

CITY OF JOONDALUP
COMMUNITY DEVELOPMENT STRATEGY

2006 – 2011

August 2006

TABLE OF CONTENTS

1. INTRODUCTION.....	2
1.1 Background to the Strategy _____	2
1.2 Structure of the Document _____	2
1.3 The Planning Context _____	3
1.4 Document Relationships _____	4
2. COMMUNITY DEVELOPMENT – THE JOONDALUP CONTEXT.....	5
2.1 What is Community Development? _____	5
2.2 Objectives of Community Development _____	5
2.3 The City’s Role in Community Development _____	6
2.4 Community Development and Social Capital _____	7
3. GUIDING PRINCIPLES & VALUES IN THE COMMUNITY DEVELOPMENT CONTEXT.....	8
3.1 Guiding Principles _____	8
3.2 Values in Community Development _____	9
4.1 Demographics _____	10
4.2 Housing _____	10
4.3 Education and Employment _____	11
4.4 Implications for Community Development Activities _____	11
5. YOUTH PLAN.....	12
6. FAMILIES WITH CHILDREN PLAN.....	18
7. LEISURE PLAN.....	21
8. CULTURAL DEVELOPMENT PLAN.....	27

1. INTRODUCTION

1.1 Background to the Strategy

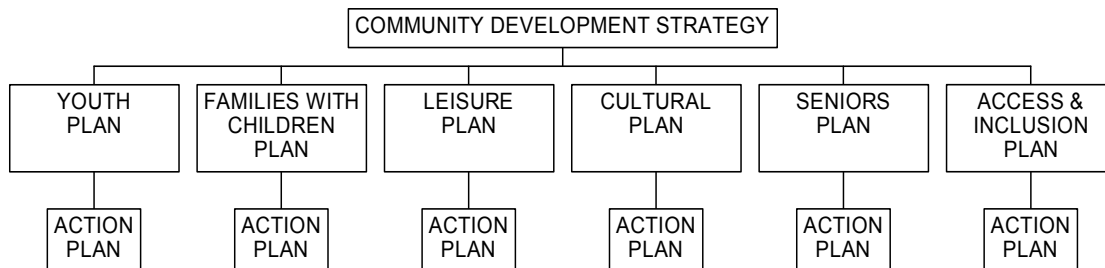
The City of Joondalup's future is based on creating a community that is environmentally responsible, socially sound, economically viable and based on effective governance. Acknowledging this goal, the Community Development Strategy and Policy provides a reference document for the achievement of the City's community vision.

The Strategy provides for the high-level objectives of the City in relation to the wider community development. It incorporates strategic planning objectives which underpin the Strategy and which, in turn, are implemented through 3- to 5-year Action Plans, reviewed annually as part of the budget-setting program.

The Strategy is based on an analysis of the City's demographics, together with a range of community consultation undertaken over the past few years by the City staff; and the understanding that has developed between the City and the community through current community development activities.

1.2 Structure of the Document

This document contains the rationale for the Council Policy for Community Development, which is subject to community consultation. The appendices provide the baseline information used in the development of the individual Plans, each of which will be driven by a City Policy focusing on the specific area. The overarching Council Policy for Community Development will inform the City Policies. The Community Development Strategy contains an introduction to the specific Plans established to determine their strategic direction.



Each of these subsections of community development has its own plans incorporated within this document.

1.3 The Planning Context

Local Government Act

Local Government in Western Australia has responsibility under the Local Government Act (1975) *to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.*¹

Western Australian State Sustainability Strategy

The Western Australian State Sustainability Strategy, A Vision for Quality of Life in Western Australia, notes that it is at the local government level that communities and government interact most directly. One of the State Sustainability Strategy's principles relates to Equity and Human Rights:

Sustainability recognises that an environment needs to be created where all people can express their full potential and lead productive lives and that significant gaps in sufficiency and opportunity endanger the earth.

The Community Development Strategy, through the development of its component Plans, is intended to contribute to the sustainability of the local community through the provision of opportunities for all members of the community to meet their full potential and to participate in cultural and leisure activities.

Strategic Plan

Strategic Plan

The City's Strategic Plan defines community development and the City's role in that development as:

