



COMMUNITY CONSULTATION OUTCOMES REPORT

Draft 10-Year Strategic Community
Plan — Joondalup 2032

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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

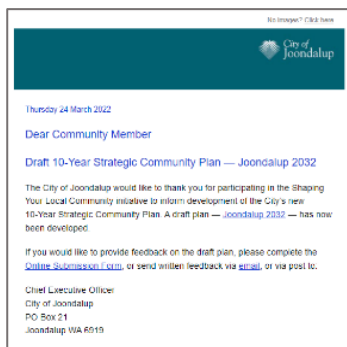
Stakeholders who participated “Shaping Your Local Community” consultation initiative (either via workshops or survey) were emailed to advise them that the draft 10-Year Strategic Community Plan was available to review and to invite them to provide feedback.

Subscribers to the Community Engagement Network were sent an eNewsletter to invite them to provide feedback on the draft 10-Year Strategic Community Plan.

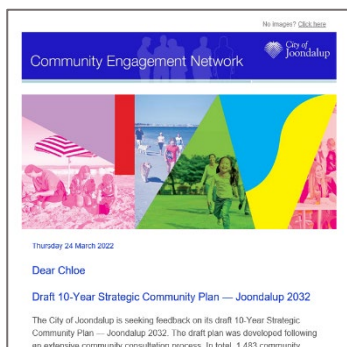
Resident/ratepayer groups were emailed to advise them that the draft 10-Year Strategic Community Plan was available to review and to invite them to provide feedback. They were also encouraged to promote the consultation to their members.

Stakeholders were advised that they could provide feedback using the online submission form or in writing via email or post.

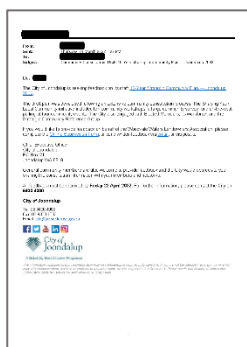
Email to stakeholders who participated in the “Shaping Your Local Community” consultation initiative (see Appendix 1 for full):



Community Engagement Network eNewsletter (see Appendix 2 for full):



Email to resident/ratepayer groups (see Appendix 3 for full):



Online submission form (see Appendix 4 for full):

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](#). We encourage that you visit the Draft Plan page to provide feedback. For further information, please contact the City on 9350 1000 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.

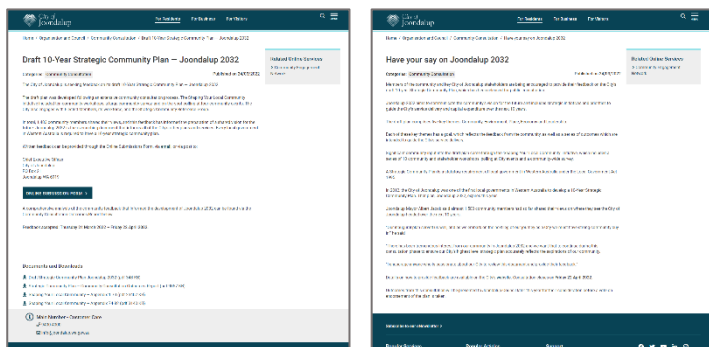
Full Name: _____
Address: _____
Suburb: _____
Postcode: _____
Telephone: _____
Email: _____

2. Are you providing feedback on behalf of an organisation?
Organisation: _____
Role/Position: _____

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.

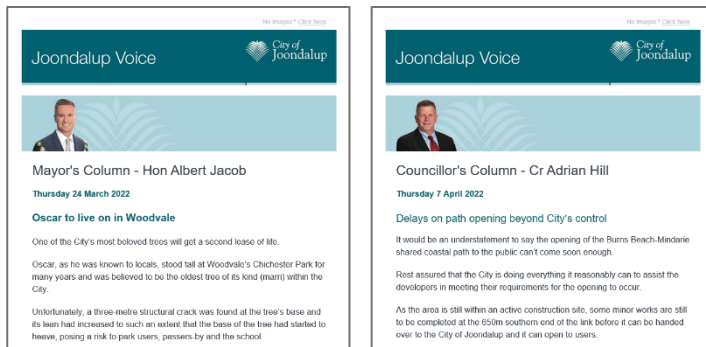
Community Consultation webpage and media release (see Appendix 5–6 for full):



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	—

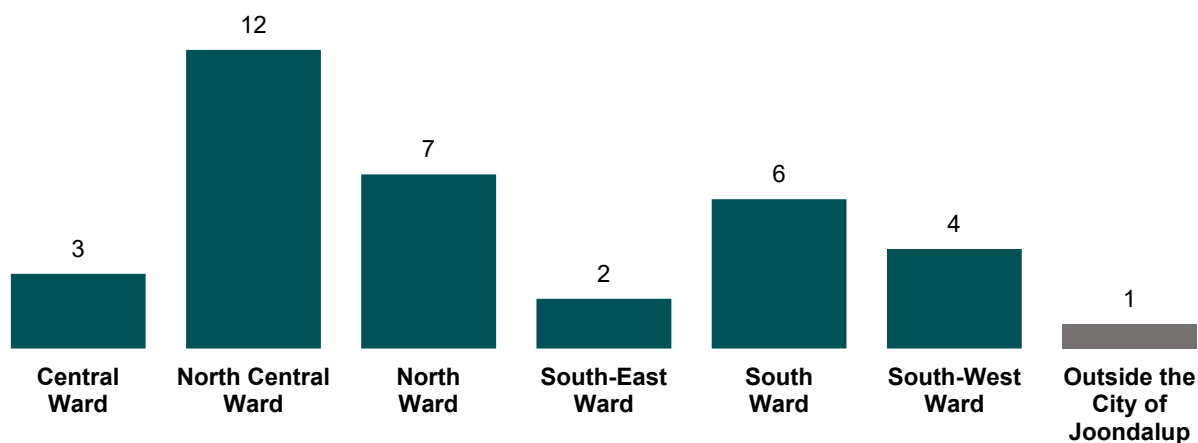
*Numbers may not add up to total, as respondents can represent more than one stakeholder type.

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](#)



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:



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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 2 — Community Engagement Network eNewsletter

No images? [Click here](#)

Community Engagement Network





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

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joondalup.wa.gov.au | 08 9400 4000

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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



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.

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:	<input type="text"/>
Address:	<input type="text"/>
Suburb:	<input type="text"/>
Postcode:	<input type="text"/>
Telephone:	<input type="text"/>
Email:	<input type="text"/>

2. Are you providing feedback on behalf of an organisation?

Organisation:	<input type="text"/>
Role / position:	<input type="text"/>

(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



[For Residents](#)[For Business](#)[For Visitors](#)



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.

Documents and Downloads

[Download Draft Strategic Community Plan Joondalup 2032 \(pdf 348 KB\)](#)[Download Strategic Community Plan – Community Consultation Outcomes Report \(pdf 9857 KB\)](#)[Download Shaping Your Local Community – Appendix 1-73 \(pdf 23407 KB\)](#)[Download Shaping Your Local Community – Appendix 74-82 \(pdf 3140 KB\)](#)

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

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APPENDIX 6 — Media release



[For Residents](#)[For Business](#)[For Visitors](#)



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.

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APPENDIX 7 — Joondalup Voice (*PerthNow Joondalup*, 24 March 2022, p 11)

PERTHNOW.COM.AU

THURSDAY, MARCH 24, 2022 • 11



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.

Created by internationally acclaimed art and technology company, ENESS, festivalgoers are invited to play among the litter of bull terriers, dachshunds and poodles.

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

Celebrating the arts

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.

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



MEDIA PARTNERS



VENUE PARTNERS



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.

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

Community Consultation 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.

To provide feedback visit the Community Consultation section at joondalup.wa.gov.au
Feedback accepted until Friday 22 April 2022

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)

PERTHNOW.COM.AU

THURSDAY, APRIL 7, 2022 • 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.

Welcome to Burns Beach

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.

The draft document and feedback forms are available at joondalup.wa.gov.au

The consultation closes on Friday 22 April 2022.

ANZAC DAY
Dawn Service | Monday 25 April 2022, 5.45am
Central Park War Memorial, Joondalup
Book tickets online via joondalup.wa.gov.au
Lest we forget

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**.
For further information visit joondalup.wa.gov.au
Image credit: Creativity & Innovation (detail), 2021 by Janette Hafez


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				
Woodvale				
Whitford	Closed	Normal operating hours	Closed	Closed
Duncraig				
Leisure Centre				
Craigie	Closed	Normal operating hours	Normal operating hours	7.00am - 6.00pm


EASTER BIN COLLECTION
There are no waste collections on Good Friday, 15 April 2022.
Residents in Burns Beach, Connolly, Currabine, 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.

