



City of
Joondalup

CITY OF JOONDALUP

Strategic Plan

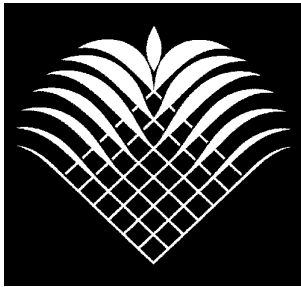
2000-2005

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The Symbol

The symbol for the City of Joondalup combines imagery of both the built and natural environments.

The logo represents the balance of the built environment (the grid structure) and the local flora on Lake Joondalup (the leaf patterns). The floral shapes are derived from local native plants species and emanate from the grid pattern which is symbolic of the planned City.



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Foreword

TO BE COMPLETED BY THE MAYOR AND THE CEO

DEFINITIONS

Region

City of Joondalup is a service, retail, commercial, education, cultural and entertainment centre for the Northern suburbs.

Sustainability

Sustainability in the context of sustainable development is development which meets the needs of the present without compromising the ability of future generations to meet their own needs. (*Source: "Our Common Future", 1987 World Commission on Environment and Development*)

Best Practice

The implementation of organisational practices and processes which deliver continuous improvement to meet the needs of the community.

Partnerships

To work with the community and groups to ensure information, activities and projects are shared and there is a two-way communication process occurring.

Community Development

Community Development in Local Government is concerned with building strong and self-reliant communities and having a Council which is responsive to community needs. Council will co-ordinate and make links within our community and between our community and other spheres of government in order to meet the needs of our community. (*Source: "An Introduction to Community Development in Local Government", Local Government Association of Queensland*)

Cultural Development

A creative process which enables people to describe, celebrate or change their community. It provides a mechanism for communities to understand, expand and express their cultural identity. It aims to improve the quality of life for individuals and the wider community. (*Source: Andrea Kins and Brian Peddie for Community Arts Networks*)

Sustainability indicators in the region.

These include economic, environmental, and social indicators, and the relationship between these three dimensions of sustainability. (*Source: Based on definitions stated in "A Framework for Public Environmental Reporting", 2000, Commonwealth of Australia.*)

Agenda 21

Agenda 21 is a program of action for sustainable development world-wide which was adopted in 1992 at the UN Conference on Environment and Development. (*Source: "Our Community Our Future, A Guide to Local Agenda 21", 1999, Commonwealth of Australia.*)

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Learning Cities

A City where all stakeholders and individuals recognise the importance of continual learning for individual and enterprise development, as well as regional identity and development. (*Source: West Coast College of TAFE*)

Internal and External Customers.

Internal customers include – staff, volunteers and Councillors.

External customers include – residents, landowners, businesses and associations, visitors, schools, potential investors, local stakeholders (including politicians).

Stakeholders

Individuals and organisations who impact on the strategic direction and decision making processes of the City of Joondalup.

Development Programs

Include training, conferences, workshops, meetings and activities which assist in the further progression of a person's skill and ability to perform in their job.

Reward and Recognition Program

A program which develops an environment to reward, recognise and motivate staff to achieve high levels of performance and to properly recognise their efforts.

Code of Conduct

The Code of Conduct provides a framework for behaviours that must be observed in the wide range of interaction experienced in the conduct of Council. It embodies the principles of respect for persons, justice and beneficence. It came into effect in 1998.

Customer Service Award

These are quarterly awards for excellence in customer service. Team or Individual Awards are determined by the Executive Management Team and presented quarterly.

Principal Activity Plan

A Principal Activity Plan identifies major capital works, services, programs, land transactions etc for four years, in accordance with the provisions of the Local Government Act 1995.