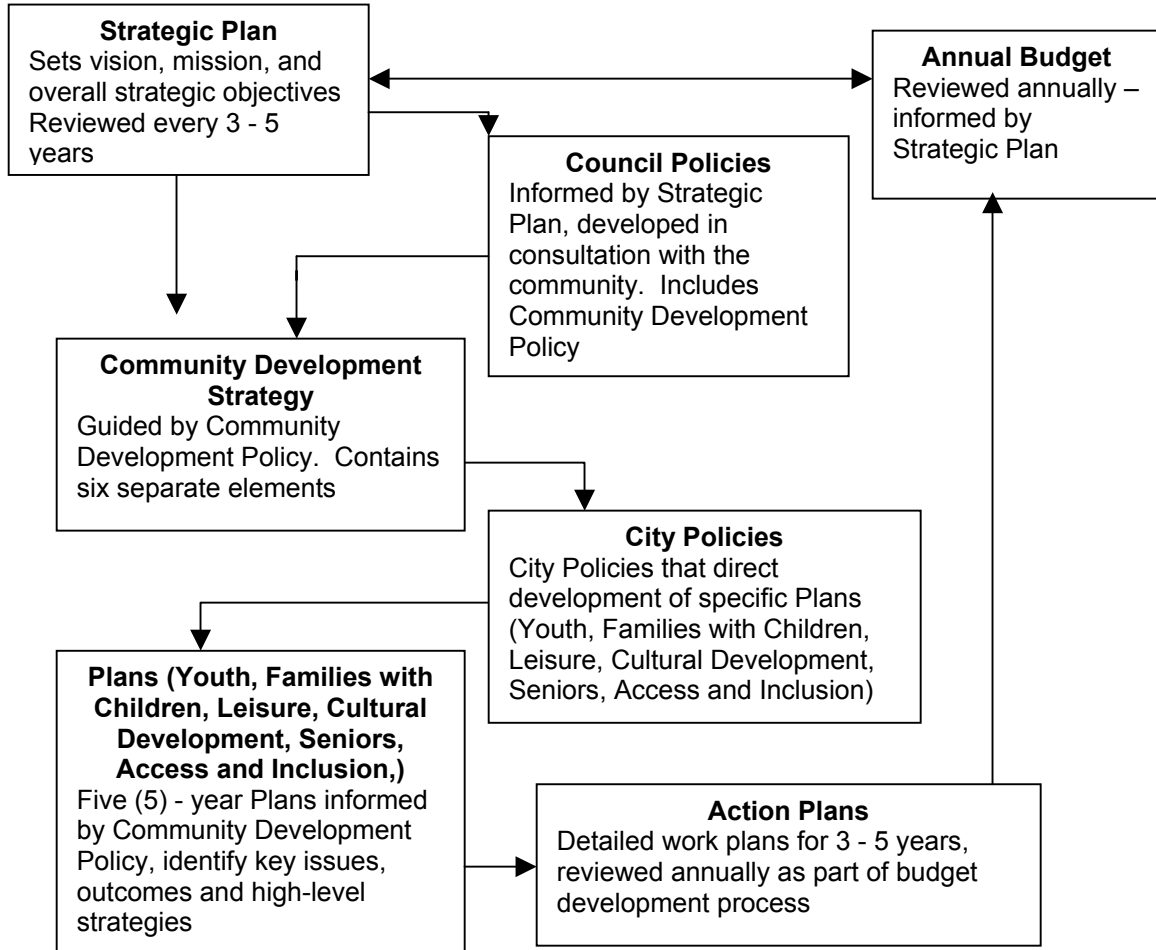
*Community development in Local Government is concerned with building strong and self-reliant communities and having a Council that is responsive to community needs. Council will coordinate and make links within our community and between our community and other spheres of government, in order to meet the needs of our community.*²

¹ Section 1.3 Local Government Act 1995

² City of Joondalup Strategic Plan 2003 – 2008 p16

1.4 Document Relationships

The following flow chart demonstrates the relationships between the Community Development Strategy, specific Plans, and the Action Plans.



The framework is intended to provide systematic and transparent mechanisms for assessing, planning and responding to community needs. All of the Strategies within the Community Development Strategy have been developed using evidence, issue identification, strategy development, and an implementation schedule through the Action Plans.

The Action Plans are operational documents which support implementation of the Strategy by detailing specific tasks, time frames, resource requirements and assigning responsibilities. They are developed over a 3- to 5-year period, are subject to annual review, and inform the annual budget deliberations.

2. COMMUNITY DEVELOPMENT – THE JOONDALUP CONTEXT

2.1 What is Community Development?

The United Nations defines community development as a process whereby the efforts of Government are united with those of the people to improve the social, cultural, and economic conditions in communities. Effective community development requires the participation of those who represent various interests, and the willingness of government to form partnerships with groups.

Community development is not just an activity but a process that is continuous, guided, and adheres to a set of general principles. The community, on the basis of widespread participation, develops a vision to steer the process. The vision should be realistic, achievable, and compelling enough to challenge and motivate people to take action. It also must provide for benchmarks so that the community can measure and report on progress.

Community development is undertaken with communities of place, identity and common interest. This includes communities based on faith, those with a shared culture or heritage, users of public and other services, those with common interests arising from their work, and people working together to promote the rights and responsibilities of citizenship. It takes place in a context of social, demographic, technological, economic, environmental and political change. The community development process works with communities to analyse, initiate and influence social change.

2.2 Objectives of Community Development

There are a number of inter-related objectives for engaging in Community Development.

To build up the capacity of the community to help itself

Community development should strive to build up the capacity of individuals and groups in the communities to participate in actions based on community interest. It should seek to enable people within the communities to understand, upgrade and use their capacity to improve their lives. They should be able to assume active roles in actions that are conducive to the benefits of the community.

To foster the spirit of mutual help in the community

Community development should assist members of the community to develop support and communicate with networks within and outside the community, so as to foster a sense of mutual help among members of the community.

To address the needs of and to empower disadvantaged communities

Community development should motivate members of disadvantaged communities or groups to seek appropriate services and to solve their own problems; and provide services to disadvantaged communities through active involvement of members of such communities. Such services should serve to complement existing social services.

To enhance community cohesion and harmony

Community development should promote integration of disadvantaged and vulnerable communities with the mainstream society, as well as to foster better understanding and cooperation among people from diverse backgrounds. The

purpose is to foster community harmony, as well as respect for human rights and equal opportunities for all.

To motivate community participation

Community development should encourage and provide opportunities for members of the community to participate in activities to improve their quality of life, including their political life.

2.3 The City's Role in Community Development

There are a number of possible key roles that may be taken by the City in the performance of its Community Development responsibilities. Roles will differ depending on the nature of the intended outcome, the level of involvement and the level of expertise within the City, the community and other stakeholders or the legislative responsibility of the City as opposed to other levels of government or the non-government sector. The key roles, with a brief explanation, are:

Develop working relationships with communities and organisations

- Make relationships within communities.
- Build relationships within and with communities and organisations.
- Develop strategic relationships with communities, organisations and within partnerships.

Encourage people to work with and learn from each other

- Contribute to the development of community groups/networks.
- Facilitate the development of community groups/networks.
- Facilitate ways of working collaboratively.
- Promote and support learning from practice and experience.
- Create opportunities for learning from practice and experience.
- Support individuals, community groups and communities to deal with conflict.
- Take action with individuals, community groups and communities to deal with conflict.