APPENDIX 9 — Joondalup Voice eNewsletter (24 March 2022)

No images? [Click here](#)

Joondalup Voice





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.

An independent arborist concluded it had come to the end of its natural life.

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.

Created by internationally acclaimed art and technology company, ENESS, festivalgoers are invited to play among the litter of bull terriers, dachshunds and poodles.

Sensors bring the creatures, some up to 5.5m tall, to life with music, sound and light.

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20 | 56

(continues)

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.

Celebrating the arts

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.

[View more City of Joondalup news](#)



Joondalup Festival 2022

Friday Night Jams

Friday 25 March and Friday 1 April

6.00pm – 8.00pm

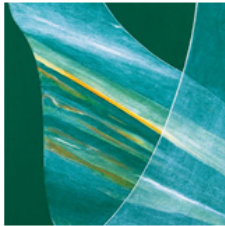
Hillarys Amphitheatre

Free Event

Join The Amnesiacs, an 18-piece jazz big band, as they play nine brand new arrangements created by Australian composers and arrangers.

[Learn more](#)

(continues)



Invitation Art Prize

Sunday 09 October – Sunday 23 October
Westfield Whitford City, Hillarys

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).

[Learn more](#)



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.

[Learn more](#)

(continues)



Community Consultation

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.

To provide feedback visit the Community Consultation section at joondalup.wa.gov.au.

Feedback accepted until **Friday 22 April 2022**.

[Learn more](#)



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.

[Learn more](#)

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APPENDIX 10 — Joondalup Voice eNewsletter (7 April 2022)

No images? [Click here](#)

Joondalup Voice





Councillor's Column - Cr Adrian Hill

Thursday 7 April 2022

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.

(continues)

Welcome to Burns Beach

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.

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[View more City of Joondalup news](#)

(continues)



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Image credit: *Creativity & Innovation (detail)*, 2021 by Janette Hafez

[Learn more](#)



ANZAC Day

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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](#)

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Easter Bin Collection

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[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)



City of Joondalup

★ Favourites · 29 March at 14:17 · 🌐

The City has prepared a draft 10-Year Strategic Community Plan based on the feedback from over 1,400 community members. Joondalup 2032 aims to communicate the community's vision for the future and includes goals and outcomes to guide the City's service delivery and capital expenditure over the next decade. Have your say at <https://tinyurl.com/2p8a9vt7>





3

8 shares

 Like

 Comment

 Share

APPENDIX 12 — Twitter post (29 March 2022)



APPENDIX 13 — LinkedIn post (29 March 2022)





City of Joondalup

6,347 followers

19h • 🌐

The City has prepared a draft 10-Year Strategic Community Plan based on the feedback from over 1,400 community members. Joondalup 2032 aims to communicate the community's vision for the future and includes goals and outcomes to guide the City's service delivery and capital expenditure over the next decade. Have your say at <https://lnkd.in/gnmtDrrT>





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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)
<i>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.</i>
<i>24/7 security patrol in our community.</i>
<i>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>
<i>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.</i>
<i>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>
<i>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.</i>
<i>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>
<i>I am happy with all outcomes</i>

<p>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.</p>
<p>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.</p>
<p>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.</p>
<p>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).</p>
<p>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:</p> <ul style="list-style-type: none"> 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. <p>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.</p>
<p>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.</p>

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 want 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.

<p>Current duty of 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.</p>
<p>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.</p>
<p>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.</p>
<p>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.</p>
<p>I think it's a good plan and generally I like it, keeping the best of what we have. Three things:</p> <ol style="list-style-type: none"> 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?
<p>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.</p>
<p>Additions to the plan that I would request are:</p> <ol style="list-style-type: none"> 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".
<p>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.</p>

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,**

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 is very 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 it has 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.

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 assumed 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

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 be 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

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 in 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;

- 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

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 losing 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.

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)



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
<i>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.</i>	<ul style="list-style-type: none">• Prosperous and local• Innovative and confident• 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.

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

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



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.

Joondalup 2032

City of Joondalup Strategic Community Plan 2022–2032

Alternative formats:

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Acknowledgement of traditional custodians:

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[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.

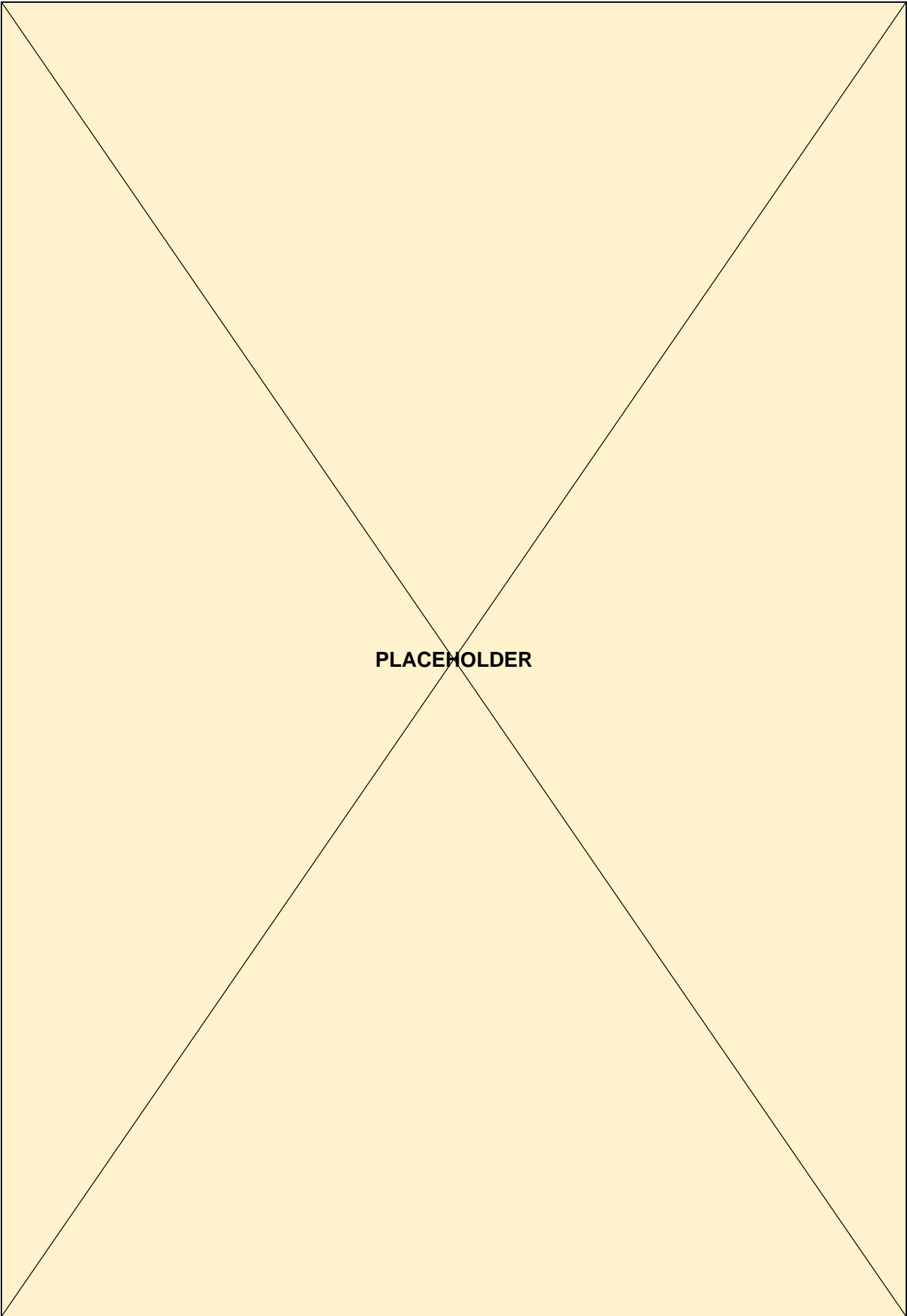
Over the next 10 years, we expect the City's population to grow to more than 172,000 with an annual average growth rate of 0.4%. Growth is expected to be most significant in the suburbs of Burns Beach, Joondalup and Warwick, and population declines are expected in the suburbs of Connolly, Iluka, and 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:



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).

