrancy considers:

- Enhancing visitation by new destination and new events;
- Enhancing expenditure pools – diversity and type of businesses;
- Enhancing volume of transactions; and
- Increasing the number of returning visitors and therefore transactions.

Industries of Employment

Figure 4 depicts the industries of employment in the City Centre (based on ABS Census data from 2016). The biggest industry of employment is Health Care and Social Assistance making up 36% of all jobs within the precinct, followed by Retail Trade making up 19% of employment.

In 2016 there were 11,380 jobs within the City Centre.

Of the people working in the City Centre, 29% reside in the primary catchment, and 43% reside in the secondary catchment.

In total, 72% of people work and live locally.

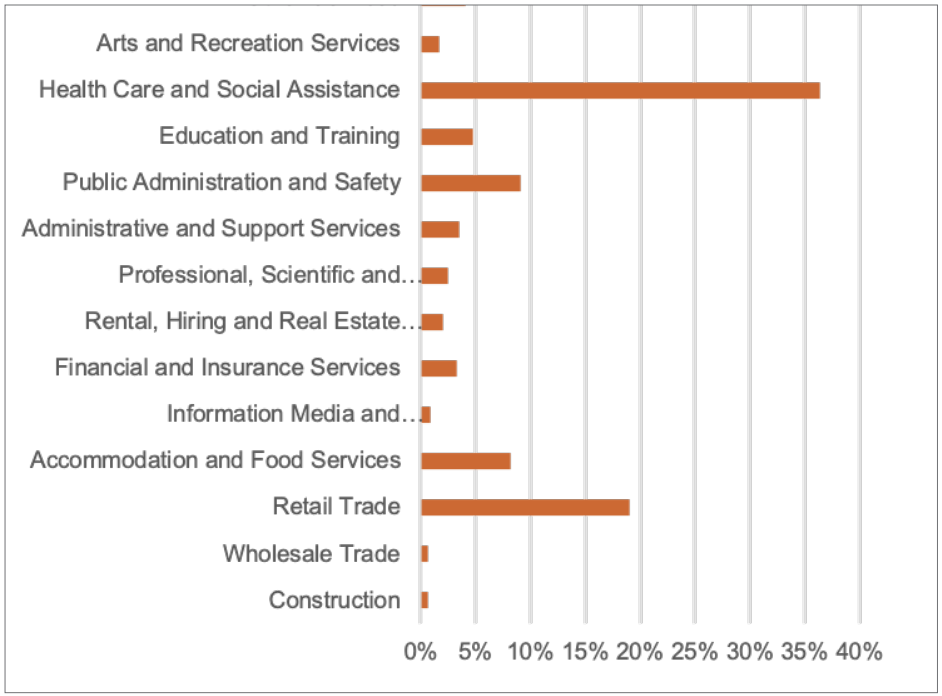


Figure 4 - Industries of Employment in the City Centre

Visitation

Altometer Business Intelligence undertook an assessment of visitation to the City Centre. Data analysis was over the 2018 to 2021 time period and includes where visitors come from, the most frequented spaces in the plan area, changing visitation patterns over time, and event-specific visitations.

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct.

Key findings are:

- Visitor catchments - the majority of visitors do not live far away. Figure 5 and 6 depict daytime visitors and evening visitors. Primary catchments are in orange and secondary catchments are in blue.
- Visitation density - Figure 7 refers. Sections along Boas Avenue and Grand Boulevard have the most visitors. There is also a hotspot of visitors to Varsity, a sports bar and burger franchise in the City Centre.
- Visitation patterns (regular) - there were troughs and peaks in visitation - the COVID lockdown in 2020 affected visitation, however since then visitation has returned to “as normal”.
- Visitation (events) - events bring in more visitors than normal visitation patterns (and expenditure), however, there is no guarantee that these people will return.

A more detailed assessment of these visitation trends - profile and patterns - is provided in Appendix B.

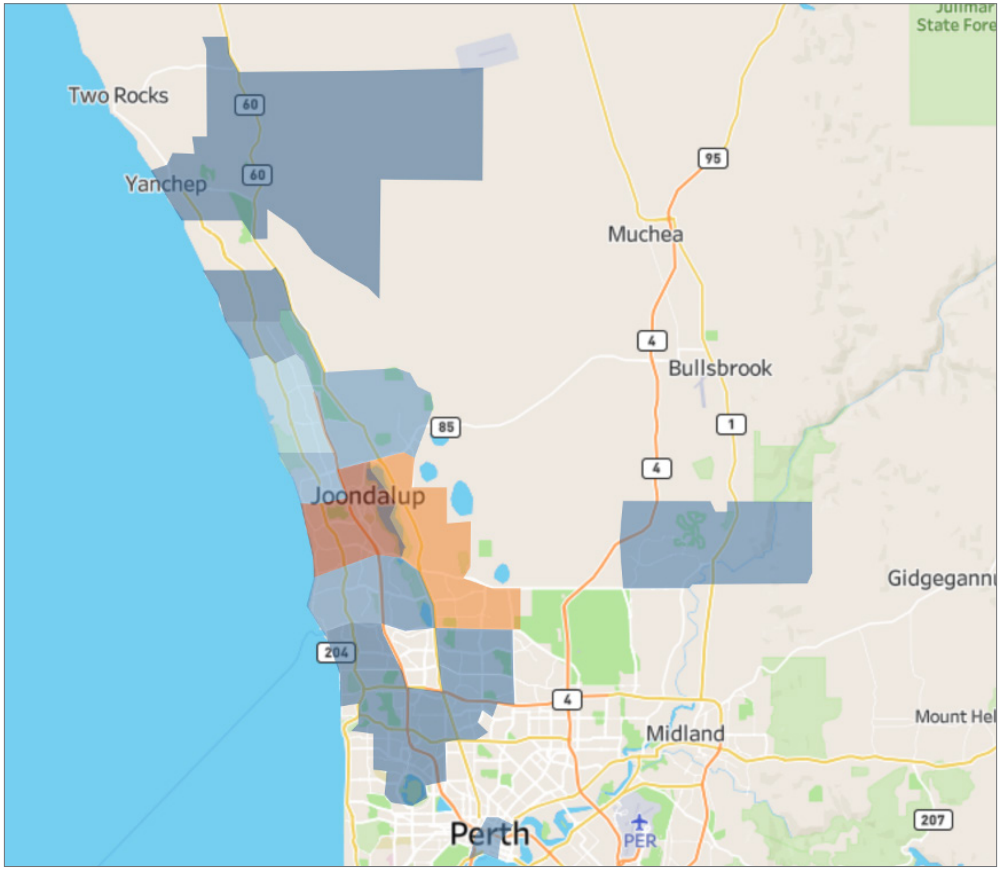


Figure 5 - Typical daytime postcode

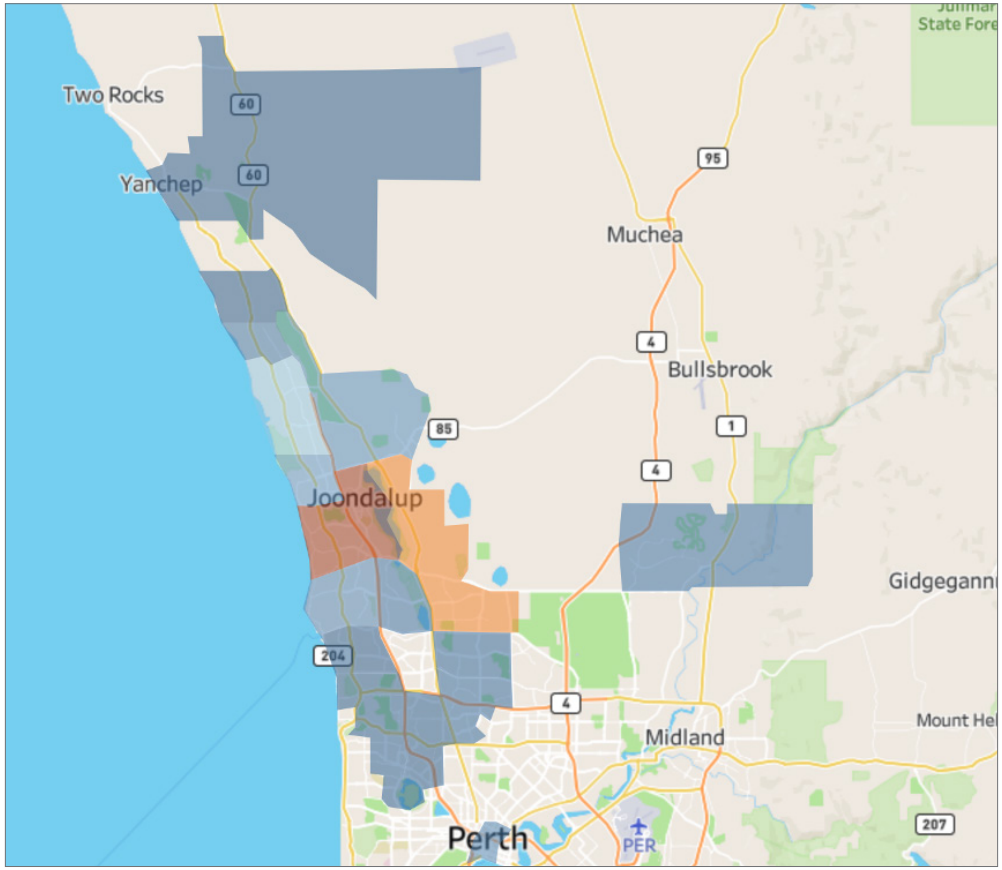


Figure 6 - Typical evening postcode

Implications

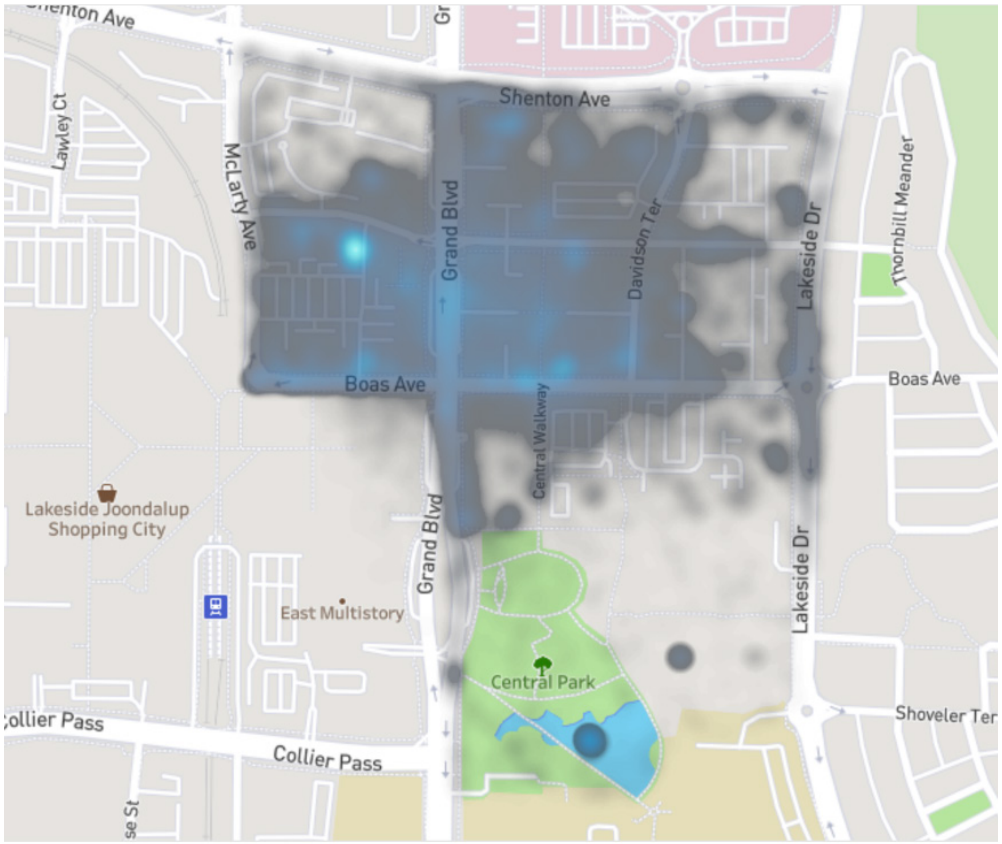


Figure 7 - Visitation density, May 2018 - May 2021

The analysis shows that visits to City Centre are by those who mostly reside and work locally. In total, 72% of people work and live locally.

Transactions occur on the basis of normal daily transactions but largely do not attract people from suburbs outside of the catchment areas.

Expenditure within the Joondalup local government area is concentrated in retail and entertainment, with these categories making up 89% of all expenditure. This is largely concentrated within Lakeside Shopping Centre. There is currently a mismatch between expenditure and the City Centre, with limited evidence of visitor flow of expenditure activity from the shopping centre to the City Centre.

It becomes important to enhance offerings for returning visitors from the primary and secondary catchments as the City Centre is unlikely to attract visitors coming from the inner suburbs due to the offerings that exists within and around the Perth CBD.

The City Centre is highly reliant on worker expenditure and events, noting that events usually attract short-term visitors. Visitors are more likely to visit the City Centre when there are events on, but this is a short-term visitor transacting during the timeframe of a certain event. Therefore, longer term vibrancy may be limited.

Implementation of the 15 projects should explore how they can contribute to visitors who ‘stay and play’ in the City Centre beyond the event duration.

There is a need to diversify expenditure locations within the City Centre to encourage business investment that further drives vibrancy. Consideration is required in terms of attracting other types of businesses to the area as that may increase diversity in visitor and visitor spending.

There is also an opportunity to diversify and differentiate the City Centre offerings by location to increase number of transactions and visitor spend.

There are three types of identified opportunities:

- Attracting new visitors with events that boost visitation – these opportunities create short-term value but there needs to be investigation into what impacts these events have longer-term.
- Updating or reconstructing the public domain in order to improve accessibility around the town centre – these opportunities enhance the chance of returning visitors creating long-term value.
- Projects that help facilitate efficient on-going high frequency transactions in the City Centre should be prioritised.

Part A - The Projects speaks to these opportunities.



DELIVERY PARTNERS

A key focus of the City's Place Activation Strategy is the facilitation of community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of the City's community and economy.

The Place Activation Strategy is framed around a collective commitment and shared responsibility about local placemaking.

In establishing the strategy, the City articulates that the role of the community is to: **Make It. Own It. It's your place**

Being the people who live, work, play, learn, and experience within local places, the community maintains the closest relationship to those places. These experiences make the community the most natural lead for authentic placemaking.

The role of the City of Joondalup is to: **Enable.**

As an infrastructure provider and key enabler of placemaking, the City can enable activation by empowering community placemakers, providing the right canvas for local placemaking and catalysing activation of places.

This framework sets the scene for the prioritised 15 projects and other ideas (projects). Part B - Implementation Framework lists delivery lead/s as well as delivery partners for each project.

These lists are not exhaustive and the planning of each project should consider the ability of the community (individuals, groups, institutions, local businesses, other) to be involved in leading or partnering on the project/s in question.

This section describes local placemakers, education institutions, transport bodies and other delivery partners for the prioritised projects in Part A - The Projects.

This list should be updated to include additional delivery partners, on review.



LOCAL PLACEMAKERS

A number of community members have expressed interest, either in the workshops or elsewhere, about coming together as a group to promote and activate ideas for vibrancy. These community members may require support from the City to come together. As an enabler, the City can encourage and support the local placemaking group to lead and participate in community placemaking.

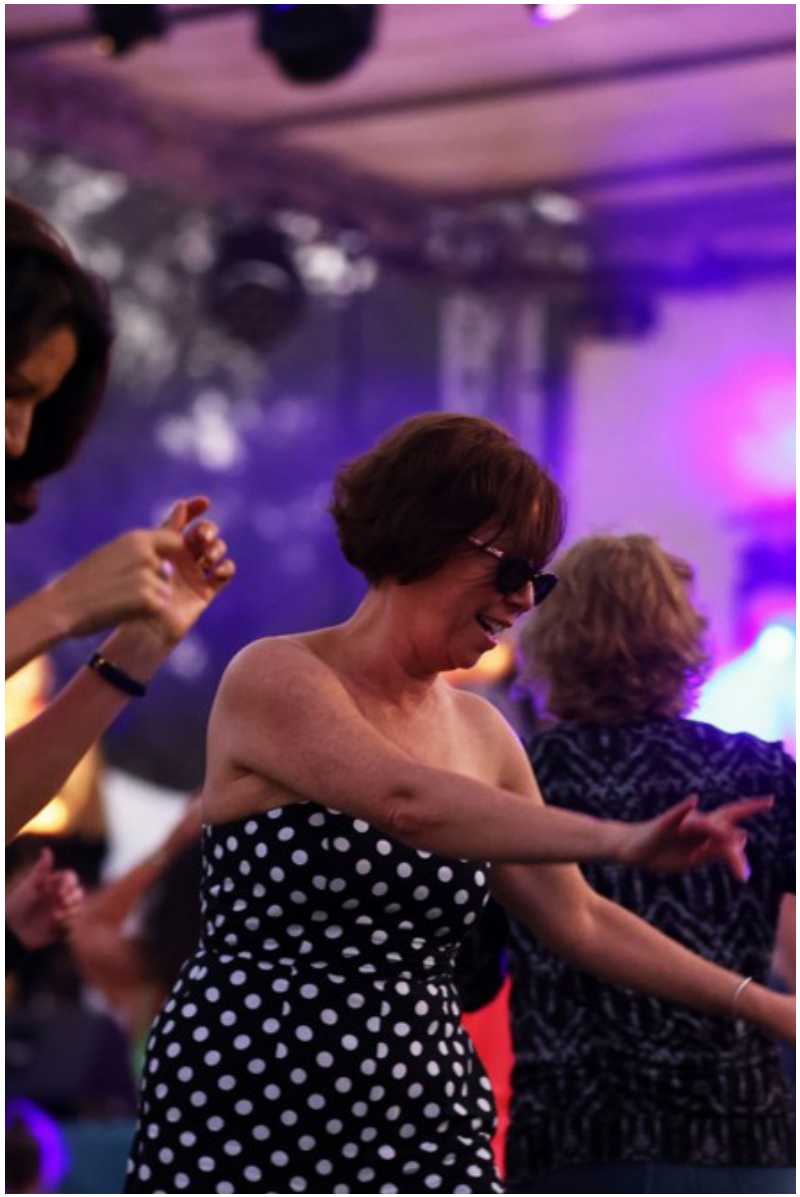
In other locations within the City of Joondalup, Western Australia (WA) and in other states in Australia, local placemaking groups called town teams are functioning with the purpose of placemaking, activation and making their places the best they can possibly be. These town teams are not an affiliate of local governments, but may receive grant funding for community driven initiatives.

Established town teams are made up of a diverse range of members that include business owners, land owners, and local residents. Each member brings a different set of skills, interests, and life experiences to the table and these collectively shape the direction, composition, and identity of the each local placemaking group.

A local placemaking group in the City Centre could take the form of a town team or other organisation of individuals who share a goal of placemaking in the City Centre (community groups).

One such example is the Joondalup Business Association (JBA), who has a business and economic focus. The JBA represents a number of local business industries. It provides businesses in the City Centre with a platform for effective networking, advocacy, education and referrals. As part of its advocacy role, the JBA promotes placemaking and other activation initiatives in the City Centre to improve local businesses trading and performance.

Conversations with JBA and local community placemakers identified opportunities for these groups to be delivery partners for a number of the projects in Part A - The Projects. The City should develop its relationships with local placemakers and placemaking groups and investigate their roles in delivering these projects.



EDUCATION INSTITUTIONS

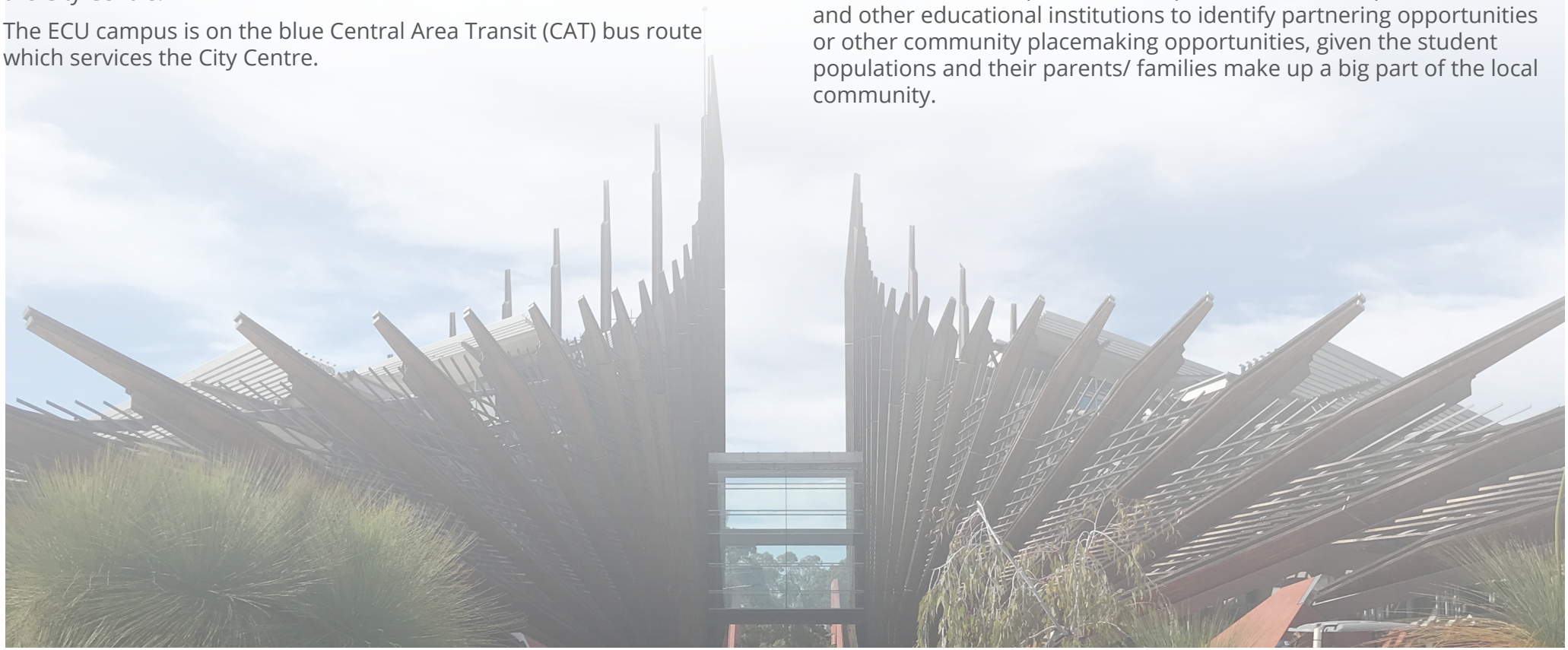
There are two North Metropolitan TAFE campuses, an ECU campus and Police Academy in the City Centre. In addition to providing education facilities on site, these campuses provide facilities and amenities like on-site accommodation, childcare centres, medical centres, a library and commercial outlets including food, beverage and bars, a hair and beauty salon, sports and fitness facilities and Australian Post lockers.

The ECU campus to the south of the plan area also runs events such as markets and other activation events for students, parents and visitors to the City Centre.

The ECU campus is on the blue Central Area Transit (CAT) bus route which services the City Centre.

ECU is keen to develop a symbiotic relationship with the City, for the communal purpose of City Centre activation and placemaking. A meeting with representatives from ECU identified opportunities for ECU to either lead the delivery of a number of projects or to partner with the City to deliver the relevant projects. ECU also identified the potential to fund some of the projects.

The City should work with ECU to develop these initial opportunities, to plan and implement the projects in question. In addition, the City should establish and develop a relationship with North Metropolitan TAFE and other educational institutions to identify partnering opportunities or other community placemaking opportunities, given the student populations and their parents/ families make up a big part of the local community.



INFRASTRUCTURE PROVIDERS

The Public Transport Authority (PTA), Department of Planning, Lands and Heritage's (DPLH's) Infrastructure section, Main Roads Western Australia (MRWA) and the Department of Transport (DoT) are all infrastructure providers in the City Centre.

The PTA is responsible for rail and bus services, including the management of the Joondalup train station, services to the train station, bus routes, the land in the train and bus stations and all affiliated functions around these services.

The DPLH's Infrastructure section is responsible for roads classified Other Regional Roads under the Metropolitan Region Scheme, with portions of Shenton Avenue, Joondalup Drive, Hodges Drive and Eddystone Avenue classified as ORR on the basis of the daily vehicle count per day.

MRWA is responsible for major road route planning and things like traffic light signalling.

The Joondalup train and bus stations are located adjacent to Lakeside Shopping Centre. Pedestrian access to the City Centre from the train and bus stations is currently through the shopping centre or Collier Pass. Post-shopping centre hours, the PTA currently has an arrangement with Lakeside for access to be provided through the shopping centre to the last service of the day.

In 2020 ARUP undertook a review of PTA and CAT bus use in the City Centre, which led to City discussions with the PTA about the installation of priority bus lanes in both directions on Grand Boulevard between Shenton Avenue and the bus stop north of Collier Pass. The PTA has committed funding to deliver the bus priority component of the larger Grand Boulevard works (including resurfacing).

In addition to these two specific commitments, there are a number of projects in Part A - The Projects that require these infrastructure partners to be consulted or to be a delivery partner for the road and accessibility components of those projects.



KEY ANCHORS

This grouping of delivery partners for the projects in this plan includes key service providers such as the Joondalup Health Campus, and major private industry interests such as Lakeside Shopping Centre.

These organisations/groups provide important services and attract workers and visitors to the City Centre. They individually offer a range of associate and activation ideas, services and amenities within their landholdings to improve visitation rates and satisfaction.

The City should consider these delivery partners in the development of the relevant projects contained within.

LOCAL BUSINESSES

Local business representatives expressed interest in supporting or leading placemaking attempts and efforts at the workshops, in meetings and to the City directly.

The relationship between the City and these businesses should be developed so that each can play its role in placemaking for the projects. This includes the City encouraging and supporting businesses to lead placemaking efforts, reducing red tape to enable this placemaking, providing the right canvas (infrastructure and assets) to support placemaking, and partnering with businesses where appropriate to create an activated, vibrant City Centre.

Local businesses, meanwhile, are authorised to lead placemaking efforts that can be undertaken independently. For those activation initiatives they are not sure about (i.e. approval requirements etc), local businesses should speak to the City to understand what is required and how the City can take away ‘red tape’ to make it happen.





Boas Avenue, opposite Lakeside Shopping Centre

PART A - THE PROJECTS

A COMMUNITY-LED PROCESS

The local community, local businesses, stakeholders and visitors to the Joondalup City Centre were asked for activation ideas for the City Centre. Ideas were collected from six 'drop-in' sessions in various locations around the City Centre, an online platform map and surveys (Social Pinpoint), emails and social media. The complete collection of ideas received is at Appendix A.

Community members and stakeholders were invited to nominate to attend a series of community workshops. Over the course of three workshops, a total of up to 18 participants (residents, business owners, students, Elected Members) were involved in:

- defining a Vision for the plan area;
- developing criteria (based on grouping of ideas and benefits of these ideas) to assess the submitted ideas to activate the plan area;
- undertaking a MCA to rank and prioritise the collected ideas; and
- discussing the framing of the Place Activation Plan document, the 15 top scoring ideas (projects) and considerations for implementation.

The ideas that scored the highest were those deemed by workshop participants to have the highest likelihood of contributing to the criteria participants developed, which are:

- **Creating vibrancy**
- **People connectivity**
- **A safe and secure environment**
- **Providing a diverse community appeal**
- **Healthy environment**
- **Heritage, culture and identity**

Workshop participants established these criteria through grouping of community ideas received, development of criteria statements to define the benefits that grouping of ideas brought to the City Centre, and the refinement of these criteria statements into the criteria.

In addition to the criteria above, workshop participants also considered the 'Ease of Delivery' of the ideas they assessed. Some are easy to deliver and do not require City or delivery partner involvement, however others (for e.g. Redesign Grand Boulevard to make it less of a barrier to pedestrians) requires City and PTA involvement and approvals.

The ideas (projects) selected as priorities for activation include but are not limited to public realm upgrades, marketing initiatives, economic and community development projects, and policy and procedural improvements. These 15 projects are:

1. Redesign grand boulevard to make it less of a barrier to pedestrians

2. Art in the streets

3. Courtyard spaces ('piazzas') as focal points

4. Transform a large carpark into a piazza/Shared Space (boas avenue)

5. Pedestrian-friendly streets

6. Alfresco dining

7. Youth playscapes (facilities for teenagers)

8. Markets

9. Better connectivity to train and bus stations

10. Attract more diversity into the CBD

11. Amphitheatre spaces for performances in central park

12. Cafés in Central Park and Neil Hawkins Park

13. Playscapes and playgrounds for small children

14. Pedestrian mall along Boas Avenue

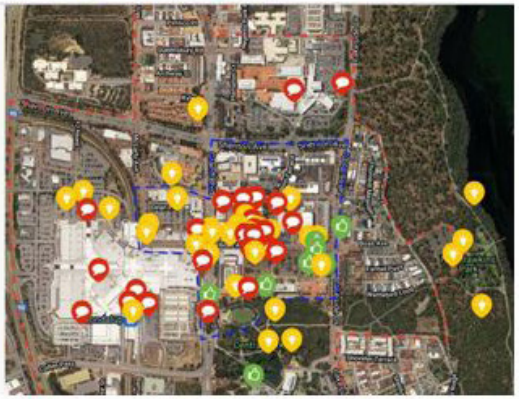
15. Art venues and Aboriginal culture

Figure 8 shows the community-led process to develop the plan.

Community-led process to develop the activation plan

Community engagement generated the ideas





Collaborative deliberation workshops evaluated the ideas and developed recommendations









Place activation plan provides a vision and suite of initiatives for the City, community and business to achieve greater activation.

Figure 8 - Community led process to develop the plan

The complete Engagement Outcomes Report details the engagement undertaken for the project in detail. The report is at Appendix C. Appendix D shows the MCA scoring process that led to the projects detailed here.

The top 15 projects are described in this section in order of ranking. For each project, there are four sections - diagnosis/analysis, 'what the community said', potential solutions, and impact.

The diagnosis/analysis section describes the key issues related to the project. 'What the community said' describes community feedback on the projects (from early engagement about what they like in the City Centre, what they would like to see improved or what they think is missing, and from discussions at the workshops). The potential solutions section brings together recommendations from the community and the City and includes both City initiatives and community led placemaking actions. And finally, the impact section details linked projects and the impacts of the activation project in question.

There is a significant amount of overlap of the projects. Part B - Implementation Framework breaks down each project, including linked or collaborative projects that planning should factor in. Planning for projects should also investigate how one project may influence or 'enable' other projects.

It is also important to note that at the last of the three workshops, two common themes emerged from participants' discussions about what is missing and how to increase activation and vibrancy - **'colour'** and **'art'**.

Workshop participants noted the City Centre does not have a lot of colour and suggested that even simple ideas like painting streets and bright murals could be a way to 'colour up' the City Centre.

The themes of 'colour' and 'art' are referenced through Part A for various projects, but should also be generally investigated for all activation projects by the community, local businesses, delivery partners and others in the City Centre, with the City serving as an enabler.

A number of other ideas scoring 16+ in the MCA are at Attachment A - these ideas are still valid and are included in the Place Activation Plan so the community and City can review these over time. Consideration should be given in reviewing the plan in terms of how these other ideas contribute to the established or updated criteria and vision for the Joondalup City Centre, and whether they need to be reconsidered as priorities for planning and development.

1. REDESIGN GRAND BOULEVARD TO MAKE IT LESS OF A BARRIER TO PEDESTRIANS

Diagnosis/Analysis

Grand Boulevard has an extremely wide road reserve for an urban centre. Its size and number of vehicles creates 'vehicle priority' over pedestrians and other transport mode users and makes it difficult to navigate. There are bins and some wayfinding signs, but only limited shade or other amenities that would improve the pedestrian experience.

Access to the City Centre from the train station is separated by the Lakeside Shopping Centre and Grand Boulevard, creating wayfinding and accessibility issues for pedestrians. Grand Boulevard acts as a physical barrier with no weather protection and car parking lanes which make the road seem larger than it is and make it an unpleasant experience to cross as a pedestrian.

The PTA is proposing to deliver bus lanes, which have a positive impact for pedestrians by dropping more pedestrians into the precinct, and also challenging the primacy of Grand Boulevard for private vehicles.

This needs to be designed carefully so that it supports pedestrian experience rather than just turning parking lanes into bus lanes.

What the Community Said

Engagement indicated that community members would like to see the two sides of Grand Boulevard connected, improved access to the City Centre from the train station and shopping centre, and an improved pedestrian experience using Crime Prevention Through Environmental Design (CPTED) design principles and by providing tree shade and seating at intervals.

Workshop participants also suggested making Grand Boulevard one-way to manage traffic flows, and wanted to see some parking areas converted to park spaces.

Finally, workshop participants wanted the City to investigate the hierarchy of movement across not just Grand Boulevard, but for all City Centre roads (pedestrianised roads - Movement and Place).

Potential Solutions

- Investigate the hierarchy of movement across Grand Boulevard and other City Centre roads
- Investigate making Grand Boulevard one way
- Investigate conversion of some parking on Grand Boulevard park spaces
- Develop a streetscape vision in partnership with local community placemakers and delivery partners for Grand Boulevard - in particular, the PTA
- Develop a concept plan through community consultation on the future form and function of Grand Boulevard in line with the streetscape vision

Impact

- Likely enhanced volume of spending/ transactions due to better pedestrian network, with spending locations likely to increase.
- Potential to increase return visitations due to better experience.
- Project 2 - Art in the Streets links to this project - art expressions in the street should be considered as part of the recommended solutions
- Supported by Project 10 - Attract more diversity - more active land uses along Grand Boulevard will support a positive pedestrian experience



2. ART IN THE STREETS

Diagnosis/Analysis

There is one art installation, several murals, and a number of pop-up art and lighting events in the City Centre (such as the Joondalup Festival and Lumiere Light Festival), however the City Centre is largely bare of art, lighting or other installations and initiatives for the majority of the year.

There is an opportunity to create a statement about the City Centre based on themes of art and colour, which workshop participants discussed - an 'art beautification project'.

What the Community Said

Community members who submitted ideas and workshop participants expressed a strong desire to see 'art in the streets' which includes things like public art and light installations. There was also a lot of discussion by workshop participants about the lack of colour and art in the City Centre. More simple ideas suggested by workshop participants to colour up the City Centre included painting streets and bright murals.

Workshop participants discussed the opportunity to create a statement based on themes of 'art' and 'colour' - an 'art beautification project'. This could apply to spaces such as car parks, laneways, sides of buildings, trees and other features, and could feature public art such as murals, colourful benches, art installations, lighting features.

There was also acknowledgment of the lack of Aboriginal art and desire to see more of it, with an acknowledgement that this requires authentic engagement with Aboriginal people.

Potential Solutions

- City to develop an art beautification project to maximise the expression of art throughout the City centre, working with delivery partners, local artists, placemakers, community members and businesses - this should be based on themes of 'art' and 'colour' and should consider how to incorporate and increase Aboriginal art in the City Centre. Potential ways for the City to deliver such a project are through development of a Public Art Strategy and Masterplan, and inclusion of artistic expression in streetscape planning.
- Consider ways to address potential funding challenges - e.g. external grants, Percent for Art Policy for significant developments to include or contribute to art in the City Centre.
- Include iconic art pieces within intersection treatments (as appropriate and in keeping with the City's broader art strategy)
- Undertake a business case for a LED installation above Central Walk, expressing local themes including the Sports Walk of Fame
- Integrate artistic expression in street furniture and streetscape designs (this speaks to several other projects);
- Investigate interactive art options
- City to enable community led placemaking including things like community exhibitions, sculpture competitions, walking art and walking groups/ tours, partnerships with schools - City to support via sponsorship, community funding program, venue bookings
- High profile artists' showcasing of work - also investigate opportunity for mentorship opportunities for students

Impact

- Likely increase in visitation from outside the catchment areas based on art statement
- Enhanced spending due to new visitations and increased spending locations
- Potential to increase return visitations due to better experience
- Links to Project 13 - Playspaces and playgrounds and Project 15 - Art venues and Aboriginal culture

3. COURTYARD SPACES ('PIAZZAS') AS FOCAL POINTS

Diagnosis/Analysis

There are limited open areas and communal spaces within the City Centre for people to linger. This contrasts the experience at the Lakeside Shopping Centre, where there are focal area activities and opportunities distributed throughout.

Central Walk, Central Park, nooks along Boas Avenue, large areas of pathways along Grand Boulevard and other areas within the City Centre are potential focal points for the community and visitors to 'loiter'. This has the potential to also attract shopping centre visitors and other visitors to the City Centre.

Additionally, in conjunction with a number of other projects, this will create a space for the local community and visitors to 'stay and play' and even creates an opportunity for consequential service provision by local businesses such as a coffee cart or shop, restaurant and other amenity providers.

The City has identified that there is not a lot of private land for permanent public spaces in the City Centre, however, there is opportunity to investigate the temporary use of vacant land.

What the Community Said

Workshop participants suggested that the City should walk around the City Centre to identify place activation opportunities. They suggested Grand Boulevard between Boas Avenue and Reid Promenade and Boas Avenue between McLarty Avenue and Grand Boulevard as possible locations.

Workshop participants also noted there is not a consistent definition for or understanding of what a 'piazza' is in the context of the City Centre and the desire for contemporary public space design that is intimate, and people scaled (as compared to the Italian piazza). This should be established for the City Centre, to provide clarity to the community, City and delivery partners.

Workshop participants discussed that courtyard spaces could include things like parklets, street furniture, greenery, busker's steps (near a power source), bike parking, and that these spaces should always be well lit.

Potential Solutions

- Define 'piazza' in the context of the City Centre and the creation of contemporary designs that are intimate and people scaled
- City to identify key activation sites and establish a process for these to be used for community activation events
- Develop a Temporary Public Spaces Local Planning Policy (LPP) - it will be critical for the LPP to consider shade, 24/7 activation and adaptable design to invite use
- Develop a Streetscape Masterplan that identifies and plans for focal public spaces across the City Centre
- Community led events and activations within the spaces, enabled by the City through community funding, business grants, outdoor venue bookings, event approvals, sponsorships

Impact

- May increase spending due to increased public domain use
- Spending locations are likely to increase
- Potential to increase return visitations due to better experience
- Works with Project 1 - Redesign Grand Boulevard to make it less of a barrier to pedestrians, Project 2 - Art in the streets, Project 5 - Pedestrian-friendly streets and Project 6 - Alfresco dining



'Stealing' verge space for parklets, Fremantle

4. TRANSFORM A LARGE CARPARK INTO A PIAZZA/SHARED SPACE (BOAS AVENUE)

Diagnosis/Analysis

There are two large public carparks on Boas Avenue that service the library, Civic Chambers and the City of Joondalup offices. The carparks are primarily used during business hours. After hours, while the carparks provide free parking for users of the City Centre there are a large number of vacant car Bays. It is also difficult to see clear pathways through the carparks because of low lying shrubs and bushes.

The carparks make up a large section of open space in the plan area that is underutilised, disconnected from, and lacking pedestrian amenity both during and outside of business hours.

What the Community Said

Community participants are keen to see a part of the carparks transformed into a shared space with seating, space for farmers markets or other communal activities, water playground/fountain and things like an outdoor digital screen/ cinema and light installations.

Potential Solutions

- Investigate how to transform a portion of the carparks into alternative spaces - this should include things like when this/ these 'piazza' space/s come into effect (time of day, seasonal, other) and core car bay requirements that would be needed at those times to determine the area that could be 'reused'
- Review current Boas Place concept plan to review currently identified piazza spaces alongside inputs from other projects in the activation plan (youth spaces, playgrounds, art venues, etc)
- Trial short term temporary changes to test optimal outcomes over time and potential longer term change of the primary activity in designated spaces in carparks for transformation
- Community led events and activations within car parks, enabled by the City through community funding program, streamlined event approvals and sponsorship

Impact

- Potential to increase visitation from outside the catchment area due to new events and destinations
- Enhanced spending due to new visitations and creation of new expenditure locations
- Potential to increase return visitations due to community atmosphere, events and public domain.
- Links to Project 3 - Courtyard spaces ('piazzas') as focal points



Boas Avenue carparks

5. PEDESTRIAN-FRIENDLY STREETS

Diagnosis/Analysis

Streets in the City Centre have wide roadways and sidewalks and are designated a 50 km/hr speed Limit. There are limited pedestrian crossings, shade or other amenities for pedestrians, or physical permeability to the opposite sides of streets.

Central Walk, a pedestrian-only laneway, also has limited shade or pedestrian amenities such as benches, a water fountain or points of interest.

What the Community Said

Community members who suggested ideas and workshop participants would like to see streets more pedestrian friendly. This could involve reduced street parking, reduced speed limits, lighting improvements for safety, trialing road closures, one way streets and improved pedestrian connections and crossings through the City Centre.

Another suggestion by workshop participants was for pedestrian crossings to be raised across the streets in the City Centre. The City should investigate this to contribute to pedestrianising streets in the City Centre.

Workshop participants noted that community placemaking is important for this project - this could include pot plants, hanging baskets which are colourful, private street furniture to create beauty and interest in the streets which supports greater pedestrian enjoyment and walking groups and walking tours (some of these are 'quick wins' which can be done now).

Potential Solutions

- Install passive recreation opportunities such as a ping pong table, seats to stop, rest and read, public art and other pedestrian amenities in permeable and well used locations
- Reduce speed limits within the City Centre to 30 km/hr - this could be on a trial basis initially to establish impacts and successes, with refinement on a longer term basis
- Close a section of Boas Avenue on a trial basis and have simple activities and amenities such as colourful seats, paint easels, a coffee cart and other local business offerings - this would provide an early indication of what the Boas-McLarty Shared Space project that the City is planning and has committed funding to will look like, when implemented
- Review the proposed ideas for the planned Boas-McLarty Shared Space project, confirm the proposed actions and align these with actions to create pedestrian-friendly streets across the City Centre - this should include, but not be limited to parklets, artistic paving, shade and uniform overhead treatments, guidance/ authority to turn hierarchy of roads upside down
- Work with delivery partners and community members on these actions, either individually or as a program of works
- Develop a process to implement this program across the City Centre longer term
- Community-led placemaking e.g. installing pot plants, hanging baskets, tree art. etcetera

Impact

- Potential to enhance spending due to improved pedestrian amenity
- Likely increase in spending locations
- Potential to increase return visitations due to improved public domain
- Works with a number of other projects, primarily Project 1 - Redesign Grand Boulevard to make it less of a barrier to pedestrians, Project 14 - Pedestrian mall along Boas Avenue, and potentially Project 2 - Art in the streets, Project 5 - Pedestrian-friendly streets and Project 6 - Alfresco dining



Boas Avenue, July 2021

6. ALFRESCO DINING

Diagnosis/Analysis

Community feedback expressed desire for increased alfresco dining options available for the public across the City Centre.

Two regulatory processes influence alfresco in the City:

- Development approval, managed by the Alfresco Local Planning Policy, a recent review of which removed the need for approval where alfresco meets development standards; and
- Outdoor Eating Permits, required by the Local Government and Public Property Local Law 2014, with an initial application fee and annual renewals.

A review of current alfresco in the City Centre by the City identified approximately 40 food businesses with some form of street frontage. 16 have alfresco on public land (verge), 15 have alfresco on private land (private property immediately adjacent to the verge) and 9 have frontage to public land but do not currently hold an outdoor eating permit.

A majority of, however not all, food businesses are utilising alfresco, and there may also be potential for some businesses with alfresco on private land to expand that into public land that is not being taken up.

What the Community Said

Workshop participants wanted to see alfresco dining to be an 'as of' right activity, to allow spilling into the street and the creation of some activation and vibrancy on the empty streets. Recent policy changes to the Alfresco LPP which create an exemption for alfresco may not be well understood across business and community, although this does not remove the need for an Outdoor Eating Permit and annual renewals.

Some businesses have commented on the annual permit fee (which includes administrative costs to the City and costs associated with providing and maintaining finished paved surfaces for these areas).

Workshop participants suggested that the City should facilitate a process of consultation with local businesses about al fresco and provide a simple working process and obtain approval for alfresco.

Potential Solutions

- Review fees and charges around Outdoor Eating Permits under the Local Government and Public Property Local Law
- Engage with food businesses that are not utilising alfresco, to understand what the actual barriers to alfresco are for those particular businesses (to identify opportunities to remove those barriers and expand alfresco take up)
- Simplify alfresco application and approval process - simple working process and checklist of requirements
- When upgrading or renewing verges, City to include suitability for alfresco as a design input to address physical barriers
- City to refer to land use diversity recommendations and encourage more uses that would incorporate alfresco

Impact

- Increases destinations with diversified restaurant and café experiences
- Not likely to impact spending amounts, however spending locations may increase if there are more alfresco options
- Has the potential to increase return visitations due to better dining experiences



Alfresco dining, Central Walk

7. YOUTH PLAYSCAPES (FACILITIES FOR TEENAGERS)

Diagnosis/Analysis

There is a lack of activities for young people in the City Centre, therefore no incentive for young people to use the area and support its vibrancy. There was also discussion by workshop participants about the lack of facilities or spaces for youth disincentivising parents from visiting the City Centre.

Recommendations for facilities for teenagers included a street skate plaza, basketball hoops and a skate park in Central Park.

What the Community Said

Workshop participants wanted to see these spaces be universally accessible and have associated amenities like food options, water fountains and public toilets.

Co-design was an important requirement for these spaces (youth, community groups, police). The City should establish a working group that includes listed delivery partners to establish locations, facilities, function and form preference (sustainable, environmental, recognising place, performing as art).

The stakeholder reference group should include youth who would use the proposed facilities. Workshop participants suggested engaging teenagers by including things like QR codes, art work or providing the opportunity for people to win a prize.

Potential Solutions

- Develop a program to investigate facilities for teenagers in the City Centre - this should include the creation of a stakeholder reference group to advise on preferred facilities and likely uptake and audience
- City to evaluate site and project opportunities for incidental youth facilities across streetscapes and public spaces, as defined in its Outdoor Youth Recreation Strategy - locations should be selected on the basis of their ability to be universally accessible and have nearby/ co-located amenities like public toilets, water stations and food options
- Investigate funding and grant opportunities
- City to prepare a business case if there is a standalone facility recommended through this process
- Once developed, host pop-up youth events and pop-up skateboarding events in car parks - City to enable this through community funding programs, event approvals, sponsorship programs

Impact

- Will enhance vibrancy in terms of new destinations or events
- Not likely to impact spending amounts by much, however this will depend on whether parents accompany youth to the City Centre
- Likely to increase return visitations due to the experience/ facilities
- Outcomes of the evaluation solutions would be inputs to Project 1 - Redesign Grand Boulevard to make it less of a barrier to pedestrians, Project 3 - Courtyard spaces ('piazzas') as focal points, Project 4 - Transform a large carpark into a piazza/shared Space (Boas Avenue) and potentially Project 14 - Pedestrian mall along boas avenue



Mirror Park skate park, Ocean Reef

8. MARKETS

Diagnosis/Analysis

Markets were one of the most requested ideas in this project, however the community had conditions around this, given experienced challenges with previous markets run by the City in the City Centre (including the Spring and Twilight markets in Central Walk). These challenges have included limited quantity and quality of stakeholder applications for stalls, a lack of diversity of offerings and a lack of local business engagement.

Offerings for new markets series therefore need to address these challenges and be a drawcard for people who could otherwise go to the Lakeside Shopping Centre.

The time of the year and time of day also make a difference to attendance numbers at markets.

Planning for markets will need to ensure there is strong clarity on roles given previous market issues.

What the Community Said

Workshop participants' conditions for markets were that there should be a diversity of offerings, local businesses should be engaged, cover from the weather is critical, there should be amenities like toilets, and that offerings should allow people the opportunity to stay and linger.

Suggested market offerings included kids entertainment, buskers/music, arts and craft stalls, homewares, skills based stalls, food/coffee vans, learning opportunities.

Workshop participants also wanted to see 'destination based' markets for the whole family. Night markets in the City's administration carpark (Boas Avenue) were also suggested.

Workshop participants suggested locations such as ECU, unused buildings, Central Walk and Central Park, and requested that other locations and the frequency of the markets also be investigated.

At the last workshop, participants suggested that local businesses should offer specials during the market or a 'progressive dinner' approach, similar to one offered in Northbridge in Perth.

Potential solutions

- Develop a strategy for (a) market series to attract large numbers of people, have a diversity of local business offerings and an opportunity for the community to connect - this should consider themes, locations, seasonality
- Work with delivery partners to deliver markets for e.g. ECU who has run a series of markets in the past, local businesses, the Joondalup Business Association
- City to consider expressions of interest (EOIs) for cultural immersion markets as part of City-developed festivals and events
- City should also investigate opportunities for colour and art to be incorporated into market series
- Community led markets - including community groups, schools, not for profits using car parks and public spaces for own fund raising

Impact

- Will enhance vibrancy in terms of new destinations and events
- Likely to increase spending due to additional visitation (subject to conditions about diversity of offerings and local business engagement being met)
- Increased spending for duration of events and timeframes preceding and after
- Will increase return visitations if the markets are returning events. However, will not increase the level of daily visitors



Previous markets run by the City in Central Park

9. BETTER CONNECTIVITY TO TRAIN AND BUS STATIONS

Diagnosis/Analysis

The Joondalup train and bus stations are located on the periphery of the City Centre, immediately adjacent to the Lakeside Shopping Centre (Figure 1 refers). Access from the stations to the City Centre core requires people to enter and navigate the shopping centre, exit into the courtyard - see picture overleaf - and then take the stairs or elevator up to Boas Avenue.

Outside of shopping hours, the PTA has an arrangement with Lakeside Shopping Centre to provide access from the stations to the City Centre core via the shopping centre to the last train service.

There is some signage between the stations and the City Centre, however there was considerable feedback from the community that signage and wayfinding for pedestrians was an issue. Some desired improvements included improvements to signage, wayfinding, lighting and security conditions after hours, and universal access.

Wayfinding is a critical component to the legibility and walkability of a place. Current wayfinding signs to the City Centre core from the stations are limited and have an emphasis on vehicles and car parking.

What the Community Said

At the workshops, a number of female participants (specifically) observed that outside of shopping centre hours they did not feel safe using this access.

Workshop participants suggested lighting, more signage such as painting the route on the ground and opening the pedestrian mall in the shopping centre for longer hours as some of the potential solutions to improve access after hours.

To improve existing access conditions overall, workshop participants recommended consistent wayfinding signs inside Lakeside Shopping Centre and outside the shopping centre, and at the train and bus stations. They also suggested that it would be good to have a map of the City Centre at some of the signs.

Workshop participants spoke about making Boas Place an enjoyable setting, which would support existing access through the shopping centre. The existing Boas-McLarty Shared Space project will support this recommendation.

Workshop participants suggested additional access; diagonal access from the Boas Avenue-Grand Boulevard intersection to the train station or from the top of Central Park to the station.

Potential Solutions

- Develop a City Centre wide Wayfinding Strategy - the strategy should be comprehensive, clear and have consistent visual communication, and it should prioritise active transportation mode users (particularly pedestrians) and access to and from the train and bus stations
- Review the proposed ideas for the existing Boas-McLarty Shared Space project, confirm the proposed actions and align these with actions to create pedestrian-friendly streets across the City Centre, including better connectivity to stations
- Investigate additional access options to the stations
- Review existing after hours access conditions and investigate measures to improve accessibility and wayfinding including lighting, routes painted on ground, longer trading hours
- Work with delivery partners (Lakeside and the PTA) on these measures

Impact

- Likely to increase spending due to better accessibility to the City Centre
- Likely to improve new and return visitation numbers due to improved connectivity to the City Centre
- Works in conjunction with Project 5 - Pedestrian-friendly streets and addresses the need for safety and security (one of the criteria to enhance vibrancy)
- Links to a number of other projects due to improved accessibility and connectivity to the City Centre.



Figure 9 - current access between the City Centre and Lakeside Shopping Centre (via stairs or elevator)

10. ATTRACT MORE DIVERSITY INTO THE CBD

Diagnosis/Analysis

There are 164 local businesses in the City Centre area. This comprises a large number of health-based offices, restaurants and government offices. There is a lot of visitation to the City Centre for these purposes, however this is not translating into vibrancy beyond that or people staying to experience other things in the City Centre.

High-level investigations into visitor spending suggests that transactions are generally daily transactions by local residents and businesses, and visitors from nearby suburbs.

There is a need to diversify expenditure locations to encourage business investment that further drives vibrancy. The City will need to consider what types of businesses it wants in the area - ones that increase diversity in visitor type and visitor spending.

What the Community Said

Workshop participants discussed the kinds of uses and offerings that would be good in the City Centre and that they would like to see. Ideas suggested to improve diversity included creative incubator spaces, cafes and bars, spaces for cultural events to come together, pop-up shops, business attractors, a tourism information visitor centre, student hub, employment locations and children's spaces.

Some of the locations suggested for the delivery of this idea were Central Walk, the City Centre (more broadly) and co-location with the Lakeside Shopping Centre.

Key steps that were seen as important to diversifying the City Centre included a retail/ space needs assessment, investment attraction strategy, change of uses (where required), and conversations with landowners.

At the third workshop, participants also raised an important point about what the identity of the City Centre is, and how this is important to determine before trying to diversify offerings in the City Centre.

Participants identified core themes of colour and art to help improve diversity and vibrancy in the City Centre, and discussed these themes being established as an identity for the City. It is recommended that the City work with the community to establish this as an early action.

Workshop participants also recommended education for small businesses to help them make more informed investment decisions.

Potential Solutions

- City and community to create an identity for the City Centre, based around themes of colour and art
- City to work with local businesses, the community and JBA to undertake a local business audit to identify opportunities to attract and keep a diversity of businesses in the City Centre
- City to undertake an investment gap analysis (identified by the City's Economic Development team in its Corporate Business Plan)
- City to undertake a retail/space needs assessment
- City to update/ develop an investment attraction strategy for new businesses and establish a land use vision for the City Centre (considering anchors and key buildings, iconic architecture)
- Investigate the feasibility of a community-owned development trust as recommended by a workshop participant
- City to work with the Small Business Development Commission on small business friendly approvals

Impact

- Has the potential to enhance vibrancy with the availability of new destinations
- Likely to increase spending amounts and locations due to new business diversity (and subject to new offerings being retail-based or having a retail component)
- Increased return visitations due to enhanced experience and opportunities
- This links to many of the other projects, enhancing opportunities and attractors to visitors to the City Centre

11. AMPHITHEATRE SPACE FOR PERFORMANCES IN CENTRAL PARK

Diagnosis/Analysis

Central Park is a beautifully manicured natural/ open space for the City Centre community to use. However, given it is at the southern end of the plan area and separated from Lakeside Shopping Centre and core facilities and functions, it is under-utilised.

While Central Park is used by office workers during lunch hours and for events like markets and other smaller events by the City, it is the primary open space area in the City Centre and there is an opportunity for the space to be used more regularly.

It is recommended that this project be considered in conjunction with Project 12 - Cafés in Central Park and Neil Hawkins Park.

What the Community Said

One of the ideas received by the community and deemed by workshop participants to have the highest likelihood of contributing to the criteria developed was for an amphitheatre space to be created for performances in Central Park.

This would serve local artists, musicians and performers, and would also attract people to this space. At the workshops, participants were very keen to see activation in Central Park - “something happening”.

Solutions

- Short-term community led placemaking such as small, outdoor music events using the existing small amphitheatre and open spaces in Central Park
- City to support short-term use of existing amphitheatre space for activation - enabled through EOIs, funding, public land approvals, pop-up activations as part of cultural events and festivals
- Develop a business case for a future amphitheatre space or performance spaces - this should take into consideration Project 12 - Cafés in Central Park, to maximise any opportunity for efficiencies of scale
- Develop a Central Park Concept Plan to coordinate and plan for projects and activation events

Impact

- Creates the opportunity for more events (community, businesses or City-led events)
- Likely to enhance spending, particularly if paired with associated offerings
- Potential to attract returning visitors if repeat events or as a result of actioning of other relevant activation projects
- Links to Project 12 - Cafés in Central Park and Neil Hawkins Park and may also work in conjunction with Project 2 - Art in the streets, Project 13 - Playspaces and playgrounds for small children and Project 15 - Art venues and Aboriginal culture



12. CAFÉS IN CENTRAL PARK AND NEIL HAWKINS PARK

Diagnosis/Analysis

Per the diagnosis for Central Park in Project 11, Central Park is the core green space in the City Centre but is underutilised. Neil Hawkins Park is part of the Yellagonga Regional Park and is used for exercise, its walking trails, the scenery and playground facilities.

A number of comments by the community spoke to how lovely Central Park and Neil Hawkins are, but that there is a lack of facilities and amenities for older and younger people. This contributes to the parks not being frequented or utilised as much as they could be.

The City has identified the renewal and upgrade of Neil Hawkins Park, including its playspace, as a potential major project that may be included as part of the Capital Works Program, with a vision for "Neil Hawkins Park to be recognised as a jewel in the City's north, a designation park for all parts of the Community to enjoy". A café would contribute to this vision and to greater vibrancy.

A café in Central Park would attract office workers, staff and students from the surrounding ECU campus and even people from Lakeside Shopping Centre. This should be considered with Project 11 - Amphitheatre space for performances in Central Park, to maximise any opportunity for efficiencies of scale.

What the Community Said

The community wanted to see cafés in both Central Park and Neil Hawkins Park so that they could enjoy the green space, fauna and flora and other activities like bringing their children to the playground, and 'stay and play'.

Workshop participants noted that the parks are not well known and wanted to see signage to improve accessibility and awareness. They recommended that one of the considerations of the Wayfinding Strategy (recommended as a solution for Project 9 - Better connectivity to train and bus stations) should be how to find and get to the two parks.

Workshop participants were keen for this signage to be physical and not an application for a mobile phone or other device.

Potential Solutions

- Undertake a retail needs analysis to understand how cafés in Central Park and Neil Hawkins Park fits with broader retail demand
- Develop an EOI for potential café owners
- Develop a Central Park Concept Plan to coordinate and plan for projects and activation events
- Investigate working with delivery partner ECU on the Central Park café concept given ECU's location and that a number of clientele would likely be from ECU
- Develop City Centre wide Wayfinding Strategy - including signage and wayfinding to parks
- Consider how to attract coffee carts and vans into the parks - City support through Trading in Public Places permits

Impact

- May enhance visitors and vibrancy if the new cafés add unique character and provide a point of difference (quality, ambiance, other)
- Likely to increase spending
- Will increase new and return visitations due to improved public domain, as a respite from other reasons people come to the City Centre and as a 'new' leisure/recreation opportunity
- Links to Project 9 - Better connectivity to train and bus stations and Project 11 - Amphitheatre spaces for performances in Central Park
- Contributes to development of integrated signage for the City Centre (via the Wayfinding Strategy recommendation for the City Centre in Project 9)

13. PLAYSPACES AND PLAYGROUNDS FOR SMALL CHILDREN

Diagnosis/Analysis

An observation in the City Centre is the limited spaces and activities for small children, other than the City of Joondalup library which runs children's activities and events through the year. A number of ideas received by the community spoke to how this lack of facilities disincentivised visiting the City Centre.

There is an opportunity to enhance the useability of the City Centre for and by children, to broaden its appeal, and accordingly to incentivise and attract parents' visitation to the City Centre (thereby activating spaces). The idea for playspaces and playgrounds for small children was suggested to do this.

What the Community Said

Key conditions by workshop participants for playspaces and playgrounds included that a real effort should be made to develop these facilities, that they need to be located in proximity to amenities (e.g. toilets, food, water), they should be universally accessible and should have learning opportunities and imagination-based play.

Workshop participants wanted to see:

- Nature-based spaces e.g. rope, wood, water, recycled, natural materials
- A connection to place and Aboriginal culture.
- An opportunity for co-design, multi-level activities (ground level to climbing) and general adaptation of the 'its all about play' philosophy for outdoor spaces.

Workshop participants also recommended that playspaces be considered art, which links to Project 15 - Art venues and Aboriginal culture.

Potential Solutions

- Investigate and pursue upgrade of playspace in Neil Hawkins Park as part of Capital Works Program
- Investigate development of spaces for small children and confirm the best locations for these spaces - this should include looking at examples of good practice elsewhere, and funding opportunities for example grants
- City to consult with key stakeholders about requirements - this includes parent groups, early childhood sections at ECU and TAFE, groups that specialise in outdoor play and potential contributors to the development of these spaces
- Investigate transforming hardscape areas to include play elements, for example as part of the Boas McLarty Shared Space project, in Boas Place, Grand Boulevard (small linear playscape) and inclusion in future courtyards ('piazzas') from Project 3 - Courtyard spaces ('piazzas') as focal points
- Run events focused on kids such as circus, bubble shows, pop up bouncy castles, playdough and craft creative sessions - City to support through funding programs, event approvals

Impact

- May not increase spending, however will increase return visitors if people have a positive experience and due to the enhanced public domain
- Links to a number of other projects, including Project 4 - Transform a large carpark into a piazza (Boas Avenue), Project 5 - Pedestrian-friendly streets, Project 12 - Cafés in Central Park and Neil Hawkins Park, Project 14 - Pedestrian mall along Boas Avenue and the Boas-McLarty Shared Space project
- Also links to Project 15 - Art venues and Aboriginal culture, if the themes of colour and art are incorporated



Children climbing an art piece at Lakeside Shopping Centre

14. PEDESTRIAN MALL ALONG BOAS AVENUE

Diagnosis/Analysis

Boas Avenue is a wide road (roadway and sidewalks on either side). It separates the train and bus stations and Lakeside Shopping Centre from the City Centre core on the western side of Grand Boulevard, and generally comprises the roadway and car parking. There is limited shade and other pedestrian amenities, though Boas Avenue is a key pedestrian link between the activity areas of Joondalup Library, Central Walk/Park and Lakeside Joondalup.

The City has identified the revitalisation and pedestrianisation of Boas Avenue from McLarty Avenue to Grand Boulevard in its five year Capital Works Program, with funding and resources committed. Objectives of the project are pedestrians right of way over vehicles, more space and amenity, and to encourage people to stay longer and activate the area. The City has identified that benefits may include long term economic development, evening activation, provision of an entertainment precinct in line with current and future residential/ commercial development, zone closures for events, and promotion of local art/ school projects (subject to appropriate activation measures).

Depending on success and suitability of this project over time, there may be opportunity to extend the project east of Grand Boulevard over time.

What the Community Said

At the workshops, community members discussed activities and amenities for Boas Avenue west of Grand Boulevard which included things like colourful seats, paint easels, a coffee cart and other local business offerings.

They also discussed how to improve access to the train and bus station via this project.

Workshop participants discussed the opportunity to close Boas Avenue to cars (associated with the previously discussed activities for Boas Place). The City acknowledged that a fully pedestrian mall is likely to be a longer-term action and that it would need to be adaptable – a shared road when needed, closed when cars through the area are not needed.

Workshop participants also wanted to see water fountains at this location.

Potential Solutions

- City to review actions for the Boas-McLarty Shared Space project, - as part of this, consider creating a low speed traffic environment, installing street furniture and street trees, wide designated pedestrian crossings in key areas (that are universally accessible), greater opportunity for alfresco dining, and the creation of parklets and other streetscape activations to support pedestrianisation
- Confirm actions to be implemented and align these with actions to create pedestrian-friendly streets across the City Centre (Project 5)
- Investigate a trial closing of Boas Avenue - potentially as a regular occurrence
- City to work with delivery partners - local placemakers, local businesses, education institutions and community members on the project
- Have events like a street party or street festival, closing the street, mini-markets, a program of music, simple events and features like colourful seats, paint easels, coffee carts and local business offerings - City to support through events approvals and traffic management advice
- Investigate location for and install a new water fountain

Impact

- May attract new visitors for the character, new experiences - may also divert some visitors from the shopping centre
- Spending locations likely to increase
- Will improve accessibility to City Centre with associated improved safety, security and convenient access.
- Likely to increase new and return visitations
- Works with/links to the majority of the 15 projects, improving vibrancy

15. ART VENUES AND ABORIGINAL CULTURE

Diagnosis/Analysis

There are a number of local artists and a keen interest in art in the City Centre, however, community members commented that there is a lack of art venues in the City Centre such as a gallery, art spaces or hub, and limited opportunities for this art to be shared or for artists to display this work.

There was also a request from community members for more Aboriginal art representation in the City Centre, noting that this was also lacking.

At the community workshops, the two projects were discussed in the context of the overlap and the fact that diagnoses, what the community was saying and potential solutions overlapped. It was established that the two ideas should be considered collectively.

An investigation into opportunities to display art should be undertaken, with a focus on themes of 'colour' and 'art' identified by workshop participants.

Aboriginal culture focused activation needs to be led by Aboriginal people. The City is in the process of developing a Reconciliation Action Plan (RAP) to establish a foundation to form and grow relationships with Aboriginal peoples.

What the Community Said

Workshop participants were particularly keen that art venues should focus on local art.

In addition to traditional art spaces, workshop participants suggested that art spaces also include other types of art e.g. modern art, photography, music, buskers - more of a cultural representation. One suggestion was street art with a focus on Aboriginal art, and street music with an online audition and approval process in COVID-19 times.

Participants also discussed the importance of Aboriginal representation - culture, art and interactive spaces for cultural engagement. Workshop participants wanted to see the RAP be linked to the Place Activation Strategy.

Key steps identified by participants to develop and implement the project were identifying resources, finding permanent or temporary locations, curating art selections and developing a calendar of exhibitions/events, similar to the City's calendar of other events.

Key stakeholders recommended to engage with are local indigenous groups, schools, ECU and local artists.

Potential Solutions

- Audit existing facilities (e.g. Library, Civic Centre) for retrofitting for cultural expression and use, to integrate cultural infrastructure into multi-purpose facilities
- Investigate and evaluate public and private opportunities to provide exhibition, performance and cultural spaces across the City Centre with local placemakers and artists - this could include private opportunities, integrating art spaces into existing facilities, new facilities, pop-up facilities
- Host pop-up exhibitions and performances in existing spaces (e.g. Library foyer, Lakeside Shopping Centre) - where possible, link these pop-up locations to a City Centre location where people can purchase art
- Link Place Activation Strategy to the City's RAP being developed - work with Aboriginal peoples to establish cultural events and activation for the City Centre
- Develop NAIDOC event program

Impact

- Investigation of art venues informs other projects (e.g. Boas Place might include future venues)
- May attract visitation from outside of the catchment areas due to new destinations and events
- Likely increase in spending due to additional visitations
- Improved vibrancy if increased new and return visitations through positive experiences and diverse opportunities to linger
- Works with Project 2 - Art in the streets and Project 13 - Playspaces and playgrounds for small children



PART B - IMPLEMENTATION FRAMEWORK

This section summarises the implementation framework for the 15 projects described in Part A - The Projects.

It breaks down implementation actions for the City and community-led placemaking.

Table 1 describes each project, delivery team and partners, timeframes for delivery, simple cost estimates ($, $$, $$$) and linked/ relevant Part A projects associated with each project and considers which potential solutions would be led by the City or by local placemakers.

Community-led placemaking support and City initiatives sections follow Table 1. The community-led placemaking support section details how the City will support community placemaking actions. The City initiatives section (Table 2) describes existing initiatives, updates or actions to these, or new initiatives the City will undertake to explore and implement the potential solutions for each of the 15 projects.

Table 1 - Joondalup City Centre Place Activation Plan - Implementation Framework

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
1.	Redesign Grand Boulevard to make it less of a barrier to pedestrians	City of Joondalup (CoJ)	Infrastructure providers, local placemakers, Lakeside Joondalup (key anchor)		✓	✓	$$$	
2.	Art in the streets	CoJ	Local placemakers, local businesses, local artists, key anchors	✓	✓	✓	$$$	• Integra streets • Host co compe tours, p • Suppor actions hangin

The actions in Table 1 and the community-led placemaking and City initiatives sections should be used to inform the City's planning, budgeting and approvals processes for the projects.

Over time, as the projects are progressed, Part B will need to be updated to reflect progress on projects and the City's implementation frameworks.

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
	• Investigate hierarchy of movement across Grand Boulevard • Investigate making Grand Boulevard one-way • Investigate conversion of some parking on Grand Boulevard to park spaces/ parklets • Develop a streetscape vision for Grand Boulevard • Develop a concept plan for Grand Boulevard in line with the streetscape vision	Project 2 + Project 10
te artistic expression in street furniture and cape designs ommunity exhibitions, sculpture titions, walking art and walking groups/ partnerships with schools rted by the City, undertake placemaking s including painting streets and facades, g pots and installing other forms of art	• Develop an art beautification project to maximise the expression of art through the City centre, working with delivery partners, local artists, placemakers, community members and businesses - this should be through the City's current development of its Public Art Strategy and Masterplan • Consider and install iconic art pieces within intersection treatments (in accordance with art strategy)	Project 13 + Project 15

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
	Art in the streets (continued)							
3.	Courtyard spaces ('piazzas') as focal points	CoJ	Local placemakers, local businesses		✓	✓	$$	• Define and the contem • Run eve suppor
4.	Transform a large carpark into a piazza (Boas Avenue)	CoJ	Local placemakers, local businesses		✓	✓	$$	• Run eve enable progra sponso

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	CITY-LED *(in addition to enabling and supporting community-led placemaking)*	
	• Undertake a business case for a LED installation above Central Walk • Investigate interactive art options • Enable and support community led placemaking • Enable artists showcasing of work and investigate opportunity for mentorship opportunities for students • Investigate external grants and a Percent for Art Policy for significant developments to include or contribute to art in the City Centre	
'piazza' in the context of the City Centre e creation of intimate and people scaled nporary designs - work with City ents and activations in the identified spaces, ted and enabled by the City	• Define 'piazza' in the context of the City Centre and the creation of intimate and people scaled contemporary designs - work with delivery partners • Identify key activation sites and include these on City's venues list for bookings • Establish a process for approving events on public land under Local Law • Develop a Temporary Public Spaces LPP • Review existing Streetscape Masterplan	Project 1, Project 2, Project 5, Project 6
ents and activations within piazza space/s, d by the City through community funding m, streamlined event approvals and rship	• Investigate how to transform a portion of the carparks into alternative spaces • Review Boas Place concept plan to work out how to incorporate piazza spaces and other inputs from other projects (youth spaces, playgrounds, art venues, etc) • Trial short term temporary changes to test optimal outcomes and potential longer term change of the primary activity in designated spaces	Project 3

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
5.	Pedestrian-friendly streets	CoJ	Local placemakers, infrastructure providers, local businesses, education institutions	✓	✓	✓	$$	• Install p private • Walkin enable
6.	Alfresco dining	CoJ	Local businesses	✓			$	
7.	Youth playscapes (facilities for teenagers) Youth playscapes (continued)	CoJ	Local placemakers, youth, police, others as deemed appropriate for stakeholder reference group		✓	✓	$$	• Pop-up events commu sponso

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
pot plants, colourful hanging baskets, street furniture, tree art, etc g groups and walking tours, supported and d by the City	• Install passive recreation opportunities e.g. ping pong table, seats, public art and other pedestrian amenities in permeable and well used locations • Reduce speed limits within the City Centre to 30 km/hr • Close a section of Boas Avenue on a trial basis and have activities and amenities e.g. seats, paint easels, coffee cart, local business offerings • Review existing proposed ideas for Boas-McLarty Shared Space project, incorporate project actions and align these to create pedestrian-friendly streets across the City Centre • Investigate turning the hierarchy of roads upside down • Work with delivery partners on these actions, either individually or as a program of works • Develop a process to implement this program across the City Centre longer term	Project 1, Project 2, Project 5, Project 6, Project 14
	• Review fees and charges - Local Government and Public Property Local Law • Engage with food businesses not utilising alfresco to establish barriers to alfresco and opportunities to address these • Simplify alfresco application and approval process - simple working process and checklist of requirements • Update verges process - when upgrading or renewing include suitability for alfresco as a design input to address physical barriers • Refer to land use diversity recommendations and encourage more uses that incorporate alfresco	
o youth events and pop-up skateboarding in car parks enabled by City through unity funding programs, event approvals, orship programs	• Develop a program to investigate facilities for teenagers in the City Centre - create a stakeholder reference group to advise on preferred facilities and likely uptake and audience • Evaluate site and project opportunities for incidental youth facilities across streetscapes and public spaces, as defined in Outdoor Youth Recreation Strategy • Investigate funding and grant opportunities • Prepare a business case if there is a standalone facility recommended through this process	Project 1, Project 3, Project 4, Project 14, Project 15

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
8.	Markets	CoJ	Local placemakers, local businesses, education institutions		✓		$$	• Commu groups public s
9.	Better connectivity to train and bus stations	CoJ	Lakeside Joondalup (key anchor), PTA (infrastructure provider)	✓	✓		$$	
10.	Attract more diversity into the CBD	CoJ	Local businesses, local placemakers, Small Business Development Commission	✓	✓	✓	$$$	• Create based a • Work w audit to diversit

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
unity led markets - including community , schools, not for profits using car parks and spaces for own fund raising	• Develop a strategy for (a) market series to attract large numbers of people, have a diversity of local business offerings and an opportunity for the community to connect - this should consider themes, locations, seasonality • Investigate opportunities for colour and art to be incorporated into market series • Work with delivery partners to plan for and deliver markets • Consider expressions of interest for cultural immersion markets as part of City-developed festivals and events	
	• Develop City Centre Wayfinding Strategy - prioritise active transportation mode users (particularly pedestrians) and access to and from the train and bus stations • Review proposed ideas for the Boas-McLarty Shared Space project, align these with actions to create pedestrian-friendly streets across the City Centre, including better connectivity to stations • Investigate additional access options to the stations • Review existing after hours access conditions and investigate measures to improve accessibility and wayfinding including lighting, routes painted on ground, longer trading hours • Work with delivery partners on these measures	Project 5 and others due to improved accessibility and connectivity to the City Centre
an identity for the City Centre with the City, around themes of colour and art with the City to undertake a local business o identify opportunities to attract and keep a ty of businesses in the City Centre	• Create an identity for the City Centre with the community, based around themes of colour and art • Undertake a retail/space needs assessment • Undertake an investment gap analysis (as identified in Economic Development team's Corporate Business Plan) • Work with local businesses, the community and JBA to undertake a local business audit to identify opportunities to attract and keep a diversity of businesses in the City Centre • Update/ develop an investment attraction strategy for new businesses and establish a land use vision for the City Centre (considering anchors and key buildings, iconic architecture) • Investigate the feasibility of a community-owned development trust • Continue to work with the Small Business Development Commission on small business friendly approvals	Links to many of the other projects

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
11.	Amphitheatre space for performances in Central Park	CoJ	Local placemakers, local artists and musicians, education institutions, local anchors	✓	✓	✓	$$	• Short-t open s using t spaces • Work w Park C
12.	Cafés in Central Park and Neil Hawkins Park	CoJ	Local businesses, local placemakers	✓	✓	✓	$$$	• Develo coordi events
13.	Playspaces and playgrounds for small children	CoJ	Local placemakers, parent groups, early childhood sections at education institutions, specialists in outdoor playspace development		✓	✓	$$	• Run ch shows, creativ progra

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
erm use of existing small amphitheatre and paces for e.g. small, outdoor music events he existing small amphitheatre and open in Central Park, enabled through with the City on the development of a Central oncept Plan	• City to support and enable short-term use of existing amphitheatre space for activation through EOIs, funding, public land approvals, pop-up activations as part of cultural events and festivals • Develop a business case for a future amphitheatre space or performance spaces, considering Project 12 to maximise any opportunity for efficiencies of scale • Develop a Central Park Concept Plan to coordinate and plan for projects and activation events	Project 2, Project 12, Project 13, Project 15
p Central Park Concept Plan with City to nate and plan for projects and activation	• Undertake a retail needs analysis to understand how cafés in Central Park and Neil Hawkins Park fits with broader retail demand • Develop an EOI for café owners • Develop Central Park Concept Plan to coordinate and plan for projects and activation events • Investigate working with delivery partner ECU for Central Park café given ECU's location and that a number of clientele would likely be from ECU • Develop City Centre wide Wayfinding Strategy - including signage and wayfinding to parks • Consider how to attract coffee carts and vans into the parks with support through Trading in Public Places permits	Project 9 + Project 11
ildren's events such as circus, bubble pop up bouncy castles, playdough and craft e sessions - City to support through funding ms, event approvals	• Investigate and pursue upgrade of playspace in Neil Hawkins Park as part of Capital Works Program • Investigate and confirm development of spaces • Investigate funding opportunities for example grants • Consult with key stakeholders (delivery partners) about requirements • Investigate transforming hardscape areas to include play elements, for example as part of the Boas McLarty Shared Space project, in Boas Place, Grand Boulevard (small linear playscape) and inclusion in future courtyards ('piazzas') from Project 3 - Courtyard spaces ('piazzas') as focal points	Project 4, Project 5, Project 12, Project 14, Project 15

	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST ($, $$, $$$)	
				SHORT	MEDIUM	LONG		
14.	Pedestrian mall along Boas Avenue	CoJ	Infrastructure providers, local placemakers, local businesses, education institutions, Lakeside Joondalup (key anchor)		✓	✓	$$	• Have e closing music, seats, p offerin approv
15.	Art venues and Aboriginal culture	CoJ + Aboriginal Peoples	Local indigenous groups, schools, education institutions, local artists	✓	✓	✓	$$	• Local p to inve perfor Centre • Host p in exist Shoppi • Local ir Action proces • Local ir develo

POTENTIAL SOLUTIONS		RELEVANT PROJECTS
COMMUNITY-LED PLACEMAKING	**CITY-LED** *(in addition to enabling and supporting community-led placemaking)*	
vents like a street party or street festival, the street, mini-markets, a program of simple events and features like colourful paint easels, coffee carts and local business gs - City to support through events vals and traffic management advice	• Review actions for the Boas-McLarty Shared Space project, including creating a low speed traffic environment, installing street furniture, street trees, wide designated pedestrian crossings in key areas, greater opportunity for alfresco dining, and the creation of parklets and other streetscape activations • Confirm actions to be implemented and align these with actions to create pedestrian-friendly streets across the City Centre (Project 5) • Investigate a trial closing of Boas Avenue - potentially as a regular occurrence • Work with delivery partners on this project • Investigate location for and install a new water fountain	Works with/links to the majority of the 15 projects, improving vibrancy
lacemakers and artists to work with City stigate opportunities to provide exhibition, mance and cultural spaces across the City op-up exhibitions and performances ting spaces (e.g. Library foyer, Lakeside ng Centre) - work with City on this ndigenous groups identified in Reconciliation Plan (RAP) to lead placemaking planning and ses ndigenous groups to work with City to p NAIDOC event program	• Audit existing facilities for retrofitting for cultural expression and use - per Cultural Plan for broader audit across the entire City Centre • Investigate and evaluate public and private opportunities to provide exhibition, performance and cultural spaces across the City Centre with local placemakers and artists • Work with placemakers to host pop-up exhibitions and performances in existing spaces • Link Place Activation Strategy to the RAP being developed - work with Aboriginal peoples to establish cultural events and activation for the City Centre • Develop NAIDOC event program with local indigenous groups	Informs other projects + Project 2 and Project 13

COMMUNITY-LED PLACEMAKING SUPPORT

Community-led placemaking includes the community's contributions to this plan through idea submissions, workshop participation, meetings with the project team, offers by community members and delivery partners to be involved in placemaking in the City Centre and actions articulated in Table 1.

To enable community-led activation, the City should:

- Promote grant programs and the City's sponsorship program to local placemakers, and link local placemakers to these funding opportunities
- Develop a placemaking toolkit for local placemakers, including guidance documents and templates, supported by open lines of communication with the City, that allows the community to undertake the actions in Table 1 plus any other placemaking activities and actions
- Undertake a review of approval processes that influence local placemaking to streamline and address unnecessary barriers (i.e. event approvals)
- Work with local businesses and promote business grants the City offers
- Review and update processes and systems to streamline or support community placemaking such as venue lists and bookings

In addition to the above and in accordance with the City's Place Activation Framework, the City should work with the community and local placemakers to develop a relationship and shared responsibility for making the City Centre a vibrant place that is the heart and soul of the community.

The City will need to encourage and support the community to lead and participate in community placemaking, manage the impact of red tape on community placemaking, 'get out of the way' to allow community activation to occur, provide the necessary public infrastructure and assets to enable activation ('the right canvas'), and provide investment to catalyse activation where required and appropriate to do so.

The City's activation roles should always be underpinned by community consultation, particularly given that only a sample of the community has been involved in the development of this plan.


SUCH IS LIFE
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CITY INITIATIVES

In addition to the community-led placemaking support actions above, a number of initiatives were identified for City actioning, either as upgrades to existing initiatives or new Initiatives. These initiatives, steps to be taken by the City, related projects and timing information is detailed in Table 2 below.

This approach will align the range of economic, cultural, and community activities and programs the City runs with the specific needs of the City Centre, based on the ideas of community and the work of the workshop participants.

It will align and inform the City's planning, budgeting and approvals processes for the projects that form this plan.

Table 2 - Joondalup City Centre Place Activation Plan - City Initiatives

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
1.	**City Centre Marketing and Branding** - new initiative	Create an identity and branding for the City Centre with the community . This should be based around themes of colour and art.	Applies to most projects	Short term
2.	**City Centre Wayfinding Strategy** - new initiative	The strategy should be comprehensive, and have clear and consistent visual communication and messaging. Key steps and focus include: 1. Wayfinding and accessibility around the City Centre 2. A focus on active transportation mode users (particularly pedestrians) 3. The City to work with Lakeside Shopping Centre, infrastructure providers, local businesses, the community for the required integration 4. Wayfinding and accessibility for Neil Hawkins and Central parks	Project 1, Project 4, Project 5, Project 7, Project 9, Project 11, Project 12, Project 13, Project 14	Immediate – seek resources in 2022-2023

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
3.	**Grand Boulevard Masterplan** - new initiative	• Engage with local businesses and community • Review the hierarchy of vehicle, public transport, cycle and pedestrian movements (including reduced speeds and improved access to alternative transport) • Consideration of one way traffic on side roads • Focus on connecting both road sides, improved access from the train station, and an improved pedestrian experience • Investigate reclaiming areas for courtyards and park spaces • Consider opportunities for public art as part of the street • Investigate a courtyard space as recommended by workshop participants between Boas Avenue and Reid Promenade • Investigate locations for parklets, street furniture, buskers steps, bike parking • Identify streetscape locations where existing infrastructure or design presents barriers to alfresco • Improve pedestrian crossings and connections, including investigation of raised pedestrian crossings	Project 1, Project 2, Project 3, Project 5, Project 9	Immediate - seek resources in 2022-2023

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
4.	Joondalup City Centre Landscape Masterplan - existing initiative	This masterplan will become the guiding document for all capital works and streetscape upgrades by the City within the City Centre. Key steps and focus include: • Engage local businesses and community to confirm a streetscape vision. • Review the hierarchy of vehicle, public transport, cycle and pedestrian movements across the City Centre (including reduced speeds) • Focus on connecting both road sides, improved access from the train station, and an improved pedestrian experience • Investigate reclaiming parking areas for courtyard and park spaces • Consider opportunities for public art as part of the street • Investigate a courtyard space as recommended by workshop participants on Boas Avenue between McLarty Avenue and Grand Boulevard • Investigate locations for parklets, street furniture, busking zones, bike parking • Identify streetscape locations where existing infrastructure or design presents barriers to alfresco • Improve pedestrian crossings and connections, including investigation of raised pedestrian crossings • Be informed by other specific investigations regarding youth playscapes and playspaces • Establish streetscapes that promote key linkages including the train station, Neil Hawkins Park and Central Park • Review opportunities for pedestrian malls • Work with key stakeholders such as Lakeside Joondalup to ensure an integrated built outcome	Project 1, Project 3, Project 5, Project 9, Project 11, Project 12, Project 14	Immediate - seek resources in 2022-2023

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
5.	**Public Art Strategy and Masterplan** - new initiative	The development of Public Art Strategy and Masterplan should include the City Centre as a key precinct for public art and artistic expression. The City should work with community placemakers, local artists, community members and local businesses to: • Develop curatorial themes for the City Centre • Identify locations for public art in the City Centre • Investigate funding streams to deliver public art, e.g., external grants, Percent for Art Policy for the City Centre More specific considerations for the City Centre precinct in the art strategy and masterplan are: • Inclusion of iconic art pieces within intersection treatments • Integrating artistic expression in street furniture and streetscape designs • Providing for community placemaking actions including painting streets and facades, hanging pots and installing other forms of art • Developing an approach for artists to showcase work in the City Centre • Investigating artist-student mentorship programs This initiative should be linked to Initiative 1, Initiative 6 and Initiative 7.	Project 2, Project 3, Project 4, Project 5, Project 7, Project 8, Project 11, Project 13, Project 14, Project 15	Immediate – seek resources in 2022-2023
6.	**Percent for Art Policy** - new initiative	Investigate the development of a Percent for Art Policy for significant developments to include or contribute to art in the City Centre - refer State Government's Percent for Art Scheme for example. Consult with local placemakers, local artists, community members, local businesses and developers on this initiative.	Project 2, Project 7, Project 15	Short term; informed by Initiative 5 and Initiative 7

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
7.	Public Art Policy - existing initiative	The City should review its policy to guide the delivery of public art projects that contribute to creating a sense of place, promoting the expression of local identity, and reflecting the shared values of the community. It should update provisions specific to the City Centre (or applicable to the broader City jurisdiction), to respond to the requirements of this plan.	Project 2, Project 5, Project 7, Project 15	Short term – informed and guided by Initiative 5 and Initiative 6
8.	**Reconciliation Action Plan - City Centre Art** - in development	The City is currently developing a Reconciliation Action Plan (RAP) as a framework for the City to realise its vision for reconciliation by creating practical actions built on relationships with, and respect and opportunities for Aboriginal people. The relationships developed and fostered through the RAP will be a critical foundation for engaging with Aboriginal people on the expression of culture and art in the City Centre.	Project 2, Project 7, Project 15	In progress
9.	**Temporary Public Spaces Local Planning Policy** - new initiative	In discussing how underutilised spaces in the City Centre could be better used and activated, workshop participants and the City discussed the introduction of a Temporary Public Spaces Local Planning Policy (LPP) that could provide for the activation of identified sites temporarily. Key steps and focus in developing this LPP include: 1. Consideration of how public spaces can be activated temporarily, with consideration of things like shade, 24/7 activation and adaptable design to invite use. 2. Identify key activation sites 3. Include key sites on the City's venues list for bookings for events 4. Establish a process for approving events on public land under Local Law of Temporary Public Spaces Local Planning Policy (LPP) 5. Consider what these spaces can be used for, for e.g. courtyard spaces could include things like parklets, street furniture, greenery, busker's steps (near a power source), bike parking, and well lit. Determine key activation sites. This should be undertaken in collaboration with local placemakers, local businesses, key anchors, infrastructure providers.	Project 3, Project 4, Project 5, Project 8, Project 14	Short term

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
10.	Boas Place Concept Plan - existing initiative	Review review current Boas Place Concept Plan (which includes recommendations for civic spaces) to ensure that the civic spaces provided are aligned with learnings of this plan and the required functionality. The review should include how to incorporate piazza spaces and other inputs from other projects (youth spaces, playgrounds, art venues, etcetera).	Project 3, Project 4, potentially Project 14	Short term
11.	Boas-McLarty Shared Space Project - existing initiative	Key steps and focus should include: 1. Investigate provisions of The Boas-McLarty Shared Space project and align these with community recommendations, including street furniture and street trees, wide designated pedestrian crossings in key areas that are universally accessible, greater opportunity for alfresco dining, and the creation of parklets and other streetscape activations to support pedestrianisation 2. Incorporate low speed traffic environment 3. Align with Project 5 - Pedestrian friendly streets recommendations and actions. 4. Create a public arrival space guiding people between the City Centre and the train and bus stations. The City should work with local placemakers on the program for activation.	Project 2, Project 5, Project 6, Project 7, Project 9, Project 13, Project 14	In progress (concurrent with Initiative 4)
12.	**Business case for LED installation for Central Walk** - new initiative	Undertake a business case for a LED installation above Central Walk, expressing local themes including the Sports Walk of Fame.	Project 2	Short term

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
13.	**Enable use of public spaces for community activation** - new initiative	The City identified that some of the public spaces referred to in ideas submitted and by community members at workshops could be investigated for activation use by the City. The City should investigate these spaces for listing on its existing venues list for hire. Key steps include: 1. Identify key activation sites for inclusion - this would include Central Walk, Library green space, key carpark areas, and other sites identified by the community as suitable areas for activation. 2. Establish a process for these locations to be activated by community. 3. Ensure that placemaking toolkits include a description of these sites and how to book them so community placemakers know they are available for events and activation.	Project 3, Project 4	Immediate
14.	**Facilitate interim carpark activation** - new initiative	In the shorter-term, the City should investigate how to transform a portion of the Boas Avenue carparks that tend to be vacant in non-business hours into alternative activation spaces. This reflects the desires of community members (via idea submissions and as expressed at workshops). Activations could include things like seating, coffee carts, space for farmers markets or other communal activities, water playground/ fountain and things like an outdoor digital screen/ cinema and light installations. The investigations should include things like: • When this/ these 'piazza' space/s come into effect (time of day, seasonal, other) • Core car bay requirements that would be needed at those times to determine the area that could be 'reused' • Funding opportunities for community-led placemaking The City should trial/ test these short-term temporary changes for activations or events to understand longer-term potential uses of these spaces.	Project 4	Short term

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
15.	**Land use review** - new initiative	A number of projects require the City to undertake a review of land use provisions for the City Centre to be able to develop or implement recommendations and actions such as business audits and retail needs assessments. Key steps include: 1. Review the 15 projects as described in Part A - The Projects, actions as listed in Table 1 in Part B - Implementation Framework, and review land use provisions for planning update (strategic and project-based). 2. Establish a land use vision for City Centre (considering anchors and key buildings, iconic architecture). 3. Encouraging more uses that would incorporate alfresco The City should consult with local placemakers and local businesses on this review.	Project 6, Project 10	Short term
16.	**Investment attraction strategy** - new initiative	The City should develop and update an investment attraction strategy for new businesses in the City Centre. This should be partnered with the land use review and vision for the City Centre (Initiative 15).	Project 6, Project 10	Short term
17.	Cafés, Kiosks and Restaurants Program - existing initiative	The City has an existing project to develop cafés, kiosks and restaurants at various sites through the City of Joondalup. The project aims to provide facilities that will attract visitors and tourists for entertainment and socialising while providing more employment, increase business opportunities and a greater awareness of the City's natural assets. The program currently includes Neil Hawkins Park. This should be further developed. The City should also use the outcome of the retail needs analysis for Project 12 to consider inclusion of Central Park in future.	Project 10, Project 12	In progress

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
18.	Alfresco barriers review - underway	The City is currently reviewing its alfresco provisions to reduce inefficiencies and 'red tape' to encourage more local businesses in the City Centre to have alfresco. The City should undertaking the following key steps in this review: 1. Review fees and charges - Local Government and Public Property Local Law. 2. Engage with food businesses not utilising alfresco to establish barriers to alfresco and opportunities to address these. 3. Simplify alfresco application and approval process - simple working process and checklist of requirements. 4. Update verges process - when upgrading or renewing include suitability for alfresco as a design input to address physical barriers. 5. Refer to land use diversity recommendations and encourage more uses that incorporate alfresco (Initiative 15). The City should also consult with local businesses and local placemakers like JBA on barriers to alfresco (regulatory, cost, infrastructure), and use this to inform the review. As part of this review, internal processes to facilitate seating outside businesses that are not food and business (e.g. table and chairs for public use outside a retail store) should also be investigated.	Project 6	In progress

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
19.	**Youth playscapes in the City Centre review** - new initiative	Key steps include: 1. Create a stakeholder reference group to advise on preferred facilities and likely uptake and audience - include youth who would use facilities, and engage them through things like QR codes, art work or opportunities for prizes. 2. Investigate a selection of suitable locations across streetscapes and public spaces, as defined in the City's Outdoor Youth Recreation Strategy - locations should be selected on the basis of their ability to be universally accessible and have nearby/co-located amenities like public toilets, water stations and food options. 3. Investigate funding and grant opportunities 4. Prepare a business case if there is a standalone facility recommended through this process.	Project 7	Immediate (to inform Initiative 4)
20.	**Facilitate market series** - new initiative	Develop a strategy for a market series that will attract large numbers, have a diversity of local business offerings, and an opportunity for the community to Connect. This strategy should consider themes, locations, seasonality. The City should also investigate opportunities for colour and art to be incorporated into market series. Develop expressions of interest for delivery of a City Centre market series, allowing for market professionals to identify the most appropriate and iconic market options (including theme and location) that would suit the community, location, and demand. Alongside this, enable community-led markets through the enabling initiatives for community-led placemaking.	Project 8	Short term/ ongoing

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
21.	Small Business Friendly Approvals - existing initiative	The City should continue to work with the Small Business Development Commission (SBDC) on small business friendly approvals. This includes education for small businesses to help them make more informed investment Decisions. The City should establish/ develop this relationship with the SBDC, JBA and any other relevant partners.	Project 10	In progress
22.	**Enable pop up traders and experiences in public places** - new initiative	The City should investigate enabling and supporting small mobile and other similar traders e.g. coffee carts/ vans in shared and public spaces through trading in Public Places permits. The City should also develop a simplified process for approvals.	Project 3, Project 4, Project 12, Project 14	Ongoing
23.	**City Centre Green and Playspaces Review** - new initiative	There is an opportunity to enhance the useability of the City Centre for and by children to broaden its appeal and incentivise parents to visit. The City should review and investigate spaces for playscapes and playgrounds for smaller children. Key steps include: 1. Investigate green spaces - the library green space on Boas Avenue, Central Park, some small green parks north of the hospital, etcetera. 2. Investigate and pursue the upgrade of the playspace in Neil Hawkins Park as part of the City's Capital Works Program. 3. Investigate transforming hardscape areas to include play elements, for example as part of the Boas McLarty Shared Space project, in Boas Place, Grand Boulevard (small linear playscape), and inclusion in future courtyards ('piazzas') from Project 3. 4. Explore funding opportunities e.g. grants. 5. Investigate Aboriginal art incorporation in playspaces - links to Project 15. The City should consult with stakeholders including parent groups, early childhood sections at ECU and TAFE, groups that specialise in outdoor play, and potential contributors to the development of these spaces.	Project 13	Immediate

	CITY INITIATIVE	CONSIDERATIONS	RELEVANT PROJECTS	TIMING
24.	**Arts and cultural venues review** - new initiative	Project 15 identified a need for the City to investigate and identify resources and spaces (public and private) for art and cultural activation events. Key steps of the investigation include: 1. Investigate public and private spaces that can be used temporarily or more permanently - this should include an audit of existing facilities (e.g. Library, Civic Centre) to retrofit them for cultural expression and use. 2. Identify funding grants and opportunities. 3. Develop a business case for standalone facilities 4. Develop a calendar of exhibitions/ events (similar to the City's calendar of other events). The City should engage with key stakeholders including local indigenous groups, schools, local placemakers, education institutions and local artists. The City should also undertake this investigation with a focus on themes of art and colour.	Project 15	Immediate commencement, delivery within short term

NEXT STEPS - FUTURE PROJECTS + OTHER IDEAS

A traffic light assessment of the impacts of ideas 16 to 30 (as scored in the MCA by workshop participants, where an idea is not addressed by one of the top 15 projects) has also been undertaken and is included here (Figure 10 refers). These projects are considered in terms of impact on vibrancy by:

- Enhancing visitation by new destination and new events (**new destination**);
- Enhancing **volume of transactions**;
- Enhancing expenditure pools – diversity and type of businesses (**transation location**); and
- Increasing the number of returning visitors and therefore transactions (returning transations).

Each project is scored in a 'traffic light' approach. Red represents a low likelihood, yellow a moderate likelihood, and green a high likelihood of impacting vibrancy in each of the categories above and overall.

The City should use this initial assessment of ideas 16 to 30 when considering the ideas and their diagnosis/ analysis, recommended solutions and impacts, noting that vibrancy is one of the six identified criteria. The City should also consult with the community on these ideas.

Other ideas (e.g. a hop-on, hop-off bus in the City Centre which was suggested by a workshop participant at the end of the last workshop) should be discussed with the City and added to the list at Appendix A over time (subject to suitability). At the point of review of this plan, it is also recommended that the MCA process be undertaken again to assess new ideas as well as existing ones that have not had a chance to be developed. This will ensure these projects and new ideas remain consistent with the 15 projects presented here - in terms of having the highest likelihood of contributing to the City Centre vision and the following criteria established by workshop participants for the City Centre:

- **Creating vibrancy**
- **People connectivity**
- **A safe and secure environment**
- **Providing a diverse community appeal**
- **Healthy environment**
- **Heritage, culture and identity.**

Finally, at next review, the above criteria should be tested for relevancy of contribution to the vision for the City Centre.

What now? Thank you for your contributions to this plan - we empower you to own it and go out and do what you can to make the Joondalup City Centre a vibrant place that is the heart and soul of the community and for visitors.

This is your Plan. **Make It. Own It. It's your place.**

The City is here to **Enable** you to make this happen.

Enjoy!

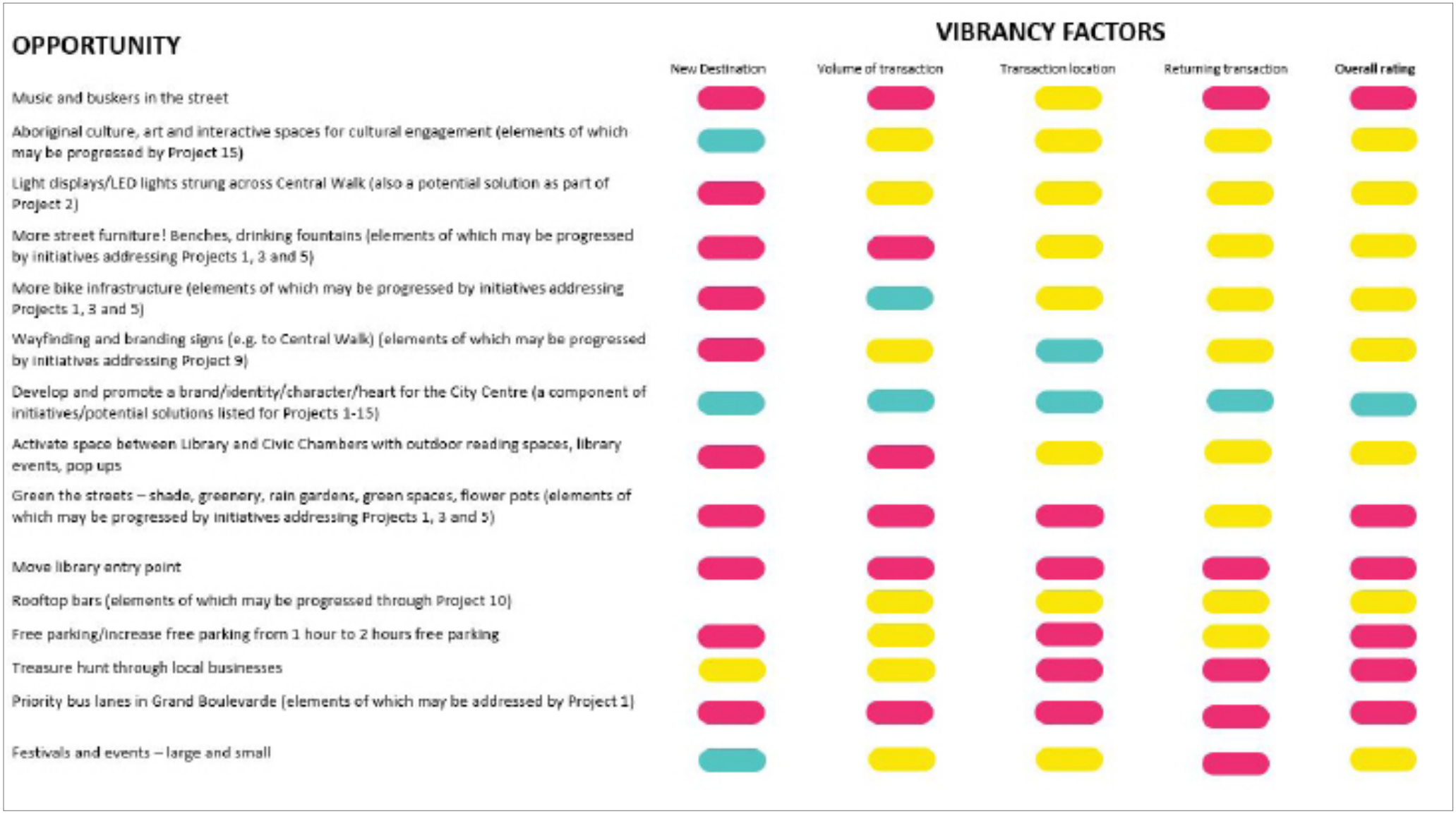


Figure 10 - 'Traffic light' assessment of vibrancy of Ideas 16 to 30



APPENDICES

APPENDIX A - IDEAS SUBMITTED BY THE COMMUNITY
APPENDIX B - ECONOMIC ANALYSIS OF THE CITY CENTRE
APPENDIX C - ENGAGEMENT OUTCOMES REPORT
APPENDIX D - MULTI-CRITERIA ASSESSMENT

APPENDIX A

APPENDIX A - IDEAS SUBMITTED BY THE COMMUNITY

	Ideas for workshop MCA consideration (listed in order of priority of upvoting through drop-in ideas hubs and Social Pinpoint)
1	Green the streets - shade, greenery, rain gardens, green spaces, flower pots
2	Playspaces and playgrounds for small children
3	Art venues – includes gallery / art space / cultural centre
4	Aboriginal culture, art and interactive spaces for cultural engagement
5	Free parking / increase free parking from 1 hour to 2 hours
6	Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction
7	Markets! Night markets, farmers markets, creative markets...
8	Alfresco dining
9	Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc
10	Festivals and events – large and small
11	Better connectivity to train and bus stations, particularly outside of Lakeside opening hours
12	Art in the streets – including public art and light installations
13	Develop and promote an identity, character, heart for the City Centre
14	Pedestrian-friendly streets (includes ideas of reducing street parking)
15	Transform one of the large carparks on Boas Avenue into a piazza with seating, space for farmers markets, water playground/fountain, outdoor digital screen/cinema, and light installations
16	Rooftop bars
17	Wayfinding and branding signs e.g. for Central Walk to support it as a food and beverage hub
18	Music / buskers on the streets
19	Use the area between the library south and Civic chambers for outdoor library events / planter boxes / coffee carts / pop-ups / outdoor reading spaces
20	City Centre Pedestrian Mall along Boas Avenue, from Davidson Terrace to Grand Boulevarde, creating a City Centre Precinct

21	Piazzas and courtyard spaces as focal points outside the shopping centre
22	Redesign Grand Boulevard to make it less of a visual and perceived barrier to pedestrians
23	More street furniture (benches, drinking water fountains) particularly in green spaces
24	LED lights/light displays strung up between tops of buildings and through trees in Central Walk to create atmosphere at night
25	Enhance cycle infrastructure
26	Treasure hunt through local businesses
27	Priority bus lanes in Grand Boulevard
28	Ampitheatre space for performance events in Central Park
29	Cafés in Central Park and Neil Hawkins Park
30	Make the entry to the library at ground level on Boas Avenue

	Other Ideas	Reason for not including these ideas for workshop testing
31	Cultural centre	Grouped into “art venues” idea
32	Activate empty shop fronts with art	Not strongly upvoted
33	Concerts	Not strongly upvoted
34	Library – outdoor reading spaces	Not strongly upvoted
35	Dining variety	Grouped as attracting more diverse landuses (including retail, dining, etc)
36	Nightlife	Not strongly upvoted
37	Remove or reduce parking availability	Not strongly upvoted - captured in pedestrian friendly idea
38	Basketball courts	Brought into youth playscapes
39	Commercial offices / more job opportunities	Not strongly upvoted
40	Rain gardens (Water Sensitive Urban Design)	Grouped into more trees, more greening
41	Wicked problems being addressed, including homelessness and anti-social behavior	Too complex for this task – the plan should speak to them but as wicked problems they require a different resolution than can be offered by a Place Activation Plan
42	Integrate Lakeside Shopping Centre, ECU, TAFE and the hospital with the City Centre	Not strongly upvoted
43	Wellness – more gyms, wellness centre, bodyweight exercises or equipment in open area	Not strongly upvoted
44	More trees and gardens – shade, native coverage	Captured in Green the streets idea
45	Drinking water fountains	Grouped with street furniture and assets idea
46	Improve footpaths and pedestrian accessibility	Not strongly upvoted
47	Cafés / a cappuccino strip	Grouped as attracting more diverse landuses (including retail, dining, etc)
48	More vibrant and diverse local businesses	Grouped as attracting more diverse landuses (including retail, dining, etc)
49	Laneways with bars and restaurants that public know about	Grouped as attracting more diverse landuses (including retail, dining, etc)
50	Community hub – for art, music, dance classes or where people can book a room for meetings + with a cool playground for children to play	Not strongly upvoted

51	More apartments in the City Centre for more people on the streets	Not strongly upvoted
52	Activation linking schools to community – somewhere work and activities can be shared, activities involving aged care or services/businesses – e.g. a community garden and/or Foodbank	Not strongly upvoted
53	Tidy town initiative to make verges, parks and gardens beautiful	Not strongly upvoted
54	Boas Avenue as a green alley connecting Neil Hawkins park and the shopping centre with little rest areas in between	Not strongly upvoted
55	Businesses taking on eco-friendly challenges	Not strongly upvoted
56	Free events in the City Centre	Not strongly upvoted
57	Grass roots activities by the community or businesses	Not strongly upvoted
58	Micro businesses and studios	Not strongly upvoted
59	Benches – places to sit – grouped above	Captured in More street furniture idea
60	Traffic – very busy – makes travel slow	Not strongly upvoted
61	More green spaces + parks with cafés around it	Captured in Greening the streets idea
62	Sink the carpark opposite the Council buildings – create a piazza with shops, cafés and restaurants / a permanent undercover famers market	Covered in the Transform one of the large carparks in Boas Avenue idea
63	Distribute parking more evenly	Not strongly upvoted
64	Performing arts centre	Captured in Art venues idea
65	Tourist information hub – City idea	Doesn't strongly relate to priority community themes
66	Affordable student accommodation provision	Doesn't strongly relate to priority community themes
67	Student services hub (independent)	Doesn't strongly relate to priority community themes
68	Light displays – evening art to attract Instragram crowd	Captured in LED lights/light displays idea
69	Creative incubator spaces, pop-up shops	Method for Diversity of land uses idea
70	Art walking trails through the CBD	Grouped in Public art idea

71	Children's walk – guided walk with things that appeal to children e.g. augmented reality experiences with interpretive information so parents know what there is to point out to children	Doesn't strongly relate to priority community themes
72	'Scietech' for cyber to introduce children to cyber	Doesn't strongly relate to priority community themes
73	Large outdoor digital screen in Central Park – outdoor cinema, community messaging, advertising & opportunity to create recreation zones around it	Piazza was suggested in the Transform one of the large carparks in Boas Avenue idea, and might include such a screen, so added to that idea
74	Labrynth – healing properties, a place of healing	Doesn't strongly relate to priority community themes
75	Successful youth zone during the Joondalup Festival. Activating this can be great (corner of Library and City office block near Central Park)	Covered by other community ideas
76	Heritage trail - library location	Covered by other community ideas
77	Signalised roundabout at Boas Avenue and Grand Boulevard intersection	Doesn't strongly relate to priority community themes
78	Longer opening hours for the library to attract people in the evenings	Doesn't strongly relate to priority community themes
79	Commercial café with outdoor alfresco space (at corner of Library and City office block near Central Park)	Covered by other community ideas
80	Possible options for vacant shop fronts: differential rates, pop ups, short term leases or use of empty shops (City could encourage and link operators with owners, rather than paying rent directly)	Covered by other community ideas
81	Visitors services with links to Hillarys (north of Boas Avenue and Grand Boulevard intersection)	Doesn't strongly relate to priority community themes
82	Car free zone – Grand Boulevard – create events in that space	Covered by other community ideas
83	Affordable accommodation	Doesn't strongly relate to priority community themes

APPENDIX B

APPENDIX B - ECONOMIC ANALYSIS OF THE CITY CENTRE

Visitation Profile

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct. Some key observations about current visitation to the City Centre are:

1. Destination drivers

- Lakeside Joondalup Shopping City which has over 300 retailers, a cinema and two food courts.
- Joondalup Health Campus - the largest health care facility in the Northern Suburbs with 722 beds.
- North Metropolitan TAFE Joondalup and ECU Joondalup Campus with a total enrollment of 27,500 students.

2. Catchments

The majority of visitors to the Joondalup town Centre work and live locally. At a glance, the City Centre experiences more visitation during holidays and has been strongly affected by COVID.

Visitation Catchment Incomes and Expenditure

To help understand expenditure in the City Centre, a high level assessment was undertaken of the incomes of primary and secondary catchments of visitation (Figures 7 and 8 refer) compared to people who reside in the City of Vincent.

Leederville was selected as a similarly sized local centre for comparison. It is considered to have experienced similar patterns to the Joondalup City Centre of activity, followed by decline and reactivation through a series of initiatives - this will allow the City to assess outcomes of project delivery in comparison to Leederville outcomes, over time.

Leederville was selected as a similarly sized local centre for comparison. It is considered to have experienced similar patterns to the Joondalup City Centre of activity, followed by decline and reactivation through a series of initiatives - this will allow the City to assess outcomes of project delivery in comparison to Leederville outcomes, over time.

In comparison to Leederville, people from the primary and secondary visitor catchments have a lower proportion of high income earners. However, expenditure on retail and entertainment categories by primary and secondary visitor catchments was similar to that of Leederville.

Figure A illustrates households (broken into income categories) by catchment compared to the City of Vincent.

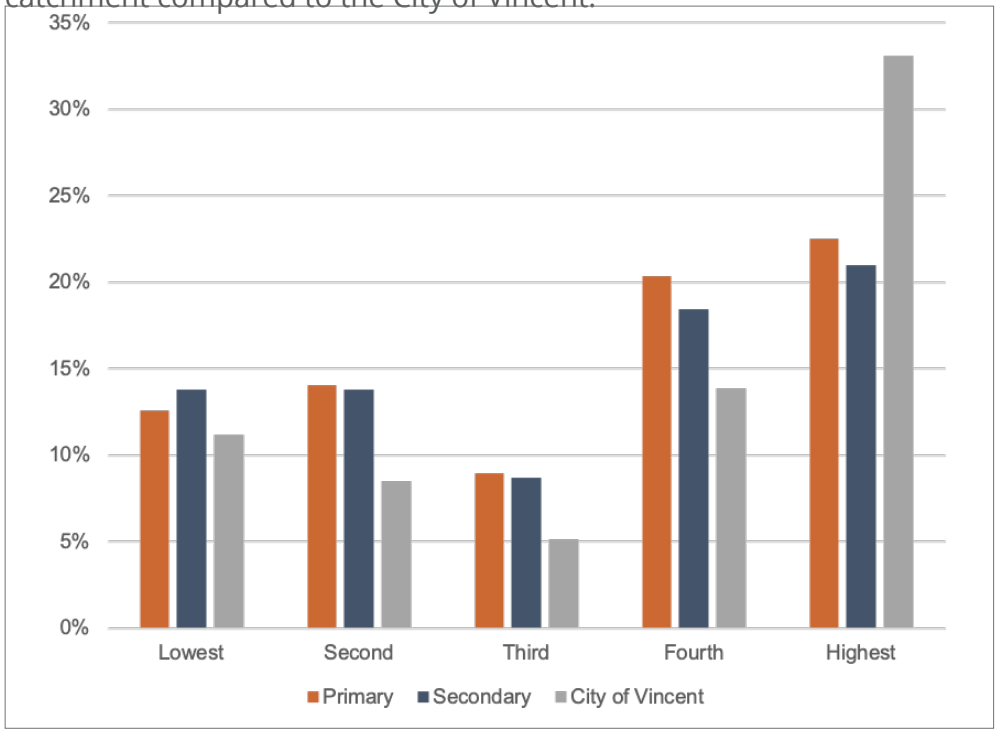


Figure A - Catchment Incomes (as compared to City of Vincent)

It shows that people who reside in the primary and secondary catchments have a lower proportion of high income earners compared to the City of Vincent.

The source data for Figures 4 and 5 is ABS Census data from 2016.

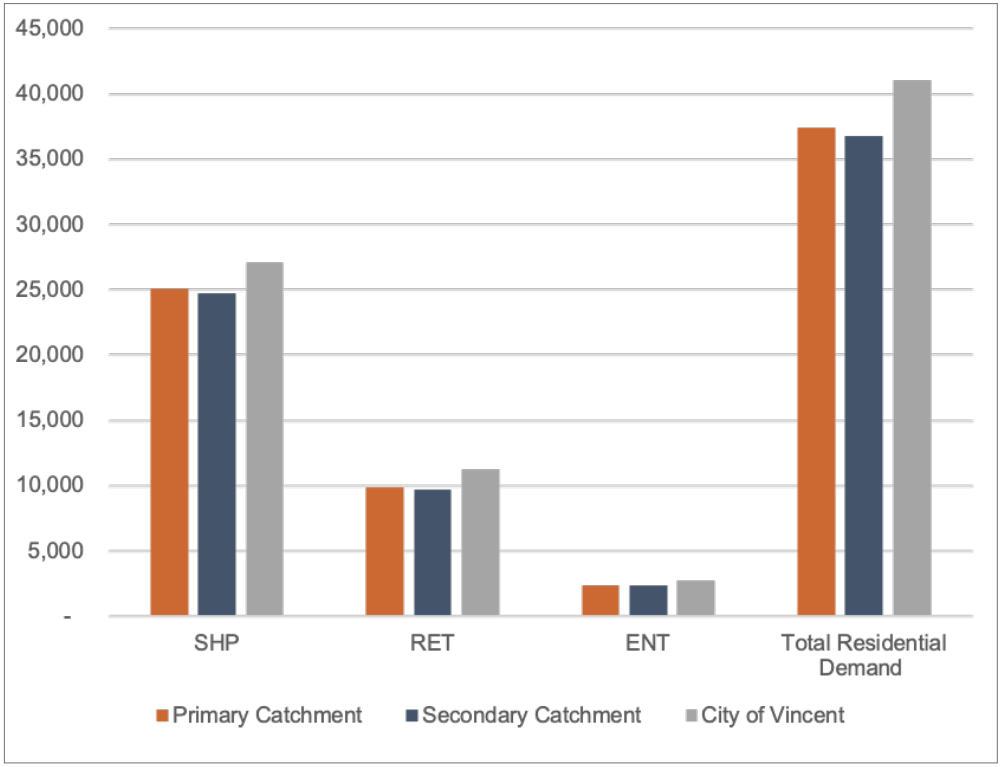


Figure B - Expenditure per Category (as compared to City of Vincent)

Figure B depicts how the primary and secondary catchment visitors spend money in the City Centre (per category). The categories are SHP - Shop/Retail expenditure, RET - other Retail expenditure, and ENT - Entertainment expenditure.

It can be observed that primary and secondary catchments for the Joondalup City Centre spend only slightly less money in all categories.

Daily Visitation Patterns

Altometer Business Intelligence undertook an assessment of visitation to the City Centre. Data analysis was over the 2018 to 2021 time period and includes where visitors come from, the most frequented spaces in the plan area, changing visitation patterns over time and event-specific visitations.

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct.

Figure C depicts daily visitation patterns - there were troughs and peaks in visitation through April 2018 to April 2021 period, with deep troughs corresponding to holidays. The COVID lockdown in 2020 is also prominent. However, it can be summarised that visitation post-COVID, including the lockdown in April 2020, has returned to “as normal”.

Monthly visitation trend

Figure D shows monthly visitations to the City Centre compared to a ‘normal’ month. Observations are that the COVID shutdown is prominent, but that visitation has seemingly returned to “as normal”.

There appears to be a period of slightly depressed visitation overall in the first half of 2019. This should be contextualised in total number of visitors in a ‘normal’ period versus the first half of the year.

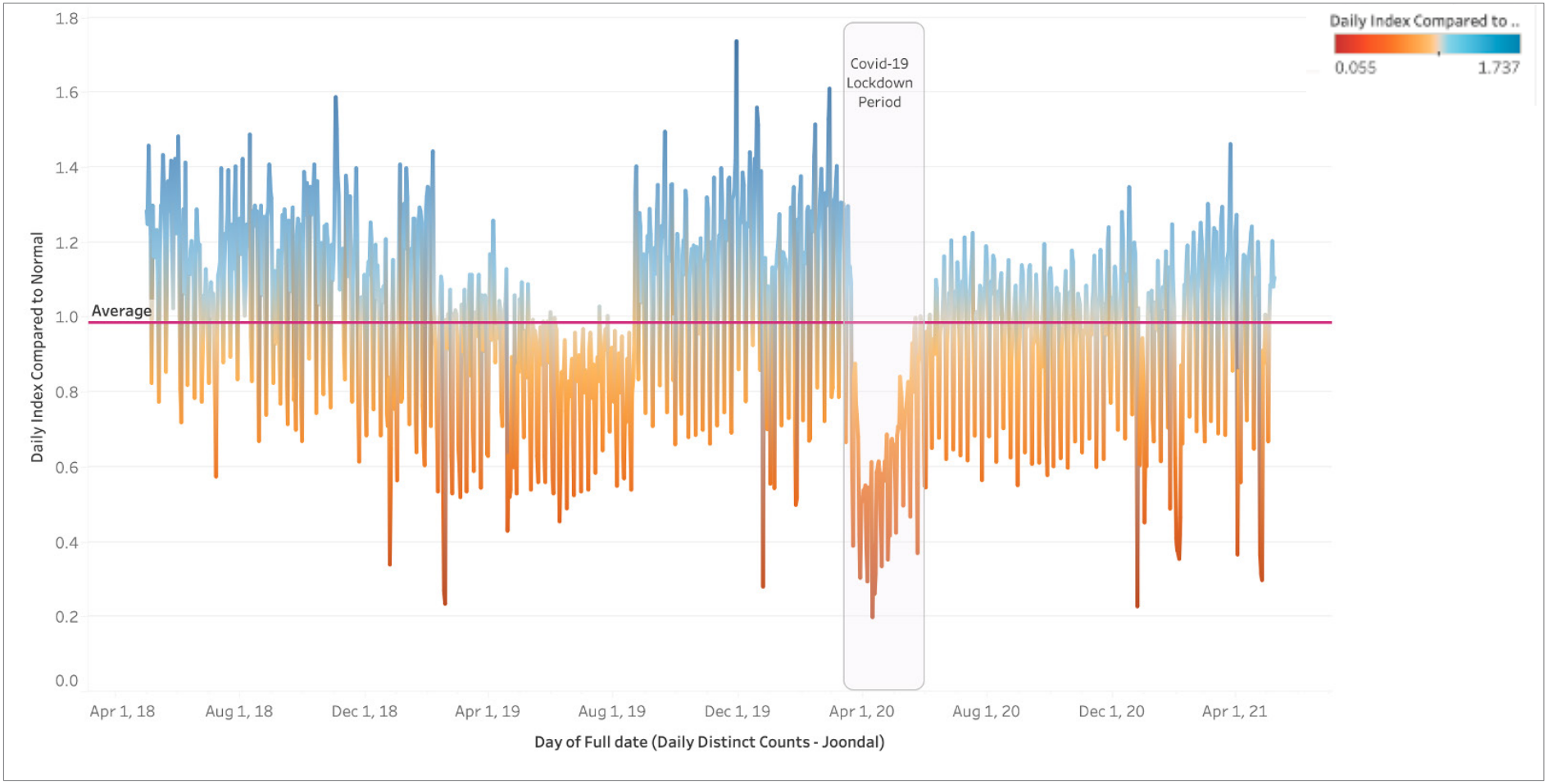


Figure C - Daily visitation pattern April 2018 to April 2021

(compared to an 'average' normal day, where 'normal' has been adjusted to account for daily variations and days of the week have been compared to each other).

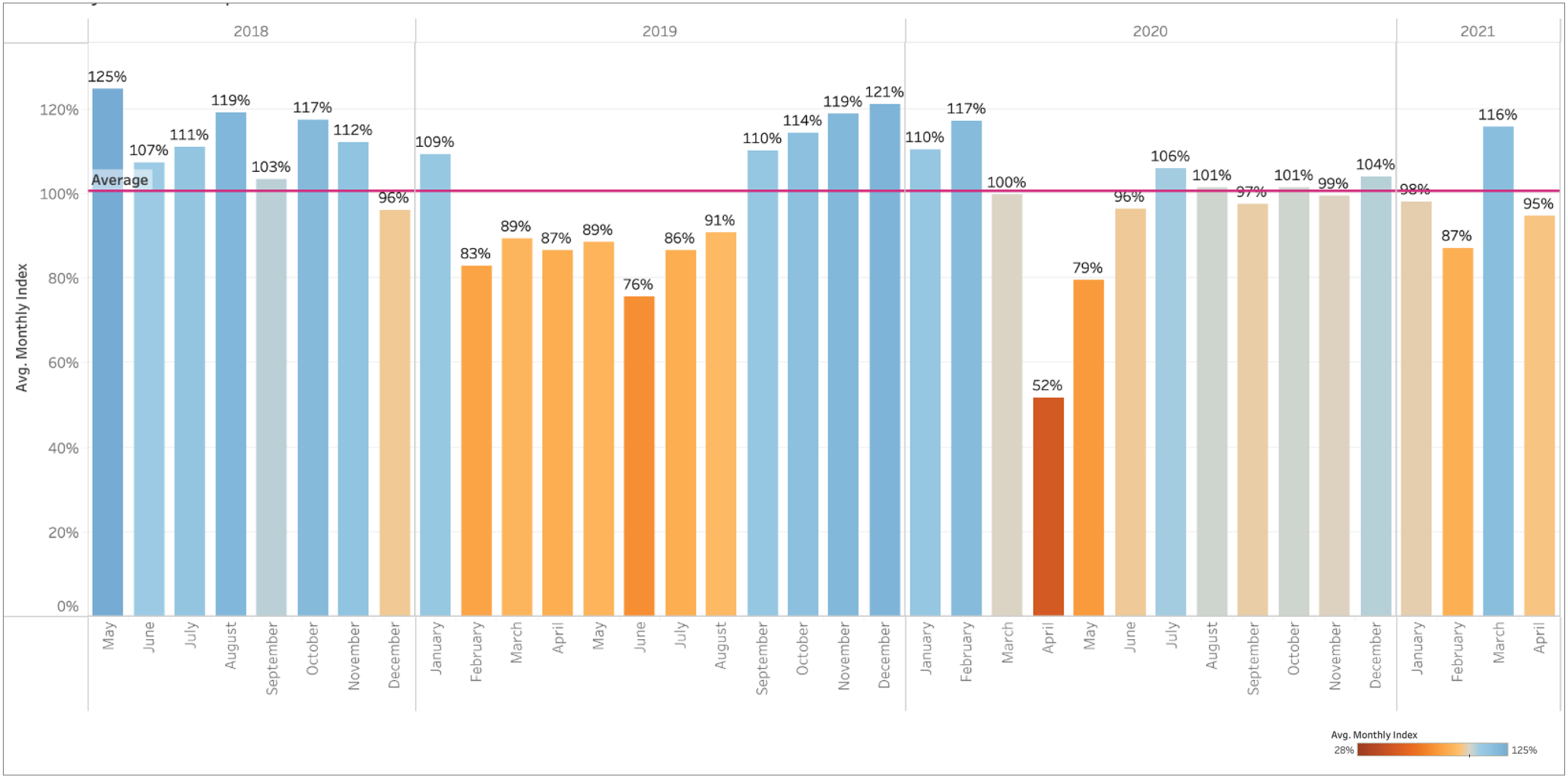


Figure D - Monthly visitation trend

Event visitation

Analysis of visitors was also undertaken for a sample of events run by the City in the City Centre between 2018 and 2021. These events are the Sunday Serenades Concert series in 2019, the Little Feet Festival (2018 - 2020), the Community Art Exhibition (2018 - 2020) and the Sprint and Twilight markets (2018 - 2020).

It should be noted that there has been a reduced number of events in the City Centre due to COVID.

Sunday Serenades Concert Series: 2019

The chart on the left in Figure E represents visitation for the Concert series. Normal visitations have lower visitations - these are represented in the graph on the right in percentages.

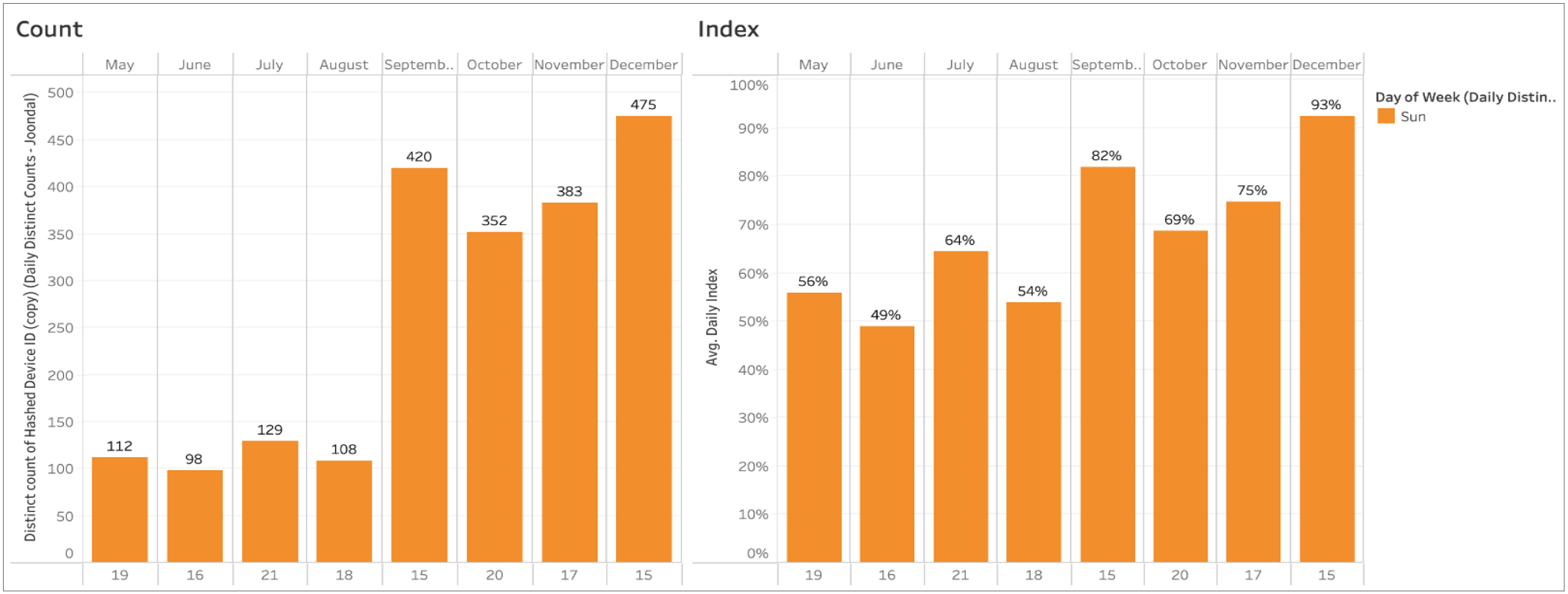


Figure E - Sunday Serenades Concert Series Visitation (indexed against the average 'normal' rate)

Little Feet Festival: 2018, 2019, 2020

Visitors to the Little Feet Festival held in October 2018, 2019 and 2020 are in the chart on the left in Figure F. This is indexed against 'normal' visitation for equivalent days in the chart on the right. Normal visitations (non-event periods) have lower visitations and it can be observed that visitation numbers (for non event periods) have decreased relatively over the years.

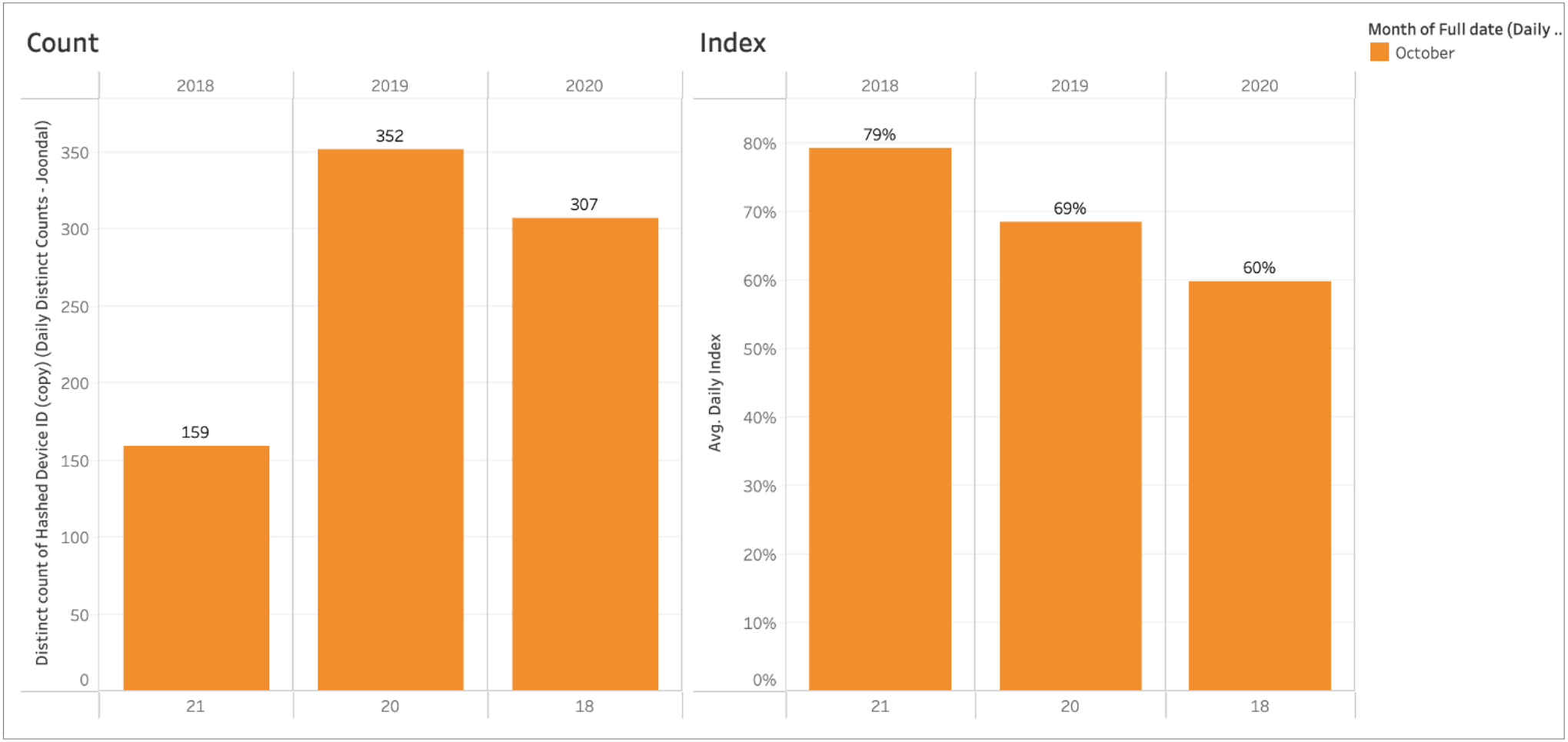


Figure F - Little Feet Festival Visitation (indexed against the average 'normal' rate)

Community Art Exhibition: 2018, 2019, 2020

Figure F shows the visitation for the art exhibition compared to the 'normal' equivalent across three (3) years - represented as the average horizontal line in orange. Results show that there is a mix of visitation for the art exhibition days with some days above the 'average' line and others quite a way below it.

There is no strong pattern, excepting that each year there appear to be three (3) or four (4) days that have lower visitations than the usual spread through that period.

It should be noted that visitation is only one of the elements of consideration for the art event. The community and workshop participants wanted to see more art and local artists being able to showcase their art.

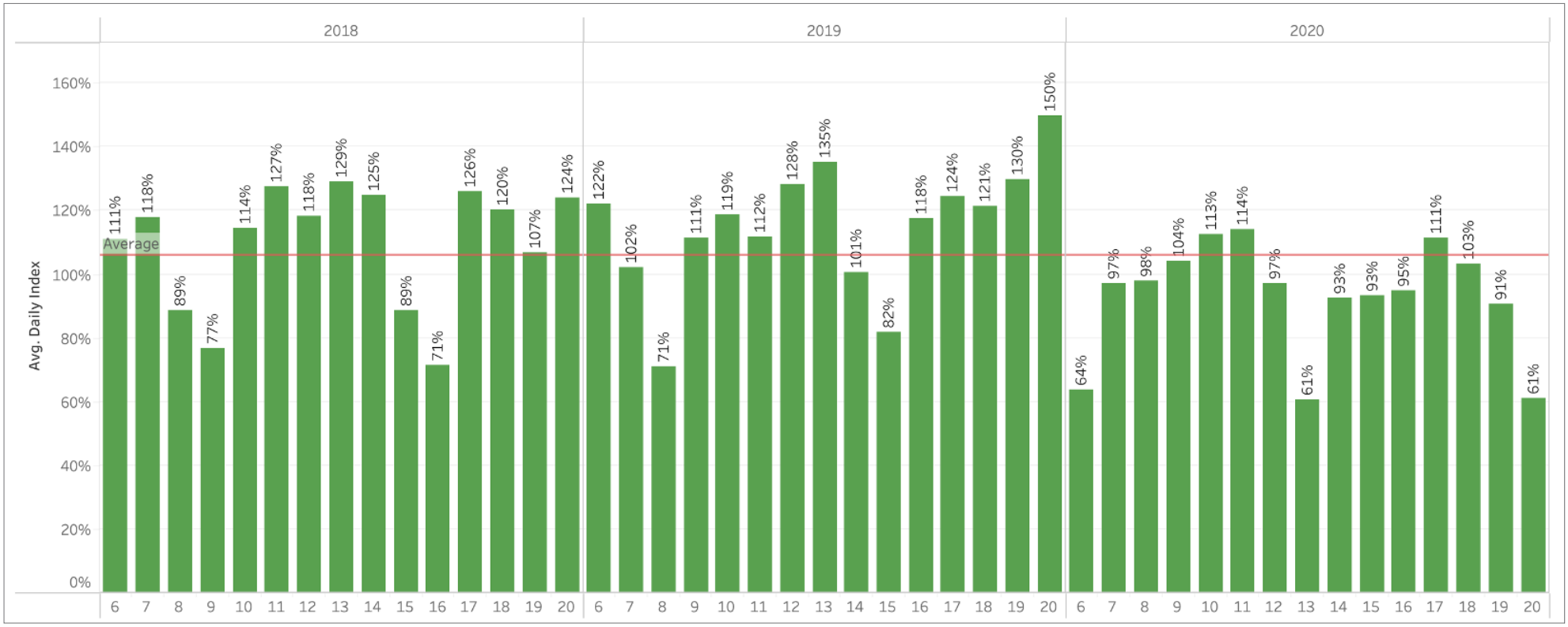


Figure G - Community Art Exhibition Visitation (indexed against the average 'normal' for a like period)

Spring Markets: 2018, 2019, 2020

The Spring Markets were held in September and October (a total of four events each year). The markets were between 5.30pm and 8.30pm, with offerings including food and beverage, kids activities and music. The markets faced a number of challenges - reduced quantity and quality of stallholder applications, increased number of competing markets and a lack of local business engagement.

Markets were one of the most highly requested ideas by the community, but given previous experiences the community and City have conditions for markets run in the future. Part A - the Projects considers the conditions and suggested solutions to address earlier issues. This data breakdown also helps provide context of visitation information on market days and how this can inform an improved and efficient approach to planning for and hosting markets.

Figure H shows visitation on Spring Market days, compared to the 'normal' equivalent days across three (3) years. The map shows the area where the visits 'focused'. Green days are in September and orange days are in October. 2018 and 2019 had much better visitation than 2020, which supports the challenges identified above and likely visitation in response to those challenges.

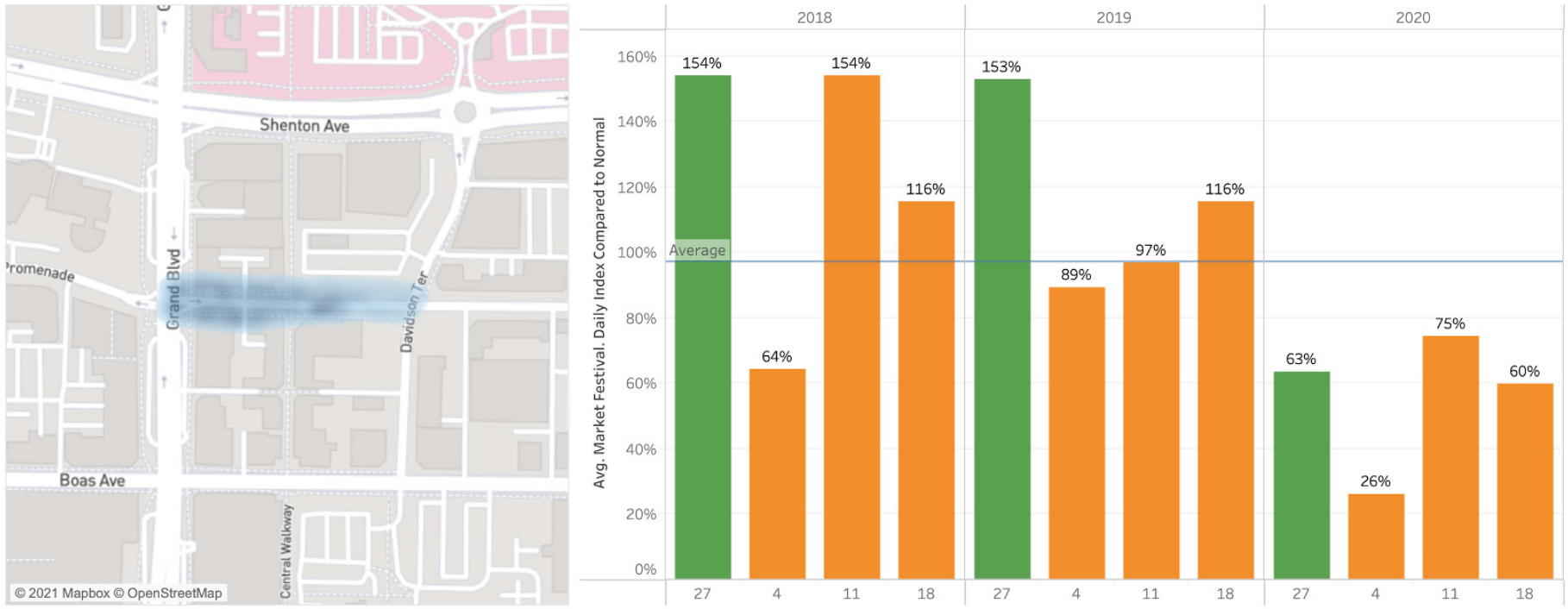


Figure H - Spring Markets Visitation (indexed against the average 'normal' for a like period)

Twilight Markets: 2018, 2019, 2020

The Twilight Markets were held in November and December - this comprised four events per year. The markets were also between 5.30pm and 8.30pm, with offerings including food and beverage, kids activities and music. Similar to the Spring Markets, the Twilight Markets faced similar challenges - reduced quantity and quality of stallholder applications, increased number of competing markets and a lack of local business engagement.

The City has reviewed the performance of the markets, reporting on the challenges impacting on the program and requesting approval to develop a new event proposal to achieve City Centre activation to replace the Spring and Twilight market series. Markets were one of the most highly requested ideas by the community. This request came with conditions given previously identified challenges. Part A - the Projects considers conditions and suggested solutions to address earlier issues, which will help inform the City's request to develop a new, improved proposal for activation. This data breakdown also helps provide context of visitation information on market days and how this can inform an improved and efficient approach to planning for and hosting markets.

Figure I shows visitation on Twilight Market days, compared to the 'normal' equivalent days across three (3) years. The map shows the area where the visits were measured. Pink days are in November and blue days are in December. 2019 was the best performing year, while 2018 was close to 'normal' (average visitation without markets on) and 2020 was consistently below average.

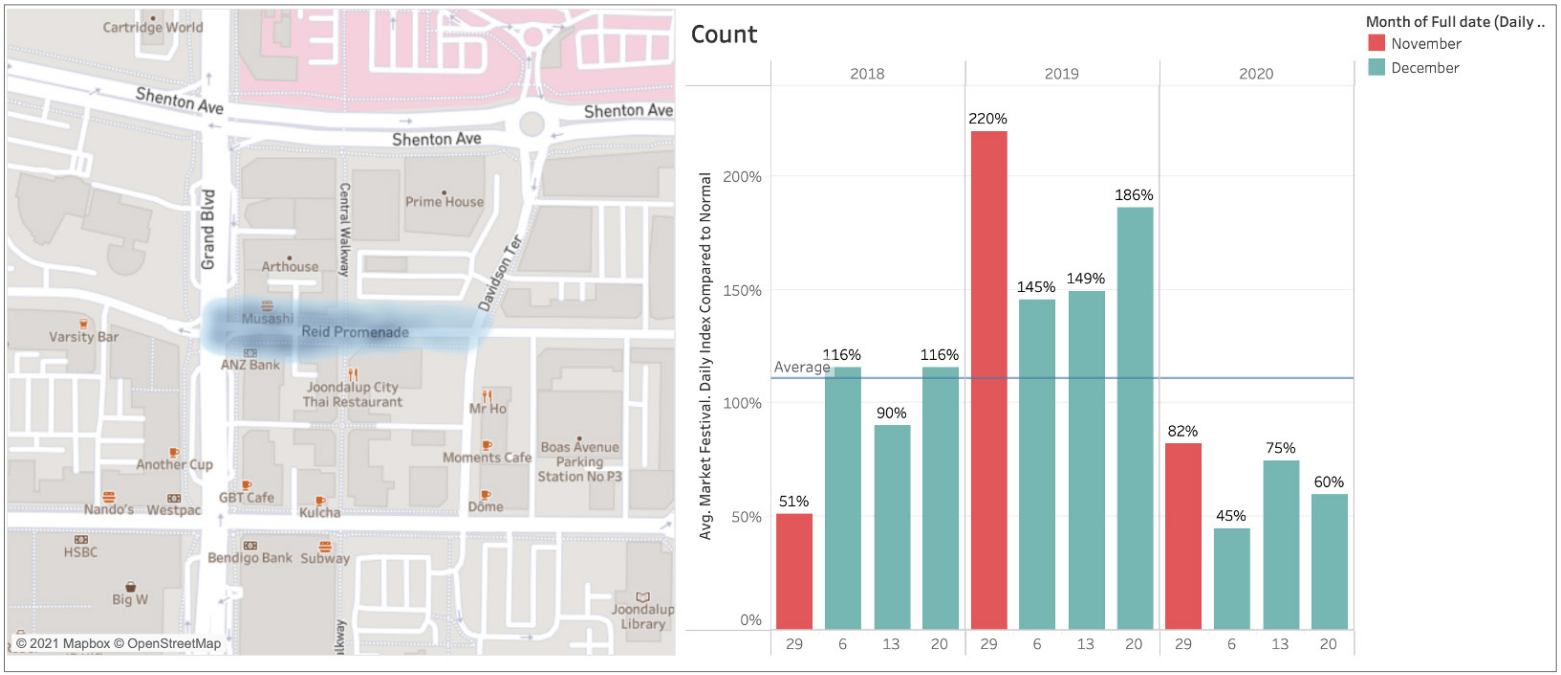


Figure I - Twilight Markets Visitation (indexed against the average 'normal' for a like period)

Joondalup Festival: 2019 and 2021

The Joondalup Festival was held in Central Park in 2019 and 2021. In 2020, COVID impacted the City's ability to run public events with mass gatherings due to public health concerns. The 2020 festival was originally rescheduled before being cancelled due to the developing pandemic.

In 2021 the Joondalup Festival was not given approval to go ahead by the Department of Health due to COVID restrictions. A renamed and scaled down event called Luminight replaced the festival over the last weekend in March 2021. It involved two (2) evenings of light shows in a fenced area in Central Park, free of cost to attendees.

The 2019 festival was held on 5th, 6th and 7th of March. Festival offerings included food and beverages, kids activities, music, art and other displays.

These festivals included road closures on Boas Avenue between Grand Boulevard and Davidson Terrace, Grand Boulevard between Boas Avenue and Collier Pass.The City also closed associated street parking and the Central Walk car park.

Figure J shows visitation compared to 'normal' (the equivalent two (2) to three (3) days across three (3) years). 2021 visitation is very similar to typical days which may be reflective of COVID conditions and the fact that the Luminere festival would have been a much-scaled down event compared to the festival and potentially with limited promotion and marketing compared to normal.

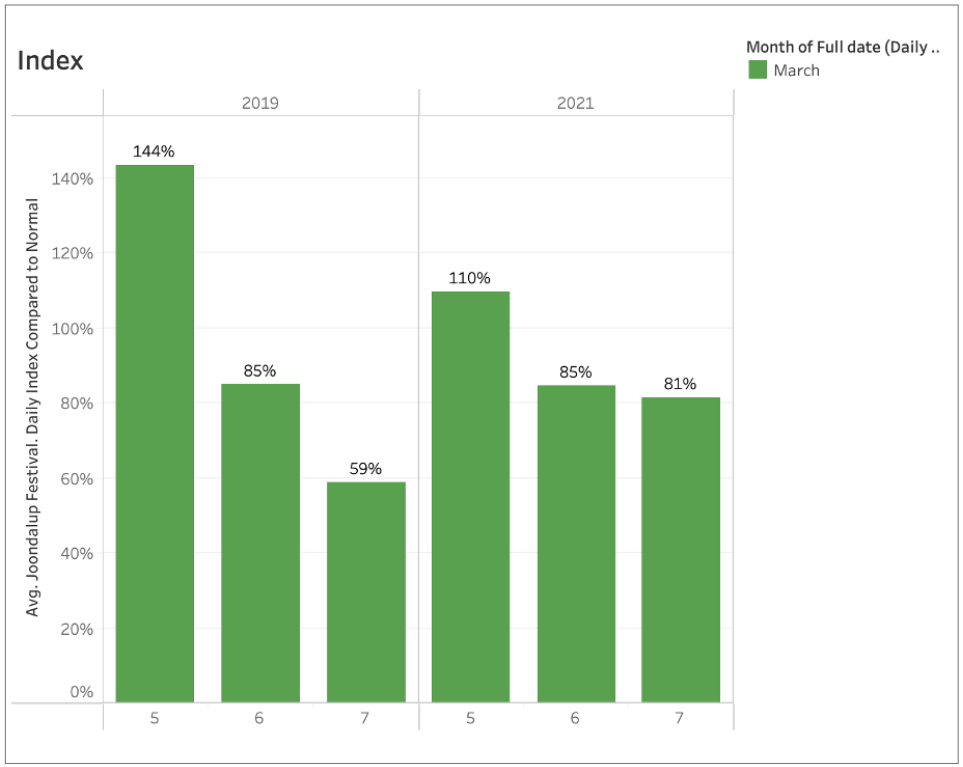


Figure J - Joondalup and Luminere Festival Visitation

APPENDIX C

APPENDIX C- ENGAGEMENT OUTCOMES REPORT

APPENDIX D

APPENDIX D- MULTI-CRITERIA ASSESSMENT

	Option	Create Vibrancy	People Connectivity	Safe, Secure Environment	Diverse Community Appeal *inclusivity	Healthy Environment	Heritage, Culture and identity		SCORE	Short Description
1										
2	**Weighting**	1.92	1.82	1.71	1.61	1.52	1.42			
3	Green the streets - shade, greenery, rain gardens, green spaces, flower pots	2.5	2	3	3	4	3		28.74	If it does score well, w creation of safe, green welcoming
4	Playspaces and playgrounds for small children	3.5	4	3	3	4	3		34.30	children+adults come t would be nice, iconic, t service important
5	Art venues – includes gallery / art space / cultural centre* should be a focus on local art	3.5	3	3	4	3	4		33.99	perception of safety fr music/art/other, should
6	Aboriginal culture, art and interactive spaces for cultural engagement	3	3	3	4	3	4		33.03	not to the exclusion of on RAP - community ca Traditional Owners to a
7	Free parking / increase free parking from 1 hour to 2 hours*1hr free parking	4	3	2.5	2.5	1	1		24.38	Turnover allows for attr then pay), people who
8	Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction	4	4	3	4	3	3		35.35	
9	Markets! Night markets, farmers markets, creative markets…	4	4	3	4	3	3.5		36.06	got to be in the right sp
10	Alfresco dining	4	4	3.5	3.5	3.5	3		36.16	
11	Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc*facilities for teenagers	4	4	3	3.5	4	3		36.07	gender bias of appeal s has different groups of (including overservers overcapacity of existin
12	Festivals and events – large and small								0.00	

	EoD Score	Ease of Delivery	SCORE	Other Notes...	vibrancy appears to be outcome based, is created, descriptor of idea is really important (the name itself isnt the most clear way to assess)	
e need to think about surveillance, spaces that are looked after,		3	31.74	Existing native parks and identity of local bushland and water - provides its distinctiveness, EOD - CoJ would allow for delivery that is more holistic, note City + filter down to personal		
ogether, quality important, nature based oilets important, accessibility &		4	38.30			
om diverse attraction (of people) - be a focus on local art		3	36.99	is there a mental health component?		
non-indigenous people, City to embark an get involved, authenticity requires dvise/be involved		3	36.03	not hard to implement but will take time		
raction to business (condition - 1 hr free don't/can't drive,		4	28.38			
		3	38.35			
oot, must have toilets		3	39.06	could be markets at ECU		
		3	39.16			
so important to create a "space" that interest that appeal to different people and others - inclusive space), g facilitites,		4	40.07			
			0.00			

13	Better connectivity to train and bus stations, particularly outside of Lakeside opening hours	4	4	4	3.5	3.5	2		35.60	
14	Art in the streets – including public art and light installations	4	4	4	4	4	4		40.00	
15	Develop and promote a brand/identity, character, heart for the City Centre	4	3	2.75	4	1.5	2.5		30.11	
16	Pedestrian-friendly streets (includes ideas of reducing street parking)	4	4	4	4	4	2		37.16	
17	Transform one of the large carparks on Boas Avenue into a piazza with seating, space for farmers markets, water playground/fountain, outdoor digital screen/cinema, and light installations	4	4	3.5	3.5	4	4		38.34	
18	wayfinding and branding signs (e.g. to Central Walk)	3.5	3	3	3	3	3		30.96	
19	More bike infrastructure	3.5	3	3	3	4	2		31.06	
20	Light displays/LED lights strung across Central Walk	3.5	3	4	3.5	3	2		32.06	
21	City Centre Pedestian Mall along Boas Ave (Davidson Tce to Grand Bvd)	4	3	3.5	3	3	4		34.20	
22	Activate space between Library and Civic Chambers with outdoor reading spaces, library events, pop ups	3	3	3	3	3	3		30.00	
23	Music buskers on the street	4	3	3	4	3	3		33.53	
24	Move library entry point	2.5	3	3	3	2.5	3		28.28	
25	Cafes in Central Park and Neil Hawkins Park	3.5	3.5	3.5	3.5	4	3.5		35.76	
26	Ampitheatre space for performances in Central Park	4	3.5	3	4	3	4		35.86	

		4	39.60			
		2.5	42.50			
		3	33.11			
		4	41.16			
		4	42.34			
		3.5	34.46			
		3.5	34.56			
		3.5	35.56			
		4	38.20			
		4	34.00			
		3	36.53			
		3.5	31.78			
		3.5	39.26			
		4	39.86			

27	Priority bus lanes in Grand Bvd	1	2	2	2	1.5	1		15.90	
28	Treasure hunt through local businesses	2	1.5	2	2	1.5	1		16.91	for? By? Cost?
29	Redesign Grand Bvd to make it less of a barrier to pedestrians	4	4	4	4	4	4		40.00	
30	Piazzas and courtyard spaces as focal points outside the shopping centre	4	4	4	4	3.5	3.5		38.53	
31	More street furniture! Benches, drinking fountains	3	4	3	3.5	3.5	2		31.97	Need to manage so not
32	Rooftop bars	3.5	3	2	2.5	1.5	2		24.75	Booze as an identity - b
33									0.00	
34									0.00	

MCA Workshop Scores Locked | MCA Unlocked | Weighting | Scoring Information | +

		4	19.90			
		3	19.91			
		4	44.00			
		4	42.53			
misused		3	34.97			
e careful		2	26.75			
			0.00			
			0.00			



City of Joondalup Valentines Concert, February 2019

City of Joondalup

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This document is available in alternate formats upon request.

Make It.
Own It.
It's your place.

JOONDALUP CITY CENTRE

ATTACHMENT 1

TAMALA PARK REGIONAL COUNCIL
Building a sustainable community

Ordinary Meeting of Council

Thursday 21 April 2022

MINUTES

Online Zoom Meeting

Constituent Members:
Cities of Perth, Joondalup, Stirling, Vincent and Wanneroo
Towns of Cambridge and Victoria Park

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MEMBERSHIP

OWNER COUNCIL	MEMBER	ALTERNATE MEMBER
Town of Cambridge	Cr Jane Cutler	
City of Joondalup	Cr John Chester Cr Nige Jones	Cr Russ Fishwick Cr John Raftis
City of Perth	Cr Brent Fleeton	Cr Clyde Bevan
City of Stirling	Cr Tony Krsticevic Cr Suzanne Migdale Cr Bianca Sandri Cr Karlo Perkov	Cr David Lagan
Town of Victoria Park	Cr Bronwyn Ife	Cr Claire Anderson
City of Vincent	Cr Ashley Wallace	Cr Jonathan Hallett
City of Wanneroo	Cr Brett Treby Cr Glynis Parker	Cr Linda Aitken Cr Vinh Nguyen

PRESENT

Chair	Cr Bianca Sandri
Councillors	Cr John Chester Cr Jane Cutler Cr Brent Fleeton Cr Bronwyn Ife Cr Nige Jones Cr Tony Krsticevic Cr Glynis Parker *(until 6:30pm)* Cr Karlo Perkov Cr Brett Treby
Alternate Members	Nil
Staff	Mr Jon Morellini (Chief Executive Officer) Mr Simon O'Sullivan (Manager Project Coordination) Mr Daniel Govus (Senior Governance Advisor – City of Stirling)
Apologies Councillors	Cr Suzanne Migdale
Leave of Absence	Nil
Absent	Cr Ashley Wallace
Consultants	Mr Carl Buckley (Satterley Property Group) Mr John Silas (Satterley Property Group)
Apologies Participant Councils' Advisers	Mr David MacLennan (City of Vincent) Mr James Pearson (City of Joondalup) Mr Karl Heiden (Town of Cambridge) Ms Michelle Reynolds (City of Perth) Mr Daniel Simms (City of Wanneroo) Mr Anthony Vuleta (Town of Victoria Park) Mr Stuart Jardine (City of Stirling)
In Attendance Participant Councils' Advisers	Ms Noelene Jennings (City of Wanneroo) Mr Stevan Rodic (City of Stirling)
Members of the Public	Nil
Press	Nil

1. OFFICIAL OPENING

The Chair declared the meeting open at 6:00pm.

The Chair informed the Council that Cr Jane Cutler had been elected the representative of the Town of Cambridge on Tamala Park Regional Council, after the resignation of Andres Timmermanis.

A formal declaration was verbally made by Cr Jane Cutler, and a declaration form was signed to indicate that she agreed to abide by the *Local Government (Model Code of Conduct) Regulations (2021)*.

DISCLOSURE OF INTERESTS

Nil.

2. PUBLIC STATEMENT/QUESTION TIME

Nil

3. APOLOGIES AND LEAVE OF ABSENCE

Apologies: Cr Suzanne Migdale
Absent: Cr Ashley Wallace

4. PETITIONS

Nil

5. CONFIRMATION OF MINUTES

Moved Cr Jones, Seconded Cr Treby.

That the minutes of the Ordinary Meeting of Council of 17 February 2022 be CONFIRMED as a true and accurate record of proceedings.

The Motion was put and declared CARRIED (10/0).

5A. BUSINESS ARISING FROM MINUTES

Nil

6. ANNOUNCEMENTS BY CHAIR (WITHOUT DISCUSSION)

Nil.

7. ADMINISTRATION REPORTS AS PRESENTED (ITEMS 7.1 – 7.8)

7.1 BUSINESS REPORT – PERIOD ENDING 14 APRIL 2022

Moved Cr Chester, Seconded Cr Jones.

[The recommendation in the agenda]

That the Council RECEIVES the Business Report to 14 April 2022.

The Motion was put and declared CARRIED (10/0).

7.2 STATEMENT OF FINANCIAL ACTIVITY FOR FEBRUARY 2022

Moved Cr Krsticevic, Seconded Cr Treby.

[The recommendation in the agenda]

That the Council RECEIVES and NOTES the Statement of Financial Activity for the month ending 28 February 2022.

The Motion was put and declared CARRIED (10/0) by exception resolution.

7.3 STATEMENT OF FINANCIAL ACTIVITY FOR MARCH 2022

Moved Cr Krsticevic, Seconded Cr Treby.

[The recommendation in the agenda]

That the Council RECEIVES and NOTES the Statement of Financial Activity for the month ending 28 February 2022.

The Motion was put and declared CARRIED (10/0) by exception resolution.

7.4 LIST OF MONTHLY ACCOUNTS SUBMITTED FOR FEBRUARY and MARCH 2022

Moved Cr Chester, Seconded Cr Jones.

[The recommendation in the agenda]

That the Council:

1. **RECEIVES and NOTES the list of accounts paid under Delegated Authority to the CEO for February and March 2022:**

   February 2022 - $1,772,393.59
   March 2022 - $1,252,737.81

   Total Paid - $3,025,131.40

2. APPROVES the CEO Credit Card Statement for February and March 2022.

The Motion was put and declared CARRIED (10/0).

7.5 PROJECT FINANCIAL REPORT – FEBRUARY 2022

Moved Cr Chester, Seconded Cr Jones.

[The recommendation in the agenda]

That the Council RECEIVES the Project Financial Report (February 2022) submitted by the Satterley Property Group.

The Motion was put and declared CARRIED (10/0).