Work with people in communities to plan for change and take collective action

- Work within communities to select options and make plans for collective action.
- Contribute to collective action within a community.
- Support communities to plan and take collective action.
- Ensure community participation in planning and taking collective action.
- Contribute to the review of needs, opportunities, rights and responsibilities within a community.
- Work with communities to identify needs, opportunities, rights and responsibilities.

Work with people in communities to develop and use frameworks for evaluation

- Support communities to monitor and review action for change
- Facilitate the development of evaluation frameworks.

Develop community organisations

- Encourage the best use of resources
- Review and develop funding and resources

- Develop and evaluate a funding/resourcing strategy
- Develop people's skills and roles within community groups/networks
- Facilitate the development of people and learning in communities
- Develop and review community- based organisational structures
- Develop and maintain organisational frameworks for community-based initiatives
- Contribute to planning and preparation
- Co-ordinate the running of projects
- Contribute to project closure.

2.4 Community Development and Social Capital

There is increasing evidence that social capital contributes significantly to sustainable development. Social capital refers to the internal social and cultural coherence of society, the norms and values that govern interactions among people and the institutions in which they are embedded. Social capital is considered to be the glue that holds societies together and without which there can be no economic growth or human wellbeing.

Social capital is a prerequisite for effective community development processes. Without it, those processes could not operate. Where there is sufficient social capital to support community development processes, the community development process also will generate social capital that then can be used in other community development processes.

Social Capital has been defined by *Robert Putnam (2000)* as 'connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them'. In this sense, community development is as much about being neighbourly as it is about being involved in local organisations or in the affairs of the City.

The Community Development Strategy responds to the social needs and aspirations of the community, summarises the key issues facing the community, and puts in place strategies to address the identified needs and contribute to community wellbeing.

One of the major objectives of the Strategy is to strengthen community life and connections, and to provide a mechanism for focusing discussion, promoting research and developing organisational capacity through policies, processes, programs and partnerships in order to address the diverse social requirements of the City.

The Strategy responds to the particular social and civic needs of the Joondalup community. It provides a framework to assist the City with the development of action plans and the setting of budget priorities.

Community development is one way local government can work to produce social capital. Community development processes will be much easier to develop with high levels of social capital.

3. GUIDING PRINCIPLES & VALUES IN THE COMMUNITY DEVELOPMENT CONTEXT

3.1 Guiding Principles

The City's Strategic Plan has six guiding principles. These relate directly to the City's Community Development Strategy. The Guiding Principles are shown below, together with the manner in which they are applied in the community development context:

Community Focus

- 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.
- We will encourage the community to play the leadership role in its own development.

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

Best Value

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

People Management

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

3.2 Values in Community Development

Effective community development also is underpinned by important and universal social values. These values direct the manner in which the City's community development program is developed:

Social Justice

Enabling people to claim their human rights, meet their needs and have greater control over the decision-making processes that affect their lives.

Participation

Facilitating democratic involvement by people in the issues that affect their lives based on full citizenship, autonomy, and shared power, skills, knowledge and experience.

Equality

Challenging the attitudes of individuals, and the practices of institutions and society, which discriminate against and marginalise people.

Learning

Recognising the skills, knowledge and expertise that people contribute and develop by taking action to tackle social, economic, political and environmental problems.

Co-operation

Working together to identify and implement action, based on mutual respect of diverse cultures and contributions.

4. COMMUNITY DEVELOPMENT ISSUES

The following section identifies the key issues for Community Development planning for the City. For more detail on statistical background, see *Appendix 11. 1*.

4.1 Demographics

The City of Joondalup is primarily a suburban community with only a few nodes of economic activity. It has experienced rapid growth over the past five years, with a predominantly young population moving into the relatively new subdivisions within the area. Approximately 38% of the population is aged under 25 and approximately 15% is aged 55 and over.

The total population at the 2001 census was in the order of 160,000. There is a high proportion of families with young children. The majority of households consist of couples with children while 12.61% of the City's households are single-parent families. Over the next 10 years as these young children grow up, a larger youth population will emerge.

As a relatively new area, the City does not have a long-term social structure to support an ageing population or a significant population of one-parent families.

Nearly 90% of the population speaks only English. At Census 2001, 38% of the City's residents stated that they were born overseas. The main countries of birth were the United Kingdom, New Zealand and Ireland.

The remainder of the population speaks a range of languages, with no specific group being exceptionally large. The three most common languages spoken at home other than English are Italian (1461 persons), Chinese languages (1690) and Polish (869). While only a small percentage of the population claims to have religious affiliations other than Christian (2.9%), this figure has doubled since the 1996 census.

While the population largely is homogenous, a small group speaks a language other than English as their primary language and are at risk of being isolated from their culture, and from family networks.

There is a small but stable Aboriginal and Torres Strait Islander population that is relatively young (less than 4% over the age of 55).

4.2 Housing

Of the 51,000 dwellings within the City, 37% are fully owned, 45% are being purchased and 15% are rental properties, with the majority rented for between \$150 - \$250 per week. Monthly mortgage repayments are lower than the metropolitan average, with the majority being in the \$600 - \$1,200 per month range, compared with the metropolitan average of \$1,200 - \$1,800 per month.

The high level of home ownership indicates that the City will experience an increasingly stable population which will have growing expectations for community facilities to service the full range of ages, including leisure facilities and social support facilities.

Of the total population over the age of sixty, 73% are age pension recipients. The unemployment rate within the City in September 2001 was 4%. While more than 60,000 individuals received some form of Commonwealth assistance, in excess of 40% of these

were family allowances and parenting payments rather than a weekly assistance program such as unemployment benefits.

4.3 Education and Employment

More than 85% of the employed population work in the private sector and more than 50% are employed in areas requiring post secondary education trade certificates, diplomas, degrees, or postgraduate qualifications.

