

# **CITY OF JOONDALUP**

## **Joondalup-Jinan Relationship Plan 2006-2016**

## **1.0 Introduction**

### **1.1 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.

### **1.2 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.

### 1.3 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.

### 1.4 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.

## **1.5 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

## **1.6 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.

## **1.7 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.

## 2.0 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.

<b>Outcomes</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Performance Measures</b>
The Relationship is realised as accountable and transparent	<b>1.1</b> To manage the Relationship in a responsible and accountable manner	<b>1.1.1</b> Ensure financial viability and alignment to plan	Annual budget to actual expenditure result
The Relationship is responsive between communities	<b>1.2</b> To ensure the City responds to and communicates with the community	<b>1.2.1</b> Provide effective and clear relationship consultation.	Percentage of community satisfied with the way Council makes information available on the Relationship
		<b>1.2.2</b> Provide accessible relationship information.	
The Relationship is recognised nationally	<b>1.3</b> To develop partnership with national sister city associations	<b>1.3.1</b> 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.	Annual membership is maintained
The Relationship is maintained over a long period of time	<b>1.4</b> To develop consistent long term Relationship plans with full historic record support	<b>1.4.1</b> Ensure formal records are managed in line with Council policies and procedures	Record management is reported annually  Review the Relationship Plan within five years

		<p><b>1.4.2</b> Create a database that maps all parties wishing to participate in the Jinan – Joondalup relationship.</p>	<p>Dbase is established and maintained</p>
		<p><b>1.4.3</b> Review and develop the Relationship Plan annually to reflect and impacts from the changing environment</p>	<p>Review findings reported annually</p>
<p>The Relationship is recognised for its standards in hospitality exchange</p>	<p><b>1.5</b> To ensure all exchange visits between the cities are hosted in a culturally appropriate manner</p>	<p><b>1.5.1</b> Develop guidelines and provide assistance to all local community and business that will have interaction with people of Jinan and all future delegations.</p>	<p>Level of satisfaction with visits by delegations and stakeholders involved</p> <p>Guidelines are developed</p>
<p>The Relationship has Regular and consistent level of interaction</p>	<p><b>1.6</b> To ensure the two cities develop close long term relationship through ensuring regular official visits are undertaken</p>	<p><b>1.6.1</b> Send approved Mayoral-level visits to Jinan biennially and receive an official delegation from Jinan on alternate biennial years</p>	<p>Inbound or an outbound Visit is undertaken and reported annually</p> <p>A dbase of interpreters is maintained</p>
		<p><b>1.6.2</b> Provide diplomacy and interpretation support for civic and business visits</p>	

### 3.0: Key Focus Area 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
<p>The two cities have a mutual understanding about the relationship and its value</p>	<p><b>2.1</b> To enhance mutual international understanding, friendship and goodwill between the two cities</p>	<p><b>2.1.1</b> Introduce and promote the Joondalup-Jinan relationship through publications and the media</p>	<p>Level of participation in sister city activities reported annually</p>
		<p><b>2.1.2</b> 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</p>	
		<p><b>2.1.3</b> Encourage community to participate in Sister City projects and events</p>	

The two cities are able to communicate effectively, mutually agree and understand cultural diversity	<b>2.2</b> To develop effective, efficient and regular communication channels with Jinan	<b>2.2.1</b> Exchange Joondalup-Jinan Sister City program publications periodically	The overall success of the relationship measured annually
		<b>2.2.2</b> Provide promotion, coordination or support to developing projects where appropriate	
The two Cities increase their understanding of each other's societies and cultures.	<b>2.3</b> Facilitate the sharing of traditions, customs, and culture	<b>2.3.1</b> Develop social & cultural exchanges	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	<b>2.4</b> Determine the civic purpose of the relationship and specify other civic purpose as identified during the relationship	<b>2.4.1</b> Undertake a public participation exercise to gather views for defining a civic purpose(s) for the relationship	The level of satisfaction with the engagement process is reported
		<b>2.4.2</b> Facilitate discussion to determine what is the key overarching civic purpose for the relationship	Civic purpose identified