7.6 SALES AND SETTLEMENT REPORT – PERIOD ENDING 14 APRIL 2022

Moved Cr Krsticevic, Seconded Cr Treby.

[The recommendation in the agenda]

That the Council RECEIVES the Sales and Settlement Report to 14 April 2022.

The Motion was put and declared CARRIED (10/0) by exception resolution.

7.7 ELECTED MEMBER ALLOWANCES

Moved Cr Krsticevic, Seconded Cr Treby.

[The recommendation in the agenda]

That the Council APPROVES:

1. **An Annual Allowance for the Chair of the Council to be $20,565 per annum.**
2. **An Annual Attendance fee for the Chair of the Council to be $16,235 per annum.**
3. **An Annual Allowance for the Deputy Chair of the Council to be 25% of the amount paid to the Chair per annum.**
4. **An Annual Attendance fee for Council members to be an amount of $10,824 per annum.**
5. **Council members not being entitled to claim separate telecommunications, IT allowances or travelling allowance to meetings.**
6. **Elected member allowances being made quarterly in arrears.**

The Motion was put and declared CARRIED (10/0) by an Absolute Majority.

7.8 CATALINA SALES INCENTIVES – EXTENSION OF REDEMPTION VALIDITY PERIOD

Moved Cr Krsticevic, Seconded Cr Treby.

[The recommendation in the agenda]

That the Council AUTHORISES the Chief Executive Officer to approve an extension of up to six months to the eligibility period for the redemption of sales incentive packages on Catalina lots that settled between 1 October 2020 and 31 August 2021 and have been the subject of delayed completion of home construction due to high levels of demand on home builders.

The Motion was put and declared CARRIED (10/0).

8. COMMITTEE REPORTS

Consideration of Item 8.1 was deferred until after Item 13.1.

9. ELECTED MEMBERS MOTIONS OF WHICH NOTICE HAS BEEN GIVEN

Nil

10. QUESTIONS BY ELECTED MEMBERS OF WHICH DUE NOTICE HAVE BEEN GIVEN

Nil

11. URGENT BUSINESS APPROVED BY THE CHAIR

Nil

12. GENERAL BUSINESS

Nil

13. DECISION TO MOVE TO CONFIDENTIAL SESSION

Moved Cr Treby, Seconded Cr Perkov.

That

1. **Item 8.1 – DEVELOPMENT MANAGEMENT AGREEMENT STAGE 3 BOUNDARY AMENDMENTS be CONSIDERED Behind Closed Doors in accordance with Section 5.23(2)(c) of the Local Government Act 1995, which permits the meeting to be closed to the public for business relating to the following:**

c) A contract entered into, or which may be entered into, by the TPRC and which relates to a matter to be discussed at a meeting (section 5.23(2)(c)); and
e) A matter that if disclosed would reveal –
i) information that has commercial value to a person; or
ii) information about the business, professional, commercial or financial affairs of a person.
Where the information is held by, or is about, a person other than the TPRC (section 5.23(2)(e)).

2. Item 13.1 – EXTENSION OF CIVIL CONSTRUCTION RATES CONTRACT be CONSIDERED Behind Closed Doors in accordance with Section 5.23(2)(c) of the Local Government Act 1995, which permits the meeting to be closed to the public for business relating to the following:

c) A contract entered into, or which may be entered into, by the TPRC and which relates to a matter to be discussed at a meeting (section 5.23(2)(c)); and
e) A matter that if disclosed would reveal –
i) information that has commercial value to a person; or
ii) information about the business, professional, commercial or financial affairs of a person.

The Motion was put and declared CARRIED (10/0).

At 6:28pm the meeting was closed to the public, and all attendees who were not required left the meeting prior to consideration of Item 13.1.

Cr Parker left the meeting at 6:30pm.

13.1 EXTENSION OF CIVIL CONSTRUCTION RATES CONTRACT

Moved Cr Krsticevic, Seconded Cr Cutler.

That the Council APPROVES an extension to the contract with RJ Vincent to 30 June 2023 and rates schedule (dated 4 April 2022) in accordance with the terms of Tender 04/2019 (Earthworks and Subdivision Works).

The Motion was put and declared CARRIED (10/0).

8.1 DEVELOPMENT MANAGEMENT AGREEMENT STAGE 3 BOUNDARY AMENDMENTS

Moved Cr Krsticevic, Seconded Cr Treby.

[The recommendation in the agenda]

That the Council APPROVES the minor boundary amendments of the Development Management Agreement Stage 3 as shown on the Staging Plan Amendment 2022 and gives written notice in accordance with the Development Management Agreement (2010).

The Motion was put and declared CARRIED (10/0).

Moved Cr Treby, Seconded Cr Jones.

That the meeting be REOPENED to the public.

The Motion was put and declared CARRIED (10/0).

At 6:39pm the meeting was reopened to the public.

14. FORMAL CLOSURE OF MEETING

The Chair declared the meeting closed at 6:40pm.

MINUTES

ORDINARY COUNCIL MEETING

TIME: 6.30 PM

26 MAY 2022

ELECTRONIC MEETING BY ZOOM

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1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chair welcomed Council Members, MRC staff, Member Council officers and visitors to the meeting which was conducted by electronic means in accordance with the *Local Government (Administrations) Regulations 1996.*

The Chair declared the meeting open at 6.32 pm.

2 ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE

-

Councillor Attendance

Cr K Vernon (Chair)	Town of Victoria Park
Cr F Cvitan, JP (Deputy Chair)	City of Wanneroo
Cr A Jacob, JP	City of Joondalup
Cr C May	City of Joondalup
Cr L Gobbert, JP (*connected 7.22 pm)*	City of Perth
Cr C Hatton	City of Stirling
Cr E Re	City of Stirling
Cr K Sargent	City of Stirling
Cr L Thornton	City of Stirling
Cr A Castle	City of Vincent
Cr P Miles (*connected 6.44 pm)*	City of Wanneroo
Cr K Shannon (*connected 6.34 pm)*	Town of Cambridge

MRC Officers

Mr S Cairns (Chief Executive Officer)
Mr B Twine (Manager Operations)
Mr A Griffiths (Manager Projects and Procurement)
Ms S Cherico (Human Resources Officer)
Ms D Toward (Executive Support)

Apologies

Ms A Slater (Director Corporate Services)

Member Council Observers

Mr N Claassen	City of Joondalup
Mr M MacPherson	City of Joondalup
Mr P Kellick	City of Stirling
Mr R Bryant	City of Stirling
Mr A Murphy	City of Vincent
Ms Y Plimbley	City of Vincent
Mr H Singh	City of Wanneroo
Mr K Hincks	Town of Cambridge
Mr J Wong	Town of Victoria Park

Visitors:

Mr David Hugo	Herbert Smith Freehills

3 DECLARATION OF INTERESTS

Name /Position	Mr Scott Cairns
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Financial Interest
Extent of Interest	Mr Cairns holds the position of Chief Executive Officer.

4 PUBLIC QUESTION TIME

Due to health-related concerns with COVID-19 the public gallery was closed and public questions were invited by email.
No public questions were received.

6.34 pm Cr Shannon connected to the meeting

5 ANNOUNCEMENTS BY THE PRESIDING PERSON

The Chair invited all attendees to participate in a Budget Workshop following the Ordinary Council meeting.

6 APPLICATIONS FOR LEAVE OF ABSENCE

Cr Albert Jacob requested Leave of Absence from Council duties covering the period 04 July 2022 to 22 July 2022 inclusive.

Moved Cr Vernon, Seconded Cr Hatton

That Council approves the request for Leave of Absence from Council duties for Cr Jacob covering the period 04 July 2022 to 22 July 2022.

(CARRIED UNANIMOUSLY 10/0)

7 PETITIONS / DEPUTATIONS / PRESENTATIONS

Nil

8 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

8.1 ORDINARY COUNCIL MEETING – 24 March 2022

The Minutes of the Ordinary Council Meeting held on 24 March 2022 have been printed and circulated to members of the Council.

RESPONSIBLE OFFICER RECOMMENDATION

That the Minutes of the Ordinary Meeting of Council held on 24 March 2022 be confirmed as a true record of the proceedings.

Moved Cr Cvitan, seconded Cr Hatton
RESOLVED
That the recommendation be adopted
(CARRIED UNANIMOUSLY 10/0)

9.1 CHIEF EXECUTIVE OFFICER REPORTS

9.1	FINANCIAL STATEMENTS FOR THE MONTH ENDED 31 MARCH 2022 AND 30 APRIL 2022
Reference:	**FIN/5-09**
Appendix(s):	**Appendix No. 1** **Appendix No. 2** **Appendix No. 3**
Date:	**15 MAY 2022**
Responsible Officer:	**DIRECTOR CORPORATE SERVICES**

SUMMARY
The purpose of this report is to provide financial reporting in line with statutory requirements which provides useful information to stakeholders of the Council.

BACKGROUND
Reporting requirements are defined by Financial Management Regulations 34 of the Local Government (Financial Management) Regulations 1996.

The financial statements presented for each month consist of:

- Operating Statement by Nature – Combined
- Operating Statement by Function
- Statement of Financial Activity
- Statement of Reserves
- Statement of Investing Activities
- Tonnage Report

DETAIL
The Financial Statements for the month ended 31 March 2022 and 30 April 2022 are attached at **Appendix No. 1 and 2** to this Item. The Tonnage Report for the 10 months to 30 April 2022 is attached at **Appendix No. 3.**

The complete suite of Financial Statements which includes the Operating Statements, Statement of Financial Position, Statement of Financial Activity and other related information are reported on a monthly basis.

The estimates for Provisions for Amortisation of Cell Development, Capping and Post Closure expenditure are based on the estimated rates per tonne calculated with reference to estimated excavation cost of various stages of the landfill and the life of the landfill. An adjustment is made (if necessary) at the end of the year based on actual tonnages on a survey carried out to assess the “air space” remaining and other relevant information.

Summary of results for the year to date period ended 30 April 2022

	Actual	Budget	Variance
	t	t	t
Tonnes – Members	162,362	158,565	3,797
Tonnes – Others	27,792	26,346	1,446
TOTAL TONNES	**190,154**	**184,911**	**5,243**
	$	$	$
Revenue – Members	27,402,577	26,380,294	1,022,283
Revenue – Other	9,270,998	8,071,031	1,199,967
TOTAL REVENUE	36,673,575	34,451,325	2,222,250
Expenses	36,479,034	35,635,040	(843,994)
Profit on sale of assets	9,846	12,308	(2,462)
Loss on sale of assets	15,879	-	(15,879)
Impairment of assets	-	-	-
NET SURPLUS/(DEFICIT)	**188,509**	**(1,171,407)**	**1,359,916**

Members
Members tonnages for the financial period ended 30 April 2022 were 3,797 tonnes in excess of budget.

RRF
The Resource Recovery Facility residue tonnes delivered 15,938 tonnes in total to Tamala Park year to date as they have now completed the empty, clean and make safe (ECMS) of the facility.

Trade & Casuals
The Casual and Trade tonnages are 1,446 tonnes higher than forecast for the financial year to date. 13,269 tonnes delivered through the discounted rate waste tender.

Overall tonnages for the financial period ended 30 April 2022 were 5,243 tonnes more than budgeted.

The net result variance against budget of $1,359,916 is mainly attributable to increased tonnages above budgeted forecast.

VOTING REQUIREMENT
Simple Majority

RESPONSIBLE OFFICER RECOMMENDATION

That Council:

Receive the Financial Statements set out in Appendix No. 1 and 2 for the months ended 31 March 2022 and 30 April 2022.

Cr Miles connected to the meeting at 6.44 pm

Moved Cr Sargent, seconded Cr Re
RESOLVED
That the recommendation be adopted
(CARRIED UNANIMOUSLY 11/0)

9.2	**LIST OF PAYMENTS MADE FOR THE MONTH ENDED 31 MARCH 2022 AND 30 APRIL 2022**
File No:	**FIN/5-09**
Appendix(s):	**Appendix No. 4** **Appendix No. 5**
Date:	**15 May 2022**
Responsible Officer:	**Director Corporate Services**

SUMMARY
The purpose of this report is to provide details of payments made during the periods identified. This is in line with the requirement under the delegated authority to the Chief Executive Officer (CEO), that a list of payments made from the Municipal Fund since the last Ordinary Council meeting be presented to Council.

COMMENT
The lists of payments for the months ended 31 March 2022 and 30 April 2022 are at **Appendix 4 and 5** to this Item and are presented to Council for noting. Payments have been made in accordance with the delegated authority to the CEO which allows payments to be made between meetings. At the Ordinary Council Meeting held on 16 September 2021, the Council delegated to the CEO the exercise of its power to make payments from the Municipal Fund. In order to satisfy the requirements of Clause 13(2) of the Local Government (Financial Management) Regulations, a list of payments made must be submitted to the next Council meeting following such payments.

It should be noted that generally all payments are GST inclusive and the Mindarie Regional Council is able to claim this tax as an input credit when GST remittances are made each month to the Australian Tax Office.

Months Ended	**Account**	**Vouchers**	**Amount**
31 March 2022	General Municipal	Cheques	$3,329.31
		EFT	$799.169.25
		DP	$363,945.89
		Inter account transfers	$14,019,520.96
		Total	**$15,185,965.41**
30 April 2022	General Municipal	Cheques	$540.00
		EFT	$4,288,914.85
		DP	$358,063.11
		Inter account transfers	$3,000,000.00
		Total	**$7,647,517.96**

VOTING REQUIREMENT
Simple Majority

RESPONSIBLE OFFICER RECOMMENDATION

That Council:

Note the list of payments made under delegated authority to the Chief Executive Officer, for the months ended 31 March 2022 and 30 April 2022.

Moved Cr Cvitan, seconded Cr Castle
RESOLVED
That the recommendation be adopted
(CARRIED UNANIMOUSLY 11/0)

9.3 AUDIT COMMITTEE REVISED TERMS OF REFERENCE	
File No:	**GF-22-0000070**
Appendix(s):	**Appendix No. 6** **Appendix No. 7**
Date:	**13 MAY 2022**
Responsible Officer:	**Chief Executive Officer**

SUMMARY
The purpose of this report is to review the Audit Committee Terms of Reference.

BACKGROUND
At an Ordinary Council Meeting held on 7 July 2005 the Audit Committee was established by Council under s7.1A of the Local Government Act 1995. On 27 October 2005 Council adopted the Terms of Reference for the operation of the Audit Committee. These terms of reference were subsequently revised by Council at an Ordinary Council Meeting held on 24 April 2014.

DETAIL
In line with Function 16 of the Local Government (Audit) Regulations 1996, the objective of the Audit and Risk committee is to:

- Support Council in fulfilling its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management and external audit functions and ethical accountability.
- Critically examine the annual external audit and liaise with the Office of the Auditor General (OAG) so that Council can be satisfied with the performance of the local government in managing its financial affairs.
- Receive and review reports prepared by the Chief Executive Officer in accordance with the Regulations, and present a report to Council on its findings and recommendations.

Reports from the Committee will assist Council in discharging its legislative responsibilities of controlling the Council's affairs, determining the Council's policies and overseeing the allocation of the Council's finances and resources. The Committee will ensure openness in the Council's financial reporting and will liaise with the Chief Executive Officer (CEO) to ensure the effective and efficient management of the Council's financial accounting systems and compliance with legislation.

The Committee is to facilitate:

- the enhancement of the credibility and objectivity of external financial reporting;
- effective management of financial and other risks and the protection of Council assets;
- compliance with laws and regulations as well as use of best practice guidelines relative to audit, risk management, internal control and legislative compliance;
- the provision of an effective means of communication between the OAG, the CEO and the Council.

The main changes to the terms of reference which were proposed included;

- Change in name from Audit Committee to Audit and Risk Committee
- Removing the duties and responsibilities of recommending and adopting an external auditor, due to the fact that MRC audits are now conducted by the Office of the Auditor General (OAG).
- The inclusion of performing an annual review of the risk management framework and full risk register

The marked up version of the Terms of Reference can be found at Appendix 6 to this agenda and the clean copy at Appendix 7

CONSULTATION
The revised Terms of Reference were discussed at an Audit Committee Workshop held on 12 May 2022.

FINANCIAL IMPLICATIONS
Nil

STRATEGIC IMPLICATIONS
Nil

COMMENT
These Terms of Reference have been prepared in accordance with the requirements of the Local Government Act 1995 and Local Government (Audit) Regulations 1996 and Local Government Operational Guidelines.

VOTING REQUIREMENT
Absolute Majority

RESPONSIBLE OFFICER RECOMMENDATION

That Council

1. **Endorse the change of the title of the current 'Audit Committee' to the 'Audit and Risk Committee'.**
2. **Adopts the revised Audit and Risk Committee Terms of Reference.**

Moved Cr Vernon, seconded Cr Re
RESOLVED
That the recommendation be adopted
(CARRIED UNANIMOUSLY 11/0)

10 MEMBERS INFORMATION BULLETIN – ISSUE NO. 68

RESPONSIBLE OFFICER RECOMMENDATION

That the Members Information Bulletin Issue No. 68 be received.

Moved Cr May, seconded Cr Sargent
RESOLVED
That the Members Information Bulletin No 68 be received.
(CARRIED UNANIMOUSLY 11/0)

11 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

12 URGENT BUSINESS

Nil

13 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

Moved Cr Vernon, seconded Cr Jacob
Procedural motion
That Council:
1. Closes the meeting to the members of the public at 6.52pm to consider items 14.1, 14.2, 14.3 and 14.4 in accordance with Section 5.23 of the *Local Government Act 1995*.
2. Permits the MRC Chief Executive Officer, MRC staff, Member Council CEOs and Officers, and Mr David Hugo to remain in the chamber during discussion for item 14.1.
3. Permits the MRC Chief Executive Officer, MRC Staff and Member Council CEOs and Officers to remain in the chamber during discussion for Item 14.2.
4. Permits the MRC Human Resource Officer and the meeting secretary to remain in the chamber during discussion for item 14.3
5. Permits the MRC Chief Executive Officer and MRC Staff to remain in the chamber during discussion for Item 14.4.
(CARRIED UNANIMOUSLY 11/0)

6.52 pm doors closed.
The public gallery was closed and therefore no members of the public were present.

MRC officers, Member Council Officers and Mr David Hugo, Herbert Smiths Freehills, remained online observing the meeting for item 14.1.

14 MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

This Report Is Confidential and dealt with in a Confidential Session, under Section 5.23 (2)(c) of the *Local Government Act 1995* as the report deals with a matter where a contract maybe entered into.	
14.1	**TENDER FOR THE PROVISION OF WASTE TO ENERGY SERVICES**
File No:	**GF-22-0000289**
Appendix(s):	**Attachment 1 - Draft Request for Tender (RFT)** **Attachment 2 - Draft Waste Supply Agreement (WSA)**
Date:	**10 May 2022**
Responsible Officer:	**Chief Executive Officer**

This report has not been released for public viewing.

RESPONSIBLE OFFICER RECOMMENDATION

That Council:

1. **Authorise the CEO to advertise a tender for the provision of waste to energy services, and**
2. **The CEO bring back to council a report, detailing the outcome of the tender and recommendations regarding award.**

Moved Cr Vernon, seconded Cr Hatton

7.22 pm Cr Gobbert connected to the meeting

RESOLVED
That the recommendation be adopted
(CARRIED UNANIMOUSLY 12/0)

This report is Confidential and dealt with in a confidential session, under Section 5.23 (2) (c) of the *Local Government Act 1995* as the report deals with a matter where a contract may be entered into.	
14.2	**TENDER FOR ONSITE SECURITY SERVICES**
File No:	**GF-22-0000191**
Appendix(s):	**Nil**
Date:	**12 May 2022**
Responsible Officer:	**Operations Manager**

This report has not been released for public viewing

RESPONSIBLE OFFICER RECOMMENDATION

That Council:

1. **Award the tender supply onsite security services at the Resource Recovery Facility (Tender Number: 13/153) to MA Services Group Pty Ltd, and;**

2. **Authorises the CEO to inform the unsuccessful tenderers of the decision.**

Moved Cr Jacob, seconded Cr Cvitan
RESOLVED
That the recommendation be adopted
(CARRIED UNANIMOUSLY 12/0)

7.39 pm Cr Miles left meeting

7.42 pm Cr May left meeting

7.43 pm MRC CEO and Staff, and Member Council Officers left the meeting.

The MRC Human Resource Officer and Executive Assistant remained on line connected to the meeting.

This Report is Confidential and dealt with in a Confidential Session, under Section 5.23 (2) (a) of the *Local Government Act 1995* as the report deals with a matter affecting an employee.	
14.3	**ENGAGEMENT OF CONSULTANT TO ASSIST IN THE ANNUAL REVIEW OF THE CEO'S PERFORMANCE**
File No:	**GF-22-0000115**
Attachment(s):	**Attachment 1. Contract Action Plan – CEO Contract of Employment**
Date:	**16 May 2022**
Responsible Officer:	**Human Resource Officer**

This report has not been released for public viewing

That Council:

1. **Appoints Learning Horizons as the external Human Resource Consultant, subject to their acceptance of the appointment, to conduct a review of the MRC's Chief Executive Officer performance, remuneration, and KPIs for the period 20 September 2021 to 1 July 2023.**

2. **Notes the Contract Action Plan as contained in this report.**

3. **Notes that the CEO probation period has passed and no further action is needed.**

Moved Cr Vernon, Seconded Cr Gobbert

7.48 pm Cr May returned to the meeting

Prior to any discussions on this item, Councillors made the following declarations of interest in accordance with the Local Government Act 1995 s.5.65(b).

Name /Position	**Cr Karen Vernon**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	Two of the Agencies are known to Cr Vernon

Name /Position	**Cr Lisa Thornton**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	One of the Agencies known to Cr Thornton

Name /Position	**Cr Frank Cvitan**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	One of the Agencies known to Cr Cvitan

Name /Position	**Cr Alex Castle**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	One of the Agencies known to Cr Castle

Name /Position	**Cr Keith Sargent**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	One of the Agencies is known to Cr Sargent

Name /Position	**Cr Chris Hatton**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	One of the Agencies is known to Cr Hatton

Name /Position	**Cr Elizabeth Re**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	One of the Agencies is known to Cr Re

Name /Position	**Cr Keri Shannon**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	Two of the Agencies are known to Cr Shannon

Name /Position	**Cr Albert Jacob**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	One of the Agencies is known to Cr Jacob

Name /Position	**Cr Christopher May**
Item No./Subject	14.3 Engagement of consultant to assist in the annual review of the CEO's performance
Nature of Interest	Interest that may affect impartiality
Extent of Interest	One of the Agencies is known to Cr Jacob

RESOLVED
That the recommendation be adopted
(CARRIED UNANIMOUSLY 11/0)

7.57 pm CEO, Manager Operations and the Manager Projects and Procurement reconnected to the meeting

This Report is Confidential and dealt with in a Confidential Session, under section 5.23 (2) (f)(ii) of *The Local Government Act 1995* as the report deals with a matter that if disclosed , could be reasonably expected to endanger the security of the local governments property.	
14.4	**AUDIT COMMITTEE CONFIDENTIAL DOCUMENTS**
File No:	**GF-22-0000070**
Attachment(s):	**Attachment 1 – High Risk Register – Review 5 April 2022** **Attachment 1a – High Risk Register – Review 5 April 2022 (Marked up version)** **Attachment 1b – Risk Tables** **Attachment 2 – Draft Risk Appetite Statement and Risk Management Plan**
Date:	**13 May 2022**
Responsible Officer:	**Chief Executive Officer**

This report has not been released for public viewing

That Council:

1. **Note the High Risk Register.**
2. **Note the Risk Tables.**
3. **Note the Draft Risk Appetite Statement and Risk Management Plan.**
4. **Note the Audit Committee Recommendation to item 7.2 as detailed on page 8 of this report.**

Moved Cr Vernon, seconded Cr Cvitan
RESOLVED
That the recommendation be adopted
(CARRIED UNANIMOUSLY 11/0)

Moved Cr Vernon, seconded Cr Re
Procedural Motion
That Council:

1. **Reopens the meeting to members of the public at 7.59 pm.**
2. **Invites Member Council CEOs and Officers to reconnect to the meeting.**

To re-open the meeting to the public
(CARRIED UNANIMOUSLY 11/0)

Doors re-opened at 7.59 pm, the Chair declared the meeting re-opened.

There were no members of the public present, Member Council Officers reconnected to the meeting.

The Chair noted the resolutions passed behind closed doors.

15 NEXT MEETING

The next Ordinary Council meeting will be held on Thursday 07 July 2022 at the City of Stirling commencing at 6.30 pm.

16 CLOSURE

The Chair closed the meeting at 8.00 pm and thanked Councillors for their participation.

These minutes were confirmed by the Council as a true and accurate record of the Ordinary Meeting of Council held on 26 May 2022.

Signed……..…….Chair

Dated …….. day of ……..…… 2022

APPENDIX 6
ATTACHMENT 1



City of Joondalup
REGISTER OF DELEGATION OF AUTHORITY

CJ079-06/21

REVIEW

Reviewed by	Date approved	References
Council	28 Jun 2011	CJ107-06/11
Council	26 Jun 2012	CJ108-06/12
Chief Executive Officer	30 May 2013	INT13/9868
Council	25 Jun 2013	CJ094-06/13
Council	24 Jun 2014	CJ091-06/14
Chief Executive Officer	30 Jun 2014	INT14/15493
Council	21 Oct 2014	CJ180-10/14
Chief Executive Officer	13 May 2015	INT15/11342
Council	23 Jun 2015	CJ095-06/15
Chief Executive Officer	1 Jun 2016	INT16/19021
Council	28 Jun 2016	CJ091-06/16
Chief Executive Officer	29 May 2017	INT17/24978
Council	27 Jun 2017	CJ091-06/17
Chief Executive Officer	4 Jun 2018	INT18/21364
Council	26 Jun 2018	CJ101-06/18
Council	21 Aug 2018	CJ133-08/18
Chief Executive Officer	7 May 2019	INT19/21782
Council	25 Jun 2019	CJ078-06/19
Chief Executive Officer	21 May 2020	INT20/19165
Council	23 Jun 2020	CJ079-06/20
Chief Executive Officer	10 May 2021	INT21/20088
Council	15 Jun 2021	CJ079-06/21
Chief Executive Officer	10 May 2022	INT22/18447

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INTRODUCTION

Register of Delegation of Authority

The Delegations of Authority contained within are made to Committees pursuant to Section 5.16 and to the Chief Executive Officer pursuant to Section 5.42 of the *Local Government Act 1995* (the Act) and, where listed, some of these functions are delegated by the Chief Executive Officer to City of Joondalup employees pursuant to Section 5.44 of the Act. All delegations made by the Council must be by an **absolute majority** decision.

Section 5.43 of the Act provides that the following are decisions that cannot be delegated to the Chief Executive Officer:

- Any power or duty that requires a decision of an absolute majority of the Council.
- Accepting a tender which exceeds an amount determined by the local government for the purpose of this paragraph.
- Appointing an auditor.
- Acquiring or disposing of any property valued at an amount exceeding an amount determined by the local government for the purpose of this paragraph.
- Any of the local government's powers under sections 5.98, 5.98A, 5.99 and 5.100 of the Act.
- Borrowing money on behalf of the local government.
- Hearing or determining an objection of a kind referred to in Section 9.5.
- The power under Section 9.49A (4) to authorise a person to sign documents on behalf of the local government.
- Any power or duty that requires the approval of the Minister or Governor.
- Such other duties or powers that may be prescribed by the Act.

The Act allows for the Chief Executive Officer to delegate any of their powers to another employee, this must be done in writing. The Act allows for the Chief Executive Officer to place conditions on any delegations if required.

A register of delegations, being this manual, relevant to the Chief Executive Officer and other employees is to be kept and reviewed at least once every financial year.

If a person is exercising a power or duty that they have been delegated, the Act requires them to keep necessary records to the exercise of the power or discharge of the duty. The written record is to contain:

- how the person exercised the power or discharged the duty;
- when the person exercised the power or discharged the duty; and
- the persons or classes of persons, other than council or committee members or employees of the local government, directly affected by the exercise of the power or the discharge of the duty.

In addition to delegations made in accordance with the *Local Government Act 1995,* a number of delegations are also made to the Chief Executive Officer, or directly to other officers in some instances, in accordance with the provisions of other legislation.

The aim of the delegated authority register is to assist with improving the time taken to make decisions within the constraints allowed by the relevant legislation. This is consistent with the City's commitment to a strong customer service focus.

Each instrument of delegation describes the function being delegated and the relevant statutory reference which is the source of power for the exercise of the function. Also included is a reference to related documents such as policies of the Council which may provide guidance in the exercise of the delegation.

This delegated authority register will be reviewed in accordance with the Act on an annual basis.

DELEGATIONS

PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995

Delegation	**1.1 ACKNOWLEDGE RECEIPT OF PRIMARY AND ANNUAL RETURNS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Chief Executive Officer (00001)
Function	To provide written acknowledgement of the receipt of Primary and Annual Returns in accordance with section 5.77 of the *Local Government Act 1995*.
Delegates	Director Governance and Strategy (00648)
Conditions	Nil.
Statutory framework	5.77 of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	25 June 2013
Adoption references	CJ094-06/13
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
8 Apr 2013	New delegation	Insertion of new delegation to Chief Executive Officer and sub-delegation to Director Governance and Strategy (00648)	INT13/7349; CJ094-06/13

Delegation	**1.2 ACTIVITIES ON PRIVATE LAND**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to do any of the things prescribed in Schedule 3.2 of the *Local Government Act 1995*, even though the land on which it is done is not local government property and the local government does not have the consent to do it.
Delegates	Chief Executive Officer (00001)
Conditions	Limited to those activities as listed in Schedule 3.2 of the *Local Government Act 1995*.
Statutory framework	Section 3.27 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	24 June 2014
Adoption references	CJ091-06/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
24 Jun 2014	New delegation	Insertion of delegation providing the Chief Executive Officer authority to do anything prescribed in Schedule 3.2 of the Local Government Act 1995, even though the land on which it is done is not local government property and the local government does not have the consent to do it.	CJ091-06/14

Delegation	**1.3 ADMINISTER THE CITY'S LOCAL LAWS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to administer the City's local laws and to do all other things that are necessary or convenient to be done for, or in connection with, performing the functions of the City under the City's local laws.
Delegates	Chief Executive Officer (00001)
Conditions	Nil
Statutory framework	Sections 3.18 and 5.42 of the *Local Government Act 1995* *Animals Local Law 1999* *Health Local Law 1999* *Local Government and Public Property Local Law 2014* *Parking Local Law 2013* *Pest Plant Local Law 2012* *Waste Local Law 2017*
Policy	Not applicable.
Date adopted	19 October 2010
Adoption references	CJ175-10/10
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
19 Oct 2010	New delegation	New delegation in relation to authority to administer the City's Local Laws.	CJ175-10/10
20 Nov 2012	Amended delegation	Pest Plant Local Law 2012 added to the list of local laws.	CJ232-11/12
30 May 2013	Amended delegation	Replacing "Agriculture and Related Resources Protection Act 1976" with "Pest Plant Local Law 2012" within the reference list.	INT13/9868
28 Jun 2016	Amended delegation	Removal of Trading in Public Places Local Law 1999 and update to Local Government and Public Property Local Law 1999 to 2014.	CJ091-06/16

Delegation	**1.4 AGREEMENT FOR PAYMENT OF RATES AND SERVICE CHARGES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to accept payment of a rate or service charge due and payable by a person in accordance with an agreement made with the person.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.49 of the *Local Government Act 1995*.
Policy	~~Not applicable~~ *Payments of Rates and Charges Policy*. *Rates Hardship Policy.*
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
25 Jun 2019	New delegation	Insertion of delegation for Chief Executive Officer to have authority to accept payment of a rate or service charge.	CJ078-06/19
26 Jun 2019	Amended delegation	The inclusion of sub delegations to position numbers 00063, 00075, 00079.	INT19/29912
21 May 2020	Amended delegation	Change to position title from Team Leader Rating Services (00079) to Coordinator Rating Services (00079).	INT20/19165

Delegation	**1.5 AMENDMENT TO THE RATE RECORD**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to amend the rate record for the five years preceding the current financial year.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.39(2)(a) of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
25 Jun 2019	New delegation	Insertion of delegation providing the Chief Executive Officer authority to amend the rate record for five years prior to current financial year.	CJ078-06/19
26 Jun 2019	Amended delegation	The inclusion of sub delegations for position numbers 00063, 00075, 00079.	INT19/29912
21 May 2020	Amended delegation	Change in position title from Team Leader Rating Services (00079) to Coordinator Rating Services (00079).	INT20/19165

Delegation	**1.6 APPOINTMENT OF AN ACTING CHIEF EXECUTIVE OFFICER**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to make appointments to the position of Acting Chief Executive Officer.
Delegates	Chief Executive Officer (00001)
Conditions	Authority subject to: 1. the City employee holding the substantive position of 'Director' and is designated a 'Senior Employee' as per Section 5.37 of the *Local Government Act 1995*; 2. appointments being for no longer than 35 days, with all other appointments to the position of Acting Chief Executive Officer referred to the Council for determination; 3. the Chief Executive Officer advising Elected Members when a senior employee is to be designated Acting Chief Executive Officer, when circumstances require, during the following three month period.
Statutory framework	Section 5.39(1a)(a) of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	11 October 2005
Adoption references	CJ220-10/05
Last reviewed	15 June 2021

Amendments

Approved	**Type**	**Amendment**	**References**
11 Oct 2005	New delegation	Insertion of delegation for Chief Executive Officer to have authority to make appointments to position of Acting Chief Executive Officer.	CJ220-10/05
28 Jun 2011	Amended delegation	Correction of typographical error.	CJ107-06/11
24 Jun 2014	Amended delegation	Layout re-structured – Conditional wording re-located to 'Conditions' section of the template.	CJ091-06/14

Delegation	**1.6~~7~~ APPOINTMENT OF AUTHORISED PERSONS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Chief Executive Officer (00001)
Function	Authority: 1. To appoint and authorise persons to exercise the powers and duties of an authorised person as set out in the *Local Government Act 1995* and listed hereunder:: 1.1 Section 3.25 – Notices requiring certain things to be done by owner or occupier of land; 1.2 Section 3.26 – Additional powers when notices are given; 1.3 Section 3.27 – Particular things local government can do on land that is not local government property; 1.4 Section 3.31 – Power to enter property; 1.5 Sections 3.39 to 3.48 – Power to remove, impound and disposal; 1.6 Section 9.10 – Power to appoint authorised persons to perform particular functions; 1.7 Section 9.11 – Persons committing breach of Act to give name, address and date of birth; 1.8 Section 9.13 – Onus of proof in vehicle offences; 1.9 Section 9.16 – Issue infringement notices; 1.10 Section 9.17 – Receive payment of modified penalties; 1.11 Section 9.24 – Commencing prosecutions. 2. To appoint and authorise persons to exercise the powers and duties of an authorised person under the City's local laws.
Delegates	Manager Leisure and Cultural Services (00159)
Conditions	1. Authority extended to appoint members of a Surf Life Saving Club as authorised persons for the purposes of clause 5.3 of the *City of Joondalup Local Government and Public Property Local Law 2014* (patrol, close beaches). 2. A register of Authorised Persons is to be maintained as a local government record.
Statutory framework	Sections 3.24 and 9.10 of the *Local Government Act 1995*. Section 9.10 of the *Local Government Legislation Amendment Act 2019*.
Policy	Not applicable.
Date adopted	28 June 2011
Adoption references	CJ107-06/11
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
28 Jun 2011	New delegation	Insertion of delegation for Chief Executive Officer to have authority to appoint authorised persons in accordance with the Local Government Act 1995.	CJ107-06/11

20 Mar 2012	Amended delegation	Insertion of delegation as result of the new Building Act 2011.	CJ027-03/12
20 Nov 2012	Amended delegation	Pest Plant Local Law 2012 added to the list of local laws.	CJ232-11/12
20 Nov 2012	Amended delegation	Delegations provided for Chief Executive Officer to appoint authorised persons to enforce the provisions of the City of Joondalup Pest Plant Local Law 2012.	RGS00813
30 May 2013	Amended delegation	Replacing "Agriculture and Related Resources Protection Act 1976" with "Pest Plant Local Law 2012" within the reference list.	INT13/9868
25 Jun 2013	Amended delegation	Inclusion of the Chief Executive Officer being appointed as an authorised person to undertake all the powers and duties of the local government under the Cat Act 2011.	CJ102-06/13
24 Jun 2014	Amended delegation	Changes to Part 1 in relation to; title amendment; delegation re-worded; deletion of part 1.2; inclusion of new parts 1.4 and 1.8. In addition a new Part 2, and Part 2 renumbered as Part 3.	CJ091-06/14
21 Oct 2014	Amended delegation	Removal of Part 3 of delegation relating to appointing and authorising employees to exercise power under individual legislation apart from the Local Government Act 1995.	CJ180-10/14
4 Jan 2018	Amended delegation	The inclusion of a sub-delegation condition - authority be extended to appoint members of a surf lifesaving club as authorised persons for the purposes of clause 5.3 of the Local Government and Public Property Local Law 2014 (patrol, close beaches).	INT18/485
25 Jun 2019	Amended delegation	Inclusions of Parts 1.2 and 1.3 relating to section 3.26 and 3.27 of the Act where a local government can appoint persons to perform particular functions.	CJ078-06/19
7 Nov 2020	Amended delegation	Amendment reflects the introduction of the Local Government Legislation Amendment Act 2019 section 9.10 of the Act was change to remove the local government appointing authorised persons under the Act (as well as others) and replaced the delegator as the Chief Executive Officer.	EMI21/4952

Delegation	**1.78 CHOICE OF ACCEPTABLE TENDERS FROM AN EXPRESSION OF INTEREST**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to choose acceptable tenderers from expressions of interest received, from those persons who are considered to be capable of satisfactorily supplying the goods or services.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegate conditions	Nil.
Statutory framework	Regulation 23(3) of the *Local Government (Functions and General) Regulations 1996.*
Policy	~~Not applicable~~ *Purchasing Policy*.
Date adopted	18 August 1998
Adoption references	CJ60-08/98
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
18 Aug 1998	New delegation	Insertion of delegation for Chief Executive Officer to have authority to choose acceptable tenders from an Expression of Interest.	CJ60-08/98
24 Jun 2014	Amended delegation	Re-wording of the Power or Duty delegated and inclusion of the regulation 23 (3).	CJ091-06/14

Delegation	**1.8~~9~~ CHOICE OF TENDER**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to decide which tender to accept. Authority to decline to accept any tender.
Delegates	Chief Executive Officer (00001)
Conditions	Authority to accept tenders valued up to $500,000.
Statutory framework	Section 3.57 and 5.43 of the *Local Government Act 1995*. Regulation 18 of the *Local Government (Functions and General) Regulations 1996*.
Policy	~~Not applicable~~ *Purchasing Policy*.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to assess valid tenders before deciding to accept successful tenderer.	CJ208-11/06
28 Jun 2011	Amended delegation	The inclusion of a condition relating to "Authority to decline to accept any tender".	CJ107-06/11
26 Jun 2012	Amended delegation	A change to the Conditions, to increase the tender value limit that can be accepted by the CEO from $250,000 to $300,000.	CJ108-06/12
24 Jun 2014	Amended delegation	Wording of delegation amended and layout re-structured, including the removal of the condition "Authority to decline to accept any tender".	CJ091-06/14
23 Jun 2015	Amended delegation	A change to the Conditions, to increase the tender value limit that can be accepted by the CEO from $300,000 to $350,000.	CJ095-06/15

25 Jun 2019	Amended delegation	A change to the Conditions, to increase the tender value limit that can be accepted by the CEO from $350,000 to $500,000.	CJ078-06/19
15 Jun 2021	Amended delegation	A change to the Conditions, for authority to accept tenders valued up to $500,000 changed from (valued at less than $500,000).	CJ079-06/21

Delegation	**1.9~~10~~ CLOSING CERTAIN THOROUGHFARE TO VEHICLES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to close any thoroughfare that the City manages, wholly or partially, to the passage of vehicles.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Director Infrastructure Services (00184) Manager Infrastructure Management Services (00186)
Subdelegate conditions	Nil.
Statutory framework	Sections 3.50 and 3.50A of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have authority to close any thoroughfare that it manages for the passage of vehicles wholly or partially for a period not exceeding four weeks.	CJ208-11/06
7 Sep 2007	Amended delegation	Change to position title	CJ186-09/07
22 Jun 2010	Amended delegation	Consolidation of two delegations into one.	CJ095-06/10
24 Jun 2014	Amended delegation	Wording of delegation function amended to read - Authority to close any thoroughfare that the City manages, wholly or partially, to the passage of vehicles.	CJ091-06/14

Delegation	**1.101 COMPLAINTS - MODEL CODE OF CONDUCT**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to: 1 deal with a complaint; 2 dismiss a complaint; and 3 establish procedures for dealing with complaints; under clauses 12, 13 and 15(2) of Schedule 1 of the *Local Government (Model Code of Conduct) Regulations 2021*.
Delegates	Chief Executive Officer (00001)
Conditions	Authority includes the relevant powers and duties within the same clauses specified in the *Code of Conduct for the Council Members, Committee Members and Candidates* adopted by Council in accordance with section 5.104(1) of the *Local Government Act 1995*.
Subdelegates	Director Governance and Strategy (00648)
Subdelegate conditions	1. Authority includes the relevant powers and duties within the same clauses specified in the Code of Conduct for the Council Members, Committee Members and Candidates adopted by Council in accordance with section 5.104(1) of the Local Government Act 1995. 2. Authority only extends to complaints lodged by the Chief Executive Officer.
Statutory framework	Sections 5.42 and 5.104(1) of the *Local Government Act 1995*.
Policy	*Complaints Investigation Policy*.
Date adopted	18 May 2021
Adoption references	CJ071-05/21

Amendments

Approved	Type	Amendment	References
18 May 2021	New delegation	Insertion of new delegation to the Chief Executive Officer with the authority to; deal with a complaint; dismiss a complaint; and establish procedures for dealing with complaints under the model Code of Conduct.	CJ071-05/21
28 Jun 2021	Amended delegation	Sub-delegation afforded to Director Governance and Strategy (00648), authority only extends to complaints lodged by the Chief Executive Officer.	INT21/27953

Delegation	**1.112 DISPOSING OF PROPERTY**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to dispose of property – (1) at public auction; (2) by public tender; (3) by private treaty.
Delegates	Chief Executive Officer (00001)
Conditions	Authority limited to property valued at less than $900,000. "Property" includes the whole or any part of the interest of a local government in property, but does not include money. "Dispose" includes to sell, lease or otherwise dispose of, whether absolutely or not. Following the disposal of City land, the detail of the disposal is to be reported to a relevant Committee of the Council for its information.
Subdelegate conditions	Nil.
Statutory framework	Section 3.58 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have authority to dispose of property to the highest bidder at public auction.	CJ208-11/06
7 Sep 2007	Amended delegation	Clause (3) amended to read: "A local government may dispose of property by private treaty in accordance with Section 3.58 of the Local Government Act 1995."	CJ186-09/07

16 Jun 2009	Amended delegation	Provision relating to exempt dispositions to be added.	CJ127-06/09
22 Jun 2010	Amended delegation	Consolidation of four delegations into one - titled Disposing of Property.	CJ095-06/10
26 Jun 2012	Amended delegation	Change in Conditions - Authority limit to property valued from $500,000 increased to $600,000.	CJ108-06/12
24 Jun 2014	Amended delegation	Changes to delegation wording and structure, to include meaning of "Property" under conditions.	CJ091-06/14
25 Jun 2019	Amended delegation	Change in Conditions - Authority limited to property valued less than $900,000, was previously $600,000. Inclusion of the meaning of "Dispose". Additional condition - "following the disposal of City land, the detail of the disposal is to be reported to a relevant Committee of the Council for its information".	CJ078-06/19
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.11 to 1.12 Disposing of Property	CJ079-06/21

Delegation	**1.12 - ACQUISITION OF INTEREST IN LAND BY LEASE OR OTHER SHORT TERM INSTRUMENT**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	1. Authority to acquire an interest in land (includes buildings), by lease or other short term instrument ONLY, where the total value of the consideration and anything done by the City is less than the threshold amount for a major land transaction [s.3.59(1), r.8A(1)]. 2. Authority to acquire an interest in land by lease or other short term instrument ONLY through an exempt land transaction [s.3.59(1), r8(1)]: a) Without intending to produce a profit to the Local Government; and b) Without intending that another person will be sold, or given joint or exclusive use of, all or any of the land involved in the transaction.
Delegates	Chief Executive Officer (00001)
Conditions	a) Delegation excludes authority to purchase in fee simple land or buildings and is therefore limited to leases, rental or other short term acquisition instruments that do not commit the Local Government for a period greater than five years. b) In accordance with s.5.43, this delegation is limited to acquisitions that have a total consideration value of $500,000 or less. c) Documents that give effect to an acquisition under this delegation, must be executed by a person duly authorised under s. 9.49A.
Subdelegates	Nil.
Subdelegate conditions	Nil.
Statutory framework	*Local Government Act 1995* [s.3.59, s. 9.49A, s.6.2]. *Local Government (Functions and General) Regulations 1995* [r.8A, r. 8]. *Residential Tenancy Act 1987.* *Commercial Tenancy (Retail Shops) Agreements Act 1985.*
Policy	Not applicable.
Date adopted	TBC
Adoption references	TBC
Last reviewed	TBC

Delegation	**1.13 ENTRY IN AN EMERGENCY**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to lawfully enter any land, premises or thing immediately and without notice and perform any functions as is considered appropriate to deal with an emergency.
Delegates	Chief Executive Officer (00001)
Conditions	An emergency exists where the City or the Chief Executive Officer is of the opinion that the circumstances are such that compliance with the requirements for obtaining entry other than under section 3.34 of the *Local Government Act 1995* would be impractical or unreasonable because of, or because of the imminent risk of: (a) injury or illness to any person (b) a natural or other disaster or emergency or (c) such other occurrence as is prescribed under the *Local Government (Functions and General) Regulations 1996* for the purposes of section 3.34 of the *Local Government Act 1995*.
Statutory framework	Section 3.34(1) of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
25 Jun 2019	New delegation	Inclusion of delegation for Chief Executive Officer to have authority to lawfully enter property in an Emergency.	CJ078-06/19
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.12 to 1.13 - Entry in an Emergency.	CJ079-06/21

Delegation	**1.14 ESTABLISHING PANELS OF PRE-QUALIFIED SUPPLIERS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to decide which applications to accept for inclusion on a panel of pre-qualified suppliers. Authority to decline to accept any application for inclusion on a panel of pre-qualified suppliers. Authority to enter into a contract or contracts, for the supply of goods or services with a pre-qualified supplier.
Delegates	Chief Executive Officer (00001)
Conditions	Authority extends to the supply of goods/services valued up to $500,000.
Statutory framework	*Local Government Act 1995.* Regulations 24AB, 24AH and 24AJ of the *Local Government (Functions and General) Regulations 1996.*
Policy	*Purchasing Policy.*
Date adopted	28 June 2016
Adoption references	CJ091-06/16
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
28 Jun 2016	New delegation	Inclusion of delegation for Chief Executive Officer to have authority to establish panels of pre-qualified suppliers.	CJ091-06/16
15 Jun 2021	Amended delegation	Change in conditions where the authority extends to the supply of goods/service value from 'less than $350,000', changed to 'up to $500,000'.	CJ079-06/21
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.13 to 1.14 - Establishing Panels of Pre-qualified Suppliers.	CJ079-06/21

Delegation	**1.15 EXTENSION OF EXISTING CONTRACTS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to approve any contract extensions on tenders approved by the Council.
Delegates	Chief Executive Officer (00001)
Conditions	Authority subject to: 1. the extension being within the original terms and conditions approved by the Council; 2. satisfactory performance of the contractor(s); 3. the Chief Executive Officer reporting to the Audit and Risk Committee on a six monthly basis on the exercise of this delegation.
Subdelegates	Director Corporate Services (00063)
Subdelegate conditions	Only in the event when the Chief Executive Officer declares a conflict of interest in extending a contract.
Statutory framework	Section 3.57 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	1 November 2005
Adoption references	CJ231-11/05
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
1 Nov 2005	New delegation	Inclusion of delegation for Chief Executive Officer to have authority to extend existing contracts.	CJ231-11/05
21 May 2020	Amended delegation	Sub-delegation afforded to Director Corporate Services (00063), only in the event when the Chief Executive Officer declares a conflict of interest in extending a contract.	INT20/19165
23 Jun 2020	Amended delegation	Change to the Conditions - Part 3 to amend the Committee title from Audit Committee to Audit and Risk Committee.	CJ079-06/20
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.14 to 1.15 - Extension of Existing Contracts.	CJ079-06/21

Delegation	**1.16 INFRINGEMENTS - EXTENSION OF TIME TO PAY AND WITHDRAWAL OF NOTICES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Chief Executive Officer (00001)
Function	Authority to extend the period within which a modified penalty may be paid or withdraw an infringement notice.
Delegates	Coordinator Field Services (00607) Director Planning and Community Development (00105) Manager Rangers Parking and Community Safety (00912)
Conditions	Nil.
Subdelegate conditions	Nil.
Statutory framework	Sections 9.19 and 9.20 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	18 April 2018
Adoption references	INT18/15225

Amendments

Approved	Type	Amendment	References
18 Apr 2018	New delegation	Insertion of delegation to designated employees to provide the authority to extend the period within a modified penalty may be paid or withdraw an infringement notice.	INT18/15225
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.15 to 1.16 - Extension of Time to Pay and Withdrawal of Notices.	CJ079-06/21
10 May 2022	Amended delegation	Removal of delegate authority from Parking Project Officer (00853).	INT22/18447
10 May 2022	Amended delegation	Removal of delegate authority from Director Corporate Services (00063) and replace with Director Planning and Community Development (00105), as Rangers, Parking and Community Development BU is transferring to Planning and Community Development Directorate.	INT22/18447

Delegation	**1.17 OBJECTION TO THE RATE RECORD**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to: • consider any objection to the rate record and either disallow it or allow it, wholly or in part; • extend the time for making an objection to the rate record for such period as is deemed fit.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.76 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have authority to consider any objection to the rate record and may either disallow or allow wholly or in part.	CJ208-11/06
22 Jun 2010	Amended delegation	Inclusion of "Delegated by Council" and Nil Conditions.	CJ095-06/10
24 Jun 2014	Amended delegation	Function delegated - removal of the words local government and replaced by the word Authority.	CJ091-06/14

25 Jun 2019	Amended delegation	Change to Function delegated to include " extend the time for making an objection to the rate record for such period as is deemed fit".	CJ078-06/19
26 Jun 2019	Amended delegation	Inclusion of sub-delegations relating to position numbers (00063), (00075), (00079).	INT19/29912
23 Jun 2020	Amended delegation	Sub-delegation - Change in title from Team Leader Rating Services to Coordinator Rating Services.	INT20/19165
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.16 to 1.17 - Objection to the Rate Record.	CJ079-06/21

Delegation	**1.18 OPENING OF FENCES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to open a fence on private land.
Delegates	Chief Executive Officer (00001)
Conditions	Limited to those activities that expressly states such authority under Schedule 3.2 of the *Local Government Act 1995.*
Subdelegate conditions	Nil.
Statutory framework	Section 3.36 of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	24 June 2014
Adoption references	CJ091-06/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
24 Jun 2014	New delegation	Insertion of delegation for Chief Executive Officer to have the authority to open a fence on private property.	CJ091-06/14
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.17 to 1.18 - Opening of Fences.	CJ079-06/21

Delegation	**1.19 PAYMENTS FROM MUNICIPAL FUND - INCURRING LIABILITIES AND MAKING PAYMENTS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to incur liabilities and make payments from the municipal fund.
Delegates	Chief Executive Officer (00001)
Conditions	(1) Authority subject to funds being provided in the Annual Budget. (2) Authority to Chief Executive Officer is unlimited. (3) Incurring liabilities and making payments to be undertaken in accordance with the City's procedures and systems for incurring liabilities and making payments. (4) Authority which may be Delegated by the Chief Executive Officer to employees is subject to the maximum individual amount limits on payments defined by categories A, B, C, D, E and F as follows: (i) Category A – unlimited individual amounts subject to annual budget limitations. (ii) Category B – limited to $2 million. ($2.2 million including GST). (iii) Category C – limited to $250,000. ($275,000 including GST). (iv) Category D – limited to $100,000. ($110,000 including GST). (v) Category E – limited to $25,000. ($27,500 including GST). (vi) Category F – limited to $5,000. ($5,500 including GST).
Subdelegates	Administration Officer - Economic Development (01525) Administration Officer Leisure and Cultural Services (00160) Analytics Lead (01200) Branch Librarian - Duncraig (00521) Branch Librarian - Joondalup (00519) Branch Librarian - Whitford (00520) Branch Librarian - Woodvale (00522) Business Support and Finance Officer (01548) Collection Management Team Leader (00528) Contracts and Finance Officer (00906) Coordinator Building Approvals (00113) Coordinator Building Capital Works (00195) Coordinator Building Maintenance (00228) Coordinator Business Systems (00095) Coordinator Civil Design and Construction (01119) Coordinator Community and Youth Development (00175) Coordinator Compliance and Regulatory Performance (01094) Coordinator Contract Administration and Purchasing Services (00068) Coordinator Cultural Services (00166) Coordinator Engineering Operations (00227) Coordinator Field Services (00607)

Coordinator Fleet Management (00069)
Coordinator Infrastructure Asset Management (00205)
Coordinator Leisure Centres (00612)
Coordinator Leisure Planning (00849)
Coordinator Library Resources and Development (00517)
Coordinator Network Services (00770)
Coordinator Organisational Development (00789)
Coordinator Park Operations (00806)
Coordinator Projects and Conservation (01120)
Coordinator Property Management (00497)
Coordinator Rating Services (00079)
Coordinator Recreation Services (00611)
Coordinator Transport Engineering (00203)
Coordinator Urban Design and Policy (00111)
Coordinator Waste Services (00762)
Customer Experience Lead (01545)
Director Corporate Services (00063)
Director Governance and Strategy (00648)
Director Infrastructure Services (00184)
Director Planning and Community Development (00105)
Electrical Project Engineer (01244)
Electrical Project Engineer (01390)
Environment Development Coordinator (00783)
Executive Assistant to the Chief Executive Officer (00002)
Executive Assistant to the Mayor (00003)
Inventory Controller (00945)
Library Service Coordinator (00516)
Library Systems and Administration Officer (00514)
Local History and Reference Team Leader (00526)
Manager Asset Management (00065)
Manager Audit and Risk Services (01193)
Manager City Projects (00859)
Manager Communications and Stakeholder Relations (01162)
Manager Community Development and Library Services (00390)
Manager Economic Development and Advocacy (00502)
Manager Financial Services (00075)
Manager Governance (00010)
Manager Human Resource (00054)
Manager Information Technology (00094)
Manager Infrastructure Management Services (00186)
Manager Leisure and Cultural Services (00159)
Manager Operation Services (00220)
Manager Planning Services (00108)
Manager Rangers Parking and Community Safety (00912)
Manager Regulatory Services (01093)
Manager Strategic and Organisational Development (00503)
Parking Project Officer (00853)
Principal Environmental Health Officer (00114)
Principal Events Officer (00168)
Principal Legal Officer (00640)
Road Network Engineer (01405)
Senior Civil Projects Officer (00208)
Senior Development Engineer (00490)
Senior Financial Accountant (00078)
Senior Landscape Architect / Team Leader Landscaping and Conservation (00211)
Senior Management Accountant (00083)
Senior Project Engineer (00210)
Senior Projects Officer (00005)
Senior Projects Officer (00937)

	Senior Projects Officer (01154) Senior Projects Officer Casual (01563) Senior Team Leader Customer Care (00027) Service Desk Team Leader (00101) Strategic Planning and Engagement Coordinator (00843) Systems Administrator (01436) Systems Support Officer (00800) Team Leader Aquatic and Facility Operations (01435) Team Leader Community Development (01224) Team Leader Community Venues (00173) Team Leader Field Officers (00212) Team Leader Field Officers (00219) Team Leader Health and Fitness (01433) Team Leader Leisure and Aquatic Programs (01434) Team Leader Marketing and Customer Experience (01432) Team Leader Natural Areas (00506) Team Leader Projects (00224) Team Leader Sport and Recreation (00172) Team Leader Youth Services (00182) Waste Design and Contract Officer (00197)
Subdelegate conditions	**Category A** • Director Corporate Services (00063). **Category B** • Manager City Projects (00859). • Director Infrastructure Services (00184). • Director Planning and Community Development (00105). • Director Governance and Strategy (00648). **Category C** • Manager Financial Services (00075). • Manager Information Technology (00094). • Manager Infrastructure Management Services (00186). • Manager Operation Services (00220). • Manager Asset Management (00065). • Manager Rangers Parking and Community Safety (00912). • Manager Leisure and Cultural Services (00159). • Manager Community Development and Library Services (00390). • Coordinator Engineering Operations (00227). • Coordinator Park Operations (00806). • Coordinator Projects and Conservation (01120). • Coordinator Civil Design and Construction (01119). • Coordinator Waste Services (00762). • Senior Projects Officer (00937). **Category D** • Manager Audit and Risk Services (01193). • Coordinator Building Capital Works (00195). • Coordinator Building Maintenance (00228). • Senior Landscape Architect / Team Leader Landscaping and Conservation (00211). • Team Leader Projects (00224). • Coordinator Fleet Management (00069). • Senior Development Engineer (00490).

• Senior Projects Officer Casual (01563).
• Electrical Project Engineer (01244).
• Electrical Project Engineer (01390).
• Business Support and Finance Officer (01548).

Category E

• Manager Strategic and Organisational Development (00503).
• Manager Governance (00010).
• Manager Human Resources (00054).
• Manager Planning Services (00108).
• Manager Regulatory Services (01093).
• Coordinator Business Systems (00095).
• Coordinator Network Services (00770).
• Library Service Coordinator (00516).
• Coordinator Library Resources and Development (00517).
• Team Leader Natural Areas (00506).
• Coordinator Field Services (00607).
• Coordinator Transport Engineering (00203).
• Coordinator Infrastructure Asset Management (00205).
• Waste Design and Contract Officer (00197).
• Coordinator Community and Youth Development (00175).
• Coordinator Leisure Centres (00612).
• Coordinator Recreation Services (00611).
• Coordinator Cultural Services (00166).
• Coordinator Urban Design and Policy (00111).
• Principal Environmental Health Officer (00114).
• Principal Events Officer (00168).
• Principal Legal Officer (00640).
• Parking Project Officer (00853).
• Systems Support Officer (00800).
• Coordinator Property Management (00497).
• Analytics Lead (01200).
• Manager Communications and Stakeholder Relations (01162).
• Senior Projects Officer (00005).
• Senior Projects Officer (01154).
• Senior Civil Projects Officer (00208).
• Senior Project Engineer (00210).
• Coordinator Leisure Planning (00849).
• Network Asset Engineer Roads (01405).
• Inventory Controller (00945).
• Manager Economic Development and Advocacy (00502).
• Customer Experience Lead (01545).
• Contracts and Finance Officer (00906).

Category F

• Executive Assistant to the Mayor (00003).
• Executive Assistant to the CEO (00002).
• Senior Financial Accountant (00078).
• Senior Management Accountant (00083).
• Coordinator Rating Services (00079).
• Coordinator Contract Administration and Purchasing Services (00068).
• Service Desk Team Leader (00101).
• Administration Officer Leisure and Cultural Services (00160).
• Coordinator Building Approvals (00113).
• Branch Librarian – Joondalup (00519).
• Branch Librarian – Whitford (00520).
• Branch Librarian – Woodvale (00522).

	• Branch Librarian – Duncraig (00521). • Local History and Reference Team Leader (00526). • Team Leader Field Officers (00212, 00219). • Collection Management Team Leader (00528). • Team Leader Youth Services (00182). • Team Leader Community Development (01224). • Team Leader Marketing and Customer Experience (01432) • Team Leader Leisure and Aquatic Programs (01434). • Team Leader Aquatic and Facility Operations (01435). • Systems Administrator (01436). • Team Leader Health and Fitness (01433). • Coordinator Organisational Development (00789). • Strategic Policy Development Coordinator (00843). • Environment Development Coordinator (00783). • Team Leader – Community Venues (00173). • Team Leader Sport and Recreation (00172). • Administration Officer – Economic Development (01525) • Coordinator Compliance and Regulatory Performance (01094). • Library Systems and Administration Officer (00514). • Senior Team Leader Customer Care (00027).
Statutory framework	Regulations 5, 11 and 12 of the *Local Government (Financial Management) Regulations 1996.*
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06

Amendments			
Approved	**Type**	**Amendment**	**References**
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have authority to make payments from the Municipal and Trust Fund.	CJ208-11/06
7 Sep 2007	Amended delegation	Sub- Delegations - Changes to designated Officer titles.	CJ186-09/07
16 Jun 2009	Amended delegation	Sub- Delegations - Changes to designated Officer titles.	CJ127-06/09
22 Jun 2010	Amended delegation	Changes to structure and inclusion of CEO Conditions outlying authority to CEO and sub-delegation approval limits, categorised by A, B, C, D and E. Changes in categories and titles. Change in Legislation reference from 6.10 to 6.5 Local Government Act 1995.	CJ095-06/10
28 Jun 2011	Amended delegation	Sub- Delegations - Changes to designated Officer titles.	CJ107-06/11

14 Jun 2012	Amended delegation	Add to Category C (up to $250,000) the position of Coordinator Natural Areas and Capital Works Projects.	INT12/13286
26 Jun 2012	Amended delegation	Sub-delegations - Changes to designated officer titles, inclusion of officer positions as designated employees.	CJ108-06/12
31 Aug 2012	Amended delegation	Add to Category E (up to $5,000) the position of Collection Management Team Leader.	INT12/20354
19 Oct 2012	Amended delegation	Add to Category D (up to $25,000) the position of Internal Auditor.	INT12/24858
22 Nov 2012	Amended delegation	Add position 'Acting Manager Marketing and Communications' to Category D - limited to $25,000 , following organisational restructure.	EMI12/6002; INT12/29775
30 May 2013	Amended delegation	Amending the title of "Senior Librarian – Duncraig/Sorrento" to "Senior Librarian Duncraig". Amending various position titles within the Infrastructure Services Directorate. Inclusion of "Design Engineer / Coordinator (01119)" to Category C. Inclusion of "Executive Project Officer (00937)" to Category D.	INT13/9868
16 Aug 2013	Amended delegation	Inclusion of "Manager Executive and Risk" (1193) to Category C.	INT13/16228
24 Jun 2014	Amended delegation	Change to title to read "Payments from Municipal Fund and Trust Fund - Incurring Liabilities and Making Payments". Change to wording for function delegated and changes to CEO Conditions to include part 1 - 4.	CJ091-06/14
12 Feb 2015	Amended delegation	Change of position title from Senior Librarian to Branch Librarian for Joondalup (00519), Whitford (00520) Duncraig (00521) and Woodvale (00522).	INT15/5981
17 Mar 2015	Amended delegation	Inclusion of the following positions to Category D: • Coordinator Civil Projects (00208) • Coordinator Civil Projects (00210) • Coordinator Electrical Projects (01244).	INT14/18637
13 May 2015	Amended delegation	Changes to positions; remove Internal Auditor (00008), add Business Performance Analyst (01200), add to Category E - Team Leader Youth Services (00182) and Team Leader Community Development (01224), amend various titles and amend position number 00792 to read 00762.	INT15/11342
23 Jun 2015	Amended delegation	Changes to the delegation title and function delegated, removing the words "and Trust Fund".	CJ095-06/15

24 Jul 2015	Amended delegation	Changes of various position payment limits and titles in Leisure and Cultural Services relating to position (00612, 00172, 00173, 00617, 00637, 00638, 00639).	INT15/25509
2 Feb 2016	Amended delegation	Changes to positions; removal of Executive Officer (00006) and amend - Executive Liaison Officer (00007) to Executive Officer (00007) with changes in category from a Category D to a Category C.	EMI16/1160; INT16/3378
28 Jun 2016	Amended delegation	Change in position title for position (00607) and removal of Executive Officer (00006),	CJ091-06/16
6 Dec 2016	Amended delegation	Change in Position title for (00762) to Coordinator Waste Services and change in Category from D to C approval limit of $250,000.	INT17/40500
2 May 2017	Amended delegation	Change to title of position from Executive Project Officer (00937) to Senior Projects Officer (00937).	Nil
2 May 2017	Amended delegation	Changes to titles of various positions within Infrastructure Management Services relating to positions 00490, 01119, 00208, 00210, 01244.	EMI17/4516
4 Dec 2017	Amended delegation	Inclusion of a new designated employee position - Team Leader Health and Fitness (01433), Category E - limited to $5,000.	INT17/59664
13 Feb 2018	Amended delegation	Inclusion of a new designated position - Verge Coordinator (01468) with Category E - limited to $5,000.	INT18/5995
10 Sep 2018	Amended delegation	Add Project Engineer (01405) to approval category D ($25,000).	Nil
25 Jan 2019	Amended delegation	Amendment category of Senior Projects Officer (00937) from $25,000 to $250,000; and add Senior Projects Officer (0005) to Category D ($25,000).	EMI19/685; EMI19/686
9 May 2019	Amended delegation	Change title of Business Performance Analyst (1200) to Special Projects Officer, Analytics (1200).	INT19/22398
25 Jun 2019	Amended delegation	Changes to Delegation Conditions to include a new Category D - limited to $100,000 and Category E changed to be limited to $25,000 and Category F limited to $5,000.	CJ078-06/19
22 Jul 2019	Amended delegation	Changes to positions and category limits after the inclusion of new category D - limited to $100,000. Positions to be included in Category D - (00195, 00228, 00211, 00224, 00490, 01244), the inclusion of two new delegations position Stores and Material Controller (00945) and Electrical Project Engineer (01390).	INT19/34634

29 Nov 2019	Amended delegation	Change in Category for Economic Development Lead (00502) from Category F to E, with a limit of $25,000.	INT19/57256
10 Dec 2019	Amended delegation	Addition of new position title with delegated authority; Administration Officer - Economic Development (01525) - Category F - $5,000 approval limit.	INT19/59496
21 May 2020	Amended delegation	Change of Category for position Manager Audit and Risk (01193) from Category C to D. Removal of position (00007) from Category C. Various changes to titles.	INT20/19165
23 Jun 2020	Amended delegation	Inclusion of Condition limits including GST component for Category B to F.	CJ079-06/20
24 Aug 2020	Amended delegation	Inclusion of a new designated employee position in Category E - Customer Experience Lead (01545) with a limit to $25,000	INT20/35245
2 Sep 2020	Amended delegation	The inclusion of a new delegated authority position - Customer Experience Lead (01545) - Category E - $25,000 approval limit.	INT20/35245
18 Sep 2020	Amended delegation	The inclusion of reinstated position (00007) Special Projects Officer, Category F - limited to $5,000.	INT20/38115
21 Dec 2020	Amended delegation	Change title of Manager Human Resources (00054) to Manager Human Resource Services (00054).	INT20/54123
21 Dec 2020	Amended delegation	Change title of Senior Civil Projects Officer (00210) to Senior Project Engineer (00210).	INT20/54123
21 Dec 2020	Amended delegation	Change title of Coordinator Organisational Development (00789) to Coordinator Organisational Development and Improvement (00789).	INT20/54123
21 Dec 2020	Amended delegation	Change title of Coordinator Natural Areas and Capital Works Projects (01120) to Coordinator Projects and Conservation (01120).	INT20/54123
21 Dec 2020	Amended delegation	Delegated authority has been removed for the position Special Project Officer (00007), as the position is no longer required.	EMI21/776
25 Mar 2021	Amended delegation	The inclusion of a new delegated authority position - Senior Projects Officer Casual (01563) - Category D - $100,000 (excl gst) approval limit and removal of Senior Projects Officer (00937).	EMI21/3218
1 Apr 2021	Amended delegation	Sub-Delegations - Change of position title from Administration Coordinator (00187) to Team Leader Customer Relations (00187).	EMI21/3277

10 May 2021	Amended delegation	Change in title for Senior Sport and Recreation Officer (00172) to Team Leader Sport and Recreation (00172).	INT21/20088
10 May 2021	Amended delegation	Add to Category F – limited to $5,000 ($5,500 including GST) the position of Library Systems and Administration Officer (00514).	INT21/20088
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.18 to 1.19 - Payments from Municipal Fund - Incurring Liabilities and Making Payments.	CJ079-06/21
30 Jun 2021	Amended delegation	Change in title from Stores and Material Controller (00945) to Inventory Controller (00945).	EMI21/6316
13 Jul 2021	Amended delegation	Change in position title from Senior Ranger (000212,00219) to Team Leader Field Officers (00212,00219) and Coordinator Parking Services (00853) to Parking Project Officer (00853)	EMI21/9081
24 Aug 2021	Amended delegation	Reinstatement of Senior Projects Officer (00937) with Category E - up to $100,000 approval limits.	INT21/38645
21 Sep 2021	Amended delegation	New positions afforded delegation by CEO, Business Support and Finance Officer (01548) and Contracts and Finance Officer (00906).	INT21/42024 and INT21/42025
21 Oct 2021	Amended delegation	Delegation removed for Team Leader Customer Relations (00187), title of the position changed to Team Leader Customer Care (00187).	EMI21/10335
26 Oct 2021	New delegation	New position Senior Team Leader Customer Care (00027).	CJ208-11/06, INT21/51101
11 Nov 2021	Amended delegation	Title change for Position No. 01405 from Project Engineer to Network Asset Engineer Roads.	INT21/48800
1 Mar 2022	Amended delegation	Change in title from Economic Development and Advocacy Lead (00502) to Manager Economic Development and Advocacy (00502).	INT22/8064
9 May 2022	Amended delegation	New Sub-delegated authority provided to Senior Project Officer (01154).	INT22/20695
10 May 2022	Amended delegation	Sub-delegate change in title from Coordinator Community Development (00175) to Coordinator Community and Youth Development (00175).	INT22/18447
10 May 2022	Amended delegation	Sub-delegate change in title from Team Leader Marketing and Customer Service (01432) to Team Leader Marketing and Customer Experience (01432).	INT22/18447

10 May 2022	Amended delegation	Sub-delegate position title correction should be Coordinator Contract Administration and Purchasing Services (00068).	INT22/18447

Delegation	**1.20 AUTHORISING PAYMENT FROM THE TRUST FUND**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to make payments from the Trust Fund.
Delegates	Chief Executive Officer (00001)
Conditions	Making payments to be undertaken in accordance with the City's procedures and systems for making payments from the trust fund.
Subdelegates	Director Corporate Services (00063) Director Governance and Strategy (00648) Director Infrastructure Services (00184) Director Planning and Community Development (00105) Manager Asset Management (00065) Manager Financial Services (00075) Manager Governance (00010) Manager Infrastructure Management Services (00186) Manager Leisure and Cultural Services (00159) Manager Operation Services (00220) Manager Regulatory Services (01093)
Subdelegate conditions	Nil.
Statutory framework	Regulations 5, 11 and 12 of the *Local Government (Financial Management) Regulations 1996.*
Policy	Not applicable.
Date adopted	23 June 2015
Adoption references	CJ095-06/15
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
23 Jun 2015	New delegation	New delegation arising from separation of authorising payments from municipal fund. Delegations limited to Directors and Managers with trust fund responsibilities. Provides tighter financial management controls.	CJ095-06/15

24 Jul 2015	Amended delegation	Inclusion of: • Coordinator Leisure Centre (00612) – up to a maximum of $25,000 • Coordinator Recreation Services (00611) – up to a maximum of $25,000 • Recreation Development Officer (00172, 00173) – up to a maximum of $5,000 • Senior Leisure Officer (00617, 00637, 00638, 00639) – up to a maximum of $5,000.	INT15/25509
4 Aug 2015	Amended delegation	Inclusion of Administration Coordinator - position number 00187 (Infrastructure Services) to authorise payments from the trust fund.	INT15/25855
9 Nov 2017	Amended delegation	Amended various titles and position numbers with delegations resulting from Craigie Leisure Centre restructure. Position numbers 00617, 00637, 00638 and 00639 changed to 01435, 01434, 01433 and 01432 respectively.	EMI17/9582
10 May 2021	Amended delegation	Remove sub-delegations for positions (00612, 00611, 01436, 01435, 00173, 00187, 01433, 01434, 01432), only leaving positions held by Directors and Managers with delegated authority relating to payments from the Trust Fund.	INT21/20088
10 May 2021	Amended delegation	Remove sub-delegation conditions as they relate to positions that have been deleted from this delegation (00612, 00611, 01436, 01435, 00173, 00187, 01433, 01434, 01432) and change conditions to nil.	INT21/20088
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.19 to 1.20 - Authorising Payment From the Trust Fund.	CJ079-06/21

Delegation	**1.21 PAYMENTS FROM MUNICIPAL FUND AND TRUST FUND - SIGNATORIES TO BANK ACCOUNTS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to make payments from the Municipal Fund or the Trust Fund.
Delegates	Chief Executive Officer (00001)
Conditions	Authority is subject to payments being made strictly in accordance with the signatory requirements set out in the following: Cheque Payments (only) • Payments ~~under~~ up to $10,000 - Any one Category A or Category B signatory ~~(for cheques only)~~. • Payments of $10,001~~0~~ and over to payments ~~under~~ up to $250,000 - Any two Category A or Category B signatories. • Payments of $250,001~~0~~ and over - Any One of Category A and 1 of Category B signatories; or any Two Category A signatories. Electronic Funds Transfer (EFT) Payments (only) • Payments up to $10,000 – Any two Category A or Category B Signatories; or Any one of Category A or Category B signatories and Any one of Category C signatories. • Payments of $10,001 and over to payments up to $250,000 – Any two Category A or Category B signatories. • Payments of $250,001 and over – Any one Category A and one of Category B signatories; or any two Category A signatories. **Category A Signatories** Chief Executive Officer (00001). Director Planning and Community Development (00105). Director Corporate Services (00063). Director Infrastructure Services (00184). Director Governance and Strategy (00648). Manager Financial Services (00075). **Category B Signatories** Senior Management Accountant (00083). Senior Financial Accountant (00078). **Category C Signatories** Financial Accountant (TBC) Management Accountant (TBC)

Subdelegates	Director Corporate Services (00063) Director Governance and Strategy (00648) Director Infrastructure Services (00184) Director Planning and Community Development (00105) Manager Financial Services (00075) Senior Financial Accountant (00078) Senior Management Accountant (00083) Financial Accountant (TBC) Management Accountant (TBC)
Subdelegate conditions	Nil.
Statutory framework	Sections 6.7 and 6.9 of the *Local Government Act 1995*. Regulation 5, 11 and 12 of the *Local Government (Financial Management) Regulations 1996*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
21 Nov 2006	New delegation	Delegation initially incorporated as part of "Payments from the Municipal Fund and Trust Fund" delegation.	CJ208-11/06
7 Sep 2007	Amended delegation	Under the 'Category B Signatories' the position title "Manager Strategic Development" has been added against 'Category A Signatories, Director Infrastructure Services'	CJ186-09/07
22 Jun 2010	Amended delegation	The deletion of positions Manager Human Resources, Manager Strategic and Sustainable Development from Category B signatories. Payment under $10,000 to read "Any one signatory". Payments of $10,000 to $250,000 to read "Any two signatories".	CJ095-06/10
26 Jun 2012	Amended delegation	Change in title from "Director Planning and Development" to Director Planning and Community Development".	CJ108-06/12
24 Jun 2014	Amended delegation	Change to wording of function delegated "Authority to make payments from the Municipal Fund or the Trust Fund".	COJ091-06/14

23 Jun 2020	Amended delegation	Change to delegation conditions for payments under $10,000 to include the words " any one signatory (for cheques only), provided for clarification.	CJ079-06/20
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.20 to 1.21 - Payments from Municipal Fund and Trust Fund - Signatories to Bank Accounts.	CJ079-06/21

Delegation	**1.22 POWER TO INVEST**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to invest funds held in the municipal fund or the trust fund of the local government that is not, for the time being, required by the local government for any other purpose, in accordance with Part III of the *Trustees Act 1962*.
Delegates	Chief Executive Officer (00001)
Conditions	Authority is unlimited.
Subdelegates	Director Corporate Services (00063) Manager Financial Services (00075) Senior Financial Accountant (00078) Senior Management Accountant (00083)
Subdelegate conditions	**Director Corporate Services (00063).** Unlimited **Manager Financial Services (00075).** Up to $3 million **Senior Management Accountant (00083) and Senior Financial Accountant (00078).** Up to $1.5 million
Statutory framework	Section 6.14 of the *Local Government Act 1995*.
Policy	~~*Investment Policy*~~. *Investment of Available Funds Policy.*
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have the power to invest municipal and trust funds.	CJ208-11/06
7 Sep 2007	Amended delegation	Deletion of "Statutory Accountant" and addition of "Senior Financial Accountant"	CJ186-09/07

22 Jun 2010	Amended delegation	Changes to general format and changes to the conditions to include Chief Executive Officer and Director Corporate Services as unlimited and Manager Financial Services (up to $3M), Senior Management Accountant and Senior Financial Accountant (up to $1.5M).	CJ095-06/10
24 Jun 2014	Amended delegation	Changes to wording of delegation and layout re-structured to reflect action required in accordance to the Local Government Act 1995. Conditional wording re-located to 'sub delegation conditions' section of the delegation. The addition of the related Investment Policy.	CJ091-06/14
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.21 to 1.22 - Power to Invest.	CJ079-06/21

Delegation	**1.23 RECOVERY OF RATES AND SERVICE CHARGES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to recover rates and service charges, as well as the costs of court proceedings, if any for that recovery, in a court of competent jurisdiction.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.56 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
25 Jun 2019	New delegation	New delegation relating to authority to recover rates and service charges, as well as the costs of court proceedings, if any for that recovery, in a court of competent jurisdiction.	CJ078-06/19
26 Jun 2019	Amended delegation	The inclusion CEO sub-delegations to positions 00063, 00075, 00079.	INT19/29912
23 Jun 2020	Amended delegation	Change in position title from Team Leader Rating Services (00079) to Coordinator Rating Services (00079).	INT20/19165
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.22 to 1.23 - Recovery of Rates and Service Charges.	CJ079-06/21

Delegation	**1.24 RECOVERY OF RATES AND SERVICE CHARGES FROM LESSEE**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to: • give notice to the lessee of land requiring the lessee to pay to the City any rent as it falls due, in satisfaction of the imposed rate or service charge on the land; • recover the amount of the rate or service charge as a debt from the lessee if rent is not paid in accordance with a notice.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.60(2) and (4) of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
25 Jun 2019	New delegation	Insertion of delegation for Chief Executive Officer to have authority to give notice to the lessee of land requiring the lessee to pay to the City any rent as it falls due, in satisfaction of the imposed rate or service charge on the land; and recover the amount of the rate or service charge as a debt from the lessee if rent is not paid in accordance with a notice.	CJ078-06/19
26 Jun 2019	Amended delegation	The inclusion CEO sub-delegations to positions 00063, 00075, 00079	INT19/29912

23 Jun 2020	Amended delegation	Change in position title from Team Leader Rating Services (00079) to Coordinator Rating Services.	INT20/19165
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.23 to 1.24 - Recovery of Rates and Service Charges from Lessee.	CJ079-06/21

Delegation	**1.25 - PAYMENTS FROM MUNICIPAL FUND – INCURRING LIABILITIES AND MAKING PAYMENTS FOR COURT FEES IN RESPECT OF LODGEMENTS OF RATES CLAIMS (WA MAGISTRATES' COURT)**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to incur liabilities and make payments from the municipal fund for court fees in respect of lodgements of rates claims only (WA Magistrates' Court).
Delegates	Chief Executive Officer (00001)
Conditions	Making payments to be undertaken in accordance with the City's procedures and systems for making payments from the municipal fund.
Subdelegates	Manager Financial Services (00075) Senior Management Accountant (00083) Coordinator Rating Services (00079)
Subdelegate conditions	1. **Manager Financial Services (00075)** Payment limit over $10,000 (excluding GST). 2. **Senior Management Accountant (00083) and Coordinator Rating Services (00079).** Payment limit up to $10,000 (excluding GST).
Statutory framework	Regulations 5, 11 and 12 of the *Local Government (Financial Management) Regulations 1996.*
Policy	Not applicable.
Date adopted	TBC
Adoption references	TBC
Last reviewed	TBC

Delegation	**1.265 ~~5~~ SEEKING EXPRESSIONS OF INTEREST**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to seek expressions of interest with respect to the supply of goods or services, where it is considered that there is good reason to make a preliminary selection from among prospective tenderers.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Limited to the ability to seek expressions of interest only.
Statutory framework	Regulation 21 of the *Local Government (Functions and General) Regulations 1996*.
Policy	Not applicable.
Date adopted	26 June 2012
Adoption references	CJ108-06/12
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
26 Jun 2012	New delegation	Insertion of delegation for Chief Executive Officer to have authority to seek expressions of interest with respect to the supply of the goods or services.	CJ108-06/12
24 Jun 2014	Amended delegation	Changes to wording in Function delegated and removal of CEO condition, and inclusion of sub-delegate conditions to include "Limited to the ability to seek expressions of interest only".	CJ091-06/14
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.24 to 1.25 - Seeking Expressions of Interest.	CJ079-06/21

Delegation	**1.276 WAIVER OF FEES AND GRANTING OF CONCESSIONS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to waive or grant a concession in relation to any amount of money which is owed to the City other than rates and service charges.
Delegates	Chief Executive Officer (00001)
Conditions	Additional subsidies and waiver of hire fees under the *Facility Hire Subsidy Policy* limited to $5,000 per request.
Subdelegates	Adult and Seniors Services Officer (00525) Branch Librarian - Duncraig (00521) Branch Librarian - Joondalup (00519) Branch Librarian - Whitford (00520) Branch Librarian - Woodvale (00522) Cataloguer (00531) Cataloguer (00532) Collection Management Team Leader (00528) Coordinator Field Services (00607) Coordinator Library Resources and Development (00517) Digital Services Officer (01126) Director Corporate Services (00063) Director Governance and Strategy (00648) Director Infrastructure Services (00184) Director Planning and Community Development (00105) Librarian (00539) Librarian (00549) Librarian (00558) Librarian (00559) Librarian (00560) Librarian (00575) Library Service Coordinator (00516) Local History and Reference Team Leader (00526) Manager Community Development and Library Services (00390) Manager Leisure and Cultural Services (00159) Manager Rangers Parking and Community Safety (00912) Manager Regulatory Services (01093) Reference and Local History Librarian (00527) Youth and Children's Services Officer (00524) Youth and Children's Services Officer (01231)

Subdelegate conditions	**1. Director Planning and Community Development (00105), Director Corporate Services, Director (00063), Infrastructure Services (00184) and Director Governance and Strategy (00648).** Not applicable. **2. Manager Leisure and Cultural Services (00159).** Limited to individual items to $5,000 and limited to the hire and use of City facilities. **3. Librarian – Duncraig (00575), Librarians – Joondalup (00558), (00559), (00560), Librarian – Whitford (00539), Librarians – Woodvale (00549) (x2),Reference and Local History Librarian (00527); Adult and Seniors Officer (00525); Youth and Children's Services Officer (00524); Youth and Children's Services Officer (01231); Cataloguer (00532); Cataloguer (00531).** Limited to waiving fines to the value of $50 and under and waiving fines up to any value when a lost or damaged item is paid for by the customer, **SUBJECT TO** a quarterly report on fines and fees that have been waived being submitted to the Manager Financial Services. **4. Coordinator Library Resources and Development (00517), Library Service Coordinator (00516), Branch Librarian – Joondalup (00519), Branch Librarian – Whitford (00520), Branch Librarian – Woodvale (00522), Branch Librarian – Duncraig (00521), Digital Services Officer (01126); Local History and Reference Team Leader (00526); Collection Management Team Leader (00528).** Limited to waiving fines to the value of $100 and under; waiving fines up to any value when a lost or damaged item is paid for by the customer; waiving the $12.80 debt collection fee in special circumstances; waiving accounts up to $150 for lost or damaged items in special circumstances, **SUBJECT TO** a quarterly report on fines and fees that have been waived being submitted to the Manager Financial Services. **5. Manager Community Development and Library Services (00390).** (a) Limited to waiving fines and accounts to the value of $50 and over; waiving the $12.80 debt collection fee in special circumstances, **SUBJECT TO** a quarterly report on fines and fees that have been waived being submitted to the Manager Financial Services. (b) Limited to waiver of hire fees for use of library facilities to a maximum of $1,000. (c) Limited to waiver of fees for community transport hire up to $500 per group per year. (d) Limited to the waiver of fees or grant concessions for the Youth Holiday Programs. **6. Manager Regulatory Services (01093).** Limited to waiving the City's Building Permit Application fee for applications submitted by not-for-profit charitable organisations. **7. Manager Rangers, Parking and Community Safety (00912) and Coordinator Field Services (00607)** Limited to waiving of fees to the value of the fee for release of an impounded animal from the RSPCA. SUBJECT TO approval of an application by the Manager or Coordinator following a review of the persons financial inability to pay the release fee and a quarterly report on fees.
Statutory framework	Section 6.12 of the *Local Government Act 1995*.
Policy	*Facility Hire Subsidy Policy*.
Date adopted	7 September 2007
Adoption references	CJ186-09/07

Amendments			
Approved	**Type**	**Amendment**	**References**
7 Sep 2007	New delegation	Reinstatement and Insertion of delegation for Chief Executive Officer to have authority to Waive Fees. This delegation was removed from the register in 2006. Advice received is that 'acting through' powers of the legislation do not provide sufficient delegation; therefore delegation should be reinstated.	CJ186-09/07
22 Jun 2010	Amended delegation	Change to wording of delegated function - to "Authority to waive or grant a concession in relation to any amount of money which is owed to the City other than rates and service charges. Change to delegation being delegated by Council and change in Policy reference to Setting Fees and Charges.	CJ095-06/10
26 Jun 2012	Amended delegation	The inclusion of the sub-delegation to Manager Leisure and Cultural Services (00159) - individual items to $5,000 and limited to the hire and use of City facilities.	CJ108-06/12
25 Jul 2013	Amended delegation	Changes to sub-delegation conditions for position, Manager Community Development and Library Services (00390), authority to waive fines and accounts to the value of $6 and over, Waive the 12.80 debt collection fee in special circumstances, and authority to write off bad debts up to $500.	INT13/16608
25 Jul 2013	Amended delegation	Insertion of new delegation to various library officers to waive fees and accounts within specified parameters.	INT13/16608, INT13/16607, INT13/16265, INT13/16587, INT13/16588, INT13/16589, INT13/16590, INT13/16592, INT13/16595, INT13/16597, INT13/16598.
25 Jul 2013	Amended delegation	Inclusion of sub delegation positions; Senior Librarian-Joondalup, Senior Librarian-Whitford, Senior Librarian-Duncraig, Senior Librarian-Woodvale, Library Operations coordinator and Library Services Coordinator. With authority to waive fines to the value of $6 and under, waive fines up to any value when a lost or damaged item is paid, waive accounts up to $150 for lost or damaged items in special circumstances.	INT13/16607
9 Dec 2014	Amended delegation	Insertion of new conditions, limiting CEO to $5,000.	CJ243-12/14

16 Feb 2015	Amended delegation	• Inclusion of various library staff with differing limits of authority. • Change of position title from Senior Librarian to Branch Librarian (throughout document). • Inclusion of additional condition from CEO to library staff, requiring quarterly reporting of waivers.	INT15/5981
13 May 2015	Amended delegation	• Add Manager Compliance and Regulatory Services (01093) - Limited to waiving the City's Building Permit Application fee for applications submitted by not-for-profit charitable organisations. • Amend Category 3 delegations as from Librarians – Whitford (00539) (x2) to Librarian – Whitford (00539) and from Librarian – Woodvale (00549) to Librarians – Woodvale (00549) (x2). • Amend title from Librarian Reference and Local Studies (00527) to Reference and Local History Librarian (00527).	INT15/11342
29 May 2017	Amended delegation	• Additional sub-delegation condition 3 and 4, change limit value of waiving from "$6 and under" to "$50 and under". • Additional sub delegation condition 5 for position (00390), change amount to "$50 and over". • Additional sub delegation condition 5 for position (00390), limited to waive hire and use of library facilities of $1,000 and under. • Additional sub delegation condition 5 for position (00390), limited to Community Transport hire of $500 and under per group per year.	INT17/24978
21 May 2020	Amended delegation	• Change position title from Reference and Local History Team Leader (00526) to Local History and Reference Team Leader (00526). • Remove position number 01516 as the position was temporarily created and no longer required.	INT20/19165
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259
10 May 2021	Amended delegation	Change in Sub delegate conditions for Category 4; in part from "Limited to waiving fines to the value of $50 and under…" to "Limited to waiving fines to the value of $100 and under…"	INT21/20088
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.25 to 1.26 - Waiver of Fees and Granting of Concessions.	CJ079-06/21
10 May 2022	Amended delegation	Add sub-delegate authority to Manager Rangers, Parking and Community Safety (00912) and Coordinator Field Services (00607). The addition of Sub-delegate condition 7 in relation to waiving of fees in respect to the impounding of dogs.	INT22/18447

Delegation	**1.28~~7~~ WRITE OFF OF MONIES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to write off monies.
Delegates	Chief Executive Officer (00001)
Conditions	Subject to: (a) individual items to $20,000; (b) a report being provided to the Audit and Risk Committee on a six monthly basis on the exercise of this delegation.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Community Development and Library Services (00390) Manager Financial Services (00075)
Subdelegate conditions	Additional sub-delegation conditions: **1. Director Corporate Services (00063).** Not applicable. **2. Manager Financial Services (00075).** Individual items to $5,000. **3. Manager Community Development and Library Services (00390).** Individual items to $500. **4. Coordinator Rating Services (00079).** Individual items to $50.
Statutory framework	Section 6.12 of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	15 March 1999
Adoption references	CJ78-03/99
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
15 Mar 1999	New delegation	Insertion of delegation for Chief Executive Officer to have authority to write off monies.	CJ78-03/99
22 Jun 2010	Amended delegation	Change in title to include the words "Authority to" Write off of monies and removal of section number in legislation reference.	CJ095-06/10
25 Jul 2013	Amended delegation	Insertion of new delegation to Manager Community Development and Library Services to write off bad debts up to $500.	INT13/16608
21 May 2020	Amended delegation	Change in position title from Team Leader Rating Services (00079) to Coordinator Rating Services (00079).	INT20/19165
23 Jun 2020	Amended delegation	Amendment to Condition (b) - Change in Committee name from Audit Committee to Audit and Risk Committee.	CJ079-06/20
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.26 to 1.27 - Write Off of Monies.	CJ079-06/21

PART 2 – DELEGATIONS TO COMMITTEES

Delegation	**2.0 DELEGATIONS TO COMMITTEES**
Category	PART 2 – DELEGATIONS TO COMMITTEES
Delegator	Council
Express power or duty delegated	No delegations to committees have been approved by Council at this time.
Delegates	Committee
Conditions	Nil
Statutory framework	Nil.
Policy	Not applicable.
Date adopted	3 November 2017
Adoption references	JSC03-11/17; CJ078-06/19.
Last reviewed	15 June 2021

PART 3 – DELEGATIONS UNDER OTHER LEGISLATION

Delegation	**3.1 AMENDMENTS TO THE PARKING SCHEMES**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to approve and implement amendments to parking schemes adopted by Council in relation to: • time limits, conditions and prohibitions in streets and parking stations; • the designation of visitor and authorised vehicle parking.
Delegates	Chief Executive Officer (00001)
Conditions	Authority to be exercised consistently with the provisions of the *City of Joondalup Parking Local Law 2013*.
Subdelegates	Director Planning and Community Development (00105)
Subdelegate conditions	Nil.
Statutory framework	*City of Joondalup Parking Local Law 2013*.
Policy	*Dedicated Car Parking for Seniors and Parents with Prams Policy*. *Joondalup City Centre Car Parking for Commercial Development Policy*. *Parking Schemes Policy*.
Date adopted	3 May 2008
Adoption references	CJ073-05/08

Amendments			
Approved	**Type**	**Amendment**	**References**
13 May 2008	New delegation	Council delegates to CEO authority to approve amendments to the Parking Scheme to implement and change time limits in streets and parking stations and the designation of visitor and authorised vehicle parking.	CJ073-05/08
18 Aug 2009	Amended delegation	Delegates to CEO authority to approve amendments to parking schemes adopted by Council under the Parking Schemes for Suburban Areas Outside of the Joondalup City Centre.	CJ183-08/09

28 Jun 2011	Amended delegation	• Changes to the Title and removing of the words "for Suburban Areas Outside of the Joondalup City Centre Policy". • Changes to the Function - removing the words "under the Parking Schemes for Suburban Areas Outside of the Joondalup City Centre Policy. • Changes to the Function - adding the word "condition", allowing CEO to approve and implement amendments which are not a time limit or prohibition.	CJ107-06/11
16 Aug 2018	Amended delegation	Sub-delegations to Director Corporate Services (00063).	INT18/33324
10 May 2022	Amended delegation	Remove sub-delegate authority from Director Corporate Services (00063) and replace with Director Planning and Community Development (00105), as Rangers, Parking and Community Development BU is transferring to Planning and Community Development Directorate.	INT22/18447

Delegation	**3.2 AUTHORISED PERSONS UNDER THE BUILDING ACT 2011**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to appoint authorised persons for the purposes of the *Building Act 2011* and *Building Regulations 2012* in relation to buildings and incidental structures located, or proposed to be located in the City's district.
Delegates	Chief Executive Officer (00001)
Conditions	Nil
Statutory framework	Section 96(3) of the *Building Act 2011*. Section 127 of the *Building Act 2011*.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
20 Mar 2012	New delegation	Insertion of delegation in accordance to Section 127 of the new Building Act 2011, authority to approve or refuse permit applications, building approval certificates, design compliance certificates and certificates of construction compliance.	CJ027-03/12
23 Jun 2015	Amended delegation	Update legislation reference to Building Regulation 2012.	CJ095-06/15

Delegation	**3.3 BUILDING ACT 2011 - ISSUING CERTIFICATES OF BUILDING COMPLIANCE AND DESIGN COMPLIANCE**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to issue certificates of building compliance and design compliance.
Delegates	Assistant Building Surveyor (00154) Assistant Building Surveyor (01068) Building Surveyor (00150) Building Surveyor (00151) Building Surveyor (00615) Coordinator Building Approvals (00113) Director Planning and Community Development (00105) Manager Regulatory Services (01093) Senior Building Surveyor (00148) Senior Building Surveyor (00153)
Conditions	Subject to meeting the qualification requirements in accordance with *Building Services (Registration) Regulations 2011*.
Statutory framework	Division 2 of Part 2 of the *Building Act 2011*. Divisions 1, 2 and 3 of Part 4 of the *Building Act 2011*. Section 127 of the *Building Act 2011*. *Building Services (Registration) Regulations 2011*.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12

Amendments

Approved	Type	Amendment	References
20 Mar 2012	New delegation	Insertion of delegation in accordance to Section 127 of the new Building Act 2011, authority to approve or refuse permit applications, building approval certificates, design compliance certificates and certificates of construction compliance.	CJ027-03/12
2 Oct 2012	Amended delegation	Remove Position No. 00150 from Building Surveyor classification to Assistant Building Surveyor classification, in accordance with advice from HR and Coordinator Building Approvals.	INT12/23123

21 Oct 2014	Amended delegation	Council authorised delegation to Administration Team Leader (00110) the power to approve permit applications, on the condition that the position is restricted to approving permit applications that have been certified by a suitably qualified Building Surveyor.	CJ180-10/14
26 Jun 2018	Amended delegation	Sub delegations provided to position numbers (00105, 01093, 00113, 00153, 00148, 00150, 00154, 00615, 01068, 00151).	CJ101-06/18
26 Jun 2018	New delegation	The original delegation 'Building Act 2011 - Building and Demolition Permit Applications, building approval certificates, certificates of building compliance, construction compliance and design compliance' was repealed, and split into component parts as the changes to the grouping of the delegations better aligned with workflow processes, extent of authority and aims to improve service delivery. This delegation is made by Council direct to officers, subject to the delegated officers being qualified in accordance with the Building Services (registration) Regulations 2011.	CJ101-06/18
23 Jun 2020	Amended delegation	Changes to the title and function by way of removing the words "construction compliance".	CJ079-06/20
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259
10 May 2022	Amended delegation	Delegate change in title from Assistant Building Surveyor for positions (00615 & 00151) to Building Surveyor (00615 & 00151).	INT22/18447

Delegation	**3.4 BUILDING ACT 2011 - GRANTING BUILDING AND DEMOLITION PERMITS, BUILDING APPROVAL CERTIFICATES AND OCCUPANCY PERMITS**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to administratively grant building and demolition permits, building approval certificates and occupancy permits.
Delegates	Chief Executive Officer (00001)
Conditions	Restricted to administratively granting certificates and permits that have the relevant certifications of building compliance, construction compliance and/or design compliance, as certified and issued by a person meeting the qualification requirements of the *Building Services (Registration) Regulations 2011*.
Subdelegates	Administration Officer (00110) Administration Officer (00131) Administration Officer (00132) Administration Officer (00133) Assistant Building Surveyor (00154) Assistant Building Surveyor (01068) Building Surveyor (00150) Building Surveyor (00151) Building Surveyor (00615) Coordinator Building Approvals (00113) Director Planning and Community Development (00105) Manager Regulatory Services (01093) Senior Building Surveyor (00148) Senior Building Surveyor (00153)
Statutory framework	Sections 20, 21, 58 and 127 of the *Building Act 2011*.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12

Amendments

Approved	Type	Amendment	References
20 Mar 2012	New delegation	Insertion of delegation in accordance to Section 127 of the new Building Act 2011, authority to approve or refuse permit applications, building approval certificates, design compliance certificates and certificates of construction compliance.	CJ027-03/12

21 Oct 2014	Amended delegation	Council authorised delegation to Administration Team Leader (00110) the power to approve permit applications, on the condition that the position is restricted to approving permit applications that have been certified by a suitably qualified Building Surveyor.	CJ180-10/14
23 Jun 2015	Amended delegation	Update legislation reference to Building Regulation 2012.	CJ095-06/15
26 Jun 2018	Amended delegation	Sub delegations provided to position numbers (00105, 01093, 00113, 00153, 00148, 00150, 00154, 00615, 01068, 00151, 00119, 00120, 00155, 00614, 00110, 00131, 00132, 00133, 00109, 00106).	CJ101-06/18
26 Jun 2018	New delegation	The original delegation 'Building Act 2011 - Building and Demolition Permit Applications, building approval certificates, certificates of building compliance, construction compliance and design compliance' was repealed, and split into component parts as the changes to the grouping of the delegations better aligned with workflow processes, extent of authority and aims to improve service delivery.	CJ101-06/18
25 Jun 2019	Amended delegation	Removal of sub delegations for position numbers (00119, 00120, 00155, 00614, 00106)	CJ078-06/19
25 Jun 2019	Amended delegation	Small amendments to title and function, and addition of delegated conditions. Addition of reference to Sections 20, 21, 58 of the Building Act 2011.	CJ078-06/19
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259
10 May 2022	Amended delegation	Sub-delegate change in title from Assistant Building Surveyor for positions (00615 & 00151) to Building Surveyor (00615 & 00151).	INT22/18447

Delegation	**3.5.1 BUILDING ACT 2011 – REFUSING AND CANCELLING BUILDING AND DEMOLITION PERMIT APPLICATIONS, BUILDING APPROVAL CERTIFICATES AND OCCUPANCY PERMITS**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to refuse and cancel building and demolition permit applications, building approval certificates and occupancy permits.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Building Approvals (00113) Director Planning and Community Development (00105) Manager Regulatory Services (01093) Senior Building Surveyor (00148) Senior Building Surveyor (00153)
Subdelegate conditions	Nil.
Statutory framework	Section 24 of the *Building Act 2011*. Section 60 of the *Building Act 2011*. Section 127 of the *Building Act 2011*.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
20 Mar 2012	New delegation	Insertion of delegation in accordance to Section 127 of the new Building Act 2011, authority to approve or refuse permit applications, building approval certificates, design compliance certificates and certificates of construction compliance.	CJ027-03/12
23 Jun 2015	Amended delegation	Legislation reference changed to Building Regulations 2012.	CJ095-06/15
23 Jun 2015	Amended delegation	Addition of two sub-delegation positions of Senior Building Surveyor (00153, 00148).	CJ095-06/15

26 Jun 2018	New delegation	The original delegation 'Building Act 2011 - Building and Demolition Permit Applications, building approval certificates, certificates of building compliance, construction compliance and design compliance' was repealed, and split into component parts as the changes to the grouping of the delegations better aligned with workflow processes, extent of authority and aims to improve service delivery.	CJ101-06/18
23 Jun 2020	Amended delegation	Changes to the title and function by way of removing the words "Building approval certificate strata".	CJ079-06/20
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259

Delegation	**3.5.2 BUILDING ACT 2011 – EXTENDING THE DURATION OF BUILDING AND DEMOLITION PERMITS, BUILDING APPROVAL CERTIFICATES AND OCCUPANCY PERMITS**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to extend the duration of building and demolition permits, building approval certificates and occupancy permits.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Building Approvals (00113) Director Planning and Community Development (00105) Manager Regulatory Services (01093) Senior Building Surveyor (00148) Senior Building Surveyor (00153)
Subdelegate conditions	Nil.
Statutory framework	Section 32 of the *Building Act 2011.* Section 65 of the *Building Act 2011.* Section 127 of the *Building Act 2011.*
Policy	Not applicable.
Date adopted	TBC
Adoption references	TBC
Last reviewed	TBC

Delegation	**3.6 BUILDING ACT 2011 - BUILDING ORDERS**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to serve a building order.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Compliance and Regulatory Performance (01094) Director Planning and Community Development (00105) Manager Regulatory Services (01093)
Statutory framework	Division 5 of Part 8 of the Building Act 2011. Section 127 of the Building Act 2011.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
20 Mar 2012	New delegation	Insertion of delegation as a result of the new Building Act 2011.	CJ027-03/12
26 Jun 2018	Amended delegation	Sub delegations provided to position numbers (00105, 01093, 01094).	CJ101-06/18
26 Jun 2018	New delegation	The original delegation 'Building Act 2011 - Building and Demolition Permit Applications, building approval certificates, certificates of building compliance, construction compliance and design compliance' was repealed, and split into component parts as the changes to the grouping of the delegations better aligned with workflow processes, extent of authority and aims to improve service delivery.	CJ101-06/18

		A condition requiring the issuing of orders be reported to Council has been deleted, as this is an operational enforcement matter that may be required following extensive action by the City to address areas of non-compliance with the Building Act 2011.	
8 May 2020	Amended delegation	Change in position title from Coordinator Compliance (01094) to Coordinator Compliance and Regulatory Performance (01094).	EMI21/253
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259

Delegation	**3.7 BUSH FIRES ACT 1954 - FUNCTIONS OF A LOCAL GOVERNMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to perform the functions of the local government under the *Bush Fires Act 1954*.
Delegates	Chief Executive Officer (00001)
Conditions	Cannot be sub-delegated.
Statutory framework	Section 48 of the *Bush Fires Act 1954*.
Policy	Not applicable.
Date adopted	21 October 2014
Adoption references	CJ180-10/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Oct 2014	New delegation	New instrument of delegation to formally delegate to the Chief Executive Officer the functions of a local government under section 48 of the Bush Fires Act 1954.	CJ180-10/14

Delegation	**3.8 CAT ACT 2011 - POWERS AND DUTIES OF A LOCAL GOVERNMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise the powers or discharge the duties of the local government under the Cat Act 2011.
Delegates	Chief Executive Officer (00001)
Conditions	Nil
Subdelegates	Director Planning and Community Development (00105) Manager Rangers Parking and Community Safety (00912)
Subdelegate conditions	Nil.
Statutory framework	Section 44 of the *Cat Act 2011*.
Policy	Not applicable.
Date adopted	25 June 2013
Adoption references	CJ102-06/13

Amendments			
Approved	**Type**	**Amendment**	**References**
25 Jun 2013	New delegation	Initially this delegation was placed within the instrument of delegation titled "Appointment of Authorised Persons" however the delegation is broader than just appointing authorised persons.	CJ102-06/13
21 Oct 2014	Amended delegation	A separate instrument of delegation has been developed relating to the Cat Act 2011 in its entirety, delegating the Chief Executive Officer all the powers and duties of the local government under the Cat Act 2011.	CJ180-10/14
21 May 2020	Amended delegation	New sub-delegations to Director Corporate Services (00063) and Manager Rangers Parking and Community Safety (00912).	INT20/19165
10 May 2022	Amended delegation	Removal of sub-delegate authority from Director Corporate Services (00063) and replace with Director Planning and Community Development (00105), as Rangers, Parking and Community Development BU is transferring to Planning and Community Development Directorate.	INT22/18447

Delegation	**3.9 DOG ACT 1976 - POWERS AND DUTIES OF A LOCAL GOVERNMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise the powers or discharge the duties of the local government under the *Dog Act 1976* including the authority to delegate the powers and duties of a local government to other persons.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Statutory framework	Section 10AA of the *Dog Act 1976*.
Policy	Not applicable.
Date adopted	21 October 2014
Adoption references	CJ180-10/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Oct 2014	New delegation	New instrument of delegation to Chief Executive Officer to undertake the powers and duties of the local government under the Dog Act 1976	CJ180-10/14

Delegation	**3.10 FOOD ACT 2008 - FUNCTIONS OF AN ENFORCEMENT AGENCY**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise the powers or discharge the duties of the local government, as an enforcement agency under the *Food Act 2008*.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Statutory framework	Section 118(2)(b) of the *Food Act 2008*.
Policy	Not applicable.
Date adopted	21 October 2014
Adoption references	CJ180-10/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Oct 2014	New delegation	New instrument of delegation to formally delegate to the Chief Executive Officer the functions of a local government under section 118(2) of the Food Act 2008.	CJ180-10/14
23 Jun 2015	Amended delegation	Legislative reference amended from Section 122 to Section 118(2)(b) of the Food Act 2008.	CJ095-06/15

Delegation	**3.11 GRAFFITI VANDALISM ACT 2016 – POWERS AND DUTIES OF A LOCAL GOVERNMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise the powers or discharge the duties of the local government under the *Graffiti Vandalism Act 2016* including the authority to delegate the powers and duties of a local government to other persons.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Manager Rangers Parking and Community Safety (00912)
Subdelegate conditions	Nil.
Statutory framework	Section 16 and 17 of the *Graffiti Vandalism Act 2016*.
Policy	Not applicable.
Date adopted	15 November 2016
Adoption references	CJ192-11/16
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
15 Nov 2016	New delegation	New instrument of delegation to delegate to the Chief Executive Officer the functions of a local government under section 16 of the Graffiti Vandalism Act 2016.	CJ192-11/16
21 May 2020	Amended delegation	New sub-delegations to Manager Rangers Parking and Community Safety (00912) authority to exercise the power or discharge the duties of the local government under the Graffiti Vandalism Act 2016.	INT20/19165

Delegation	**3.12.1 LOCAL PLANNING SCHEME NO. 3 – DELEGATIONS - GENERAL**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	The following powers conferred or imposed on Council or the local government under the Scheme: a. the approval of an application for development approval for the purpose of a 'single house', or up to 5 'grouped dwellings', or any associated, ancillary or incidental development to a 'single house', 'grouped dwelling' or 'multiple dwelling' where: i. there have not been any objections to the application received; and ii. the application is not required to be considered by the Joondalup Design Reference Panel; and iii. in the case of applications for development approval that require a Bushfire Attack Level assessment in accordance with *State Planning Policy 3.7 – Planning in Bushfire Prone Areas (SPP 3.7)* the development: a. has a Bushfire Attack Level of less than 40; and b. where the Bushfire Attack Level is 12.5, 19 or 29: i. is not a vulnerable land use as defined under SPP 3.7; and ii. complies with clause 6.5 of SPP 3.7; and iv. the Deemed-to-Comply requirements or Element Objectives of the *Residential Design Codes* and/or replacement Deemed-to-Comply requirements of the *Residential Development Local Planning Policy* or *Development in Housing Opportunity Areas Local Planning Policy* have been satisfied (where applicable), and the development satisfies any applicable standards and requirements of the Scheme, any applicable structure plan, activity centre plan or local development plan and all other applicable local planning policies; or v. the Local Housing Objectives of the *Residential Development Local Planning Policy* have been satisfied; or vi. in the case of applications for development approval where the development does not meet the Deemed-to-Comply requirements of the *Residential Design Codes* or the requirements of any applicable standards or requirements of the Scheme, any applicable structure plan, activity centre plan, local development plan, or local planning policy, provided: a. the plot ratio of the development does not exceed the requirement of Table 2.1 of the Residential Design Codes; b. the building setbacks of development, including retaining walls, are not less than those specified under the Deemed-to-Comply requirements or Table 2.1 of the *Residential Design Codes*, or any applicable structure plan, activity centre plan, local development plan or local planning policy by more than 1.5 metres; c. any outbuilding is not in the primary or secondary setback area stipulated in Table 1 or Table 2.1 of the *Residential Design Codes* or

	1. 1. 1. applicable structure plan, activity centre plan, local development plan or local planning policy; 2. the height and/or length of boundary wall(s) does not exceed the amounts set out in the Deemed-to-Comply Requirements or Table 2.1 of the *Residential Design Codes* or any applicable structure plan, activity centre plan, local development plan or local planning policy by more than 10% of those requirements, and where there are boundary walls to no more than two (2) separate boundaries; 3. the height of the proposed fill or retaining wall within the primary street setback area does not exceed 1.2 metres above natural ground level; and 4. the height of non visually permeable fencing within the primary street setback area does not exceed 1.2 metres above natural ground level (as measured from the midpoint of the verge) for more than 25% of the frontage of the lot. 2. the approval of an application for development approval for the purposes of a class of use listed in Table 3 Zoning Table, Table 3a Whitford Activity Centre Zoning Table and Table 3b Joondalup Activity Centre Zoning Table of the Scheme other than a 'single house', 'grouped dwelling', 'multiple dwelling', or any associated, ancillary or incidental development where: 1. there have not been any objections to the application received; and 2. the application is not required to be considered by the Joondalup Design Reference Panel; and 3. in the case of applications for development approval that require a Bushfire Attack Level assessment in accordance with *State Planning Policy 3.7 – Planning in Bushfire Prone Areas (SPP 3.7)* the development: 1. has a Bushfire Attack Level of less than 40; and 2. where the Bushfire Attack Level is 12.5, 19 or 29: i. is not a vulnerable land use as defined under SPP 3.7; and ii. complies with clause 6.5 of SPP 3.7; and iv. the development satisfies any applicable standards and requirements of the Scheme, any applicable structure plan, activity centre plan or local development plan and all applicable local planning policies; with the exception of the following: v. setback requirements for patio(s), verandah(s), shade sail(s), portico(s), outbuilding(s) or retaining wall(s) not greater than 1.2 metres above natural ground level in height; or vi. the shortfall in car parking is not increasing from that previously approved; or
Delegates	Chief Executive Officer (00001)

Conditions	The Chief Executive Officer is to cause a report of the exercise of powers and functions to be prepared and presented to each ordinary meeting of Council.
Subdelegates	Coordinator Planning Approvals (00112) Coordinator Planning Approvals (01313) Coordinator Urban Design and Policy (00111) Senior Planning Project Officer (00122) Senior Urban Planner (00115) Senior Urban Planner (00125) Senior Urban Planner (00609) Senior Urban Planner (00778) Senior Urban Planner (01479)
Subdelegate conditions	Nil.
Statutory framework	Clause 82 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*. Section 5.42 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Town Planning delegations be appointed to delegates; the Planning Director, Manager, Coordinator and Senior Planning Officers, and matters not delegated to coordinator Planning approvals and senior planning officers.	CJ208-11/06
7 Sep 2007	Amended delegation	Wording of delegation to be amended to reflect and align with recent modifications to DPS2, as Schedule 6 and clause 8.9 have been deleted from DPS2.	CJ186-09/07
16 Jun 2009	Amended delegation	Minor amendments to various clauses.	CJ127-06/09
22 Jun 2010	Amended delegation	Removal of Part 4 - the Subdivision Delegation and established in a new delegation for ease of reference and to clarify the source of the delegation power.	CJ095-06/10

28 Jun 2011	Amended delegation	An amendment to the position title to reflect a change in the City's organisational structure – the position of Manager Planning Services replaces the position of Manager Planning Approvals and Environmental Services. The addition of part (d) the determination of an application for approval for short stay accommodation except where abutting the 'Residential' zone."	CJ107-06/11
13 Dec 2011	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Development, to have authority to determine applications for display homes on a maximum of 23 Lots in Burns Beach.	CJ229-12/11
21 Feb 2012	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Development, to have authority to determine applications for display homes on Lot 1189 Larvotto Turn, Burns Beach.	CJ003-02/12
15 May 2012	Amended delegation	Town Planning Delegations - General - amendments relating to: • Add "Coordinator Urban Design and Policy (00111)". • Amend "Senior Urban Planner (00122, 00125)" to "Senior Planning Officer (00122, 00125)". • Typographical changes. • Insert "associated, ancillary and incidental development". • Insert "any Agreed Structure Plan".	CJ094-06/13
16 Jul 2013	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Community Development and the Manager Planning Services, the authority to determine applications for the unlisted land use 'Ancillary Dwelling' as defined by the new Residential Design Codes under the City's District Planning Scheme No.	CJ123-07/13
21 Oct 2014	Amended delegation	Change in title from Town Planning Delegations - General to District Planning Scheme No. 2, and other amendments to the instrument of delegation, including delegations provided to Senior Urban Planner (00778).	CJ180-10/14

6 Oct 2015	Amended delegation	District Planning Scheme No. 2 - Amendments include major changes introduced by the Planning and Development (Local Planning Schemes) Regulations 2015 and alignment to District Planning Scheme No. 2 (DPS2). • Delegate a range of local government functions to Chief Executive Officer. • Revoke delegations previously afforded to various officers of the Planning Services Business Unit.	CJ167-10/15
19 Oct 2015	Amended delegation	District Planning Scheme No. 2 - sub-delegation of local government functions to designated employees.	INT15/36323
21 Aug 2018	Amended delegation	• Change in title from District Planning Scheme No. 2 - Delegations - General to Local Planning Scheme No. 3 - Delegations - General, and other minor amendments. • Change in conditions, with the removal of "the delegations are to have effect for a period of two years from and including 27 June 2017". • Sub-Delegation afforded to Senior Urban Planner (01479). • Other minor changes.	CJ133-08/18
25 Jun 2019	Amended delegation	Local Planning Scheme No. 3 – Delegations - General - minor changes made due to the annual review of Delegation of Authority Register.	CJ078-06/19
23 Jun 2020	Amended delegation	Local Planning Scheme No. 3 – Delegations - General - minor changes made due to the annual review of Delegation of Authority Register.	CJ079-06/20
8 Jan 2021	Amended delegation	Local Planning Scheme No. 3 – Delegations - General - removal of position 00122, as the position is now classified as an Urban Planner and no longer has delegated authority.	EMI21/293
15 Jun 2021	Amended delegation	Changes in Function in respect to section a, a(iv), a (vi)(b), section b(v), b(vii) slight changes in wording and reference to the new Advertisement Local Planning Policy, which replaces the Signs Policy.	CJ079-06/21
10 May 2022	Amended delegation	Add Sub-delegated authority to Senior Planning Project Officer (00122).	INT22/18447

Delegation	**3.12.2 LOCAL PLANNING SCHEME NO. 3 – DELEGATIONS - GENERAL**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	The following powers conferred or imposed on the Council or the local government under the *Scheme and the Planning and Development Act 2005*: a. the determination of an application for development approval for the purpose of a 'single house', and/or up to 5 'grouped dwellings', or any associated, ancillary or incidental development; b. the determination of an application for development approval for the purpose of a class of use listed in Table 3 Zoning Table, Table 3a Whitford Activity Centre Zoning Table and Table 3b Joondalup Activity Centre Zoning Table of the Scheme or any associated, ancillary or incidental development (other than a 'single house', 'grouped dwelling' or 'multiple dwelling') provided: i. building setbacks for buildings other than for those set out in 1(b)(v) of these delegations, as set out in the Scheme or any applicable structure plan, activity centre plan, local development plan or local planning policy, are not less than the required amount by more than 1.5 metres; ii. the amount of car parking provided is not less than the standards and requirements set out in the Scheme, applicable local planning policy or any applicable structure plan, activity centre plan or local development plan by more than 10% or the shortfall in car parking is not increasing from that previously approved; iii. the landscaping between a car parking area and the street as set out under the Scheme, applicable local planning policy or an applicable structure plan, activity centre plan or local development plan achieves an average width of not less than 1.0 metre; iv. the overall amount of landscaping provided for the site does not vary the standards and requirements set out in the Scheme, applicable local planning policy or any applicable structure plan, activity centre plan or local development plan by more than 10% of that requirement or the shortfall in landscaping is not increasing from that previously approved; and v. the development complies with the coastal area building height in the *Commercial, Mixed Use and Service Commercial Zone Local Planning Policy*. c. the direction under clauses 64(3), (4), (5), (6) and (7) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* to advertise an application for development approval; d. the determination under clause 64(2) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* whether a departure from the requirements of the Scheme is of a minor nature and whether to waive the requirement for the advertising of the application, providing it is not an application that would otherwise require advertising under the Scheme or local planning policy; e. the determination under clause 63(2) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* whether to waive or vary the requirement for plans and other information to be submitted with an application;

	1. the determination under clause 61(1)(f) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* whether works are temporary for the purposes of the Scheme and the length of time that such 'development' is permitted to remain in the requested location; 2. the decision whether an application for development approval may affect any other statutory, public or planning authority, and shall therefore require them to be provided a copy of the application for objections and recommendations under clause 66(1) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.
Delegates	Chief Executive Officer (00001)
Conditions	The Chief Executive Officer is to cause a report of the exercise of powers and functions to be prepared and presented to each ordinary meeting of Council.
Subdelegates	Director Planning and Community Development (00105) Manager Planning Services (00108) Manager Regulatory Services (01093)
Subdelegate conditions	Nil.
Statutory framework	Clause 82 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*. Section 5.42 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Town Planning delegations be appointed to delegates; the Planning Director, Manager, Coordinator and Senior Planning Officers, and matters not delegated to coordinator Planning approvals and senior planning officers.	CJ208-11/06
7 Sep 2007	Amended delegation	Wording of delegation to be amended to reflect and align with recent modifications to DPS2, as Schedule 6 and clause 8.9 have been deleted from DPS2.	CJ186-09/07
16 Jun 2009	Amended delegation	Minor amendments to various clauses.	CJ127-06/09

22 Jun 2010	Amended delegation	Removal of Part 4 - the Subdivision Delegation and established in a new delegation for ease of reference and to clarify the source of the delegation power.	CJ095-06/10
28 Jun 2011	Amended delegation	An amendment to the position title to reflect a change in the City's organisational structure – the position of Manager Planning Services replaces the position of Manager Planning Approvals and Environmental Services. The addition of part (d) the determination of an application for approval for short stay accommodation except where abutting the 'Residential' zone."	CJ107-06/11
13 Dec 2011	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Development, to have authority to determine applications for display homes on a maximum of 23 Lots in Burns Beach.	CJ229-12/11
21 Feb 2012	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Development, to have authority to determine applications for display homes on Lot 1189 Larvotto Turn, Burns Beach.	CJ003-02/12
15 May 2012	Amended delegation	Minor changes made to the Town Planning Delegations.	CJ075-05/12
25 Jun 2013	Amended delegation	Town Planning Delegations - General - amendments relating to: • Add "Coordinator Urban Design and Policy (00111)". • Amend "Senior Urban Planner (00122, 00125)" to "Senior Planning Officer (00122, 00125)". • Typographical changes. • Insert "associated, ancillary and incidental development". • Insert "any Agreed Structure Plan".	CJ094-06/13
16 Jul 2013	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Community Development (00105) and the Manager Planning Services (00108), the authority to determine applications for the unlisted land use 'Ancillary Dwelling' as defined by the new Residential Design Codes under the City's District Planning Scheme No. 2 (DPS2).	CJ123-07/13
21 Oct 2014	Amended delegation	Change in title from Town Planning Delegations - General to District Planning Scheme No. 2, and other amendments to the instrument of delegation, including delegations provided to Senior Urban Planner (00778).	CJ180-10/14

6 Oct 2015	Amended delegation	• District Planning Scheme No. 2 - Amendments include major changes introduced by the Planning and Development (Local Planning Schemes) Regulations 2015 and alignment to District Planning Scheme No. 2 (DPS2). • Delegate a range of local government functions to Chief Executive Officer. • Revoke delegations previously afforded to various officers of the Planning Services Business Unit.	CJ167-10/15
19 Oct 2015	Amended delegation	District Planning Scheme No. 2 - sub-delegation of local government functions to designated employees.	INT15/36323
21 Aug 2018	Amended delegation	• Change in title from District Planning Scheme No. 2 - Delegations - General to Local Planning Scheme No. 3 - Delegations - General, and other minor amendments. • Amendments to functions delegated. • Change in conditions, with the removal of "the delegations are to have effect for a period of two years from and including 27 June 2017".	CJ133-08/18
25 Jun 2019	Amended delegation	Local Planning Scheme No. 3 – Delegations - General - minor changes made due to the annual review of Delegation of Authority Register.	CJ078-06/19
21 May 2020	Amended delegation	Sub-delegation afforded to Manager Compliance and Regulatory Services (01093)	INT20/19165
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259
15 Jun 2021	Amended delegation	Changes in function relating to removal of determination of applications for 'multiple dwellings', inclusion of reference to the local planning policy in section (i) and (d), inclusion of the wording 'or the shortfall in car parking and landscaping is not increasing from that previously approved in respect to section (ii) and (iv), the inclusion of clauses 64 (4), (5), (6) and (7) in section (c).	CJ079-06/21

Delegation	**3.13 PLANNING AND DEVELOPMENT ACT 2005 - POWER AS TO ILLEGAL DEVELOPMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise all the powers and functions of the local government under sections 214 (2), (3) and (5) of the *Planning and Development Act 2005*.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Statutory framework	Section 5.42(1)(b) of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	21 October 2014
Adoption references	CJ180-10/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Oct 2014	New delegation	Insertion of delegation in accordance to Sections 214 (2), (3) and (5) of the Planning and Development Act 2005.	CJ180-10/14

Delegation	**3.14 PLANNING AND DEVELOPMENT (LOCAL PLANNING SCHEMES) REGULATIONS 2015 - DETERMINE DEVELOPMENT APPLICATIONS FOR 'UNLISTED USE (BICYCLE HIRE)'**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to determine development applications for 'Unlisted Use (Bicycle Hire)'.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Director Planning and Community Development (00105) Manager Planning Services (00108)
Subdelegate conditions	Nil.
Statutory framework	Section 5.42 of the *Local Government Act 1995.* Clause 82 of Schedule 2 of the *Planning and Development(Local Planning Schemes) Regulations 2015.*
Policy	Not applicable.
Date adopted	20 September 2016
Adoption references	CJ135-09/16
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
20 Sep 2016	New delegation	Delegate function to Chief Executive Officer to determine development applications for 'Unlisted Use (Bicycle Hire)'	CJ135-09/16, INT16/36170
21 Sep 2016	Amended delegation	Sub-delegation afforded to Director Planning and Community Development (00105) and Manager Planning Services (00108) to determine development applications for 'Unlisted Use (Bicycle	INT16/36191

Delegation	**3.15 PUBLIC HEALTH ACT 2016 - FUNCTIONS OF AN ENFORCEMENT AGENCY**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise all of the powers and duties conferred or imposed on a local government, as an enforcement agency, under the *Public Health Act 2016*.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Statutory framework	Section 21 of the *Public Health Act 2016*.
Policy	Not applicable.
Date adopted	21 February 2017
Adoption references	CJ012-02/17
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Feb 2017	New delegation	New delegation in accordance with Public Health Act 2016.	CJ012-02/17
15 Jun 2021	Amended delegation	Change in delegation numbering from 3.16 to 3.15 - Public Health Act 2016 - Functions of an Enforcement Agency, due to the revoking of delegation 3.15.	CJ079-06/21

ATTACHMENT 2



City of Joondalup
REGISTER OF DELEGATION OF AUTHORITY

CJ079-06/21

REVIEW

Reviewed by	Date approved	References
Council	28 Jun 2011	CJ107-06/11
Council	26 Jun 2012	CJ108-06/12
Chief Executive Officer	30 May 2013	INT13/9868
Council	25 Jun 2013	CJ094-06/13
Council	24 Jun 2014	CJ091-06/14
Chief Executive Officer	30 Jun 2014	INT14/15493
Council	21 Oct 2014	CJ180-10/14
Chief Executive Officer	13 May 2015	INT15/11342
Council	23 Jun 2015	CJ095-06/15
Chief Executive Officer	1 Jun 2016	INT16/19021
Council	28 Jun 2016	CJ091-06/16
Chief Executive Officer	29 May 2017	INT17/24978
Council	27 Jun 2017	CJ091-06/17
Chief Executive Officer	4 Jun 2018	INT18/21364
Council	26 Jun 2018	CJ101-06/18
Council	21 Aug 2018	CJ133-08/18
Chief Executive Officer	7 May 2019	INT19/21782
Council	25 Jun 2019	CJ078-06/19
Chief Executive Officer	21 May 2020	INT20/19165
Council	23 Jun 2020	CJ079-06/20
Chief Executive Officer	10 May 2021	INT21/20088
Council	15 Jun 2021	CJ079-06/21
Chief Executive Officer	10 May 2022	INT22/18447

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INTRODUCTION

Register of Delegation of Authority

The Delegations of Authority contained within are made to Committees pursuant to Section 5.16 and to the Chief Executive Officer pursuant to Section 5.42 of the *Local Government Act 1995* (the Act) and, where listed, some of these functions are delegated by the Chief Executive Officer to City of Joondalup employees pursuant to Section 5.44 of the Act. All delegations made by the Council must be by an **absolute majority** decision.

Section 5.43 of the Act provides that the following are decisions that cannot be delegated to the Chief Executive Officer:

- Any power or duty that requires a decision of an absolute majority of the Council.
- Accepting a tender which exceeds an amount determined by the local government for the purpose of this paragraph.
- Appointing an auditor.
- Acquiring or disposing of any property valued at an amount exceeding an amount determined by the local government for the purpose of this paragraph.
- Any of the local government's powers under sections 5.98, 5.98A, 5.99 and 5.100 of the Act.
- Borrowing money on behalf of the local government.
- Hearing or determining an objection of a kind referred to in Section 9.5.
- The power under Section 9.49A (4) to authorise a person to sign documents on behalf of the local government.
- Any power or duty that requires the approval of the Minister or Governor.
- Such other duties or powers that may be prescribed by the Act.

The Act allows for the Chief Executive Officer to delegate any of their powers to another employee, this must be done in writing. The Act allows for the Chief Executive Officer to place conditions on any delegations if required.

A register of delegations, being this manual, relevant to the Chief Executive Officer and other employees is to be kept and reviewed at least once every financial year.

If a person is exercising a power or duty that they have been delegated, the Act requires them to keep necessary records to the exercise of the power or discharge of the duty. The written record is to contain:

- how the person exercised the power or discharged the duty;
- when the person exercised the power or discharged the duty; and
- the persons or classes of persons, other than council or committee members or employees of the local government, directly affected by the exercise of the power or the discharge of the duty.

In addition to delegations made in accordance with the *Local Government Act 1995,* a number of delegations are also made to the Chief Executive Officer, or directly to other officers in some instances, in accordance with the provisions of other legislation.

The aim of the delegated authority register is to assist with improving the time taken to make decisions within the constraints allowed by the relevant legislation. This is consistent with the City's commitment to a strong customer service focus.

Each instrument of delegation describes the function being delegated and the relevant statutory reference which is the source of power for the exercise of the function. Also included is a reference to related documents such as policies of the Council which may provide guidance in the exercise of the delegation.

This delegated authority register will be reviewed in accordance with the Act on an annual basis.

DELEGATIONS

PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995

Delegation	**1.1 ACKNOWLEDGE RECEIPT OF PRIMARY AND ANNUAL RETURNS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Chief Executive Officer (00001)
Function	To provide written acknowledgement of the receipt of Primary and Annual Returns in accordance with section 5.77 of the *Local Government Act 1995*.
Delegates	Director Governance and Strategy (00648)
Conditions	Nil.
Statutory framework	5.77 of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	25 June 2013
Adoption references	CJ094-06/13
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
8 Apr 2013	New delegation	Insertion of new delegation to Chief Executive Officer and sub-delegation to Director Governance and Strategy (00648)	INT13/7349; CJ094-06/13

Delegation	**1.2 ACTIVITIES ON PRIVATE LAND**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to do any of the things prescribed in Schedule 3.2 of the *Local Government Act 1995*, even though the land on which it is done is not local government property and the local government does not have the consent to do it.
Delegates	Chief Executive Officer (00001)
Conditions	Limited to those activities as listed in Schedule 3.2 of the *Local Government Act 1995*.
Statutory framework	Section 3.27 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	24 June 2014
Adoption references	CJ091-06/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
24 Jun 2014	New delegation	Insertion of delegation providing the Chief Executive Officer authority to do anything prescribed in Schedule 3.2 of the Local Government Act 1995, even though the land on which it is done is not local government property and the local government does not have the consent to do it.	CJ091-06/14

Delegation	**1.3 ADMINISTER THE CITY'S LOCAL LAWS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to administer the City's local laws and to do all other things that are necessary or convenient to be done for, or in connection with, performing the functions of the City under the City's local laws.
Delegates	Chief Executive Officer (00001)
Conditions	Nil
Statutory framework	Sections 3.18 and 5.42 of the *Local Government Act 1995* *Animals Local Law 1999* *Health Local Law 1999* *Local Government and Public Property Local Law 2014* *Parking Local Law 2013* *Pest Plant Local Law 2012* *Waste Local Law 2017*
Policy	Not applicable.
Date adopted	19 October 2010
Adoption references	CJ175-10/10
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
19 Oct 2010	New delegation	New delegation in relation to authority to administer the City's Local Laws.	CJ175-10/10
20 Nov 2012	Amended delegation	Pest Plant Local Law 2012 added to the list of local laws.	CJ232-11/12
30 May 2013	Amended delegation	Replacing "Agriculture and Related Resources Protection Act 1976" with "Pest Plant Local Law 2012" within the reference list.	INT13/9868
28 Jun 2016	Amended delegation	Removal of Trading in Public Places Local Law 1999 and update to Local Government and Public Property Local Law 1999 to 2014.	CJ091-06/16

Delegation	**1.4 AGREEMENT FOR PAYMENT OF RATES AND SERVICE CHARGES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to accept payment of a rate or service charge due and payable by a person in accordance with an agreement made with the person.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.49 of the *Local Government Act 1995*.
Policy	*Payments of Rates and Charges Policy*. *Rates Hardship Policy*.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
25 Jun 2019	New delegation	Insertion of delegation for Chief Executive Officer to have authority to accept payment of a rate or service charge.	CJ078-06/19
26 Jun 2019	Amended delegation	The inclusion of sub delegations to position numbers 00063, 00075, 00079.	INT19/29912
21 May 2020	Amended delegation	Change to position title from Team Leader Rating Services (00079) to Coordinator Rating Services (00079).	INT20/19165

Delegation	**1.5 AMENDMENT TO THE RATE RECORD**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to amend the rate record for the five years preceding the current financial year.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.39(2)(a) of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
25 Jun 2019	New delegation	Insertion of delegation providing the Chief Executive Officer authority to amend the rate record for five years prior to current financial year.	CJ078-06/19
26 Jun 2019	Amended delegation	The inclusion of sub delegations for position numbers 00063, 00075, 00079.	INT19/29912
21 May 2020	Amended delegation	Change in position title from Team Leader Rating Services (00079) to Coordinator Rating Services (00079).	INT20/19165

Delegation	**1.6 APPOINTMENT OF AUTHORISED PERSONS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Chief Executive Officer (00001)
Function	Authority: 1. To appoint and authorise persons to exercise the powers and duties of an authorised person as set out in the *Local Government Act 1995* and listed hereunder:: 1.1 Section 3.25 – Notices requiring certain things to be done by owner or occupier of land; 1.2 Section 3.26 – Additional powers when notices are given; 1.3 Section 3.27 – Particular things local government can do on land that is not local government property; 1.4 Section 3.31 – Power to enter property; 1.5 Sections 3.39 to 3.48 – Power to remove, impound and disposal; 1.6 Section 9.10 – Power to appoint authorised persons to perform particular functions; 1.7 Section 9.11 – Persons committing breach of Act to give name, address and date of birth; 1.8 Section 9.13 – Onus of proof in vehicle offences; 1.9 Section 9.16 – Issue infringement notices; 1.10 Section 9.17 – Receive payment of modified penalties; 1.11 Section 9.24 – Commencing prosecutions. 2. To appoint and authorise persons to exercise the powers and duties of an authorised person under the City's local laws.
Delegates	Manager Leisure and Cultural Services (00159)
Conditions	1. Authority extended to appoint members of a Surf Life Saving Club as authorised persons for the purposes of clause 5.3 of the *City of Joondalup Local Government and Public Property Local Law 2014* (patrol, close beaches). 2. A register of Authorised Persons is to be maintained as a local government record.
Statutory framework	Sections 3.24 and 9.10 of the *Local Government Act 1995*. Section 9.10 of the *Local Government Legislation Amendment Act 2019*.
Policy	Not applicable.
Date adopted	28 June 2011
Adoption references	CJ107-06/11
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
28 Jun 2011	New delegation	Insertion of delegation for Chief Executive Officer to have authority to appoint authorised persons in accordance with the Local Government Act 1995.	CJ107-06/11

20 Mar 2012	Amended delegation	Insertion of delegation as result of the new Building Act 2011.	CJ027-03/12
20 Nov 2012	Amended delegation	Pest Plant Local Law 2012 added to the list of local laws.	CJ232-11/12
20 Nov 2012	Amended delegation	Delegations provided for Chief Executive Officer to appoint authorised persons to enforce the provisions of the City of Joondalup Pest Plant Local Law 2012.	RGS00813
30 May 2013	Amended delegation	Replacing "Agriculture and Related Resources Protection Act 1976" with "Pest Plant Local Law 2012" within the reference list.	INT13/9868
25 Jun 2013	Amended delegation	Inclusion of the Chief Executive Officer being appointed as an authorised person to undertake all the powers and duties of the local government under the Cat Act 2011.	CJ102-06/13
24 Jun 2014	Amended delegation	Changes to Part 1 in relation to; title amendment; delegation re-worded; deletion of part 1.2; inclusion of new parts 1.4 and 1.8. In addition a new Part 2, and Part 2 renumbered as Part 3.	CJ091-06/14
21 Oct 2014	Amended delegation	Removal of Part 3 of delegation relating to appointing and authorising employees to exercise power under individual legislation apart from the Local Government Act 1995.	CJ180-10/14
4 Jan 2018	Amended delegation	The inclusion of a sub-delegation condition - authority be extended to appoint members of a surf lifesaving club as authorised persons for the purposes of clause 5.3 of the Local Government and Public Property Local Law 2014 (patrol, close beaches).	INT18/485
25 Jun 2019	Amended delegation	Inclusions of Parts 1.2 and 1.3 relating to section 3.26 and 3.27 of the Act where a local government can appoint persons to perform particular functions.	CJ078-06/19
7 Nov 2020	Amended delegation	Amendment reflects the introduction of the Local Government Legislation Amendment Act 2019 section 9.10 of the Act was change to remove the local government appointing authorised persons under the Act (as well as others) and replaced the delegator as the Chief Executive Officer.	EMI21/4952

Delegation	**1.7 CHOICE OF ACCEPTABLE TENDERS FROM AN EXPRESSION OF INTEREST**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to choose acceptable tenderers from expressions of interest received, from those persons who are considered to be capable of satisfactorily supplying the goods or services.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegate conditions	Nil.
Statutory framework	Regulation 23(3) of the *Local Government (Functions and General) Regulations 1996.*
Policy	*Purchasing Policy.*
Date adopted	18 August 1998
Adoption references	CJ60-08/98
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
18 Aug 1998	New delegation	Insertion of delegation for Chief Executive Officer to have authority to choose acceptable tenders from an Expression of Interest.	CJ60-08/98
24 Jun 2014	Amended delegation	Re-wording of the Power or Duty delegated and inclusion of the regulation 23 (3).	CJ091-06/14

Delegation	**1.8 CHOICE OF TENDER**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to decide which tender to accept. Authority to decline to accept any tender.
Delegates	Chief Executive Officer (00001)
Conditions	Authority to accept tenders valued up to $500,000.
Statutory framework	Section 3.57 and 5.43 of the *Local Government Act 1995*. Regulation 18 of the *Local Government (Functions and General) Regulations 1996*.
Policy	*Purchasing Policy*.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to assess valid tenders before deciding to accept successful tenderer.	CJ208-11/06
28 Jun 2011	Amended delegation	The inclusion of a condition relating to "Authority to decline to accept any tender".	CJ107-06/11
26 Jun 2012	Amended delegation	A change to the Conditions, to increase the tender value limit that can be accepted by the CEO from $250,000 to $300,000.	CJ108-06/12
24 Jun 2014	Amended delegation	Wording of delegation amended and layout re-structured, including the removal of the condition "Authority to decline to accept any tender".	CJ091-06/14
23 Jun 2015	Amended delegation	A change to the Conditions, to increase the tender value limit that can be accepted by the CEO from $300,000 to $350,000.	CJ095-06/15

25 Jun 2019	Amended delegation	A change to the Conditions, to increase the tender value limit that can be accepted by the CEO from $350,000 to $500,000.	CJ078-06/19
15 Jun 2021	Amended delegation	A change to the Conditions, for authority to accept tenders valued up to $500,000 changed from (valued at less than $500,000).	CJ079-06/21

Delegation	**1.9 CLOSING CERTAIN THOROUGHFARE TO VEHICLES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to close any thoroughfare that the City manages, wholly or partially, to the passage of vehicles.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Director Infrastructure Services (00184) Manager Infrastructure Management Services (00186)
Subdelegate conditions	Nil.
Statutory framework	Sections 3.50 and 3.50A of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have authority to close any thoroughfare that it manages for the passage of vehicles wholly or partially for a period not exceeding four weeks.	CJ208-11/06
7 Sep 2007	Amended delegation	Change to position title	CJ186-09/07
22 Jun 2010	Amended delegation	Consolidation of two delegations into one.	CJ095-06/10
24 Jun 2014	Amended delegation	Wording of delegation function amended to read - Authority to close any thoroughfare that the City manages, wholly or partially, to the passage of vehicles.	CJ091-06/14

Delegation	**1.10 COMPLAINTS - MODEL CODE OF CONDUCT**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to: 1 deal with a complaint; 2 dismiss a complaint; and 3 establish procedures for dealing with complaints; under clauses 12, 13 and 15(2) of Schedule 1 of the *Local Government (Model Code of Conduct) Regulations 2021*.
Delegates	Chief Executive Officer (00001)
Conditions	Authority includes the relevant powers and duties within the same clauses specified in the *Code of Conduct for the Council Members, Committee Members and Candidates* adopted by Council in accordance with section 5.104(1) of the *Local Government Act 1995*.
Subdelegates	Director Governance and Strategy (00648)
Subdelegate conditions	1. Authority includes the relevant powers and duties within the same clauses specified in the Code of Conduct for the Council Members, Committee Members and Candidates adopted by Council in accordance with section 5.104(1) of the Local Government Act 1995. 2. Authority only extends to complaints lodged by the Chief Executive Officer.
Statutory framework	Sections 5.42 and 5.104(1) of the *Local Government Act 1995*.
Policy	*Complaints Investigation Policy*.
Date adopted	18 May 2021
Adoption references	CJ071-05/21

Amendments

Approved	Type	Amendment	References
18 May 2021	New delegation	Insertion of new delegation to the Chief Executive Officer with the authority to; deal with a complaint; dismiss a complaint; and establish procedures for dealing with complaints under the model Code of Conduct.	CJ071-05/21
28 Jun 2021	Amended delegation	Sub-delegation afforded to Director Governance and Strategy (00648), authority only extends to complaints lodged by the Chief Executive Officer.	INT21/27953

Delegation	**1.11 DISPOSING OF PROPERTY**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to dispose of property – (1) at public auction; (2) by public tender; (3) by private treaty.
Delegates	Chief Executive Officer (00001)
Conditions	Authority limited to property valued at less than $900,000. "Property" includes the whole or any part of the interest of a local government in property, but does not include money. "Dispose" includes to sell, lease or otherwise dispose of, whether absolutely or not. Following the disposal of City land, the detail of the disposal is to be reported to a relevant Committee of the Council for its information.
Subdelegate conditions	Nil.
Statutory framework	Section 3.58 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have authority to dispose of property to the highest bidder at public auction.	CJ208-11/06
7 Sep 2007	Amended delegation	Clause (3) amended to read: "A local government may dispose of property by private treaty in accordance with Section 3.58 of the Local Government Act 1995."	CJ186-09/07

16 Jun 2009	Amended delegation	Provision relating to exempt dispositions to be added.	CJ127-06/09
22 Jun 2010	Amended delegation	Consolidation of four delegations into one - titled Disposing of Property.	CJ095-06/10
26 Jun 2012	Amended delegation	Change in Conditions - Authority limit to property valued from $500,000 increased to $600,000.	CJ108-06/12
24 Jun 2014	Amended delegation	Changes to delegation wording and structure, to include meaning of "Property" under conditions.	CJ091-06/14
25 Jun 2019	Amended delegation	Change in Conditions - Authority limited to property valued less than $900,000, was previously $600,000. Inclusion of the meaning of "Dispose". Additional condition - "following the disposal of City land, the detail of the disposal is to be reported to a relevant Committee of the Council for its information".	CJ078-06/19
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.11 to 1.12 Disposing of Property	CJ079-06/21

Delegation	**1.12 - ACQUISITION OF INTEREST IN LAND BY LEASE OR OTHER SHORT TERM INSTRUMENT**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	1. Authority to acquire an interest in land (includes buildings), by lease or other short term instrument ONLY, where the total value of the consideration and anything done by the City is less than the threshold amount for a major land transaction [s.3.59(1), r.8A(1)]. 2. Authority to acquire an interest in land by lease or other short term instrument ONLY through an exempt land transaction [s.3.59(1), r8(1)]: a) Without intending to produce a profit to the Local Government; and b) Without intending that another person will be sold, or given joint or exclusive use of, all or any of the land involved in the transaction.
Delegates	Chief Executive Officer (00001)
Conditions	a) Delegation excludes authority to purchase in fee simple land or buildings and is therefore limited to leases, rental or other short term acquisition instruments that do not commit the Local Government for a period greater than five years. b) In accordance with s.5.43, this delegation is limited to acquisitions that have a total consideration value of $500,000 or less. c) Documents that give effect to an acquisition under this delegation, must be executed by a person duly authorised under s. 9.49A.
Subdelegates	Nil.
Subdelegate conditions	Nil.
Statutory framework	*Local Government Act 1995* [s.3.59, s. 9.49A, s.6.2]. *Local Government (Functions and General) Regulations 1995* [r.8A, r. 8]. *Residential Tenancy act 1987*. *Commercial Tenancy (Retail Shops) Agreements Act 1985*.
Policy	Not applicable.
Date adopted	TBC
Adoption references	TBC
Last reviewed	TBC

Delegation	**1.13 ENTRY IN AN EMERGENCY**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to lawfully enter any land, premises or thing immediately and without notice and perform any functions as is considered appropriate to deal with an emergency.
Delegates	Chief Executive Officer (00001)
Conditions	An emergency exists where the City or the Chief Executive Officer is of the opinion that the circumstances are such that compliance with the requirements for obtaining entry other than under section 3.34 of the *Local Government Act 1995* would be impractical or unreasonable because of, or because of the imminent risk of: (a) injury or illness to any person (b) a natural or other disaster or emergency or (c) such other occurrence as is prescribed under the *Local Government (Functions and General) Regulations 1996* for the purposes of section 3.34 of the *Local Government Act 1995*.
Statutory framework	Section 3.34(1) of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
25 Jun 2019	New delegation	Inclusion of delegation for Chief Executive Officer to have authority to lawfully enter property in an Emergency.	CJ078-06/19
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.12 to 1.13 - Entry in an Emergency.	CJ079-06/21

Delegation	**1.14 ESTABLISHING PANELS OF PRE-QUALIFIED SUPPLIERS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to decide which applications to accept for inclusion on a panel of pre-qualified suppliers. Authority to decline to accept any application for inclusion on a panel of pre-qualified suppliers. Authority to enter into a contract or contracts, for the supply of goods or services with a pre-qualified supplier.
Delegates	Chief Executive Officer (00001)
Conditions	Authority extends to the supply of goods/services valued up to $500,000.
Statutory framework	*Local Government Act 1995.* Regulations 24AB, 24AH and 24AJ of the *Local Government (Functions and General) Regulations 1996.*
Policy	*Purchasing Policy.*
Date adopted	28 June 2016
Adoption references	CJ091-06/16
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
28 Jun 2016	New delegation	Inclusion of delegation for Chief Executive Officer to have authority to establish panels of pre-qualified suppliers.	CJ091-06/16
15 Jun 2021	Amended delegation	Change in conditions where the authority extends to the supply of goods/service value from 'less than $350,000', changed to 'up to $500,000'.	CJ079-06/21
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.13 to 1.14 - Establishing Panels of Pre-qualified Suppliers.	CJ079-06/21

Delegation	**1.15 EXTENSION OF EXISTING CONTRACTS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to approve any contract extensions on tenders approved by the Council.
Delegates	Chief Executive Officer (00001)
Conditions	Authority subject to: 1. the extension being within the original terms and conditions approved by the Council; 2. satisfactory performance of the contractor(s); 3. the Chief Executive Officer reporting to the Audit and Risk Committee on a six monthly basis on the exercise of this delegation.
Subdelegates	Director Corporate Services (00063)
Subdelegate conditions	Only in the event when the Chief Executive Officer declares a conflict of interest in extending a contract.
Statutory framework	Section 3.57 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	1 November 2005
Adoption references	CJ231-11/05
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
1 Nov 2005	New delegation	Inclusion of delegation for Chief Executive Officer to have authority to extend existing contracts.	CJ231-11/05
21 May 2020	Amended delegation	Sub-delegation afforded to Director Corporate Services (00063), only in the event when the Chief Executive Officer declares a conflict of interest in extending a contract.	INT20/19165
23 Jun 2020	Amended delegation	Change to the Conditions - Part 3 to amend the Committee title from Audit Committee to Audit and Risk Committee.	CJ079-06/20
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.14 to 1.15 - Extension of Existing Contracts.	CJ079-06/21

Delegation	**1.16 INFRINGEMENTS - EXTENSION OF TIME TO PAY AND WITHDRAWAL OF NOTICES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Chief Executive Officer (00001)
Function	Authority to extend the period within which a modified penalty may be paid or withdraw an infringement notice.
Delegates	Coordinator Field Services (00607) Director Planning and Community Development (00105) Manager Rangers Parking and Community Safety (00912)
Conditions	Nil.
Subdelegate conditions	Nil.
Statutory framework	Sections 9.19 and 9.20 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	18 April 2018
Adoption references	INT18/15225

Amendments

Approved	Type	Amendment	References
18 Apr 2018	New delegation	Insertion of delegation to designated employees to provide the authority to extend the period within a modified penalty may be paid or withdraw an infringement notice.	INT18/15225
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.15 to 1.16 - Extension of Time to Pay and Withdrawal of Notices.	CJ079-06/21
10 May 2022	Amended delegation	Removal of delegate authority from Parking Project Officer (00853).	INT22/18447
10 May 2022	Amended delegation	Removal of delegate authority from Director Corporate Services (00063) and replace with Director Planning and Community Development (00105), as Rangers, Parking and Community Development BU is transferring to Planning and Community Development Directorate.	INT22/18447

Delegation	**1.17 OBJECTION TO THE RATE RECORD**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to: • consider any objection to the rate record and either disallow it or allow it, wholly or in part; • extend the time for making an objection to the rate record for such period as is deemed fit.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.76 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have authority to consider any objection to the rate record and may either disallow or allow wholly or in part.	CJ208-11/06
22 Jun 2010	Amended delegation	Inclusion of "Delegated by Council" and Nil Conditions.	CJ095-06/10
24 Jun 2014	Amended delegation	Function delegated - removal of the words local government and replaced by the word Authority.	CJ091-06/14

25 Jun 2019	Amended delegation	Change to Function delegated to include " extend the time for making an objection to the rate record for such period as is deemed fit".	CJ078-06/19
26 Jun 2019	Amended delegation	Inclusion of sub-delegations relating to position numbers (00063), (00075), (00079).	INT19/29912
23 Jun 2020	Amended delegation	Sub-delegation - Change in title from Team Leader Rating Services to Coordinator Rating Services.	INT20/19165
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.16 to 1.17 - Objection to the Rate Record.	CJ079-06/21

Delegation	**1.18 OPENING OF FENCES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to open a fence on private land.
Delegates	Chief Executive Officer (00001)
Conditions	Limited to those activities that expressly states such authority under Schedule 3.2 of the *Local Government Act 1995.*
Subdelegate conditions	Nil.
Statutory framework	Section 3.36 of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	24 June 2014
Adoption references	CJ091-06/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
24 Jun 2014	New delegation	Insertion of delegation for Chief Executive Officer to have the authority to open a fence on private property.	CJ091-06/14
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.17 to 1.18 - Opening of Fences.	CJ079-06/21

Delegation	**1.19 PAYMENTS FROM MUNICIPAL FUND - INCURRING LIABILITIES AND MAKING PAYMENTS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to incur liabilities and make payments from the municipal fund.
Delegates	Chief Executive Officer (00001)
Conditions	(1) Authority subject to funds being provided in the Annual Budget. (2) Authority to Chief Executive Officer is unlimited. (3) Incurring liabilities and making payments to be undertaken in accordance with the City's procedures and systems for incurring liabilities and making payments. (4) Authority which may be Delegated by the Chief Executive Officer to employees is subject to the maximum individual amount limits on payments defined by categories A, B, C, D, E and F as follows: (i) Category A – unlimited individual amounts subject to annual budget limitations. (ii) Category B – limited to $2 million. ($2.2 million including GST). (iii) Category C – limited to $250,000. ($275,000 including GST). (iv) Category D – limited to $100,000. ($110,000 including GST). (v) Category E – limited to $25,000. ($27,500 including GST). (vi) Category F – limited to $5,000. ($5,500 including GST).
Subdelegates	Administration Officer - Economic Development (01525) Administration Officer Leisure and Cultural Services (00160) Analytics Lead (01200) Branch Librarian - Duncraig (00521) Branch Librarian - Joondalup (00519) Branch Librarian - Whitford (00520) Branch Librarian - Woodvale (00522) Business Support and Finance Officer (01548) Collection Management Team Leader (00528) Contracts and Finance Officer (00906) Coordinator Building Approvals (00113) Coordinator Building Capital Works (00195) Coordinator Building Maintenance (00228) Coordinator Business Systems (00095) Coordinator Civil Design and Construction (01119) Coordinator Community and Youth Development (00175) Coordinator Compliance and Regulatory Performance (01094) Coordinator Contract Administration and Purchasing Services (00068) Coordinator Cultural Services (00166) Coordinator Engineering Operations (00227) Coordinator Field Services (00607)

Coordinator Fleet Management (00069)
Coordinator Infrastructure Asset Management (00205)
Coordinator Leisure Centres (00612)
Coordinator Leisure Planning (00849)
Coordinator Library Resources and Development (00517)
Coordinator Network Services (00770)
Coordinator Organisational Development (00789)
Coordinator Park Operations (00806)
Coordinator Projects and Conservation (01120)
Coordinator Property Management (00497)
Coordinator Rating Services (00079)
Coordinator Recreation Services (00611)
Coordinator Transport Engineering (00203)
Coordinator Urban Design and Policy (00111)
Coordinator Waste Services (00762)
Customer Experience Lead (01545)
Director Corporate Services (00063)
Director Governance and Strategy (00648)
Director Infrastructure Services (00184)
Director Planning and Community Development (00105)
Electrical Project Engineer (01244)
Electrical Project Engineer (01390)
Environment Development Coordinator (00783)
Executive Assistant to the Chief Executive Officer (00002)
Executive Assistant to the Mayor (00003)
Inventory Controller (00945)
Library Service Coordinator (00516)
Library Systems and Administration Officer (00514)
Local History and Reference Team Leader (00526)
Manager Asset Management (00065)
Manager Audit and Risk Services (01193)
Manager City Projects (00859)
Manager Communications and Stakeholder Relations (01162)
Manager Community Development and Library Services (00390)
Manager Economic Development and Advocacy (00502)
Manager Financial Services (00075)
Manager Governance (00010)
Manager Human Resource (00054)
Manager Information Technology (00094)
Manager Infrastructure Management Services (00186)
Manager Leisure and Cultural Services (00159)
Manager Operation Services (00220)
Manager Planning Services (00108)
Manager Rangers Parking and Community Safety (00912)
Manager Regulatory Services (01093)
Manager Strategic and Organisational Development (00503)
Parking Project Officer (00853)
Principal Environmental Health Officer (00114)
Principal Events Officer (00168)
Principal Legal Officer (00640)
Road Network Engineer (01405)
Senior Civil Projects Officer (00208)
Senior Development Engineer (00490)
Senior Financial Accountant (00078)
Senior Landscape Architect / Team Leader Landscaping and Conservation (00211)
Senior Management Accountant (00083)
Senior Project Engineer (00210)
Senior Projects Officer (00005)
Senior Projects Officer (00937)

	Senior Projects Officer (01154) Senior Projects Officer Casual (01563) Senior Team Leader Customer Care (00027) Service Desk Team Leader (00101) Strategic Planning and Engagement Coordinator (00843) Systems Administrator (01436) Systems Support Officer (00800) Team Leader Aquatic and Facility Operations (01435) Team Leader Community Development (01224) Team Leader Community Venues (00173) Team Leader Field Officers (00212) Team Leader Field Officers (00219) Team Leader Health and Fitness (01433) Team Leader Leisure and Aquatic Programs (01434) Team Leader Marketing and Customer Experience (01432) Team Leader Natural Areas (00506) Team Leader Projects (00224) Team Leader Sport and Recreation (00172) Team Leader Youth Services (00182) Waste Design and Contract Officer (00197)
Subdelegate conditions	**Category A** • Director Corporate Services (00063). **Category B** • Manager City Projects (00859). • Director Infrastructure Services (00184). • Director Planning and Community Development (00105). • Director Governance and Strategy (00648). **Category C** • Manager Financial Services (00075). • Manager Information Technology (00094). • Manager Infrastructure Management Services (00186). • Manager Operation Services (00220). • Manager Asset Management (00065). • Manager Rangers Parking and Community Safety (00912). • Manager Leisure and Cultural Services (00159). • Manager Community Development and Library Services (00390). • Coordinator Engineering Operations (00227). • Coordinator Park Operations (00806). • Coordinator Projects and Conservation (01120). • Coordinator Civil Design and Construction (01119). • Coordinator Waste Services (00762). • Senior Projects Officer (00937). **Category D** • Manager Audit and Risk Services (01193). • Coordinator Building Capital Works (00195). • Coordinator Building Maintenance (00228). • Senior Landscape Architect / Team Leader Landscaping and Conservation (00211). • Team Leader Projects (00224). • Coordinator Fleet Management (00069). • Senior Development Engineer (00490).

• Senior Projects Officer Casual (01563).
• Electrical Project Engineer (01244).
• Electrical Project Engineer (01390).
• Business Support and Finance Officer (01548).

Category E

• Manager Strategic and Organisational Development (00503).
• Manager Governance (00010).
• Manager Human Resources (00054).
• Manager Planning Services (00108).
• Manager Regulatory Services (01093).
• Coordinator Business Systems (00095).
• Coordinator Network Services (00770).
• Library Service Coordinator (00516).
• Coordinator Library Resources and Development (00517).
• Team Leader Natural Areas (00506).
• Coordinator Field Services (00607).
• Coordinator Transport Engineering (00203).
• Coordinator Infrastructure Asset Management (00205).
• Waste Design and Contract Officer (00197).
• Coordinator Community and Youth Development (00175).
• Coordinator Leisure Centres (00612).
• Coordinator Recreation Services (00611).
• Coordinator Cultural Services (00166).
• Coordinator Urban Design and Policy (00111).
• Principal Environmental Health Officer (00114).
• Principal Events Officer (00168).
• Principal Legal Officer (00640).
• Parking Project Officer (00853).
• Systems Support Officer (00800).
• Coordinator Property Management (00497).
• Analytics Lead (01200).
• Manager Communications and Stakeholder Relations (01162).
• Senior Projects Officer (00005).
• Senior Projects Officer (01154).
• Senior Civil Projects Officer (00208).
• Senior Project Engineer (00210).
• Coordinator Leisure Planning (00849).
• Network Asset Engineer Roads (01405).
• Inventory Controller (00945).
• Manager Economic Development and Advocacy (00502).
• Customer Experience Lead (01545).
• Contracts and Finance Officer (00906).

Category F

• Executive Assistant to the Mayor (00003).
• Executive Assistant to the CEO (00002).
• Senior Financial Accountant (00078).
• Senior Management Accountant (00083).
• Coordinator Rating Services (00079).
• Coordinator Contract Administration and Purchasing Services (00068).
• Service Desk Team Leader (00101).
• Administration Officer Leisure and Cultural Services (00160).
• Coordinator Building Approvals (00113).
• Branch Librarian – Joondalup (00519).
• Branch Librarian – Whitford (00520).
• Branch Librarian – Woodvale (00522).