This also is reflected in the weekly family income with more than 42% of families receiving more than \$1,000 per week, compared with 35% on the same level across the metropolitan area.

The substantial level of affluence, which appears to be growing within the City, has implications for the provision of a wider range of services and the ability of the community to pay for those services.

A total of 11% (2,797) of the youth population (15 - 24) were youth allowance recipients, payable to full-time students and young people seeking full-time employment.

Within the City of Joondalup there are a range of educational facilities at primary, secondary and tertiary levels, with a mix of government and non-government education providers. Education is one of the key growth industries within the City, and one that is encouraged by the City.

4.4 Implications for Community Development Activities

Superficially, the City of Joondalup may be described as a largely homogenous, affluent and relatively young and highly educated community with limited reliance on government support services. In reviewing the demographics, however, consideration of the needs of young families, an increasing aged population, the potential isolation of relatively small cultural minority groups, and increasing demands for leisure and cultural opportunities need to be considered.

As the population age profile shifts upwards, so the needs and demands will change.

The imperatives for the City are:

- Planning for and facilitation of provision for age appropriate services, facilities and opportunities, including planning for a growing retired population who may have insufficient retirement funds at their disposal;
- Planning the development of recreational, intellectual and part-time employment or volunteering opportunities for a growing retired population;
- Provision of a high standard of infrastructure to cater for community demands for leisure, community services and cultural development opportunities;
- Establishment of a policy position related to ability to pay for services and facilities;
- Establishment of a policy position of co-location of services and facilities;
- Support systems for those less able to provide entirely for themselves;
- Recognition of the needs of a relatively stable population which may have limited family or cultural networks within the City and its environs;
- Support systems for an upwardly mobile population with relatively high educational aspirations;
- Development of economic opportunities within the City; and
- Planning for a youth 'bulge' and concomitant services.

5. YOUTH PLAN

The City of Joondalup acknowledges the right of young people to be involved in issues and decisions that affect their quality of life, now and into the future.

The Youth Plan is a component of the City's Community Development Strategy and therefore the outcomes, strategies and objectives are integrated with the City's overall social planning process. Youth are defined as young people aged between 12 and 25.

The Youth Plan focuses on the following outcomes for the youth activities delivered by the City:

- Consolidation of existing service provision;
- The development of strategies to involve young people in the development of youth services and programs; and
- Cooperative working relationships and partnerships with other government and non-government agencies in the City and the region to ensure efficient and effective service provision for all young people (residents, students, visitors, workers) in the City.

The Youth Plan addresses those social issues facing young people including:

- Access to services and support;
- Participation in decisions affecting their lives, now and into the future; and
- Development of a community that recognises, values and encourages the contribution of all young people.

The Plan has been based on consultation with young people, including the City's Youth Advisory Council, youth networks, schools and youth workers in an effort to determine:

- What is important to young people (their expectations and aspirations);
- How the Council can improve the provision of programs and services for and with young people; and
- How information on programs and services can be communicated in a manner that is relevant and appropriate.

A written survey was distributed through local high schools, youth centres and church groups. A majority of the respondents were aged 15 to 17, and 1,500 completed surveys were received for analysis.

WHAT YOUNG PEOPLE TOLD US

- Young people are not a homogeneous group and have diverse needs and interests.
- Young people are concerned about their community and the future.
- Young people want to be treated with respect.

- Young people want to be given opportunities to participate in the decisions and development of programs and services that affect them.
- Young people want to live in a safe and secure community.
- Young people want access to appropriate support and advice on a range of health (physical and mental) matters.
- Young people want a greater range of music, art, and cultural events specifically targeting youth.
- Young people want a greater range of leisure and recreational opportunities and facilities.
- Young people want information on programs and services communicated in a manner that is relevant and appropriate.

The Youth Plan sets out a series of strategies intended to address priority needs for young people in order to improve their quality of life in a coordinated and holistic manner. The strategies will address issues of importance to young people and require the City to be more proactive in encouraging them to participate in decision-making and community consultation processes.

The Youth Plan sets out the strategies for the City to address the issues identified by young people during the consultations.

ISSUE	OUTCOME	STRATEGIES
Participation and Co-ordination	Increase the participation of young people in the activities and programs offered at the City.	<p>Consult with young people in the community to identify the barriers to their participation in local government.</p> <p>Provide opportunities for young people to be involved in planning and decision-making and promote such opportunities in a manner that is appropriate to young people.</p> <p>Promote the participation of young people in the social, cultural, sport and recreation programs in the City.</p> <p>Involve young people in the regular review of the City's youth services and programs, and the identification of service gaps, and use this information to inform service improvements and/or developments.</p>

ISSUE	OUTCOME	STRATEGIES
		Promote, in a coordinated manner, all youth-specific programs, services and events provided by the City.
	Key Performance Indicator	Target
	Participant Satisfaction	2006/11 – 80% respondents satisfied (or better) with programs offered

ISSUE	OUTCOME	STRATEGIES
Public Spaces and Safety	Provide young people with access to safe and appropriate youth spaces and public places.	<p>Develop a mobile youth service in partnership with other government and non-government agencies.</p> <p>Work in partnership with other government and non-government agencies in the region to facilitate the provision of appropriate youth spaces.</p> <p>Facilitate opportunities for young people to be involved in the design of public youth spaces to ensure that urban design processes (where appropriate) take account of the specific needs of young people.</p>
	Key Performance Indicator	Target
	External funding of Mobile Youth Service	2006/11 – up to 50% operational costs from external sources
	Youth Outreach Program user satisfaction survey	2006/11 – 80% respondents satisfied (or better) with service offered