INTRODUCTION

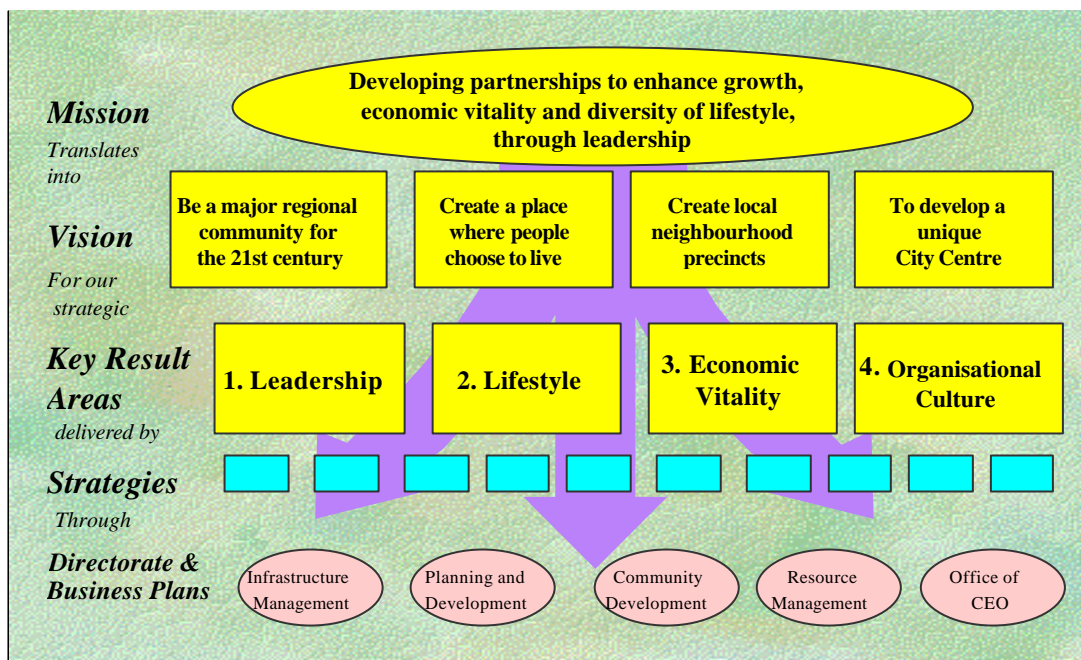
The *Strategic Plan* is one of the City of Joondalup’s most important documents because it:

- maps out the future for the City;
- identifies the long term (5 years) directions and plans;
- provides direction for all activities of Councillors and staff;
- guides the development and provision of all the City’s services and programs;
- outlines the City’s performance measures; and
- provides the basis for the City’s integrated planning and budgeting cycle.

The *Strategic Plan* is reviewed annually to evaluate progress and to review strategies to see if they meet identified changing community needs. Every three years a major review of the Plan is undertaken to reassess the Strategic Directions and to re-align, if necessary, the Key Result Areas and supporting strategies.

Each year the City also prepares a *Principal Activity Plan*, as a separate document for public comment, that explains how the City intends to resource and fund the Key Result Areas contained in the Strategic Plan. This document outlines the summary budget for the major Capital Works and other significant services and programs that the City intends to undertake over the next five years.

The Structure of the Strategic Plan



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Key elements of the Strategic Plan are:

- the *Mission Statement*, which outlines the overall purpose of City;
- the *Vision*, which outlines the long-term aspirations for the future of the City (ie the geographic area and the community); and
- the *Key Result Areas*, which provide the major themes around which we have developed :
 - *Objectives* (what we aim to achieve);
 - *Strategies* (key initiatives); and
 - *Performance Measures* (overall indicators of performance in relation to the objective of the Key Result Area).

It is important to note that environmental sustainability is considered a critical component of every aspect of the Strategic Plan, and is integral to each Key Result Area.

Where to Find More Detailed Information

It is recognised that in many instances community members will want to find out more detail about the strategies outlined in the Strategic Plan. For this reason, throughout the Strategic Plan we have information about *Other Relevant Documents*. (*The complete list of these documents is provided on the final pages of the Strategic Plan*).

To access these documents please contact the City's staff at the Joondalup Administration Centre.

Increasingly these documents will also be available from the Council's Web site at <http://www.joondalup.wa.gov.au/>.

Mission

The mission
of the City of Joondalup
is to

**Develop partnerships to
enhance growth, economic
vitality and diversity of
lifestyle, through leadership.**

Vision

Our vision is to:

Be a major regional community for the 21st Century which is:

- An international leader; a trailblazer.
- A sustainable community with a wide range of opportunities for leisure, education, business development and employment.

Create a place where people choose to live -

- A place in balance with the natural environment of coast, lakes, bushland and undulating landscape.
- A safe and healthy place to live.
- A place where people have the opportunity to achieve their potential.
- A place where people have a strong community spirit and sense of belonging.

Create local neighbourhood precincts which have:

- Their own distinctive character, identity and community spirit.
- Easy access to high quality, local services.
- Neighbourhood design that encourages walking, cycling, jogging – where it's easy to get around and enjoy a healthy lifestyle.

