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City of Joondalup Corporate Business Plan 2023–2027

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Alternative formats:

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Afrikaans

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German

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Italian

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Mandarin

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Noongar

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Spanish

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Acknowledgement of traditional custodians:

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

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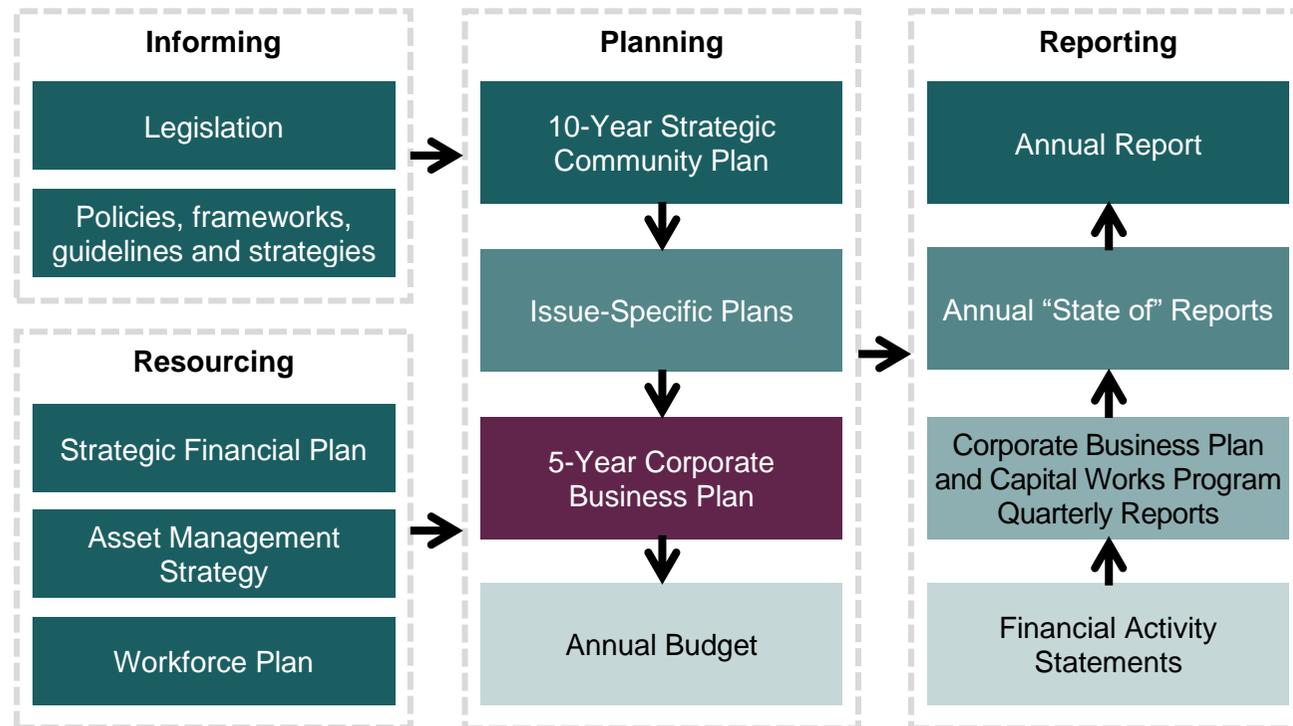
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The purpose of this plan:

The 5-Year Corporate Business Plan is our medium-term planning document which contains the services, projects and activities that 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:

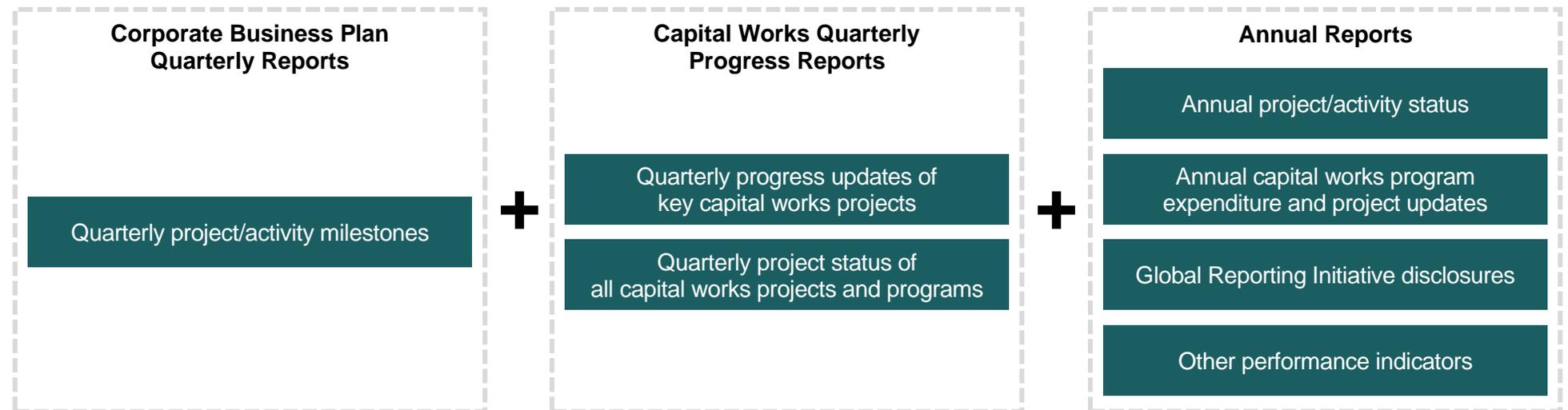
Our 5-Year Corporate Business Plan sits within an Integrated Planning and Reporting Framework which builds-in Informing, Resourcing, Planning and Reporting requirements to ensure transparency and evidence of planned achievements.



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 are 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:

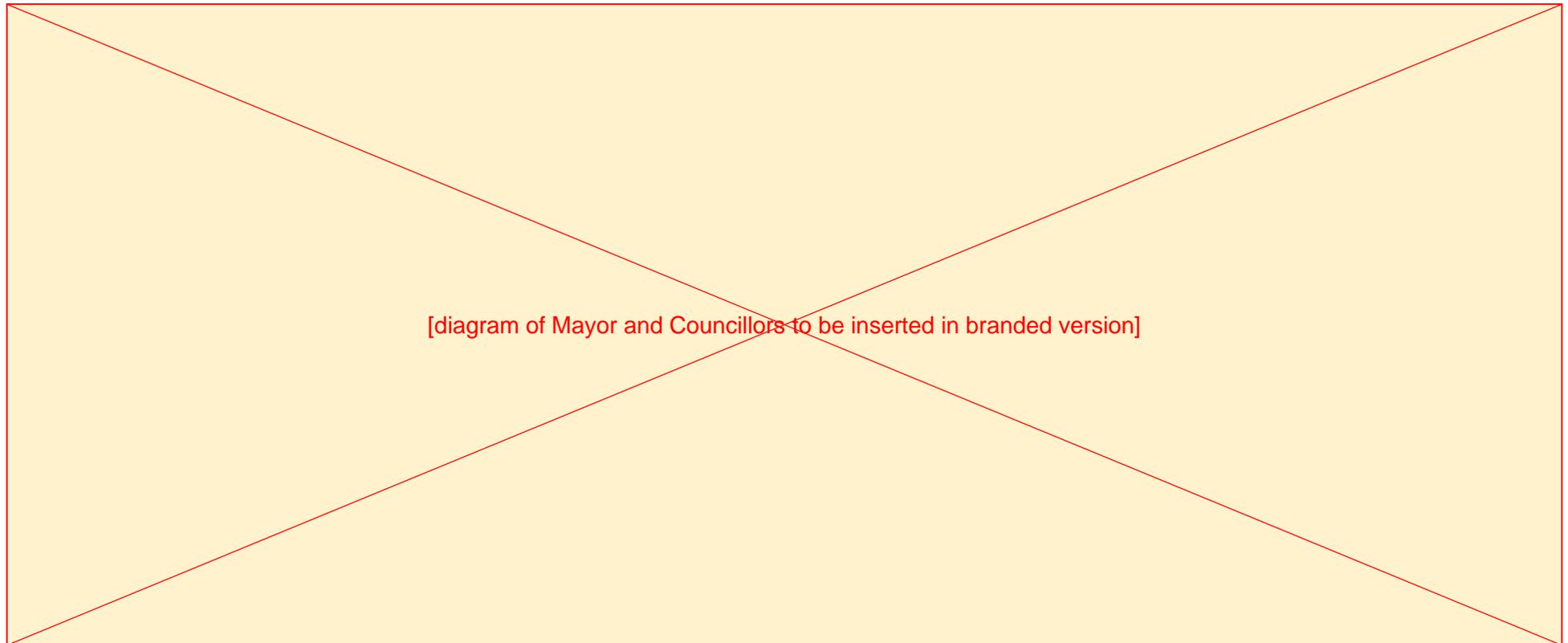
An Annual Report is presented to the Council each year, as well as to the community through the Annual General Meeting. The report outlines the status of all Corporate Business Plan projects and activities at the end of each year and states why a project or program has not been completed or is not on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

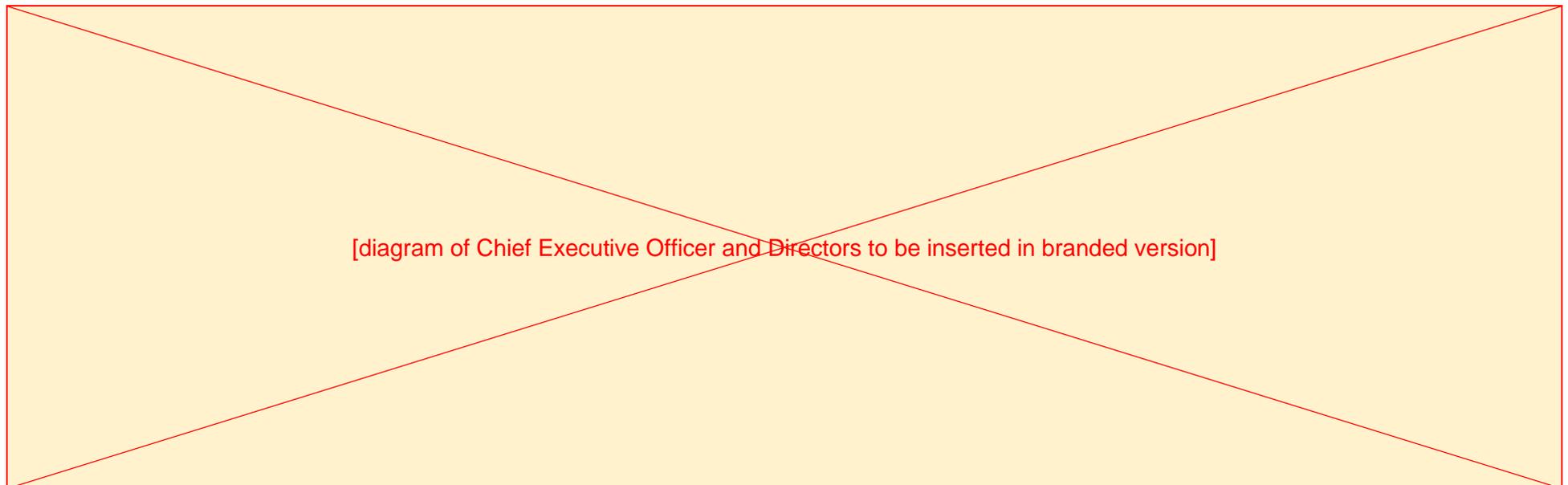
Our organisational structure is designed to facilitate the delivery of services, projects and activities within the five key themes of our 10-Year Strategic Community Plan, *Joondalup 2032*.

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.