	• Branch Librarian – Duncraig (00521). • Local History and Reference Team Leader (00526). • Team Leader Field Officers (00212, 00219). • Collection Management Team Leader (00528). • Team Leader Youth Services (00182). • Team Leader Community Development (01224). • Team Leader Marketing and Customer Experience (01432) • Team Leader Leisure and Aquatic Programs (01434). • Team Leader Aquatic and Facility Operations (01435). • Systems Administrator (01436). • Team Leader Health and Fitness (01433). • Coordinator Organisational Development (00789). • Strategic Policy Development Coordinator (00843). • Environment Development Coordinator (00783). • Team Leader – Community Venues (00173). • Team Leader Sport and Recreation (00172). • Administration Officer – Economic Development (01525) • Coordinator Compliance and Regulatory Performance (01094). • Library Systems and Administration Officer (00514). • Senior Team Leader Customer Care (00027).
Statutory framework	Regulations 5, 11 and 12 of the *Local Government (Financial Management) Regulations 1996.*
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06

Amendments			
Approved	**Type**	**Amendment**	**References**
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have authority to make payments from the Municipal and Trust Fund.	CJ208-11/06
7 Sep 2007	Amended delegation	Sub- Delegations - Changes to designated Officer titles.	CJ186-09/07
16 Jun 2009	Amended delegation	Sub- Delegations - Changes to designated Officer titles.	CJ127-06/09
22 Jun 2010	Amended delegation	Changes to structure and inclusion of CEO Conditions outlying authority to CEO and sub-delegation approval limits, categorised by A, B, C, D and E. Changes in categories and titles. Change in Legislation reference from 6.10 to 6.5 Local Government Act 1995.	CJ095-06/10
28 Jun 2011	Amended delegation	Sub- Delegations - Changes to designated Officer titles.	CJ107-06/11

14 Jun 2012	Amended delegation	Add to Category C (up to $250,000) the position of Coordinator Natural Areas and Capital Works Projects.	INT12/13286
26 Jun 2012	Amended delegation	Sub-delegations - Changes to designated officer titles, inclusion of officer positions as designated employees.	CJ108-06/12
31 Aug 2012	Amended delegation	Add to Category E (up to $5,000) the position of Collection Management Team Leader.	INT12/20354
19 Oct 2012	Amended delegation	Add to Category D (up to $25,000) the position of Internal Auditor.	INT12/24858
22 Nov 2012	Amended delegation	Add position 'Acting Manager Marketing and Communications' to Category D - limited to $25,000 , following organisational restructure.	EMI12/6002; INT12/29775
30 May 2013	Amended delegation	Amending the title of "Senior Librarian – Duncraig/Sorrento" to "Senior Librarian Duncraig". Amending various position titles within the Infrastructure Services Directorate. Inclusion of "Design Engineer / Coordinator (01119)" to Category C. Inclusion of "Executive Project Officer (00937)" to Category D.	INT13/9868
16 Aug 2013	Amended delegation	Inclusion of "Manager Executive and Risk" (1193) to Category C.	INT13/16228
24 Jun 2014	Amended delegation	Change to title to read "Payments from Municipal Fund and Trust Fund - Incurring Liabilities and Making Payments". Change to wording for function delegated and changes to CEO Conditions to include part 1 - 4.	CJ091-06/14
12 Feb 2015	Amended delegation	Change of position title from Senior Librarian to Branch Librarian for Joondalup (00519), Whitford (00520) Duncraig (00521) and Woodvale (00522).	INT15/5981
17 Mar 2015	Amended delegation	Inclusion of the following positions to Category D: • Coordinator Civil Projects (00208) • Coordinator Civil Projects (00210) • Coordinator Electrical Projects (01244).	INT14/18637
13 May 2015	Amended delegation	Changes to positions; remove Internal Auditor (00008), add Business Performance Analyst (01200), add to Category E - Team Leader Youth Services (00182) and Team Leader Community Development (01224), amend various titles and amend position number 00792 to read 00762.	INT15/11342
23 Jun 2015	Amended delegation	Changes to the delegation title and function delegated, removing the words "and Trust Fund".	CJ095-06/15

24 Jul 2015	Amended delegation	Changes of various position payment limits and titles in Leisure and Cultural Services relating to position (00612, 00172, 00173, 00617, 00637, 00638, 00639).	INT15/25509
2 Feb 2016	Amended delegation	Changes to positions; removal of Executive Officer (00006) and amend - Executive Liaison Officer (00007) to Executive Officer (00007) with changes in category from a Category D to a Category C.	EMI16/1160; INT16/3378
28 Jun 2016	Amended delegation	Change in position title for position (00607) and removal of Executive Officer (00006),	CJ091-06/16
6 Dec 2016	Amended delegation	Change in Position title for (00762) to Coordinator Waste Services and change in Category from D to C approval limit of $250,000.	INT17/40500
2 May 2017	Amended delegation	Change to title of position from Executive Project Officer (00937) to Senior Projects Officer (00937).	Nil
2 May 2017	Amended delegation	Changes to titles of various positions within Infrastructure Management Services relating to positions 00490, 01119, 00208, 00210, 01244.	EMI17/4516
4 Dec 2017	Amended delegation	Inclusion of a new designated employee position - Team Leader Health and Fitness (01433), Category E - limited to $5,000.	INT17/59664
13 Feb 2018	Amended delegation	Inclusion of a new designated position - Verge Coordinator (01468) with Category E - limited to $5,000.	INT18/5995
10 Sep 2018	Amended delegation	Add Project Engineer (01405) to approval category D ($25,000).	Nil
25 Jan 2019	Amended delegation	Amendment category of Senior Projects Officer (00937) from $25,000 to $250,000; and add Senior Projects Officer (0005) to Category D ($25,000).	EMI19/685; EMI19/686
9 May 2019	Amended delegation	Change title of Business Performance Analyst (1200) to Special Projects Officer, Analytics (1200).	INT19/22398
25 Jun 2019	Amended delegation	Changes to Delegation Conditions to include a new Category D - limited to $100,000 and Category E changed to be limited to $25,000 and Category F limited to $5,000.	CJ078-06/19
22 Jul 2019	Amended delegation	Changes to positions and category limits after the inclusion of new category D - limited to $100,000. Positions to be included in Category D - (00195, 00228, 00211, 00224, 00490, 01244), the inclusion of two new delegations position Stores and Material Controller (00945) and Electrical Project Engineer (01390).	INT19/34634

29 Nov 2019	Amended delegation	Change in Category for Economic Development Lead (00502) from Category F to E, with a limit of $25,000.	INT19/57256
10 Dec 2019	Amended delegation	Addition of new position title with delegated authority; Administration Officer - Economic Development (01525) - Category F - $5,000 approval limit.	INT19/59496
21 May 2020	Amended delegation	Change of Category for position Manager Audit and Risk (01193) from Category C to D. Removal of position (00007) from Category C. Various changes to titles.	INT20/19165
23 Jun 2020	Amended delegation	Inclusion of Condition limits including GST component for Category B to F.	CJ079-06/20
24 Aug 2020	Amended delegation	Inclusion of a new designated employee position in Category E - Customer Experience Lead (01545) with a limit to $25,000	INT20/35245
2 Sep 2020	Amended delegation	The inclusion of a new delegated authority position - Customer Experience Lead (01545) - Category E - $25,000 approval limit.	INT20/35245
18 Sep 2020	Amended delegation	The inclusion of reinstated position (00007) Special Projects Officer, Category F - limited to $5,000.	INT20/38115
21 Dec 2020	Amended delegation	Change title of Manager Human Resources (00054) to Manager Human Resource Services (00054).	INT20/54123
21 Dec 2020	Amended delegation	Change title of Senior Civil Projects Officer (00210) to Senior Project Engineer (00210).	INT20/54123
21 Dec 2020	Amended delegation	Change title of Coordinator Organisational Development (00789) to Coordinator Organisational Development and Improvement (00789).	INT20/54123
21 Dec 2020	Amended delegation	Change title of Coordinator Natural Areas and Capital Works Projects (01120) to Coordinator Projects and Conservation (01120).	INT20/54123
21 Dec 2020	Amended delegation	Delegated authority has been removed for the position Special Project Officer (00007), as the position is no longer required.	EMI21/776
25 Mar 2021	Amended delegation	The inclusion of a new delegated authority position - Senior Projects Officer Casual (01563) - Category D - $100,000 (excl gst) approval limit and removal of Senior Projects Officer (00937).	EMI21/3218
1 Apr 2021	Amended delegation	Sub-Delegations - Change of position title from Administration Coordinator (00187) to Team Leader Customer Relations (00187).	EMI21/3277

10 May 2021	Amended delegation	Change in title for Senior Sport and Recreation Officer (00172) to Team Leader Sport and Recreation (00172).	INT21/20088
10 May 2021	Amended delegation	Add to Category F – limited to $5,000 ($5,500 including GST) the position of Library Systems and Administration Officer (00514).	INT21/20088
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.18 to 1.19 - Payments from Municipal Fund - Incurring Liabilities and Making Payments.	CJ079-06/21
30 Jun 2021	Amended delegation	Change in title from Stores and Material Controller (00945) to Inventory Controller (00945).	EMI21/6316
13 Jul 2021	Amended delegation	Change in position title from Senior Ranger (000212,00219) to Team Leader Field Officers (00212,00219) and Coordinator Parking Services (00853) to Parking Project Officer (00853)	EMI21/9081
24 Aug 2021	Amended delegation	Reinstatement of Senior Projects Officer (00937) with Category E - up to $100,000 approval limits.	INT21/38645
21 Sep 2021	Amended delegation	New positions afforded delegation by CEO, Business Support and Finance Officer (01548) and Contracts and Finance Officer (00906).	INT21/42024 and INT21/42025
21 Oct 2021	Amended delegation	Delegation removed for Team Leader Customer Relations (00187), title of the position changed to Team Leader Customer Care (00187).	EMI21/10335
26 Oct 2021	New delegation	New position Senior Team Leader Customer Care (00027).	CJ208-11/06, INT21/51101
11 Nov 2021	Amended delegation	Title change for Position No. 01405 from Project Engineer to Network Asset Engineer Roads.	INT21/48800
1 Mar 2022	Amended delegation	Change in title from Economic Development and Advocacy Lead (00502) to Manager Economic Development and Advocacy (00502).	INT22/8064
9 May 2022	Amended delegation	New Sub-delegated authority provided to Senior Project Officer (01154).	INT22/20695
10 May 2022	Amended delegation	Sub-delegate change in title from Coordinator Community Development (00175) to Coordinator Community and Youth Development (00175).	INT22/18447
10 May 2022	Amended delegation	Sub-delegate change in title from Team Leader Marketing and Customer Service (01432) to Team Leader Marketing and Customer Experience (01432).	INT22/18447

10 May 2022	Amended delegation	Sub-delegate position title correction should be Coordinator Contract Administration and Purchasing Services (00068).	INT22/18447

Delegation	**1.20 AUTHORISING PAYMENT FROM THE TRUST FUND**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to make payments from the Trust Fund.
Delegates	Chief Executive Officer (00001)
Conditions	Making payments to be undertaken in accordance with the City's procedures and systems for making payments from the trust fund.
Subdelegates	Director Corporate Services (00063) Director Governance and Strategy (00648) Director Infrastructure Services (00184) Director Planning and Community Development (00105) Manager Asset Management (00065) Manager Financial Services (00075) Manager Governance (00010) Manager Infrastructure Management Services (00186) Manager Leisure and Cultural Services (00159) Manager Operation Services (00220) Manager Regulatory Services (01093)
Subdelegate conditions	Nil.
Statutory framework	Regulations 5, 11 and 12 of the *Local Government (Financial Management) Regulations 1996.*
Policy	Not applicable.
Date adopted	23 June 2015
Adoption references	CJ095-06/15
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
23 Jun 2015	New delegation	New delegation arising from separation of authorising payments from municipal fund. Delegations limited to Directors and Managers with trust fund responsibilities. Provides tighter financial management controls.	CJ095-06/15

24 Jul 2015	Amended delegation	Inclusion of: • Coordinator Leisure Centre (00612) – up to a maximum of $25,000 • Coordinator Recreation Services (00611) – up to a maximum of $25,000 • Recreation Development Officer (00172, 00173) – up to a maximum of $5,000 • Senior Leisure Officer (00617, 00637, 00638, 00639) – up to a maximum of $5,000.	INT15/25509
4 Aug 2015	Amended delegation	Inclusion of Administration Coordinator - position number 00187 (Infrastructure Services) to authorise payments from the trust fund.	INT15/25855
9 Nov 2017	Amended delegation	Amended various titles and position numbers with delegations resulting from Craigie Leisure Centre restructure. Position numbers 00617, 00637, 00638 and 00639 changed to 01435, 01434, 01433 and 01432 respectively.	EMI17/9582
10 May 2021	Amended delegation	Remove sub-delegations for positions (00612, 00611, 01436, 01435, 00173, 00187, 01433, 01434, 01432), only leaving positions held by Directors and Managers with delegated authority relating to payments from the Trust Fund.	INT21/20088
10 May 2021	Amended delegation	Remove sub-delegation conditions as they relate to positions that have been deleted from this delegation (00612, 00611, 01436, 01435, 00173, 00187, 01433, 01434, 01432) and change conditions to nil.	INT21/20088
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.19 to 1.20 - Authorising Payment From the Trust Fund.	CJ079-06/21

Delegation	**1.21 PAYMENTS FROM MUNICIPAL FUND AND TRUST FUND - SIGNATORIES TO BANK ACCOUNTS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to make payments from the Municipal Fund or the Trust Fund.
Delegates	Chief Executive Officer (00001)
Conditions	Authority is subject to payments being made strictly in accordance with the signatory requirements set out in the following: **Cheque Payments** (only) • Payments up to $10,000 - Any one Category A or Category B signatory. • Payments of $10,001 and over to payments up to $250,000 - Any two Category A or Category B signatories. • Payments of $250,001 and over - Any 1 of Category A and 1 of Category B signatories; or any 2 Category A signatories. **Electronic Funds Transfer (EFT) Payments** (only) • Payments up to $10,000 – Any 2 Category A or Category B Signatories; or Any 1 of Category A or Category B signatories and Any 1 of Category C signatories. • Payments of $10,001 and over to payments up to $250,000 – Any two Category A or Category B signatories. • Payments of $250,001 and over – Any 1 Category A and 1 of Category B signatories; or any 2 Category A signatories. **Category A Signatories** Chief Executive Officer (00001). Director Planning and Community Development (00105). Director Corporate Services (00063). Director Infrastructure Services (00184). Director Governance and Strategy (00648). Manager Financial Services (00075). **Category B Signatories** Senior Management Accountant (00083). Senior Financial Accountant (00078). **Category C Signatories** Financial Accountant (TBC) Management Accountant (TBC)

Subdelegates	Director Corporate Services (00063) Director Governance and Strategy (00648) Director Infrastructure Services (00184) Director Planning and Community Development (00105) Manager Financial Services (00075) Senior Financial Accountant (00078) Senior Management Accountant (00083) Financial Accountant (TBC) Management Accountant (TBC)
Subdelegate conditions	Nil.
Statutory framework	Sections 6.7 and 6.9 of the *Local Government Act 1995*. Regulation 5, 11 and 12 of the *Local Government (Financial Management) Regulations 1996*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Delegation initially incorporated as part of "Payments from the Municipal Fund and Trust Fund" delegation.	CJ208-11/06
7 Sep 2007	Amended delegation	Under the 'Category B Signatories' the position title "Manager Strategic Development" has been added against 'Category A Signatories, Director Infrastructure Services'	CJ186-09/07
22 Jun 2010	Amended delegation	The deletion of positions Manager Human Resources, Manager Strategic and Sustainable Development from Category B signatories. Payment under $10,000 to read "Any one signatory". Payments of $10,000 to $250,000 to read "Any two signatories".	CJ095-06/10
26 Jun 2012	Amended delegation	Change in title from "Director Planning and Development" to Director Planning and Community Development".	CJ108-06/12
24 Jun 2014	Amended delegation	Change to wording of function delegated "Authority to make payments from the Municipal Fund or the Trust Fund".	COJ091-06/14

23 Jun 2020	Amended delegation	Change to delegation conditions for payments under $10,000 to include the words " any one signatory (for cheques only), provided for clarification.	CJ079-06/20
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.20 to 1.21 - Payments from Municipal Fund and Trust Fund - Signatories to Bank Accounts.	CJ079-06/21

Delegation	**1.22 POWER TO INVEST**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to invest funds held in the municipal fund or the trust fund of the local government that is not, for the time being, required by the local government for any other purpose, in accordance with Part III of the *Trustees Act 1962*.
Delegates	Chief Executive Officer (00001)
Conditions	Authority is unlimited.
Subdelegates	Director Corporate Services (00063) Manager Financial Services (00075) Senior Financial Accountant (00078) Senior Management Accountant (00083)
Subdelegate conditions	**Director Corporate Services (00063).** Unlimited **Manager Financial Services (00075).** Up to $3 million **Senior Management Accountant (00083) and Senior Financial Accountant (00078).** Up to $1.5 million
Statutory framework	Section 6.14 of the *Local Government Act 1995*.
Policy	*Investment of Available Funds Policy*.
Date adopted	21 November 2006
Adoption references	CJ208-11/06
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Chief Executive Officer to have the power to invest municipal and trust funds.	CJ208-11/06
7 Sep 2007	Amended delegation	Deletion of "Statutory Accountant" and addition of "Senior Financial Accountant"	CJ186-09/07

22 Jun 2010	Amended delegation	Changes to general format and changes to the conditions to include Chief Executive Officer and Director Corporate Services as unlimited and Manager Financial Services (up to $3M), Senior Management Accountant and Senior Financial Accountant (up to $1.5M).	CJ095-06/10
24 Jun 2014	Amended delegation	Changes to wording of delegation and layout re-structured to reflect action required in accordance to the Local Government Act 1995. Conditional wording re-located to 'sub delegation conditions' section of the delegation. The addition of the related Investment Policy.	CJ091-06/14
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.21 to 1.22 - Power to Invest.	CJ079-06/21

Delegation	**1.23 RECOVERY OF RATES AND SERVICE CHARGES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to recover rates and service charges, as well as the costs of court proceedings, if any for that recovery, in a court of competent jurisdiction.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.56 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
25 Jun 2019	New delegation	New delegation relating to authority to recover rates and service charges, as well as the costs of court proceedings, if any for that recovery, in a court of competent jurisdiction.	CJ078-06/19
26 Jun 2019	Amended delegation	The inclusion CEO sub-delegations to positions 00063, 00075, 00079.	INT19/29912
23 Jun 2020	Amended delegation	Change in position title from Team Leader Rating Services (00079) to Coordinator Rating Services (00079).	INT20/19165
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.22 to 1.23 - Recovery of Rates and Service Charges.	CJ079-06/21

Delegation	**1.24 RECOVERY OF RATES AND SERVICE CHARGES FROM LESSEE**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to: • give notice to the lessee of land requiring the lessee to pay to the City any rent as it falls due, in satisfaction of the imposed rate or service charge on the land; • recover the amount of the rate or service charge as a debt from the lessee if rent is not paid in accordance with a notice.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Nil.
Statutory framework	Section 6.60(2) and (4) of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	25 June 2019
Adoption references	CJ078-06/19
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
25 Jun 2019	New delegation	Insertion of delegation for Chief Executive Officer to have authority to give notice to the lessee of land requiring the lessee to pay to the City any rent as it falls due, in satisfaction of the imposed rate or service charge on the land; and recover the amount of the rate or service charge as a debt from the lessee if rent is not paid in accordance with a notice.	CJ078-06/19
26 Jun 2019	Amended delegation	The inclusion CEO sub-delegations to positions 00063, 00075, 00079	INT19/29912

23 Jun 2020	Amended delegation	Change in position title from Team Leader Rating Services (00079) to Coordinator Rating Services.	INT20/19165
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.23 to 1.24 - Recovery of Rates and Service Charges from Lessee.	CJ079-06/21

Delegation	**1.25 - PAYMENTS FROM MUNICIPAL FUND – INCURRING LIABILITIES AND MAKING PAYMENTS FOR COURT FEES IN RESPECT OF LODGEMENTS OF RATES CLAIMS (WA MAGISTRATES' COURT)**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to incur liabilities and make payments from the municipal fund for court fees in respect of lodgements of rates claims only (WA Magistrates' Court).
Delegates	Chief Executive Officer (00001)
Conditions	Making payments to be undertaken in accordance with the City's procedures and systems for making payments from the municipal fund.
Subdelegates	Manager Financial Services (00075) Senior Management Accountant (00083) Coordinator Rating Services (00079)
Subdelegate conditions	**1. Manager Financial Services (00075)** Payment limit over $10,000 (excluding GST). **2. Senior Management Accountant (00083) and Coordinator Rating Services (00079).** Payment limit up to $10,000 (excluding GST).
Statutory framework	Regulations 5, 11 and 12 of the *Local Government (Financial Management) Regulations 1996*.
Policy	Not applicable.
Date adopted	TBC
Adoption references	TBC
Last reviewed	TBC

Delegation	**1.265 SEEKING EXPRESSIONS OF INTEREST**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to seek expressions of interest with respect to the supply of goods or services, where it is considered that there is good reason to make a preliminary selection from among prospective tenderers.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Director Corporate Services (00063) Manager Financial Services (00075)
Subdelegate conditions	Limited to the ability to seek expressions of interest only.
Statutory framework	Regulation 21 of the *Local Government (Functions and General) Regulations 1996*.
Policy	Not applicable.
Date adopted	26 June 2012
Adoption references	CJ108-06/12
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
26 Jun 2012	New delegation	Insertion of delegation for Chief Executive Officer to have authority to seek expressions of interest with respect to the supply of the goods or services.	CJ108-06/12
24 Jun 2014	Amended delegation	Changes to wording in Function delegated and removal of CEO condition, and inclusion of sub-delegate conditions to include "Limited to the ability to seek expressions of interest only".	CJ091-06/14
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.24 to 1.25 - Seeking Expressions of Interest.	CJ079-06/21

Delegation	**1.276 ~~6~~ WAIVER OF FEES AND GRANTING OF CONCESSIONS**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to waive or grant a concession in relation to any amount of money which is owed to the City other than rates and service charges.
Delegates	Chief Executive Officer (00001)
Conditions	Additional subsidies and waiver of hire fees under the *Facility Hire Subsidy Policy* limited to $5,000 per request.
Subdelegates	Adult and Seniors Services Officer (00525) Branch Librarian - Duncraig (00521) Branch Librarian - Joondalup (00519) Branch Librarian - Whitford (00520) Branch Librarian - Woodvale (00522) Cataloguer (00531) Cataloguer (00532) Collection Management Team Leader (00528) Coordinator Field Services (00607) Coordinator Library Resources and Development (00517) Digital Services Officer (01126) Director Corporate Services (00063) Director Governance and Strategy (00648) Director Infrastructure Services (00184) Director Planning and Community Development (00105) Librarian (00539) Librarian (00549) Librarian (00558) Librarian (00559) Librarian (00560) Librarian (00575) Library Service Coordinator (00516) Local History and Reference Team Leader (00526) Manager Community Development and Library Services (00390) Manager Leisure and Cultural Services (00159) Manager Rangers Parking and Community Safety (00912) Manager Regulatory Services (01093) Reference and Local History Librarian (00527) Youth and Children's Services Officer (00524) Youth and Children's Services Officer (01231)

Subdelegate conditions	**1. Director Planning and Community Development (00105), Director Corporate Services, Director (00063), Infrastructure Services (00184) and Director Governance and Strategy (00648).** Not applicable. **2. Manager Leisure and Cultural Services (00159).** Limited to individual items to $5,000 and limited to the hire and use of City facilities. **3. Librarian – Duncraig (00575), Librarians – Joondalup (00558), (00559), (00560), Librarian – Whitford (00539), Librarians – Woodvale (00549) (x2),Reference and Local History Librarian (00527); Adult and Seniors Officer (00525); Youth and Children's Services Officer (00524); Youth and Children's Services Officer (01231); Cataloguer (00532); Cataloguer (00531).** Limited to waiving fines to the value of $50 and under and waiving fines up to any value when a lost or damaged item is paid for by the customer, **SUBJECT TO** a quarterly report on fines and fees that have been waived being submitted to the Manager Financial Services. **4. Coordinator Library Resources and Development (00517), Library Service Coordinator (00516), Branch Librarian – Joondalup (00519), Branch Librarian – Whitford (00520), Branch Librarian – Woodvale (00522), Branch Librarian – Duncraig (00521), Digital Services Officer (01126); Local History and Reference Team Leader (00526); Collection Management Team Leader (00528).** Limited to waiving fines to the value of $100 and under; waiving fines up to any value when a lost or damaged item is paid for by the customer; waiving the $12.80 debt collection fee in special circumstances; waiving accounts up to $150 for lost or damaged items in special circumstances, **SUBJECT TO** a quarterly report on fines and fees that have been waived being submitted to the Manager Financial Services. **5. Manager Community Development and Library Services (00390).** (a) Limited to waiving fines and accounts to the value of $50 and over; waiving the $12.80 debt collection fee in special circumstances, **SUBJECT TO** a quarterly report on fines and fees that have been waived being submitted to the Manager Financial Services. (b) Limited to waiver of hire fees for use of library facilities to a maximum of $1,000. (c) Limited to waiver of fees for community transport hire up to $500 per group per year. (d) Limited to the waiver of fees or grant concessions for the Youth Holiday Programs. **6. Manager Regulatory Services (01093).** Limited to waiving the City's Building Permit Application fee for applications submitted by not-for-profit charitable organisations. **7. Manager Rangers, Parking and Community Safety (00912) and Coordinator Field Services (00607)** Limited to waiving of fees to the value of the fee for release of an impounded animal from the RSPCA. SUBJECT TO approval of an application by the Manager or Coordinator following a review of the persons financial inability to pay the release fee and a quarterly report on fees.
Statutory framework	Section 6.12 of the *Local Government Act 1995*.
Policy	*Facility Hire Subsidy Policy*.
Date adopted	7 September 2007
Adoption references	CJ186-09/07

Amendments			
Approved	**Type**	**Amendment**	**References**
7 Sep 2007	New delegation	Reinstatement and Insertion of delegation for Chief Executive Officer to have authority to Waive Fees. This delegation was removed from the register in 2006. Advice received is that 'acting through' powers of the legislation do not provide sufficient delegation; therefore delegation should be reinstated.	CJ186-09/07
22 Jun 2010	Amended delegation	Change to wording of delegated function - to "Authority to waive or grant a concession in relation to any amount of money which is owed to the City other than rates and service charges. Change to delegation being delegated by Council and change in Policy reference to Setting Fees and Charges.	CJ095-06/10
26 Jun 2012	Amended delegation	The inclusion of the sub-delegation to Manager Leisure and Cultural Services (00159) - individual items to $5,000 and limited to the hire and use of City facilities.	CJ108-06/12
25 Jul 2013	Amended delegation	Changes to sub-delegation conditions for position, Manager Community Development and Library Services (00390), authority to waive fines and accounts to the value of $6 and over, Waive the 12.80 debt collection fee in special circumstances, and authority to write off bad debts up to $500.	INT13/16608
25 Jul 2013	Amended delegation	Insertion of new delegation to various library officers to waive fees and accounts within specified parameters.	INT13/16608, INT13/16607, INT13/16265, INT13/16587, INT13/16588, INT13/16589, INT13/16590, INT13/16592, INT13/16595, INT13/16597, INT13/16598.
25 Jul 2013	Amended delegation	Inclusion of sub delegation positions; Senior Librarian-Joondalup, Senior Librarian-Whitford, Senior Librarian-Duncraig, Senior Librarian-Woodvale, Library Operations coordinator and Library Services Coordinator. With authority to waive fines to the value of $6 and under, waive fines up to any value when a lost or damaged item is paid, waive accounts up to $150 for lost or damaged items in special circumstances.	INT13/16607
9 Dec 2014	Amended delegation	Insertion of new conditions, limiting CEO to $5,000.	CJ243-12/14

16 Feb 2015	Amended delegation	• Inclusion of various library staff with differing limits of authority. • Change of position title from Senior Librarian to Branch Librarian (throughout document). • Inclusion of additional condition from CEO to library staff, requiring quarterly reporting of waivers.	INT15/5981
13 May 2015	Amended delegation	• Add Manager Compliance and Regulatory Services (01093) - Limited to waiving the City's Building Permit Application fee for applications submitted by not-for-profit charitable organisations. • Amend Category 3 delegations as from Librarians – Whitford (00539) (x2) to Librarian – Whitford (00539) and from Librarian – Woodvale (00549) to Librarians – Woodvale (00549) (x2). • Amend title from Librarian Reference and Local Studies (00527) to Reference and Local History Librarian (00527).	INT15/11342
29 May 2017	Amended delegation	• Additional sub-delegation condition 3 and 4, change limit value of waiving from "$6 and under" to "$50 and under". • Additional sub delegation condition 5 for position (00390), change amount to "$50 and over". • Additional sub delegation condition 5 for position (00390), limited to waive hire and use of library facilities of $1,000 and under. • Additional sub delegation condition 5 for position (00390), limited to Community Transport hire of $500 and under per group per year.	INT17/24978
21 May 2020	Amended delegation	• Change position title from Reference and Local History Team Leader (00526) to Local History and Reference Team Leader (00526). • Remove position number 01516 as the position was temporarily created and no longer required.	INT20/19165
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259
10 May 2021	Amended delegation	Change in Sub delegate conditions for Category 4; in part from "Limited to waiving fines to the value of $50 and under…" to "Limited to waiving fines to the value of $100 and under…"	INT21/20088
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.25 to 1.26 - Waiver of Fees and Granting of Concessions.	CJ079-06/21
10 May 2022	Amended delegation	Add sub-delegate authority to Manager Rangers, Parking and Community Safety (00912) and Coordinator Field Services (00607). The addition of Sub-delegate condition 7 in relation to waiving of fees in respect to the impounding of dogs.	INT22/18447

Delegation	**1.28~~7~~ WRITE OFF OF MONIES**
Category	PART 1 – DELEGATIONS UNDER THE LOCAL GOVERNMENT ACT 1995
Delegator	Council
Function	Authority to write off monies.
Delegates	Chief Executive Officer (00001)
Conditions	Subject to: (a) individual items to $20,000; (b) a report being provided to the Audit and Risk Committee on a six monthly basis on the exercise of this delegation.
Subdelegates	Coordinator Rating Services (00079) Director Corporate Services (00063) Manager Community Development and Library Services (00390) Manager Financial Services (00075)
Subdelegate conditions	Additional sub-delegation conditions: **1. Director Corporate Services (00063).** Not applicable. **2. Manager Financial Services (00075).** Individual items to $5,000. **3. Manager Community Development and Library Services (00390).** Individual items to $500. **4. Coordinator Rating Services (00079).** Individual items to $50.
Statutory framework	Section 6.12 of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	15 March 1999
Adoption references	CJ78-03/99
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
15 Mar 1999	New delegation	Insertion of delegation for Chief Executive Officer to have authority to write off monies.	CJ78-03/99
22 Jun 2010	Amended delegation	Change in title to include the words "Authority to" Write off of monies and removal of section number in legislation reference.	CJ095-06/10
25 Jul 2013	Amended delegation	Insertion of new delegation to Manager Community Development and Library Services to write off bad debts up to $500.	INT13/16608
21 May 2020	Amended delegation	Change in position title from Team Leader Rating Services (00079) to Coordinator Rating Services (00079).	INT20/19165
23 Jun 2020	Amended delegation	Amendment to Condition (b) - Change in Committee name from Audit Committee to Audit and Risk Committee.	CJ079-06/20
15 Jun 2021	Amended delegation	Change in Delegation numbering from 1.26 to 1.27 - Write Off of Monies.	CJ079-06/21

PART 2 – DELEGATIONS TO COMMITTEES

Delegation	**2.0 DELEGATIONS TO COMMITTEES**
Category	PART 2 – DELEGATIONS TO COMMITTEES
Delegator	Council
Express power or duty delegated	No delegations to committees have been approved by Council at this time.
Delegates	Committee
Conditions	Nil
Statutory framework	Nil.
Policy	Not applicable.
Date adopted	3 November 2017
Adoption references	JSC03-11/17; CJ078-06/19.
Last reviewed	15 June 2021

PART 3 – DELEGATIONS UNDER OTHER LEGISLATION

Delegation	**3.1 AMENDMENTS TO THE PARKING SCHEMES**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to approve and implement amendments to parking schemes adopted by Council in relation to: • time limits, conditions and prohibitions in streets and parking stations; • the designation of visitor and authorised vehicle parking.
Delegates	Chief Executive Officer (00001)
Conditions	Authority to be exercised consistently with the provisions of the *City of Joondalup Parking Local Law 2013*.
Subdelegates	Director Planning and Community Development (00105)
Subdelegate conditions	Nil.
Statutory framework	*City of Joondalup Parking Local Law 2013*.
Policy	*Dedicated Car Parking for Seniors and Parents with Prams Policy*. *Joondalup City Centre Car Parking for Commercial Development Policy*. *Parking Schemes Policy*.
Date adopted	3 May 2008
Adoption references	CJ073-05/08

Amendments			
Approved	**Type**	**Amendment**	**References**
13 May 2008	New delegation	Council delegates to CEO authority to approve amendments to the Parking Scheme to implement and change time limits in streets and parking stations and the designation of visitor and authorised vehicle parking.	CJ073-05/08
18 Aug 2009	Amended delegation	Delegates to CEO authority to approve amendments to parking schemes adopted by Council under the Parking Schemes for Suburban Areas Outside of the Joondalup City Centre.	CJ183-08/09

28 Jun 2011	Amended delegation	• Changes to the Title and removing of the words "for Suburban Areas Outside of the Joondalup City Centre Policy". • Changes to the Function - removing the words "under the Parking Schemes for Suburban Areas Outside of the Joondalup City Centre Policy. • Changes to the Function - adding the word "condition", allowing CEO to approve and implement amendments which are not a time limit or prohibition.	CJ107-06/11
16 Aug 2018	Amended delegation	Sub-delegations to Director Corporate Services (00063).	INT18/33324
10 May 2022	Amended delegation	Remove sub-delegate authority from Director Corporate Services (00063) and replace with Director Planning and Community Development (00105), as Rangers, Parking and Community Development BU is transferring to Planning and Community Development Directorate.	INT22/18447

Delegation	**3.2 AUTHORISED PERSONS UNDER THE BUILDING ACT 2011**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to appoint authorised persons for the purposes of the *Building Act 2011* and *Building Regulations 2012* in relation to buildings and incidental structures located, or proposed to be located in the City's district.
Delegates	Chief Executive Officer (00001)
Conditions	Nil
Statutory framework	Section 96(3) of the *Building Act 2011*. Section 127 of the *Building Act 2011*.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12
Last reviewed	15 June 2021

Amendments			
Approved	**Type**	**Amendment**	**References**
20 Mar 2012	New delegation	Insertion of delegation in accordance to Section 127 of the new Building Act 2011, authority to approve or refuse permit applications, building approval certificates, design compliance certificates and certificates of construction compliance.	CJ027-03/12
23 Jun 2015	Amended delegation	Update legislation reference to Building Regulation 2012.	CJ095-06/15

Delegation	**3.3 BUILDING ACT 2011 - ISSUING CERTIFICATES OF BUILDING COMPLIANCE AND DESIGN COMPLIANCE**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to issue certificates of building compliance and design compliance.
Delegates	Assistant Building Surveyor (00154) Assistant Building Surveyor (01068) Building Surveyor (00150) Building Surveyor (00151) Building Surveyor (00615) Coordinator Building Approvals (00113) Director Planning and Community Development (00105) Manager Regulatory Services (01093) Senior Building Surveyor (00148) Senior Building Surveyor (00153)
Conditions	Subject to meeting the qualification requirements in accordance with *Building Services (Registration) Regulations 2011*.
Statutory framework	Division 2 of Part 2 of the *Building Act 2011*. Divisions 1, 2 and 3 of Part 4 of the *Building Act 2011*. Section 127 of the *Building Act 2011*. *Building Services (Registration) Regulations 2011*.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12

Amendments

Approved	Type	Amendment	References
20 Mar 2012	New delegation	Insertion of delegation in accordance to Section 127 of the new Building Act 2011, authority to approve or refuse permit applications, building approval certificates, design compliance certificates and certificates of construction compliance.	CJ027-03/12
2 Oct 2012	Amended delegation	Remove Position No. 00150 from Building Surveyor classification to Assistant Building Surveyor classification, in accordance with advice from HR and Coordinator Building Approvals.	INT12/23123

21 Oct 2014	Amended delegation	Council authorised delegation to Administration Team Leader (00110) the power to approve permit applications, on the condition that the position is restricted to approving permit applications that have been certified by a suitably qualified Building Surveyor.	CJ180-10/14
26 Jun 2018	Amended delegation	Sub delegations provided to position numbers (00105, 01093, 00113, 00153, 00148, 00150, 00154, 00615, 01068, 00151).	CJ101-06/18
26 Jun 2018	New delegation	The original delegation 'Building Act 2011 - Building and Demolition Permit Applications, building approval certificates, certificates of building compliance, construction compliance and design compliance' was repealed, and split into component parts as the changes to the grouping of the delegations better aligned with workflow processes, extent of authority and aims to improve service delivery. This delegation is made by Council direct to officers, subject to the delegated officers being qualified in accordance with the Building Services (registration) Regulations 2011.	CJ101-06/18
23 Jun 2020	Amended delegation	Changes to the title and function by way of removing the words "construction compliance".	CJ079-06/20
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259
10 May 2022	Amended delegation	Delegate change in title from Assistant Building Surveyor for positions (00615 & 00151) to Building Surveyor (00615 & 00151).	INT22/18447

Delegation	**3.4 BUILDING ACT 2011 - GRANTING BUILDING AND DEMOLITION PERMITS, BUILDING APPROVAL CERTIFICATES AND OCCUPANCY PERMITS**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to administratively grant building and demolition permits, building approval certificates and occupancy permits.
Delegates	Chief Executive Officer (00001)
Conditions	Restricted to administratively granting certificates and permits that have the relevant certifications of building compliance, construction compliance and/or design compliance, as certified and issued by a person meeting the qualification requirements of the *Building Services (Registration) Regulations 2011*.
Subdelegates	Administration Officer (00110) Administration Officer (00131) Administration Officer (00132) Administration Officer (00133) Assistant Building Surveyor (00154) Assistant Building Surveyor (01068) Building Surveyor (00150) Building Surveyor (00151) Building Surveyor (00615) Coordinator Building Approvals (00113) Director Planning and Community Development (00105) Manager Regulatory Services (01093) Senior Building Surveyor (00148) Senior Building Surveyor (00153)
Statutory framework	Sections 20, 21, 58 and 127 of the *Building Act 2011*.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12

Amendments

Approved	Type	Amendment	References
20 Mar 2012	New delegation	Insertion of delegation in accordance to Section 127 of the new Building Act 2011, authority to approve or refuse permit applications, building approval certificates, design compliance certificates and certificates of construction compliance.	CJ027-03/12

21 Oct 2014	Amended delegation	Council authorised delegation to Administration Team Leader (00110) the power to approve permit applications, on the condition that the position is restricted to approving permit applications that have been certified by a suitably qualified Building Surveyor.	CJ180-10/14
23 Jun 2015	Amended delegation	Update legislation reference to Building Regulation 2012.	CJ095-06/15
26 Jun 2018	Amended delegation	Sub delegations provided to position numbers (00105, 01093, 00113, 00153, 00148, 00150, 00154, 00615, 01068, 00151, 00119, 00120, 00155, 00614, 00110, 00131, 00132, 00133, 00109, 00106).	CJ101-06/18
26 Jun 2018	New delegation	The original delegation 'Building Act 2011 - Building and Demolition Permit Applications, building approval certificates, certificates of building compliance, construction compliance and design compliance' was repealed, and split into component parts as the changes to the grouping of the delegations better aligned with workflow processes, extent of authority and aims to improve service delivery.	CJ101-06/18
25 Jun 2019	Amended delegation	Removal of sub delegations for position numbers (00119, 00120, 00155, 00614, 00106)	CJ078-06/19
25 Jun 2019	Amended delegation	Small amendments to title and function, and addition of delegated conditions. Addition of reference to Sections 20, 21, 58 of the Building Act 2011.	CJ078-06/19
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259
10 May 2022	Amended delegation	Sub-delegate change in title from Assistant Building Surveyor for positions (00615 & 00151) to Building Surveyor (00615 & 00151).	INT22/18447

Delegation	**3.5.1 BUILDING ACT 2011 – REFUSING AND CANCELLING BUILDING AND DEMOLITION PERMIT APPLICATIONS, BUILDING APPROVAL CERTIFICATES AND OCCUPANCY PERMITS**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to refuse and cancel building and demolition permit applications, building approval certificates and occupancy permits.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Building Approvals (00113) Director Planning and Community Development (00105) Manager Regulatory Services (01093) Senior Building Surveyor (00148) Senior Building Surveyor (00153)
Subdelegate conditions	Nil.
Statutory framework	Section 24 of the *Building Act 2011*. Section 60 of the *Building Act 2011*. Section 127 of the *Building Act 2011*.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
20 Mar 2012	New delegation	Insertion of delegation in accordance to Section 127 of the new Building Act 2011, authority to approve or refuse permit applications, building approval certificates, design compliance certificates and certificates of construction compliance.	CJ027-03/12
23 Jun 2015	Amended delegation	Legislation reference changed to Building Regulations 2012.	CJ095-06/15
23 Jun 2015	Amended delegation	Addition of two sub-delegation positions of Senior Building Surveyor (00153, 00148).	CJ095-06/15

26 Jun 2018	New delegation	The original delegation 'Building Act 2011 - Building and Demolition Permit Applications, building approval certificates, certificates of building compliance, construction compliance and design compliance' was repealed, and split into component parts as the changes to the grouping of the delegations better aligned with workflow processes, extent of authority and aims to improve service delivery.	CJ101-06/18
23 Jun 2020	Amended delegation	Changes to the title and function by way of removing the words "Building approval certificate strata".	CJ079-06/20
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259

Delegation	**3.5.2 BUILDING ACT 2011 – EXTENDING THE DURATION OF BUILDING AND DEMOLITION PERMITS, BUILDING APPROVAL CERTIFICATES AND OCCUPANCY PERMITS**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to extend the duration of building and demolition permits, building approval certificates and occupancy permits.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Building Approvals (00113) Director Planning and Community Development (00105) Manager Regulatory Services (01093) Senior Building Surveyor (00148) Senior Building Surveyor (00153)
Subdelegate conditions	Nil.
Statutory framework	Section 32 of the *Building Act 2011*. Section 65 of the *Building Act 2011*. Section 127 of the *Building Act 2011*.
Policy	Not applicable.
Date adopted	TBC
Adoption references	TBC
Last reviewed	TBC

Delegation	**3.6 BUILDING ACT 2011 - BUILDING ORDERS**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to serve a building order.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Coordinator Compliance and Regulatory Performance (01094) Director Planning and Community Development (00105) Manager Regulatory Services (01093)
Statutory framework	Division 5 of Part 8 of the Building Act 2011. Section 127 of the Building Act 2011.
Policy	Not applicable.
Date adopted	20 March 2012
Adoption references	CJ027-03/12
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
20 Mar 2012	New delegation	Insertion of delegation as a result of the new Building Act 2011.	CJ027-03/12
26 Jun 2018	Amended delegation	Sub delegations provided to position numbers (00105, 01093, 01094).	CJ101-06/18
26 Jun 2018	New delegation	The original delegation 'Building Act 2011 - Building and Demolition Permit Applications, building approval certificates, certificates of building compliance, construction compliance and design compliance' was repealed, and split into component parts as the changes to the grouping of the delegations better aligned with workflow processes, extent of authority and aims to improve service delivery.	CJ101-06/18

		A condition requiring the issuing of orders be reported to Council has been deleted, as this is an operational enforcement matter that may be required following extensive action by the City to address areas of non-compliance with the Building Act 2011.	
8 May 2020	Amended delegation	Change in position title from Coordinator Compliance (01094) to Coordinator Compliance and Regulatory Performance (01094).	EMI21/253
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259

Delegation	**3.7 BUSH FIRES ACT 1954 - FUNCTIONS OF A LOCAL GOVERNMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to perform the functions of the local government under the *Bush Fires Act 1954*.
Delegates	Chief Executive Officer (00001)
Conditions	Cannot be sub-delegated.
Statutory framework	Section 48 of the *Bush Fires Act 1954*.
Policy	Not applicable.
Date adopted	21 October 2014
Adoption references	CJ180-10/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Oct 2014	New delegation	New instrument of delegation to formally delegate to the Chief Executive Officer the functions of a local government under section 48 of the Bush Fires Act 1954.	CJ180-10/14

Delegation	**3.8 CAT ACT 2011 - POWERS AND DUTIES OF A LOCAL GOVERNMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise the powers or discharge the duties of the local government under the Cat Act 2011.
Delegates	Chief Executive Officer (00001)
Conditions	Nil
Subdelegates	Director Planning and Community Development (00105) Manager Rangers Parking and Community Safety (00912)
Subdelegate conditions	Nil.
Statutory framework	Section 44 of the *Cat Act 2011*.
Policy	Not applicable.
Date adopted	25 June 2013
Adoption references	CJ102-06/13

Amendments			
Approved	**Type**	**Amendment**	**References**
25 Jun 2013	New delegation	Initially this delegation was placed within the instrument of delegation titled "Appointment of Authorised Persons" however the delegation is broader than just appointing authorised persons.	CJ102-06/13
21 Oct 2014	Amended delegation	A separate instrument of delegation has been developed relating to the Cat Act 2011 in its entirety, delegating the Chief Executive Officer all the powers and duties of the local government under the Cat Act 2011.	CJ180-10/14
21 May 2020	Amended delegation	New sub-delegations to Director Corporate Services (00063) and Manager Rangers Parking and Community Safety (00912).	INT20/19165
10 May 2022	Amended delegation	Removal of sub-delegate authority from Director Corporate Services (00063) and replace with Director Planning and Community Development (00105), as Rangers, Parking and Community Development BU is transferring to Planning and Community Development Directorate.	INT22/18447

Delegation	**3.9 DOG ACT 1976 - POWERS AND DUTIES OF A LOCAL GOVERNMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise the powers or discharge the duties of the local government under the *Dog Act 1976* including the authority to delegate the powers and duties of a local government to other persons.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Statutory framework	Section 10AA of the *Dog Act 1976*.
Policy	Not applicable.
Date adopted	21 October 2014
Adoption references	CJ180-10/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Oct 2014	New delegation	New instrument of delegation to Chief Executive Officer to undertake the powers and duties of the local government under the Dog Act 1976	CJ180-10/14

Delegation	**3.10 FOOD ACT 2008 - FUNCTIONS OF AN ENFORCEMENT AGENCY**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise the powers or discharge the duties of the local government, as an enforcement agency under the *Food Act 2008*.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Statutory framework	Section 118(2)(b) of the *Food Act 2008*.
Policy	Not applicable.
Date adopted	21 October 2014
Adoption references	CJ180-10/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Oct 2014	New delegation	New instrument of delegation to formally delegate to the Chief Executive Officer the functions of a local government under section 118(2) of the Food Act 2008.	CJ180-10/14
23 Jun 2015	Amended delegation	Legislative reference amended from Section 122 to Section 118(2)(b) of the Food Act 2008.	CJ095-06/15

Delegation	**3.11 GRAFFITI VANDALISM ACT 2016 – POWERS AND DUTIES OF A LOCAL GOVERNMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise the powers or discharge the duties of the local government under the *Graffiti Vandalism Act 2016* including the authority to delegate the powers and duties of a local government to other persons.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Manager Rangers Parking and Community Safety (00912)
Subdelegate conditions	Nil.
Statutory framework	Section 16 and 17 of the *Graffiti Vandalism Act 2016*.
Policy	Not applicable.
Date adopted	15 November 2016
Adoption references	CJ192-11/16
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
15 Nov 2016	New delegation	New instrument of delegation to delegate to the Chief Executive Officer the functions of a local government under section 16 of the Graffiti Vandalism Act 2016.	CJ192-11/16
21 May 2020	Amended delegation	New sub-delegations to Manager Rangers Parking and Community Safety (00912) authority to exercise the power or discharge the duties of the local government under the Graffiti Vandalism Act 2016.	INT20/19165

Delegation	**3.12.1 LOCAL PLANNING SCHEME NO. 3 – DELEGATIONS - GENERAL**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	The following powers conferred or imposed on Council or the local government under the Scheme: a. the approval of an application for development approval for the purpose of a 'single house', or up to 5 'grouped dwellings', or any associated, ancillary or incidental development to a 'single house', 'grouped dwelling' or 'multiple dwelling' where: i. there have not been any objections to the application received; and ii. the application is not required to be considered by the Joondalup Design Reference Panel; and iii. in the case of applications for development approval that require a Bushfire Attack Level assessment in accordance with *State Planning Policy 3.7 – Planning in Bushfire Prone Areas (SPP 3.7)* the development: a. has a Bushfire Attack Level of less than 40; and b. where the Bushfire Attack Level is 12.5, 19 or 29: i. is not a vulnerable land use as defined under SPP 3.7; and ii. complies with clause 6.5 of SPP 3.7; and iv. the Deemed-to-Comply requirements or Element Objectives of the *Residential Design Codes* and/or replacement Deemed-to-Comply requirements of the *Residential Development Local Planning Policy* or *Development in Housing Opportunity Areas Local Planning Policy* have been satisfied (where applicable), and the development satisfies any applicable standards and requirements of the Scheme, any applicable structure plan, activity centre plan or local development plan and all other applicable local planning policies; or v. the Local Housing Objectives of the *Residential Development Local Planning Policy* have been satisfied; or vi. in the case of applications for development approval where the development does not meet the Deemed-to-Comply requirements of the *Residential Design Codes* or the requirements of any applicable standards or requirements of the Scheme, any applicable structure plan, activity centre plan, local development plan, or local planning policy, provided: a. the plot ratio of the development does not exceed the requirement of Table 2.1 of the Residential Design Codes; b. the building setbacks of development, including retaining walls, are not less than those specified under the Deemed-to-Comply requirements or Table 2.1 of the *Residential Design Codes*, or any applicable structure plan, activity centre plan, local development plan or local planning policy by more than 1.5 metres; c. any outbuilding is not in the primary or secondary setback area stipulated in Table 1 or Table 2.1 of the *Residential Design Codes* or

	1. 1. 1. applicable structure plan, activity centre plan, local development plan or local planning policy; 2. the height and/or length of boundary wall(s) does not exceed the amounts set out in the Deemed-to-Comply Requirements or Table 2.1 of the *Residential Design Codes* or any applicable structure plan, activity centre plan, local development plan or local planning policy by more than 10% of those requirements, and where there are boundary walls to no more than two (2) separate boundaries; 3. the height of the proposed fill or retaining wall within the primary street setback area does not exceed 1.2 metres above natural ground level; and 4. the height of non visually permeable fencing within the primary street setback area does not exceed 1.2 metres above natural ground level (as measured from the midpoint of the verge) for more than 25% of the frontage of the lot. 2. the approval of an application for development approval for the purposes of a class of use listed in Table 3 Zoning Table, Table 3a Whitford Activity Centre Zoning Table and Table 3b Joondalup Activity Centre Zoning Table of the Scheme other than a 'single house', 'grouped dwelling', 'multiple dwelling', or any associated, ancillary or incidental development where: 1. there have not been any objections to the application received; and 2. the application is not required to be considered by the Joondalup Design Reference Panel; and 3. in the case of applications for development approval that require a Bushfire Attack Level assessment in accordance with *State Planning Policy 3.7 – Planning in Bushfire Prone Areas (SPP 3.7)* the development: 1. has a Bushfire Attack Level of less than 40; and 2. where the Bushfire Attack Level is 12.5, 19 or 29: i. is not a vulnerable land use as defined under SPP 3.7; and ii. complies with clause 6.5 of SPP 3.7; and iv. the development satisfies any applicable standards and requirements of the Scheme, any applicable structure plan, activity centre plan or local development plan and all applicable local planning policies; with the exception of the following: v. setback requirements for patio(s), verandah(s), shade sail(s), portico(s), outbuilding(s) or retaining wall(s) not greater than 1.2 metres above natural ground level in height; or vi. the shortfall in car parking is not increasing from that previously approved; or
Delegates	Chief Executive Officer (00001)

Conditions	The Chief Executive Officer is to cause a report of the exercise of powers and functions to be prepared and presented to each ordinary meeting of Council.
Subdelegates	Coordinator Planning Approvals (00112) Coordinator Planning Approvals (01313) Coordinator Urban Design and Policy (00111) Senior Planning Project Officer (00122) Senior Urban Planner (00115) Senior Urban Planner (00125) Senior Urban Planner (00609) Senior Urban Planner (00778) Senior Urban Planner (01479)
Subdelegate conditions	Nil.
Statutory framework	Clause 82 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*. Section 5.42 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Town Planning delegations be appointed to delegates; the Planning Director, Manager, Coordinator and Senior Planning Officers, and matters not delegated to coordinator Planning approvals and senior planning officers.	CJ208-11/06
7 Sep 2007	Amended delegation	Wording of delegation to be amended to reflect and align with recent modifications to DPS2, as Schedule 6 and clause 8.9 have been deleted from DPS2.	CJ186-09/07
16 Jun 2009	Amended delegation	Minor amendments to various clauses.	CJ127-06/09
22 Jun 2010	Amended delegation	Removal of Part 4 - the Subdivision Delegation and established in a new delegation for ease of reference and to clarify the source of the delegation power.	CJ095-06/10

28 Jun 2011	Amended delegation	An amendment to the position title to reflect a change in the City's organisational structure – the position of Manager Planning Services replaces the position of Manager Planning Approvals and Environmental Services. The addition of part (d) the determination of an application for approval for short stay accommodation except where abutting the 'Residential' zone."	CJ107-06/11
13 Dec 2011	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Development, to have authority to determine applications for display homes on a maximum of 23 Lots in Burns Beach.	CJ229-12/11
21 Feb 2012	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Development, to have authority to determine applications for display homes on Lot 1189 Larvotto Turn, Burns Beach.	CJ003-02/12
15 May 2012	Amended delegation	Town Planning Delegations - General - amendments relating to: • Add "Coordinator Urban Design and Policy (00111)". • Amend "Senior Urban Planner (00122, 00125)" to "Senior Planning Officer (00122, 00125)". • Typographical changes. • Insert "associated, ancillary and incidental development". • Insert "any Agreed Structure Plan".	CJ094-06/13
16 Jul 2013	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Community Development and the Manager Planning Services, the authority to determine applications for the unlisted land use 'Ancillary Dwelling' as defined by the new Residential Design Codes under the City's District Planning Scheme No.	CJ123-07/13
21 Oct 2014	Amended delegation	Change in title from Town Planning Delegations - General to District Planning Scheme No. 2, and other amendments to the instrument of delegation, including delegations provided to Senior Urban Planner (00778).	CJ180-10/14

6 Oct 2015	Amended delegation	District Planning Scheme No. 2 - Amendments include major changes introduced by the Planning and Development (Local Planning Schemes) Regulations 2015 and alignment to District Planning Scheme No. 2 (DPS2). • Delegate a range of local government functions to Chief Executive Officer. • Revoke delegations previously afforded to various officers of the Planning Services Business Unit.	CJ167-10/15
19 Oct 2015	Amended delegation	District Planning Scheme No. 2 - sub-delegation of local government functions to designated employees.	INT15/36323
21 Aug 2018	Amended delegation	• Change in title from District Planning Scheme No. 2 - Delegations - General to Local Planning Scheme No. 3 - Delegations - General, and other minor amendments. • Change in conditions, with the removal of "the delegations are to have effect for a period of two years from and including 27 June 2017". • Sub-Delegation afforded to Senior Urban Planner (01479). • Other minor changes.	CJ133-08/18
25 Jun 2019	Amended delegation	Local Planning Scheme No. 3 – Delegations - General - minor changes made due to the annual review of Delegation of Authority Register.	CJ078-06/19
23 Jun 2020	Amended delegation	Local Planning Scheme No. 3 – Delegations - General - minor changes made due to the annual review of Delegation of Authority Register.	CJ079-06/20
8 Jan 2021	Amended delegation	Local Planning Scheme No. 3 – Delegations - General - removal of position 00122, as the position is now classified as an Urban Planner and no longer has delegated authority.	EMI21/293
15 Jun 2021	Amended delegation	Changes in Function in respect to section a, a(iv), a (vi)(b), section b(v), b(vii) slight changes in wording and reference to the new Advertisement Local Planning Policy, which replaces the Signs Policy.	CJ079-06/21
10 May 2022	Amended delegation	Add Sub-delegated authority to Senior Planning Project Officer (00122).	INT22/18447

Delegation	**3.12.2 LOCAL PLANNING SCHEME NO. 3 – DELEGATIONS - GENERAL**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	The following powers conferred or imposed on the Council or the local government under the *Scheme and the Planning and Development Act 2005*: a. the determination of an application for development approval for the purpose of a 'single house', and/or up to 5 'grouped dwellings', or any associated, ancillary or incidental development; b. the determination of an application for development approval for the purpose of a class of use listed in Table 3 Zoning Table, Table 3a Whitford Activity Centre Zoning Table and Table 3b Joondalup Activity Centre Zoning Table of the Scheme or any associated, ancillary or incidental development (other than a 'single house', 'grouped dwelling' or 'multiple dwelling') provided: i. building setbacks for buildings other than for those set out in 1(b)(v) of these delegations, as set out in the Scheme or any applicable structure plan, activity centre plan, local development plan or local planning policy, are not less than the required amount by more than 1.5 metres; ii. the amount of car parking provided is not less than the standards and requirements set out in the Scheme, applicable local planning policy or any applicable structure plan, activity centre plan or local development plan by more than 10% or the shortfall in car parking is not increasing from that previously approved; iii. the landscaping between a car parking area and the street as set out under the Scheme, applicable local planning policy or an applicable structure plan, activity centre plan or local development plan achieves an average width of not less than 1.0 metre; iv. the overall amount of landscaping provided for the site does not vary the standards and requirements set out in the Scheme, applicable local planning policy or any applicable structure plan, activity centre plan or local development plan by more than 10% of that requirement or the shortfall in landscaping is not increasing from that previously approved; and v. the development complies with the coastal area building height in the *Commercial, Mixed Use and Service Commercial Zone Local Planning Policy*. c. the direction under clauses 64(3), (4), (5), (6) and (7) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* to advertise an application for development approval; d. the determination under clause 64(2) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* whether a departure from the requirements of the Scheme is of a minor nature and whether to waive the requirement for the advertising of the application, providing it is not an application that would otherwise require advertising under the Scheme or local planning policy; e. the determination under clause 63(2) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* whether to waive or vary the requirement for plans and other information to be submitted with an application;

	1. the determination under clause 61(1)(f) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* whether works are temporary for the purposes of the Scheme and the length of time that such 'development' is permitted to remain in the requested location; 2. the decision whether an application for development approval may affect any other statutory, public or planning authority, and shall therefore require them to be provided a copy of the application for objections and recommendations under clause 66(1) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.
Delegates	Chief Executive Officer (00001)
Conditions	The Chief Executive Officer is to cause a report of the exercise of powers and functions to be prepared and presented to each ordinary meeting of Council.
Subdelegates	Director Planning and Community Development (00105) Manager Planning Services (00108) Manager Regulatory Services (01093)
Subdelegate conditions	Nil.
Statutory framework	Clause 82 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*. Section 5.42 of the *Local Government Act 1995*.
Policy	Not applicable.
Date adopted	21 November 2006
Adoption references	CJ208-11/06

Amendments

Approved	Type	Amendment	References
21 Nov 2006	New delegation	Insertion of delegation for Town Planning delegations be appointed to delegates; the Planning Director, Manager, Coordinator and Senior Planning Officers, and matters not delegated to coordinator Planning approvals and senior planning officers.	CJ208-11/06
7 Sep 2007	Amended delegation	Wording of delegation to be amended to reflect and align with recent modifications to DPS2, as Schedule 6 and clause 8.9 have been deleted from DPS2.	CJ186-09/07
16 Jun 2009	Amended delegation	Minor amendments to various clauses.	CJ127-06/09

22 Jun 2010	Amended delegation	Removal of Part 4 - the Subdivision Delegation and established in a new delegation for ease of reference and to clarify the source of the delegation power.	CJ095-06/10
28 Jun 2011	Amended delegation	An amendment to the position title to reflect a change in the City's organisational structure – the position of Manager Planning Services replaces the position of Manager Planning Approvals and Environmental Services. The addition of part (d) the determination of an application for approval for short stay accommodation except where abutting the 'Residential' zone."	CJ107-06/11
13 Dec 2011	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Development, to have authority to determine applications for display homes on a maximum of 23 Lots in Burns Beach.	CJ229-12/11
21 Feb 2012	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Development, to have authority to determine applications for display homes on Lot 1189 Larvotto Turn, Burns Beach.	CJ003-02/12
15 May 2012	Amended delegation	Minor changes made to the Town Planning Delegations.	CJ075-05/12
25 Jun 2013	Amended delegation	Town Planning Delegations - General - amendments relating to: • Add "Coordinator Urban Design and Policy (00111)". • Amend "Senior Urban Planner (00122, 00125)" to "Senior Planning Officer (00122, 00125)". • Typographical changes. • Insert "associated, ancillary and incidental development". • Insert "any Agreed Structure Plan".	CJ094-06/13
16 Jul 2013	Amended delegation	Town Planning Delegations - General - delegations have been added for the Director Planning and Community Development (00105) and the Manager Planning Services (00108), the authority to determine applications for the unlisted land use 'Ancillary Dwelling' as defined by the new Residential Design Codes under the City's District Planning Scheme No. 2 (DPS2).	CJ123-07/13
21 Oct 2014	Amended delegation	Change in title from Town Planning Delegations - General to District Planning Scheme No. 2, and other amendments to the instrument of delegation, including delegations provided to Senior Urban Planner (00778).	CJ180-10/14

6 Oct 2015	Amended delegation	• District Planning Scheme No. 2 - Amendments include major changes introduced by the Planning and Development (Local Planning Schemes) Regulations 2015 and alignment to District Planning Scheme No. 2 (DPS2). • Delegate a range of local government functions to Chief Executive Officer. • Revoke delegations previously afforded to various officers of the Planning Services Business Unit.	CJ167-10/15
19 Oct 2015	Amended delegation	District Planning Scheme No. 2 - sub-delegation of local government functions to designated employees.	INT15/36323
21 Aug 2018	Amended delegation	• Change in title from District Planning Scheme No. 2 - Delegations - General to Local Planning Scheme No. 3 - Delegations - General, and other minor amendments. • Amendments to functions delegated. • Change in conditions, with the removal of "the delegations are to have effect for a period of two years from and including 27 June 2017".	CJ133-08/18
25 Jun 2019	Amended delegation	Local Planning Scheme No. 3 – Delegations - General - minor changes made due to the annual review of Delegation of Authority Register.	CJ078-06/19
21 May 2020	Amended delegation	Sub-delegation afforded to Manager Compliance and Regulatory Services (01093)	INT20/19165
7 Dec 2020	Amended delegation	Change in position title from Manager Compliance and Regulatory Services (01093) to Manager Regulatory Services (01093).	EMI21/259
15 Jun 2021	Amended delegation	Changes in function relating to removal of determination of applications for 'multiple dwellings', inclusion of reference to the local planning policy in section (i) and (d), inclusion of the wording 'or the shortfall in car parking and landscaping is not increasing from that previously approved in respect to section (ii) and (iv), the inclusion of clauses 64 (4), (5), (6) and (7) in section (c).	CJ079-06/21

Delegation	**3.13 PLANNING AND DEVELOPMENT ACT 2005 - POWER AS TO ILLEGAL DEVELOPMENT**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise all the powers and functions of the local government under sections 214 (2), (3) and (5) of the *Planning and Development Act 2005*.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Statutory framework	Section 5.42(1)(b) of the *Local Government Act 1995.*
Policy	Not applicable.
Date adopted	21 October 2014
Adoption references	CJ180-10/14
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Oct 2014	New delegation	Insertion of delegation in accordance to Sections 214 (2), (3) and (5) of the Planning and Development Act 2005.	CJ180-10/14

Delegation	**3.14 PLANNING AND DEVELOPMENT (LOCAL PLANNING SCHEMES) REGULATIONS 2015 - DETERMINE DEVELOPMENT APPLICATIONS FOR 'UNLISTED USE (BICYCLE HIRE)'**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to determine development applications for 'Unlisted Use (Bicycle Hire)'.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Subdelegates	Director Planning and Community Development (00105) Manager Planning Services (00108)
Subdelegate conditions	Nil.
Statutory framework	Section 5.42 of the *Local Government Act 1995.* Clause 82 of Schedule 2 of the *Planning and Development(Local Planning Schemes) Regulations 2015.*
Policy	Not applicable.
Date adopted	20 September 2016
Adoption references	CJ135-09/16
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
20 Sep 2016	New delegation	Delegate function to Chief Executive Officer to determine development applications for 'Unlisted Use (Bicycle Hire)'	CJ135-09/16, INT16/36170
21 Sep 2016	Amended delegation	Sub-delegation afforded to Director Planning and Community Development (00105) and Manager Planning Services (00108) to determine development applications for 'Unlisted Use (Bicycle	INT16/36191

Delegation	**3.15 PUBLIC HEALTH ACT 2016 - FUNCTIONS OF AN ENFORCEMENT AGENCY**
Category	PART 3 – DELEGATIONS UNDER OTHER LEGISLATION
Delegator	Council
Function	Authority to exercise all of the powers and duties conferred or imposed on a local government, as an enforcement agency, under the *Public Health Act 2016*.
Delegates	Chief Executive Officer (00001)
Conditions	Nil.
Statutory framework	Section 21 of the *Public Health Act 2016*.
Policy	Not applicable.
Date adopted	21 February 2017
Adoption references	CJ012-02/17
Last reviewed	15 June 2021

Amendments

Approved	Type	Amendment	References
21 Feb 2017	New delegation	New delegation in accordance with Public Health Act 2016.	CJ012-02/17
15 Jun 2021	Amended delegation	Change in delegation numbering from 3.16 to 3.15 - Public Health Act 2016 - Functions of an Enforcement Agency, due to the revoking of delegation 3.15.	CJ079-06/21

Project Name	**Sorrento Surf Life Saving Club**
Report	**Project Philosophy & Parameters**
Project Sponsor	Director Corporate Services
Project Manager	Manager Leisure Cultural Services
HP Records	INT22/2633

BACKGROUND

Business Case prepared by Sorrento Surf Life Saving
This project commenced in 2017 when the City received a business case to redevelop the surf club. The City have now taken the lead for the project and it is now appropriate to formalise the project objectives, philosophy and vision. This version has been updated in 2022 with slight amendments to the objectives.

PHILOSOPHY / PROJECT VISION

Strategic Community Plan
The potential refurbishment or redevelopment of the Surf Club is related to the following three initiatives within the Strategic Community Plan.

Theme	Objective	Strategic Initiative
Community Wellbeing	Quality Facilities – To provide facilities of the highest quality which reflect the needs of the community now and into the future.	• Support a long-term approach to significant facility upgrades and improvements • Understand the demographic context of local communities to support effective facility planning
Financial Sustainability	Major project delivery – To effectively plan for the funding and delivery of major projects	Support new projects that balance identified financial risk against effective management approaches.
Financial Sustainability	Financial diversity - To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.	Identify opportunities for new income streams that are financially sound and equitable.

Vision and Purpose of Project

Vision:

"The City will apply best-practice project management and due diligence to evaluate options for the future of the Sorrento Surf Life Saving Club.

The City will recommend the optimum outcome that considers the needs of the club, the community and maintains financial sustainability for both the Club and the City."

OUTCOMES & PROJECT DELIVERABLES

The key outcomes are summarised below, the next section "Project Objectives" will quantify these.

- Community – life saving, and beach patrols continue
- Building – fit for purpose now and well into the future
- Users – the facility is safe to use, accessible and provides value for money.
- Utilisation – facility is highly utilised and provides opportunity for growth
- Financial sustainability (Club) – the Club continues to be financially sustainable
- Financial sustainability (City) – the preferred option is within the financial capacity for the city and ideally provides a better financial outcome to the City than the costs of the existing facility.
- Commercial income stream to City – any refurbished or redeveloped facility should include a separate area for the City which will be leased to a commercial tenant providing a new income stream to the City. Despite this new income stream, it would still be probable that the facility would operate at a deficit as the operating expenses (including depreciation) would exceed the income. However, the key issue is that the deficit should be a lot lower than the existing operating deficit.

PROJECT OBJECTIVES

Quantified Project Objectives
The project objectives were initially included in the Project Philosophy and Parameters and included as an attachment to the April 2021 Council report. These have been further refined and summarised below.

No	Objective	Success Criteria	Measurement
1	Time Construct the new facility within a reasonable time-frame	Construction is complete and Club operates from new facility based on project plan to be prepared after business case.	This will be measured on an ongoing basis using the Project Activity Plan and will be reported via monthly status reports.
2	Building and Location suitability for Club The location and buildings are fit for purpose now and in the future for the Club.	Existing major shortcomings (e.g. stormwater drainage) are alleviated. Anticipated growth in membership can be facilitated. Beach access and safety is improved.	As part of the business case the Club will evaluate the options and provide a concurrence that will be approved by the Club.
3	Financial Sustainability (Club) Preferred outcome will provide opportunities to grow income and a moderate operating surplus. Club is able to afford a reasonable contribution to the club portion of the redevelopment.	Club generates a moderate operating surplus and is sufficient to replace any of its own assets. Ideally the Club will contribute 10% towards the Club Building Capital costs, using existing cash reserves and continuing to charge a building levy to members.	Business Case will evaluate the operating projections for all scenarios based on membership growth and building area. Operating expenses will include the day to day building operating expenses, cleaning, staff costs and all other club operating activities. The affordability of the Club contribution will be reviewed as part of the business case. Audited accounts will be provided to the City annually for review, together with an updated forecast.

No	Objective	Success Criteria	Measurement
4	<u>Community</u> The redeveloped facility will enhance the community's experience of the Sorrento foreshore, in terms of beach, parking, access to Club training rooms, ocean views from neighbours.	Quantity of hours on beach patrol is equal to or greater than current operations. Community acceptance of the recommended option is deemed a success if approved by Council. Preferred option is aesthetically pleasing and recognised as a key landmark on the City's coastline.	The Club will continue to record the hours and actions of its life-saving and beach patrol operations on a daily basis. Community access to public ablutions is adequate and minimal complaints about the facilities are received. There are various studies being undertaken which will include community issues: ○ Retail needs analysis ○ Traffic and parking impacts ○ Social & economic benefits Community consultation will take place as part of the next phase.
5	<u>Social & Economic Return on Investment (SROI)</u> The provision of additional/upgraded amenities will provide additional economic, tourist, visitation, social, health and community benefits.	The success criteria for SROI is the evaluation of the Benefits Cost Ratio (BCR). The BCR includes the core financial impacts of the project and an estimated monetary impact of social and economic benefits The City has established a threshold of between 1.5 and 3.0 for the BCR, the higher the better. This project would be expected to be a high-scoring BCR above 3.	The City will engage an external consultant to calculate the estimated BCR for the shortlisted options, this will be used as part of the business case. The BCR is calculated by comparing each dollar of benefit to each dollar of cost so for this project for each $1 of cost there should be at least $3 of benefits.

No	Objective	Success Criteria	Measurement
6	<u>Financial Sustainability (City)</u> The City has financial capacity for the preferred option. Ideally the preferred option will provide a recurring impact which is lower than the current baseline and those savings are sufficient to pay back the net establishment costs within a 50 year period.	The business case will evaluate the financial evaluation based on five separate tests: I. Financial capacity II. Operating results BEFORE dep'n III. Operating results AFTER depn'n IV. Cashflow / payback within 50 years V. Risks / opportunities	The annual 'steady state' operating deficit of the preferred outcome will be estimated in the business case and will include operating income (including potential new income stream from commercial tenant), operating cash expenses (building maintenance, contribution to club) and depreciation. The estimated operating deficit will be compared to the existing operating deficit. The affordability of the one-off investment is measured using the Strategic Financial Plan and ensuring that the City's financial targets (most importantly the Debt Service Coverage Ratio) are within threshold.

PROJECT DEPENDENCIES

The project is dependent on a wide number of factors as follows:

- Club satisfaction with preferred outcome and its confidence in being able to maintain existing service levels to the community and grow membership
- Community feedback – consultation on any potential refurbishment or redevelopment
- One-off investment – City's financial capacity to afford any one-off investment when considered against other competing priorities in the City.

DEVELOPMENT PARAMETERS

Governance

- Project Management Framework will be used to manage the project.
- Reports will be provided to the Major Projects & Finance Committee at key stages of the project and where necessary to Council (e.g. to proceed to community consultation).
- City is responsible for development of the business case and implementation of changes
- Consistency with adopted Council strategies and plans.

Resources

- In-house resource will be used as much as possible to complete the Business Case
- In-house resource will be used to implement any potential changes to the facility.

Sustainability Considerations

- Achievement of best practice in environmentally sustainable design principles

Key Reference Documents

The Club Business Case is a key input document

Financial Management

The Strategic Financial Plan (SFP) is the guiding document used by the City to assess affordability of major projects and confirm funding. There is currently no capital expenditure or reserve funding included for this project. The project will only be included in the SFP when the business case is approved by Council and if the SFP can confirm that the City has financial capacity to afford any one-off investment, either using reserves, municipal funding or as a last resort borrowings. Opportunities for external funding should also be exhausted before the City includes the project in the SFP.

The project will only be included in the Capital Works Program after business case is approved. Both the Capital Works Program and the SFP are updated annually and can evaluate whether the appropriate milestone has been achieved for the project to be assessed and included.

SORRENTO SURF CLUB

OPTION 1

OPTION 2

OPTION 3

City of Joondalup

SORRENTO
SURF LIFE SAVING CLUB



LEGEND:

- 100 YEAR EROSION HAZARD
- 50 YEAR EROSION HAZARD
- PRESENT DAY EROSION HAZARD
- SEAWALL
- 2020 VEGETATION LINE
- NEW WALL
- BUILDING
- PATH/PAVING
- TURF
- VEGETATION
- NEW CARPARK
- ACCESS RAMP

NOTES:

1. AERIAL PHOTOGRAPH FROM NEARMAP TAKEN IN APRIL 2021.
2. COASTAL EROSION HAZARD LINES TAKEN FROM PREVIOUS ANALYSIS FOR THE CITY.
3. NEW SURF CLUB DEVELOPMENT IS A TWO STOREY BUILDING.
4. SLSC DEVELOPMENT SITE PLAN PROVIDED BY HCP ON 4 OCTOBER 2021.

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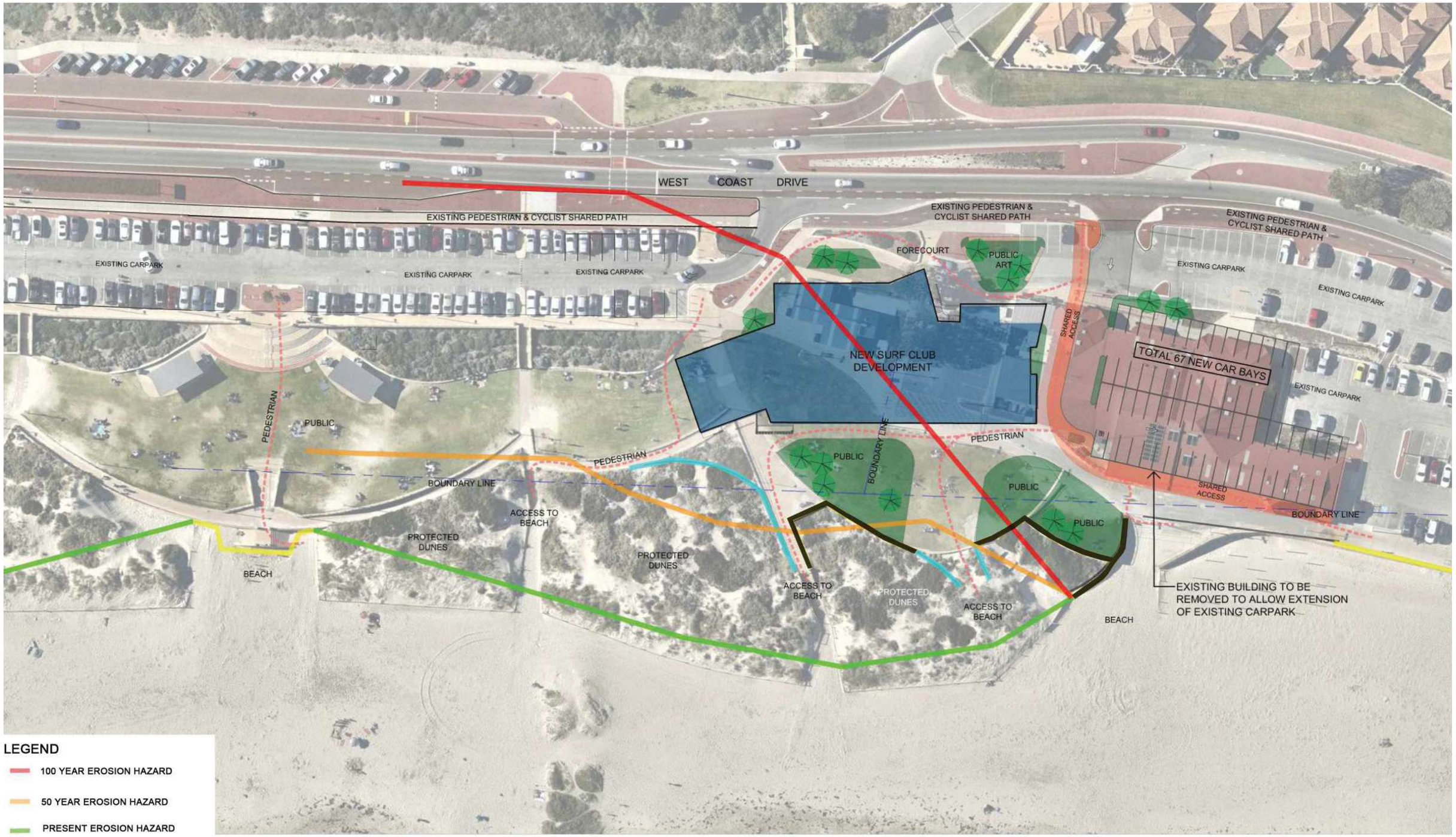
OPTION 1 COASTAL EROSION HAZARDS
SORRENTO SLSC REDEVELOPMENT CHA

SCALE AT A3 1:1,000

OCTOBER 2021
SK1904–02C

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COASTAL MAP
OPTION 1



LOCATION MAP
OPTION 1

SORRENTO SURF CLUB
REVISION 3 - Future Traffic Improvement Overlay & Renders

N

City of Joondalup
REV 3 - 4th February 2022

Hodge Collard Preston
ARCHITECTS



LEGEND

- FUTURE SHARED PATHWAY MODIFICATIONS BETWEEN AND AT CROSSOVERS
- EXISTING BUILDING TO BE DEMOLISHED
- PROPOSED LANDSCAPING
- PROPOSED BUILDINGS
- PROPOSED ROOF LINE
- PROPOSED SHARED ACCESS PATHWAY
- PROPOSED NEW PEDESTRIAN WALKWAY

FUTURE TRAFFIC IMPROVEMENT OVERLAY OPTION 1

SORRENTO SURF CLUB

REVISION 3 - Future Traffic Improvement Overlay & Renders

N

City of Joondalup

REV 3 - 4th February 2022

Hodge Collard Preston ARCHITECTS



0m 4m 8m 12m 16m 20m

VISUAL SCALE 1:200 @ A1

SITEPLAN WITH LEVELS
OPTION 1



CLUB (MAIN AREAS)	170m²
CLUB AMENITIES	160m²
CLUB STORAGE & CIRCULATION	755m²
COMMERCIAL AREA	30m²
PUBLIC AMENITIES	180m²

0m 4m 8m 12m 16m 20m

VISUAL SCALE 1:200 @ A1

FLOORPLAN - GROUND
OPTION 1

SORRENTO SURF CLUB

REVISION 3 - Future Traffic Improvement Overlay & Renders

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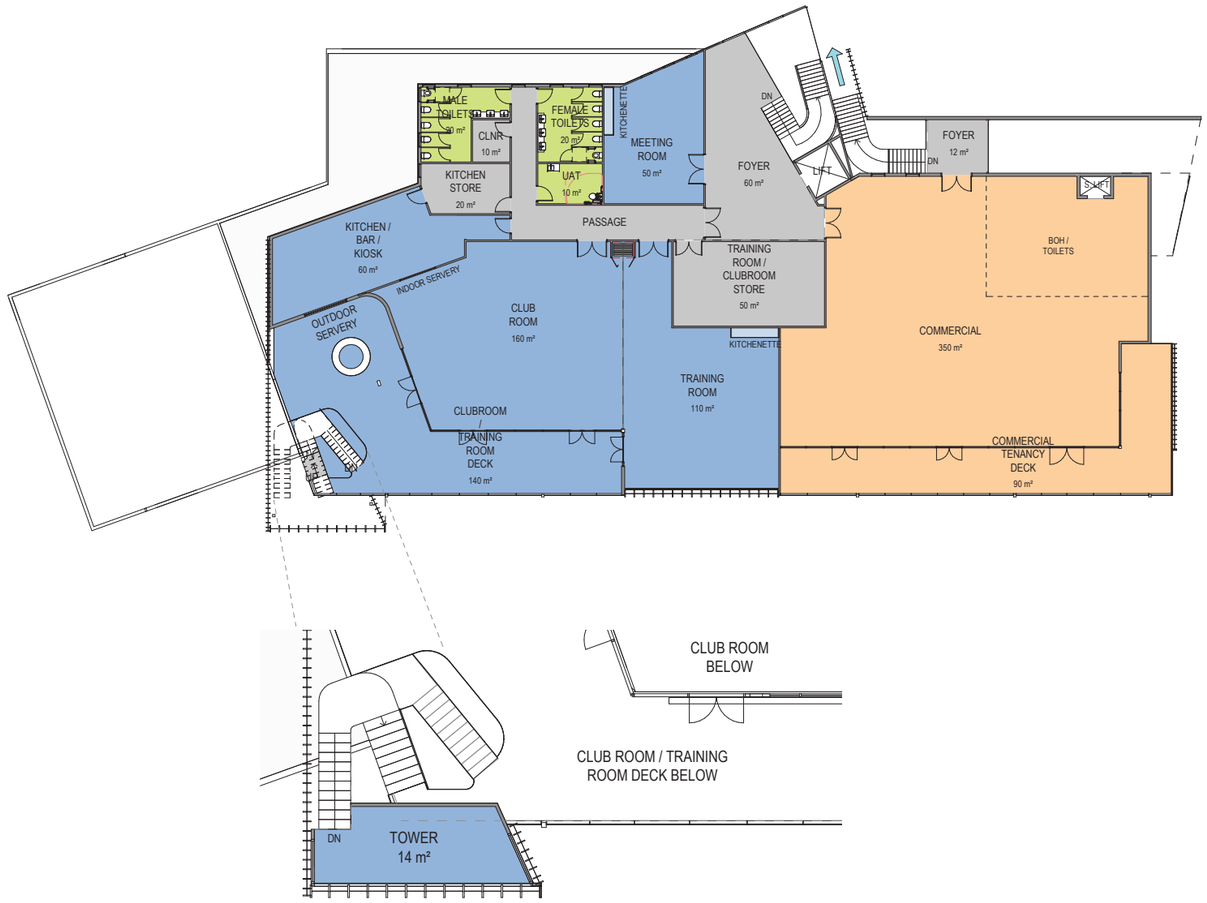
City of Joondalup

REV 3 - 4th February 2022

Hodge Collard Preston ARCHITECTS

0m 4m 8m 12m 16m 20m

VISUAL SCALE 1:200 @ A1



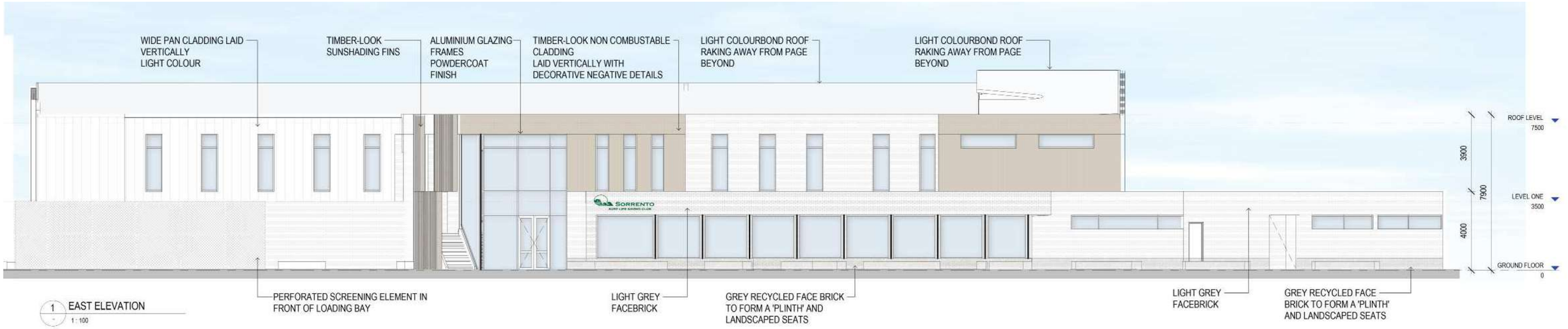
	CLUB (MAIN AREAS)	520m²
	CLUB AMENITIES	50m²
	CLUB STORAGE & CIRCULATION	153m²
	COMMERCIAL AREA	430m²
	PUBLIC AMENITIES	N/A

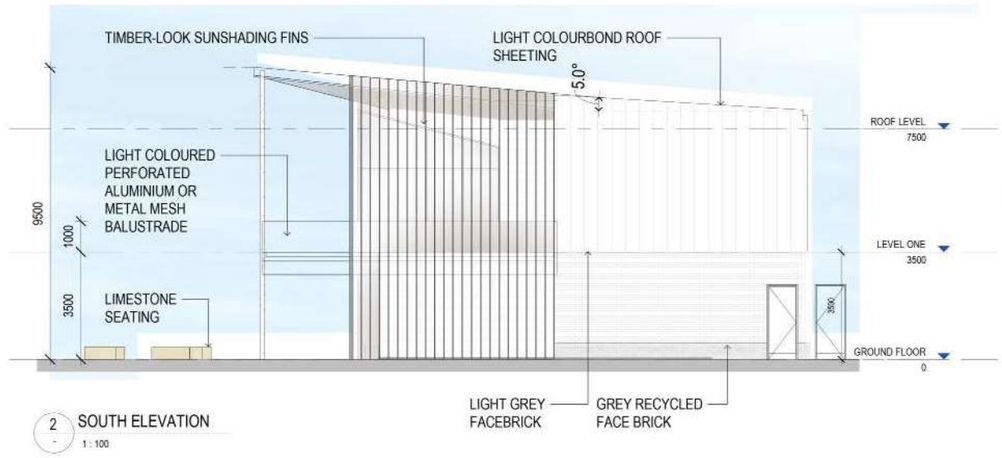
	CLUB (MAIN AREAS)	14m²
	CLUB AMENITIES	N/A
	CLUB STORAGE & CIRCULATION	N/A
	COMMERCIAL AREA	N/A
	PUBLIC AMENITIES	N/A

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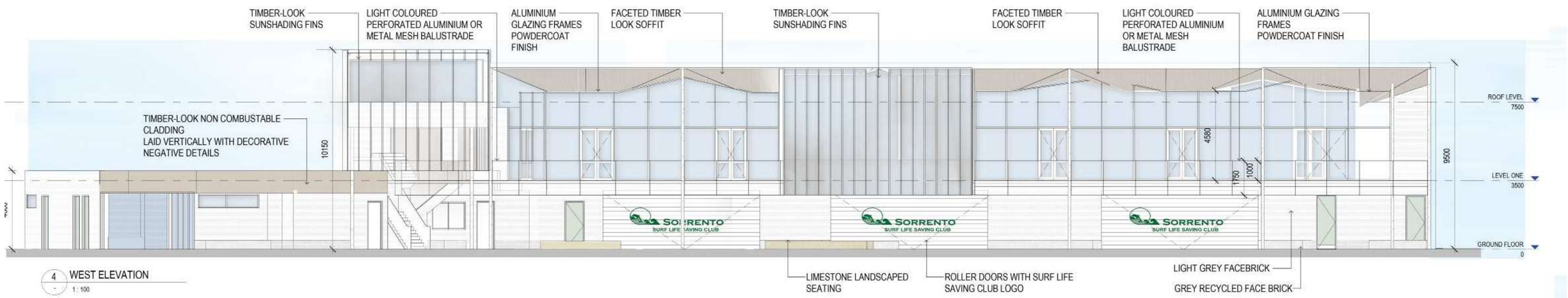
VISUAL SCALE 1:200 @ A1

FLOORPLAN - UPPER & TOWER
OPTION 1









ELEVATIONS
OPTION 1



VIEW FROM THE BEACH
OPTION 1



ENTRY FROM WEST COAST DRIVE

OPTION 1



ENTRY FROM W COAST DRIVE - FITNESS CENTRE ENTERANCE

OPTION 1



VIEW FROM BEACH - SHOWERS & AMENITIES
OPTION 1



NOTES:

1. AERIAL PHOTOGRAPH FROM NEARMAP TAKEN IN APRIL 2021.
2. COASTAL EROSION HAZARD LINES TAKEN FROM PREVIOUS ANALYSIS FOR THE CITY.
3. NEW SURF CLUB DEVELOPMENT IS A TWO STOREY BUILDING.
4. SLSC DEVELOPMENT SITE PLAN PROVIDED BY HCP ON 4 OCTOBER 2021.

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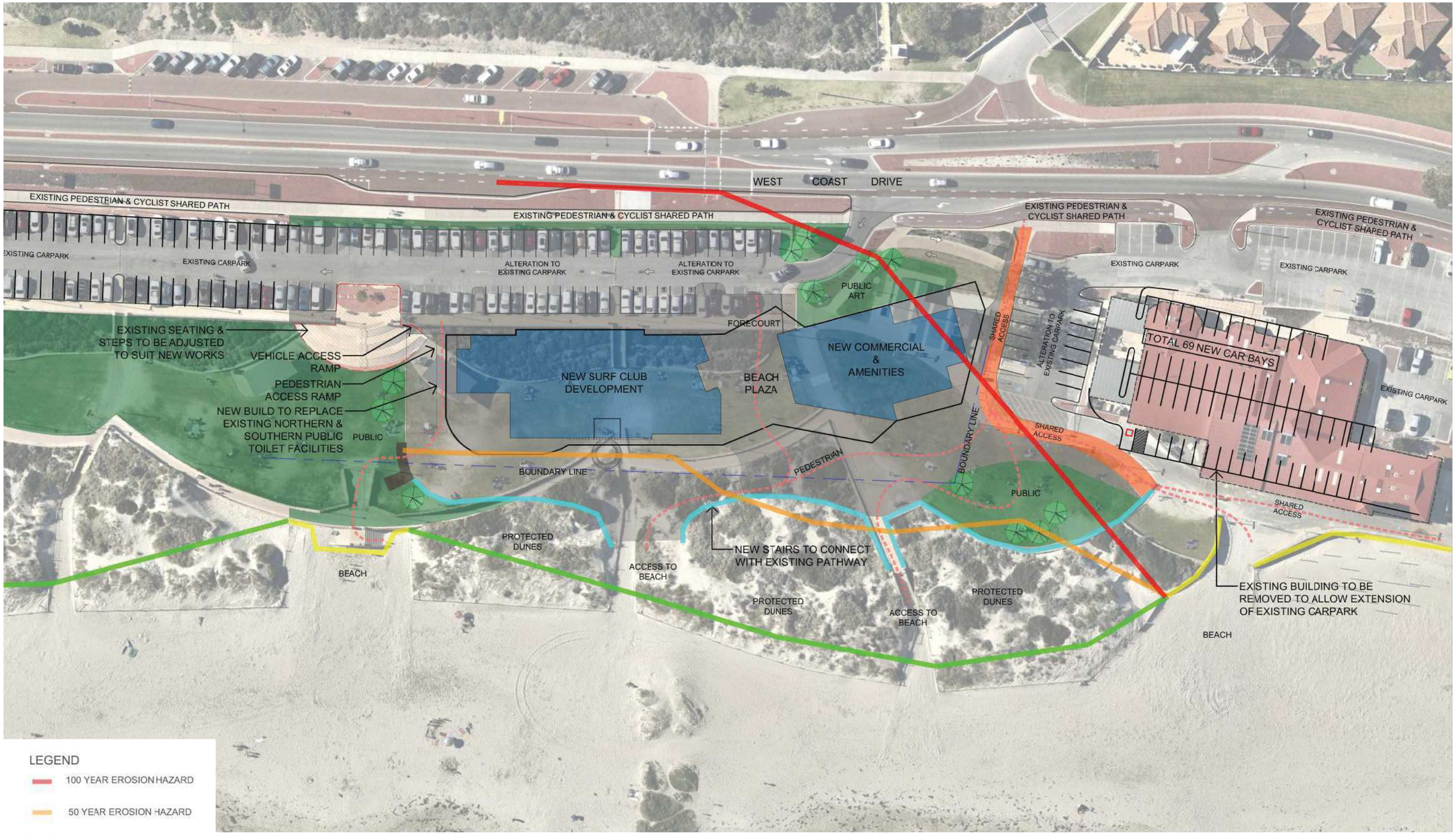
OPTION 2 COASTAL EROSION HAZARDS
SORRENTO SLSC REDEVELOPMENT CHA

SCALE AT A3 1:1,000

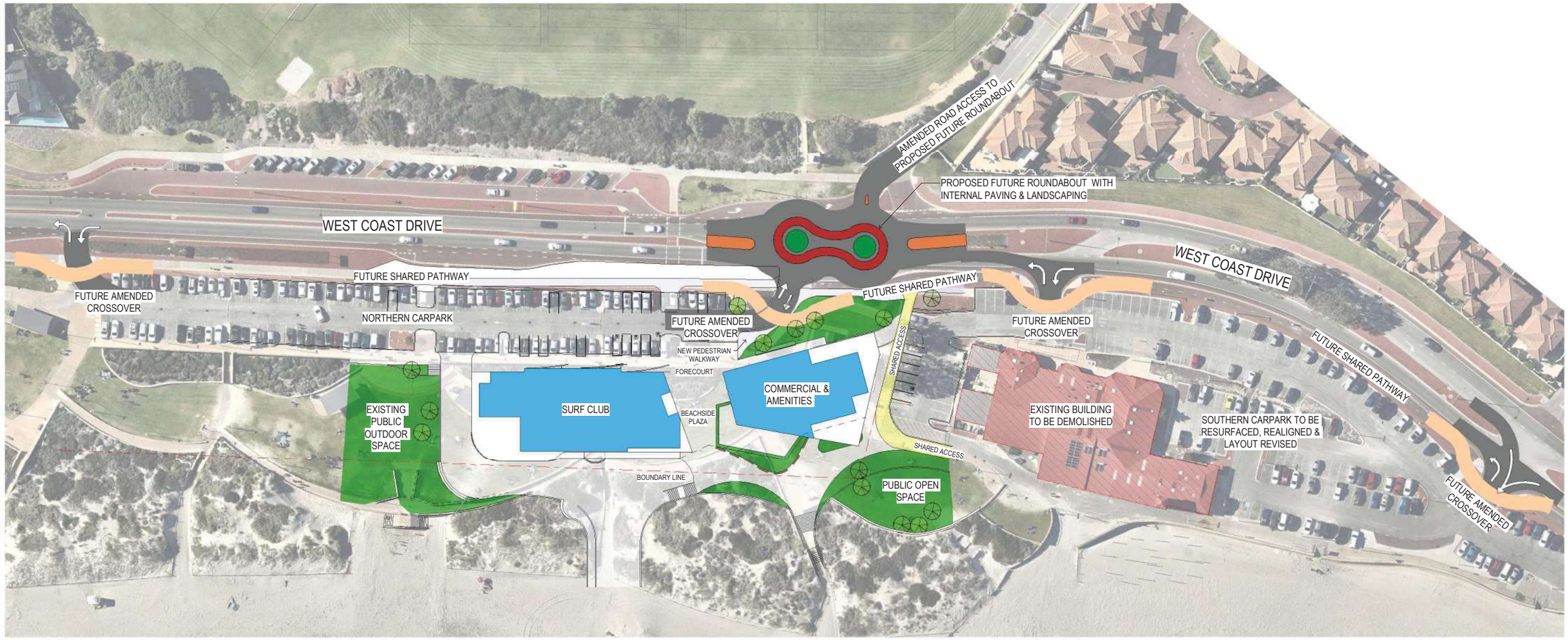
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SK1904-03C

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COASTAL MAP
OPTION 2



LOCATION MAP
OPTION 2



LEGEND

- FUTURE SHARED PATHWAY MODIFICATIONS BETWEEN AND AT CROSSOVERS
- EXISTING BUILDING TO BE DEMOLISHED
- PROPOSED LANDSCAPING
- PROPOSED BUILDINGS
- PROPOSED ROOF LINE
- PROPOSED SHARED ACCESS PATHWAY
- PROPOSED NEW PEDESTRIAN WALKWAY

FUTURE TRAFFIC IMPROVEMENT OVERLAY OPTION 2

SORRENTO SURF CLUB

REVISION 3 - Future Traffic Improvement Overlay & Renders

N

City of Joondalup

REV 3 - 4th February 2022

Hodge Collard Preston ARCHITECTS



CLUB (MAIN AREAS)	490m²
CLUB AMENITIES	76m²
CLUB STORAGE & CIRCULATION	412m²
COMMERCIAL AREA	405m²
PUBLIC AMENITIES	235m²

0m 4m 8m 12m 16m 20m

VISUAL SCALE 1:200 @ A1

FLOORPLAN - ENTRY FROM CARPARK OPTION 2

SORRENTO SURF CLUB

REVISION 3 - Future Traffic Improvement Overlay & Renders

City of Joondalup

REV 3 - 4th February 2022

Hodge Collard Preston ARCHITECTS



FLOORPLAN - ENTRY FROM BEACH OPTION 2

SORRENTO SURF CLUB

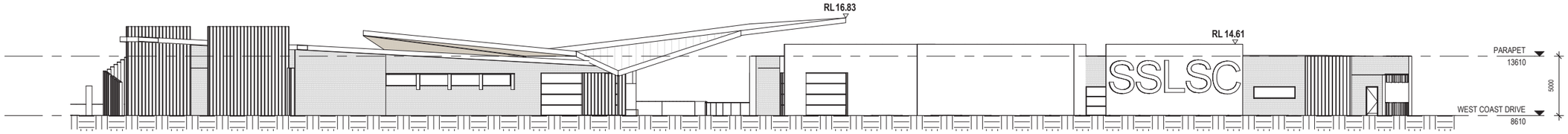
REVISION 3 - Future Traffic Improvement Overlay & Renders

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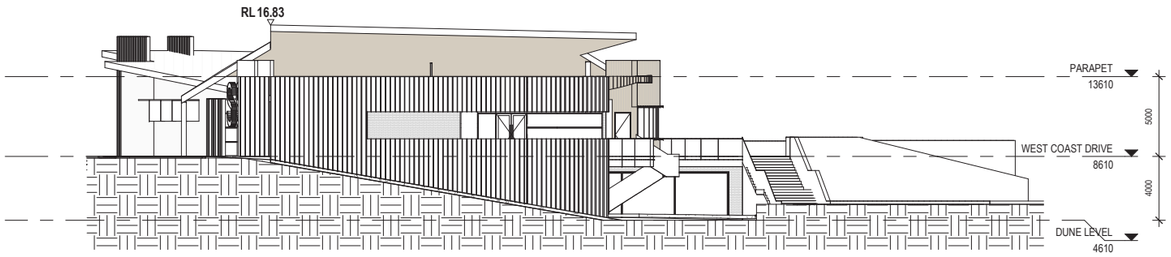
City of Joondalup

REV 3 - 4th February 2022

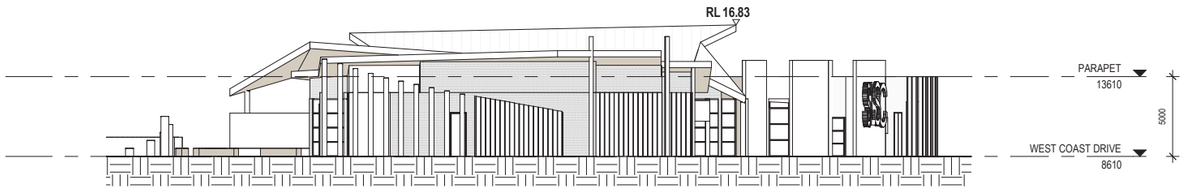
Hodge Collard Preston ARCHITECTS



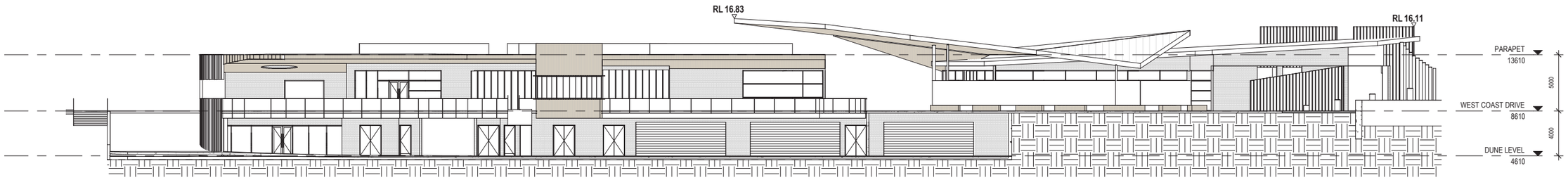
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1 : 200



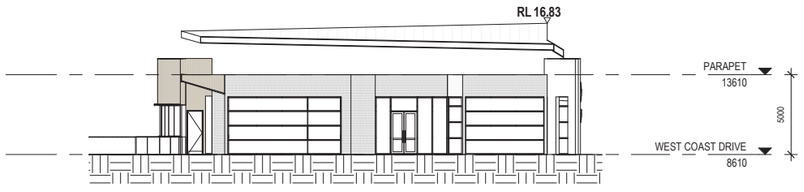
2 ELEVATION 2
1 : 200



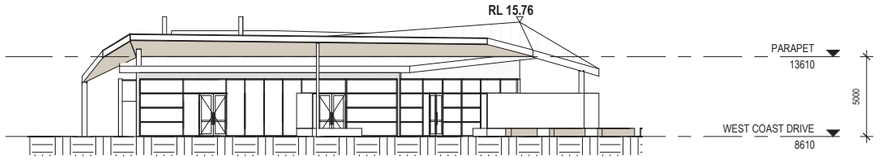
4 ELEVATION 4
1 : 200



3 ELEVATION 3
1 : 200



5 ELEVATION 5
1 : 200



6 ELEVATION 6
1 : 200

ELEVATIONS
OPTION 2



ENTRY FROM WEST COAST DRIVE
OPTION 2



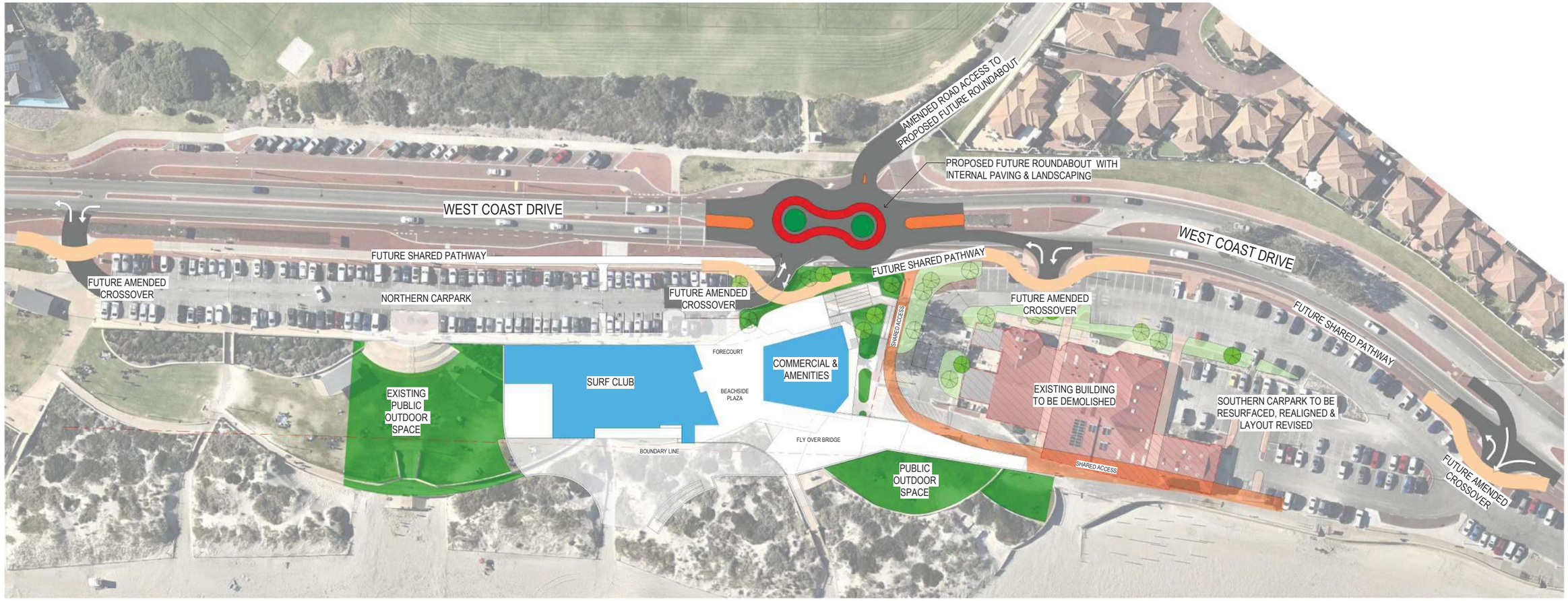
VIEW FROM BEACH - BEACHSIDE PLAZA & POS
OPTION 2



VIEW FROM BEACH - CLUB FORECOURT
OPTION 2



LOCATION MAP
OPTION 3



LEGEND

- FUTURE SHARED PATHWAY MODIFICATIONS BETWEEN AND AT CROSSOVERS
- EXISTING BUILDING TO BE DEMOLISHED
- PROPOSED LANDSCAPING
- PROPOSED BUILDINGS
- PROPOSED ROOF LINE
- PROPOSED SHARED ACCESS PATHWAY
- PROPOSED NEW CARPARK PAVING

FUTURE TRAFFIC IMPROVEMENT OVERLAY
OPTION 3

SORRENTO SURF CLUB
REVISION 3 - Future Traffic Improvement Overlay & Renders

N

City of Joondalup
REV 3 - 4th February 2022

Hodge Collard Preston ARCHITECTS



CLUB (MAIN AREAS)	506m²
CLUB AMENITIES	76m²
CLUB STORAGE & CIRCULATION	317m²
COMMERCIAL AREA	516m²
PUBLIC AMENITIES	N/A

0m 4m 8m 12m 16m 20m

VISUAL SCALE 1:200 @ A1

FLOORPLAN - ENTRY FROM WEST COAST DRIVE OPTION 3

SORRENTO SURF CLUB

REVISION 3 - Future Traffic Improvement Overlay & Renders

N

City of Joondalup

REV 3 - 4th February 2022

Hodge Collard Preston ARCHITECTS



0m 4m 8m 12m 16m 20m

VISUAL SCALE 1:200 @ A1

CARPARK LAYOUT - ENTRY FROM WEST COAST DRIVE OPTION 3

SORRENTO SURF CLUB

REVISION 3 - Future Traffic Improvement Overlay & Renders

N

City of Joondalup

REV 3 - 4th February 2022

Hodge Collard Preston ARCHITECTS



	CLUB (MAIN AREAS)	157m²
	CLUB AMENITIES	150m²
	CLUB STORAGE & CIRCULATION	919m²
	COMMERCIAL AREA	32m²
	PUBLIC AMENITIES	226m²

0m 4m 8m 12m 16m 20m

VISUAL SCALE 1:200 @ A1

FLOORPLAN - ENTRY FROM BEACH OPTION 3

SORRENTO SURF CLUB

REVISION 3 - Future Traffic Improvement Overlay & Renders

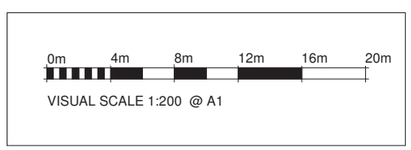
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City of Joondalup

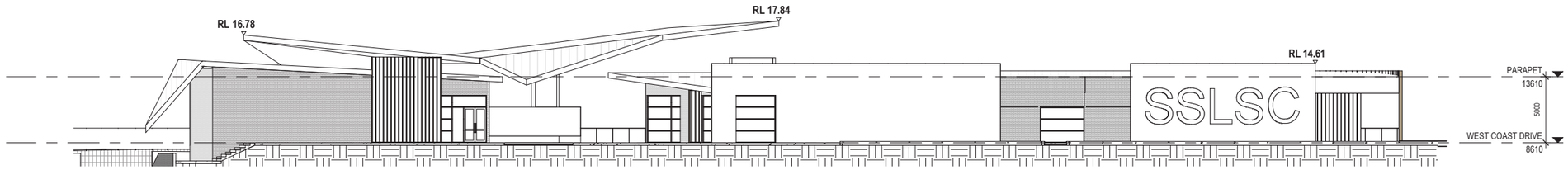
REV 3 - 4th February 2022

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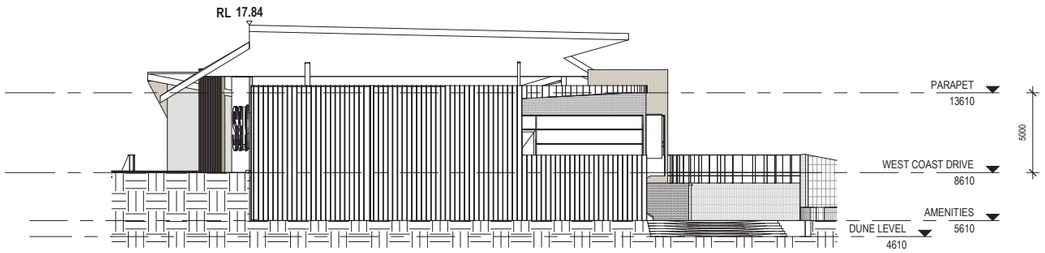




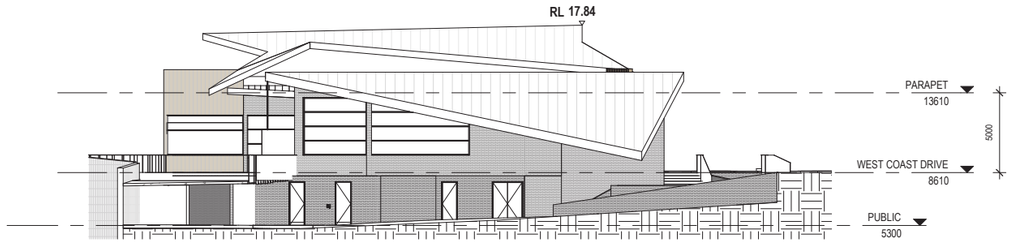
CARPARK LAYOUT - ENTRY FROM BEACH OPTION 3



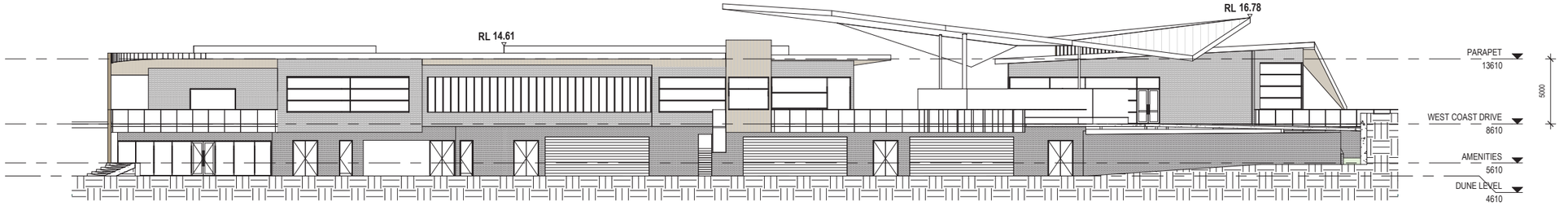
1 ELEVATION 1
1 : 200



2 ELEVATION 2
1 : 200



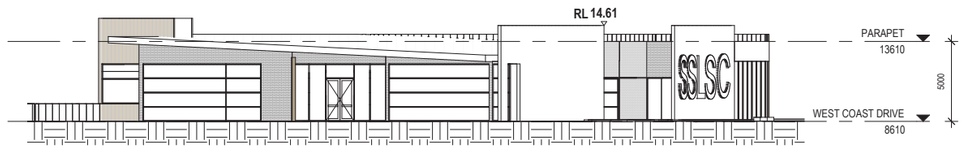
4 ELEVATION 4
1 : 200



3 ELEVATION 3
1 : 200



5 ELEVATION 5
1 : 200



6 ELEVATION 6
1 : 200

ELEVATIONS
OPTION 3



ENTRY FROM WEST COAST DRIVE
OPTION 3



VIEW FROM SOUTHERN CARPARK - PUBLIC AMENITIES & COMMERCIAL TENANCY

OPTION 3



VIEW FROM BEACH - PUBLIC PLAZA
OPTION 3



VIEW FROM BEACH - CLUB FORECOURT
OPTION 3

ATTACHMENT 3

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R1601 Rev 1

December 2021

City of Joondalup

Sorrento Surf Life Saving Club Redevelopment Updated Coastal Hazard Risk Management & Adaptation Planning

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canals
breakwaters
jetties
seawalls
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Form 035 18/06/2013

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1. Introduction

The City of Joondalup (City) are investigating the feasibility of redeveloping the Sorrento Surf Life Saving Club (SLSC). The Sorrento SLSC is located on Sorrento Beach in the northern suburbs of Perth (Figure 1.1). The SLSC facilitates the provision of lifesaving services at this popular beach which helps to maintain public safety.



Figure 1.1 Sorrento SLSC Location

As part of the investigation into the feasibility of redeveloping the Sorrento SLSC the City is preparing a business case. To determine the most suitable redevelopment option to include in the business case the City is assessing the benefits and costs of each redevelopment option. As part of this process a Coastal Hazard Risk Management and Adaptation Planning (CHRMAP) assessment of the two redevelopment options is required, to determine the effect of coastal hazards on each option. The City engaged specialist coastal and port engineers M P Rogers & Associates Pty Ltd (MRA) to conduct this initial CHRMAP assessment.

1.1 Scope

The scope of this assessment includes the following.

- Conduct a CHRMAP assessment for the redevelopment options over a 100 year planning timeframe.
- Make recommendations as to the suitability of the redevelopment options with regards to coastal hazards and adaptation.

This CHRMAP is intended to be a high level assessment of the two options to inform the business case for the SLSC redevelopment. Further development of the CHRMAP will be required for the selected option, should the redevelopment proceed.

1.2 State Planning Policy 2.6

Within Western Australia, State Planning Policy 2.6: State Coastal Planning Policy (SPP2.6; WAPC 2019) provides guidance for land use and development decision-making within the coastal zone, including the establishment of coastal foreshore reserves to protect, conserve and enhance coastal values. SPP2.6 also provides guidance on the assessment of coastal hazard risks for assets located in close proximity to the coast.

The objectives of SPP2.6 are wide ranging; however, a key component of the policy is the identification of appropriate areas for the sustainable use of the coast. This includes use for recreational, tourism and commercial purposes, which are relevant to the intended future redevelopment of the Sorrento SLSC.

The guidance on the assessment of coastal hazard risk is provided within SPP2.6 in the form of a methodology to assess the potential extent of coastal hazard impacts. Further details are also provided in the CHRMAP Guidelines (WAPC 2019).

The key requirement of CHRMAP is to develop a risk based adaptation framework for assets that could be at risk of impact by coastal hazards over the relevant planning timeframe. Importantly, the balance of these risks needs to be considered with reference to the expected lifetime of the relevant assets.

2. Context

2.1 Purpose

The potential vulnerability of the coastline and the subsequent risk to the community, economy and environment needs to be considered for any coastal development.

SPP2.6 requires that the responsible management authority completes CHRMAP where an existing or proposed development may be at risk from coastal hazards over the planning timeframe. The main purpose of the CHRMAP is to define areas of the coastline which could be vulnerable to coastal hazards and to outline the preferred approach to the monitoring and management of these hazards where required.

CHRMAP can be a powerful planning tool to help provide clarity to existing and future developers, users, managers or custodians of the coastline. This is done by defining levels of risk exposure, management practices and adaptation techniques that the management authority considers acceptable in response to the present and future risks posed by coastal hazards.

Specifically, the purpose of this CHRMAP is as follows:

- Determine the specific extent of coastal hazards in relation to the Sorrento SLSC redevelopment.
- Determine the coastal hazard risks associated with the Sorrento SLSC redevelopment and how these risks may change over time.
- Establish the basis for present and future risk management and adaptation.
- Provide guidance on appropriate management and adaptation planning for the future, including monitoring.

2.2 Objectives

The key objectives of this CHRMAP are as follows:

- Inform the proposed redevelopment of the Sorrento SLSC by providing appropriate guidance to the City, Sorrento SLSC and key stakeholders with respect to the management of coastal hazards.
- Ensure that the City, Sorrento SLSC and key stakeholders understand the potential likelihood of the Sorrento SLSC being impacted by coastal hazards over a 100 year planning timeframe.
- Outline the required coastal adaptation approach in an implementation plan that is acceptable to the City, Sorrento SLSC and key stakeholders.

2.3 Scope

The CHRMAP Guidelines (WAPC 2019) provide a specific framework for the preparation of a CHRMAP. This is outlined in the flowchart presented in Figure 2.1 which shows the risk management process adapted to coastal planning.

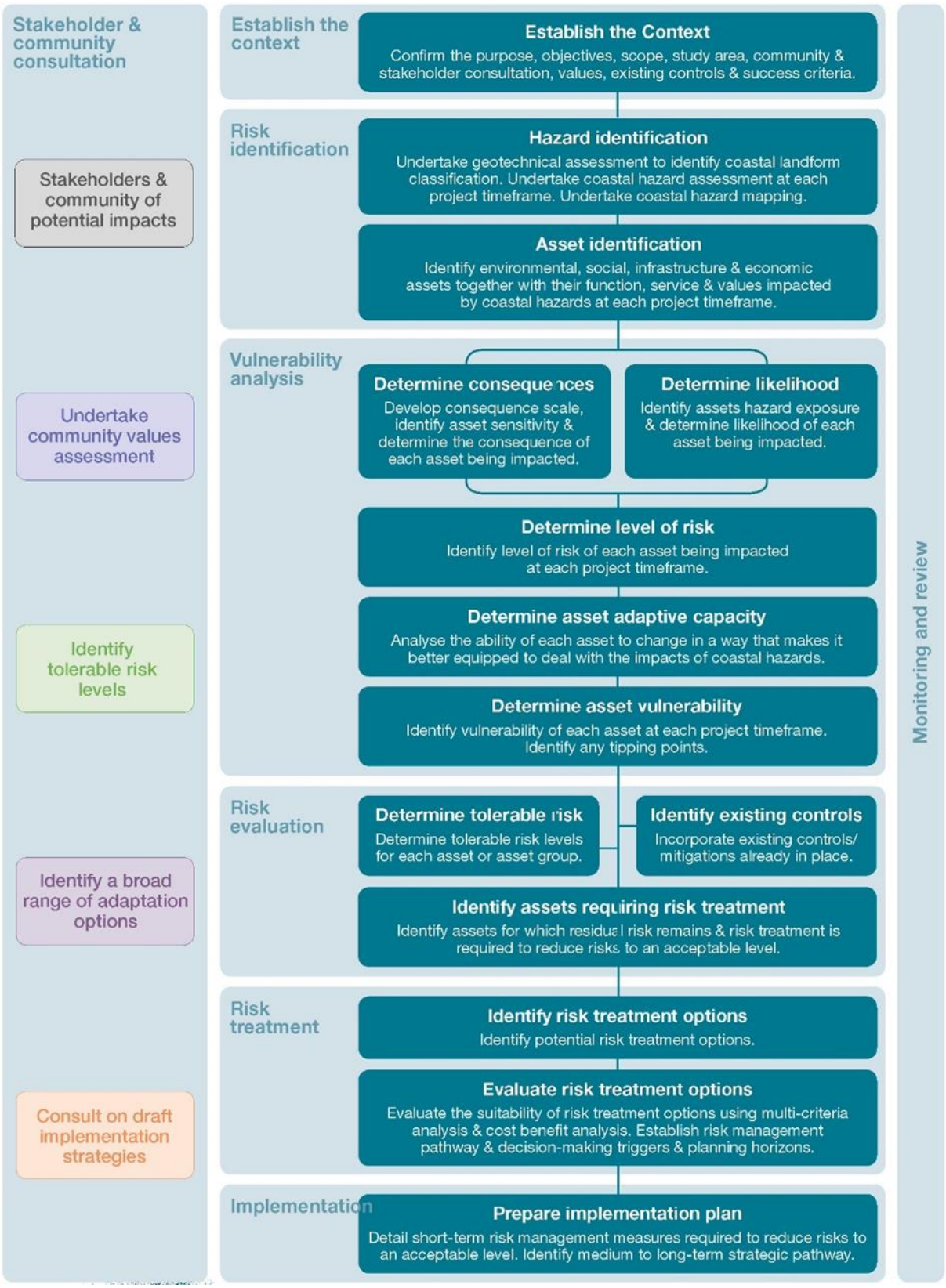


Figure 2.1 Risk Management & Adaptation Process Flow Chart (WAPC 2019)

As presented in the flowchart, the process for the development of a meaningful CHRMAP process requires a number of fundamental inputs. These inputs enable the assessment and analysis of

risk, which should ultimately be informed by input received from key stakeholders, to help shape the subsequent adaptation strategies.

The redevelopment of the Sorrento SLSC will require an adaptation plan that is acceptable to all stakeholders. As a result, the approach that has been taken for this plan is to develop a management methodology that allows for flexibility into the future, given the inherent uncertainties associated with long term coastal behaviour.

The development of the adaptation plan will be informed by the assessment of the coastal erosion and inundation hazards at the site. The identification of the coastal erosion and inundation hazards for the Sorrento SLSC is presented within Section 3 of this report.

This CHRMAP will consider the potential risks posed by coastal hazards over a range of horizons. The coastal hazards over a 100 year timeframe are required for consideration under SPP2.6. The following coastal hazard timeframes are therefore examined in this assessment.

- Present day (2021).
- 50 years.
- 100 years.

Based on the results of the risk assessment, risk mitigation strategies will be developed, where required, in order to provide a framework for future management. However, it is important to realise that the risk assessment will be based on the outcomes of the coastal vulnerability assessment, which, by their nature, are justifiably conservative. This is due to the uncertainty around coastal dynamics when predicting impacts over long timeframes. As a result, the framework for future risk management strategies should be considered to be a guide of future requirements. The actual requirement for implementation of these management actions should ultimately be informed by a coastal monitoring regime.

The purpose of the coastal monitoring regime is to identify changes in the shoreline or sea level that could alter, either positively or negatively, the risk exposure of the proposed assets and infrastructure. A recommended coastal monitoring regime is included within the implementation plan, presented within Section 7 of this report.

2.4 The Site

In 2016 MRA conducted a Coastal Hazard Assessment (CHA) for the City covering their entire coastal area including Sorrento. As there has been minimal change in the position of the shoreline in the intervening years the results of this assessment have been determined to still be valid. The methods, results and findings of this assessment are detailed in the *Joondalup Coastal Hazard Assessment* (MRA 2016). The report was completed to assess the coastal hazards over a 100 year planning timeframe in accordance with the requirements of SPP2.6.

2.5 Redevelopment Options

Initial concept sketches for the redevelopment of the Sorrento SLSC were provided by the City. Redevelopment Option 1 will be located adjacent to the existing SLSC and will be comprised of a single two storey building with the associated minor structural components. Redevelopment Option 2 will be located further to the north and will also be composed of a two storey building, however it will also include a commercial area to the south of the main SLSC building along with the associated minor structural components.

These concept sketches were used to determine the key assets present for each of the redevelopment options. The key assets considered within this analysis are presented in Table 2.1.

Table 2.1 Key Assets

Key Asset	
Option 1	Option 2
Beach Access Ramp	Beach Access Ramp
Universal Access Ramp	Universal Access Ramp
Break Out Space	Public Space
Washdown Area	Stairs
Toilets/Changerooms	Commercial/Amenities
SLSC Building	SLSC Building
	Club Forecourt
	Vehicle Access Ramp

2.6 Success Criteria

The success criteria for the CHRMAP will ultimately be as follows:

- Demonstrated understanding by the key stakeholders regarding the likelihood, consequence and subsequent risk of coastal hazards impacting identified assets over each planning horizon.
- Acceptance of a risk management and adaptation plan for the 100 year planning timeframe by key stakeholders.
- Evidence of the required changes to existing management controls being implemented.
- Adoption of the Implementation Plan by key stakeholders going forward.

The outcomes of the success criteria listed above are presented in later sections of this report.

3. Coastal Hazard Assessment

An understanding of the coastal hazards and subsequent risks is critical for the determination of management and adaptation actions.

The coastal erosion and inundation allowances used within this CHRMAP have been adapted from MRA's previous CHA (MRA 2016). Whilst the CHA was completed in 2016 there has been no change to the vegetation line and position of the horizontal shoreline datum at Sorrento since this time. As such the allowances determined in 2016 have been determined suitable for use in 2021.

It has been assumed that the existing coastal protection structures at Sorrento (groynes and seawalls) will be maintained throughout the 100 year planning horizon. The loss or removal of any of these structures could greatly change the coastal hazard allowances. This is being considered separately in the City's city-wide CHRMAP process (MRA 2021).

The assumptions, methods and results of the coastal hazard assessment are detailed in MRA (2016). A summary is provided below for context.

3.1 Coastal Erosion Allowances

As per the requirements of SPP2.6, consideration of the following items is required to assess the appropriate allowances for coastal processes and climate change over the relevant planning timeframes.

- Severe storm erosion (S1 Allowance).
- Historical shoreline movement (S2 Allowance).
- Climate change induced sea level rise (S3 Allowance).
- Storm surge inundation (S4 Allowance).

3.1.1 Storm Erosion (S1 Allowance)

The S1 allowance is determined by assessing the potential cross shore erosion that a storm with an average recurrence interval (ARI) of 100 years could cause at the site. Three consecutive runs of a storm sequence which affected southwest Western Australia in July 1996 were used as a conservative representation of the 100 year ARI event.

The extent of erosion is measured from the Horizontal Shoreline Datum (HSD) which represents the seaward shoreline contour corresponding with the highest steady water level during the 100 year ARI event. The SBEACH computer model was used to determine the HSD and the S1 allowance. The output from the SBEACH model is shown in Figure 3.1.

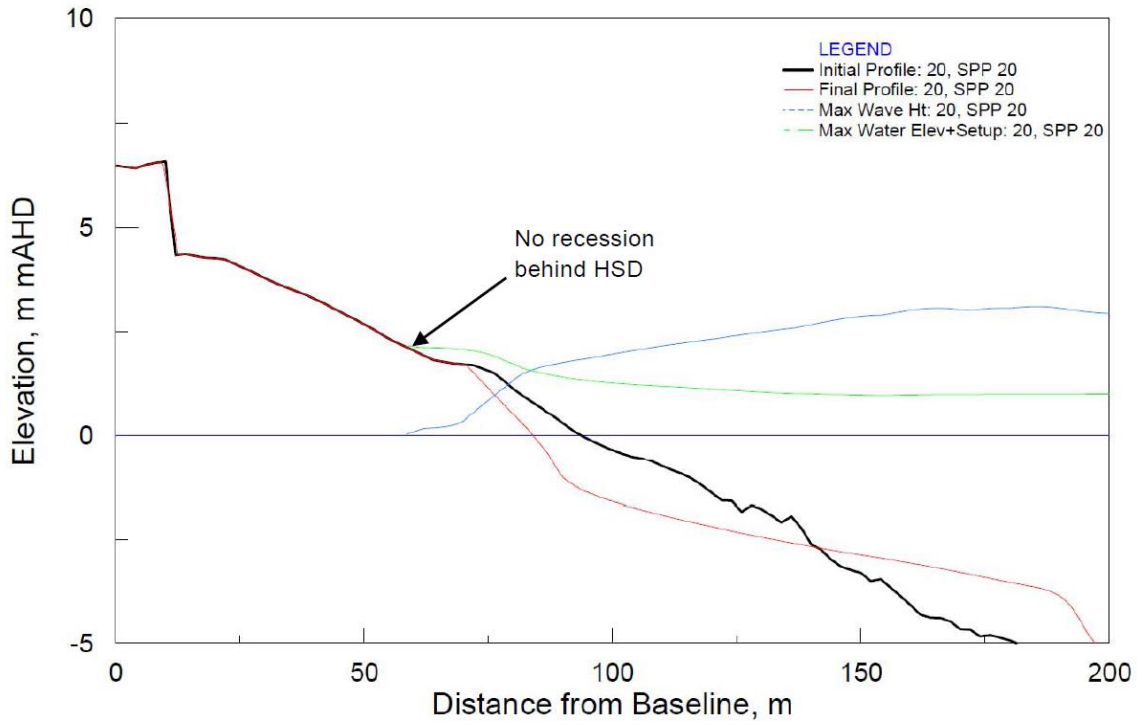


Figure 3.1 SBEACH Results for Sorrento (MRA 2016)

From analysis of the SBEACH results the HSD and S1 allowance were determined and are included in Table 3.1. It should be noted that as there was no recession behind the HSD a factor of safety of 5 m was applied.

Table 3.1 Storm Erosion (S1) Allowance

Storm Event (ARI)	HSD (mAHD)	S1 Allowance (m)
100 year	2.2	5

Note 1 Values taken from MRA (2016)

3.1.2 Shoreline Movement (S2 Allowance)

To determine the longer term trends of accretion and erosion an assessment of the long term shoreline movement was conducted. Historical shoreline movement trends were determined from review of the available shoreline records. MRA had previously conducted shoreline mapping and analysis within the City, based on available coastal vegetation lines procured from the Department of Transport (DoT) and lines extracted from aerial photographs using the methodology outlined in DoT (2009).

Using these historical shoreline movement trends, rates of shoreline movement over the 100 year planning horizon were determined for the study area and are shown in Table 3.2.

Table 3.2 Shoreline Movement Allowances (MRA 2016)

Chainage	Location	S2 Allowance (m/yr)
1,300 - 1,700	Marmion	0.0
2,000 – 2,400	Sorrento	0.3
3,200 – 3,400	Hillarys Boat Harbour (north)	0.0
3,500 – 4,600	Whitfords Nodes	-0.8
4,700 – 5,300	Pinnaroo Point	-1.1
5,400 – 5,500	Pinnaroo Point (north)	-0.8
5,600 – 6,100	Kallaroo	-0.5
6,200 – 8,800	Mullaloo	0.0
10,300 – 10,400	Ocean Reef Boat Harbour	-0.1
10,800 – 11,000	Resolute Way, Ocean Reef	0.0
11,800 – 12,100	Shenton Ave, Ocean Reef	-0.1
13,800 – 14,700	Burns Beach	-0.1
14,800 – 15,700	Burns Beach Salient (south)	-0.5
15,800 – 16,100	Burns Beach Salient (north)	0.0

Note 1 Values taken from MRA (2016)

Since this assessment in 2016, there has been no net change to the vegetation line in this area. MRA (2016) is therefore likely to be slightly conservative at Sorrento. As such the shoreline movement allowance for Sorrento was taken as 0.3 m/year.

3.1.3 Sea Level Rise (S3 Allowance)

The S3 allowance is determined using the recommendations of *Sea Level Change in Western Australia Application to Coastal Planning* (Department of Transport 2010) and SPP2.6 (2013) which provide estimations of the sea level rise over the coming century and the possible rate of shoreline recession per 1 m of sea level rise respectively. As such an erosion allowance of 100 times the predicted sea level rise for each planning horizon was utilised. The resulting S3 allowances are presented in Table 3.3.

Table 3.3 Sea Level Rise (S3) Allowance

Planning Horizon	Sea Level Rise (m)	S3 Erosion Allowance (m)
50 year	0.32	32
100 year	0.90	90

Note 1 Values taken from MRA (2016)

3.1.4 Total Coastal Erosion Allowances

The total coastal erosion allowances are determined by adding the S1, S2 and S3 allowances along with an allowance for uncertainty of 0.2 m/year. The resulting total coastal erosion allowances are displayed in Table 3.4.

Table 3.4 Total Coastal Erosion Allowances

Present Day Allowance (m)	50 Year Allowance (m)	100 Year Allowance (m)
5	62	145

The total coastal erosion allowances lines are presented in Appendix A.

3.2 Coastal Inundation Hazard Allowances

In line with the recommendations of SPP2.6, the allowance for storm surge inundation was calculated using the 500 year ARI event. MRA previously completed an assessment of the 500 year ARI storm surge inundation event for the City (MRA 2016b). From this assessment a peak steady water level of 1.60 mAHD was determined. However, this value represents the water level in a water depth of approximately 5 m and as such the water level closer to the shoreline is likely to vary due to wave set up. To determine the water level at the shoreline MRA conducted an assessment using the computational model SBEACH (MRA 2016). From this assessment it was estimated that the additional wave setup is in the order of 1.0 to 1.5 m. To provide a conservative estimate of the inundation a wave setup allowance of 1.5 m has been used. The inundation allowances across the planning horizons are presented in Table 3.5.

Table 3.5 Inundation Allowances

Component	Planning Timeframe		
	Present Day	50 Year	100 Year
500 year ARI peak steady water level (mAHD)	1.6	1.6	1.6
Allowance for wave setup (m)	1.5	1.5	1.5
Sea Level Rise Allowance	0	0.32	0.9
Total Inundation Level (mAHD)	3.1	3.42	4.0

Note 1 Values taken from MRA (2016)

4. Risk Analysis

In accordance with WAPC (2019), a risk based approach will be used to assess the hazards and required mitigation and adaptation options for the Sorrento SLSC redevelopment. As coastal hazards are the focus of this assessment, it is the likelihood and consequences of these coastal hazards that need to be considered.

The risk analysis was conducted based on the location of the three redevelopment option in relation to the coastal hazard lines prepared by MRA (2016). Figures showing the positions of the redevelopment options in relation to the coastal hazard lines are included in Appendix A. It should be noted that whilst the SLSC redevelopment options are primarily located behind the 50 year erosion hazard line they are well within the 100 year erosion hazard area.

The Risk Analysis for the key assets associated with the SLSC redevelopment has been completed in a manner consistent with the city-wide CHRMAP (MRA 2020).

4.1 Likelihood

Likelihood is defined as the chance of something happening (AS/NZS ISO 31000:2009). WAPC (2019) defines the likelihood as the chance of erosion or storm surge inundation occurring or how often they impact on existing and future assets and values. This requires consideration of the frequency and probability of the event occurring over a given planning timeframe.

The probability of an event occurring is often related to the Average Exceedance Probability (AEP) or the ARI. The use of the AEP to define impacts of coastal hazards over the planning timeframe assumes that events have the same probability of occurring each year. In the case of climate change and sea level rise, which has a large influence on the assessed coastal hazard risk, this is not true. In addition, there is insufficient data available to properly quantify the probability of occurrence. A scale of likelihood has therefore been developed.

A scale of likelihood has therefore been developed, which follows the Australian Standard Risk Management Principles and Guidelines (AS/NZS ISO 31000:2009). This is presented in Table 4.1.

Table 4.1 Scale of Likelihood

Rating	Description/Frequency
Almost certain	There is a high possibility the event will occur as there is a history of frequent occurrence. 90 – 100% probability of occurring over the timeframe.
Likely	It is likely the event will occur as there is a history of casual occurrence. 60 – 90% probability of occurring over the timeframe.
Possible	The event may occur. 40 – 60% probability of occurring over the timeframe.
Unlikely	There is a low possibility that the event will occur. 10 – 40% probability of occurring over the timeframe.
Rare	It is highly unlikely that the event will occur, except in extreme/exceptional circumstances. 0 – 10% probability of occurring over the timeframe.

The likelihood and consequences of coastal hazards are different for erosion and inundation. As such the likelihood and consequence for erosion and inundation have been considered separately. The likelihood of the coastal hazard impacts are discussed in the following sections.

4.1.1 Coastal Erosion

An assessment of the relative likelihood of each of the identified key assets being impacted by coastal erosion hazards has been completed and is presented in Table 4.2. The assessment was completed using the coastal hazard lines presented in Appendix A.

It is important to note that the hazard lines reaching a particular asset at the end of the planning timeframe do not necessarily mean this will occur. This is due to the fact that it requires all of the following to occur.

- Continuation of the shoreline erosion trend into the future.
- The upper limit of erosion caused by sea level rise.
- The severe storm event to be experienced at the end of the planning timeframe (ie when the other allowances have been lost).
- Loss of the factor of safety.

Only if all of these occur will the erosion hazard lines be realised. This has been considered in the assessment of likelihood. The erosion likelihoods for the two redevelopment options are presented in the following tables.

Table 4.2 Option 1 - Likelihoods

Key Asset	Present Day	50 Years	100 Years
Beach Access Ramp	Rare	Likely	Almost Certain
Universal Access Ramp	Rare	Unlikely	Almost Certain
Break Out Space	Rare	Possible	Almost Certain
Washdown Area	Rare	Unlikely	Likely
Toilets/Changerooms	Rare	Rare	Almost Certain
SLSC Building	Rare	Rare	Almost Certain
Beach Access Path	Rare	Likely	Almost Certain

Table 4.3 Option 2 - Likelihoods

Key Asset	Present Day	50 Years	100 Years
Beach Access Ramp	Rare	Likely	Almost Certain
Universal Access Ramp	Rare	Unlikely	Almost Certain
Public Space	Rare	Possible	Almost Certain
Stairs[1]	Rare	Possible	Almost Certain
Commercial/Amenities	Rare	Rare	Almost Certain
SLSC Building	Rare	Rare	Almost Certain
Club Forecourt	Rare	Likely	Almost Certain
Vehicle Access Ramp	Rare	Rare	Almost Certain

As can be seen in Tables 4.2 and 4.3, both options have very low likelihoods for the present day scenario. These likelihoods increase to become a little more likely at the 50 year scenario and by the 100 year scenario the majority of the key assets are almost certain to be affected.

4.1.2 Coastal Inundation

None of the key assets for any of the redevelopment options fall within the inundation allowance over either the 50 or 100 year planning timeframes (refer Appendix A). As such the coastal inundation risk has not been included in this assessment.

4.2 Consequence

Consequence is the impact of erosion and storm surge inundation on existing and future assets and the value assigned to that asset (WAPC 2019). Within the context of the vulnerability

assessment, consequence is used to consider the sensitivity of an asset to coastal erosion and inundation hazards over the 100 year planning timeframe.

A scale of consequence developed by the City has been adopted for this assessment. It provides a range of impacts and is generally consistent with the Australian Standard Risk Management Principles and Guidelines (ISO 31000:2009) and the Coastal Hazard Risk Management and Adaptation Planning Guidelines (WAPC 2019). The consequence scale is presented in Table 4.4.

Table 4.4 Scale of Consequence

Rating	Financial Loss	Health & Safety	Reputation	Operations	Natural Environment	Governance/Compliance	Project
Catastrophic	>$10m	Death or permanent disabilities, ongoing disabling illness, significant breach in personal or physical security requiring investigation by external agency and significant change in procedure, Emergency plan errors.	Substantiated, public embarrassment, very high multiple impacts 'high widespread multiple news profile, third party actions, major backlash from stakeholders.	Non-achievement of major key objectives, significant disruption to delivery of programs, significant cancellation of routine activities, immediate intervention required by Executive Leadership Team, possible service termination.	Major breach of legislation or uncontained, extensive contamination, irreversible environmental damage requiring third party intervention.	Breach resulting in external investigations or third-party actions resulting in significant tangible loss and damage to reputation.	>20% increase in cost or timeline, or inability to meet project objectives requiring the project to be abandoned or redeveloped.
Major	$1m - $9m.	Extensive injuries or disabilities, medical intervention/hospitalisation, investigation required into change of procedure, extended incapacity, partial/full recovery 6-12 months.	Substantiated, public embarrassment 'high impact news' profile, third party actions complaints from individuals, disruption in day to day activities.	Non-achievement of major deliverables, daily delays in delivery of programs, regular cancellation of routine activities, daily monitoring required by senior staff, prolonged interruption, additional resources required performance affected resolved <4-12 weeks.	Minor breach of legislation, uncontained, significant reversible contamination or damage managed by a coordinated response from external agencies.	Breach resulting in external investigations or third-party actions resulting in tangible loss and some damage to reputation.	15-20% increase in time or cost or significant variation to scope or objective requiring restructure of project and Senior Management or Council approval.
Moderate	$100,000 to $1m.	Onsite first aid with medical follow up, incident registered formally, non-permanent, longer term illness, recovery 1-6 months.	Substantiated, public embarrassment moderate impact 'moderate news' profile, some complaints from stakeholders regarding quality/delivery of services.	Significant delays to major deliverables, occasional cancellation to programs, day to day disruption, resolved internally by staff <2 – 4 weeks.	Environmental damage requiring clean up, managed by external agency.	Breach requiring internal investigation, treatment moderate damage control complaints from some stakeholders, struggle to meet compliance requirements.	5-15% of budget increase in time or cost or variation to scope or objective requiring Senior Management approval.
Minor	$10 - $100,000.	First aid treatment with no medical follow up, incident registered formally, temporary situation, full recovery 1-3 weeks, possible sick leave.	Substantiated, low impact 'low news' item, minimal complaints.	Inconvenient delays, minimal disruption, temporary, backlog cleared <1-7days.	Minor damage or contamination, contained and reversible managed by internal response.	Breach of policy, process or legislative requirement needing attention or moderate damage control, Governance framework is adequate.	5-10% increase in time or cost or variation to scope or objective requiring managers approval.
Insignificant	Less than $10,000.	Minor first aid, temporary concern, full recovery 1-3 days.	Unsubstantiated, low profile 'no news' item.	Little impact, backlog cleared in 2-4 hours.	Little impact, contained and reversible, managed by on site response.	Minor breach of policy or process requiring approval or variance.	Small variation to cost, timelines, scope or quality of objectives and required outcomes <5% of budget.

4.2.1 Coastal Erosion Consequence

The consequences of coastal erosion for the two development options are presented in the following tables.

Table 4.5 Option 1 - Consequences

Key Asset	Present Day	50 Years	100 Years
Beach Access Ramp	Insignificant	Major	Major
Universal Access Ramp	Insignificant	Insignificant	Moderate
Break Out Space	Insignificant	Insignificant	Minor
Washdown Area	Insignificant	Insignificant	Minor
Toilets/Changerooms	Insignificant	Insignificant	Major
SLSC Building	Insignificant	Insignificant	Major
Beach Access Path	Insignificant	Minor	Moderate

Table 4.6 Option 2 - Consequences

Key Asset	Present Day	50 Years	100 Years
Beach Access Ramp	Insignificant	Major	Major
Universal Access Ramp	Insignificant	Insignificant	Moderate
Public Space	Insignificant	Minor	Moderate
Stairs[1]	Insignificant	Minor	Moderate
Commercial/Amenities	Insignificant	Insignificant	Major
SLSC Building	Insignificant	Insignificant	Major
Club Forecourt	Insignificant	Minor	Moderate
Vehicle Access Ramp	Insignificant	Insignificant	Major

As can be seen in Tables 4.5 and 4.6 both options have a very low consequence of erosion in the present day scenario. This increases to slightly more severe consequences at the 50 year scenario and become more severe for the 100 year scenario for both options.

5. Risk Evaluation

5.1 Risk Evaluation Matrix

The risk rating from a risk assessment is defined as “likelihood” x “consequence.” A risk matrix defining the levels of risk from combinations of likelihood and consequence has therefore been developed for the coastal hazards. This risk matrix is generally consistent with WAPC (2019).

Table 5.1 Risk Matrix

RISK LEVELS		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Catastrophic
LIKELIHOOD	Almost Certain	Low	Medium	High	Extreme	Extreme
	Likely	Low	Medium	Medium	High	Extreme
	Possible	Low	Medium	Medium	Medium	High
	Unlikely	Low	Low	Medium	Medium	Medium
	Rare	Low	Low	Low	Low	Low

A risk tolerance scale assists in determining which risks are acceptable, tolerable and unacceptable. The risk tolerance scale used for the assessment is presented in Table 5.2.

Table 5.2 Risk Tolerance Scale

Risk Level	Action Required	Tolerance
Extreme	Immediate action required to eliminate or reduce the risk to acceptable levels	Intolerable
High	Immediate to short term action required to eliminate or reduce risk to acceptable levels	Intolerable
Medium	Reduce the risk or accept the risk provided residual risk level is understood	Tolerable
Low	Accept the risk	Acceptable

The risk tolerance scale has been reviewed and accepted for use by the proponent. It shows that the extreme and high risks need to be managed.

5.2 Risk Assessment

The results of the risk assessment for both of the SLSC redevelopment options are presented in Tables 5.3 and 5.4.

Table 5.3 Option 1 - Risks

Key Asset	Present Day	50 Years	100 Years
Beach Access Ramp	Low	High	Extreme
Universal Access Ramp	Low	Low	High
Break Out Space	Low	Low	Medium
Washdown Area	Low	Low	Medium
Toilets/Changerooms	Low	Low	Extreme
SLSC Building	Low	Low	Extreme
Beach Access Path	Low	Medium	High

Table 5.4 Option 2 - Risks

Key Asset	Present Day	50 Years	100 Years
Beach Access Ramp	Low	High	Extreme
Universal Access Ramp	Low	Low	High
Public Space	Low	Medium	High
Stairs[1]	Low	Medium	High
Commercial/Amenities	Low	Low	Extreme
SLSC Building	Low	Low	Extreme
Club Forecourt	Low	Medium	High
Vehicle Access Ramp	Low	Low	Extreme

As can be seen in Tables 5.3 and 5.4, the only key asset that has an intolerable risk for either option after 50 years is the beach access ramp. However, by the end of the 100 year timeframe the majority of the key assets have intolerable risk levels. This implies that very little risk mitigation would likely be needed in the first 50 years of the 100 year planning timeframe.

5.3 Vulnerability

As per the recommendations of AS 5334 Climate change adaptation for settlements and infrastructure, a detailed risk analysis should include a vulnerability analysis to thoroughly

examine how coastal hazards and climate change may affect the assets. This includes consideration of the adaptive capacity and vulnerability of the assets previously assessed for coastal hazard risk.

The vulnerability of the Sorrento SLSC redevelopment options are related to the risk from coastal hazards, as well as the sensitivity to the impacts caused by these hazards and the ability to respond to them (termed adaptive capacity). This is demonstrated in the CHRMAP Guidelines (WAPC 2019) by the following Figure 5.1.

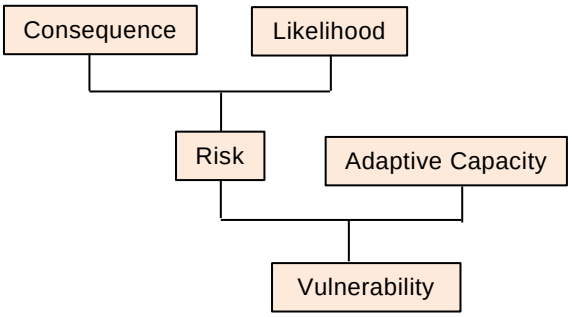


Figure 5.1 Vulnerability Assessment Flowchart (WAPC 2019)

5.3.1 Adaptive Capacity

Adaptive capacity is defined in AS5334 (2013) as the ability to respond to climate change to moderate potential damages, to take advantage of opportunities, or to cope with the consequences.

This should be considered in conjunction with any changes to the current risk factors over time which may influence an assets future adaptive capacity. A scale of adaptive capacity has been developed for this assessment and is presented in Table 5.5.

Table 5.5 Adaptive Capacity Ratings

Adaptive Capacity Rating	Description
Low	Little or no adaptive capacity. Asset cannot respond to coastal hazard impact and functionality cannot be restored. For example, roads, carparks or buildings that once impacted will require significant modifications to restore functionality.
Moderate	Some adaptive capacity. Asset can partially adapt to coastal hazard impact and functionality can be somewhat restored. For example, parks or undeveloped lots that once impacted can be modified to restore partial functionality.
High	Good adaptive capacity. Asset can respond to coastal hazard impact and functionality can be restored. For example, drink fountains, furniture or shelters that once impacted can be modified relatively easily to restore original functionality.

5.3.2 Vulnerability

To determine the vulnerability of the Sorrento SLSC redevelopment, the following matrix was developed for this assessment. Essentially, the vulnerability to the asset increases or decreases where the asset has a low or high adaptive capacity respectively.

Table 5.6 Vulnerability Matrix

Vulnerability Levels		Risk			
		Low	Medium	High	Extreme
ADAPTIVE CAPACITY	Low	Medium	High	Extreme	Extreme
	Moderate	Low	Medium	High	Extreme
	High	Low	Low	Medium	High

A vulnerability tolerance scale is important to define the level at which adaptive capacity is deemed acceptable, tolerable or intolerable/unacceptable. The following tolerance scale has been adopted for this assessment.

Table 5.7 Vulnerability Tolerance Scale

Vulnerability Level	Vulnerability Tolerance	Further Action Required
Extreme	Unacceptable/ Intolerable	Asset has minimal capacity to cope with the impacts of coastal hazards without additional action. Adaptation needs to be considered as a priority.
High	Tolerable, if as low as possible	Asset has limited ability to cope with the impacts of coastal hazards. Adaptation should be considered to reduce vulnerability to acceptable levels.
Medium	Tolerable/ Acceptable	Asset has some ability to cope with the impacts of coastal hazards. Actions should be considered to reduce vulnerability as low as reasonably practical (ALARP).
Low	Acceptable	Asset has high resilience and is able to cope with the impacts of coastal hazards without additional action.

The vulnerability tolerance scale shows that assets with ***High*** and ***Extreme*** vulnerability need to be managed to reduce vulnerability levels to ***Medium*** or ***Low***. Despite being considered acceptable, assets with ***Medium*** or ***Low*** vulnerabilities should also be considered and adaptation measures should be implemented to reduce vulnerability levels as low as reasonably practical (ALARP). This is discussed in Section 6 of this CHRMAP.

The vulnerability of the identified assets has been calculated based on the guidelines outlined in Table 5.7 in addition to the completed risk assessment and are shown in Tables 5.8 and 5.9.

Table 5.8 Option 1 - Vulnerability

Key Asset	Present Day	50 Years	100 Years
Beach Access Ramp	Low	High	Extreme
Universal Access Ramp	Medium	Medium	Extreme
Break Out Space	Low	Low	Medium
Washdown Area	Low	Low	Medium
Toilets/Changerooms	Medium	Medium	Extreme
SLSC Building	Medium	Medium	Extreme
Beach Access Path	Low	Medium	High

Table 5.9 Option 2 - Vulnerability

Key Asset	Present Day	50 Years	100 Years
Beach Access Ramp	Low	High	Extreme
Universal Access Ramp	Medium	Medium	Extreme
Public Space	Low	Medium	High
Stairs[1]	Medium	High	Extreme
Commercial/Amenities	Medium	Medium	Extreme
SLSC Building	Medium	Medium	Extreme
Club Forecourt	Low	Medium	High
Vehicle Access Ramp	Medium	Medium	Extreme

Similar to the risks discussed in Section 5.2 very few of the key assets have an intolerable vulnerability in the first 50 years of the 100 year planning timeframe. However, by the end of the 100 year planning timeframe the majority of the key assets for both SLSC redevelopment options will have intolerable vulnerabilities.

6. Risk Adaptation & Mitigation Strategies

6.1 Available Risk Mitigation Strategies

Risk adaptation and mitigation strategies are required for the City to address the coastal hazard risks and asset vulnerabilities identified in Section 5. SPP2.6 outlines a hierarchy of risk adaptation and mitigation options, where options that allow for a wide range of future strategies are considered more favourably. This hierarchy of options is reproduced in Figure 6.1.



Figure 6.1 Risk Management & Adaptation Hierarchy

These four broad option categories are generally outlined below.

- Avoid – avoid new development within the area impacted by coastal hazards.
- Retreat – the relocation or removal of assets within an area identified as likely to be subject to intolerable risk of damage from coastal hazards.
- Accommodation – measures which suitably address the identified risks.
- Protect – used to preserve the foreshore reserve, public access and public safety, property and infrastructure.

The assessment of these options is generally done in a progressive manner, moving through the various options until an appropriate mitigation strategy is found. Adaptation options can vary depending on the type of asset, and often a range of complementary strategies may be required to mitigate coastal hazard risks.

6.1.1 Joondalup CHRMAP Proposed Strategies

The CHRMAP completed for the entire Joondalup area provided recommended adaptation options for the Sorrento Node (which includes the locations for the proposed SLSC redevelopment). These adaptation options included the following (MRA 2021).

- Do Nothing (allow erosion to continue unabated).
- Construct seawalls to protect major assets (including the SLSC).

- Planned/managed retreat of residential and commercial property.
- Maintain and upgrade the existing groynes to provide protection.
- Construct offshore headlands to provide protection.

All of these options (except Do Nothing) will likely result in a decrease in the coastal hazard risk to the SLSC redevelopment. However, planned and managed retreat is not a viable option for the Sorrento SLSC as the function of the SLSC is dependent on being coastally adjacent. As such it hasn't been included in this assessment.

To determine the validity of each of the proposed strategies with respect to the two SLSC redevelopment options a cost benefit analysis (CBA) was conducted.

6.2 Cost Benefit Analysis

Two CBAs were conducted to assess the appropriateness of each of the proposed risk mitigation strategies for each of the SLSC options. The complete CBA's are included in Appendix B for reference. These CBA's assess the economic validity of each of the potential adaptation options,

A Do Nothing adaptation option was included in each assessment to provide reference. For each of the investigated adaptation options (excluding Do Nothing) it has been assumed that they provide sufficient protection to prevent the loss of any of the key assets included in the redevelopment over the 100 year planning timeframe. The approach to determine the respective costs for each adaptation option has been taken from the work previously completed for the city-wide CHRMAP (MRA 2021) for consistency.

The general assumptions for each of the adaptation options are briefly explained in the following sections.

6.2.1 Do Nothing

This adaptation option was included to provide a comparison to the other adaptation options. The Do Nothing adaptation option involves allowing the shoreline to recede naturally and doing the bare minimum in terms of mitigation throughout the 100 year planning horizon. Given that the erosion of the relevant assets into the ocean is unlikely to be accepted, a cost for the demolition of these assets has been included. In addition to the cost of demolition there is an economic cost associated with the loss of assets which has been included in the CBA. Only the costs associated with the SLSC redevelopment have been assessed.

There is a social and environmental cost associated with the loss of beach, vegetation and foreshore park area. These have been quantified based on available literature, including an economic study in New South Wales (Pascoe et al 2017) to determine values for the purposes of cost benefit analyses. To simplify the calculation of these costs only the areas of beach, vegetation and foreshore park directly in front of the SLSC redevelopments were included. There is also a social and environmental benefit associated with the direct and non - direct use of the available beach and surrounding reserve areas. These have also been quantified by Pascoe et al (2017). These social and environmental costs and benefits were also included in the CBA.

6.2.2 Seawalls

This adaptation option involves the construction and maintenance of seawalls around the SLSC redevelopment to protect the redevelopment over the 100 year planning timeframe. It has been assumed for this option that the existing beach carpark and West Coast Drive will also be

protected by seawalls (as necessary) separate to the SLSC redevelopment as part of the City's overarching CHRMAP risk management approach.

It is assumed that the seawalls will be constructed in stages as required based on the coastal hazard lines (refer Appendix A). However, the staging of the seawall construction can be adjusted as required. A high level concept design of a seawall for the Sorrento Node was previously completed by MRA as part of the works for the city-wide CHRMAP (MRA 2021). This concept was adopted as part of this CHRMAP for consistency with the city-wide CHRMAP assessment. Seawall maintenance costs equal to 1% of the initial capital costs for lengths of seawall constructed by the relevant year were also included each year. This is based on MRA's experience with design, construction and maintenance of rock structures in the Perth Metropolitan Coast and the recommendations of the *Port Designers Handbook: Recommendations and Guidelines* (Thorensen C A 2003).

It has also been assumed that by 2071 the majority of the beach in front of the SLSC will have eroded and the remainder of the beach will have eroded back to the carpark by 2091, resulting in significant decreases of beach amenity of this location at those times.

6.2.3 Groyne

This adaptation option involves repairing and maintaining the existing groyne located in front of the proposed SLSC redevelopment throughout the 100 year planning timeframe. The groyne is assumed to provide protection against the longshore sediment movement, cross shore movement and partial protection against sea level rise based on MRA experience with rubble mound structures. To provide additional protection sand nourishment of the beach will also be included in the construction and maintenance of the groyne. A high level concept design of a groyne for the Sorrento Node based on the existing groynes was previously completed by MRA as part of the works for the city-wide CHRMAP (MRA 2021). This concept was adopted as part of this CHRMAP for consistency with the city-wide CHRMAP assessment.

Based on MRA's experience with rubble mound structures and the recommendations of Thorensen (2003) groyne maintenance costs equal to 1% of the initial capital costs per year were included. To allow for the additional beach nourishment this maintenance cost was increased to 2% per year.

It has been assumed that this adaptation option will allow for the protection and retention of the SLSC redevelopment, vegetation, foreshore park and beach throughout the 100 year planning timeframe.

6.2.4 Headland

This adaptation option involves the construction and maintenance of an offshore headland to protect the redevelopment throughout the 100 year planning horizon. It has been assumed that a single offshore headland will be constructed in front of the proposed SLSC redevelopment. A high level concept design of a headland for the Sorrento Node was previously completed by MRA as part of the works for the city-wide CHRMAP (MRA 2021). This concept was adopted as part of this CHRMAP for consistency with the city-wide CHRMAP assessment. Similar to the groyne option additional sand nourishment will be included in this adaptation option.

It has been assumed that this adaptation option will allow for the protection and retention of the SLSC redevelopment, vegetation, foreshore park and beach.

6.3 CBA Results

A CBA of the adaptation options was completed for both of the SLSC redevelopment options based on the assumptions discussed previously. The completed CBA's are included in Appendix B. The results of the CBA's are presented in Table 6.1. In Table 6.1 positive values represent an economic net benefit at the end of the 100 planning timeframe and a negative value represents a net deficit.

Table 6.1 CBA Results Over 100 Year Planning Horizon

Adaptation	Option 1	Option 2
Do Nothing	$24,261,706	$24,216,352
Seawall	$22,917,480	$22,927,667
Groyne	$37,707,231	$37,707,231
Headland	$37,487,231	$37,487,231

Table 6.2 Cost to the City Over 100 Year Planning Horizon

Adaptation	Option 1	Option 2
Do Nothing	-$246,105	-$267,420
Seawall	-$3,024,375	-$3,104,625
Groyne	-$7,830,000	-$7,830,000
Headland	-$8,050,000	-$8,050,000

Note: Only the direct costs to the city have been included in the values above.