ISSUE	OUTCOME	STRATEGIES
Education, Training and Employment	To enhance the capacity of young people to realise their full potential through the development of skills, knowledge and confidence through education, training and employment opportunities.	Investigate the development of a 'youth traineeship' program at the City. Work in partnership with schools and education and training providers in the region to provide information to young people on education/training and employment options in a format and at venue/s appropriate to young people. City representatives to participate in inter-agency committees designed to promote the interests of young people.
	Key Performance Indicator	Target
	Representation on inter-agency committees Youth information publications per annum	Number of committees 2006/07 – 3 2007/08 – 4 2008/09 – 5 2009/10 – 6 2010/11 – 7 Number of publications printed and distributed 2006/11 – Scene – Notebook – Connections publication

ISSUE	OUTCOME	STRATEGY
Recreation and Culture	Young people have access to a range of safe, appealing and affordable recreation and cultural opportunities, which encourage the celebration of youth, culture and identity.	<p>Co-ordinate the provision of a range of recreation and cultural programs and events specifically to meet the needs of young people.</p> <p>Co-ordinate youth-specific programs and events in consultation with young people and investigate ways of involving young people in the delivery of such events and programs.</p> <p>Evaluate the success of youth-specific programs and events through consultation with young people and use the findings to inform future programs and events.</p>
	Key Performance Indicator	Target
	<p>Number of youth events offered by the City.</p> <p>City youth event satisfaction survey</p>	<p>2006/2011 – At least 4 youth events offered:</p> <ul style="list-style-type: none"> - - competition - competitions - Festival <p>2006/11 – 80% respondents satisfied (or better) with event offered</p>

ISSUE	OUTCOME	STRATEGIES
Health and Wellbeing	Young people have access to a wide range of health services, information and are able to maintain healthy lifestyles by making informed choices.	<p>Advocate to the relevant government and non-government agencies for the development of specialist youth health services in the region.</p> <p>Work in partnership with government and non-government agencies in the region to develop and deliver information on a range of health and wellbeing issues in a format and at venue/s most appropriate for young people.</p>
	Key Performance Indicator	Target
	Number of contacts with youth in the provision of health and well-being information per annum	2006/07 – Benchmark to be set in 2006 2007/08 2008/09 2009/10 2010/11
Transport	An effective public transport system is maintained to enable young people easily to access City services and facilities.	Advocate for the continuing development of an enhanced public transport system for young people in relation to access to City and local areas.
	Key Performance Indicator	Target
	Number of youth using the CAT bus service	% Users aged 12 to 25 2006/07 – Benchmark to be set in 2006. 2007/08 2008/09 2009/10 2010/11

6. FAMILIES WITH CHILDREN PLAN

The City of Joondalup acknowledges that strong family relationships are important for child development and community wellbeing, and that families with young children have the right to be involved in issues and decisions that affect their quality of life, now and into the future.

The City has a number of roles to play in supporting families with children, including direct service/program provision in the Libraries, Leisure Centres and Environmental Health programs; advocacy, support, information and referral services for agencies, community organisations and parents with young children.

The Families with Children Plan concentrates on:

- Consolidation of existing service provision;
- Development of strategies to involve families and their children in the development of services and programs; and
- Cooperative working relationships and partnerships with other government and non-government agencies in the City and the region to ensure efficient and effective service provision for all families and their children living in and visiting the City.

The development of the Families with Children Plan has included comprehensive consultation with stakeholders, service providers, government department representatives, parents and children. The Plan has been informed by a literature and policy review, identification of community needs and the compilation of a research and discussion document.

The Families with Children Plan is a component of the City's Community Development Strategy and therefore the outcomes, strategies and objectives are integrated with the City's overall social planning process.

The Plan sets out a series of strategies to encourage children and their families to participate fully in community life.

ISSUE	OUTCOME	STRATEGIES
Participation and Coordination	Families with young children are aware of, and participating in, the range of family and children specific services, activities and events provided by the City of Joondalup.	<ul style="list-style-type: none"> • Promote, in a coordinated manner, all family and children specific programs, services and events provided by the City. • Advocate for improvements to activities and services for children and their families.
	Key Performance Indicator	Target
	Participation rates in programs	Benchmark to be set in 2006 2006/11 – Benchmark to be set in 2006
Recreation and Cultural Activities	Families and children have access to a range of safe, appealing and affordable recreation and cultural opportunities, which contribute to improving the general amenity for children and their families.	<p>Provide and promote a range of recreation and cultural activities and events for children and their families.</p> <p>Provide challenging educational and creative open space play opportunities all for children and their families.</p> <p>Provide activities, resources and spaces specifically for children and their families in the City's facilities.</p> <p>Investigate factors that will contribute to safer, more family-friendly parks and playgrounds.</p>
	Key Performance Indicator	Target
	<p>Number of children's playgrounds to be replaced or upgraded in line with Australian Standards</p> <p>Satisfaction of participants attending family- and child-focused events provided by the City</p>	<p>2006/11 – 10 each year</p> <p>2006/11 – 80% respondents satisfied (or better) with event offered</p>

7. LEISURE PLAN

At the City of Joondalup, the term Leisure encompasses all forms of sport, recreation and lifestyle activities. The City's role is to facilitate opportunities for people to participate in structured and unstructured (casual) sport, recreation and lifestyle activities through the provision of parks, reserves, beaches and community facilities and the delivery of quality programs and services.

The Leisure Plan component of the Community Development Strategy 2006 - 2011 has been created as a management tool to assist the City to deliver key outcomes and strategies in relation to 'Community Wellbeing'. The Leisure Plan is aligned with the City's Strategic Plan 2003 – 2008 and the Department of Sport and Recreation's Strategic Direction Plan (SD3). The following are guiding principles for the Leisure Plan.