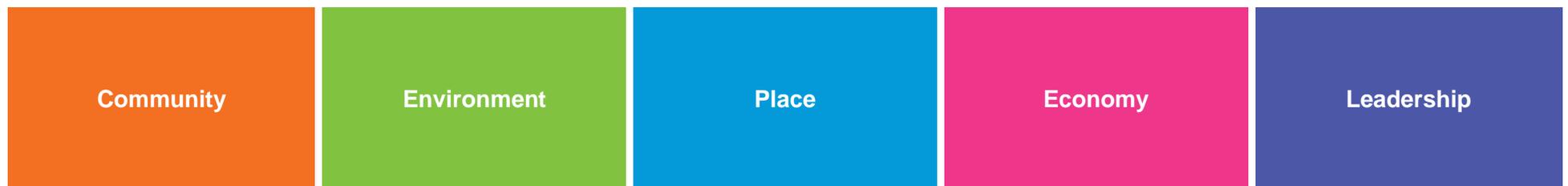
The City in 2032 caters for every stage of life. People feel welcome here and have a clear sense of belonging. We live in high-quality housing in attractive neighbourhoods which have excellent transport linkages and connectivity. We are multi-generational and multicultural; a place where everyone feels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

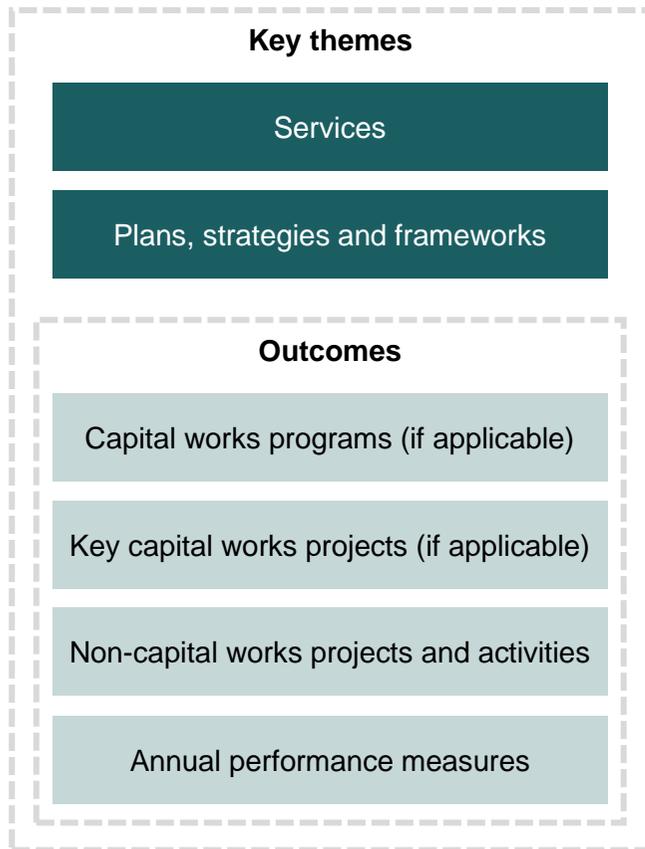
Transparent	Accountable	Honest	Ethical	Respectful	Sustainable	Professional
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Distinguishing values:

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 2023/24 under each of the goals and outcomes of our 10-Year Strategic Community Plan, *Joondalup 2032*. Below is our Corporate Business Plan at a glance which shows these listed in summary.

Services:

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

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

Leadership

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

Plans, strategies and frameworks:

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

Community	<ul style="list-style-type: none"> • Access and Inclusion Plan 2021/22–2023/24 • Age-Friendly Plan 2018/19–2022/23 	<ul style="list-style-type: none"> • Cultural Plan 2021–2025 • Regional Homelessness Plan 2022/23–2025/26
Environment	<ul style="list-style-type: none"> • Bushfire Risk Management Plan 2018–2023 • City of Joondalup Local Emergency Management Arrangements • Climate Change Strategy 2014–2019 • Coastal Infrastructure Adaptation Plan 2018–2026 • Environment Plan 2014–2019 • Local Government Waste Plan — City of Joondalup 	<ul style="list-style-type: none"> • Natural area management plans • Pathogen Management Plan 2018–2028 • Weed Management Plan 2023–2033 • Yellagonga Integrated Catchment Management Plan 2021–2026 • Waterwise Council Action Plan 2021–2026
Place	<ul style="list-style-type: none"> • Asset Management Strategy 2014–2024 • Bike Plan 2016–2021 • Local Planning Scheme No 3 • Local Planning Strategy 	<ul style="list-style-type: none"> • Outdoor Youth Recreation Strategy 2021 • Property Management Framework • Public Open Space Framework
Economy	<ul style="list-style-type: none"> • Destination Joondalup 2021–2027 • Expanding Horizons: An Economic Development Strategy for a Global City (2012) • International Economic Development Activities Plan (2017) 	<ul style="list-style-type: none"> • Joondalup City Centre Place Activation Plan 2022 • Joondalup: Digital City (2012) • Place Activation Strategy 2022
Leadership	<ul style="list-style-type: none"> • 10-Year Strategic Financial Plan • Advocacy Framework 2022 • Governance Framework 2021 • Integrity Framework 2022 	<ul style="list-style-type: none"> • Risk Management Framework • Strategic Position Statements • Workforce Plan 2018–2022

Capital works programs:

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

Community	Nil	
Environment	<ul style="list-style-type: none"> • Park and public open space <ul style="list-style-type: none"> · Foreshores and natural areas program 	
Place	<ul style="list-style-type: none"> • Buildings and facilities <ul style="list-style-type: none"> · Building construction works program · Major projects program • Civil construction <ul style="list-style-type: none"> · Lighting program · New pathways program · Pathway replacement program · Road construction program · Road preservation and rehabilitation program · Stormwater drainage program 	<ul style="list-style-type: none"> • Park and public open space <ul style="list-style-type: none"> · Parks development program · Parks equipment program · Streetscape enhancement program • Traffic management <ul style="list-style-type: none"> · Blackspot program · Local traffic management program · Parking facilities program
Economy	Nil	
Leadership	Nil	

Key capital works projects:

Capital works projects are those listed in our 5-Year Capital Works Program. The following lists the key capital works projects for 2023/24. Note only those capital works projects with reportable actions for 2023/24 have been considered as key capital works projects for this year. These are aligned to the key themes of *Joondalup 2032*. Planned completion dates and total project budgets are provided under each key theme section of this plan.

Community	<ul style="list-style-type: none"> • Sorrento Surf Life Saving Club redevelopment 	
Environment	<ul style="list-style-type: none"> • Coastal and estuarine mitigation program 	
Place	<ul style="list-style-type: none"> • Burns Beach — cafes/kiosks/restaurants • Burns Beach Coastal Node redevelopment • Christchurch Park change rooms refurbishment • Civic Centre slab waterproofing • Eddystone Avenue — Joondalup Drive to Honeybush Drive • Greenwood Scout Hall refurbishment • Hepburn Avenue — Lilburne Avenue to Walter Padbury Boulevard • Hepburn Avenue/Amalfi Drive/Howland Road roundabout improvement • Hepburn Avenue/Karuah Way intersection improvement 	<ul style="list-style-type: none"> • Hepburn Avenue/Moolanda Boulevard roundabout construction • Hillarys cycle network expansion • Joondalup Administration roof balustrades • Joondalup Drive/Hodges Drive intersection upgrade • Joondalup Drive/Lakeside Drive (north) roundabout • Moolanda Boulevard pedestrian footbridge • Percy Doyle Football/Tee Ball Clubrooms • Percy Doyle skate park/youth facility • Prince Regent Park facility refurbishment • Warwick north cluster parks revitalisation
Economy	<ul style="list-style-type: none"> • Nil 	
Leadership	<ul style="list-style-type: none"> • 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

- 25-Year Invitation Art Prize Retrospective Showcase
- Access and Inclusion Plan
- Age Friendly Plan
- Arts development program
- Citizenship ceremonies and civic functions
- Clubs in-focus professional development program
- Community development programs, events and activities
- Community Funding Program
- Community Safety Plan
- Community, Youth Development and Libraries Plan
- Cultural events program
- Cultural Plan
- Library programs, events and activities

- Local Heritage Survey
- Local laws
- NAIDOC Week
- Performing Arts Centre (Joondalup City Centre)
- Public Art Masterplan and Strategy
- Public Health Plan
- Reconciliation Action Plan
- Regional Homelessness Plan
- Review of *WA Cat Act 2011*
- Visual arts program
- WA Dog Amendment (Stop Puppy Farming) Bill 2021
- Youth development programs, events and activities

Environment

- Bushfire Risk Management Plan
- Climate Change Plan
- Coastal Hazard Risk Management and Adaptation Plan
- Coastal Infrastructure Adaptation Plan
- Environmental education program
- Environment Strategy

- Food organics, garden organics (FOGO) bin service
- Local Government Waste Plan — City of Joondalup
- Natural area management plans
- Waterwise Council Program
- Weed Management Plan
- Yellagonga Integrated Catchment Management Plan

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

Key priorities for 2023/24:

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

Community		
<p>Community Safety Plan</p> <p>A new plan that addresses community safety initiatives across the City, including parking management, animal management, CCTV, graffiti removal and community amenity. The plan ensures our community feels connected and safe through direct service provision, as well as supporting and encouraging local organisations and community-led activities.</p>	<p>Public Art Masterplan and Strategy</p> <p>A new masterplan and strategy to define the principles and priorities for public art in the City and guide resources and funding towards relevant public art projects that enhance the City’s built environment, distinctive natural assets, significant Indigenous sites, historic locations and key destinations.</p>	<p>Reconciliation Action Plan</p> <p>A new plan which will set out the City’s commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.</p>

Environment			
<p>Climate Change Plan</p> <p>A plan which guides the City’s planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment.</p>	<p>Coastal Hazard Risk Management and Adaptation Plan</p> <p>A plan developed under State Planning Policy 2.6 which identifies areas and assets that could potentially be impacted by coastal erosion and inundation hazards due to storm events and projected sea level rise. The plan provides recommendations and actions for how the City can respond and adapt to these coastal hazards.</p>	<p>Environment Strategy</p> <p>A strategy that outlines the City’s commitment to conserving, enhancing and rehabilitating the City of Joondalup’s natural assets to ensure the long-term protection of the environment for future generations.</p>	<p>Local Government Waste Plan — City of Joondalup</p> <p>This plan guides the City’s waste management practices to ensure increased diversion from landfill. The plan focuses on improving practices and providing the groundwork to inform the long-term planning for waste.</p>

Place		
<p>Burns Beach café development</p> <p>A café development on City-managed Crown land within the Burns Beach Coastal Node which will incorporate a two-storey food and beverage facility and be leased to commercial operators.</p>	<p>Heathridge Park Masterplan</p> <p>A masterplan for Heathridge Park that includes the investigation of two options: replacing/refurbishing the existing facilities; or the rationalisation of the existing community facilities into a single new multi-purpose facility.</p>	<p>Integrated Transport Strategy</p> <p>A new strategy to guide multi-modal transport planning and inform strategic policy, advocacy and infrastructure decisions in the City over the next 10 years.</p>
<p>Joondalup City Centre Development — Boas Place</p> <p>Investigations into future opportunities for the development of Boas Place in the Joondalup City Centre to incorporate a variety of land uses.</p>	<p>Local Planning Strategy review</p> <p>A review of the City's Local Planning Strategy, including the Local Housing Strategy and Local Commercial Strategy, to ensure the ongoing applicability of the stated strategic direction for land use planning and development.</p>	<p>Ocean Reef Marina</p> <p>Construction of a world-class waterfront precinct providing recreational, tourism, residential and boating facilities. This project is being managed by DevelopmentWA with support and contributions provided by the City.</p>

Economy			
<p>Economic Development Strategy</p> <p>A strategy to guide economic development activities within the City by providing support to local business, stimulating investment, and driving economic growth.</p>	<p>Event attraction</p> <p>Attract and support significant events that are unique to Joondalup to enhance its image as an attractive destination for visitors, tourists and business.</p>	<p>Place activation</p> <p>City and community-led activities and projects that support the activation of spaces and places that are important to the wellbeing of the community and economy.</p>	<p>Joondalup Innovation Precinct</p> <p>The development of a Joondalup Innovation Precinct for new and emerging technology and industries to support urban robotics, a digital innovation centre and the education and health precincts.</p>

Leadership			
<p>10-Year Strategic Financial Plan</p> <p>A high-level document that outlines the City's approach to delivering infrastructure and services to the community in a financially-sustainable and affordable manner.</p>	<p>Advocacy Framework</p> <p>A framework that provides a strategic approach to advocacy activities to ensure evidenced-based decision making, greater stakeholder engagement, and the development of processes to maximise opportunities for support and investment into the City.</p>	<p>Core system replacement project</p> <p>A core information technology solution for the City which would include a customer relationship management system, online customer portal, finance, and asset management system.</p>	<p>Customer service centralisation</p> <p>A project to centralise the City's main customer service functions to achieve greater organisational efficiency and a higher rate of first point of contact resolution.</p>

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 — 2022/23.

Service	Net service cost including depreciation	Depreciation	FTE
Community development <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Community initiatives • Age-friendly initiatives • Youth initiatives • Homelessness • Access and inclusion • Aboriginal engagement and reconciliation 	\$	\$	
Community safety, compliance and education <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Parking • Animal management • Community amenity • Field patrols • Graffiti management • Public areas CCTV • Building security management 	\$	\$	
Craigie Leisure Centre management <i>(discretionary)</i> <ul style="list-style-type: none"> • Craigie Leisure Centre management 	\$	\$	
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
Emergency management <i>(statutory)</i> <ul style="list-style-type: none"> Emergency management 	\$	\$	
Health and environmental services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Premises inspections Environmental health approvals Environmental health investigations and advice Midge management 	\$	\$	
Immunisation <i>(discretionary)</i> <ul style="list-style-type: none"> Immunisation 	\$	\$	
Libraries <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> Library services Library programs, events and activities Local history Community education and outreach 	\$	\$	
Recreation services <i>(discretionary)</i> <ul style="list-style-type: none"> Sport and recreation development Community venue management 	\$	\$	
Total	\$	\$	

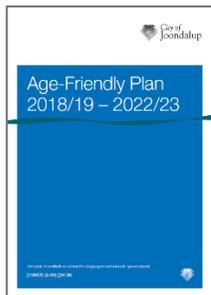
Plans, strategies and frameworks:

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.