As can be seen in Table 6.1 the Seawalls option has a similar net economic benefit to the Do Nothing option. This is due to the loss of the beach in front of the SLSC redevelopments seawalls resulting in a significant reduction of the beach amenity. Conversely the groyne and headland options have both been assumed to maintain the beach throughout the 100 year planning timeframe which has resulted in their increased economic benefits.

Table 6.2 presents the direct costs to the City for each of the proposed adaptation options. These costs are comprised of the adaptation and maintenance costs only and as such the economic and social and environmental costs have not been considered for these values. The direct costs for the groyne and headland adaptation options are significantly greater than those for the seawall option. However, this increase in the direct cost over the 100 year planning timeframe is more than offset by the benefits associated with these options as seen in Table 6.1 and the CBA's included in Appendix B.

Based on the results of the CBA's the adaptation option that is proposed for both of the SLSC redevelopment options is the rebuilding and maintenance of the groyne. Not only is this option likely to be the most economically beneficial, but it is also likely to have a lesser impact on the

area as the groyne is already present and will simply be repaired and maintained, rather than constructing an entirely new structure.

On this basis both of the SLSC redevelopment options have comparable costs and implications. Thus, from a coastal hazards and adaptation perspective, either of the redevelopment options are suitably acceptable. This is shown in the following Tables.

Table 6.3 Option 1 Groyne Adaptation Costs

Period	Costs		Total City Impacts ($)
	One-off ($)	Maintenance ($)	
Year 1 to 10	$0	$0	$0
Year 11 to20	$1,350,000	$540,000	$1,890,000
Year 21 to 50	$0	$1,620,000	$1,620,000
Year 51 to 100	$1,350,000	$2,970,000	$4,320,000
100 Year Total	$2,700,000	$5,130,000	$7,830,000

Table 6.4 Option 2 Groyne Adaptation Costs

Period	Costs		Total City Impacts ($)
	One-off ($)	Maintenance ($)	
Year 1 to 10	$0	$0	$0
Year 11 to20	$1,350,000	$540,000	$1,890,000
Year 21 to 50	$0	$1,620,000	$1,620,000
Year 51 to 100	$1,350,000	$2,970,000	$4,320,000
100 Year Total	$2,700,000	$5,130,000	$7,830,000

7. Implementation Plan

The risk mitigation and adaptation strategies outlined in Section 6 set out the general proposed coastal management approach for the redevelopment. Direct guidance on when, what, how and by who these processes will be completed is provided within this implementation plan. For ease of reference, these details have been broken down to outline the requirements for each stage of the project and / or asset life.

7.1 Planning & Initial Construction

Where possible locate assets in areas outside of the identified coastal hazard areas. Assets that cannot be located outside of the coastal hazard areas will need to be protected. The repair of the existing groyne and any initial sand nourishment that is necessary will be completed in the initial construction period.

Table 7.1 Implementation Plan Summary – Planning & Initial Construction Stage

Requirement	Timing	Responsibility
Appropriate design of assets to ensure that risks are managed as best as possible.	Planning & Design Phase	City (supported by design team)
Repair the existing groyne and carry out necessary sand nourishment.	Construction Phase	City

7.2 Operation over the Infrastructure Design Life

Over the working life of the SLSC there will be a requirement to monitor the shoreline to ascertain whether the risk to assets is increasing. Further details of the monitoring requirements are outlined in Section 7.4. This monitoring will be the responsibility of the City.

Table 7.2 Implementation Plan Summary – Operation over the Infrastructure Design Life

Requirement	Timing	Responsibility
Monitoring of coastal hazard risk to assess if risk becomes untenable and assets need to be relocated. (Refer Section 7.4)	Operation over design life	City
Additional sand nourishment or coastal management when required.	When monitoring indicates it is required.	City

7.3 Asset Replacement

At the end of the SLSC's design life it will need to be determined if the SLSC will be repaired, relocated and/or replaced in accordance with the coastal management guidelines of the time. It is recommended that at this time an up to date coastal hazard assessment be completed and used to inform the fate of the SLSC.

Table 7.3 Implementation Plan Summary – Asset Replacement

Requirement	Timing	Responsibility
Complete a revised coastal hazard risk assessment to quantify the risk level at that time.	Planning for asset replacement	City
Determine an appropriate approach to the SLSC replacement based on acceptable risk level.	Planning for asset replacement	City

7.4 Monitoring & Review

Coastal monitoring and review are essential in order to track changes to the shoreline over time. Whilst the coastal hazards discussed in Section 3 provide an indication of the potential changes to the shoreline (and incorporate a justifiable level of conservatism), the system is inherently complex and the actual shoreline response could be different to that presented. Monitoring should therefore be completed to track changes over time and indicate whether the timing for risk mitigation and/or additional sand nourishment should be adjusted. As a result, the following have been suggested.

- Monitor the areas of beach and dune available for recreation and ensure that a suitable area is available to fulfill the club's needs. If this area decreases to an unsuitable size sand nourishment should be initiated. Further refinement of this component of the monitoring can be completed as part of the detailed design.

- Retreat of the shoreline (defined in this instance as the HSD) to within 10 m of the proposed SLSC infrastructure will prompt assessment and review by a specialist coastal engineer to determine the risk to the development and if necessary implement changes to the sand nourishment and/or determine additional mitigation measures.

The shoreline monitoring should be completed using a combination of onsite measurements and photo-monitoring as well as review of aerial photography captured by Landgate. The recommended monitoring plan for the site is presented in Table 7.4 below.

Table 7.4 Monitoring Plan

Monitoring Event	Timing	Responsibility
Photo monitoring.	Yearly	City
Review of aerial imagery.	Every 5 years	City
Detailed survey of the shoreline and SLSC.	Following severe erosion events OR Following the retreat of the shoreline (HSD) to within 10 m of a SLSC asset	City

It is envisaged that this would be part of the City's ongoing coastal monitoring program.

7.5 Review of CHRMAP Guidelines

Should the State Government guidance for the determination of the required coastal hazard allowances change as a result of new information becoming available, the Coastal Hazard Assessment and this CHRMAP should also be reviewed. This is especially the case for information regarding climate change and projected sea level rise, however this may also apply for the calculation of inundation allowances. The responsibility for both of these actions would rest with the City.

8. Summary & Recommendations

MRA were engaged by the City to complete a CHRMAP assessment of two options for the redevelopment of the Sorrento SLSC. The purpose of this CHRMAP assessment is to assist in the determination of a preferred redevelopment through the assessment of the coastal hazard risks. The coastal hazards were determined and used to assess the risk to both of the redevelopment options. From this assessment it was apparent that risk mitigation and adaptation strategies would be required.

Adaptation options including seawalls, a groyne and a headland were considered. To determine the economic validity of the various adaptation option CBAs were conducted. From the CBAs it was determined that the most economically viable option for either of the redevelopment option was the reconstruction and maintenance of the existing groyne. This adaptation option also provided the same economic benefit for either of the SLSC redevelopment options. As such MRA have determined that from a coastal hazards perspective that the two redevelopment options are equally suitable. However, this is dependent on the adoption of the groyne with additional sand nourishment adaptation option as discussed in the implementation plan in Section 7.

This CHRMAP is intended to be a high level assessment of the two options to inform the business case for the SLSC redevelopment. Further development of the CHRMAP will be required for the selected option, should the redevelopment proceed.

9. References

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WAPC 2019. *Coastal Hazard Risk Management and Adaptation Planning Guidelines.* Government of Western Australia, Perth, Western Australia.

10. Appendices

Appendix A **Coastal Hazard Maps**

Appendix B **Cost Benefit Analyses**

Appendix A Coastal Hazard Maps

AT CORRECT SCALE THIS IS 100 mm



AT CORRECT SCALE THIS IS 100 mm

LEGEND:

- 100 YEAR EROSION HAZARD
- 50 YEAR EROSION HAZARD
- PRESENT DAY EROSION HAZARD
- SEAWALL
- 2020 VEGETATION LINE
- NEW WALL
- BUILDING
- PATH/PAVING
- TURF
- VEGETATION
- NEW CARPARK
- ACCESS RAMP

NOTES:

1. AERIAL PHOTOGRAPH FROM NEARMAP TAKEN IN APRIL 2021.
2. COASTAL EROSION HAZARD LINES TAKEN FROM PREVIOUS ANALYSIS FOR THE CITY.
3. NEW SURF CLUB DEVELOPMENT IS A TWO STOREY BUILDING.
4. SLSC DEVELOPMENT SITE PLAN PROVIDED BY HCP ON 4 OCTOBER 2021.

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DRAWN R BORJA
CHECKED T HUNT

OPTION 1 COASTAL EROSION HAZARDS

SORRENTO SLSC REDEVELOPMENT CHA

SCALE AT A3 1:1,000

OCTOBER 2021

SK1904–02C

P:\MRA Paying Jobs\K1904 CoJ Sorrento SLSC CHRMAP\5 MRA Dwgs\Sketches\SK1904–02

AT CORRECT SCALE THIS IS 100 mm



AT CORRECT SCALE THIS IS 100 mm

LEGEND:

- 100 YEAR EROSION HAZARD
- 50 YEAR EROSION HAZARD
- PRESENT DAY EROSION HAZARD
- SEAWALL
- 2020 VEGETATION LINE
- NEW WALL
- BUILDING
- PATH/PAVING
- TURF
- VEGETATION
- MODIFIED/NEW CARPARK
- ACCESS RAMP

NOTES:

1. AERIAL PHOTOGRAPH FROM NEARMAP TAKEN IN APRIL 2021.
2. COASTAL EROSION HAZARD LINES TAKEN FROM PREVIOUS ANALYSIS FOR THE CITY.
3. NEW SURF CLUB DEVELOPMENT IS A TWO STOREY BUILDING.
4. SLSC DEVELOPMENT SITE PLAN PROVIDED BY HCP ON 4 OCTOBER 2021.

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DRAWN R BORJA
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OPTION 2 COASTAL EROSION HAZARDS

SORRENTO SLSC REDEVELOPMENT CHA

SCALE AT A3 1:1,000

OCTOBER 2021

SK1904-03C

P:\MRA Paying Jobs\K1904 CoJ Sorrento SLSC CHRMAP\5 MRA Dwgs\Sketches\SK1904-02

AT CORRECT SCALE THIS IS 100 mm



AT CORRECT SCALE THIS IS 100 mm

LEGEND:

100 YEAR INUNDATION HAZARD AREA

SLSC LOCATION OPTIONS

NOTES:

1. AERIAL PHOTOGRAPH FROM NEARMAP TAKEN IN APRIL 2021.
2. INUNDATION HAZARD ALLOWANCE TAKEN FROM MRA (2016).

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DRAWN R BORJA

CHECKED T HUNT

COASTAL INUNDATION MAP

SORRENTO SLSC REDEVELOPMENT

SCALE AT A3 1:1,000

NOVEMBER 2021

SK1904-05B

P:\MRA Paying Jobs\K1904 CoJ Sorrento SLSC CHRMAP\5 MRA Dwgs\Sketches\SK1904-05 - Inundation Plan TEST

Appendix B Cost Benefit Analyses

K1904 Sorrento SLSC CHRMAP
Preliminary Cost Benefit Analysis

	Do Nothing							Seawall									Groynes									Headlands								
					Discount Rate			Inputs						Discount Rate			Inputs					Discount Rate				Inputs					Discount Rate			
Year	Adaptation Capital Cost in Current Year	Economic Cost in Current Year	Social & Environmental Cost in Current Year (Nominal)	Social & Environmental Benefit in Current Year (Nominal)	Cumulative Cashflow	Cost Present Value	Benefit Present Value	Seawall Length (m)	Adaptation Capital Cost in Current Year	Adaptation Maintenance Cost in Current Year	Economic Cost in Current Year	Social & Environmental Cost in Current Year (Nominal)	Social & Environmental Benefit in Current Year (Nominal)	Cumulative Cashflow	Cost Present Value	Benefit Present Value	Groyne Length (m)	Adaptation Capital Cost in Current Year	Adaptation Maintenance Cost in Current Year	Economic Cost in Current Year	Social & Environmental Cost in Current Year (Nominal)	Social & Environmental Benefit in Current Year (Nominal)	Cumulative Cashflow	Cost Present Value	Benefit Present Value	Headland Length (m)	Adaptation Capital Cost in Current Year	Adaptation Maintenance Cost in Current Year	Economic Cost in Current Year	Social & Environmental Cost in Current Year (Nominal)	Social & Environmental Benefit in Current Year (Nominal)	Cumulative Cashflow	Cost Present Value	Benefit Present Value
2021			($192,600)	$2,062,000	$1,869,400	($192,600)	$2,062,000					($192,600)	$2,062,000	$1,869,400	($192,600)	$2,062,000						$2,062,000	$2,062,000		$2,062,000						$2,062,000	$2,062,000		$2,062,000
2026				$2,072,310	$3,941,710		$2,072,310	47	($352,500)	($17,625)			$2,072,310	$3,571,585	($370,125)	$2,072,310						$2,072,310	$4,134,310		$2,072,310	100	($2,300,000)	($230,000)			$2,072,310	$1,604,310	($2,530,000)	$2,072,310
2031				$2,082,672	$6,024,382		$2,082,672			($17,625)			$2,082,672	$5,636,632	($17,625)	$2,082,672	90	($1,350,000)	($270,000)			$2,082,672	$4,596,982	($1,620,000)	$2,082,672			($230,000)			$2,082,672	$3,456,982	($230,000)	$2,082,672
2036				$2,093,085	$8,117,466		$2,093,085			($17,625)			$2,093,085	$7,712,091	($17,625)	$2,093,085			($270,000)			$2,093,085	$6,420,066	($270,000)	$2,093,085			($230,000)			$2,093,085	$5,320,066	($230,000)	$2,093,085
2041				$2,103,550	$10,221,017		$2,103,550			($17,625)			$2,103,550	$9,798,017	($17,625)	$2,103,550			($270,000)			$2,103,550	$8,253,617	($270,000)	$2,103,550			($230,000)			$2,103,550	$7,193,617	($230,000)	$2,103,550
2046				$2,114,068	$12,335,085		$2,114,068			($17,625)			$2,114,068	$11,894,460	($17,625)	$2,114,068			($270,000)			$2,114,068	$10,097,685	($270,000)	$2,114,068			($230,000)			$2,114,068	$9,077,685	($230,000)	$2,114,068
2051				$2,124,638	$14,459,723		$2,124,638	57	($427,500)	($39,000)			$2,124,638	$13,552,598	($466,500)	$2,124,638			($270,000)			$2,124,638	$11,952,323	($270,000)	$2,124,638			($230,000)			$2,124,638	$10,972,323	($230,000)	$2,124,638
2056				$2,135,262	$16,594,985		$2,135,262			($39,000)			$2,135,262	$15,648,860	($39,000)	$2,135,262			($270,000)			$2,135,262	$13,817,585	($270,000)	$2,135,262			($230,000)			$2,135,262	$12,877,585	($230,000)	$2,135,262
2061				$2,145,938	$18,740,923		$2,145,938			($39,000)			$2,145,938	$17,755,798	($39,000)	$2,145,938			($270,000)			$2,145,938	$15,693,523	($270,000)	$2,145,938			($230,000)			$2,145,938	$14,793,523	($230,000)	$2,145,938
2066				$2,156,668	$20,897,590		$2,156,668			($39,000)			$2,156,668	$19,873,465	($39,000)	$2,156,668			($270,000)			$2,156,668	$17,580,190	($270,000)	$2,156,668			($230,000)			$2,156,668	$16,720,190	($230,000)	$2,156,668
2071	($8,760)	($28,340)	($666,520)	$2,167,451	$22,361,421	($703,620)	$2,167,451			($39,000)		($2,015,140)	$1,078,334	$18,897,659	($2,054,140)	$1,078,334			($270,000)			$2,167,451	$19,477,641	($270,000)	$2,167,451			($230,000)			$2,167,451	$18,657,641	($230,000)	$2,167,451
2076				$2,178,288	$24,539,710		$2,178,288	105	($963,750)	($78,375)			$1,083,725	$18,939,260	($1,042,125)	$1,083,725			($270,000)			$2,178,288	$21,385,930	($270,000)	$2,178,288		($1,150,000)	($230,000)			$2,178,288	$19,455,930	($1,380,000)	$2,178,288
2081				$2,189,180	$26,728,889		$2,189,180			($78,375)			$1,089,144	$19,950,029	($78,375)	$1,089,144		($1,350,000)	($270,000)			$2,189,180	$21,955,109	($1,620,000)	$2,189,180			($230,000)			$2,189,180	$21,415,109	($230,000)	$2,189,180
2086				$2,200,126	$28,929,015		$2,200,126			($78,375)			$1,094,590	$20,966,244	($78,375)	$1,094,590			($270,000)			$2,200,126	$23,885,235	($270,000)	$2,200,126			($230,000)			$2,200,126	$23,385,235	($230,000)	$2,200,126
2091				$550,031	$29,479,046		$550,031			($78,375)			$547,295	$21,435,164	($78,375)	$547,295			($270,000)			$2,211,126	$25,826,361	($270,000)	$2,211,126			($230,000)			$2,211,126	$25,366,361	($230,000)	$2,211,126
2096				$552,782	$30,031,828		$552,782			($78,375)			$550,031	$21,906,820	($78,375)	$550,031			($270,000)			$2,222,182	$27,778,543	($270,000)	$2,222,182			($230,000)			$2,222,182	$27,358,543	($230,000)	$2,222,182
2101				$555,545	$30,587,373		$555,545		($213,750)	($78,375)			$552,782	$22,167,477	($292,125)	$552,782			($270,000)			$2,233,293	$29,741,836	($270,000)	$2,233,293			($230,000)			$2,233,293	$29,361,836	($230,000)	$2,233,293
2106				$558,323	$31,145,696		$558,323			($78,375)			$555,545	$22,644,647	($78,375)	$555,545			($270,000)			$2,244,459	$31,716,295	($270,000)	$2,244,459			($230,000)			$2,244,459	$31,376,295	($230,000)	$2,244,459
2111				$561,115	$31,706,811		$561,115			($78,375)			$558,323	$23,124,595	($78,375)	$558,323			($270,000)			$2,255,681	$33,701,976	($270,000)	$2,255,681			($230,000)			$2,255,681	$33,401,976	($230,000)	$2,255,681
2116				$563,920	$32,270,732		$563,920			($78,375)			$561,115	$23,607,335	($78,375)	$561,115			($270,000)			$2,266,960	$35,698,936	($270,000)	$2,266,960			($230,000)			$2,266,960	$35,438,936	($230,000)	$2,266,960
2121	($237,345)	($5,613,680)	($2,724,740)	$566,740	$24,261,706	($8,575,765)	$566,740			($78,375)		($1,175,400)	$563,920	$22,917,480	($1,253,775)	$563,920			($270,000)			$2,278,295	$37,707,231	($270,000)	$2,278,295			($230,000)			$2,278,295	$37,487,231	($230,000)	$2,278,295
	($246,105)	**($5,642,020)**	**($3,583,860)**	**$33,733,691**	**$24,261,706**	**($9,471,985)**	**$33,733,691**	**209**	**($1,957,500)**	**($1,066,875)**		**($3,383,140)**	**$29,324,995**	**$22,917,480**	**($6,407,515)**	**$29,324,995**	**90**	**($2,700,000)**	**($5,130,000)**			**$45,537,231**	**$37,707,231**	**($7,830,000)**	**$45,537,231**	**100**	**($3,450,000)**	**($4,600,000)**			**$45,537,231**	**$37,487,231**	**($8,050,000)**	**$45,537,231**
Total Net Present Value						**$24,261,706**									**$22,917,480**								**$37,707,231**								**$37,487,231**	
Benefit / Cost Ratio						**3.6**									**4.6**								**5.8**								**5.7**	

K1904 Sorrento SLSC CHRMAP
Preliminary Cost Benefit Analysis

	Do Nothing							Seawall									Groynes									Headlands								
					Discount Rate			Inputs						Discount Rate			Inputs						Discount Rate			Inputs						Discount Rate		
Year	Adaptation Capital Cost in Current Year	Economic Cost in Current Year	Social & Environmental Cost in Current Year (Nominal)	Social & Environmental Benefit in Current Year (Nominal)	Cumulative Cashflow	Cost Present Value	Benefit Present Value	Seawall Length (m)	Adaptation Capital Cost in Current Year	Adaptation Maintenance Cost in Current Year	Economic Cost in Current Year	Social & Environmental Cost in Current Year (Nominal)	Social & Environmental Benefit in Current Year (Nominal)	Cumulative Cashflow	Cost Present Value	Benefit Present Value	Groyne Length (m)	Adaptation Capital Cost in Current Year	Adaptation Maintenance Cost in Current Year	Economic Cost in Current Year	Social & Environmental Cost in Current Year (Nominal)	Social & Environmental Benefit in Current Year (Nominal)	Cumulative Cashflow	Cost Present Value	Benefit Present Value	Headland Length (m)	Adaptation Capital Cost in Current Year	Adaptation Maintenance Cost in Current Year	Economic Cost in Current Year	Social & Environmental Cost in Current Year (Nominal)	Social & Environmental Benefit in Current Year (Nominal)	Cumulative Cashflow	Cost Present Value	Benefit Present Value
2021			($192,600)	$2,062,000	$1,869,400	($192,600)	$2,062,000					($192,600)	$2,062,000	$1,869,400	($192,600)	$2,062,000						$2,062,000	$2,062,000	$2,062,000						$2,062,000	$2,062,000		$2,062,000
2026				$2,072,310	$3,941,710		$2,072,310						$2,072,310	$3,941,710		$2,072,310						$2,072,310	$4,134,310		$2,072,310	100	($2,300,000)	($230,000)			$2,072,310	$1,604,310	($2,530,000)	$2,072,310
2031				$2,082,672	$6,024,382		$2,082,672						$2,082,672	$6,024,382		$2,082,672	90	($1,350,000)	($270,000)			$2,082,672	$4,596,982	($1,620,000)	$2,082,672			($230,000)			$2,082,672	$3,456,982	($230,000)	$2,082,672
2036				$2,093,085	$8,117,466		$2,093,085						$2,093,085	$8,117,466		$2,093,085			($270,000)			$2,093,085	$6,420,066	($270,000)	$2,093,085			($230,000)			$2,093,085	$5,320,066	($230,000)	$2,093,085
2041				$2,103,550	$10,221,017		$2,103,550						$2,103,550	$10,221,017		$2,103,550			($270,000)			$2,103,550	$8,253,617	($270,000)	$2,103,550			($230,000)			$2,103,550	$7,193,617	($230,000)	$2,103,550
2046				$2,114,068	$12,335,085		$2,114,068	71	($532,500)	($26,625)			$2,114,068	$11,775,960	($559,125)	$2,114,068			($270,000)			$2,114,068	$10,097,685	($270,000)	$2,114,068			($230,000)			$2,114,068	$9,077,685	($230,000)	$2,114,068
2051				$2,124,638	$14,459,723		$2,124,638	30	($225,000)	($37,875)			$2,124,638	$13,637,723	($262,875)	$2,124,638			($270,000)			$2,124,638	$11,952,323	($270,000)	$2,124,638			($230,000)			$2,124,638	$10,972,323	($230,000)	$2,124,638
2056				$2,135,262	$16,594,985		$2,135,262			($37,875)			$2,135,262	$15,735,110	($37,875)	$2,135,262			($270,000)			$2,135,262	$13,817,585	($270,000)	$2,135,262			($230,000)			$2,135,262	$12,877,585	($230,000)	$2,135,262
2061				$2,145,938	$18,740,923		$2,145,938			($37,875)			$2,145,938	$17,843,173	($37,875)	$2,145,938			($270,000)			$2,145,938	$15,693,523	($270,000)	$2,145,938			($230,000)			$2,145,938	$14,793,523	($230,000)	$2,145,938
2066				$2,156,668	$20,897,590		$2,156,668	54	($405,000)	($58,125)			$2,156,668	$19,536,715	($463,125)	$2,156,668			($270,000)			$2,156,668	$17,580,190	($270,000)	$2,156,668			($230,000)			$2,156,668	$16,720,190	($230,000)	$2,156,668
2071	($25,080)	($59,090)	($524,520)	$2,167,451	$22,456,352	($608,690)	$2,167,451	15	($112,500)	($63,750)		($2,558,300)	$862,667	$17,664,832	($2,734,550)	$862,667			($270,000)			$2,167,451	$19,477,641	($270,000)	$2,167,451			($230,000)			$2,167,451	$18,657,641	($230,000)	$2,167,451
2076				$2,178,288	$24,634,640		$2,178,288	26	($195,000)	($73,500)			$866,980	$18,263,313	($268,500)	$866,980			($270,000)			$2,178,288	$21,385,930	($270,000)	$2,178,288		($1,150,000)	($230,000)			$2,178,288	$19,455,930	($1,380,000)	$2,178,288
2081				$2,189,180	$26,823,820		$2,189,180			($73,500)			$871,315	$19,061,128	($73,500)	$871,315		($1,350,000)	($270,000)			$2,189,180	$21,955,109	($1,620,000)	$2,189,180			($230,000)			$2,189,180	$21,415,109	($230,000)	$2,189,180
2086				$2,200,126	$29,023,945		$2,200,126			($73,500)			$875,672	$19,863,300	($73,500)	$875,672			($270,000)			$2,200,126	$23,885,235	($270,000)	$2,200,126			($230,000)			$2,200,126	$23,385,235	($230,000)	$2,200,126
2091				$550,031	$29,573,976		$550,031			($73,500)			$880,050	$20,669,850	($73,500)	$880,050			($270,000)			$2,211,126	$25,826,361	($270,000)	$2,211,126			($230,000)			$2,211,126	$25,366,361	($230,000)	$2,211,126
2096				$552,782	$30,126,758		$552,782		($266,250)	($73,500)			$550,031	$20,880,132	($339,750)	$550,031			($270,000)			$2,222,182	$27,778,543	($270,000)	$2,222,182			($230,000)			$2,222,182	$27,358,543	($230,000)	$2,222,182
2101				$555,545	$30,682,303		$555,545		($112,500)	($73,500)			$552,782	$21,246,913	($186,000)	$552,782			($270,000)			$2,233,293	$29,741,836	($270,000)	$2,233,293			($230,000)			$2,233,293	$29,361,836	($230,000)	$2,233,293
2106				$558,323	$31,240,627		$558,323			($73,500)			$555,545	$21,728,959	($73,500)	$555,545			($270,000)			$2,244,459	$31,716,295	($270,000)	$2,244,459			($230,000)			$2,244,459	$31,376,295	($230,000)	$2,244,459
2111				$561,115	$31,801,741		$561,115			($73,500)			$558,323	$22,213,782	($73,500)	$558,323			($270,000)			$2,255,681	$33,701,976	($270,000)	$2,255,681			($230,000)			$2,255,681	$33,401,976	($230,000)	$2,255,681
2116				$563,920	$32,365,662		$563,920		($202,500)	($73,500)			$561,115	$22,498,897	($276,000)	$561,115			($270,000)			$2,266,960	$35,698,936	($270,000)	$2,266,960			($230,000)			$2,266,960	$35,438,936	($230,000)	$2,266,960
2121	($242,340)	($6,216,290)	($2,257,420)	$566,740	$24,216,352	($8,716,050)	$566,740		($56,250)	($73,500)		($5,400)	$563,920	$22,927,667	($135,150)	$563,920			($270,000)			$2,278,295	$37,707,231	($270,000)	$2,278,295			($230,000)			$2,278,295	$37,487,231	($230,000)	$2,278,295
	($267,420)	**($6,276,380)**	**($2,974,540)**	**$33,733,691**	**($9,517,340)**	**($9,517,340)**	**$33,733,691**	**196**	**($2,107,500)**	**($997,125)**		**($2,756,300)**	**$28,788,592**	**($3,104,625)**	**($5,860,925)**	**$28,788,592**	**90**	**($2,700,000)**	**($5,130,000)**				**($7,830,000)**	**($7,830,000)**	**$45,537,231**	**100**	**($3,450,000)**	**($4,600,000)**				**($8,050,000)**	**($8,050,000)**	**$45,537,231**
Total Net Present Value (NPV)						**$24,216,352**									**$22,927,667**								**$37,707,231**								**$37,487,231**	
Benefit / Cost Ratio						**3.5**									**4.9**								**5.8**								**5.7**	

m p rogers & associates pl

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Douglas Partners
Geotechnics / Environment / Groundwater

Integrated Practical Solutions

Report on
Geotechnical Investigation

Proposed Surf Life Saving Club Redevelopment
189 West Coast Drive, Sorrento

Prepared for
Hodge Collard Preston Architects

Project 208431.00
November 2021

Douglas Partners
Geotechnics / Environment / Groundwater

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The undersigned, on behalf of Douglas Partners Pty Ltd, confirm that this document and all attached drawings, logs and test results have been checked and reviewed for errors, omissions and inaccuracies.

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Report on Geotechnical Investigation
Proposed Surf Life Saving Club Redevelopment
189 West Coast Drive, Sorrento

1. Introduction

This report presents the results of a geotechnical investigation undertaken for a proposed commercial development at 189 West Coast Drive, Sorrento, WA. The investigation was commissioned by Hodge Collard Preston Architects on 16 September 2021 and was undertaken in accordance with Douglas Partners' proposal P96747.02.P.001.Rev1 dated 3 September 2021.

It is understood that two building options, both located to the northwest of the existing club building, are being considered for the redevelopment of the Sorrento Surf Life Saving Club.

The objective of the geotechnical investigation was to assess and describe the subsurface conditions beneath the site and subsequently provide comments on:

- The ground conditions, including soil and groundwater and the suitability of the site for the proposed development.
- Site classification in accordance with the requirements of AS 2870-2011.
- Site subsoil classification to AS 1170.4-2007.
- Site preparation, compaction and earthworks to allow the proposed development.
- Excavatability of the site, including depth to limestone, if encountered.
- The suitability of the existing in situ materials for use as structural fill.
- Suitable foundation system(s) including assessment of allowable bearing pressures, and likely in-service settlements under a range of pad sizes.
- Recommendations and geotechnical design parameters for earth retaining structures.
- The permeability of the soils and suitability for on-site stormwater disposal.
- Provide a subgrade California bearing ratio (CBR) value based on site observations and previous experience (for pavement thickness design by others).

The investigation included ten boreholes drilled with a hand auger, penetrometer testing, in situ infiltration testing and laboratory analysis. The details of the field work are presented in this report, together with comments and recommendations on the items listed above.

2. Site Description

The site is located within a public open space immediately north of the existing Sorrento Surf Life Saving Club at 189 West Coast Drive in Sorrento, WA. It is bounded by a car parking area to the east, the

Sorrento Surf Lifesaving Club building to the South, beach to the west and public open space to the north.

At the time of the investigation, the site mostly comprised turfed areas, with footpaths and gardens beds in some parts. An existing public toilet block was present within the southern part of the site. An aerial photo of the site is included in Drawing 1, Appendix B.

Surface levels range across the testing area from approximately RL 5.1 m AHD in the northern part of the site (test location 9) to approximately RL 7.9 m AHD in the south-eastern part of the site (test location 2). Surface contours are shown on Drawing 1, Appendix B.

Figure 1: Typical site conditions (near test location 9, facing northwest)



The Perth 1:50 000 Environmental Geology sheet indicates that shallow sub surface conditions beneath the site consist of calcareous sand of the Safety Bay Sand formation.

The Perth Groundwater Atlas (2004) indicates that the regional aquifer level was below approximately RL 1 m AHD in May 2003, approximately 5 m to 8 m below the surface elevation of the site.

3. Field Work Methods

Field work was carried out on 30 September 2021 and comprised:

- 10 boreholes drilled to depths of between 0.65 m and a target depth of 3 m using a hand auger.
- Perth sand penetrometer (PSP) testing in accordance with AS 1289.6.3.3, to depths up to 3.15 m adjacent to the ten boreholes.
- In situ infiltration testing at two locations.

The ground conditions at each location were logged in accordance with AS 1726-2017 by an engineer from Douglas Partners. Soil samples were recovered from selected locations for subsequent laboratory testing.

In situ infiltration testing was undertaken at test locations 3, 5 and 10 at depths of between 0.8 m and 1.7 m to provide permeability values for sand and fill underlying the site.

Test locations were determined using GPS coordinates and site features, and are marked on Drawing 1 in Appendix B. Surface elevations at each test location were interpolated from publicly available LiDAR data.

4. Field Work Results

4.1 Ground Conditions

Detailed logs of the ground conditions and results of the field testing are presented in Appendix B These should be read in conjunction with the notes defining descriptive terms and classification methods included in Appendix A.

A summary of the ground conditions encountered at the test locations is given below:

- **Unit 1: FILL/SAND, Gravelly SAND (SP-SM)** – granular sand fill with varying gravel content and limestone cobbles at some locations from the surface to depths of between 0.15 m and borehole termination depth (up to 2.9 m) at all test locations. The fill was variably compacted, between loose and dense, at the test locations.
- **Unit 2: SAND (SP)** – white sand, trace silt, medium dense, underlying the possible fill, or fill, encountered to borehole termination depths at all locations except for locations 1, 8 and 10. This material is interpreted to be Safety Bay Sand (aeolian dune deposits). Locations 1, 8 and 10 were terminated due to either refusal or target depth achieved in soils interpreted to be fill.

4.2 Groundwater

No groundwater was observed to depths up to 3.0 m below the surface (down to RL 2.2 m AHD) at the time of the investigation on 30 September 2021. Boreholes were backfilled immediately following sampling, therefore precluding long-term groundwater observation.

Owing to the proximity of the site to the ocean, groundwater is anticipated to be near sea level, i.e. at least 4 m below ground levels.

Groundwater levels are expected to be influenced by sea levels (tides, storm surges and long-term sea level rise) and can also be affected by climate conditions and land usage, and therefore will vary with time.

Groundwater beneath the site is directly impacted by long-term sea level changes. The State Coastal Planning Policy Number 2.6 indicates an allowance for sea level rise of 0.9 m over a 100 year planning timeframe to 2110, and 10 mm/year beyond 2110.

4.3 In Situ Infiltration Testing

In situ infiltration testing was undertaken using a falling head method were undertaken at locations 3, 8 and 10 at depths between 0.8 m and 1.7 m. In situ permeability was estimated in general accordance with Hvorslev (1960) and the results are summarised in Table 1.

Table 1: Summary of Permeability Analysis

Test Location	Depth (m)	Permeability		Ground Conditions
		m/s	m/day	
3	1.15	1.0×10^{-3}	>25	Unit 2: SAND SP, medium dense, trace silt
5	1.7	1.2×10^{-3}	>25	Unit 1: FILL/SAND SP medium dense, trace silt,
10	0.8	1.9×10^{-6}	0.16	Unit 1: FILL/SAND SP-SM, medium dense, with silt. Possible limestone approximately 0.6 m below test.

5. Laboratory Testing

A geotechnical laboratory testing programme was carried out on selected soil samples by a NATA registered laboratory and comprised the following programme:

- particle size distribution of two samples; and
- pH, sulfate and chloride (aggressivity) of two samples.

Detailed test report sheets are given in Appendix C and the results are summarised in Tables 2 and 3 next page.

Table 2: Summary of Laboratory Testing Results for Soil Identification

Location	Depth (m)	Fines (%)	Sand (%)	Gravel (%)	Material
2	2.0	0	100	0	Unit 2: SAND SP
7	1.4	4	96	0	Unit 1: FILL/SAND SP, trace silt

Notes to Table 2
:
Fines are particles smaller than 75 µm.
Sand is particles larger than 75 µm and smaller than 2.36 mm.
Gravel is particles larger than 2.36 mm and smaller than 63 mm.

Table 3: Results of Laboratory Testing for Soil Aggressivity

Test Location	Depth (m)	Soil Description	Soil Condition[1]	Exposure Classification			
				Concrete		Steel	
				pH	SO4 (mg/kg)	pH	Cl (mg/kg)
2	2.0	Unit 2: SAND SP	B	9.8	<10	9.8	<10
7	1.4	Unit 1: FILL/SAND SP		9.3	<10	9.3	<10

Notes: [1]: Soil Type based on guideline presented in AS 2159-2009 and summarise below:
Soil Type A – High permeability soils (eg sands and gravels) which are in groundwater.
Soil Type B – Low permeability soils (eg silts and clays) or all soils above groundwater.
Scale of aggressivity based on threshold values given in AS 2159-2019

Non-aggressive	Mild	Moderate	Severe	Very Severe

6. Proposed Development

This geotechnical investigation has been undertaken to assist with the planning and selection of site for the proposed Sorrento Surf Life Saving Club structure. As such, it is understood that development options have not been finalised, however based on concept plans, it is understood that finished floor levels may be down to RL 4.3 m AHD, e.g. excavations of 2 m or more, in some parts of the site. And building height will be limited to 2 storey.

7. Comments

7.1 Site Appreciation and Suitability for Development

Based on the results of the investigation, the majority of the site is underlain by granular (sand) fill overlying natural sand, and based on these conditions, the site is considered to be generally suitable for development. The fill is considered uncontrolled with some loose zones encountered. Furthermore, borehole refusal was encountered prior to target depth at three locations within the northern half of the

site. As such, based on the results of the investigation, the main geotechnical constraints identified for the site comprise:

- Uncontrolled fill: encountered at all locations to depths greater than 2.9 m (borehole terminated – maximum reach, RL 3.9 m AHD). Loose fill was encountered at some test locations and may exist elsewhere. Variability in the fill conditions over short distances was encountered in the vicinity of test location 5 with numerous penetrometer tests adjacent to the borehole encountering shallow refusal on hard material, possibly indicating there is either zones of variable density or possibly foreign inclusions within the fill.
- Borehole refusal was encountered at three locations (7, 8 and 10) at depths of between 0.65 m and 1.85 m. The type of hand drilling utilised will refuse on a large cobble, boulder or limestone rock, and the borehole drill methodology precluded any penetration into the hard material to provide a more detailed assessment. Therefore, it is considered possible that the borehole was terminated at the top of limestone, however it is noted that smaller particles, such as a foreign particle within fill material (e.g. at locations 8 or 10) may have been encountered.

7.2 Site Classification

At the time of the investigation, owing to the uncontrolled fill across the site, the site classification in accordance with AS 2870-2011 is Class P. Following site preparation as outlined in Section 7.5, the site will be suitable for a classification of Class A:

7.3 Soil Classification for Earthquake Design

Ground conditions encountered beneath the site generally comprise medium dense to dense sand fill and in situ sand.

It is considered that an earthquake design soil sub-class of C_e is appropriate for this site in accordance with AS 1170.4-2007.

The project location has an Earthquake Hazard Factor (Z) of 0.09, and a probability factor (k_p) of 1.0 based on an event with a recurrence interval of greater than 1 every 500 years, in accordance with AS 1170.4-2007.

7.4 Excavatability

As discussed in Section 7.1, borehole refusal at locations 7, 8 and 10 indicates the possible presence of limestone at depths as shallow as 0.65 m, and levels as high as RL 5.65 m AHD within the northern part of the site. The scope of this investigation precluded further assessment of the nature of the rock causing auger refusal however owing to:

- encountering larger particles such as limestone cobbles within fill elsewhere at the site (location 8);
- the evidence of earthworks to alter surface levels from natural levels apparent in historical aerial photography between 2004 and 2006; and

- notable variation in PSP refusal depths within close proximity each other (particularly noted in the vicinity of test locations 5 and 8),

It is considered possible that the refusal boreholes may have terminated on large cobbles or boulders within the fill, however natural limestone at shallow depths beneath the site cannot be precluded owing to the rock's inherent variability in strength and levels over short distances.

If development options for building envelopes across the northern half of the site are considered further, it is recommended that further investigation to assess the nature of the harder materials causing hand auger refusal is undertaken, particularly within areas of proposed excavation. Investigation via test pitting (say, with a 5 to 8 tonne excavator) would provide suitable information to ascertain the nature of the material from a technical perspective, however site disturbance created in the process would be notable and allowance for remedial landscaping following the investigation may need to be considered. Alternatively, cone penetration testing using a heavy testing rig (e.g. typically a 22 tonne rigid truck rig or similar) would significantly minimise site disturbance (provided access to the truck is available) and be suitable to identify depth to competent rock and whether such rock would form a significant constraint to the project based on proposed levels. Alternatively, investigation via boreholes drilled via a drilling rig could also be considered, with the benefit over test pitting to minimise site disturbance (that would be slightly greater compared to CPT testing) and the benefit over CPT testing to fully characterise any rock encountered (e.g. rock strength and conditions over proposed excavation depths when using drilling, rather than depth to competent rock when using CPT). However the cost incurred for drilling is higher than test pitting or CPT. Alternatively, a non-invasive method to provide further assessment on the likelihood of rock beneath the site could comprise geophysical survey, possibly utilising ground penetrating radar.

Based on Douglas Partners' experience and the anticipated amount of excavation required, large excavators, such as 20 or 30 tonne, equipped with either hydraulic breakers, tynes or rock headers are typically capable to excavate limestone, if encountered, for a development of this nature.

7.5 Site Preparation

7.5.1 Surface Stripping, Assessment and Treatment of Uncontrolled Fill

All topsoil/turf and landscaping vegetation should be stripped from all building envelopes and pavement areas. It is recommended that earthworks within areas of earthworks cut should be completed and the site should then be inspected by a geotechnical engineer to:

- confirm suitable removal of surficial material; and
- undertake assessment of the condition of uncontrolled fill within areas where fill remains (i.e. outside of cut areas or where cut has not reach the bottom of the fill); and
- inspection of the ground conditions prior to any fill placement.

Assessment of any remaining uncontrolled fill during construction phase is typically undertaken using test pits to visually assess the fill quality and depth and density assessment using a PSP. The results of the inspection will further guide where proof rolling efforts are required, where localised areas of ground improvement may be required and where the placement of fill or further earthworks can commence.

The above procedure should delineate any areas where loose or unsuitable material remains after stripping and cutting to design levels (such as the layers of loose fill encountered at 1.2 m and 1.8 m depth at locations 4 and 6 respectively, and possibly occurring at other locations).

7.5.2 Test Rolling and Compaction

Following surficial stripping and any earthworks cut, and inspection be geotechnical engineer as described in Section 7.5.1, the site should be test rolled using a heavy roller (12 tonne minimum deadweight) with particular attention given to any areas requiring further compaction, delineated in the aforementioned inspection. Areas that show signs of excessive deformation during compaction should be continually compacted until deformation ceases or, alternatively, the poor quality material should be excavated and replaced with suitable structural fill compacted to achieve a dry density ratio of not less than 95% relative to modified compaction for granular subgrade (i.e. sand).

The type of roller and the use of vibratory modes should be at the discretion of the earthwork's contractor based on the or distance to neighbouring structures and vibration sensitive services, the subgrade being compacted, and the size and type of compaction plant.

Compaction control of sand fill and in situ sand could be carried out using a Perth sand penetrometer (PSP) test in accordance with test method AS 1289.6.3.3, after the correlation between Perth sand penetrometer (PSP) blow counts and dry density ratio has been established by a NATA accredited laboratory and following review by a geotechnical engineer. PSP testing is suitable in granular material with no particles greater than 2 mm.

7.5.3 Reuse of Existing Soils

Based on the results of the investigation, the sandy uncontrolled fill is likely geotechnically suitable for reuse as structural fill provided it is free from deleterious material and oversized particles (>150 mm in size).

The surficial fill material possibly containing an elevated organic content (e.g. material from turfed areas) could be reused within landscaped areas or other locations not supporting structures or pavement. Alternatively, it could be screened to remove the bulk of vegetation and roots, then blended with additional granular soil (such as on-site sand or imported material) to reduce the organic content to less than 2% for reuse as structural fill. It is emphasised that the permeability of blended soils is generally less than the 'clean' sand and as such, if infiltration characteristics are critical, testing should be undertaken to assess the permeability of the blended material.

The natural sand at the site is suitable for re-use as non-reactive structural fill.

Limestone rock excavated from the site could possibly be reused as structural fill provided it is suitably crushed. It is recommended that crushing is undertaken to produce a material with particle not greater than 150 mm in size, however larger particle may be acceptable following review of the proposed usage and overall particle size distribution. Low to medium strength limestone could be crushed under the tracks of heavy earthmoving equipment. Stronger limestone may require dedicated rock crushing plant.

7.6 Foundation Design

Shallow foundation systems comprising slab, pad and strip footings should be suitable to support a typical industrial warehouse type structures.

Footings of buildings covered by AS 2870-2011 should be designed to satisfy the requirements of this standard for the site classification discussed in Section 7.2, provided that site preparation is carried out in accordance with comments within Section 7.4.

If a proposed building is not covered by AS 2870-2011 then the foundation should be designed using engineering principles. The table below summarises preliminary allowable bearing pressures for pad and strip footings founded at a minimum depth of 0.5 m below surrounding ground.

Table 4: Recommended allowable bearing capacity for square pad and strip footings

Footing Width (m)	Allowable Bearing Pressure (kPa)
Square pad footings	
0.5	220
1.0	240
1.5	200
2.0	160
Strip footings	
0.3	160
0.5	180
1.0	160

Total settlements for the above tabulated footing configurations are estimated to be less than 10 mm. Differential settlements are likely to be less than half of the total settlement, therefore, less than 5 mm.

The majority of the settlement indicated above is anticipated to occur as loads are applied during construction, with post construction settlement of the order of 15% to 30% of total, settlement, and therefore less than 5 mm.

Douglas Partners can provide additional analysis if required, once footing specifics are finalised.

The base of any foundation excavations should be compacted. Compaction control for granular founding materials (e.g. sand) can be undertaken using a Perth sand penetrometer (PSP) in accordance with AS1289.6.3.3 after a correlation between Perth sand penetrometer (PSP) blow counts and dry density ratio has been established by a NATA accredited laboratory.

7.7 Soil Retention and Safe Batter Angles

It is recommended that temporary batter slopes not steeper than 1.5H:1V (horizontal:vertical) and permanent batter slopes not steeper adopted for temporary excavations and not steeper than 2.0H:1V for permanent slopes, not higher than 3 m in sand. These recommended batter angles should be re-assessed if loads are to be applied near the top of the batter or higher slopes are required. It is also emphasised that the abovementioned batter angles are not applicable below groundwater.

If loads are applied at the top of the batter (for example, excavated soil or equipment), or if there is any groundwater influence, then a site specific assessment of stability should be undertaken.

Protection of permanent slopes against wind erosion should be considered at this site.

Parameters for the design of temporary and permanent retaining structures are suggested in Table 5 below. In addition to the soil pressure, retaining wall design should also allow for external loads such as buildings, stockpiles, live loads and hydrostatic pressure, if any.

Table 5: Suggested Soil Parameters for Retaining Wall Design

Soil Type	Drained Angle of Friction Φ' (degrees)	Soil Unit Weight above Water γ (kN/m^3)	Soil Unit Weight below Water γ' (kN/m^3)	Coefficient of Active Earth Pressure K_a	Coefficient of Earth Pressure at Rest K_0	Coefficient of Passive Earth Pressure K_p[1]
Medium Dense (and denser) Natural Sand and Fill	32	20	10	0.31	0.47	3.2

Note: [1] Ultimate values that require a reduction factor not greater than 0.5 to limit lateral movements.

7.8 Pavement Design Parameters

A CBR of 12% is suggested for the natural sand, provided the sand subgrade is compacted to a density of not less than 95% relative to modified compaction.

It is emphasised that particular care should be exercised in implementing a suitable drainage strategy for proposed roads to direct water away from pavement and prevent water ingress into pavement layers.

7.9 Soil Permeability

As per Section 4.3, in situ infiltration testing was undertaken to provide an assessment of the permeability of the fill and natural sand encountered at the site. The results of the testing are considered representative for the ground conditions in which they were undertaken (e.g. sand with low fines content).

Based on the information currently available and our experience, and assuming some densification of the site soils during earthworks, a permeability value (k) of 5.8 x 10^{-5} m/s (5 m/day) is suggested for this

site, however the following factors at this site may influence the selection of a suitable permeability value for on-site stormwater disposal:

- Presence of fill: variability in fines content and density which can affect permeability.
- Possible presence of limestone: rock near the base of infiltration systems can affect infiltration rates.
- Groundwater: similarly to rock, groundwater level near or above the base of infiltration systems affects the infiltration rate, noting however that groundwater is anticipated to be well below project levels at this site and therefore should not impact infiltration systems.

Generally, a clearance of at least 0.5 m to rock or groundwater is suggested for a soakwells (or similar). Any areas where it is considered infiltration may be affected by the above factors should be assessed further with investigation and testing at the proposed depths of assess suitable design values.

Owing to possible variability of the fill encountered across the site, and possible occurrence of rock, it is recommended that excavations for soakwells or other infiltration systems be assessed by a geotechnical engineer in order to confirm suitability of the infiltration ground conditions.

8. References

AS 1170.4. (2007). *Structural Design Actions, Part 4: Earthquake Actions in Australia.* Reconfirmed 2018. Incorporating Amendments 1 & 2: Standards Australia.

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AS 2870. (2011). *Residential Slabs and Footings.* Standards Australia.

Department of Environment. (2004). Perth Groundwater Atlas, Second Edition.

Geological Survey of Western Australia (GSWA). (n.d.). Perth 1:50,000 Scale Geological Map. Department of Mines, Industry Regulation and Safety.

Geoscience Australia. (2015, Jan 1). Digital Elevation Model (DEM) of Australia derived from LiDAR 5 Metre Grid.

9. Limitations

Douglas Partners (DP) has prepared this report for this project at 189 West Coast Drive, Sorrento, WA in accordance with DP's proposal P208431.00.P.001.Rev0 dated 3 September 2021. The work was carried out under Douglas Partners Conditions of Engagement. This report is provided for the exclusive use of Hodge Collard Preston Architects and their agents for this project only and for the purposes as described in the report. It should not be used by or relied upon for other projects or purposes on the same or other site or by a third party. Any party so relying upon this report beyond its exclusive use and purpose as stated above, and without the express written consent of DP, does so entirely at its own risk

and without recourse to DP for any loss or damage. In preparing this report DP has necessarily relied upon information provided by the client and/or their agents.

The results provided in the report are indicative of the sub-surface conditions on the site only at the specific sampling and/or testing locations, and then only to the depths investigated and at the time the work was carried out. Sub-surface conditions can change abruptly due to variable geological processes and also as a result of human influences. Such changes may occur after DP's field testing has been completed.

DP's advice is based upon the conditions encountered during this investigation. The accuracy of the advice provided by DP in this report may be affected by undetected variations in ground conditions across the site between and beyond the sampling and/or testing locations. The advice may also be limited by budget constraints imposed by others or by site accessibility.

The assessment of atypical safety hazards arising from this advice is restricted to the (geotechnical / environmental / groundwater) components set out in this report and based on known project conditions and stated design advice and assumptions. While some recommendations for safe controls may be provided, detailed 'safety in design' assessment is outside the current scope of this report and requires additional project data and assessment.

This report must be read in conjunction with all of the attached and should be kept in its entirety without separation of individual pages or sections. DP cannot be held responsible for interpretations or conclusions made by others unless they are supported by an expressed statement, interpretation, outcome or conclusion stated in this report.

This report, or sections from this report, should not be used as part of a specification for a project, without review and agreement by DP. This is because this report has been written as advice and opinion rather than instructions for construction.

The scope for work for this investigation/report did not include the assessment of surface or sub-surface materials or groundwater for contaminants, within or adjacent to the site. Should evidence of filling of unknown origin be noted in the report, and in particular the presence of building demolition materials, it should be recognised that there may be some risk that such filling may contain contaminants and hazardous building materials.

Douglas Partners Pty Ltd

Appendix A

About This Report

About this Report

Douglas Partners

Introduction

These notes have been provided to amplify DP's report in regard to classification methods, field procedures and the comments section. Not all are necessarily relevant to all reports.

DP's reports are based on information gained from limited subsurface excavations and sampling, supplemented by knowledge of local geology and experience. For this reason, they must be regarded as interpretive rather than factual documents, limited to some extent by the scope of information on which they rely.

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This report is the property of Douglas Partners Pty Ltd. The report may only be used for the purpose for which it was commissioned and in accordance with the Conditions of Engagement for the commission supplied at the time of proposal. Unauthorised use of this report in any form whatsoever is prohibited.

Borehole and Test Pit Logs

The borehole and test pit logs presented in this report are an engineering and/or geological interpretation of the subsurface conditions, and their reliability will depend to some extent on frequency of sampling and the method of drilling or excavation. Ideally, continuous undisturbed sampling or core drilling will provide the most reliable assessment, but this is not always practicable or possible to justify on economic grounds. In any case the boreholes and test pits represent only a very small sample of the total subsurface profile.

Interpretation of the information and its application to design and construction should therefore take into account the spacing of boreholes or pits, the frequency of sampling, and the possibility of other than 'straight line' variations between the test locations.

Groundwater

Where groundwater levels are measured in boreholes there are several potential problems, namely:

- In low permeability soils groundwater may enter the hole very slowly or perhaps not at all during the time the hole is left open;
- A localised, perched water table may lead to an erroneous indication of the true water table;
- Water table levels will vary from time to time with seasons or recent weather changes. They may not be the same at the time of construction as are indicated in the report; and
- The use of water or mud as a drilling fluid will mask any groundwater inflow. Water has to be blown out of the hole and drilling mud must first be washed out of the hole if water measurements are to be made.

More reliable measurements can be made by installing standpipes which are read at intervals over several days, or perhaps weeks for low permeability soils. Piezometers, sealed in a particular stratum, may be advisable in low permeability soils or where there may be interference from a perched water table.

Reports

The report has been prepared by qualified personnel, is based on the information obtained from field and laboratory testing, and has been undertaken to current engineering standards of interpretation and analysis. Where the report has been prepared for a specific design proposal, the information and interpretation may not be relevant if the design proposal is changed. If this happens, DP will be pleased to review the report and the sufficiency of the investigation work.

Every care is taken with the report as it relates to interpretation of subsurface conditions, discussion of geotechnical and environmental aspects, and recommendations or suggestions for design and construction. However, DP cannot always anticipate or assume responsibility for:

- Unexpected variations in ground conditions. The potential for this will depend partly on borehole or pit spacing and sampling frequency;
- Changes in policy or interpretations of policy by statutory authorities; or
- The actions of contractors responding to commercial pressures.

If these occur, DP will be pleased to assist with investigations or advice to resolve the matter.

About this Report

Site Anomalies

In the event that conditions encountered on site during construction appear to vary from those which were expected from the information contained in the report, DP requests that it be immediately notified. Most problems are much more readily resolved when conditions are exposed rather than at some later stage, well after the event.

Information for Contractual Purposes

Where information obtained from this report is provided for tendering purposes, it is recommended that all information, including the written report and discussion, be made available. In circumstances where the discussion or comments section is not relevant to the contractual situation, it may be appropriate to prepare a specially edited document. DP would be pleased to assist in this regard and/or to make additional report copies available for contract purposes at a nominal charge.

Site Inspection

The company will always be pleased to provide engineering inspection services for geotechnical and environmental aspects of work to which this report is related. This could range from a site visit to confirm that conditions exposed are as expected, to full time engineering presence on site.

Sampling Methods

Douglas Partners

Sampling

Sampling is carried out during drilling or test pitting to allow engineering examination (and laboratory testing where required) of the soil or rock.

Disturbed samples taken during drilling provide information on colour, type, inclusions and, depending upon the degree of disturbance, some information on strength and structure.

Undisturbed samples are taken by pushing a thin-walled sample tube into the soil and withdrawing it to obtain a sample of the soil in a relatively undisturbed state. Such samples yield information on structure and strength, and are necessary for laboratory determination of shear strength and compressibility. Undisturbed sampling is generally effective only in cohesive soils.

Test Pits

Test pits are usually excavated with a backhoe or an excavator, allowing close examination of the in-situ soil if it is safe to enter into the pit. The depth of excavation is limited to about 3 m for a backhoe and up to 6 m for a large excavator. A potential disadvantage of this investigation method is the larger area of disturbance to the site.

Large Diameter Augers

Boreholes can be drilled using a rotating plate or short spiral auger, generally 300 mm or larger in diameter commonly mounted on a standard piling rig. The cuttings are returned to the surface at intervals (generally not more than 0.5 m) and are disturbed but usually unchanged in moisture content. Identification of soil strata is generally much more reliable than with continuous spiral flight augers, and is usually supplemented by occasional undisturbed tube samples.

Continuous Spiral Flight Augers

The borehole is advanced using 90-115 mm diameter continuous spiral flight augers which are withdrawn at intervals to allow sampling or in-situ testing. This is a relatively economical means of drilling in clays and sands above the water table. Samples are returned to the surface, or may be collected after withdrawal of the auger flights, but they are disturbed and may be mixed with soils from the sides of the hole. Information from the drilling (as distinct from specific sampling by SPTs or undisturbed samples) is of relatively low reliability, due to the remoulding, possible mixing or softening of samples by groundwater.

Non-core Rotary Drilling

The borehole is advanced using a rotary bit, with water or drilling mud being pumped down the drill rods and returned up the annulus, carrying the drill cuttings. Only major changes in stratification can be determined from the cuttings, together with some information from the rate of penetration. Where drilling mud is used this can mask the cuttings and reliable identification is only possible from separate sampling such as SPTs.

Continuous Core Drilling

A continuous core sample can be obtained using a diamond tipped core barrel, usually with a 50 mm internal diameter. Provided full core recovery is achieved (which is not always possible in weak rocks and granular soils), this technique provides a very reliable method of investigation.

Standard Penetration Tests

Standard penetration tests (SPT) are used as a means of estimating the density or strength of soils and also of obtaining a relatively undisturbed sample. The test procedure is described in Australian Standard 1289, Methods of Testing Soils for Engineering Purposes - Test 6.3.1.

The test is carried out in a borehole by driving a 50 mm diameter split sample tube under the impact of a 63 kg hammer with a free fall of 760 mm. It is normal for the tube to be driven in three successive 150 mm increments and the 'N' value is taken as the number of blows for the last 300 mm. In dense sands, very hard clays or weak rock, the full 450 mm penetration may not be practicable and the test is discontinued.

The test results are reported in the following form.

- In the case where full penetration is obtained with successive blow counts for each 150 mm of, say, 4, 6 and 7 as:

  4,6,7
  N=13

- In the case where the test is discontinued before the full penetration depth, say after 15 blows for the first 150 mm and 30 blows for the next 40 mm as:

  15, 30/40 mm

Sampling Methods

The results of the SPT tests can be related empirically to the engineering properties of the soils.

Dynamic Cone Penetrometer Tests / Perth Sand Penetrometer Tests

Dynamic penetrometer tests (DCP or PSP) are carried out by driving a steel rod into the ground using a standard weight of hammer falling a specified distance. As the rod penetrates the soil the number of blows required to penetrate each successive 150 mm depth are recorded. Normally there is a depth limitation of 1.2 m, but this may be extended in certain conditions by the use of extension rods. Two types of penetrometer are commonly used.

- Perth sand penetrometer - a 16 mm diameter flat ended rod is driven using a 9 kg hammer dropping 600 mm (AS 1289, Test 6.3.3). This test was developed for testing the density of sands and is mainly used in granular soils and filling.
- Cone penetrometer - a 16 mm diameter rod with a 20 mm diameter cone end is driven using a 9 kg hammer dropping 510 mm (AS 1289, Test 6.3.2). This test was developed initially for pavement subgrade investigations, and correlations of the test results with California Bearing Ratio have been published by various road authorities.

Soil Descriptions

Douglas Partners

Description and Classification Methods

The methods of description and classification of soils and rocks used in this report are generally based on Australian Standard AS1726:2017, Geotechnical Site Investigations. In general, the descriptions include strength or density, colour, structure, soil or rock type and inclusions.

Soil Types

Soil types are described according to the predominant particle size, qualified by the grading of other particles present:

Type	Particle size (mm)
Boulder	>200
Cobble	63 - 200
Gravel	2.36 - 63
Sand	0.075 - 2.36
Silt	0.002 - 0.075
Clay	<0.002

The sand and gravel sizes can be further subdivided as follows:

Type	Particle size (mm)
Coarse gravel	19 - 63
Medium gravel	6.7 - 19
Fine gravel	2.36 – 6.7
Coarse sand	0.6 - 2.36
Medium sand	0.21 - 0.6
Fine sand	0.075 - 0.21

Definitions of grading terms used are:

- Well graded - a good representation of all particle sizes
- Poorly graded - an excess or deficiency of particular sizes within the specified range
- Uniformly graded - an excess of a particular particle size
- Gap graded - a deficiency of a particular particle size with the range

The proportions of secondary constituents of soils are described as follows:

In fine grained soils (>35% fines)

Term	Proportion of sand or gravel	Example
And	Specify	Clay (60%) and Sand (40%)
Adjective	>30%	Sandy Clay
With	15 – 30%	Clay with sand
Trace	0 - 15%	Clay with trace sand

In coarse grained soils (>65% coarse)
- with clays or silts

Term	Proportion of fines	Example
And	Specify	Sand (70%) and Clay (30%)
Adjective	>12%	Clayey Sand
With	5 - 12%	Sand with clay
Trace	0 - 5%	Sand with trace clay

In coarse grained soils (>65% coarse)
- with coarser fraction

Term	Proportion of coarser fraction	Example
And	Specify	Sand (60%) and Gravel (40%)
Adjective	>30%	Gravelly Sand
With	15 - 30%	Sand with gravel
Trace	0 - 15%	Sand with trace gravel

The presence of cobbles and boulders shall be specifically noted by beginning the description with 'Mix of Soil and Cobbles/Boulders' with the word order indicating the dominant first and the proportion of cobbles and boulders described together.

Soil Descriptions

Cohesive Soils

Cohesive soils, such as clays, are classified on the basis of undrained shear strength. The strength may be measured by laboratory testing, or estimated by field tests or engineering examination. The strength terms are defined as follows:

Description	Abbreviation	Undrained shear strength (kPa)
Very soft	VS	<12
Soft	S	12 - 25
Firm	F	25 - 50
Stiff	St	50 - 100
Very stiff	VSt	100 - 200
Hard	H	>200
Friable	Fr	-

Cohesionless Soils

Cohesionless soils, such as clean sands, are classified on the basis of relative density, generally from the results of standard penetration tests (SPT), cone penetration tests (CPT) or dynamic penetrometers (PSP). The relative density terms are given below:

Relative Density	Abbreviation	Density Index (%)
Very loose	VL	<15
Loose	L	15-35
Medium dense	MD	35-65
Dense	D	65-85
Very dense	VD	>85

Soil Origin

It is often difficult to accurately determine the origin of a soil. Soils can generally be classified as:

- Residual soil - derived from in-situ weathering of the underlying rock;
- Extremely weathered material – formed from in-situ weathering of geological formations. Has soil strength but retains the structure or fabric of the parent rock;
- Alluvial soil – deposited by streams and rivers;
- Estuarine soil – deposited in coastal estuaries;
- Marine soil – deposited in a marine environment;
- Lacustrine soil – deposited in freshwater lakes;
- Aeolian soil – carried and deposited by wind;
- Colluvial soil – soil and rock debris transported down slopes by gravity;
- Topsoil – mantle of surface soil, often with high levels of organic material.
- Fill – any material which has been moved by man.

Moisture Condition – Coarse Grained Soils

For coarse grained soils the moisture condition should be described by appearance and feel using the following terms:

- Dry (D) — Non-cohesive and free-running.
- Moist (M) — Soil feels cool, darkened in colour.
  Soil tends to stick together.
  Sand forms weak ball but breaks easily.
- Wet (W) — Soil feels cool, darkened in colour.
  Soil tends to stick together, free water forms when handling.

Moisture Condition – Fine Grained Soils

For fine grained soils the assessment of moisture content is relative to their plastic limit or liquid limit, as follows:

- 'Moist, dry of plastic limit' or 'w <PL' (i.e. hard and friable or powdery).
- 'Moist, near plastic limit' or 'w ≈ PL (i.e. soil can be moulded at moisture content approximately equal to the plastic limit).
- 'Moist, wet of plastic limit' or 'w >PL' (i.e. soils usually weakened and free water forms on the hands when handling).
- 'Wet' or 'w ≈LL' (i.e. near the liquid limit).
- 'Wet' or 'w >LL' (i.e. wet of the liquid limit).

Symbols & Abbreviations

Douglas Partners

Introduction

These notes summarise abbreviations commonly used on borehole logs and test pit reports.

Drilling or Excavation Methods

C	Core drilling
R	Rotary drilling
SFA	Spiral flight augers
NMLC	Diamond core - 52 mm dia
NQ	Diamond core - 47 mm dia
HQ	Diamond core - 63 mm dia
PQ	Diamond core - 81 mm dia

Water

▷	Water seep
▽	Water level

Sampling and Testing

A	Auger sample
B	Bulk sample
D	Disturbed sample
E	Environmental sample
U_{50}	Undisturbed tube sample (50mm)
W	Water sample
pp	Pocket penetrometer (kPa)
PID	Photo ionisation detector
PL	Point load strength Is(50) MPa
S	Standard Penetration Test
V	Shear vane (kPa)

Description of Defects in Rock

The abbreviated descriptions of the defects should be in the following order: Depth, Type, Orientation, Coating, Shape, Roughness and Other. Drilling and handling breaks are not usually included on the logs.

Defect Type

B	Bedding plane
Cs	Clay seam
Cv	Cleavage
Cz	Crushed zone
Ds	Decomposed seam
F	Fault
J	Joint
Lam	Lamination
Pt	Parting
Sz	Sheared Zone
V	Vein

Orientation

The inclination of defects is always measured from the perpendicular to the core axis.

h	horizontal
v	vertical
sh	sub-horizontal
sv	sub-vertical

Coating or Infilling Term

cln	clean
co	coating
he	healed
inf	infilled
stn	stained
ti	tight
vn	veneer

Coating Descriptor

ca	calcite
cbs	carbonaceous
cly	clay
fe	iron oxide
mn	manganese
slt	silty

Shape

cu	curved
ir	irregular
pl	planar
st	stepped
un	undulating

Roughness

po	polished
ro	rough
sl	slickensided
sm	smooth
vr	very rough

Other

fg	fragmented
bnd	band
qtz	quartz

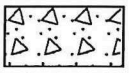
Symbols & Abbreviations

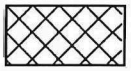
Graphic Symbols for Soil and Rock

General

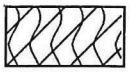

Asphalt

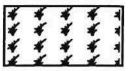

Road base

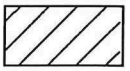

Concrete

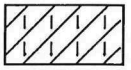

Filling

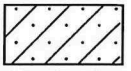
Soils

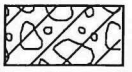

Topsoil

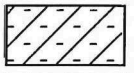

Peat

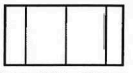

Clay


Silty clay

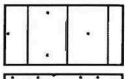

Sandy clay

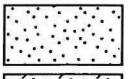

Gravelly clay

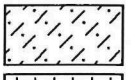

Shaly clay

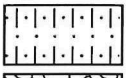

Silt


Clayey silt


Sandy silt

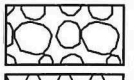

Sand

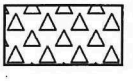

Clayey sand


Silty sand

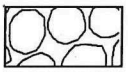

Gravel

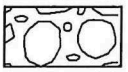

Sandy gravel


Cobbles, boulders

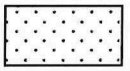

Talus

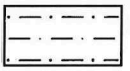
Sedimentary Rocks

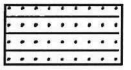

Boulder conglomerate

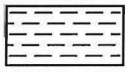

Conglomerate


Conglomeratic sandstone

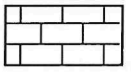

Sandstone


Siltstone

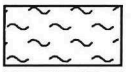

Laminite

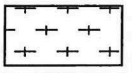

Mudstone, claystone, shale

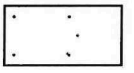

Coal


Limestone

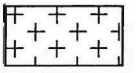
Metamorphic Rocks

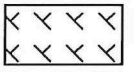

Slate, phyllite, schist

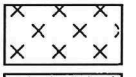

Gneiss

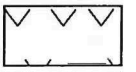

Quartzite

Igneous Rocks


Granite


Dolerite, basalt, andesite

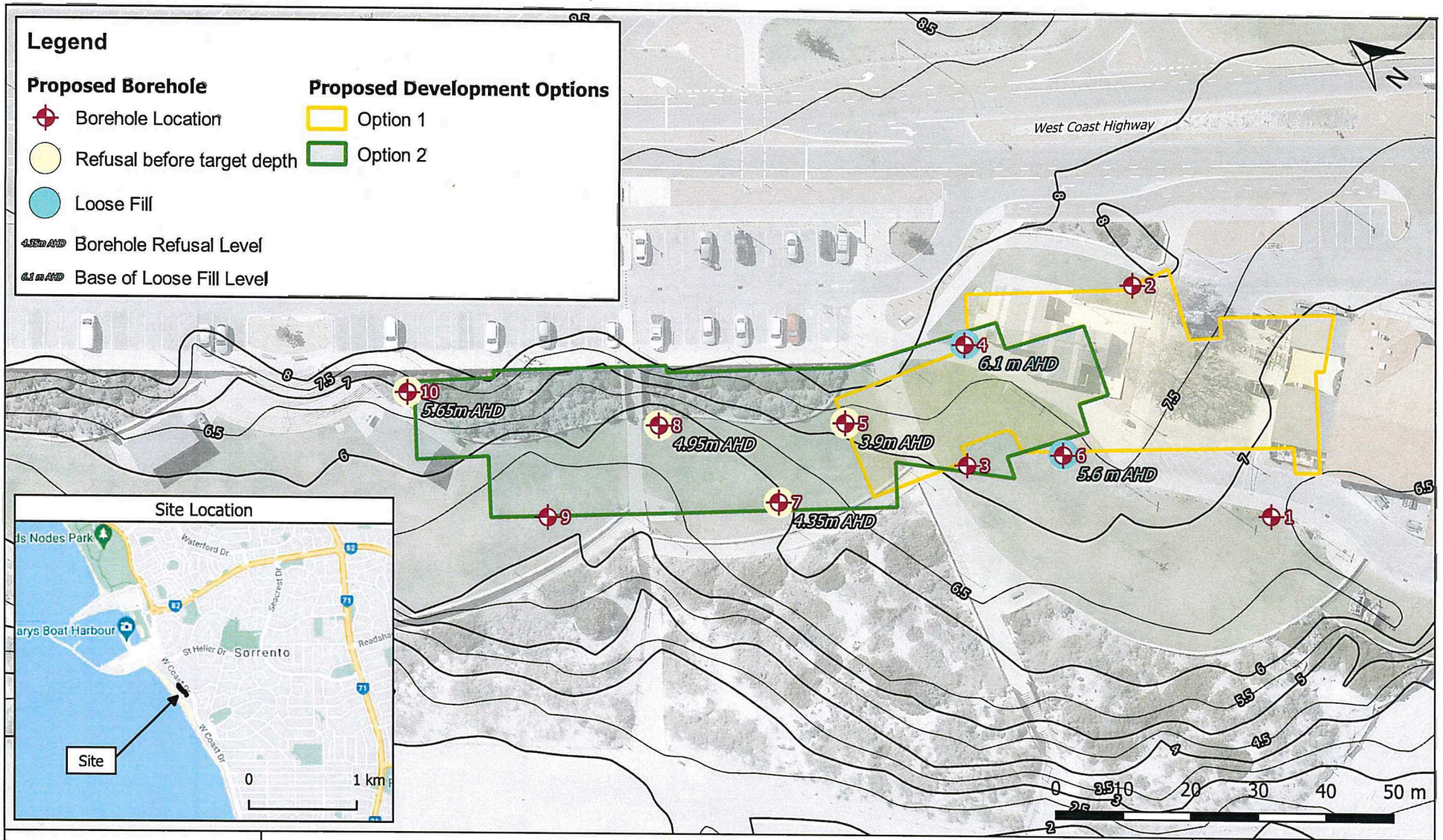

Dacite, epidote


Tuff, breccia


Porphyry

Appendix B

Test Location Plan
Test Pit Logs



Douglas Partners
Geotechnics | Environment | Groundwater

Test Location Plan
Sorrento Surf Life Saving Club Redevelopment
Sorrento Surf Life Saving Club, West Coast Drive, Sorrento
CLIENT: Hodge Collard Preston

PROJECT:	208431.00
Drawing No:	1
REV:	0
DATE:	9/11/2021

BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 6.8 m AHD
EASTING: 381243
NORTHING: 6477828
DIP/AZIMUTH: 90°/--

BORE No: 1
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
6	0.3	FILL/SAND SP-SM: fine to medium grained, dark grey-brown, with silt, trace gravel, trace rootlets, moist, dense, fill.							
		- becoming grey from 0.15 m depth.							
		SAND SP: fine to medium grained, pale grey, trace silt, moist, dense, aeolian, possibly fill. Safety Bay Sand.							
5	1	- trace gravel from 0.9 m depth.							
		- becoming medium dense from 1.05 m depth.							
4	2								
	3	3.0 Bore discontinued at 3.0m (target depth)							

Dynamic Penetrometer Test (blows per 150mm): 5, 10, 15, 20



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U$_x$	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▼	Water level	V	Shear vane (kPa)

Douglas Partners
Geotechnics / Environment / Groundwater

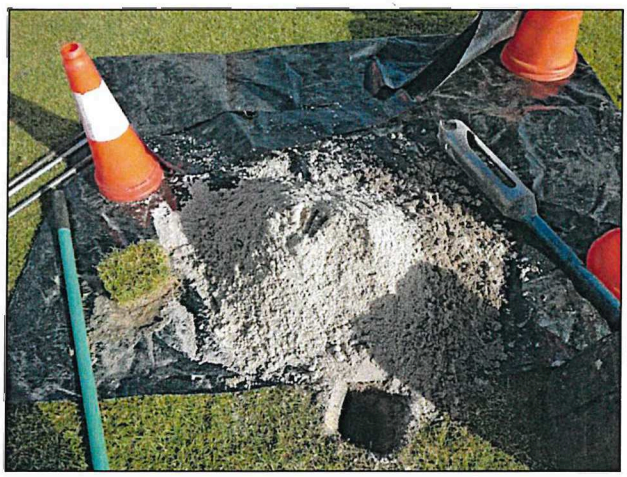
BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 7.9 m AHD
EASTING: 381258
NORTHING: 6477865
DIP/AZIMUTH: 90°/--

BORE No: 2
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
7	0	FILL/SAND SP-SM: fine to medium grained, dark grey-brown and grey-brown, with silt, trace rootlets, moist, dense, fill.							
		- becoming grey and trace gravel from 0.3 m depth.							
	1	- becoming medium dense from 0.9 m depth.							
		- no gravel from 1.0 m depth.							
	1.3	SAND SP: fine to medium grained, pale grey, trace silt, medium dense, moist, aeolian. Safety Bay Sand.							
6	2			D	2.0				
5	3								
	3.0	Bore discontinued at 3.0m (target depth)							



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U$_x$	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▽	Water level	V	Shear vane (kPa)

Douglas Partners
Geotechnics / Environment / Groundwater

BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 7.2 m AHD
EASTING: 381222
NORTHING: 6477868
DIP/AZIMUTH: 90°/--

BORE No: 3
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
7		FILL/SAND SP-SM: fine to medium grained, dark grey-brown, with silt, trace rootlets, moist, medium dense to dense, fill. - becoming grey and trace gravel from 0.15 m depth.							
6	0.9	SAND SP: fine to medium grained, pale grey, trace silt, moist, medium dense, aeolian. Safety Bay Sand.		D	1.2				
5				D	2.5				
4	3.0	Bore discontinued at 3.0m (target depth)							



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U$_x$	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▼	Water level	V	Shear vane (kPa)

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BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 7.6 m AHD
EASTING: 381236
NORTHING: 6477879
DIP/AZIMUTH: 90°/--

BORE No: 4
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
7	0	FILL/SAND SP-SM: fine to medium grained, dark grey-brown and grey-brown, with silt, trace rootlets, moist, medium dense to dense, fill.							
		- becoming grey from 0.4 m depth.							
		- becoming yellow-brown and trace gravel from 0.5 m depth.							
6	1	- becoming loose from 1.2 m depth.							
		- becoming grey from 1.3 m depth.							
	1.5	- becoming dark grey from 1.4 m depth.							
		SAND SP: fine to medium grained, pale grey, trace silt, moist, medium dense, aeolian. Safety Bay Sand.							
5	2								
	3								
	3.0	Bore discontinued at 3.0m (target depth)							

Dynamic Penetrometer Test (blows per 150mm): 5, 10, 15, 20



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U$_x$	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▼	Water level	V	Shear vane (kPa)

Douglas Partners
Geotechnics / Environment / Groundwater

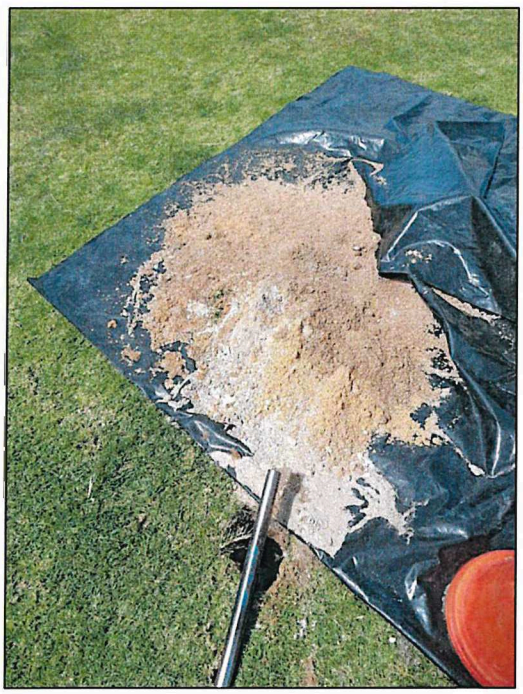
BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 6.8 m AHD
EASTING: 381216
NORTHING: 6477886
DIP/AZIMUTH: 90°/--

BORE No: 5
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
6	0.5	FILL/SAND SP-SM: fine to medium grained, dark grey-brown, with silt, trace gravel, trace rootlets, moist, very dense, fill. - becoming grey from 0.15 m depth.							
5	2	FILL/SAND SP: fine to medium grained, pale grey, trace silt, moist, medium dense, fill. - becoming dark grey from 1.2 m depth. - becoming yellow-brown and trace gravel from 1.3 m depth. - becoming dense from 1.65 m depth. - becoming brown from 2.0 m depth.		D	1.7				
4	2.9	Bore discontinued at 2.9m (refusal on inferred rock)		D	2.9				



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U_x	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▼	Water level	V	Shear vane (kPa)

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BOREHOLE LOG

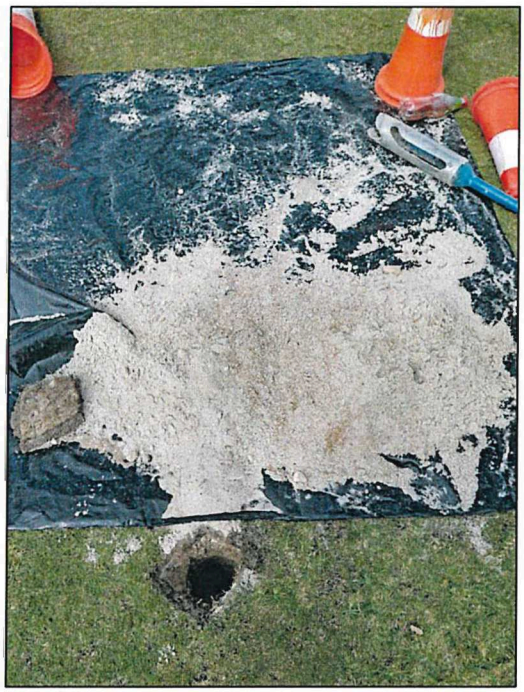
CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 7.5 m AHD
EASTING: 381232
NORTHING: 6477858
DIP/AZIMUTH: 90°/--

BORE No: 6
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
7	0	FILL/SAND SP-SM: fine to medium grained, dark grey-brown, with silt, trace rootlets, moist, fill. - becoming grey and trace gravel from 0.15 m depth.							
6	1	- becoming pale grey and no gravel from 0.9 m depth.							
	1.9	- becoming loose, yellow-brown and brown, and trace gravel from 1.7 m depth.							
5	2	SAND SP: fine to medium grained, pale grey, trace silt, moist, medium dense, aeolian. Safety Bay Sand.							
	3.0	Bore discontinued at 3.0m (target depth)		D	3.0				

Dynamic Penetrometer Test (blows per 150mm): 5, 10, 15, 20



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U$_x$	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▼	Water level	V	Shear vane (kPa)

Douglas Partners
Geotechnics / Environment / Groundwater

BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 6.2 m AHD
EASTING: 381200
NORTHING: 6477887
DIP/AZIMUTH: 90°/--

BORE No: 7
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
6	0.5	FILL/SAND SP-SM: fine to medium grained, dark grey-brown, with silt, trace gravel, trace rootlets, moist, dense, fill. - becoming grey from 0.15 m depth.							
5	1	FILL/SAND SP: fine to medium grained, pale grey, trace silt, moist, dense, fill. - becoming grey from 0.9 m depth. - becoming medium dense from 1.05 m depth.							
	1.5	- becoming yellow-brown and trace gravel from 1.3 m depth. - becoming dense from 1.35 m depth.		D	1.4				
4	1.85	SAND SP: fine to medium grained, pale grey, trace silt, moist, dense, aeolian. Safety Bay Sand.							
	2	Bore discontinued at 1.85m (refusal on inferred rock)							
3	3								



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U,	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▼	Water level	V	Shear vane (kPa)

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Geotechnics / Environment / Groundwater

BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 5.6 m AHD
EASTING: 381199
NORTHING: 6477908
DIP/AZIMUTH: 90°/--

BORE No: 8
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm) 5 10 15 20
5	0.15	FILL/SAND SP-SM: fine to medium grained, dark grey-brown, with silt, moist, fill.							
		FILL/Gravelly SAND SP-SM: fine to medium grained, grey, fine to coarse sized gravel, with silt, with cobbles, dry to moist, dense to very dense, fill							>>
	0.65	Bore discontinued at 0.65m (refusal on inferred cobble)							
4	1								
3	2								
	3								



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U$_x$	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▽	Water level	V	Shear vane (kPa)

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Geotechnics / Environment / Groundwater

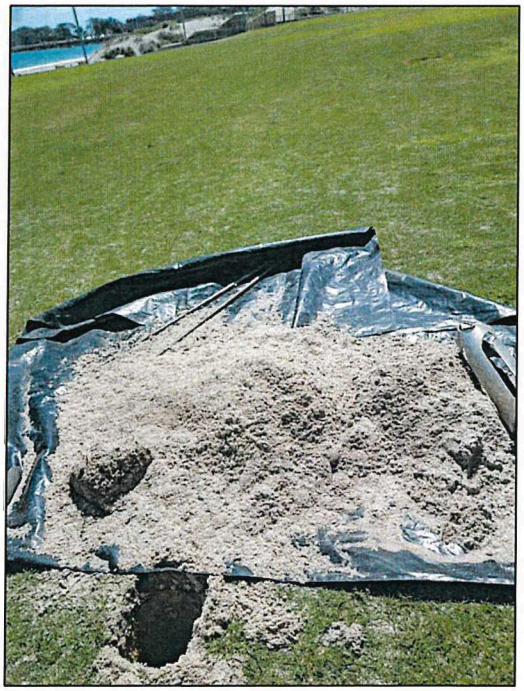
BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 5.2 m AHD
EASTING: 381178
NORTHING: 6477913
DIP/AZIMUTH: 90°/--

BORE No: 9
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
5	0.5	FILL/SAND SP-SM: fine to medium grained, dark grey-brown, with silt, trace gravel, trace rootlets, moist, very dense, fill. - becoming grey from 0.15 m depth.							
4	1.7	SAND SP: fine to medium grained, pale grey, trace silt, trace gravel, moist, very dense, possibly fill.							
3	3.0	SAND SP: fine to medium grained, pale grey, trace silt, moist, very dense, aeolian. Safety Bay Sand.							
2		Bore discontinued at 3.0m (target depth)							



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U_x	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▼	Water level	V	Shear vane (kPa)

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Geotechnics / Environment / Groundwater

BOREHOLE LOG

CLIENT: Hodge Collard Preston Architects
PROJECT: Proposed Surf Life Saving Club Redevelopment
LOCATION: 189 West Coast Drive, Sorrento, WA

SURFACE LEVEL: 7.3 m AHD
EASTING: 381180
NORTHING: 6477940
DIP/AZIMUTH: 90°/--

BORE No: 10
PROJECT No: 208431.00
DATE: 30/9/2021
SHEET 1 OF 1

RL	Depth (m)	Description of Strata	Graphic Log	Sampling & In Situ Testing: Type	Depth	Sample	Results & Comments	Water	Dynamic Penetrometer Test (blows per 150mm)
7	0	FILL/SAND SP-SM: fine to medium grained, dark grey-brown, grey-brown, grey and brown, with silt, trace gravel, dry to moist, medium dense.							
		- becoming moist from 0.5 m depth.							
		- becoming trace silt (SP) from 0.6 m depth.		D	0.8				
6	1	- becoming dense from 1.35 m depth.							
	1.65	Bore discontinued at 1.65m (refusal on inferred rock or cobble)							
5	2								
	3								



RIG: hand auger **DRILLER:** GG **LOGGED:** GG **CASING:**

TYPE OF BORING: 110 mm dia hand auger

WATER OBSERVATIONS: No groundwater observed.

REMARKS: Location coordinates are in MGA94 Zone 50 J. Surface level derived from publicly available LiDAR data.

☒ Sand Penetrometer AS1289.6.3.3
☐ Cone Penetrometer AS1289.6.3.2

SAMPLING & IN SITU TESTING LEGEND

A	Auger sample	G	Gas sample	PID	Photo ionisation detector (ppm)
B	Bulk sample	P	Piston sample	PL(A)	Point load axial test Is(50) (MPa)
BLK	Block sample	U$_x$	Tube sample (x mm dia.)	PL(D)	Point load diametral test Is(50) (MPa)
C	Core drilling	W	Water sample	pp	Pocket penetrometer (kPa)
D	Disturbed sample	▷	Water seep	S	Standard penetration test
E	Environmental sample	▽	Water level	V	Shear vane (kPa)

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Appendix C

Laboratory Results

WESTERN GEOTECHNICAL & Laboratory Services

SOIL | AGGREGATE | CONCRETE | CRUSHING

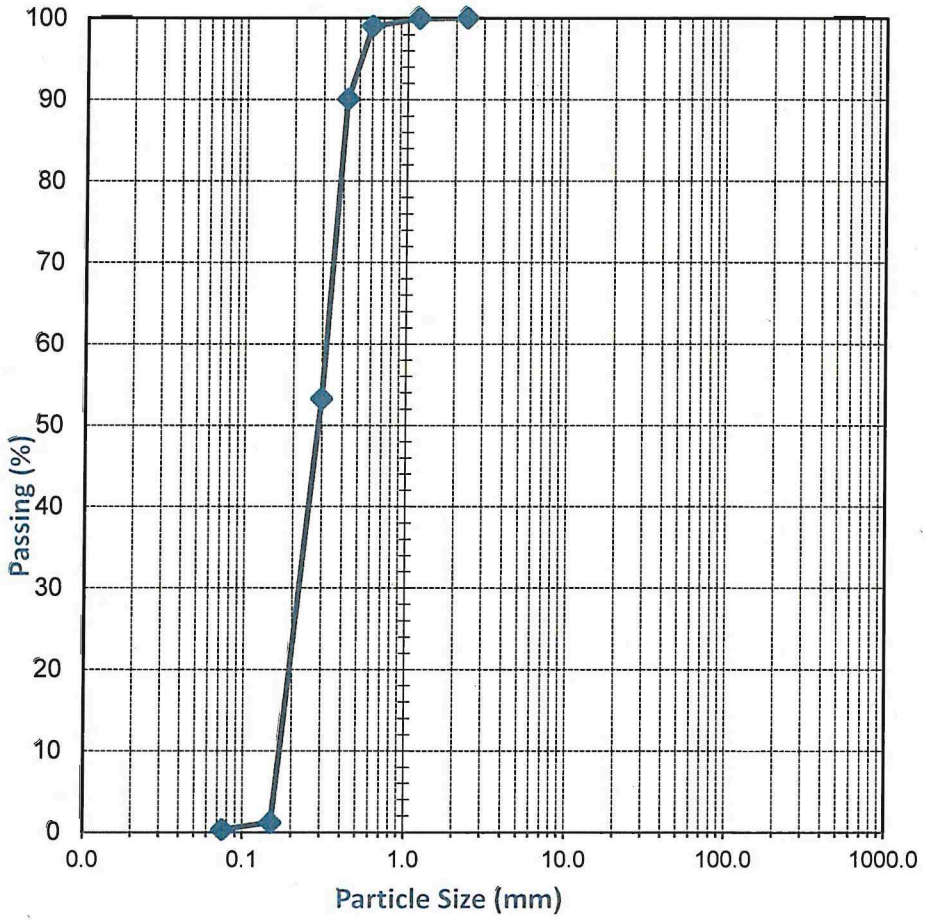
TEST REPORT - AS 1289.3.6.1

Client:	Hodge Collard Preston Architects	*Ticket No.*	S4475
Client Address:	-	*Report No.*	WG21.13429_1_PSD
Project:	Proposed Surf Life Saving Club Redevelopment	*Sample No.*	WG21.13429
Location:	189 West Coast Drive, Sorrento, WA	*Date Sampled:*	30-09-2021
Sample Identification:	2 2.0m	*Date Tested:*	13/10 - 14/10/2021

TEST RESULTS - Particle Size Distribution of Soil

Sampling Method: **Sampled by Client, Tested as Received**

Sieve Size (mm)	Percent Passing Sieve (%)
150.0	
100.0	
75.0	
37.5	
19.0	
9.5	
4.75	
2.36	100
1.18	100
0.600	99
0.425	90
0.300	53
0.150	1
0.075	0



Comments:

Approved Signatory: Cody O'Neill

Name: Cody O'Neill

Date: 14-October-2021

NATA WORLD RECOGNISED ACCREDITATION

Accreditation No. 20599
Accredited for compliance with ISO/IEC 17025 - Testing

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WESTERN GEOTECHNICAL
& Laboratory Services

SOIL | AGGREGATE | CONCRETE | CRUSHING

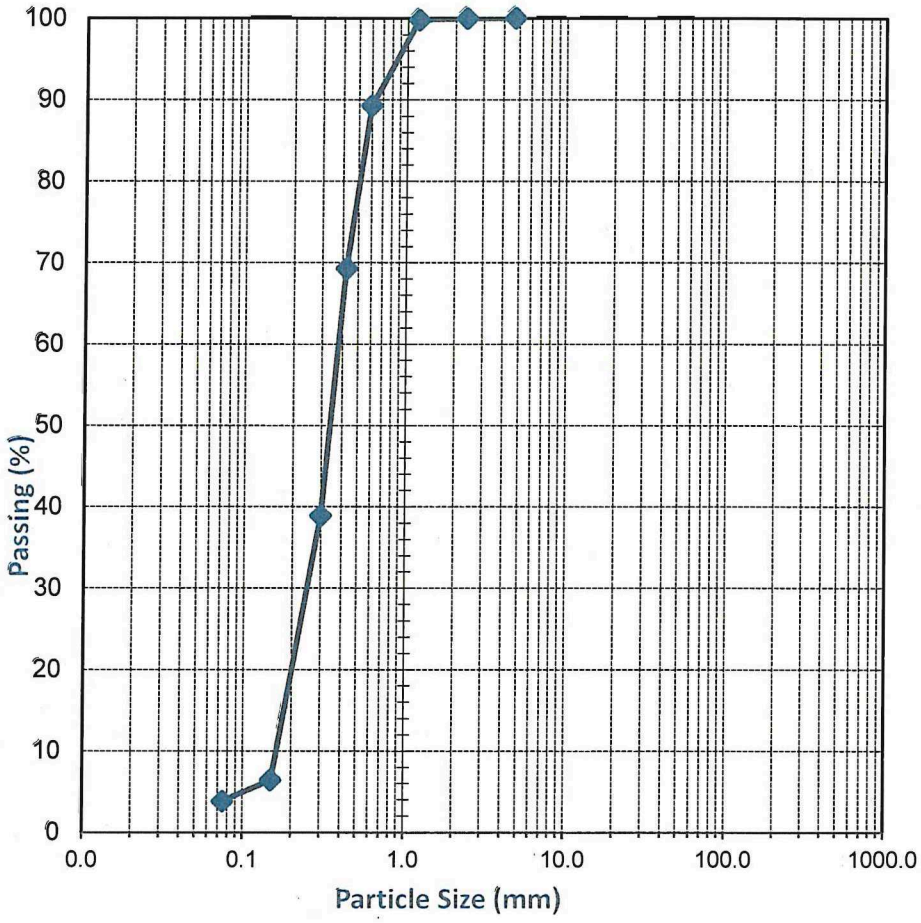
TEST REPORT - AS 1289.3.6.1

Client:	Hodge Collard Preston Architects	*Ticket No.*	S4475
Client Address:	-	*Report No.*	WG21.13430_1_PSD
Project:	Proposed Surf Life Saving Club Redevelopment	*Sample No.*	WG21.13430
Location:	189 West Coast Drive, Sorrento, WA	*Date Sampled:*	30-09-2021
Sample Identification:	7 1.4m	*Date Tested:*	13/10 - 14/10/2021

TEST RESULTS - Particle Size Distribution of Soil

Sampling Method: **Sampled by Client, Tested as Received**

Sieve Size (mm)	Percent Passing Sieve (%)
150.0	
100.0	
75.0	
37.5	
19.0	
9.5	
4.75	100
2.36	100
1.18	100
0.600	89
0.425	69
0.300	39
0.150	6
0.075	4



Comments:

Approved Signatory: Cody O'Neill

Name: Cody O'Neill

Date: 14-October-2021

NATA WORLD RECOGNISED ACCREDITATION

Accreditation No. 20599
Accredited for compliance with ISO/IEC 17025 - Testing

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Envirolab Services (WA) Pty Ltd trading as MPL Laboratories
ABN 53 140 099 207
16-18 Hayden Court Myaree WA 6154
ph 08 9317 2505 fax 08 9317 4163
lab@mpl.com.au
www.mpl.com.au

CERTIFICATE OF ANALYSIS 270406

Client Details

Client	Western Geotechnical & Laboratory Services
Attention	Client
Address	235 Bank Street, Welshpool, WA, 6101

Sample Details

Your Reference	**WG21.13429-30 Proposed Surf Life SavClub**
Number of Samples	2 Soil
Date samples received	13/10/2021
Date completed instructions received	14/03/2021
Location	189 West Coast Drive Sorrento WA

Analysis Details

Please refer to the following pages for results, methodology summary and quality control data.

Samples were analysed as received from the client. Results relate specifically to the samples as received.

Results are reported on a dry weight basis for solids and on an as received basis for other matrices.

Report Details

Date results requested by	19/10/2021
Date of Issue	19/10/2021

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Results Approved By
Michael Mowle, Metals/Inorganics Supervisor

Authorised By

Michael Kubiak, Laboratory Manager

Soil Aggressivity			
Our Reference		270406-1	270406-2
Your Reference	UNITS	WG21.13429	WG21.13430
Depth		2 2.0m	7 1.4m
Type of sample		Soil	Soil
Date prepared	-	18/10/2021	18/10/2021
Date analysed	-	18/10/2021	18/10/2021
Chloride	mg/kg	<10	<10
Sulphate	mg/kg	<10	<10
pH	pH Units	9.8	9.3
Electrical Conductivity (EC)	µS/cm	53	55

Method ID	Methodology Summary
INORG-001	pH - Measured using pH meter and electrode base on APHA latest edition, Method 4500-H+. Please note that the results for water analyses may be indicative only, as analysis can be completed outside of the APHA recommended holding times. Soils are reported from a 1:5 water extract unless otherwise specified.
INORG-002	Conductivity and Salinity - measured using a conductivity cell at 25°C based on APHA latest edition Method 2510. Soils reported from a 1:5 water extract unless otherwise specified.
INORG-081	Anions - a range of anions are determined by Ion Chromatography based on APHA latest edition Method 4110-B. Soils and other sample types reported from a water extract unless otherwise specified (standard soil extract ratio 1:5).

QUALITY CONTROL: Soil Aggressivity						Duplicate			Spike Recovery %	
Test Description	Units	PQL	Method	Blank	#	Base	Dup.	RPD	LCS-1	[NT]
Date prepared	-			18/10/2021	[NT]	[NT]	[NT]	[NT]	18/10/2021	[NT]
Date analysed	-			18/10/2021	[NT]	[NT]	[NT]	[NT]	18/10/2021	[NT]
Chloride	mg/kg	10	INORG-081	<10	[NT]	[NT]	[NT]	[NT]	96	[NT]
Sulphate	mg/kg	10	INORG-081	<10	[NT]	[NT]	[NT]	[NT]	99	[NT]
pH	pH Units		INORG-001	[NT]	[NT]	[NT]	[NT]	[NT]	104	[NT]
Electrical Conductivity (EC)	µS/cm	1	INORG-002	<1	[NT]	[NT]	[NT]	[NT]	104	[NT]

Result Definitions	
NT	Not tested
NA	Test not required
INS	Insufficient sample for this test
PQL	Practical Quantitation Limit
<	Less than
>	Greater than
RPD	Relative Percent Difference
LCS	Laboratory Control Sample
NS	Not specified
NEPM	National Environmental Protection Measure
NR	Not Reported

Quality Control Definitions

Blank	This is the component of the analytical signal which is not derived from the sample but from reagents, glassware etc, can be determined by processing solvents and reagents in exactly the same manner as for samples.
Duplicate	This is the complete duplicate analysis of a sample from the process batch. If possible, the sample selected should be one where the analyte concentration is easily measurable.
Matrix Spike	A portion of the sample is spiked with a known concentration of target analyte. The purpose of the matrix spike is to monitor the performance of the analytical method used and to determine whether matrix interferences exist.
LCS (Laboratory Control Sample)	This comprises either a standard reference material or a control matrix (such as a blank sand or water) fortified with analytes representative of the analyte class. It is simply a check sample.
Surrogate Spike	Surrogates are known additions to each sample, blank, matrix spike and LCS in a batch, of compounds which are similar to the analyte of interest, however are not expected to be found in real samples.

Australian Drinking Water Guidelines recommend that Thermotolerant Coliform, Faecal Enterococci, & E.Coli levels are less than 1cfu/100mL. The recommended maximums are taken from "Australian Drinking Water Guidelines", published by NHMRC & ARMC 2011.

The recommended maximums for analytes in urine are taken from "2018 TLVs and BEIs", as published by ACGIH (where available). Limit provided for Nickel is a precautionary guideline as per Position Paper prepared by AIOH Exposure Standards Committee, 2016.

Guideline limits for Rinse Water Quality reported as per analytical requirements and specifications of AS 4187, Amdt 2 2019, Table 7.2

Laboratory Acceptance Criteria

Duplicate sample and matrix spike recoveries may not be reported on smaller jobs, however, were analysed at a frequency to meet or exceed NEPM requirements. All samples are tested in batches of 20. The duplicate sample RPD and matrix spike recoveries for the batch were within the laboratory acceptance criteria.

Filters, swabs, wipes, tubes and badges will not have duplicate data as the whole sample is generally extracted during sample extraction.

Spikes for Physical and Aggregate Tests are not applicable.

For VOCs in water samples, three vials are required for duplicate or spike analysis.

Duplicates: >10xPQL - RPD acceptance criteria will vary depending on the analytes and the analytical techniques but is typically in the range 20%-50% – see ELN-P05 QA/QC tables for details; <10xPQL - RPD are higher as the results approach PQL and the estimated measurement uncertainty will statistically increase.

Matrix Spikes, LCS and Surrogate recoveries: Generally 70-130% for inorganics/metals (not SPOCAS); 60-140% for organics/SPOCAS (+/-50% surrogates) and 10-140% for labile SVOCs (including labile surrogates), ultra trace organics and speciated phenols is acceptable.

In circumstances where no duplicate and/or sample spike has been reported at 1 in 10 and/or 1 in 20 samples respectively, the sample volume submitted was insufficient in order to satisfy laboratory QA/QC protocols.

When samples are received where certain analytes are outside of recommended technical holding times (THTs), the analysis has proceeded. Where analytes are on the verge of breaching THTs, every effort will be made to analyse within the THT or as soon as practicable.

Where sampling dates are not provided, Envirolab are not in a position to comment on the validity of the analysis where recommended technical holding times may have been breached.

Measurement Uncertainty estimates are available for most tests upon request.

Samples for Microbiological analysis (not Amoeba forms) received outside of the 2-8°C temperature range do not meet the ideal cooling conditions as stated in AS2031-2012.

ATTACHMENT 5

pracsys.

CITY OF JOONDALUP

SORRENTO SURF LIFE SAVING CLUB REDEVELOPMENT

RETAIL NEEDS ASSESSMENT (RNA)

NOVEMBER 2021



Document Control				
Document Version	**Description**	**Prepared By**	**Approved By**	**Date Approved**
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1 INTRODUCTION

This Retail Needs Assessment has been prepared for the City of Joondalup to investigate the extent to which future demand at the redeveloped Sorrento Surf Life Saving Club (SLSC) can support the development of a 400m^2 food and beverage floorspace. There are currently two potential redevelopment options for the Sorrento SLSC, both including the development of the commercial space.

This analysis models the expected demand for a food and beverage offering by estimating expenditure from users in the primary catchment, secondary catchment and visitors. This estimated total expenditure is then assessed against current supply and expected population/visitor growth to determine if and when a food and beverage offering can be supported at the Sorrento SLSC going forward.

Section 2 provides an overview of the context and the current plans for the different development Options. The Primary and Secondary Catchment utilised in the analysis is introduced in this Section.

Section 3 is the demand analysis and estimates total expenditure on food and beverage from users in the Primary Catchment, Secondary Catchment and Visitors.

Section 4 is the supply analysis and identifies all relevant competing food and beverage offerings that impact the Primary Catchment, Secondary Catchment and Visitors.

Section 5 combines the demand and supply analysis to undertake the Retail Needs Assessment. This section identifies if the development will be supportable and the expected impact of the development on surrounding food and beverage offerings.

Section 6 details the ongoing operational employment and economic impact of the commercial space.

Section 7 uses Pracsys' principles of activation to provide an overview of the project site and the actions needed to appropriately activate the commercial space.

Section 8 provides further commercial management advice. This includes an overview of potential tenants, key risks for the development and management advice for the commercial space.

2 PROJECT CONTEXT

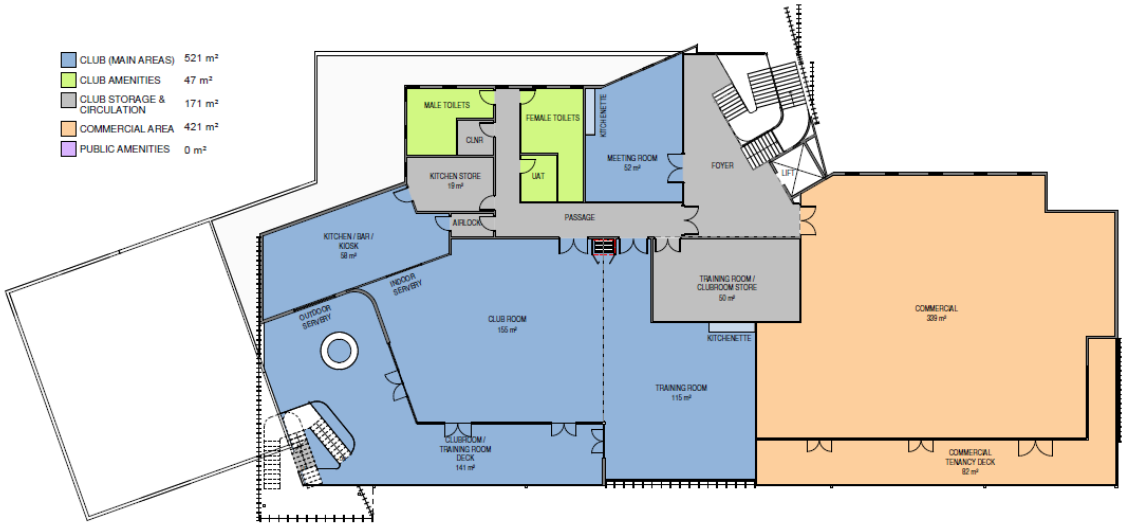
2.1 Redevelopment Options

The Sorrento Surf Life Saving Club is located on the Sorrento foreshore to the south of Hillarys Boat Harbour in the City of Joondalup (the City). The club is currently comprised of two buildings, including the main club building with the attached southern toilet/change rooms and the northern toilet/changerooms. The site is one of the most valued coastal locations within the City, situated on two Crown reserves under a City of Joondalup Management Order and classified as "Local Reserve" for the purpose of Park and Recreation.

The Club was built in 1960, with various extensions and modifications having been made since. There are several ongoing issues with the existing facility, including size, layout and location. It has been determined by the Council that the existing Club will not be refurbished, with a new build supported instead.[1]

This new build includes the development of a commercial space for a food and beverage offering that can be leased to generate revenue. This space is expected to be around 400m^2 in size. Option 1 for the redevelopment has the commercial space attached to the Sorrento SLSC, while Option 2 has a separate building for the commercial space (Figure 1 & Figure 2).

Figure 1. Option 1 Commercial Space

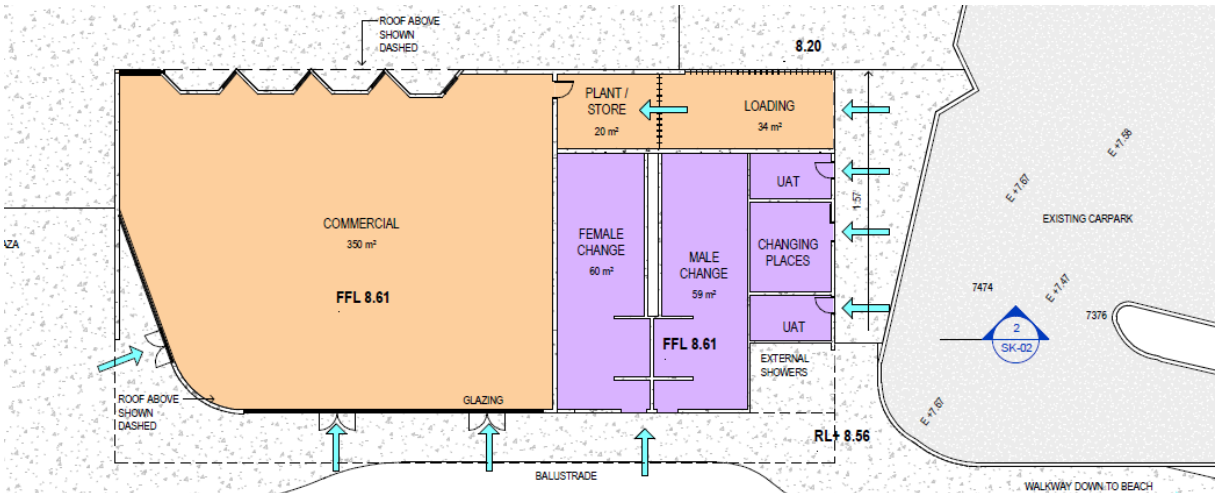


Source: Hodge, Collard, Preston 2021.

The commercial space for Option 1 is currently estimated to be 421m^2 inclusive of an approximately 80m^2 deck, allowing patrons to enjoy views of the foreshore. This option will also result in shared use of the club amenities (foyer and restrooms) between patrons and members of the Sorrento SLSC.

[1] Perth Now, 2021, https://www.perthnow.com.au/community-news/joondalup-times/rebuild-of-sorrento-surf-life-saving-club-on-the-cards-c-2725014

Figure 2. Option 2 Commercial Space



Source: Hodge, Collard, Preston 2021.

Option 2 is similar in size to Option 1 and is currently estimated to be 404m^2 (inclusive of the loading dock). In this Option, prospective customers will not have to use a shared restroom with the Sorrento SLSC.

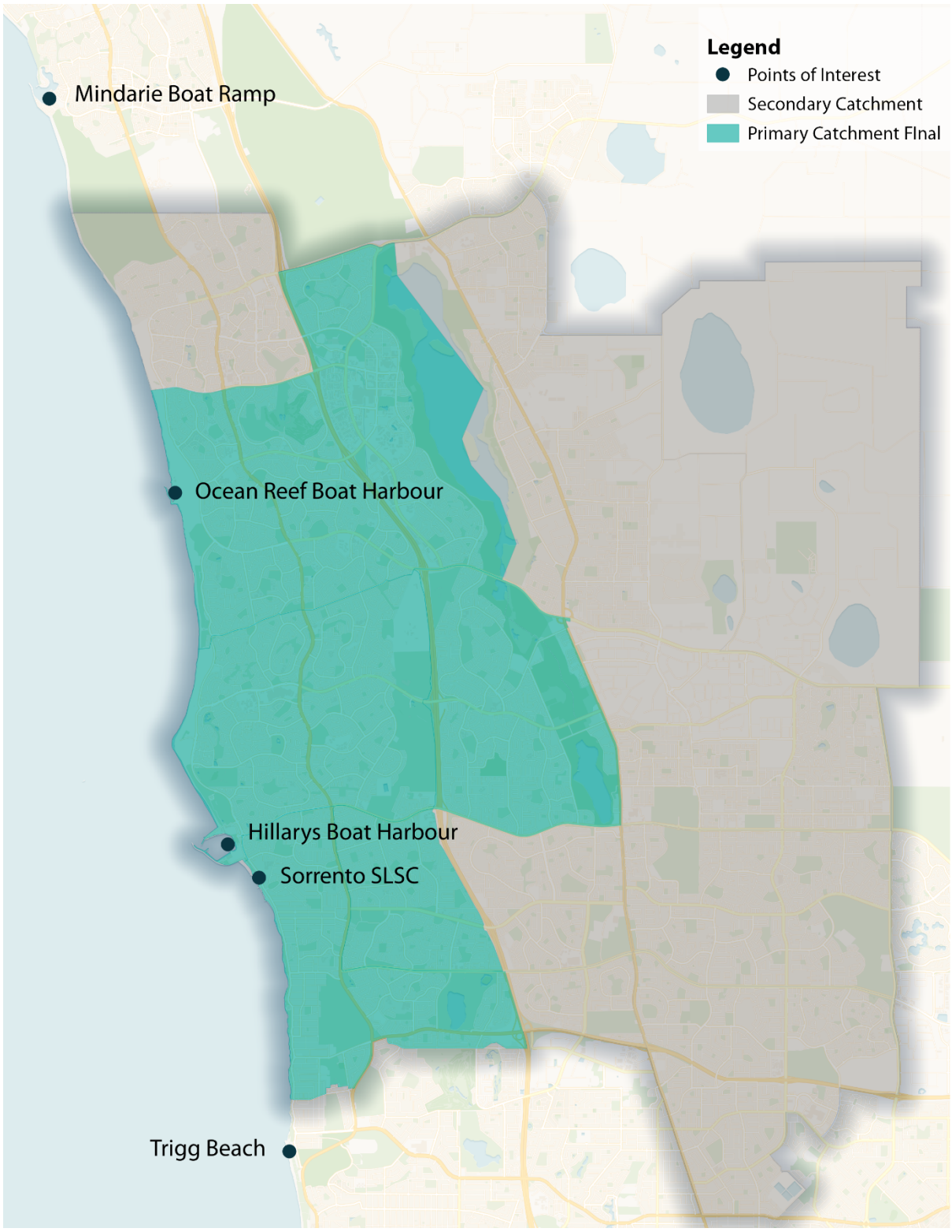
2.2 Food & Beverage Catchment

Due to the similarity in size and location of the commercial space options, each option is expected to have the same demand profile and catchments. The Primary Catchment for the Sorrento SLSC has been defined as an area where the majority (>70%) of the members reside. This has been used as the primary catchment as it reflects the area the Sorrento SLSC can attract the majority of members and therefore the majority of customers to the commercial space.

The Secondary Catchment has been defined based on the distance persons are willing to travel to visit the beach (approximately 20km) and the proximity of other beachside food and beverage establishments. The Secondary Catchment is primarily north of the Sorrento SLSC as there is not a comparable commercial offering to the Hillary's Boat Harbour until the Mindarie Boat Ramp, whereas Scarborough Beach has significant food and beverage offerings that would service persons to the south of the Sorrento SLSC.

The Primary and Secondary Catchments of the precinct are identified in Figure 3 below.

Figure 3. Project Site Primary and Secondary Residential Catchments and Points of Interest



Source: Voyager, Pracsys 2021

3 DEMAND ANALYSIS

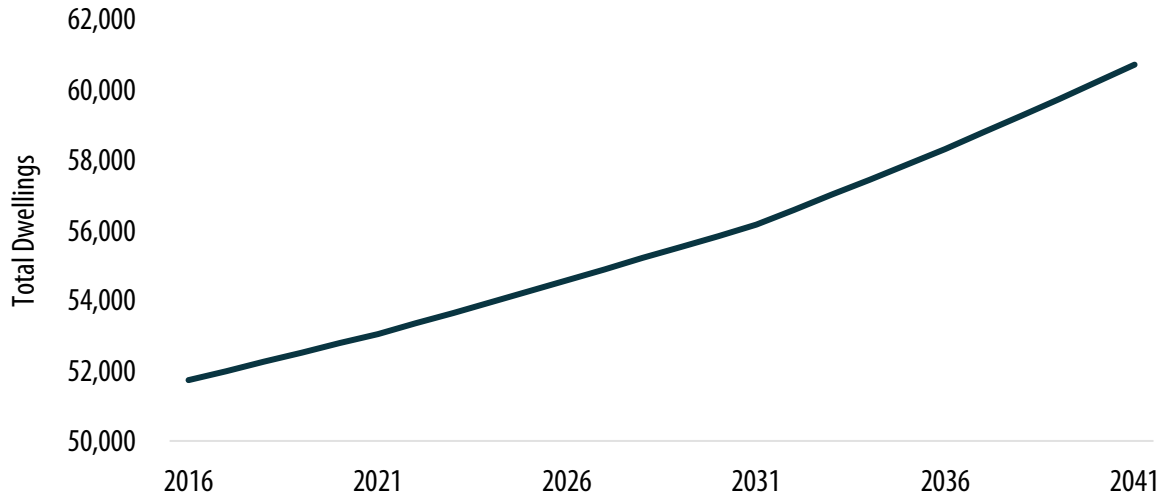
The user base and user types must be identified to estimate the amount of floorspace that would be supportable for a food and beverage establishment at the Sorrento SLSC. The analysis has identified three user types. These user types are residents within the primary catchment of the development, beach visitors who come from the secondary catchment and general visitors to the City of Joondalup. Each user type will have a different expenditure pattern and has been modelled uniquely.

3.1 Primary Catchment Demand

The Primary Catchment has been modelled based on where the majority of the SSLSC members reside and is shown in Figure 3 above. The commercial floorspace supported by the Sorrento SLSC's Primary Catchment has been estimated using a household expenditure attribution methodology. This methodology utilises the ABS Household Expenditure Survey which features key information about household spending, income and wealth based on various characteristics.[2] This survey has identified that the average household spends $80.4 ($2015) on Meals out and fast foods per week.

Using ABS Census data and forecast.id, it has been identified that there are approximately 53,000 dwellings (households) within the Primary Catchment in 2021, with this figure to grow gradually over the next twenty years (Figure 4).

Figure 4. Dwellings within the Primary Catchment



Source: ABS Census 2016, forecast.id, Pracsys 2021

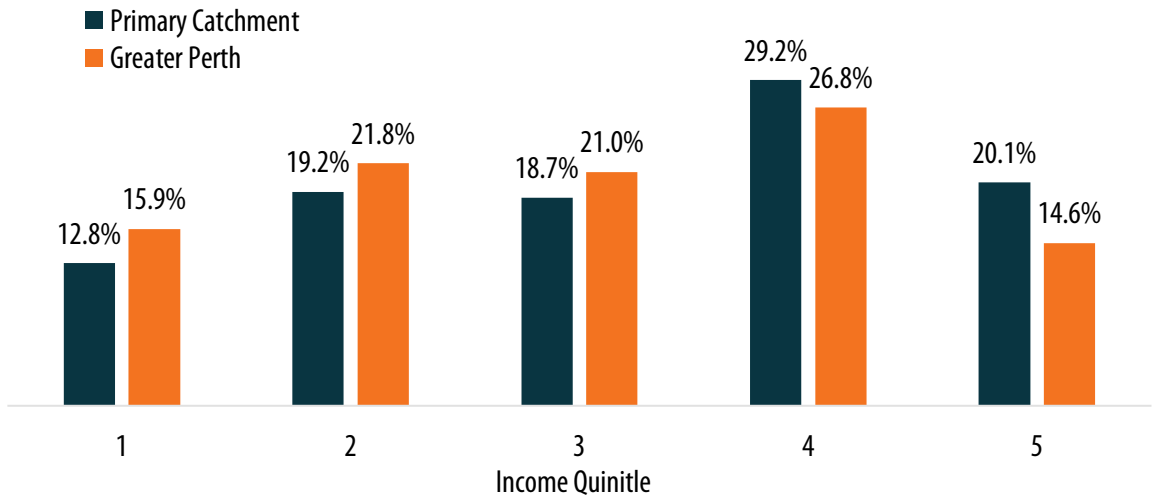
These growth figures have been estimated based on small area dwellings growth data from forecast.id. The small areas used to estimate growth are Beldon, Connolly, Craigie, Duncraig, Edgewater, Heathridge, Hillarys,

[2] ABS Household Expenditure Survey, 2015,https://www.abs.gov.au/statistics/economy/finance/household-expenditure-survey-australia-summary-results/latest-release

Joondalup, Kallaroo, Kingsley, Marmion, Mullaloo, Ocean Reed, Padbury, Sorrento and Woodvale.[3] In total, an additional 7,700 dwellings are expected in the Primary Catchment from 2021 – 2041, an increase of 14% on the current number of dwellings. The dwellings growth from these primary catchment areas is important for the viability of the commercial space at the Sorrento SLSC and will increase overall demand over time.

Whilst the average household spends $80.4 ($2015) on Meals out and fast foods per week, the expected expenditure of the Primary Catchment is determined based on its income profile. A large proportion of persons with a high level of income results in higher levels of disposable income that can be captured by the Sorrento SLSC commercial space, improving its viability. Encouragingly, the analysis shows that the Primary Catchment has a relatively high level of persons in the upper-income quintiles compared to the Greater Perth benchmark (Figure 5).

Figure 5. Income Profile



Source: ABS Census 2016, Pracsys 2021

Figure 5 shows the proportion of households that are within a certain range of total household income based on the 2016 ABS Census. The household income range for each quintile is:

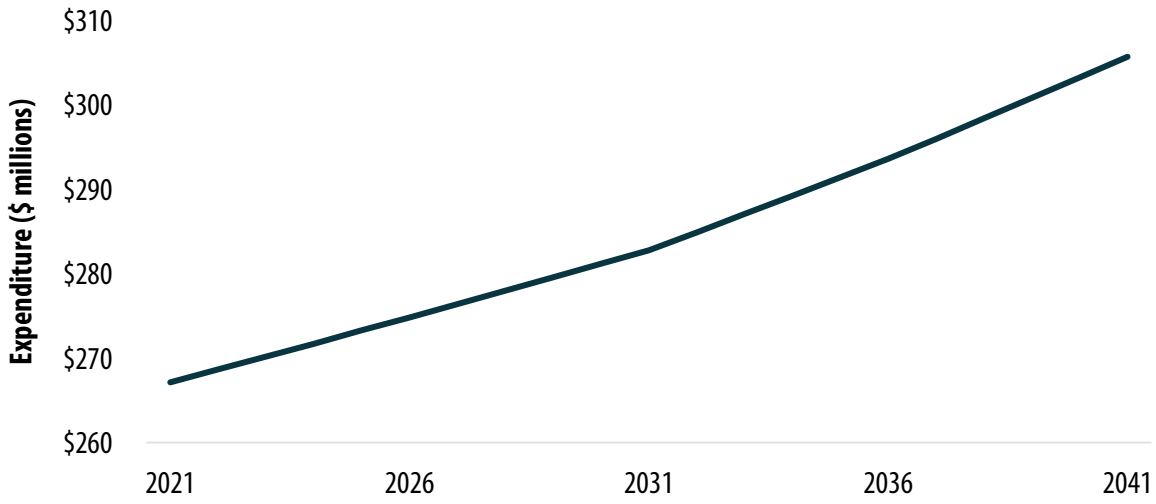
- Quintile 1 household income range: Under $649 per week
- Quintile 2 household income range: $650 - $1,249 per week
- Quintile 3 household income range: $1,250 - $1,999 per week
- Quintile 4 household income range: $2,000 - $3,499 per week
- Quintile 5 household income range: $3,500 + per week

[3] Forecast ID, 2021, https://forecast.id.com.au/joondalup/dwellings-development-map

Based on the income profile of the primary catchment and the Household Expenditure Survey, the estimated weekly expenditure of households on 'Meals out and fast food' within the Primary Catchment is $96.9 per week, adjusted to 2021 figures using the Consumer Price Index of Western Australia.[4]

Expenditure on food and beverage from residents was estimated based on the average household expenditure and the number of expected households within the primary catchment. Based on an estimated 53,000 dwellings (households) and an average expenditure of $96.9 per week, the Primary Catchment generates $261 million in expenditure on Meals out and fast foods in 2021, with this figure growing to $306 million over the next twenty years (Figure 6). It should be noted that all figures are in 2021 $AUD figures to allow for the comparison of different data sources.

Figure 6. Primary Catchment Expenditure



Source: ABS Census 2016, ABS Household Expenditure Survey 2016, Pracsys 2021

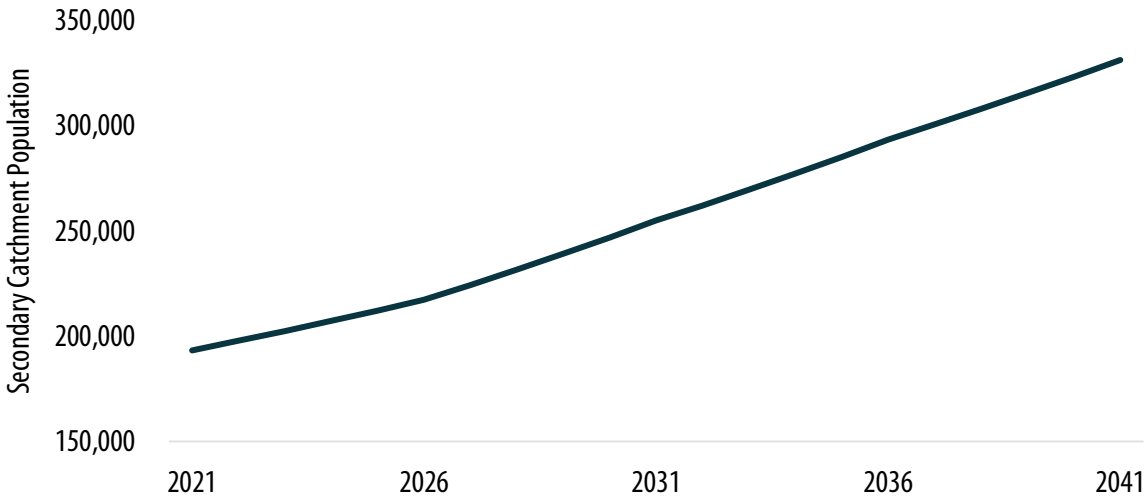
The Sorrento SLSC will only capture a small portion of this expenditure; however, it is important to identify the overall demand in the area to assess the viability of the development and overall commercial environment.

3.2 Secondary Catchment Demand

The Secondary Catchment for the development has been estimated based on the likely travel distance of persons visiting the beach and the availability of similar food and beverage offerings along the coast and is shown in Figure 3. In total, there are an estimated 193,000 persons within the Secondary Catchment, with this figure expected to grow to 330,000 based on the growth rate of the City of Wanneroo, where the majority of the Secondary Catchment resides (Figure 7).

[4] ABS, 2021, https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release

Figure 7. Residential Population in Secondary Catchment



Source: ABS Census 2016, Forecast.id 2021, Pracsys 2021

To estimate the expenditure of the Secondary Catchment at beachside food and beverage offerings, the analysis uses a methodology based on participation levels, rather than household expenditure. This approach reflects an inversion of the methodology used to estimate Primary Catchment expenditure and removes the possibility of double-counting visits and/or expenditure.

Secondary Catchment visitation modelling is based on an analysis of the Australian beach visitation rate and the frequency of participation in coastal leisure activities. These variables, drawn from a survey-based study,[5] have been used to estimate the number of beach visits made by Secondary Catchment residents on an annual basis. This study has estimated that 44% of persons participate in beach-related activities and do so 3.4 times per month. Further research has indicated that the footfall to patron conversion rate for food and beverage is approximately 10% and in total, this results in an estimated 350,000 converted patrons from the Secondary Catchment.

*Secondary Catchment Population (193,000) * Participation Rate (44%) * Monthly Visits (3.4) * 12 * Conversion Rate (10%)*

=

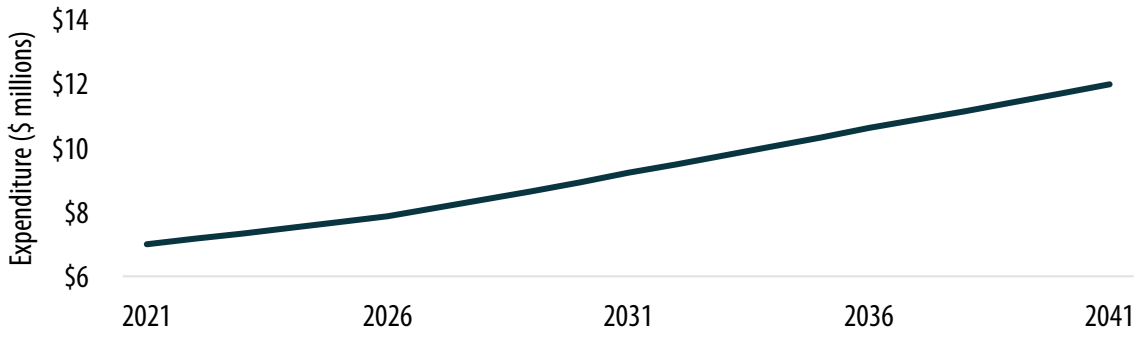
Converted Patrons (350,000)

The Secondary Catchment population is assumed to attend beaches and capitalise on food and beverage offerings between Trigg Beach and Mullaloo Beach. It should be noted that some persons within the Secondary Catchment may visit beaches outside of this area, however, this also means that persons outside of the Secondary Catchment would visit beaches inside this area. This leakage impact is assumed to be equal and therefore cancel out.

[5] Surf Life Saving Australia 2019, *National Coastal Safety Report*.

For the estimated 350,000 converted patrons, research indicates the average expenditure at a restaurant will be $20 per person.[6 & 7] This results in an expected expenditure of approximately $7 million on food and beverage from the Secondary Catchment, with this expenditure growing to $12 million over the next 20 years (Figure 8).

Figure 8. Secondary Catchment Expenditure



ABS Census 2016, Forecast.id 2021, Pracsys 2021

The Sorrento SLSC will capture a small portion of this expenditure; however, it is important to identify the overall demand in the area to assess the viability of the development.

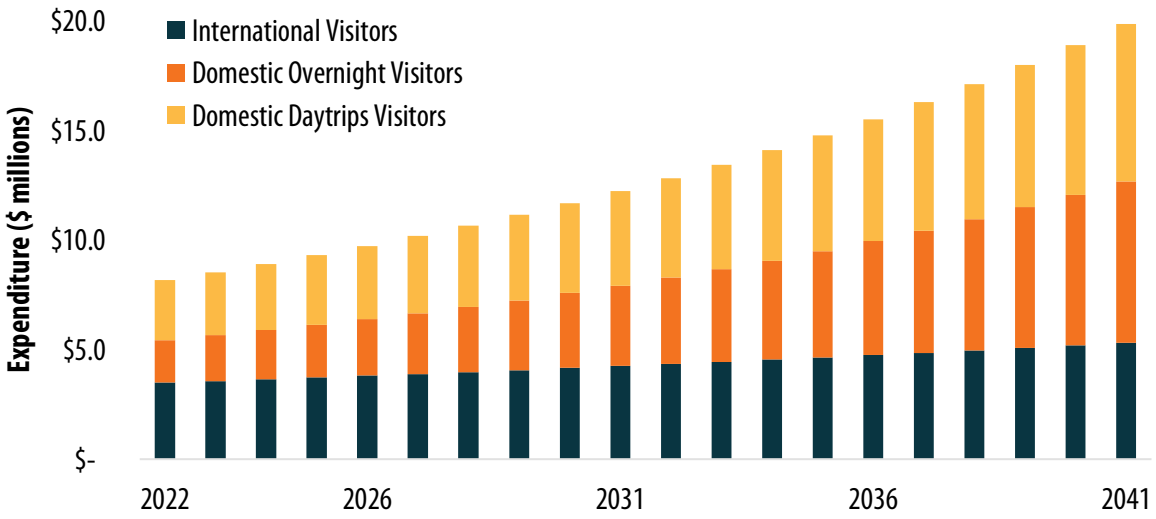
3.3 Visitor Demand

To calculate total demand for beachside food and beverage offerings from general visitors the analysis has assessed tourism in the City of Joondalup. Tourism Research Australia estimates that in total, international visitors spend an average of 930,000 nights in the City of Joondalup, domestic visitors spend 444,000 nights and there are 1.1 million domestic visitor day trips to the City (pre-Covid-19).[8]

Tourism Research Australia also estimates expenditure by visitor type for food and beverage, with expenditure being $22 per day for international visitors, $39 per day for domestic overnight visitors and $21 for day trip visitors on average. Furthermore, Tourism Research Australia estimates the proportion of days visitors that go to the beach, with this being 17% for international visitors, 11% for domestic overnight visitors and 12% for day-trip visitors.[9] Using this data it is possible to estimate expenditure on food and beverage in the City of Joondalup from visitors (Figure 9).

[6] Numbeo Cost of Living in Australia, 2021, https://www.numbeo.com/cost-of-living/country_result.jsp?country=Australia
[7] Note: The average expenditure of $20 per person is considered conservative as it includes expenditure on low cost items such as take-away coffee. Customers who choose to have a sit-down meal are expected to spend more than this figure.
[8] Tourism Research Australia, 2021, https://economy.id.com.au/joondalup/tourism-visitor-summary
[9] Tourism Research Australia, 2021, https://www.tra.gov.au/

Figure 9. Visitor Expenditure on Food and Beverage



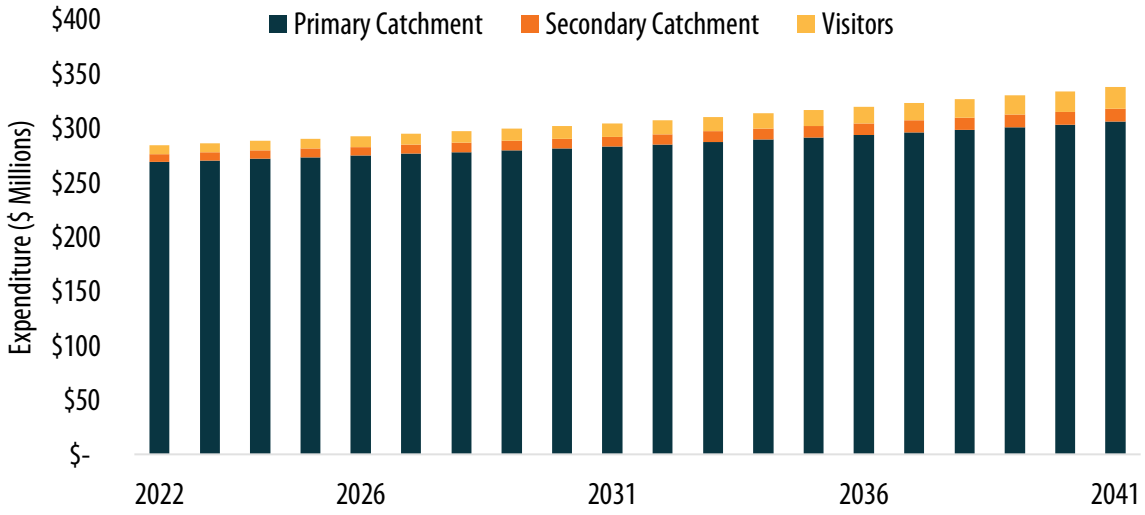
Source: Tourism Research Australia 2021, Pracsys 2021

Visitor expenditure on food and beverage is expected to be $8.2 million in 2022, with this figure growing to $19.9 million by 2041.

3.4 Total Demand

Based on the estimated demand for the three different user groups, it is estimated that the total demand for food and beverage that can be potentially captured by the commercial space at the Sorrento SLSC will be $284 million in 2022 and will grow to $338 million by 2041 (Figure 10).

Figure 10. Expenditure by User Type



Source: ABS Household Expenditure Survey 2021, Tourism Research Australia 2021, Pracsys 2021

The proposed commercial space at the Sorrento SLSC will only be a portion of the total food and beverage offering in the area and accordingly will only capture a portion of total expenditure.

4 SUPPLY ANALYSIS

The analysis compares total demand in the Primary Catchment, Secondary Catchment and from Visitors to the current supply of food and beverage offerings to assess the total level of supportable commercial floorspace. The total food and beverage floorspace is matched to the demand and includes all Restaurants, Cafes & Function Centres and Take Away Food & Milk Bars within the Primary Catchment.

Take Away Food & Milk Bars related floorspace has been included in this supply analysis as the Household Expenditure Survey utilised in Section 3 assesses expenditure on 'Meals out and fast foods'. If Take Away Food & Milk Bars related floorspace was excluded from this analysis supportable floorspace estimates would not be conservative or accurately reflect expenditure patterns. Additionally, there is the potential for the commercial space to have a takeaway food offering (e.g. coffee to-go) as part of the attached food and beverage offering.

4.1 Primary Catchment Supply

Using the Department of Planning, Lands and Heritage's Land Use and Employment Survey (LUES) the total supply of Food and Beverage offerings in the Primary Catchment has been estimated to be approximately 40,000m^2, with a significant portion at the Hillarys Boat Harbour, Westfield Whitfords Shopping Centre and Lakeside Joondalup Shopping Centre (Figure 11). It should be noted that the analysis does not assume the entire shaded areas shown in Figure 11 are serving food and beverage, however, a portion of these areas are serving food and beverage. These offerings will compete with the commercial space at the Sorrento SLSC and are likely reflective of the offering residents in the area desire.

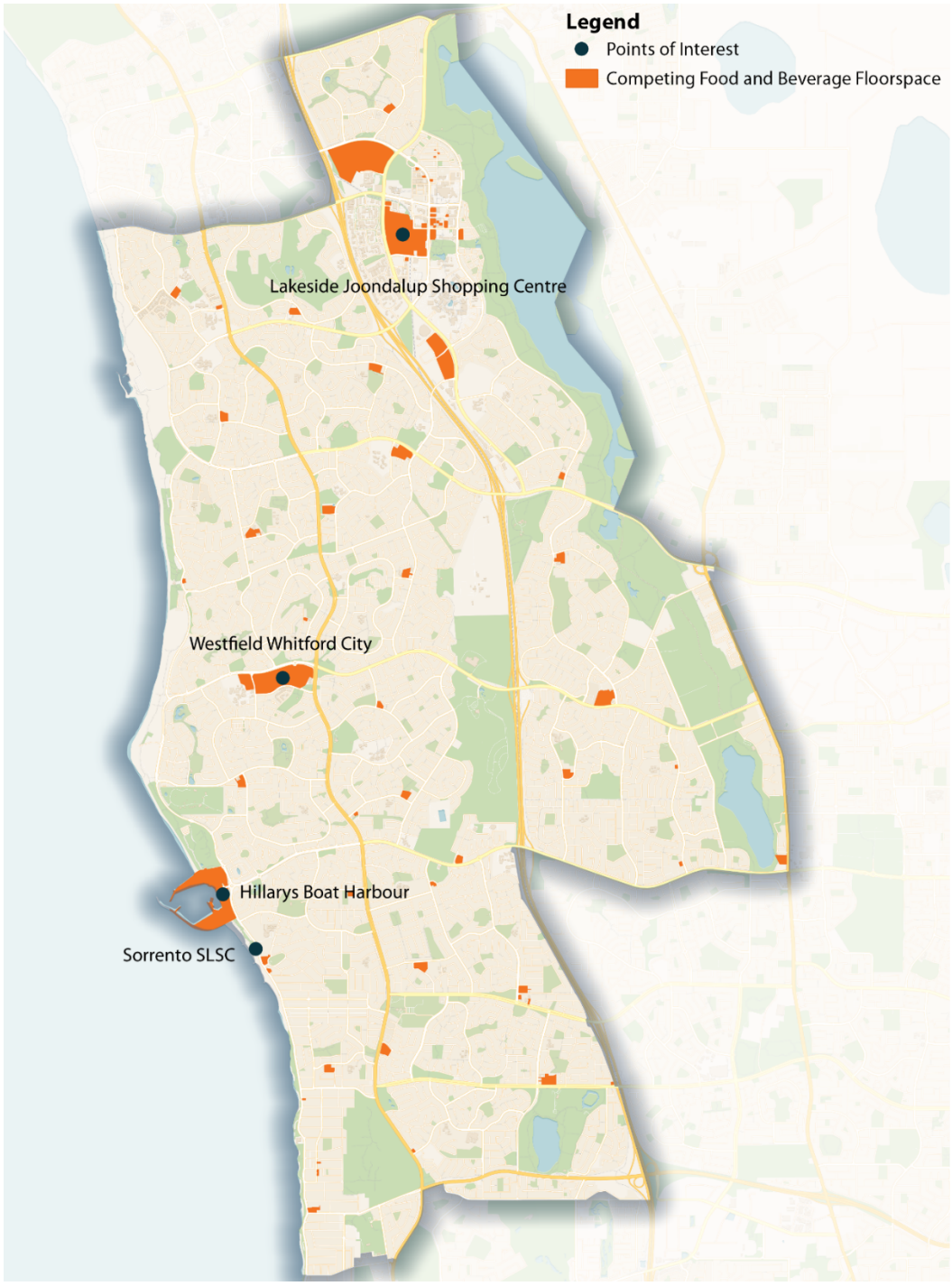
There are a number of potential developments in the preliminary stages in the Primary Catchment that may compete with the Sorento offering in the future. These developments include the expansion of Hillarys Boat Harbour[10] and potential expansions at Lakeside Joondalup Shopping Centre[11] and Warwick Activity Centre[12]. These developments do not yet have a definitive delivery timeframe or the expected increase in food and beverage offerings. It is expected that only the expansion of Hillarys Boat Harbour may be expected to directly compete with the Sorrento SLSC commercial space, however, due to the different nature of the offering and different timeframes, an impact will be expected to be negligible. For these reasons, the analysis will therefore assume supply is fixed over time.

The Primary Catchment supply profile includes non-beach related food and beverage as the demand analysis directly assesses total expenditure on 'Meals out and fast foods'. Due to this, expenditure specifically on beach-related food and beverage cannot be estimated.

[10] Hillarys Boat Harbour Activation Master Plan, 2021, https://www.transport.wa.gov.au/mediaFiles/marine/MAC_P_HillarysMasterPlan.pdf
[11] Joondalup Activity Centre Plan, 2018, https://www.joondalup.wa.gov.au/wp-content/uploads/2018/10/Joondalup-Activity-Centre-Plan.pdf
[12] City of Joondalup, 2019, https://www.joondalup.wa.gov.au/warwick-activity-centre-plan

The Secondary Catchment and Visitor analysis directly assesses beach-related offerings and accordingly, has a differing supply profile. The majority of the catchment to the South is within 5km of the Sorrento SLSC and the majority of the Catchment to the North is within 10km of the Sorrento SLSC. A larger northern catchment has been used to ensure Lakeside Joondalup is included in the analysis as this activity centre would draw significant expenditure from residents in the Primary Catchment.

Figure 11. Competing Food and Beverage in Primary Catchment

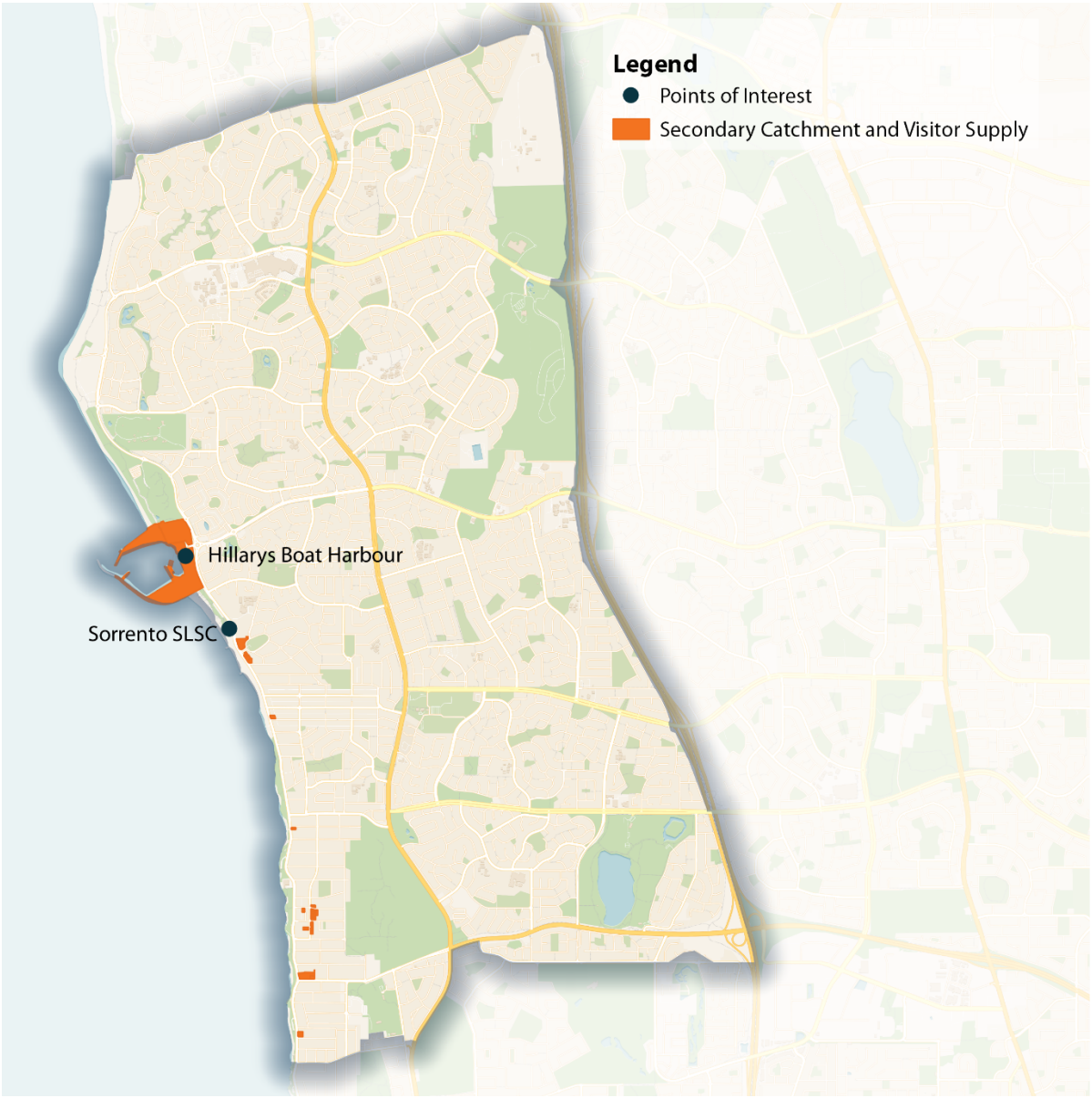


Source: DPLH 2017, Pracsys 2021, Voyager

4.2 Secondary Catchment and Visitors Supply

For the Secondary Catchment and Visitors, the Sorrento SLSC is expected to only compete with other beachside offerings as the analysis has only estimated expenditure during these specific reasons for visit. In total, there is approximately 8,400m^2 of competing food and beverage beachside floorspace, resulting in the proposed 400m^2 commercial space attracting 4.5% of total expenditure from the Secondary Catchment and Visitors (Figure 12).

Figure 12. Competing Food and Beverage for Secondary Catchment and Visitors



Source: DPLH 2017, Pracsys 2021, Voyager

As detailed in Section 4.1 the analysis will assume this supply is fixed over time as the analysis cannot predict whether additional food and beverage offerings will locate in the primary catchment and if these offerings will directly compete with the commercial space at the Sorrento SLSC.

5 RETAIL NEEDS ASSESSMENT

To assess the level of supportable floorspace at the Sorrento SLSC it is important to assess demand relative to supply for the offering. Additionally, it can be useful to identify the relative supply of food and beverage floorspace per person compared to the wider area. This section will firstly assess the relative supply of food and beverage offerings in the Primary Catchment to the identified benchmarks. The level of supportable floorspace will then be estimated based on demand, supply and the required floorspace productivity to ensure a high retention rate. The retention rate is the proportion of businesses that continue to lease a space and is dependent on the turnover captured by the tenant.

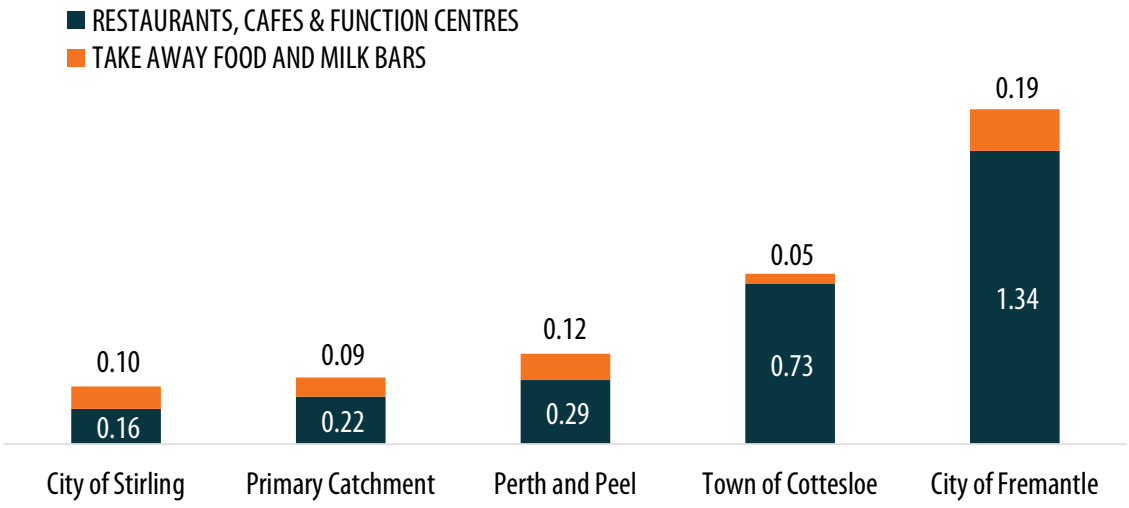
This assessment is based on the commercial space being approximately 400m^2 and the difference in size between the Options being negligible. This assumption is considered reasonable as the total size difference is only 15m^2.

5.1 Floorspace Provision Ratio Assessment

To estimate if there is an under or oversupply of food and beverage offerings in the Primary Catchment compared to Greater Perth the analysis assesses the amount of food and beverage floorspace per person in each benchmarked area. This analysis specifically assesses data from the LUES, looking at floorspace for the Western Australian Standard Land Use Classification Codes of Restaurants, Cafes & Functions Centres and Take Away Food and Milk Bars.

The LUES estimates that there are 28,500m^2 of Restaurants, Cafes & Functions Centre floorspace and 11,100 m^2 of Take Away Food and Milk Bars floorspace in the Primary Catchment, servicing approximately 130,000 residents. Analysis indicates that this is a relatively low provision of floorspace per person when compared to the entirety of Perth and Peel and a range of other benchmarks (Figure 13Floorspace Provision Ratio (m^2 per person)).

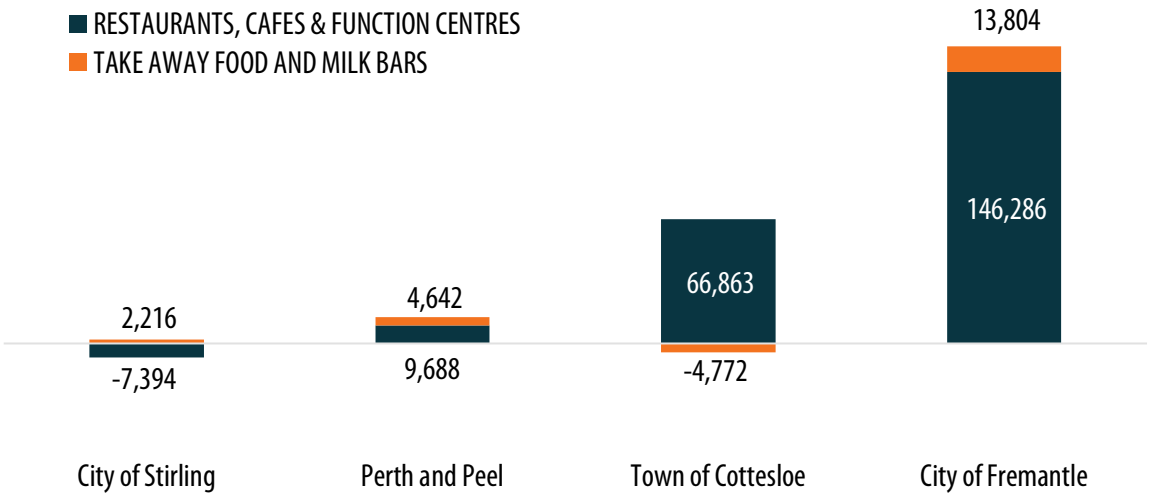
Figure 13. Floorspace Provision Ratio (m^2 per person)



Source: ABS Census 2016, DPLH 2017, Pracsys 2021

It is encouraging that the Primary Catchment has a lower provision of food and beverage compared to the majority of benchmarks assessed and demonstrates that there is an undersupply of these offerings in the Primary Catchment. The finding that the Primary Catchment has a lower provision ratio than the entirety of Perth and Peel is significant, as the Primary Catchment services a significant number of visitors and would be expected to have a higher provision of food and beverage floorspace compared to Perth and Peel. This is reflected in the Town of Cottesloe and City of Fremantle, which have a significantly higher provision of food and beverage compared to the Perth and Peel benchmark. The analysis demonstrates that it would take a significant increase in food and beverage floorspace to match the provision ratio of food and beverage per person to the identified benchmarks (Figure 14).

Figure 14. Required Change in Floorspace to Equalise Provision Ratios



Source: ABS Census 2016, DPLH 2017, Pracsys 2021

In total, the analysis estimates there is currently an undersupply of food and beverage floorspace in the Primary Catchment of around 14,300m^2 compared to the moderate Perth and Peel benchmark. This provision ratio undersupply does not always imply the increase in floorspace is supportable. Many food and beverage outlets do not trade at high levels of floorspace productivity ($ turnover per m^2) and may struggle to be profitable. The next section of this analysis assesses the total amount of floorspace that is supportable based on the required floorspace productivity for food and beverage offerings to be successful.

5.2 Supportable Floorspace Gap Estimate

The level of supportable food and beverage floorspace at the Sorrento SLSC has been estimated by comparing demand, supply and required floorspace productivity of food and beverage offerings.

The expected expenditure capture of the commercial space can be estimated by comparing the total demand and supply of food and beverage floorspace for each user group:

- Currently, there is 39,600m^2 of competing food and beverage floorspace in the Primary Catchment and total demand of $267 million.
- For the Secondary Catchment and Visitors, there is approximately 9,000m^2 of competing food and beverage floorspace and $7 million and $8.2 million in demand respectively. This analysis does not make any allowance for attraction and/or expenditure additionality; it is assumed that the commercial space only attracts its proportional share of demand.

The required floorspace productivity for a retention rate of 80% for food and beverage tenants is $6,982 ($2021) based on the analysis undertaken for the Department of Planning, Lands and Heritage.[13] It should be noted that this rate is considered relatively high for a number of reasons, including:

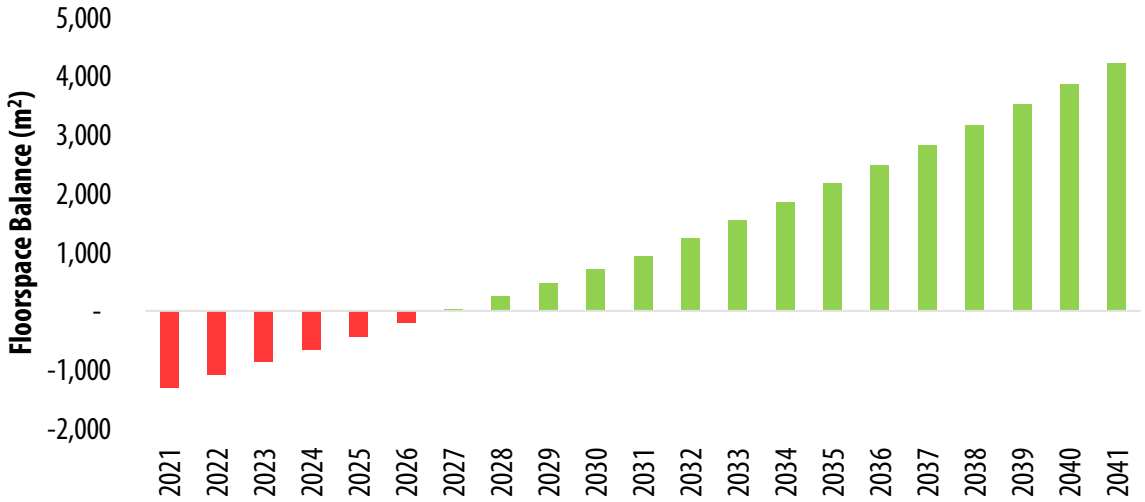
- Inclusion of fast-food restaurants that have higher floorspace productivity than traditional restaurants
- Inclusion of food and beverage offerings in activity centres that have higher levels of foot traffic and accordingly higher rental rates
- The majority of food and beverage outlets are smaller than the proposed commercial space and accordingly will have higher levels of floorspace productivity

These reasons indicate that using this level of floorspace productivity is relatively conservative and if the benchmark is met the development is likely to be supportable.

Assessing the demand and supply analysis to this floorspace productivity benchmark allows for the estimation of the undersupply/oversupply of food and beverage related floorspace in the area. Assessing only expenditure (or demand) from the Primary Catchment indicates that the development will be supportable by 2028-2029 (Figure 15).

[13] Department of Planning, Lands and Heritage, 2017, https://www.dplh.wa.gov.au/getmedia/419fa935-bc75-46e3-8998-a73ac328d683/ORMIS-2-9-Appendix-H1-Retail-Floorspace-Demand-Analysis

Figure 15. Food and Beverage Floorspace Gap Based on Primary Catchment

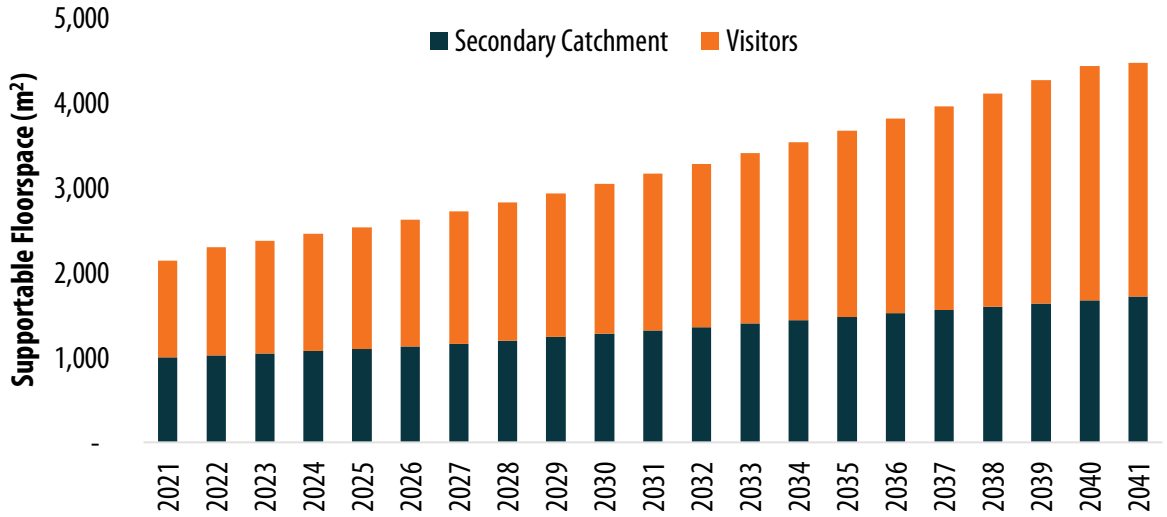


Source: Pracsys 2021

This result is encouraging, as it does not account for the significant expenditure that is captured by beachside food and beverage offerings from Visitors and those in the Secondary Catchment.

Those in the Secondary Catchment and Visitors are also expected to support a significant amount of food and beverage floorspace for beachside offerings (Figure 16).

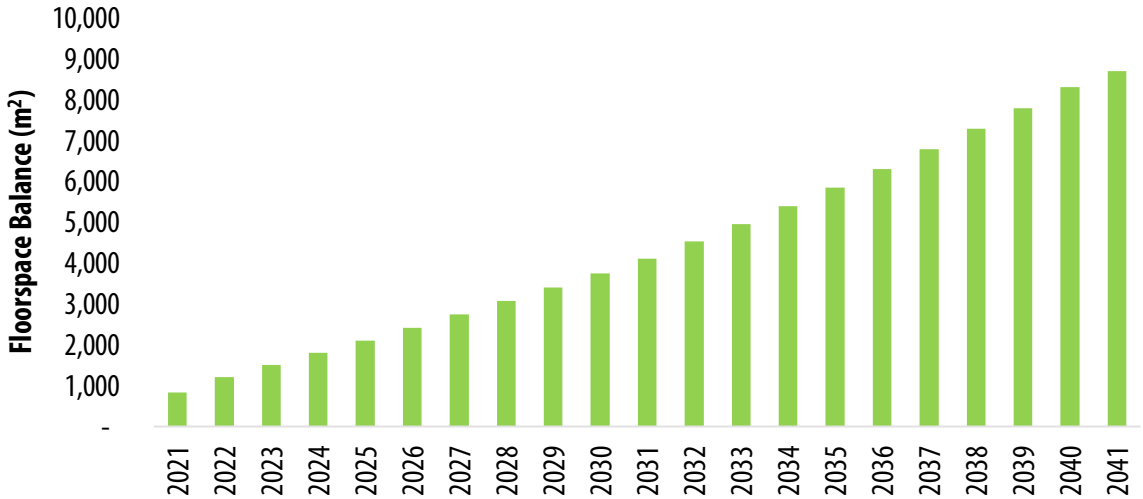
Figure 16. Supportable Food and Beverage Floorspace Based on Secondary Catchment and Visitors



Source: Pracsys 2021

When combining all expenditure streams, the analysis indicates that there will be a floorspace gap of around 2,000m² by the time the development is completed and there is room for significant growth in food and beverage floorspace in the area (Figure 17). Please note, the analysis is based on the assumption that all supply is trading at profitable levels that may not be necessarily true.