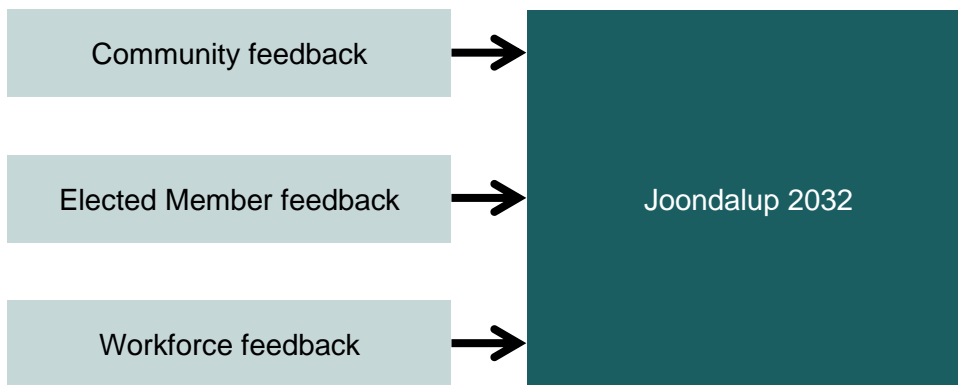
How we developed our plan:

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.

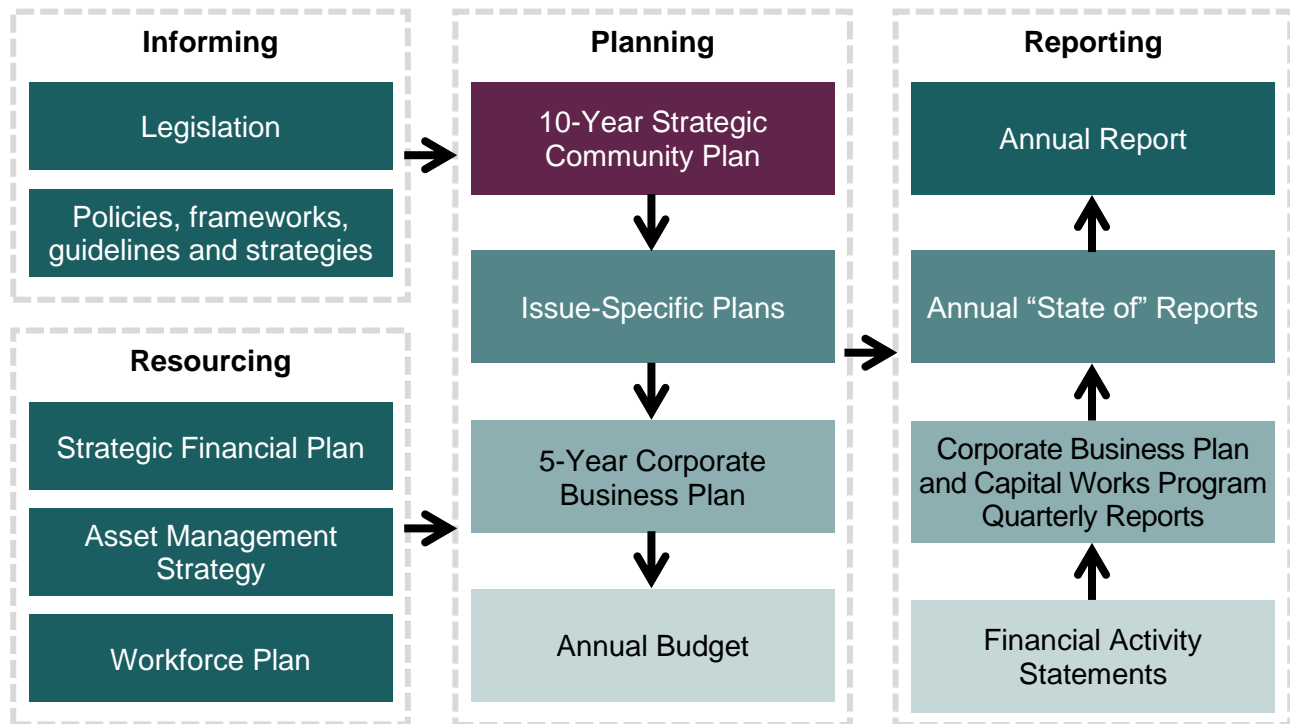
A global City: bold, creative and prosperous

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:

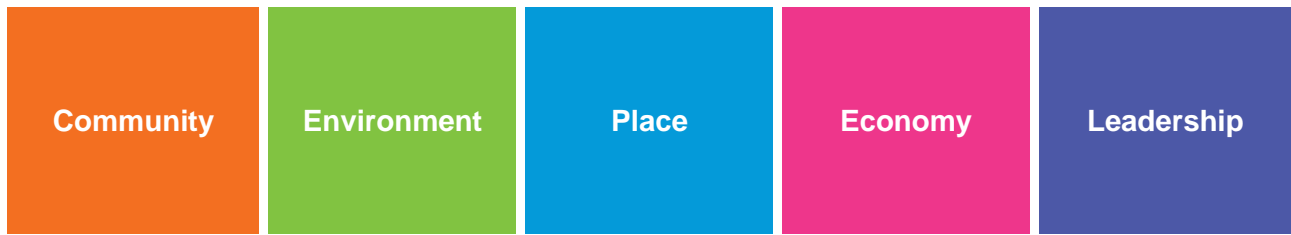
- Consider whether motions and proposals put forward by other Elected Members, community members, proponents and staff are contributing to the vision, goals and outcomes of the plan.
- Ensure finances and resources are appropriately applied based on alignment to the plan.
- Ensure City policies support 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:

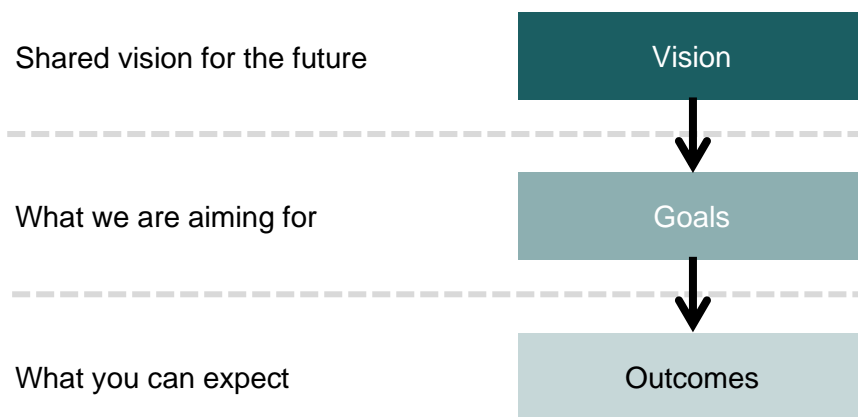
- Assess new tasks, projects and proposals to ensure they contribute towards the vision, goals and outcomes of the plan.
- Plan for and deliver City services based on strategic priorities, legislated needs and community aspirations.
- Assess any competing priorities against the vision, goals and outcomes of the plan to determine which provides the greater value.

Key themes:



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

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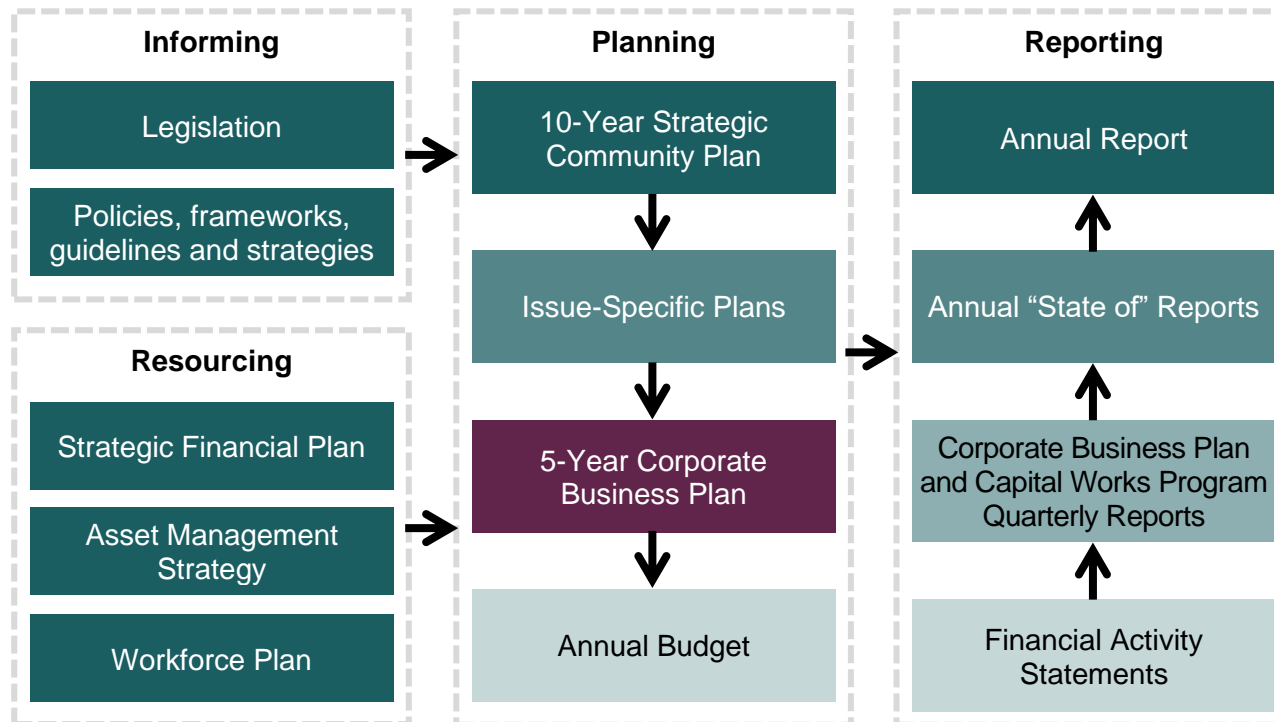
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The purpose of this plan:

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:

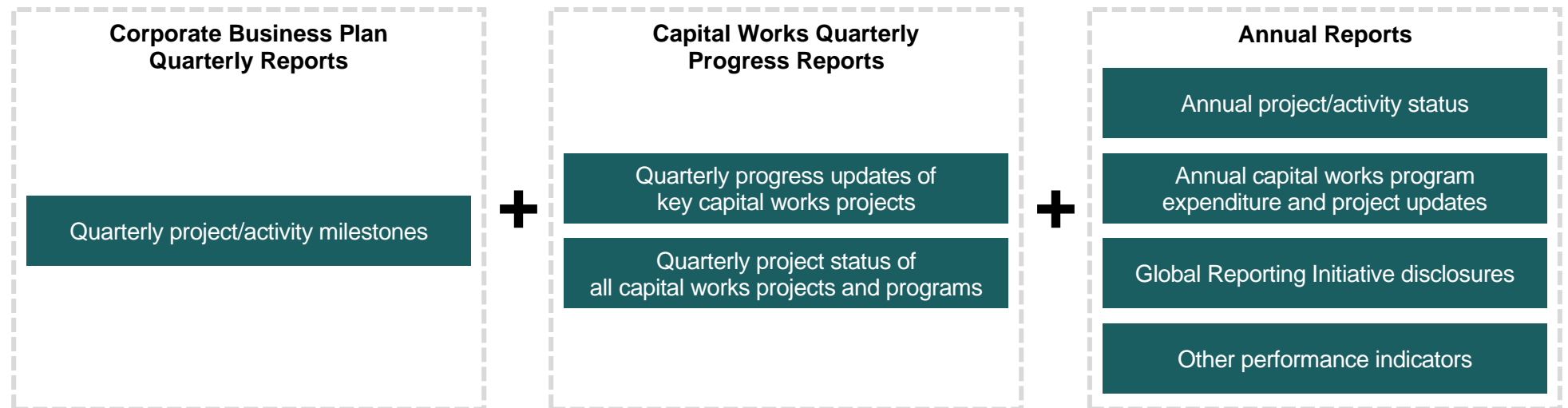
Our 5-Year Corporate Business Plan sits within an Integrated Planning and Reporting Framework which builds-in Informing, Resourcing, Planning and Reporting requirements to ensure transparency and evidence of planned achievements.



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:

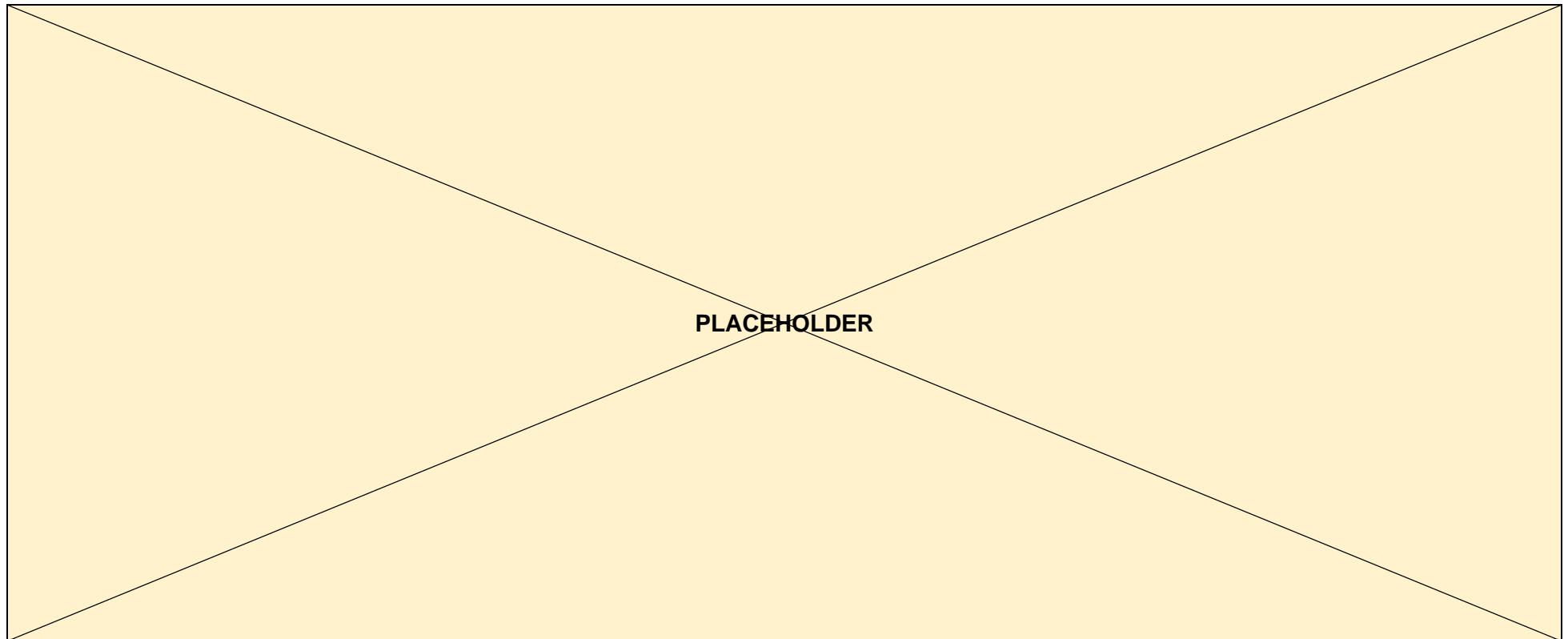
An Annual Report is presented to the Council each year, as well as to the community through the Annual General Meeting. The report outlines the status of all Corporate Business Plan projects and activities at the end of each year and states why a project or program has not been completed or is not on 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:

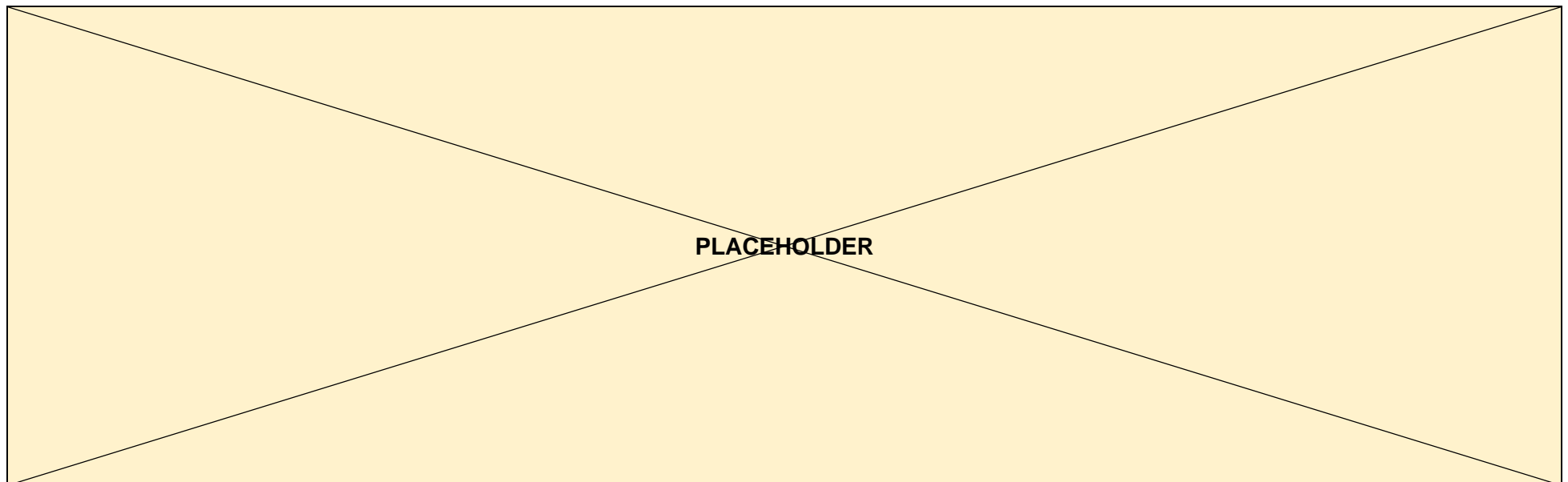
Our organisational structure is designed to facilitate the delivery of services, projects and activities within the five key themes of our 10-Year Strategic Community Plan: *Joondalup 2032*.

