

City of  *Joondalup*

STRATEGIC PLAN 2003 - 2008

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FOREWORD

Welcome to the City of Joondalup's Strategic Plan 2003 – 2008.

The Plan has been developed following considerable input from stakeholders, Elected Members and staff at the City of Joondalup.

The City of Joondalup's future is based on creating :

“A sustainable City and community that are recognised as innovative, unique, and diverse.”

A sustainable community is one that is:

- environmentally responsible
- socially sound
- economically viable
- based on effective governance

We will place particular emphasis on environmental sustainability and the need to protect and maintain the City's wealth and natural assets. We will respond to the community's expectation of becoming innovative and open, as well as being a safe environment.

The City is one that embraces its people and community and is a City of opportunity.

This Plan provides the way ahead for the achievement of the City's goals. The City will be able to achieve the outcomes presented in this Plan through cooperation and partnerships.

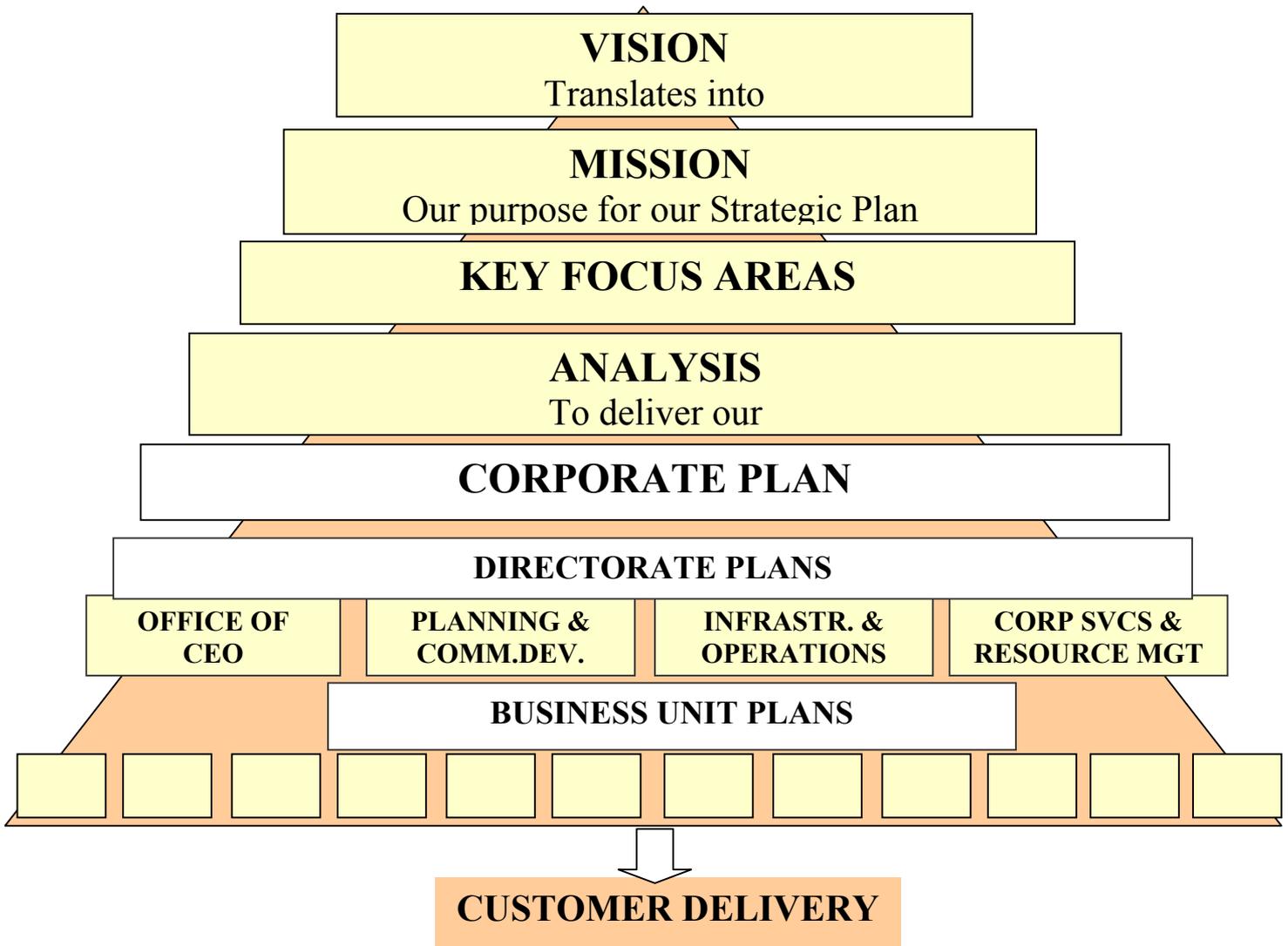
John Bombak JP
Mayor

Denis Smith
Chief Executive Officer

INTRODUCTION

The City has developed an Integrated Planning Framework, which is structured to ensure operational activities are being driven by the strategic priorities of the organisation.

The Strategic Plan is a key component of this planning framework, and is derived through analysis of information from the community, internal and external reports and other sources of data which provide information on the future community.



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 realign, if necessary, the Key Focus Areas and supporting strategies.

Each year the City also prepares a Principal Activities Plan, as a separate document for public comment, that explains how the City intends to resource and fund the Key Focus 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.

VISION

The Vision conveys what we want to achieve in the long-term as an organisation.

“A sustainable City and community that are recognised as innovative, unique and diverse.”

MISSION

The Mission describes the purpose of our organisation.

Plan, develop and enhance a range of community lifestyles to meet community expectation.

VALUES

The Values are the underlying beliefs held by the City which will support the achievement of our Vision and Mission. These values are:

Vibrancy

- We will work with stakeholders to create a vibrant City centre and community.
- We will be dynamic and flexible.

Innovation

- We will provide innovative programs and services.
- We will have a strong team spirit to generate positive ideas.
- We will develop a culture of innovation and excellence.

Responsiveness

- We will respond to changing community needs.
- We will promote a sense of community spirit and ownership.