#### 4.0 Key Focus Area 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
<p>The two cities are recognised for their cooperation's in being environmentally responsible</p>	<p><b>3.1</b> To develop environmental awareness between the two cities</p>	<p><b>3.1.1</b> 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</p>	<p>The level of environmental awareness and exchanges are measured and reported annually</p>
	<p><b>3.2</b> To identify opportunities for sharing knowledge on environmental issues facing both cities</p>	<p><b>3.2.1</b> Facilitate discussions between the two cities and their key environmental representatives to explore opportunities for knowledge exchange</p>	

## 5.0 Key Focus Area 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.

<b>Outcomes</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Performance Measures</b>
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	

# Appendix 1

## Protocols and Procedures for Administering the Joondalup – Jinan Relationship

### 1.0 Introduction

The Protocol and Procedure document will give effect to the Joondalup – Jinan relationship Plan.

### 1.1 Managing Stakeholders Requests

The protocols and procedures whilst primarily being implemented and owned by the City of Joondalup, will guide other stakeholders in their negotiations and requests to the City with regard to levels of support the City can provide to the different stakeholder groups.

The City will provide a varying level of support to our stakeholders which is based on the following criteria

- The proximity and alignment of the request to the role and purpose of the City of Joondalup as stated in the Joondalup – Jinan Relationship Plan and the Joondalup – Jinan Sister City Protocol.
- City of Joondalup stakeholders will have priority of support over stakeholders from outside of the City.
- Levels of support will be allocated on a tier system as follows:
  - Tier 1 – Full Mayoral level hosting
  - Tier 2 – Partial Level hosting for non Mayoral delegations sanctioned by the Jinan Foreign Affairs Office
  - Tier 3 – Negotiated level of hosting for all other stakeholders approved by the CEO of Joondalup
- City officers will determine the level of alignment and proximity and a recommendation will be issued to the CEO for approval.
- All requests for support must be in writing and addressed to the CEO of Joondalup.
- The CEO of Joondalup has the right to refuse any requests other than those sanctioned by the Council.

## 1.2 Levels of Support Available from the City of Joondalup

<b>Stakeholder</b>	<b>Tier</b>	<b>Level of Support</b>
City of Jinan	<b>1</b>	The City of Joondalup will issue letters of invitation from delegations that have been sanctioned by the Jinan Foreign Affairs Office  The City will provide full official hosting arrangements for mayoral level visits
Jinan delegations – not sanctioned by the Jinan Foreign Affairs office	<b>2</b>	The City will issue letters of invitation based on the criteria of alignment and proximity as outlined in the criteria.  The City will provide a partial level of hosting as determined by the criteria and the CEO of Joondalup
Government agencies	<b>2</b>	The City will issue letters of invitation based on the criteria of alignment and proximity as outlined in the criteria.  The City will provide a partial level of hosting as determined by the criteria and the CEO of Joondalup
Education providers	<b>2</b>	The City will issue letters of invitation based on the criteria of alignment and proximity as outlined in the criteria.  The City will provide a partial level of hosting as determined by the criteria and CEO of Joondalup
Community and community groups	<b>2</b>	The City will issue letters of invitation based on the criteria of alignment and proximity as outlined in the criteria. The City will provide a partial level of hosting as determined by the criteria and the CEO of Joondalup
Health institutions	<b>2</b>	The City will issue letters of invitation based on the criteria of alignment and proximity as outlined in the criteria. The City will provide a partial level of hosting as determined by the criteria
Tourism industry	<b>3</b>	The City will consider all requests for issuing invitations and hosting on a 'as needs' basis and the CEO of Joondalup in line with the criteria will determine a negotiated level of support.
Business sector	<b>3</b>	The City will consider all requests for issuing invitations and hosting on a 'as needs' basis and the CEO of Joondalup in line with the criteria will determine a negotiated level of support.