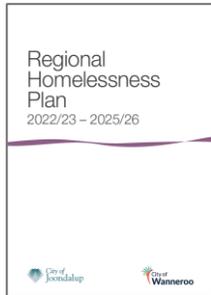
Age-Friendly Plan 2018/19–2022/23

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 5-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.



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 2023/24	2024/25	2025/26	2026/27	2027/28
Public Health Plan A new plan to respond to local health risks and establish objectives and policy priorities for the promotion and protection of public health in the City. Development of a new public health plan is a requirement under Stage 5 implementation of the <i>WA Public Health Act 2016</i> .	No milestones for 2023/24.		●	●	●
Community Safety Plan A plan that addresses community safety initiatives across the City, including parking management, animal management, CCTV, graffiti removal and community amenity. The plan ensures the community feels connected and safe through direct service provision, as well as supporting and encouraging local organisations and community-led activities.	Q1 • Commence development of a draft Community Safety Plan 2024–2028. Q2 • Progress development of the draft Community Safety Plan 2024–2028. Q3 • Undertake community consultation to inform development of the draft Community Safety Plan 2024–2028. Q4 • Present the draft Community Safety Plan 2024–2028 to Council seeking endorsement.	●	●	●	●

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Local laws</p> <p>Local laws are made under the <i>Local Government Act 1995</i> to cover matters considered necessary for the good government of the City. Local laws are reviewed every 8 years in accordance with the Act. The next 8-yearly review is set to take place in 2029/30.</p>	<p>Q1 • Progress amendments to local laws as required.</p> <p>Q2 • Progress amendments to local laws as required.</p> <p>Q3 • Progress amendments to local laws as required.</p> <p>Q4 • Progress amendments to local laws as required.</p>	●	●	●	●
<p>WA Dog Amendment (Stop Puppy Farming) Bill 2021</p> <p>An amendment to the <i>Dog Act 1976</i> which is intended to prevent unregistered dog breeders from establishing puppy farms. The Bill gives local governments the responsibility to manage and inspect registered breeders, oversee changes from pet shops to adoption centres, and provide input into a centralised State-based data repository for dog registrations.</p>	No milestones for 2023/24.	●	●		
<p>Review of WA <i>Cat Act 2011</i></p> <p>A statutory review of the <i>Cat Act 2011</i> which is likely to bring about changes to the way local governments manage cats, particularly in relation to nuisance issues.</p>	No milestones for 2023/24.	●	●		

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 2023/24	2024/25	2025/26	2026/27	2027/28
Community development programs, events and activities Programs, events and activities which contribute towards building a strong, resilient and connected community.	Q1 • Deliver scheduled programs, events and activities for the quarter.				
	Q2 • Deliver scheduled programs, events and activities for the quarter.				
	Q3 • Deliver scheduled programs, events and activities for the quarter.	●	●	●	●
	Q4 • Deliver scheduled programs, events and activities for the quarter.				
Youth development programs, events and activities Programs, events and activities designed specifically for young people to help them engage with their peers in a safe and supportive environment.	Q1 • Deliver scheduled youth development programs and activities for the quarter. • Deliver scheduled youth events for the quarter, including: · Youth Forum · Winter Youth Event Series				
	Q2 • Deliver scheduled youth development programs and activities for the quarter. • Deliver scheduled youth events for the quarter, including: · Spring Youth Event Series				
	Q3 • Deliver scheduled youth development programs and activities for the quarter. • Deliver scheduled youth events for the quarter, including: · BMX, Skate and Scooter Competition Series · Defeat the Beat · Summer Youth Event Series	●	●	●	●
	Q4 • Deliver scheduled youth development programs and activities for the quarter. • Deliver scheduled youth events for the quarter, including: · Autumn Youth Event Series				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Age Friendly Plan</p> <p>A plan which articulates the City’s commitment to fostering active ageing environments, where opportunities for health, wellbeing, security and participation are maximised to achieve optimal quality of life.</p>	<p>Q1 • Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter, including:</p> <ul style="list-style-type: none"> · Intergenerational Toolkit workshop · Seniors Gathering <p>Q2 • Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter, including:</p> <ul style="list-style-type: none"> · Digital literacy research · Housing options campaign <p>Q3 • Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter, including:</p> <ul style="list-style-type: none"> · Memory Café training · Seniors Gathering <p>Q4 • Implement scheduled actions from the Age-Friendly Plan 2018/19–2022/23 for the quarter, including:</p> <ul style="list-style-type: none"> · Seniors lifestyle roadshow · Seniors lifestyle expo 				
<p>Community Funding Program</p> <p>A funding program consisting of 2 rounds intended for the delivery of community-initiated projects, programs and events that benefit the City of Joondalup community.</p>	<p>Q1 • Advertise round 1 of the Community Funding Program and deliver information workshops.</p> <ul style="list-style-type: none"> • Evaluate the submissions received and determine the preferred recipients. <p>Q2 • Provided recommendations to Council for approval.</p> <ul style="list-style-type: none"> • Issue the funding agreements and payments for successful round 1 applicants. <p>Q3 • Advertise round 2 of the Community Funding Program and deliver information workshops.</p> <ul style="list-style-type: none"> • Evaluate the applications received and determine the preferred recipients. <p>Q4 • Provided recommendations to Council for approval.</p> <ul style="list-style-type: none"> • Issue the funding agreements and payments for successful round 2 applicants. 	●	●	●	●

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Access and Inclusion Plan</p> <p>A plan which contributes towards the creation of accessible and inclusive communities through the provision and improvement of services, events, processes, and spaces for the community.</p>	<p>Q1 • Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter, including:</p> <ul style="list-style-type: none"> · Access and Inclusion Plan Annual Report <p>Q2 • Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter, including:</p> <ul style="list-style-type: none"> · Access and Inclusion Plan Annual Report · Access and inclusion training for Elected Members <p>Q3 • Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter.</p> <p>Q4 • Implement scheduled actions from the Access and Inclusion Plan 2021/22–2023/24 for the quarter, including:</p> <ul style="list-style-type: none"> · Access and inclusion training for City staff. 				
<p>Regional Homelessness Plan</p> <p>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.</p>	<p>Q1 • Implement agreed actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.</p> <p>Q2 • Implement agreed actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.</p> <p>Q3 • Implement agreed actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.</p> <p>Q4 • Implement agreed actions from the Regional Homelessness Plan 2022/23–2025/26 for the quarter.</p>	●	●	●	●

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	Number of volunteers engaged by the City	Annual	City of Joondalup
	Number of volunteers engaged through the Joondalup Volunteer Resource Centre	Annual	City of Joondalup
Community Funding Program	Names of community groups receiving grants/ contributions	Annual	City of Joondalup
	Value of grants/contributions distributed to community groups (total and by community group)	Annual	City of Joondalup

Outcome 1-3 Active and social

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

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Sorrento Surf Life Saving Club redevelopment	Sorrento	2026/27	\$
Redevelopment of the existing Sorrento Surf Life Saving Club facility to support and enhance usage and include a commercial component.			

*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 2023/24	2024/25	2025/26	2026/27	2027/28
Community, Youth Development and Libraries Plan A new plan for the integrated delivery of City programs and infrastructure that support community development, youth development, library services, access and inclusion, and age-friendly communities.	Q1 • Progress development of the draft Community, Youth Development and Libraries Plan.				
	Q2 • Undertake community consultation activities to inform development of the draft Community, Youth Development and Libraries Plan.				
	Q3 • Undertake community consultation activities to inform development of the draft Community, Youth Development and Libraries Plan. • Present the draft Community Development and Libraries Plan to Elected Members seeking feedback.	●	●	●	●
	Q4 • Present the draft Community, Youth Development and Libraries Plan to Council seeking endorsement.				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
Library programs, events and activities Programs, events and activities that enhance the wellbeing and capacity of the community, with a focus on life-long learning and literacy.	Q1 • Deliver scheduled programs, events and activities for the quarter.				
	Q2 • Deliver scheduled programs, events and activities for the quarter.				
	Q3 • Deliver scheduled programs, events and activities for the quarter.	●	●	●	●
	Q4 • Deliver scheduled programs, events and activities for the quarter.				
Clubs in-focus professional development program A professional development program to assist local club volunteers to perform their roles and ensure ongoing club sustainability and success.	Q1 • Commence development of the Clubs in-focus professional development program 1. • Deliver the Clubs in-focus professional development program 2 to club volunteers.				
	Q2 • Promote the Clubs in-focus professional development program 1. • Review the Clubs in-focus professional development program 2.				
	Q3 • Deliver the Clubs in-focus professional development program 1 to club volunteers. • Commence development of the Clubs in-focus professional development program 2.	●	●	●	●
	Q4 • Review the Clubs in-focus professional development program 1. • Promote the Clubs in-focus professional development program 2.				

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 of Craigie Leisure Centre	Annual	City of Joondalup
	Percentage increase/decrease in memberships at Craigie Leisure Centre	Annual	City of Joondalup
	Average weekly attendance at Craigie Leisure Centre	Annual	City of Joondalup

Title/name	Measure	Timeframe	Source
KidSport program	Amount distributed to young people through the KidSport program	Annual	Department of Local Government, Sport and Cultural Industries
	Number of young people supported through the KidSport program	Annual	Department of Local Government, Sport and Cultural Industries
Sporting group contributions	Amount contributed to sporting clubs (total and by club)	Annual	City of Joondalup
Libraries	Number of new Library members, 5-year trend	Annual	City of Joondalup
	Number of library items issued, 5-year trend	Annual	City of Joondalup
	Number of people attending libraries (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 2023/24	2024/25	2025/26	2026/27	2027/28
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 • 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.				
	Q2 • Liaise with the external consultant to undertake community consultation to inform development of the draft Public Art Masterplan and Strategy 2023–2033. • Liaise with the external consultant to present the draft Public Art Masterplan and Strategy 2023–2033 to Elected Members seeking feedback.	●	●	●	●
	Q3 • Present the Public Art Masterplan and Strategy 2023–2033 to Council seeking endorsement.				
	Q4 • Commence implementation of the Public Art Masterplan and Strategy 2023–2033.				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Visual arts program</p> <p>An annual program of visual art that provides the community with access to contemporary, quality artworks, supports local arts development, and promotes Joondalup as a vibrant cultural destination (annual projects).</p>	<p>Q1</p> <ul style="list-style-type: none"> • Coordinate the delivery of a mural arts project as part of the Mural Arts Program. • Commission new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. • Monitor for opportunities to initiate public art projects, as appropriate. <p>Q2</p> <ul style="list-style-type: none"> • Monitor for opportunities to initiate public art projects, as appropriate. • Display new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. • Deliver the Artist in Focus exhibition 2023. <p>Q3</p> <ul style="list-style-type: none"> • Coordinate the delivery of a mural arts project as part of the Mural Arts Program. • Commission new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. • Monitor for opportunities to initiate public art projects, as appropriate. <p>Q4</p> <ul style="list-style-type: none"> • Deliver the Community Art Exhibition. • Coordinate the delivery of a mural arts project as part of the Mural Arts Program. • Display new artwork as part of the Inside-Out Billboard Project at the Joondalup Library. • Monitor for opportunities to initiate public art projects, as appropriate. 	<p>●</p> <p>●</p> <p>●</p> <p>●</p>			
<p>Arts development program</p> <p>An annual program of community arts development activities, including the Arts in Focus program, Community Funding, Arts Development Scheme and Connecting Creatives database.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Commence development of a Connecting Creatives database. • Commence the Arts Development Scheme funding round. <p>Q2</p> <ul style="list-style-type: none"> • Advertise the Arts Development Scheme funding. <p>Q3</p> <ul style="list-style-type: none"> • Coordinate rehearsals for the Community Choral Project. • Deliver the Arts in Focus networking sundowner and Community Choral Project performance. • Evaluate the applications received for the Arts Development Scheme funding. <p>Q4</p> <ul style="list-style-type: none"> • Present the recommended grant recipients for the Arts Development Scheme funding (\$10,000+) to Council seeking endorsement. • Determine the preferred recipients for the Arts Development Scheme funding (under \$10,000). 	<p>●</p> <p>●</p> <p>●</p> <p>●</p>			

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
25-Year Invitation Art Prize Retrospective Showcase A 25-year retrospective celebration and exhibition of the Invitation Art Prize recipients and the City's art collection.	Q1 • Coordinate the delivery of the Retrospective Showcase and themed exhibitions in the Joondalup Library.				
	Q2 • Coordinate the delivery of the Retrospective Showcase at Westfield Whitford City.				
	Q3 • Coordinate the delivery of the Retrospective Showcase and themed exhibitions in the Joondalup Library.				
	Q4 • Coordinate the delivery of the Retrospective Showcase and themed exhibitions in the Joondalup Library.				
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.				
	Q2 • Deliver scheduled program of cultural events for the quarter.				
	Q3 • Deliver scheduled program of cultural events for the quarter.	●	●	●	●
	Q4 • Undertake a review of the cultural events program for 2023/24 and develop the program for 2024/25.				
Performing Arts Centre (Joondalup City Centre) A dedicated arts facility proposed for the hosting of performing arts and cultural events and activities within the Joondalup City Centre.	No milestones for 2023/24.	●	●	●	●