Develop a unique City Centre which is:

- A vibrant, living place, filled with people day and night, with employment, entertainment, shopping, restaurants, arts, culture and university life.
- A high technology business environment, taking advantage of leading-edge opportunities to stimulate economic growth.
- A viable alternative to CBD Perth.

"A home close to the coast,
with white beaches, cool breezes
and stunning sunsets."

Guiding Principles

The Guiding Principles of Elected Members and staff are based on a commitment to:

- Take a leadership role in the community.
- Actively promote effective communication with the community, with opportunities for the community to participate in Council planning and decision-making.
- Develop partnerships with the community and other stakeholders – creating advantage by working in unison to achieve the vision for the City.
- Value community diversity and harmony.
- Provide excellent customer service which is friendly, helpful, professional and inspires confidence.
- Be honest, ethical and dedicated, and show respect for others.
- Achieve equity and fairness in all we do, focusing on the needs of the community, and striving for continuous improvement.
- Enhancing the reputation of Local Government by being open and accountable. .
- Be a dynamic organisation, flexible and innovative, with strong team spirit and acceptance of change.
- Be an organisation which values, recognises and rewards its people. (Refer to the City's Code of Conduct)

Other Relevant Information
(22)

"Proud to be a part
of the City called Joondalup"

Critical Success Factors

The Critical Success Factors in achieving the vision, mission and guiding principles for the City of Joondalup will be to:

- Enhance strong partnerships with the community, business and other stakeholders.
- Achieve effective public participation.
- Create economic sustainability for the Region.
- Ensure development is in harmony with the environment.
- Harness the potential of the information age.
- Develop a shared community and organisational culture committed to achieving the vision.

"Creating a unique coastal City
for the future"

Key Result Areas

The strategic direction for the City of Joondalup has been developed around four Key Result Areas:

1. Leadership
2. Lifestyle
3. Economic Vitality
4. Organisational Culture

Objectives, performance measures and strategies have been identified for each result area.

"Joondalup -
Built on lifestyle and achievement
Where it happens "

LEADERSHIP

Objective:

Our objective is to:

- Take a proactive leadership role to achieve desirable outcomes for our community.

Performance Measures:

We will measure the achievement of the objective by:

- The level of community participation, involvement and civic responsibility.
- Community satisfaction with Council's leadership and decision-making.
- Recognition of the City of Joondalup for best practice and innovation.
- The level of community awareness and understanding of Council's role and functions.

Strategy 1.1

Fulfill and maintain a regional coordinating role.

To achieve this we will:

- Create partnerships and facilitate networks for the benefit of the region.
- Display leadership for the region
- Act as a host for regional events.
- Facilitate economic, environmental and social development at a regional level.
- Research regional needs for services and facilitate their development.
- Promote and be an advocate for the region.

Other Relevant Documents

(14, 16)

Strategy 1.2

Take a leadership role, initiate, facilitate and promote leading-edge projects and best practices which deliver significant benefits to the community.

To achieve this we will:

- Promote best practice principles within the Local Government industry.
- Maintain best practice in risk management, compliance and performance reporting.
- Encourage technology opportunities for community benefit.
- Be cost effective in service delivery through the use of technology, benchmarking and market testing.
- Create safer communities.
- Adopt and implement a Local Agenda 21 Plan.
- Identify and implement innovative ways to offer improved customer service.
- Initiate improvements in legislation.
- Share our innovations and promote best practice within the wider community.

Other Relevant Documents

(15)

Strategy 1.3

Develop and implement models to involve the community in the identification of community needs.

To achieve this we will:

- Carry out regular community research and consultation to identify movements in service demand.
- Develop new and innovative processes for community consultation and communication.
- Develop and maintain partnerships with the community

Other Relevant Documents

(5, 8, 10, 13, 14, 15, 32)

Strategy 1.4

Maintain regular lines of communication with other levels of Government.

To achieve this we will:

- Continue regular proactive meetings with Members of Parliament to identify and address key issues.
- Influence government departments to enhance their involvement and increase their resourcing within the City and the region.
- Take an effective role in key associations, taskforces and initiatives.
- Lobby other levels of government and be an advocate for the City in order to meet the needs of our community.

LIFESTYLE

Objective:

Our objective is to:

- Create and maintain the opportunities for a range of lifestyles.

Performance Measures:

We will measure the achievement of this objective by:

- Community satisfaction in relation to lifestyle.
- “Safer community” indicators.
- Indicators of the state of the environment in the region.
- Level of participation in community activities.
- The extent to which the community’s social needs are met within the City.