Respect

- We will acknowledge community and individual opinions.
- We will respect community and individual contributions.

Trust

- We will develop an environment of openness and transparency.
- We will make information accessible.

Safety

- We will work towards the development of a safe and secure environment.
- We will develop partnerships.

GUIDING PRINCIPLES

Our decisions will be guided by a number of underlying principles. These principles have been developed to guide the City's decision-making.

Community Focused

- We will work in partnership with our community to build capacity and develop community ownership and identity.
- We will respect community diversity and work to develop equity and understanding within our community.
- We will be proactive in the area of community education.

Sustainability

- We will provide for an integrated environmental, social and economic approach to all our activities.
- We will focus on improving quality-of-life for current and future residents and ratepayers.

Best Value

- We will provide value for money with our quality services.
- We will use the most efficient and effective processes to continuously improve our delivery of services and programs.

Leadership through Partnerships and Networks

- We will develop partnerships and networks throughout the community.
- We will develop a supportive and trusting relationship with our community.

Flexibility in Service Delivery

- We will be flexible in our planning to accommodate changing circumstances and needs of our community.
- We will be flexible in our delivery of a range of services and programs.

People Management

- We will invest in best practice work force management.
- We will encourage employee commitment and innovation.

KEY FOCUS AREA

1. COMMUNITY WELLBEING

The City of Joondalup is contributing to a positive future for all community members and stakeholders by providing a safe environment that meets the changing expectations of the community. The City will continue to develop as a cultural centre for the region and will provide access to lifelong learning opportunities to all members of the community.

OUTCOME	OBJECTIVES	STRATEGIES
The City of Joondalup is globally recognised as a community that values and facilitates Lifelong Learning.	1.1 To develop, provide and promote a diverse range of lifelong learning opportunities.	1.1.1 To continue development of the City of Joondalup as a Learning City: - plan for student growth.
		1.1.2 Continue learning precincts and the development of relationships with local stakeholders and service providers.
		1.1.3 Support whole-of-life learning and creation of knowledge opportunities.
The City of Joondalup is a cultural centre.	1.2 To meet the cultural needs and values of the community.	1.2.1 Continue to enhance and create new cultural activities and events.
		1.2.2 Create cultural facilities.