Figure 17. Food and Beverage Floorspace Gap Based on All Users



Source: Pracsys 2021

Analysis from Section 5.1 indicated that there is a significant undersupply of food and beverage floorspace based on a provision ratio assessment and supportable floorspace has been confirmed through the gap analysis.

It should be noted that future developments within the Primary Catchment may impact the level of supportable floorspace at the Sorrento SLSC commercial space, however it is unlikely to have a significant impact due to the current and growing gaps in food and beverage floorspace.

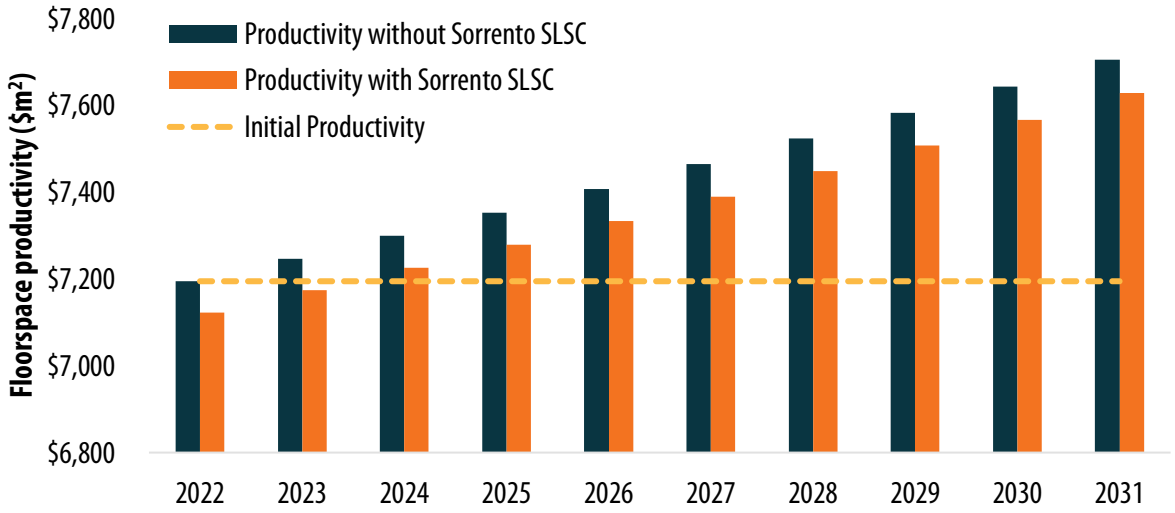
5.3 Impact Test

An impact test is not required for this commercial space, as the draft SPP 4.2 guidelines state that an impact test is only required for 'major developments', which are developments greater than 1,000m^2. This analysis will still undertake an impact test to ensure proximate developments are not significantly impacted, however, this is not a requirement for development approval of the commercial space.

To assess the impact of this commercial space on surrounding food and beverage offerings, the analysis estimates the change in floorspace productivity expected for Hillarys Boat Harbour and activity centre located on the corner of West Coast Dr and Raleigh Rd that are expected to be most impacted.

Based on the current level of demand and supply for food and beverage offerings in the Primary Catchment, the analysis indicates building this commercial space at the Sorrento SLSC will have a minimal impact, with both activity centres returning to their current level of floorspace productivity by 2024 (assuming the commercial space is built in 2022) (Figure 18). This has been calculated based on the assumption demand is distributed evenly to all food and beverage offerings in the area. Even if this assumption does not hold, the impact of this development will still be minimal unless it captures a significant market share of expenditure in the area. This is considered unlikely due to the size, location and nature of the proposed commercial space.

Figure 18. Impact of Commercial Space at Sorrento SLSC on Other Food and Beverage Offerings



Source: Pracsys 2021

This analysis clearly shows the development is supportable and will have minimal impact on surrounding activity centres. This is due to a number of factors, including:

- A currently healthy environment for food and beverage offerings in the area
- The high level of disposable income in the area
- A current underprovision of food and beverage floorspace in the area
- The size of the development being relatively small compared to supply in the area

Overall, this development will help to address the current undersupply of food and beverage in the area and will increase the overall level of service and amenity in the area for residents.

It should be noted that this commercial space's success/revenue is not expected to reflect that of the Hillarys Boat Harbour due to it being a different type of offering and centre design with large volumes of patrons required.

6 ECONOMIC IMPACT

The impact of developing the project has been assessed using ABS National Input-Output tables at an Input-Output Industry Group (IOIG)[14] level and through benchmarking analysis. Benchmarking analysis has been used to estimate the direct ongoing employment that will be supported by the commercial development. Using this direct employment estimate, the indirect employment and direct and indirect output associated with the development has been estimated through IOIG's.

It should be noted that this section only assesses the ongoing impact of the development. The construction phase impact of the development is detailed in the Social Return on Investment Analysis (SRIO) report.

6.1 Benchmarking Methodology

To estimate the direct employment associated with the development benchmarking employment per m^2 of floorspace for similar sites has been undertaken. Due to proximity and similarity of food and beverage offerings, operational direct employment estimates have been benchmarked to Hillarys Boat Harbour, Scarborough Beach and the Mindarie Boat Ramp Shop/Retail floorspace to employment estimates for the Department of Planning, Lands and Heritage's Land Use and Employment Survey (LUES). Using these benchmarks, the analysis estimates the development will support one Full-Time Equivalent (FTE) employment opportunity per 18.6m^2 – 26.1m^2 (Figure 19).

Figure 19. Shop/Retail Floorspace to Employment Ratios

Food/Beverage Centre	FTE Employment	Floorspace (m^2)	Floorspace to Employment Ratio
Hillarys Boat Harbour	460	8,568	18.6
Scarborough Foreshore	312	8,143	26.1
Mindarie Boat Ramp	52.5	1,359	25.9
Total	**825**	**18,070**	21.9

Source: DPLH 2017, Pracsys 2021

Note: To calculate FTE Employment each part-time job recorded in the LUES dataset has been counted as half of an FTE employment opportunity.

Using this floorspace to employment ratio and based on the commercial space being approximately 400m^2, this results in an estimated 15.3 – 21.5 direct FTE employment opportunities that will be created due to the development.

6.2 Input-Output Tables Methodology

Input-Output tables provide information about the supply and disposition of commodities in the Australian economy as well as the structure and inter-relationships between industries.[15] The National Input-Output

[14] Industry grouping used by the ABS for constructing National Input-Output Tables
[15] Master Reference 18: ABS, 1995, *Australian National Accounts: Introduction to Input-Output Multipliers, Information paper*

tables were used to derive total multipliers, which consider the total supply-chain of goods and services for the activity in question. Impact multipliers were calculated for employment and output. The obtained multipliers were then combined with annual construction expenditure data to estimate the direct and indirect economic effect of the project on the economy.

Assumptions and Limitations

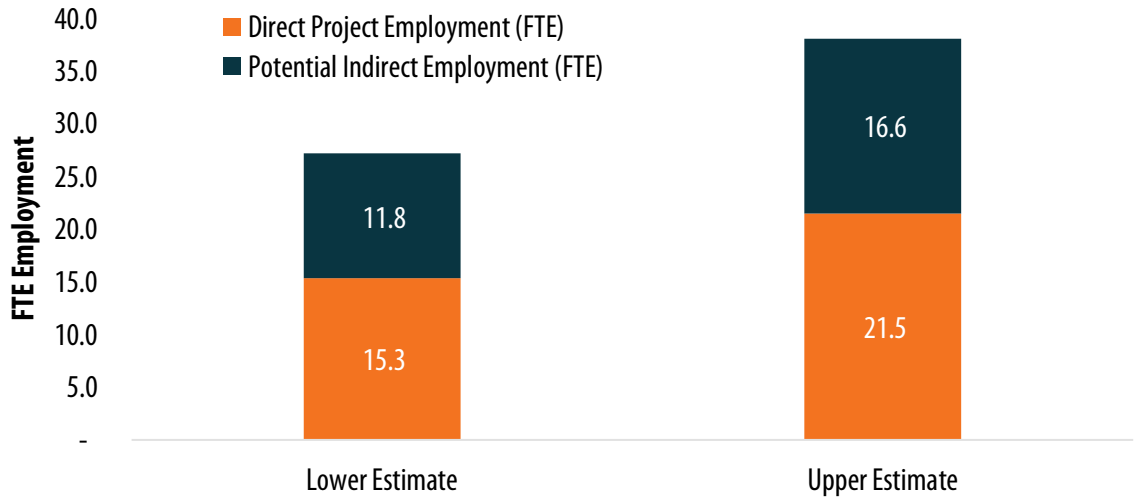
The following assumptions and limitations apply to the model:

- Results of the model represent the gross impacts in the absence of capacity constraints
- National Input-Output table approximates the actual patterns of linkages between industries in the regional economy
- The analysis assumes that the industrial structure of the economy is fixed. Considering the scale of the project, it is likely that this assumption stays true
- Estimates the employment impact based on the average output per FTE employee. It is likely a significant component of the impact will result in an increase in the number of hours worked by existing employees, with some additional employment created

6.3 Project Employment Impact

As detailed in Section 6.1, the commercial space at the Sorrento SLSC is estimated to generate 15.3 – 21.5 direct FTE employment opportunities per year. These employment opportunities are aligned to the IOIG of Food and Beverage Services. Using this IOIG, this direct employment is estimated to induce 11.8 – 16.6 indirect FTE employment opportunities per year, for a total operational impact of 27.2 – 38.1 FTE employment opportunities (Figure 20).

Figure 20. Operational Employment Impact (FTE Employment)

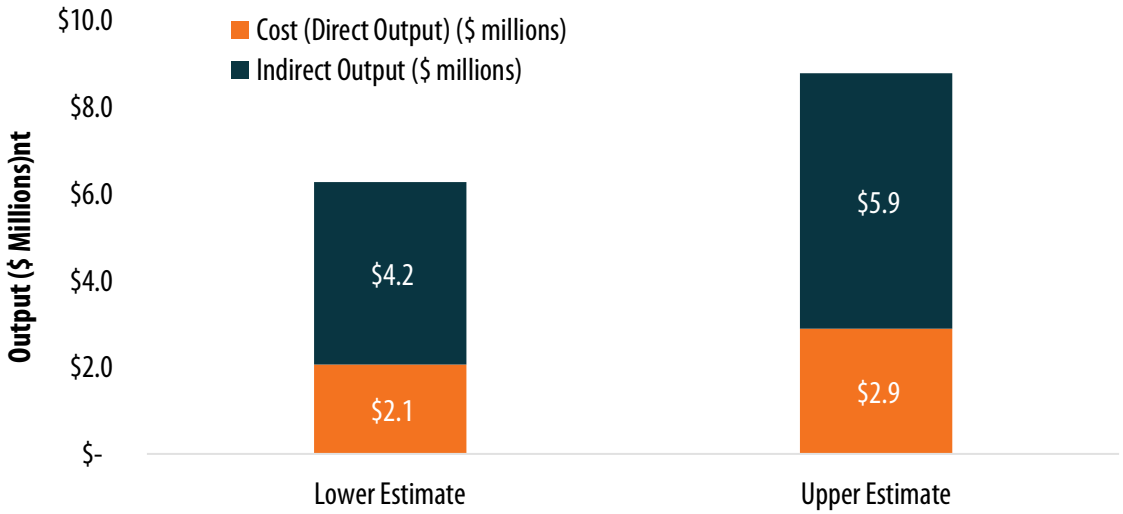


Source: ABS I-O Tables (2012-13); Pracsys 2021

6.4 Project Output Impact

Based on the direct employment estimate from Section 6.1, the total direct output impact of the commercial space at the Sorrento SLSC is estimated to be $2.1 - $2.9 million per year. This induces a further $4.2 – 5.9 million per year in indirect output, for a total operational phase output impact of $6.3 - $8.8 million per year (Figure 21).

Figure 21. Operational Output Impact ($ Millions)



Source: ABS I-O Tables (2012-13); Pracsys 2021

7 LOCATIONAL ANALYSIS

This section applies the six principles of economic activation to assess the potential project sites for a commercial space at the Sorrento SLSC. Economic activation relates to the quantity and frequency of transactions. Designing places with consideration of economic activation increases community cohesion, business viability and the overall sense of place.

The six principles of economic activation consist of the following:

- Purpose: This is used to determine what the development represents to its target user base
- Access: This refers to areas where the development is accessible to its user base
- Exposure: This refers to where the development will be visible to its user base and areas that should have clear active frontages
- Origins: This is where the user base will be drawn from and where pedestrian movement begins
- Destinations: This refers to proximate areas that will attract a high volume of potential users
- Control / Strategic Sites: This refers to areas that can be used to cluster users around the potential development

Detailed analysis of each principle is reported below. It should be noted that the two redevelopment Options do not have a significantly different project site and accordingly, one assessment has been undertaken for portions of the Economic Activation Assessment. The principles of activation that will not differentiate between the options are Purpose, Origins, Destination and Control / Strategic Sites.

Figure 22. Economic Activation Assessment of the Sorrento SLSC

Principles	Description and Assessment Consideration
Purpose of Place	**This is used to determine what the Sorrento SLSC represents to its target user group (residents, tourists) and how it nests within the City of Joondalup.** Place Statement The Sorrento SLSC provides a unique opportunity for a beachside restaurant that can be supported by residents, visitors and importantly club members. This commercial space has the unique opportunity to be functional throughout the day, as it can service those utilising the beach in the morning, students and parents from Sacred Heart after school and local residents and visitors in the evenings. This space should be inviting, adaptable and cater for this broad range of potential customers. Considerations • Value is added by designing places that maximise both frequency and concentration of transactions e.g. co-location with SLSC allows to attract the SLSC visitors • Value is added by designing places that reflect the local area and cater to the user base e.g. beach feel and relaxed offering

Principles	Description and Assessment Consideration
	Assessment • Joondalup's off-season weather and winds will shape usage patterns throughout the year • The area is strongly connected to the sea and the Sorrento SLSC • There are multiple potential user groups to cater for Actions • If the commercial space has an outdoor area it should be designed with cover from the wind and the ability to provide heaters to enable greater utilisation • The commercial space should target each of the aforementioned visitor groups individually, utilising different menus, specials or offerings throughout the day to capitalise on the broad user base • The commercial space should ensure offerings are reflective of the location. Assessing the food and beverage offerings at Hillarys Boat Harbour is recommended to identify the wants of local residents and visitors
Access Arrival points	**Areas from which the precinct is accessed** Considerations • Decisions about access begin 5km from the place • Good design funnels users into the core of the place Assessment • Persons visiting this portion of beach are likely to come via Hepburn Avenue or along West Coast Dr, signage could be used to funnel users to the Sorrento SLSC • Bike lanes and walking paths along West Coast Dr provide non-vehicular access and are heavily used by residents. The Sorrento SLSC should aim to funnel these persons to the club • Many users will likely arrive via the beachfront and where possible signage should be used to funnel these users to the Sorrento SLSC • The pathways connecting carparks to the beach are key for encouraging and funnelling users to the Sorrento SLSC • A difference between Option 1 and 2 is that that Option 2 has the project site slightly closer to Hillarys Boat Harbour. This will only have a minor impact on access • Another difference between Option 1 and 2 is that Option 1 has the development attached to the Sorrento SLSC. This results in an additional access point for Option 2 where users will be funnelled past the development when accessing the beach Actions • Vehicle wayfinding signage should be considered along main entry routes to allow for ease of access to the Sorrento SLSC • The commercial space should have an active frontage towards West Coast Dr or proximate to a walkway that leads to and from Sorrento Beach

Principles	Description and Assessment Consideration
	• Where possible, plan arrival points and tracks that lead to the beach in a way that maximises ease of access and visibility of the commercial space. This will require a tailored strategy for each project option, as the location changes between the options
Origins Car parking and public transport	**Origins are areas from which pedestrian movement begins** Considerations • Parking and public transport arrival points are the drivers of pedestrian movement • Strategic distributions of origin points will maximise pedestrian movement • Origin points should be spaced around the precinct to encourage pedestrian flow • Locations of origins are more important than the number Assessment • The carparks along West Coast Dr and at Hillarys Boat Harbour provide access to the Sorrento SLSC • Bus stops directly adjacent to the Sorrento SLSC provide access via public transport • Hillarys Boat Harbour carpark will be heavily utilised by persons attending Sorrento Beach • A significant number of children and parents will attend Sacred Heart daily. This is directly opposite the Sorrento SLSC and can be targeted as a user base Actions • Connecting the Hillarys Boat Harbour to the Sorrento SLSC where possible is recommended • Connecting the Sorrento SLSC to Sacred Heart through crosswalks and traffic controls is recommended to improve accessibility
Exposure Pedestrian Movement	**Exposure indicates active frontages that are exposed to high levels of pedestrian traffic.** Exposure areas were determined through: • Assessing the connections between origins and destinations • Assessing where the user base is likely to congregate Considerations • Pedestrian movements should be channelled through activated frontages as expenditure is directly related to pedestrian traffic • Visibility of active frontages from where the user base congregates is recommended Assessment • There are a number of areas that can be utilised effectively to maximise pedestrian exposure • West Coast Dr will provide exposure to persons passing by and to parents/students at Sacred Heart.

Principles	Description and Assessment Consideration
	• Pathways from the beach to the carpark will provide exposure to the Sorrento SLSC if utilised effectively • Exposure to those walking and cycling along West Coast Dr is important as there is the potential to capture expenditure from these persons • A large volume of pedestrians will park at Hillarys Boat Harbour and use Sorrento Beach. Beach users will likely be 'between the flags' and this presents a unique, concentrated centre for potential customers • The main difference between the Options is that Option 1 has the commercial space attached to the Sorrento SLSC and Option 2 has the commercial space in a separate building. Option 1 will negatively impact overall exposure, as the commercial space will have less available space for an active frontage and may be blocked by the Sorrento SLSC from some directions. Beach visitors should be funnelled past an active frontage for Option 1 as visibility will be limited. Potentially having multiple active frontages could be used to mitigate the impact of being attached to the Sorrento SLSC Actions • Having multiple entrances/active frontages is recommended. An active frontage to the beach and West Coast Dr would provide significant exposure to different user groups • Providing signage and an active frontage that is visible from where the Sorrento SLSC sets up its patrol will ensure the commercial space can capitalise on beach visitation. This is considered important at there will be a concentrated user base that can be directly advertised too with minimal variable costs • Pedestrian wayfinding signage should be considered near Hillarys Boat Harbour to entice users to Sorrento Beach • Incorporating a takeaway coffee window facing West Coast Dr could encourage usage from persons exercising along West Coast Dr or from students/parents leaving Sacred Heart. Alternatively, an active frontage or signage facing West Coast Dr will create awareness/exposure of the commercial offering • For Option 1, appropriately planning exposure is significantly important as the Sorrento SLSC will block the view of the commercial space from the northern side.
Destinations Major Attractions, Anchors	**Destinations are areas that attract high concentrations of visits. The main destination must be clearly defined.** • Major destinations include entertainment and recreation venues, supermarkets and retail, and population services Considerations • User behaviour • Maximise the impact of attractions through supporting uses to encourage multi-purpose trips and longer lengths of stay

Principles	Description and Assessment Consideration
	Assessment • The Sorrento SLSC has numerous major attractions and anchors that will ensure year-round access to customers throughout the day • Hillarys Boat Harbour is approximately 500m from the project site and attracts a significant amount of users • Sacred Heart will attract parents and students in both the morning and afternoon • Sorrento Beach will attract beach visitors in the morning and early afternoon in the summer months • Sorrento SLSC members will also be prevalent and important in supporting this development Actions • Linking these destinations to the Sorrento SLSC is paramount in the success of the commercial operation • Understanding when these users are likely to visit the major attractions is important and the offerings at the commercial space should be tailored accordingly. As an example, providing easily accessible coffee in the morning for parents taking their children to Sacred Heart, or providing brunch offerings on the weekends when beach visitors will be most prevalent will maximise the expenditure from each unique user type
Control Strategic Sites	**Key Sites are locations that could be considered as future destinations and/or suitable sites to concentrate potential customers.** Considerations • Identify active frontages and promote their usage • Selectively choose active places – not all areas need to be active Assessment • There are minimal strategic sites that can be influenced and are relevant to this development • Sorrento Beach is a key site that can be managed to funnel users to the Sorrento SLSC • The foreshore area along West Coast Dr is a potential site for development Action • Where possible, aim to control access points to encourage beach visitors to pass the Sorrento SLSC • If possible, create a landmark or attractor on the Sorrento Beach foreshore to encourage increased visitation proximate to the Sorrento SLSC and to improve exposure

The location of access, exposure, origin, destination and strategic sites around the Sorrento SLSC have been identified through a spatial economic activation assessment (Figure 23).

Overall, the locational analysis demonstrates that Option 2 will improve the viability of the proposed commercial space due to increased access and exposure to the user base. Additionally, if the commercial

space is attached to the Sorrento SLSC, it will be less inviting to users, negatively impacting expenditure capture.

Figure 23. Six Principles Assessment



Source: Voyager, Pracsys 2021

8 COMMERCIAL MANAGEMENT ADVICE

This section details commercial management advice related to this development. This includes a summary of recommended tenants, key risks and management advice to improve outcomes for prospective tenants and the operator of the commercial space.

8.1 Recommended Tenants

The Sorrento SLSC is a standalone building, proximate to Hillarys Boat Harbour and overlooking the beach. It is generally not recommended to have standalone retail offerings for clothing stores or hairdressers. This is due to standalone retail stores often not being able to attract enough customers to support themselves as they do not have the foot traffic or exposure of retail stores in shopping centres. Additionally, this commercial space would not be appropriate for manufacturing, office, residential or health uses, as these uses require specific amenities and often larger spaces.

For these reasons, it is recommended that the commercial space is utilised for a food and beverage offering. A food and beverage offering is ideal for this location for numerous reasons, including:

- Proximity to a high-income residential base that is shown to spend disposable income on food and beverage
- Access to a high volume of foot traffic along West Coast Dr
- Views of the sea which is an ideal backdrop for a dining experience
- Access to Sorrento SLSC members who will utilise a food and beverage offering
- Access to a large number of beach visitors at Sorrento Beach who are very likely to use food and beverage offerings but would be unlikely to shop for clothing retail etc.
- Proximate available parking and public transport for users
- Ability to capitalise on the local seafood industry and promote the local identity

The next step is to identify the optimal type of food and beverage offering to locate in the commercial space.

There are numerous types of food and beverage offerings, including:

- Fast food restaurants
- Cafes
- Bars and pubs
- Fine dining restaurants
- Casual dining restaurants

Choosing the ideal food and beverage offering to locate at the Sorrento SLSC is paramount in the success of the commercial space. The Sorrento SLSC promotes an active and healthy lifestyle, and a fast-food restaurant is not the ideal tenant for this space. A fine dining restaurant would ostracise beach visitors, students and parents from Sacred Heart and those passing by who are exercising. For this reason, fine dining is not recommended in the commercial space. Lastly, a bar/pub is not recommended due to the type of user it can

attract and the family-friendly nature of the development. This results in potential tenants including cafes, and casual dining restaurants.

When selecting a tenant from these types of food and beverage offerings, a number of important considerations must be made:

- Ensure that beach visitors, students and parents from Sacred Heart and persons exercising along West Coast Dr feel welcome and invited during the day. This is less important at night-time when the incidental footfall will drop.
- The operator should allow for flexibility of the space as there is the potential to use the space for social events and small functions
- There is the potential to attract visitors throughout the day and the operator should plan opening hours accordingly. This is also important to support the Sorrento SLSC members, who are likely to volunteer, train and visit randomly throughout the day
- The tenant should have an adaptable offering that can cater to beach visitors in the morning/afternoon by providing coffee/brunch, residents at night through a casual dining experience and persons throughout the day with beverage/drinking options
- It would be beneficial to allow take-away in addition to the dine-in experience to allow people garb or coffee or a snack while at the beach, or returning from a morning run

Taking into account these considerations, a casual dining restaurant is ideal if the tenant can be adaptable throughout the day. To attract tenants, Option 2 is recommended. This is due to Option 2 allowing the commercial operator to have their own restroom facilities. Additionally, being separated from the Sorrento SLSC will give tenants greater control of the premises, increasing the attractiveness of the offering to tenants.

Some examples of similar arrangements include Odyssey at City Beach and La Capannina at Scarborough Beach (Figure 24).

Figure 24. Example Restaurants for Sorrento SLSC





Source: Pracsys 2021

These restaurants provide family-friendly dining experiences throughout the day, with menus that are adapted to the different user bases throughout the day. Additionally, these venues cater for functions and utilise their locational advantages. The City of Joondalup should aim to attract a similar tenant to the space to ensure an activated offering. It should be noted that these restaurants are not attached to the SLSC in their area and this is also recommended for the Sorrento SLSC commercial space.

8.2 Key Risks

When managing a commercial space, it is important to first recognise and then put in plans to address risks. The commercial space and its location have a number of risks that need to be accounted for (Figure 25).

Figure 25. Locational Risks

Risk	Mitigation Strategy
Direct competition from Hillarys Boat Harbour	This can be mitigated by ensuring the offering capitalises on the location's unique strengths. This location allows for views of the sea and will not have the heavy foot traffic experienced at Hillarys Boat Harbour. This can be capitalised on by having a relaxing setting and maximising the visibility of the ocean. This will create a unique dining experience, differentiating the offering from Hillarys Boat Harbour.

Risk	Mitigation Strategy
Investing significant capital into the commercial space and having limited interest from commercial tenants	Advice relating to how to appropriately fit out the commercial space to attract customers without a significant investment is detailed in Section 0.
Proximity to the sea can result in extreme weather patterns impacting visitation. This makes it difficult to appropriate allocate staff in the future as visitation is unpredictable	This risk can be mitigated through the utilisation of casual staff. Casual staff will allow for flexible staffing arrangements that can be altered in a short time frame. This will help to ensure that staff are not overused, reducing variable costs.
Potentially low exposure to customers.	This can be mitigated by applying the principles of activation detailed in Section 7.
Seasonality of visitation	The beachside location makes it vulnerable to seasonal visitation patterns characterised by high visitation in the Summer months and lower visitation in Winter. Capitalising on the broad user base through specials and events is recommended in the Winter months. As an example, offering after school specials during the Winter months will help to increase expenditure from parents/students at Sacred Heart. Additionally, the Sorrento SLSC should help attract users by offering classes (yoga, first-aid etc.) during the Winter months.
Increased likelihood of slip and fall injuries due to patrons coming from the beach	The commercial space should have appropriate flooring and clear signage to warn customers about this risk.
Increased likelihood of damaging storms and winds due to proximity to the ocean	The owners should closely follow weather patterns and have a system in place to relocate items that are outside or not protected from the weather.
For Option 1, the commercial space being attached to the Sorrento SLSC will make it less inviting for customers and will result in shared use of facilities	The tenants and Sorrento SLSC will need to ensure shared facilities are maintained to a high standard at all times. Differentiating the commercial space from the Sorrento SLSC is recommended if possible.

Source: Pracsys 2021

On top of risks relating to the project site and commercial space itself, there are also risks associated with operating a food and beverage business (Figure 26).

Figure 26. Food and Beverage Business Risks

Business Risk	Mitigation Strategy
Initial costs for operators are too high compared to revenue (particularly in the early stages)	The tenant should maximise the potential sources of revenue for this commercial space to maximise revenue in the early stages. There are a number of ways to do this, including: • Utilising the space for functions, weddings and other events This is likely to be successful due to the potential ocean views and will create significant revenue • Use unique strategies to target different user groups. Persons exercising along West Coast Dr will be attracted to a different offering to residents wanting a night-time dinner offering • Providing a tailored offering specifically to members of the Sorrento SLSC to initially establish a strong relationship
Inadequate marketing and recognition	The tenant and City should promote the commercial space heavily in the early stages. Effectively targeting access points, strategic sites and origins identified in Section 7 with promotional material is recommended.
Potential for high levels of food wastage due to demand being heavily impacted by the weather	Food orders and purchases should be done strategically and with a focus on weather patterns to mitigate the risk of food waste. Providing specials for meals when food is overordered can help to reduce waste. Creating a cosy feel inside and special offers may encourage more visitation during colder months.
Potential for foodborne illnesses due to likely incorporation of seafood in the menu	The tenant should follow strict hygienic practices at all times and all refrigeration systems should be checked frequently to minimise this risk.
Alcohol-related violence or injury from alcohol-related behaviour	The tenant is likely to provide alcohol and should have strategies in place to minimise the risk of violence and dangerous alcohol-related behaviour. Discouraging customers from swimming and closely following Responsible Service of Alcohol guidelines will mitigate the majority of this risk.

Source: Pracsys 2021

The risks mentioned in this section are significant and will ultimately determine the success of the business. The next section details management advice that will aim to mitigate these risks and capitalise on the comparative advantages of this location.

8.3 Management Advice

Fit-out

This section details management advice for the City of Joondalup. This advice is particularly in relation to the appropriate amenity and management structure that should be provided/followed to ensure the commercial space is attractive to tenants.

The City of Joondalup has a number of options in relation to the amenity provided to potential tenants, including:

- Providing no equipment and allowing the tenant to fit-out the premises
- Completely fitting out the premises and trying to find a tenant that can use the space
- Agreeing to financially assist tenants in fitting out the premises and providing a base level of amenity

Each of these potential options has advantages and disadvantages. Providing no equipment and expecting tenants to pay for the full fit-out will mitigate the risk of investing money into the space and not receiving a return, however, it will discourage tenants who are unsure about the viability of the commercial space and require a larger initial investment from the prospective tenant.

Completely fitting out the premises may be attractive for some tenants or it could potentially discourage tenants who have a preferred layout. Additionally, this opens the City up to risk as they are investing significant capital into the space.

Paying for part of the fit-out upon agreeance with the tenant may discourage tenants who want to start operations immediately, however, it may be an attractive arrangement for tenants who want to have control over the amenity provided at the space without wanting to provide an initial investment.

When assessing the appropriate option for the City is should be noted that basic rent and other incentives contribute to the financial package as a whole.[16] This means that the City can expect to charge a higher rent if they fit out the premises or provide the option for financial assistance in the fit-out process. This decision is generally influenced by the overall return the landlord expects to receive. If the landlord has a property that is currently unable to find a tenant and has no provided amenity, it may be financially advantageous in the long run to fit out the premises if the landlord believes it will result in the attraction of a tenant. Alternatively, if the commercial space is yet to be developed and there is time to search for a tenant, it may be most financially advantageous to assess the bids received by potential tenants based on their expectations for the space and then decide.

For this commercial space, the City of Joondalup has sufficient time to find a tenant for the property and may also be able to involve them in the construction process, creating significant savings compared to a tenant

[16] Key Stone Law, 2013, https://www.keystonelaw.com/wp-content/uploads/2019/08/a-tenants-practical-guide-to-commercial-leases-digital-version-of-book.pdf

refurbishing the space after it has been developed. This approach is recommended if possible as it will result in the commercial space being the most attractive for the tenant, allowing the City to charge a higher rent.

If this approach is not possible, a shell and core offering is recommended. A shell and core offering is the process of constructing the structural elements of the building, including foundations, walls, plumbing, landscaping, fire safety etc.[17] This approach will ensure the overall fit-out cost is reduced for the potential tenant, reducing their risk/exposure, while also ensuring the City's risk/exposure is reduced.

Options

When deciding between Option 1 and Option 2 for the redevelopment, the City of Joondalup can expect to charge a higher rent for Option 2. This is due to the commercial space being separate from the building and allowing the restaurant to have its own facilities that are not shared with the Sorrento SLSC. The exact rent that can be charged for each premise cannot be easily determined and will be based on the lease structure chosen by the landlord and tenant. This being said, the current rental rate for restaurants in similar area is between $277 - $417 per m^2 (Figure 27).

Figure 27. Commercial Rental Prices in Proximate Area

Property	Size	Annual Cost	Cost per m^2
Swell Restaurant	500 m^2	$200,000	$400
North Cottesloe	866 m^2	$240,000	$277
Tenancy 2 Scarborough Beach Pool, The Esplanade	832 m^2	$285,000	$343
Tenancy 1 Scarborough Beach Pool, The Esplanade	245 m^2	$102,250	$417
Tenancy 1 & 2, 148 The Esplanade, Scarborough	445 m^2	$157,900	$355
Total	**2,888 m^2**	**$985,150**	**$341**
Price Range $ per m^2			**$277-$417**

Source: North Cottesloe Surf Life Saving Club Annual Report 2018, Builtform Property 2018, Mullaloo Surf Life Saving Club Annual Report 2019/20

Based on data for similar offerings, the City of Joondalup can expect to generate between $116,000 - $176,000 per annum for Option 1 and $112,000 - $143,000 per annum for Option 2. The City of Joondalup should aim to negotiate a lease with potential tenants during the construction phase and maximise their return by fitting out the space in accordance with the wants of the desired tenant.

It should be noted that a smaller commercial space can be leased at a higher $ per m^2, however, this does not imply a smaller space will generate increased income for the City of Joondalup. We recommend having a larger commercial space that can host events / functions for the Sorrento SLSC and other organisations. This will create additional revenue sources for the tenant, increasing their profitability and accordingly, the rent they are willing to pay to lease the space.

[17] Impecca Build, 2021, https://impeccabuild.com.au/fit-out-meaning/

9 CONCLUSION

This Retail Needs Assessment has been prepared for the City of Joondalup to investigate the extent to which future demand for food and beverage floorspace at the Sorrento SLSC will support the development of a 400m^2 commercial space.

This assessment has provided an understanding of current and future household expenditure demand in the primary Catchment, estimating the extent to which this expenditure can support the commercial space. The visitation of Secondary Catchment residents and visitors to the area has been estimated through a beach-orientated visitation model, with this visitation transformed into expenditure.

The analysis demonstrates that there is currently an undersupply of food and beverage floorspace in the Primary Catchment compared to Perth and Peel. Accordingly, the analysis demonstrates that the development of a 400m^2 commercial space would be immediately supportable at the Sorrento SLSC. An impact test has also been undertaken, which shows that if the space was developed in 2022, surrounding food and beverage offerings would be insignificantly affected, with this impact being mitigated by 2024 due to population growth in the area. Based on these results, developing a commercial space at the Sorrento SLSC is recommended and is expected to be supportable.

Based on the commercial space being 400m^2 the analysis estimates a restaurant will create 15.3 – 21.5 direct FTE employment opportunities and will induce a further 11.8 – 16.6 indirect FTE employment opportunities in the broader economy. This employment is expected to create $2.1 - $2.9 million in direct output per annum and will induce a further $4.2 – $5.9 million in indirect output in the broader economy.

This retail needs assessment also provides further advice for the operation of the site, including how to appropriately activate the site and commercial management advice. This assessment has a number of findings, including:

- Multiple user groups need to be targeted by the developer
- The City should assist tenants financially when fitting out the space
- Redevelopment Option 2 will provide a better overall commercial space than Option 1
- The current market rate for commercial food and beverage space is $277 - $417 per m^2

The analysis shows this commercial space will be supportable and will provide a positive overall contribution to the City of Joondalup and the Sorrento SLSC.

Based on the analysis undertaken, Option 2 is recommended for the Sorrento SLSC. This option is expected to result in increased rental income and improved viability of the commercial space.

10 APPENDIX: FLOORSPACE SUPPLY DATA

This section provides the data used to estimate the supply of food and beverage floorspace in the Primary Catchment (Figure 28) and the Secondary Catchment (Figure 29).

Figure 28. Primary Catchment Floorspace Supply Data

			Floorspace (m²)	
Centre Number	Suburb	DA_Key	RESTAURANTS, CAFES & FUNCTION CENTRES	TAKE AWAY FOOD AND MILK BARS
629	KINGSLEY	2015C6291	83	0
623	MULLALOO	2015C6231	800	80
951	DUNCRAIG	2015C9511	100	440
284	WATERMANS BAY	2015C2841	300	0
610	DUNCRAIG	2015C6101	393	165
628	SORRENTO	2015C6281	165	66
624	WOODVALE	2015C6241	395	160
676	SORRENTO	2015C6761	4965	707
618	BELDON	2015C6181	0	50
286	CARINE	2015C2861	0	130
602	HILLARYS	2015C6021	2554	509
617	PADBURY	2015C6171	247	432
605	SORRENTO	2015C6051	220	0
8732	WOODVALE	2015C87321	350	315
625	KINGSLEY	2015C6251	0	74
620	HEATHRIDGE	2015C6201	447	190
317	NORTH BEACH	2015C3171	288	0
661	DUNCRAIG	2015C6611	140	0
606	PADBURY	2015C6061	0	54
651	MADELEY	2015C6511	240	0
8734	JOONDALUP	2015C87341	0	303
622	OCEAN REEF	2015C6221	53	0
668	PADBURY	2015C6681	0	150
612	DUNCRAIG	2015C61210	0	280
316	NORTH BEACH	2015C31612	330	0
600	JOONDALUP	2015C600147	150	0
600	JOONDALUP	2015C600189	0	110
8732	WOODVALE	2015C87322	129	208
606	PADBURY	2015C6062	110	0
611	MARMION	2015C6112	210	80
627	CONNOLLY	2015C6272	405	300
668	PADBURY	2015C6682	918	0
620	HEATHRIDGE	2015C6202	225	150
607	KALLAROO	2015C6072	120	180
676	HILLARYS	2015C6762	308	0
669	BELDON	2015C6692	0	250
665	HILLARYS	2015C6652	217	0
618	BELDON	2015C6182	222	0
600	JOONDALUP	2015C600269	96	0

			Floorspace (m²)	
Centre Number	Suburb	DA_Key	RESTAURANTS, CAFES & FUNCTION CENTRES	TAKE AWAY FOOD AND MILK BARS
600	JOONDALUP	2015C60028	0	36
676	HILLARYS	2015C6763	0	50
664	JOONDALUP	2015C6643	87	0
605	SORRENTO	2015C6053	328	0
669	BELDON	2015C6693	0	335
602	HILLARYS	2015C6023	0	100
615	CRAIGIE	2015C6153	100	198
616	KINGSLEY	2015C6163	46	67
8733	OCEAN REEF	2015C87333	0	70
600	JOONDALUP	2015C60030	210	0
600	JOONDALUP	2015C60031	709	77
600	JOONDALUP	2015C600310	60	0
600	JOONDALUP	2015C600338	215	0
600	JOONDALUP	2015C600351	299	0
600	JOONDALUP	2015C600352	370	0
600	JOONDALUP	2015C600353	600	0
600	JOONDALUP	2015C600359	0	240
600	JOONDALUP	2015C600360	300	150
600	JOONDALUP	2015C600362	0	250
600	JOONDALUP	2015C600363	147	188
8733	OCEAN REEF	2015C87334	218	80
612	DUNCRAIG	2015C6124	0	250
316	NORTH BEACH	2015C3164	70	0
616	KINGSLEY	2015C6164	160	242
669	BELDON	2015C6694	557	210
614	DUNCRAIG	2015C6144	140	0
8732	WOODVALE	2015C87324	199	0
600	JOONDALUP	2015C600413	500	0
600	JOONDALUP	2015C600418	0	110
600	JOONDALUP	2015C60042	100	60
600	JOONDALUP	2015C60044	450	0
600	JOONDALUP	2015C60045	0	250
600	JOONDALUP	2015C60046	150	0
600	JOONDALUP	2015C60048	120	31
621	EDGEWATER	2015C6215	80	85
614	CARINE	2015C6145	349	0
612	DUNCRAIG	2015C6125	230	0
600	JOONDALUP	2015C60050	250	0
600	JOONDALUP	2015C600515	0	167
600	JOONDALUP	2015C60052	150	0
600	JOONDALUP	2015C60057	290	0
669	BELDON	2015C6696	60	0
605	SORRENTO	2015C6056	350	0
56	DUNCRAIG	2015C566	500	0
619	MULLALOO	2015C6196	170	0
8732	WOODVALE	2015C87326	0	200
600	JOONDALUP	2015C600691	49	0

			Floorspace (m²)	
Centre Number	Suburb	DA_Key	RESTAURANTS, CAFES & FUNCTION CENTRES	TAKE AWAY FOOD AND MILK BARS
600	JOONDALUP	2015C600699	45	0
8732	WOODVALE	2015C87327	0	240
619	MULLALOO	2015C6197	260	0
600	JOONDALUP	2015C600723	40	0
56	PADBURY	2015C568	80	0
316	NORTH BEACH	2015C3168	200	50
614	DUNCRAIG	2015C6148	300	0
600	JOONDALUP	2015C600800	3,293	1,832
600	JOONDALUP	2015C600803	90	0
664	JOONDALUP	2015C6649	363	160
		Total	**28,464**	**11,111**

Source: DPLH 2016

Figure 29. Secondary Catchment Floorspace Additional Supply Data

			Floorspace (m²)	
DA_CPX_CPX	DA_SUB_SUB	DA_Key	RESTAURANTS, CAFES & FUNCTION CENTRES	TAKE AWAY FOOD AND MILK BARS
316	NORTH BEACH	2015C31612	330	0
605	SORRENTO	2015C6056	350	0
316	NORTH BEACH	2015C3164	70	0
284	WATERMANS BAY	2015C2841	300	0
605	SORRENTO	2015C6053	328	0
316	NORTH BEACH	2015C3168	200	50
317	NORTH BEACH	2015C3171	288	0
289	NORTH BEACH	2015C2891	130	100
676	HILLARYS	2015C6762	308	0
605	SORRENTO	2015C6051	220	0
676	HILLARYS	2015C6763	0	50
676	SORRENTO	2015C6761	4,965	707
		Total	**7,489**	**707**

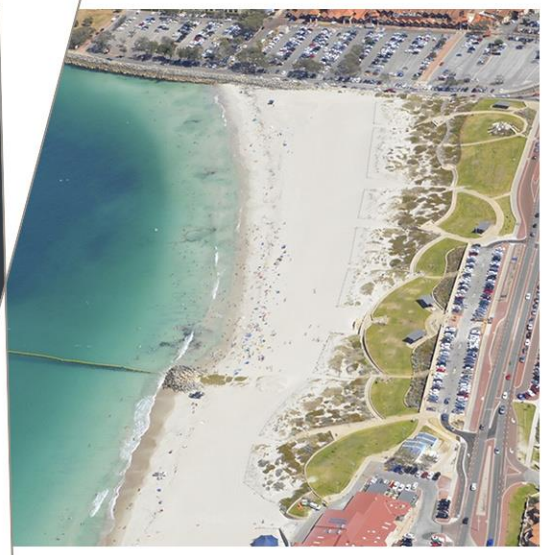
Source: DPLH 2016

ATTACHMENT 6

Traffic and Parking Impacts Assessment

Sorrento Surf Club

CW42106077



Prepared for
Hodge Collard Preston

17 February 2022

Cardno

now

Stantec

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Our report is based on information made available by the client. The validity and comprehensiveness of supplied information has not been independently verified and, for the purposes of this report, it is assumed that the information provided to Cardno is both complete and accurate. Whilst, to the best of our knowledge, the information contained in this report is accurate at the date of issue, changes may occur to the site conditions, the site context or the applicable planning framework. This report should not be used after any such changes without consulting the provider of the report or a suitably qualified person.

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1 Introduction

1.1 Background

Cardno now Stantec has been commissioned by Hodge Collard Preston Architects to prepare a Traffic and Parking Impacts Assessment for the proposed redevelopment of the Sorrento Surf Life Saving Club.

Specifically, this report aims to assess the concept options of the proposed development upon the adjacent road network, as well as the need for and use of parking and the opportunities related to pedestrian, cycling and public transport access.

An aerial image of the Site is shown in **Figure 1-1**.

Figure 1-1 Existing site location



Source: Metromap

2 Existing Situation

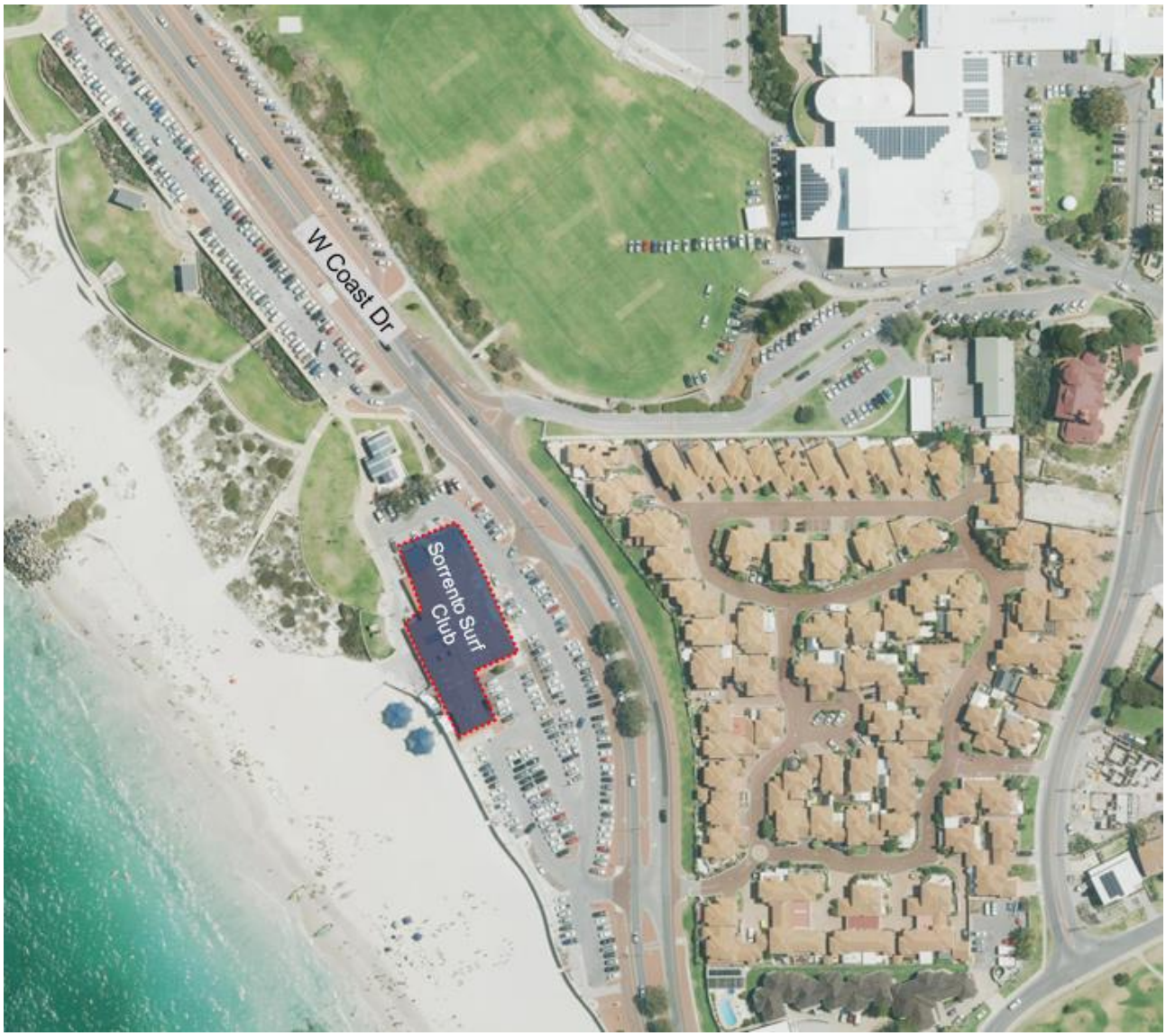
2.1 Existing Site Context

The Sorrento Surf Life Saving Club is located on the Sorrento foreshore just to the south of Hillarys Boat Harbour, with access from West Coast Drive. There are currently two buildings at the existing site, the Club building (including public ablution facilities) and a separate toilet block.

The Sorrento Surf Lifesaving Club (SSLSC) currently has over 1,850 members and is a dedicated volunteer organisation providing services to the community including beach patrols (at Sorrento Beach and Hillarys Boat Harbour), lifesaving services, surf skills training and competition, beach safety education and first aid. The clubrooms, which are leased to the SSLSC, are located on West Coast Drive, Sorrento (south of Hillarys Boat Harbour).

The location of the Site is illustrated in Figure 2-1**.**

Figure 2-1 Site Location



Source: Metromap

There are several ongoing challenges with the existing facility size, layout, and location. This report investigates these issues as they relate to multi-modal transport, and particularly from an access and safety perspective.

2.2 Existing Zoning

According to the City of Joondalup Local Planning Scheme (LPS) No. 3 illustrated in Figure 2-2, the Site is currently zoned as Parks and Recreation reserved as 'Public Open Space'. Other surrounding lots are zoned as 'Residential' to the eastern side of the proposed development.

Figure 2-2 LPS3 Zoning Map



Source: City of Joondalup

2.3 Existing Road Network

Figure 2-3 shows the layout and classification of the roads surrounding the Site.

Road classifications are defined in the Main Roads Functional Hierarchy as follows:

District Distributor B (dark blue): Perform a similar function to "District Distributor A" but with reduced capacity due to flow restrictions from access to and roadside parking alongside adjoining property. These are often older roads with traffic demand in excess of that originally intended. District Distributor A and B roads run between land-use cells and not through them, forming a grid that would ideally be around 1.5 kilometres apart. They are managed by Local Government.

In this instance West Coast Drive is also an 'other regional road' (a Blue Road) under the Metropolitan Region Scheme (MRS), and therefore planning authority for adjacent developments is shared by both DPLH and the City of Joondalup.

Local Distributors (orange): Carry traffic within a cell and link District Distributors at the boundary to access roads. The route of the Local Distributor discourages through traffic so that the cell formed by the grid of District Distributors only carries traffic belonging to or serving the area. These roads should accommodate buses but discourage trucks. They are managed by Local Government.

Access Roads (grey): Provide access to abutting properties with amenity, safety and aesthetic aspects having priority over the vehicle movement function. These roads are bicycle and pedestrian friendly. They are managed by Local Government.

Figure 2-3 Existing Road Network Surrounding the Site



Source: Main Roads Mapping Information Centre (2021)

The characteristics of the surrounding road network are further described in Table 2-1**.**

Table 2-1 Road Network Description

Road Name	Road Hierarchy	Jurisdiction	No. of Lanes	No. of Footpaths	Pavement Width (m)	Posted Speed Limit (km/h)
West Coast Drive	Distributor B	Local govt.	2	2	11.5 (incl. 2m median)	50
The Plaza	Local Distributor	Local govt.	2	2	15.0 (incl. 5m median)	50

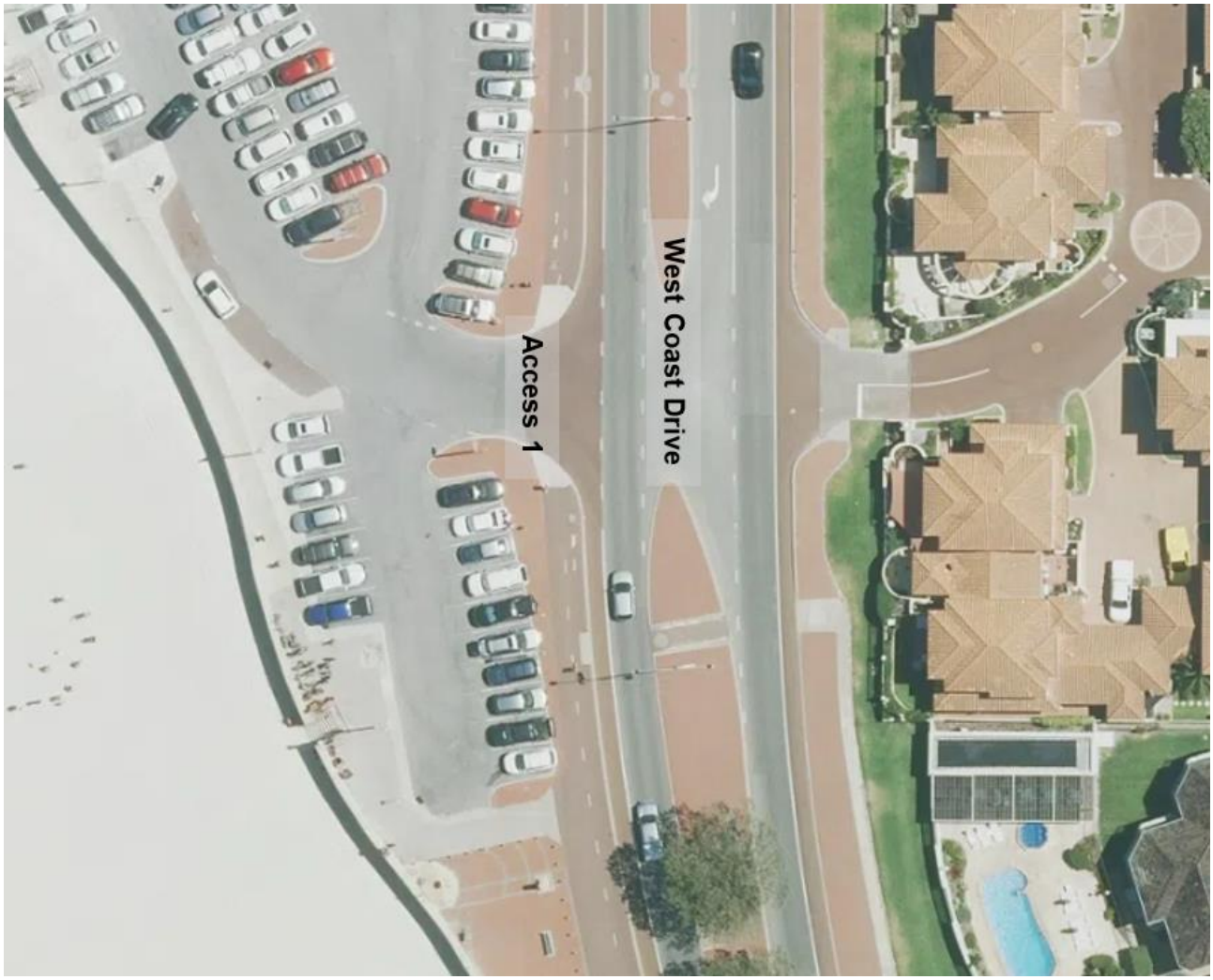
2.4 Existing Access Locations

Key accesses surrounding the proposed site are described as follows:

- Access 1: Full movements access to the southern car park, includes right-turn inbound turn pocket and wide median for staged right-turn egress.
- Access 2: Left-In / Left-Out / Right-Out access to the southern car park, with angled median break to allow for staged right-out movements.
- Access 3: Left-In / Right-In access to the northern car park, includes turn pockets for both movements.
- Access 4: Left-Out / Right Out from the northern car park.

These access points are shown in **Figure 2-4 to Figure 2-7.**

Figure 2-4 West Coast Drive / Access 1



Source: Metromap

Figure 2-5 West Coast Drive / Access 2



Source: Metromap

Figure 2-6 West Coast Drive / Access 3



Source: Metromap

Figure 2-7 West Coast Drive / Access 4



Source: Metromap

2.5 Existing Traffic Volumes

Existing traffic volume data was sourced from Main Roads WA Traffic Data is presented in Table 2-2 below.

Table 2-2 Existing Mid-block Traffic Volumes (Two-Way)

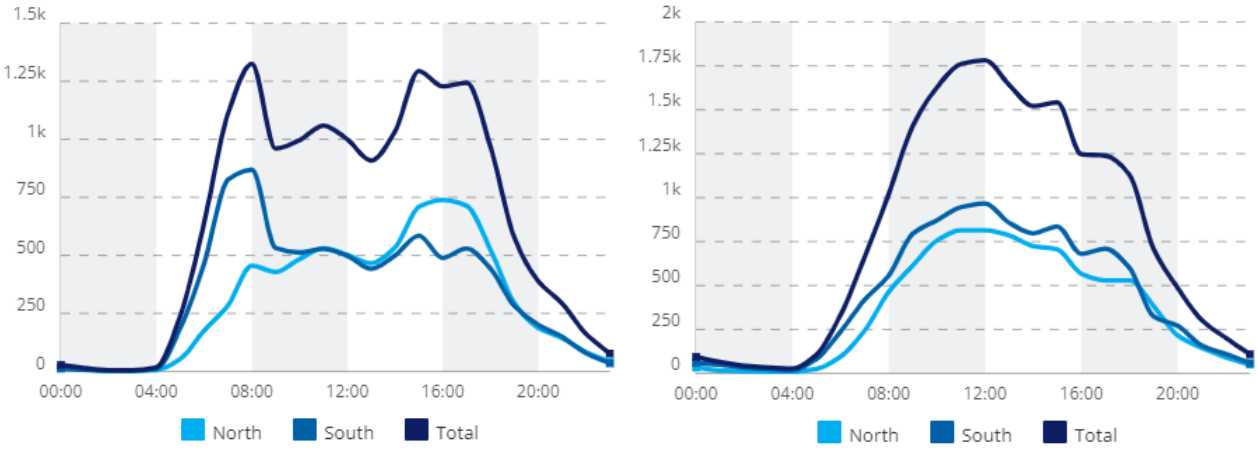
Road Name	Year of Data	Monday-Friday Two-way Traffic Volumes			Weekend (Saturday-Sunday) Two-way Traffic Volumes	
		AM Peak	PM Peak	Average Daily	Midday Peak	Daily
West Coast Dr North of Beach Rd (SLK 0.10)	2020/2021	1,514	1,465	16,459	-	-
West Coast Dr South of Hepburn Av (SLK 2.56)	2020/2021	1,355	1,330	15,572	1,782	19,096

Source: MRWA Trafficmap

This data confirms that weekend traffic remains significantly higher than the weekday. Interrogation of traffic data shows that of the two weekend days measured, traffic on Sunday was even higher than the Saturday, with a total daily volume of 21,108 vehicles. This volume would generally be considered above the carrying capacity of a two-lane divided carriageway road, though the demand distribution spread more throughout the day than a typical commuter corridor.

The profiles for hourly traffic flows are shown below, Figure 2-8, for the average weekday and weekend respectively.

Figure 2-8 Traffic volumes for West Coast Drive south of Hepburn Ave – average weekday (left) and average weekend (right)



2.6 Existing Pedestrian/Cycle Networks

Existing pedestrian/cycle networks are illustrated in **Figure 2-9**.

A high quality shared path is located along the entire West Coast Drive, which is extremely popular for recreation purposes and beach access. This path is heavily used by pedestrians, cyclists and other micro-mobility users, as well as for dog-walking.

For pedestrians/cyclists travelling east-west direction, the predominant routes for local movements are along the “Perth Bicycle Network (PBN)” roads of Helier Drive / Seacrest and Chandler Rd. Regional cycling is more likely to occur along Marmion Avenue and Hepburn Avenue.

Figure 2-9 Pedestrian / Cyclist Facilities in the vicinity



Source: Department of Transport (2022)

2.7 Existing Public Transport Facilities

The routes of nearby bus services and the two nearest bus stops to the Site are shown in Figure 2-10**.**

Two bus stops on West Coast Drive (served by Bus Route 423) are located immediately adjacent to the Site. The presence of the bus stops fronting the Site and frequent peak period service ensures the Site has adequate connectivity both to local destinations (Karrinyup, Hillary's Boat Harbour), and to the wider public transport network (via Warwick Station, Stirling Station).

Figure 2-10 Public Transport Routes



Source Transperth

Details of Bus Route 423 which passes the Site via West Coast Drive are shown in Table 2-3.

Table 2-3 Bus Service Route and Frequency

Route Number	Route name	Weekday Peak Frequency	Weekend Peak Frequency
423	Stirling Stn – Warwick Stn via Karrinyup Bus Stn & Hillarys Boat Harbour	10 mins	30 mins

2.8 Crash Assessment

A search of the Main Roads WA Reporting Centre for crash data has been undertaken. This covered all recorded traffic accidents within 200 metres from the Site between 1 January 2016 and 31 December 2020.

The results are summarised below in Table 2-4 to Table 2-6.

Table 2-4 Total Crashes

Type of Crash (RUM Code)	Fatal	Hospital	Medical	Major Property Damage	Minor Property Damage	Total Crashes
Right Turn Thru	-	1	-	-	-	1
Rear End	-	-	3	8	2	13
Right Angle	-	-	3	2	2	7
Non Collision	-	-	-	1	1	2
Hit Object	-	-	-	1	1	2
Sideswipe Same Direction	-	-	1	1	-	2
Unspecified	-	-	-	1	-	1
Total	**-**	**1**	**7**	**14**	**6**	**28**

Table 2-5 Intersection Crashes

Intersection Name	Fatal	Hospital	Medical	Major Property Damage	Minor Property Damage	Total Crashes
West Coast Dr - Raleigh Rd	-	1	-	1	-	2
West Coast Dr - The Plaza	-	-	-	1	1	2
West Coast Dr - St Helier Dr			3	1	3	7
Total	-	**1**	**3**	**3**	**4**	**11**

Table 2-6 Midblock Crashes

Road Name	Fatal	Hospital	Medical	Major Property Damage	Minor Property Damage	Total Crashes
West Coast Dr	-	-	4	11	2	17
Total	**-**	**-**	**4**	**11**	**2**	**17**

Crashes recorded are summarised below:

- One crash required hospitalisation and two crashes required medical attention
- All of the crashes within 200 metres from the Site occurred on West Coast Drive
- Rear-end crashes are the most common type of crash
- 11 crashes were recorded at intersections while 17 crashes were recorded on a midblock section

The number of crashes recorded is not considered excessive and there are no unusual patterns of crash types that would indicate existing geometric concerns.

The proposed redevelopment is not anticipated to have any material impact on the number of crashes. The consolidated, legible access points proposed for the Site are not considered to have any particular intrinsic risks.

3 Access / Transport Considerations

3.1 Pedestrian / Cycling Conflicts

The shared path that runs along West Coast Drive is popular for a wide range of recreational purposes, including cycling, running, walking and dog-walking. It also forms an important strategic link for longer-distance cyclists accessing destinations such as Hillarys Boat Harbour and Sacred Heart College.

These varied activities often come into conflict due to the differentials in speed and space requirements. The existing path varies in width and quality along the SSLSC frontage, transitioning from a 3.0m red asphalt path to a 2.2m concrete path at Access 3. This reduction in apparent width is alleviated by the additional brick hardscaping area on the road side of the path, which allows for overtaking and additional pedestrian width where needed.

Figure 3-1 Path quality differential at Access 3



In addition to this roadside path, a separate foreshore path is available, giving access to and along the beach, and providing connection to car parking and grassed recreation areas. Due to the configuration of the existing building, this route passes directly through the operating area of the SSLSC, transitioning through a de-facto shared zone. The Club have indicated that this path is a risk to both cyclists and club members.

This route is less amenable to higher-speed cycling movements due to the narrower path geometry and the erratic nature of pedestrian activity. The potential for conflict between cyclists (and other micro-mobility users) and SSLSC members is also high.

Figure 3-2 Foreshore route with shared zone



3.2 Active Transport / Motor Vehicle Conflicts

The shared space adjacent to the SSLSC building is one location where vehicles pose safety risks to cyclists and pedestrians. These vehicles enter and exit from storage areas periodically, and must manoeuvre in the same space used by visitors to access the beach and nearby destinations.

However, these vehicles tend to be slow moving, and the number of vehicle movements per day is relatively low, which mitigates the risk to some extent.

Another key location for conflict lies at the access crossovers themselves. The alignment of the pedestrian path at these crossovers is generally represented by a continuation of the path with pram ramps on either side. However, the setback of the path from the kerb, and the position of turn pockets means that some of these crossing points operate less effectively. This creates safety issues for both pedestrians and cyclists – but particularly cyclists due to the relatively higher travelling speed.

Figure 3-3 Access 1 (left) and Access 2 (right)



In these locations, vehicles queued to exit the southern car park regularly block access to the pram ramps. Note that while crossing pedestrians have right of way under WA Road Rules, these access points do not operate in this manner. The threshold treatments at these access points do indicate a change in environment, but that subtle difference does not appear to be sufficient to influence driver behaviour.

In addition, drivers exiting the car park are mostly looking to their right, and so pose additional risk to southbound pedestrians and cyclists.

Figure 3-4 Access 3 (left) and Access 4 (right)



While Access 3 does not cater for outbound movements, and so does not have the same blocking issues, the adjacent left-turn pocket will tend to increase the speed of incoming vehicles while eliminating any separation. In effect, the turn pocket reinforces vehicular priority over the path.

Of the available access points, Access 4 has the 'best' geometry from a conflict perspective. The path is located approximately 5m from the kerbline, allowing cars to stage for egress without obstructing pedestrian/cycling movements, and is aligned perpendicular to the vehicle path of travel, maximising visibility.

3.3 Access Constraints and Vehicle Level of Service

West Coast Drive is currently operating at approximately its practical capacity, in the order of 15,000-17,000 vehicles per weekday. This traffic volume increases over the weekend, with peak traffic demands occurring over the midday period.

The high traffic environment contributes to levels of congestion and delays at minor roads and access points, including at the SSLSC. Of key concern is the traffic heading from Sorrento Beach turning right to head southbound along West Coast Drive. This is the prevailing outbound movement, requires vehicles to negotiate both directions of opposing traffic.

The current arrangement maximises the ability for vehicles to undertake this key movement, with Access 1 and 2 both allowing staged right turns within the wide central median. Right-turn movements are also permitted from Access 4, though this must be completed in a single movement due to the lack of median storage.

The impact of access constraint is most keenly felt on Saturday and Sunday mornings, when Nippers events are held. This results in a sharp rise in outbound movements at the conclusion of events, with lengthy delays at all of the crossovers.

There are no safe u-turn facilities to the north of the site which would otherwise allow for an alternative egress route. The nearest safe location to turn is the West Coast Drive / Hepburn Avenue roundabout, which would constitute a 1.9km detour.

These access traffic issues also influence considerations for on-site parking: as supply increases, the intensity of traffic during peak periods will also increase.

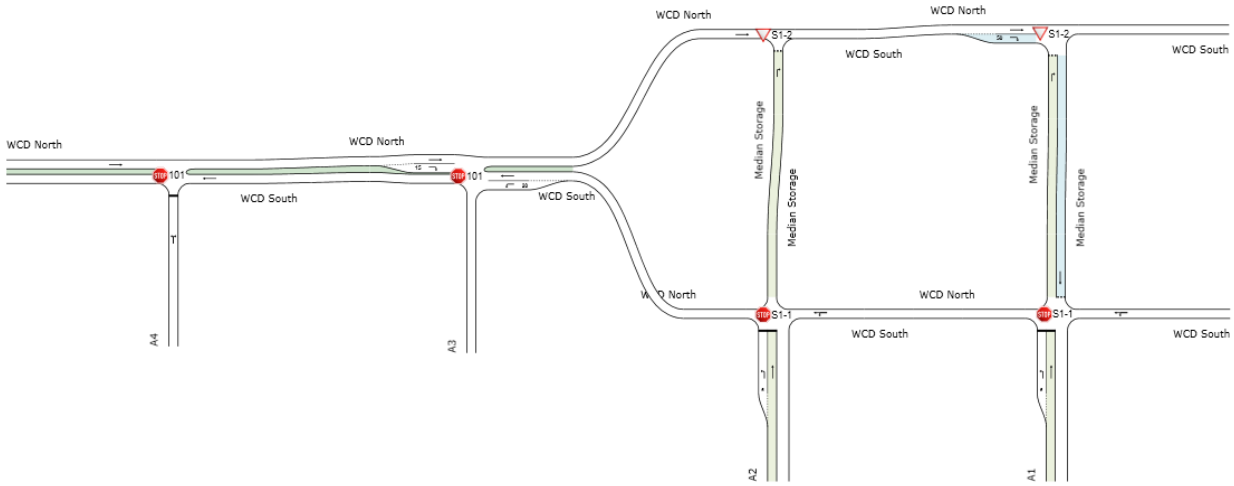
There is a high variability in access and egress demands from the Sorrento Beach car parks, which do not necessarily correspond with peak period travel along West Coast Drive. In particular, a large proportion of the car park turns over between Nippers events, with a short intense period of demand.

For the purpose of this Assessment, the capacity for turning movements has been calculated during an average weekend peak period (12:00-1:00pm). Within this period, traffic movements to and from the Site are assumed to have a 45% / 55% bias to the south, consistent with background traffic.

SIDRA analysis was undertaken at the access intersections to estimate the peak period capacity for critical movements to and from the two car parks. This is generally expressed in the form of Degree of Saturation (DOS), the ratio of the arrival traffic flow to the capacity of the approach during the same period. The theoretical intersection capacity is exceeded for an un-signalized intersection where DOS > 0.80.

A network assessment has been used across the four access points, shown schematically below, Figure 3-5.

Figure 3-5 Schematic SIDRA layout



The results of SIDRA analysis across the four access points is summarised below Table 3-1, for the critical weekend noon peak. All other peak periods are considered to operate at a better level of service.

Table 3-1 Critical SIDRA results

Approach	Traffic Volume / Maximum Capacity
West Coast Drive South	967vph (average weekend peak volume)
West Coast Drive North	815vph (average weekend peak volume)
Access 1: RT outbound	174vph (practical capacity, DOS = 0.8)
Access 2: RT outbound	172vph (practical capacity, DOS = 0.8)
Access 3: RT inbound	224vph (practical capacity, DOS = 0.8)
Access 1: RT outbound	30vph (practical capacity, DOS = 0.8)

The SIDRA assessment for the average weekend midday peak therefore identifies an absolute maximum traffic flow for southbound (right-turning traffic) of 346vph from the southern car park and 30vph from the northern car park.

This *appears* to be sufficient capacity for the southern car park, given the existing provision of 167 parking bays. This does not suggest that there is no peak period congestion within the southern car park, however all traffic can be expected to be able to travel in any direction chosen.

However, there is clearly insufficient capacity for the northern car park to accept right-turn egress movements, which potentially results in vehicles undertaking unsafe manoeuvres to egress southwards, or abandoning their preferred movement to head north instead.

4 Parking Considerations

4.1 Parking in Coastal Areas

The Sorrento Surf Life Saving Club (SSLSC) is located on the Sorrento foreshore just to the south of Hillarys Boat Harbour, with access from West Coast Drive. There are currently two buildings at the existing site, the Club building (including public ablution facilities) and a separate toilet block.

Local beaches experience high levels of parking demand both from the City of Joondalup residents and visitors from other suburbs. These beaches tend to generate significant demand for parking facilities during summer months. This is tested when car parking demands at popular beaches often exceed the number of bays available. This generally leads to incursions into residential areas as surplus visitors seek out alternative car parking solutions that are close to the beach. Local residents often suffer a loss of amenity as a result of these incursions and seek remedy from the City to patrol the affected residential areas more often during peak summer months.

Whilst over-spill of parking into nearby local residential streets along the coastline may be a concern for local residents, it is important to highlight that this option may be preferable to further development of car parks along beachfront areas that are already sensitive environments. Additional parking infrastructure needs to be balanced against the loss of public amenity, and the damage done to dune ecosystems, as well as potential future costs associated with coastal erosion and sea-level rise.

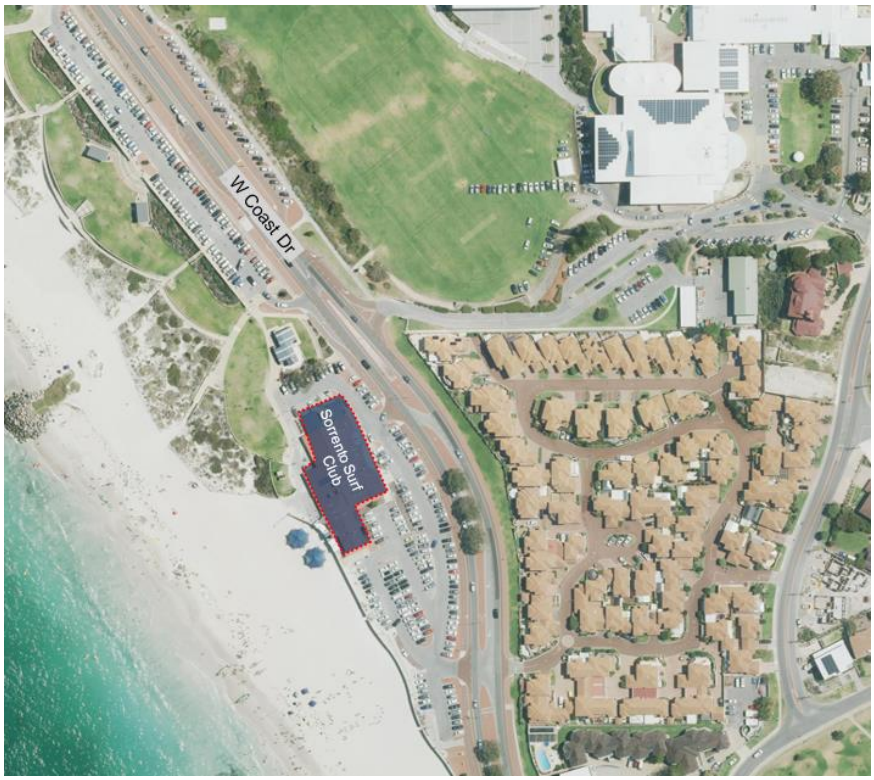
4.2 Existing Parking Supply and Demand

The existing parking areas around the Sorrento Life Saving Club is shown in Table 4-1. The parking provided inside the surf Club area is shown in Figure 4-1.

Table 4-1 Existing Parking

Land Use	Number of bays
Sorrento Lifesaving Club	282 + 8 (ACROD bays)

Figure 4-1 Existing Surf Club and Car Parks



Source: Metromap

Figure 4-2 Existing Surf Club Car Park Usage

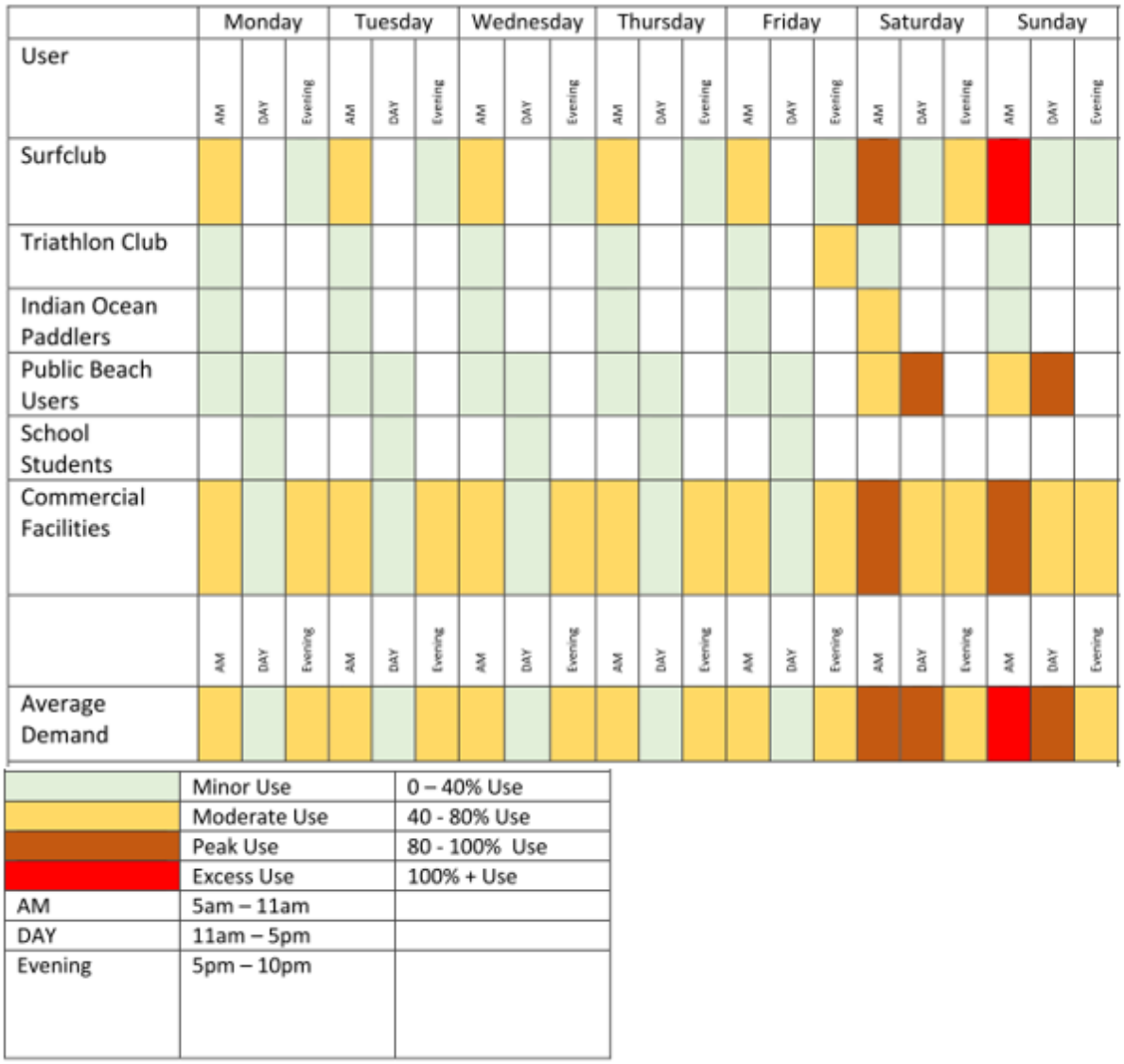


Figure 4-2 describes the activities operating within the club and the existing Sorrento Surf Life Saving Club car park usage. It shows that car parking areas are at capacity during Saturday morning peak and above capacity during the Sunday morning peak.

The largest generator of parking demand in the area is the Sorrento beach itself. It can be difficult to accurately discern a representative parking requirement as there are numerous factors which can affect visitor numbers, some of which include the following:

- Popularity of the beach itself – there is no definitive method of determining how popular a beach is as this is highly subjective.
- Quality of parking facilities – the availability and quality of parking provided at beaches is also a factor as visitors prefer to have a formalised parking area located close to the beach access.
- Surrounding area facilities – beaches that are located near complementary land uses such as cafés and restaurants are likely to be more popular compared to one without any facilities.

Observations from the two car parks show that occupancy is particularly high during Nippers events, on particular summer days and as a result of overspill under exceptional peaks at Hillarys Boat Harbour. Outside of these periods, parking occupancy is negligible, with ample available supply.

However, as with many beach destinations within the Perth Metropolitan area, visitors are likely to be attracted to Sorrento Beach specifically because of the availability of parking.

This implies that while an increase in parking supply would assist in supporting the redevelopment of the SSLSC, and particularly any proposed commercial development, any additional parking could actually just induce more demand by beach-goers.

This creates a clear trade-off between the capacity for on-site car parking to facilitate vehicle trips to the SSLSC, and the significant space requirements and environmental impact of constructing this car parking.

The redevelopment should also consider the large supply of parking available at the nearby Hillarys Boat Harbour, which serves to accommodate overspill for the majority of peak days.

4.3 Future Parking Demand

The popularity of the Sorrento Beach precinct and the associated car parking facilities adjacent to the SSLSC is related to a number of factors including:

- **Regional population growth:** The popularity of Sorrento Beach can be expected to increase as the local residential population grows.

  The City of Joondalup as a whole is projected to increase in population by 16% through to 2050 (Economic Profile and Opportunities report, 2019). However, the majority of this growth is expected to occur outside of the local catchment. Resulting beach parking demand is therefore distributed across the entire coastline of the (and beyond).

  The City's Local Housing Strategy identifies two nearby Housing Opportunities – Sorrento Laneway Lots (HOA3), which would increase the zoning to R20/25 and generate up to 485 additional dwellings; and a 'Future Development Site' at Hillarys Boat Harbour. This represents a 10% or more increase in local population.

  This would result in a global demand increase across the day, and particularly during the mid-morning and afternoon peaks.

- **Increase in SSLSC membership:** The SSLSC has identified a membership increase of 44%-67% at the 2035 horizon, as a result of local population growth and the impact of improved facilities.

  This would translate directly to traffic demands during the weekend morning periods, where both congestion and parking issues are prevalent.

- **On-Site Commercial Demand:** The proposed SSLSC upgrade includes a potential commercial development of approximately 400sq.m. The ultimate function of this component is yet to be determined, but is likely to include at least some proportion of food & beverage offering.

  This kind of use generates a relatively high traffic and parking demand, expected to be in the order of 50-60 parking spaces. This demand is consistent with the scale of the extension of the car park identified in the following Options.

- **Local economic growth:** In addition to the attraction of Sorrento Beach, and the upgraded SSLSC, the car park also functions as overflow parking when Hillarys Boat Harbour is at capacity, and may also accept parking from the Sorrento Activity Centre to the south (corner of West Coast Drive and The Plaza).

  This demand is related primarily to the intensity of activity at these two nearby sites, and related more to the operating hours and peak times of these facilities. Parking overspill can be generally expected during the critical weekend midday peak.

The existing constituents of demand at Sorrento Beach are difficult to determine, and vary throughout the day. However, the above projections all point to an overall increase in visitation during critical periods of the day, where access capacity and parking supply is already strained.

As such, it is recommended that the increase in parking supply is limited only to the extent required to support the commercial development, relying on parking constraints and active transport improvements to incentivise alternative modes for access.

4.4 Parking Management Options

The existing parking management regime allows for unlimited parking for the majority of bays, with some small number of spaces allocated to SSLSC use. As part of this assessment, a range of potential management options have been investigated:

- **Duration Restrictions**: Limiting the duration of parking is appropriate where there is a need to limit the type of users parked in an area. For example, a 4-hour restriction on parking would tend to impact employees, commuters and student vehicles.

  A shorter restriction (e.g. 2-hours) can also be employed where the intent is to increase turnover, imposing a maximum duration of stay on users who choose to park. This is not necessarily desirable, as the intent of the beach area is to make it desirable for families and beach goers to use for recreation and other social activities.

  Duration restrictions also require the highest degree of compliance and activities, with a corresponding cost to the City.

  In this environment, the average duration of stay is likely to be 1-2 hours, and while it is acknowledged that weekday student parking can limit capacity during particular times, there are few external long-stay users accessing the car park during the critical weekend peak periods.

  Therefore, duration restrictions by themselves are not likely to provide a positive impact in this location.

- **Paid Parking:** This can be used to support a wide variety of trip purposes, while still increasing parking turnover. Most importantly, local pricing can be used to redistribute demand to other beachfront locations that are less popular, improving the overall efficiency of the public supply.

  The appropriate price for parking is the point at which occupancy is maintained at 85-90%. This price may drop to zero during off-peak times where there is excess parking available on-site.

  This form of parking is consistent with the City of Joondalup (Draft) Parking Strategy.

  It is understood that paid parking is generally unpopular, and can result in local resistance by visitors. However, the above principle ensures that those visitors always have access to the Site, replacing the current ‘first-come first-served’ opportunity. Where fees are applied it is important to consider locations where free parking is available, and to install appropriate duration limitation (e.g. 2P signage).

- **Dedicated Parking:** Parking duration and fee systems would ultimately impact the on-site employees and club managers the most. One option to mitigate this impact is to provide dedicated parking for a select number of SSLSC staff.

  This is inefficient because it effectively reduces the overall parking supply, even when staff are not present. In general, this form of parking is not considered to be best-practice.

- **Parking Permits:** Parking permits are costly to maintain, but provide flexible options for specific user groups. In this case, a permit system run by the SSLSC could allow limited parking by staff in specific areas either without payment or for longer than the maximum duration.

  This form of exemption permit is a powerful tool, and so a limited number of permits would be distributed.

5 Changes to the surrounding Transport Network

5.1 Road Network

The City of Joondalup has advised that modifications to the existing cross-section of West Coast Drive from St Helier Drive to Raleigh Road are being considered for implementation in the medium to long term.

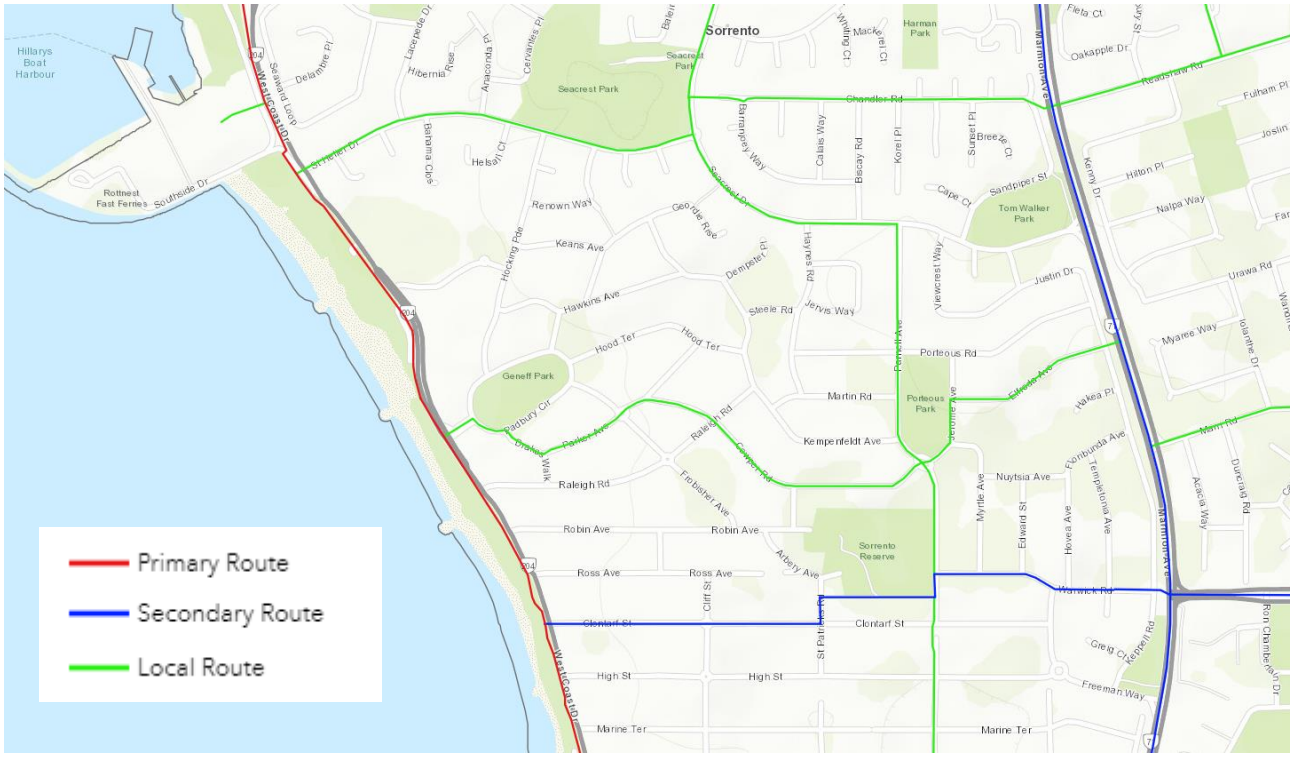
This may include the opportunity to improve the quality of the interface with the public realm. This might include the creation of pedestrian priority zone with seating, shade and high quality surface treatments, as well as improving traffic function and safety. The proposed development provided an opportunity for this to be fast tracked and partially funded through the community benefits proposed.

However, no detailed information on the proposed modifications was available.

5.2 Pedestrian/Cycle Networks

The Department of Transport *Long Term Cycling Network* shows West Coast Drive as a primary route connecting to other high quality paths along Hepburn Avenue and North Beach – Karrinyup Road.

Table 5-1 Long Term Cycle Network



Source: Department of Transport

Modifications to the pedestrian and cycling provisions have previously been included in concept designs for the West Coast Drive corridor, including opportunities for segregated on-road bike lanes and path upgrades. These upgrades are not currently funded, and would require further consultation and refinement.

6 Development Proposal

The proposed redevelopment of the SSLSC has been considered in a number of different forms, each of which has different impacts on accessibility, internal and external traffic movements, and service provision.

In general, the proposed development comprises:

- Surf Club (~700sq.m.), plus amenities and storage associated with operational requirements
- Public Amenities (~180sq.m.); and
- Commercial Area (~400-450sq.m.).

This report relates to those components that impact the interface with surrounding transport networks, including pedestrian, cycling and vehicular networks, and the on-site provision of parking, vehicle circulation and pathways.

One key constraint is related to design vehicle movements between the external network, the beach and the SSLSC stores. For this purpose, the design vehicle used is a B99 utility vehicle towing a 9m boat trailer.

6.1 Option 1

Option 1 proposes a complete demolition of the existing facility and construction of a new facility to the north of the existing facility.

The works proposed include the following:

- An additional 69 new car bays
- The main path on the western side re-routed to the east to prevent conflict with cyclists / pedestrians and movement of surf equipment;
- Northern and southern public amenities demolished, with the amenities being replicated to newly constructed amenities to the north;
- Club related areas located at the first floor level: clubroom, training room, kiosk / kitchen;
- Commercial element located on the first floor – with separate entries that allow each area to operate independent of each other.

The concept designs for Option 1 are shown below in **Figure 6-1** through **Figure 6-4.**

This design includes a number of transport features, identified as follows:

- Removal of the existing building allows construction of a legible car park with 69 additional bays, which is sufficient to accommodate the needs of the proposed commercial space and keep pace with the anticipated growth in club membership.
- A coherent pedestrian connection along the southern side of the new building links the West Coast Drive shared path to the SSLSC and to the beach access.
- An at-grade paved area surrounding the SSLSC provides easy access to the entire site, including from the beach and new grassed recreational spaces to the public amenities.
- However, the design does not separate operational and recreational spaces, retaining some of the conflict issues identified by the SSLSC. That is, the foreshore pedestrian and cycling route still shares key operational spaces with the SSLSC.

Figure 6-1 Option 1 – Concept Plan



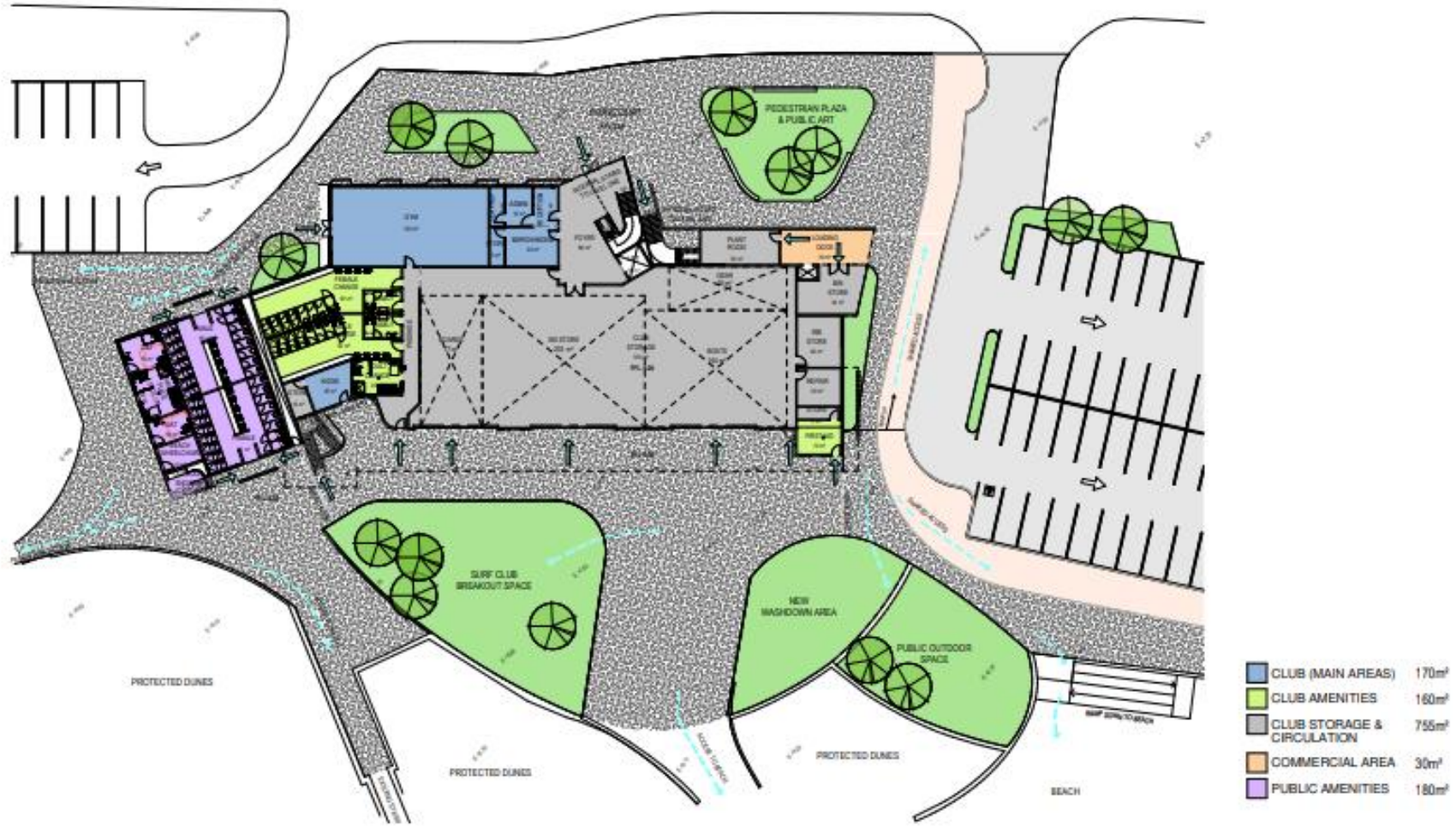
Source: HCP Architects

Figure 6-2 Option 1 – Site Plan



Source: HCP Architects

Figure 6-3 Option 1 – Ground Floor Plan



Source: HCP Architects

Figure 6-4 Option 1 - First Floor Plan



Source: HCP Architects

Swept path analysis for the intended external approach route is shown in **Figure 6-5** below.

Figure 6-5 Option 1 – Car with Trailer Swept Path



This shows that the design vehicles can easily access both storage and beach destinations from the external network. While this route does rely on the proposed shared (pedestrian / club vehicle) path, such movements occur only rarely and at low speed.

Similarly, the loading dock is easily accessible from the Access 2 driveway, crossing the shared path at a clearly defined location.

6.2 Option 2

This option proposes a complete demolition of the existing facility and construction of a new facility, slightly to the north of the existing facility and also construction of a new commercial facility.

In summary the works proposed include the following:

- An additional 69 new car bays
- The main path on the western side re-routed to the east to prevent conflict with cyclists / pedestrians and movement of surf equipment;
- Club related areas located on the first floor: clubroom, training room, kiosk / kitchen;
- A separate commercial area proposed to the east of the new surf club.
- Northern and southern public amenities demolished, with public amenities being incorporated into the commercial building.

The concept designs for Option 2 are shown below in **Figure 6-6** through **Figure 6-9.**

This design includes a number of transport features, identified as follows:

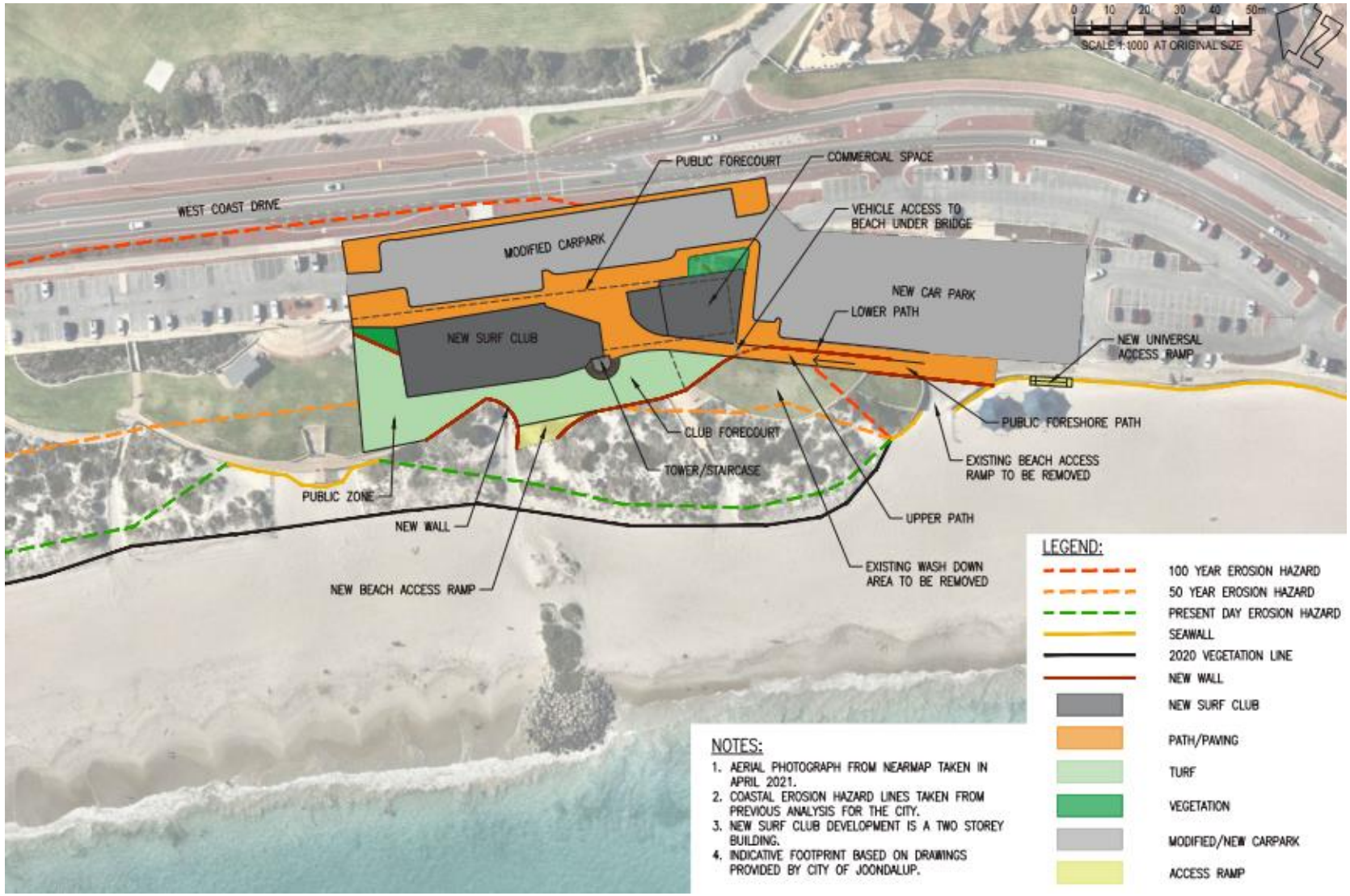
- The building setback allows for connection between the northern and southern car parks and removal of Access 3. This proposal improves the pedestrian/cycling function along the West Coast Drive shared path, but reduces the capacity for the critical right-turn egress movement significantly.

  Due to these traffic impacts, the detailed plans for Option 2 retain Access 3 but allow for connection between the two car parks over the east-west pedestrian spine.
- The proposed expansion of on-site parking is sufficient to accommodate the needs of the proposed commercial space and keep pace with the anticipated growth in club membership.
- The foreshore pedestrian route is realigned to run along the western edge of the car park, before turning through the central plaza and connecting with the existing seawall path to the south.

  This route incorporates the SSLSC and commercial element into the pedestrian experience.

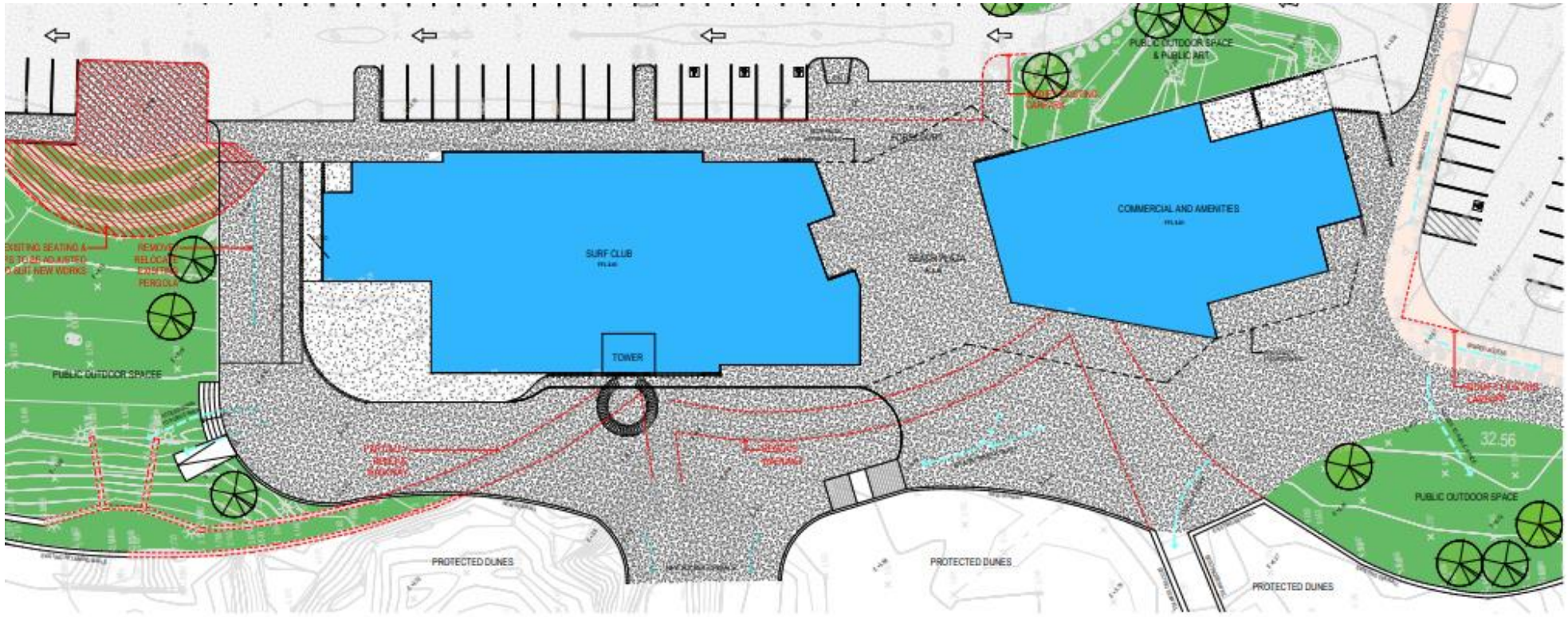
  While the design of this will result in cyclists traversing the central plaza, experience shows that movements of bikes through large open spaces results in less conflict than along linear pathways.
- Club operations, and particularly vehicular movements, have been shifted to the lower level, accessed via a vehicle ramp to the north of the club building. While this area is still accessible to the public, it has less utility than the first floor level and would see much less traffic. Instead, pedestrian movements are oriented through the plaza for all purposes.

Figure 6-6 Option 2 – Concept Plan



Source: HCP Architects

Figure 6-7 Option 2 - Site Plan (New Surf Club + Commercial)



Source: HCP Architects

Figure 6-8 Option 2: Entry from Car Park (New Surf Club + Commercial)



Source: HCP Architects

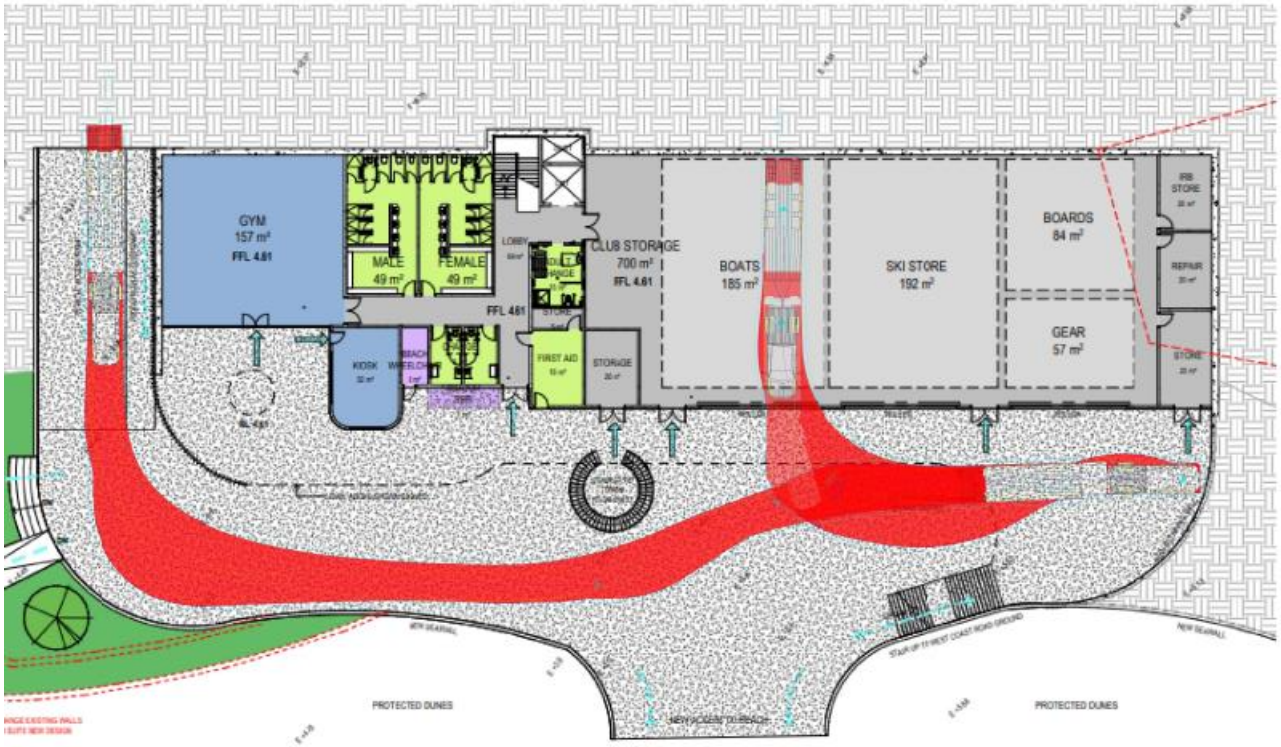
Figure 6-9 Option 2 - Entry from Beach (New Surf Club + Commercial)



Source: HCP Architects

Swept path analysis for the intended external approach route is shown in **Figure 6-10** below.

Figure 6-10 Option 2 – Car with Trailer Swept Path



This shows that the design vehicles can easily access both storage and beach destinations from the external network. This route does not rely on the proposed shared (pedestrian / club vehicle) path.

The proposed loading dock is easily accessible from the Access 2 driveway, crossing the east-west spine at a clearly defined location. It is recommended that this crossing point be marked as a zebra crossing to ensure pedestrian priority.

6.3 Option 3

This option has a similar development form to Option 2, including the separate commercial facility. However, rather than a lower operational level accessed from the north, the intent is for a wide flyover bridge to connect the site to the foreshore path to the south, while the car park circulation aisle is used to ramp down to the lower level underneath for access to SSLSC operations (storage etc.).

In summary the works proposed include the following:

- 51 additional car bays.
- A large flyover structure operating as the development plaza and pedestrian connection through the site.
- Northern and southern public amenities demolished, with the amenities located under the commercial building at the lower level.
- Club related areas located on the first floor: clubroom, training room, kiosk / kitchen;
- A separate commercial area proposed to the south of the new surf club.

The concept designs for Option 2 are shown below in **Figure 6-6** through **Figure 6-9.**

This design includes a number of transport features, identified as follows:

- Disability access to the southern car park and public amenities from the plaza relies on either the service lift or a substantial universal access ramp to supplement the stairs.
- Opportunities for increased car parking are reduced (compared with other options) due to the additional requirement for ramping and the impact of this on compliant design.
- The foreshore pedestrian route is realigned to run along the western edge of the car park, before turning through the central plaza and connecting with the existing seawall path to the south.

  This route incorporates the SSLSC and commercial element into the pedestrian experience.

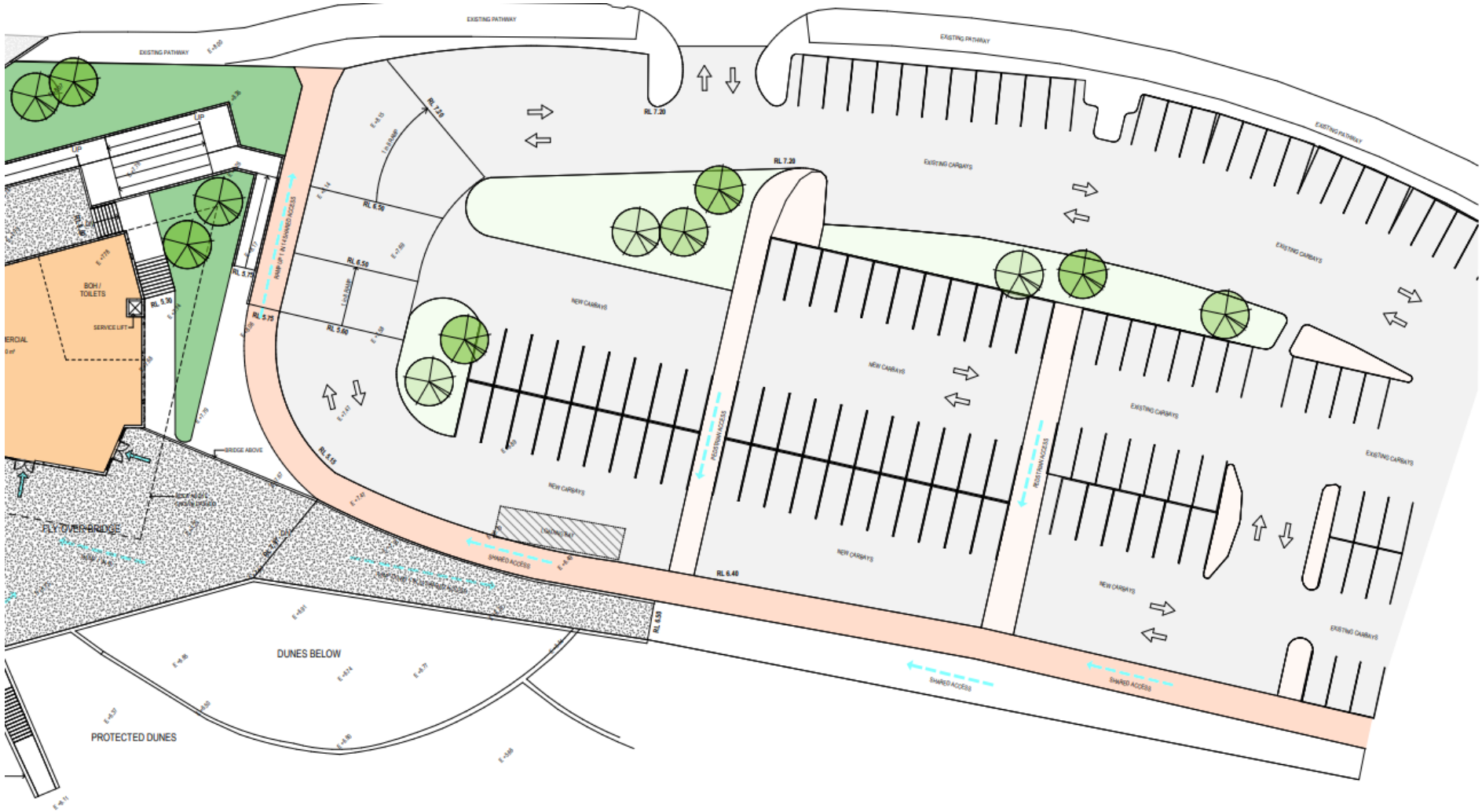
  While the design of this will result in cyclists traversing the central plaza, experience shows that movements of bikes through large open spaces results in less conflict than along linear pathways.
- Club operations, and particularly vehicular movements, have been shifted to the lower level, accessed via a vehicle ramp to the north of the club building. While this area is still accessible to the public, it has less utility than the first floor level and would see much less traffic. Instead, pedestrian movements are oriented through the plaza for all purposes.
- The relocation of the access ramp from the northern edge of the SSLSC to the southern side reduces the severance to the grassed recreation space. However, the engineering requirements to construct a compliant ramp access from the northern car park result in a number of additional ramps that reduce legibility.

Figure 6-11 Option 3 - Entry from Car Park (New Surf Club + Commercial)



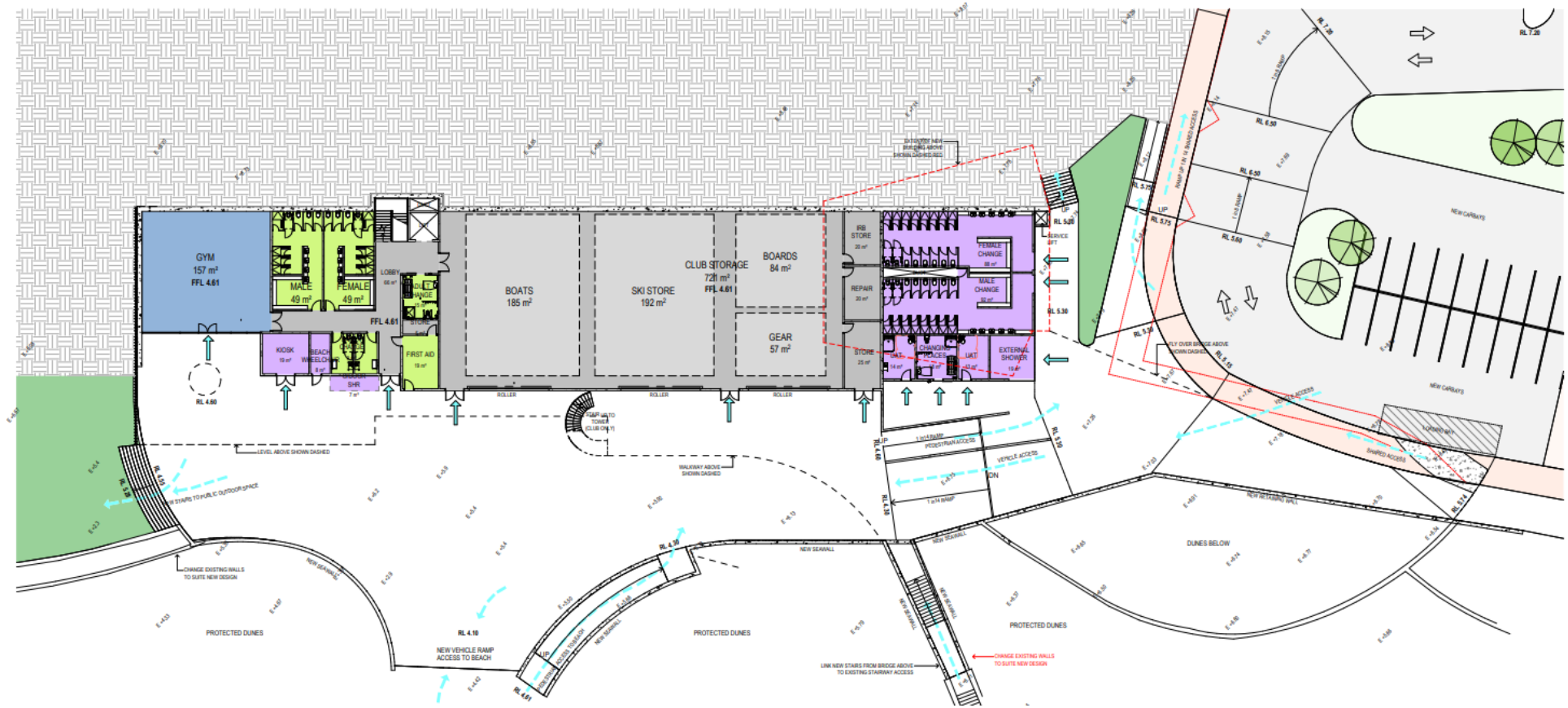
Source: HCP Architects

Figure 6-12 Option 3 – Proposed Car Park (New Surf Club + Commercial)



Source: HCP Architects

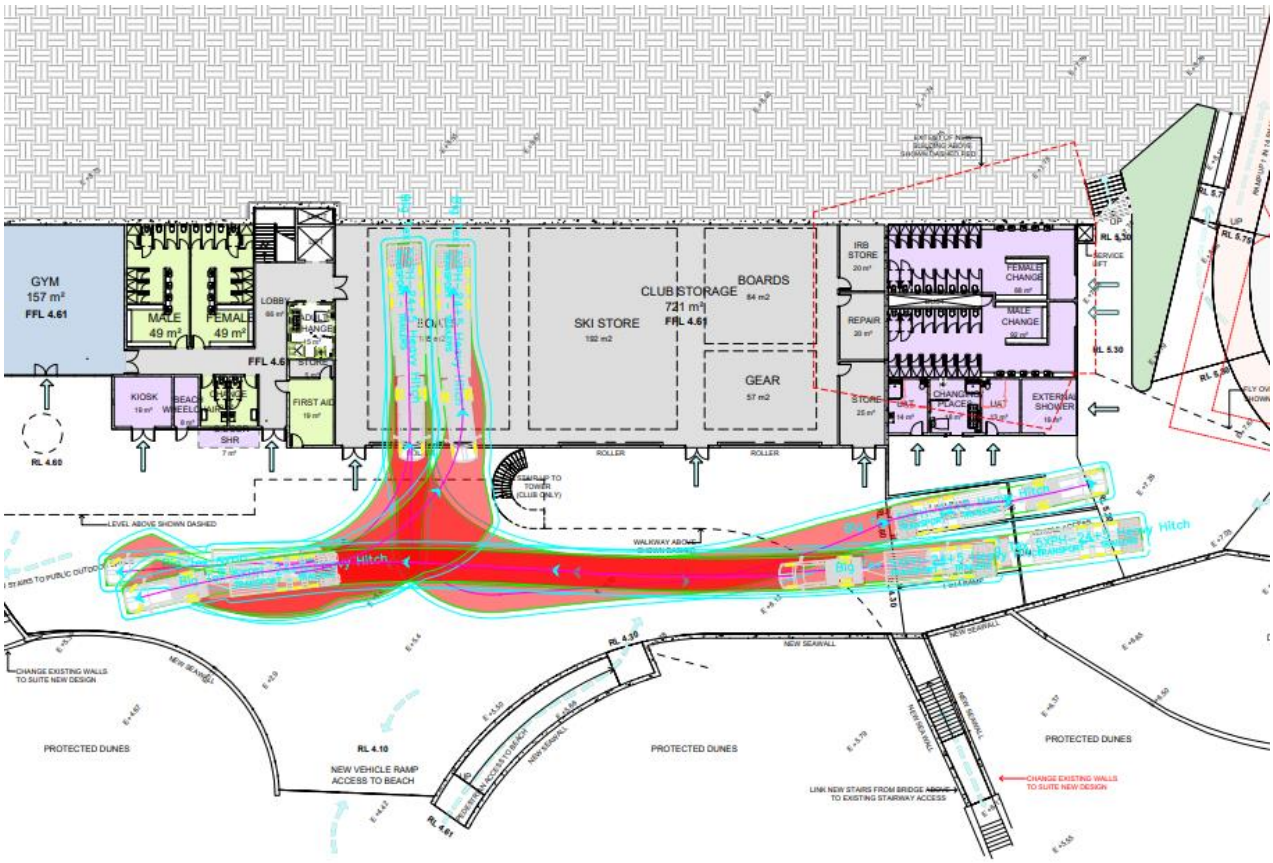
Figure 6-13 Option 3 - Entry from Beach (New Surf Club + Commercial)



Source: HCP Architects

Swept path analysis for the intended external approach route is shown in **Figure 6-10** below.

Figure 6-14 Option 3 – Trailer Swept Path



Once again, the proposed hardstand area allows easy access to both storage and beach destinations by the design vehicle.

Commercial delivery/waste collection requires negotiation of the shared access, and these requirements may further impact the design of ramp structures, depending on the service vehicle used.

6.4 Potential Improvements

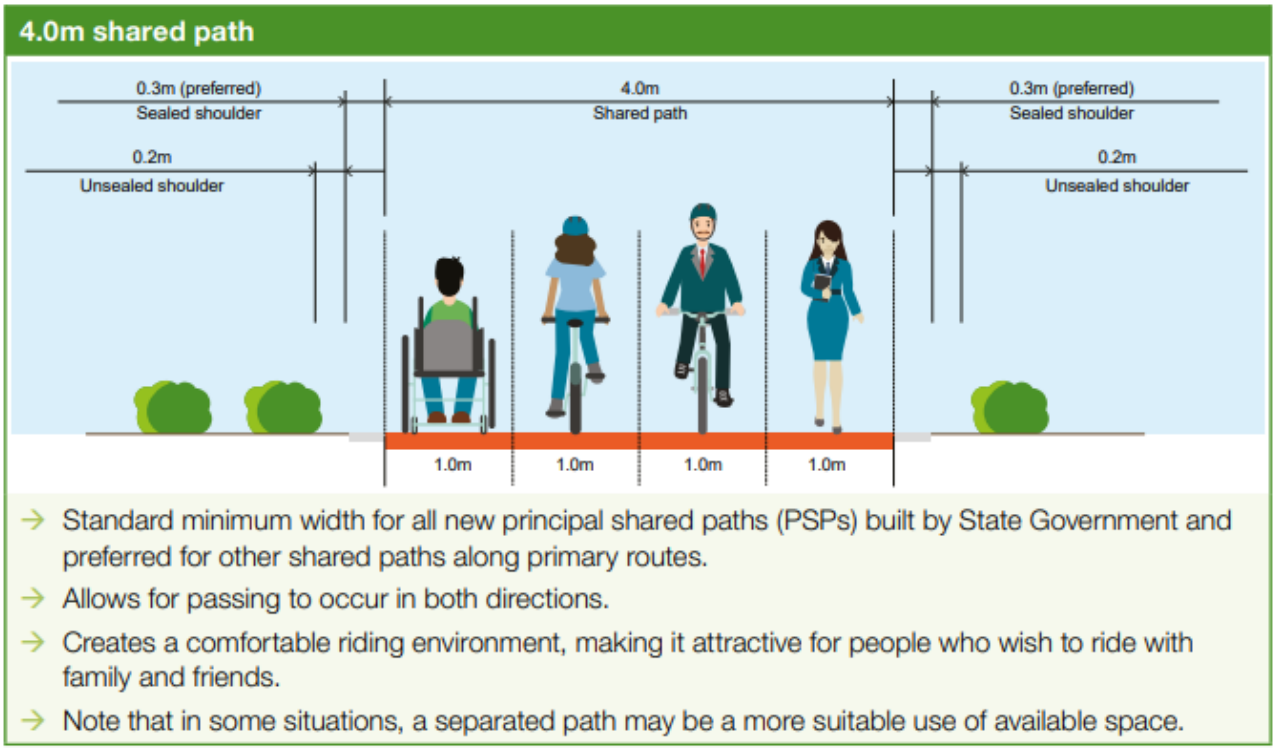
The existing surf club location experiences a lot of traffic of all kinds (pedestrians, cyclists and private vehicles). The current interface with the driveways is poor and high risk. To address these issues, a series of access improvements have been tested, representing small and large-scale changes to the local network.

Many of these improvements represent a considerable cost, and would not necessarily be considered appropriate for incorporation into the proposed redevelopment. They have been provided for discussion only, to address existing and ongoing access and safety concerns along the corridor.

Therefore, potential improvements have been separated into two separate sections, including 'small-scale improvements' which could reasonably form part of the redevelopment, and larger improvements which would likely form part of a wide-scale corridor upgrade project.

6.4.1 Small-Scale Recommendations

- Reducing the posted speed limit along West Coast Drive would make on-road cycling more attractive, and would improve safety for all users. The narrow carriageway and high degree of conflict indicates that a 40km/hr speed limit would be warranted.
- The level of usage for the Principal Shared Path along West Coast Drive is extremely high. Under DoT's design guidance: *Planning and Designing for Bike Riding in Western Australia*, this usage would trigger a need for a 4.0-6.0m path

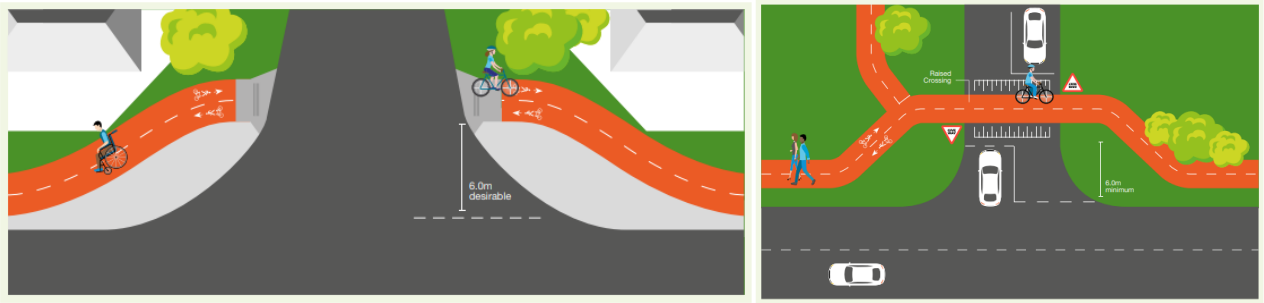


However, existing space constraints along the corridor, particularly where the path directly abuts the dunes, limit the opportunity for holistic upgrades to the path cross-section.

At a minimum, the existing 2.2m-wide concrete section of path north of Access 3 should be upgraded to a 3.0m asphalt form, consistent with the infrastructure further to the south.

- The current interface with the driveways is relatively poor. To mitigate these impacts, minor modifications are recommended at the four access crossovers (in accordance with DoT *guidelines*), as follows:
  - set back the crossing 6m from the frontage road to allow a car to cross the path and enter the roadway in two stages. This avoids cars queuing across the path.
  - Maintain the path level at these crossing points, establishing a platform for vehicles to cross, and potentially mark as pedestrian/cycle priority (zebra). *Note that zebra linemarking acts as reminder signage only, since pedestrians and cyclists already have priority over cars.*

Figure 6-15 Recommended crossing alignment options



Source: Department of Transport - Planning and Designing for Bike Riding in Western Australia

- The reduced speed on West Coast Drive would also assist to improve driver behaviour, creating a situation where they are content to wait for a few seconds.
- It is critical for outbound capacity to be as high as possible to reduce delays (which can create unsafe driving behaviour). However, minimising the right turn egress will induce drivers to undertake potentially dangerous driving behaviours to avoid rerouting effects.

  This suggests that alternatives to right-turn egress will be required. A number of potential solutions to this issue have been described below, in **Section 6.4.2.6.4**

6.4.1.2 Combined Car Park

The existing layout of West Coast Drive does not permit any kind of u-turn to the north of the SSLSC prior to Hepburn Avenue. Traffic cannot therefore turn left and u-turn to head southbound, significantly reducing the potential egress capacity of the Site.

To alleviate this issue, a mid-block u-turn was investigated to the north of the southern access, which would have allowed Access 1 to be restricted to left-in/left out. However, there was not considered to be sufficient capacity in this turn to accommodate the volume necessary.

This option includes changes to support the closure of the central Access 3 crossover. The removal of this conflict point would improve pedestrian and cycling safety along West Coast Drive, and would open up the connection between the northern and southern car parks.

This would necessitate a change in the northern car park, modifying it to two-way, instead of one-way northbound. This has an impact on internal crossing, which could be offset by a mid-line pedestrian crossing point.

A minor change is shown at the northern access to allow right-turn in (requiring a turn pocket to be created). This is intended to support increased outbound capacity at the two southern crossovers. It also restricts right-turn movements into the on-street bays on the eastern side of West Coast Drive, in front of Sacred Heart College.

Figure 6-16 Combined Car Park (removed Access 3)



Ultimately, the reduction in the right-turn capacity and the intensification of movements particularly at the Access 2 crossover suggest that this access arrangement is not sufficient to accommodate peak period needs. Note that this concept does indicate the path alignment changes recommended to support safer active transport movements.

6.4.2 Large-Scale Intersection Concepts (for discussion)

6.4.2.1 Compact Roundabout – Northern Connection only

This option has a roundabout feature shared with Sacred Heart, and retains the car parks in the current, separate form. The roundabout has been shown in a 'Compact Roundabout' form, which is a low-speed design navigable at about 15-20km/hr. This speed environment is critical, because the proposed roundabout would undoubtably have an impact on the existing on-road cycle lanes along West Coast Drive.

These cycle lanes are not considered to have much utility, since they terminate just slightly south of the Site, at The Plaza. However, it is important for cyclists to be able to negotiate any proposed roundabout safely. The compact geometry, with its slow approach and departure speeds, better cater for cyclists – in fact they have specifically been identified for this purpose in the Austroads document AP-R542-17 *Bicycle Safety at Roundabouts.*

The geometry for one potential option is shown, as a proof of concept only. This roundabout has been sized to accommodate standard vehicles within the circulating lanes, and articulated semi-trailers up to 19m in length mounting the island.

The advantages of this large centrally-located roundabout are:

- Additional capacity and safety for vehicles entering and exiting Sacred Heart, compared with the existing arrangement.
- The roundabout eliminates the need for right-out priority egress. Vehicles exiting from the southern car park can u-turn at the roundabout, while vehicles heading south from the northern car park can access the roundabout directly.
- The concept retains the right-in at the southern extent to preserve access to both car parks from all directions.

Figure 6-17 Central Roundabout (Access 2)



It is notable that due to the size of the roundabout (a function of providing access to both the Sacred Heart driveway and Access 3, this design may impact the design of the proposed SSLSC entry plaza slightly. It is possible that this could be reduced or removed entirely through design development.

6.4.2.2 *Large Central Roundabout*

The position of the central roundabout precludes internal connection between the car parks, but there is the potential for a larger roundabout to fit a fifth arm (another advantage to the compact geometry is that its slower circulating speed and tighter radii permits this better than a standard roundabout design).

This option passes all right-turn movements through the central roundabout, but also allows the southern car park to empty via left-out and u-turn, increasing the capacity of that critical movement.

The removal of the right-turn in movement, and Access 2, is beneficial for safety along the path and at the southern access point.

Figure 6-18 Large Central Roundabout (Access 2 & 3)



6.4.2.3 Peanut Roundabout

As an alternative to the large central roundabout, the following geometry could be considered. This 'peanut' roundabout better aligns with the two minor access points and eliminates the encroachment of the roundabout into the verge area.

This would have benefit not only for the SSLSC, but also for safe and effective access and egress to Sacred Heart, which experiences significant congestion during peak school times.

The resulting geometry could even allow extension from the southern car park directly into the roundabout, as a 5th arm, which would enable direct access to the southern car park from the north without the need to retain the right-turn in at Access 1.

Figure 6-19 Option 1: Central Roundabout (Access 2)



Because this design is less common, it would need a greater degree of design work than other more typical options. However, the reduction in overall area could ultimately reduce the cost of the infrastructure.

6.4.2.4 Off-Site Roundabout

Discussions with the City of Joondalup identified a potential opportunity for a roundabout located at the intersection of West Coast Drive and St Helier Drive. This would provide vehicles egressing from the SSLSC a convenient u-turn only 400m north of the Site. If this were to eventuate, car park egress could be restricted to left-out, eliminating a significant component of safety risk and delay.

This would require minor modifications to the central median at Access 1 and Access 2 only.

6.4.2.5 Southern Roundabout – Combined Car Park

This concept includes a roundabout feature at the southern extent, and with the two car parks connected internally. In this location, the roundabout also provides access to the adjacent retirement village.

The width of the central median in this location means that the compact roundabout form can fit within the road reserve with little impact on amenity.

All other access points have been reduced to left-in/left-out. This means that right turn inbound and outbound movements will need to travel along West Coast Drive (inbound), or through the car park (outbound) to turn.

Figure 6-20 Southern Roundabout Concept



By reducing the number of crossovers, this option is much better for pedestrians/cycles on the PSP and is more legible for cars. There could be some internal congestion if a high proportion of vehicles are heading southbound out of the car park, but the roundabout makes this movement much easier than the existing arrangement. If this Option were to be pursued, it would likely have an impact on car parking numbers in the southern extent of the car park (south of the roundabout).

7 Recommendations and Conclusions

This Design Review identifies the importance of access and safety across both motorised and active transport modes. The three Concept Design Options each address the existing site issues in different ways, segregating or integrating surf club operations, pedestrians, bikes and cars according to a variety of needs.

Within the scope of the transport aspects of this review, some key recommendations have been made:

Traffic and Access

1. Turning capacity from the two car parks is a key consideration. Poor egress opportunities relate directly to safety risk. Currently, removing right-turn egress is not reasonable, given the substantial redirection requirements that would result.

   In the absence of a roundabout or other u-turn facility, it is recommended that the existing access configuration is retained. If such a facility can be constructed, then car park crossovers can be restricted to left-in/left-out.

2. Improvements to pedestrian/cycling crossings along West Coast Drive are recommended, irrespective of the ultimate redevelopment form.

   This would include upgrade of the path north of Access 3 to a 3.0m red-asphalt path (consistent with the quality further to the south), path deviation at each access to limit the impact of cars queuing across pram ramps, and should seriously consider elevating the crossings to path level to prioritise pedestrian and cycling movements.

3. There are benefits from redirecting pedestrians and bikes along the foreshore through a central plaza, in terms of activation and integration (see Options 2 and 3). However, the design of this is critical to keep speeds and safety manageable.

   It is recommended that the mixing of foreshore cycling and surf club operations be avoided wherever possible.

4. Significant intersection upgrades could be made to mitigate access capacity issues and alleviate some of the constraints on-site. Opportunities identified in this Assessment include standard and novel roundabout forms. Of these, the ‘peanut’ roundabout has significant benefit due to its narrow geometry and ability to support access to Sacred Heart College.

   These potential intersection upgrades are considered to be external to the project scope.

Parking

5. Some additional parking supply is expected to be beneficial to support the proposed commercial development. However, more parking will inevitably lead to more traffic, which is already heavily constrained.

   Therefore, it is recommended that any increase in parking be limited to the needs of the proposed commercial development, rather than designed to cater for the existing and future latent demand for parking in the area.

6. It is recommended that a nominal parking fee be applied at least during peak periods where there is not sufficient parking to cater for peak demand periods. The fee should be sufficient to maintain an 85-90% occupancy during these peaks.

7. Where parking pricing is implemented, complementary management measures (duration restrictions and increased compliance / enforcement) should be provided in nearby residential streets.

With respect to the three specific Options reviewed, the findings can be summarised generally as follows:

1. The position of the SSLSC within the Site has been reviewed from a traffic and parking perspective and all Options are considered to be effective.

   Option 1 being located closer to West Coast Drive eliminates the potential for internal connection of the northern and southern car parks. However, the main benefit of this is the elimination of Access 3, which is not considered feasible without large-scale intersection improvements.

2. All of the proposed options would work effectively, from the perspective of the principal design vehicle.
3. Option 1 retains many of the existing conflicts identified by the surf club. While this design will work for future users, it does not provide physical separation between beach-goers and surf club operations.
4. The compromises to levels required to make Option 3 work tend to impair pedestrian and disability access to the southern side of the facility, and reduce the efficiency and function of the southern car park.
5. The combination of the separation of surf club operations from through traffic, and the lesser impact of the supporting infrastructure on pedestrian function suggest that the Option 2 design provides the better transport function.

Redevelopment of Sorrento Surf Life Saving Club

Club Concurrence to Business Case

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1. INTRODUCTION AND BACKGROUND

1.1 Purpose of paper

The purpose of this report is for the Sorrento Surf Life Saving Club ("the Club") to evaluate the options for the redevelopment of the Club and to provide a recommendation to the City in support of the business case being prepared by the City. The report is not intended to be a revised business case for the Club but a summary of the key elements of the business case and how they affect the Club, in terms of:

- Location
- Size
- Commercial operations by the City
- Public
- Financial sustainability for the Club
- Objectives of the project

This report will form an attachment to the business case presented to Council.

1.2 Ownership of document

The document has been prepared in the first instance by the project team within the City. However the document is proposed to be owned/approved by the Club, so the Club are invited to update the report as they see fit and seek approval from the board of the Club.

1.3 Out of scope

The following are out of scope for this report

- Financial implications to the City
- Detailed evaluation of the external engagements overseen by the City (Retail needs analysis, Social economic return on investment, etc.) – there will be some comments on the various external consultancy reports, but the detailed analysis will be included within the City reports.
- Community consultation – this will be carried out by the City as part of the next phase

1.4 Background

The existing club facility is acknowledged by both the Club and the City of having several significant limiting factors. Although the building is described as ageing, it is not technically over-age, it is structurally sound, but the facility inhibits the Club's ability to retain and increase membership due to its size, location and standard of facilities (particularly when compared with other clubs).

The Club presented the City within a business case in 2016 for the redevelopment of the building. The City invited the Club to evaluate further options and expand the business case, this exercise was completed in 2018. Up until 2018 there was some expenses incurred by the Club for concept design and preparation of the business case.

The City then agreed to take responsibility for the project and refine the concept designs in conjunction with the Club. This culminated in a report to Council in April 2021 which recommended that the City prepare a business case for the following three options:

- Option 1 – demolish existing building and rebuild slightly north, including an area for the city to generate a commercial income stream
- Option 2 – refurbish existing facility.

- Option 3 - Do nothing (remain at existing site)

Council resolved that the City should prepare a business case but should disregard the “refurbish” option and only consider options for a redevelopment.

The minutes of the Council Report April 2021, the resolutions and attachments are listed in the link below

Minutes - Ordinary Meeting - 20/04/2021 (joondalup.wa.gov.au)

Just prior to the April 2021 Council report, there was also a state election commitment for $8m contribution towards a redeveloped facility.

1.5 Disclaimer

This report does not contend that the financial projections will come to pass exactly as stated but are intended to give sufficient confidence of the financial sustainability of the Club for a newer larger facility. The projections are best estimates at this point in time but there is a level of risk and uncertainty in all the projections. The actual costs and income will vary, due to the following:

- Detailed design and specification.
- Membership growth
- Economic conditions and spending by members

The financial projections will be updated at each stage of the project so that the confidence of the assumptions improves. At this stage in the project, the financial estimates have a moderate level of uncertainty.

The Club acknowledge that only concept designs have been prepared in support of the business case and these are subject to further refinement as part of detailed design.

1.6 Project management

This concurrence recognises the strong collaboration between the project team in the City and the nominated officers from the Club. This project is recognised within the City has a high priority. The City have made regular contact with the Club at each key milestone. The Club have responded to all requests by the City in a prompt and effective manner.

2 CURRENT STATE / OBJECTIVES

2.1 Current state

The shortcomings of the existing facility have been thoroughly documented in previous reports (Club business case, City Council reports) but it is worthwhile summarising the current state in a RAG (Red Amber Green) format.

Issue	Current Status	Comments
1 Building		Periodic flooding, sanddrifts, various patchwork upgrades have been required
2 Members retention		State of facilities and location is a limiting factor for retaining members, especially as "nippers" progress
3 Members growth		Limited scope for new members
4 Parking		Poor flow and efficiency of car park. Joint parking with public and during peak periods overflow parking is required
5 Safety		Public pathway is immediately in front of Club area causing issues/risks with club beach activities
6 Community		Club provide life patrols but from a disadvantaged location. Better facilities could help community e.g. more first aid training

2.2 Objectives - Club

The objectives and requirements of the Club have also been documented throughout the past few years in several documents. It is worth refining the project objectives so that the Club has a clear set of objectives that it can use to evaluate the options and track the progress of the project. Where possible to do so the objectives are specific and measurable.

No	Objective	Success Criteria	Measurement
1	<u>Membership Growth</u> Members are more likely to be retained and there is the opportunity for the Club to market itself and grow significantly.	Quantity of members to increase to over 3,000 by 2032/33	This will be measured as part of the annual financial report. There will also be an annual submission by the Club to the City each year which includes a summary of their membership profile and how that compares to the projections included in this report.
2	<u>Club operations & safety</u> Preferred outcome will support the Club's operations, both in terms of beach patrol but in other club activities	Options will be compared against each other based on key operational criteria (safety, location, parking).	Assessment of options within this report

No	Objective	Success Criteria	Measurement
3	Building suitability The buildings are fit for purpose now and in the future for both the Club and the Community.	Existing major shortcomings (e.g., stormwater drainage) are alleviated. Anticipated growth in membership can be facilitated.	Post implementation review of the facility will confirm that major building defects are alleviated. Community access to public ablutions is adequate and minimal complaints about the facilities are received.
4	Capital contribution Club is able to demonstrate affordability for proposed capital contribution	Ideally a 10% contribution by the Club towards Club facilities, but only in so far as this leaves the Club in a health financial position	Existing bank records provided and forecast of future cashflows
5	Financial Sustainability long-term Preferred outcome will provide a better, or no worse recurring financial impact to the Club than the current operation.	Club generates a moderate operating surplus that is equal to or better than current operating surpluses and is sufficient to replace any of its own assets.	Business Case will evaluate the 'steady state' operating surplus. The estimated steady state operating income will be based on prudent estimates of membership growth and utilisation of club facilities. Operating expenses will include the day to day building operating expenses, cleaning, staff costs and all other club operating activities. Audited accounts will be provided to the City annually for review.

2.3 Objectives - City

The City's quantified objectives have already been included in the Project Philosophy and Parameters, as included as an attachment to the April 2021 Council report. These will be reviewed as part of the business case to ensure they are still fit for purpose. Several of the objectives are consistent or aligned with the Club objectives above (e.g. building suitability). The only objective that the City has which may not align with the Club's objectives is financial sustainability because there could be some aspects of the project, such as the ongoing $60,000 contribution by the City to the Club, which affect each other's sustainability differently. Meanwhile the desire by the Club for a larger building is not necessarily in the City's best financial interests, irrespective of the $8m grant, due to the recurring costs and capital replacement.

2.4 Club recommendation may be different to City recommendation

Ideally, the recommendation made by the Club in this report, and the recommendation by the City in the final business case will be the same, but this may not be the case as there are differing objectives as explained above. If the City makes a different recommendation to the Club then the reasons for this will be explained by the City in the business case and accompanying council report. This report will at least provide the Club with clear rationale for their recommendation and this report will be included as an attachment to the business case to Council, even if it has a different recommendation to that made by the City.

3 OPTIONS

3.1 Previous options

The business case presented by the Club in February 2018 included approximately 11 options. These were narrowed down by the Club and the City to three options (Do nothing, refurbish, redevelop) which were presented to Council in April 2021. Council then resolved to remove the refurbish option so now there is just the Do nothing option versus redevelopment options.

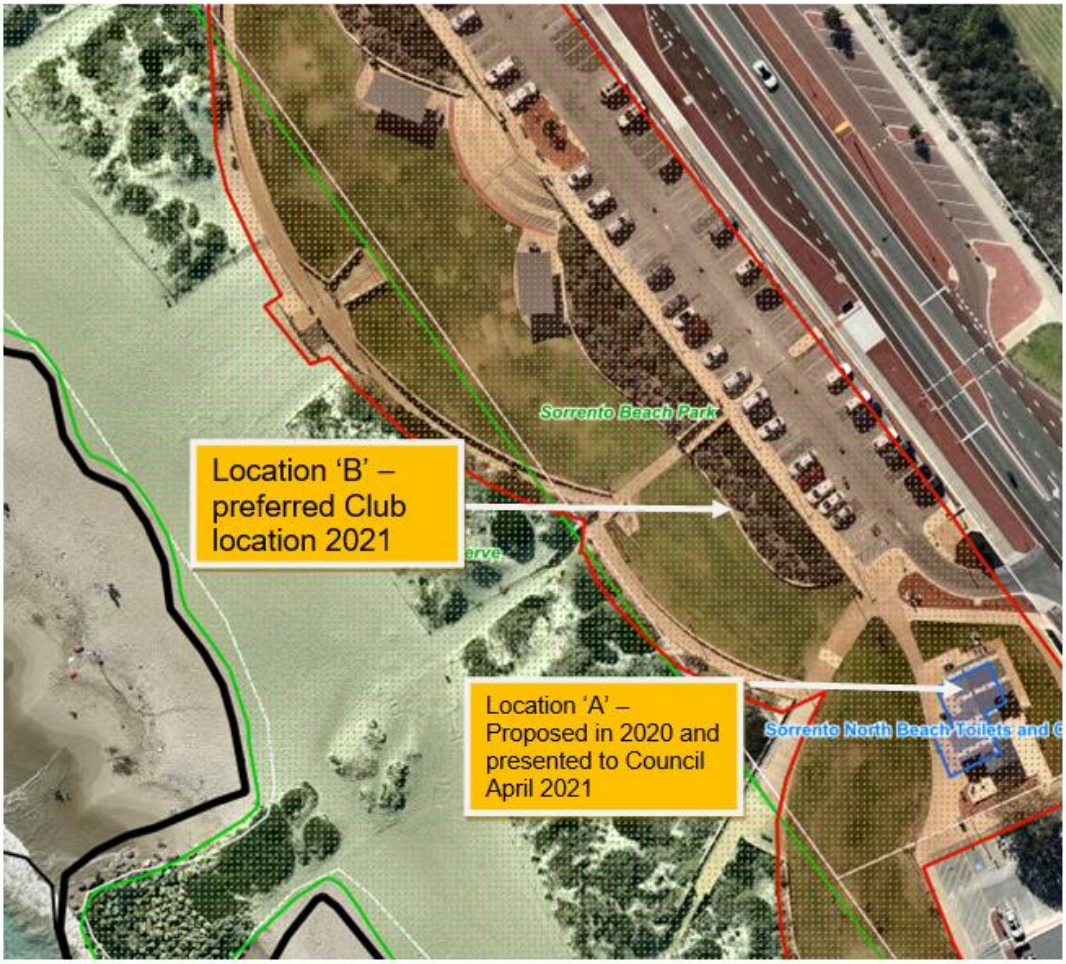
3.2 Options/locations evaluated within business case

At the April 2021 Council meeting there was only one redevelopment option that had been evaluated in conjunction with the Club, but the Council resolution was to evaluate more than one redevelopment option. The City therefore invited the Club to prepare an alternative redevelopment option which includes their most favourable location and most favourable size.

The options that are now evaluated as part of the business case are:

- Do Nothing
- Option 1 at Location A – this is exactly the same redevelopment option that was presented in April 2021
- Option 2 at Location B – a new option at a new location further north.
- Option 3 at Location B – very similar to Option 2 but now includes alternative access for club vehicles, as proposed by the Club

See picture below for an outline of the locations:



3.3 Process for development of the Concept Plans

The appointed architects Hodge Collard Preston (HCP) to develop the concept plans. The City, the Club and HCP have worked continuously since June 2021 in the development of the concept plans, with regular meetings and with continual check-in with the Club to ensure their requirements were met. Below are some of the key steps undertaken in development of the concept plans:

- April 2021 – immediately after the Council meeting the City met with the Club and invited them to indicate an alternative redevelopment location and option.
- Alternative location – the Club identified location B as shown above as an alternative and prepared location
- Design schedule – the Club prepared an indicative design schedule for Option 2
- Concept Design Option 2 – prepared by HCP and presented to the Club
- Critique of Option 2 – the Club evaluated the concept and had some concerns on vehicular access and safety. It was agreed by all parties to prepare an alternative option
- Concept Design Option 3 – prepared by HCP taking account of the Club feedback
- Completion of Concept Designs Jan 2022 – a final set of concept designs have been circulated and agreed for inclusion in the business case.

The Club acknowledge that they have been fully consulted in the development of the concept plans.

An overview of Options 1, 2 and 3 are included in Appendix 1, 2 and 3 of this document. The complete details of the concept designs, such as floorplans, are included in the 20-page document from HCP (dated 21st December 2021), which the Club has a copy of.

3.4 Key features/issues of each option

The key issues with each option and location are:

- All options for redevelopment are two stories.
- Option 1 is proposed to be a two-storey building, at ground level and just north of the existing facility. The two-storey building would present some additional restrictions on neighbours as the existing building is only one level. The Concept Design for Option 1 now included in the business case has been refined but is largely based on the concept design that was already prepared in 2020 and presented to Council in April 2021.
- Option 2 and 3 are also two storeys but more importantly the ground level is proposed to be on the foreshore and the second level at same level as the at-grade car park. Additionally, the location being further north means that there are no neighbours immediately across from the site other than the Sacred Heart College.
- Option 2 and 3 are deemed to be a superior location now for the Club than the other options as it provides better frontage to the beach and improved access to the north Sorrento beach and south Sorrento beach
- Commercial – all three options include proposals for a separate commercial facility to be operated/leased directly by the City to a third party. Option 1 includes the commercial facility on Level 1 of the Club building. Option 2 and 3 would have a separate building for the commercial area just to the south of the club building separated by a beachfront plaza.
- Public facilities – all options would remove the existing north toilet block. Option 1 would provide the public facilities as part of the Club building and just about the same overall size as the sum of the existing North Toilet Block and existing changeroom at the south of the existing Club building. Option 2 and 3 would include the public facilities as part of the commercial building and overall much larger area than the sum of the existing two public areas.

- Club operations versus Public and Commercial. Taking account of two points above, Option 1 would have one building that has the Surf Club but also has the public areas and commercial. Meanwhile Option 2 and 3 would provide the benefit to the Club of having a completely separate club building without any public or commercial areas, as they would be housed in a separate building.
- Public access/cycle route is cited as one of the key shortcomings of the existing facility – the public access and pedestrian routes are significantly improved with all three options.
- Option 2 versus Option 3 – these are very similar, but the key difference is the vehicular access for the Club. For option 2 this would be proposed to be to the north. The Club indicated potential hazards as this would be close to the public areas that are used occasionally by club during events. As a result of this concern, Option 3 proposes that vehicular access is from the south.

3.5 Building size and concept plans

The size of the buildings for the four options are summarised in the table below. All redevelopment options would be larger than the existing facility, and also larger than Option 1 as presented to Council in April 2021.

Building sizes m2	**Base** *Do Nothing*	**Option1** *One building for Club and Commercial*	**Option2** *Separate buildings and larger club building*	**Option3** *Similar to Option 2 but different access*
Public facilities				
North toilet block and changerooms	113			
Public facilities within Club building	74	186		
Public facilities within Commercial			247	202
Public facilities total	187	186	247	202
% vs Option 1		-1%	32%	8%
Surf Club (excl Public Toilet and Commercial)				
Size m2	1,425	1,778	2,411	2,240
% vs Option 1		25%	69%	57%
Commercial				
Full area including balcony		369	432	482
Total Building Areas	**1,612**	**2,333**	**3,090**	**2,924**
Beachfront plaza				
Beachfront plaza and forecourt (undercroft)			347	359
Beachfront plaza flyover bridge (open)				480

4 ESTABLISHMENT COST AND FUNDING

4.1 Grant funding $8m

An $8m has been committed by the State. Whilst this is welcome by all parties, it has been emphasised by the City that the provision of this grant is a one-off and does not take account of the future maintenance costs or indeed the future replacement costs. So the $8m grant has the potential to encourage a higher capital cost than may have been otherwise considered – the City is concerned about this because the higher one-off costs (irrespective of partial grant funding) would result in higher costs in future and a much higher burden to ratepayers.

4.2 Capital contribution by the Club

The City has continually indicated to the Club that it should contribute 10% of the Club building. This is consistent with some other major redevelopments that the City has undertaken in the past with other clubs and also so that the Club can be seen to do their part in contributing towards the overall burden that the City ratepayers are taking on (after the grant funds have been spent).

The Club have confirmed that they can commit $1m towards the cost of a new building. At the time of confirming the $1m contribution this was more than 10% of the highest cost option for the Club option.

4.3 Club contribution

The Club has indicated a willingness throughout the process to make a capital contribution to the project by providing information on current cash reserves and more importantly by charging a building levy to members. The building levy is assumed by the Club to continue for the next few years until the redeveloped facility is complete.

The Club currently has approximately $800,000 set aside in long-term deposits/savings funds for their contribution (this is separate to their operating account) and would therefore need to raise an additional $200,000 in the next few years. The Club are confident that they will be able to raise the additional $200,000 by continuing their existing practices including a building levy. This concurrence therefore confirms that the Club can afford $1m for either option.

4.4 Fit-out of wet areas / club facilities

The redeveloped Club building would include standard fit-out such as electrical, etc. However there may be additional requirements that are unique to the club e.g. storage of equipment in the wet areas – it would be expected that the Club would continue to pay for such items by themselves as they currently do.

5 OPERATING PROJECTIONS

5.1 Financial model

Since 2018 the Club has provided a detailed 5-year forecast of income and expenses based on the Club's preferred option for a redeveloped facility. The model provided has been based on the Club's financial accounts and provides detailed assumptions for each forecast.

The City has used the Club model to prepare a revised model which can be readily applied to each of the three options. The revised model has grouped together some of the line items applied by the Club so that the model can be more easily applied to all three options.

The revised City model uses the same functionality as the City's Project Financial Evaluation Model:

- Today's dollars are used, keep escalation separate
- Volume projections kept separate from financial projections
- Integrity checks
- Outputs which compare the options and can be used in this report

The City have provided copies of the model to the Club and have met to review the projections and test understanding, and the Club representatives have accepted the projections.

5.2 Key volume assumptions

The Club provided the following key volume projections from now until 2034/35 (10 years after completion) to help populate the financial model:

- Membership quantity
- Training room hire
- Building levy per member
- Number of employees

The detailed projections are shown in Appendix 4 (pre-redevelopment) and Appendix 5 (post-redevelopment). A summary of the projections at 2034/35 is shown on the table below.

Key volume projections 2034-35		Base Do Nothing	Option1 Redevelopment Option 1 (circa $9m)	Option2 Redevelopment Option 2 (circa $13m)
Members	*Quantity of members*	2,205	2,761	3,222
Training Room Hire	*Hours per week all rooms*	6	10	12
Number of Employees	*FTEs*	3	4	4

Note that the volume projections are prepared when there was only Option 1 and 2. The new Option 3 is very similar to Option 2 so the same volume assumptions are assumed.

5.3 Membership projections

The most significant projection is the high growth in membership that is projected from 2,205 to 3,222 for Option 2 an increase of 1,017 (46%) – this affects a large number of income and expense lines in the model and has been subject to discussion between the City and the Club. The Club are confident of such high growth for the following reasons:

- 3% growth per year historical average, applied going forward.

- Marketing of the new facility will be a key driver; this is not viable at present with shortcomings in existing facility.
- Retention of members, particularly the nippers into youth (13+), will be improved going forwards. With the existing facility many of the members who are going into the Youth category go to other Clubs that have better facilities.
- Membership numbers for the Do Nothing income could actually decline in future years due to age/condition of facilities.
- Other clubs such as Port Coogee have enjoyed high growth with new facilities.

Option 1 does not have as high a growth in membership as it is a smaller building.

5.4 Responsibilities / lease with the City

The financial projections are based on the same responsibilities as currently applied:

- Day to day maintenance/cleaning – Club responsible
- Structural maintenance and capital replacement – City responsible
- Corporate contribution of $60k per year – is included in all options. The City have been keen to evaluate the model and consider whether the Club may not need the $60k in future if there is increased membership and expenses. The City's project team has concluded that the $60k payment should continue to ensure financial sustainability for the Club, although this should be subject to ongoing review.

5.5 Income assumptions

The table below summarises the assumptions applied for each income line item. The initial column ('Direct') assesses whether the line item can be directly related to one of the four volume projections explained earlier, if not some other type of assumption is made for the forecast. Each of the assumptions were either taken from the Club model or discussed/agreed between the City and the Club.