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.

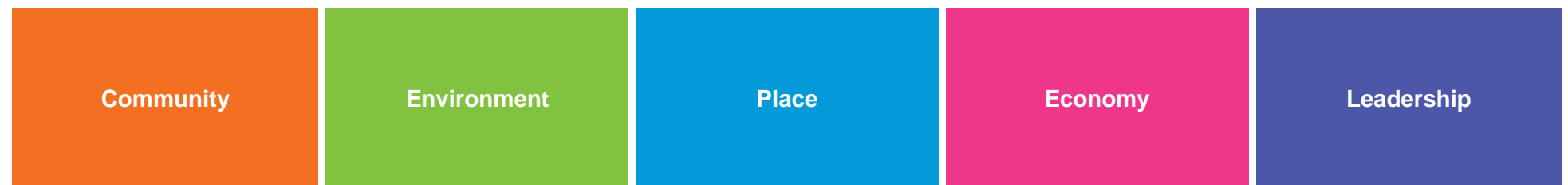
The City in 2032 caters for every stage of life. People feel welcome here and have a clear sense of belonging. We live in high-quality housing in attractive neighbourhoods which have excellent transport linkages and connectivity. We are multi-generational and multicultural; a place where everyone feels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

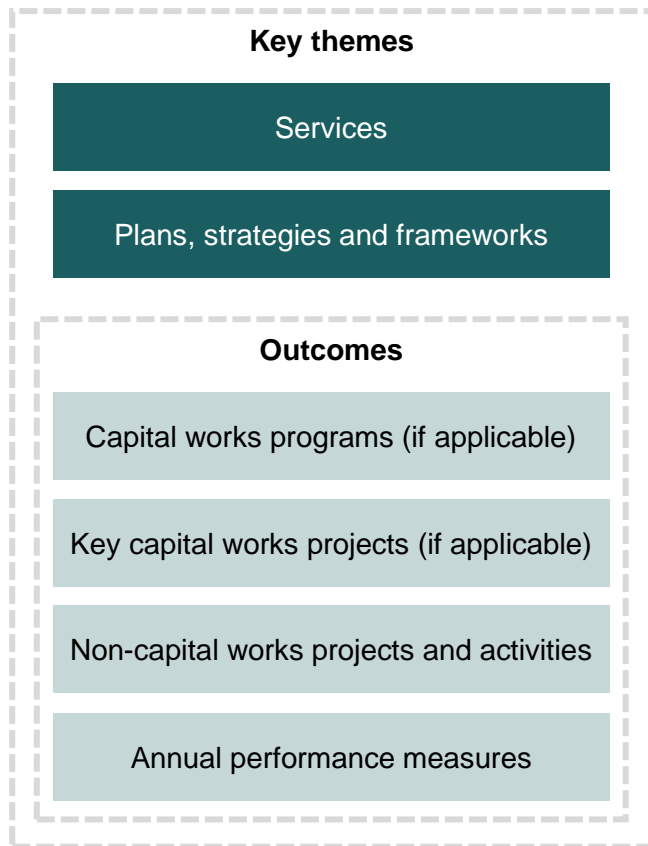
Transparent	Accountable	Honest	Ethical	Respectful	Sustainable	Professional
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Distinguishing values:

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

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

How this plan is structured:



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	<ul style="list-style-type: none"> • Community development • Community safety, compliance and education • Cultural events, visual arts and arts development • Environmental health 	<ul style="list-style-type: none"> • Immunisation programs • Leisure centre • Library services • Youth services
Environment	<ul style="list-style-type: none"> • Conservation and natural area management • Emergency management • Environmental planning and development 	<ul style="list-style-type: none"> • Litter collection • Technical and consultancy services • Waste management
Place	<ul style="list-style-type: none"> • Building and planning compliance • Building approvals • Building design and construction works • Building maintenance • Civil design and construction • Commercial parking activities • Engineering maintenance programs • Landscape design and capital works programs 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Access and Inclusion Plan 2021/22–2023/24 • Age-Friendly Plan 2018/19–2022/23 • Cultural Plan 2021–2025 	<ul style="list-style-type: none"> • Place Activation Strategy 2022 • Regional Homelessness Plan 2022/23–2025/26
Environment	<ul style="list-style-type: none"> • Bushfire Risk Management Plan 2018–2023 • City of Joondalup Local Emergency Management Arrangements • City Water Plan 2016–2021 • Climate Change Strategy 2014–2019 • Coastal Infrastructure Adaptation Plan 2018–2026 	<ul style="list-style-type: none"> • Environment Plan 2014–2019 • Natural Area Management Plans • Waste Management Plan 2016–2021 • Weed Management Plan 2016 • Yellagonga Integrated Catchment Management Plan 2021–2026
Place	<ul style="list-style-type: none"> • Asset Management Strategy 2014–2024 • Bike Plan 2016–2021 • Local Planning Scheme No 3 	<ul style="list-style-type: none"> • Local Planning Strategy • Outdoor Youth Recreation Strategy 2021 • Property Management Framework
Economy	<ul style="list-style-type: none"> • Destination Joondalup 2021–2027 • Expanding Horizons: An Economic Development Strategy for a Global City (2012) • International Economic Development Activities Plan (2017) 	<ul style="list-style-type: none"> • Joondalup City Centre Place Activation Plan 2022 • Joondalup: Digital City (2012)
Leadership	<ul style="list-style-type: none"> • 10-Year Strategic Financial Plan • Governance Framework 2021 • Risk Management Framework 	<ul style="list-style-type: none"> • Strategic Position Statements • Workforce Plan 2018–2022

Capital works programs:

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

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

Key capital works projects:

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

Community	<ul style="list-style-type: none"> Craigie Leisure Centre upgrades — phase 1 Sorrento Surf Life Saving Club redevelopment
Environment	<ul style="list-style-type: none"> Hillarys cycle network expansion
Place	<ul style="list-style-type: none"> Joondalup Drive/Hodges Drive intersection upgrade Multi-storey car park business case (104 McLarty Avenue) Ocean Reef Park landscape master planning Killen Park and Sycamore Park amenity upgrade Wentworth Park, Fraser Park and Byrne Park revitalisation Ocean Reef Park toilets and changerooms Sorrento Football Club changerooms Chichester Park Clubroom redevelopment Percy Doyle Football/Tee Ball Clubrooms Greenwood Scout Hall refurbishment Christchurch Park changeroom refurbishment Burns Beach food and beverage facility Burns Beach Coastal Node redevelopment 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 to be included in the 5-Year Capital Works Program. Detailed descriptions of, and quarterly milestones for the projects and activities are provided under each key theme section of this plan.