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 under the Corporate Sponsorship Program (excludes community funding)	Annual Annual	City of Joondalup City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with cultural services	Biennial	City of Joondalup
	Satisfaction/enjoyment of City cultural events (total and by event)	Annual	City of Joondalup
Cultural events program	Number of attendees at major City cultural events (total and by event)	Annual	City of Joondalup
Visual arts program	Names of new artwork acquired	Annual	City of Joondalup
	Value of full artwork collection	5 years	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 2023/24	2024/25	2025/26	2026/27	2027/28	
Reconciliation Action Plan A new plan which will set out the City's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.	Q1	• Submit the draft Reconciliation Action Plan to Reconciliation Australia seeking feedback.				
	Q2	• Present the draft Reconciliation Action Plan to Council seeking endorsement. • Submit the endorsed Reconciliation Action Plan to Reconciliation Australia seeking endorsement.	●	●	●	●
	Q3	• Launch the Reconciliation Action Plan. • Commence implementation of the Reconciliation Action Plan.				
	Q4	• Deliver scheduled actions from the Reconciliation Action Plan for the quarter.				
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 arts development program.				
	Q2					
	Q3		●	●	●	●
	Q4					

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Citizenship ceremonies and civic functions</p> <p>Delivery of high-quality citizenship ceremonies and civic functions that allow residents who are becoming new citizens to make the Australian citizenship pledge of commitment, and to recognise valuable contributions of City stakeholders.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Deliver scheduled citizenship ceremonies for the quarter. • Deliver civic functions as required. 				
	<p>Q2</p> <ul style="list-style-type: none"> • Deliver scheduled citizenship ceremonies for the quarter. • Deliver scheduled program of civic functions for the quarter, including: <ul style="list-style-type: none"> · Invitation Art Prize VIP Event · Remembrance Day Memorial Service • Deliver other civic functions as required. 				
	<p>Q3</p> <ul style="list-style-type: none"> • Deliver scheduled citizenship ceremonies for the quarter. • 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. 	●	●	●	●
	<p>Q4</p> <ul style="list-style-type: none"> • Deliver scheduled citizenship ceremonies for the quarter. • Deliver scheduled program of civic functions for the quarter, including: <ul style="list-style-type: none"> · ANZAC Day Dawn Service · Joondalup Dinner • Deliver other civic functions as required. 				
<p>Local Heritage Survey</p> <p>An inventory of places which are, or may become, culturally significant to the local community. All local governments in Western Australia are required to prepare local heritage surveys under the <i>Heritage Act 2018</i>.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Progress assessment of nominations for the draft Local Heritage Survey. 	■	■	■	
	<p>Q2</p> <ul style="list-style-type: none"> • Present the draft Local Heritage Survey to Elected Members prior to undertaking community consultation. 				
	<p>Q3</p> <ul style="list-style-type: none"> • Undertake community consultation activities on the draft Local Heritage Survey. • Present the draft Local Heritage Survey to the Policy Committee. 				
	<p>Q4</p> <ul style="list-style-type: none"> • Present the draft Local Heritage Survey to Council seeking endorsement. 				●

Annual performance measures:**Global reporting initiative disclosures:**

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
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 — 2022/23.

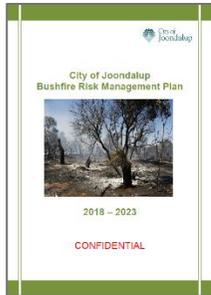
Service	Net service cost including depreciation	Depreciation	FTE
Environmental planning and development <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Environmental planning • Environmental strategies • Environmental reporting • Natural areas and catchment management • Environmental education and leadership 	\$	\$	
Litter collection <i>(discretionary)</i> <ul style="list-style-type: none"> • Litter collection 	\$	\$	
Natural areas management <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Conservation works • Natural areas maintenance 	\$	\$	
Technical engineering support services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Urban development advice • Coastal monitoring and adaptation management • 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"> • General waste collection • Recycling collection • Green waste collection • Bulk green waste collection • Bulk hard waste collection • Regional partnerships management • Waste education 	\$	\$	
Natural areas/buildings 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/building assets may be used in the delivery of a range of services and programs in the Environment key theme and have therefore not been linked to one specific service. Allocating costs against an asset allows the City to capture data which informs maintenance, replacement and capital works programs.

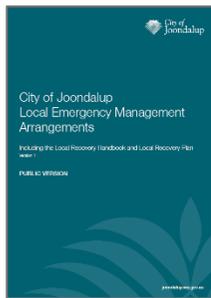
Plans, strategies and frameworks:

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



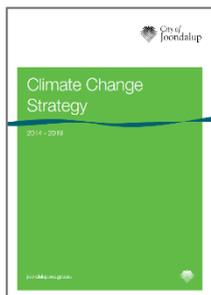
Bushfire Risk Management Plan 2018–2023

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



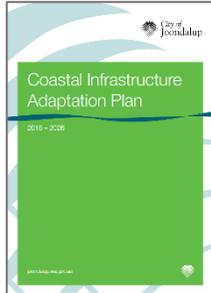
City of Joondalup Local Emergency Management Arrangements

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



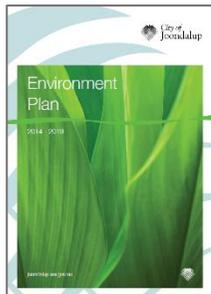
Climate Change Strategy 2014–2019

The Climate Change Strategy guides our planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment. The strategy includes mitigation and adaptation strategies, to both minimise the severity of climate change, and help us to prepare and adapt to current and future impacts of climate change. This strategy has reached the end of its 5-year period and is currently under review. A new plan will be finalised in 2023/24.



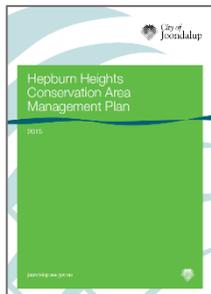
Coastal Infrastructure Adaptation Plan 2018–2026

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 5-year period and is currently under review. A new plan will be finalised in 2023/24.



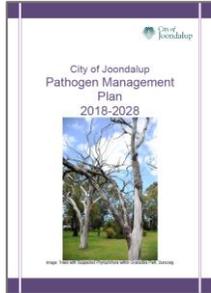
Natural Area Management Plans

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.



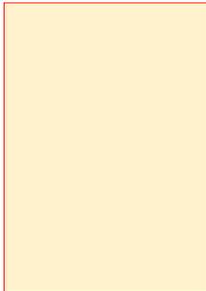
Local Government Waste Plan — City of Joondalup

The Local Government Waste Plan leads our waste management practices which align with the objectives of the State Waste Avoidance and Resource Recovery Strategy 2030. 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*.



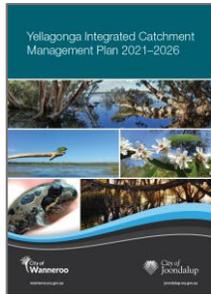
Pathogen Management Plan 2018–2028

The Pathogen Management Plan identifies pathogen risk factors, prioritises natural areas for pathogen management and identifies key management actions to protect the City’s biodiversity values. The plan provides guidance on the management of pathogens within the City to minimise the risk of pathogen introduction and spread, and identifies strategies to engage the community and key stakeholders in order to raise the awareness of pathogens within the City of Joondalup.



Weed Management Plan 2023–2033

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.



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.



Waterwise Council Action Plan 2021–2026

The Waterwise Council Action Plan outlines the City’s waterwise vision and provides strategic direction for the City’s water management goals and actions over the next five years. The plan addresses both corporate and community water management goals and actions as aspects of a waterwise city.

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 2023/24		Revenue for 2023/24	
Park and public open space				
Foreshores and natural areas program	\$		\$	

Non-capital projects and activities:

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28	
Environment Strategy A strategy that outlines the City's commitment to conserving, enhancing and rehabilitating the City of Joondalup's natural assets to ensure the long-term protection of the environment for future generations.	Q1	<ul style="list-style-type: none"> Implement scheduled actions from the Environment Plan 2014–2019 for the quarter. Present the draft Environment Strategy 2023–2033 to Council seeking endorsement to undertake community consultation. Undertake community consultation activities on the draft Environment Strategy 2023–2033. 	●	●	●	●
	Q2	<ul style="list-style-type: none"> Implement scheduled actions from the Environment Plan 2014–2019 for the quarter. Present the draft Environment Strategy 2023–2033 to Council seeking endorsement. 				
	Q3	<ul style="list-style-type: none"> Commence implementation of the Environment Strategy 2023–2033. 				
	Q4	<ul style="list-style-type: none"> Implement scheduled actions from the Environment Strategy 2023–2033 for the quarter. 				
Weed Management Plan A plan which details an integrated weed management approach which prevents, monitors and controls the spread of weeds within the City of Joondalup.	Q1	<ul style="list-style-type: none"> Implement scheduled actions from the Weed Management 2023–2033 for the quarter. 				
	Q2	<ul style="list-style-type: none"> Implement scheduled actions from the Weed Management 2023–2033 for the quarter. 				
	Q3	<ul style="list-style-type: none"> Implement scheduled actions from the Weed Management 2023–2033 for the quarter. 	●	●	●	●
	Q4	<ul style="list-style-type: none"> Implement scheduled actions from the Weed Management 2023–2033 for the quarter. 				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Natural area management plans</p> <p>A set of plans for protecting and enhancing biodiversity values across a number of sites, including Central Park, Craigie Bushland, Hepburn Heights Conservation Area, Hillarys–Kallaroo Foreshore Reserve, Lilburne Park, Marmion Foreshore Reserve, Mullaloo Foreshore Reserve, Ocean Reef Foreshore Reserve, Shepherds Bush Reserve, Sorrento Foreshore Reserve, and Warwick Open Space Bushland.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Present the draft Iluka–Burns Beach Foreshore Reserve Management Plan to Council seeking endorsement to undertake community consultation. • Engage a consultant to undertake flora surveys in Warwick Bushland and Ocean Reef Foreshore Reserve. • Engage a consultant to deliver twice-yearly Quenda monitoring in Craigie Bushland. <p>Q2</p> <ul style="list-style-type: none"> • Engage a consultant to report against the natural area key performance indicators, if required. • Undertake community consultation activities on the Iluka–Burns Beach Foreshore Reserve Management Plan. <p>Q3</p> <ul style="list-style-type: none"> • Present the Iluka–Burns Beach Foreshore Reserve Management Plan to Council seeking endorsement. • Engage a consultant to deliver a genetic analysis of Quenda in Craigie Bushland to assess population diversity and inform development of a Craigie Bushland Fauna Management Plan. <p>Q4</p> <ul style="list-style-type: none"> • Update the implementation plans for the Warwick Bushland and Ocean Reef Foreshore Reserve Management Plans. 	<p>●</p> <p>●</p> <p>●</p> <p>●</p>			
<p>Yellagonga Integrated Catchment Management Plan</p> <p>A joint plan with the City of Wanneroo which provides a holistic and long-term strategic framework to improve catchment health and protect the diverse values of Yellagonga Regional Park.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. <p>Q2</p> <ul style="list-style-type: none"> • Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. <p>Q3</p> <ul style="list-style-type: none"> • Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. <p>Q4</p> <ul style="list-style-type: none"> • Deliver scheduled actions from the Yellagonga Integrated Catchment Management Plan 2021–2026 for the quarter. 	<p>●</p> <p>●</p> <p>●</p> <p>●</p>			

Annual performance measures:**Global reporting initiative disclosures:**

GRI	Disclosure title	Measure	Timeframe	Source
GRI 300: Environmental GRI 304: Biodiversity				
304-3	Habitats protected or restored	Amount of native vegetation protected (hectares) under the City's Local Planning Scheme No 3, Metropolitan Region Scheme and Bush Forever	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 2023/24	2024/25	2025/26	2026/27	2027/28
Local Government Waste Plan — City of Joondalup This plan guides the City’s waste management practices to ensure increased diversion from landfill. The plan focuses on improving practices and providing the groundwork to inform the long-term planning for waste.	Q1 • Deliver scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) for the quarter.				
	Q2 • Deliver scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) for the quarter.	●	●	●	●
	Q3 • Deliver scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) for the quarter.				
	Q4 • Deliver scheduled actions from the Local Government Waste Plan — City of Joondalup (2022) for the quarter.				
Food organics, garden organics (FOGO) bin service Investigation into the potential transition from a garden organics (GO) bin to a food organics, garden organics (FOGO) bin for residential waste service delivery.	Q1 • Present a report to Council on the outcomes of the investigation and joint tender process.				
	Q2 • Commence preparation for the implementation of the new service (GO or FOGO).	●	●		
	Q3 • Commence implementation of the new service (GO or FOGO).				
	Q4				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28	
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	<ul style="list-style-type: none"> Develop the environmental education program schedule for 2023/24. Deliver scheduled activities and events as part of the environmental education program for the quarter. 				
	Q2	<ul style="list-style-type: none"> Deliver scheduled activities and events as part of the environmental education program for the quarter. 	●	●	●	●
	Q3	<ul style="list-style-type: none"> Deliver scheduled activities and events as part of the environmental education program for the quarter. 				
	Q4	<ul style="list-style-type: none"> 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 306: Waste				
306-1	Waste generation and significant waste-related impacts	Amount of residential waste collected (by waste stream)	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 bulk waste collected from kerbside collections	Annual	Cleanaway
		Amount of bulk waste collected from kerbside collections that is recycled	Annual	Cleanaway, Incredible Bulk

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 community waste education classroom sessions conducted with schools	Annual	City of Joondalup
	Number of community waste 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 2023/24	2024/25	2025/26	2026/27	2027/28
Waterwise Council Program A program run jointly by the WA Department of Water and Environmental Regulation and Water Corporation to support local governments to improve water efficiency and help create waterwise communities.	Q1	<ul style="list-style-type: none"> Implement scheduled actions within the Waterwise Council Action Plan 2021–2026 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	●	●	●	●
	Q3	<ul style="list-style-type: none"> Implement scheduled actions within the Waterwise Council Action Plan 2021–2026 for the quarter. 			
	Q4	<ul style="list-style-type: none"> Implement scheduled actions within the Waterwise Council Action Plan 2021–2026 for the quarter. 			