	Operating Income	Direct?	Projection Calculation
1	Bar Sales	No	Bar sales per member
2	Education - Existing Training & Multi-Purpose Room	No	n/a
3	New Training Room1	Yes	$45 per hour
4	New Training Room 2	Yes	$45 per hour
5	New Training Room 3	Yes	$45 per hour
6	Hall Hire	No	Baseline
7	Kiosk Rent	No	Baseline
8	Building Levy	Yes	Fixed for next 3 years
9	Other		n/a
11	Clothing Sales	Yes	Sales per member
12	Registration	Yes	Fee per member
13	Social Functions	No	Based on 2015/16 and 2016/17
16	Donations and Events	No	Baseline just extrapolated
17	Club Raffle		n/a
18	Grant Income	No	Baseline just extrapolated
19	Sponsorship	No	Baseline just extrapolated
21	Presidents Income		n/a
22	Interest Received		n/a
23	Administration / One-off income		n/a
24	Contribution from SLSWA		n/a
26	Competition	Yes	Membership growth
27	Juniors & Youth	Yes	Membership growth
28	Life Saving Services	No	Baseline
	Total Operating Income		

5.6 Expense assumptions

The table below lists the assumptions for each expense line:

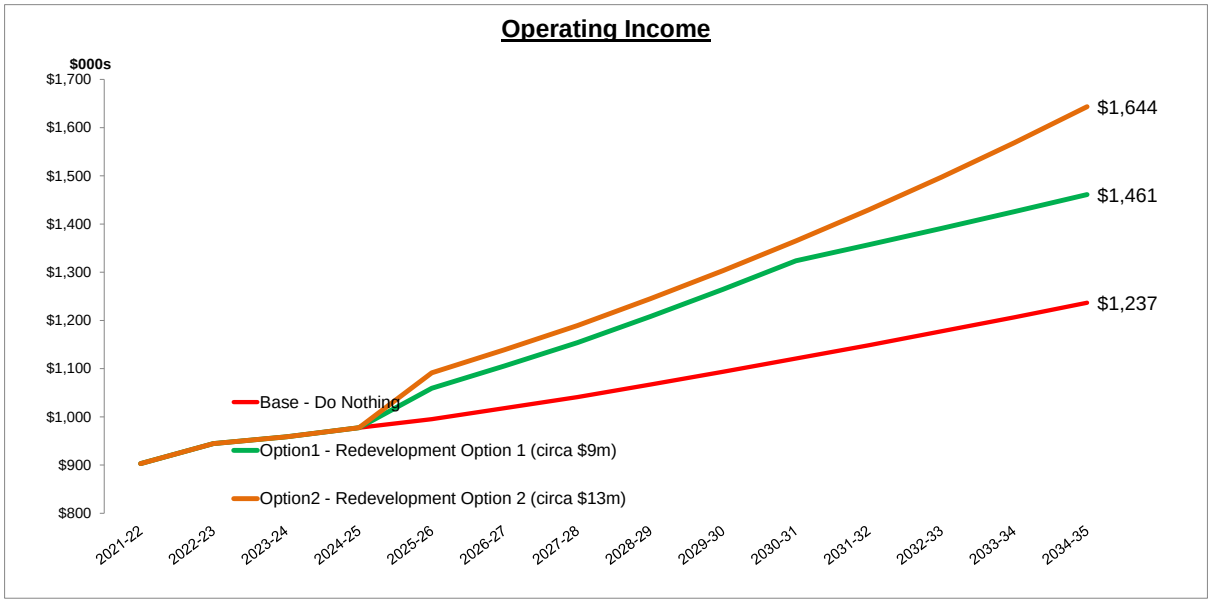
	Operating Cash Expenses	Direct?	Projection Calculation
1	Bar Purchases	No	49% of Bar Income
2	Bar Staff	No	38% of Bar Income
3	Training Room 1 Costs	Yes	Costs increase with income
4	Training Room 2 Costs	Yes	Costs increase with income
5	Training Room 2 Costs	Yes	Costs increase with income
6	Hall Hire Related Expenses	Yes	Costs increase with income
7	Property Management		n/a
8	Outgoings	Yes	Club size
9	Maintenance	Yes	Club size
11	Refunds and Registration	Yes	Membership growth
12	Shop Purchases	No	15% mark-up on sales
13	Social Functions	No	Based on 2015/16 and 2016/17
14	Club Development		n/a
15	Sorrento Challenge		n/a
17	Fundraising Expenses	No	Based on 2015/16 and 2016/17
19	Presidents Expenses		n/a
20	Employment Expenses / Wages	Yes	Qty of employees
21	Annual Report and Accountancy	No	Fixed cost
22	Bank Charges	No	Based on income
23	Administration	No	Based on income
24	Depreciation	No	Membership growth
25	Insurance	Yes	Membership growth
26	Office Expenses	Yes	Membership growth
28	Competition	Yes	Competition income
29	Education	Yes	Membership growth
30	Juniors	Yes	Membership income
31	Life Saving Services	No	Baseline
32	Club Services		n/a
	Total Operating Cash Expenses		

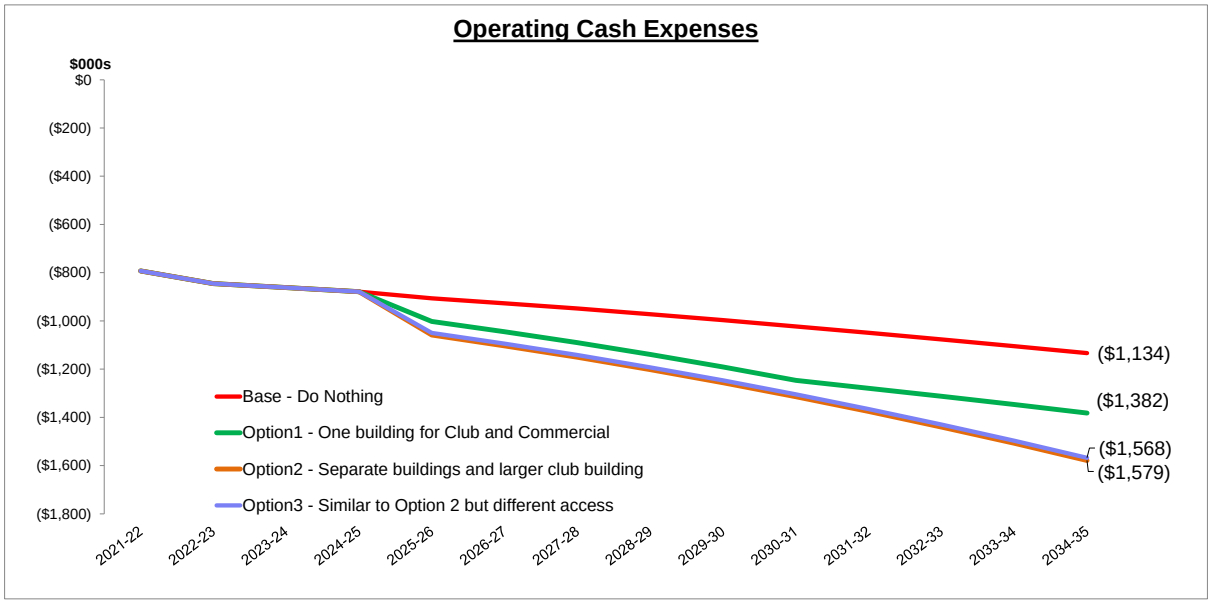
5.7 Summary projections – Operating income and expenses

The three graphs below summarise the overall financial projections for each option, including escalation. Note that Option 3 is not fully displayed on any of the graphs because it is almost identical to Option 2, the only difference being in the operating expenses with $11k less per year as higher cost.

The Club are already working off a strong base with income per year of approximately $900k. The graphs show a trend towards 2024/25 based on the existing baseline and then a different trend from 2025/26 when the new facility is assumed to be opened. Options 1, 2 and 3 would have higher income growth than the Do Nothing option due predominately to the membership income, which leads to more registration income and other items such as increased bar sales. However as the income increases so do the expenses.

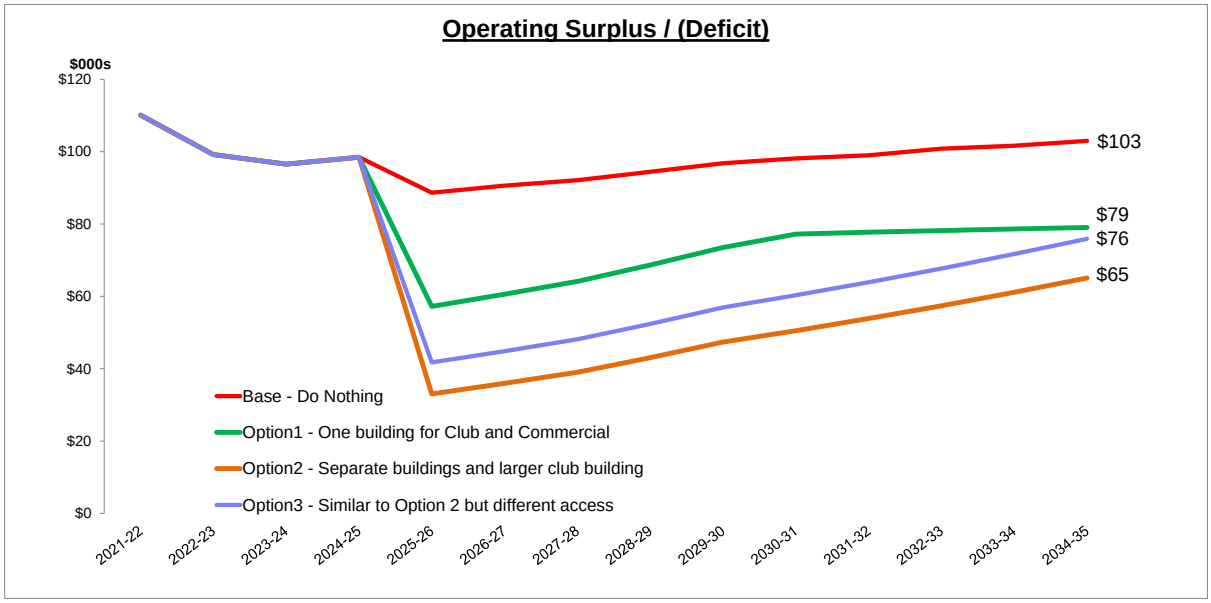
Appendix 6,7 and 8 provides the line by line projections for Option 3, in today's dollars.


Operating Income
$000s
$1,700
$1,600
$1,500
$1,400
$1,300
$1,200
$1,100
$1,000
$900
$800
$1,644
$1,461
$1,237
Base - Do Nothing
Option1 - Redevelopment Option 1 (circa $9m)
Option2 - Redevelopment Option 2 (circa $13m)
2021-22
2022-23
2023-24
2024-25
2025-26
2026-27
2027-28
2028-29
2029-30
2030-31
2031-32
2032-33
2033-34
2034-35

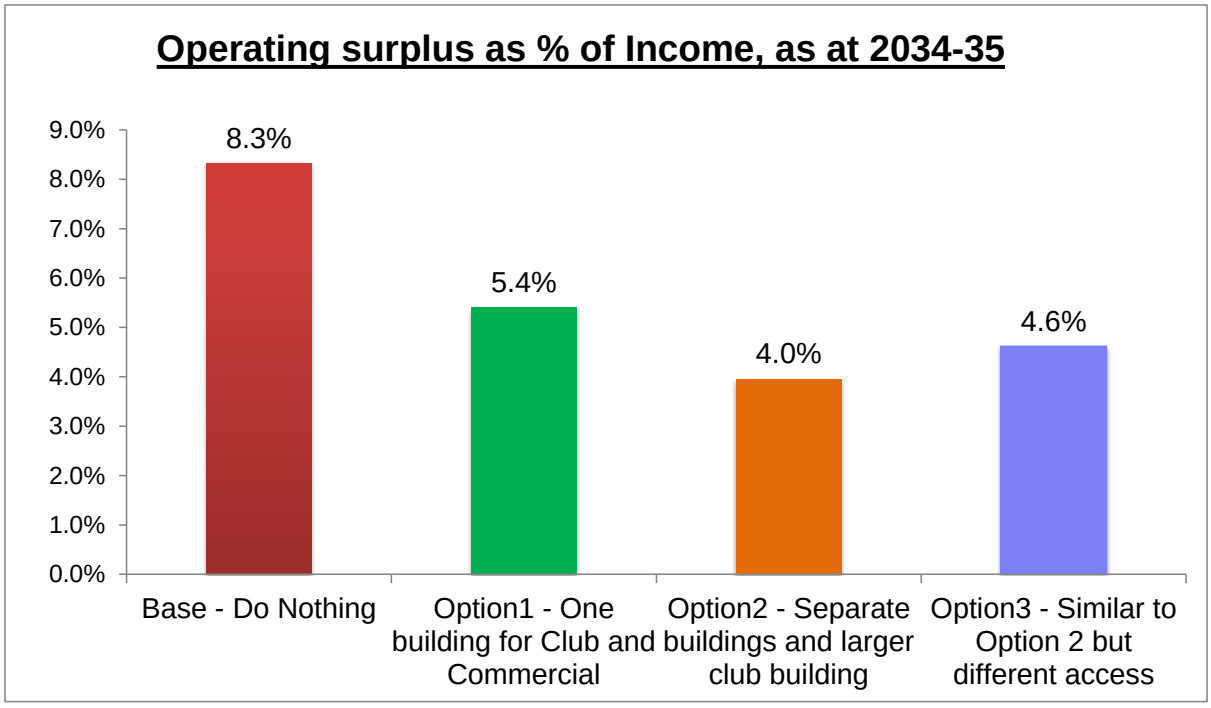

Operating Cash Expenses
$000s
$0
($200)
($400)
($600)
($800)
($1,000)
($1,200)
($1,400)
($1,600)
($1,800)
($1,134)
($1,382)
($1,568)
($1,579)
Base - Do Nothing
Option1 - One building for Club and Commercial
Option2 - Separate buildings and larger club building
Option3 - Similar to Option 2 but different access
2021-22
2022-23
2023-24
2024-25
2025-26
2026-27
2027-28
2028-29
2029-30
2030-31
2031-32
2032-33
2033-34
2034-35

5.8 Summary projections – Operating Surplus

The first graph below summarises the operating surplus for each option i.e. the difference between the operating income and expenses. This shows that Option 1 may have a lower surplus than the existing facility and Options 2 and 3 a lower surplus than option 1.



Whilst the operating surpluses projected above are considered reasonable, it is worth noting that the surpluses as a % of the operating income indicate large differences as shown on the graph below. This shows that the current facility provides the Club with a very healthy operating surplus of 8.3% of income, but this would reduce to approximately 5% or less with the redevelopment options. This is not a major issue, 5% is still a reasonable surplus and in any case the Club is not intended to operate as a profit centre but for the benefit of its members.



6 OPTION EVALUATION

6.1 Information collated as part of the business case

The following information has, or is, being collated as part of the business case:

- Coastal Hazard protection – the consultants were invited to assess option 1 and 2 as well as recommending any other location they deemed preferable from a coastal hazard protection. The consultants recommended an alternative option which was to the south of the existing facility – this was noted by the project team and will be mentioned in the business case but has been ruled out from further evaluation as it does not meet the Club's requirements. The consultant has been invited to assess the 100-year mitigation measures for option 1 and 2 and these will be included in the financial evaluation by the City.
- Retail needs analysis assesses the viability of the proposed commercial operation and impact on other nearby facilities. This report is also complete.
- Social and economic return on investment assessed the overall impacts of option 1 and option 2. This indicates that option 2 provides more social and economic benefits, primarily due to the higher membership growth and the various social benefits achieved by this.
- Parking and traffic impacts analysis has proposed new traffic measures, including a "peanut" style roundabout.
- Geotech has evaluated the ground conditions and would require further assessment as part of detailed design and construction.

6.2 Option evaluation

The table below provides a RAG (Red Amber Green) evaluation of each option versus the project objectives listed earlier. This indicates strongly that both Option 2 and 3 rank much more highly than Option 1 because of the following:

- Membership growth is more strongly supported by option 2
- Club operations are better for option 2 and 3, it is a better location and has separation to the commercial/public facilities.
- Building – option 2 and 3 are larger than option 1
- Financial sustainability – a redeveloped facility will provide greater opportunity to grow income, but expenses will also grow. Options 1, 2 and 3 are shown as amber because the operating surplus as a % of income is lower than the existing facility.
- Option 3 ranks slightly better than Option 2 on the building aspect because of the safety concerns raised by the Club in respect of vehicular access.

Issue	Do nothing	Option 1 One building for Club and Commercial	Option 2 Separate buildings and larger club building	Option 3 Similar to Option 2 but different access
1 Membership growth supported				
2 Club operations and safety				
3 Building suitability				
4 Capital contribution affordable				
5 Financial sustainability				
Overall				

7 ISSUES AND NEXT STEPS

7.1 Recommendation

Based on the evaluation in previous section It is therefore recommended by the Club that the City should proceed with Option 3.

7.2 Issues

The following issues are worth noting:

- City recommendation – the City may make a separate recommendation to the Council because Option 2 and 3 are more expensive than Option 1. Even though there is a $8m grant, this has very little impact in the long-term because the City still has responsibility for the capital replacement and structural maintenance so if $8m grant results in a larger building, this is to the detriment of the financial sustainability of the City.
- Property Management Framework – the City is in the process of reviewing the framework it uses for leasing out buildings to Clubs so this may have an impact on future on the lease terms.
- Crown reserves. The existing facility is located on a separate reserve to the foreshore to the north. The City has an agreed condition with the Department of Lands to lease out to the Club, but only at the southern reserve, not at the foreshore reserve. So, the terms of use of the land would need to be amended between the City and the Department – this has been investigated already by the City and will be pursued as part of the next phase.
- Community consultation will be undertaken as part of next phase and may give rise to issues or concerns not currently considered.
- Hillary's Boat Harbour Activation plan – the Department of Transport is preparing plans to activate HBH. There may be opportunities in future to improve the connection between HBH, the Sorrento foreshore and the Sorrento Plaza being developed to the south of the Club. The project team and the Club felt that this issue should not be actively pursued as part of the business case as it would have the potential to delay the case. The plans for option 1 and option 2 are deemed flexible enough to compliment any further activation in future e.g., a 6-metre walkway similar to City Beach.

7.3 Next steps

Based on the project objectives and the evaluation above, Option 3 provides the better overall outcome for the Club. The next steps are:

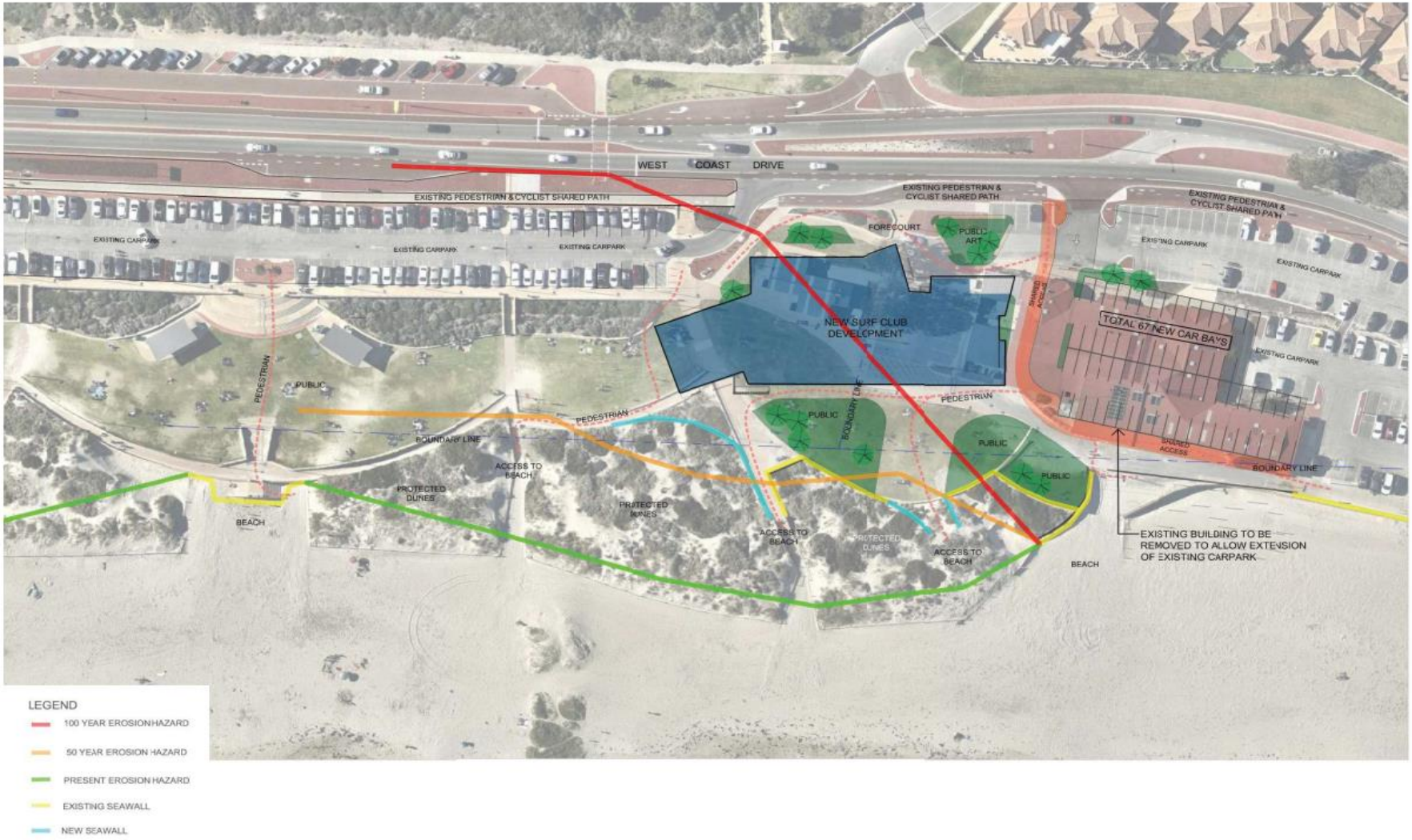
- Business case to be presented by the City to Council early 2022
- Project management for next phase arranged.
- Annual submission by the Club to the City – if the business case is approved, it is proposed that the Club provide an annual report to the City so as to provide ongoing comfort to the City of the Club's financial sustainability. The report should be brief but include:
  - Membership profile
  - 10-year financial forecast
  - Affordability of contribution by the Club to the capital costs of the redevelopment

  The City will provide assistance to the Club where necessary e.g., easy-to-use financial model which provides a financial forecast. If deemed necessary, the City may meet with the Club to review the projections.

  This process should commence from 2022, with the information provided after the accounts are completed.

APPENDICES

Appendix 1 – Concept Design Option 1 (Overview)



Appendix 2 – Concept Design Option 2 (Overview)



Appendix 3 – Concept Design Option 3 (Overview)



Appendix 4 – Volume projections provided by Club – Last 6 Years and Next 4 Years

Key Variables for Financial Projections

		Actuals						Next 4 Years - Existing Location			
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
		Yr -6	Yr -5	Yr -4	Yr -3	Yr -2	Yr -1	Yr 0	Yr 1	Yr 2	Yr 3
	Members										
1	Base - Do Nothing	1,585	1,681	1,797	1,966	2,119	1,921	2,100	2,205	2,205	2,205
2	Option1 - Redevelopment Option 1 (circa $9m)	1,585	1,681	1,797	1,966	2,119	1,921	2,100	2,205	2,205	2,205
3	Option2 - Redevelopment Option 2 (circa $13m)	1,585	1,681	1,797	1,966	2,119	1,921	2,100	2,205	2,205	2,205
	Training Room Hire										
4	Base - Do Nothing	15	16	17	15	8	12	10	8	6	6
5	Option1 - Redevelopment Option 1 (circa $9m)	15	16	17	15	8	12	10	8	6	6
6	Option2 - Redevelopment Option 2 (circa $13m)	15	16	17	15	8	12	10	8	6	6
	Building Levy										
7	Base - Do Nothing	$12	$9	$10	$11	$9	$10	$10	$10	$10	$10
8	Option1 - Redevelopment Option 1 (circa $9m)	$12	$9	$10	$11	$9	$10	$10	$10	$10	$10
9	Option2 - Redevelopment Option 2 (circa $13m)	$12	$9	$10	$11	$9	$10	$10	$10	$10	$10
	Number of Employees										
10	Base - Do Nothing	2.0	2.0	2.0	2.0	2.0	2.5	2.5	3.0	3.0	3.0
11	Option1 - Redevelopment Option 1 (circa $9m)	2.0	2.0	2.0	2.0	2.0	2.5	2.5	3.0	3.0	3.0
12	Option2 - Redevelopment Option 2 (circa $13m)	2.0	2.0	2.0	2.0	2.0	2.5	2.5	3.0	3.0	3.0

Appendix 5 – Volume projections provided by Club – After redevelopment

Key Variables for Financial Projections

		Projections after Redevelopment completed (assume July 2025)									
		2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
		Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13
Members											
1	Base - Do Nothing	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205
2	Option1 - Redevelopment Option 1 (circa $9m)	2,381	2,453	2,526	2,602	2,680	2,761	2,761	2,761	2,761	2,761
3	Option2 - Redevelopment Option 2 (circa $13m)	2,470	2,544	2,620	2,699	2,780	2,863	2,949	3,037	3,128	3,222
Training Room Hire											
4	Base - Do Nothing	6	6	6	6	6	6	6	6	6	6
5	Option1 - Redevelopment Option 1 (circa $9m)	10	10	10	10	10	10	10	10	10	10
6	Option2 - Redevelopment Option 2 (circa $13m)	12	12	12	12	12	12	12	12	12	12
Building Levy											
7	Base - Do Nothing										
8	Option1 - Redevelopment Option 1 (circa $9m)										
9	Option2 - Redevelopment Option 2 (circa $13m)										
Number of Employees											
10	Base - Do Nothing	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
11	Option1 - Redevelopment Option 1 (circa $9m)	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
12	Option2 - Redevelopment Option 2 (circa $13m)	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0

Appendix 6 – Financial Projections Option 3 - Income

Option3 - Similar to Option 2 but different access		Total	Existing Facility				New Facility (Option 1 and Option 2 only)									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14
Operating Income																
1 Bar Sales	$s	4,335,393	245,889	258,183	258,183	258,183	289,165	297,840	306,775	315,979	325,458	335,222	345,278	355,637	366,306	377,295
3 New Training Room1	$s	117,000	7,800	6,240	4,680	4,680	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360
4 New Training Room 2	$s	117,000	7,800	6,240	4,680	4,680	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360
5 New Training Room 3	$s	117,000	7,800	6,240	4,680	4,680	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360
6 Hall Hire	$s	317,687	22,692	22,692	22,692	22,692	22,692	22,692	22,692	22,692	22,692	22,692	22,692	22,692	22,692	22,692
7 Kiosk Rent	$s	128,201	9,157	9,157	9,157	9,157	9,157	9,157	9,157	9,157	9,157	9,157	9,157	9,157	9,157	9,157
8 Building Levy	$s	79,200	19,800	19,800	19,800	19,800										
9 Other	$s															
	$s															
11 Clothing Sales	$s	547,091	31,029	32,581	32,581	32,581	36,490	37,585	38,713	39,874	41,070	42,302	43,571	44,878	46,225	47,612
12 Registration	$s	4,345,042	246,436	258,758	258,758	258,758	289,809	298,503	307,458	316,682	326,182	335,968	346,047	356,428	367,121	378,135
13 Social Functions	$s	175,048	1,250	1,313	1,313	1,313	16,986	16,986	16,986	16,986	16,986	16,986	16,986	16,986	16,986	16,986
	$s															
	$s															
16 Donations and Events	$s	338,365	24,169	24,169	24,169	24,169	24,169	24,169	24,169	24,169	24,169	24,169	24,169	24,169	24,169	24,169
17 Club Raffle	$s															
18 Grant Income	$s	691,955	49,425	49,425	49,425	49,425	49,425	49,425	49,425	49,425	49,425	49,425	49,425	49,425	49,425	49,425
19 Sponsorship	$s	1,433,890	102,421	102,421	102,421	102,421	102,421	102,421	102,421	102,421	102,421	102,421	102,421	102,421	102,421	102,421
	$s															
21 Presidents Income	$s															
22 Interest Received	$s	69	69													
23 Administration / One-off incom	$s															
24 Contribution from SLSWA	$s															
	$s															
26 Competition	$s	270,706	15,354	16,121	16,121	16,121	18,056	18,597	19,155	19,730	20,322	20,932	21,560	22,206	22,872	23,559
27 Juniors & Youth	$s	1,001,000	56,773	59,612	59,612	59,612	66,765	68,768	70,831	72,956	75,145	77,399	79,721	82,113	84,576	87,114
28 Life Saving Services	$s	772,228	55,159	55,159	55,159	55,159	55,159	55,159	55,159	55,159	55,159	55,159	55,159	55,159	55,159	55,159
Total Operating Income	**$s**	**14,786,875**	**903,023**	**928,111**	**923,431**	**923,431**	**1,008,375**	**1,029,383**	**1,051,022**	**1,073,310**	**1,096,267**	**1,119,912**	**1,144,267**	**1,169,352**	**1,195,190**	**1,221,803**

Appendix 7 – Financial Projections Option 3 - Expenses

Option3 - Similar to Option 2 but different access		Total	Existing Facility				New Facility (Option 1 and Option 2 only)									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14
Operating Cash Expenses																
1 Bar Purchases	$s	(2,127,022)	(123,165)	(126,510)	(126,510)	(126,510)	(141,691)	(145,942)	(150,320)	(154,830)	(159,474)	(164,259)	(169,186)	(174,262)	(179,490)	(184,875)
2 Bar Staff	$s	(1,648,797)	(94,785)	(98,110)	(98,110)	(98,110)	(109,883)	(113,179)	(116,575)	(120,072)	(123,674)	(127,384)	(131,206)	(135,142)	(139,196)	(143,372)
3 Training Room 1 Costs	$s															
4 Training Room 2 Costs	$s															
5 Training Room 2 Costs	$s															
6 Hall Hire Related Expenses	$s	(38,752)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)	(2,768)
7 Property Management	$s															
8 Outgoings	$s	(1,322,261)	(67,035)	(67,035)	(67,035)	(67,035)	(105,412)	(105,412)	(105,412)	(105,412)	(105,412)	(105,412)	(105,412)	(105,412)	(105,412)	(105,412)
9 Maintenance	$s	(40,000)					(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	$s															
11 Refunds and Registration	$s	(567,400)	(32,181)	(33,790)	(33,790)	(33,790)	(37,845)	(38,980)	(40,150)	(41,354)	(42,595)	(43,873)	(45,189)	(46,544)	(47,941)	(49,379)
12 Shop Purchases	$s	(460,292)	(21,640)	(27,694)	(27,694)	(27,694)	(31,017)	(31,947)	(32,906)	(33,893)	(34,910)	(35,957)	(37,036)	(38,147)	(39,291)	(40,470)
13 Social Functions	$s	(246,835)	(1,740)	(1,740)	(1,740)	(1,740)	(23,988)	(23,988)	(23,988)	(23,988)	(23,988)	(23,988)	(23,988)	(23,988)	(23,988)	(23,988)
	$s															
17 Fundraising Expenses	$s	(376,281)	(36,920)	(36,920)	(36,920)	(36,920)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)
	$s															
19 Presidents Expenses	$s															
20 Employment Expenses / Wages	$s	(1,404,819)	(68,195)	(81,834)	(81,834)	(81,834)	(109,112)	(109,112)	(109,112)	(109,112)	(109,112)	(109,112)	(109,112)	(109,112)	(109,112)	(109,112)
21 Annual Report and Accountancy	$s	(484,937)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)	(34,638)
22 Bank Charges	$s	(131,768)	(8,047)	(8,271)	(8,229)	(8,229)	(8,986)	(9,173)	(9,366)	(9,564)	(9,769)	(9,980)	(10,197)	(10,420)	(10,650)	(10,888)
23 Administration	$s	(496,006)	(30,291)	(31,132)	(30,975)	(30,975)	(33,825)	(34,529)	(35,255)	(36,003)	(36,773)	(37,566)	(38,383)	(39,224)	(40,091)	(40,984)
24 Depreciation	$s	(976,811)	(61,819)	(61,819)	(61,819)	(61,819)	(63,638)	(65,547)	(67,513)	(69,539)	(71,625)	(73,773)	(75,987)	(78,266)	(80,614)	(83,033)
25 Insurance	$s	(222,252)	(12,605)	(13,236)	(13,236)	(13,236)	(14,824)	(15,269)	(15,727)	(16,198)	(16,684)	(17,185)	(17,701)	(18,232)	(18,778)	(19,342)
26 Office Expenses	$s	(323,190)	(18,330)	(19,247)	(19,247)	(19,247)	(21,556)	(22,203)	(22,869)	(23,555)	(24,262)	(24,990)	(25,739)	(26,512)	(27,307)	(28,126)
	$s															
28 Competition	$s	(1,230,565)	(69,793)	(73,283)	(73,283)	(73,283)	(82,077)	(84,539)	(87,076)	(89,688)	(92,379)	(95,150)	(98,004)	(100,945)	(103,973)	(107,092)
29 Education	$s	(125,944)	(7,143)	(7,500)	(7,500)	(7,500)	(8,400)	(8,652)	(8,912)	(9,179)	(9,455)	(9,738)	(10,030)	(10,331)	(10,641)	(10,960)
30 Juniors	$s	(1,147,171)	(65,064)	(68,317)	(68,317)	(68,317)	(76,515)	(78,810)	(81,175)	(83,610)	(86,118)	(88,702)	(91,363)	(94,104)	(96,927)	(99,834)
31 Life Saving Services	$s	(514,708)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)	(36,765)
32 Club Services	$s															
Total Operating Cash Expenses	**$s**	**(13,885,811)**	**(792,925)**	**(830,608)**	**(830,410)**	**(830,410)**	**(969,799)**	**(988,314)**	**(1,007,385)**	**(1,027,028)**	**(1,047,260)**	**(1,068,099)**	**(1,089,563)**	**(1,111,671)**	**(1,134,443)**	**(1,157,897)**

Appendix 8 – Financial Projections Option 3 - Summary

Option3 - Similar to Option 2 but different access		Total	Existing Facility				New Facility (Option 1 and Option 2 only)									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14
Operating Income																
1 Facilities	$s	5,211,481	320,938	328,552	323,872	323,872	349,094	357,769	366,704	375,908	385,387	395,151	405,207	415,566	426,235	437,224
2 Membership	$s	5,067,181	278,716	292,651	292,651	292,651	343,285	353,074	363,156	373,542	384,238	395,256	406,604	418,292	430,332	442,732
3 Marketing	$s	2,464,210	176,015	176,015	176,015	176,015	176,015	176,015	176,015	176,015	176,015	176,015	176,015	176,015	176,015	176,015
4 Administration & President	$s	69	69													
5 Operations, Development and Surf	$s	2,043,934	127,286	130,892	130,892	130,892	139,980	142,525	145,146	147,846	150,626	153,490	156,440	159,478	162,608	165,832
Total Operating Income	**$s**	**14,786,875**	**903,023**	**928,111**	**923,431**	**923,431**	**1,008,375**	**1,029,383**	**1,051,022**	**1,073,310**	**1,096,267**	**1,119,912**	**1,144,267**	**1,169,352**	**1,195,190**	**1,221,803**
Operating Cash Expenses																
1 Facilities	$s	(5,176,832)	(287,754)	(294,423)	(294,423)	(294,423)	(363,754)	(371,301)	(379,074)	(387,081)	(395,328)	(403,823)	(412,572)	(421,584)	(430,866)	(440,427)
2 Membership	$s	(1,274,528)	(55,560)	(63,223)	(63,223)	(63,223)	(92,849)	(94,915)	(97,043)	(99,235)	(101,492)	(103,817)	(106,212)	(108,679)	(111,220)	(113,836)
3 Marketing	$s	(376,281)	(36,920)	(36,920)	(36,920)	(36,920)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)	(22,860)
4 Administration & President	$s	(4,039,783)	(233,926)	(250,177)	(249,978)	(249,978)	(286,579)	(290,471)	(294,480)	(298,610)	(302,863)	(307,244)	(311,757)	(316,405)	(321,192)	(326,123)
5 Operations, Development and Surf	$s	(3,018,387)	(178,765)	(185,865)	(185,865)	(185,865)	(203,757)	(208,767)	(213,927)	(219,242)	(224,716)	(230,355)	(236,162)	(242,144)	(248,306)	(254,652)
Total Operating Cash Expenses	**$s**	**(13,885,811)**	**(792,925)**	**(830,608)**	**(830,410)**	**(830,410)**	**(969,799)**	**(988,314)**	**(1,007,385)**	**(1,027,028)**	**(1,047,260)**	**(1,068,099)**	**(1,089,563)**	**(1,111,671)**	**(1,134,443)**	**(1,157,897)**

ATTACHMENT 8

pracsys.

CITY OF JOONDALUP

SORRENTO SURF LIFE SAVING CLUB REDEVELOPMENT

SOCIAL RETURN ON INVESTMENT (SROI)

NOVEMBER 2021



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1 EXECUTIVE SUMMARY

This Social Return on Investment Analysis has been prepared for the City of Joondalup to identify and quantify (where possible) the likely economic and social impact of two potential redevelopment options for the Sorrento Surf Life Saving Club (SLSC). The report is intended to provide an evidence-based justification for the capital expenditure required for the project and to identify the option that will provide the greatest return to the City of Joondalup and the local community.

1.1 Need for the Project

The Sorrento Surf Life Saving Club (SSLSC) is an important facility that the City of Joondalup provides for the community. The facility has reached its membership capacity due to the size and resources available. Therefore, expanding this facility was identified as vital to engage more members and generate a greater social and economic impact.

The redevelopment options include expanding existing facilities such as the storage areas and club space as well as adding other amenities which will increase the membership capacity and make it a more attractive and functional facility for the community. This will be integral in retaining members, growing members and ensuring the vitality of the Sorrento SLSC.

The redevelopment options will also address the need of beach accessibility and safety. This need will be addressed through improved beach access allowing patrolling members to move equipment more safely and without interference from the general public. Additionally, an increase in membership will increase the number of patrolling members, allowing for improved beachgoer supervision.

1.2 Economic and Social Benefits

Potential economic and social impacts were assessed through impact pathways development, describing the process by which the value is created through the Project. The identified impacts are then monetised using the 'benefit transfer' method – drawing values from high-quality studies and applying them to the context in question. Due to the nature of the benefits associated with the SSLSC redevelopment Project, only certain benefits can be successfully expressed in monetary value, therefore the total benefits of the project are expected to be higher than those quantified.

The total present value of economic benefits achieved with a 5% discount rate over a 20-year period is expected to be around $47 million for Option 1 and $72 million for Option 2.

The project is expected to generate the following economic and social benefits:[1]

[1] For details please see Section 8 Valuing Ongoing Impacts

Benefits		Present Value ($)	
		Option 1	Option 2
	Lifesaving Benefits	$22,700,000	$35,500,000
	Volunteering Benefits	$11,000,000	$17,300,000
	Increased Productivity	$5,700,000	$9,000,000
	Personal Satisfaction (Enjoyment)	$3,900,000	$6,100,000
	Skills Development	$1,500,000	$2,300,000
	Continuous Health Impact	$800,000	$1,300,000
	One-off Health Benefit	$200,000	$400,000
	Commercial Lease Revenue	$1,400,000	$1,300,000
	Change in Operating Surplus & Depreciation	-$700,000	-$1,300,000
Total Economic and Social Benefits		***$47 million***	***$72 million***

Option 2 has a much higher present value benefit than Option 1. The majority of the social and economic benefits are derived from the increased capacity to support members and Option 2 allows an additional 460 members from 2035 onwards. Accordingly, Option 2 is able to generate greater economic and social benefits than Option 1.

1.3 Project Value for Money

A cost-benefit analysis assesses the value for money of the project in relation to the associated development expenditure. The project Benefit-Cost Ratio (BCR) for Option 1 is estimated to be 5.7, with the Net Value estimated at $38 million. The BCR for Option 2 is estimated to be 6.1 with the Net Value estimated at $60 million. For every dollar invested in the Project, there is approximately $5.7 of social and economic benefits generated for the community for Option 1 and $6.1 for Option 2, indicating Option 2 is the appropriate investment and will provide a greater return for the City of Joondalup and the local community.

Options	Option 1	Option 2
Total Present Value Benefits	$46,500,000	$71,900,000
Total Present Value Costs	$8,200,000	$11,800,000
Net Value	$38,400,000	$60,100,000
Benefit Cost Ratio	5.7	6.1

2 INTRODUCTION

The Sorrento Surf Life Saving Club (The Club) is a volunteer organisation that provides:

- Surf rescue patrol and lifesaving services
- Surf skills training and competition
- Education in beach safety, first aid and lifesaving

It is located on West Coast Drive, Sorrento (just south of Hillary's Boat Harbour) and patrols a stretch of beach spanning approximately five kilometres (Figure 1).

Figure 1. Sorrento Surf Life Saving Club Patrol Area



Sources: Pracsys 2018, SOSLSC 2018, Google Maps

The Club has seen membership growth of approximately 8% per annum since 2015 and no longer has the capacity to accommodate new members, junior or adult. The Club is proposing to replace the existing facility with a new facility immediately adjacent and to the north of the current one.

There are currently two redevelopment options, with Option 1 costing $9 million and Option 2 costing approximately $13 million.[2] These figures have been indicatively provided by the City of Joondalup and are subject to further change. These potential redevelopment options will require a significant amount of funding from the City of Joondalup (the City); as such, the City has decided to investigate the social return associated with developing the new facility. This report analyses the social and economic benefits associated with the

[2] City of Joondalup, 2021

redevelopment options and uses an Economic and Social Return on Investment Analysis to estimate its value statement.

Section 3 provides an overview of the need for this project. This need will assist in identifying the benefits that will be generated by the project.

Section 4 details the methodology used to estimate benefits and the results from the identification and monetisation of benefits.

Section 5 provides a comparison of the project costs and expected benefits.

Section 6 concludes the report and provides an overview of the results of the analysis.

3 PROJECT NEED

3.1 Challenges

The need for an expansion and redevelopment of the Club was identified in the 2013 strategic planning process. There were several key areas where the current facility posed challenges that needed to be addressed, including:

- Limited Membership Capacity
- Junior Members Overcapacity
- Retention of Under 19 Members
- Lifesaving Patrols Attraction and Retention
- Limited Training Facilities
- Beach Accessibility and Safety
- Gym Facilities

Membership Capacity

The Club is currently accommodating a membership base significantly higher than the estimated capacity of its facility. Based on benchmarked floorspace to member ratios, the current facility has an estimated active member capacity of 1,100 members; however, the Club currently has 1,921 members.

Figure 2. Members per m² Ratios

Club	Area (m²)	Members	Members Per m²
Coogee Surf Life Saving Club	2,000	2,248	1.1
City of Perth Surf Life Saving Club	1,906	1,850	1
Secret Harbour Surf Life Saving Club	2,142	826	0.4
Benchmark Average	**2,016**	**1,641**	**0.83**
Sorrento Surf Life Saving Club **(Existing)**	1,350	1,921	1.4
Sorrento Surf Life Saving Club (Based on Benchmark)	**1,350**	**1,100**	**0.8**

Sources: Pracsys 2021, SOSLSC 2018

The Club has operated with membership levels over facility capacity in order to meet local and regional demand for participation in surf lifesaving. Since 2015 the Club's member numbers have grown at an average of 8% per annum. The current facilities can no longer accommodate new members and will need to be expanded to meet current and future demand. The proposed redevelopment options will provide sufficient capacity to accommodate estimated long-term membership demand, albeit at a higher member per m² ratio than the benchmark average. This is key to ensure the local population can participate in surf lifesaving activities and that the Club has sufficient volunteers to provide a safe experience for beachgoers.

Junior Members Overcapacity

In 2017/18 the club had an estimated 646 Junior members[3] with no capacity for further membership growth in this age group. In recent years there was a waiting list for this age group; however, the Club has so little capacity that it has had to suspend the waiting list. Providing opportunities for young children to participate in surf lifesaving is important as it can contribute to improved long-term health and socio-economic outcomes. Growth in junior members is also a key part of increasing participation in sports with young participants more likely to continue participating over the course of their life.

Retention of Under 19 Members

The Club has difficulty in maintaining participation in the 14 – 19-year-old age group. There is a decrease of approximately 74% as 'Nippers' move into this age group (646 Juniors, 163 Under 19's in 2017/18).[4] The Club has undertaken research to determine why junior members are leaving with the results indicating there is a lack of amenities and capacity at the current facility for the children who want to move into the more serious levels of the sport. These include limited gym facilities for additional training and a low frequency of training courses due to limited educational facilities. The drop off rate is attributed to members either leaving the sport altogether or joining a club with better facilities. The proposed redevelopment options will provide additional training and education facilities that will encourage this age group to stay members of the Club.

Lifesaving Patrols Attraction and Retention

In late 2016 the City of Joondalup and the State Government installed a beach enclosure at Sorrento Beach to provide a shark safe area for people to swim in. There are only two other beach enclosures in the Metropolitan area: Coogee Beach and Quinns Beach. In its first season, the installation has already increased patronage to the beach with indicative figures suggesting 500 or more additional users on an average weekend. With the enclosure being approximately 150m from shore, the patrolling area from the beach has also increased with swimmers now using a larger area of water than previously. The additional use and wider swimming area places extra pressure on the Clubs patrol activities. Continued growth in patronage will create additional demand for surf lifesaving activities that the Club will not have the capacity to meet. The proposed redevelopment options will be paramount in enabling the Club to increase the number of volunteering members.

Limited Training Facilities

There is only one room that can be used for training purposes in the current facility. It is fully occupied with internal meetings and training sessions. This room does not provide enough training capacity to meet the demand from Club members and external stakeholders, reducing the potential reach of the Club's training services in the broader community. Stakeholder liaison and interviews conducted by the Club indicate that

[3] Sorrento Surf Life Saving Club Redevelopment, Business Case, 2018
[4] Sorrento Surf Life Saving Club Redevelopment, Business Case, 2018

usage of these spaces could be substantially increased if extra capacity was provided, particularly if the spaces were more adaptable to meet different group requirements.

One of the key services provided by surf lifesaving clubs is education - comprising formal training for members and general beach safety, first aid and other training for the general public, community groups and school classes. The Club has been limited in the number of education services it can provide due to the lack of training facilities. Currently, members are given priority and courses are run on limited frequency due to capacity. This means that people may need to wait for months to undertake the training they require and availability for the general public is limited. There is a demand for lifesaving training and local stakeholders have indicated their willingness to use the Club as their training provider - for example, Sacred Heart College would like to potentially work with the Club for training associated with water-based programs. In addition to beach safety and surf lifesaving courses, new training rooms will be available to hire for other community groups while not in use to facilitate the priority training/workshops.[5]

Beach Accessibility and Safety

The current facility provides the Club with beach accesses across the primary pedestrian and cyclist route. This creates a potential safety hazard for both members and the general public. One of the primary safety concerns is the beach access from the storage area of the Club and the interface with the general public. On Club days, particularly weekend mornings, this area is highly utilised by the Club as well as other facility user groups. The area is used for the movement of equipment (including heavy equipment) to the beach as well as washing down equipment and general marshalling. While there is a footpath to the east of the Club and along West Coast Highway, it is not highly utilised as the public typically prefers to walk/cycle along the beachfront.

In addition, the current kiosk/shop, which is available to the public, is located on the beachside of the facility and is highly utilised, particularly on summer weekends. This adds to the congestion in the zone adjacent to the beach access and slows foot traffic with patrons mingling and waiting. The new redevelopment options will provide improved access to the beach and increased exposure to the commercial space.

Gym Facilities

The configuration and size of the current gymnasium allows for only a limited number of users with facilities being basic and poorly located. Members have expressed a desire to use the facility more, however, it does not have the capacity to meet the current membership needs. The Club even has to pay for an external gym to accommodate its strength and conditioning program. The proposed redevelopment options will provide increased capacity of the current gym to meet the needs of members.

3.2 Club Needs Objectives

A set of objectives to have been developed to address the challenges presented by the current facility. The challenges have been developed based on the identified needs and stakeholder consultation. They include:

[5] SOSLSC Business Case

- Providing facilities to support core functions of the Club including rescue and patrol, education and recreational services.
- Increasing capability to meet current community demand which exceeds capacity.
- Improving amenity to meet the demand created by new safe beach enclosure.
- Addressing the health and safety aspects of the existing facility, in particular in relation to the interface between the Club's beach access and other beach users.
- Addressing safety concerns relating to the path interface involving the general public (pedestrians and cyclists) and equipment access and wash down.
- Supporting the development of junior and youth members.
- Allowing for better development and implementation of member and community training.
- Providing additional amenities for the wider community including associated sporting clubs, community groups, adjoining neighbours and educational groups.
- Addressing the issues with maintenance and life cycles of the existing facility.
- Addressing the health and safety aspects of the existing building.

Based on these objectives redevelopment options have been designed that can satisfy the current and future needs of the Club.

3.3 The Proposed Facility

There are currently two plans for the redevelopment of the Sorrento Surf Life Saving Club. Option 1 is considered the lower cost option, totalling an estimated $9 million. Option 2 is a higher cost redevelopment option, totalling an estimated $13 million. It should be noted these figures have been indicatively provided by the City of Joondalup and are subject to further change. Both redevelopment options will be a significant upgrade on the current facilities and will create significant benefits for the City of Joondalup and its residents.

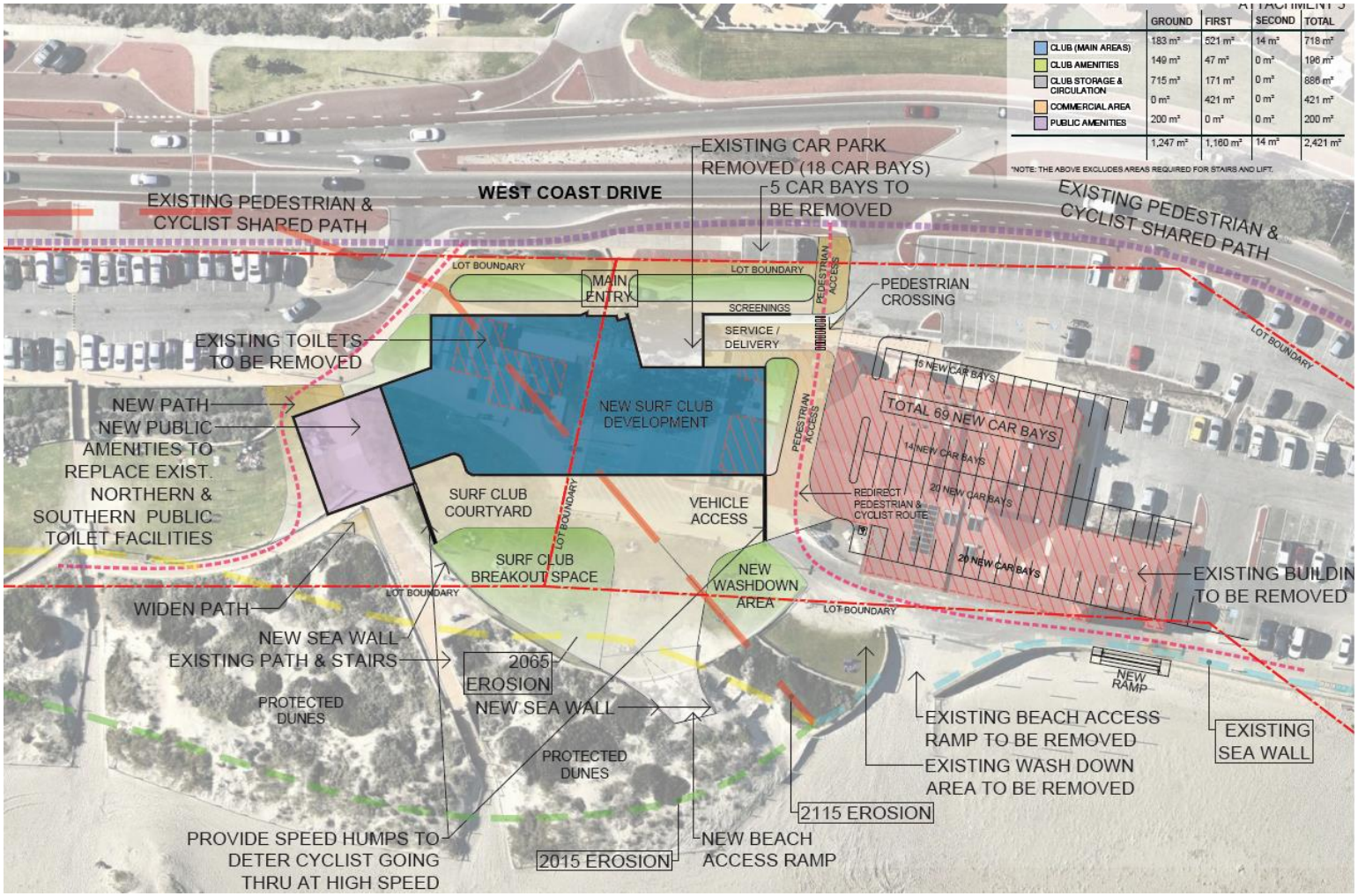
Option 1

Option 1, the lower cost redevelopment option includes a complete development of the Sorrento Surf Life Saving Club, expanding the current facility and providing significant new amenities (Figure 3).

New amenity for Option 1 includes:

- New surf club building
- Rebuilt and expanded car park
- New beach access ramp
- New sea wall
- New paths throughout the immediate area
- A surf club breakout space
- New washdown area
- Speed humps to deter cyclists
- New gym, reception and merchandise area
- New change rooms and toilets
- Improved club storage area
- New commercial area attached to the club
- New kitchen, bar and kiosk
- New meeting rooms
- New life-saving tower
- A lift for improved accessibility

Figure 3. Option 1 Architectural Plan



Source: Hodge, Collard, Preston Architects 2020

Option 2

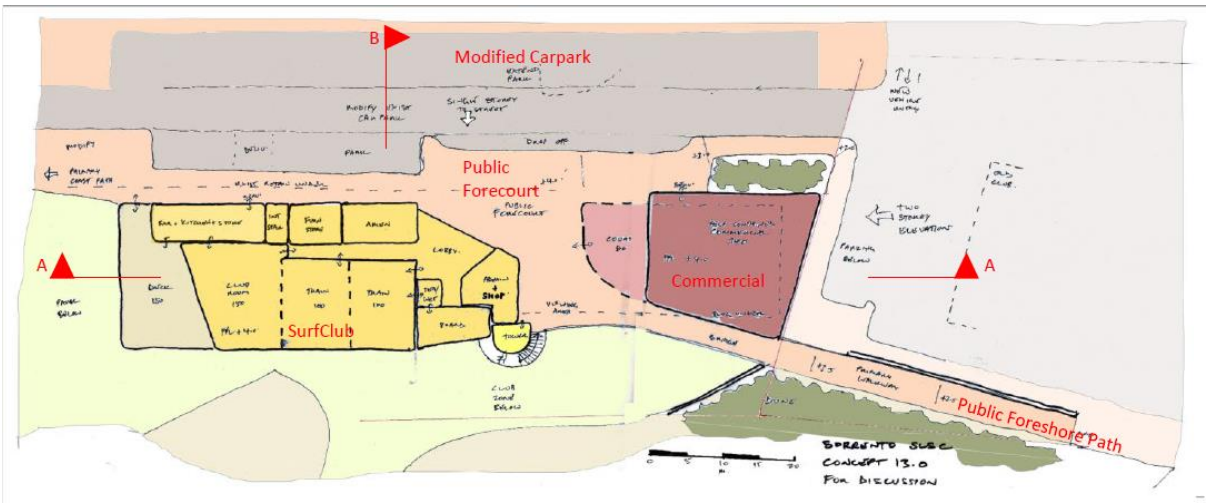
Option 2, also includes a complete development of the Sorrento Surf Life Saving Club, expanding the current facility and providing significant new amenities (Figure 4 & Figure 5).

New amenities for Option 2 includes:

- New surf club building
- New club function room
- Rebuilt and expanded car park
- New beach access ramp
- New sea wall
- New paths throughout the immediate area
- A club forecourt
- New washdown area
- Club vehicle access
- A public forecourt
- New gym, reception and merchandise area
- New change rooms and toilets
- Improved club storage area
- New commercial area that is separate from the club
- New kitchen, bar and kiosk
- New meeting rooms
- New life-saving tower
- Modified dunes
- A lift for improved accessibility

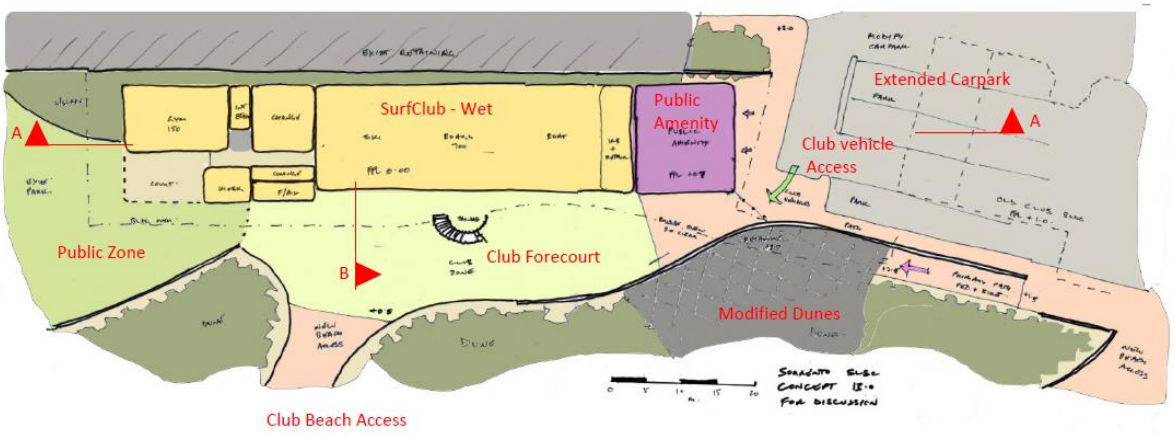
Option 2 shares many elements of Option 1, however, there is differences in size and overall amenity. These differences are detailed in Section 3.4.

Figure 4. Option 2 Architectural Plans Upper Floor



Source: City of Joondalup 2021

Figure 5. Option 2 Architectural Plans Lower Floor



Source: City of Joondalup 2021

3.4 Gap Analysis

A gap analysis has been undertaken to demonstrate how each option will address the challenges posed by the current facility (Figure 6).

Figure 6. Gap Analysis

Challenge	Improvement	
	Option 1	**Option 2**
Lack of adequate facilities to accommodate overcapacity of junior members and under 19's	The development of 715m^2 of storage and three training rooms will lead to enhanced capacity and retention	Will expand and develop new training facilities and storage capacity of 1,235m^2 to accommodate and retain young people
Lack of ability to attract and retain volunteer lifesavers	A larger clubroom, provision of further training, more equipment and a new tower will lead to attraction and retention of volunteers	Two clubrooms, training rooms and a 70m^2 Admin space that is separate from the other rooms will provide more space for volunteers
SLSC as a facility to accommodate education, training, workshops and meetings is undercapitalised on	Three training rooms and a meeting room will be able to accommodate more school and community groups	Several multi-purpose rooms for various functions will attract school and community groups
No Commercial Tenancies	The building of 421m^2 of commercial tenancy space will facilitate commercial capabilities	A separate building for commercial tenancies will increase commercial capabilities

Challenge	Improvement	
	Option 1	Option 2
Access to the beach from SLSC is hazardous	Direct connection to the beach via the ramp relocation will lead to safer access	Located with direct access to the beach, separated from pedestrians/cyclists
Inadequate gym facilities for the number of members	A larger gym will accommodate more members	Greatly expanded gym facilities to accommodate member growth
Public facilities and amenities are underutilised due to location	Relocation and upgrade of public amenities and kiosk	Relocation and clear indication towards public facilities, rooms and amenities

Sources: Pracsys 2021

The new facility will provide a significant increase in capacity and has been designed to address the challenges faced by the Club, increasing the level of services that it can provide to both members and the broader community.

4 SOCIAL RETURN ON INVESTMENT

4.1 Framework

The theory of change is central to the economic and social impact assessment. Theory of change is a method of summarising the process by which social value is created through a project or initiative (Figure 7). The identified impacts are then monetised by using the 'benefit transfer' method – drawing values (through financial proxies) from high-quality studies and applying them to the context in question. Once all impacts are translated to the same metric they can be easily compared to the costs of the project.

Figure 7: Theory of Change Approach



Source: Pracsys (2021) based on the SROI Network International's Guide to Social Return on Investment 2015

4.2 Critical Assumptions

Capital Costs and Timeframe

The capital costs for the purposes of the analysis are approximately $9 million for Option 1 and $13 million for Option 2. It should be noted these figures have been indicatively provided by the City of Joondalup and are subject to further change. The exact timeframe for the development has not been finalised, however, the City has indicated the redeveloped Sorrento SLSC will be open in the 2025-26 financial year. It is assumed the capital costs will be incurred evenly from 2022-23 to 2024-25. This is a working assumption only and can be changed by the City.

Membership Growth

Membership growth is the main variable used to estimate the majority of the benefits. It is assumed that after the new facility opens, the Club will be able to accommodate current and future demand for memberships.

The Club cannot currently accommodate the demand for memberships due to the capacity constraints, which means that there is significant demand being accumulated (latent demand) as reported by the Club. The City of Joondalup has provided estimates for memberships based on the redevelopment Options (Figure 8).

Figure 8. Membership Growth Rate

Option	2021-22	2026-2027	2031-2032	2036-37
Base – Do Nothing	2,100	2,205	2,205	2,205
Option 1	2,100	2,453	2,761	2,761
Option 2	2,100	2,544	2,863	3,222

Source: Pracsys 2021, City of Joondalup 2021

Additional Costs and Benefits

For the purposes of the analysis, only the additional costs and benefits that would not have occurred but for the project were evaluated. This means that only the benefits for additional members and the additional operating costs/revenues were included in the model.

Discount Rate and Present Value

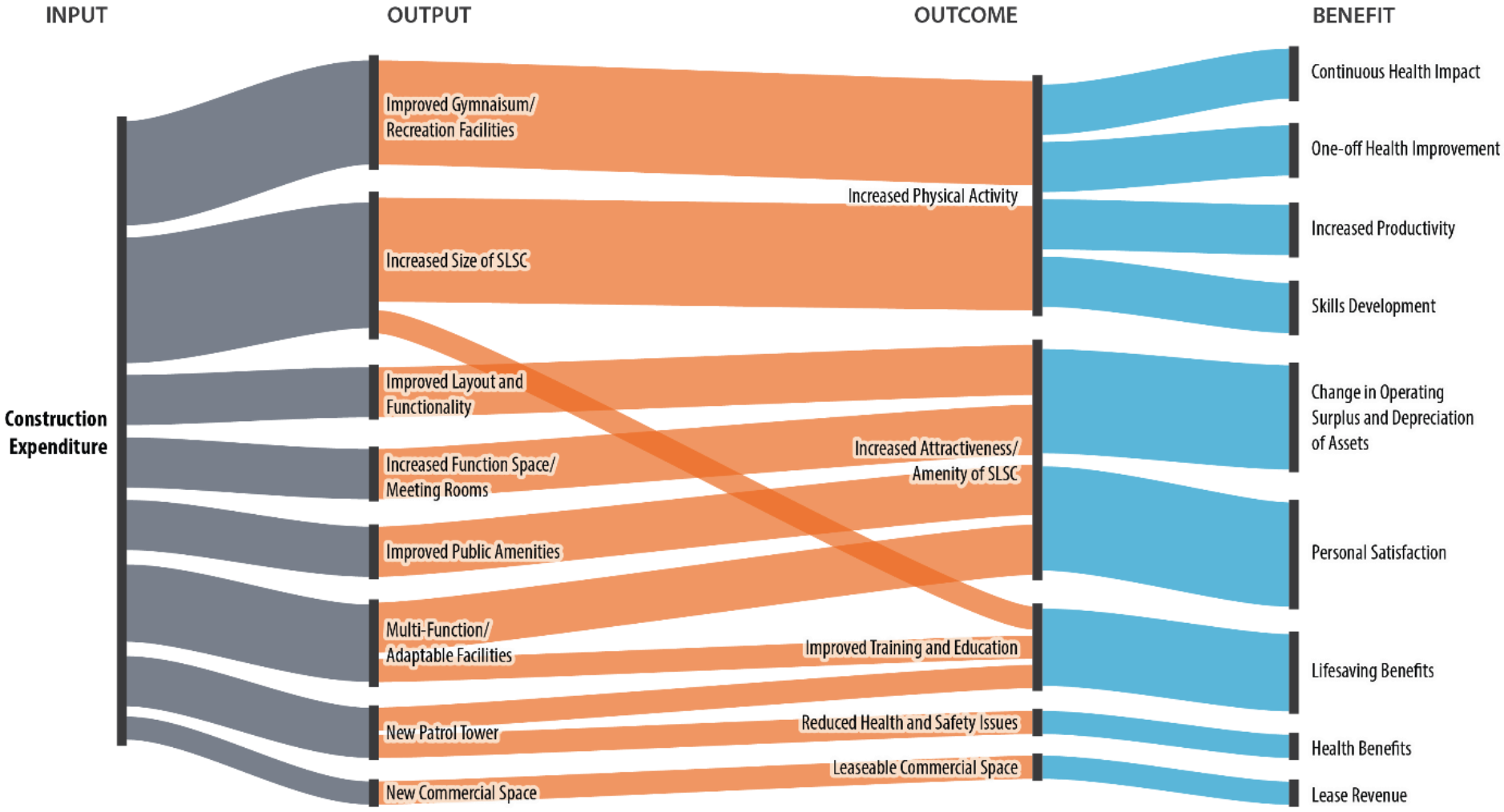
The analysis in this report has been undertaken with a 5% discount rate over a 20-year timeframe on City's request. Additionally, results using no discount rate over a 50-year timeframe have been included at the request of the City of Joondalup. The results presented in the Executive Summary and Conclusion are based on the analysis undertaken with a 5% discount rate.

A discount rate is used to allow monetised flows to be directly comparable. In a CBA or SROI, those costs or benefits incurred in the future need to be discounted back to current dollar terms. This reflects society's preferences, which place greater weight on consumption occurring closer to the present, and the opportunity cost of investment. In the analysis, all future costs and benefits are discounted to obtain the present value of benefits and costs. A standard 20-year timeframe is generally used; after 20-years, present value costs and benefits become very minor. The rate that converts future values into present values is known as the discount rate.

4.3 Benefits Pathways

The direct investment in the construction of the new facility within Sorrento beach allows for a number of positive outputs to be achieved that in turn trigger positive changes in behaviour (outcomes). The process through which specific outcomes are achieved is mapped in (Figure 9).

Figure 9. Outcome Pathways



Source: Pracsys 2021

The streams of benefits are related to:

- Increased Physical Activity
  The increased overall membership capacity will result in increased physical activity, creating benefits including continuous health benefits, a one-off health improvement, increased productivity and skills development
- Increased Attractiveness/Amenity of Sorrento SLSC
  Increased attractiveness of the Sorrento SLSC will change the clubs operating revenue and the new development will increase the total depreciation cost of the Sorrento SLSC. The rate of depreciation will remain unchanged, however, the value of the SLSC will be greater, meaning the overall value of depreciation will increase. Additionally, an upgraded club will increase the overall level of personal satisfaction for members
- Improved Training and Education
  Improved training and education induce improved quality of lifesavers, creating significant lifesaving benefits for the City of Joondalup
- Leasable Commercial Space
  The development of a leasable commercial space will allow the City of Joondalup to generate lease revenue

4.4 Valuing Outcomes

Continuous Health Impact

There are significant health benefits attributable to participation in sports. An Australian study found that each hour that an individual engages in moderate physical activity brings $3.02 (in $2010) per hour of health benefits.[6] The benefit represents healthcare savings. In 2021 dollars this equates to $3.57 per hour of activity.

This benefit will accrue to all additional Club members and it is conservatively assumed that each member participates in Club activities for an hour per week. Therefore, the benefit per member per year for one hour a week is $185, however, most members often exercise for more than one hour a week. The continuous health benefit of increased participation in physical activity results in significant benefits for members (Figure 10 and Figure 11).

Figure 10. Continues Health Impact (No Discount Rate)

	Option	Initial Benefit	Maximum yearly benefit	Total Benefit (50 years)
Continuous Health Impact	Option 1	$33,000	$103,000	$4,527,000
	Option 2	$49,000	$189,000	$7,956,000

Source: Pracsys 2021

[6] Trubka, R., Newman, P., Bilsborough, D., 2010. The Costs of Urban Sprawl – Physical Activity Links to Healthcare Costs and Productivity, p.4.

Figure 11. Continues Health Impact (5% Discount Rate)

	Option	Initial Benefit	Maximum yearly benefit	Present Value Benefit
Continuous Health Impact	Option 1	$33,000	$103,000	$838,000
	Option 2	$49,000	$189,000	$1,313,000

Source: Pracsys 2021

One-off Health Improvement

There is typically a risk reduction of 30% (including all causes of mortality) for those achieving the recommended levels of at least moderate-intensity physical activity on most days of the week compared to those who are inactive.[7] World Health Organisation estimated that the healthcare saving associated with inactive people becoming active is approximately $500 USD per person. The number was adjusted to $2021 AUD, using Reserve Bank Australia (RBA) currency exchange estimates and ABS Consumer Price Index (CPI) estimates, and is equal to approximately $1,382 AUD.[8]

The benefit is associated with additional members who are currently inactive. The total number of additional members was multiplied by the proportion of Australians who are inactive, 40% (did not participate in sport or physical recreation at least once during the 12 months prior to the ABS interview). This benefit only occurs once for each member and accordingly results in a lower overall benefit than the Continuous Health Impact benefit (Figure 12 and Figure 13).[9]

Figure 12. One-off Health Improvement (No Discount Rate)

	Option	Initial Benefit	Total Benefit Value (50 years)
One-off Health Improvement	Option 1	$98,000	$307,000
	Option 2	$146,000	$563,000

Source: Pracsys 2021

Figure 13. One-off Health Improvement (5% Discount Rate)

	Option	Initial Benefit	Present Value Benefit
One-off Health Improvement	Option 1	$98,000	$229,000
	Option 2	$146,000	$388,000

Source: Pracsys 2021

Increased Productivity

Research indicates that a four per cent increase in productivity could be achieved for those workers who commence regular sport and recreational physical activity due to the healthier workforce.[10] Assuming the

[7] Lee. I and Skerrett, P., 2001. Physical Activity and All-Cause Mortality: What is the Dose-Response Relation?;
[8] World Health Organisation, 2003 as citied in Frontier economics, The Economic Contribution of Sport to Australia, 2009
[9] ABS Participation in Sport and Physical Recreation, 2013-14 (http://www.abs.gov.au/ausstats/abs@.nsf/mf/4177.0)
[10] Frontier Economics, 2009, The Economic Contribution of Sport to Australia, p.24.

person remains active, the benefit is sustained annually. Based on the current GRP per employee in Greater Perth of $244,054,[11] a 4% increase equates to $9,762 per employee per annum.

The benefit is associated with additional members who are currently inactive and employed.[12] The proportion of City of Joondalup residents currently employed was applied to additional inactive members (Figure 14 and Figure 15).[13]

Figure 14. Increased Productivity (No Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Total Benefit (50 years)
Increased Productivity	Option 1	$233,000	$703,000	$30,872,000
	Option 2	$335,000	$1,287,000	$54,254,000

Source: Pracsys 2021

Figure 15. Increased Productivity (5% Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Present Value Benefit
Increased Productivity	Option 1	$233,000	$703,000	$5,715,000
	Option 2	$335,000	$1,287,000	$8,951,000

Source: Pracsys 2021

Skills Development

Participation in sport can increase an individual's skills, knowledge and leadership. Physical activity has been shown to stimulate brain development, which is correlated with improved academic performance.[14] A German study on education attainment and sport participation has found that the chances of attaining a university degree are increased by 5% on average due to participation in sport.[15]

Based on ABS the difference in mean weekly earnings, for those with a bachelor's degree and those with only a school qualification or less, is $546 per week ($28,392 per year). The value of a 5% increase in the probability of attaining a university is, therefore, $1,420 per year.

The value is attributable to all junior and under 19 members who would normally only achieve a high school education level (Figure 16 and Figure 17).[16]

[11] Remplan Greater Perth Economic Profile (https://www.economyprofile.com.au/perth/industries/gross-regional-product)
[12] Economy.id City of Joondalup (https://economy.id.com.au/joondalup/Employment-capacity)
[13] See Section 0, One-off Health Improvement
[14] Clearing House for Sport (https://www.clearinghouseforsport.gov.au/knowledge_base/organised_sport/value_of_sport/school_sport)
[15] The Impact of Participation in Sports on Educational Attainment: New Evidence from Germany, IZA DP No. 3160, 2007
[16] Based on 50% proportion of Australians with only school qualifications (ABS, 2008, Education Across Australia)

Figure 16. Skills Development (No Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Total Benefit (50 years)
Skills Development	Option 1	$57,000	$180,000	$7,888,000
	Option 2	$86,000	$329,000	$13,862,000

Source: Pracsys 2021

Figure 17. Skills Development (5% Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Present Value Benefit
Skills Development	Option 1	$57,000	$180,000	$1,460,000
	Option 2	$86,000	$329,000	$2,287,000

Source: Pracsys 2021

Personal Satisfaction – Belonging

It is envisaged the new facility will be a community hub, allowing for social interaction and a sense of belonging.[17] A survey by Deloitte found that a majority of people agreed that being part of an SLSC assists them with contributing to their community, making new friends, and gaining a sense of purpose.[18]

Wider community access will provide the Club with a sense of place outside of its current activities. The Club is currently utilised by a number of local and regional sporting and community organisations, such as art exhibitions by local art groups, classes by fitness groups and triathlon club competitions. It is expected that the redevelopment of the club will increase the overall number of classes and the ability to build a sense of community in Sorrento and the broader City of Joondalup.

Membership of a sports organisation has been linked to improved wellbeing and a sense of fulfilment for participants.[19] The redevelopment options will increase the attractiveness/amenity of the Sorrento SLSC, allowing greater membership capacity and therefore increased membership in a sporting organisation. It is possible to estimate the intrinsic value of belonging to the Club through time value proxies.[20]

International studies on the value of recreational activities found much higher estimates for the value of swimming. A conservative estimate of the value for time spent participating in sport (leisure activities) is $16.53 per hour, based on an estimate of the value of non-working time.[21] This is the metric that has been used to estimate the value of personal satisfaction associated with participating in sport due to joining the Sorrento SLSC (Figure 18 and Figure 19).

[17] SOSLSC Business Case
[18] Deloitte Economics and Social Economic Value Surf Life Saving Australia, 2020
[19] Linver et al., 2009, '*Patterns of adolescences' participation in organised activities: are sports best when combined with other activities*'.
[20] South Australian Centre for Economic Studies, 2015, p. 25.
[21] HM Treasury, 2011, p. 59

Figure 18. Personal Satisfaction (No Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Total Benefit (50 years)
Personal Satisfaction	Option 1	$152,000	$478,000	$20,977,000
	Option 2	$227,000	$875,000	$36,865,000

Source: Pracsys 2021

Figure 19. Personal Satisfaction (5% Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Present Value Benefit
Personal Satisfaction	Option 1	$152,000	$478,000	$3,883,000
	Option 2	$227,000	$875,000	$6,082,000

Source: Pracsys 2021

Lifesaving Benefits

The total value of coastal safety and lifesaving has been estimated by Deloitte and was used to estimate the lifesaving benefits associated with improved training education from the redevelopment of the Sorrento SLSC. In total, Deloitte estimates that the value of coastal safety and lifesaving is $6.55 billion in present value terms over a 25-year assessment rate, using a 7% discount rate.[22] This value has been estimated based on a number of impacts from surf life savers over Western Australia, including:[23]

- The rescue of over 1,200 people
- Over 50,000 preventative actions potentially stopping injury/death

By estimating the total rescues and preventive actions undertaken by surf-life savers, the total years of life saved and reduction in injuries for beachgoers has been estimated by assuming 5% of all rescues would have resulted in a fatality and 3% of injuries would have resulted in a critical injury.[24] The value of a statistical life ($4.5 million)[25] and average cost of a non-fatal drowning injury ($415,000)[26] has been used to then quantify the total benefit of coastal safety and lifesaving in Western Australia.

Converting this total present value of coastal safety and lifesaving to an annual value results in an estimated value of coastal safety and lifesaving being $525 million per year. At the time this report was published, there were approximately 24,000 surf lifesavers in WA, resulting in a per patrolling member benefit of approximately $22,000 per annum. Data for the Sorrento SLSC shows that around 22% of all members are patrolling members. This results in significant benefits over the assessment period (Figure 20 and Figure 21).

[22] Deloitte, Cost benefit analysis of Surf Life Saving Western Australia, 2018
[23] IBID, Surf Life Saving Western Australia Time Series Data, 2012/13-2016/17
[24] Allen Consulting Group, Valuing an Australian Icon: The economic and social contribution of surf lifesaving in Australia, 2005
[25] Department of Prime Minister and Cabinet, Best Practice Regulation Guidance Note Value of a Statistical Life, 2014
[26] Royal Life Saving, A 13-year national study of non-fatal drowning in Australia, 2017

Figure 20. Lifesaving Benefits (No Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Total Benefit (50 years)
Personal Satisfaction	Option 1	$886,000	$2,791,000	$122,552,000
	Option 2	$1,329,000	$5,109,000	$215,369,000

Source: Pracsys 2021

Figure 21. Lifesaving Benefits (5% Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Present Value Benefit
Personal Satisfaction	Option 1	$886,000	$2,791,000	$22,684,000
	Option 2	$1,329,000	$5,109,000	$35,533,000

Source: Pracsys 2021

Intrinsic, Civic and Productivity Benefits of Volunteering

Deloitte found in a national survey that 90% of members volunteer in some way.[27] This includes beach patrols (53%), social activities, administration roles, and the delivery of training courses. Volunteering provides productivity, civic and individual benefits to society. Volunteering WA has estimated the value associated with each component of volunteering[28]:

- Productivity benefit - $26.75 per hour spent volunteering in 2021 dollars; [29]
- Civic benefit - $51.36 per hour spent volunteering in 2021 dollars;[30]
- Individual benefit – $26.75 per hour spent volunteering in 2021 dollars.[31]

Values are adjusted to $2021 and applied to additional patrolling members. The hours of patrolling per member are assumed to stay unchanged from the current 23.3 hours per member per year (Figure 22 and Figure 23).

Figure 22. Volunteer Benefits (No Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Total Benefit (50 years)
Volunteer Benefits	Option 1	$431,000	$1,358,000	$59,621,000
	Option 2	$646,000	$2,485,000	$104,776,000

Source: Pracsys 2021

[27] Deloitte Economics and Social Economic Value Surf Life Saving Australia, 2020
[28] Volunteering WA, 2015. The Economic, Social and Cultural Value of Volunteering to Western Australian p.108.
[29] The productivity benefits which consumers of volunteering receive, enabling them to be more effective and efficient in their chosen employment.
[30] The cost of replacing a volunteer.
[31] Intrinsic satisfaction or pleasure the community derives from volunteering (wellbeing surplus).

Figure 23. Volunteer Benefits (5% Discount Rate)

	Option	Initial Benefit	Maximum Yearly Benefit	Present Value Benefit
Volunteer Benefits	Option 1	$431,000	$1,358,000	$11,036,000
	Option 2	$646,000	$2,485,000	$17,287,000

Source: Pracsys 2021

Health Benefits

Individuals participating in SLS activities may gain health benefits as previously discussed in relation to physical health but also mental health and water safety benefits. Regular physical activity, being in nature and being part of a community can lead to improved mental health and a sense of purpose.[32]

There have not been any significant incidents to date, but the risk of an accident and the potential consequence of an accident are significant. The new facility will address safety concerns relating to the conflict created through the intersection of the general public (pedestrians and cyclists) with equipment access and wash down areas. SLS education and training programs also lead to a reduced risk of drowning in children and increase parents' ability to appropriately supervise their children.[33] This benefit is considered qualitative and accordingly, has not been monetised.

Lease Revenue

The redevelopment options for the Sorrento SLSC include a commercial space that is intended to be leased. Option 1 includes a commercial space of approximately 421m^2 and Option 2 includes a commercial space of approximately 404m^2. On average, commercial spaces in the area are leased at around $340 per m^2 per annum (Figure 24).

Figure 24. Commercial Rental Prices in Proximate Area

Property	Size	Annual Cost	Cost per m^2	Link
Swell Restaurant	500 m^2	$200,000	$400	Link
North Cottesloe SLSC Restaurants	866 m^2	$240,000	$277	Link
Tenancy 2 Scarborough Beach Pool, The Esplanade, Scarborough	832 m^2	$285,000	$343	Builtform Report
Tenancy 1 Scarborough Beach Pool, The Esplanade, Scarborough	245 m^2	$102,250	$417	Builtform Report
Tenancy 1 & 2, 148 The Esplanade, Scarborough	445 m^2	$157,900	$355	Builtform Report
Total	**2,888 m^2**	**$985,150**	**$341**	

Source: realcommercial 2021, Commercial Real Estate 2021

It should be noted that the commercial space to be developed at the Sorrento SLSC is larger in floorspace than a portion of these restaurants and accordingly, can expect to charge less per m^2. The City of Joondalup should aim to negotiate a lease with potential tenants during the construction phase and maximise their return by

[32] Deloitte Economics and Social Economic Value Surf Life Saving Australia, 2020
[33] Deloitte Economics and Social Economic Value Surf Life Saving Australia, 2020

fitting out the space in accordance with the wants of the desired tenant. Using the figure of $341m^2$ this commercial space will generate significant revenue and create a significant benefit for the City (Figure 25 and Figure 26).

Figure 25. Lease Revenue Benefits (No Discount Rate)

	Option	Annual Benefit	Total Benefit Value (50 years)
Lease Revenue	Option 1	$144,000	$6,606,000
	Option 2	$138,000	$6,339,000

Source: Pracsys 2021

Figure 26. Lease Revenue Benefits (5% Discount Rate)

	Option	Annual Benefit	Present Value Benefit
Lease Revenue	Option 1	$144,000	$1,399,000
	Option 2	$138,000	$1,342,000

Source: Pracsys 2021

This space will also create employment in the City that is expected to create benefits for the local community.

Change in Operating Revenue and Depreciation of Assets

The City of Joondalup has provided figures detailing the expected change in the operating revenue and depreciation of assets for each of the redevelopment Options. The change in operating surplus is negligible between the redevelopment options and baseline scenario and is on average below $10,000 per annum for Option 1 and below $5,000 per annum for Option 2. The change in depreciation is more significant, however, this is to be expected as a newly developed club will have a higher total cost of depreciation due to the increased value of the club after is it redeveloped compared to the current club. On average, Option 1 will result in an increase in depreciation of $62,000 per annum and Option 2 will result in an increase in depreciation of $117,000 per annum. Overall, the change in Operating Surplus and Depreciation of Assets results in disbenefit for each redevelopment option (Figure 27 and Figure 28).

Figure 27. Change in Operating Surplus and Depreciation of Assets (No Discount Rate)

	Option	Average Disbenefit	Total Disbenefit (50 years)
Change in Operating Surplus and Depreciation of Assets	Option 1	-$72,000	-$3,298,000
	Option 2	-$123,000	-$5,676,000

Source: Pracsys 2021

Figure 28. Change in Operating Surplus and Depreciation of Assets (5% Discount Rate)

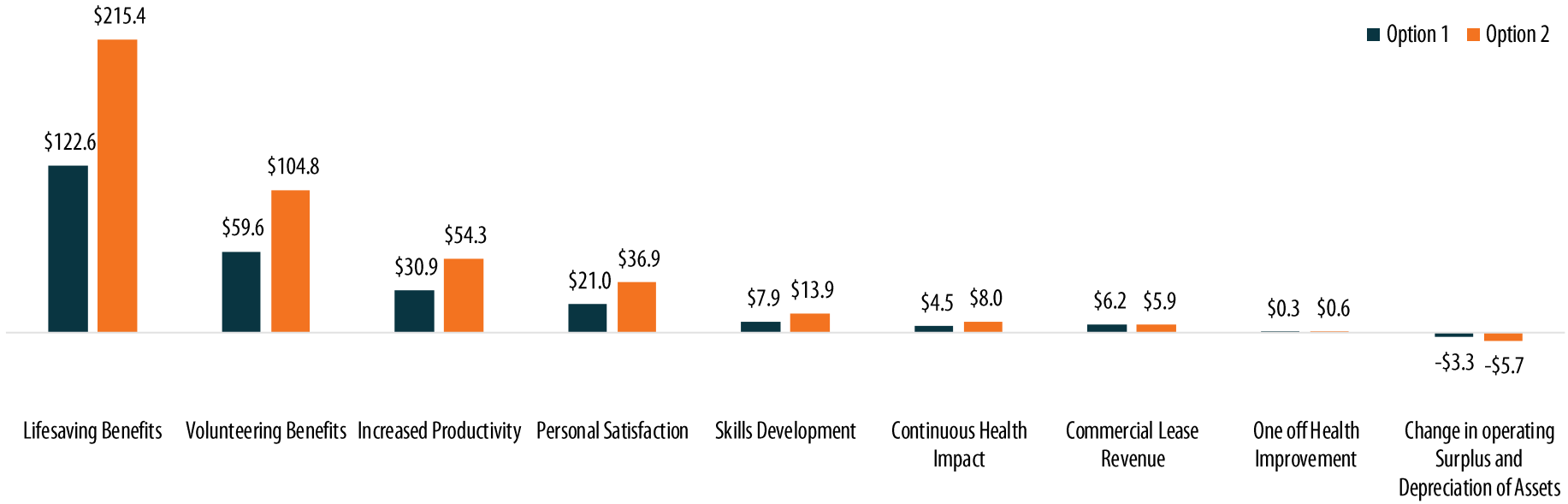
	Option	Average Disbenefit	Present Value Benefit
Change in Operating Surplus and Depreciation of Assets	Option 1	-$72,000	-$721,000
	Option 2	-$123,000	-$1,270,000

Source: Pracsys 2021

4.5 Cumulative Value Benefits no Discount Rate

The proposed redevelopment of the facility has the potential to bring significant benefits to the community with lifesaving benefits being the most substantial ones (Figure 29). Option 2 will provide significantly higher benefits than Option 1.

Figure 29. Comparison of Cumulative Value Benefits with no Discount Rate ($ millions)



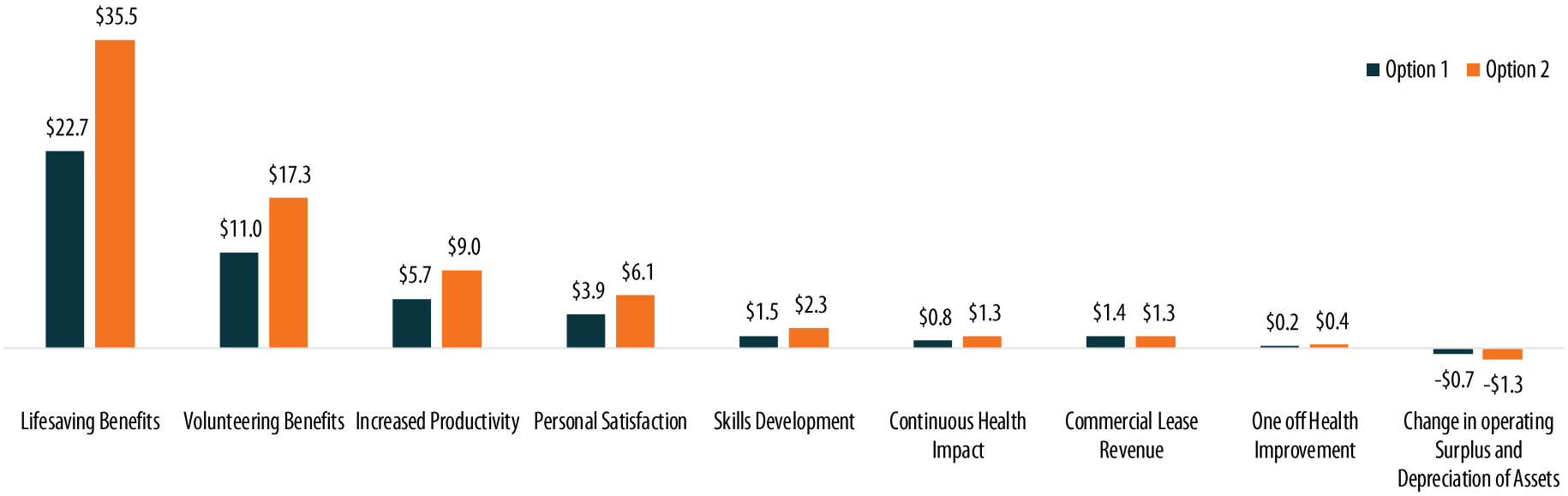
Source: Pracsys 2021

In total, Option 1 is expected to generate $249.6 million in benefits and Option 2 generating $433.9 million. The largest benefits identified are lifesaving benefits, volunteering benefits and increased productivity benefits. These benefits are very large and this is due to the lack of a discount rate and the long 50-year timeframe. The next section shows the expected benefits from the development when a 5% discount rate and 20-year timeframe is applied.

4.6 Present Value Benefits with Discount Rate

Despite a 5% discount rate and 20-year timeframe the proposed redevelopment of the facility still has the potential to bring significant benefits to the community (Figure 30).

Figure 30. Comparison of Present Value Benefits with a 5% Discount Rate ($ millions)



Source: Pracsys 2021

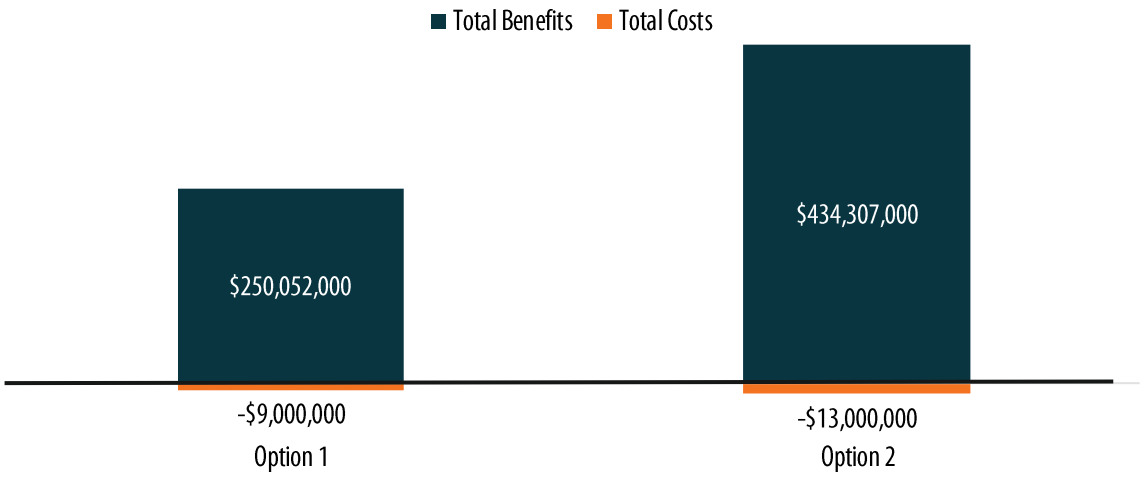
Using a 5% discount rate, the total benefits expected to be generated for Option 1 are $46.5 million and for Option 2 are $71.9 million. These estimations are significantly lower than the estimates without a discount rate, however, they also demonstrate that there are significantly higher benefits generated by Option 2.

5 COST-BENEFIT ANALYSIS

5.1 Net Value no Discount Rate

The cumulative value of total costs has been compared to the cumulative value of total benefits over a 50-year period to calculate the Net Value of the project (Figure 31).

Figure 31. Benefits and Costs Comparison no Discount Rate



Source: Pracsys 2021

The BCR was calculated based on the ratio of cumulative value benefits to cumulative value costs (Figure 32).

Figure 32. BCR no Discount Rate

	Option 1	Option 2
Net Present Value ($)	$241,052,000	$421,307,000
Benefit Cost Ratio	27.8	33.4

Source: Pracsys 2021

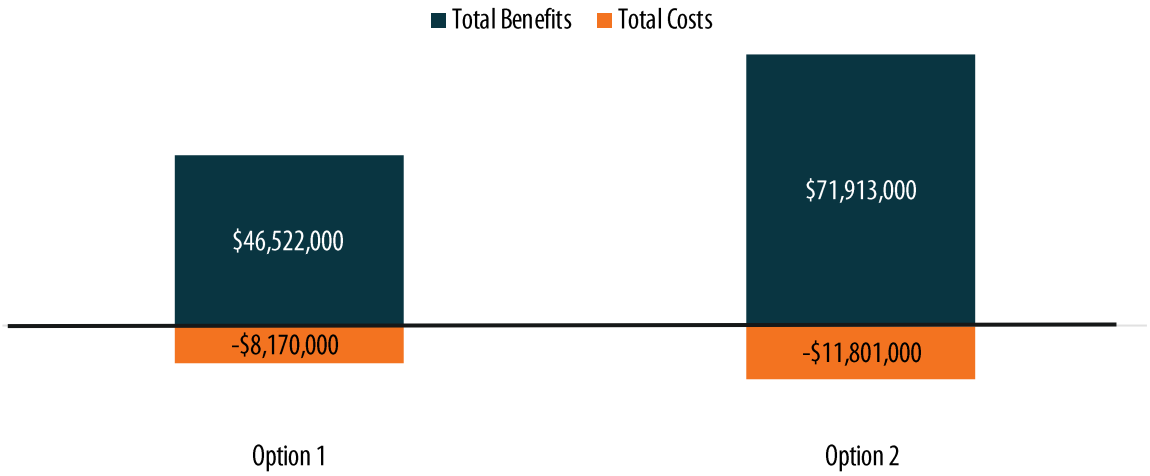
The analysis estimated a BCR of 27.8 for Option 1 and 33.4 for Option 2 of the project, indicating that for every dollar invested there is approximately $27.8 or $33.4 respectively of benefits generated for the community. This indicates that Option 2 is the better overall investment for the City.

5.2 Net Present Value with Discount Rate

The present value of total costs has been compared to the present value of total benefits over a 20-year period to calculate the Net Present Value (NPV) of the project. As requested by the City of Joondalup, present values are calculated at an annual discount rate of 5%.

The analysis shows that both redevelopment options will create significant benefits (Figure 33). The project is estimated to have an NPV of approximately $38 million for Option 1 and $60 million for Option 2.

Figure 33. Benefits and Costs Comparison with a 5% Discount rate



Source: Pracsys 2021

The BCR was calculated based on the ratio of present value benefits to present value costs (Figure 34).

Figure 34. BCR with a 5% Discount Rate

	Option 1	Option 2
Net Present Value ($)	$38,352,000	$60,112,000
Benefit Cost Ratio	5.7	6.1

Source: Pracsys 2021

The analysis estimated a BCR of 5.7 for Option 1 and 6.1 for Option 2 of the project when using a 5% discount rate, indicates that for every dollar invested there is approximately $5.7 and $6.1 respectively of benefits generated for the community. This further confirms the finding in Section 5.1 that Option 2 provides a better value for money investment for the City.

6 CONCLUSION

Sorrento Surf Life Saving Club has indicated a pressing need to replace the existing facility with a new club facility. This will address many current challenges and needs, and most importantly allow the Club to meet current and future demand requirements both in terms of membership and beach patrolling. The City has identified two redevelopment options. Option 1 is expected to cost $9 million and Option 2 is expected to cost $13 million, with Option 2 expected to increase the overall capacity for members and to provide a separate commercial space.

These options have the potential to bring significant economic and social benefits to the community.

Benefits to additional members include:

- Continuous health benefits
- One-off health benefits for new members that are currently inactive
- Productivity benefits for new members that are currently inactive
- Skills development (education) benefits to junior and under 19 members
- Personal satisfaction from being a part of a sporting organisation

Benefits realised through additional patrolling members:

- Lifesaving benefits
- Volunteering benefits (productivity, civic and individual)

Commercial benefit to the Club and City:

- Lease revenue

Option 1 is expected to generate $46.5 million in benefits and Option 2 is estimated to generate $71.9 million in benefits using a 5% discount rate over a 20-year period. This results in a BCR of 5.7 for Option 1 and 6.1 for Option 2, indicating that Option 2 will provide the better overall value for money investment for the City of Joondalup.

Project Name	**Sorrento Surf Life Saving Club Redevelopment**
Report	**Financial evaluation 2022**
Project Sponsor	Director Corporate Services
Project Manager	Manager Leisure and Cultural Services
Joondalup 2022 Key Theme	Community Wellbeing – Quality facilities.
HP Records	INT22/2002

VERSION CONTROL

	Date	Author	Details
1	21 Jan 2022	SFA	Based on QS Costings 6th Jan 2022, first draft to MLCS
2	24 Jan 2022	SFA	Detailed evaluation of options that is carried into the business case
3	08 Feb 2022	SFA	Update following discussion with MLCS
4	09 Feb 2022	SFA	Minor tweaks to funding statements
5	11 Feb 2022	SFA	Updated QS
6	21 Feb 2022	SFA	Slight change to the funding
7	10 Mar 2022	SFA	Changes following review with ELT
8	24 Mar 2022	SFA	Update following Strategy Session – new section on overall pipeline
9	27 May 2022	SFA	Review of tracked changes

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INTRODUCTION

1. INTRODUCTION AND BACKGROUND

1.1 Purpose of paper and out of scope

This report is prepared in support of the Business Case for the redevelopment of the Sorrento Surf Life Saving Club (SSLSC) being prepared to Council in early 2022. This report will only include the estimated financial impacts to the City, the following is out of scope for this report:

- Overall evaluation/recommendation – the financial impacts are only one aspect of the project, the overall objectives and evaluation will be assessed within the business case
- Club financial assessment – a separate report has been prepared for the Club ("Club Concurrence") which evaluates their financial sustainability
- Procurement plan;
- Risk management plan;
- Project management plan;
- Asset management plan.

1.2 Strategic Financial Plan (SFP)

The potential financial impacts to refurbish or redevelop are not yet included in the City's SFP. If one of the options in the business case is approved by Council, it will be added to the SFP at the most appropriate time.

1.3 Whole of life incremental approach

The City applies a whole-of-life approach to all projects and uses a wide number of tools to ensure it is financially sustainable both now and in the future. The ongoing operational impacts are assessed as much as the one-off costs; indeed the recurring impacts are more important than the initial establishment costs. This point is especially important when considering the impacts of the grant committed by the State, which will help to reduce the one-off costs but is a one-off and will not assist with ongoing maintenance or capital replacement costs.

The analysis evaluates options on an incremental basis by comparing to existing operating values (the baseline). Each option by itself will incur an operating deficit, but the key issue is to compare the operating deficit with the existing baseline deficit and whether any of the new options have a lower deficit and therefore an incremental benefit.

1.4 Disclaimer

This report does not contend that the financial projections will come to pass exactly as stated but are based on the most up-to-date information available at this point in time. The projections are best estimates at this point in time but there is a level of risk and uncertainty in all the projections. The actual costs and income will vary, due to the following:

- Detailed design and specification (only concept design have been prepared so far);
- Capital replacement estimates;
- Proponent for commercial operation;
- Tender;
- Economic factors.

The financial projections will be updated at each key stage of the project so that the confidence of the assumptions improves. At this early stage in the project, the financial estimates have a moderate level of uncertainty.

1.5 Previous financial evaluation (2021)

A financial evaluation for this project was prepared in 2018 and updated again in 2021 as presented to Council in April 2021. The previous evaluation included an option to refurbish the existing facility and only one redevelopment option – Council resolved to only consider options for redevelopment, so the project has ignored the refurbish option and now assessed three redevelopment options. A comparison between the 2022 evaluation and the 2021 values will be provided in the summary section.

The previous financial evaluation included a disclaimer relating to the uncertainty of the costs and the need to continually update the financial projections at each key stage of the project.

1.6 Enhancements to financial evaluation noted in 2021 report

The previous report listed six items for enhancement to the financial evaluation, all of which except detailed design have been addressed in this updated evaluation.

1.7 Model

- Model - The financials are summarised using the City's Project Financial Evaluation Model (Detailed), (01 July 2021).
- Data - There is a wide range of financial data referred to in this document. Data will either be shown in Dollars ($), thousands ('$000s') or where necessary in millions ($m), depending on the size of the values being referred to. All financial tables will be clearly labelled to designate the format.
- Values - Each section will initially review all the assumptions in today's dollars (2021/22). However, all values will then be escalated to take account of inflation so that the overall costs over a 50-year period can be assessed.

2 SOURCE OF DATA, OPTIONS AND KEY ASSUMPTIONS

2.1 Source of data

The key source documents/data in the financial evaluation are:

- Concept designs – which has been used to prepare cost estimates by RW Quantity Surveyors.
- State Government Grant commitment
- Club commitment to a $1m contribution
- Retail & Needs assessment by Pracsys
- Coastal Hazard Risk Management & Adaption Planning (CHRMAP) by MP Rogers
- Traffic and Parking assessment by Cardno
- Operating expenses - the historical and current operating assumptions, including depreciation, for the club building and public facilities, have been used to establish the baseline, this has then been used extrapolate to the other options.

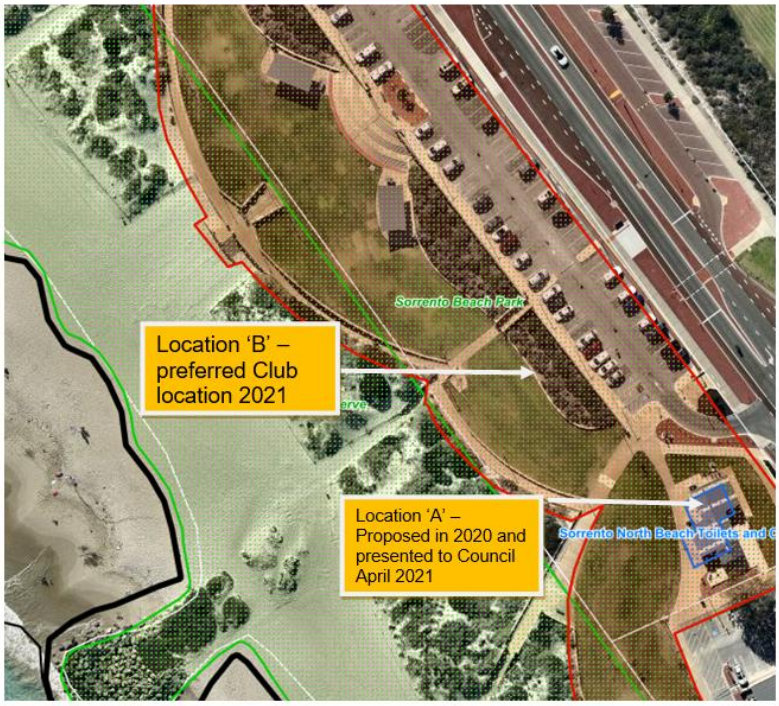
The business case will include further details of the external engagements prepared. All values used in the model will be explained in this report.

2.2 Options shortlisted / location

The project has continually evaluated alternative options in conjunction with the Club. There were three options shortlisted and presented to Council in April 2021 (Do Nothing, Refurbish existing building, Redevelopment). The revised evaluation now has four options as follows

- Do nothing
- Option 1 at Location A – this is the same redevelopment option that was presented in April 2021, albeit with some enhancements and brought up to 2022 values
- Option 2 at Location B – a new option at a new location further north.
- Option 3 at Location B – very similar to Option 2 but now includes alternative access for club vehicles, as proposed by the Club

See picture below for an outline of the locations:



2.3 Options scope

The key differences between the options are summarised in the table below and explained as follows:

- Commercial area for all options – this would be an area leased out by the City for a café/restaurant providing a new income stream to the city and helping to offset the additional operating expenses of a larger club building. For Option 2 and Option 3 it is assumed that this would be a separate building whereas Option 1 has the commercial area on the first level of the club building with a different access point.
- Public Toilets / Changerooms. At present there are two public toilets/changeroom, there is a separate block to the north and then an area that is part of the Club building (to the south). All three options would propose to remove the separate northern toilet block, but all three options would still have the same or more space for the public albeit in one area rather than two. Option 1 would have the public area as part of the club building, but Option 2 and Option 3 would have the public area as part of the commercial building.
- Club building size is also shown on the table below, all three options would increase the area greatly and for Option 2 and Option 3 the increases would be very large.

Option Scope	**Base** Do Nothing	**Option1** One building for Club and Commercial	**Option2** Separate buildings and larger club building	**Option3** Similar to Option 2 but different access
Commercial area leased by the City				
Part of the Club building		✓		
Separate building			✓	✓
Public areas				
Separate toilet block (north)	✓			
Toilet and changerooms as part of Surf Club	✓	✓		
Toilet and changerooms as part of Commercial building			✓	✓
Beachfront plaza / forecourt			✓	✓
Building sizes				
Club building area size m2	1,425	1,778	2,411	2,240
Public facilities	187	186	247	202
Commercial area		369	432	482
Total building areas	1,612	2,333	3,090	2,924

2.4 Do nothing option

The Club contend that the current facilities are inadequate both now and into the future. The City have also reviewed the Do Nothing and acknowledge that there are major shortcomings in the existing building/site, these were documented in the 2018 and 2021 reports. All three options would remedy these shortcomings.

2.5 Key financial assumptions

The table below lists some of the other key assumptions within the financial model:

	Assumption	Value	Comments
1	Ready for Service	July 2026	○ The analysis assumes that the facility is ready by July 2026 ○ This timescale is based on an indicative project schedule. The timeline will be subject to detailed project planning as part of the next phase.
2	Detailed design	2022/23	○ The model has assumed 10% of the costs are required in 2022/23 as part of detailed design
3	Phasing Construction	2023/24 to 2025/26	○ The model has assumed the following for the construction costs, which assumed to represent 90% of the total - 20% 2023/24 - 50% 2024/25 - 20% 2025/26 ○ These assumptions will be subject to detailed review as part of next phase
4	Financial Evaluation Period	50 Years	○ The analysis evaluates the cash flows over a 50-year operating period, from 2021/22 to 2070/71 ○ The long timeframe is necessary to ensure that the long-term implications are fully considered.
5	Escalation– Assumptions	10 Year SFP 2021	The 2021 SFP, as noted by Council October 2021, includes the most up-to-date escalation assumptions. These have been incorporated into the Projects Financial Evaluation Model.

2.6 Area analysis

The financial model has broken down all inputs to the model in 3 areas of responsibility

- Public areas (toilets/changerooms and beach plaza) – City responsibility
- Club – joint responsibility between City (building replacement, reactive/structural maintenance) and Club (day to day maintenance and cleaning)
- Commercial – funded and leased by the City.

A summary of the operating impacts split between the three areas will be shown later in the report.

ESTABLISHMENT PHASE

3 PROJECT COSTS

3.1 Capital costs excluding escalation

The table below summarises the total one-off costs to establish each option. These were prepared in 2022 based on the three concept designs developed by the architects and agreed with the Club. Option 1 was shown as just less than $9m in the 2020/21 evaluation, the reason for the increase of approximately $5m is increased construction costs ($1m), reconstruction of car park ($1m), paved areas and seal walls ($150k), provisional sums of $1.4m and fees/contingencies associated with these items. Option 2 and 3 are over $3m and $4m more than option 1 because there is two separate buildings and therefore increased fit-outs, etc. In addition the Club area for Option 2 and 3 is bigger than option 1 and so is the commercial area (which will provide more income to the City).

The capital costs for Option 2 and 3 are a significant cost for the City, this would be the largest cost that has ever been spent by the City on one project, the $17.0m for the Reid Promenade Car Park.

	One-off Costs Total excluding inflation		Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
1	Demolition & site preparation	*$000s*	($491)	($531)	($835)
2	Club areas	*$000s*	($7,489)	($9,829)	($9,288)
3	Public amenities	*$000s*	($937)	($1,243)	($1,079)
4	Commercial area	*$000s*	($1,270)	($1,508)	($1,643)
5	Car parking works	*$000s*	($1,200)	($1,260)	($1,360)
6	Beach plaza & forecourt	*$000s*		($421)	($434)
7	Fly over bridge	*$000s*			($411)
8	Paving and footpaths	*$000s*	($410)	($390)	($510)
9	External works (beach access, etc.)	*$000s*	($690)	($880)	($960)
10	Provisional sums	*$000s*	($1,389)	($1,359)	($1,373)
11	Artwork	*$000s*	($127)	($158)	($163)
	One-off Costs	***$000s***	**($14,003)**	**($17,580)**	**($18,054)**

3.2 Contingency and exclusions

The capital costs include 10% contingency for design and 5% contingency for construction so there may be opportunities for reduced expenditure as the project evolves. The total contingencies built into the costs above are:

- Option 1 - $1.7m
- Option 2 - $2.1m
- Option 3 - $2.2m

Normally at this early stage in the planning process there are a large number of exclusions which can provide a risk to the costs during detailed design, but the City has been keen to reduce the number of exclusions and the QS has therefore been asked to provide estimates on several items which are shown in line 10 above, “provisional sums”. There are still other exclusions:

- Demolition of and/or excavation of contaminated materials

- Fit-out to commercial areas (this would be an expense for the commercial operator)
- Club – some specific fit-out requirements for the wet areas and gym (would be paid by Club)
- Additional roundabout, costing approximately $0.749m has been proposed by Cardno but is excluded from all three options for now

3.3 Phasing

As explained earlier the phasing has been split over four years, this is a working assumption only at this point, and subject to a detailed project plan being prepared after the business case is approved. The costs excluding escalation for each option spread over the next four years are:

One-off Costs excluding inflation		2022-23	2023-24	2024-25	2025-26	Total
Option1 - One building for Club and Commercial	*$000s*	($1,400)	($2,801)	($7,002)	($2,801)	**($14,003)**
Option2 - Separate buildings and larger club building	*$000s*	($1,758)	($3,516)	($8,790)	($3,516)	**($17,580)**
Option3 - Similar to Option 2 but different access	*$000s*	($1,805)	($3,611)	($9,027)	($3,611)	**($18,054)**

3.4 Escalation

Escalation is then applied within the financial model to each year of the costs. The table below indicates how the one-off costs are then assumed to increase due to potential escalation.

One-off Costs Overall Totals		Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Excluding Escalation	*$ms*	($14.0)	($17.6)	($18.1)
% Escalation Factor	*%*	106%	106%	106%
Including Escalation	***$ms***	**($14.8)**	**($18.5)**	**($19.0)**

The costs including escalation (bottom row in table above) are used as the basis of the funding evaluation as explained in the next section.

4 FUNDING

4.1 External funding committed

The project is supported by two key external funding commitments

- Grant of $8m from Department of Local Government Sport and Cultural Industries, this has now been formally committed in writing.
- Club contribution of $1m - This has been confirmed by the Club President in email 24th January 2022.

4.2 Remaining funding by the City using Reserves

Where a major project requires some funding from the City, this should ideally be sourced from Reserves, which could be one of or more of the following:

- Specific project reserve – there isn't one for this project
- Tamala Park Reserve – this is currently limited in it's use for "income producing facilities". This project could qualify for that reserve due to the commercial income being generated.
- Strategic Asset Reserve – this is a default reserve used for major projects.

Reference has been made to the current and projected balances of both the Tamala Park Reserve and the Strategic Asset Reserve within the Strategic Financial Plan – there is sufficient funding to afford the net establishment cost for this project. The use of reserves will incur a loss of earnings on the reserve fund so this expense is included in the financial evaluation – this has been calculated by applying the cost of borrowings that the City would otherwise have to pay WA Treasury for a fixed interest loan. This is factored into the model over a five-year period, and also assumes that the principal is repaid over that time back to the reserve.

4.3 Net Establishment Cost including expense of lost interest

The table below summarises the overall funding assumptions. The starting point in Line 1 is the capital expenditure including escalation from previous section. The state grant and club contribution are then shown in lines 2 and 3, with line 4 being the net funding required from the Strategic Asset Reserve. Line 5 then shows the interest cost associated with the use of the Strategic Asset Reserve and Line 6 shows the overall net establishment cost

Establishment Cost (including inflation)		Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
1 One-off Costs	*$ms*	($14.8)	($18.5)	($19.0)
2 State Grant	*$ms*	$8.0	$8.0	$8.0
3 Club contribution	*$ms*	$1.0	$1.0	$1.0
4 Net Funding Required	*$ms*	($5.8)	($9.5)	($10.0)
5 Interest earnings lost using reserve	*$ms*	($0.3)	($0.5)	($0.5)
6 Establishment Cost	*$ms*	($6.1)	($10.1)	($10.6)

So the table shows that the City's net one-off cost for Option 3 ($19m facility) would be $10.6m.

OPERATING ANALYSIS

5 RECURRING EXPENSES

5.1 Estimated costs per year 2026/27 onwards

The table below summarises the annual cash expenses included in the model from 2026/27 onwards. The source of the figures is as follows:

- Do nothing is based on the costs of the existing buildings, using the data within the City's financial system. The values selected are either the budget 2021/22 or the average of the five years prior to covid lockdowns.
- Options 1,2 and 3 are mostly based prepared with reference to the base option as follows:
  - Square Metres differences used as starting point for reactive maintenance, utilities and insurance.
  - 20% improvement (reduction) is factored into building maintenance, reactive maintenance and utilities because the refurbished or redeveloped facility would be of a more modern specification
  - Insurance estimates are based on the current replacement costs.
- Outgoings for commercial area are based on a rate of $125 per m2. This is a standard value proposed by an external consultant in advising the Burns Beach Café/Kiosk/Restaurant development and includes day to day maintenance/insurance. This expense is fully recovered as income from the operator so appears in the next section.
- Line 14 on the table is the existing payment made by the City each year of $60k, which is given to the Club in support for the beach life saving service they provided and is assumed to continue for all options.
- CHRMAPs analysis indicated additional sand replenishment of approximately $125k every 5 years ($25k per year).

There are several blank values in the table below, these are intentional and explained as follows:

- Building maintenance for Club building is the responsibility of the club
- Utilities for commercial would be the direct responsibility of the operator
- Insurance for commercial area is included in the $125 per m2 outgoings

	Operating Cash Expenses (2026-27) excluding inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
1	Building Mtce & Cleaning - Public areas	*$000s*	($41)	($39)	($61)	($51)
2	Building Mtce & Cleaning - Club building	*$000s*				
3	Outgoings (building maintenance, insurance) - Commercial	*$000s*		($46)	($54)	($60)
4	Reactive Mtce - Public areas	*$000s*	($19)	($13)	($22)	($18)
5	Reactive Mtce - Club building	*$000s*	($21)	($17)	($25)	($23)
6	Reactive Mtce - Commercial	*$000s*		($4)	($4)	($4)
7	Utilities - Public areas	*$000s*	($10)	($7)	($9)	($7)
8	Utilities - Club building	*$000s*	($25)	($21)	($30)	($27)
9	Utilities - Commercial	*$000s*				
10	Insurance - Public areas	*$000s*	($1)			
11	Insurance - Club building	*$000s*	($10)	($35)	($45)	($46)
12	Insurance - Commercial	*$000s*				
13	Ground lease to Crown	*$000s*				
14	Corporate Contribution - Club building	*$000s*	($60)	($60)	($60)	($60)
15	Coastal protection (sand replinishment)	*$000s*			($25)	($25)
	Operating Cash Expenses	***$000s***	**($185)**	**($243)**	**($333)**	**($323)**
	vs Baseline	***$000s***		**($58)**	**($148)**	**($137)**

Note that the table above excludes depreciation which will be covered later and interest on borrowings. Both depreciation and interest on borrowings are operating expenses.

5.2 Value of surf lifesaving duties

At present the City pays approximately $119k per year to Surf Life Saving WA for professional lifeguard duties during weekdays between December and March at Sorrento Beach and Hillary's Marina. The City has estimated that it would cost a further $122k if it had to replicate the lifesaving services provided by SSLSC.

6 RECURRING INCOME

6.1 Commercial income assumptions

The most significant operating difference between options 1, 2 and 3 versus the 'as is' scenario is the assumption of a commercial income stream for renting out some of the space for a commercial café or restaurant to a commercial operator. The table below summarises the assumptions, which are explained as follows:

- Area derives from the QS schedule and concept designs.
- Lease rate of $347 per m2 derives from the Retail Needs Assessment by Pracsys.
- Income per year is the area multiplied with the rate per m2. This would assume 100% occupancy.
- Reduction due to vacant or free rent. It is not prudent to assume that for all 50 years the commercial area would be leased and chargeable for 100% of the time. There could be some periods where the operator lease expires, and a new operator has to be arranged and set up. Furthermore it is a frequent practice for operators to be given some incentive at the beginning of the lease e.g. 1st year free. The model has therefore built in a 5% vacancy, which equates to 2.5 years out of 50 years
- The bottom line of the table are the values that are carried into the overall financial evaluation, which take account of the 5% reduction.

Commercial Income Estimates		**Option1** One building for Club and Commercial	**Option2** Separate buildings and larger club building	**Option3** Similar to Option 2 but different access
Area				
Total Chargeable	m2	369	432	482
Income at 100% Utilisation				
Lease rate	$ per m2	$347	$347	$347
Income per year	$	128,043	$149,904	$167,254
Adjustment for vacant / free periods				
Reduction due to vacant or free rent		-5%	-5%	-5%
Revised Income per year used for model		**$121,641**	**$142,409**	**$158,891**

As part of the Retail Needs Assessment, Pracsys were tasked with evaluating the viability of an area of 400 square metres, this was the approximate size of the commercial area that was proposed at the time of the engagement of Pracsys. Pracsys report confirmed that an area of 400 square metres is viable. Since their engagement was completed, the concept designs for option 2 and 3 were being further refined and the area size for commercial was identified as potentially higher at 432 square metres for option 2 and 482 square metres for option 3. Whilst these sizes are larger than the 400m2 evaluated by Pracsys they are considered viable by the project due to the premium location of the facility. It is possible though that the larger the size of area, the lower the rental income per m2, but at this stage no adjustment has been made because the $347 per m2 is considered fairly modest.

6.2 Estimated income per year 2026/27 onwards

The table below summarises the annual operating income assumptions, explained as follows:

- Club utility and charge and lease – the Do Nothing option is the 2021/22 budget. Options 1, 2 and 3 are extrapolated based on the size of club area versus option 3.
- Commercial rental income relates to the paragraph above.
- Outgoings recovered – this relates to the values in previous section, the operating expenses ($125 per m2), which are assumed to be fully recoverable from the tenant.
- Rates income of $30,000 for Option 1 is derived from Pinnaroo Point and Burns Beach CKR analysis and is based on similar coastal properties in Joondalup. Options 2 and 3 are extrapolated based on the commercial area size.

Operating Income (2026-27) excluding inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
1 Club Utility Charge & Lease - Club building	*$000s*	$31	$33	$47	$43
2 Commercial Income - Commercial	*$000s*		$122	$142	$159
3 Outgoings (maintenance, insurance) recovered	*$000s*		$46	$54	$60
4 Rates - Commercial	*$000s*		$30	$35	$39
Operating Income	***$000s***	**$31**	**$231**	**$278**	**$301**
vs Baseline	***$000s***		**$199**	**$247**	**$270**

7 DEPRECIATION & CAPITAL RENEWAL

7.1 Existing buildings - estimated costs of capital replacement in next 20 years

The City has undertaken a review of the useful remaining life of each component of the existing buildings to identify the potential costs of replacement within the next 20 years. This has identified replacement costs of $2,822,500 which is an average of $141,125 per year. The $141,125 is included in the Do Nothing option for the first 20 years of the model, and thereafter it is assumed the Do Nothing reverts to the standard rate as explained in next paragraph.

7.2 Depreciation applied for other options and other years of Do Nothing

The City applies a different rate where possible to each component of the building (e.g. roof, structure, air conditioning unit). These are regularly reviewed as part of revaluations. The overall average depreciation rate for this building is 1.3% of Current Replacement Costs and this rate has been applied equally to all of the redevelopment options for each year. This rate has also been applied to years 21 to 50 of do nothing option. The table below summarises the annual depreciation / replacement costs for each option.

	Depreciation and Capital Replacement per year	**Base** Do Nothing (Years 21 to 50)	**Option1** One building for Club and Commercial	**Option2** Separate buildings and larger club building	**Option3** Similar to Option 2 but different access
	Public Toilets/Changeroom				
1	North Toilets/Changeroom	$5,567			
2	South Toilets	$7,217			
3	Public areas	$12,784	$49,224	$62,354	$73,435
4	Club building	$43,607	$113,359	$142,854	$136,123
5	Commercial		$16,219	$19,259	$20,974
6	**Total**	**$56,391**	**$178,802**	**$224,468**	**$230,532**

7.3 Treatment in the model for depreciation and capital renewal

The annual depreciation values above are also used as the basis of the capital renewal cash assumptions within the model i.e. an equal amount each year. In reality the actual cash required for renewal will depend on condition, usage, specification and there will be intermittent amounts e.g. fixtures and fittings may require partial replacement after 12 or 16 years. The straight-line method for capital renewal is applied within the model for transparency, uncertainty of the exact timing of capital renewal and because of consistency to previous evaluations and the City policy of the Asset Renewal Reserve (*CJ065-05/19 refers)*.

7.4 Next five years

The review of the existing building indicated potential replacement costs of $2.8m in the next 20 years but $1.7m of this was indicated within the next five years. These costs have not yet been budgeted or planned. If the decision was made to do nothing and remain at existing site, then the City would prepare an immediate renewal plan. If one of the redevelopment options is approved then the City will avoid as much of the $1.7m as it can until the new building is ready, the only capital replacement works that would be undertaken would those required due to safety and to ensure the building remained operational for day to day purposes (e.g. air conditioning, plumbing, hot and cold water).

SUMMARY IMPACTS

8 OPERATING ANALYSIS

8.1 Operating impacts Steady State Years 1 to 20

The table below summarises the operating impacts for the steady state, this is assumed to be 2030/31 as this does not include any expense for loss of interest. The key issues are:

- All options individually will result in an operating deficit. However the key consideration is the incremental difference between each option and the Do Nothing option.
- Operating impacts BEFORE depreciation and AFTER depreciation are shown.
- All redevelopment options would provide an operating surplus of at least $99k before depreciation compared to the do nothing option.
- All redevelopment options would also provide a surplus after depreciation, but for Option 2 and Option 3 the surplus is minimal.

It is also worth noting that the table below shows the future recurring impacts only and therefore excludes the one-off windfall of the external funding (grant and club contribution). The long-term recurring impacts to the City are more important than the one-off impacts, so whilst the $8m grant from state is welcome this may not be ideal if it results in a higher capital cost that would otherwise have been considered which in turn results in a recurring impact that is worse off than the current costs.

Operating Impacts 2030-31 excluding inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Operating Income	***$000s***	**$31**	**$231**	**$278**	**$301**
Operating Cash Expenses	*$000s*	($185)	($243)	($333)	($323)
Operating Surplus / (Deficit) before Depn	*$000s*	($154)	($12)	($55)	($21)
vs Baseline	***$000s***		**$142**	**$99**	**$133**
Depreciation	*$000s*	($141)	($179)	($224)	($231)
Operating Surplus / (Deficit) after Depn	*$000s*	($295)	($191)	($279)	($252)
vs Baseline	***$000s***		**$104**	**$16**	**$43**
Ranking	*Rank*	4	1	3	2
Ratepayer Impacts					
Impact per Ratepayer vs. Baseline	*$*		$1.56	$0.24	$0.65
Rates Decrease/(Increase)	*%*		0.1%	0.0%	0.0%

8.2 Operating impacts Steady State Years 21 to 50

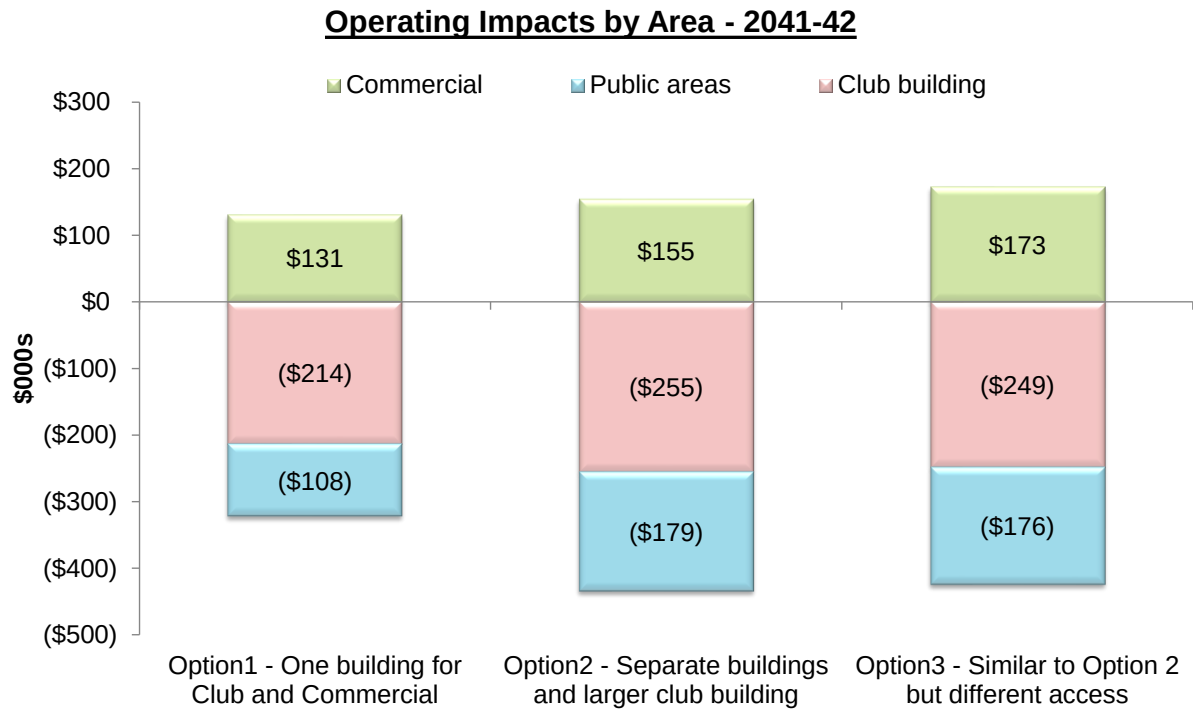
A lower depreciation expense is included for the Do Nothing option from year 21 so the impacts of Options 1 to 3 need to be reviewed. The table below shows the operating impacts as at 2041/42 and this time the impacts are different to years 1 to 20:

- Operating impacts BEFORE depreciation are the same as the table above
- Only Option 1 has a positive operating result after depreciation compared to the baseline, albeit a small surplus of $19k.
- Options 2 and 3 would have a deficit after depreciation compared to the baseline, but the impacts are less than $100k.

Operating Impacts 2041-42 excluding inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Operating Income	*$000s*	**$31**	**$231**	**$278**	**$301**
Operating Cash Expenses	*$000s*	($185)	($243)	($333)	($323)
Operating Surplus / (Deficit) before Depn	*$000s*	($154)	($12)	($55)	($21)
vs Baseline	*$000s*		**$142**	**$99**	**$133**
Depreciation	*$000s*	($56)	($179)	($224)	($231)
Operating Surplus / (Deficit) after Depn	*$000s*	($210)	($191)	($279)	($252)
vs Baseline	*$000s*		**$19**	**($69)**	**($41)**
Ranking	*Rank*	2	1	4	3
Ratepayer Impacts					
Impact per Ratepayer vs. Baseline	*$*		$0.27	($.98)	($.59)
Rates Decrease/(Increase)	*%*		0.0%	(0.1%)	(0.0%)

8.3 Operating impacts by Area 2041/42

The graph below has then broken down the operating deficit for each option and split it by area. So this clearly indicates that for all options the commercial area would provide a surplus impact. So if consideration was given to reducing option 2 and option 3 it should NOT be the commercial area that should be reduced.



8.4 Comparison to previous financial evaluation (April 2021)

The table below summarises the estimated recurring impacts for the Do Nothing option and Option 1 versus the financial evaluation presented in April 2021. This shows a slight change in the Do Nothing option as the baseline was reviewed. For option 1 there is a worsening of $130k per year, mostly due to higher capital replacement costs.

Operating Surplus / Deficit **Revised Projection versus Previous Projection**	Base Do Nothing $000s	Option1 One building for Club and Commercial $000s
Updated projections (January 2022)	($210)	($191)
Previous projections (April 2021)	($205)	($61)
Revised Projection versus Previous Projection	**($5)**	**($130)**

9 TOTAL 50-YEAR CASH FLOWS

9.1 Total 50-year cash flows

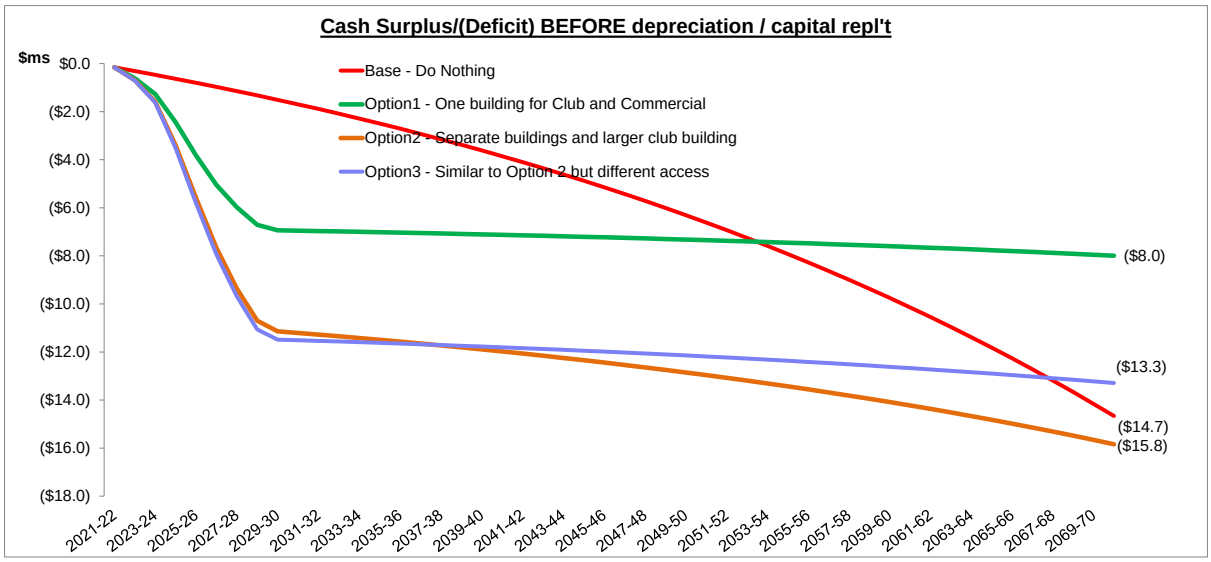
The table below is the overall 50 year cashflow and includes all of the impacts described in in the previous sections (capital costs, funding, capital renewals, operating assumptions and escalation). As per the previous section, the results are evaluated BEFORE and AFTER depreciation/capital replacement. The analysis helps to evaluate whether the recurring benefits (if any) are sufficient to repay the net establishment costs. The cashflow analysis indicates the following:

- Do nothing option would cost $22.2m over the next 50 years, comprising of $14.7m recurring cash impacts and $7.5m depreciation/capital replacement.
- Option 1 and 3 would provide a benefit versus the baseline before depreciation. Option 3 has only a marginal $1.4m benefit and is slightly better than Option 2 mostly due to the higher commercial income.
- No option provides a benefit versus baseline after depreciation. The cost of option 1 over a 50-year period is relatively small at $2.7m but for option 2 and 3 the impacts are over $10m
- Option 3 total 50-year cost of $12.6m equates to a cost of $3.88 per ratepayer per year.

Cashflow Summary Total including inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Establishment					
One-off Costs	$ms		($14.8)	($18.5)	($19.0)
Grant and Club contribution	$ms		$9.0	$9.0	$9.0
Net Funding Required	$ms		($5.8)	($9.5)	($10.0)
Borrowings	$ms		$5.8	$9.5	$10.0
Repayments	$ms		($5.8)	($9.5)	($10.0)
Interest earnings lost using reserve	$ms		($0.3)	($0.5)	($0.5)
Establishment Cost	**$ms**		**($6.1)**	**($10.1)**	**($10.6)**
Recurring Impacts					
Operating Cash Expenses	$ms	($17.7)	($22.8)	($31.0)	($30.0)
Operating Income	$ms	$3.0	$20.9	$25.2	$27.3
Recurring Impacts	**$ms**	**($14.7)**	**($1.9)**	**($5.7)**	**($2.7)**
Cash Surplus/(Deficit) BEFORE depreciation / capital repl't					
Establishment Cost +Recurring Impacts	$ms	($14.7)	($8.0)	($15.8)	($13.3)
vs Baseline	**$ms**		**$6.7**	**($1.1)**	**$1.4**
Cash Surplus/(Deficit) AFTER depreciation / capital repl't					
Asset Replacement / Depreciation	$ms	($7.5)	($16.8)	($20.9)	($21.5)
Cash surplus/(deficit)	$ms	($22.2)	($24.8)	($36.7)	($34.8)
vs Baseline	**$ms**		**($2.7)**	**($14.6)**	**($12.6)**
Ranking	Rank	1	2	4	3

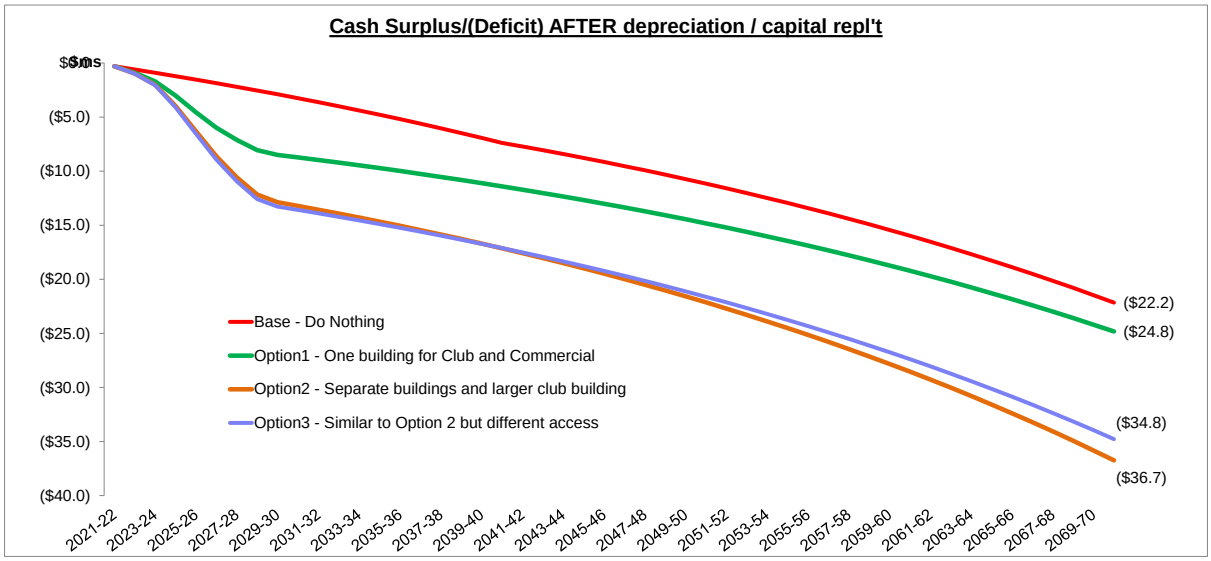
9.2 Cumulative cash flows, BEFORE depreciation/capital replacement.

The graph below shows the cash flows on a cumulative basis for each of the options before depreciation/capital replacement. The cash flows for the first five years include the net establishment cost spread over that time including the principal and lost interest expense. The graph shows that the 'as is' option declines more sharply when compared to all options. Option 1 would have a better cash position before depreciation than the do nothing option after approximately 30 years. Option 3 would eventually have a better outcome than the baseline, but it would take almost 50 years before that may occur.



9.3 Cumulative cash flows, AFTER depreciation

The graph below shows the cash flows on a cumulative basis after depreciation. All options have a negative financial outcome and worse when compared to the do nothing option.



9.4 Cash Flows by Area

The table below breaks down the overall cash flow by each of the three areas. As mentioned earlier, the commercial areas for all options (including all whole-of-life costs) are positive.

Cash Surplus/(Deficit) AFTER depreciation / capital repl't Total including escalation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
1 Public areas	*$ms*	($8.4)	($12.2)	($19.7)	($20.0)
2 Club building	*$ms*	($13.8)	($23.7)	($30.0)	($29.2)
3 Commercial	*$ms*		$11.2	$13.0	$14.5
Total	*$ms*	($22.2)	($24.8)	($36.7)	($34.8)
vs Baseline	***$ms***		**($2.7)**	**($14.6)**	**($12.6)**

10 RISKS, OPPORTUNITIES AND SENSITIVITY ANALYSIS

10.1 Overview

The previous sections which summarise the financials are based on a set of assumptions, each of which will vary in reality. It is therefore important to consider the impacts on the overall outcome if one or more of the key assumptions vary, which this section considers.

10.2 Risks and opportunities list

The key financial risks and opportunities are:

- Capital costs could increase due to market conditions or detailed design. Likewise there is a potential for reduced capital costs e.g. competitive tender process.
- Contingencies within the capital cost may not be fully used.
- Capital replacement. The initial capital costs/specification have significant impacts in a 50 year evaluation due to the future impost on the city to ensure they remain fit for purpose and renewed at the appropriate times. The benefit of external funding is a one-off only, the City still has 100% responsibility for future capital renewal.
- Building maintenance and reactive maintenance – the risk with day to day maintenance for the club building is with the club but the City has the risk of structural/reactive maintenance.
- Commercial income – there is no guarantee of income, although the retail/needs assessment has indicated strong viability - it is a unique location, and there could be an opportunity, that if the income achieved by the tenant was higher than a certain threshold that the City receive a share in the additional turnover – this is a common arrangement in prime locations e.g. City beach new developments constructed a few years ago. The other key opportunity with the commercial income is the lease rate of $347 per m2 which could eventually be higher.
- Additional traffic enhancements is a risk e.g. peanut roundabout
- Paid parking is a potential opportunity.
- Additional toilet block considered at some future point.
- Geotech assessment has indicated limestone rock which may increase excavation costs.
- Crown lease may result in a ground lease payable to Crown.

10.3 Sensitivity Analysis – Option 3

Option 3 is the preferred option for the Club so it is worth considering what key assumptions could potentially change to bring this cost anywhere closer to the Do Nothing option and potentially break even. The two key variables that have been evaluated for this purpose are:

- Capital costs sensitivity – the estimated capital costs for Option 3 is $18,054k. It is worth considering reductions in $500k increments to assess the impact on the 50-year cashflow
- Corporate contribution of $60k per year. If this were reduced in $5k increments, what would this do to the overall impacts?

The table below has evaluated both of the variables above. So the value at the bottom right of $12,624k is the value already shown in earlier sections, this is the difference between Option 3 and Do Nothing over a 50 year basis. The values to the left consider reductions in capital costs, ranging from $18,054k to $14,054k. The values from bottom to top consider Corporate contribution ranging from $60k to $20k. So if the corporate contribution was reduced to $20k and the capital costs reduced by $4,000 this overall 50-year cashflow impact is shown at the top-left, this would be a benefit of $1,025k compared to the baseline.

There are other possibilities shown on the table, for example halving the corporate contribution to $30k per year and reducing capital costs by $2.5m to $15,554k would result in an overall net cost of $3,643k.

Corporate contribution	One-off Costs								
	($14,054)	($14,554)	($15,054)	($15,554)	($16,054)	($16,554)	($17,054)	($17,554)	($18,054)
($20)	$1,025	($231)	($1,487)	($2,743)	($3,999)	($5,255)	($6,511)	($7,767)	($9,024)
($25)	$575	($681)	($1,937)	($3,193)	($4,449)	($5,705)	($6,961)	($8,217)	($9,474)
($30)	$125	($1,131)	($2,387)	($3,643)	($4,899)	($6,155)	($7,411)	($8,667)	($9,924)
($35)	($325)	($1,581)	($2,837)	($4,093)	($5,349)	($6,605)	($7,861)	($9,117)	($10,374)
($40)	($775)	($2,031)	($3,287)	($4,543)	($5,799)	($7,055)	($8,311)	($9,567)	($10,824)
($45)	($1,225)	($2,481)	($3,737)	($4,993)	($6,249)	($7,505)	($8,761)	($10,017)	($11,274)
($50)	($1,675)	($2,931)	($4,187)	($5,443)	($6,699)	($7,955)	($9,211)	($10,467)	($11,724)
($55)	($2,125)	($3,381)	($4,637)	($5,893)	($7,149)	($8,405)	($9,661)	($10,917)	($12,174)
($60)	($2,575)	($3,831)	($5,087)	($6,343)	($7,599)	($8,855)	($10,111)	($11,367)	**($12,624)**

11 SUMMARY

11.1 Financial Objectives

There are six overall project objectives within the Project Philosophy and Parameters, four of them are non-financial and two of them are financial objectives as listed below.

Financial Sustainability (Club) Preferred outcome will provide a better, or no worse recurring financial impact to the Club than the current operation. Club is able to afford a reasonable contribution to the club portion of the redevelopment.	Club generates a moderate operating surplus that is equal to or better than current operating surpluses and is sufficient to replace any of its own assets. Ideally the Club will contribute 10% towards the Club Building Capital costs, using existing cash reserves and continuing to charge a building levy to members.	Business Case will evaluate the 'steady state' operating surplus. The estimated steady state operating income will be based on estimates of membership growth and utilisation of club facilities. Operating expenses will include the day to day building operating expenses, cleaning, staff costs and all other club operating activities. The affordability of the Club contribution will be reviewed as part of the business case. Audited accounts will be provided to the City annually for review, together with an updated forecast.
Financial Sustainability (City) The City has financial capacity for the preferred option. Ideally the preferred option will provide a recurring impact which is lower than the current baseline and those savings are sufficient to pay back the net establishment costs within a 50 year period.	The business case will evaluate the financial evaluation based on five separate tests: I. Financial capacity II. Operating results BEFORE dep'n III. Operating results AFTER dep'n IV. Cashflow / payback within 50 years V. Risks / opportunities	The annual 'steady state' operating deficit of the preferred outcome will be estimated in the business case and will include operating income (including potential new income stream from commercial tenant), operating cash expenses (building maintenance, contribution to club) and depreciation. The estimated operating deficit will be compared to the existing operating deficit. The affordability of the one-off investment is measured using the Strategic Financial Plan and ensuring that the City's financial targets (most importantly the Debt Service Coverage Ratio) are within threshold.

11.2 Financial assessment – Criteria and Weighting

As indicated above, there are six project objectives in total, and the business case will assess all six together and prepare an overall recommendation. This report focuses only on the financial impacts to the city and does NOT make an outright recommendation because the overall recommendation needs to consider crucial impacts such as the Social and Economic return on investment, community impacts and club.

However it is worthwhile assessing and scoring the options from a financial perspective only so that this can feed into the overall multi-criteria evaluation within the business case.

It is important that the relevant financial merits of each option are considered in detail, relative to each other and to take account of the overall impacts on the City, rather than just rank one option as being the only option that achieves a yes for all financial objectives. In other words although option 2 and 3 do not fully meet the financial objectives for the City how much do they fail by, and how much in comparison to option 1. There are five items assessed as part of the financial evaluation and these are separately weighted and scored for each option so as to provide an overall score.

If the weightings for the five criteria were split evenly, they would each have 20% weighting, but some criteria have been allocated more or less than the 20% for the reasons explained below:

I. Financial Capacity – 40%. This score assesses two key components of affordability:
   - One-off i.e. whether the net establishment cost of the project is affordable in terms of cash reserves, borrowing capacity, impact on the rest of the pipeline of major projects and ensuring that there is no adverse impact on the Debt Service Coverage Ratio.
   - Recurring - the other key consideration is whether the potential recurring impact is affordable. If an option has a better recurring impact than the baseline, then this is definitely affordable. However if an option has a worse recurring impact than the baseline consideration needs to be given if this is a significant impost (e.g. more than $0.5m per year) or whether it is negligible (less than $0.1m per year)

     This component deserves at least a 40% weighting because to some extent it is a 'must-have', indeed any option that did not achieve any credible score against this criterion should not be considered any further.

II. Operating results Before Depreciation – 20%. This is considered more important than the results after depreciation as depreciation is a non-cash item and the capital renewal requirements are uncertain.

III. Operating results After Depreciation – 10%. As explained above.

IV. Cashflow / payback within 50 years – 20%. This is important and is assigned an equitable weighting compared to others.

V. Risks / opportunities – 10%.

11.3 Financial assessment – Scoring by component and used in Business Case

The table below has scored each of the options versus the five criteria and then calculated an overall weighted score that is carried into the business case overall evaluation. This shows that Option 1 scores 7.3 out of 10, with the Do Nothing option 6.2, Option 3 is next best with 6.1 then the lowest score is option 2 with 5.7. The key issues and reasons for differences in the scores are:

- Financial capacity – all options score reasonably well (6 or more) because the City can afford both the net establishment costs and the recurring impacts. Whilst Option 2 and 3 are a negative versus Do Nothing from years 21 to 50, it is affordable as it is less than $100k per year. Whilst Option 1 is the best financial option it is not necessarily an outstanding result and therefore does not deserve 10 out of 10.
- Operating results before depreciation – Options 1, 2 and 3 are all positive so rank higher than Do Nothing. The outcomes for Option 1 and 3 are similar so same score is given but Option 2 is lower. The Do Nothing is still given a 5 because the existing costs are already part of the City's baseline.
- Operating results after depreciation. Option 1 achieves the highest score. Options 2 and 3 still achieve a score of 4 because the impacts are relatively minor, less than $100k per year.

- Cashflow impacts – Do Nothing ranks 1 so has the higher score next followed by Option 1, then Option 3 and Option 2. None of the redevelopment options would pay back after depreciation within 50 years however Option 1 does come relatively close to doing that. Option 3 has a payback within 50 years before depreciation, albeit only just.
- Risks / opportunities. Options 2 and 3 being a higher cost have higher risk of additional costs but may also present more opportunities. The size of the building at Option 1 is considered a risk as it may not be sufficient for longer term membership growth.

	OBJECTIVES	**Base** Do Nothing	**Option1** One building for Club and Commercial	**Option2** Separate buildings and larger club building	**Option3** Similar to Option 2 but different access	Weighting
1	Financial capacity	7	8	6	6	40%
2	Operating results BEFORE depreciation	5	8	7	8	20%
3	Operating results AFTER depreciation	5	7	4	4	10%
4	Cashflow / payback within 50 years	7	6	4	5	20%
5	Risks / opportunities	5	6	7	7	10%
	Total score before weighting	**29**	**35**	**28**	**30**	**100%**
	Weighted score	**6.2**	**7.3**	**5.7**	**6.1**	

11.4 Key Outcomes of financial evaluation

The key observations are:

- Capital costs - The capital costs for Option 2 and 3 are a significant cost for the City, this is more than the largest cost that has ever been spent by the City on one project, the $17.0m for the Reid Promenade Car Park.
- Commercial income stream - would be of a significant financial benefit for all options
- Before Depreciation/Capital Replacement - Options 1, 2 and 3 all provide a better recurring impact than the Do Nothing option but only Options 1 and 3 would provide a payback over 50 years.
- After depreciation/capital replacement – only Option 1 provides a recurring benefit versus do nothing but would still be insufficient to pay back the net investment cost. The recurring deficit for Option 2 and 3 though is relatively minor (less than $100k)
- External funding/grants - provision of grants from state is a one-off windfall and does not take account of the recurring impacts. So whilst the $8m grant may make the cost of a $19m facility more appealing, the City is left with the burden of the capital replacement of the $19m facility and as a result options 2 and 3 fail to achieve payback when capital replacement is considered.
- Financial capacity / Strategic Financial Plan Affordability – the City can afford (from a capital investment perspective) all of the three options, and these would not materially affect the City's liquidity, borrowing capacity or debt ratios.
- City's financial position. The City has a strong recurring positive operating cashflow but a recurring operating deficit (after depreciation). Option 1 would help improve the City's operating results (after depreciation) but Options 2 and 3 would not. However Options 2 and 3 would still provide an operating cash surplus each year.
- Assessment – when the relative impacts of each option are considered, Option 1 does rank number 1 but Option 2 and 3 are not a major concern in financial terms and still achieve a reasonable score (more than 5 out of 10) that is carried into the business case.

- Option 2 and 3 would score higher if the Club Contribution was reduced and/or the capital costs were reduced.
- Depending on the review by Council of the business case, it is proposed to include the project in the 2022 SFP and an amount would also be proposed in the 2022/23 draft budget.
- Extra roundabout is excluded from all three options, this could cost an additional $0.749m

11.5 SFP & Affordability of projects not included

This project is not currently included in the SFP because it is not yet approved. There are also multiple other major projects that are currently being evaluated or business cases prepared that are not included in the SFP. A separate evaluation has been completed as part of the 2022 SFP to assess the affordability for the City for all major projects not currently included. This assessment evaluated the impact on reserves, potential borrowings, operating results and operating cashflow. The assessment concluded that the Sorrento Surf Life Saving Club Redevelopment project (option 3), as well as other major projects not currently included, are within the financial capacity of the City. This will be subject to further review as part of the annual review of the SFP.

MAJOR PROJECT – Business Case

Project Name	**Sorrento Surf Life Saving Club Redevelopment**
Project Sponsor	Director Corporate Services
Project Manager	Manager Leisure Cultural Services
Joondalup 2022 Key Theme	Community Wellbeing, Financial sustainability and Economic Prosperity, Vibrancy & Growth
HP Records	INT22/2003

VERSION CONTROL

	Date	Author	Details
1	24 Jan 2022	SFA	First draft to Project manager
2	08 Feb 2022	SFA	Changes following discussion with MLCS
3	14 Feb 2022	SFA	Update after revised QS costings received 10 Feb
4	17 Feb 2022	SFA	Traffic and Parking Impacts Assessment

Business Case

Sorrento Surf Life Saving Club Redevelopment

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INTRODUCTION / PROJECT RATIONALE

1 INTRODUCTION / BACKGROUND

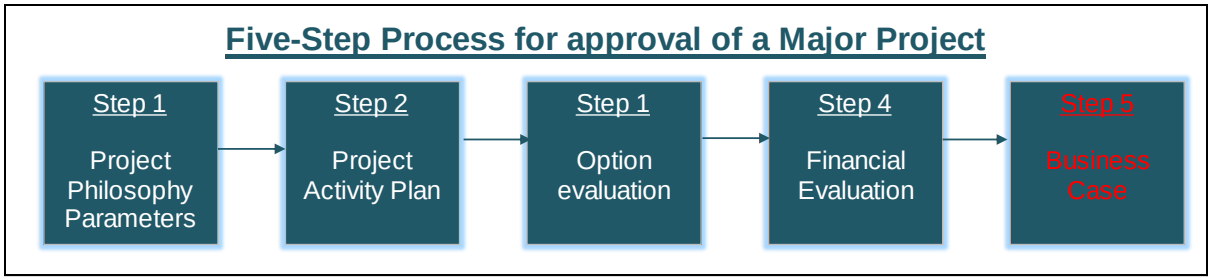
1.1 Purpose of paper

This report is a business case is intended to provide detailed information for the City to give consideration for:

I. Demolish the existing Sorrento Surf Life Saving Club (SSLSC) building and construct a new facility.
II. Budget for the project
III. Proceed to implementation (community consultation, detailed design, tender and construction).

1.2 Project Management Framework.

The City uses a standard project methodology for managing major projects, the Project Management Framework. This requires the following five steps to be completed as part of the first phase of a project, the approval/business case. All five steps have been completed in accordance with the framework and this business case is the fifth and final step.



1.3 About this project

The existing facility was built in the 1960's, with the club initiating the possibility of a refurbishment or redevelopment in 2016 with a business case which listed the shortcomings in the existing facility and proposals to construct a new facility. The City has worked closely with the Club to enhance their proposals, evaluating several options which culminated in the Club providing a revised business case in 2018. The City took control of the project thereafter and worked with the Club to prepare concept designs for three options (do nothing, refurbish existing facility or redevelop) which were presented to Council in April 2021. Council resolved for the City to dismiss the refurbish option, to only consider redevelopment options and to prepare a business case which this report addresses.

1.4 Scope

The following are in scope for the project:

- Concept designs updated for three redevelopment options
- Financial evaluation updated

- Supporting external engagements (Coastal Hazard, Geotech, Retail needs, Social and economic return on investment and traffic / parking impacts).
- Club concurrence

1.5 Out of scope

The following are out of scope for this report

- Detailed Project Plan – this will be prepared as part of the next phase if the business case is approved
- Community consultation – this will be addressed next if the business case is approved
- Detailed design
- Procurement strategy

1.6 Disclaimer

This report does not contend that the financial projections will come to pass exactly as stated but are based on the most up-to-date information available at this point in time. The projections are best estimates at this point in time but there is a level of risk and uncertainty in all the projections. The actual costs and income will vary, due to the following:

- Detailed design and specification (only concept design have been prepared so far);
- Capital replacement estimates;
- Proponent for commercial operation;
- Tender;
- Economic factors.

The previous financial evaluation included a disclaimer relating to the uncertainty of the costs and the need to continually update the financial projections at each key stage of the project.

At this stage in the project, the financial estimates have a moderate level of uncertainty.

2 PROJECT RATIONALE & OBJECTIVES

2.1 Project Philosophy and Parameters / Vision

Attachment 1 is the Project Philosophy and Parameters document. This was initially provided as part of the April 2021 Council report, since then the objectives have been refined to take account of the review by Council in April and to ensure that the options can be assessed against the project objectives.

"The City will apply best-practice project management and due diligence to evaluate options for the future of the Sorrento Surf Life Saving Club.

The City will recommend the optimum outcome that considers the needs of the club, the community and maintains financial sustainability for both the Club and the City."

2.2 Outcomes

The outcomes of the project are summarised as

- Community – life saving, and beach patrols continue
- Building – fit for purpose now and well into the future
- Users – the facility is safe to use, accessible and is provides value for money.
- Utilisation – facility is highly utilised and provides opportunity for growth
- Financial sustainability (Club) – the Club continues to be financially sustainable
- Financial sustainability (City) – the preferred option is within the financial capacity for the city and ideally provides a better financial outcome to the City than the costs of the existing facility.
- Commercial income stream to City – any refurbished or redeveloped facility should include a separate area for the City which will be leased to a commercial tenant providing a new income stream to the City.

2.3 Quantified project objectives

The project objectives were initially included in the Project Philosophy and Parameters and included as an attachment to the April 2021 Council report. These have been further refined and summarised below.

	Objective	Success Criteria	Measurement
1	<u>Time</u> Construct the new facility within a reasonable time-frame	Construction is complete and Club operates from new facility based on project plan to be prepared after business case.	This will be measured on an ongoing basis using the Project Activity Plan and will be reported via monthly status reports.

	Objective	Success Criteria	Measurement
2	Building and Location suitability for Club The location and buildings are fit for purpose now and in the future for the Club.	Existing major shortcomings (e.g., stormwater drainage) are alleviated. Anticipated growth in membership can be facilitated. Beach access and safety is improved.	As part of the business case the Club will evaluate the options and provide a concurrence that will be approved by the Club.
3	Financial Sustainability (Club) Preferred outcome will provide opportunities to grow income and a moderate operating surplus. Club is able to afford a reasonable contribution to the club portion of the redevelopment.	Club generates a moderate operating surplus and is sufficient to replace any of its own assets. Ideally the Club will contribute 10% towards the Club Building Capital costs, using existing cash reserves and continuing to charge a building levy to members.	Business Case will evaluate the operating projections for all scenarios based on membership growth and building area. Operating expenses will include the day to day building operating expenses, cleaning, staff costs and all other club operating activities. The affordability of the Club contribution will be reviewed as part of the business case. Audited accounts will be provided to the City annually for review, together with an updated forecast.
4	Community The redeveloped facility will enhance the community's experience of the Sorrento foreshore, in terms of beach, parking, access to Club training rooms, ocean views from neighbours.	Quantity of hours on beach patrol is equal to or greater than current operations. Community acceptance of the recommended option is deemed a success if approved by Council. Preferred option is aesthetically pleasing and recognised as a key landmark on the City's coastline.	The Club will continue to record the hours and actions of its life-saving and beach patrol operations on a daily basis. Community access to public ablutions is adequate and minimal complaints about the facilities are received. There are various studies being undertaken which will include community issues: ○ Retail needs analysis ○ Traffic and parking impacts ○ Social & economic benefits Community consultation will take place as part of the next phase.

	Objective	Success Criteria	Measurement
5	Social & Economic Return on Investment (SROI) The provision of additional/upgraded amenities will provide additional economic, tourist, visitation, social, health and community benefits.	The success criteria for SROI are the evaluation of the Benefits Cost Ratio (BCR). The BCR includes the core financial impacts of the project and an estimated monetary impact of social and economic benefits The City has established a threshold of between 1.5 and 3.0 for the BCR, the higher the better. This project would be expected to be a high-scoring BCR above 3.	The City will engage an external consultant to calculate the estimated BCR for the shortlisted options, this will be used as part of the business case. The BCR is calculated by comparing each dollar of benefit to each dollar of cost so for this project for each $1 of cost there should be at least $3 of benefits.
6	Financial Sustainability (City) The City has financial capacity for the preferred option. Ideally the preferred option will provide a recurring impact which is lower than the current baseline and those savings are sufficient to pay back the net establishment costs within a 50 year period.	The business case will evaluate the financial evaluation based on five separate tests: I. Financial capacity II. Operating results BEFORE dep'n III. Operating results AFTER dep'n IV. Cashflow / payback within 50 years V. Risks / opportunities	The annual 'steady state' operating deficit of the preferred outcome will be estimated in the business case and will include operating income (including potential new income stream from commercial tenant), operating cash expenses (building maintenance, contribution to club) and depreciation. The estimated operating deficit will be compared to the existing operating deficit. The affordability of the one-off investment is measured using the Strategic Financial Plan and ensuring that the City's financial targets (most importantly the Debt Service Coverage Ratio) are within threshold.

The objectives above will be used for the assessment of the options and the recommendation later in this report.

3 LOCATIONS AND OPTIONS

3.1 Current State

Before evaluating the alternative locations and options it is worth reflecting on the current state, which the table below summarises. Both the City and the Club recognise that the existing facility has significant shortcomings. If the City were to do nothing the building would deteriorate, and the Club would be unable to exploit its full potential.

Issue	Current Status	Comments
1 Financial: Recurring		The City incurrs a deficit of $210k per year for the Surf Club and does not exploit any commercial income streams at this prime loation
2 Financial: Capital		Up to $2.4m could be required for various replacements in next 15 years
3 Building		Periodic flooding, sanddrifts, various patchwork upgrades have been required
4 Members retention		State of facilities and location is a limiting factor for retaining members, especially as "nippers" progress
5 Members growth		Limited scope for new members
6 Parking		Poor flow and efficiency of car park. Joint parking with public and during peak periods overflow parking is required
7 Safety		Public pathway is immediately in front of Club area causing issues/risks with club beach activities
8 Community		Club provide life patrols but from a disadvantaged location. Better facilities could help community e.g. more first aid training

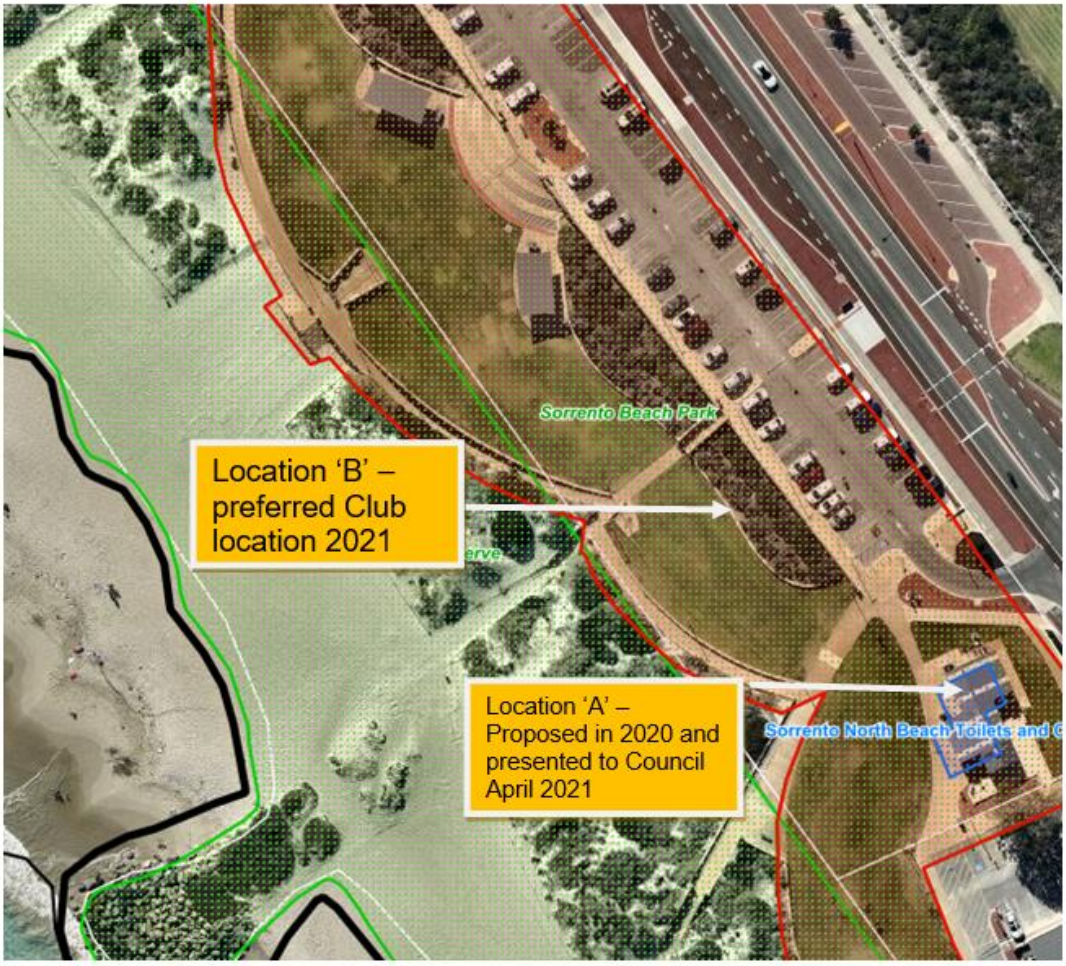
3.2 Options/locations evaluated within business case

At the April 2021 Council meeting there was only one redevelopment option that had been prepared, in conjunction with the Club, but the Council resolution was to evaluate more than one redevelopment option. The City invited the Club to prepare an alternative redevelopment option which includes their most favourable location and most favourable size.