Community

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

Environment

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

Place	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Economic Development Strategy • Business engagement • Business forums • Business capacity and support • International Economic Development Activities Plan • Digital City Plan • Joint Economic Development Initiative 	<ul style="list-style-type: none"> • 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:

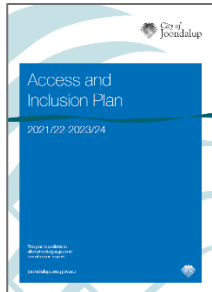
The following services align to this theme and are delivered to the community, as well as providing internal support to our workforce in the delivery of services, projects and activities. The information below indicates whether the service is statutory or discretionary, the associated costs of delivering 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 <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Community programs and initiatives • Age-friendly community programs • Homelessness • Community transport program • Volunteer management • Access and inclusion 	\$	\$	
Community safety, compliance and education <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Parking • Animal management • Community amenity (verge obstructions, illegal signage, fire inspections, litter, beach management) • Field patrols • Graffiti management • Public areas CCTV 	\$	\$	
Cultural events, visual arts and arts development <i>(discretionary)</i> <ul style="list-style-type: none"> • Cultural events • Visual arts • Arts development 	\$	\$	

Service	Net service cost including depreciation	Depreciation	FTE
Environmental health <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Premises inspections • Environmental health approvals • Environmental health investigations and advice • Midge management 	\$	\$	
Immunisation programs <i>(discretionary)</i> <ul style="list-style-type: none"> • Immunisation 	\$	\$	
Leisure centre <i>(discretionary)</i> <ul style="list-style-type: none"> • Health, fitness and leisure — Craigie Leisure Centre 	\$	\$	
Library services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Library services • Library programs, events and activities • Reference collection • Local history • Community outreach and liaison 	\$	\$	
Youth services <i>(discretionary)</i> <ul style="list-style-type: none"> • Centre-based youth programs • Youth events and programs • Community youth outreach • Digital youth services 	\$	\$	
Total	\$	\$	

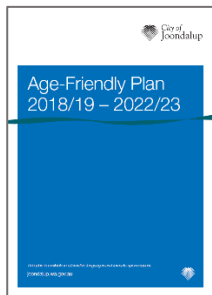
Plans, strategies and frameworks:

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.



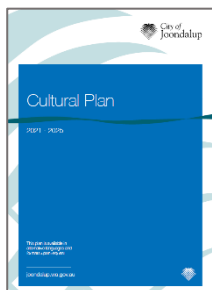
Access and Inclusion Plan 2021/22–2023/24

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 <i>Public Health Act 2016</i> .	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 <i>Local Government Act 1995</i> to cover matters considered necessary for the good government of the City. Local laws are reviewed every 8 years in accordance with the Act.	Q1 • Present the <i>Amendment Local Law 2021</i> to Council seeking endorsement following community consultation.				
	Q2 • Commence a review of the <i>Animals Local Law 1999</i> with regard to additional measures being incorporated for the control of cats.	●	●	●	●
	Q3 • Progress the amendment process for the <i>Animals Local Law 1999</i> , if required.				
	Q4 • Progress the amendment process for the <i>Animals Local Law 1999</i> , if required.				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
WA Dog Amendment (Stop Puppy Farming) Bill 2021 An amendment to the <i>Dog Act 1976</i> which is intended to prevent unregistered dog breeders from establishing puppy farms. The Bill gives local governments the responsibility to manage and inspect registered breeders, oversee changes from pet shops to adoption centres, and provide input into a centralised State-based data repository for dog registrations.	Q1				
	Q2	●			
	Q3	●			
	Q4				
Review of WA Cat Act 2011 A statutory review of the <i>Cat Act 2011</i> which is likely to bring about changes to the way local governments manage cats, particularly in relation to nuisance issues.	Q1				
	Q2				
	Q3	●			
	Q4				

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	●	●	●	●
	<ul style="list-style-type: none"> • Deliver scheduled events as part of the Communities in-focus program for the quarter. • Promote the Meet-Your-Neighbour Project and assist interested residents to participate. • Deliver the Community Transport Service. 				
	Q2				
	<ul style="list-style-type: none"> • Deliver scheduled events as part of the Communities in-focus program for the quarter. • Deliver the Community Transport Service. 				
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.	Q3	●	●	●	●
	<ul style="list-style-type: none"> • Deliver scheduled events as part of the Communities in-focus program for the quarter. • Promote the Meet-Your-Neighbour Project and assist interested residents to participate. • Deliver the Community Transport Service. 				
	Q4				
	<ul style="list-style-type: none"> • Deliver scheduled events as part of the Communities in-focus program for the quarter. • Deliver the Community Transport Service. 				
	Q1	●	●	●	●
	<ul style="list-style-type: none"> • Deliver scheduled program of youth events for the quarter, including: <ul style="list-style-type: none"> · Youth Forum 2022 • Deliver scheduled programs and activities for young people. 				
	Q2				
	<ul style="list-style-type: none"> • Deliver scheduled programs and activities for young people. 				
	Q3	●	●	●	●
	<ul style="list-style-type: none"> • Deliver scheduled program of youth events for the quarter, including: <ul style="list-style-type: none"> · Summer Sessions · BMX, Skate and Scooter series · Defeat the Beat • Deliver scheduled programs and activities for young people. 				
	Q4				
	<ul style="list-style-type: none"> • Deliver scheduled program of youth events for the quarter, including: <ul style="list-style-type: none"> · City of Joondalup Youth Awards • Deliver scheduled programs and activities for young people. 				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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: <ul style="list-style-type: none"> · 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: <ul style="list-style-type: none"> · Valentine's Concert VIP Event · Joondalup Festival VIP Event · Community Art Exhibition VIP Event • Deliver other civic functions as required. 	●	●	●	●
	Q4 • Deliver scheduled program of civic functions for the quarter, including: <ul style="list-style-type: none"> · ANZAC Day Dawn Service · Joondalup Dinner • Deliver other civic functions as required. 				

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction/enjoyment of citizenship ceremonies	Annual	City of Joondalup
Citizenship ceremonies	Number of citizenship ceremonies conducted	Annual	City of Joondalup
	Number of new citizens taking pledge of commitment	Annual	City of Joondalup

2 Environment

Our goal:

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

Your outcomes:

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

Services:

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

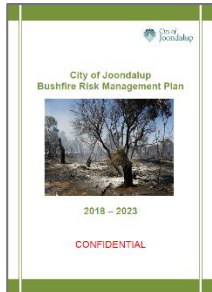
Service	Net service cost including depreciation	Depreciation	FTE
Environment organisational management (statutory and discretionary)	\$	\$	
Conservation and natural area management (statutory and discretionary) <ul style="list-style-type: none"> Natural areas capital works Natural areas maintenance Friends' groups 	\$	\$	
Emergency management (statutory) <ul style="list-style-type: none"> Emergency management 	\$	\$	
Environmental planning and development (statutory and discretionary) <ul style="list-style-type: none"> Environmental advice Environmental planning Natural areas management Catchment management Environmental education and leadership Environmental reporting 	\$	\$	
Litter collection (statutory and discretionary) <ul style="list-style-type: none"> Litter collection 	\$	\$	
Technical and consultancy services (statutory and discretionary) <ul style="list-style-type: none"> Provision of engineering advice for developments Coastal monitoring Rainfall monitoring and stormwater management 	\$	\$	

Service	Net service cost including depreciation	Depreciation	FTE
Waste management <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Domestic general waste • Domestic recycling • Domestic green waste • Bulk hard waste • Regional partnerships/Mindarie Regional Council • Drop-off events • Waste education 	\$	\$	
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.

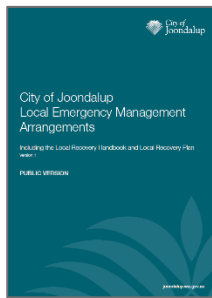
Plans, strategies and frameworks:

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.



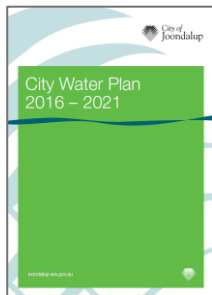
Bushfire Risk Management Plan 2018–2023

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.



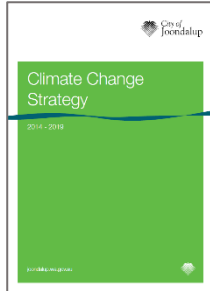
City of Joondalup Local Emergency Management Arrangements

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*.



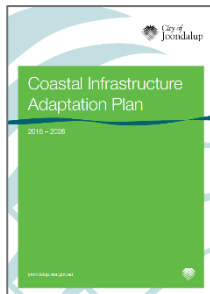
City Water Plan 2016–2021

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.



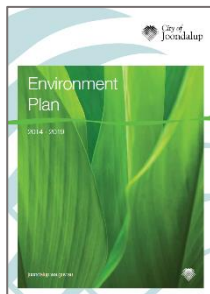
Climate Change Strategy 2014–2019

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.



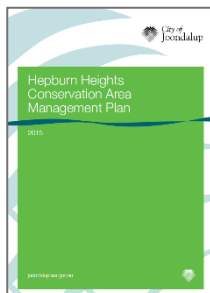
Coastal Infrastructure Adaptation Plan 2018–2026

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.