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 Western Power-owned 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	Disclosure title	Measure	Timeframe	Source
GRI 300: Environmental GRI 305: Emissions				
305-5	Reduction of GHG emissions	Amount of net greenhouse gas emissions generated by the City	Annual	Azility
		Percentage increase/decrease in net 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.

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Coastal and estuarine mitigation program Renewal and upgrade of existing coastal protection infrastructure including the Marmion Angling and Aquatic Club seawall, Sorrento seawall, Sorrento groynes and Mullaloo seawall.	Various	2025/26	\$

*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 2023/24	2024/25	2025/26	2026/27	2027/28
Climate Change Plan A plan which guides the City's planning for the future impacts of climate change across a range of areas relevant to local government, including infrastructure, health services, water management, emergency management, and the natural environment.	Q1 <ul style="list-style-type: none"> Implement scheduled actions from the Climate Change Strategy 2014–2019. Present the draft Climate Change Plan 2023–2033 to Council seeking endorsement for community consultation. Q2 <ul style="list-style-type: none"> Implement scheduled actions from the Climate Change Strategy 2014–2019. Undertake community consultation activities on the draft Climate Change Plan 2023–2033. Q3 <ul style="list-style-type: none"> Present the draft Climate Change Plan 2023–2033 to Council seeking endorsement. Commence implementation of the Climate Change Plan 2023–2033. Q4 <ul style="list-style-type: none"> Implement scheduled actions from the Climate Change Plan 2023–2033. 				
		●	●	●	●

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Bushfire Risk Management Plan</p> <p>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.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023. • Appoint a consultant to undertake a review of the Bushfire Risk Management Plan 2018–2023. <p>Q2</p> <ul style="list-style-type: none"> • Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023. • Continue to work with the consultant on the review of the Bushfire Risk Management Plan 2018–2023. <p>Q3</p> <ul style="list-style-type: none"> • Implement scheduled actions from the Bushfire Risk Management Plan 2018–2023. • Continue to work with consultant on the review of the Bushfire Risk Management Plan 2018–2023. <p>Q4</p> <ul style="list-style-type: none"> • Present draft Bushfire Risk Management Plan 2024–2029 to Elected Members. 	<p></p> <p>●</p> <p></p> <p></p>			
<p>Coastal Infrastructure Adaptation Plan</p> <p>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.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026. <p>Q2</p> <ul style="list-style-type: none"> • Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026. <p>Q3</p> <ul style="list-style-type: none"> • Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026. <p>Q4</p> <ul style="list-style-type: none"> • Implement scheduled actions from the Coastal Infrastructure Adaptation Plan 2018–2026. 	<p></p> <p>●</p> <p></p> <p></p>			

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
Coastal Hazard Risk Management and Adaptation Plan A plan developed under State Planning Policy 2.6 which identifies areas and assets that could potentially be impacted by coastal erosion and inundation hazards due to storm events and projected sea level rise. The plan provides recommendations and actions for how the City can respond and adapt to these coastal hazards.	Q1 • Undertake community consultation activities 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 — 2022/23.

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 inspections 	\$	\$	
Building design and construction <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 services <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Building approvals • Land purchase enquiries • Building plan requests • Building verge permit applications 	\$	\$	
Civil design and construction <i>(discretionary)</i> <ul style="list-style-type: none"> • Delivery of capital works programs • Survey and civil design • Road network management • Civil and pavement engineering advice 	\$	\$	
Community facilities and sports floodlighting upgrades <i>(discretionary)</i> <ul style="list-style-type: none"> • Community facilities and sports floodlighting upgrades 	\$	\$	

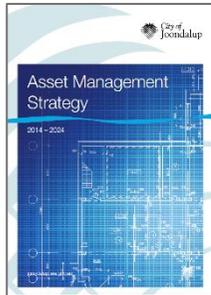
Service	Net service cost including depreciation	Depreciation	FTE
Electrical and lighting engineering <i>(discretionary)</i> <ul style="list-style-type: none"> • Lighting maintenance and upgrades • Electrical engineering advice and design 	\$	\$	
Engineering maintenance <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Engineering maintenance program • Road resurfacing and preservation • Stormwater drainage 	\$	\$	
Fleet management and mechanical workshop <i>(discretionary)</i> <ul style="list-style-type: none"> • Fleet management • Fleet maintenance 	\$	\$	
Landscape design <i>(discretionary)</i> <ul style="list-style-type: none"> • Park development works • Park equipment works • Streetscape enhancement works 	\$	\$	
Major City project delivery <i>(discretionary)</i> <ul style="list-style-type: none"> • Delivery of major projects • Management of the City's land portfolio 	\$	\$	
Parking activities <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Commercial parking agreements • Paid parking management 	\$	\$	
Park maintenance <i>(discretionary)</i> <ul style="list-style-type: none"> • Irrigation maintenance • Mowing and turf maintenance • Beach sand maintenance • Tree maintenance • Park maintenance • Weed control 	\$	\$	

Service	Net service cost including depreciation	Depreciation	FTE
Planning and urban design <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Urban planning • Development applications • Subdivision assessment • Planning advice and information • Cartographic services 	\$	\$	
Property management <i>(discretionary)</i> <ul style="list-style-type: none"> • Property management 	\$	\$	
Transport and traffic engineering <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Road safety and transport initiatives • Strategic transport planning • Construction and event traffic management assessments • Transport engineering 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.

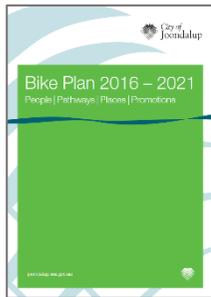
Plans, strategies and frameworks:

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.



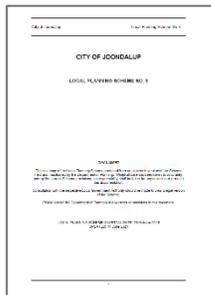
Asset Management Strategy 2014–2024

This 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 assists the City 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 following the adoption of an Integrated Transport Strategy.



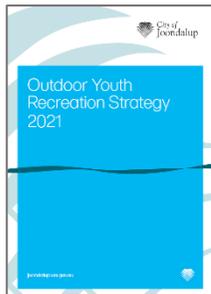
Local Planning Scheme No 3

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*.



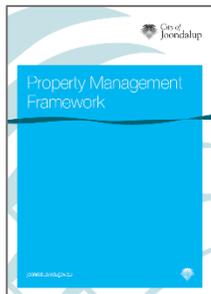
Local Planning Strategy

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.



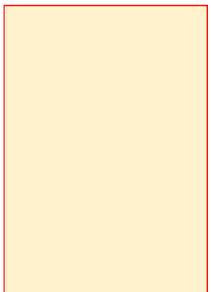
Outdoor Youth Recreation Strategy 2021

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

This 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.



Public Open Space Framework

The Public Open Space Framework classifies our public open spaces according to primary function and manner of use, including sports parks, recreation parks, urban landscaping and natural areas. The framework identifies the appropriate infrastructure for each type of public open space and informs levels of service and maintenance schedules.

Outcome 3-1 Connected and convenient

You have access to a range of interconnected transport options.

Capital works programs:

Program	Expenditure for 2023/24	Revenue for 2023/24
Traffic management		
Blackspot program	\$	\$
Local traffic management program	\$	\$
Parking facilities program	\$	\$
Civil construction		
New pathways program	\$	\$
Pathway replacement program	\$	\$
Road construction program	\$	\$
Road preservation and rehabilitation program	\$	\$

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Eddystone Avenue — Joondalup Drive to Honeybush Drive Upgrade of Eddystone Avenue from Joondalup Drive to Honeybush Drive. Works include construction of an additional westbound lane and modification of turning lanes at Joondalup Drive and Honeybush Drive intersections.	Joondalup	2025/26	\$
Hepburn Avenue — Lilburne Avenue to Walter Padbury Boulevard Upgrade of Hepburn Avenue between Lilburne Avenue and Walter Padbury Boulevard, including the installation of traffic signals at Lilburne Avenue intersection and a dual-lane roundabout at Walter Padbury Boulevard intersection.	Various	2024/25	\$

Capital works project	Suburb	Planned completion*	Total project budget
Hepburn Avenue/Amalfi Drive/Howland Road roundabout improvement Improvements to the Hepburn Avenue/Amalfi Drive/Howland Road roundabout. Works include pre-deflection on east approach, skid resistance treatments and upgrades to lighting, pedestrian and cyclist facilities.	Hillarys	2023/24	\$
Hepburn Avenue/Karuah Way intersection improvement Improvements to the Hepburn Avenue/Karuah Way intersection. Works include left and right turn pockets, eastbound shoulder, kerb realignments, crossing relocation and upgrades to lighting, pedestrian and cyclist facilities.	Greenwood	2023/24	\$
Hepburn Avenue/Moolanda Boulevard roundabout construction Upgrade of Hepburn Avenue and Moolanda Boulevard intersection to a two-lane roundabout, with pre-deflections on east and west leg approaches.	Various	2025/26	\$
Hillarys cycle network expansion Upgrade to the coastal shared pathway, including other pathway-associated upgrades, between Hillarys and Burns Beach and the installation of a shared pathway along Hepburn Avenue between Gibson Avenue to Whitfords Avenue.	Various	2024/25	\$
Joondalup Drive/Hodges Drive intersection upgrade Upgrade of Joondalup Drive/Hodges Drive intersection, including additional right turn lane from Hodges Drive to Joondalup Drive southbound and upgrades to turning pockets, lighting, pedestrian facilities and Mitchell Freeway southbound access.	Joondalup	2024/25	\$
Joondalup Drive/Lakeside Drive (north) roundabout Upgrade of Joondalup Drive/Lakeside Drive (north) intersection to a roundabout. Works include northbound cycle lane bypass, skid resistance treatments and upgrades to lighting and pedestrian/cyclist facilities.	Joondalup	2024/25	\$
Moolanda Boulevard pedestrian footbridge Renewal of the pedestrian footbridge over Moolanda Boulevard in Kingsley, including removal of the existing footbridge.	Kingsley	2024/25	\$

*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 2023/24	2024/25	2025/26	2026/27	2027/28
Integrated Transport Strategy A new strategy to guide multi-modal transport planning and inform strategic policy, advocacy and infrastructure decisions in the City over the next 10 years.	Q1 • Progress development of the draft Integrated Transport Strategy 2024–2034.				
	Q2 • Progress development of the draft Integrated Transport Strategy 2024–2034.				
	Q3 • Present the draft Integrated Transport Strategy 2024–2034 to Elected Members seeking feedback.	●	●	●	●
	Q4 • Present the draft Integrated Transport Strategy 2024–2034 to Council seeking endorsement.				
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.				
	Q2 • Implement scheduled actions from the Bike Plan 2016–2021 for the quarter.				
	Q3 • Implement scheduled actions from the Bike Plan 2016–2021 for the quarter.	●	●	●	●
	Q4 • Commence development of a new Bike Plan 2024–2034.				
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. • Determine the preferred supplier for the new parking management system from the tenders submitted.	●	●		
	Q4 • Present the preferred supplier and tender to Council seeking endorsement.				