The options that are now evaluated as part of the business case are:

- Do Nothing
- Option 1 at Location A – this is the same redevelopment option that was presented in April 2021.
- Option 2 at Location B – a new option at a new location further north.
- Option 3 at Location B – very similar to Option 2 but now includes alternative access for club vehicles, as proposed by the Club

See picture below for an outline of the locations:



3.3 Concept designs developed by the City with input from the Club

The City appointed architects Hodge Collard Preston (HCP) to develop the concept plans. The City, the Club and HCP have worked collaboratively since June 2021 in the development of the concept plans. Option 1 and 2 were intended to be the only redevelopment options prepared but the Club had some concerns on the design/access of option 2 and as a result option 3 was prepared. The three concept designs are shown in Attachment 2.

3.4 Scope of each option

The key features and distinction with each option is summarised in the table below, the key issues to note are

- Option 1 at Location A. Key features are
  - additional 69 car bays provided
  - aligns with SSLSC main patrolled beach
  - main surf lifesaving equipment located on ground floor

  - main path on the western side re-routed to the east to prevent conflict with cyclists / pedestrians and movement of surf equipment
  - northern and southern public amenities demolished, with the amenities being replicated to newly constructed amenities to the north
  - club related areas located to the first floor being clubroom, training room, kiosk / kitchen
  - commercial element located on the first floor - separate entries that allow each area to operate independent of each other.
- Option 2 and 3 – the club building is a separate building to the commercial building. The commercial building also includes the public facilities. This provides the club with autonomy and avoids and potential conflict (access, security, operational hours).
- Option 2 and 3 - the public amenities are located to the south, approximately where the existing north based amenities are – which can service both the south and north sectors of the beach.
- Option 2 and 3 - The commercial area includes and outdoor dining area and supported with a grassed area suitable for public use.
- Option 2 and 3 - the ground floor of the facility is constructed into the dune.
- Option 2 and 3 - the facility presents as a single story to West Coast Drive, which may limit the ability to make an 'iconic' statement as an entrance to the southern access to the City of Joondalup
- Option 2 - the main vehicle access to the ground areas is located to the north of the facility – the club has raised concerns with this as the grassed area to the north would predominately be used to marshal club members, particularly juniors on weekends and cause potential conflict and as a result option 3 was developed
- Option 2 - A beach plaza assists with pedestrian flow from north to south adjoining the footpath links, while also redirecting cyclists to the east of the facility adjacent to West Coast Drive, which limits interaction with club-based activities and access to the beach.
- Option 3 - the vehicle access moves to the south of the facility which removes some of the potential conflict between club users and vehicles, but not all of the conflict.
- Option 3- public amenities are relocated to the ground floor adjacent to the club life preserving areas which are accessed by ramps and stairs from the beach, or stairs from the road level. Access to these facilities by the public could have potential conflict with vehicle access
- Option 3 - the beach plaza in option two is replaced with a suspended fly over bridge.

Option Scope	Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Commercial area leased by the City				
Part of the Club building		✓		
Separate building			✓	✓
Public areas				
Separate toilet block (north)	✓			
Toilet and changerooms as part of Surf Club	✓	✓		
Toilet and changerooms as part of Commercial building			✓	✓
Beachfront plaza / forecourt			✓	✓
Building sizes				
Club building area size m2	1,425	1,778	2,411	2,240
Public facilities	187	186	247	202
Commercial area		369	432	482
Total building areas	1,612	2,333	3,090	2,924

3.5 Club building size - comparatives

The table below compares the size of other club buildings to the existing and potential SSLSC. The table also shows the members and calculates the area per member. This shows that even with an increase of almost 500 m2 the area per member would still be lower than other clubs.

Club building comparatives	Area m2	Members Qty	Area per Member m2 per member
Coogee	2,000	1,400	1.43
City beach	1,906	1,200	1.59
Secret Harbour	2,142	1,500	1.43
Sorrento (Existing)	1,425	2,240	0.64
Sorrento potential (Option 3)	2,240	2,240	1.00

3.6 Land Reserves

The Sorrento foreshore has two Crown reserves as shown on the picture below:

- Reserve 47831 – this includes the existing facility, and the City has been granted the power to lease on this reserve.

- Reserve 27732 – this reserve goes from the north toilet blocks and the foreshore all the way up to Hillary's Boat Harbour. There is no power to lease - this is not considered a limiting factor at this stage in the project and will be addressed with the relevant state departments if the business case is approved.



SUPPORTING INFORMATION AND ENGAGEMENTS

To assist with the financial evaluation and inform the business case there were several external engagements and supporting information prepared which are explained further in the next few sections:

4 COASTAL PROTECTION (CHRMAPS)

4.1 Purpose of CHRMAPs engagement

The CHRMAPs (Coastal Hazard Risk Management Adaption Plan) is required as part of State Planning Policy. The purpose is to model the risks of coastal erosion due to rising sea levels and/or large storm events and to evaluate the options for mitigating the impacts. The purpose of the engagement is to evaluate the risks for the SSLSC project and where necessary to factor into the business case additional costs that arise as a direct impact of the project.

MP Rogers are the nominated consultants for the City for the overall CHRMAPs for all of the City's coastline. Each local government in WA with coastline is required to prepare a risk management plan, which the City is currently preparing. MP Rogers were therefore engaged to evaluate the options for the SSLSC redevelopment project as there are synergies with their overall analysis.

MP Rogers were initially engaged to evaluate the impacts over a 50-year term, which would align with the term of the financial evaluation and business case. The result of this exercise indicated risks beyond the 50-year term, so they were further engaged to prepare a separate report on the 100-year impacts (attachment 3).

4.2 Details of the assessment

The analysis included the following

- Overall City analysis – for the purposes of the overall CHRMAPs analysis for all of the City's coastline, the coastline has been broken into seven nodes. The Sorrento foreshore is part of Node 6. This analysis was used in the first instance as a reference point for modelling.
- Scope of SSLSC analysis – the area evaluated for the SSLSC project was the existing facility, car park and the proposed location to the north.
- Optimum option for CHRMAPs – MP Rogers were invited to identify any other location for a new club building that they deemed more appropriate that is the least risk option from coastal erosion. They identified an area to the south and immediately adjacent to West Coast Highway. Whilst this option is acknowledged as being the optimum to avoid coastal erosion, it is incompatible with many of the other objectives and was not progressed any further. So, thereafter their analysis just focused on Location A and Location B.
- Potential erosion – this is projected based on rising sea levels and potential storm events. The erosion lines are shown on the concept designs, attachment 2.
- Risk analysis – an analysis of the key components for each location is completed (beach access ramp, universal access ramp, break out space, washdown area, toilets/changeroom, club building, forecourt). This risk analysis categorises the risk into standard terms i.e., insignificant, minor, moderate, major, extreme.

- Options for mitigation are then evaluated – the options to mitigate coastal erosion for that node are additional seawalls, replacement of existing groynes and headlands (breakwaters). These three options are compared to the Do Nothing option
- Benefits Cost Ratio – an overall whole-of-life calculation is calculated based on direct financial costs together with social/economic impacts (e.g., loss of beach).

4.3 Issues / Recommendation of CHRMAPs report

The key outcomes of the analysis are:

- Existing sea wall (to the south of existing facility) – due replacement within next few years. This would be required regardless of this project and therefore the costings for this are excluded.
- Groyne replacement was ranked the number 1 option. Note that the replacement/maintenance of the existing groynes is also the number 1 option for the overall City CHRMAPs analysis for that node. This has still to be presented and endorsed by Council. This business case must only include the incremental impacts caused by a project. The business case has therefore assumed that the City would be replacing/maintaining the existing groynes as part of the overall CHRMAPs (albeit still to be endorsed) and therefore no other incremental cost associated with the Groynes is factored into this business case. This issue requires ongoing review as part of the next phase and will be subject to a separate resolution within the Council report.
- Sand nourishment – the evaluation of the Groynes option also included the need for sand replenishment costing $125k every 5 years (average cost of $25k per year). This has been added as an operating expense to the financial evaluation.

4.4 Dunes management

Sand from the beaches south of the Hillarys Boat Harbour drifts north with ocean currents but the construction of the Hillarys Marina in the 1980's stopped this natural process. Sand now drifts north and is trapped by the Marina structure on Sorrento Beach, where it builds up. This build-up forms the expanding dune system and the gradual widening of the beach. Based on engineering consultancy the City has been removing sand from Sorrento Beach south of the Marina and deposit transferring it o Hillary's Beach Park just north of Hillary's Boat Harbour. (approximately 30,000 Cubic metres of sand has been transported this way).

The dune system on Sorrento is manmade and were constructed when Sorrento Beach was redeveloped in the 2000's. The build-up of sand on these dunes due to the process outlined above has resulted in sand being blown across the lawn areas and onto West Coast Highway. A project has been proposed within the Draft 5 Year Capital Works program 2022/23 to 2026/27 to reduce the height of the dune system to reduce this problem. Any clearing of the dunes to mitigate the sand drift problem will require a native vegetation clearing permit

5 GEOTECH

5.1 Details of Geotech engagement

Douglas and Partners were engaged to undertake a geotechnical study of the two proposed locations for the new Club building. The Consultant was required to undertake all necessary desktop studies and site investigations:

- Assess subsurface soil and groundwater conditions across the site
- Provide recommendations on suitable footing systems for the proposed development
- Provide allowable bearing pressures and settlement estimates for shallow foundations
- Provide a site classification(s) in accordance with AS 2870-2011 “Residential Slabs and Footings”
- Provide recommendations and geotechnical design parameters for earth retaining structures
- Assess the appropriate site subsoil class for the site in accordance with AS 1170.4-2007
- Recommend appropriate site preparation procedures including compaction criteria
- Assess the permeability of the soils at the site for potential on-site disposal of stormwater by infiltration
- Provide a subgrade California bearing ratio (CBR) value for pavement thickness design by others

Attachment 4 provides details of the Geotech report.

5.2 Key issues / recommendation of Geotech report

The key issues are:

- Suitability – majority of the site underneath is natural sand and generally suitable for development.
- “Loose-fill” identification - was detected on some zones where redevelopment could occur.
- Loose-fill impacts – this is otherwise referred to as uncontrolled fill and means that the project would require more works if a new building was there.
- Limestone identification - has possibly been identified on some areas although the scope of the study was unable to confirm how much is there. It is possible though that the hard areas encountered were large cobbles or boulders
- Limestone impacts – if there were extensive quantities of limestone this would impact:
  - Drainage can be obstructed.
  - Excavating the limestone would be required.
- Further investigation – it is recommended that as part of the next phase of the project that a more extensive Geotech study is completed. This could involve one or more of the following methods:
  - Test pitting (5 to 8 tonne excavator)
  - Heavy testing (22 tonne rigid truck)

- Drilling rig
- Ground penetration radar

Items 1 to 3 above would involve some disturbance to existing area, but Item 4 would not.

The costs of this are covered within the “provisional sums” provided by the QS.

- Site preparation – the site preparation costs could be affected due to the loose-fill and limestone.
- Site preparation – Geotech engineer should be consulted again when the site has been prepared
- Safe Batter Angles have been proposed for temporary slopes and permanent slopes

6 RETAIL NEEDS ASSESSMENT

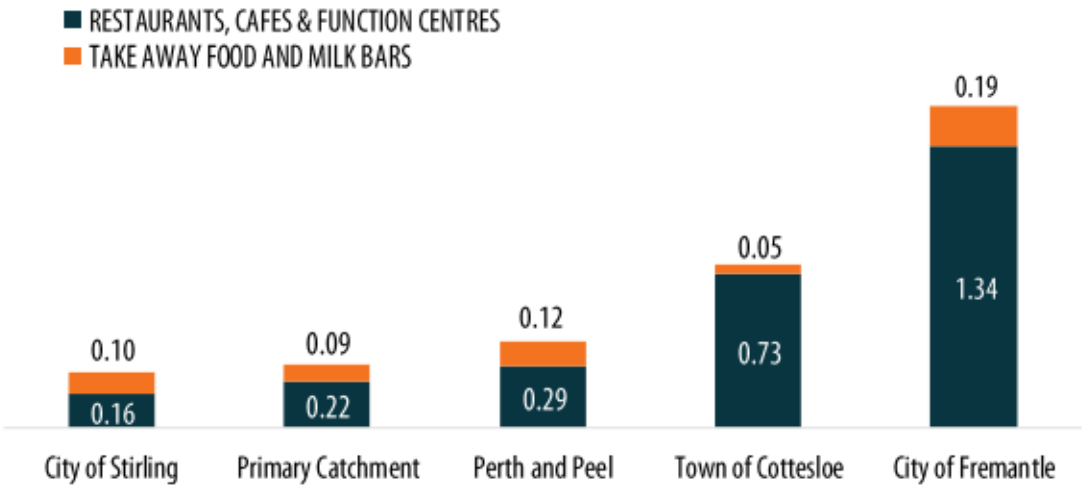
6.1 Purpose of Retail Needs Assessment

Pracsys were engaged to evaluate the commercial opportunity for the City that is proposed as part of the project, and to evaluate if an area of 400 square metres is viable, attachment 5 refers.

6.2 Details of engagement

The key elements of the engagement were:

- Catchment - primary and secondary catchment areas for food and beverage were identified.
- Demand - analysis and potential expenditure for the catchment areas was calculated using average household income and expenditure data.
- Supply - existing supply in the areas was evaluated
- Visitation to the catchment areas was considered i.e. inter-state and international
- Gap analysis was prepared i.e. demand versus supply
- Floor space provision and comparison to other areas in Perth Metropolitan area. The floor space analysis estimates that there are 28,500 m2 of restaurants, cafes and functions centre floorspace and 11,100m2 of take-away food floorspace in the primary catchment, servicing approximately 130,000 residents. Analysis, as shown below, indicated that this is a relatively low provision of floorspace per person when compared to the entirety of Perth & Peel and a range of other benchmarks.



6.3 Economic activation assessment

The report culminated in an economic activation assessment using six key principles:

- Purpose of place – unique offering (which the Sorrento foreshore has in abundance)
- Access – how would patrons access the area? There are several access points.
- Origins – pedestrian movement and origin.
- Exposure – active and appealing frontage is required.
- Destination site – major attraction anchors.
- Control – control of movements to ensure patrons go past the commercial facility.

There are detailed actions for each of the six principles above that will be considered further as part of the next stages, including connectivity to Hillarys Boat Harbour, signage/wayfinding, wind protection for outdoor area, access needs to be useful, takeaway outlet coffee should be considered.

6.4 Recommendation of Retail Needs Assessment

- Gap analysis – confirms that there is adequate demand for a facility.
- Type – casual dining opportunities should be considered
- Rental income – range of between $277 to $417 is possible, mid-point of $347 is used in the financial evaluation
- Area – an area of approximately 400m2 is viable. (note that since Pracsys completed their engagement, the concept designs were being further refined and larger areas for the commercial operation have been identified (432 square metres for option 2 and 482 square metres for option 3 – although these are larger these are considered viable due to the premium location).

7 TRAFFIC AND PARKING IMPACT ASSESSMENT

7.1 Purpose of Traffic and Parking Impact Assessment

Cardno were appointed to evaluate the traffic and parking issues of the proposed redevelopment and to evaluate the proposed locations. A critique was required of the three different redevelopment options. The assessment also encouraged other issues for consideration to improve traffic and parking management. Cardno were informed of the existing parking issues at the site, most notably on busy club days. Attachment 6 is their report.

7.2 Key observations

Cardo report made some critical observations as follows:

- Existing road network - the weekend traffic remains significantly higher than the weekday traffic on West Coast Drive. Typically 16,000 vehicles per day for weekday traffic and 21,000 for Saturdays based on 2020/2021 traffic counts subject to seasonal variations in the vicinity of the club. On the basis of the traffic count data, West Coast Drive is considered at capacity. Due to the high traffic volumes and in the context of the development, the performance of the SSLC access crossovers in their current configurations would result in further congestion and road safety implications as parking demand increases.
- Crash analysis - there is currently a significant number of road crashes in the vicinity of the SSLSC. From the report, there are a total 28 crashes recorded over a five period to 31 December 2021. Of these crashes there were seven right angle and 13 rear-end crashes of which seven were injury related.
- Traffic treatments - as a result of the high traffic volumes and crash numbers on West Coast Drive within the vicinity of the development, the use of traffic treatments such as roundabouts would be justified to improve access / egress to car parks and modify the speed environment for this section of West Coast Drive.
- Pedestrian Cycling Conflicts - the existing north / south red asphalt shared path that runs along West Coast Drive. The existing shared path is strategic in nature and caters for a wide range of users including cycling, running, walking and dog-walking. These mix of activities creating the potential conflicts for path users in the area. The 3 metre wide path is considered less than the desirable width of a minimum of 4 metres based on current standards. In addition to the roadside path the existing foreshore path that services car parking and grassed recreation areas passes directly through the operating area of the SSLSC transitioning through a de-facto shared zone. The club has indicated that this path is a risk to both cyclists and club members.
- Access Constraints and Vehicle Level of Service. West Coast Drive is currently operating at approximately its capacity in the order of 15,000 vehicles per day – 17,000. The high traffic volume environment contributes to levels of congestion and delays that are currently being experienced at the car park access crossovers. A network assessment for the access points along West Coast Drive have been provided on page 15 of the report including the results for degree of saturation for each car park access point.
- Parking Consideration – Supply and demand. The report indicates that the existing parking areas around the SSLSC are at capacity during Saturday morning peak period and above capacity during Sunday morning peak period. Observations from the two car parks show occupancy is particularly high during Nippers events. Future parking demand

is expected to increase as the local residential population grows. In addition to this, the SSLC has identified a membership increase of 44% - 67% at the 2036 horizon. This would result in further traffic and parking demand therefore congestion.

- Commercial development - the proposed SSLC development on-site commercial demand based on approximately 400 square metres would result in an additional 50 to 60 bay requirement. The report recommends that the increase in parking supply is limited only to the extent required to support the commercial development. This recommendation relies on parking restraints and active transport improvements to incentivise alternative modes for access purposes.

7.3 Key recommendations

Cardno's assessment of parking bays and traffic flow for the three options has been factored into the concept designs by Hodge Collard Preston. Additional recommendations are noted below:

- Speed limit 40kms – Reducing the posted speed limit along West Coast Drive would make on-road cycling more attractive and would improve safety for all users. The narrow carriageway and high degree of conflict indicates that a 40km/hr speed limit would be warranted.
- Paid parking - it is recommended that a nominal parking fee be applied at least during peak periods where there is not sufficient parking to cater for peak demand periods. This can be used to support a wide variety of trip purposes, while still increasing parking turnover. Most importantly, local pricing can be used to redistribute demand to other beachfront locations that are less popular, improving the overall efficiency of the public supply. The appropriate price for parking is the point at which occupancy is maintained at 85-90%. This price may drop to zero during off-peak times where there is excess parking available on-site. Where parking pricing is implemented, complementary management measures (duration restrictions and increased compliance / enforcement) should be provided in nearby residential streets.
- Four access points / crossovers – various modifications including
  - set back the crossing 6m from the frontage road to allow a car to cross the path and enter the roadway in two stages. This avoids cars queuing across the path
  - Maintain the path level at these crossing points, establishing a platform for vehicles to cross, and potentially mark as pedestrian/cycle priority (zebra). Note that zebra line marking acts as reminder signage only, since pedestrians and cyclists already have priority over cars.
- Shared use path – upgrade to minimum 3 metre width.
- Combined car park – this would require a change to the northern car park making it two-way.
- Peanut roundabout – This option has a roundabout feature shared with Sacred Heart, and retains the car parks in the current, separate form. The roundabout has been shown in a 'Compact Roundabout' form, which is a low-speed design navigable at about 15-20km/hr. This speed environment is critical, because the proposed roundabout would undoubtably have an impact on the existing on-road cycle lanes along West Coast Drive

7.4 Additional Parking bays

At present there are 290 car bays at the site, which includes the north car park. The quantity of additional parking bays for each option is summarised below:

- Option 1 – 69 additional bays
- Option 2 – 69 additional bays
- Option 3 – 64 additional bays

Cardno have noted that the additional bays are sufficient to cater for the additional commercial space.

7.5 Issues for wider area – next stages

There are several other key developments within the vicinity:

- Hillary's Boat Harbour (HBH) master plan
- Sorrento Plaza development

It will therefore be important to consider the impacts of the Club Redevelopment in conjunction with these developments to ensure that from both a vehicular and pedestrian movement the overall area is evaluated. A further traffic and parking impacts assessment will therefore be proposed as part of the next stages and the terms of reference will include the full section of West Coast Highway from HBH to Sorrento Plaza, and the pedestrian movements.

The potential peanut roundabout should also be assessed as part of the next study and until then should not be included in any of the options.

8 THE CLUB CONCURRENCE

8.1 Purpose of the Club Concurrence

A separate report has been prepared which evaluates the options from the Club's perspective and makes their own recommendation, this document is fully owned by the Club. There are some different and competing objectives (e.g. financial) between the Club and the City, so the Club concurrence is their opportunity to put forward their case.

The report was also used to prepare financial projections for each option and to test the Club's financial sustainability going forwards, particularly as they would have responsibility for day to day maintenance of the facility.

The Club concurrence is also used to note the Club's contribution of $1m to the cost of the project and to confirm their affordability and support for this contribution, this has now been now confirmed. Attachment 7 is the Club concurrence.

8.2 Club objectives

The starting point for the concurrence was for the objectives of the project to be defined, from a club perspective, as listed below:

- Membership Growth - members are more likely to be retained and there is the opportunity for the Club to market itself and grow significantly.
- Club operations & safety - preferred outcome will support the Club's operations, both in terms of beach patrol but in other club activities
- Building suitability - the buildings are fit for purpose now and in the future for both the Club and the Community.
- Capital contribution - Club is able to demonstrate affordability for proposed capital contribution
- Financial Sustainability long-term - preferred outcome will provide a better, or no worse recurring financial impact to the Club than the current operation.

8.3 Contribution of $1m

The Club confirmed by email on 24th January that it would contribute $1m towards the project. The Club currently has approximately $800,000 set aside in long-term deposits/savings funds for their contribution (this is separate to their operating account) and would therefore need to raise an additional $200,000 in the next few years. The Club are confident that they will be able to raise the additional $200,000 by continuing their existing practices including a building levy. The concurrence therefore confirms that the Club can afford $1m for either option.

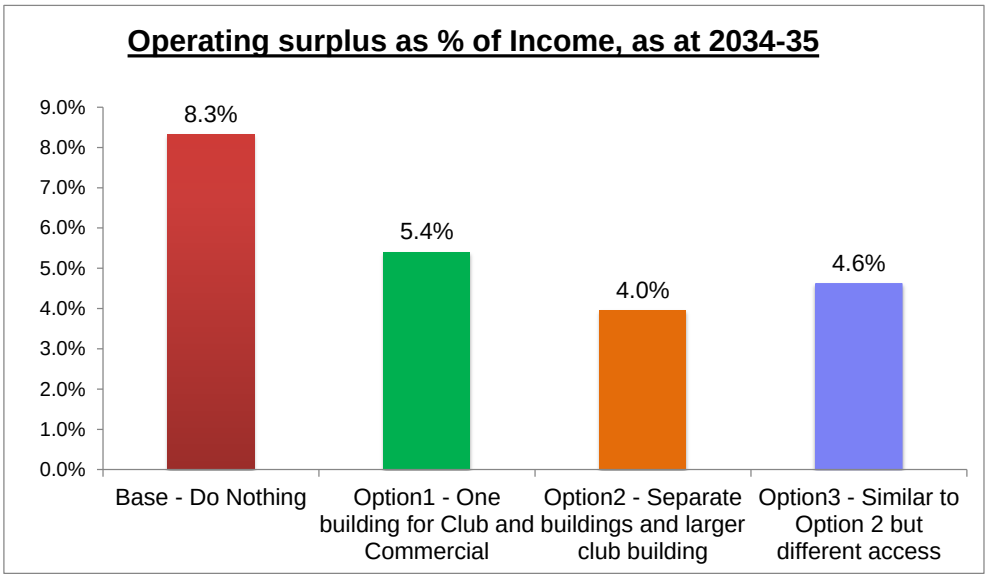
8.4 Financial projections

A detailed line by line estimate of income and expenses was completed for each option. This was calculated with several inputs:

- Volume changes – the Club to forecast the potential change in key variables (membership growth, staff numbers, training room hires and building levy).

- Existing income/expenses on a line by line basis, critique of the key variable that drives the income or expense.
- New club size

The projections showed a significant growth in income and also a growth in expenses. An operating surplus is currently enjoyed by the club and is projected going forwards for each option. The graph below summaries the operating surplus as a % of operating income and whilst this % is lower for the redevelopment options (circa 4% to 5%) that is still a healthy surplus.



Note that at the time of preparing the Club concurrence an assumption for ready for service of July 2025 was made but the financial evaluation for the city and business case now assumes ready by July 2026. This is not a major issue, and it is not proposed to alter the Cub concurrence.

8.5 Membership growth

The most significant projection in the Club financial model is the high growth in membership that is projected from 2,205 members to 3,222 members for Option 2 and Option 3 an increase of 1,017 (46%) – this affects a large number of income and expense lines in the model and has been subject to discussion between the City and the Club. The Club are confident of such high growth for the following reasons:

- 3% growth per year historical average, applied going forward.
- Marketing of the new facility will be a key driver; this is not viable at present with shortcomings in existing facility.
- Retention of members, particularly the nippers into youth (13+), will be improved going forwards. With the existing facility many of the members who are going into the Youth category go to other Clubs that have better facilities.
- Membership numbers for the Do Nothing income could actually decline in future years due to age/condition of facilities.

- Other clubs such as Port Coogee have enjoyed high growth with new facilities.

Option 1 does not have as high a growth in membership as it is a smaller building.

The table below summarises the projected growth in membership by the Club

Membership growth

1 Base - Do Nothing
2 Option1 - One building for Club and Commercial
3 Option2 - Separate buildings and larger club building

Projections after Redevelopment completed (assume July 2025)									
2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13
2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205
2,381	2,453	2,526	2,602	2,680	2,761	2,761	2,761	2,761	2,761
2,470	2,544	2,620	2,699	2,780	2,863	2,949	3,037	3,128	3,222

8.6 Option evaluation and recommendation by Club

Each option has been assessed against the five objectives in a simple traffic light format, see below. This shows that the redevelopment options are mostly favourable and option 3 is the preferred option as the building is more suitable for the club. Option 3 has therefore been recommended by the Club. As indicated earlier the City will prepare its own multi-criteria evaluation based on the overall project objectives and City financial sustainability, which could result in a different recommendation.

Issue	Do nothing	Option 1 One building for Club and Commercial	Option 2 Separate buildings and larger club building	Option 3 Similar to Option 2 but different access
1 Membership growth supported	🔴	🟡	🟢	🟢
2 Club operations and safety	🟡	🟡	🟡	🟢
3 Building suitability	🔴	🟡	🟢	🟢
4 Capital contribution affordable	🟢	🟢	🟢	🟢
5 Financial sustainability	🟡	🟢	🟢	🟢
Overall	🔴	🟡	🟡	🟢

9 SOCIAL & ECONOMIC RETURN ON INVESTMENT (SROI)

9.1 Purpose of SROI engagement

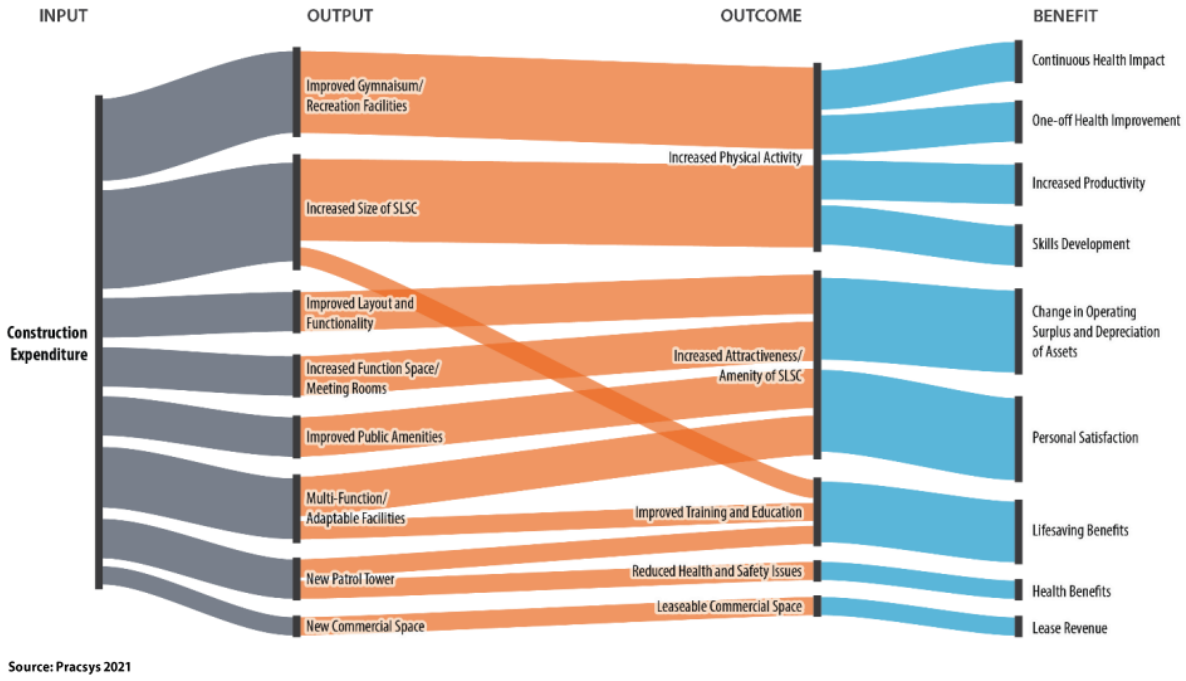
Pracsys were engaged to identify the various social and economic impacts of each investment and calculate a Benefits Cost Ratio (BCR) for the options. At the time of their appointment there was only two options (Option 1 and 2), but as Option 3 is very similar to option 3 the BCR for option 2 can just be assumed to be the same for Option 3.

9.2 Details of the engagement

Key aspects of the engagement are:

- SROI Framework - the SROI analysis was completed in line with the framework prescribed by the SROI Network International. The framework refers to a theory of change model, which evaluates Input, Output, Outcome, Impacts and Value.
- Financial – the core financial impacts are included in the calculation.
- One-off costs – an indicative estimate of $9m for Option 1 and $13m for Option 2 was assumed at the time of the engagement. Although the costs are now higher this does not materially affect the BCR.
- Model – the engagement required the consultant to provide the model to the City so that if the City wanted to update the BCR based on a key change to any of the assumptions it could do so.
- Social – these are cashed up using proxy values e.g. being a member of the club provides health benefits so the growth in membership improves the social benefits of the project.
- Economic – cashed up using standard input/output models i.e. larger club has more employment, more expenditure which has economic benefits. Meanwhile the construction provides one-off employment which is also factored in.
- Incremental – the BCR calculates the difference between the proposed options and the existing facility, which already enjoys high social/economic benefits.
- Membership – the key variable that was used for the social benefits is the increase in membership as provided by the Club as per previous section

The figure below provides a useful overview of the analysis undertaken



9.3 Outcomes of SROI assessment

For a project to be successful it must have a positive BCR, i.e. for every $1 of cost there is at least $1 of income, ideally a BCR of at least 1.5 is required. The table below summarises the categorisation that the City has identified for the BCR, so ideally a new project should achieve a BCR over 3 to be recognised as providing a high or very high social and economic benefit.

Social & Economic Benefits scoring table		<< Categorisation of Benefit >>				
		Very Low	Low	Medium	High	Very High
1 **Benefits cost ratio**	This is a standard ratio which compares each dollar of benefits versus the dollar of investment. The threshold for the City is to achieve a BCR of between 1.5 and 3.0, the higher the better A BCR could be calculated using external consultancy OR there may just be an indicative view It is the INCREMENTAL benefit that must be considered	1.5 or less	1.5 to 3.0	1.5 to 3.0	>3.0	>3.0
2 **Size of Investment**	It is also important to attach a weighting to those projects that have much larger investment (e.g. over $10m) compared to projects that have minimal investment (e.g. $1m). Some smaller projects may have a high BCR, so the BCR by itself cannot be used to assess the overall Social and Economic score	n/a	<$5m	>$5m	$5m to $10m	>$10m

The SSLSC SROI analysis indicated a BCR of 5.7 for Option 1 and 6.1 for Option 2 and Option 3 so his is very high.

OPTION EVALUATION

10 FINANCIAL EVALUATION

10.1 Financial evaluation report

The financial evaluation was prepared by the City and provides a detailed audit trail for all of the financial data, key financial parameters, etc. The financial evaluation was prepared using the City's financial evaluation model. This section of the business case will only include a summary of the key financials, otherwise refer to attachment 8 for more details.

10.2 Financial evaluation key parameters

Some of the key parameters of the financial evaluation are:

- Escalation factors – the default for most income and expense items are the escalation factors included in the Strategic Financial Plan.
- Phasing – capital costs are spread between 2022/23 and 2025/26.
- Term – the evaluation is completed over a 50 year period; this ensures a suitable period of whole of life costs can be considered.

10.3 One-off cost

The estimated capital costs are assumed to increase further in next few years with escalation as shown in the table below:

One-off Costs Overall Totals		Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Excluding Escalation	*$ms*	($14.0)	($17.6)	($18.1)
% Escalation Factor	%	106%	106%	106%
Including Escalation	***$ms***	**($14.8)**	**($18.5)**	**($19.0)**

10.4 External funding and net establishment cost.

The project has confirmed $9m in external funding, comprising of $8m from State and $1m from the Club. Whilst the external funding is welcome and offsets the initial capital costs, this is a one-off windfall at the beginning of the project. The City has responsibility for the ongoing maintenance costs and replacement costs, so whilst the funding may appear useful to substantiate a higher one-off cost this actually places a higher financial burden in future years for the City's ratepayers.

The remaining funding for the establishment of the facility is assumed to be reserves, this would include an expense with lost interest earnings. The table below summarises the overall one-off costs (including escalation), the external funding and the remaining funding by the City.

Establishment Cost (including inflation)		Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
1 One-off Costs	$ms	($14.8)	($18.5)	($19.0)
2 State Grant	$ms	$8.0	$8.0	$8.0
3 Club contribution	$ms	$1.0	$1.0	$1.0
4 Net Funding Required	$ms	($5.8)	($9.5)	($10.0)
5 Interest earnings lost using reserve	$ms	($0.3)	($0.5)	($0.5)
6 Establishment Cost	$ms	($6.1)	($10.1)	($10.6)

10.5 Recurring impacts

The key recurring impacts of the options are summarised in the two tables below. The first table are the annual impacts for the first 20 years and the second table the impacts for the remaining 30 years. The difference between the tables is that a higher rate of depreciation/capital replacement is factored into the Do Nothing option for the first 20 years due to the condition of the existing building and thereafter it reverts to the standard rate as included in the second table.

The key issues to note are:

- All options individually will result in an operating deficit. However the key consideration is the incremental difference between each option and the Do Nothing option.
- Operating impacts BEFORE depreciation and AFTER depreciation are shown.
- First 20 years - all redevelopment options would provide an operating surplus of at least $99k before depreciation compared to the do nothing option. All redevelopment options would also provide a surplus after depreciation, but for Option 2 and Option 3 the surplus is minimal.
- Years 21 to 50 - only Option 1 has a positive operating result after depreciation compared to the baseline, albeit a small surplus of $19k. Options 2 and 3 would have a deficit after depreciation compared to the baseline, but the impacts are less than $100k.

Operating Impacts 2030-31 excluding inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Operating Income	***$000s***	**$31**	**$231**	**$278**	**$301**
Operating Cash Expenses	*$000s*	($185)	($243)	($333)	($323)
Operating Surplus / (Deficit) before Depn	*$000s*	($154)	($12)	($55)	($21)
vs Baseline	***$000s***		**$142**	**$99**	**$133**
Depreciation	*$000s*	($141)	($179)	($224)	($231)
Operating Surplus / (Deficit) after Depn	*$000s*	($295)	($191)	($279)	($252)
vs Baseline	***$000s***		**$104**	**$16**	**$43**
Ranking	*Rank*	4	1	3	2
Ratepayer Impacts					
Impact per Ratepayer vs. Baseline	*$*		$1.56	$0.24	$0.65
Rates Decrease/(Increase)	*%*		0.1%	0.0%	0.0%

Operating Impacts 2041-42 excluding inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Operating Income	***$000s***	**$31**	**$231**	**$278**	**$301**
Operating Cash Expenses	*$000s*	($185)	($243)	($333)	($323)
Operating Surplus / (Deficit) before Depn	*$000s*	($154)	($12)	($55)	($21)
vs Baseline	***$000s***		**$142**	**$99**	**$133**
Depreciation	*$000s*	($56)	($179)	($224)	($231)
Operating Surplus / (Deficit) after Depn	*$000s*	($210)	($191)	($279)	($252)
vs Baseline	***$000s***		**$19**	**($69)**	**($41)**
Ranking	*Rank*	2	1	4	3
Ratepayer Impacts					
Impact per Ratepayer vs. Baseline	*$*		$0.27	($.98)	($.59)
Rates Decrease/(Increase)	*%*		0.0%	(0.1%)	(0.0%)

10.6 50-year Cashflows

The table below is the overall 50 year cashflow and includes all of the whole-of-life costs (capital costs, funding, capital renewals, operating assumptions and escalation). As per the previous section, the results are evaluated before and after depreciation/capital replacement. The analysis helps to evaluate whether the recurring benefits (if any) are sufficient to repay the net establishment costs. The cashflow analysis indicates the following:

- Do nothing option would cost $22.2m over the next 50 years, comprising of $14.7m recurring cash impacts and $7.5m depreciation/capital replacement.

- Option 1 and 3 would provide a benefit versus the baseline before depreciation. Option 3 has only a marginal $1.4m benefit and is slightly better than Option 2 mostly due to the higher commercial income.
- No option provides a benefit versus baseline after depreciation. The cost of option 1 over a 50-year period is relatively small at $2.7m but for option 2 and 3 the impacts are over $10m
- Option 3 total 50-year cost of $12.6m equates to a cost of $3.88 per ratepayer per year.

Cashflow Summary Total including inflation		Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access
Establishment					
One-off Costs	*$ms*		($14.8)	($18.5)	($19.0)
Grant and Club contribution	*$ms*		$9.0	$9.0	$9.0
Net Funding Required	*$ms*		($5.8)	($9.5)	($10.0)
Borrowings	*$ms*		$5.8	$9.5	$10.0
Repayments	*$ms*		($5.8)	($9.5)	($10.0)
Interest earnings lost using reserve	*$ms*		($0.3)	($0.5)	($0.5)
Establishment Cost	***$ms***		**($6.1)**	**($10.1)**	**($10.6)**
Recurring Impacts					
Operating Cash Expenses	*$ms*	($17.7)	($22.8)	($31.0)	($30.0)
Operating Income	*$ms*	$3.0	$20.9	$25.2	$27.3
Recurring Impacts	***$ms***	**($14.7)**	**($1.9)**	**($5.7)**	**($2.7)**
Cash Surplus/(Deficit) BEFORE depreciation / capital repl't					
Establishment Cost +Recurring Impacts	*$ms*	($14.7)	($8.0)	($15.8)	($13.3)
vs Baseline	***$ms***		**$6.7**	**($1.1)**	**$1.4**
Cash Surplus/(Deficit) AFTER depreciation / capital repl't					
Asset Replacement / Depreciation	*$ms*	($7.5)	($16.8)	($20.9)	($21.5)
Cash surplus/(deficit)	*$ms*	($22.2)	($24.8)	($36.7)	($34.8)
vs Baseline	***$ms***		**($2.7)**	**($14.6)**	**($12.6)**
Ranking	*Rank*	1	2	4	3

10.7 Financial assessment of each option

An assessment of each option versus five financial criteria has been completed and summarised below. This shows that Option 1 is the number 1 ranked option (financially). Options 2 and 3 still achieve a score above 5 even though these options do not provide a recurring surplus, after depreciation. Options 2 and 3 still achieve a reasonable score because the operating deficit after depreciation is less than $100k and they still provide a recurring cash surplus. The key assessment is whether the City has the financial capacity to deliver all options and it does. Further details of the reason or the weighting and the scoring are included in the financial evaluation report.

Note that the scoring below is NOT the overall recommendation or the business case but is just one of the five scores that will be assessed in the overall multi-criteria assessment, including non-financial objectives.

	OBJECTIVES	Base Do Nothing	Option1 One building for Club and Commercial	Option2 Separate buildings and larger club building	Option3 Similar to Option 2 but different access	Weighting
1	Financial capacity	7	8	6	6	40%
2	Operating results BEFORE depreciation	5	8	7	8	20%
3	Operating results AFTER depreciation	5	7	4	4	10%
4	Cashflow / payback within 50 years	7	6	4	5	20%
5	Risks / opportunities	5	6	7	7	10%
	Total score before weighting	**29**	**35**	**28**	**30**	**100%**
	Weighted score	**6.2**	**7.3**	**5.7**	**6.1**	

10.8 Key Outcomes of financial evaluation

The key observations are:

- Capital costs - The capital costs for Option 2 and 3 are a significant cost for the City, this is more than the largest cost that has ever been spent by the City on one project, the $17.0m for the Reid Promenade Car Park.
- Commercial income stream - would be of a significant financial benefit for all options
- Before Depreciation/Capital Replacement - Options 1, 2 and 3 all provide a better recurring impact than the Do Nothing option but only Options 1 and 3 would provide a payback over 50 years.
- After depreciation/capital replacement – only Option 1 provides a recurring benefit versus do nothing but would still be insufficient to pay back the net investment cost. The recurring deficit for Option 2 and 3 though is relatively minor (less than $100k)
- External funding/grants - provision of grants from state is a one-off windfall and does not take account of the recurring impacts. So whilst the $8m grant may make the cost of a $19m facility more appealing, the City is left with the burden of the capital replacement of the $19m facility and as a result, options 2 and 3 fail to achieve payback when capital replacement is considered.
- Financial capacity / Strategic Financial Plan Affordability – the City can afford (from a capital investment perspective) all of the three options, and these would not have a material affect the City's liquidity, borrowing capacity or debt ratios.
- City's financial position. The City has a strong recurring positive operating cashflow but a recurring operating deficit (after depreciation). Option 1 would help improve the City's operating results (after depreciation) but Options 2 and 3 would not. However Options 2 and 3 would still provide an operating cash surplus each year.
- Assessment – when the relative impacts of each option are considered, Option 1 does rank number 1 but Option 2 and 3 are not a major concern in financial terms and still achieve a reasonable score (more than 5 out of 10) that is carried into the business case.
- Option 2 and 3 would score higher if the Club Contribution was reduced and/or the capital costs were reduced.

- Depending on the review by Council of the business case, it is proposed to include the project in the 2022 SFP and an amount would also be proposed in the 2022/23 draft budget.
- Extra roundabout is excluded from all three options, this could cost an additional $0.749m

11 OPTION EVALUATION & RECOMMENDATION

11.1 Multi-criteria evaluation and weighting

A project needs to be assessed against the objectives (as explained in earlier section), both financial and non-financial, so that the option that provides the overall best outcome can be recommended. A scoring from 1 to 10 of how each option meets the project objectives has been completed, and a weighting has also been applied to the five objectives. If the weighting was just split equally the five objectives would have a default of 20%, but it is proposed to have a higher/lower weighting for some as explained below.

- Building and location suitability for the Club is just given the default weighting of 20%
- Financial sustainability – the Club objectives given a weighting of 15% because this evaluation is more about the City's objectives which should be give more weight so the financial sustainability for the City is given a weighting of 25%.
- Community – the issues included for community are important, but the community aspects are captured better in the Social & Economic Return on Investment which should be given a higher weighting of 25% at the expense of community with a weight of 15%.

11.2 Scoring of each option and explanation

The table below summarises the scores for each option against each objective and then calculates a weighted score out of 10. The reason for the scoring and difference between the options is:

1. Building and location suitability for the Club – Option 3 is allocated the maximum score of 10 because it is most functional from a Club perspective. Option 2 is on the same location as Option 3 but has configuration slightly less appealing to the Club so ranks 9/10. Option 1 was previously favoured but has since been superseded by Options 2 and 3 so ranks lower than Option 2. The existing location is still a good location for the Club so has a score of 8.
2. Financial sustainability (Club) – options 1, 2 and 3 will provide the Club with much better opportunities to retain and grow membership and therefore grow operating income. Options 2 and 3 rank higher than Option 1 as larger building, but do not deserve a 10/10 score because the operating surplus projected is circa 4% to 5% which is 3% lower than the existing surplus.
3. Community. As outlined earlier in the definition of the objectives, there are various factors to consider in this scoring of the community objective:
    - Ocean views – option 1 is slightly north of existing facility but a two-storey building at the current ground level, so there would be some disturbance (albeit minimal) of ocean views. Meanwhile options 2 and 3 are also two stories but from the foreshore so ocean views are not affected, indeed the demolition of existing building will enhance some views.
    - Location of options 2 and 3 is slightly better for the beach patrols which support the community.
    - Commercial area – option 2 would have a grassed area in front and is advantageous to option 3 which has a flyover to assist the club operations.
    - Public facilities - are less accessible for option 3 than option 2

- Training – greater access to club building with options 2 and 3.
- Iconic building. Options 2 and 3 will not provide an iconic statement on the West Coast highway so are scored down in that respect.

4. Financial sustainability for City – these scores are carried forward from the separate financial evaluation explained in previous section. Whilst option 1 is ranked higher, options 2 and 3 still achieve a credible score and still within the financial capacity of the City.
5. Social and economic return on investment – the scores are informed by the external engagement. All redevelopment options would provide very high incremental benefits with a Benefits Cost Ratio of at least over 5. Option 3 ranks slightly higher because of the safety aspect highlighted by the club.

	OBJECTIVES	**Base** Do Nothing	**Option1** One building for Club and Commercial	**Option2** Separate buildings and larger club building	**Option3** Similar to Option 2 but different access	*Weighting*
1	Building and location suitability for Club	8	8	9	10	*20%*
2	Financial sustainability (Club)	5	6	7	7	*15%*
3	Community	4	7	9	7	*15%*
4	Financial sustainability (City)	6.2	7.3	5.7	6.1	*25%*
5	Social & Economic return on Investment	5	8	9	10	*25%*
	Total score before weighting	**38**	**46**	**50**	**50**	***100%***
	Weighted score	**5.8**	**7.4**	**7.9**	**8.1**	
	Rank	**4**	**3**	**2**	**1**	

11.3 Recommendation – Option 3

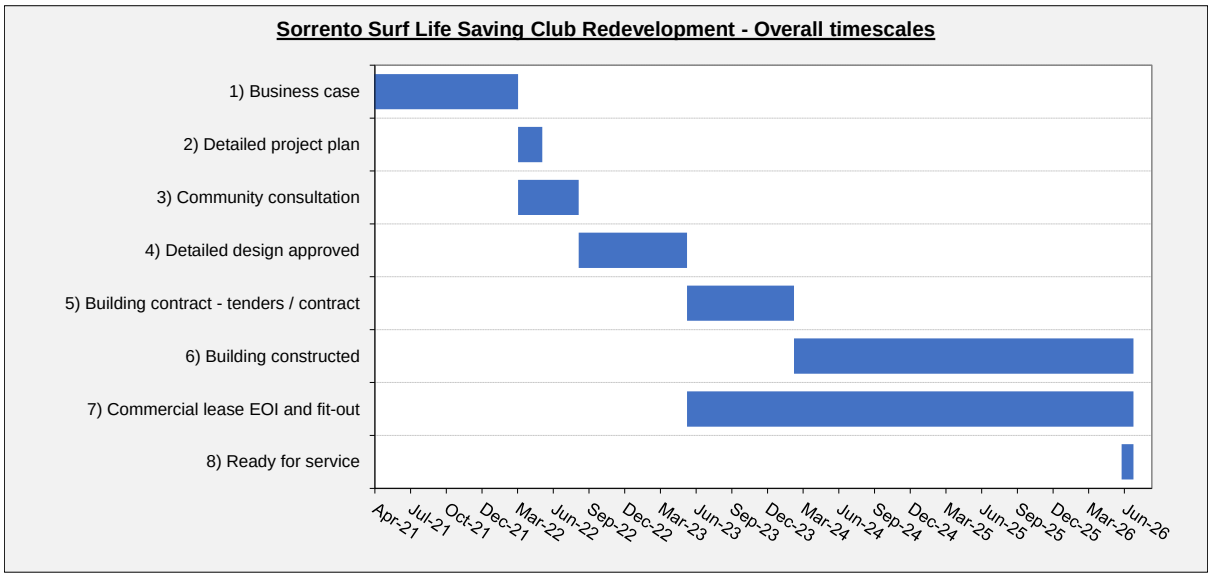
The analysis above has indicated that Option 3 ranks number 1, with a score of 7.9 out of 10, and is 0.7 more than option 2 and 1.1 more than option 1. The multi criteria assessment is deemed to be a reasonable method which balances the objectives of financial, club, community and economy and therefore Option 3 is recommended.

12 NEXT STAGES

12.1 Indicative key milestones for implementation

An indicative project schedule has been prepared for the next stages of the project. This is based on high-level estimates of the key milestones, including ccommunity consultation, detailed design and construction. This indicates potential completion by July 2026 which is consistent with the financial model.

If Council endorse the project, a detailed project plan will be prepared. It must be emphasised that until a detailed project plan is prepared the estimated completion date cannot be confirmed, below are just indicative timescales.



12.2 The following key risks and opportunities have been identified

- Crown lease – this could result in a cost of ground lease.
- Grants for CHRMAPs further analysis is an opportunity.

12.3 Other related issues

Other issues related to the project are

- Beach enclosure - there is no specific project timeline for the review of the enclosure, it's pending a suitable technical solution. There is no need at this stage for the SSLSC project to assume when or where a new beach enclosure may be placed. If the City gets to a point where a beach enclosure is eventually approved for the area, it will be on the basis that it functions within the context of the new building, or that it functions based on operational adjustments made by the club, or surf lifesaving WA or both.
- Separate toilet block – the redevelopment would provide one set of public toilets/changerooms replacing the existing two options. Consideration was given as to whether a separate building to the south should be considered because the size of the new

public facilities is similar or greater than the combined size of the existing facilities. In addition, the recurring costs of a separate facility would make the financial impacts of the redevelopment options less appealing.

12.4 Additional recommendations / actions

It is further recommended that:

- Budget – include the approved option from Council in the City's 2022 Strategic Financial Plan and Capital Works Program 2022/23 to 2026/27. This would include $1,517k to be included for 2022/23
- Procurement strategy – due to the size of the cost, and the heated construction market, a review of options for the procurement strategy will be considered e.g., design and construction. The procurement strategy must align with the provisions of the Local Government Act
- Value engineering – as part of detailed design, investigate opportunities to reduce specification and reduce costs.
- Club contribution – investigate the potential with the Club for the gradual reduction and eventual removal of the club contribution. This could be a gradual reduction, and aligned with the Club's accounts i.e., if the Club is able to generate a healthy surplus before the club contribution the following year could be reduced.
- Reserves and power to lease – progress this with DLPH.
- Risk analysis – detailed evaluation of risks and mitigation plans.
- CHRMAPs – review the overall CHRMAPs actions and ensure the SSLSC project is aligned i.e., replacement / maintenance of existing groynes.
- External engagements – review all suggestions and actions within all the reports supporting the business case and evaluate where necessary e.g., Geotech further analysis required.
- Engineering issues – during the internal consultation process several detailed issues have been identified by the City's engineering team that will need to be addressed as part of detailed design

12.5 Next steps

The next stage for the project is for the business case to be reviewed with Council. If approved the project will be assigned to an internal project manager for implementation. In terms of community consultation the project would not be seeking approval as such from the community but to inform via one or two workshops and on-line information.

QUANTITY SURVEYORS
CONSTRUCTION COST CONSULTANTS

Sorrento Surf Life Saving Club

Indicative Cost Options - December 2021 **Option 1 - Issue 2.4**

Item	Description	Qty	Unit	Rate	Total
	EXECUTIVE SUMMARY				
1	SURF CLUB, INCLUDING COMMERCIAL TENANCY				7,475,900
2	EXTERNAL WORKS & SERVICES				2,353,000
3	PROVISIONAL SUMS				1,091,300
	Subtotal				**10,920,200**
4	Design Contingency	10	%		1,093,000
	Subtotal				**12,013,200**
5	Construction Contingency	5	%		601,000
	ESTIMATED FINAL CONSTRUCTION COST (Excl GST)				**12,614,200**
6	Professional Fees	10	%		1,262,000
	Subtotal				**13,876,200**
7	Public Art Allowance	1	%		127,000
	ESTIMATED TOTAL COMMITMENT (At Current Prices)				**14,003,200**

** Refer Notes and Exclusions on following page*

Item	Description	Qty	Unit	Rate	Total
	NOTES & EXCLUSIONS				
8	The $/m2 rates used in this estimate are based on completed construction costs including preliminaries, and expenditure of allocated design and construction contingencies. Additional allowances for design and construction contingencies have been added, commensurate with the preliminary level of design				
9	The rates used in this construction cost estimate are based on the works being procured via conventional, competitive tendering processes				
10	This estimate is not a cost control document and should not be used for construction contract or ordering purposes				
11	This estimate is theoretical only, based on the current average costs for works of a similar scope and size and it should be noted that tendered and/or actual costs could vary significantly depending on a number of factors outside of our control				
	This construction cost estimate has been based on the following documentation				
12	Hodge Collard Preston Option 1 drawings dated 4 February 2022+				
	The following has been specifically excluded from this Estimate and separate provision should be made for these as required				
13	- Costs associated with the modification of lot boundaries				
14	- Demolition of and/or excavation in contaminated materials				
15	- Fit-out to Commercial Areas				
16	- Gym fit-out				
17	- Loose furniture & equipment				
18	- Temporary facilities				
19	- Future traffic improvements				
20	- Works outside the site boundaries				
21	- Escalation beyond January 2022				
22	- Goods & Services Tax				

Item	Description	Qty	Unit	Rate	Total
	ITEMISED COST BREAKDOWN				
	The following Itemised Costs are inclusive of Preliminaries, Design & Construction Contingencies and Professional Fees, but exclusive of Escalation		*Note*		
1	DEMOLITION & SITE PREPARATION				491,100
2	CLUB AREAS				7,488,600
3	PUBLIC AMENITIES				937,000
4	COMMERCIAL AREA				1,270,200
5	CAR PARKING WORKS				1,200,000
6	PAVING AND FOOTPATHS				410,000
7	EXTERNAL WORKS (Retaining walls, beach access, etc.)				690,000
8	PROVISIONAL SUMS				1,389,300
9	ARTWORK				127,000
	ESTIMATED TOTAL COMMITMENT (At Current Prices)				**14,003,200**

Indicative Cost Options - December 2021 **Option 2 - Issue 1.3**

Item	Description	Qty	Unit	Rate	Total
	EXECUTIVE SUMMARY				
1	SURF CLUB				7,516,000
2	COMMERCIAL, INCLUDING PUBLIC AMENITIES				2,163,300
3	BEACHSIDE PLAZA & FORECOURT				330,000
4	EXTERNAL WORKS & SERVICES				2,632,200
5	PROVISIONAL SUMS				1,068,800
	Subtotal				**13,710,300**
6	Design Contingency	10	%		1,372,000
	Subtotal				**15,082,300**
7	Construction Contingency	5	%		755,000
	ESTIMATED FINAL CONSTRUCTION COST (Excl GST)				**15,837,300**
8	Professional Fees	10	%		1,584,000
	Subtotal				**17,421,300**
9	Public Art Allowance	1	%		158,400
	ESTIMATED TOTAL COMMITMENT (At Current Prices)				**17,579,700**

** Refer Notes and Exclusions on following page*

Item	Description	Qty	Unit	Rate	Total
	NOTES & EXCLUSIONS				
10	The $/m2 rates used in this estimate are based on completed construction costs including preliminaries, and expenditure of allocated design and construction contingencies. Additional allowances for design and construction contingencies have been added, commensurate with the preliminary level of design				
11	The rates used in this construction cost estimate are based on the works being procured via conventional, competitive tendering processes				
12	This estimate is not a cost control document and should not be used for construction contract or ordering purposes				
13	This estimate is theoretical only, based on the current average costs for works of a similar scope and size and it should be noted that tendered and/or actual costs could vary significantly depending on a number of factors outside of our control				
	This construction cost estimate has been based on the following documentation:				
14	Hodge Collard Preston Option 2 drawings dated 4 February 2022				
	The following has been specifically excluded from this Estimate and separate provision should be made for these as required				
15	- Costs associated with the modification of lot boundaries				
16	- Demolition of and/or excavation in contaminated materials				
17	- Fit-out to Commercial Areas				
18	- Loose furniture & equipment				
19	- Gym fit-out				
20	- Temporary facilities				
21	- Future traffic improvements				
22	- Works outside the site boundaries				
23	- Escalation beyond January 2022				
24	- Goods & Services Tax				

Indicative Cost Options - December 2021 **Option 2 Summary - Issue 1.3**

Item	Description	Qty	Unit	Rate	Total
	ITEMISED COST BREAKDOWN				
	The following Itemised Costs are inclusive of Preliminaries, Design & Construction Contingencies and Professional Fees, but exclusive of Escalation		*Note*		
1	DEMOLITION & SITE PREPARATION				531,300
2	CLUB AREAS				9,829,100
3	PUBLIC AMENITIES				1,243,000
4	COMMERCIAL AREA				1,508,300
5	CAR PARKING WORKS				1,260,000
6	BEACH PLAZA & FORECOURT				420,700
7	PAVING & FOOTPATHS				390,000
8	EXTERNAL WORKS (Retaining walls, beach access, etc.)				880,000
9	PROVISIONAL SUMS				1,358,800
10	ARTWORK				158,400
	ESTIMATED TOTAL COMMITMENT (At Current Prices)				**17,579,600**

QUANTITY SURVEYORS
CONSTRUCTION COST CONSULTANTS

Sorrento Surf Life Saving Club

Indicative Cost Options - December 2021 **Option 3 - Issue 1.3**

Item	Description	Qty	Unit	Rate	Total
	EXECUTIVE SUMMARY				
1	SURF CLUB				7,092,000
2	COMMERCIAL, INCLUDING PUBLIC AMENITIES				2,142,500
3	BEACHSIDE PLAZA & FORECOURT				341,000
4	FLY OVER BRIDGE				322,000
5	EXTERNAL WORKS & SERVICES				3,103,000
6	PROVISIONAL SUMS				1,080,000
	Subtotal				**14,080,500**
7	Design Contingency	10	%		1,409,000
	Subtotal				**15,489,500**
8	Construction Contingency	5	%		775,000
	ESTIMATED FINAL CONSTRUCTION COST (Excl GST)				**16,264,500**
9	Professional Fees	10	%		1,627,000
	Subtotal				**17,891,500**
10	Public Art Allowance	1	%		163,000
	ESTIMATED TOTAL COMMITMENT (At Current Prices)				**18,054,500**

** Refer Notes and Exclusions on following page*

Item	Description	Qty	Unit	Rate	Total
	NOTES & EXCLUSIONS				
11	The $/m2 rates used in this estimate are based on completed construction costs including preliminaries, and expenditure of allocated design and construction contingencies. Additional allowances for design and construction contingencies have been added, commensurate with the preliminary level of design				
12	The rates used in this construction cost estimate are based on the works being procured via conventional, competitive tendering processes				
13	This estimate is not a cost control document and should not be used for construction contract or ordering purposes				
14	This estimate is theoretical only, based on the current average costs for works of a similar scope and size and it should be noted that tendered and/or actual costs could vary significantly depending on a number of factors outside of our control				
	This construction cost estimate has been based on the following documentation:				
15	Hodge Collard Preston Option 2 drawings dated 4 February 2022				
	The following has been specifically excluded from this Estimate and separate provision should be made for these as required				
16	- Costs associated with the modification of lot boundaries				
17	- Demolition of and/or excavation in contaminated materials				
18	- Fit-out to Commercial Areas				
19	- Gym fit-out				
20	- Loose furniture & equipment				
21	- Temporary facilities				
22	- Future traffic improvements				
23	- Works outside the site boundaries				
24	- Escalation beyond January 2022				
25	- Goods & Services Tax				

Item	Description	Qty	Unit	Rate	Total
	ITEMISED COST BREAKDOWN				
	The following Itemised Costs are inclusive of Preliminaries, Design & Construction Contingencies and Professional Fees, but exclusive of Escalation		*Note*		
1	DEMOLITION & SITE PREPARATION				834,600
2	CLUB AREAS				9,287,700
3	PUBLIC AMENITIES				1,078,900
4	COMMERCIAL AREA				1,642,600
5	CAR PARKING WORKS				1,360,000
6	BEACHSIDE PLAZA & FORECOURT				434,100
7	FLY OVER BRIDGE				410,600
8	PAVING & FOOTPATHS				510,000
9	EXTERNAL WORKS (Retaining walls, beach access, etc.)				960,000
10	PROVISIONAL SUMS				1,373,000
11	ARTWORK				163,000
	ESTIMATED TOTAL COMMITMENT (At Current Prices)				**18,054,500**

ATTACHMENT 12

Enquiries Kim Lateef
Phone 08 9492 9764
Email Kim.Lateef@dlgsc.wa.gov.au

GOVERNMENT OF WESTERN AUSTRALIA

Department of
Local Government, Sport and Cultural Industries

Mr Mike Smith
Manager Leisure & Cultural Services
City of Joondalup
PO Box 21
JOONDALUP WA 6919
Email: mike.smith@joondalup.wa.gov.au

Dear Mr Smith

2021 ELECTION COMMITMENT – SORRENTO SURF LIFE SAVING CLUB

The Department of Local Government, Sport and Cultural Industries (DLGSC) advises that the City of Joondalup was successful in receiving a commitment of $8 million to contribute towards the upgrade of the Sorrento Surf Life Saving Club. This funding was approved as a 2021 election commitment and will be subject to the terms of a Financial Assistance Agreement.

The State Government is pleased to assist with projects that provide positive community benefits and contribute to the ongoing health, wellbeing and vibrancy of members of your organisation and the wider community. I wish you well for the completion of this project.

Yours sincerely

Kent Burton
A/Manager - Community Infrastructure
12 January 2022

Public Comment Submissions List - Proposal for Levying Differential Rates for the 2022-23 Financial Year

Response	Object/ Support/ Comment	Comments
1	Object	As a new resident, I am shocked about this notice, especially given the struggle all the residents will have in 2022/23 because of raising inflation and further expected RBA increase on interest rates. Moreover, it would be nice to understand how the City plans to allocate such increases. Will this additional money be used to give proper shelter, and psychological support to the people who are living on the tent camp at Freeway exit on Whitfords? Or to support residents nightwatch given the recent increase in brake-ins, burglaries and crime in the City of Joondalup? It seems to me there is complete lack of accountability and proper stakeholder engagement when it comes to impact on residents. We recently moved close to Camarino drive in Woodvale, being previously in Heathridge, and we have been astonished to see the lack of care and proper planning in relation to the disaster that has been caused by clearing the trees along the freeway. I am aware that this was of competence of WA Mainroads, but the lack of proper due diligence on your end is kind of clear. Not considering the recent chopping and lack of periodic care of "Oscar" the hundreds' year old marri in Woodvale. It seems to me that this City is making his best to lose his connection with the residents and acting without proper duty of care. I look forward to see how the council will further discussion this intention and how it will consider the feedback received
2	Object	I would like to be able to study the information that outlines where I am getting an increase in services for the increase in rates. Like any increase, in wages etc, you need to see an increase in production.. Unless the council can outline and justify this rate hike, I will not be able to accept the increase. Looking forward to the documentation and justification.

Response	Object/ Support/ Comment	Comments
3	Object	As a City of Joondalup resident and ratepayer, I reviewed your plan to increase the city council rates. I believe after a couple of years of pandemic and the economy is struggling as everyone, it is better to increase your income by diversifying CoJ income instead of increasing the rates. Hope that you can do better than this.
4	Object	This is my notice of major objection to the proposed rate rise. The city needs to put the welfare of residents as the major concern. In the current economic conditions rate payers can not afford this. The city has reserve funds, they should be used! Expenses need to be cut not rates increased.
5	Comment	Can you please provide the following information : 1. Confirm they offer exemptions for not for profit (NFP) care providers such as Brightwater. 2. How often do we need to submit our application. 3. At what time of the year are we best to submit our application? **Responded separately**
6	Object	We are a family that has been struggling my husband has been unemployed and no payment via sick or govt unemployment benefits due to major operation in December 2021 and has just commenced work this week our rates last year were very high and I can't see how the increase can be justified this year. We also had shire work done at the front of our house new pathways and I did contact about the works and damages done by contractors were Appalling these are located outside 48/50 Dollis way kingsley The painting line marks have drips everywhere and one section looks like a mistake. And where they added the old grey contract into the new path the contractors cracked all the grey path it was perfect no cracks prior. I hoped they were not paid in full! Can you please send someone out to look at these works I can send pics if you require let me know I did deal with CR John Chester at the time prior to these works who was very helpful.

Response	Object/ Support/ Comment	Comments
7	Support	I wish to provide feedback on the proposed rates increase of 4.09% for 2022/23. Given the rate 'increase' last year, the impact of Covid over the past couple of years, and the current 5.1% increase in the cost of living, I'm fully supportive of the proposed increase.
8	Object	As a resident of Woodvale, coming under the City of Joondalup, my family & I wish to raise an objection over the proposed rates increase of 4.09%. Many people, my family & I included have not received a pay rise in years. The increase to the rates, coupled with increases to energy, fuel & groceries will put even more financial hardship on already struggling families. The amount of homelessness around the local area is heartbreaking. The tent pitched between the exit of the Mitchell Freeway Northbound and the Freeway makes me so sad every time I pass it. I hope their wellbeing is being checked upon. If big increases to the cost of living continue, I am sure we will see an increase to the amount of tents pitched across our local area. Please re-consider the high % increase proposed.
9	Object	I would like to notify my objection to the proposed 4.09% increase on council rates.
10	Object	Upon reviewing the notice of intention to impose an increase to the levy rates, I am disappointing to see that the proposed differential rates increase is above inflation and that the City of Joondalup have appeared to disregard the surge in cost of living, interest rates, fuel etc. that its residents are already incurring and instead chosen to propose an unjustifiable rate increase. I understand that the cost of doing business has increased but surely a lower rate increase is possible and feasible for the council.
11	Support	I think it is an equitable solution but I would see Commercial/Industrial should perhaps have a greater differential to residential. 9.3% differential should perhaps be around 10.5% to give residents a larger buffer to deal with other cost of living pressures.This would effectively reduce the proposed Residential GRV rate to 845 minimum.Every little bit helps-especially seniors such as us.

Response	Object/ Support/ Comment	Comments
12	Object	I am writing it express my concerns with this rate increase, it is becoming nearly impossible to keep up financially with EVERYTHING increasing, food, fuel, insurance, private health, rego, interest rates are all going up except wages are not. This rate increase is going to have a large impact on our household and I am definitely not in agreement for this. I see perfectly fine roundabouts being ripped up and then being reinstalled, I see foot path areas that are perfectly fine being ripped up and then being reinstalled. I see 5-6 men doing a 2-3 person job standing around watching others work, this is not why I voted you in, we the public should not be paying for mismanagement of time and money. If you have money left in a budget than transfer it to the new year don't try to just find something to do. Please do NOT do this increase
13	Object	I strongly oppose the rate rise you are proposing. The rates I pay are already excessive and I can't see the reason to raise them again. We all know pay packets are not increasing to match inflation and it is not sustainable to keep raising cost of living until pays catch up. I think it will just make more people stress, have mental health issues and cause them to default on payments which will in turn cost the council chasing these payments. I also don't agree with the way rates are calculated. I live in a nice house for my family and pay way more than the smaller houses across the road. We both receive the same service but I pay more for it. Why? Would you pay more for receiving the same service in any other industry? I doubt it. I feel the entire system needs an overhaul to align with the age we live in. Not the 1960's when it was implemented.
14	Object	You have to got to be taking the piss right for wanting to increase the rates? We are already experiencing severe increases in cost of living with fuel prices, produce, state government taxes on the increase as well and now you're talking about increasing the rates.

Response	Object/ Support/ Comment	Comments
		On what basis are you increasing these rates?! For your bottom line, pockets, increase your pays for the executive and councillors? The CoJ have got absolutely no reason to increase rates, let alone increase by such a large amount. Whilst the average person within the city won't be experiencing such large scale pay increases. Stop and take a minute to think how this pathetic and ludacris rate increase is going to affect the residents of this area.
15	Object	I do not agree with the proposed increase. People are struggling to pay their bills how it is without additional rates which are already very large. I would prefer less spent on Ocean Reef Marina which I do not believe is necessary nor anywhere near my home. We are on the border of City of Joondalup and City of Stirling and not so much is spent our way. Percy Doyle and the Duncraig Rec centre being a prime example (compared to the money spent on Craigie Leisure Centre).
16	Object	I am very unhappy about the excessive rate increase for Joondalup . This is totally excessive and unacceptable. I feel that our money would be better spent on less expensive fleets of 4x4s and vans . Spending is excessive extravagant and not justified.
17	Object	I find the recent invitation to provide feedback on proposed upcoming setting of rates for 22/23 a bit of a joke. While the basics are provided, ie proposed rates & suggested reason, no real info has been provided. I'm thinking of % increase over previous year, a bit more of a reason other than "keeping parity with previous years". This to me smacks of playing lip service to the community. I'm sure this info is available if I choose to search your website, but at the end of the day, the city is asking for feedback so relevant info should be made available to provide informed comment.

Response	Object/ Support/ Comment	Comments
		I see this invitation as no more than something the CoJ is doing to demonstrate to the powers to be that it is an “inclusive” city when in fact it is not really interested in what residents believe. I am sure I am like most residents & believe we pay to much in rates now without further increases.
18	Object	I wish to state that I am not happy with a proposed increase of 4.09% on our rates for the 22/23 period. Adding to the increase of the fire levy will beyond myself and many others ability to pay. I would like you to add my opposition to this increase.
19	Object	I would like to say NO to this increase. We are in trying times with every goods and service increasing and wages are not. A increase of half the proposed may be acceptable. Or if the full increase goes through then that should be passed on to the COJ workforce. That the best way to stimulate the local economy.
20	Object	I oppose the proposed rate increase of 4.09% for 2022/23 financial year. I oppose any rate increase for the suburbs you allowed subdivision for. You have increased the councils revenue with all the subdivisions and therefore extra ratepayers. This also means you have increased the traffic in my suburb. What have you done for my suburb, Craigie, with all the extra rates now payable? Peoples wages haven't gone up but you want to increase rates. Get with the times COJ!
21	Object	I DO NOT AGREE TO A RATES INCREASE SO PLEASE JUSTIFY IT. I can see no reason why you should increase the rates, please explain where you spend the money on at the moment and whether that was agreed as what was wanted by the residents.

Response	Object/ Support/ Comment	Comments
		Plus please explain what you want to spend the extra money on before just saying that you intend to, we need justification and perhaps be allowed to show you what you are already wasting our money on!
22	Object	I would like to lodge my dissatisfaction with the news that our forthcoming rates are going to hiked up by 4.09 %. I have lodged my dissatisfaction with the deputy mayor on various projects that have been "undertaken' in my suburb ,Sorrento. I have been a ratepayer in the shire of Joondalup since February 2004. Over this time i have seen a slow deterioration of roads, kerbs, parks and services. {If you would like me to expand further on this subject you are welcome to call me and I will walk you through it} The suburb of Sorrento is a fairly well established suburb with relatively few new builds. I do not know the exact demographics of ages and home ownership but i would determine that it is predominately owner occupied and there is probably a 50/50 ratio between older 2 person homes and family homes with more than 2 persons. The older semi retired/retired residents would probably be self funded meaning that they have had to rely on savings interest/ stock market dividends which have not been great. The younger couples still working have not had wage growth and inflation has been costed at 5%. The 'cost of living' was a major outcry during this last federal election and was probably not heeded by the Liberals and they paid the price. I have been watching with great interest the capital projects that have been going on in a small portion of this suburb and am seeing projects being over supplied, done in lazy slipshod manner. Projects are being started and dragging on for months, e.g. roadworks in Seacrest Drive, which is an incredibly busy road and has a notorious intersection with Marmion. I don't think you will find one person in this neighbourhood who doesn't know of or was personally involved in a bumper bashing at this intersection. Mr Ian Goodenough put out a letter asking people of this ward of Moore for ideas on what they wanted in their neighbourhoods and with absolute alarm I saw the item 'skate board park'. When I contacted Mr Raftis office he assured me that this project which he was assuming would cost between $250 000 and $500 000 would not go ahead . I have a strong suspicion that this project will be going ahead. If i look at the large area of land in Warwick Ave just up from the library and the apathetic use of that bike track how can you justify this? We have an absolute nasty youth combing our streets nightly and over weekends, this park would be a magnet for them. We have no police station that could attend to anything that happens over the weekend or at night timeously since Warwick and Hilarys police stations are closed then.

Response	Object/ Support/ Comment	Comments
		I find it difficult to engage with my local councillors or any of the stakeholders in relation to parks/roads etc. I have to make several calls, I have met with one individual in charge of the parks , he was RUDE, dismissive and downright nasty. Unfortunately I call this 'old world misogyny'. Mr Raftis has not bothered to return my cal and Ms Hamilton Prime did after 2 calls were made to her. I doubt I am going to get any feedback from that call at all. Organisations wonder why people become aggressive in their dealings but don't seem to realise that the 'man in the street' is not being heeded and is just being expected to keep 'coughing up'. As a country we have an incredible debt due to the pandemic and as such 'the man in the street' will have to be leant on in all sorts of ways to settle that debt. I suggest you scale back salary increases, expensive capital projects [i.e skate park] and get our infrastructure and neighbourhood looking like a first world one. I am open to hearing how you feel you can justify this increase.
23	Object	I DO NOT AGREE TO A RATES INCREASE I can see no reason why you should increase the rates, please explain where you spend our ratepayer money on and f this is agreed by the ratepayers. Also explain what you want to spend the extra income on .
24	Object	We strongly oppose the rates increase. Residents are struggling as it is. With Covid impacting many families, interest rates on the rise and the cost of living skyrocketing families cannot take another hit like this. We see no increase in services provided. No local security and the continued use of chemicals that are killing local wildlife and wet areas- enough is enough.
25	Object	I DO NOT AGREE TO A RATES INCREASE SO PLEASE JUSTIFY IT. I can see no reason why you should increase the rates, please explain where you spend the money on at the moment and whether that was agreed as what was wanted by the residents.

Response	Object/ Support/ Comment	Comments
		Plus please explain what you want to spend the extra money on before just saying that you intend to, we need justification and perhaps be allowed to show you what you are already wasting our money on!
26	Object	I'm emailing you to express my disappointment in our local council who, after all that has changed in the recent years of events, we thought had their communities best interests in mind. Clearly this is not the case with the recent announcement of council rates increasing by nearly 10%. In light of all living expenses increasing quite rapidly, also including mortgage interest rates, I strongly believe this is not the time to be burdening working families of this community even further. I believe I can speak for the majority if the community when I say cost of living is really starting to take a toll on our wallets and savings and, sadly, our hopes for the future. With prices rising so rapidly, even the thought of starting a family seems out of reach, and to increase council rates now makes this dream seem so much further away I implore you to please reconsider this path and lower the proposed rate increase, in a show of support for your community.
27	Object	I would like to express my strong opposition to the proposed increase in rates for the coming years. The cost of living continues to rise making it difficult to maintain basic living standards. Another increase would make it extremely difficult to survive as a family. Please reconsider this increase.
28	Object	People are already doing things tough enough with fuel, power & cost of living being high. I DO NOT AGREE TO A RATES INCREASE SO PLEASE JUSTIFY IT. I can see no reason why you should increase the rates, please explain where you spend the money on at the moment and whether that was agreed as what was wanted by the residents.

Response	Object/ Support/ Comment	Comments
		Plus please explain what you want to spend the extra money on before just saying that you intend to, we need justification and perhaps be allowed to show you what you are already wasting our money on!
29	Object	I DO NOT AGREE TO A RATES INCREASE SO PLEASE JUSTIFY IT. I can see no reason why you should increase the rates, please explain where you spend the money on at the moment and whether that was agreed as what was wanted by the residents. Plus please explain what you want to spend the extra money on before just saying that you intend to, we need justification and perhaps be allowed to show you what you are already wasting our money on!
30	Object	I DO NOT AGREE TO A RATES INCREASE. Given the significant increase in cost of living, families are already struggling to make ends meet. Increasing the rates will be an unnecessary added burden.
31	Object	Our family is extremely disappointed and saddened that the City knowing the extreme increase in inflation and cost of living would consider such an increase for its residents in council rates, especially knowing the 5% increase that is coming from the federal government already onto rate prices. Tell me how anyone let alone pensioners are to manage a 10% increase in rates when pensions and incomes aren't going up? If the City's cost are going up how about they write to federal government that income needs to go up before they can responsibly increase their rates, and that that is needed if the argument is so strong that they can't afford to continue on the current budget. Why doesn't the City put projects on hold or reduce its expenditure instead of passing on these unfair increases to resident??? How can the City do this to residents in this current climate????
32	Object	The Members of Edgewater Community Residents Association Inc strongly oppose the increase of 4.09% on the differential rates that the Council seeks to impose on the ratepayers. There are many reasons why our Members oppose the increase and they include, but are not limited to, the following: 1. Many in our community are on a fixed income and cannot afford such an increase.

Response	Object/ Support/ Comment	Comments
		2. Many in our community are young families who have just started their journey to homeownership and are facing, thanks to recent interest rate rises, enormous strains on their family's resources. 3. Inflation is impacting household budgets with the price of just about everything from bread and milk to fuel rapidly rising. 4. Wages are not rising in line with inflation, meaning that household budgets cannot take the strain of a further increase in rates. The Wage Price Index for WA as recently reported by the WA Treasury Corporation shows an annual growth rate of 2.4%, well under the intended increase in rates. 5. The WA State budget saw increases in many other charges facing families, from electricity and water to car registration charges and the emergency services levy. 6. The cumulative impacts of these increased costs are putting families and ratepayers under financial strain, even before having their rates bill increased. So, as you can see ratepayers, families especially, are having a really hard time financially. Although unemployment is low, wages are yet to improve. On the other side of this argument is that the City itself is not showing, at least to the public, any sense of seeking better outcomes, increasing its efficiencies and tightening its own spending. While we understand that the Council sets the budget in terms of projects and business that it wishes the City to undertake, there seems to be no effort to reduce unnecessary spending or find alternative suppliers to help reduce costs. Perhaps this is taking place, but with "confidentiality" hiding the budget process how can the ratepayers be sure? The City also holds a large sum of money in its cash reserves, yet continues to increase its income through rates rises on an annual basis. The Town of Cambridge, as an alternative, has for many years been able to limit its rates increases to zero, finding alternative sources of income. Yes, this takes the Council to determine that there will be no rates rise, but the City administration is where the efficiencies and spending takes place. We take this opportunity to strongly oppose the increase that is under consideration and encourage the Council to put more effort into finding savings and efficiencies within the budget. Some projects might be nice but they aren't necessary now. Money held for some projects, such as the Jinan Gardens which is not strongly supported by the community in general, could be better allocated to essential services and thereby reducing the need to increase rates payable. The Council choosing to dispose of large lots of land for token payments, and lease community assets for peppercorn rents that are later sublet at market rates, also increases the burden on ratepayers and are unacceptable.

Response	Object/ Support/ Comment	Comments
		No one likes to pay more for their rates and many ratepayers have been conditioned over the years to expect that they will go up annually despite most people rarely using more than the parks, roads and rubbish services provided. However, this is a year when, more than ever, the ratepayers of the City of Joondalup are suffering the impacts of higher government charges, interest rates and the price of household essentials, and we request that the Council reviews the budget and reduces the rates increase significantly.
33	Object	I am writing to object to the considered rates rise of 409%, which will be on top of the rise of 5% already announced. Over the last two years or so everyone has had to look closely at our spending habits and to pull our belts in to a certain degree I think it is time the COJ did the same and looked at what is needed in the community as apposed to what is WANTED by the Mayor and Councillors. The extra burden on the community, which is already finding the cost of living becoming exorbitant, is going to make so much harder, especially for pensioners and low income earners. With respect, may I please ask that the rates rise of 4.09% does not go ahead
34	Object	I cannot believe with the increases in interest rates, food and petrol, you would even consider raising our council rates! Families are struggling, this 4.1% is in addition to the Premier raising ESL 5%! Please reconsider as people are really struggling in the community and facing hardships
35	Comment	What does “cents in $” mean ? If it relates to the value of the property, and the property is worth, say $600,000, then 6 cents in the dollar means an annual rates charge of $36,000 … !?!? **Responded separately**
36	Comment	A. Could you please direct me to the raw data used to calculate the proposed rate increases for 2022-3. **Responded separately**

Response	Object/ Support/ Comment	Comments
		B**.** Thank you for your response to my email requesting information on the location of the raw data used in the in the proposed rate increases, we are at a loss to understand how you expect rate payers to reach an informed decision without this information. However, the data provided does show an increase of 4.089% end ebbed in the Residential Improved rate, well-hidden but once again what is the justification for this substantial rate hike? In future a justification addendum to your notices of any levy increase proposal would make for more open and accountable local government. We trust this may encourage further and more open debate over the rate increase proposals. **Responded separately**
37	Object	When evaluating the 4% increase in City rates for the year 2022/23 consideration should be made in particular to those residential properties now subject to infill such as the area in Sorrento bounded by Clontarf Street and Marine Terrace that have a rear - access lane or minor road. Reasoning behind this objection is the deterioration of living in this changing environment with all the problems that arise daily and of the lack of attention by the City to residents overall. LANE ACCESS REDEVELOPMENT DIFFICULTIES Demolition where existing house is removed. Dust and general disruption to daily activity. Building. Delivery of building material for new premises. Vehicle Access. Difficulties in accessing rear garage facilities where garages are located at the rear of the block Parking Indiscriminate parking by builders and Tradespeople due to understandable frustration . No City Policy. Despite raising this matter with the City through Councillors in the past and prior to the last Local Government Election, where Deputy Mayor m/s Hamilton-Prime, used this matter to address as part of her platform, nothing to my knowledge has eventuated.

Response	Object/ Support/ Comment	Comments
		Locally, it is obvious that street trees in High Street are being removed for obscure reasons or by intent by developers and replacements are not being made. The City abandoned street household waste collections some years past and the substituted skip bin is likely to become another problem unless some planning is put in place. The additional rates now accruing due to the redevelopment should offset the need for a 4% rise. The reduced access to the local Community Centre at Duncraig that was established by local residents many years back has placed limits on some activities that now are declining. In closing, it is necessary to address some of these issues regardless of rate increase considerations because the development is increasing.
38	Object	I am horrified to see that Joondalup council is increasing the rates during this time of struggle and increased costs to 4.089$. Plus the 5% increase to Emergency service levy by Labor government. With so many of us now out of work due to mandates etc or closed businesses this is unreasonable and I am sure better and fairer increases could be arranged. The council is best to cut costs elsewhere rather than slug ratepayers with more expense on top of utilities/food and fuel etc. This seems to be a deliberate attempt by government and councils to drive people to desperation and to lose their homes etc. Of course nothing to do with New World Order or Great Reset is it to own nothing and apparently be happy about it. I am sure you will be familiar with all of this as this council has signed onto Smart City project that again is part of the program. As many people I have spoken to have expressed this concern I do hope Joondalup council reconsiders the increases. During the mandates many of us could not even utilize council facilities hence a return on rates is more appropriate. And changes to valuations need to be made that are reasonable. We are getting sick and tired of being slugged from every direction and it is councils responsibility to ensure rates are kept to a minimum. And if expenditure elsewhere is required than so be it. There is so much wastage one can see each day and cutbacks can be achieved.
39	Object	I would like to indicate my objection, as a rates payer of the Joondalup city council, to the rates increase proposal.

Response	Object/ Support/ Comment	Comments
40	Object	Please accept this as a submission in relation to the proposed differential rates. The objects of and reasons for proposed differential rates for the 2022-23 financial year advise that ***Residential Improved:*** *the cents in the $ of 6.2668 has been set to ensure that the proportion of total rate revenue derived from residential property remains consistent with previous years* What reasons are there for the need to be consistent with previous years? Being consistent would mean not raising the Cents in $ and keeping it the same as last year. Indeed, reducing it would keep it in line with previous years due to the increase in the number of residential dwellings having to pay rates. As the two recent interest rate increases by the Reserve Bank have added a more onerous layer to bill-paying for home owners, increasing the Cents in $ to the Residential Improved category of property will worsen this strain. For me personally it may mean an extra $40 to be paid if the rateable valuation remains the same, and if the refuse charge and ESL charge remains the same (I am unsure if this has been advised anywhere). This is on top of the extra I would pay on my home loan due to the interest rate increases and I believe there are also upcoming increases to energy service charges on my bills - I pay more in service than I do in use. My outlay is more (due to macro-economic factors outside of my control) but my earnings remain the same - unfortunately this equation does not compute. With the building occurring in the City, increasing the number of houses and therefore rates that are payable per residential dwelling, it seems inappropriate that an increase would be forthcoming.
41	Object	I would like to object to the proposed council rates increase of 4.09%. The cost of living has increased steeply on food and fuel and other utilities, however, state government utility charges have only gone up by 2.5%. Despite cost of living has increased, wages are staying low. With the covid situation, many businesses have closed down and workers stood down without paid. These are not recorded in the system and low unemployment rate is not a true reflection of the current climate. Maybe the City could re-examine how to reduce spendings on other areas to keep the costs low for the ratepayers. Thank you for your consideration.
42	Object	I am writing regarding the rates rise that is up for consultation.

Response	Object/ Support/ Comment	Comments
		I request that at this time you put a hold on rates. We are finding the cost of living is far in excess of our salary. I lost my job in 2020 and my husband's salary was reduced by 20% because of Covid. I'm sure you're aware that the cost of groceries and petrol are causing an enormous strain on households, and I ask that you do not add to this burden by increasing rates.
43	Object	Please Consider leaving the rates at the same price and not increasing them by 4% 5%!
44	Object	I wish to raise my objection to the City's intention to impose differential rates on rateable property in the 2022/2023 financial year. At this time there is extreme hardship through rising interest repayment costs, petrol prices, food costs and general cost of living expenses. Any changes to the differential rates levy will add a further burden, and one that we and many people cannot afford. I trust that you'll look favorably on my objection.
45	Comment	What do the Acronyms GRV and UV stand for? **Responded separately**
46	Comment	Does this mean that there will be a increase in our rent payments ? The figures you supply mean nothing if there is nothing to compare them to. **Responded separately**
47	Comment	Today I became aware by social media (Twitter) that the City of Joondalup proposes to introduce "differential rates" in its 2022-23 budget. The document claims that "submissions" are invited until 10 June 2022 and refers the reader to the City of Joondalup website for more details. I have gone to the CoJ website and searched for "differential rates" but with no success. I have scanned the Home page on the website to find a link for these details without success.

Response	Object/ Support/ Comment	Comments
		Since I can't find the information, I am forced to either call you or send this email to obtain the URI (link) to access these details and to make a submission. Please advise. **Responded separately**
48	Comment	Please advise the proposed Emergency Levy rate and the Refuse annual charge for 2022/23. **Responded separately**
49	Comment	I note from the city's website that you are using a "cents in the dollar" method to advise the rate increase for 2022/23 whereas last year you used a percentage method. Can you please advise what the percentage increases are for the various categories, residential and commercial, for the period 2022/23? I look forward to hearing from you. **Responded separately**

Mayor and Councillors

• **Albert Jacob, JP**	**Mayor**
• **Adrian Hill** • **Tom McLean, JP**	**North Ward**
• **Nige Jones** • **Daniel Kingston**	**North-Central Ward**
• **Christopher May** • **Russell Poliwka**	**Central Ward**
• **Christine Hamilton-Prime, JP** • **John Raftis**	**South-West Ward**
• **John Chester** • **John Logan**	**South-East Ward**
• **Russ Fishwick, JP** • **Suzanne Thompson**	**South Ward**

Executive Staff

Chief Executive Officer – James Pearson
Director Corporate Services – Mat Humfrey
Director Infrastructure Services – Nico Claassen
Director Planning and Community Development – Chris Leigh
Director Governance and Strategy – Jamie Parry

Budget Statement

We hereby certify that Council at its meeting held on Tuesday 28 June 2022 adopted the 2022-23 Budget for the City of Joondalup.

JAMES PEARSON
Chief Executive Officer

Hon ALBERT JACOB JP
Mayor

CITY OF JOONDALUP

2022-23 BUDGET SUMMARY

EXECUTIVE REPORT

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1) Executive Summary

For a number of years, the City of Joondalup has been able to deliver modest rate increases as well as a significant reduction in rates revenue in 2020-21 whilst still being able to deliver services and provide facilities that have consistently met the expectations of residents. This has been achieved by prudent financial management.

The 2020-21 Budget incorporated significant measures taken to mitigate the impact of COVID-19 on the wider community, including the local economy. The main measure during 2020-21 was the reduction of rates revenue by $5.3 million. In 2022-23 an increase of 4.09% to rates revenue from 2021-22 is proposed, with no adjustment to minimum rates, but rates revenue will still be only marginally above 2019-20 rates levels. Of total residential properties, which comprise 95% of all properties in the City, 67% will still receive a general rates levy in 2022-23 below that levied in 2019-20, in spite of the proposed increase.

The City's *Strategic Community Plan* has been reviewed and the City's 2022-23 Budget continues to deliver the vision of "A global City: bold, creative and prosperous". The City's draft *10 Year Strategic Financial Plan* guides the development of the 2022-23 Budget.

As has been the case since the 2008-09 financial year, differential rating will be applied for 2022-23. The differential rates proposed for residential, commercial and industrial property, both improved and unimproved, have been reviewed ensuring that the City is able to equitably spread the rates levy burden across the community.

The 2022-23 Budget general rate revenue will be $104.6 million excluding Specified Area Rates. Rates are the City's largest single, source of funds without which the City could not deliver many of its services, facilities or undertake planned works and projects.

The 2022-23 expenditure program includes a number of significant projects and programs including:

Chichester Park Clubroom Redevelopment	$4,175,614
Craigie Leisure Centre Upgrades	$3,916,965
Ocean Reef Marina Club & Commercial Development	$3,500,000
Coastal Shared Path Design	$1,585,000
Joondalup Drive/Hodges Drive Intersection Upgrade	$1,427,600
Craigie Leisure Centre Geothermal Bore Replacement	$950,000
Ocean Reef Park Toilets and Changerooms	$850,000
Sorrento Surf Life Saving Club Redevelopment	$814,000
Joondalup Drive Streetscape Upgrades	$550,000
Leafy City Program	$500,000
Pinnaroo Point Parking Improvements	$450,000

2) Introduction

The City of Joondalup is one of the larger local governments in Western Australia based on population.

The City has 17kms of stunning coastline stretching from Beach Road, Marmion in the south, to Burns Beach Road, Burns Beach in the north. Popular beaches with excellent facilities are located at Marmion, Sorrento, Hillarys, Pinnaroo, Whitfords, Mullaloo, Ocean Reef, Beaumaris and Burns Beach. Beachside leisure activities include boating, water skiing, snorkelling, fishing, windsurfing, animal exercise and dual use paths ideal for walking and cycling.

The City provides a wide range of community services and some of the best leisure and sporting facilities available, catering for junior and senior sporting and recreational pursuits.

The City's natural assets include the Yellagonga wetlands and the City works closely with the Department of Biodiversity, Conservation and Attractions, the City of Wanneroo and a variety of community groups to manage the natural assets of the region.

The City continues to work closely with regional stakeholders to develop cultural, educational and economic initiatives.

3) Budget Overview

The 2022-23 Budget has been prepared in accordance with the requirements of the *Local Government Act 1995 and the Local Government (Financial Management) Regulations 1996.*

The relevant Statutory Statements within this document, as contained in Attachment 2, are:

- Statement of Comprehensive Income by Nature or Type
- Statement of Comprehensive Income by Program
- Statement of Cash Flows
- Rate Setting Statement
- Rating Information Statement

Additional supporting information is provided in Attachments 3 to 5.

In summary:

- Statement of Comprehensive Income shows a slight net deficit resulting from operations (inclusive of capital revenue) of $40,428
- Capital Expenditure on projects, works and motor vehicle replacements amount to $53.8 million
- Net transfer from reserves during the budget year 2022-23 will be $20.9 million

4) ***Expenditure***

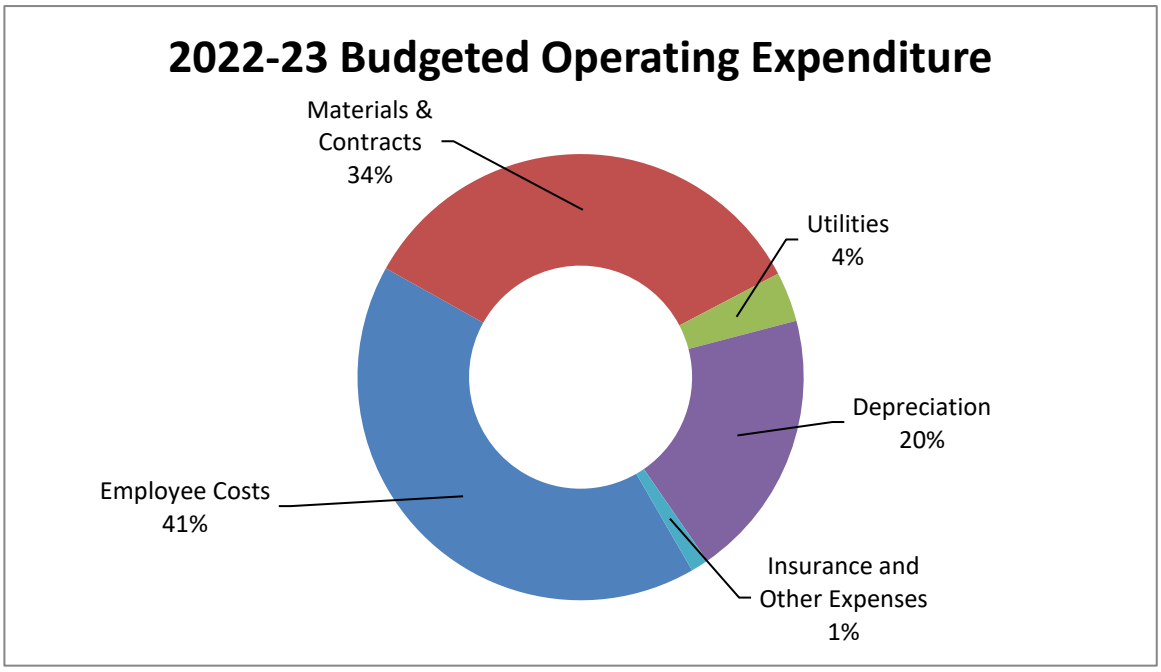
Expenditure is categorised into operating and capital and these are described further below.

Operating Expenditure

Operating expenditure including depreciation totals $165 million as shown below. Key movements generally reflect the City ensuring that it has the resources and capacity to deliver the services, facilities and works the community have identified in Joondalup 2023.

The City has worked hard to contain cost pressures in labour costs, materials and external contractors.

Operating Expenditure	2021-22 Estimated $	2022-23 Budget $
Employee Costs	63,824,938	68,399,625
Materials & Contracts	68,015,325	56,458,391
Utilities	5,937,233	5,949,025
Depreciation, Impairments and Write offs	31,447,158	32,132,620
Insurance and Other Expenses	2,004,254	2,088,613
Total Operating Expenditure	**171,228,908**	**165,028,274**

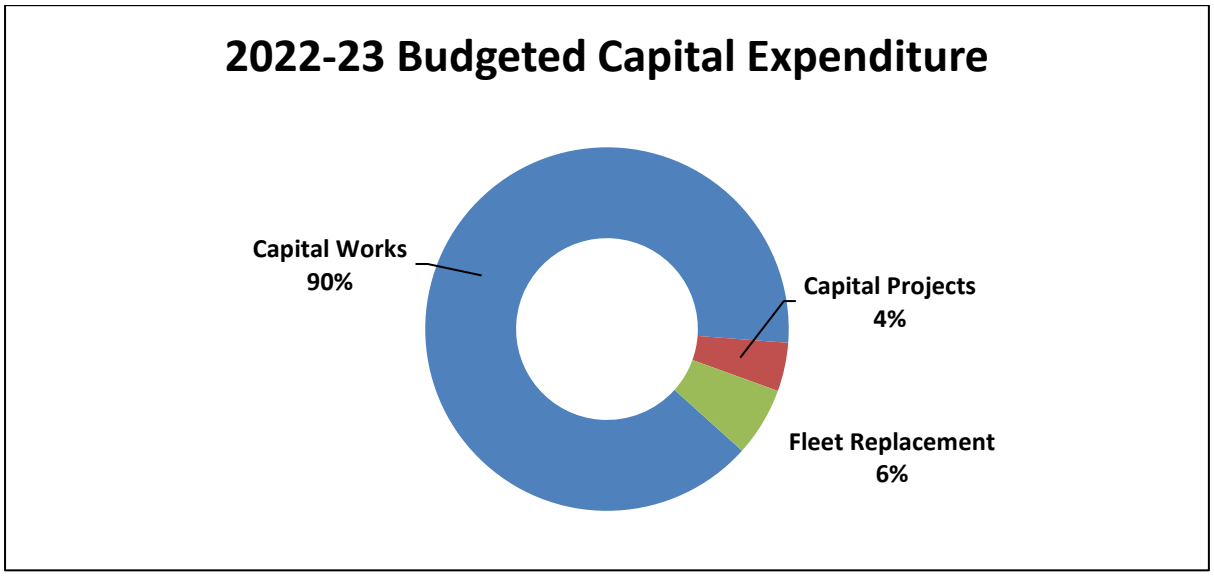


Capital Expenditure

Capital expenditure totals $53.8 million, the most significant component of which is the Capital Works program.

Capital expenditure is as follows: -

Capital Expenditure	2022-23 Budget $
Capital Works (refer more detailed break down below)	48,207,162
Capital Projects (refer more detailed break down below)	2,327,883
Fleet Replacement	3,305,165
Total Capital Expenditure	**53,840,210**



The 2022-23 Capital Works budget forms part of the Five Year Capital Works Program.

A breakdown of the 2022-23 Capital Works program is as follows:

Capital Works Program	**Budget 2022-23 $**
Major Projects Program	14,281,579
Road Preservation & Rehabilitation Program	8,704,157
New Paths and Path Replacement Program	4,361,500
Building Construction Works Program	4,620,231
Local Road Traffic Management and Blackspot Program	3,570,136
Parks Development Program	3,053,583
Streetscape Enhancement Program	2,209,203
Parks Equipment Program	2,503,188
Major Road Construction Program	2,171,585
Parking Facilities Program	1,325,000
Stormwater Drainage Program	565,000
Lighting Program	552,000
Foreshore & Natural Areas Management Program	290,000
Total Capital Works Program	**48,207,162**

A breakdown of the 2022-23 Capital Projects is as follows:

Capital Projects	**Budget 2022-23 $**
Artworks and Art Programs	362,049
Cafes/Restaurants/Kiosks	300,000
Server Room Cabling (Administration)	295,000
Joondalup Library Purchases	239,634
Server Room Cabling (Works Operations Centre)	189,000
City Amenity CCTV - Reid Promenade Multi Storey Carpark	155,000
Ocean Reef Marina	121,200
Libraries Self-Serve Kiosks Replacement	120,000
Craigie Leisure Centre – Filter Refurbishment and Spa	90,000
Craigie Leisure Centre – Basketball Backboard Upgrade	85,000
Joondalup City Centre Development	72,000
CCTV Installation – Works Operations Centre	50,000
City Amenity CCTV – City Centre	48,000
Council Chambers – Live Video Streaming	40,000
Smart Return Shelves – Woodvale Library	39,000
Craigie Leisure Centre – Chlorine Gas Pipework	30,000
City Amenity CCTV – Bramston Park	25,000
Office Change of Layout – Planning Services	21,000
Plotter for Infrastructure Services	20,000
City Amenity CCTV – Penistone Park	13,000
City Amenity CCTV – Tom Simpson Park	13,000
Total Capital Projects – Other	**2,327,883**

5) Revenue

Revenue is categorised into operating and capital.

Operating Revenue

Operating revenue including profit on disposal of assets totals $153.9 million as shown below. Key elements include:

- Rates income increase from previous year
- Fees and charges reflecting the costs of providing the service and comparison to market rates where applicable

The City will continue to provide enhanced landscape maintenance in the existing Specified Area Rates areas in Harbour Rise, Iluka, Burns Beach and Woodvale Waters areas. Specified Area Rates are charged separately on properties in these areas for this purpose.

Operating Revenue	**2021-22 Estimated $**	**2022-23 Budget $**
Rates Including SAR's	100,756,025	105,326,824
Government Grants & Subsidies	8,564,206	1,606,172
Contributions, Reimbursements & Donations	927,361	1,428,862
Fees & Charges	40,775,878	42,474,492
Interest	869,089	1,252,345
Profit on Asset Disposal	1,177,193	1,436,831
Other Revenue	450,906	362,000
Total Operating Revenue	**153,520,658**	**153,887,526**

Capital Revenue

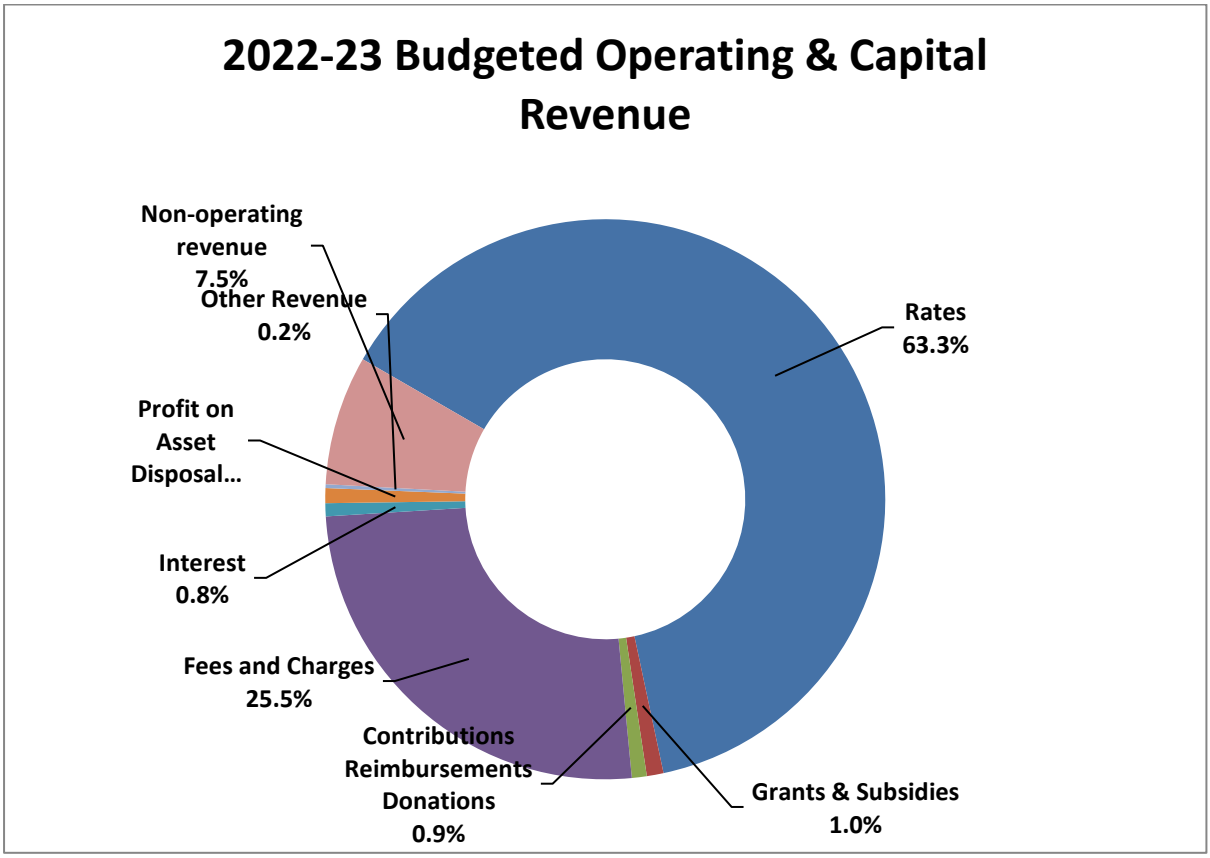
Capital revenue representing revenues directly related to the creation of capital assets totals $12.4 million as shown below.

Key elements include:

- $2.7 million for the Road Preservation & Rehabilitation Program
- $1.75 million for the Ocean Reef Marina Club & Commercial Development
- $2.1 million for the Blackspot and Local Traffic Management Programs
- $1.32 million for Building Construction Works Program
- $1.33 million Equity Distribution from Tamala Park Regional Council

Capital Revenue	**2021-22 Estimated $**	**2022-23 Budget $**
Capital Grants & Subsidies for the Development of Assets	13,128,066	9,300,320
Capital Contributions	691,041	1,800,000

Equity Distributions	1,821,420	1,333,333
Total Capital Revenue	**15,640,527**	**12,433,653**



6) ***Expenditure and Sources of Funds***

The 2022-23 expenditure and sources of funding are as follows:

Expenditure and Sources of Funds	**2021-22 Estimated $**	**2022-23 Budget $**
Expenditure		
Operating Expenditure	171,228,908	165,028,274
Less Depreciation	(31,447,158)	(32,132,620)
Less Loss on Disposal of Assets	(145,336)	(94,759)
Less Non-Current Movements	(100,000)	(100,000)
Plus Capital Expenditure	43,297,198	53,840,210
Plus Loan Repayment – Principal	1,836,594	909,513
Plus Payments of Principal Portion of Lease Liability	386,555	388,066
Total Expenditure	**185,056,761**	**187,838,684**
Sources of Funds		
Carry Forward Surplus from Previous Year	3,860,336	53,549

Rates	100,756,025	105,326,824
Government Grants & Subsidies	21,692,272	10,906,492
Contributions Reimbursements Donations	1,618,402	3,228,862
Fees & Charges	40,775,878	42,474,492
Interest and Other Revenue	1,319,995	1,614,345
Proceeds on Asset Disposal	421,727	1,916,500
Net Transfers from/(to) Reserves	12,813,957	20,873,037
Net Transfer from Trust	30,298	115,172
Equity Distribution	1,821,420	1,333,333
Total Sources of Funds	**185,110,310**	**187,842,607**
Net Surplus Carried Forward	**53,549**	**3,923**

For further details refer 2022-23 Rate Setting Statement (Attachment 2) and the Notes to and Forming Part of the Budget (Attachment 2).

7) Reserve Accounts

The City has established various reserve accounts to which monies are set aside at the discretion of the Council to fund future City requirements.

During the 2022-23 financial year the City will transfer a net $20.9 million from reserves including the following:

- $37.5 million will be drawn from reserves of which the major amounts are $13.6 million from the Asset Renewal Reserve, $11.7 million from the Strategic Asset Reserve, $5.3 million for capital works in various stages of progress that will be carried forward from 2021-22, $5.4 million carried forward for operating, $1 million from the Parking Reserve and $0.2 million from the Percy Doyle Infrastructure Reserve Fund.

- $16.6 million will be transferred to reserves of which $9.5 million into the Strategic Asset Management Reserve, $2.3 million into the Parking Reserve, $2.2 million into the Waste Management Reserve, $1.3 million into the Tamala Park Land Sales Reserve, $0.3m into the Percy Doyle Infrastructure Reserve Fund, $0.2 million from the Asset Renewal and $0.1 million into the Long Service Leave Reserve.

8) Borrowings

The City is not proposing any new borrowings during the 2022-23 financial year.

Existing borrowings will require principal and interest repayments of $909,513 and $88,500 respectively. Loan principal outstanding is expected to decrease from $2.8 million at 30 June 2022 to $1.9 million at 30 June 2023 where the full amount outstanding is for the Reid Promenade Multi Storey Car Park which is funded from paid parking revenue.

9) Conclusion

The City of Joondalup's 2022-23 Budget continues to be influenced by the prevailing economic environment with inflationary pressures impacting the City's costs. The City continues to maximise Federal and State grant opportunities when they present.

This budget is a marginal improvement from the significant impact on the City's operating position in the previous year's budget. This is the result of measures taken by the City in 2020-21 as once-offs to mitigate the expected negative impact of COVID-19 on the wider economy and community, the effects of which continue into the 2022-23 financial year.

The City will strive to deliver on the 2022-23 Budget whilst maintaining alignment to the *City's Strategic Community Plan, Joondalup 2022*, to ensure the City is delivering on the vision of "A global City: bold, creative and prosperous" and will be guided by the City's Draft *10 Year Strategic Financial Plan*.

JAMES PEARSON
Chief Executive Officer

MAT HUMFREY
Director Corporate Services

ATTACHMENT 2

CITY OF JOONDALUP

BUDGET

FOR THE YEAR ENDED 30 JUNE 2023

LOCAL GOVERNMENT ACT 1995

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CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2023

	NOTE	2022/23 Budget	2021/22 Forecast	(As Amended) 2021/22 Budget
		$	$	$
Revenue				
Rates	1(a)	105,326,824	100,756,025	100,702,304
Operating grants, subsidies and contributions	100(a)	3,035,034	9,491,567	4,552,781
Fees and charges	9	42,474,492	40,775,878	41,552,470
Interest earnings	11(a)	1,252,345	869,089	666,527
Other revenue	11(b)	362,000	450,906	363,164
		152,450,695	152,343,465	147,837,245
Expenses				
Employee costs		(68,399,625)	(63,824,938)	(66,183,322)
Materials and contracts		(56,458,391)	(68,015,325)	(69,361,499)
Utility charges		(5,949,025)	(5,937,233)	(6,133,858)
Depreciation on non-current assets	5	(32,132,620)	(31,447,158)	(31,927,323)
Interest expenses	11(d)	(327,150)	(326,832)	(323,391)
Insurance expenses		(1,666,704)	(1,532,086)	(1,628,739)
		(164,933,515)	(171,083,572)	(175,558,132)
Subtotal		(12,482,820)	(18,740,107)	(27,720,887)
Non-operating grants, subsidies and contributions	100(b)	11,100,320	13,819,107	15,367,927
Profit on asset disposals	4(b)	1,436,831	1,177,193	1,402,947
Loss on asset disposals	4(b)	(94,759)	(145,336)	(202,273)
		12,442,392	14,850,964	16,568,601
Net result		**(40,428)**	**(3,889,143)**	**(11,152,286)**
Other comprehensive income				
Changes on revaluation of non-current assets		-	-	-
Total other comprehensive income		-	-	-
Total comprehensive income		**(40,428)**	**(3,889,143)**	**(11,152,286)**

This statement is to be read in conjunction with the accompanying notes.

CITY OF JOONDALUP
FOR THE YEAR ENDED 30 JUNE 2023

BASIS OF PREPARATION

The budget has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this budget have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the budget has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY
All funds through which the City of Joondalup controls resources to carry on its functions have been included in the financial statements forming part of this budget.

In the process of reporting on the local government as a single unit, all transactions and balances between those Funds (for example, loans and transfers between Funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 16 to the budget.

2021/22 FORECAST BALANCES
Balances shown in this budget for 2021/22 forecast are estimates at the time of budget preparation.

CHANGE IN ACCOUNTING POLICIES
On the 01 July 2022 no new accounting policies are to be adopted and no new policies are expected to impact the annual budget.

KEY TERMS AND DEFINITIONS - NATURE OR TYPE

REVENUES
RATES
All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Exclude administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

PROFIT ON ASSET DISPOSAL
Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS
Refer to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS
Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUES (CONTINUED)

FEES AND CHARGES
Revenue (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

INTEREST EARNINGS
Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME
Other revenue, which can not be classified under the above headings, includes dividends, discounts, and rebates. Reimbursements and recoveries should be separated by note to ensure the correct calculation of ratios.

EXPENSES
EMPLOYEE COSTS
All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS
All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)
Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE
All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL
Loss on the disposal of fixed assets includes loss on disposal of long term investments.

DEPRECIATION ON NON-CURRENT ASSETS
Depreciation and amortisation expense raised on all classes of assets.

INTEREST EXPENSES
Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE
Statutory fees, taxes, provision for bad debts, member's fees or State taxes. Donations and subsidies made to community groups.

CITY OF JOONDALUP
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

	NOTE	2022/23 Budget	2021/22 Forecast	(As Amended) 2021/22 Budget
		$	$	$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates		105,235,409	102,443,556	99,881,101
Operating grants, subsidies and contributions		3,035,034	8,667,464	4,539,623
Fees and charges		42,722,736	41,591,396	42,383,519
Interest received		1,252,345	869,089	666,527
Other revenue		362,000	450,906	363,164
		152,607,524	154,022,410	147,833,934
Payments				
Employee costs		(69,899,625)	(62,282,939)	(65,877,915)
Materials and contracts		(55,647,584)	(67,472,303)	(69,229,468)
Utility charges		(5,949,025)	(5,937,233)	(6,133,858)
Interest expenses		(332,957)	(334,095)	(323,391)
Insurance paid		(1,666,704)	(1,532,086)	(1,628,739)
		(133,495,895)	(137,558,656)	(143,193,371)
Net cash provided by (used in) operating activities	3	19,111,629	16,463,754	4,640,563
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for capital projects and fleet replacement	4(a)	(5,633,048)	(4,037,049)	(5,949,784)
Payments for capital works	4(a)	(48,207,162)	(39,260,149)	(53,958,876)
Non-operating grants, subsidies and contributions	100(b)	11,100,320	13,819,107	15,367,927
Proceeds from sale of plant and equipment	4(b)	1,916,500	421,727	1,937,600
Proceeds from Equity Distribution		1,333,333	1,666,667	1,666,667
Transfer from Trust Fund		115,172	30,298	120,529
Net cash provided by (used in) investing activities		(39,374,885)	(27,359,399)	(40,815,937)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	6(a)	(909,513)	(1,836,594)	(1,836,594)
Principal elements of lease payments	7	(388,066)	(386,555)	(316,676)
Net cash provided by (used in) financing activities		(1,297,578)	(2,223,149)	(2,153,270)
Net increase (decrease) in cash held		(21,560,834)	(13,118,794)	(38,328,644)
Cash at beginning of year		126,908,032	140,026,826	121,447,935
Cash and cash equivalents at the end of the year	3	**105,347,198**	**126,908,032**	**83,119,291**

This statement is to be read in conjunction with the accompanying notes.

CITY OF JOONDALUP
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2023

	NOTE	2022/23 Budget	2021/22 Forecast	(As Amended) 2021/22 Budget
		$	$	$
OPERATING ACTIVITIES				
Net current assets at start of financial year - surplus/(deficit)	2	53,549	3,860,336	1,228,878
		53,549	3,860,336	1,228,878
Revenue from operating activities (excluding rates)				
Specified area and ex gratia rates	1e)	727,440	709,071	704,527
Operating grants, subsidies and contributions	100(a)	3,035,034	9,491,567	4,552,781
Fees and charges	9	42,474,492	40,775,878	41,552,470
Interest earnings	11(a)	1,252,345	869,089	666,527
Other revenue	11(b)	362,000	450,906	363,164
Profit on asset disposals	4(b)	1,436,831	1,177,193	1,402,947
		49,288,142	53,473,704	49,242,416
Expenditure from operating activities				
Employee costs		(68,399,625)	(63,824,938)	(66,183,322)
Materials and contracts		(56,458,391)	(68,015,325)	(69,361,501)
Utility charges		(5,949,025)	(5,937,233)	(6,133,858)
Depreciation on non-current assets	5	(32,132,620)	(31,447,158)	(31,927,323)
Interest expenses	11(d)	(327,150)	(326,832)	(323,391)
Insurance expenses		(1,666,704)	(1,532,086)	(1,628,739)
Loss on asset disposals	4(b)	(94,759)	(145,336)	(202,273)
		(165,028,274)	(171,228,908)	(175,760,407)
Non-cash amounts excluded from operating activities	2(b)	30,890,548	30,515,301	30,826,649
Amount attributable to operating activities		**(84,796,034)**	**(83,379,567)**	**(94,462,464)**
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions	100(b)	11,100,320	13,819,107	15,367,927
Payments for capital projects and fleet replacement	4(a)	(5,633,048)	(4,037,049)	(5,949,784)
Payments for capital works	4(a)	(48,207,162)	(39,260,149)	(54,135,505)
Proceeds from disposal of assets	4(b)	1,916,500	421,727	1,937,600
Equity investment in Tamala Park Regional Council	16	1,333,333	1,666,667	1,666,667
Equity Investment		-	154,753	-
Amount attributable to investing activities		**(39,490,057)**	**(27,234,944)**	**(41,113,095)**
FINANCING ACTIVITIES				
Repayment of borrowings	6(a)	(909,513)	(1,836,594)	(1,836,594)
Principal elements of finance lease payments	7	(388,066)	(386,555)	-
Transfers to cash backed reserves (restricted assets)	8(a)	(16,587,121)	(26,310,098)	(13,232,787)
Transfers from cash backed reserves (restricted assets)	8(a)	37,460,158	39,124,055	47,811,279
Transfer from Trust Fund		115,172	30,298	120,529
Amount attributable to financing activities		**19,690,631**	**10,621,106**	**32,862,427**
Budgeted deficiency before general rates		(104,595,461)	(99,993,405)	(102,713,132)
Estimated amount to be raised from general rates	1(a)	104,599,384	100,046,954	99,997,777
Net current assets at end of financial year - surplus/(deficit)	2	**3,923**	**53,549**	**(2,715,355)**

This statement is to be read in conjunction with the accompanying notes.

CITY OF JOONDALUP
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FOR THE YEAR ENDED 30 JUNE 2023

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CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

1. RATES

(a) Rating Information

RATE TYPE	Rate in	Number of properties	Rateable value	2022/23 Budgeted rate revenue	2022/23 Budgeted interim rates	2022/23 Budgeted total revenue	2021/22 Forecast total revenue	2021/22 Budget total revenue
	$		$	$	$	$	$	$
Differential general rate or general rate								
Gross rental valuations								
Residential Improved	0.062668	56,725	1,210,151,280	75,837,758	250,000	76,087,759	71,128,478	70,992,733
Residential Vacant	0.117391	1,029	18,610,120	2,184,661	-	2,184,661	2,077,752	2,079,641
Commercial Improved	0.069784	962	292,859,168	20,436,884	-	20,436,884	19,586,945	19,681,743
Commercial Vacant	0.117391	22	1,614,250	189,498	-	189,498	168,508	158,650
Industrial Improved	0.063464	389	26,809,323	1,701,427	-	1,701,427	1,640,650	1,638,889
Industrial Vacant	0.117391	3	191,000	22,422	-	22,422	14,492	14,492
Unimproved valuations								
Residential	0.010869	1	1,610,000	17,499	-	17,499	16,812	16,812
Rural	0.010818	2	1,780,000	19,256	-	19,256	18,500	18,500
Sub-Totals		59,133	1,553,625,141	100,409,405	250,000	100,659,406	94,652,137	94,601,460
	Minimum							
Minimum payment	$							
Gross rental valuations								
Residential Improved	850	4,348	54,245,446	3,695,800	-	3,695,800	5,316,750	5,316,750
Residential Vacant	929	410	2,612,250	380,890	-	380,890	390,180	390,180
Commercial Improved	929	45	443,854	41,805	-	41,805	47,379	47,379
Commercial Vacant	929	-	-	-	-	-	-	-
Industrial Improved	929	2	24,125	1,858	-	1,858	1,858	1,858
Industrial Vacant	929	-	-	-	-	-	-	-
Unimproved valuations								
Residential	909			0				
Rural	909			0				
Sub-Totals		4,805	57,325,675	4,120,353	-	4,120,353	5,756,167	5,756,167
		63,938	1,610,950,816	104,529,758	250,000	104,779,759	100,408,304	100,357,627
Discounts (Refer note 1f))						(180,375)	(361,350)	(359,850)
Total amount raised from general rates						104,599,384	100,046,954	99,997,777
Specified area rates (Refer note 1e))						727,440	709,071	704,527
Total rates						105,326,824	100,756,025	100,702,304

All land (other than exempt land) in the City of Joondalup is rated according to its Gross Rental Value (GRV) in townsites or Unimproved Value (UV) in the remainder of the City of Joondalup.

The general rates detailed for the 2022/23 financial year have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates and also considering the extent of any increase in rating over the level adopted in the previous year.

The minimum rates have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of local government services/ facilities.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

1. RATES (CONTINUED)

(b) Interest Charges and Instalments - Rates and Service Charges

The following instalment options are available to ratepayers for the payment of rates and service charges.

Instalment options	Date due	Instalment plan admin charge	Instalment plan interest rate	Unpaid rates interest rates
		$	%	%
Option one				
Single full payment	26/08/2022	-	-	3.0%
Option two				
First instalment	26/08/2022	-	-	3.0%
Second instalment	28/10/2022	12	-	3.0%
Option three				
First instalment	26/08/2022	-	-	-
Second instalment	28/10/2022	12	-	3.0%
Third instalment	30/12/2022	12	-	3.0%
Fourth instalment	3/03/2023	12	-	3.0%

	2022/23 Budget revenue	2021/22 Forecast revenue	2021/22 Budget revenue
	$	$	$
Unpaid rates and service charge interest earned	113,500	112,451	125,500
Interest on Pensioners Deferred Rates	23,000	22,650	21,000
	136,500	135,101	146,500

1. RATES (CONTINUED)

(c) Objectives and Reasons for Differential Rating

To provide equity in the rating of properties across the City the following rate categories have been determined for the implementation of differential rating.

Differential general rate

Description	Objects	Reasons
Gross rental valuations		
Residential Improved	The cents in the dollar ($) for the various differential rates are calculated to provide the shortfall in income required to enable the City to provide necessary works and services in the 2022/23 Financial Year after taking into account all non-rate sources of income.	Set to ensure that the proportion of total rate revenue derived from residential property remains consistent with previous years.
Residential Vacant		Set to ensure that the proportion of total rate revenue derived from residential property remains consistent with previous years and is higher than residential improved property in an effort to promote development of this category of property thereby stimulating growth and development in the community.
Commercial Improved		Set to ensure that the proportion of total rate revenue derived from commercial property remains consistent with previous years and recognises the higher demand on City infrastructure and services from the activity on commercial property.
Commercial Vacant		Set to ensure that the proportion of total rate revenue derived from commercial property remains consistent with previous years and is higher than commercial improved property in an effort to promote development of this category of property thereby stimulating growth and development in the community.
Industrial Improved		Set to ensure that the proportion of total rate revenue derived from industrial property remains consistent with previous years and recognise the higher demand on City infrastructure and services from the activity on industrial property.
Industrial Vacant		Set to ensure that the proportion of total rate revenue derived from industrial property remains consistent with previous years and is higher than industrial improved property in an effort to promote development of this category of property thereby stimulating growth and development in the community.
Unimproved valuations		
Residential	The cents in the dollar ($) are calculated to provide the shortfall in income required to enable the City to provide necessary works and services in the 2022/23 Financial Year after taking into account all non-rate sources of income.	Set to ensure that the proportion of total rate revenue derived from residential property remains consistent with previous years.
Rural		Set to ensure that the proportion of total rate revenue derived from rural property remains consistent with previous years.

(d) Differential Minimum Payment

Description	Objects	Reasons
Gross rental valuations		
Residential Improved	The cents in the dollar ($) for the various differential rates are calculated to provide the shortfall in income required to enable the City to provide necessary works and services in the 2022/23 Financial Year after taking into account all non-rate sources of funding.	The cents in the $ of 6.2668 has been set to ensure, that the proportion of total rate revenue derived from residential property remains consistent with previous years.
Residential Vacant		The cents in the $ of 11.7391 has been set to ensure, that the proportion of total rate revenue derived from residential property remains consistent with previous years and is higher than residential improved property in an effort to promote development of this category of property thereby stimulating growth and development in the community.
Commercial Improved		The cents in the $ of 6.9784 has been set to ensure, that the proportion of total rate revenue derived from commercial property remains consistent with previous years and recognises the higher demand on City infrastructure and services from the activity on commercial property.
Commercial Vacant		The cents in the $ of 11.7391 has been set to ensure, that the proportion of total rate revenue derived from commercial property remains consistent with previous years and is higher than commercial improved property in an effort to promote development of this category of property thereby stimulating growth and development in the community.
Industrial Improved		The cents in the $ of 6.3464 has been set to ensure, that the proportion of total rate revenue derived from industrial property remains consistent with previous years and recognises the higher demand on City infrastructure and services from the activity on industrial property.
Industrial Vacant		The cents in the $ of 11.7391 has been set to ensure, that the proportion of total rate revenue derived from industrial property remains consistent with previous years and is higher than industrial improved property in an effort to promote development of this category of property thereby stimulating growth and development in the community.
Unimproved valuations		
Residential	The cents in the dollar ($) are calculated to provide the shortfall in income required to enable the City to provide necessary works and services in the 2022/23 Financial Year after taking into account all non-rate sources of funding.	The cents in the $ of 1.0869 has been set to ensure, that the proportion of total rate revenue derived from residential property remains consistent with previous years.
Rural		the cents in the $ of 1.0818 has been set to ensure, that the proportion of total rate revenue derived from rural property remains consistent with previous years.

1. RATES (CONTINUED)

e) Specified Area Rate

	valuation	Rate in	Rateable value	2022/23 Budget specified area rate revenue	2022/23 Total budget specified area rate revenue	2021/22 Forecast revenue	2021/22 Budget revenue
Specified area rate		$	$	$	$	$	$
Harbour Rise	GRV	0.0067360	20,303,296	136,763	136,763	145,835	145,827
Iluka	GRV	0.0072668	55,531,458	403,536	403,536	399,084	395,611
Woodvale Waters	GRV	0.0059706	3,722,406	22,225	22,225	16,515	16,510
Burns Beach	GRV	0.0040130	41,095,440	164,916	164,916	147,637	146,579
			120,652,600	727,440	727,440	709,071	704,527

	Purpose of the rate	Budgeted rate applied to costs	Budgeted rate set aside to reserve	Reserve Amount to be applied to costs
Specified area rate		$	$	$
Harbour Rise	Maintaining enhanced landscaping services	136,763	-	9,245
Iluka	Maintaining enhanced landscaping services, and Sir James McCusker - Place of Reflection.	403,536	-	4,534
Woodvale Waters	Maintaining enhanced landscaping services	22,225	-	2,515
Burns Beach	Maintaining enhanced landscaping services	164,916	-	6,110
		727,440	-	22,404

Area or properties rate is to be imposed on:

Harbour Rise: Harbour Rise Specified Rate area comprises the area bounded by:
Going along Whitfords Avenue from the corner of Seychelles Lane and following the shared boundaries of Whitfords Avenue with Lot 29 Martinique Mews, Lots 470-478, 413-414, Lot 397, Lots 331-333, crossing Barbados Turn and continuing north with shared boundaries of Curacao Lane and Lots 337-334, 378, 377, 403, 402, 376-367, and strata lots 1-19 Lot 28 Angove Drive; North-east along the boundary of strata lots 1-19 (Lot 28) Angove Drive, across Mallorca Avenue and following the boundaries of Lot 251 and 250 where they meet Angove Drive; Following the shared boundaries of Ewing Drive with Lots 250, 249, 409, 410, 247, 245-240, 411 and to strata Lots 1 and 2 (Lot 408) and then across Ewing Drive along the boundary that strata Lot 1 (Lot 201) Ewing Drive shares with Lot 650 Ewing Drive, and along the rear boundaries of strata Lot 1 (Lot 201) Ewing Drive and Lots 200-198 Marbella Drive; Along the boundary that Lot 198 Marbella Drive shares with Lot 171 and 172 Waterford Drive, across Marbella Drive and continuing along the rear boundaries of strata Lots 1 and 2 (Lot 301) to strata Lots 1 and 2 (Lot 190) Algarve Way, along the boundary that Lot 184 Tobago Rise shares with Lot 181 Waterford Drive, across Tobago Rise and then along the boundary between Lot 1 Tobago Rise and Lots 182 and 183 Waterford Drive, continuing along the rear boundaries of Lots 75-66 The Corniche and Lots 142-149 The Corniche. Along the rear boundary of Lot 150 The Corniche until the boundary between Lot 204 and Lot 166 Lukin Road is reached. Along the boundary between Lots 204 and 166 Lukin Road, along the front boundaries of Lots 166-164 Lukin Road. Along the boundary of Lot 164 Lukin Road that is shared with Hepburn Avenue and continuing along Hepburn Avenue along the south-eastern boundaries of Leeward Park; Continuing along the shared boundaries of Hepburn Avenue with Lot 170 Amalfi Drive, Lots 492-503 Seychelles Lane and Lot 29 Martinique Mews.

Iluka Specified Rate: area comprises the area bounded by Shenton Avenue, Marmion Avenue and Burns Beach Road.

Woodvale Waters: Specified Rate area comprises the area bounded by: Timberlane Drive and Yellagonga Regional Park with street addresses of Grey-Smith Gardens, Phillips-Fox Terrace, Buvelot Place, Wakelin Close, Conder Place, Streeton Parade, Withers Grove, Olsen Court, Heysen Crest, Fullwood Walk except for Lot 156 Streeton Promenade and Lot 12240 Phillips-Fox Terrace.

Burns Beach Specified Rate: area comprises the area bounded by the following starting from the north western corner of Marmion Avenue and Burns Beach Road, westwards along the northern boundary of Burns Beach Road to Lot 263 Whitehaven Avenue, northwards along the western boundaries of Lot 263 through to Lot 251 Whitehaven Avenue, north-westward and westward along the southern boundaries of Lot 108 to Lot 121 Beachside Drive, northwards along the western boundary of Lot 121 Beachside Drive to Beachside Drive, westwards along the southern edge of the footpath on the northern side of Lot 11537 (Reserve 48489) to where it meets the southern boundary of Lot 3000 (1551) Marmion Avenue (Burns Beach Foreshore Reserve), north and then eastwards along the southern boundary of Lot 3000 (1551) Marmion Avenue (Burns Beach Foreshore Reserve) to the western boundary of Marmion Avenue, then southwards along western boundary of Marmion Ave to the starting point at the north western corner of Marmion Avenue and Burns Beach Road.

Service Charges

The City did not raise service charges for the year ended 30th June 2023.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

1. RATES (CONTINUED)

f) Rates discounts

Rate or fee to which discount is granted	No of Discounts	Discount ($)	2022/23 Budget	2021/22 Forecast	2021/22 Budget	Circumstances in which discount is granted
			$	$	$	
COVID Discount - Commercial Improved	1,007	150	151,050	302,700	301,200	Discount granted to all commercial improved properties.
COVID Discount - Industrial Improved	391	75	29,325	58,650	58,650	Discount granted to all industrial improved properties.
			180,375	361,350	359,850	

2. NET CURRENT ASSETS

		2022/23 Budget 30 June 2023	2021/22 Forecast 30 June 2022	2021/22 Budget 30 June 2022
		$	$	$
(a) Composition of estimated net current assets				
Current assets				
Cash and cash equivalents- unrestricted	3	28,261,990	28,949,787	14,903,555
Cash and cash equivalents - restricted		77,085,208	97,958,245	68,215,736
Receivables		4,069,822	3,978,407	13,766,767
Inventories		226,281	140,835	135,257
		109,643,301	131,027,274	97,021,315
Less: current liabilities				
Trade and other payables		(16,863,054)	(16,524,363)	(17,262,657)
Lease liabilities	7	(291,713)	(388,066)	(324,973)
Long term borrowings	6	(935,712)	(909,513)	(909,513)
Employee provisions		(15,691,116)	(16,491,117)	(11,611,569)
Other expenditure provisions		-	-	(2,646,704)
		(33,781,595)	(34,313,059)	(32,755,416)
Net current assets		75,861,706	96,714,215	64,265,899
Less: Total adjustments to net current assets	2.(c)	(75,857,783)	(96,660,666)	(66,981,254)
Net current assets used in the Rate Setting Statement		3,923	53,549	(2,715,355)

2. NET CURRENT ASSETS (CONTINUED)

EXPLANATION OF DIFFERENCE IN NET CURRENT ASSETS AND SURPLUS/(DEFICIT)

Items excluded from calculation of budgeted deficiency

When calculating the budget deficiency for the purpose of Section 6.2 (2)(c) of the *Local Government Act 1995* the following amounts have been excluded as provided by *Local Government (Financial Management) Regulation 32* which will not fund the budgeted expenditure.

(b) Operating activities excluded from budgeted deficiency

The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with *Financial Management Regulation 32.*

	Note	2022/23 Budget 30 June 2023	2021/22 Forecast 30 June 2022	2021/22 Budget 30 June 2022
		$	$	$
Adjustments to operating activities				
Less: Profit on asset disposals	4(b)	(1,436,831)	(1,177,193)	(1,402,947)
Movement in non-current employee provisions		100,000	100,000	100,000
Add: Loss on disposal of assets	4(b)	94,759	145,336	202,273
Add: Depreciation on assets	5	32,132,620	31,447,158	31,927,323
Non cash amounts excluded from operating activities		30,890,548	30,515,301	30,826,649

(c) Current assets and liabilities excluded from budgeted deficiency

The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets				
Less: Cash - restricted reserves	8	(77,085,208)	(97,958,245)	(68,215,736)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings		935,712	909,513	909,513
- Current portion of lease liabilities		291,713	388,066	324,973
Total adjustments to net current assets		(75,857,783)	(96,660,666)	(66,981,254)

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

2 (d) NET CURRENT ASSETS (CONTINUED)

SIGNIFICANT ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION
An asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

TRADE AND OTHER PAYABLES
Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City of Joondalup becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

PREPAID RATES
Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

INVENTORIES
General
Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Superannuation
The City of Joondalup contributes to a number of superannuation funds on behalf of employees.

All funds to which the City of Joondalup contributes are defined contribution plans.

LAND HELD FOR RESALE
Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

CONTRACT ASSETS
A contract asset is the right to consideration in exchange for goods or services the entity has transferred to a customer when that right is conditioned on something other than the passage of time.

TRADE AND OTHER RECEIVABLES
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

PROVISIONS
Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

EMPLOYEE BENEFITS
Short-term employee benefits
Provision is made for the City's obligations for short-term employee benefits. Short term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

CONTRACT LIABILITIES
An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer. Grants to acquire or construct recognisable non-financial assets to be controlled by the City are recognised as a liability until such time as the City satisfies its obligations under the agreement.

3. RECONCILIATION OF CASH

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Estimated cash at the end of the reporting period is as follows:

	Note	2022/23 Budget	2021/22 Forecast	2021/22 Budget
		$	$	$
Cash at bank and on hand		4,791,864	4,352,698	2,143,401
Term deposits		100,555,334	122,555,334	80,975,890
Total cash and cash equivalents		105,347,198	126,908,032	83,119,291
Held as				
Unrestricted cash and cash equivalents		28,261,990	28,949,787	14,903,555
Restricted cash and cash equivalents		77,085,208	97,958,245	68,215,736
		105,347,198	126,908,032	83,119,291
Restrictions				
The following classes of assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:				
- Cash and cash equivalents		77,085,208	97,958,245	68,215,736
		77,085,208	97,958,245	68,215,736
The restricted assets are a result of the following specific purposes to which the assets may be used:				
Reserves - cash/financial asset backed	8	77,085,208	97,958,245	68,215,736
		77,085,208	97,958,245	68,215,736
Reconciliation of net cash provided by operating activities to net result				
Net result		(40,428)	(3,889,143)	(11,152,287)
Depreciation	5	32,132,620	31,447,158	31,927,323
(Profit)/loss on sale of asset	4(b)	(1,342,072)	(1,031,857)	(1,200,674)
(Increase)/decrease in receivables		(91,414)	900,811	5,985,525
(Increase)/decrease in inventories		(85,446)	85,446	(5,000)
Increase/(decrease) in payables		338,689	2,131,324	(10,794,210)
Increase/(decrease) in employee provisions		(700,000)	1,860,989	582,484
Non-operating grants, subsidies and contributions		(11,100,320)	(10,541,597)	(10,702,598)
Net cash from operating activities		19,111,629	16,463,754	4,640,563

SIGNIFICANT ACCOUNTING POLICES

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Bank overdrafts are shown as short term borrowings in current liabilities in Note 2 - Net Current Assets.

FINANCIAL ASSETS AT AMORTISED COST

The City classifies financial assets at amortised cost if both of the following criteria are met:
- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

4. FIXED ASSETS

(a) Acquisition of Assets (Capital Expenditure)

The following assets are budgeted to be acquired during the year.

Asset class	2022/23 Budget total	2021/22 Forecast total	2021/22 Budget total
	$	$	$
Capital Projects and Fleet Replacement			
Buildings - non-specialised	544,200	603,159	543,752
Computer and Communication Equipment	524,000	587,456	808,006
Furniture and Equipment	175,000	119,091	120,910
Other property, plant and equipment	702,634	1,047,981	1,309,770
Plant and Equipment	3,325,165	1,617,853	2,850,297
Artworks	362,049	61,509	317,049
	5,633,048	4,037,049	5,949,784
Capital Works			
Infrastructure - roads	16,655,081	14,637,436	20,342,350
Footpaths Infrastructure	4,361,500	2,480,695	2,962,833
Drainage Infrastucture	565,000	866,169	875,000
Parks and Reserves	5,846,771	5,624,789	2,839,884
Car Park	1,325,000	1,295,658	4,856,796
Other Infrastructure	18,901,810	10,408,233	17,563,904
Lighting	552,000	3,947,169	4,694,738
	48,207,162	39,260,149	54,135,505
Total acquisitions	53,840,210	43,297,198	60,085,289

A detailed breakdown of acquisitions on an individual basis can be found in the supplementary information attached to this budget document as follows:

Attachment 3 - Capital Expenditure
Attachment 4 - Vehicle and Plant Replacement Program

SIGNIFICANT ACCOUNTING POLICIES

RECOGNITION OF ASSETS

Assets for which the fair value as at the date of acquisition is under $5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)* . These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

4. FIXED ASSETS

(b) Disposals of Assets

The following assets are budgeted to be disposed of during the year.

	2022/23 Budget Net Book Value	2022/23 Budget Sale Proceeds	2022/23 Budget Profit	2022/23 Budget Loss	2021/22 Forecast Net Book Value	2021/22 Forecast Sale Proceeds	2021/22 Forecast Profit	2021/22 Forecast Loss	2021/22 Budget Net Book Value	2021/22 Budget Sale Proceeds	2021/22 Budget Profit	2021/22 Budget Loss
	$	$	$	$	$	$	$	$	$	$	$	$
By Class												
Property, Plant and Equipment												
Land - freehold land	90,441	1,425,000	1,334,559	-	0	0		-	90,441	1,425,000	1,334,559	-
Plant and Equipment	483,987	491,500	102,272	(94,759)	404,113	421,727	162,950	(145,336)	646,485	512,600	68,388	(202,273)
	574,428	1,916,500	1,436,831	(94,759)	404,113	421,727	162,950	(145,336)	736,926	1,937,600	1,402,947	(202,273)

Forecast profit on disposal - Catalina Estate (TPRC)	1,014,243
	1,177,193

A detailed breakdown of plant and equipment disposals on an individual basis can be found in the supplementary information in Attachment 4.

SIGNIFICANT ACCOUNTING POLICIES

GAINS AND LOSSES ON DISPOSAL
Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

5. ASSET DEPRECIATION

	2022/23 Budget	2021/22 Forecast	2021/22 Budget
	$	$	$
By Class			
Buildings - non-specialised	4,447,217	4,468,341	4,505,857
Computer and Communications Equipment	314,549	411,451	219,455
Furniture and Equipment	19,066	19,634	13,456
Heavy Vehicles	256,416	262,389	288,581
Light Vehicles	623,720	626,177	587,078
Plant and Equpiment	1,455,803	1,515,797	1,472,008
Library Assets	482,851	513,295	508,076
Leases	558,327	541,775	576,257
Infrastructure - Roads	10,058,257	9,789,809	10,541,825
Infrastructure - Footpaths	2,385,514	2,383,163	2,078,012
Infrastructure - Drainage	4,565,889	4,551,604	4,618,497
Infrastructure - Bridges, Overpass and Underpass	393,064	392,719	474,774
Infrastructure - Car Parking	446,213	439,976	363,366
Infrastructure - Open Reserves	3,349,819	3,277,162	3,266,415
Infrastructure - Lighting	1,297,822	1,278,089	1,266,804
Infrastructure - Other	174,356	152,918	98,008
Impairment/Write Off of Assets	1,303,736	822,859	1,048,853
	32,132,620	31,447,158	31,927,323

SIGNIFICANT ACCOUNTING POLICIES

DEPRECIATION

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Major depreciation periods used for each class of depreciable asset are:

Asset Class	Useful life
Buildings - non-specialised	10 to 100 years
Furniture and Equipment	3 to 10 years
Plant and equipment	3 to 13 years
Library assets	8 to 12 years
Artworks	Nil
Infrastructure Assets:	
Roads/Traffic Management	30 to 100 years
Footpaths	10 to 100 years
Drainage	75 to 100 years
Car Parks	30 to 100 years
Bridges and Underpasses	70 to 100 years
Lighting	25 to 40 years
Other Infrastructure assets	10 to 70 Years

AMORTISATION

The depreciable amount of all intangible assets with a finite useful life, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held for use.

The assets residual value of intangible assets is considered to be zero and useful live and amortisation method are reviewed at the end of each financial year.

Amortisation is included within Depreciation on non-current assets in the Statement of Comprehensive Income.

Asset Class	Useful life
Parks and Reserves:	
Fencing	15 to 30 years
Furniture and Amenities	10 to 50 years
Hard Landscaping	10 to 50 years
Irrigation	20 to 50 years
Marine	20 years
Park and POS Signage	15 to 20 years
Playspace	20 years
POS Structure	20 to 100 years
Soft Landscaping	10 to 40 years
Sporting Infrastructure	10 to 50 years
Waste	10 years

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

6. INFORMATION ON BORROWINGS

(a) Borrowing repayments

Movement in borrowings and interest between the beginning and the end of the current financial year.

Purpose	Number	Budget Principal 1 July 2022	2022/23 Budget New Loans	2022/23 Budget Principal Repayments	Budget Principal outstanding 30 June 2023	2022/23 Budget Interest Repayments	Forecast Principal 1 July 2021	2021/22 Forecast New Loans	2021/22 Forecast Principal Repayments	Forecast Principal outstanding 30 June 2022	2021/22 Forecast Interest Repayments	Budget Principal 1 July 2021	2021/22 Budget New Loans	2021/22 Budget Principal Repayments	Budget Principal outstanding 30 June 2022	2021/22 Budget Interest Repayments	Self Supporting?
		$	$	$	$	$	$	$	$	$	$	$	$	$	$	$	Y/N
Warwick Hockey Facility	9	-	-	-	-	-	952,547	-	(952,547)	-	(18,605)	952,547	-	(952,547)	-	(19,924)	N
		-	-	-	-	-	952,547	-	(952,547)	-	(18,605)	952,547	-	(952,547)	-	(19,924)	
Reid Promenade Car Park	7	2,807,892	-	(909,513)	1,898,379	(88,500)	3,691,939	-	(884,047)	2,807,892	(125,988)	3,691,939	-	(884,047)	2,807,892	(134,918)	Y
		2,807,892	-	(909,513)	1,898,379	(88,500)	3,691,939	-	(884,047)	2,807,892	(125,988)	3,691,939	-	(884,047)	2,807,892	(134,918)	
		2,807,892	-	(909,513)	1,898,379	(88,500)	4,644,486	-	(1,836,594)	2,807,892	(144,593)	4,644,486	-	(1,836,594)	2,807,892	(154,842)	

6. INFORMATION ON BORROWINGS

(b) New borrowings - 2022/23

The City does not intend to undertake any new borrowings for the year ended 30th June 2023.

(c) Unspent borrowings

The City had no unspent borrowing funds as at 30th June 2022 nor is it expected to have unspent borrowing funds as at 30th June 2023.

(d) Credit Facilities

	2022/23 Budget	2021/22 Forecast	2021/22 Budget
	$	$	$
Undrawn borrowing facilities credit standby arrangements			
Bank overdraft limit	500,000	500,000	500,000
Bank overdraft at balance date	-	-	-
Credit card limit	47,000	47,000	47,000
Credit card balance at balance date	-	-	-
Total amount of credit unused	547,000	547,000	547,000
Loan facilities			
Loan facilities in use at balance date	1,898,379	2,807,892	2,807,892

SIGNIFICANT ACCOUNTING POLICIES

BORROWING COSTS

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

7. LEASE LIABILITIES

Purpose	Budget Lease Principal 1 July 2022	2022/23 Budget Lease Principal Repayments	Budget Lease Principal outstanding 30 June 2023	2022/23 Budget Lease Interest Repayments	Forecast Principal 1 July 2021	2021/22 Forecast Lease Principal repayments	Forecast Lease Principal outstanding 30 June 2022	2021/22 Forecast Lease Interest repayments
	$	$	$	$	$	$	$	$
Gym Equipment-CLC Cardio	108,129	(108,129)	-	16,934	226,048	(117,919)	108,129	7,143
Gym Equipment-Spin Bikes	89,707	(21,264)	68,443	2,981	110,240	(20,533)	89,707	3,712
Works Operations Centre-Land	5,280,765	(258,672)	5,022,093	224,961	5,528,868	(248,103)	5,280,765	165,516
	5,478,601	(388,066)	5,090,536	244,875	5,865,156	(386,555)	5,478,601	176,370

SIGNIFICANT ACCOUNTING POLICIES

LEASES

At the inception of a contract, the City assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and a lease liability. at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

LEASE LIABILITIES

The present value of future lease payments not paid at the reporting date discounted using the incremental borrowing rate where the implicit interest rate in the lease is not readily determined.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

8. CASH BACKED RESERVES

(a) Cash Backed Reserves - Movement

	2022/23 Budget Opening Balance	2022/23 Budget Transfer to	2022/23 Budget Transfer (from)	2022/23 Budget Closing Balance	2021/22 Forecast Opening Balance	2021/22 Forecast Transfer to	2021/22 Forecast Transfer (from)	2021/22 Forecast Closing Balance	2021/22 Budget Opening Balance	2021/22 Budget Transfer to	2021/22 Budget Transfer (from)	2021/22 Budget Closing Balance
	$	$	$	$	$	$	$	$	$	$	$	$
(a) Non-Current Long Service Leave	1,340,008	100,000	-	1,440,008	1,240,008	100,000	-	1,340,008	1,459,636	100,000	-	1,559,636
(b) Capital Works Carried Forward Reserve	10,908,521	-	(10,711,908)	196,613	10,718,555	8,865,613	(8,675,647)	10,908,521	5,907,809	-	(5,607,809)	300,000
(c) Cash in Lieu of Parking Reserve	1,147,020	8,635	-	1,155,655	1,362,002	5,018	(220,000)	1,147,020	1,356,430	4,423	(190,000)	1,170,853
(d) Joondalup Performing Arts and Cultural Facility Reserve	17,030,036	128,206	-	17,158,242	16,962,052	67,984	-	17,030,036	16,887,187	59,208	-	16,946,395
(e) Marmion Car Park Reserve	183,105	-	-	183,105	183,105	-	-	183,105	183,105	-	-	183,105
(f) Parking Facility Reserve	3,903,665	2,309,845	(991,898)	5,221,612	3,400,846	1,500,941	(998,122)	3,903,665	3,059,670	2,787,047	(998,122)	4,848,595
(g) Public Art Reserve	312,049	-	(262,049)	50,000	262,049	50,000		312,049	212,049	-	(212,049)	-
(h) Specified Area Rating - Harbour Rise Reserve	9,245	-	(9,245)	-	9,378	37	(170)	9,245	178	-	(178)	-
(i) Specified Area Rating - Iluka Reserve	4,534	-	(4,534)	-	18,078	45	(13,590)	4,534	12,460	-	(12,460)	-
(j) Specified Area Rating - Woodvale Waters Reserve	2,515	-	(2,515)	-	2,760	7,981	(8,225)	2,515	8,230	-	(8,230)	-
(k) Specified Area Rating - Burns Beach Reserve	6,110	-	(6,110)	-	8,329	29	(2,248)	6,110	3,305	-	(3,305)	-
(l) Strategic Asset Reserve	7,291,446	9,502,451	(11,698,579)	5,095,318	14,722,779	44,028	(7,475,362)	7,291,446	14,473,108	1,452,907	(14,814,673)	1,111,342
(m) Tamala Park Land Sales Reserve	17,982,765	1,473,731		19,456,496	16,247,638	1,735,127	-	17,982,765	16,185,250	1,726,336	-	17,911,586
(n) Asset Renewal Reserve	33,026,293	416,860	(13,573,320)	19,869,833	29,350,874	11,239,442	(7,564,024)	33,026,293	27,939,867	6,808,341	(11,797,786)	22,950,422
(o) Waste Management Reserve	4,725,245	2,293,252	-	7,018,497	16,198,403	2,693,509	(14,166,667)	4,725,245	15,020,775	294,225	(14,166,667)	1,148,333
(p) Percy Doyle Infrastructure Reserve	85,688	354,141	(200,000)	239,829	85,346	342	-	85,688	85,170	299	-	85,469
	97,958,245	16,587,121	(37,460,158)	77,085,208	110,772,201	26,310,098	(39,124,055)	97,958,245	102,794,229	13,232,787	(47,811,279)	68,215,736

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

8. CASH BACKED RESERVES

(b) Cash Backed Reserves - Purposes

In accordance with Council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

	Reserve name	Anticipated date of use	Purpose of the reserve
(a)	Non-Current Long Service Leave	Ongoing	Created in 2012/13 to facilitate the funding of the non-current portion of long service leave liabilities to City employees.
(b)	Capital Works Carried Forward Reserve	Ongoing	Created in 2006/07 to hold unspent capital works funds carried forward to subsequent financial year(s). The transfer to accumulated surplus is to fund capital works previously carried forward.
(c)	Cash in Lieu of Parking Reserve	Ongoing	Created in 1993/94 with funds previously held in Trust Fund. Represents funds received from developers in lieu of providing car parking. Funds transferred from the reserve will be utilised to fund future car parking requirements. Funds transferred to the reserve includes transfer from Parking Facility Reserve and interest.
(d)	Joondalup Performing Arts and Cultural Facility Reserve	Ongoing	Created in 2000/01 to assist with the design and development of a regional performing arts facility in the Joondalup City Centre. The reserve was renamed in 2005/06 and again in 2009/10 to more appropriately reflect its intent. The transfer from Reserve was mainly to fund the Jinan Garden, at Lot 1001, Teakle Court. The transfer from accumulated surplus represents interest.
(e)	Marmion Car Park Reserve	Ongoing	Created in 2013/14 to receive the State Government's contribution and the unspent portion of City of Joondalup funds for the future construction of a car park next to the Marmion Angling and Aquatic Club.
(f)	Parking Facility Reserve	Ongoing	Created in 2008/09 to hold the operating surpluses arising from the paid parking in the Joondalup City Centre to be applied in the development and provision of facilities and services, both parking and non parking, in the Joondalup City Centre. The transfer from accumulated surplus represents parking operating surplus and interest. Transfer to accumulated surplus is to fund repayments on the $8,500,000 loan taken in 2014/15 to construct the Reid Promenade Car Park and the transfer to the Cash in lieu of Parking reserve.
(g)	Public Art Reserve	Ongoing	Created in 2012/13 for the purpose of providing for the commissioning and purchase of public art works,
(h)	Specified Area Rating - Harbour Rise Reserve	Ongoing	The reserve was created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Harbour Rise specified area. Transfer from accumulated surplus represents interest. Transfers from the reserve are to fund works undertaken in the Harbour Rise specified area.
(i)	Specified Area Rating - Iluka Reserve	Ongoing	The reserve was created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Iluka specified area. Transfer from accumulated surplus represents unspent funds levied during the year and interest.
(j)	Specified Area Rating - Woodvale Waters Reserve	Ongoing	The reserve was created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Woodvale specified area. Transfers from the reserve are to fund works undertaken in the Woodvale area. Transfers from accumulated surplus represents interest.
(k)	Specified Area Rating - Burns Beach Reserve	Ongoing	The reserve was created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Burns Beach specified area. Transfer from accumulated surplus represents unspent funds levied during the year and interest.
(l)	Strategic Asset Reserve	Ongoing	The reserve was created in 2010/11 from the merger of the old Strategic Asset Management and Asset Replacement Reserves, and is intended to fund the acquisition and development of new and renewal of existing City infrastructure and building assets. The transfer from accumulated surplus represents interest. Transfer from reserve was for the funding of Joondalup City Centre lighting project.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2023

8. CASH BACKED RESERVES

Reserve name	Anticipated date of use	Purpose of the reserve
(m) Tamala Park Land Sales Reserve	Ongoing	This reserve was created in 2013/14 to receive the City of Joondalup's share of the dividends from the proceeds of the sales of Tamala Park land to be held and subsequently applied for the purpose of investing in income producing facilities, to build significant one-off community facilities and to assist with the cash flow requirements of developing significant infrastructure assets aligned to the 10 Year Strategic Financial Plan. The transfer from accumulated surplus represents interest.
(n) Asset Renewal Reserve	Ongoing	Created in 2008/09 by consolidating the Heavy Vehicle, Light Vehicle and Plant Replacement reserves with the purpose of supporting the funding of vehicle, plant and equipment purchases. The transfer from accumulated surplus represents interest. Renamed to its current name in 2019-20.
(o) Waste Management Reserve	Ongoing	Renamed in 2009/10 and its purpose updated. The reserve is to fund and support waste management services including but not limited to refuse collection, waste management initiatives and programs, infrastructure and buildings and legal expenses associated with waste management but excluding vehicles, plant and equipment. Transfer from accumulated surplus represents the waste management services operating surplus and interest.

9. FEES & CHARGES REVENUE

	2022/23 Budget	2021/22 Forecast	2021/22 Budget
By Type:	$	$	$
Refuse Charges	22,114,800	21,970,800	21,746,880
Membership Fees	3,023,087	2,899,999	2,764,907
Learn to Swim Program Fees	2,209,177	2,218,634	2,074,304
User Entry Fees	2,231,711	2,040,253	2,104,870
Off Street Parking Fees	1,560,000	1,238,036	1,313,000
On Street Parking Fee	1,312,200	1,068,000	1,080,000
Parking Infringements	318,310	120,310	1,030,000
Inspection Fees	1,148,625	1,114,305	1,053,750
Development Application Fees	750,000	750,000	750,000
Facilities Hire	980,697	921,232	930,664
Other Miscellaneous Charges	1,061,264	834,367	858,189
Building Licence Fees	625,000	700,000	635,000
Property Rental	833,258	811,614	766,995
Court Sport Revenue	493,518	457,780	503,962
Rates Instalments Administration Fee	590,000	583,040	602,500
Fines Enforcement	343,500	300,000	500,000
Dog Registration Fees	400,000	360,000	440,000
Term Program Activities Fees	172,416	178,219	151,655
Merchandise Sales and Other Sales	277,790	303,928	267,471
Private Property Agreements	139,000	131,500	139,000
Land Purchase Enquiries Fees	277,000	303,637	248,000
Multi Storey Car Park Parking Fees	890,000	750,000	850,000
Other Building & Development Charges	110,000	110,000	110,000
Commission	140,900	142,705	145,150
Credit Card Surcharge	114,205	114,205	116,306
Immunisation Fees	100,000	100,000	100,000
Library Fines and Penalties	72,000	72,000	66,000
Park Hire	126,034	121,314	123,867
Cat Registration Fee	60,000	60,000	80,000
	42,474,492	40,775,878	41,552,470

	2022/23 Budget	2021/22 Forecast	2021/22 Budget
Fee to which discount is granted:	$	$	$
Facility Hire	1,156,144	1,135,911	1,129,779
Leisure Centres	300,251	299,550	310,419
Platinum 50+ Adventure	41,907	40,412	80,824
	1,498,302	1,475,873	1,521,022

Facility Hire : Council has adopted a Facility Hire Subsidy Policy which gives local not-for profit community groups and groups from educational institutions access to subsidies of hire fees at City-managed facilities.

Leisure Centres: City of Joondalup residents or ratepayers who are full time students, seniors or have a pension card are entitled to a 25% discount on memberships, short courses, crèche and single casual swim entries at City Leisure Centres. Seniors aged 75 years and above are entitled to a 33.33% discount on memberships, short courses and casual swim entries.

