

CITY OF JOONDALUP

Draft Joondalup-Jinan Relationship Plan 2006-2016



DRAFT JOONDALUP – JINAN RELATIONSHIP PLAN

Introduction

Objectives of The Joondalup–Jinan Relationship Plan are to:

1. Provide overall strategic direction for the growth, development and management of the Joondalup-Jinan Sister City Relationship.
2. Position the City of Joondalup as a facilitator for economic, socio-cultural and environmental exchanges between the two Cities.
3. Ensure all interactions between the Cities maintain a civic purpose and involve the community to advance friendship and cross cultural awareness

The Sister City relationship with Jinan is expected to bring about economic, socio-cultural and environmental benefits between the two Cities. To realise these benefits the City's role will be to:

1. Encourage and facilitate economic, socio-cultural and environmental exchanges;
2. Facilitate regular visits between the two Cities;
3. Develop liaison networks and promote the relationship at the local, State and National level;
4. Foster a sense of local pride which can lead to greater community participation;
5. Ensure regular dissemination of information about the relationship to the community; and
6. Allocate sufficient resources to provide capability to the relationship.

To achieve the objectives of this plan, the plan contains the values that underpin the development of the relationship, the expected outcomes, objectives and the strategies that will be undertaken to achieve the aims of the Sister City relationship.

Definition

Sister cities are cities in different places that share a close long-term partnership. They are also referred to as twin cities, partner cities or friendship cities.

A sister city relationship is a broad-based, officially approved, long-term partnership between two communities in two countries. This special relationship is usually supported by an official agreement that commits both cities to participation in such things as cultural, social and economic exchanges.

A sister city agreement promotes friendship, peace and cross-cultural awareness between different communities.

Sister city partnerships have the potential to carry out the widest possible diversity of activities of any international program, including every type of municipal, business, professional, educational and cultural exchange or project.

Recommended Values

The City recognises that the effective establishment and ongoing improvement of sister city relationship practices will require the following key values:

- *Partnership* to achieve mutual benefits for both Cities; including the ongoing development of partnerships with key stakeholders and State Government agencies;
- *Commitment* to a long term sister city relationship;
- *Cultural awareness* requiring an understanding and acceptance of both cultures and their cultural differences;
- *Leadership* to guide the direction of the relationship in a well planned and managed environment
- *Sustainability* where the Cities will provide an integrated environmental, economic and social approach to all activities.

Key Focus Areas

The key focus areas form the framework from which sustainability of the relationship and the objectives of Joondalup–Jinan Sister City Relationship are achieved.

The Key focus Areas are:

1. *Relationship Management:*
The City of Joondalup will maintain leadership by ensuring the accountability, transparency and consistency of the Relationship. The City of Joondalup will promote the relationship locally, nationally and internationally with the people of Joondalup and Jinan.
2. *Socio-cultural exchange:* The City of Joondalup will enhance mutual understanding, friendship and goodwill; maintain effective and efficient communication channels; and facilitate the sharing of traditions, customs, and culture between the two cities.
3. *Environmental exchange:* The City of Joondalup will share knowledge with the City of Jinan in leading practice environmental management techniques and approaches.
4. *Economic exchange:* The City of Joondalup will proactively facilitate and support a range of exchanges and business cooperation between the two cities within existing financial constraints of the City. Education, training and tourism exchange will be seen as an important part of economic development of the Relationship.

Main stakeholders

The Plan, whilst primarily being implemented and owned by the City of Joondalup, will guide other stakeholders in their planning and decision-making where they may impact on the Relationship.

Stakeholders may include the key industry partners and other relevant stakeholders such as:

- City of Joondalup
- City of Jinan
- Education providers
- Community and community groups
- Health institutions
- Tourism industry
- Business sector
- Government agencies

Reporting and review

The Relationship activities will be reported annually to Council.

The Relationship Plan will be reviewed every five years with scope for interim reviews if direction needs to change significantly.

Budget

In recognising the commitment to this relationship Council will establish an ongoing operational level of funds in order to maintain the regular annual costs of promotions, travel and sundry associated costs. The level of funding will be determined through annual budget processes and will be linked to the needs of the relationship as required annually. Generally operational funding will be limited to hosting inbound delegations or travel costs associated with outbound delegations. Promotional and advertising requirements will also be met by the annual allocation.

Where a specific Jinan-Joondalup Sister City strategy requires a project or program to be established by Council, a proposal will be required that will contain all costs associated with the project or program and will be subject to the annual budget allocation processes of the Council and shall be treated as a new proposal to be judged on merit alongside of all other projects competing for funding through the annual budget process.

Where a party that is independent of Council initiates a specific Jinan-Joondalup Sister City project or program, the independent party will meet the cost of the program.

Key focus area 1. Relationship management

The City of Joondalup will maintain leadership by ensuring the accountability, transparency and consistency of the Relationship. The City of Joondalup will promote the relationship locally, nationally and internationally with the people of Joondalup and Jinan.