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 (includes new and resurfaced)	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

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 2023/24	2024/25	2025/26	2026/27	2027/28
Local Planning Strategy review A review of the City's Local Planning Strategy, including the Local Housing Strategy and Local Commercial Strategy, to ensure the ongoing applicability of the stated strategic direction for land use planning and development.	Q1 • Commence technical reporting and investigations for phase 2 of the Local Planning Strategy review.				
	Q2 • Progress phase 2 of the Local Planning Strategy review.				
	Q3 • Provide a report to Council on the outcomes of phase 2 of the Local Planning Strategy review. • Present the scope for phase 3 of the Local Planning Strategy review to Council seeking endorsement.	●	●		
	Q4 • Commence phase 3 of the Local Planning Strategy review.				
Local Planning Scheme No 3 review A review of the City's Local Planning Scheme No 3 in accordance with the <i>Planning and Development (Local Planning Schemes) Regulations</i> which includes a review of existing local planning policies and the development of new policies as recommended.	Q1				
	Q2				
	Q3	●	●		
	Q4 • Present a report to Council seeking endorsement to initiate an operational review of the Local Planning Scheme No 3.				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
Local planning policies (relating to residential development) review A review of some of the City's local planning policies that relate to residential development, following implementation of the new Residential Design Codes by the Western Australian Planning Commission.	Q1 • Review local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.				
	Q2 • Review local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.				
	Q3 • Review local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.	●			
	Q4 • Review local planning policies as scheduled by the Policy Committee, or due to changes to the State planning framework.				
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.				
Review of structure plans A review of the City's existing structure plans to assess if the structure plan is required, can be revoked, or can be incorporated into the Scheme.	Q1 • Undertake reviews of structure plans, as required.				
	Q2 • Undertake reviews of structure plans, as required.				
	Q3 • Undertake reviews of structure plans, as required.	●	●		
	Q4 • Undertake reviews of structure plans, 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 planning approvals determined (total and for the Joondalup City Centre)	Annual	City of Joondalup
		Value of planning approvals determined (total and for the Joondalup City Centre)	Annual	City of Joondalup

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 2023/24	Revenue for 2023/24
Park and public open space		
Parks development program	\$	\$
Parks equipment program	\$	\$
Streetscape enhancement program	\$	\$
Civil construction		
Lighting program	\$	\$
Stormwater drainage program	\$	\$

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Percy Doyle skate park/youth facility	Duncraig	2025/26	\$
Development a new skate park facility at Percy Doyle Reserve.			
Warwick north cluster parks revitalisation	Warwick	2023/24	\$
Landscape improvements to Hillwood Park North, Carr Park and Hillwood Park South.			

*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 2023/24	2024/25	2025/26	2026/27	2027/28
Active reserve and community facility review A 3-yearly review of the City's active reserves and community facilities to inform capital works programming and recommendations for future refurbishments and upgrades.	Q1				
	Q2 • Commence the review of the City's active reserves and community facilities.				
	Q3 • Progress the review of the City's active reserves and community facilities.			●	
	Q4 • Provide a report of the outcomes of the review of the City's active reserves and community facilities to Council.				
Streetscape Enhancement Program — Leafy City program A program to plant trees along residential streets with the aim of increasing leafy canopy cover to help mitigate the heat-island effect.	Q1 • Deliver scheduled program of tree planting as part of the Leafy City program for the quarter.				
	Q2 • Deliver scheduled program of tree maintenance as part of the Leafy City program for the quarter.	●	●	●	●
	Q3 • Deliver scheduled program of tree maintenance as part of the Leafy City program for the quarter.				
	Q4 • Deliver scheduled program of tree maintenance as part of the Leafy City 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	Percentage of canopy cover in the City	Biennial	Department of Planning, Lands and Heritage

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 2023/24	Revenue for 2023/24
Buildings and facilities		
Building construction works program	\$	\$
Major projects program	\$	\$

Key capital works projects:

Capital works project	Suburb	Planned completion*	Total project budget
Burns Beach — cafés/kiosks/restaurants Construction of a food and beverage facility at Burns Beach.	Burns Beach	2024/25	\$
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	\$
Christchurch Park change rooms refurbishment Refurbishment of toilet/changerooms including construction of additional storage facilities.	Currambine	2023/24	\$
Civic Centre slab waterproofing Waterproofing of the suspended roof slabs and drainage improvements in the Civic Centre and Library undercroft parking areas.	Joondalup	2023/24	\$
Greenwood Scout Hall refurbishment Refurbishment of the existing hall building to increase storage and improve functionality for facility users.	Greenwood	2023/24	\$
Joondalup Administration roof balustrades Replacement of rooftop height safety balustrades and footing walls.	Joondalup	2023/24	\$

Capital works project	Suburb	Planned completion*	Total project budget
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	2024/25	\$
Prince Regent Park facility refurbishment Refurbishment of toilet/changerooms and construction of external park universal access toilet, kiosk and additional storage facilities.	Heathridge	2024/25	\$

*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 2023/24	2024/25	2025/26	2026/27	2027/28
City land portfolio management A periodic review of City freehold and managed Crown land to identify optimisation, potential rationalisation and acquisition opportunities.	Q1 <ul style="list-style-type: none"> Investigate opportunities for optimisation of City freehold and managed Crown land. Implement actions for the disposal and acquisition of properties as endorsed by Council. 				
	Q2 <ul style="list-style-type: none"> Investigate opportunities for optimisation of City freehold and managed Crown land. Implement actions for the disposal and acquisition of properties as endorsed by Council. 	●	●	●	●
	Q3 <ul style="list-style-type: none"> Investigate opportunities for optimisation of City freehold and managed Crown land. Implement actions for the disposal and acquisition of properties as endorsed by Council. 				
	Q4 <ul style="list-style-type: none"> Investigate opportunities for optimisation of City freehold and managed Crown land. Implement actions for the disposal and acquisition of properties as endorsed by Council. 				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Property Management Framework</p> <p>A framework that defines the classifications for which City-owned and managed property is held, establishes the categories and associated principles under which City-owned and managed property may be used and occupied, and promotes equitable, effective and sustainable management practices for the use and occupation of City-owned and managed property.</p>	Q1 • Present revised property classifications to Elected Members seeking feedback.				
	Q2 • Present an update to Elected Members on the implementation of the Property Management Framework.	●	●	●	●
	Q3	●	●	●	●
	Q4				
<p>Heathridge Park Masterplan</p> <p>A masterplan for Heathridge Park that includes the investigation of two options: replacing/refurbishing the existing facilities; or the rationalisation of the existing community facilities into a single new multi-purpose facility.</p>	Q1 • Finalise a financial evaluation/business case.				
	Q2 • Prepare a report on options for progressing development of the Heathridge Park Masterplan.	●	●	●	●
	Q3 • Present options for progressing development of the Heathridge Park Masterplan to Elected Members seeking feedback.	●	●	●	●
	Q4 • Implement actions in relation to the Heathridge Park Masterplan as endorsed by Council.				
<p>Duffy House commercial expression of interest</p> <p>The progression of an expression of interest for a future commercial operator at the Duffy House site.</p>	Q1 • Advertise a request for expression of interest for a commercial operator at the site.				
	Q2 • Assess submissions received and present the submissions to Council seeking endorsement.	●			
	Q3 • Identify the preferred commercial operator and commence negotiations on tenure.				
	Q4 • Progress negotiations on tenure and commence implementation of commercial operations.				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Joondalup City Centre Development — Boas Place</p> <p>Investigations into future opportunities for the development of Boas Place in the Joondalup City Centre to incorporate a variety of land uses.</p>	<p>Q1 • Develop a strategy to progress actions in response to the endorsed project philosophy and parameters.</p> <p>Q2 • Progress scheduled actions from the endorsed strategy for the quarter. • Present reports to Elected Members on the progress and status of the project as required.</p> <p>Q3 • Progress scheduled actions from the endorsed strategy for the quarter. • Present reports to Elected Members on the progress and status of the project as required.</p> <p>Q4 • Progress scheduled actions from the endorsed strategy for the quarter. • Present reports to Elected Members on the progress and status of the project as required.</p>	●	●	●	●
<p>Burns Beach café development</p> <p>A café development on City-managed Crown land within the Burns Beach Coastal Node which will incorporate a two-storey food and beverage facility and be leased to commercial operators.</p>	<p>Q1 • Issue requests for additional information to successful respondents from the expression of interest process.</p> <p>Q2 • Assess the additional information from respondents from the expression of interest process</p> <p>Q3 • Present a report to Elected Members on the progress and status of the project.</p> <p>Q4 • Identify the preferred commercial operator and commence negotiations on tenure.</p>	●			
<p>Strategic Asset Management Framework review</p> <p>A review of the Strategic Asset Management Framework, including processes and practices, to provide improved management of City infrastructure assets.</p>	<p>Q1 • Liaise with external consultants to commence a review of the Strategic Asset Management Framework.</p> <p>Q2 • Liaise with external consultants to progress the review of the Strategic Asset Management Framework.</p> <p>Q3 • Liaise with external consultants to progress the review of the Strategic Asset Management Framework.</p> <p>Q4 • Liaise with external consultants to progress the review of the Strategic Asset Management Framework.</p>	●			

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Ocean Reef Marina</p> <p>Construction of a world-class waterfront precinct providing recreational, tourism, residential and boating facilities. This project is being managed by DevelopmentWA with support and contributions provided by the City.</p>	<p>Q1</p> <ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 				
	<p>Q2</p> <ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 	●	●	●	●
	<p>Q3</p> <ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 	●	●	●	●
	<p>Q4</p> <ul style="list-style-type: none"> • Provide support to DevelopmentWA and undertake agreed activities to progress the development of the Marina as per the Development Agreement. • Provide feedback and technical guidance to progress the necessary approvals for the development of the Marina. • Explore development opportunities for land within the Marina that is owned or managed by the City. • Present reports to Elected Members on the progress and status of the Marina as required. 	●	●	●	●

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Ocean Reef Marina commercial site development business case</p> <p>A business case to evaluate options for developing commercial facilities owned by the City. The facilities will be located on the Club Facilities Lot, a piece of land transferred back to the City.</p>	<p>Q1 • Present the business case to Council seeking endorsement.</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>				
<p>Ocean Reef Sea Sports Club building redevelopment</p> <p>Assistance provided to DevelopmentWA in the procurement and construction of the Ocean Reef Sea Sports Club building as part of the Ocean Reef Marina development.</p>	<p>Q1 • Provide ongoing support and assistance through the procurement and construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.</p> <p>Q2 • Provide ongoing support and assistance through the procurement and construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.</p> <p>Q3 • Provide ongoing support and assistance through the procurement and construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.</p> <p>Q4 • Provide ongoing support and assistance through the procurement and construction process in conjunction with DevelopmentWA, Ocean Reef Sea Sports Club and associated consultants.</p>	●			

Annual performance measures:**Global reporting initiative disclosures:**

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Customer satisfaction	Percentage satisfaction with community facilities	Biennial	City of Joondalup
	Percentage satisfaction of hirers with facilities	Annual	City of Joondalup
Facility hire subsidisation	Value of income received from facility hire fees	Annual	City of Joondalup
	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 — 2022/23.

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	\$	\$	

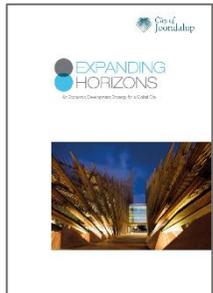
Plans, strategies and frameworks:

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 5-year period.



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

Expanding Horizons is an economic development strategy which considers the issues and challenges that face the City realising its potential and aspiration of becoming “A global city: bold, creative and prosperous.” The strategy recognises the importance of partnerships and ensuring we leverage our physical, technological and intellectual assets to grow the local economy, enhance productivity, promote research and innovation and ultimately achieve greater employment self-sufficiency in the future. The strategy focuses on specialist themes of Global, Digital and Destination. This strategy is scheduled for review in 2023/24.



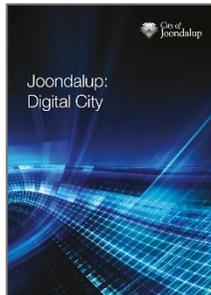
International Economic Development Activities Plan (2017)

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)

Joondalup: Digital City is 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).



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.