### **1.3 Management Responsibility**

The overall management of the Jinan sister city relationship will reside with the Strategic and Sustainable Business Unit and will be the responsibility of the Director of Governance and Strategy.

### **1.4 Reporting and review**

The Relationship activities will be reported annually to Council.

This report will be scheduled for the month of August and will be used to provide information to the Community in the Annual report of the City.

Activities will be actioned by the City's Annual Plan and reported quarterly to Council.

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

### **1.5 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.

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## ATTACHMENT 2

### History of the Jinan – Joondalup Sister City Relationship

- **2000** - The Jinan Municipal People's Parliament sent four delegates to visit ECU and was also given a formal reception by the City of Joondalup on 29 June 2000. During the visit, the Jinan delegation, led by Ms Wang Baoling, Vice Chairman of the Standing Committee of the Jinan People's Congress presented the City of Joondalup with a Memorandum of Understanding which Council subsequently approved on 25 July 2000.
- **2001** - Joondalup reciprocated the July 2000 Delegation from Jinan when then Mayor John Bombak accepted an invitation to attend the Jinan Autumn Trade Fair on 21-26 September 2001. The Delegation included Associate Professor Yvonne Melotte representing ECU, Mr David Xu, China Adviser, and Dr Glenn Watkins, Chairman and Managing Director of IIBT.
- **2002** - On 11 January 2002, a return Delegation led by Mr Sun Changyin, Chairman of the Jinan Municipal People's Consultative Committee led a nine-strong Delegation to Joondalup leading to the signing of a *Memorandum of Friendly Talks*.
- **2003** - On 27 September 2003, Mr Li Zhongxue, the Director of the Jinan Foreign Affairs advised the then Mayor Don Carlos that the Chinese Friendship Association with Foreign Countries had formally approved the formalisation of *friendly relations* between Jinan and Joondalup. An invitation was also extended for Joondalup to reciprocate with a 7-8 person delegation to Jinan to sign a formal protocol to establish *friendly relationships* between the two Cities. A letter was sent to Jinan in response to this invitation in which the newly appointed Chairman of Commissioners stated that:

*Joondalup's new Commissioners are aware of the importance of the continuing relationships between our two cities and of the significance of the twin-city relationship approved by the Chinese Friendship Association. We are keen to further develop fruitful relationships between our two cities in the areas of education, tourism, health, trade and business.*

- **2004** - In February 2004, Council considered the invitation from Jinan, and resolved to:

*ACCEPT the invitation and acknowledge the previous relations by the Municipal People's Government of Jinan for the Chairman of the Commissioners of the City of Joondalup to lead a delegation to Jinan;*

- **2004** - In September 2004, the then Chairman of Commissioners, Mr John Paterson led a twelve-person Delegation of key industry partners from Joondalup to Jinan. The primary purpose of the Delegation was to sign a protocol agreement forming a Sister City Relationship between the two Cities. The Delegation was given the brief of strengthening the ties that were developing between the Cities and to provide further opportunities for the Joondalup region to promote its exportable services.

- **2004** - During November a Delegation of the Standing Committee of Jinan's People Congress was received by the City of Joondalup. During this visit the two Cities signed another official protocol agreement formalising the Sister City Relations between the two Cities.
- **2005** - A Delegation from Jinan visited Joondalup in August 2005. The Delegation comprised eight representatives from Government and key industry sectors.
- **2005** - The Jinan Municipal Public Security Bureau selected 20 police officers to travel to the WA Police Academy situated in Joondalup to engage in a three month training program on modern police practices.
- **2006** - During January, the Jinan Municipal Government sent 18 senior public servants to the City of Joondalup to undertake a six month training program to focus on how Australian Government systems operate.
- **2006** - During January, the City of Jinan's Foreign Affairs Office issued an official invitation for a group of students and teachers to attend the International Children's Festival to be held in Jinan in July 2006. The City of Joondalup sought expressions of interest from all Schools within the City of Joondalup in attending the Festival. The Woodvale Senior High School (SHS) expressed interest in this opportunity as well as a desire to form a Sister School Relationship with another School in Jinan with a view to developing a student exchange program. The City of Joondalup acted in the role of liaison between Jinan officials and the Woodvale SHS and as a result a Sister School Protocol was signed between Woodvale SHS and Jinan Number 9 Middle School to form a Sister School Relationship.