OUTCOME	OBJECTIVES	STRATEGIES
<p>The City of Joondalup provides social opportunities that meet community needs.</p>	<p>1.3</p> <p>To continue to provide services that meet changing community needs of a diverse and growing community.</p>	<p>1.3.1</p> <p>Provide leisure and recreational activities aligned to community expectations incorporating innovative opportunities for today’s environment.</p>
		<p>1.3.2</p> <p>Provide quality-of-life opportunities for all community members.</p>
		<p>1.3.3</p> <p>Provide support, information and resources.</p>
<p>The City of Joondalup is a safe and healthy City.</p>	<p>1.4</p> <p>To work with the community to enhance safety and security in a healthy environment.</p>	<p>1.4.1</p> <p>Continue to implement the safer community program.</p>
		<p>1.4.2</p> <p>Contribute to the protection of human health.</p>

KEY FOCUS AREA

2. CARING FOR THE ENVIRONMENT

The City of Joondalup is recognised as a leader in environmental sustainability, and continues to promote and enjoy a lifestyle which engenders social and economic sustainability.

OUTCOME	OBJECTIVES	STRATEGIES
<p>The City of Joondalup is environmentally responsible in its activities.</p>	<p>2.1 To plan and manage our natural resources to ensure environmental sustainability.</p>	<p>2.1.1 Maintain and protect natural assets to maintain biodiversity.</p>
		<p>2.1.2 Further develop environmentally effective and energy-efficient programs.</p>
		<p>2.1.3 Develop a coordinated environmental framework including community education.</p>
<p>The City of Joondalup efficiently and effectively manages waste.</p>	<p>2.2 To effectively and efficiently manage waste in alignment with environmental sustainable principles.</p>	<p>2.2.1 Further develop and implement recycling strategies.</p>
		<p>2.2.2 Plan for the development of waste management.</p>
		<p>2.2.3 Continue to develop innovative waste management strategies.</p>

KEY FOCUS AREA

3. CITY DEVELOPMENT

To ensure a sustainable community, the City will provide and maintain a managed built environment. The City will work in conjunction with associations to plan efficient transport means. Tourism also will be seen as an important part of economic development for the community.

OUTCOME	OBJECTIVES	STRATEGIES
<p>The City of Joondalup has well maintained assets and built environment.</p>	<p>3.1 To develop and maintain the City of Joondalup's assets and built environment.</p>	<p>3.1.1 Program plan the timely design, development, upgrade and maintenance of the City's infrastructure, buildings, facilities, roads, paths, and cycleways.</p>
		<p>3.1.2 Facilitate the safe design, construction and approval of all buildings and facilities within the City of Joondalup.</p>
		<p>3.1.3 Create and maintain parklands that incorporate nature and cultural activities accessible to residents and visitors.</p>
		<p>3.1.4 Develop an asset management strategy.</p>
<p>The City of Joondalup is recognised as a great place to visit.</p>	<p>3.2 To develop and promote the City of Joondalup as a tourist attraction.</p>	<p>3.2.1 Create and promote cultural tourist attractions.</p>
		<p>3.2.2 Develop an "eco-tourism" strategy.</p>
		<p>3.2.3 Develop marketing strategies to support the promotion of the City of Joondalup as a tourist attraction.</p>

OUTCOME	OBJECTIVES	STRATEGIES
<p>The City of Joondalup recognises the changing demographic needs of the community.</p>	<p>3.3 To continue to meet changing demographic needs.</p>	<p>3.3.1 Provide residential living choices.</p>
		<p>3.3.2 Integrate plans to support community and business development.</p>
<p>The City of Joondalup has an effective integrated transport system.</p>	<p>3.4 To examine integrated transport is meeting regional and local needs.</p>	<p>3.4.1 Advocate for and facilitate the creation of transport linkages.</p>
		<p>3.4.2 Align use of land and modes of transport.</p>
<p>The City of Joondalup is recognised for investment and business development opportunities.</p>	<p>3.5 To provide and maintain sustainable economic development.</p>	<p>3.5.1 Develop partnerships with key stakeholders to foster business development opportunities.</p>
		<p>3.5.2 Assist the facilitation of local employment opportunities.</p>

KEY FOCUS AREA

4. ORGANISATIONAL DEVELOPMENT

The City of Joondalup will maintain good leadership by ensuring staff are informed, there are clear lines of communication and the participation of staff at all levels in decision-making processes.