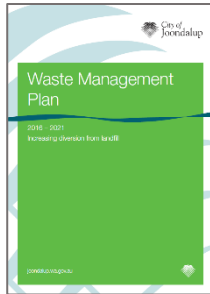
Environment Plan 2014–2019

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.



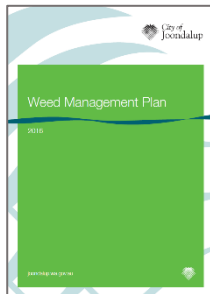
Natural Area Management Plans

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.



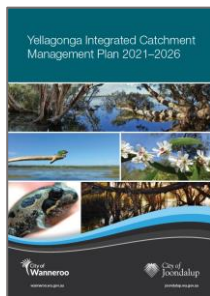
Waste Management Plan 2016–2021

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	Various	2024/25	\$ 6,939,000
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.			

*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 <ul style="list-style-type: none"> Implement scheduled actions from the natural area management plans for the quarter. Commence preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the natural area management plans. Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. 				
	Q2 <ul style="list-style-type: none"> Implement scheduled actions from the natural area management plans for the quarter. Progress preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the Natural Area Management Plans. Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. Undertake an annual review of the Natural Area Management Plans for 2021/22 and present key achievements to Elected Members. 	●	●	●	●
	Q3 <ul style="list-style-type: none"> Implement scheduled actions from the natural area management plans for the quarter. Progress preparation of ecological surveys in Mullaloo Foreshore Reserve and Lilburne Park to inform updates to the Natural Area Management Plans. Progress development of the draft Iluka–Burns Beach Foreshore Reserve Management Plan. 				
	Q4 <ul style="list-style-type: none"> Implement scheduled actions from the natural area management plans for the quarter. Present the draft Iluka–Burns Beach Foreshore Reserve Management Plan to Elected Members seeking endorsement for community consultation. 				

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Implement scheduled actions from the Climate Change Plan 2022–2032. 			
	Q4	<ul style="list-style-type: none"> Implement scheduled actions from the Climate Change Plan 2022–2032. 			
Bushfire Risk Management Plan A plan which guides the City in providing a coordinated and efficient approach to the identification, assessment and treatment of assets exposed to bushfire-related risk within the City of Joondalup.	Q1	<ul style="list-style-type: none"> Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023. 			
	Q2	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023. 			
	Q4	<ul style="list-style-type: none"> 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 <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Development compliance • Swimming pool inspection program 	\$	\$	
Building approvals <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Building approvals • Land purchase inquiries • Building plan requests • Building verge permit applications 	\$	\$	
Building design and construction works <i>(discretionary)</i> <ul style="list-style-type: none"> • Building design and construction 	\$	\$	
Building maintenance <i>(discretionary)</i> <ul style="list-style-type: none"> • Cleaning • Building maintenance • Building security management 	\$	\$	
Civil design and construction <i>(discretionary)</i> <ul style="list-style-type: none"> • Delivery of capital works projects • Civil survey and design • Management of capital works grant programs 	\$	\$	
Commercial parking activities <i>(discretionary)</i> <ul style="list-style-type: none"> • Commercial parking agreements • Paid parking management 	\$	\$	

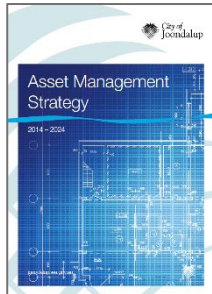
Service	Net service cost including depreciation	Depreciation	FTE
Engineering maintenance programs <i>(discretionary)</i> <ul style="list-style-type: none"> • Road resurfacing and preservation • Stormwater drainage • Engineering maintenance (scheduled and reactive) 	\$	\$	
Landscape design and capital works programs <i>(discretionary)</i> <ul style="list-style-type: none"> • Parks development • Parks equipment • Streetscape enhancement • Leafy City program 	\$	\$	
Leisure planning <i>(discretionary)</i> <ul style="list-style-type: none"> • Community facility refurbishments, redevelopments and floodlighting upgrades • Club-funded and grant-funded infrastructure upgrades for sport and recreation 	\$	\$	
Electrical and lighting engineering <i>(discretionary)</i> <ul style="list-style-type: none"> • Public lighting maintenance and upgrades and lighting network efficiency • Electrical engineering advice and design 	\$	\$	
Major City project delivery <i>(discretionary)</i> <ul style="list-style-type: none"> • Delivery of major projects • Management of the City's land portfolio 	\$	\$	
Parks maintenance programs <i>(discretionary)</i> <ul style="list-style-type: none"> • Irrigation • Mowing and turf renovation • Trees • Park maintenance 	\$	\$	

Service	Net service cost including depreciation	Depreciation	FTE
Planning approvals, urban design and policy <i>(statutory)</i> <ul style="list-style-type: none"> • Development applications • Subdivision assessment • Urban planning approvals • Planning advice and information • Cartographic services 	\$	\$	
Property management <i>(discretionary)</i> <ul style="list-style-type: none"> • Property management of City leased and licenced facilities 	\$	\$	
Recreation services <i>(discretionary)</i> <ul style="list-style-type: none"> • Sport and recreation development • Community facility management 	\$	\$	
Transport and road engineering <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Transport initiatives for road users • Traffic investigations • Road safety • Traffic management plans • Capital works forward programming and grant submissions • Approvals and technical advice 	\$	\$	
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.

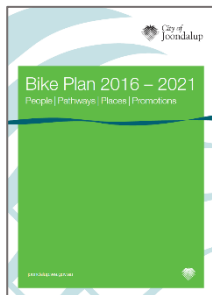
Plans, strategies and frameworks:

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.



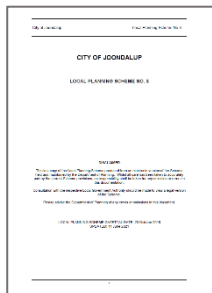
Asset Management Strategy 2014–2024

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.



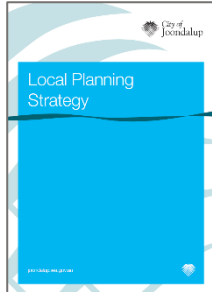
Bike Plan 2016–2021

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.



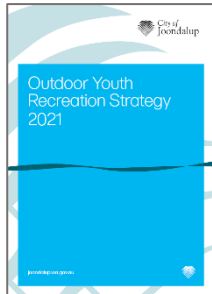
Local Planning Scheme No 3

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*.



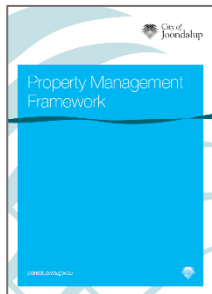
Local Planning Strategy

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	Various	2023/24	\$ 4,584,000
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.			
Multi-storey car park business case (104 McLarty Avenue)	Joondalup	2025/26	\$ 17,100,000
A business case for a proposed multi-storey car park facility to be constructed at 104 McLarty Avenue, Joondalup.			

*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 <i>Planning and Development (Local Planning Schemes) Regulations</i> which includes a review of existing local planning policies and the development of new policies as recommended.	No milestones for 2022/23.	●	●	●	

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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	Ocean Reef	2022/23	\$ 765,000
Upgrade and installation of new infrastructure, including irrigation and landscaping.			
Killen Park and Sycamore Park amenity upgrade	Duncraig	2022/23	\$ 400,000
Upgrade and installation of new infrastructure, including pathways, play spaces, seating, landscaping and irrigation.			
Wentworth Park, Fraser Park and Byrne Park revitalisation	Padbury	2022/23	\$ 645,000
Upgrade and installation of new infrastructure, including pathways, seating, turf “kick about” areas and landscaping.			

*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 <ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 				
	Q2 <ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 				
	Q3 <ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 	●	●	●	●
	Q4 <ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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 <i>(discretionary)</i> <ul style="list-style-type: none"> Economic Development Strategy delivery Local business support Destination positioning, advocacy and investment attraction 	\$	\$	
Total	\$	\$	

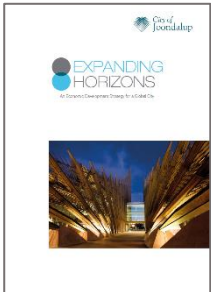
Plans, strategies and frameworks:

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.



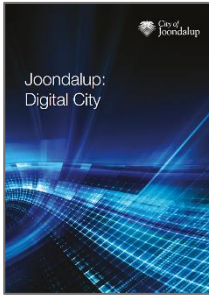
International Economic Development Activities Plan (2017)

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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Present the draft Economic Development Strategy to Council seeking endorsement. 				