“The Environment:
A balance between economic, social
and ecological considerations ”

Strategy 2.1

Rejuvenate our suburbs.

To achieve this we will:

- Identify precincts of common interest or focus.
- Involve each community in developing Precinct Action Plans.
- Enhance standards of infrastructure to meet changing community needs and expectations.
- Implement marketing and activities programs to promote a healthy lifestyle and to meet the changing needs of the community.
- Foster community identity and pride.

Other Relevant Documents

(1, 3, 14, 21)

Strategy 2.2

Facilitate the development of the Joondalup City Centre.

To achieve this we will:

- Continually review and revise the overall program of development for the City Centre.
- Develop initiatives and introduce incentives which encourage development.
- Facilitate the provision of infrastructure for the City Centre.
- Encourage and promote events and activities which create a dynamic image and bring vitality to the City Centre.

Other Relevant Documents

(1, 2, 5, 14)

Strategy 2.3

Foster opportunities for cultural development and involvement.

To achieve this we will:

- Facilitate the development of infrastructure for cultural activities.
- Develop and promote a comprehensive program of community activities and events.
- Introduce opportunities for community involvement in preservation of local heritage.
- Foster and develop cultural appreciation and participation.

Other Relevant Documents

(5, 14)

Strategy 2.4

Promote the electronic community.

To achieve this we will:

- Work in partnership with community, government and the private sector to create and promote the online community on a regional basis, including facilitating education and awareness.
- Provide open access to information.
- Develop and encourage opportunities for electronic business transactions.
- Develop an interactive community portal.
- Use online technologies to develop communities.
- Facilitate the provision of, and access to technology infrastructure.

Other Relevant Documents

(7, 24, 27, 28)

Strategy 2.5

Work with the community and key organisations to enhance safety and security.

To achieve this we will:

- Develop a comprehensive range of strategies which provide a safer environment.
- Liaise closely with the community to ensure a comprehensive relevant service is provided.

Other Relevant Documents

(15, 19)

Strategy 2.6

Promote and enjoy lifestyles that engender environmental, social and economic balance and sustainability.

To achieve this we will:

- Pursue projects including Local Agenda 21 and Cities for Climate Protection and encompasses these principles (LA 21) in all our activities.
- Implement projects with focus on improving environmental, social and economic balance.

Other Relevant Documents

(4, 11, 17, 29, 30)

Strategy 2.7

Encourage provision of a range of innovative and quality facilities, services and recreational activities which achieve the physical, social, cultural and intellectual well-being of the community, both locally and regionally.

To achieve this we will:

- Foster community groups and partnerships.
- Influence and work collaboratively with other levels of government and the private sector.
- Create and maintain an aesthetic environment of lakes, parks and foreshore that meet a range of needs.
- Enable a diverse range of opportunities that address individual, family and community development needs of residents and visitors to the City.
- Use a community development approach to build sustainable and empowered communities.

Other Relevant Documents

(1, 3, 12, 14, 31, 32)

ECONOMIC VITALITY

Objective:

Our objective is to:

- Encourage sustainable economic vitality and business opportunity, and to increase local employment.

Performance Measures:

We will measure the achievement of the objective by:

- The level of investment in the City.
- The level of local employment.
- Sustainability indicators in the region.

Strategy 3.1

Establish alliances with key stakeholders to identify opportunities to encourage and promote economic growth.

To achieve this we will:

- Share resources to develop promotional material, hold business forums, and undertake marketing.
- Gather information to identify opportunities.
- Pursue new opportunities to attract specific development.
- Promote local employment opportunities.
- Explore incentives to attract new business.

Other Relevant Documents

(20)

Strategy 3.2

Work with specific industry sectors, such as health, education, technology, services, tourism and recreation, to progress economic development.

To achieve this we will:

- Establish lines of communication with known industry sectors.
- Encourage greater involvement of government departments and instrumentalities in the development of the region.
- Seek funding and assistance to encourage specific industry sectors to establish in the region.

Other Relevant Documents

(20)

Strategy 3.3

Develop and implement the concept of Joondalup as a Learning City as a means of integrating the economic, social and cultural development of the City.

To achieve this we will:

- Research the benefits of establishing Joondalup as a “learning city”.
- Research the development and establishment of learning cities in other places globally
- In conjunction with stakeholders develop and implement marketing strategies to promote educational institutions within the city including Joondalup as a destination for both Australia and overseas students.
- Promote the concept of individuals developing their personal worth through lifelong learning.