- **Sustainability** – The City will provide and maintain its parks, community facilities, programs, services and provide support to community clubs and groups.
- **Partnerships** – The City actively will engage with other providers of recreation and sport in the City and forge partnerships to deliver a broad range of opportunities for the community.
- **Multi Use / Shared Use** – The City will encourage and support the sharing and joint use of facilities between clubs, community groups, government and non-government agencies.
- **Increase Physical Activity** – The City will support, promote and develop programs, services and infrastructure that enhance the community in the engagement of physical activity.
- **Regional Development** – The City will work in partnership with sport, leisure and recreation industry stakeholders to coordinate the regional development of services and infrastructure.
- **Sport and Recreation Development** – The City will support sport and recreation initiatives, projects and programs through the provision of funding opportunities and infrastructure.

The process undertaken in the development of the Leisure Plan has involved identifying the leisure needs of the community, the opportunities that currently exist within the community and the actions necessary to meet these needs. Through research this planning document has been produced to provide direction to the provision of programs, services and facilities within the City of Joondalup over the next five years.

In developing the Leisure Plan, the City has:

1. Developed a Physical Activity Plan

The development of the Physical Activity Plan involved a review of existing physical activity programs, services and facilities to identify 'gaps' in provision, and the

formulation of strategies to facilitate a coordinated approach to increase physical activity levels within the City of Joondalup.

2. Conducted Research

The research involved an assessment of local, regional, state and national leisure trends, a public participation process involving community workshops, a survey issued to more than 320 of the City's sporting clubs and community groups and a random Physical Activity Telephone Survey of Joondalup residents.

Findings from the research revealed that there has been a noticeable increase in the incidence of people being overweight and higher levels of obesity in recent years. Providers of physical activity programs and services need to adapt to the key trends occurring within the population. These trends include:

- Ageing population
- Changing family structure
- Flexible employment options
- Decreased level of physical activity in the home setting

Trends in sports participation have changed significantly over the past decade, with all levels of government recognising increasing participation levels in community-based physical activities including walking, cycling and exercising with the family pet. The team sport activities with the highest participation rates are basketball, netball, Australian Rules Football and outdoor soccer.

The local Joondalup community indicated, through the public participation process, that healthy living programs with a wide community focus are of most importance, along with the promotion of available services and facilities. Residents also placed a very high priority on improved safety and floodlighting for the City's active and passive reserves and walkways.

The Plan highlights the key issues associated with the City's role in the delivery of sport, recreation and lifestyle opportunities. For each issue, an outcome has been developed to meet the philosophy, guiding principles and objectives of the Leisure Plan. The strategies stated form the basis of the Action Plan, which will guide the City in the delivery and support of programs and services in the community over the next five (5) years.

ISSUE	OUTCOME	STRATEGIES
Leisure Centres	<p>The City of Joondalup Leisure Centres will:</p> <ul style="list-style-type: none"> - Deliver high-quality sport, leisure, recreation facilities and services to the community; - Provide user-pay services with concession rates in line with industry 	<p>Develop a communication strategy that encompasses effective advertising/ promotions and improved community relationships.</p> <p>Incorporate leisure centre activities and infrastructure in future Master Planning exercises.</p>

	<p>standards;</p> <ul style="list-style-type: none"> - Operate in a commercial environment focusing on minimising operational deficits; and - Promote the centres to encourage maximum participation from the community. 	<p>Develop new programs and services to increase participation at leisure centres.</p> <p>Enhance the use of information technology to develop a more efficient and effective management and customer service system.</p> <p>Develop operational risk management strategies.</p> <p>Facilitate the maintenance of facilities in line with customer expectations.</p> <p>Investigate alternative use / shared use of facilities with government, non-government, community and education providers in the region.</p> <p>Provide competitively priced programs and services to the community.</p>
	Key Performance Indicator	Targets
	Centre attendances	Centre attendances 2006/07 – 550,000 2007/08 – 575,000 2008/09 – 650,000 2009/10 – 700,000 2010/11 – 725,000
	Income vs Expenditure	Income vs Expenditure (efficiency) 2006/07 – 70% 2007/08 – 75% 2008/09 – 77% 2009/10 – 80% 2010/11 – 82%
	Customer satisfaction	Customer satisfaction 2006/07 – 85% 2007/08 – 87% 2008/09 – 90% 2009/10 – 90% 2010/11 – 90%

ISSUE	OUTCOME	STRATEGIES
Community Facilities	Optimise equitable access and use of the City's community facilities.	<p>Undertake a community facility needs analysis.</p> <p>Implement a corporate booking strategy for the administration of booking requests for the City's hired community facilities and leisure centres.</p> <p>Review the terms and conditions, and management of lease/licence agreements.</p> <p>Develop a reporting system detailing an analysis of facility usage, income generated and all costs associated with the provision of hired community facilities.</p> <p>Develop a maintenance management strategy to ensure a high standard of facility provision.</p> <p>Develop a strategy for the promotion of the City's community facilities.</p> <p>Develop a policy and process for the application and allocation of facilities to junior and senior groups in the community.</p>
	Key Performance Indicator	Target
	Use of facilities	% of total bookings versus available booking time.
	Income vs Expenditure (Community Facilities)	2006/07 – Review to determine benchmark indicator

ISSUE	OUTCOME	STRATEGIES
Parks and Public Open Space	Enhancement of community sport, leisure and recreational experiences through: <ul style="list-style-type: none"> - Development and promotion of opportunities for structured and unstructured physical activity; and - The provision of quality parks, reserves, beaches and infrastructure that are managed and maintained effectively. 	Investigate shared use / alternative use of facilities with government, non-government, community and education providers in the region. Investigate Master Planning opportunities for areas with multiple clubs and facilities provided in the one location. Develop comprehensive management strategies to promote beach safety. Develop a strategy for the promotion of the City's parks, active reserves and public open spaces. Develop a plan to ensure beach safety along the whole of the City's coastline.
	Key Performance Indicator	Target
	Customer satisfaction survey (Parks & Reserves user groups) Customer satisfaction survey (Lifeguard Service – 3-year contract) Hours of patrol - per season (Lifeguard Service – 3-year contract)	Customer satisfaction 2006/07 – Survey developed to determine benchmark indicator. Customer satisfaction 2006/07 – 80% (Subject to contract variation) Hours of Patrol 2006/07 – 2,620 hours (Based on existing patrol areas)