The formation of the Sister School Relationship between Woodvale SHS and Jinan Number 9 Middle School provides a strategic link for the Secondary School sector. Woodvale SHS hosts students from Jinan and students from Woodvale have visited Jinan. Woodvale SHS has included Chinese cultural studies into its year eight curriculum.

- **2006** - In August 2006, the Council endorsed a long term Relationship Plan to assist in guiding the growth and continuity of the Jinan-Joondalup Sister City Relationship.
- **2007** - During September 2007 a Delegation led by Mayor Pickard travelled to Jinan as a result of an invitation received from the Jinan Foreign Affairs Office to attend the Jinan International Tourism Fair. The Delegates also conducted a series of meetings with relevant officials of the Jinan Government to assist in the stimulation of more economic and cultural exchange programs. The Delegation included:
  - Executive Director West Coast Institute of Training, Sue Slavin;
  - Director School of Hospitality, West Coast institute of Training, Patrick O'Brien;
  - Executive Director School of Business, Edith Cowan University, Professor Robert Harvey (since resigned); and
  - President of Joondalup Business Association, Russell Crook.

- **2007** - A Delegation of senior women officials from Jinan Municipal People's Government visited Joondalup for three days during November 2007. The purpose of the visit was to further identify exchange opportunities between the City of Jinan and the City of Joondalup with respect to the Sister City Relationship.
- **2009** - An Inbound Delegation from Jinan was received in March led by the Deputy Mayor. The Delegation attended the Joondalup Festival to view the Jinan Acrobats and met with the Consultants designing the Sister City Garden, and visited Kings Park to view native plants. A Memorandum was signed to acknowledge the importance of the Sister City Relationship and the 5<sup>th</sup> Anniversary of the Relationship between Jinan and Joondalup.
- **2009 - Sister City Garden Project**  
The City contracted Plan-e Landscaping Consultants to develop a concept design for the sister city garden to be established in Jinan for the Flower Expo. The 2009 Delegation provided feedback on the design and detailed specifications were developed by Jinan and the garden has now been constructed.
- **2009 - Invitation from Mayor Zhang Jianguo**  
The City received as invitation from Mayor Zhang Jianguo to participate in the 7<sup>th</sup> China International Garden and Flower Expo and for the Mayor to lead a delegation to Jinan for the event. The Garden Expo showcased the Joondalup Sister City Garden. A letter was sent to Mayor Zhang declining the invitation to attend the Grand Opening of the Garden and Flower Expo on the 26 September 2009 as it was at the same time as the 2009 Local Government Elections.
- **2010** – The City received a high level inbound delegation from Jinan on May 12 and 13 led by Mayor Zhang Jianguo, and comprising the Secretary General of Jinan Municipal People's Government, Director of Jinan Foreign Affairs Office, Director of Jinan Finance Bureau, Director of Jinan Commerce Bureau, Director of Jinan Horticulture Bureau, Vice Director of General Office of Jinan Municipal People's Government, Chairman of the Council, University of Jinan, and the President of Qilu Bank Co., Ltd. The Delegation visited ECU, West Coast Institute of Training and Woodvale Senior High School.

Another invitation was extended to the City, during this visit to send a Delegation to Jinan. The Delegation visited ECU, West Coast Institute of Training and Woodvale Senior High School.