The City recognises the importance of leadership and the development of organisational capabilities in achieving its objectives.

OUTCOME	OBJECTIVES	STRATEGIES
The City of Joondalup is a sustainable and accountable business.	4.1 To manage the business in a responsible and accountable manner.	4.1.1 Ensure financial viability and alignment to plan.
		4.1.2 Develop a corporate reporting framework based upon sustainable indicators.
		4.1.3 Develop a risk management strategy.
The City of Joondalup provides quality value-adding service.	4.2 To provide quality services with the best use of resources.	4.2.1 Provide efficient and effective service delivery.
		4.2.2 Provide quality customer service.
		4.2.3 The organisation continues to develop a full range of services that are proactive, innovative and of best practice to meet organisational requirements.

OUTCOME	OBJECTIVES	STRATEGIES
The City of Joondalup is an interactive community.	4.3 To ensure the City responds and communicates with the community.	4.3.1 Provide effective and clear community consultation.
		4.3.2 Provide accessible community information.
		4.3.3 Provide fair and transparent decision-making processes.
The City of Joondalup is recognised as a unique City.	4.4 To develop community pride and identity.	4.4.1 Build and develop marketing opportunities to promote the City.
The City of Joondalup is recognised as an Employer of Choice.	4.5 To manage our workforce as a strategic business resource.	4.5.1 Develop a corporate wide workforce management plan.
		4.5.2 Progress the implementation of a corporate wide performance management system.
		4.5.3 Implement a structured employee training and development plan.
		4.5.4 Implement best practice people management policies and tools that assist in the achievement of the City's workforce objectives.

OTHER RELEVANT DOCUMENTS

Document Name	Business Unit
1. 5 Year Capital Works Program	Infrastructure Management and Ranger Services
2. Dry Park Development Plan	Operations Services
3. Cities for Climate Protection – Milestone One Report	Strategic and Corporate Planning
4. Performing Arts Centre Feasibility Study	Community Development Services
5. Performing Arts Study	Community Development Services
6. City of Joondalup Annual Report 1999-2000	Marketing Communications and Council Support Services
7. City of Joondalup Customer Satisfaction Monitor 2000	Research Solutions – May 2000
8. Competition Policy Assessment of the Operation of the Craigie Leisure Centre	Economic Research Associates Pty Ltd 1998
9. Customer Satisfaction & Community Needs Study	Research Solutions – May 1999
10. Our Community Our Future: A Guide to Local Agenda 21, 1999, Commonwealth of Australia	Strategic and Corporate Planning
11. Urban Animal Action Plan	Infrastructure Management and Ranger Services
12. Disability Action Plan Council Document	Strategic and Corporate Planning
13. Safer Community Program	Community Development Services
14. Bush Forever	Government of WA – Dec 2000
15. Yellagonga Regional Park Draft Management Plan	Department of CALM
16. The Government Response to the First & Final Reports of the Legislative Assembly	Select Committee on Crime Prevention March 2000
17. Regional Economic Development Strategy	Strategic and Corporate Planning
18. Liveable Neighbourhoods Community Design Code	WAPC
19. Code of Conduct	Marketing Communications and Council Support Services
20. Customer Service Charter	Marketing Communications and Council Support Services
21. Principal Activity Plan 2000 - 2005	Strategic and Corporate Planning
22. Council Policy – 2.3.2 Communications	Marketing Communications and Council Support Services
23. Council Policy – 2.3.4 Provision of Information	Marketing Communications and Council Support Services
24. Council Minutes and Agendas	Marketing Communications and Council Support Services
25. Principles of Freedom of Information	Marketing Communications and Council Support Services
26. “A Framework for Public Environmental Reporting”, 2000, Commonwealth of Australia.	Strategic and Corporate Planning
27. “Our Common Future”, 1987 World Commission on Environment and Development.	Strategic and Corporate Planning