ISSUE	OUTCOME	STRATEGIES
Programs and Services	To support local sport and leisure clubs in the delivery of services to the community.	<p>Provide information and advice on funding opportunities to assist local sporting clubs in the delivery of programs, events and facility developments / upgrades.</p> <p>Provide support to local organisations in the development of sport and recreation programs and services for the community.</p> <p>Provide assistance to State and National junior and disabled sport representatives living in the City of Joondalup.</p> <p>Work in partnership with government and non-government agencies in the region to facilitate the provision and development of sport and recreation programs and services.</p>
	Expand the number and range of major sporting events conducted in the City.	Work in partnership with state sporting associations and key event stakeholders to attract sporting events to the City.
	Key Performance Indicator	Target
	<p>Club satisfaction surveys (On programs conducted)</p> <p>Percentage of total clubs involved in City's Club Development program.</p> <p>Number of Clubs lodging applications for the City's sport and recreation funding programs.</p>	<p>Club satisfaction 2006/07 – Benchmark to be set in 2006</p> <p>Program use 2006/07 – Benchmark to be set in 2006</p> <p>Program use 2006/07 – Benchmark to be set in 2006</p>

8. CULTURAL DEVELOPMENT PLAN

8.1 Cultural Development and the City of Joondalup

The Council's vision for Joondalup is to be a sustainable city and community that is recognised as innovative, unique and diverse³. An effective cultural development program is an essential ingredient to achieve this vision.

Cultural Development in a community context is an ongoing process in which a community creatively determines and expresses who it is, what it is and where it wants to go. The City of Joondalup is actively engaged in community cultural development for a range of reasons, all of which help to develop a more cohesive, self-directed community with its own unique identity. These reasons may be summarised as follows:

- To promote the development of cultural identity and social harmony through contemporary multicultural arts activities;
- To enable the Joondalup community and visitors to Joondalup to experience wide cultural experience;
- To encourage the highest standards of creativity and excellence in all aspects of cultural activities;
- To foster partnerships with organisations throughout the City which are involved in working within, or supporting, cultural activities, such as higher and further educational establishments, museums and galleries, and the commercial and private sectors;
- To develop lively and sustainable cultural industries, among which should be those evolving with the emergence of new technologies;
- To develop and support the infrastructure which will sustain and develop Joondalup's cultural industries and activities;
- To recognise and promote the importance of culture for children and young people; and
- To ensure that the cultural diversity within our communities is advocated for and continues to contribute to and inform Australia's national identity.

8.2 Cultural Development's Role in Community Development

Cultural Development has a significant role to play in effective community development. Drawing on and facilitating the development of expertise in cultural activities within a community is an effective tool in contributing to the overall sense of belonging, the increase in social capital and strengthening a sense of community. Performing and visual arts, literature, music and creative interpretation of a society's strengths and weaknesses help a community to have a clearer understanding of itself.

By supporting the cultural development of the community, the City may contribute to achieving the overall goals of community development:

- To build up the capacity of the community to help itself;
- To foster the spirit of mutual help in the community;
- To address the needs of and to empower disadvantaged communities;
- To enhance community cohesion and harmony; and
- To motivate community participation.

³ City of Joondalup Strategic Plan 2003-2008

The City's Cultural Development Program currently includes a range of activities covering special events, and performing and visual arts. Specific programs include the Arts Development Scheme, Joondalup Eisteddfod, Public Arts Program, and the management of the City's Art Collection.

Background to the Cultural Plan's Development

The City of Joondalup's first Cultural Plan was adopted in 1992. In 2003, the Council resolved to develop a new Cultural Plan which:

- Related to the City's overall Strategic directions;
- Incorporated input from the community;
- Integrated with the City's Community Development program; and
- Provided a clear direction and way forward for the Council, the community and the City's staff.

The development of this Plan has involved the following community consultations:

- Establishment of a stall as part of the Joondalup Festival with opportunities for members of the public to find out about the project, contribute to drawing a cultural map that identified places of importance, discuss particular issues or complete a questionnaire;
- Establishment of a Cultural Planning Reference group, involving key members of the community and City staff;
- Distribution of a questionnaire to recreation centres, libraries and council offices, and provision of an electronic version on the City's website;
- Adaptation of the questionnaire for a youth audience in collaboration with the City's Youth Advisory Council, and distribution to groups of secondary school students and other young people;
- Discussion of the project on Twin Cities radio, as well as in Council News and the Community Newspaper;
- Inclusion of specific questions in the City's market survey following the Joondalup Festival;
- Survey of schools and other providers of cultural facilities to assess the nature of facilities available, their accessibility and cost;
- Informal discussions with indigenous leaders and community members to address a gap in documentation about indigenous heritage;
- Attendance at community workshops, residents' meetings and adult education classes;
- Attendance at a Learning Precinct Forum;
- Incorporation of the findings of research carried out by the City's Local Studies Centre; and
- Completion of a comprehensive cultural mapping project that provides a reference document available for use by the City in the development of its cultural program. This involved documentary research, physical observation, consultation with key experts and community collaboration.

Community Expectations

The City of Joondalup's relatively upwardly mobile and homogeneous community has high expectations and a capacity to pay. Relatively isolated from the two or three cultural hubs of the Perth Metropolitan area (Perth City, the University of WA; and the City of Fremantle); Joondalup residents expect to be able to access cultural activities within their own environs.