Outcomes	Objectives	Strategies	Performance Measures
The Relationship is realised as accountable and transparent	1.1 To manage the Relationship in a responsible and accountable manner	1.1.1 Ensure financial viability and alignment to plan	<ul style="list-style-type: none"> Annual budget to actual expenditure result
The Relationship is responsive between communities	1.2 To ensure the City responds to and communicates with the community	1.2.1 Provide effective and clear relationship consultation.	<ul style="list-style-type: none"> Percentage of community satisfied with the way Council makes information available on the Relationship
		1.2.2 Provide accessible relationship information.	
The Relationship is recognised nationally	1.3 To develop partnership with national sister city associations	1.3.1 Participate in the activities of Australian Sister Cities Association (ASCA) such as building networks and knowledge through the Association as required and within budgetary constraints.	<ul style="list-style-type: none"> Annual membership is maintained

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The Relationship is maintained over a long period of time	1.4 To develop consistent long term Relationship plans with full historic record support	1.4.1 Ensure formal records are managed in line with Council policies and procedures	<ul style="list-style-type: none"> Record management is reported annually Review the Relationship Plan within five years Dbase is established and maintained Review findings reported annually
		1.4.2 Create a database that maps all parties wishing to participate in the Jinan – Joondalup relationship.	
		1.4.3 Review and develop the Relationship Plan annually to reflect and impacts from the changing environment	
The Relationship is recognised for its standards in hospitality exchange	1.5 To ensure all exchange visits between the cities are hosted in a culturally appropriate manner	1.5.1 Develop guidelines and provide assistance to all local community and business that will have interaction with people of Jinan and all future delegations.	<ul style="list-style-type: none"> Level of satisfaction with visits by delegations and stakeholders involved Guidelines are developed
The Relationship has Regular and consistent level of interaction	1.6 To ensure the two cities develop close long term relationship through ensuring regular official visits are undertaken	1.6.1 Send approved Mayoral-level visits to Jinan biennially and receive an official delegation from Jinan on alternate biennial years	<ul style="list-style-type: none"> Inbound or an outbound Visit is undertaken and reported annually A dbase of interpreters is maintained
		1.6.2 Provide diplomacy and interpretation support for civic and business visits	

2: Socio-cultural exchange

The City of Joondalup enhances mutual international understanding, friendship and goodwill; maintains effective and efficient communication channels; and facilitates the sharing of traditions, customs, and culture between the two cities.

Outcomes	Objectives	Strategies	Performance Measures
The two cities have a mutual understanding about the relationship and its value	2.1 To enhance mutual international understanding, friendship and goodwill between the two cities	2.1.1 Introduce and promote the Joondalup-Jinan relationship through publications and the media	<ul style="list-style-type: none"> Level of participation in sister city activities reported annually
		2.1.2 Encourage alliances with the Learning City partners and stakeholders to provide on going support to the relationship and where possible provide culture awareness to their organisations	
		2.1.3 Encourage community to participate in Sister City projects and events	

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The two cities are able to communicate effectively, mutually agree and understand cultural diversity	2.2 To develop effective, efficient and regular communication channels with Jinan	2.2.1 Exchange Joondalup-Jinan Sister City program publications periodically	<ul style="list-style-type: none"> The overall success of the relationship measured annually
		2.2.2 Provide promotion, coordination or support to developing projects where appropriate	
The two Cities increase their understanding of each other's societies and cultures.	2.3 Facilitate the sharing of traditions, customs, and culture	2.3.1 Develop social & cultural exchanges	<ul style="list-style-type: none"> Number of social exchange events conducted by the two cities Number of cultural exchange events conducted by the two cities
The two Cities agree on the civic purpose of the relationship	2.4 Determine the civic purpose of the relationship and specify other civic purpose as identified during the relationship	2.4.1 Undertake a public participation exercise to gather views for defining a civic purpose(s) for the relationship	<ul style="list-style-type: none"> The level of satisfaction with the engagement process is reported Civic purpose identified
		2.4.2 Facilitate discussion to determine what is the key overarching civic purpose for the relationship	

3. Environmental exchange

The City of Joondalup is environmentally responsible in its co-operations and it shares knowledge with the City of Jinan in leading practice environmental management techniques/approaches.

Outcomes	Objectives	Strategies	Performance Measures
The two cities are recognised for their cooperation's in being environmentally responsible	3.1 To develop environmental awareness between the two cities	3.1.1 Encourage collaboration in environmental research through the tertiary institutions of the two cities and provide civic support to those institutions that engage in cross international research programs	<ul style="list-style-type: none"> The level of environmental awareness and exchanges are measured and reported annually
	3.2 To identify opportunities for sharing knowledge on environmental issues facing both cities	3.2.1 Facilitate discussions between the two cities and their key environmental representatives to explore opportunities for knowledge exchange	

4. Economic Exchange

The City of Joondalup will proactively facilitate and support a range of exchanges and business co-operations between the two cities. Education and Tourism will be seen as an important part of economic development of the Relationship.