Other Relevant Documents

(20)

ORGANISATIONAL CULTURE

Objective:

Our objective is to:

- Be a cohesive, customer focused and achievement oriented organisation.

Performance Measures:

We will measure the achievement of this objective by:

- Customer satisfaction (by both internal and external customers).
- The cost effectiveness of our services.
- Being an employer of choice
- The attractiveness of the organisation as a place to work.
- Awards and recognition.
- Satisfy the requirements of the Customer Service Charter.

Strategy 4.1

Create the environment for a positive, achievement-oriented culture for staff, volunteers and Councillors.

To achieve this we will:

- Enhance communication in all areas of the organisation.
- Enhance the shared vision between staff, volunteers and Councillors.
- Offer development programs for staff, volunteers and Councillors.
- Provide appropriate equipment and technology.
- Develop a reward and recognition program for staff and volunteers.
- Continue to develop a culture of continuous improvement and best practices.
- Empower the decision-making process.
- Promote the Code of Conduct and ethical standards.

Other Relevant Documents

(22, 25, 26, 28,)

Strategy 4.2
Excel in customer service.

To achieve this we will:

- Examine and improve work practices.
- Continue to develop customer service skills.
- Monitor and enhance the levels of customer service.
- Continue customer service awards.
- Continue to investigate and implement new methods of providing customer services.
- Identify customer expectations and gain feedback in terms of service levels.

Other Relevant Documents

(23)

Strategy 4.3
Maximise the benefits from information technology

To achieve this we will:

- Provide ongoing information technology educational opportunities for staff, volunteers and Councillors.
- Use state-of-the art technology appropriate to improving and streamlining business processes.
- Evaluate existing and developing information technology products.
- Upgrade the Council's information technology infrastructure.
- Use information technology to enhance customer access to our information and improve two-way communication.

Other Relevant Documents

(27)

Strategy 4.4
Create a learning organisation

To achieve this we will:

- Provide a comprehensive development program.
- Promote and provide a healthy and safe working environment.
- Promote a commitment to take responsibility for our own learning and development.
- Create a supportive learning environment.

The Strategic Planning Process

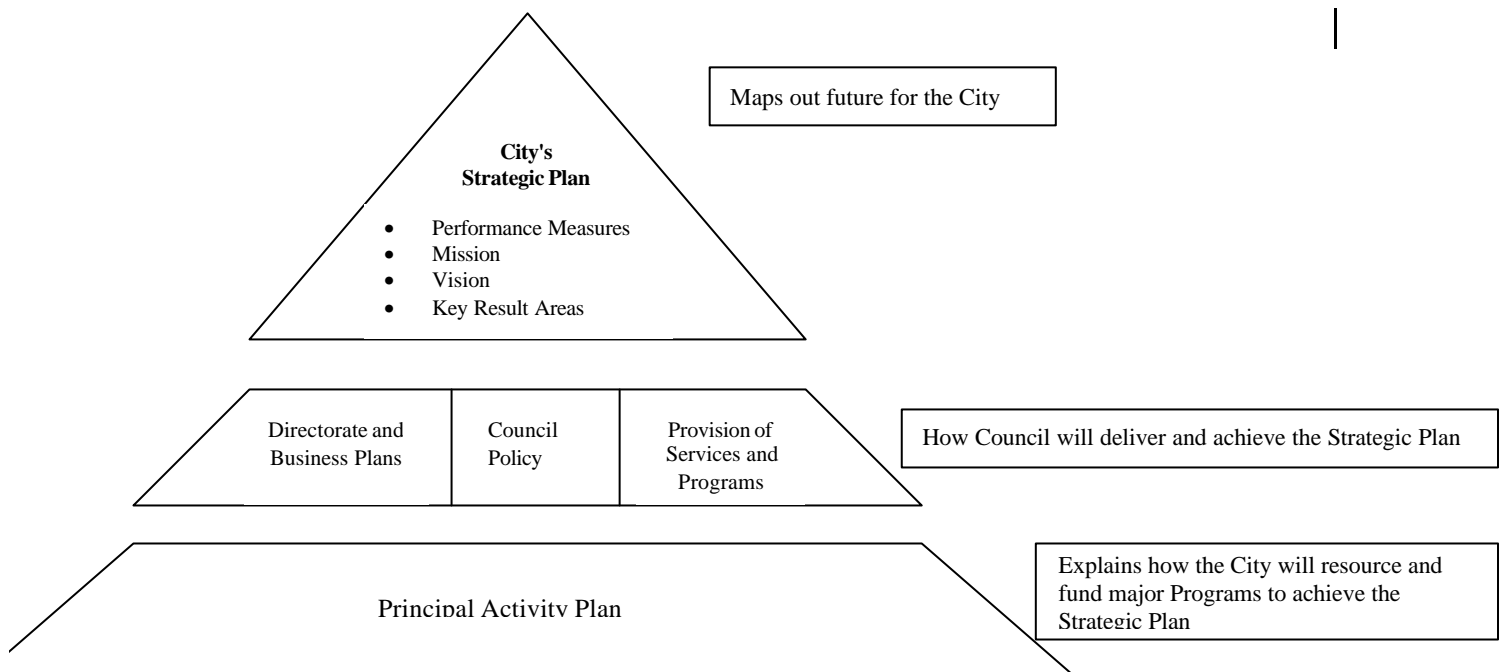
The *Strategic Plan* reflects the views and direction set by Council after consultation with the community and stakeholders.