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
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 <ul style="list-style-type: none"> • Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. • Present the quarterly report to the Small Business Development Corporation on the City's progress in implementing the Small Business Friendly Initiative. • Engage key partners to facilitate and support events and initiatives, to support businesses. • Represent the City at strategic partnership events, as required. 				
	Q2 <ul style="list-style-type: none"> • Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. • Present the quarterly report to the Small Business Development Corporation on the City's progress in implementing the Small Business Friendly Initiative. • Engage key partners to facilitate and support events and initiatives, to support businesses. • Represent the City at strategic partnership events, as required. 	●	●	●	●
	Q3 <ul style="list-style-type: none"> • Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. • Present the quarterly report to the Small Business Development Corporation on the City's progress in implementing the Small Business Friendly Initiative. • Engage key partners to facilitate and support events and initiatives, to support businesses. • Represent the City at strategic partnership events, as required. 				
	Q4 <ul style="list-style-type: none"> • Implement the Small Business Friendly Approval Program in collaboration with the Small Business Development Corporation. • Present the quarterly report to the Small Business Development Corporation on the City's progress in implementing the Small Business Friendly Initiative. • Engage key partners to facilitate and support events and initiatives, to support businesses. • Represent the City at strategic partnership events, as required. 				

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 200: Economic GRI 203: Indirect economic impacts				
203-1	Infrastructure investments and services supported	Number of Business Forums delivered	Annual	City of Joondalup
		Number of attendees at business forums (total and by forum)	Annual	City of Joondalup
		Number of business capacity and support activities delivered to local businesses	Annual	City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Local economy	Amount of gross regional product	Annual	Economy.id
Local businesses	Number of local businesses	Annual	Australian Bureau of Statistics/ Economy.id
Local employment	Number of local jobs (estimated)	Annual	Economy.id
	Number of employed residents (estimated)	Annual	Economy.id
	Percentage unemployment rate	Annual	Department of Education, Skills and Employment/Economy.id
	Percentage employment self-sufficiency	Annual	Economy.id

Outcome 4-2 Innovative and confident

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

Non-capital projects and activities:

Project/activity	Milestones for 2022/23	2023/24	2024/25	2025/26	2026/27
International Economic Development Activities Plan A plan which provides guidance on facilitating international relationships that will lead to the establishment of Joondalup as a “global city” based around the development of mutually-beneficial relationships and outcomes.	Q1 • 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 <i>(statutory and discretionary)</i>	\$	\$	
Audit, risk and executive services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Internal audit and risk mitigation Integrity and conduct controls Business continuity Elected Member liaison Executive and legal support 	\$	\$	
Communications and stakeholder relations <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Marketing Sponsorship Website Media and communications Civic functions 	\$	\$	
Customer service <i>(discretionary)</i> <ul style="list-style-type: none"> Customer service Payment processing and reconciliation Visitor and delivery management Complaints management Customer service training Employee recognition 	\$	\$	

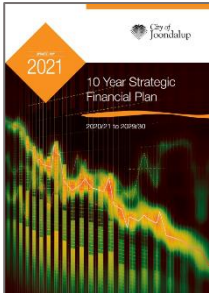
Service	Net service cost including depreciation	Depreciation	FTE
Financial accounting <i>(statutory)</i> <ul style="list-style-type: none"> Accounting and financial reporting Collection services and payments to creditors Debt collection Taxation 	\$	\$	
Fleet management and mechanical workshop <i>(discretionary)</i> <ul style="list-style-type: none"> Fleet management Fleet maintenance, including mechanical workshop Carbon offsetting 	\$	\$	
Funds management <i>(statutory)</i> <ul style="list-style-type: none"> Funds management 	\$	\$	
Governance support <i>(statutory)</i> <ul style="list-style-type: none"> Governance compliance Council and committee meetings Local law development and review Local government elections Elected Member support Print Room service 	\$	\$	
Grants management <i>(discretionary)</i> <ul style="list-style-type: none"> Grants administration Award management 	\$	\$	

Service	Net service cost including depreciation	Depreciation	FTE
Human resources <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Recruitment and induction • Learning and development • Employee relations • Health, safety and wellbeing • Payroll and human resources systems • Strategic planning services, including workforce planning • Diversity and inclusion 	\$	\$	
Information technology <i>(discretionary)</i> <ul style="list-style-type: none"> • Business application systems • Network support 	\$	\$	
Management accounting <i>(statutory)</i> <ul style="list-style-type: none"> • Annual budgets • Management reporting • Taxation 	\$	\$	
Organisational development <i>(discretionary)</i> <ul style="list-style-type: none"> • Service planning and review • Business planning and reporting • Organisation performance reporting • Business and process improvement • Information technology systems, platforms and tools • Project management • Organisational development leadership initiatives 	\$	\$	

Service	Net service cost including depreciation	Depreciation	FTE
Policy and planning <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Strategic planning • Corporate reporting • Strategic position statements • Policy development and review • Community consultation • Research, community demographics • Submissions to State and Federal Government • Stakeholder management 	\$	\$	
Purchasing and contracts <i>(statutory)</i> <ul style="list-style-type: none"> • Purchasing of goods and services 	\$	\$	
Rates levying <i>(statutory)</i> <ul style="list-style-type: none"> • Rates administration 	\$	\$	
Recordkeeping and freedom of information <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Recordkeeping • Freedom of information requests • HelpDesk • Employee training 	\$	\$	
Strategic infrastructure asset management including capital works programming <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Strategic asset management • Capital works programming • Asset reporting 	\$	\$	
Total	\$	\$	

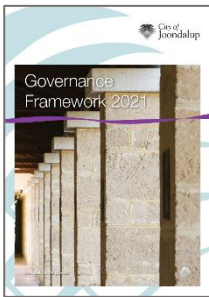
Plans, strategies and frameworks:

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.



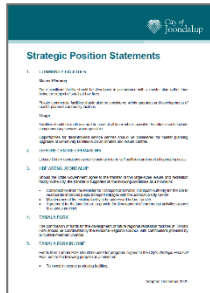
Governance Framework 2021

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.



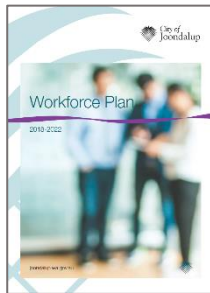
Risk Management Framework

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 <i>Local Government Act 1995</i> .	No milestones for 2022/23.	●		●	
Elected Member induction program A biennial induction program for Elected Members delivered following each local government ordinary election to introduce Elected Members to local government and provide information on their roles and responsibilities.	No milestones for 2022/23.	●		●	

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 <i>Local Government Act 1995</i> .	No milestones for 2022/23.	●		●	
Governance Framework review A biennial review of the Governance Framework to ensure continued good governance and appropriate decision-making processes across the organisation.	No milestones for 2022/23.	●		●	

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 <i>Local Government Act 1995</i> to ensure the listed delegations continue to be appropriate.	Q1 Q2 Q3 • Undertake an annual review of the Delegated Authority Manual. Q4 • Present the outcomes of the review to Council seeking endorsement of any changes to the Delegated Authority Manual.	●	●	●	●
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				
	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	●	●	●	●
	Q2				
	Q3				
	Q4				

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 <i>Meeting Procedures Local Law 2013</i> and relevant policies to determine if any amendments are required to allow for the submission of e-petitions.				
	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				
	<ul style="list-style-type: none"> • Present the 10-Year Strategic Financial Plan 2022 to the Major Projects and Finance Committee for review. • Present the 10-Year Strategic Financial Plan 2022 to Elected Members for review. 				
	Q2				
	<ul style="list-style-type: none"> • Review timings and key assumptions of major projects in preparation for the development of the draft 10-Year Strategic Financial Plan 2023. 	●	●	●	●
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.	Q3				
	<ul style="list-style-type: none"> • Present major project timings/assumptions to Elected Members to inform budget discussions. • Develop the draft 10-Year Strategic Financial Plan 2023. 				
	Q4				
	<ul style="list-style-type: none"> • Review the draft 10-Year Strategic Financial Plan 2023 as part of the annual budget process. 				
	Q1				
	Q2				
	Q3	●	●	●	●
	Q4				
	<ul style="list-style-type: none"> • Prepare the 5-Year Corporate Business Plan for 2022–2027. • Present the 5-Year Corporate Business Plan to Council seeking endorsement. 				

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 <i>Local Government Act 1995</i> to guide, monitor and assist in issues relating to risk management, financial management, and internal control and legislative compliance.	Q1				
	Q2	●	●	●	●
	Q3				
	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.