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 2023/24	2024/25	2025/26	2026/27	2027/28	
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. Finalise development of the draft Economic Development Strategy 2024–2029. 				
	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. Present the draft Economic Development Strategy 2024–2029 to Council seeking endorsement for community consultation. 	●	●	●	●
	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. Undertake community consultation activities on the draft Economic Development Strategy 2024–2029. 				
	Q4	<ul style="list-style-type: none"> Present the draft Economic Development Strategy 2024–2029 to Council seeking endorsement. Commence implementation of the Economic Development Strategy 2024–2029. 				
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	<ul style="list-style-type: none"> Deliver business engagement activities as opportunities arise. Deliver Buy Local activities as opportunities arise. 				
	Q2	<ul style="list-style-type: none"> Deliver business engagement activities as opportunities arise. Deliver Buy Local activities as opportunities arise. 	●	●	●	●
	Q3	<ul style="list-style-type: none"> Deliver business engagement activities as opportunities arise. Deliver Buy Local activities as opportunities arise. 				
	Q4	<ul style="list-style-type: none"> Deliver business engagement activities as opportunities arise. Deliver Buy Local activities as opportunities arise. 				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
Business forums Breakfast events the City hosts for the business community to promote local engagement activities, provide information on key economic issues, and promote networking opportunities.	Q1 • Undertake a review of business forums 1 and 2 from 2022/23. • Plan for the delivery of business forums 1 and 2 in 2023/24.				
	Q2 • Deliver business forum 1.	●	●	●	●
	Q3 • Plan for the delivery of business forum 2.				
	Q4 • Deliver business forum 2.				
Business capacity and support Partnership events, initiatives and programs to deliver training opportunities to local businesses	Q1 • Facilitate business support activities, as opportunities arise. • Participate in and deliver initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program.				
	Q2 • Facilitate business support activities, as opportunities arise. • Participate in and deliver initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program.	●	●	●	●
	Q3 • Facilitate business support activities, as opportunities arise. • Participate in and deliver initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program.				
	Q4 • Facilitate business support activities, as opportunities arise. • Participate in and deliver initiatives as part of the Small Business Development Corporation Small Business Friendly Local Government Program.				

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 GST registered 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
	Percentage employment self-containment	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 2023/24	2024/25	2025/26	2026/27	2027/28
International Economic Development Activities Plan (Global City Plan) A plan which provides guidance on facilitating international relationships that will lead to the establishment of Joondalup as a “global city” based around the development of mutually-beneficial relationships and outcomes.	Q1	<ul style="list-style-type: none"> Implement scheduled actions from the International Economic Development Activities Plan (2017) for the quarter. 			
	Q2	<ul style="list-style-type: none"> Implement scheduled actions from the International Economic Development Activities Plan (2017) for the quarter. Commence development of a draft Global City Plan 2024–2029. 			
	Q3	<ul style="list-style-type: none"> Implement scheduled actions from the International Economic Development Activities Plan (2017) for the quarter. Progress development of a draft Global City Plan 2024–2029. 			
	Q4	<ul style="list-style-type: none"> Present the draft Global City Plan 2024–2029 to Elected Members seeking feedback. Commence implementation of the Global City Plan 2024–2029. 			
Digital City Plan A plan that outlines the digital future the City could achieve through a set of strategies and actions. The plan addresses key priority actions, including delivering capacity-building programs for local businesses and potential for establishing virtual and physical spaces that create opportunities for start-ups.	Q1	<ul style="list-style-type: none"> Implement scheduled actions from the Joondalup: Digital City (2012) for the quarter. 			
	Q2	<ul style="list-style-type: none"> Implement scheduled actions from the Joondalup: Digital City (2012) for the quarter. Commence development of a draft Digital City Plan 2024–2029. 			
	Q3	<ul style="list-style-type: none"> Implement scheduled actions from the Joondalup: Digital City (2012) for the quarter. Progress development of a draft Digital City Plan 2024–2029. 			
	Q4	<ul style="list-style-type: none"> Present the draft Digital City Plan 2024–2029 to Elected Members seeking feedback. Commence implementation of the Digital City Plan 2024–2029. 			

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Joint Economic Development Initiative</p> <p>A joint initiative with key economic stakeholders based in Joondalup to align visioning and strategic directions with the aim of supporting complementary economic development activities.</p>	<p>Q1 • Participate in and support activities arising from the Joint Economic Development Initiative.</p> <p>Q2 • Participate in and support activities arising from the Joint Economic Development Initiative.</p> <p>Q3 • Participate in and support activities arising from the Joint Economic Development Initiative.</p> <p>Q4 • Participate in and support activities arising from the Joint Economic Development Initiative.</p>	●	●	●	●
<p>Regional collaboration and business clusters</p> <p>Collaboration opportunities with State Government agencies and neighbouring local governments, and the development of business clusters in industries, such as education, medical, global trade and investment, the visitor economy and digital and cyber for the incubation and activation of commercial precincts.</p>	<p>Q1 • Identify and implement regional collaboration activities as opportunities arise. • Participate in and support activities arising from industry cluster groups.</p> <p>Q2 • Identify and implement regional collaboration activities as opportunities arise. • Participate in and support activities arising from industry cluster groups.</p> <p>Q3 • Identify and implement regional collaboration activities as opportunities arise. • Participate in and support activities arising from industry cluster groups.</p> <p>Q4 • Identify and implement regional collaboration activities as opportunities arise. • Participate in and support activities arising from industry cluster groups.</p>	●	●	●	●
<p>Investment Attraction Guidelines</p> <p>Guidelines that provide a structured approach to attracting investment into Joondalup, with the objective of fostering job creation and sustainable economic development by encouraging private and public investment.</p>	<p>Q1 • Commence development of a draft Investment Attraction Guidelines.</p> <p>Q2 • Progress development of the draft Investment Attraction Guidelines.</p> <p>Q3 • Progress development of the draft Investment Attraction Guidelines.</p> <p>Q4 • Present the draft Investment Attraction Guidelines to Elected Members seeking feedback.</p>	●	●	●	●

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
Joondalup Innovation Precinct The development of a Joondalup Innovation Precinct for new and emerging technology and industries to support urban robotics, a digital innovation centre and the education and health precincts.	Q1 • Identify stakeholders for the development of a Joondalup Innovation Precinct.				
	Q2 • Collaborate with stakeholders in the development of a Joondalup Innovation Precinct.	●	●	●	●
	Q3 • Progress the development of a Joondalup Innovation Precinct.				
	Q4 • Progress the development of a Joondalup Innovation Precinct.				

Annual performance measures:

Global reporting initiative disclosures:

Nil

Other performance indicators:

Title/name	Measure	Timeframe	Source
Innovation and creativity	List 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 2023/24	2024/25	2025/26	2026/27	2027/28
Destination City Plan A plan to attract more visitors to the region, increase the City's share of Perth's and Western Australia's key markets, and grow the visitor economy.	Q1 • Implement scheduled actions from the Destination Joondalup 2021–2027 for the quarter.				
	Q2 • Implement scheduled actions from the Destination Joondalup 2021–2027 for the quarter.	●	●	●	●
	Q3 • Implement scheduled actions from the Destination Joondalup 2021–2027 for the quarter.				
	Q4 • Implement scheduled actions from the Destination Joondalup 2021–2027 for the quarter.				
Event attraction Attract and support significant events that are unique to Joondalup to enhance its image as an attractive destination for visitors, tourists and business.	Q1 • Work with external stakeholders and event promoters to attract and support significant events and activities to the City.				
	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.				
Place activation City and community-led activities and projects that support the activation of spaces and places that are important to the wellbeing of the community and economy.	Q1 • Implement scheduled actions from the Joondalup City Centre Place Activation Plan 2022 for the quarter.				
	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 attraction services	Biennial	City of Joondalup
Visitors to the City	Number of international visitors to the City	Annual	Tourism Research Australia/ Economy.id
	Number of international visitor nights spent in the City	Annual	Tourism Research Australia/ Economy.id
	Number of domestic visitor nights spent in the City	Annual	Tourism Research Australia/ Economy.id
	Number of domestic day trips 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 — 2022/23.

Service	Net service cost including depreciation	Depreciation	FTE
Audit, risk and integrity <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Internal audit and risk mitigation advice • Business continuity • Integrity and conduct controls 	\$	\$	
Communications and stakeholder relations <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Marketing • Sponsorship • Website and social media management • Media and corporate communications • Citizenship ceremonies and civic functions 	\$	\$	
Customer service <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Customer relations • Visitor and delivery management • Complaints and compliments management • Employee recognition 	\$	\$	
Executive support <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Executive support • Legal support 	\$	\$	

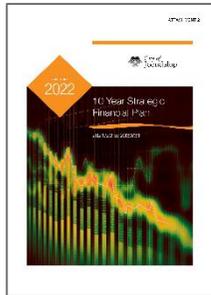
Service	Net service cost including depreciation	Depreciation	FTE
Financial accounting <i>(statutory)</i> <ul style="list-style-type: none"> • Accounting and financial reporting • Collection services and payments to creditors • Debt collection • Taxation 	\$	\$	
Funds management <i>(statutory)</i> <ul style="list-style-type: none"> • Funds management 	\$	\$	
Governance support <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Governance compliance • Council and committee meetings • Local law development and review • Local government elections • Elected Member support • Corporate printing support 	\$	\$	
Grants and awards management <i>(discretionary)</i> <ul style="list-style-type: none"> • Grants administration • Awards management 	\$	\$	
Human resources <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Recruitment and induction • Learning and development • Employee and industrial relations • Health, safety and wellbeing • Payroll and human resources systems 	\$	\$	
Information technology <i>(discretionary)</i> <ul style="list-style-type: none"> • Business application systems • Network support 	\$	\$	

Service	Net service cost including depreciation	Depreciation	FTE
Management accounting <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Annual budgets • Management reporting • Taxation 	\$	\$	
Organisational development <i>(discretionary)</i> <ul style="list-style-type: none"> • Organisational performance reporting and benchmarking • Business and process improvement • Systems and frameworks • Corporate information and knowledge management • Organisational development leadership initiatives 	\$	\$	
Policy, planning and research <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Strategic and business planning • Corporate reporting • Policy development and review • Community consultation • Research 	\$	\$	
Purchasing of goods and services <i>(statutory)</i> <ul style="list-style-type: none"> • Purchasing of goods and services 	\$	\$	
Rates levying and collection <i>(statutory)</i> <ul style="list-style-type: none"> • Rates levying and collection 	\$	\$	
Recordkeeping and freedom of information <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Recordkeeping • Freedom of information requests 	\$	\$	

Service	Net service cost including depreciation	Depreciation	FTE
Strategic infrastructure asset management <i>(statutory and discretionary)</i> <ul style="list-style-type: none"> • Strategic asset management • Capital works programming • Asset reporting 	\$	\$	
Organisational management <i>(statutory and discretionary)</i>	\$	\$	
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.



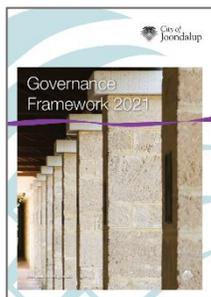
10-Year Strategic Financial Plan

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.



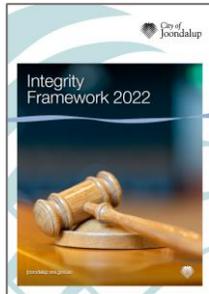
Advocacy Framework 2022

The Advocacy Framework provides a strategic approach to our 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. The framework includes guiding principles, as well as a number of advocacy drivers and priorities.



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.



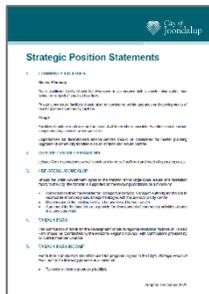
Integrity Framework 2022

The Integrity Framework guides the City in providing the highest level of integrity for its community. The framework brings together the instruments, processes and structures within the organisation that foster integrity and help prevent corruption and misconduct from taking place. It also takes into account factors and conditions for implementation that influence within, and outside of, the City’s operations.



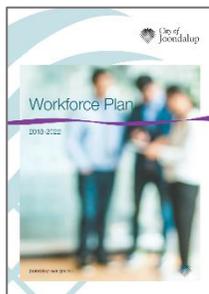
Risk Management Framework

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 scheduled for review in 2023/24.