Platinum 50+ Adventure: program is an award winning program which aims to attract and engage participants 50+ years of age in a series of high quality social outings within the City of Joondalup and surrounding areas.

10. REVENUE RECOGNITION

SIGNIFICANT ACCOUNTING POLICIES

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/ Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Specified area rates	Rates charge for specific defined purpose	Over time	Payment dates adopted by Council during the year	Refund in event monies are unspent	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/ Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Revenue recognition
Grants with no contractual commitments	General appropriations and contributions with no specific contractual commitments	No obligations	Not applicable	Not applicable	Cash received	On receipt of funds	Not applicable	When assets are controlled
Refuse Charges	Charge for refuse collection and processing	Over time	Payment dates adopted by Council during the year	None	Adopted by council annually	When taxable event occurs	No refunds	When rates notice is issued
Pool inspections	Statutory-Compliance safety check	Single point in time	Payment dates adopted by Council during the year	None	Set by State legislation	When taxable event occurs	No refunds	When rates notice is issued
Other inspections	Regulatory Food, Health and Safety	Single point in time	Full payment prior to inspection	None	Set by State legislation or limited by legislation to the cost of provision	On receipt of funds	Not applicable	When the fees are paid
Waste management collections	Kerbside collection service	Over time	Payment dates adopted by Council during the year	None	Adopted by council annually	When taxable event occurs	No refunds	When rates notice is issued
Membership fees	Sports/recreation activities	Over time	In full in advance	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
Learn to Swim program	Sports/recreation activities	Over time	In full on booking	None	Adopted by council annually	On receipt of funds	No refunds	Output method Over 12 months matched to access right
User entry fees	Sports/recreation activities	Single point in time	At point of sale/entry	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/ Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Revenue recognition
Off street parking fees	Car Parking	Single point in time	At point of sale/entry	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
On street parking fees	Car Parking	Single point in time	At point of sale/entry	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
Multi Storey car parking fees	Car Parking	Single point in time	At point of sale/entry	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
Parking and other infringements	Fines for breaches of legislation	Single point in time	Payment in full within defined time	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
Development application fees	Compliance with legislation	Single point in time	In full on application	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
Facilities hire	Use of City facilities	Single point in time	In full at point of sale/booking	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
Property rental	Use of building space	Single point in time	Defined time from invoice issue	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
Fees and charges for other goods and services	As per Fees and Charges Schedule	Over time	Payment in full in advance	None	Adopted by council annually	On receipt of funds	No refunds	When the fees are paid
Commissions	Commissions on licencing and ticket sales	Over time	Payment in full on sale	None	Set by mutual agreement with the customer	On receipt of funds	Not applicable	When assets are controlled
Reimbursements	Insurance claims	Single point in time	Payment in arrears for claimable event	None	Set by mutual agreement with the customer	When claim is agreed	Not applicable	When claim is agreed

11. OTHER INFORMATION

	2022/23 Budget	2021/22 Forecast	2021/22 Budget
	$	$	$
The net result includes as revenues			
(a) Interest earnings			
Investments			
Reserve funds	627,899	367,166	312,083
Municipal Funds	487,946	366,822	207,944
Other interest revenue (refer note 1b)	136,500	135,101	146,500
	1,252,345	869,089	666,527
(b) Other revenue			
Bus Shelter Revenue	362,000	360,542	363,164
Other Rebates and Concessions	-	90,364	-
	362,000	450,906	363,164
The net result includes as expenses			
(c) Auditors remuneration			
Audit services	86,100	86,100	86,100
	86,100	86,100	86,100
(d) Interest expenses (finance costs)			
Borrowing	88,500	144,593	154,842
Interest expense on lease liabilities	244,875	176,370	174,356
Other interest and accrued interest movements	(6,225)	5,869	(5,807)
	327,150	326,832	323,391
(e) Elected members remuneration			
Mayoral Meeting Fee	48,704	47,516	47,516
Mayoral Local Government Allowance	91,997	89,753	89,753
Mayoral Conference and Training Expenses	16,600	20,800	16,100
	157,301	158,069	153,369
Deputy Mayoral Local Government Allowance	22,999	22,438	22,438
Elected Members Meeting Fee	389,640	377,496	380,136
Elected Members Conference and Training expenses	92,400	92,199	88,800
Elected Members Presentation Items	-	-	4,000
Elected Members Training expenses	24,000	20,000	34,000
Reimbursement for Travel and Child Costs	34,000	32,001	32,000
Reimbursement for other specified expenses	15,600	15,600	15,600
Information Technology Allowance	45,500	45,500	45,500
Elected Member Clothing	1,000	1,000	1,000
	625,139	606,234	623,474
(f) Write offs			
Rates	10,000	10,000	10,000
Fees and charges	3,500	2,572	3,500
	13,500	12,572	13,500

12. MAJOR LAND TRANSACTIONS

Tamala Park Land Sales

Details

The Tamala Park Regional Council (TPRC) was established in January 2006 for the purpose of the development of the Tamala Park land jointly owned by seven local governments, including the City of Joondalup.

13. TRADING UNDERTAKINGS AND MAJOR TRADING UNDERTAKINGS

It is not anticipated that any trading undertakings or major trading undertakings will occur in 2022/23

14. TRUST FUNDS

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Detail	Estimated Balance 30 June 2022	Estimated amounts received	Estimated amounts paid	Estimated balance 30 June 2023
	$	$	$	$
Burns Beach Dual Use Path Funds	24,941	-	(24,941)	-
Duffy House Funds	103,673	-	(90,231)	13,442
Conolly Residents Association	85,897	-	-	85,897
	214,511	-	(115,172)	99,339

15. INTERESTS IN JOINT ARRANGEMENTS

The Tamala Park Regional Council (TPRC) was established in January 2006 for the purpose of the development of the Tamala Park land jointly owned by seven local governments, including the City of Joondalup, which has 1/6 equity in the land.

	2022/23 Budget	2021/22 Forecast	2021/22 Budget
	$	$	$
Non-current assets			
Distribution Received	1,333,333	1,666,667	1,666,667
	1,333,333	1,666,667	1,666,667

SIGNIFICANT ACCOUNTING POLICIES

INTERESTS IN JOINT ARRANGEMENTS

Joint arrangements represent the contractual sharing of control between parties in a business venture where unanimous decisions about relevant activities are required.

Separate joint venture entities providing joint venturers with an interest to net assets are classified as a joint venture and accounted for using the equity method.

Joint venture operations represent arrangements whereby joint operators maintain direct interests in each asset and exposure to each liability of the arrangement. The City of Joondalup's interests in the assets liabilities revenue and expenses of joint operations are included in the respective line items of the financial statements.

16. SIGNIFICANT ACCOUNTING POLICIES - OTHER INFORMATION

GOODS AND SERVICES TAX (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CRITICAL ACCOUNTING ESTIMATES

The preparation of a budget in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

COMPARATIVE FIGURES

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

BUDGET COMPARATIVE FIGURES

Unless otherwise stated, the budget comparative figures shown in the budget relate to the original budget estimate for the relevant item of disclosure.

Capital Expenditure 2022/2023

Capital Projects

Project Number	Cost Code	Team	Description				Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
220-01	C1001	220	Ocean Reef Marina				121,200	-	-	-	-	-	-	-	121,200
220-03	C1041	220	Joondalup City Centre Development				72,000	-	-	-	-	-	-	-	72,000
220-04	C1060	220	Cafes/Kiosks/Restaurants - Pinnaroo Point				60,000	-	-	-	-	-	-	-	60,000
220-05	C1060	220	Cafes/Kiosks/Restaurants - Burns Beach				240,000	-	-	-	-	-	-	-	240,000
432-1	C1200	432	Library book purchases				206,898	-	-	-	-	-	-	-	206,898
432-2	C1200	432	Library periodical purchases				32,736	-	-	-	-	-	-	-	32,736
631.1	0000	631	WOC CCTV Upgrade				50,000	-	-	-	-	-	-	-	50,000
			Corporate Projects				**782,834**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**782,834**
432-3		432	Self-serve kiosk replacement				120,000	-	-	-	-	-	-	-	120,000
432-4		432	Smart Return Shelves				39,000	-	-	-	-	-	-	-	39,000
627.1	A6208	627	Plotter for Infrastructure Services				20,000	-	-	-	-	-	-	-	20,000
			Information Technology Projects				**179,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**179,000**
333-1	C1008	333	Server room cabling (Admin)				295,000	-	-	-	-	-	-	-	295,000
333-2	C1010	333	Server room cabling (WOC)				189,000	-	-	-	-	-	-	-	189,000
345-1		345	City Centre CCTV Hardware Replacement Program				48,000	-	-	-	-	-	-	-	48,000
345-2		345	Tom Simpson Park CCTV Server Replacement				13,000	-	-	-	-	-	-	-	13,000
345-3		345	Bramston Park CCTV Camera Replacement Program				25,000	-	-	-	-	-	-	-	25,000
345-4		345	Penistone Park CCTV Server Replacement				13,000	-	-	-	-	-	-	-	13,000
345-5		345	Reid Promenade Car Park CCTV Camera replacement program				155,000	-	-	-	-	-	-	-	155,000
424-1	A4204	424	Office Change of Layout-planning services				21,000	-	-	-	-	-	-	-	21,000
442-1	C1020	442	Acquisitive IAP				25,000	-	-	-	-	-	-	-	25,000
442-2	C1021	442	Purchase of Artworks				20,000	-	-	-	-	-	-	-	20,000
442-3	C1077	442	Public Art				50,000	262,049	-	-	-	-	-	-	312,049
442-4	C1078	442	Commissioning for the City's Art Collection				5,000	-	-	-	-	-	-	-	5,000
444-1		444	Basketball Backboard Upgrade				85,000	-	-	-	-	-	-	-	85,000
444-2		444	Filter refurbishment 25m and spa				90,000	-	-	-	-	-	-	-	90,000
444-3		444	Chlorine gas pipework				30,000	-	-	-	-	-	-	-	30,000
526-1	526-1	526	Live video streamining				40,000	-	-	-	-	-	-	-	40,000
			Other Capital Projects				**1,104,000**	**262,049**	**-**	**-**	**-**	**-**	**-**	**-**	**1,366,049**
			Total Projects				**2,065,834**	**262,049**	**-**	**-**	**-**	**-**	**-**	**-**	**2,327,883**

Capital Works

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
BCW2020	W4104	644	Building Component Renewal Program	Renewal of building components, such as fixtures and fittings, as required based on asset condition reports	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	120,000

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
BCW2025	W2609	644	Building Capital Upgrade Works	Minor building upgrade works at facilities, as per the Building Asset Management Plan	Multiple Suburbs	Various	50,000	-	-	-	-	-	-	-	50,000
BCW2450	W2616	644	Environmental Initiatives	Water and energy efficiency initiatives	Multiple Suburbs	Various	100,000	-	-	-	-	-	-	-	100,000
BCW2540		644	Auto Door Access Control Upgrades	Upgrade of access control system for auto-doors at City buildings	Multiple Suburbs	Various	-	-	-	345,000	-	-	-	-	345,000
BCW2573	W3070	644	Short Life Services Renewal Program	Renewal of short life systems, such as hot water systems, electrical switch boards and air-conditioning units, across identified facilities	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	100,000
BCW2595		644	Christchurch Park Changerooms Refurbishment	Refurbishment of toilet/changeroom. Works include new storage area	Currambine	North	30,000	-	-	-	-	-	-	-	30,000
BCW2620		644	Civic Centre Slab Waterproofing	Waterproofing of the suspended roof slabs and drainage improvements in the Civic Centre and Library undercroft parking areas	Joondalup	North	-	-	-	-	-	-	-	-	650,000
BCW2625		644	Ocean Reef Park Toilets and Changerooms	Reconstruction of toilet / changerooms	Ocean Reef	North Central	405,000	-	-	-	-	-	-	-	850,000
BCW2634	W3664	644	Duffy House Restoration	Restoration of Duffy House including a new access road, fencing and UAT	Woodvale	Central	-	-	90,231	-	-	-	-	-	90,231
BCW2640		644	Percy Doyle Football / Tee Ball Clubroom	Upgrade of changerooms for unisex usage and construction of external park universal access toilet and additional storage facilities. Works include renewal of heating, cooling, alarm system, flooring and walls rendering as required	Duncraig	South	40,000	-	-	-	-	-	-	-	40,000
BCW2641		644	Changeroom Shower Modifications	Modifications to existing changerooms to meet individual privacy and unisex requirements	Multiple Suburbs	Various	-	-	-	95,000	-	-	-	-	95,000
BCW2650		644	Sorrento Football Changerooms	Additions to changerooms and grandstands	Duncraig	South	-	-	-	700,000	-	-	-	-	700,000
BCW2666	W4176	644	Craigie LC Geothermal Bore Replacement	Replacement of the geothermal bore at Craigie Leisure Centre	Craigie	Central	-	-	-	-	-	-	-	-	950,000
BCW2667		644	Joondalup Reception Centre Refurbishment	Refurbishment of toilets, replacement of carpets, blinds and light fittings as required	Joondalup	North	75,000	-	-	-	-	-	-	-	175,000
BCW2668		644	Flinders Park Roof Replacement	Replace existing terracotta roof tiles with a colorbond metal roof	Hillarys	South-West	-	-	-	145,000	-	-	-	-	145,000
BCW2669		644	Greenwood Scout Hall Refurbishment	Refurbishment works at Greenwood Scout Hall and minor works at Calectasia Hall	Greenwood	South-East	-	-	-	40,000	-	-	-	-	40,000
BCW2670		644	Duncraig Early Learning Centre UAT	Installation of new universal access toilet and 2 ambulant toilets at Duncraig Early Learning Centre	Duncraig	South	50,000	-	-	-	-	50,000	-	-	100,000
BCW2671		644	Joondalup Undercroft Lakeside Entrance	New entrance to the undercroft parking from Lakeside Drive	Joondalup	North	40,000	-	-	-	-	-	-	-	40,000
			Major Building Capital Works Program				**790,000**	**-**	**90,231**	**1,325,000**	**-**	**50,000**	**-**	**-**	**4,620,231**
FNM2051	W2622	623	Coastal Fencing Program	Renewal of fencing within coastal foreshore reserve and along pathways servicing the area	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	120,000
FNM2058	W3076	623	Conservation Reserves Signage	Design, fabrication and installation of signage in conservation reserves	Multiple Suburbs	Various	20,000	-	-	-	-	-	-	-	20,000
FNM2076	W3078	623	Natural Areas Asset Improvement Program	Renewal of existing assets and provision of new infrastructure within in natural areas	Multiple Suburbs	Various	30,000	-	-	-	-	-	-	-	30,000
FNM2085	W3892	623	Craigie OS Bushland Path Renewals	Renewal and upgrade works to existing pathways in Craigie Open Space bushland	Craigie	Central	-	-	-	-	-	-	-	-	100,000
FNM2095		623	Mullaloo North Beach Connection	Construction of beach access from Mullaloo North Beach to coastal dual use path	Mullaloo	North Central	20,000	-	-	-	-	-	-	-	20,000
			Foreshore and Natural Areas Mgmt Program				**70,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**290,000**
FPN2011	W1228	621	Minor Pathway Facilities	Construction of small missing path links to activity centres	Multiple Suburbs	Various	20,000	-	-	-	-	-	-	-	20,000
FPN2152		621	Kinross Drive	Construction of school connection pathway on western side of Callander Park from Kinross Primary School to 42 Kinross Drive	Kinross	North	25,000	-	-	-	-	-	-	-	25,000
FPN2237		621	Barradine Way	Construction of school connection pathway on western verge, connecting Craigie Drive PAW to the school.	Craigie	Central	32,000	-	-	-	-	-	-	-	32,000
FPN2240	W3472	621	Burns Beach to Mindarie Dual Use Path	Revegetation of disturbed batters on the Dual Use Path, between Mindarie and Burns Beach	Burns Beach	North	-	-	24,941	-	-	-	35,059	-	60,000
FPN2248		621	Waterford Drive to Fenton Way	Construction of PAW pathway within Fenton Way Urban Area, from Waterford Drive bus stop to Fenton Way	Hillarys	South-West	11,000	-	-	-	-	-	-	-	11,000
FPN2250		621	Oakland Hills / Delamere Roundabout Path	Construction of new path connection along Oakland Hills Boulevard to roundabout on Delamere Avenue	Currambine	North	16,500	-	-	-	-	-	-	-	16,500
FPN2275		621	Sycamore Drv - Tecoma St to Scadden St	Construction of new pathway on north / west verge of Sycamore Drive, from Tecoma Street to Scadden Street, connecting to existing pathways servicing the shopping centre, parks and train station	Duncraig	South	93,000	-	-	-	-	-	-	-	93,000
FPN2289		621	Colac Way	Construction of pathway on northern verge of Colac Way connecting existing sections of Hepburn Avenue path	Duncraig	South	20,000	-	-	-	-	-	-	-	20,000
FPN2291		621	Dromana Place	Construction of school connection pathway on eastern verge, connecting Barwon Park PAW to Barradine Way, including new pedestrian crossing facilities at Barradine Way	Craigie	Central	47,000	-	-	-	-	-	-	-	47,000
FPN2298		621	Eddystone Avenue Shared Path Upgrade	Upgrade of existing pathway along Eddystone Avenue to 2.5m wide asphalt, from Whitfords Avenue to Craigie Drv (1.8km). Project 50% funded by Department of Transport as part of the WA Bike Network Program. Second stage to extend to Ocean Reef Road.	Multiple Suburbs	Various	205,000	-	-	415,000	-	-	-	-	830,000

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
FPN2299		621	Hillarys Cycle Network Expansion	Upgrade to the coastal shared path to 4m, including other path associated upgrades between Hillarys and Burns Beach, and new 3m shared path along Hepburn Ave from Gibson Ave to Whitfords Ave. Project 100% funded by State Govt through Dept. of Transport.	Multiple Suburbs	Various	-	-	-	285,000	-	-	-	-	1,585,000
FPN2305		621	Liwara Place	Construction of school connection pathway on southern verge, connecting Orkney Road to existing principle shared pathway (PSP)	Greenwood	South-East	20,000	-	-	-	-	-	-	-	20,000
			New Paths				**489,500**	**-**	**24,941**	**700,000**	**-**	**-**	**35,059**	**-**	**2,759,500**
FPR2001	W1233	621	Pathway Replacement Program	Replacement, and upgrade where required, of existing pathways throughout the City	Multiple Suburbs	Various	-	-	-	75,000	-	-	-	-	105,000
FPR2018	W1045	621	Pedestrian Accessibility Improvements	Pedestrian accessibility improvements at intersections, crossing points and connection links for schools and places of congregation	Multiple Suburbs	Various	-	-	-	75,000	-	-	-	-	75,000
FPR2253		621	Kennedya Drive	Replace existing red asphalt shared pathway on southern side from Joondalup Drive, extend with new pathway to Waabiyn Way boundary and new pathway on northern verge of Kennedya Drive	Joondalup	North	62,000	-	-	-	-	-	-	-	122,000
FPR2256		621	Joondalup Drive - Shenton to Moore	Replace existing asphalt path along western verge to a 3.0m wide shared path standard with flushed kerb edging, from Shenton Avenue to Moore Drive	Joondalup	North	-	-	-	-	-	-	-	-	250,000
FPR2268		621	Marmion Ave - Edinburgh to Burns Beach	Replace existing red asphalt pathway on the eastern verge of Marmion Avenue, from Edinburgh Avenue to Burns Beach Road	Kinross	North	-	-	-	-	-	-	-	-	185,000
FPR2283		621	Joondalup Drv - Treetop to Wedgewood	Replace existing red asphalt pathway on eastern verge of Joondalup Drive, from Treetop Avenue to Wedgewood Drive, to a 3.0m wide shared path standard with flushed kerbing	Edgewater	North Central	-	-	-	405,000	-	-	-	-	405,000
FPR2292		621	Beaumaris Park & Copeland Gardens	Replace existing asphalt paths on verge of Copeland Gardens and withing Beaumaris Park. Works include concrete formalisation of firebreak adjacent to 7 Koorara Place	Ocean Reef	North Central	-	-	-	-	-	-	-	-	185,000
FPR2293		621	Connolly Drive - Sussex to Burns Beach	Replace existing asphalt path along western verge of Connolly Drive, from Sussex Way to Burns Beach Road	Currambine	North	-	-	-	-	-	-	-	-	135,000
FPR2294		621	Joondalup Drive - Clarke to Collier	Replace existing asphalt path along eastern verge of Joondalup Drive, from Clarke Crescent to Collier Pass	Joondalup	North	-	-	-	-	-	-	-	-	140,000
			Slab Path Replacement				**62,000**	**-**	**-**	**555,000**	**-**	**-**	**-**	**-**	**1,602,000**
LTM2003		621	Bus Shelter / Stops Program	Installation of bus shelters, upgrade of pads and linking pathways, at specified locations throughout the City	Multiple Suburbs	Various	35,000	-	-	-	-	-	-	-	35,000
LTM2126		621	Electra Street Intersection Treatment	Traffic treatment, including splitter island, at the intersection with Fantome Road	Craigie	Central	-	-	-	-	-	-	120,000	-	125,000
LTM2132	W2862	621	Minor Road Safety Improvements	School warden crossing infrastructure improvements, minor road barrier treatments, plus minor road line-marking improvements	Multiple Suburbs	Various	50,000	-	-	-	-	-	-	-	50,000
LTM2153	W3523	621	Boas Avenue Intersections Upgrades	Improvements to enhance connectivity and pedestrian crossings at various intersections along Boas Avenue	Joondalup	North	-	-	-	-	-	-	329,176	-	434,176
LTM2166		621	Gwendoline Drive Median Upgrade	Road safety improvements along Gwendoline Drive, between Ocean Reef Road and Gradient Way	Beldon	Central	192,000	-	-	-	-	-	-	-	215,000
LTM2177		621	Grand Boulevard Bus Lanes	Bus priority lanes between Shenton Ave and Collier Pass, as indicated in the Joondalup Activity Centre Plan	Joondalup	North	-	-	-	230,000	-	-	15,000	-	245,000
LTM2185		621	Castlecrag/Henderson Intersection Upgrade	Install raised splitter islands at the intersection of Henderson Drive, with supporting modifications to the connecting pathways	Kallaroo	Central	45,000	-	-	-	-	-	-	-	45,000
LTM2191		621	Camberwarra School Crossing Upgrade	Install pedestrian crossing facilities at the intersection of Camberwarra Drive and Dromana Place	Craigie	Central	40,000	-	-	-	-	-	-	-	40,000
LTM2192		621	Erindale Road School Crossing Upgrade	Install new children's crossing path and line-marking south of the existing crossing at the intersection of Eddington Road. Project to include upgrade of median intersection design	Warwick	South	105,000	-	-	-	-	-	-	-	105,000
LTM2194		621	Scaphella/Meridian Intersection Upgrade	Install new splitter island on Scaphella Avenue and pedestrian safety improvements, including cut-through in splitter island and upgraded path connections across Meridian Drive	Mullaloo	North Central	-	-	-	70,000	-	-	-	-	70,000
LTM2195		621	Cowper/Parker Intersection Upgrade	Modify intersection alignment at Cowper Road, connecting into Parker Avenue.	Sorrento	South-West	130,000	-	-	-	-	-	-	-	150,000
LTM2201		621	Trappers Drive Intersections Upgrades	Upgrade pedestrian pathway connections and install/upgrade splitter islands to improve all traffic movements at Camarino Drive and Chichester Drive intersections, and replace pathway on eastern side of Trappers Drive to current standards	Woodvale	Central	-	-	-	235,000	-	-	-	-	235,000
			Local Traffic Management				**597,000**	**-**	**-**	**535,000**	**-**	**-**	**464,176**	**-**	**1,749,176**
MPP2006	W3527	644	Cafes/Kiosks/Restaurants Pinnaroo Point	Construction of a Cafe/Kiosk/Restaurant at Pinnaroo Point	Hillarys	South-West	-	-	-	-	-	-	613,000	-	613,000
MPP2050	W3326	644	Craigie Leisure Centre Upgrades Stage 1	Sports courts, gym and car park. Refurbishment of general rooms, fitting, fixtures and dry side. Extension to gym, group fitness and creche area. Car park upgrades	Craigie	Central	-	-	-	-	-	-	-	-	3,916,965
MPP2058	W3529	644	Chichester Park Clubrooms Redevelopment	Chichester Park Clubrooms redevelopment	Woodvale	Central	-	-	-	-	-	-	-	-	4,175,614
MPP2074		644	Multi-Storey Car Park - McLarty Avenue	Construction of a multi-storey car park in the Joondalup City Centre at 104 McLarty Avenue	Joondalup	North	-	-	-	-	-	-	-	-	300,000
MPP2076		644	Sorrento SLSC Redevelopment	Redevelopment of Sorrento Surf Live Saving Club	Sorrento	South-West	-	-	-	-	-	-	-	-	814,000
MPP2077		644	Burns Beach - Cafes/Kiosks/Restaurants	Construction of a Cafe/Kiosk/Restaurant at Burns Beach foreshore	Burns Beach	North	-	-	-	-	-	-	-	-	465,000

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
MPP2080		644	Burns Beach Coastal Node Redevelopment	Redevelopment of infrastructure at the Burns Beach Coastal Node, aligning with the construction of a Cafe/Kiosk/Restaurant at Burns Beach foreshore, as per the Burns Beach Master Plan	Burns Beach	North	-	-	-	-	-	-	-	-	497,000
MPP2082		644	OR Marina Club & Commercial Development	City contribution to new Ocean Reef Sea Sports Club Facility at Ocean Reef Marina	Ocean Reef	North Central	-	-	-	-	-	1,750,000	-	-	3,500,000
			Major Projects Program				**-**	**-**	**-**	**-**	**-**	**1,750,000**	**613,000**	**-**	**14,281,579**
PDP2222		623	Ocean Reef Park LMP	Upgrade of deteriorating irrigation system and associated works as part of Landscape Master Planning principles	Ocean Reef	North Central	590,000	-	-	-	-	-	23,999	-	788,999
PDP2252	W2169	623	Tree Planting Program	Planting of new trees	Multiple Suburbs	Various	175,000	-	-	-	-	-	-	-	175,000
PDP2271		623	Irrigation Renewals	Irrigation renewals at various parks throughout the City	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	50,000
PDP2282	W3547	623	Dog Exercise Park Development	Development of a fenced dog exercise facility	Multiple Suburbs	Various	-	-	-	-	-	-	246,384	-	246,384
PDP2322		623	McCubbin Park Irrigation Renewals	Renewal of cabinet and flow meter and installation of iron filter at McCubbin Park, as identified through condition assessments	Woodvale	Central	110,000	-	-	-	-	-	33,200	-	173,200
PDP2348		623	Barridale Park Irrigation Renewal	Renewal of inground irrigation network, including hydrozoning and ecozoning principles, due to pathogens	Kingsley	South-East	10,000	-	-	-	-	-	-	-	10,000
PDP2351		623	Clifford Coleman Park Amenity Upgrades	Amenity upgrade at Clifford Coleman Park	Marmion	South	225,000	-	-	-	-	-	-	-	225,000
PDP2354		623	Killen/Sycamore Park Amenity Upgrades	Upgrade of Killen Park and Sycamore Park utilising principles embedded within the Landscape Master Plan program	Duncraig	South	400,000	-	-	-	-	-	-	-	400,000
PDP2355		623	Padbury N/E Cluster Parks Revitalisation	Landscape improvements to Wentworth Park, Fraser Park and Byrne Park	Padbury	South-West	645,000	-	-	-	-	-	-	-	645,000
PDP2359		623	Percy Doyle Soccer Irrigation Network	Renewal of inground irrigation at Percy Doyle Soccer Oval #1	Duncraig	South	-	-	-	45,000	-	-	-	-	45,000
PDP2360		623	Cliff Park Landscaping Improvements	Upgrade of basin area, to create an irrigated turf area, with surrounding mulch and tree planting. Works include installation of universal access pathways and swing access gate	Marmion	South	-	-	-	115,000	-	-	-	-	115,000
PDP2361		623	Gascoyne Park Iron Filter Installation	Installation of bore iron filter at Gascoyne Park	Woodvale	Central	-	-	-	95,000	-	-	-	-	95,000
PDP2362		623	Warwick North Cluster Parks Revitalisation	Landscape improvements to Hillwood Park North, Carr Park and Hillwood Park South	Warwick	South	30,000	-	-	-	-	-	-	-	30,000
PDP2363		623	Greenwood N/E Cluster Parks Revitalisation	Landscape improvements to Hartley Park, Birch Park and Filbert Park	Greenwood	South-East	30,000	-	-	-	-	-	-	-	30,000
PDP2364		623	Whitfords West Park Amenity Improvement	Upgrade of Whitfords West Park utilising principles embedded within the Landscape Master Plan program	Kallaroo	Central	25,000	-	-	-	-	-	-	-	25,000
			Parks Development Program				**2,240,000**	**-**	**-**	**255,000**	**-**	**-**	**303,583**	**-**	**3,053,583**
PEP2044	W1273	623	Universal Access Paths Program	Installation of universal access paths and ramps, providing connectivity to play equipment in various parks	Multiple Suburbs	Various	80,000	-	-	-	-	-	-	-	80,000
PEP2075	W2452	623	Parks Asset Replacement / Renewal	Renewal of existing assets at parks and public open spaces throughout the City	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	60,000
PEP2517	W2875	623	Tennis Court Resurfacing Program	Resurfacing of tennis courts and renewal of associated infrastructure at specified locations throughout the City	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	60,000
PEP2521		623	McKirdy Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Marmion	South	38,000	-	-	-	-	-	-	-	78,000
PEP2619	W3133	623	Bollard and Fencing Renewal Program	Replacement of existing bollards and fencing at parks and public open spaces throughout the City	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	50,000
PEP2625		623	Glenmere Park Playspace Renewal	Replacement of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Warwick	South	34,400	-	-	-	-	-	-	-	74,400
PEP2626		623	Naturaliste Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Iluka	North	8,000	-	-	-	-	-	-	-	8,000
PEP2629	W2469	623	Cricket Infrastructure Renewal Citywide	Renewal of existing cricket infrastructure at parks and public open spaces throughout the City	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	50,000
PEP2638	W2471	623	Park Seating Renewal Citywide	Renewal of park seating infrastructure, using latest seating style, at parks and public open spaces throughout the City	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	40,000
PEP2644	W2476	623	Park Vehicle Entry Renewal Citywide	Removal of existing chain gates, and installation of new swing gates and concrete pads, at parks and public open spaces throughout the City	Multiple Suburbs	Various	-	-	-	95,000	-	-	-	-	125,000
PEP2707	W3555	623	Whitfords Nodes Health & Wellbeing Hub	Amalgamation of two existing playspaces into a regional park, inclusive of softfall, retaining walls, bench seating and shade trees	Hillarys	South-West	-	-	-	-	-	-	328,188	-	328,188
PEP2762		623	Oleaster Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Greenwood	South-East	8,000	-	-	-	-	-	-	-	8,000
PEP2763		623	Kanangra Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Greenwood	South-East	59,000	-	-	-	-	-	-	-	104,500
PEP2776	W1446	623	Shade Sail Program	Installation of playspace shade sails at specified locations throughout the City	Multiple Suburbs	Various	50,000	-	-	-	-	-	-	-	50,000
PEP2786		623	Castlecrag Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Kallaroo	Central	100,900	-	-	-	-	-	-	-	120,900
PEP2787	W3913	623	Basketball Pad Replacement Program	Renewal of existing basketball pads throughout the City	Multiple Suburbs	Various	25,000	-	-	-	-	-	-	-	50,000
PEP2791		623	Ocean Reef Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Ocean Reef	North Central	65,400	-	-	-	-	-	-	-	120,900
PEP2795		623	Flinders Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Hillarys	South-West	81,900	-	-	-	-	-	-	-	130,900
PEP2796		623	Gerda Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees.	Greenwood	South-East	58,400	-	-	-	-	-	-	-	74,400

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
PEP2801		623	Cliff Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees.	Marmion	South	68,900	-	-	-	-	-	-	-	74,400
PEP2802		623	Lakevalley Park Playspace Renewal	Playground equipment replacement and upgrade, with rubber softfall, limestone retaining walls and associated reparation works	Edgewater	North Central	68,400	-	-	-	-	-	-	-	120,900
PEP2804		623	Melene Park Playspace Renewal	Playground equipment replacement and upgrade, with rubber softfall, limestone retaining walls and associated reparation works	Duncraig	South	99,900	-	-	-	-	-	-	-	120,900
PEP2805		623	Legana Park Playspace Renewal	Playground equipment replacement and upgrade, with rubber softfall, limestone retaining walls and associated reparation works	Kingsley	South-East	8,000	-	-	-	-	-	-	-	8,000
PEP2806		623	Glenbank Park Playspace Renewal	Playground equipment replacement and upgrade, with rubber softfall, limestone retaining walls and associated reparation works	Kallaroo	Central	8,000	-	-	-	-	-	-	-	8,000
PEP2813		623	Greenlaw Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Duncraig	South	78,400	-	-	-	-	-	-	-	120,900
PEP2814		623	Poseidon Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Heathridge	North Central	8,000	-	-	-	-	-	-	-	8,000
PEP2815		623	Baltusrol Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Connolly	North Central	8,000	-	-	-	-	-	-	-	8,000
PEP2847		623	Galston Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Duncraig	South	55,900	-	-	-	-	-	-	-	120,900
PEP2848		623	Water Tower Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Joondalup	North	8,000	-	-	-	-	-	-	-	8,000
PEP2849		623	Barridale Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Kingsley	South-East	8,000	-	-	-	-	-	-	-	8,000
PEP2850		623	Bridgewater Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Kallaroo	Central	8,000	-	-	-	-	-	-	-	8,000
PEP2851	W0000	623	Admiral Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Heathridge	North Central	8,000	-	-	-	-	-	-	-	8,000
PEP2852		623	Hillarys Park Playspace Renewal	Renewal of existing play equipment, inclusive of softfall, retaining walls, bench seating and shade trees	Hillarys	South-West	-	-	-	-	-	-	-	-	8,000
PEP2853		623	BMX Track Upgrades	Improvements to existing BMX tracks throughout the City	Multiple Suburbs	Various	63,000	-	-	-	-	-	-	-	130,000
PEP2854		623	Basketball Pad Installation	Installation of new basketball pad facilities at specified locations throughout the City	Multiple Suburbs	Various	45,000	-	-	-	-	-	-	-	45,000
PEP2855		623	Nanika Park Playspace Installation	Installation of new playspace in Nanika Park	Joondalup	North	8,000	-	-	-	-	-	-	-	8,000
PEP2862		623	Sir James McCusker - Place of Reflection	Installation of Place of Reflection near Serena Way, including bench, lighting, signage and connecting infrastructure	Iluka	North	-	-	-	-	-	-	-	-	47,000
PEP2865		623	West Coast / Troy Ave Fountain & Shower	Installation of new drinking fountain and shower facilities on Marmion Foreshore, West Coast Drive opposite Troy Avenue.	Marmion	South	30,000	-	-	-	-	-	-	-	30,000
			Parks Equipment Prog				**1,190,500**	**-**	**-**	**95,000**	**-**	**-**	**328,188**	**-**	**2,503,188**
PFP2066	W3354	621	Pinnaroo Point Parking Improvements	Parking improvements to cater for the new Pinnaroo Point Café	Hillarys	South-West	150,000	-	-	-	-	-	173,133	-	450,000
PFP2084		621	Prince Regent Park Parking Improvements	Upgrade ACROD facilities in existing carpark and relocation of pathways along Prince Regent Drive and Fortescue Loop for verge parking options	Heathridge	North Central	25,000	-	-	140,000	-	-	-	-	165,000
PFP2087		621	Juniper Park Parking Improvements	Construction of ACROD facilities and 2 standard hardstand bays on the verge and pathway relocation works along Juniper Way for verge parking options	Duncraig	South	-	-	-	75,000	-	-	-	-	75,000
PFP2098		621	Warrigal Park Parking Improvements	Improvements to the existing west and east carparks, including resurfacing, kerbing and ACROD bays. Works include path connectivity improvements around Warrigal Park and a drinking fountain	Greenwood	South-East	-	-	-	195,000	-	-	-	-	195,000
PFP2099		621	Poseidon Primary - Roderick Court	Construction of parking bays to manage the informal School parking occurring on the verge of Roderick Court	Heathridge	North Central	50,000	-	-	50,000	-	-	-	-	100,000
PFP2100		621	Parnell Avenue PAW Parking Installation	Installation of parking facilities at the closed road PAW on Parnell Avenue, between Lane Two and Clontarf Street. Works to include pedestrian crossing improvements and resurfacing of surrounding laneways	Sorrento	South-West	-	-	-	245,000	-	-	-	-	245,000
PFP2101		621	St Patricks PAW Parking Installation	Installation of parking facilities at the closed road PAW on St Patrick Road, between Lane Three and High Street. Works to include pedestrian crossing improvements and resurfacing of surrounding laneways	Sorrento	South-West	-	-	-	95,000	-	-	-	-	95,000
			Parking Facilities Program				**225,000**	**-**	**-**	**800,000**	**-**	**-**	**173,133**	**-**	**1,325,000**
RDC2003	W4112	621	Bridge & Underpass Refurbishment Program	Undertake routine renewal/refurbishment of underpasses and bridges to ensure asset preservation, meet structural ratings, and for safety and security consideration	Multiple Suburbs	Various	25,000	-	-	-	-	-	-	-	25,000
RDC2008	W3946	621	Major Road & Intersection Improvement Program	Dual carriageway conversions with bicycle lanes, left/right turn lanes of existing single carriageway arterial road - funding subject to multi-criteria analysis as part of Metropolitan Regional Road Program (MRRG) and COJ Transportation Study	Multiple Suburbs	Various	75,000	-	-	-	-	-	-	-	75,000
RDC2024	W3947	621	Shenton Avenue Upgrade Design	Design of upgrade of Shenton Avenue from the Mitchell Freeway interchange to Joondalup Drive intersection	Joondalup	North	-	-	-	-	-	-	199,529	-	199,529

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
RDC2025	W3948	621	Whitfords/Gibson Intersection Upgrade	Upgrade of Whitfords Avenue and Gibson Avenue intersection as identified by the MRNR. Double right turn out of Gibson and pedestrian facilities to current standards	Padbury	South-West	90,000	-	-	136,056	-	-	-	-	226,056
RDC2026	W3949	621	Whitfords/Kingsley Intersection Upgrade	Upgrade of Whitfords Avenue and Kingsley Drive intersection as identified in the MRNR. Double right turn out of Kingsley Drive and pedestrian facilities to current standards	Kingsley	South-East	50,000	-	-	68,400	-	-	-	-	118,400
RDC2027		621	Joondalup/Hodges Intersection Upgrade	Upgrade of Joondalup Drive and Hodges Drive intersection, including additional right turn lane from Hodges Dr to Joondalup Dr southbound, extension of turning pockets and streetlight, pedestrian facilities and Mitchell Fwy southbound access upgrades	Joondalup	North	-	-	-	400,000	-	-	679,400	-	1,427,600
RDC2028		621	Mullaloo Drive Retaining Wall	Refurbishment of the existing limestone retaining wall supporting Warringah Close and City land only.	Mullaloo	North Central	-	-	-	-	-	-	-	-	100,000
			Major Road Construction Program				**240,000**	**-**	**-**	**604,456**	**-**	**-**	**878,929**	**-**	**2,171,585**
RPR2004	W1108	621	Road Preservation and Rehabilitation Program	Renewal and rehabilitation works on the access roads, local distributor roads and laneways, within the City's road network	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	220,000
RPR3049		621	Hawkins Avenue	Hocking Parade to Kempenfeldt Avenue. Resurfacing and rehabilitation works to local access road	Sorrento	South-West	-	-	-	-	-	-	-	-	155,000
RPR3056		621	Lyell Grove	Timberlane Drive to Castlegate Way. Resurfacing and rehabilitation works to local access road	Woodvale	Central	-	-	-	-	-	-	-	-	102,000
RPR3133		621	Parker Avenue	Hood Terrace to Drakes Walk, including Frobisher Avenue roundabout and approaches. Resurfacing and rehabilitation works to local access road	Sorrento	South-West	-	-	-	-	-	-	9,000	-	153,000
RPR3139		621	Gwendoline Drive	Ocean Reef Road to Gradient Way, including median and intersection traffic treatments. Resurfacing and rehabilitation works to local distributor road	Beldon	Central	-	-	-	168,000	-	-	-	-	197,000
RPR3156		621	Everard Close	Lyell Grove to both cul-de-sacs. Resurfacing and rehabilitation works to local access road	Woodvale	Central	-	-	-	-	-	-	-	-	60,000
RPR3170		621	Allenswood / Blackall Roundabout	Allenswood Road and Blackall Drive roundabout, including approaches. Resurfacing and rehabilitation works to local distributor road	Greenwood	South-East	-	-	-	-	-	-	-	-	75,000
RPR3238		621	Margery Close	Gwendoline Drive to cul-de-sac. Resurfacing and rehabilitation works to local access road	Beldon	Central	3,000	-	-	-	-	-	-	-	40,000
RPR3239		621	Milton Court	Gwendoline Drive to cul-de-sac. Resurfacing and rehabilitation works to local access road	Beldon	Central	-	-	-	-	-	-	-	-	46,000
RPR3240		621	Fantome Rd - Electra St to Britannia Wy	Electra Street to Britannia Way, including Electra Street. Resurfacing and rehabilitation works to local access road	Beldon	Central	-	-	-	-	-	-	-	-	99,000
RPR3241		621	Lockeville Close	Sandalford Drive to cul-de-sac. Resurfacing and rehabilitation works to local access road	Beldon	Central	-	-	-	-	-	-	-	-	68,200
RPR3242		621	Woodbridge Mews	Sandalford Drive to cul-de-sac. Resurfacing and rehabilitation works to local access road	Beldon	Central	-	-	-	-	-	-	-	-	64,000
RPR3243		621	Cowalla Gardens	Sandalford Drive to cul-de-sac. Resurfacing and rehabilitation works to local access road	Beldon	Central	-	-	-	-	-	-	-	-	96,200
RPR3244		621	Tranby Court	Cowalla Gardens to cul-de-sac. Resurfacing and rehabilitation works to local access road	Beldon	Central	-	-	-	-	-	-	-	-	45,000
RPR3245		621	Newtown Grove	Sandalford Drive to cul-de-sac including eyebrow. Resurfacing and rehabilitation works to local access road	Beldon	Central	3,500	-	-	-	-	-	-	-	57,500
RPR3246		621	Harrier Way	Bellanger Drive to Bellanger Drive, including dual eyebrows. Resurfacing and rehabilitation works to local access road	Beldon	Central	-	-	-	-	-	-	-	-	116,000
RPR3247		621	Country Club Boulevard	Hodges Drive to Golf Course Boundary, including Fairway Circle Roundabout and its approaches, Spyglass Grove intersection and median traffic treatment. Resurfacing and rehabilitation works to Local Distributor road	Connolly	North Central	-	-	-	259,000	-	-	-	-	290,400
RPR3248		621	Fairway Cir - Country Club to Royal Melb (W)	Country Club Boulevard to Royal Melbourne Avenue (West). Resurfacing and rehabilitation works to Local Distributor road	Connolly	North Central	-	-	-	65,000	-	-	-	-	75,000
RPR3249		621	Oakmont Turn	Huntingdale Crescent to cul-de-sac. Resurfacing and rehabilitation works to local access road	Connolly	North Central	-	-	-	-	-	-	-	-	77,200
RPR3250		621	St Michaels Avenue	Hodges Drive to Fairway Circle. Resurfacing and rehabilitation works to Local Distributor road	Connolly	North Central	-	-	-	71,000	-	-	-	-	85,400
RPR3251		621	Hodges Drv (EB) - Marmion to Chantilly	Eastbound Carriageway, Marmion Avenue to Chantilly Way. Rehabilitation works to District A Distributor	Connolly	North Central	-	-	-	82,025	-	-	-	-	123,038
RPR3252		621	Chadstone Rd - Atwick to Eddystone (S)	Atwick Way to Eddystone Avenue (South), including median traffic treatment. Resurfacing and rehabilitation works to local access road	Craigie	Central	-	-	-	-	-	-	-	-	109,000
RPR3253		621	Bainbridge Mews and Oriana Pl Laneways	Bainbridge Mews (B) and Oriana Place (B) to dead ends (two sites, east and west corners), including installation of kerbing and crossover to delineate resident verge area. Resurfacing and rehabilitation works to local access road	Currambine	North	-	-	-	-	-	-	-	-	55,000
RPR3254		621	Tarata Court	Tecoma Street to cul-de-sac. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	69,200
RPR3255		621	Mandara Court	Tecoma Street to cul-de-sac. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	96,000
RPR3256		621	Bernedale Wy - Poynter Dr to Langholm Pl	Poynter Drive to Langholm Place, including Poynter Drive intersection. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	140,000	-	-	-	-	150,400

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
RPR3257		621	Sillmon Way	Melene Drive to Melene Drive, including eyebrow. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	140,400
RPR3258		621	Jope Place	Lionel Ct to cul-de-sac. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	49,000
RPR3259		621	Elmton Court	Mapleton Pl to cul-de-sac. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	34,000
RPR3260		621	Mapleton Place	Glengarry Dr to cul-de-sac. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	96,200
RPR3261		621	St Andrews Way	Kinloch Pl to Kinloch Pl, including eyebrow. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	168,000
RPR3262		621	Stillwater Way	Outlook Drive to Stillwater Way. Resurfacing and rehabilitation works to local access road	Edgewater	North Central	-	-	-	-	-	-	-	-	186,600
RPR3263		621	Joondalup Drv (NB) - Petrol Stn to Dan Murphy's	Northbound Carriageway, Petrol Station entrance to Dan Murphy's entrance. Resurfacing and rehabilitation works to District A Distributor	Edgewater	North Central	-	-	-	64,814	-	-	-	-	97,221
RPR3264		621	Amber Grove	Wisteria Pde to cul-de-sac. Resurfacing and rehabilitation works to local access road	Edgewater	North Central	3,500	-	-	-	-	-	-	-	68,700
RPR3265		621	Pimelia Court	Coolibah Drive to cul-de-sac. Resurfacing and rehabilitation works to local access road	Greenwood	South-East	7,000	-	-	-	-	-	-	-	72,200
RPR3266		621	Pullan Place	Coolibah Drive to Coolibah Drive, including eyebrows and median traffic treatment. Resurfacing and rehabilitation works to local access road	Greenwood	South-East	11,000	-	-	-	-	-	-	-	124,400
RPR3268		621	Melaleuca Drive	Blackall Drive to Bottlebrush Drive (W). Resurfacing and rehabilitation works to local access road	Greenwood	South-East	15,000	-	-	-	-	-	-	-	148,400
RPR3269		621	Kurrajong Place	Coolibah Drive to Coolibah Drive. Resurfacing and rehabilitation works to local access road	Greenwood	South-East	500	-	-	179,000	-	-	-	-	183,700
RPR3270		621	Lambertia Street	Coolibah Drive to Orkney Road. Resurfacing and rehabilitation works to local access road	Greenwood	South-East	10,000	-	-	-	-	-	-	-	108,200
RPR3273		621	Allenswood (NB) - Hepburn to Blackall	Hepburn Avenue to Blackall Drive, excluding roundabout. Resurfacing and rehabilitation works to Local Distributor road	Greenwood	South-East	7,000	-	-	103,000	-	-	-	-	116,200
RPR3274		621	Allenswood (NB) - Blackall to Leschenaultia	Leschenaultia Street to Blackall Drive, excluding roundabouts. Resurfacing and rehabilitation works to Local Distributor road	Greenwood	South-East	-	-	-	189,000	-	-	-	-	189,000
RPR3275		621	Allenswood / Merivale Roundabout	Allenswood Road, Merivale Way and Leschenaultia Street Roundabout, including approaches. Resurfacing and rehabilitation works to Local Distributor road	Greenwood	South-East	-	-	-	63,000	-	-	-	-	63,000
RPR3276		621	Warwick Rd (EB) - Erindale to Wanneroo	Eastbound Carriageway, Erindale Road to Wanneroo Road, including extension to right turn slip lane into Lloyd Drive and left turn slip lane into Wanneroo Road. Rehabilitation works to District A Distributor	Greenwood	South-East	-	-	-	178,907	-	-	-	-	268,360
RPR3277		621	Gilmerton Way	Orkney Road to Kilrenny Crescent. Resurfacing and rehabilitation works to local access road	Greenwood	South-East	-	-	-	-	-	-	-	-	93,200
RPR3280		621	Wirilda Crescent	Blackall Drive to Blackall Drive. Resurfacing and rehabilitation works to local access road	Greenwood	South-East	-	-	-	-	-	-	-	-	212,200
RPR3281		621	Orbell Road	Waterford Drive to Hepburn Avenue, including Waterford Drive roundabout and its approaches. Resurfacing and rehabilitation works to Local Distributor road	Hillarys	South-West	-	-	-	86,000	-	-	-	-	120,400
RPR3282		621	Nimrod Place	David Crescent to cul-de-sac. Resurfacing and rehabilitation works to local access road	Hillarys	South-West	-	-	-	-	-	-	-	-	99,000
RPR3283		621	Mawson Cr - David Cr to David Cr	David Crescent to David Crescent, including both intersections and median traffic treatments. Resurfacing and rehabilitation works to Local Distributor road	Hillarys	South-West	-	-	-	102,000	-	-	-	-	127,600
RPR3284		621	Buchan Place	Green Rd to cul-de-sac. Resurfacing and rehabilitation works to local access road	Hillarys	South-West	12,000	-	-	-	-	-	-	-	80,000
RPR3285		621	Mawson / Shackleton Roundabout	Mawson Crescent and Shackleton Avenue Roundabout, including annulus upgrade and median traffic treatments. Resurfacing and rehabilitation works to Local Distributor road	Hillarys	South-West	-	-	-	85,000	-	-	-	-	100,000
RPR3286		621	Joondalup Drv (NB) - Sundew to Injune	Northbound Carriageway, Sundew Rise to Injune Way. Rehabilitation works to District A Distributor	Joondalup	North	-	-	-	82,070	-	-	-	-	123,105
RPR3287		621	Joondalup Drv (SB) - Moore to Kennedya	Southbound Carriageway, Moore Drive to Kennedya Drive slip lane. Rehabilitation works to District A Distributor	Joondalup	North	-	-	-	68,051	-	-	-	-	102,077
RPR3289		621	Grand Blvd / Boas / McLarty Intersection	Intersection with Boas Avenue and McLarty Avenue. Resurfacing and rehabilitation works to District A Distributor	Joondalup	North	-	-	-	48,510	-	-	-	-	72,765
RPR3290		621	Juno Court	Dampier Avenue to cul-de-sac. Resurfacing and rehabilitation works to local access road	Kallaroo	Central	-	-	-	-	-	-	-	-	51,200
RPR3291		621	Whitfords Av - Shopping Centre RAB	Roundabout eastbound carriageway (MRRG Scope) and extend to include remaining roundabout carriageway and approaches. Resurfacing and rehabilitation works to District A Distributor	Kallaroo	Central	-	-	-	53,986	-	-	-	-	80,979
RPR3292		621	Edith Close	Bargate Way to cul-de-sac. Resurfacing and rehabilitation works to local access road	Kingsley	South-East	-	-	-	-	-	-	-	-	77,200
RPR3293		621	Kylie Way	Alconbury Road to Calbourne Way, including eyebrow. Resurfacing and rehabilitation works to local access road	Kingsley	South-East	-	-	-	-	-	-	-	-	99,000
RPR3294		621	Becton Court	Twickenham Drive to cul-de-sac. Resurfacing and rehabilitation works to local access road	Kingsley	South-East	-	-	-	-	-	-	-	-	54,200
RPR3295		621	Hailwood Court	Twickenham Drive to cul-de-sac. Resurfacing and rehabilitation works to local access road	Kingsley	South-East	-	-	-	-	-	-	-	-	101,000

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
RPR3296		621	Whiley Road	Beach Road to Sheppard Way. Resurfacing and rehabilitation works to local access road	Marmion	South	8,000	-	-	-	-	-	-	-	163,600
RPR3297		621	Peirse Way	Whiley Road to Whiley Road. Resurfacing and rehabilitation works to local access road	Marmion	South	7,000	-	-	-	-	-	-	-	143,000
RPR3298		621	Charsley Crescent	Rountree Way to Sheppard Way. Resurfacing and rehabilitation works to local access road	Marmion	South	-	-	-	-	-	-	-	-	124,200
RPR3299		621	Mullaloo Dr - Marmion Av to Koorana Rd	Marmion Avenue to Koorana Road, excluding roundabout, including median traffic treatments. Resurfacing and rehabilitation works to Local Distributor road	Mullaloo	North Central	-	-	-	153,000	-	-	-	-	191,800
RPR3300		621	Gibson Av - Barclay Av to Warburton Av	Barclay Avenue to Warburton Avenue, excluding roundabout, including median traffic treatments. Resurfacing and rehabilitation works to Local Distributor road	Padbury	South-West	-	-	-	145,000	-	-	-	-	182,200
RPR3301		621	Seacrest Dr - Marmion Av to Reef Ct	Marmion Avenue to Reef Court. Resurfacing and rehabilitation works to Local Distributor road	Sorrento	South-West	-	-	-	106,000	-	-	-	-	110,200
RPR3302		621	Hood Terrace	Padbury Circle to Kempenfeldt Avenue. Resurfacing and rehabilitation works to local access road	Sorrento	South-West	35,000	-	-	-	-	-	-	-	163,200
RPR3303		621	Whitfords (EB) - Trappers to Barridale	Eastbound Carriageway, Trappers Drive to Barridale Drive. Rehabilitation works to District A Distributor	Woodvale	Central	-	-	-	110,294	-	-	-	-	165,441
RPR3304		621	Whitfords (EB) - Barridale to Moolanda	Eastbound Carriageway, Barridale Drive to Moolanda Boulevard. Rehabilitation works to District A Distributor	Woodvale	Central	-	-	-	117,247	-	-	-	-	175,871
RPR3308		621	Mandarin Court	Adelaide Circle to both cul-de-sacs. Resurfacing and rehabilitation works to local access road	Craigie	Central	-	-	-	-	-	-	-	-	62,000
RPR3315		621	Kinloch Place	Carlyle Crescent to Culloden Road, including median traffic treatments. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	77,200
RPR3323		621	Virgilia Street	Pyrus Street to Currajong Road. Resurfacing and rehabilitation works to local access road	Duncraig	South	-	-	-	-	-	-	-	-	131,200
RPR3325		621	Maple Street	Bottlebrush Drive to Tingle Court. Resurfacing and rehabilitation works to local access road	Greenwood	South-East	-	-	-	-	-	-	-	-	66,200
RPR3326		621	Turramurra Way	Wahroonga Way to Turramurra Way. Resurfacing and rehabilitation works to local access road	Greenwood	South-East	-	-	-	-	-	-	-	-	187,000
RPR3336		621	Charlton Court	Dalmain Street to cul-de-sac, excluding eyebrow. Resurfacing and rehabilitation works to local access road	Kingsley	South-East	-	-	-	-	-	-	-	-	114,000
RPR3373		621	Readshaw Rd - Marmion Ave to Barker Drv	Marmion Avenue to Barker Drive, excluding roundabout. Resurfacing and rehabilitation works to Local Distributor road	Duncraig	South	-	-	-	-	-	-	-	-	215,000
			Road Preservation/Resurfacing Program				**122,500**	**-**	**-**	**2,719,904**	**-**	**-**	**9,000**	**-**	**8,704,157**
SBS2091		621	Marmion/Coral Intersection Upgrade	Install left turn deceleration lane, seagull island in median, and extend right turn on Marmion Ave. Install left turn pocket of Coral St. Upgrade pedestrian facilities to current standards	Kallaroo	Central	-	-	-	368,960	-	-	-	-	368,960
SBS2092		621	Marmion/Forrest Intersection Upgrade	Install left turn deceleration lane, seagull island in median, and extend right turn on Marmion Ave. Reconfigure traffic island on Forrest Rd eastern approach. Upgrade pedestrian facilities to current standards	Padbury	South-West	-	-	-	596,000	-	-	150,000	-	746,000
SBS2093		621	Ocean Reef/Gwendoline Intersection Upgrade	Realign westbound carriageway including continuous cycle lane, reconfigure left turn pocket on eastern approach and extend right turn pocket western approach on Ocean Reef Road, install left turn pocket on Gwendoline and upgrade of pedestrian facilities	Beldon	Central	-	-	-	536,000	-	-	100,000	-	636,000
SBS2094		621	Joondalup/Lakeside South Traffic Signals	Installation of overhead mast arm traffic signals on northern (Joondalup Dr southbound) and southern (Joondalup Dr northbound) approaches to the Joondalup Drive/Lakeside Drive/Sundew Rise intersection	Joondalup	North	-	-	-	15,000	-	-	-	-	15,000
SBS2095		621	Hepburn/Amalfi Roundabout Improvements	Improvements to the Hepburn Avenue / Amalfi Drive / Howland Road Roundabout. Works include pre-deflection on east approach, skid resistance treatments and upgrades to lighting, pedestrian and cyclist facilities	Hillarys	South-West	-	-	-	20,000	-	-	-	-	25,000
SBS2096		621	Hepburn/Karuah Intersection Upgrade	Improvements to the Hepburn Avenue / Karuah Way intersection. Works include left & right turn pockets, eastbound shoulder, kerbing realignments, school crossing relocation and upgrades to lighting, pedestrian and cyclist facilities	Greenwood	South-East	-	-	-	30,000	-	-	-	-	30,000
			Blackspot Projects				**-**	**-**	**-**	**1,565,960**	**-**	**-**	**250,000**	**-**	**1,820,960**
SSE2055	W2785	623	Streetscape Renewal Program	Renewal of landscaping to arterial and major roads within the City	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	200,000
SSE2056	W3450	623	City Centre Streetscape Renewal Program	Renewal of landscaping and street infrastructure within the Joondalup City Centre	Joondalup	North	200,000	-	-	-	-	-	300,000	-	700,000
SSE2057	W3014	623	Leafy City Program	Planting of trees throughout the City to improve the City's urban forest	Multiple Suburbs	Various	500,000	-	-	-	-	-	-	-	500,000
SSE2058	W3935	623	Whitfords Avenue Streetscape Upgrades	Landscaping upgrades of medians and verges along Whitfords Avenue, from Trappers Drive to Wanneroo Road	Woodvale	Central	-	-	-	-	-	-	259,203	-	259,203
SSE2059		623	Joondalup Drive Streetscape Upgrades	Landscaping upgrades of medians and verges along Joondalup Drive, from Moore Drive to Burns Beach Road	Joondalup	North	300,000	-	-	-	-	-	250,000	-	550,000
			Streetscape Enhancement Program				**1,000,000**	**-**	**-**	**-**	**-**	**-**	**809,203**	**-**	**2,209,203**
STL2002	W1330	621	Path and Public Access Way Lighting	Installation of lighting infrastructure within public access ways (PAWs) and public open space pathways throughout the City	Multiple Suburbs	Various	50,000	-	-	-	-	-	-	-	50,000

Project Number	Cost Code	Team	Project Name	Description	Suburb	Ward	Municipal	Reserve	Trust	Government Grants New	Government Grants Cfwd	Contribution	Estimated Brought Fwd	Loan	Total Required Expenditure
STL2003	W1602	621	Joondalup City Centre Lighting	Staged replacement of existing lighting infrastructure to improve efficiency, reduce running costs and replace defective poles	Joondalup	North	-	-	-	-	-	-	-	-	80,000
STL2005	W1331	621	Distributor and Local Road Lighting	Street lighting enhancements to the distributor and local road network throughout the City	Multiple Suburbs	Various	50,000	-	-	-	-	-	-	-	50,000
STL2052	W3020	621	Lighting Infrastructure Renewal Program	Replacement of existing park, public open space and carpark lighting infrastructure throughout the City	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	130,000
STL2113		621	Camberwarra Park Lighting Improvements	Replace existing luminaires at tennis courts and within park with LED energy efficient luminaires and install new LED security light in carpark	Craigie	Central	27,000	-	-	-	-	-	-	-	47,000
STL2114		621	Geneff Park Lighting Improvements	Replace existing luminaires with LED energy efficient luminaires and extend lighting on pathway that is not illuminated	Sorrento	South-West	25,000	-	-	-	-	-	-	-	50,000
STL2115		621	Craigie PAWs Lighting Improvements	Replace existing luminaires in the PAWs off Rosette Close and Otway Place	Craigie	Central	20,000	-	-	-	-	-	-	-	45,000
STL2116		621	Percy Doyle Carpark Lighting Improvements	Replace existing luminaires in carpark with LED energy efficient luminaires and install additional lighting along access road	Duncraig	South	20,000	-	-	-	-	-	-	-	60,000
STL2119		621	Glengarry Park Tennis Court Lighting Improvements	Replace existing luminaires at tennis courts with LED energy efficient luminaires	Duncraig	South	-	-	-	-	-	-	-	-	40,000
			Street Lighting Program				**192,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**552,000**
SWD2001	W2340	621	Stormwater Drainage Upgrades	Upgrade of existing drainage infrastructure at various locations throughout the City, to address and resolve road and property flooding	Multiple Suburbs	Various	75,000	-	-	-	-	-	-	-	75,000
SWD2211	W3987	621	Stormwater Renewal Program	Renewal of stormwater drainage assets, including replacement and relining selected pipes, pits and associated infrastructure	Multiple Suburbs	Various	-	-	-	-	-	-	-	-	75,000
SWD2221		621	Johnson Crescent Drainage Improvements	Improvements to drainage infrastructure within Johnson Crescent to support the local drainage catchment	Mullaloo	North Central	40,000	-	-	-	-	-	-	-	40,000
SWD2227		621	Stanford Park Sump Beautification	Convert existing fenced sump into underground storage and surface swale	Kallaroo	Central	105,000	-	-	-	-	-	-	-	160,000
SWD2231		621	Sump Beautification - Minor Sites	Minor landscaping and fencing improvements to sump sites unlikely to have major works undertaken	Multiple Suburbs	Various	50,000	-	-	145,000	-	-	-	-	195,000
SWD2233		621	Noal Gannon Park Sump Beautification	Convert existing fenced sump into underground storage and surface swale	Duncraig	South	10,000	-	-	-	-	-	-	-	10,000
SWD2234		621	Brazier Park Sump Beautification	Convert existing fenced sump into underground storage and surface swale	Padbury	South-West	10,000	-	-	-	-	-	-	-	10,000
			Stormwater Drainage Program				**290,000**	**-**	**-**	**145,000**	**-**	**-**	**-**	**-**	**565,000**
			Total Works				**7,508,500**	**-**	**115,172**	**9,300,320**	**-**	**1,800,000**	**3,864,271**	**-**	**48,207,162**
TOTAL PROJECTS & WORKS							**9,574,334**	**262,049**	**115,172**	**9,300,320**	**-**	**1,800,000**	**3,864,271**	**-**	**50,535,045**

VEHICLE AND PLANT REPLACEMENT PROGRAM 2022/2023

Fleet Category	Cost Code	Plant Number	Plant Description	Purchase Date	Purchase Price	Estimated New Cost	Estimated Trade value	Change Over	Days Held	Depreciation Rate
HEAVY	C2591	F95378	TRUCK-ISUZU NH NPR 300 CREW TIPPER	31/10/2014	78,070	100,000	20,000	80,000	2,922	10.0%
HEAVY	C2592	F95400	TRUCK-ISUZU NQR 87-190 DUAL CAB TIPPER	21/01/2016	86,440	105,000	25,000	80,000	2,557	10.0%
HEAVY	C2587	F96029	TRUCK-ISUZU 6WHL AUTO 11M3 TIPPER	26/03/2013	214,900	250,000	60,000	190,000	3,641	10.0%
HEAVY	C2588	F96031	TRUCK-ISUZU FRR600 WITH CRANE	26/06/2014	153,730	180,000	45,000	135,000	3,277	10.0%
HEAVY	C2593	F98342	1EXE339 TRACKED MINI LOADER-TEREX PT80	4/11/2015	105,660	120,000	20,000	100,000	2,563	10.0%
HEAVY	C2600	F98343	TRACTOR- CASE 95C FARMALL 4X4	19/02/2016	78,129	110,000	26,000	84,000	2,487	10.0%
HEAVY	C2594	F98349	TRACKED MINI LOADER-TEREX PT60	18/02/2016	93,271	110,000	25,000	85,000	2,557	10.0%
HEAVY	C2601	F98378	TRACTOR- JOHN DEERE 6095C 4WD	24/01/2018	84,392	110,000	25,000	85,000	1,827	10.0%
					894,592	**1,085,000**	**246,000**	**839,000**		
LIGHT	C2603	F95382	UTE ISUZU D-MAX DUAL CAB	20/04/2015	30,065	38,000	12,000	26,000	2,917	7.5%
LIGHT	C2604	F95383	UTE ISUZU D-MAX DUAL CAB	16/04/2015	30,201	38,000	12,000	26,000	2,921	7.5%
LIGHT	C2605	F95384	UTE ISUZU D-MAX DUAL CAB	23/04/2015	32,192	38,000	12,000	26,000	2,914	7.5%
LIGHT	C2606	F95385	UTE ISUZU D-MAX DUAL CAB	22/04/2015	31,356	41,000	12,000	29,000	2,915	7.5%
LIGHT	C2607	F95386	UTE ISUZU D-MAX DUAL CAB	16/04/2015	29,847	41,000	12,000	29,000	2,921	7.5%
LIGHT	C2608	F95387	UTE ISUZU D-MAX DUAL CAB	20/04/2015	31,701	41,000	12,000	29,000	2,917	7.5%
LIGHT	C2609	F95388	UTE ISUZU D-MAX DUAL CAB	12/05/2015	31,356	41,000	12,000	29,000	2,895	7.5%
LIGHT	C2610	F95389	UTE ISUZU D-MAX DUAL CAB	30/04/2015	32,056	41,000	12,000	29,000	2,907	7.5%
LIGHT	C2611	F95390	UTE ISUZU D-MAX DUALCAB	30/04/2015	32,056	41,000	12,000	29,000	2,907	7.5%
LIGHT	C2614	F95392	VAN-TOYOTA HIACE 3.0 D/T A/T LWB	1/04/2015	42,737	38,000	15,000	23,000	2,952	7.5%
LIGHT	C2612	F95407	UTE-NAVARA NP300 DCAB WELL BODY	12/05/2016	31,449	41,000	11,000	30,000	2,518	7.5%
LIGHT	C2613	F95408	UTE-NAVARA NP 300 DCAB ALLOY TRAY	9/05/2016	30,706	40,000	13,000	27,000	2,532	7.5%
LIGHT	C2615	F95411	VAN-HYUNDAI ILOAD	12/05/2016	34,566	36,000	14,000	22,000	2,522	7.5%
LIGHT	C2583	F99082	CAR- NISSAN PULSAR ST AUTO 1.8 C12	14/04/2016	17,960	25,000	6,000	19,000	2,557	7.5%
LIGHT	C2584	F99086	CAR- NISSAN PULSAR ST AUTO 1.8 C12	14/04/2016	17,623	25,000	6,000	19,000	2,557	7.5%
LIGHT	C2585	F99090	CAR- HYUNDAI ELANTRA MD3 ACTIVE 1.8 P	7/04/2016	20,814	27,000	7,000	20,000	2,564	7.5%
					476,686	**592,000**	**180,000**	**412,000**		
PLANT	C2586	F97719	COMPACTOR-RAMMER MODEL LT6005C	15/08/2017	3,334	5,000	500	4,500	1,781	12.5%
PLANT	C2602	F98272	1TMV886 SINGLE AXLE EXCAVATOR TAG	3/02/2012	25,835	35,000	7,000	28,000	4,043	12.5%
PLANT	C2589	F98297	CORER-REDEXIM LEVEL SPIKE 1700	16/08/2013	11,540	20,000	500	19,500	3,547	12.5%
PLANT	C2590	F98362	AMAZONE VERIMOWER 2100MM WIDE CUT	26/07/2017	51,000	70,000	2,500	67,500	1,807	12.5%
PLANT	C2595	F98364	MOWER-TORO GROUNDMASTER 360 4WD	28/06/2017	36,750	46,000	10,000	36,000	2,158	12.5%
PLANT	C2596	F98368	MOWER-TORO GROUNDMASTER 360 4WD	2/11/2017	36,750	46,000	10,000	36,000	1,816	12.5%
PLANT	C2597	F98370	MOWER-TORO GROUNDMASTER 360 4WD	14/11/2017	36,750	46,000	10,000	36,000	1,804	12.5%
PLANT	C2619	F98373	MOWER-TORO GROUNDMASTER 3280D 4WD	19/12/2017	30,000	-	5,000	- 5,000	1,807	12.5%
PLANT	C2598	F98374	MOWER-TORO GROUNDMASTER 360 4WD	14/11/2017	36,750	46,000	10,000	36,000	1,842	12.5%
PLANT	C2599	F98383	MOWER-TORO GROUNDMASTER 360 4WD	30/03/2018	36,750	46,000	10,000	36,000	1,831	12.5%
					305,459	**360,000**	**65,500**	**294,500**		
			Total Expenditure-Replacement Program		**1,676,737**	**2,037,000**	**491,500**	**1,545,500**		

ADDITIONAL VEHICLE AND PLANT 2022/2023

Fleet Category	Cost Code	Plant Description	Purchase Date	Estimated New Cost	Depreciation Rate
LIGHT	C2618	\	31-Jul-2022	36,000	7.5%
		Total Expenditure-Additional Vehicles		**36,000**	

CARRY FORWARDS - VEHICLE AND PLANT 2022/2023

Fleet Category	Cost Code	Plant Description	Plant Number	Estimated New Cost	Depreciation Rate
LIGHT	C2559	BUS-HIGER RYDER 33+1 SEAT	F96027	260,000	7.5%
LIGHT	C2556	TRUCK-ISUZU NQR450 XL FIXED TRAY & TIP	F95519	135,647	7.5%
LIGHT	C2552	TRUCK-ISUZU NQR450 STORAGE 3TIPPER CRANE	F95348	110,000	7.5%
LIGHT	C2551	TRUCK-ISUZU NQR450 CREWCAB	F95520	104,860	7.5%
LIGHT	C2547	TRUCK-ISUZU NQR450 CREWCAB	F95505	103,830	7.5%
LIGHT	C2549	TRUCK-ISUZU NQR450 W WATERTANK	F95517	95,137	7.5%
LIGHT	C2550	TRUCK-ISUZU NQR450 WITH SIDE LIFTER	F95509	79,883	7.5%
LIGHT	C2616	DUAL CAB UTILITY UTE		50,000	7.5%
LIGHT	C2617	DUAL CAB UTILITY UTE	F95516	50,000	7.5%
LIGHT	C2554	UTE-TOYOTA HILUX 4WD DUAL CAB	F95508	42,363	7.5%
LIGHT	C2553	UTE-ISUZU D-MAX SPACE CAB AL TRAY & STOR	F95513	39,335	7.5%
LIGHT	C2577	UTE-ISUZU D-MAX 4X2 DUAL CAB AUTO	F95514	39,322	7.5%
LIGHT	C2576	UTE - FORD RANGER PX 4X2,DSL,AUTO	F95515	37,788	7.5%
PLANT	C2503	MOWER-TORO 3280- D RIDE ON INC CATCH	F98332	44,000	12.5%
PLANT	C2572	ATV-KAWASAKI MULE PRO DX EPS DIESEL	F98355	28,000	12.5%
PLANT	C2543	TRAILER -TANDEM AXLE WITH CAGE	F98268	12,000	12.5%
		Total Carry Forward Expenditure		**1,232,165**	

		Total Vehicle & Plant Replacement Program		**3,305,165**	

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Financial Services						
Credit card payments – rates notices						
Surcharge for rate notice payments by Visa or MasterCard credit cards	% of payment amount	N		0.5% of payment amount	N/A	0.5% of payment amount
Rates – Rates information						
Direct debit return/dishonour	Each	Y		$2.50	$0.25	$2.75
Fee for refunding overpayment of an instalment payment	Per event	Y		$10.00	$1.00	$11.00
Issue of notice of discontinuance	Per notice	Y		$40.00	$4.00	$44.00
Rate ownership searches	Each	N		$13.00	N/A	$13.00
Rates and charges enquiries	Each	N		$34.00	N/A	$34.00
Rates instalment administration fee	Per instalment notice	N		$12.00	N/A	$12.00
Rates payment arrangement fee (by direct debit)	Per arrangement	N		$34.00	N/A	$34.00
Rates payment arrangement fee (other than by direct debit)	Per arrangement	N		$52.00	N/A	$52.00
Rates service fee (reprint of notices, transfer of monies paid between properties, refund of monies incorrectly paid)	Per event	Y		$11.82	$1.18	$13.00
Rejected direct debit	Each	Y		$0.50	$0.05	$0.55
City Rangers & Parking						
Administration Fee - Cat Breeding Application						
Application to breed Cats or renewal	Cat Act	N	S	$100.00	N/A	$100.00
Administration Fee - Cat Registration Fees						
1 year - Pensioners	Cat Act	N	S	$10.00	N/A	$10.00
1 year - Standard	Cat Act	N	S	$20.00	N/A	$20.00
3 years - Pensioners	Cat Act	N	S	$21.25	N/A	$21.25
3 years - Standard	Cat Act	N	S	$42.50	N/A	$42.50
Lifetime - Pensioners	Cat Act	N	S	$50.00	N/A	$50.00
Lifetime - Standard	Cat Act	N	S	$100.00	N/A	$100.00
Administration Fee - Dog Registration Fees						
1 year - Pensioners	Dog Act	N	S	$25.00	N/A	$25.00
1 year - Standard	Dog Act	N	S	$50.00	N/A	$50.00
3 years - Pensioners	Dog Act	N	S	$60.00	N/A	$60.00
3 years - Standard	Dog Act	N	S	$120.00	N/A	$120.00
Lifetime - Pensioners	Dog Act	N	S	$125.00	N/A	$125.00
Lifetime - Standard	Dog Act	N	S	$250.00	N/A	$250.00
Administration Fee - Dog Registration Fees - Sterilised						
1 year - Pensioners	Dog Act	N	S	$10.00	N/A	$10.00
1 year - Standard	Dog Act	N	S	$20.00	N/A	$20.00
3 years - Pensioners	Dog Act	N	S	$21.25	N/A	$21.25
3 years - Standard	Dog Act	N	S	$42.50	N/A	$42.50
Administration Fee - Replacement Cat Tag						
Replacement Cat Tag	Per Tag	Y		$6.64	$0.66	$7.30
Administration Fee - Replacement Dog Tag						
Replacement Dog Tag	Per Tag	Y		$6.64	$0.66	$7.30
Application Fee - Application for Third Dog						
Application for 3rd Dog - Pensioners	Each	Y		$59.09	$5.91	$65.00
Application for 3rd Dog - Standard	Each	Y		$118.18	$11.82	$130.00
Application Fee - Temporary Permit - Community Information Signs						
Application for Temporary Permit - Community Information Signs	Per Application	Y		$27.27	$2.73	$30.00
Joondalup - Property Manager/Service Provider parking permit areas						
Annual Parking Permit	Annual Permit (expires 31 December in year of issue) per Zone per Permit	N		$100.00	N/A	$100.00
Joondalup - Property Manager/Service Provider parking permit areas > 3 Zones						
Annual Parking Permit	Annual Permit (expires 31 December in year of issue) 3 or more zones.	N		$300.00	N/A	$300.00
Joondalup - Resident parking permit areas						
Annual Parking Permit	Replacement Permit (Damaged, lost or stolen)	N		$20.00	N/A	$20.00
Joondalup - Resident parking permit areas (maximum one permit per residential address per year)						
Annual Parking Permit	Annual Permit (expires 31 December in year of issue)	N		$100.00	N/A	$100.00
Off-Street - Long Term Fees						
Central Park West Car Park No P8	Hourly fee	Y		$1.82	$0.18	$2.00
Central Park West Car Park No P8	Daily fee	Y		$9.09	$0.91	$10.00
Central Park West Car Park No P8	Weekly fee	Y		$45.45	$4.55	$50.00
Central Walk Car Park No T1	Hourly fee	Y		$1.82	$0.18	$2.00
Central Walk Car Park No T1	Daily fee	Y		$9.09	$0.91	$10.00
Central Walk Car Park No T1	Weekly fee	Y		$45.45	$4.55	$50.00
Collier Pass Car Park No P9	Hourly fee	Y		$1.82	$0.18	$2.00
Collier Pass Car Park No P9	Daily fee	Y		$9.09	$0.91	$10.00
Collier Pass Car Park No P9	Weekly fee	Y		$45.45	$4.55	$50.00
Davidson Terrace Car Park No P4	Hourly fee	Y		$1.82	$0.18	$2.00
Davidson Terrace Car Park No P4	Daily fee	Y		$9.09	$0.91	$10.00
Davidson Terrace Car Park No P4	Weekly fee	Y		$45.45	$4.55	$50.00
Lawley Court Car Park No T3	Hourly fee	Y		$1.27	$0.13	$1.40
Lawley Court Car Park No T3	Daily fee	Y		$6.36	$0.64	$7.00
Lawley Court Car Park No T3	Weekly fee	Y		$31.82	$3.18	$35.00
McLarty Avenue Car Park No P1	Hourly fee	Y		$1.82	$0.18	$2.00

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
McLarty Avenue Car Park No P1	Daily fee	Y		$9.09	$0.91	$10.00
McLarty Avenue Car Park No P1	Weekly fee	Y		$45.45	$4.55	$50.00
Off-Street - Short Term Fees						
McLarty Avenue Car Park No P2	Hourly fee - no daily fee	Y		$2.00	$0.20	$2.20
On-Street - Long Term Fees						
Inner CBD	Hourly fee	Y		$1.82	$0.18	$2.00
Inner CBD	Daily fee	Y		$9.09	$0.91	$10.00
Inner CBD	Weekly fee	Y		$45.45	$4.55	$50.00
Outer CBD	Weekly fee	Y		$31.82	$3.18	$35.00
Outer CBD	Hourly fee	Y		$1.27	$0.13	$1.40
Outer CBD	Daily fee	Y		$6.36	$0.64	$7.00
On-Street - Short Term Fees						
Time limits - 1/4 hour to 2 hours	Hourly fee - no daily fee	Y		$2.18	$0.22	$2.40
Parking Bay - Exclusive Use Fees						
Works and private maintenance (Long Term - more than 7 days)	Full day per bay	Y		$18.18	$1.82	$20.00
Works and private maintenance (Long Term - more than 7 days)	1/2 day per bay	Y		$10.91	$1.09	$12.00
Works and private maintenance (Short Term - 1-7 days)	Full day per bay	Y		$23.64	$2.36	$26.00
Works and private maintenance (Short Term - 1-7 days)	1/2 day per bay	Y		$13.64	$1.36	$15.00
Parking/Boat Launching Fees						
Ocean Reef Boat Harbour Car Park	Daily fee - no hourly fee	Y		$10.45	$1.05	$11.50
Ocean Reef Boat Harbour Car Park	Annual pass	Y		$190.91	$19.09	$210.00
Ocean Reef Boat Harbour Car Park	Discounted Annual pass - Senior or Pension Card Holders COJ residents only	Y		$172.73	$17.27	$190.00
Private Property Parking Fees						
Private Property Parking	Annual Registration Fee	Y		$45.45	$4.55	$50.00
Private Property Parking Sign Fee	Per Sign	Y		$45.45	$4.55	$50.00
Reid Promenade Multi Storey Car Park Fees						
Administration Fee	Per activity	Y		$9.09	$0.91	$10.00
After Hours Vehicle Release	Per vehicle	Y		$136.36	$13.64	$150.00
Boom Gate Arm Damage	Per arm	Y		$45.45	$4.55	$50.00
Motorcycle	Hourly fee	Y		$0.91	$0.09	$1.00
Motorcycle	Daily fee	Y		$5.00	$0.50	$5.50
Premium 24 hour access Bay - Lower ground only	Per month	Y		$199.09	$19.91	$219.00
Remote Access Equipment Replacement Fee	Per Access Device	Y		$45.45	$4.55	$50.00
Reserved Bay - Motorcycle	Per month	Y		$83.64	$8.36	$92.00
Reserved Bay - All Vehicle Levels	Per month	Y		$167.27	$16.73	$184.00
Unreserved Bay - E Permit	Per month	Y		$146.36	$14.64	$161.00
Vehicle	Hourly fee	Y		$1.82	$0.18	$2.00
Vehicle	Daily fee	Y		$10.00	$1.00	$11.00
Vehicle - Entry prior to 8.30am	Daily Fee - Early Bird	Y		$8.18	$0.82	$9.00
Vehicle - Event	Daily Event fee	Y		$6.36	$0.64	$7.00
City Rangers & Parking						
Abandoned vehicles - Reclaim Fee						
Reclaim Fee	Cost recovery	Y		$172.73	$17.27	$190.00
Animals - Livestock (Impound Fees)						
Per Head Entire Horses, Mules, Asses, Camels, Bulls or Boars	6.00 am to 6.00 pm	N		$105.00	N/A	$105.00
Per Head Entire Horses, Mules, Asses, Camels, Bulls or Boars	6.00 pm to 6.00 am	N		$105.00	N/A	$105.00
Per Head Mares, Geldings, Colts, Fillies, Foals, Oxen, Cows, Steers, Heifers, Calves, rams or pigs	6.00 pm to 6.00 am	N		$105.00	N/A	$105.00
Per Head Mares, Geldings, Colts, Fillies, Foals, Oxen, Cows, Steers, Heifers, Calves, rams or pigs	6.00 am to 6.00 pm	N		$105.00	N/A	$105.00
Per Head Wethers, Ewes, Lambs, Goats	6.00 pm to 6.00 am	N		$21.00	N/A	$21.00
Per Head Wethers, Ewes, Lambs, Goats	6.00 am to 6.00 pm	N		$21.00	N/A	$21.00
Animals - Livestock Sustenance (Local Government Act)						
(1) Entire Horses, Mules, Asses, Camels, Bulls, Mares, Geldings, Colts, Fillies,	For each 24 hours or part	Y		$17.27	$1.73	$19.00
(2) Pigs of any description	For each 24 hours or part	Y		$10.91	$1.09	$12.00
(3) Rams, Wethers, Ewes, Lambs or Goats	For each 24 hours or part	Y		$10.91	$1.09	$12.00
RSPCA - Impound Fees						
Impounding Fees	Per Cat	Y		$200.00	$20.00	$220.00
Impounding Fees	Per Dog	Y		$200.00	$20.00	$220.00
Surrender Dog Fee to Ranger	Each	Y		$109.09	$10.91	$120.00
RSPCA Administration Fee						
Microchip Cat	Each Cat	Y		$45.45	$4.55	$50.00
Microchip Dog	Each Dog	Y		$45.45	$4.55	$50.00
Sterilisation - Cats (Female)	Each Cat	Y		$136.36	$13.64	$150.00
Sterilisation - Cats (Male)	Each Cat	Y		$90.91	$9.09	$100.00
Shopping Trolley (Impound Fee)						
Impound fee for reported Abandoned Shopping Trolleys	Each	Y		$100.00	$10.00	$110.00
Signs - Administrative Fee - Poundage Fee (per sign)						
Poundage Fee	Per Sign	N		$70.00	N/A	$70.00
Building Services						
Change responsible person details						
Application to change the responsible person on a building or demolition permit	Per application	N		$110.00	N/A	$110.00
Extension of time - building or demolition premit (BA22)						

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Application of extend time - building or demolition permit (BA22)	Per application	N	S	$110.00	N/A	$110.00
Extension of time - occupancy permit (BA23)						
Application to extend time - occupancy permit (BA23)	Per application	N	S	$110.00	N/A	$110.00
Fees for Services						
Certificate of building compliance - Class 1a buildings	Per structure	Y		$416.36	$41.64	$458.00
Certificate of building compliance - Minor class 10 structures	Per structure	Y		$276.64	$27.66	$304.30
Certificate of building compliance - Strata Units	Per Unit	Y		$193.00	$19.30	$212.30
Certificate of design compliance	All application values	Y		$507.65 plus 0.1% of estimated value of work Less GST	10%	$507.65 plus 0.1% of estimated value of work
Certificate of design compliance, including Rcode (where required), Building and Health assessments – residential class 1a and 10 buildings only	Estimated construction value > $1,000,000	Y		0.1% of estimated construction value Less GST	10%	0.1% of estimated construction value
Certificate of design compliance, including Rcode (where required), Building and Health assessments – residential class 1a and 10 buildings only	Estimated construction value <= $400,000	Y		$388.82	$38.88	$427.70
Certificate of design compliance, including Rcode (where required), Building and Health assessments – residential class 1a and 10 buildings only	Estimated construction value: $400,001 - $600,000	Y		$499.00	$49.90	$548.90
Certificate of design compliance, including Rcode (where required), Building and Health assessments – residential class 1a and 10 buildings only	Estimated construction value: $600,001 - $800,000	Y		$610.18	$61.02	$671.20
Certificate of design compliance, including Rcode (where required), Building and Health assessments – residential class 1a and 10 buildings only	Estimated construction value: $800,001 - $1,000,000	Y		$721.36	$72.14	$793.50
Certificate of design compliance, including Rcode (where required), Building and Health assessments – strata units only	Per Unit	Y		$276.64	$27.66	$304.30
Inspections – Certificate of Construction Compliance, Building compliance, miscellaneous inspections	Minimum fee	Y		$261.00 for first hour then $131.55/hr or part thereof Less GST	10%	$261.00 for first hour then $131.55/hr or part thereof
Inspections: Certificate of Construction Compliance, Building compliance, miscellaneous inspections – Additional or cancelled inspections	Minimum fee	Y		$131.55/hr or part thereof Less GST	10%	$131.55/hr or part thereof
Inspections: Certificate of Construction Compliance, Building compliance, miscellaneous inspections – Inspections requested out of normal working hours	Minimum fee	Y		$196.30/hr or part thereof Less GST	10%	$196.30/hr or part thereof
Inspections: Certificate of Construction Compliance, Building compliance, miscellaneous inspections – When inspection period exceeds 2 hours	Minimum fee	Y		$131.55/hr or part thereof Less GST	10%	$131.55/hr or part thereof
R-Codes assessment - All works less than $20,000	Set fee	Y		$121.73	$12.17	$133.90
R-Codes assessment - Single dwelling and works in excess of $20,000	Set fee	Y		$241.45	$24.15	$265.60
Referral per authority	Set fee	Y		$121.73	$12.17	$133.90
Review of alternative solutions	Minimum fee-$261.05 for first hour then $131.55/hr or part thereof	Y		$261.00 for first hour then $131.55/hr or part thereof Less GST	10%	$261.00 for first hour then $131.55/hr or part thereof
Unauthorised structures - additional inspection	Minimum fee	Y		$131.55/hr or part thereof Less GST	10%	$131.55/hr or part thereof
Unauthorised structures - inspection	Minimum fee	Y		$470.09	$47.01	$517.10
Where negotiations with other authorities exceed 1 Hour	Minimum fee	Y		$131.55/hr or part thereof Less GST	10%	$131.55/hr or part thereof
Licences - Materials on Street Licences (Hoarding)-Verge Permit						
Verge Permit	Per square metre, per month	N		$1.00	N/A	$1.00
Permits - Building Permits a) For the grant of a building permit to do building work in respect of a building or incidental structure of Class 1 and 10						
Certified Application	Per application	N	S	0.19% of the estimated value of the building work as determined by the permit authority, but not less than $110	N/A	0.19% of the estimated value of the building work as determined by the permit authority, but not less than $110
Uncertified application	Per application	N	S	0.32% of the estimated value of the proposed building work as determined by the permit authority but not less than $110	N/A	0.32% of the estimated value of the proposed building work as determined by the permit authority but not less than $110
Permits - Building Permits b)For the grant of a building permit to do building work in respect of a building or incidental structure of Class 2 and 9						
Certified Application	Per application	N	S	0.09% of the estimated value of the proposed building work as determined by the permit authority but not less than $110	N/A	0.09% of the estimated value of the proposed building work as determined by the permit authority but not less than $110
Permits - Building Permits c)For the grant of a building permit to do building work in respect of a building or incidental structure of Class 2 and 9						

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
(c) For the grant of a building permit to do building work in respect of a building or incidental structure for an amended granted	Modified fee	N	S	Modified fee – the relevant building permit application fee methodology outlined in (a) and (b) above is to be applied, except that the estimated value of the proposed building work as determined by the permit authority is to be calculated by determining the estimated value of the building work as amended, minus the estimated value of the building work as determined by the permit authority declared for the purposes of the calculation of the fee for the building permit already granted but not less than $110.00	N/A	Modified fee – the relevant building permit application fee methodology outlined in (a) and (b) above is to be applied, except that the estimated value of the proposed building work as determined by the permit authority is to be calculated by determining the estimated value of the building work as amended, minus the estimated value of the building work as determined by the permit authority declared for the purposes of the calculation of the fee for the building permit already granted but not less than $110.00
Permits - Demolition Permits						
(a) For the grant of a demolition permit to do demolition work in respect of a building or incidental structure of Class 1 and 10	Per application	N		$110.00	N/A	$110.00
(b) For the grant of a demolition permit to do demolition work in respect of a building or incidental structure Class 2 to 9	Per application	N	S	$110.00 Per Storey	N/A	$110.00 Per Storey
Permits - Occupancy Permits						
Application for building approval certificate for building with existing authorisation (Class 1 and 10 buildings)	Per application	N		$110.00	N/A	$110.00
Application for modification of occupancy permit for additional use of building on temporary basis	Per application	N		$110.00	N/A	$110.00
Application for occupancy permit for building with existing authorisation	Per application	N		$110.00	N/A	$110.00
Application for occupancy permit for completed building (Class 2 to 9 buildings)	Per application	N		$110.00	N/A	$110.00
Application for occupancy permit for unauthorised Class 2 to 9 buildings - certified	Per application	N		0.18% of the estimated value of the building work as determined by the permit authority, but not less than $110	N/A	0.18% of the estimated value of the building work as determined by the permit authority, but not less than $110
Application for replacement occupancy permit for permanent change of building use and classification	Per application	N		$110.00	N/A	$110.00
Application for temporary occupancy permit for incomplete building	Per application	N		$110.00	N/A	$110.00
Building approval certificate for unauthorised Class 1 and 10 - certified	Per application	N		0.38% of the estimated current value of the unauthorised building work as determined by the permit authority, but not less than $110.00	N/A	0.38% of the estimated current value of the unauthorised building work as determined by the permit authority, but not less than $110.00
Building Approval Certificate-Strata (Class 1 and Class 10) : A building with existing authorisation (s52) of the Building Act 2011	Per application	N		$115.00 or $11.60 per strata unit, whichever is greater	N/A	$115.00 or $11.60 per strata unit, whichever is greater
Publications - Sale of Building Plans						
Commercial and Industrial Fiche	First copy	Y		$83.27	$8.33	$91.60
Commercial Printed Plans	Each subsequent copy	Y		$42.45	$4.25	$46.70
Residential	Per copy	Y		$59.00	$5.90	$64.90
Site Plan	Per copy	Y		$27.00	$2.70	$29.70
Viewing Fee: Building Plans	Per Property	Y		$17.00	$1.70	$18.70
Service Fees - Land Purchase Inquiry						
Land Purchase Inquiry	Each	Y		$61.91	$6.19	$68.10
Planning Services						
Administration Fee - Administrative Charges						
Scheme Amendments	Per application	Y	S	Costs estimated from hourly rates in Planning Regulations 2009 Less GST	10%	Costs estimated from hourly rates in Planning Regulations 2009
Structure Plans and Local Development Plans	Per application	Y	S	Costs estimated from hourly rates in Planning Regulations 2009 Less GST	10%	Costs estimated from hourly rates in Planning Regulations 2009
Administration Fee - Subdivision Clearance						
Administration Charge	a) 0 - 5 lots	N	S	$73 per lot	N/A	$73 per lot
Administration Charge	b) 5 -195 lots	N	S	$73 per lot for first 5 lots and then $35.00 per lot	N/A	$73 per lot for first 5 lots and then $35.00 per lot
Administration Charge	c) 196 plus lots	N	S	$7,393.00	N/A	$7,393.00
Application fees - Deemed-to-comply check						
Undertaking deemed-to-comply check of single residential development	Per application	N	S	$295.00	N/A	$295.00
Application Fees - Development Application Fees						

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
a) Change of use application or for alteration or extension or change of a non-conforming use to which development application fees do not apply	Per application	N	S	$295.00 and if the change of use or the alteration or extension or change of the non-conforming use has commenced an additional amount of $590.00 by way of penalty	N/A	$295.00 and if the change of use or the alteration or extension or change of the non-conforming use has commenced an additional amount of $590.00 by way of penalty
b) Development Applications	Not more than $50,000	N	S	$147.00	N/A	$147.00
c) Development Applications	More than $50,000 but not more than $500,000	N	S	0.32% of the estimated cost of development	N/A	0.32% of the estimated cost of development
d) Development Applications	More than $500,000 but not more than $2.5 million	N	S	$1,700.00 plus 0.257% for every $1 in excess of $500,000	N/A	$1,700.00 plus 0.257% for every $1 in excess of $500,000
e) Development Applications	More than $2.5 million but not more than $5 million	N	S	$7,161.00 plus 0.206% for every $1 in excess of $2.5	N/A	$7,161.00 plus 0.206% for every $1 in excess of $2.5
f) Development Applications	More than $5 million but not more than $21.5 million	N	S	$12,633.00 plus 0.123% for every $1 in excess of $5 mil	N/A	$12,633.00 plus 0.123% for every $1 in excess of $5 mil
g) Development Applications	More than $21.5 million	N	S	$34,196.00	N/A	$34,196.00
h) Home occupation application (initial application)	Per application	N	S	$222.00 and if the home occupation has commenced an additional amount of $444.00 by way of penalty	N/A	$222.00 and if the home occupation has commenced an additional amount of $444.00 by way of penalty
i) Home occupation application (renewal application)	Per application	N	S	$73.00 and if the approval to be renewed has expired an additional amount of $146.00 by way of penalty	N/A	$73.00 and if the approval to be renewed has expired an additional amount of $146.00 by way of penalty
j) Determining an application to amend or cancel	Per application	N	S	$295.00	N/A	$295.00
NOTE: Development Applications above categories b) - g) penalty rate to apply.	Per application above categories b) – g)	N	S	If the development has commenced or been carried out, an additional amount by way of penalty, that is twice the amount of the maximum fee payable for determination of the application-refer paraprag (b), (c), (d), (e), (f) or (g)	N/A	If the development has commenced or been carried out, an additional amount by way of penalty, that is twice the amount of the maximum fee payable for determination of the application-refer paraprag (b), (c), (d), (e), (f) or (g)
Application fees - JDRP review (post-lodgement)						
Fee for JDRP review post lodgement	Per application	Y		$1,045.45	$104.55	$1,150.00
Application fees - JDRP review (pre-lodgement)						
Fee for JDRP review prior to application lodgement	Per application	Y		$522.73	$52.27	$575.00
Application fees - JDRP review (subsequent review)						
Fee for subsequent reviews by JDRP	Per application	Y		$522.73	$52.27	$575.00
Application Fees - Written Planning Advice						
Written Planning Advice	Per application	Y	S	$66.36	$6.64	$73.00
Application Fees - Zoning Certificate						
Zoning Certificate	Per certificate	N	S	$73.00	N/A	$73.00
Application for Certificate of Approval for a strata plan, plan of re-subdivision						
Administration Charge	Number of allotments between 1 - 5 lots	N	S	$656.00 plus $65.00 per lot	N/A	$656.00 plus $65.00 per lot
Administration Charge	Number of allotments between 6 - 100 lots	N	S	$981.00 plus $43.50 per lot in excess of five lots	N/A	$981.00 plus $43.50 per lot in excess of five lots
Administration Charge	Number of allotments in excess of 100 lots	N	S	$5,113.50	N/A	$5,113.50
Application to Close						
Pedestrian Access Way (PAW) Closure	Per application	Y		$1,862.36	$186.24	$2,048.60
Cash-in-Lieu of Car Parking						
Non-residential development	Per car bay	N		Site-specific land valuation undertaken at the time of the cash-in-lieu condition being imposed	N/A	Site-specific land valuation undertaken at the time of the cash-in-lieu condition being imposed
Licences - Liquor licence						
Section 40 Town Planning Certificate	Per application	N		$158.00	N/A	$158.00
Open Space/Reserve/Road or Other Closure						
Application to close/excise	Per application	Y		$1,478.36	$147.84	$1,626.20
Publications - General Publications						
General Publications	a) 0 - 9 pages	Y		$11.00	$1.10	$12.10
General Publications	b) 10 - 50 pages	Y		$16.82	$1.68	$18.50
General Publications	c) 51 - 100 pages	Y		$31.36	$3.14	$34.50
General Publications	d) 101 - 200 pages	Y		$49.18	$4.92	$54.10
Publications - Plans/Maps (various sizes)						
Extract from Tax Plan (A3/A4)	Black & white	Y		$7.55	$0.75	$8.30
Legend for schemes	Colour	Y		$16.82	$1.68	$18.50
MRS, DPS No. 2 & R Code Scheme Maps (>AO)	Colour	Y		$65.64	$6.56	$72.20
MRS, DPS No. 2 & R Code Scheme Maps (>AO) Locality	Colour	Y		$65.64	$6.56	$72.20
MRS, DPS No. 2 & R Code Scheme Maps (>AO) Prints	Black & white	Y		$16.82	$1.68	$18.50
MRS, DPS No. 2 & R Code Scheme Maps (A1)	Colour	Y		$43.36	$4.34	$47.70
MRS, DPS No. 2 & R Code Scheme maps (A3)	Colour	Y		$38.55	$3.85	$42.40
Plans / Maps (various sizes)	Black & white	Y		$16.82	$1.68	$18.50

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Single Locality (A3/A4)	Black & white	Y		$7.55	$0.75	$8.30
Single Locality (A3/A4)	Plot colour	Y		$25.55	$2.55	$28.10
Special Maps	Per copy	Y		Price on application Less GST	10%	Price on application
Special Maps - Tax Plan - Black & White	Per copy	Y		Price on application Less GST	10%	Price on application
Environmental Health Services						
Administration Fee						
Copy of food sampling results	Per sample	N		$67.00	N/A	$67.00
Administration Fee - Dog Kennels Registration Fee						
Dog kennel registration fee - per dog	Per dog per annum	N		$17.00	N/A	$17.00
Dog kennel registration fee (minimum charge)	Per annum	N		$687.00	N/A	$687.00
Application Fee - Public Building						
Application fee for an event with capacity less than 5,000 persons	Per application	N	S	$364.00	N/A	$364.00
Application fee for an event with capacity less than 600 persons (no inspection is required)	Per application	N	S	$139.00	N/A	$139.00
Application fee for an event with capacity more than 5,000 persons	Per application	N	S	$740.00	N/A	$740.00
Application Fee - Animals Local Law						
Application fee for registration to keep a miniature horse	Per registration	N		$88.00	N/A	$88.00
Application fee for registration to keep a miniature pig	Per registration	N		$88.00	N/A	$88.00
Application fee to keep bees	Per application	N		$136.00	N/A	$136.00
Renewal of approval to keep bees	Per renewal	N		$68.00	N/A	$68.00
Application Fee - Pigeons						
Initial application fee for registration to keep pigeons	Per application	N		$135.00	N/A	$135.00
Application Fee - Skin Penetration Premises						
Application fee for approval of a skin penetration premises	Per application	N		$158.10	N/A	$158.10
Application Fee - Written Health Report to Settlement Agents						
Application fee - Written health report to settlement agents	Per report	Y		$77.27	$7.73	$85.00
Application Fees - Noise Regulations						
Application for a venue approval Regulation 19B	Per hour	N	S	$90 per hour of assessment required (maximum of $15,000)	N/A	$90 per hour of assessment required (maximum of $15,000)
Application for approval of a noise management plan Regulation 14A (essential services)	Per application	N	S	$500.00	N/A	$500.00
Application for approval of a non-complying event - Regulation 18 noise exemption	Per application	N	S	$1,000.00	N/A	$1,000.00
Application for approval of a non-complying event - Regulation 18 noise exemption - Additional late fee	Per application	N	S	$250 (where application is received within 59 days of the event)	N/A	$250 (where application is received within 59 days of the event)
Event notification fee Regulation 19D	Per application	N	S	$500 (where application is received within 59 days of the event)	N/A	$500 (where application is received within 59 days of the event)
Aquatic Facility Fee						
Sampling Fee	Per monthly visit	Y		$31.82	$3.18	$35.00
Food Business Enforcement Fee						
Administration fee for food business (school canteens excluded)	Per annum	N		$76.00	N/A	$76.00
Inspection fee for food business (school canteens excluded)	Per Inspection	Y		$114.55	$11.45	$126.00
Inspection fee for food business (temporary food stalls and food	Per Inspection	Y		$63.64	$6.36	$70.00
Late payment fee	Per invoice	N		$43.00	N/A	$43.00
Food Business Registration						
Food business registration fee	Per application	N		$184.00	N/A	$184.00
Food Notification Fee						
Food business notification fee	Per application	N		$67.00	N/A	$67.00
Hairdressing establishments Registration Fee						
Registration fee for hairdressing establishments	Per registration	N		$158.10	N/A	$158.10
Initial Application Fee - Outdoor Eating						
Initial permit application fee - Outdoor Eating	Per application	N		$354.00	N/A	$354.00
Licences - Caravan Park Licence						
Late fee for renewal after licence expiry	Per licence	N	S	$20.00	N/A	$20.00
Licence fee - caravan park and camping grounds	Per annum	N	S	Long stay sites, $6 per site + short stay sites and sites in transit camps, $6 per site + camp site, $3 per site + overflow site, $1.50 per site (minimum $200)	N/A	Long stay sites, $6 per site + short stay sites and sites in transit camps, $6 per site + camp site, $3 per site + overflow site, $1.50 per site (minimum $200)
Pro rata licence fee - caravan park and camping grounds (minimum charge)	Pro rata amount of the fee payable under annual licence for the period of time for which the licence is to be in force	N	S	$100.00	N/A	$100.00
Transfer of licence - caravan park and camping grounds	Transfer of licence	N	S	$100.00	N/A	$100.00
Licences - Cattery Registration						
Cattery registration fee	Per annum	N		$154.00	N/A	$154.00
Licences - Gaming permit						
Section 55 gaming permit application (commercial)	Per application	N		$158.10	N/A	$158.10
Section 55 gaming permit application (community group)	Per application	N		$39.00	N/A	$39.00
Licences - Liquor licence						
Section 39 health certificate application fee	Per application	N		$158.10	N/A	$158.10
Licences - Lodging House						
Application for registration fee for lodging house	Per application	N		$326.00	N/A	$326.00

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Registration transfer for lodging house	Per transfer	N		$41.00	N/A	$41.00
Renewal of registration fee for lodging house	Per annum	N		$298.00	N/A	$298.00
Licences - Offensive Trade Licences						
Butcher shops and similar doing fat rendering, fat extracting or tallow melting	Per annum	N	S	$171.00	N/A	$171.00
Fish Curing	Per annum	N	S	$211.00	N/A	$211.00
Fish processing establishments (in which whole fish are cleaned and prepared)	Per annum	N	S	$298.00	N/A	$298.00
Gut Scraping (Preparation of Sausage Skin)	Per annum	N	S	$171.00	N/A	$171.00
Laundries, dry-cleaning establishments	Per annum	N	S	$147.00	N/A	$147.00
Other offensive trades not specified	Per annum	N	S	$298.00	N/A	$298.00
Poultry processing establishments	Per annum	N	S	$298.00	N/A	$298.00
Shellfish and Crustacean Processing	Per annum	N	S	$298.00	N/A	$298.00
Licences Fees - Disposal of Effluent and Liquid Waste						
Disposal of effluent and liquid waste report fee	Per report	N	S	$118.00	N/A	$118.00
Disposal of effluent and liquid waste application fee	Per application	N	S	$118.00	N/A	$118.00
Disposal of effluent and liquid waste permit fee	Per permit	N	S	$118.00	N/A	$118.00
Licences Fees - Trading In Public Places And Local Government Property						
Initial trader's permit application fee (commercial)	Per application	N		$158.10	N/A	$158.10
Street entertainment permit application fee	Per Application	N		$82.00	N/A	$82.00
Street market permit application fee (not for profit groups)	Per application	N		$39.00	N/A	$39.00
Street market permit application fee for >5 Food Stalls (commercial)	Per application	N		$260 plus $39 for each additional food business	N/A	$260 plus $39 for each additional food business
Street market permit application fee for 0-2 Food Stalls (commercial)	Per application	N		$119.00	N/A	$119.00
Street market permit application fee for 3-5 Food Stalls (commercial)	Per application	N		$260.10	N/A	$260.10
Trader's permit application fee (not for profit groups)	Per application	N		$39.00	N/A	$39.00
Trader's permit fee (coastal locations)	Per annum (effective up to 31 December 2022)	N		$50 multiplied by the maximum number of trading hours per week	N/A	$50 multiplied by the maximum number of trading hours per week
Trader's permit fee (coastal locations)	Per annum (effective from 1 January 2023)	N		$60 multiplied by the maximum number of trading hours per week	N/A	$60 multiplied by the maximum number of trading hours per week
Trader's permit fee (seasonal traders at coastal locations with a maximum of six months)	Six monthly	N		50% of the trader's permit fee (coastal locations)	N/A	50% of the trader's permit fee (coastal locations)
Trader's permit renewal application fee (commercial)	Per renewal	N		$39.00	N/A	$39.00
Trader's permit transfer fee	Per transfer	N		$55.00	N/A	$55.00
Trader's/street market permit fee (commercial only and excludes bookings of City's facilities and traders in coastal locations)	Per annum	N		$844.00	N/A	$844.00
Trader's/street market permit fee (commercial only and excludes bookings of City's facilities)	Per Day	N		$84.00	N/A	$84.00
Trader's/street market permit fee (not for profit groups)	Per annum	N		$0.00	N/A	$0.00
Noise Monitoring Fee						
Regulation 18 noise monitoring fee	Per hour	Y		$90.00	$9.00	$99.00
Permits - Outdoor Eating						
Annual permit fee - Outdoor Eating	Per annum	Y		$354 plus $36 per square meter of land Less GST	10%	$354 plus $36 per square meter of land
Transfer of permit fee - Outdoor Eating	Per transfer	N		$43.00	N/A	$43.00
Registration Fee - Pigeons						
Registration fee to keep pigeons	Per registration	N		$68.00	N/A	$68.00
Service Fee - Research information not related to current applications						
Research information not related to current applications	Per hour	Y		$90.00	$9.00	$99.00
Service Fees						
Consultation charge out rate	Per hour	Y		$90.00	$9.00	$99.00
Noise monitoring consultancy	Per hour - includes monitoring and report	Y		$90.00	$9.00	$99.00
Service Fees - Drinking water sampling						
Bacteriological water sampling (private supplies on request)	Per test	Y		$60.91	$6.09	$67.00
Corporate						
Sales - Products						
Product Type A	Per item	Y		$0.91	$0.09	$1.00
Product Type B	Per item	Y		$1.82	$0.18	$2.00
Product Type C	Per item	Y		$4.55	$0.45	$5.00
Product Type D	Per item	Y		$7.27	$0.73	$8.00
Product Type E	Per item	Y		$9.09	$0.91	$10.00
Product Type F	Per item	Y		$10.91	$1.09	$12.00
Product Type G	Per item	Y		$13.64	$1.36	$15.00
Product Type H	Per item	Y		$18.18	$1.82	$20.00
Product Type I	Per item	Y		$22.73	$2.27	$25.00
Product Type J	Per item	Y		$27.27	$2.73	$30.00
Product Type K	Per item	Y		$31.82	$3.18	$35.00
Product Type L	Per item	Y		$36.36	$3.64	$40.00
Product Type M	Per item	Y		$40.91	$4.09	$45.00
Product Type N	Per item	Y		$45.45	$4.55	$50.00
Product Type O	Per item	Y		$54.55	$5.45	$60.00
Product Type P	Per item	Y		$68.18	$6.82	$75.00

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Service Fees - Program						
Program Type A - Program Participation	Per person	Y		$1.82	$0.18	$2.00
Program Type B - Program Participation	Per person	Y		$2.73	$0.27	$3.00
Program Type C - Program Participation	Per person	Y		$3.64	$0.36	$4.00
Program Type D - Program Participation	Per person	Y		$4.55	$0.45	$5.00
Program Type E - Program Participation	Per person	Y		$5.45	$0.55	$6.00
Program Type F - Program Participation	Per person	Y		$7.27	$0.73	$8.00
Program Type G - Program Participation	Per person	Y		$9.09	$0.91	$10.00
Program Type H - Program Participation	Per person	Y		$10.91	$1.09	$12.00
Program Type I - Program Participation	Per person	Y		$13.64	$1.36	$15.00
Program Type J - Program Participation	Per person	Y		$18.18	$1.82	$20.00
Program Type K - Program Participation	Per person	Y		$22.73	$2.27	$25.00
Program Type L - Program Participation	Per person	Y		$27.27	$2.73	$30.00
Program Type M - Program Participation	Per person	Y		$31.82	$3.18	$35.00
Program Type N - Program Participation	Per person	Y		$36.36	$3.64	$40.00
Program Type O- Program Participation	Per person	Y		$45.45	$4.55	$50.00
Program Type P - Program Participation	Per person	Y		$54.55	$5.45	$60.00
Program Type Q - Program Participation	Per person	Y		$63.64	$6.36	$70.00
Program Type R - Program Participation	Per person	Y		$72.73	$7.27	$80.00
Program Type S- Program Participation	Per person	Y		$90.91	$9.09	$100.00
Program Type T- Program Participation	Per person	Y		$109.09	$10.91	$120.00
Program Type U - Program Participation	Per person	Y		$118.18	$11.82	$130.00
Program Type V - Program Participation	Per person	Y		$136.36	$13.64	$150.00
Libraries						
Historical Photographs and Images						
Commercial Use	Per image provided (highest available Res) on CD, electronic media or via email. Inc	Y		$27.27	$2.73	$30.00
Commercial Use Additional item	Each additional image	Y		$13.64	$1.36	$15.00
Historical Film - Commercial use	Per request	Y		$40.91	$4.09	$45.00
Historical Film - Personal Use	Per request	Y		$13.64	$1.36	$15.00
Microfilm/Microfiche	Per page	Y		$0.91	$0.09	$1.00
Personal Use	Per image provided (highest available Res)	Y		$7.27	$0.73	$8.00
Personal Use	Each additional image	Y		$2.27	$0.23	$2.50
Service Fee - Meeting Rooms						
Activity Space - Commercial and not-for profit	Per hour (includes a wet area. No dedicated kitchen)	Y		$13.64	$1.36	$15.00
Ground Floor - Commercial	Per hour (includes kitchenette facilities)	Y		$36.36	$3.64	$40.00
Ground Floor - Commercial	Full day (includes kitchenette facilities)	Y		$254.55	$25.45	$280.00
Ground Floor - Non-profit community	Per hour (includes kitchenette facilities)	Y		$18.18	$1.82	$20.00
Ground Floor - Not-profit Community	Full day (includes kitchenette facilities)	Y		$127.27	$12.73	$140.00
Ground Floor - Regular Commercial	Per hour (includes kitchenette facilities)	Y		$32.73	$3.27	$36.00
Level 1 - Commercial Double (RM3)	Per hour (includes kitchen facilities, toilet facilities and after hours access)	Y		$41.82	$4.18	$46.00
Level 1 - Commercial Double (RM3)	Full day (includes kitchen facilities)	Y		$290.91	$29.09	$320.00
Level 1 - Commercial Single (RM 1 or 2)	Per hour (includes kitchen facilities, toilet facilities and after hours access)	Y		$30.91	$3.09	$34.00
Level 1 - Commercial Single (RM 1 or 2)	Full day (includes kitchenette facilities)	Y		$209.09	$20.91	$230.00
Level 1 - Not-profit Community Double (RM 3)	Full day (includes kitchenette facilities)	Y		$145.45	$14.55	$160.00
Level 1 - Not-profit Community Single (RM 1 or 2)	Full day (includes kitchenette facilities)	Y		$104.55	$10.45	$115.00
Level 1 - Not-profit Community Single (RM 1 or 2)	Per hour (includes kitchen facilities, toilet facilities and after hours access)	Y		$15.45	$1.55	$17.00
Level 1- Not-profit Community Double (RM 3)	Per hour (includes kitchen facilities, toilet facilities and after hours access)	Y		$20.91	$2.09	$23.00
Level 1- Regular Commercial Double (RM 3)	Per hour (includes kitchen facilities, toilet facilities and after hours access)	Y		$38.18	$3.82	$42.00
Level 1- Regular Commercial Single (RM 1 or 2)	Per hour (includes kitchen facilities, toilet facilities and after hours access)	Y		$27.27	$2.73	$30.00
Level 1, Ground Floor and Whitford - Meeting Room Cancellation	Per Cancellation	Y		$20 or 10% cancellation fee, whichever is the greater. Less GST	10%	$20 or 10% cancellation fee, whichever is the greater.

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Level 1, Ground Floor Whitford Meeting Room, activity and study spaces	Per item - Maintenance, Cleaning, repair	Y		In lieu of a bond, the service fee for maintenance or cleaning will be added to invoice - cost recovery Less GST	10%	In lieu of a bond, the service fee for maintenance or cleaning will be added to invoice - cost recovery
Study Space - Commercial and not-for-profit	Per hour	Y		$9.09	$0.91	$10.00
Service Fee - Whitford Library Meeting Room						
Commercial Hire	Per hour	Y		$27.27	$2.73	$30.00
Commercial Hire	Full day	Y		$181.82	$18.18	$200.00
Non-profit community hire	Per hour	Y		$13.64	$1.36	$15.00
Non-profit community hire	Full day	Y		$90.91	$9.09	$100.00
Service Fees - Book sale						
Adult Hardback	Per item	Y		$2.73	$0.27	$3.00
Adult Paperback	Per item	Y		$1.36	$0.14	$1.50
Bestseller - Hardcover	Per item	Y		$4.55	$0.45	$5.00
Condensed books	Each	Y		$0.45	$0.05	$0.50
DVD - all	Per item	Y		$2.00	$0.20	$2.20
Ex-library books - set of three	Per set of three	Y		$0.91	$0.09	$1.00
Ex-library books - single	Per book	Y		$0.45	$0.05	$0.50
Fill a library bag (includes library bag)	Each	Y		$9.09	$0.91	$10.00
Jigsaw Puzzles	Per item	Y		$2.73	$0.27	$3.00
Junior Books	Per item	Y		$0.91	$0.09	$1.00
L.O.T.E. (Language other than English)	Each	Y		$1.09	$0.11	$1.20
Magazines - 5 items	5 items	Y		$1.09	$0.11	$1.20
Magazines - single item	Per item	Y		$0.45	$0.05	$0.50
Music CD - all	Per item	Y		$0.91	$0.09	$1.00
Service Fees - Equipment Hire						
Audio Visual Equipment - includes TV/VCR/DVD/	Per booking	Y		$18.18	$1.82	$20.00
Laptop/Data Projector/Smartboard	Per item	Y		$18.18	$1.82	$20.00
Service Fees - Fax/phone service						
Domestic Fax	1st page	Y		$3.73	$0.37	$4.10
Domestic Fax	Each subsequent page	Y		$1.14	$0.11	$1.25
International Fax	1st page	Y		$7.45	$0.75	$8.20
International Fax	Each subsequent page	Y		$2.27	$0.23	$2.50
Service Fees - Fines						
Fines	Per item per day	N		$0.25	N/A	$0.25
Late Collection Fee	Per collection	N		$12.80	N/A	$12.80
Service Fees - Lost Borrower Cards						
Lost Borrower Cards	Each	Y		$5.45	$0.55	$6.00
Service Fees - Printing and Photocopying						
Black and White A3	Per page	Y		$0.36	$0.04	$0.40
Black and White A4	Per page	Y		$0.18	$0.02	$0.20
Colour A3	Per page	Y		$1.82	$0.18	$2.00
Colour A4	Per page	Y		$0.91	$0.09	$1.00
Laminating Charge - A3	Per pouch	Y		$2.73	$0.27	$3.00
Laminating Charge - A4	Per pouch	Y		$1.82	$0.18	$2.00
Laminating Charge - A5	Per pouch	Y		$0.91	$0.09	$1.00
Service Fees - Stock Charges						
Document Delivery Fee A	Per Delivery	Y		$9.09	$0.91	$10.00
Document Delivery Fee B	Per Delivery	Y		$15.00	$1.50	$16.50
Document Delivery Fee C	Per Delivery	Y		$40.00	$4.00	$44.00
Document Delivery Fee D	Per Delivery	Y		$54.55	$5.45	$60.00
Document Delivery Fee E	Per Delivery	Y		$72.73	$7.27	$80.00
Lost Item Admin Charge	Each	Y		$5.45	$0.55	$6.00
Minimum lost/damaged stock item charge - all magazines	Per item	Y		$7.91	$0.79	$8.70
Minimum lost/damaged stock item charge - general	Per item	Y		$12.55	$1.25	$13.80
Minimum lost/damaged stock item charge - junior- general	Per item	Y		$7.91	$0.79	$8.70
Minimum lost/damaged stock item charge - paperback	Per item	Y		$7.91	$0.79	$8.70
Repair Charge	Per item	Y		$5.45	$0.55	$6.00
Community Development						
Community Transport Fees						
Bus Hire - Group (Non - Program)-Community Groups-Full Day	Per bus plus fuel costs	Y		$131.82	$13.18	$145.00
Bus Hire - Group (Non - Program)-Community Groups-Half Day	Per half day plus fuel costs	Y		$72.73	$7.27	$80.00
Bus Hire - Individuals (Program)-Per Trip	Per person per trip	Y		$4.55	$0.45	$5.00
Youth Truck Hire (Groups outside City of Joondalup)						
Youth Truck Daily Hire - Saturday	Per Day (Maximum 6 Hours)	Y		$1,230.00	$123.00	$1,353.00
Youth Truck Daily Hire - Sunday	Per Day (Maximum 6 Hours)	Y		$1,660.00	$166.00	$1,826.00
Youth Truck Daily Hire - Weekdays	Per Day (Maximum 6 Hours)	Y		$830.00	$83.00	$913.00
Youth Truck Hourly Hire - Saturday	Per Hour (Minimum 3 Hours)	Y		$205.00	$20.50	$225.50
Youth Truck Hourly Hire - Sunday	Per Hour (Minimum 3 Hours)	Y		$276.64	$27.66	$304.30
Youth Truck Hourly Hire - Weekdays	Per Hour (Minimum 3 Hours)	Y		$138.36	$13.84	$152.20
Cultural Services						
Community Art Exhibition						
Artist Entry Fee	Rate per entry	Y		$27.27	$2.73	$30.00
Student Entry Fee	Rate per entry	Y		$9.09	$0.91	$10.00
Events General Service Fee						

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Cultural Services event - child	(per person, per 60 minutes or part thereof)	Y		$9.09	$0.91	$10.00
Cultural Services event - concession	(per person, per 60 minutes or part thereof)	Y		$12.73	$1.27	$14.00
Cultural Services event - adult	(per person, per 60 minutes or part thereof)	Y		$15.91	$1.59	$17.50
General event food van/provider	Rate per vendor per day	Y		$140.00	$14.00	$154.00
Joondalup Festival						
Event food van/provider 1 day	Rate per vendor per day	Y		$200.00	$20.00	$220.00
Event food van/provider 2 days	Rate per vendor per day	Y		$350.00	$35.00	$385.00
Event food van/provider 3 days	Rate per vendor per day	Y		$500.00	$50.00	$550.00
Sunday Serenades Service Fee						
Gold Subscription (6 Concerts) (Concession)	Rate per subscription	Y		$64.55	$6.45	$71.00
Gold Subscription (6 Concerts) (Standard)	Rate per subscription	Y		$80.91	$8.09	$89.00
Silver Subscription (4 Concerts) (Concession)	Rate per subscription	Y		$45.45	$4.55	$50.00
Silver Subscription (4 Concerts) (Standard)	Rate per subscription	Y		$57.27	$5.73	$63.00
Sunday Serenades (Child)	Rate per Entry	Y		$9.09	$0.91	$10.00
Sunday Serenades (Concession)	Rate per Entry	Y		$12.73	$1.27	$14.00
Sunday Serenades (Standard)	Rate per Entry	Y		$15.91	$1.59	$17.50
Valentine's Concert						
Merchandise Fee	Per Person	Y		$9.09	$0.91	$10.00
Reserved seating/hire fee	Per Person	Y		$18.18	$1.82	$20.00
Tier 1 - Valentine's Concert (Resident - Seniors/Concession Card holder discount)	Rate per Entry	Y		$27.27	$2.73	$30.00
Tier 1 - Valentine's Concert (Standard - resident)	Rate per Entry	Y		$31.82	$3.18	$35.00
Tier 1 - Valentine's Concert (Standard non-resident)	Rate per Entry	Y		$63.64	$6.36	$70.00
Tier 1 - Valentine's Concert Child (Resident 6 -16 years of age)	Rate per Entry	Y		$18.18	$1.82	$20.00
Tier 2 - Valentine's Concert (Resident - Seniors/Concession Card holder discount)	Rate per Entry	Y		$32.73	$3.27	$36.00
Tier 2 - Valentine's Concert (Standard - resident)	Rate per Entry	Y		$38.18	$3.82	$42.00
Tier 2 - Valentine's Concert (Standard non-resident)	Rate per Entry	Y		$76.36	$7.64	$84.00
Tier 2 - Valentine's Concert Child (Resident 6 -16 years of age)	Rate per Entry	Y		$21.82	$2.18	$24.00
Tier 3 - Valentine's Concert (Resident - Seniors/Concession Card holder discount)	Rate per Entry	Y		$40.00	$4.00	$44.00
Tier 3 - Valentine's Concert (Standard - resident)	Rate per Entry	Y		$45.45	$4.55	$50.00
Tier 3 - Valentine's Concert (Standard non-resident)	Rate per Entry	Y		$90.91	$9.09	$100.00
Tier 3 - Valentine's Concert Child (Resident 6 -16 years of age)	Rate per Entry	Y		$26.36	$2.64	$29.00
Recreational Services						
Administration Fees						
Cancellation Fee	Cancellation less than 7 days prior to booking	Y		100% of hire fee Less GST	10%	100% of hire fee
Cleaning / damage fee	At cost of any cleaning / damage expense incurred after a booking, where a bond has not be taken or is not sufficient, including replacement keys.	Y		100% of costs including GST Less GST	10%	100% of costs including GST
Casual Hire Bond						
Bond Forfeiture	Dependent on amount forfeited up to total bond amount	Y		Bond Forfeiture Less GST	10%	Bond Forfeiture
Facility Bond - Commercial	Per booking	N		$1,300.00	N/A	$1,300.00
Facility Bond - Commercial Public Event or other high risk function	Per booking	N		$2,500.00	N/A	$2,500.00
Facility Bond - Community	Per booking	N		$750.00	N/A	$750.00
Key Bond	Per booking	N		$150.00	N/A	$150.00
Park / Beach Bond - Commercial	Per booking	N		$900.00	N/A	$900.00
Park / Beach Bond - Commercial Public Event or other high risk function	Per booking	N		$2,000.00	N/A	$2,000.00
Community Facilities Hire - Commercial						
Commercial Casual Hire - Activity Room	Per hour	Y		$41.91	$4.19	$46.10
Commercial Casual Hire - Function Room Capacity > 200	Per hour	Y		$104.18	$10.42	$114.60
Commercial Casual Hire - Large Hall Capacity > 100	Per hour	Y		$83.82	$8.38	$92.20
Commercial Casual Hire - Meeting Room	Per hour	Y		$38.45	$3.85	$42.30
Commercial Casual Hire - Small Hall Capacity < 100	Per hour	Y		$73.27	$7.33	$80.60
Commercial Regular Hire - Activity Room	Per hour	Y		$29.82	$2.98	$32.80
Commercial Regular Hire - Function Room Capacity > 200	Per hour	Y		$74.55	$7.45	$82.00
Commercial Regular Hire - Large Hall Capacity > 100	Per hour	Y		$59.91	$5.99	$65.90
Commercial Regular Hire - Meeting Room	Per hour	Y		$27.64	$2.76	$30.40
Commercial Regular Hire - Small Hall Capacity < 100	Per hour	Y		$52.27	$5.23	$57.50
Community Facilities Hire - Community Groups / Individuals						
Community Casual Hire - Activity Room	Per hour	Y		$20.91	$2.09	$23.00
Community Casual Hire - Function Room Capacity > 200	Per hour	Y		$52.09	$5.21	$57.30
Community Casual Hire - Large Hall Capacity > 100	Per hour	Y		$41.91	$4.19	$46.10
Community Casual Hire - Meeting Room	Per hour	Y		$19.27	$1.93	$21.20
Community Casual Hire - Small Hall Capacity < 100	Per hour	Y		$36.64	$3.66	$40.30
Community Regular Hire - Activity Room	Per hour	Y		$14.91	$1.49	$16.40
Community Regular Hire - Function Room Capacity > 200	Per hour	Y		$35.18	$3.52	$38.70
Community Regular Hire - Large Hall Capacity > 100	Per hour	Y		$30.00	$3.00	$33.00
Community Regular Hire - Meeting Room	Per hour	Y		$13.82	$1.38	$15.20
Community Regular Hire - Small Hall Capacity < 100	Per hour	Y		$26.18	$2.62	$28.80
Heathridge Community Centre Indoor Court Hire - Commercial						

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
1/2 Basketball Court	Per hour	Y		$41.91	$4.19	$46.10
Badminton court	Per hour	Y		$28.55	$2.85	$31.40
Basketball Court	Per hour	Y		$78.91	$7.89	$86.80
Heathridge Community Centre Indoor Court Hire - Community Groups / Individuals						
1/2 Basketball Court	Per hour	Y		$20.91	$2.09	$23.00
Badmington Court	Per hour	Y		$13.36	$1.34	$14.70
Basketball Court	Per hour	Y		$39.36	$3.94	$43.30
Parks, Beaches and Open Spaces Hire - Commercial						
Commercial Operator Permit - Application Fee	Per new application	Y		$117.18	$11.72	$128.90
Commercial Operator Permit Fee - Annual - more than 25 hours per week	Per annum	Y		$2,615.91	$261.59	$2,877.50
Commercial Operator Permit Fee - Annual - up to 25 hours per week	Per annum	Y		$2,182.27	$218.23	$2,400.50
Commercial Operator Permit Fee - Monthly - more than 25 hours per week	Per month	Y		$290.73	$29.07	$319.80
Commercial Operator Permit Fee - Monthly - up to 25 hours per week	Per month	Y		$243.09	$24.31	$267.40
Per hour Casual Hire	Per hour	Y		$78.18	$7.82	$86.00
Regular Hire (min 10 regular and recurrent bookings)	Per hour	Y		$17.18	$1.72	$18.90
Parks, Beaches and Open Spaces Hire - Community Groups / Individuals						
Casual Hire	Per Hour	Y		$18.64	$1.86	$20.50
Junior team sports - Park Hire (2.5 hours per team per week)	Per team per season	Y		$145.55	$14.55	$160.10
Junior team sports - Park Hire (5 hours per team per week)	Per team per season	Y		$290.00	$29.00	$319.00
Regular Hire (min 10 regular and recurrent bookings)	Per Hour	Y		$5.73	$0.57	$6.30
Team sports - Park Hire (2.5 hours per team per week)	Per team per season	Y		$290.91	$29.09	$320.00
Team sports - Park Hire (5 hours per team per week)	Per team per season	Y		$580.09	$58.01	$638.10
Subsidised Hire Fees						
Adult Recreation and Sporting Group	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		50% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	50% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Community Child Care Provider	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		50% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	50% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Community Service and Charitable Group	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Educational institution group	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Junior recreational or sporting group	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Justices of the Peace	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Life-Saving and/or Life-Preserving Service Groups	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Neighbourhood Watch Group	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Other Not for Profit Community Group	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		50% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	50% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Playgroup and Toy Library	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Residents' or ratepayers' group	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Senior citizens recreational or sporting group	Subsidy afforded to hirer in line with Facility Hire Subsidy Policy	N		100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy	N/A	100% subsidy of prescribed fee in accordance with Facility Hire Subsidy Policy
Tennis Court Hire - Commercial						
Casual Hire - Commercial	Per hour	Y		$22.82	$2.28	$25.10
Tennis Court Hire - Community Groups / Individuals						
Casual Hire - Community	Per hour	Y		$14.36	$1.44	$15.80
Regular hire - Off peak period (before 6.00pm)	Per court/Per annum	Y		$149.36	$14.94	$164.30
Regular hire - Peak period (after 6.00pm)	Per court/Per annum	Y		$186.73	$18.67	$205.40
Leisure Centres						
Craigie Leisure Centre Facility Hire - Non Aquatic						
Aquatics Meeting Room - Commercial	Rate per hour	Y		$47.64	$4.76	$52.40
Aquatics Meeting Room - Community	Rate per hour	Y		$23.82	$2.38	$26.20
Aquatics Meeting Room - Schools	Rate per hour	Y		$17.82	$1.78	$19.60
Badminton Court Hire	Rate per hour	Y		$15.27	$1.53	$16.80
Badminton Court Hire - Schools	Rate per hour	Y		$11.45	$1.15	$12.60
Conference Room - Commercial	Rate per hour	Y		$38.18	$3.82	$42.00

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Conference Room - Community	Rate per hour	Y		$19.09	$1.91	$21.00
Conference Room - School	Rate per hour	Y		$14.55	$1.45	$16.00
Creche - commercial	Rate per hour	Y		$47.45	$4.75	$52.20
Creche - community	Rate per hour	Y		$23.73	$2.37	$26.10
Creche - schools	Rate per hour	Y		$17.82	$1.78	$19.60
Foyer Area - Commercial	Rate per hour	Y		$84.55	$8.45	$93.00
Foyer Area - Community	Rate per hour	Y		$42.36	$4.24	$46.60
Group fitness class plus instructor - commercial	Rate per hour	Y		$214.55	$21.45	$236.00
Group fitness class plus instructor - Community	Rate per hour	Y		$107.27	$10.73	$118.00
Group fitness class plus instructor - Schools	Rate per hour	Y		$80.36	$8.04	$88.40
Group Fitness Studio - Commercial (rooms only)	Rate per hour	Y		$56.36	$5.64	$62.00
Group Fitness Studio - Community (rooms only)	Rate per hour	Y		$28.18	$2.82	$31.00
Narrawa Room - Commercial	Rate per hour	Y		$21.82	$2.18	$24.00
Narrawa Room - Community	Rate per hour	Y		$10.91	$1.09	$12.00
Narrawa Room - School	Rate per hour	Y		$8.18	$0.82	$9.00
Sports Hall 1 - Commercial	Rate per hour	Y		$99.27	$9.93	$109.20
Sports Hall 1 - Community	Rate per hour	Y		$49.82	$4.98	$54.80
Sports Hall 1 - Half Court - Commercial	Rate per hour	Y		$49.82	$4.98	$54.80
Sports Hall 1 - Half Court - Community	Rate per hour	Y		$24.91	$2.49	$27.40
Sports Hall 1 - Half Court - Schools	Rate per hour	Y		$18.73	$1.87	$20.60
Sports Hall 1 - Schools (between 8:30am and 3:30pm)	Rate per hour	Y		$37.09	$3.71	$40.80
Sports Hall 2, 3 & 4 - Commercial	Rate per hour	Y		$88.36	$8.84	$97.20
Sports Hall 2, 3 & 4 - Half Court - Commercial	Rate per hour	Y		$44.18	$4.42	$48.60
Sports Hall 2, 3 & 4 - Half Court - Community	Rate per hour	Y		$22.36	$2.24	$24.60
Sports Hall 2, 3 & 4 - Half Court - Schools	Rate per hour	Y		$16.91	$1.69	$18.60
Sports Hall 2, 3 & 4 - Regular Community	Rate per hour	Y		$44.18	$4.42	$48.60
Sports Hall 2, 3 & 4 - Schools	Rate per hour	Y		$33.27	$3.33	$36.60
Volleyball Court Hire Full Size	Rate per hour	Y		$45.27	$4.53	$49.80
Volleyball Court Hire Full Size - Schools	Rate per hour	Y		$33.45	$3.35	$36.80
Wellness room - commercial	Rate per hour	Y		$51.27	$5.13	$56.40
Wellness room - community	Rate per hour	Y		$25.64	$2.56	$28.20
Craigie Leisure Centre Facility Hire - Special Events						
Bond - commercial special event	Per event	N		$1,950.00	N/A	$1,950.00
Bond - community	Per event	N		$975.00	N/A	$975.00
Set up/pull down of booked area	Per hour	Y		$54.55	$5.45	$60.00
Craigie Leisure Centre Facility Hire- Aquatic Lanes						
Lane Hire (Indoor) - Commercial	Per lane / hour	Y		$17.45	$1.75	$19.20
Lane Hire (Indoor) - Community	Per lane / hour	Y		$12.91	$1.29	$14.20
Lane Hire (Indoor) - Schools	Per lane / hour	Y		$10.18	$1.02	$11.20
Lane Hire (Outdoor) - Commercial	Per lane / hour	Y		$24.91	$2.49	$27.40
Lane Hire (Outdoor) - Community	Per lane / hour	Y		$18.91	$1.89	$20.80
Lane Hire (Outdoor) - Schools	Per lane / hour	Y		$14.91	$1.49	$16.40
Pool Carnival Hire - Community	Rate per hour for 50m pool	Y		$174.55	$17.45	$192.00
Pool Carnival Hire - School	Rate per hour for 50m pool	Y		$87.27	$8.73	$96.00
Pool Inflatable Hire - includes 1 staff member for 2 hours	Per pool	Y		$167.27	$16.73	$184.00
Craigie Leisure Centre Facility Hire Bond						
Bond commercial	Per facility	N		$800.00	N/A	$800.00
Bond community	Per facility	N		$450.00	N/A	$450.00
Craigie Leisure Centre Facility Hire Leisure Centre - Special Events						
Cleaning costs - special events	100% of cleaning costs	Y		Cleaning costs - special events Less GST	10%	Cleaning costs - special events
Commercial special event	Hire fee = 200% of commercial rate	Y		Commercial special event Less GST	10%	Commercial special event
Function supervisor - after hours	Rate per hour	Y		Function supervisor - after hours Less GST	10%	Function supervisor - after hours
Craigie Leisure Centre Programs Fees and Charges						
Schedule 1 - Schedule of Fees	Per person / per attendance	Y		$6.00	$0.60	$6.60
Schedule 2 - Schedule of Fees	Per person / per attendance	Y		$9.82	$0.98	$10.80
Schedule 3 - Schedule of Fees	Per person / per attendance	Y		$10.91	$1.09	$12.00
Schedule 4 - Schedule of Fees	Per person / per attendance	Y		$11.91	$1.19	$13.10
Schedule 5 - Schedule of Fees	Per person / per attendance	Y		$14.27	$1.43	$15.70
Schedule 6 - Schedule of Fees	Per person / per attendance	Y		$15.82	$1.58	$17.40
Schedule 7 - Schedule of Fees	Per person / per attendance	Y		$17.36	$1.74	$19.10
Schedule 8 - Schedule of Fees	Per person / per attendance	Y		$18.45	$1.85	$20.30
Schedule 9 - Schedule of Fees	Per person / per attendance	Y		$22.55	$2.25	$24.80
Craigie Leisure Centre-Service Fees - Aquatic Entry						
Adult accompanying Children 2 yrs to 5 yrs	Per person	Y		$1.82	$0.18	$2.00
Adult Swim - 10 passes (10%)	Per Booklet	Y		$55.64	$5.56	$61.20
Adult Swim - 20 passes (12.5%)	Per Booklet	Y		$108.18	$10.82	$119.00
Adult Swim - 40 passes (15%)	Per Booklet	Y		$210.18	$21.02	$231.20
Adult Swim - Single	Per person	Y		$6.18	$0.62	$6.80
Birthday Party - (courts only) 15-23 children	Per session	Y		$336.36	$33.64	$370.00
Birthday Party - (pool only) 15-23 children	Per session	Y		$386.36	$38.64	$425.00
Birthday Party - (pool only) additional staff member for children u/6	Per session	Y		$47.27	$4.73	$52.00
Birthday Party - Up to 15 children (courts only)	Per session	Y		$227.27	$22.73	$250.00
Birthday Party - Up to 15 children (pool only)	Per session	Y		$240.91	$24.09	$265.00
Carer/Aide - Special Needs	Per person	N		$0.00	N/A	$0.00
Carnival Entry	Per child per session	Y		$3.36	$0.34	$3.70

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Child Swim - 10 passes (10%)	Per Booklet	Y		$40.91	$4.09	$45.00
Child Swim - 20 passes (12.5%)	Per Booklet	Y		$79.55	$7.95	$87.50
Child Swim - 40 passes (15%)	Per Booklet	Y		$154.55	$15.45	$170.00
Child Swim (2yrs to 17yrs) Single	Per person	Y		$4.55	$0.45	$5.00
Children Under 2 yrs	Per person	N		$0.00	N/A	$0.00
Christmas Pool Party - Adult	Per person	Y		$6.18	$0.62	$6.80
Christmas Pool Party - Child	Per person	Y		$9.27	$0.93	$10.20
Christmas Pool Party - Family	Per family	Y		$25.91	$2.59	$28.50
Family Swim (2 Adults + 2 Children)	Per entry	Y		$17.91	$1.79	$19.70
NON Swimming Aquatic Entry	Per person	Y		$1.82	$0.18	$2.00
School Childs entry - in term lessons	Per child	Y		$3.09	$0.31	$3.40
Spa Lounge - 10 passes (10%)	Per Booklet	Y		$98.18	$9.82	$108.00
Spa Lounge - 20 passes (12.5%)	Per Booklet	Y		$190.91	$19.09	$210.00
Spa Lounge - 40 passes (15%)	Per Booklet	Y		$370.91	$37.09	$408.00
Spa Lounge - Single	Per person	Y		$10.91	$1.09	$12.00
Spa Lounge Upgrade	Per person	Y		$4.73	$0.47	$5.20
Vacation Swimming	Per child per session	Y		$3.36	$0.34	$3.70
Vacation Swimming - 10 passes	Per Booklet	Y		$33.64	$3.36	$37.00
Craigie Leisure Centre-Service Fees - Creche						
Fees - 1st Child	Up to 1.5 hours	Y		$4.73	$0.47	$5.20
Fees - 1st Child	Up to 3 hours	Y		$7.50	$0.75	$8.25
Fees - additional children in each family	Up to 1.5 hours	Y		$4.27	$0.43	$4.70
Fees - additional children in each family	Up to 3 hours	Y		$6.59	$0.66	$7.25
Craigie Leisure Centre-Service Fees - Discounts, to apply to Creche Entry, Memberships, Promotions, Single aquatic entry and lifestyle courses						
14 days for $14 membership promotion	Per person	Y		$12.73	$1.27	$14.00
30 days for $30 membership promotion	Per person	Y		$27.27	$2.73	$30.00
Full Time Student Discount	Per student	Y		Full Time Student Discount Less GST	10%	Full Time Student Discount
Group Discount / Corporate Membership (10%) (12 month membership)	Per membership	Y		Group Discount / Corporate Membership (10%) (12 month membership) Less GST	10%	Group Discount / Corporate Membership (10%) (12 month membership)
Schools Discount (off Community Rate)	Per school	Y		Schools Discount (off Community Rate) Less GST	10%	Schools Discount (off Community Rate)
Seniors/Concession Card Holder Discount	Per person	Y		Seniors/Concession Card Holder Discount Less GST	10%	Seniors/Concession Card Holder Discount
Seniors/Concession Card Holder Discount (aged 75 years and about	Per person	Y		Seniors/Concession Card Holder Discount (aged 75 years and about Less GST	10%	Seniors/Concession Card Holder Discount (aged 75 years and about
Surf Club(s) Discount 10% off membership (excluding squads)	Per membership	Y		Surf Club(s) Discount 10% off membership (excluding squads) Less GST	10%	Surf Club(s) Discount 10% off membership (excluding squads)
Craigie Leisure Centre-Service Fees - Group Fitness (casual)						
Group Fitness Casual Entry Fee	Rate per 1 hour class	Y		$13.64	$1.36	$15.00
Group Fitness Casual Entry Fee - Express Class (30 minutes)	Rate per 30 min class	Y		$6.82	$0.68	$7.50
Group Fitness Teen Class	Per hour	Y		$9.09	$0.91	$10.00
Platinum Classes	Rate per hour	Y		$10.00	$1.00	$11.00
Craigie Leisure Centre-Service Fees - Gym Entry						
Casual Gym	Rate per session	Y		$13.64	$1.36	$15.00
Other Health Group - gym entry	Rate per session	Y		$6.55	$0.65	$7.20
Craigie Leisure Centre-Service Fees - Hire Fees						
Badminton Racquet Hire	Rate per racquet	Y		$5.00	$0.50	$5.50
Craigie Leisure Centre-Service Fees - Learn to Swim Program						
Adult	Per person per class	Y		$15.82	$1.58	$17.40
Child Level 7+	Per person, per class, includes 1 parent entry per week	Y		$15.82	$1.58	$17.40
One on One	Per person, per class, includes 1 parent entry per week	N		$61.00	N/A	$61.00
Parent/Child	Per person, per class, includes 1 parent entry per week	N		$15.50	N/A	$15.50
Pre-school/School Age	Per person, per class, includes 1 parent entry per week	N		$17.40	N/A	$17.40
Craigie Leisure Centre-Service Fees - Membership						
Fixed Upfront 1 Month	Per 1 month	Y		$190.91	$19.09	$210.00
Fixed Upfront 3 Months	Per 3 months	Y		$422.73	$42.27	$465.00
Craigie Leisure Centre-Service Fees - Membership (Gym or Group Fitness)						
Gym/Group Fitness - Fixed Upfront	Per 12 months	Y		$754.55	$75.45	$830.00
Gym/Group Fitness - Flexi Direct Debit	Fortnightly	Y		$35.27	$3.53	$38.80
Gym/Group Fitness - Ongoing Direct Debit	Fortnightly	Y		$29.55	$2.95	$32.50
Membership 12 Months - Direct Debit Includes direct debit fee	Fortnightly (minimum 12 month contract)	Y		$28.11	$2.81	$30.92
Membership 12 Months Upfront	Per 12 months	Y		$718.18	$71.82	$790.00
Membership Flexi - Direct Debit Includes direct debit fee	Fortnightly (Non-Contract)	Y		$33.56	$3.36	$36.92
Craigie Leisure Centre-Service Fees - Membership (Multi Access)						
Membership 12 Months - Direct Debit Includes direct debit fee	Fortnightly (minimum 12 month contract)	Y		$35.24	$3.52	$38.76
Membership Flexi - Direct Debit Includes direct debit fee	Fortnightly (Non-Contract)	Y		$41.95	$4.19	$46.14
Multi Access - Fixed Upfront	Per 12 months	Y		$950.00	$95.00	$1,045.00

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Multi Access - Flexi Direct Debit	Fortnightly	Y		$44.09	$4.41	$48.50
Multi Access - Ongoing Direct Debit	Fortnightly	Y		$37.00	$3.70	$40.70
Craigie Leisure Centre-Service Fees - Membership (Platinum or Youth)						
Membership 12 Months - Direct Debit Includes direct debit fee	Fortnightly (minimum 12 month contract)	Y		$23.91	$2.39	$26.30
Membership 12 Months Upfront	Per 12 months	Y		$604.55	$60.45	$665.00
Membership Flexi - Direct Debit Includes direct debit fee	Fortnightly (Non-Contract)	Y		$28.55	$2.85	$31.40
Platinum/Youth - Fixed Upfront	Per 12 months	Y		$631.82	$63.18	$695.00
Platinum/Youth - Flexi Direct Debit	Fortnightly	Y		$29.82	$2.98	$32.80
Platinum/Youth - Ongoing Direct Debit	Fortnightly	Y		$25.00	$2.50	$27.50
Craigie Leisure Centre-Service Fees - Membership (Pool)						
Pool - Fixed Upfront	Per 12 months	Y		$577.27	$57.73	$635.00
Pool - Flexi Direct Debit	Fortnightly	Y		$27.09	$2.71	$29.80
Pool - Ongoing Direct Debit	Fortnightly	Y		$22.73	$2.27	$25.00
Craigie Leisure Centre-Service Fees - Membership Fees						
Cancellation of Direct Debit - between 6 and 12 months	Per Cancellation	Y		$72.73	$7.27	$80.00
Membership administration fee	Per transaction requirement	Y		$13.64	$1.36	$15.00
New or replacement RFID wrist membership band	Per wristband	Y		$9.55	$0.95	$10.50
New RFID card	Per card	Y		$3.45	$0.35	$3.80
Non-contract establishment fee	Per arrangement	Y		$45.45	$4.55	$50.00
Craigie Leisure Centre-Service Fees - Special Events						
Holiday Activities	Per person/session	Y		$19.09	$1.91	$21.00
Platinum Adventure	Per activity	Y		$12.73	$1.27	$14.00
Sports Camp	Per camp	Y		$150.00	$15.00	$165.00
Craigie Leisure Centre-Service Fees - Swim Squad						
Squad Access – 2 Swims	Per Week	Y		$6.64	$0.66	$7.30
Squad Access – 6 to 9 Swims	Per week	Y		$12.27	$1.23	$13.50
Squad Access– 3 to 5 Swims	Per week	Y		$9.45	$0.95	$10.40
Craigie Leisure Centre-Service Fees - Total Membership						
Multi Access Membership 1 month	Per 1 month	Y		$180.91	$18.09	$199.00
Multi Access Membership 12 Months Upfront	Per 12 months	Y		$904.55	$90.45	$995.00
Multi Access Membership 3 months	Per 3 months	Y		$400.00	$40.00	$440.00
Craigie Leisure Centre-Service Fees- Sports						
Bib hire	Per session	Y		$6.36	$0.64	$7.00
Casual Basketball	Rate per hour	Y		$6.00	$0.60	$6.60
Game Fees (Juniors)	Per team/week	Y		$57.27	$5.73	$63.00
Game Fees (Senior Soccer Only)	Per team/week	Y		$65.45	$6.55	$72.00
Game Fees (Seniors)	Per team/week	Y		$69.09	$6.91	$76.00
Shuttlecock - Sale Only	Each	Y		$4.55	$0.45	$5.00
Social Badminton	Per person/session	Y		$9.27	$0.93	$10.20
Craigie Leisure Centre-Service Pro Shop						
Badminton Racquet Hire	Rate per racquet	Y		$5.09	$0.51	$5.60
Ball Hire (Basketball, Soccer and Netball)	Rate per hour	Y		$5.09	$0.51	$5.60
Pro Shop Sales	Per item	Y		Pro Shop Sales Less GST	10%	Pro Shop Sales
Compliance						
Private Swimming Pools - Infringements						
Failing to Enclose a Swimming Pool - Where Notice has been Served	Per Infringement	N	S	$1,000.00	N/A	$1,000.00
Private swimming pools - Inspection Fees (Statutory)						
Inspection Fee per pool (Statutory)	Per annum	N	S	$41.82	N/A	$41.82
Private Swimming Pools (Non-Statutory) - Inspection Fees and Written Report						
Inspection Fee and Written report per pool (Non - Statutory)	Per inspection	N		$204.00	N/A	$204.00
Records						
Administration fees – Freedom of Information						
Application fee – non personal information only	Per application	N	S	$30.00	N/A	$30.00
Decision making on access	Per hour/pro rata	N	S	$30.00	N/A	$30.00
Delivery, packaging and postage	Per application	Y		Actual Cost Less GST	10%	Actual Cost
Duplicating a tape, film or computer information	Per application	N		Actual Cost	N/A	Actual Cost
Staff time supervising access	Per hour/pro rata (plus actual cost for hire of facilities or equipment)	N	S	$30.00	N/A	$30.00
Transcription staff time for transcribing information from tape or other device	Per hour/pro rata	N	S	$30.00	N/A	$30.00
Council publications – electoral rolls						
Electoral roll (electronic copy) – (subject to statutory declaration to prevent commercial use)	Cost of electronic version	Y		$27.27	$2.73	$30.00
Customer Service						
Service Fees - Computer Printing						
Black and White A3	Per page	Y		$0.36	$0.04	$0.40
Black and White A4	Per page	Y		$0.18	$0.02	$0.20
Colour A3	Per page	Y		$1.82	$0.18	$2.00
Colour A4	Per page	Y		$0.91	$0.09	$1.00
Service Fees - Photocopies						
Black and White Photocopier - > 1000	Each A3	Y		$0.18	$0.02	$0.20
Black and White Photocopier - >1000	Each A4	Y		$0.09	$0.01	$0.10
Black and White Photocopier - 100 -1000	Each A3	Y		$0.27	$0.03	$0.30
Black and White Photocopier - 100-1000	Each A4	Y		$0.18	$0.02	$0.20
Black and White Photocopier - 1-100	Each A3	Y		$0.36	$0.04	$0.40

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Black and White Photocopier - 1-100	Each A4	Y		$0.18	$0.02	$0.20
Colour Photocopier	Each A3	Y		$1.82	$0.18	$2.00
Colour Photocopier	Each A4	Y		$0.91	$0.09	$1.00
Strategic and Organisational Development						
Business Forum						
Registration per user	Per person	Y		$31.82	$3.18	$35.00
Stallholder Fee	Per stall	Y		$90.91	$9.09	$100.00
Community Development						
Environmental Development						
Environmental Education 4 week course	Per Attendee	Y		$13.64	$1.36	$15.00
Environmental Education 4 week course - concession	Per Attendee	Y		$4.55	$0.45	$5.00
Environmental Education Event	Per Attendee	Y		$4.55	$0.45	$5.00
Environmental Education Workshop	Per Attendee	Y		$4.55	$0.45	$5.00
Infrastructure Management						
Professional Fees						
Director Professional Fee	Per Hour - Minimum of one hour. Inclusive of salary on-costs, overheads and opportunity cost margin.	Y		$250.00	$25.00	$275.00
Manager Professional Fee	Per Hour - Minimum of one hour. Inclusive of salary on-costs, overheads and opportunity cost margin.	Y		$185.45	$18.55	$204.00
Officer Professional fee	Per Hour - Minimum of one hour. Inclusive of salary on-costs, overheads and opportunity cost margin.	Y		$116.36	$11.64	$128.00
Senior Officer Professional fee	Per Hour - Minimum of one hour. Inclusive of salary on-costs, overheads and opportunity cost margin.	Y		$131.82	$13.18	$145.00
Lighting						
Service Fee - Redundant Public Lighting Infrastructure						
Redundant Public Light Infrastructure	Per Pole	Y		$140.00	$14.00	$154.00
Waste Management						
Rated Residential Properties Service Fees - Refuse Collection						
Annual service fee for bin & Animal Waste Dispenser on Private Land for use by public (includes supply of dog bags 1 x 600 per week)	Per annum	N		$1,867.00	N/A	$1,867.00
Bins - Functions/Events	Per bin	Y		$22.73	$2.27	$25.00
Establishment Fee - Additional Recycling or Greens Waste bin to existing Standard Refuse Service	Establishment Fee - One off	N		$69.00	N/A	$69.00
Establishment Fee - Installation of Bin & AWD on private Land upon request	Establishment Fee - One Off	N		$442.00	N/A	$442.00
Establishment Fee - New Standard Refuse Service for supply & delivery of 3 bins	Establishment Fee - One off	N		$159.00	N/A	$159.00
Larger General Waste Bin (240L) - Establishment fee, first year collection and processing	Establishment Fee - One off	N		$159.00	N/A	$159.00
Waste Refuse - Annual Standard Service including 3 bins, Bulk Waste	Per annum	N		$360.00	N/A	$360.00
Waste Refuse - Additional Annual Service fee for 240L Green bin collection, processing service and disposal.	Per annum	N		$36.00	N/A	$36.00
Waste Refuse - Additional Annual Service fee for 240L or 360L Recycle bin collection, processing service and disposal.	Per annum	N		$54.00	N/A	$54.00
Waste Refuse - Additional Annual Standard Service including 3 Bins, Bulk Waste	Per annum	N		$360.00	N/A	$360.00
Waste Refuse - Additional bin collection between collection days	Per bin	Y		$40.91	$4.09	$45.00
Waste Refuse - Annual Standard Service for 3 bins - Full & Part Pensioners. No discount on Waste Refuse Charge, discount only applies to property rates	Per annum	N		$360.00	N/A	$360.00
Waste Refuse -Additional Annual Service Fee for upgrade 240L General Waste for collection, processing and disposal.	Per annum	N		$235.00	N/A	$235.00
Transport Engineering						
Traffic Management Plan (TMP)						
Additional fee for Accelerated TMP Assessment and Approval - approval required within half usual approval time	Traffic Management Plans (TMP) are required to safely and efficiently guided users around, through or past a roadwork site and ensure the network performance is not unduly impacted. Not for profit exempt	Y		$260.00	$26.00	$286.00

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
TMP Assessment and Approval - Basic Plan	Traffic Management Plans (TMP) are required to safely and efficiently guided users around, through or past a roadwork site and ensure the network performance is not unduly impacted. Not for profit exempt. Minimum assessment approval: 10 business days	Y		$299.09	$29.91	$329.00
TMP Assessment and Approval - Complex Plan	Traffic Management Plans (TMP) are required to safely and efficiently guided users around, through or past a roadwork site and ensure the network performance is not unduly impacted. Not for profit exempt. Minimum assessment approval: 20 business days	Y		$659.09	$65.91	$725.00
TMP Assessment and Approval - Event Plan	Traffic Management Plans (TMP) are required to safely and efficiently guided users around, through or past a roadwork site and ensure the network performance is not unduly impacted. Not for profit exempt. Minimum assessment approval: 30 business days	Y		$599.09	$59.91	$659.00
Urban Development						
Service Fees - Administration Charge						
Charge applicable for admin of private works	Per works	Y	S	5% of Total Works Less GST	10%	5% of Total Works
Engineering Design	Per hour - minimum of one hour	Y		$131.82	$13.18	$145.00
Service Fees - Subdivision Supervision Fees						
Application fee for Bonding of Incomplete Works	IPWEA Subdivision Guidelines section 1.20.3	Y	S	$1,000.00	$100.00	$1,100.00
Defects Liability Bond for Subdivision Civil Works	Per bond	N	S	5% of Civil Contract Value	N/A	5% of Civil Contract Value
Engineering Supervision fee per Subdivision (Construct and Drain Street)	With consulting engineer and clerk of works	Y	S	1.5% of total construction costs Less GST	10%	1.5% of total construction costs
Engineering Supervision fee per Subdivision (Construct and Drain Street)	Without consulting engineer and clerk of works	Y	S	3% of total construction costs Less GST	10%	3% of total construction costs
Operation Services						
Access Bond - Footpaths						
City Wide	Variable - depending upon infrastructure at each site	N		City Wide	N/A	City Wide
Access Bond - Public Open Space and Public Accessways						
Resident /Service Provider/ Contractor - Other Access/ Light Vehicle requirements	Per request	N		$800.70	N/A	$800.70
Resident/service provider/contractor – Vehicle Access	Per request	N		$2,675.90	N/A	$2,675.90
Developer/Resident Damages Tree - Tree Valuation						
When a Resident/Developer/Utility Services provider damages a tree that results in its removal, the developer or resident will be liable for the following costs (Amenity value of the tree plus removal costs plus Local Law penalty). The developer or resident will provide a replacement tree to a minimum height of 2 metres to the satisfaction of the Manager of Operation Services. Where the damage to the tree required the City to engage an independent arborist to access the tree, the developer or resident will be liable for the report costs and the cost of any associated recommendations made.	Per Tree-Helliwell Tree Amenity Evaluation x $67.00 + Tree Removal and Replacement Cost	Y		When a Resident/Developer/Utility Services provider damages a tree that results in its removal, the developer or resident will be liable for the following costs (Amenity value of the tree plus removal and replacement costs). Where the damage to the tree required the City to engage an independent arborist to access the tree, the developer or resident will be liable for the report costs and the cost of any associated recommendations made. Less GST	10%	When a Resident/Developer/Utility Services provider damages a tree that results in its removal, the developer or resident will be liable for the following costs (Amenity value of the tree plus removal and replacement costs). Where the damage to the tree required the City to engage an independent arborist to access the tree, the developer or resident will be liable for the report costs and the cost of any associated recommendations made.
Developer/Resident Proposes Removal - Tree Valuation						

Schedule of Fees and Charges 2022/2023

Description	Basis of Charge	GST Y/N	Statutory fee "S"	Fee Excluding GST	GST	Gross Fee Included
Where a property development plan proposes removal of a street tree or trees the developer will pay for the amenity value of the tree or trees with the valuation being determined by the Helliwell Method. All removal costs to be included	Per Tree-Helliwell Tree Amenity Evaluation x $67.00 + Tree Removal and Replacement Cost	Y		Where a property development plan proposes removal of a street tree or trees the developer will pay for the amenity value of the tree or trees with the valuation being determined by the Helliwell Method. Removal and replacement (where required) costs to be included Less GST	10%	Where a property development plan proposes removal of a street tree or trees the developer will pay for the amenity value of the tree or trees with the valuation being determined by the Helliwell Method. Removal and replacement (where required) costs to be included
Service Fees - Access						
Remove and Replace Grab Rails	Charge to individuals requesting temporary removal	Y		$483.59	$48.36	$531.95
Service Fees - Other Services						
Directional Sign	Per sign installation-Variable and maintenance for five years	Y		$277.50	$27.75	$305.25
Service Fees - Semi Mountable Kerb						
Installation of Semi Mountable kerb around corner residential properties	Charge per Linear Metre	Y		$90.09	$9.01	$99.10
Service Fees - Standard Vehicle Crossing						
Crossover Kerb Fillet (alteration of kerb profile at owner's request)	Charge per Linear Metre	Y		$90.09	$9.01	$99.10
Crossover Kerb Fillet (replacement of illegally removed kerb)	Charge per Linear Metre	Y		$90.09	$9.01	$99.10
Asset Management						
Telecommunications Administration Fee						
Application assessment - Low Impact Facilities - Telecommunications	Per application	Y		$318.18	$31.82	$350.00
Utility charge - Water						
Water Charge - Trading in Public Places Licence - Dog Washing Stations	Per annum charge	N		$600.00	N/A	$600.00
Building Management						
Alarm Callout - Reclaim Fee						
Building alarm callouts for lessees and hirers	Each Callout	Y		$47.50	$4.75	$52.25
Key Management						
Facility Keys/Padlocks for lessees and hirers	Each Replacement	Y		Actual costs Less GST	10%	Actual costs
Facility rekeying administration charge	Each Rekey	Y		$318.18	$31.82	$350.00