The review process for the City's *Strategic Plan* addressed the following :-

- **Consultation** – Community consultation is an important element in developing and reviewing the Strategic Plan. The City placed articles in the media and advertisements seeking community input. Two community workshops were held and extensive mailouts were undertaken. The community was also given the opportunity to provide comment on the draft plan via the City's Web site.
- **Integration** – recognising the interrelationship between social, economic, environmental, political and government objectives.
- **Access and equity** – a commitment to meet the diverse needs of the community.
- **Responsiveness** – a working document that accommodates the changing needs of the community.

(Local Government Management, June 1999)

Once the Strategic Plan has been approved by Council, staff develop their Directorate and Business Units plans to support the implementation of the Strategic Plan.



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OTHER RELEVANT DOCUMENTS

1. 5 Year Capital Works Program Infrastructure Management Services
2. City of Joondalup Centres Strategy Report Urban Design and Policy Services
3. Dry Park Development Plan Operation Services
4. Cities for Climate Protection – Milestone One Report Strategic Planning
5. Performing Arts Centre Feasibility Study Leisure and Ranger Services
6. Performing Arts Study Leisure and Ranger Services
7. City of Joondalup Annual Report 1999-2000 Marketing Services
8. City of Joondalup Customer Satisfaction Monitor 2000 Research Solutions – May 2000
9. Competition Policy Assessment of the Operation of the Craigie Leisure Centre Economic Research Associates Pty Ltd 1998
10. Customer Satisfaction & Community Needs Study Research Solutions – May 1999
11. Our Community Our Future: A Guide to Local Agenda 21, 1999, Commonwealth of Australia Strategic Planning – LA 21 Officer
12. Urban Animal Action Plan Leisure and Ranger Services
13. Disability Action Plan Council Document Strategic Planning
14. Cultural Development Action Plan Leisure and Ranger Services
15. Safer Community Program Organisation and Strategic Development
16. Precinct Planning Process Review (COJ021-02/01) Urban Design and Policy Services
17. Bush Forever Govt of WA – Dec 2000
18. Yellagonga Regional Park Draft Management Plan Department of CALM
19. The Government Response to the First & Final Reports of the Legislative Assembly Select Committee on Crime Prevention March 2000
20. Regional Economic Development Strategy Strategic Planning
21. Liveable Neighbourhoods Community Design Code WAPC
22. Code of Conduct Council Support Services
23. Customer Service Charter Marketing Services
24. Principal Activity Plan 2000 - 2005 Strategic Planning
25. Council Policy – 2.3.2 Communications Council Support Services
26. Council Policy – 2.3.4 Provision of Information Council Support Services

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| 27. Council Minutes and Agendas | Council Support Services |
| 28. Principles of Freedom of Information | Council Support Services |
| 29. "A Framework for Public Environmental Reporting", 2000, Commonwealth of Australia. | Strategic Planning – LA 21 Officer |
| 30. "Our Common Future", 1987 World Commission on Environment and Development. | Strategic Planning – LA 21 Officer |
| 31. Strength of Cultural Diversity | Community Services and Health |
| 32. Youth Action Plan | Community Services and Health |
| 33. State underground Proposal for Underground Power Scheme Program | Infrastructure Management Services |
| 34. Local Government Management, June 1999 | Organisation and Strategic Planning |