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 2023/24	2024/25	2025/26	2026/27	2027/28
Elected Member attraction A biennial program to attract quality candidates and increase candidate numbers for upcoming local government elections.	Q1 • Implement the Election Communication Plan for the 2023 local government ordinary elections.				
	Q2		●		●
	Q3				
	Q4				
Local government elections Coordinate local government elections in accordance with the <i>Local Government Act 1995</i> .	Q1 • Finalise non-resident Owners and Occupiers Roll for local government ordinary elections. • Liaise with the Western Australian Electoral Commission on election preparations.				
	Q2 • Undertake election timetable requirements for the 2023 local government ordinary elections. • Conduct election night count. • Conduct Swearing-in Ceremony. • Hold Special Council Meeting to elect Deputy Mayor and various Council, committee and working group appointments.		●		●
	Q3				
	Q4				
Local government reform A program of major legislative, regulatory and policy changes to the Western Australian <i>Local Government Act 1995</i> and associated regulations.	Q1 • Implement actions resulting from the State local government reform process, as required.				
	Q2 • Implement actions resulting from the State local government reform process, as required.				
	Q3 • Implement actions resulting from the State local government reform process, as required.				
	Q4 • Implement actions resulting from the State local government reform process, as required.				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Elected Member induction program</p> <p>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.</p>	<p>Q1 • Review and update Elected Member Welcome Pack and Induction Manual.</p> <p>Q2 • Deliver induction program for Elected Members.</p> <p>Q3</p> <p>Q4</p>		●		●
<p>Elected Member strategic development session</p> <p>A biennial development session for Elected Members to inform and guide leadership and strategic decision-making outside of the formal meeting process and procedures.</p>	<p>Q1</p> <p>Q2 • Undertake preparations for the Elected Member strategic development session.</p> <p>Q3 • Deliver the Elected Member strategic development session.</p> <p>Q4</p>		●		●
<p>Elected Member training</p> <p>Training opportunities for Elected Members to assist and support them in performing their roles and responsibilities.</p>	<p>Q1 • Identify and promote training opportunities to Elected Members. • Present annual data on Elected Member training and development activities to Council.</p> <p>Q2 • Identify and promote training opportunities to Elected Members.</p> <p>Q3 • Identify and promote training opportunities to Elected Members.</p> <p>Q4 • Identify and promote training opportunities to Elected Members.</p>	●	●	●	●

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28		
Elected Members' Entitlements Council Policy review Review training and development provisions in the Elected Members' Entitlements Policy in accordance with section 5.128(5) of the <i>Local Government Act 1995</i> , following each local government election.	Q1						
	Q2 <ul style="list-style-type: none"> • Undertake a review of the training and developments provisions in the Elected Members' Entitlements Council Policy. • Present the outcomes of the review of the Elected Members' Entitlements Council Policy to Council. 					●	●
	Q3						
	Q4						
Governance Framework review A biennial review of the Governance Framework to ensure continued good governance and appropriate decision-making processes across the organisation.	Q1						
	Q2						
	Q3 <ul style="list-style-type: none"> • Undertake a review of the Governance Framework. • Present the outcomes of the review of the Governance Framework to Council. 					●	●
	Q4						
Code of Conduct review A biennial review of the City's Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates, to ensure the ongoing applicability of the stated principles and standards of behaviour.	Q1 <ul style="list-style-type: none"> • Undertake a review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates. • Present the outcomes of the review of the Code of Conduct for Elected Members, Committee Members and Local Government Election Candidates to Council. 						
	Q2					●	●
	Q3						
	Q4						

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
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 a review of the Delegated Authority Manual.	●	●	●	●
	Q4 • Present the outcomes of the review of the Delegated Authority Manual to Council.				
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 (Project Axiom) A core information technology solution for the City which would include a customer relationship management system, online customer portal, finance, and asset management system.	Q1 • Progress development of stage 1 of the customer relationship management system and finance system (Project Value Streams 1A and 1B).				
	Q2 • Complete development of stage 1 of the customer relationship management system (Project Value Stream 1A). • Progress development of stage 1 of the finance system (Project Value Stream 1B).				
	Q3 • Commence development of stage 2 of the customer relationship management system (Project Value Stream 2). • Progress development of stage 1 of the finance system (Project Value Stream 1B).	●	●		
	Q4 • Progress development of stage 2 of the customer relationship management system (Project Value Stream 2). • Progress development of stage 1 of the finance system (Project Value Stream 1B).				

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
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
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
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

GRI	Disclosure title	Measure	Timeframe	Source
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
102-50	Reporting period	Statement of reporting period for the Annual Report	Annual	City of Joondalup
GRI 400: Social GRI 405: Diversity and equal opportunity				
401-1	New employee hires and employee turnover	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	Annual	City of Joondalup
		Percentage voluntary separation rate	Annual	City of Joondalup
		Percentage turnover rate	Annual	City of Joondalup
403-9	Work-related injuries	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
405-1	Diversity of governance bodies and employees	Number of established full-time equivalent employees	Annual	City of Joondalup
		Number of full-time, part-time and casual employees (headcount)	Annual	City of Joondalup
		Number of employees by gender (headcount)	Annual	City of Joondalup
		Number of employees by age (headcount)	Annual	City of Joondalup
		Percentage of employee's length of service (permanent and fixed-term)	Annual	City of Joondalup
		Percentage of employee's place of residence (permanent and fixed-term)	Annual	City of Joondalup
		Percentage of Elected Members by gender	Annual	City of Joondalup
		Percentage of Elected Members by age	Annual	City of Joondalup
405-2	Ratio of basic salary and remuneration of women to men	Number of employees of the City entitled to an annual salary of \$130,000 or more	Annual	City of Joondalup
		Number of those employees with an annual salary entitlement that falls within each band of the \$10,000 over \$130,000	Annual	City of Joondalup
		Total Elected Member remuneration, including conference attendance expenses	Annual	City of Joondalup

Other performance indicators:

Title/name	Measure	Timeframe	Source
Council and committee meetings	Number of Council and committee meetings held	Annual	City of Joondalup
	Number and names of attendees at Council and committee meetings (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 2023/24	2024/25	2025/26	2026/27	2027/28
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	<ul style="list-style-type: none"> Review the Strategic Position Statements and present the outcomes of the review and recommendations to Elected Members seeking feedback. 			
	Q3	<ul style="list-style-type: none"> Present the outcomes of the review and recommendations to Council seeking endorsement. 		●	●
	Q4				
Advocacy Framework A framework that provides a strategic approach to advocacy activities to ensure evidenced-based decision making, greater stakeholder engagement, and the development of processes to maximise opportunities for support and investment into the City.	Q1	<ul style="list-style-type: none"> Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise. 			
	Q2	<ul style="list-style-type: none"> Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise. 	●	●	●
	Q3	<ul style="list-style-type: none"> Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise. 	●	●	●
	Q4	<ul style="list-style-type: none"> Undertake advocacy activities in line with the advocacy priorities. Review and update advocacy priorities, as opportunities arise. 	●	●	●

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
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.				
Corporate Sponsorship Program Management of the City’s Corporate Sponsorship Program to support community participation in events and programs.	Q1 • Manage sponsorship requests and seek approval as required. • Seek sponsorship for events from external stakeholders as opportunities arise.				
	Q2 • Manage sponsorship requests and seek approval as required. • Seek sponsorship for events from external stakeholders as opportunities arise.	●	●	●	●
	Q3 • Manage sponsorship requests and seek approval as required. • Seek sponsorship for events from external stakeholders as opportunities arise.				
	Q4 • Manage sponsorship requests and seek approval as required. • Seek sponsorship for events from external stakeholders as opportunities arise.				

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 2023/24	2024/25	2025/26	2026/27	2027/28
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. • Review the Terms of Reference for the next term of the Strategic Community Reference Group				
	Q2 • Present a report to Elected Members at the October Council Meeting noting the feedback from Strategic Community Reference Group members and seeking support for any changes to the group's structure/functioning. • Commence process for appointing the new Strategic Community Reference Group members. • Present the expressions of interest for membership to the Strategic Community Reference Group to Council seeking endorsement. • Present the draft workplan for 2024 to Council seeking endorsement.	●	●	●	●
	Q3 • Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				
	Q4 • Conduct meetings of the Strategic Community Reference Group in accordance with the work plan.				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
Customer satisfaction survey A biennial telephone survey of the City's residents conducted by an independent consultant to measure satisfaction with City services.	Q1 • Liaise with an external consultant to deliver the customer satisfaction survey. Q2 • Present the results of the customer satisfaction survey to Elected Members. • Publish the results of the customer satisfaction survey on the City's website. Q3 Q4		●		●
E-petitions system A new electronic system that will enable the submissions of e-petitions to Council.	Q1 • Progress development of an e-petitions platform on the City's website. Q2 • Progress development of an e-petitions platform on the City's website. Q3 • Finalise development of and launch the e-petitions platform on the City's website. 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.	●	●	●	●
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.	●	●	●	●

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
Website upgrade An upgrade of the City of Joondalup's website to enhance accessibility, provide more efficient online services, and enhance the experience of users.	Q1 • Commence redevelopment of the City's website.				
	Q2 • Engage external consultant to review and test the new website.				
	Q3 • Finalise testing and undertake community working group feedback.				
	Q4 • Launch the 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 • Continue centralisation of business processes and workflows. • Undertake research and analysis for procuring an Omni-Channel system.				
	Q2 • Continue centralisation of business processes and workflows. • Develop project plan for development of an Omni-Channel system. • Commence development of contact centre quality assurance framework.	●	●		
	Q3 • Continue centralisation of business processes and workflows. • Progress development of contact centre quality assurance framework.				
	Q4 • Continue centralisation of business processes and workflows. • Continue development of contact centre quality assurance framework.				

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 100: Universal GRI 102: General disclosures				
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

GRI	Disclosure title	Measure	Timeframe	Source
102-40	List of stakeholder groups	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

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 2023/24	2024/25	2025/26	2026/27	2027/28	
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 2023 to the Major Projects and Finance Committee. Present the 10-Year Strategic Financial Plan 2023 to Elected Members. 				
	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 2024. Review guiding principles and present to Major Projects Finance Committee. 	●	●	●	●
	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 2024. 				
	Q4	<ul style="list-style-type: none"> Review the draft 10-Year Strategic Financial Plan 2024 as part of the annual budget process. 				
5-Year Corporate Business Plan The medium-term planning document which contains the priorities, principal strategies and activities that have been developed in response to the aspirations, vision and objectives in the 10-Year Strategic Community Plan.	Q1					
	Q2					
	Q3	<ul style="list-style-type: none"> Present the draft Corporate Business Plan 2024–2028 to Elected Members seeking feedback. 	●	●	●	●
	Q4	<ul style="list-style-type: none"> Present the draft Corporate Business Plan 2024–2028 to Council seeking endorsement. 				

Project/activity	Milestones for 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Annual Report</p> <p>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.</p>	Q1 • Progress preparation of the draft Annual Report 2022/23.				
	Q2 • Present the draft Annual Report 2022/23 to Council seeking endorsement. • Present the Annual Report 2022/23 to the Annual General Meeting of Electors.	●	●	●	●
	Q3				
	Q4				
<p>Compliance Audit Return</p> <p>An annual audit of the City’s compliance with various legislation, as determined each year by the Department of Local Government, Sport and Cultural Industries according to <i>Regulation 14 of the Local Government (Audit) Regulations 1996</i>.</p>	Q1				
	Q2				
	Q3 • Prepare the Compliance Audit Return for 2023. • Present the Compliance Audit Return for 2023 to the Audit and Risk Committee seeking endorsement of Council. • Present the endorsed Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries.	●	●	●	●
	Q4				
<p>Integrity and conduct annual collection</p> <p>An annual collection of information to aid the Public Sector Commission in assessing the integrity of the Western Australian government sector.</p>	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 2023/24	2024/25	2025/26	2026/27	2027/28
<p>Australasian Local Government Performance Excellence Program</p> <p>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.</p>	<p>Q1 • Submit annual data to the Local Government Performance Excellence Program for the City.</p> <p>Q2 • Submit annual financial data to the Local Government Performance Excellence Program for the City.</p> <p>Q3 • Review the benchmarking data made available by Local Government Professionals Australia for analysis and review insights to inform continuous improvement.</p> <p>Q4 • Present City data from the Local Government Performance Excellence Program to Elected Members</p>	●			
<p>Audit and Risk Committee</p> <p>A statutory committee of Council established under the <i>Local Government Act 1995</i> to guide, monitor and assist in issues relating to risk management, financial management, and internal control and legislative compliance.</p>	<p>Q1 • Present audit and risk-related information to the Audit and Risk Committee for review, as scheduled for the quarter.</p> <p>• Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter.</p> <p>• Present other information to the Audit and Risk Committee as requested.</p> <p>Q2 • Present audit and risk-related information to the Audit and Risk Committee for review as scheduled for the quarter.</p> <p>• Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter.</p> <p>• Present other information to the Audit and Risk Committee as requested.</p> <p>Q3 • Present audit and risk-related information to the Audit and Risk Committee for review as scheduled for the quarter.</p> <p>• Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter.</p> <p>• Present other information to the Audit and Risk Committee as requested.</p> <p>Q4 • Present audit and risk-related information to the Audit and Risk Committee for review as scheduled for the quarter.</p> <p>• Present financial-related information to the Audit and Risk Committee for review as scheduled for the quarter.</p> <p>• Present other information to the Audit and Risk Committee as requested.</p>	●	●	●	●

Annual performance measures:

Global reporting initiative disclosures:

GRI	Disclosure title	Measure	Timeframe	Source
GRI 100: Universal GRI 102: General disclosures				
102-9	Supply Chain	Number of tenders advertised	Annual	City of Joondalup
		Value of contracts awarded (estimated)	Annual	City of Joondalup
102-28	Evaluating the highest governance body's performance	List the matters considered by the Audit and Risk Committee	Annual	City of Joondalup
		Completion of the Compliance Audit Return	Annual	City of Joondalup
102-30	Effectiveness of risk management processes	Description of the City's approach to risk management	Annual	City of Joondalup
102-52	Reporting cycle	Description of the Integrated Planning and Reporting Framework	Annual	City of Joondalup
GRI 200: Economic GRI 206: Anti-competitive behaviour				
206-1	Anti-competitive behaviour	Description of the City's 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 2023/24, as adopted by Council.

Description	2023/24 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.