



City of
Joondalup

CITY OF JOONDALUP

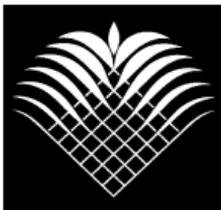
Strategic Plan

2000-2005

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 plant species and emanate from the grid pattern which is symbolic of the planned City.



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Foreword

We are proud to commend the City of Joondalup's Strategic Plan to you as an indication of Council's commitment to the future management of the City.

It will guide our major aims for the years 2000-2005.

It is our blueprint for the City of Joondalup – from Burns and Iluka in the north to Warwick and Marmion in the south.

The Strategic Plan is a working document. It encompasses our vision for the City as it continues to grow towards its full potential.

As part of the review of the Strategic Plan, considerable input was received from the community from workshops held in November and December 2000. The information has been carefully considered by Council. Suggestions that were too specific for the Strategic Plan will be considered in more specific plans and activities of Council staff.

As you will see from these wide-ranging Plans, the Joondalup City centre is not the only objective we have in our focus.

There are improvement and beautification works in the pipeline for our beautiful coastline to cater for so many of our leisure needs.

There are also major improvement schemes that we plan to spread through the City, raising the standards and breathing new life and a spirit of community into all our 22 suburbs.

Our elected Council, only a year old, has “bedded in” and is now more fully equipped to guide our efforts as we put this Plan into effect.

We are proud that the City of Joondalup continues to be seen as a leader in local government, reflecting our commitment to being innovative, strategic, and progressive.

With our coast, fine facilities and services, we are blessed with a fabulous place in which to live.

With vision and hard work - and co-operation, input and help from the community - we can turn the City of Joondalup into a role model others will wish to follow.

Mayor John Bombak, CEO Lindsay Delahaunty

DEFINITIONS

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).

Best Practice

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

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.

Community Development

Community Development in Local Government is concerned with building strong and self-reliant communities and having a Council that 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 that 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: Andra Kins and Brian Peddie for Community Arts Networks)

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.

Development Programs

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

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).

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.)

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.

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.

Region

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

Reward and Recognition Program

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

Stakeholders

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

Sustainability

Sustainability in the context of sustainable development is development that 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.)

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.)

INTRODUCTION

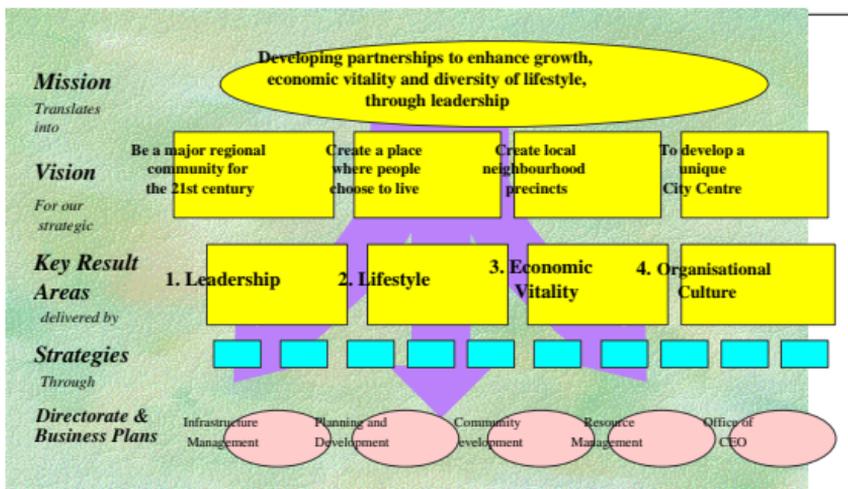
The *Strategic Plan* is one of the City of Joondalup's most important documents because it:

- 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



Key elements of the Strategic Plan are:

- the *Mission Statement*, which outlines the overall purpose of the City;
- the *Vision*, which outlines the long-term aspirations for the future of the City (i.e. the geographic area and the community); and
- the *Key Result Areas*, that 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 that 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 that 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 this 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 encompass 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 this 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 on-going 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

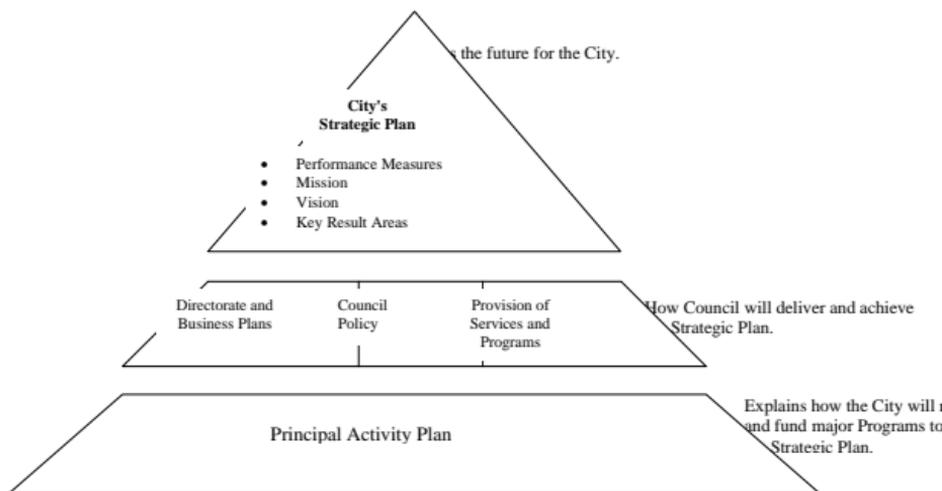
This *Strategic Plan* reflects the views and direction set by Council after consultation with the community and stakeholders.

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 inter-relationship 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 will develop their Directorate and Business Units plans to support the implementation of the Strategic Plan.



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 | Organisation and Strategic Development |
| 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. | Organisation and Strategic Development |
| 30. "Our Common Future", 1987 World Commission on Environment and Development. | Organisation and Strategic Development |
| 31. Strength in 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 |