Expectations of the community relevant to the cultural development activities in Joondalup are:

- High standard of cultural activities;
- A broad range of activities;
- Access to performing and visual arts;
- Access to cutting-edge cultural activities;
- Involvement in decision-making regarding cultural development;
- A built environment which reflects cultural aspirations and community standards;
- Access to a cultural centre for the City; and
- Cultural development considered in its broadest sense with specific reference to the City's heritage and indigenous culture.

8.3 Elements of Cultural Development

Effective cultural development has a number of interwoven elements. The Cultural Development Plan aims to incorporate these elements in the delivery of cultural development services:

Facilitation	Facilitate leadership within the community
Information	Provide information, expertise, guidance, and other resources, as appropriate
Collaboration	Use a collaborative approach to community development;
Sustainability	Use a balanced approach that addresses and integrates economic, social, environmental and cultural considerations
Inclusion	Ensure that all community members, regardless of gender, age, disability, race, culture, language or social and economic status have the opportunity to become engaged in the community development process and are able to access its social and economic benefits
Engagement	Engage all stakeholders at community and Government levels
Transparency	Ensure that its actions are based on transparency, accountability, participation and evidence-based decision-making
Capacity building	Recognise the resources, information and support required by community representatives and organisations when working in partnerships; and build on existing community capacity and assets

The Cultural Development Plan is based on the key elements of the Cultural Development Policy and focuses on intended outcomes and the broad strategies to achieve those outcomes. Detailed Action Plans will be developed on a rolling three-year program, subject to annual internal review as part of the annual budget development process.

ISSUE	OUTCOME	STRATEGIES
Strategic Partnerships	Strong community-based organisations delivering sound cultural development activities.	Promote active not-for-profit cultural organisations in realising their potential.
	Ongoing and sustainable partnerships with external bodies.	<p>Develop collaborative initiatives and partnerships between government, universities, and the community.</p> <p>Foster close relations and mutual understanding with other communities (formal and informal linkages).</p>
	Economically viable cultural activities of excellence provided by the private sector.	<p>Encourage new alliances and collaborations with the private sector and continue to foster existing alliances.</p> <p>Advocate for the provision of a cultural facility within the City.</p>
	Key Performance Indicator	Target
	Number of new opportunities for arts and cultural experience resulting from partnerships	Minimum of two per year.

ISSUE	OUTCOME	STRATEGIES
Securing sustainability	A City which actively recognises community cultural development in its interaction with the community it serves.	<p>Develop opportunities for promoting cultural identity as an integral component of civic events.</p> <p>Consolidate the City's cultural program, assets, events and initiatives, using existing resources, facilities and opportunities.</p> <p>Add value to the cultural development program through effective interaction and coordination between the various departments involved in the delivery of cultural services.</p> <p>Develop and deliver programs and services within budget constraints, and maximise grant opportunities.</p>
	The City supports the development of an independent and financially sound cultural industry presence in the City.	Provide support for private sector involvement in development of cultural industry activities.
	Key Performance Indicator	Target
	Participation rates in Cultural Programs/Events	90% of projected attendances
	Customer Satisfaction	80% of those attending the Summer Events and Joondalup Festival Program are satisfied or highly satisfied
	The level of external financial support for Cultural Development Program	External sponsorship for a minimum of three cultural programs: – – –
	Successful implementation of the Cultural Development Strategy.	90% of strategies achieved within timeframes. (as determined in Action Plans)

ISSUE	OUTCOME	STRATEGIES
Cultural Diversity	An integrated, tolerant and multicultural community which understands and accepts diversity.	Participate in events of national significance relevant to the community's cultural development.
	Indigenous community and history well understood throughout the community.	In consultation with the indigenous community, ensure that interpretation and communication of indigenous cultural heritage and the fostering of its contemporary expression is an acknowledged aspect of the City's social and cultural fabric.
	Community aware of local heritage - indigenous and European - its value and protection needs.	The local heritage studies program is supported and promoted across the region. Develop and support cultural activities which enliven and express community pride as a contribution to the emergence of a strong community identity.
	Key Performance Indicator	Target
	The involvement by the City in cultural events of National Significance	Participation in: - - -

ISSUE	OUTCOME	STRATEGIES
Cultural Heritage and the built environment	Public infrastructure is attractive, intriguing and unique.	<p>Enrich the cultural amenity through a high quality of cultural expression in the physical environment.</p> <p>Promote the use of interpretive signage, and artwork that acknowledges community cultural heritage.</p> <p>Support external agencies doing business in Joondalup to develop appropriate cultural and community arts programs.</p> <p>Link Public Art to the development of major facilities and public open spaces.</p>
	Key Performance Indicator	Target
	Improvement to cultural infrastructure.	Minimum of two public art projects/programs within the City per year.

ISSUE	OUTCOME	STRATEGIES
Leadership	Joondalup is the regional cultural centre for the north of metropolitan Perth	<p>Encourage and support the organisation of major cultural events and performances of regional significance.</p> <p>Promote Joondalup's cultural program to attract cultural performers and activities to the City.</p> <p>Facilitate the development of effective and independent cultural networks within the City and the region.</p> <p>Encourage the organisation of cultural activities that are representative of the Joondalup community.</p>
	Community participation in the development and implementation of cultural activities.	<p>Support community organisations to arrange their own cultural celebrations within the City.</p> <p>Assist community-based arts organisations seeking funding for cultural activities.</p> <p>Promote local arts and cultural organisations and their activities through the City's promotional networks.</p> <p>Seek support from Federal and State governments, when required, for increased support for cultural activities.</p>
	A body of knowledge and resources readily available within the community.	Develop in-house databases and resources that will assist the development of community arts organisations.

	Key Performance Indicator	Target
	Number of major cultural activities/events attracted to the City	Minimum of two per year.
	Number of cultural networks active within the City	Benchmark to be set in 2006.
	Number of community based art organisations assisted	Benchmark to be set in 2006.