Outcomes	Objectives	Strategies	Performance Measures
The two cities develop a range of exchanges	4.1 To create and facilitate a whole range of exchanges and cooperation	4.1.1 Support and promote educational exchanges	Number of exchanges reported annually
		4.1.2 Support and promote tourism exchanges	
		4.1.3 Support and promote economic exchanges	
The two cities develop business cooperation and investment	4.2 To encourage opportunities for business cooperation and investment	4.2.1 Profile Joondalup business trade strengths and develop these strengths into opportunities for trade and economic development opportunities with Jinan	Level of business activity reported annually
		4.2.2 Support and promote business cooperation and trade missions between the two cities within financial constraints	

ATTACHMENT B

STAKE HOLDER TITLE	STAKEHOLDER COMMENT	OFFICERS RESPONSE
West Coast TAFE	<p><u>General Comment</u> The Draft Plan requires a little more detail as to what is the desired outcome, i.e. what is it trying to achieve, to enable us to see how WCT can contribute to the outcome in a meaningful manner.</p> <p><u>Key Focus Area 1: Relationship Management</u> Objective 1.1: What is the relationship and what are we trying to achieve from it; it appears all encompassing and perhaps does not have a clear focus. It needs a “primary” objective so as not to dilute the effort.</p> <p>Performance Measures indicate process and input, not necessarily “quality” of outcomes or outputs.</p> <p><u>Key Focus Area 2: Socio-cultural Exchange</u> Performance Measures are a measure of activity and not effectiveness.</p> <p>The descriptor doesn’t necessarily reflect outcomes captured, e.g. Objective 2.1</p> <p>Language should be couched in Plain English, as simplicity of message required when dealing with “intangible” values.</p>	<p>The purpose of the Plan is to provide direction for the civic responsibly and obligations that the Council and City have for this Relationship. The Plan has not been developed with the intention of providing specific outcomes for stakeholders.</p> <p>The Objective 1.1 is referring to the accountability aspects for the Relationship. It is imperative that the Sister City Relationship is managed well to ensure that the involved expenses are not seen as being a financial burden upon the City.</p> <p>The measure prescribe is appropriate in that measuring efficiency is usually quantitative not qualitative. The measures have been designed to best measure each objective, avoiding the use of excessive indicators by applying appropriate measurements to their relevant objectives.</p> <p>The following two comments under Key Focus Area 2 are not specific enough to give a response. The descriptor is aligned to althea outcomes under this section and no changes are recommended.</p>

STAKE HOLDER TITLE	STAKEHOLDER COMMENT	OFFICERS RESPONSE
	<p><u>Key Focus Area 3: Environmental Exchange</u> Excellent descriptor, but outcomes are vague.</p> <p><u>Key Focus Area 4: Economic Exchange</u> Performance Measures require more detail on type of activity and the level required.</p>	<p>Agreed – The outcome can be improved and will changed to “ The two Cities will be recognised for cooperation in being environmental responsible.</p> <p>This key focus area is an externally focused objective that indicates the City’s intention to support the endeavors of stakeholders. It was not intended to be highly prescriptive but instead, requires that the City track developments occurring outside of the City’s sphere of influence, in order to gauge a broader understanding of the effectiveness of the relationship with Jinan.</p>
Edith Cowan Universit y	<p>ECU continues to support the development of the Joondalup-Jinan sister City relationship.</p> <p>ECU has an MOU with Jinan University and has established 2+2 Programs in the Faculties of Business, Law, Computing, Health and Science. These have yet to result in a significant flow of students, which may take some time.</p> <p>With regard to the Relationship Plan I make the following comments:</p> <p>1. There are probably too many (and too micro) outcomes and indicators for the "relationship management" and "sociocultural exchange" sections.</p> <p>2. It may be worthwhile adding a fifth section on "Education". We would be looking towards a flow of international onshore students; the provision of short professional development courses for personnel from</p>	<p>Relationship management and socio-cultural exchange is a key role, as is the responsibility of Council and the City in maintaining a positive relationship with Jinan. This is why greater focus and greater accountability was placed in these areas of the Plan.</p> <p>The promotion of education is one aspect of the responsibilities that Council and the City has in this relationship. It is not and should not be a major role for the Council and the City. The Learning Institutions themselves need to take the leading role in strengthening this area for opportunity, and the City should provide a civic and supporting role to the growth of international exchange students.</p>

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	Jinan (often in collaboration with WCTafe and the Police Academy); and some staff visits. This is somewhat one-way, but given the quantity of manufactured goods we import from China, ECU is relaxed about us exporting educational services.	