Document Name	Business Unit
28. Strength in Cultural Diversity	Community Development Services
29. State Underground Proposal for Underground Power Scheme Program	Infrastructure Management and Ranger Services
30. Local Government Management, June 1999	Strategic and Corporate Planning
31. City of Joondalup Cultural Development Action Plan 1999-2003	Community Development Services
32. City of Wanneroo Youth Action Plan – December 1997	Nick Francis & Associates (Community Development Services)
33. Funding Strategies for Facilitating the Provision of Sport, Leisure and Recreation in the City of Joondalup – October 2001	Colmar Brunton (Community Development Services)
34. Online Services Guidelines	Information Management Services
35. Marketing Services Guidelines	Marketing, Communications and Council Support Services
36. Council Support Services Guidelines	Marketing, Communications and Council Support Services
37. Human Resources Services Guidelines	Human Resource Services
38. District Planning Scheme No. 2	Approvals, Planning and Environmental Services
39. Residential Design Codes Review – Draft	Approvals, Planning and Environmental Services
40. The Swan Region – A Natural Resource Management Strategy	Approvals, Planning and Environmental Services
41. Multiple Issues Papers from Internal Business Units	All Business Units

GLOSSARY

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.
BUILD CAPACITY	Working with the community to identify needs, determine that community’s capacity to meet needs and facilitate the development of the required skills and resources.
CITY OF JOONDALUP	Relates to the physical area of the municipality (all 22 suburbs) as well as the organisation (administration).
CITY	This term has been used in places to replace City of Joondalup for grammatical purposes.
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 person, justice and beneficence. It came into effect in 1998.
COMMUNITY	Individuals or groups who interact, have a sense of identity, belonging and have obligations, and also living in one place or district.
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 coordinate 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).

CORPORATE PROJECT

A project that:

- Is clearly aligned to the Strategic Plan; or
- Has significant impact across the organisation or the community in terms of benefits, risks, and use of financial and other resourcing capabilities.

However, a project that is non-negotiable because it is a political imperative as determined by Council; or it is a legislative requirement, shall be mandatory.

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: Andras Kins and Brian Peddie for Community Arts Networks).

CUSTOMER SERVICE AWARD

These are awards for excellence in customer service. Team and Individual Awards are determined by the Executive Management Team and presented bi-monthly.

DEVELOPMENT PROGRAMS

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

DIVERSE

The City offers a varied range of opportunities.

INTERNAL AND EXTERNAL CUSTOMERS

Internal customers include staff, volunteers and Elected Members.

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

KEY FOCUS AREA

A shared theme or perspective under which the Council intends to focus its efforts, principal activities.

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).

OBJECTIVE

A statement identifying the achievement the Council is aiming for under the respective Key Focus Area.

PARTNERSHIPS

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

PERFORMANCE INDICATOR	The metric by which the Council’s achievements will be measured
PRINCIPAL ACTIVITIES PLAN	A Principal Activities Plan identifies major capital works, services, programs, land transactions etc. for a minimum of four years, in accordance with the provisions of the Local Government Act 1995.
PRIORITY ACTIONS	Description of the actions to be undertaken to (collectively) achieve the stated strategy for this financial year.
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 give proper recognition to their efforts.
STAKEHOLDERS	Individuals and organisations that have an impact on the strategic direction and decision-making processes of the City of Joondalup.
STRATEGIC FRAMEWORK	High level view of each Key Focus Area showing the linkage of corporate projects, programs and services to achievement of the overall aim.
STRATEGY	Description of how the Council is going to (collectively) reach the outcome stated for each Key Focus Area.
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).
UNIQUE	The City is quite remarkable and there is no other council like it. A place of opportunity.
VALUE-ADDING	The introduction or development of an initiative which will be of social, financial and environmental benefit.