

CITY OF JOONDALUP
COMMUNITY DEVELOPMENT STRATEGY AND
POLICY STATEMENT

2006 – 2011

February 2006

DRAFT

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1. INTRODUCTION

1.1 Background to the Strategy

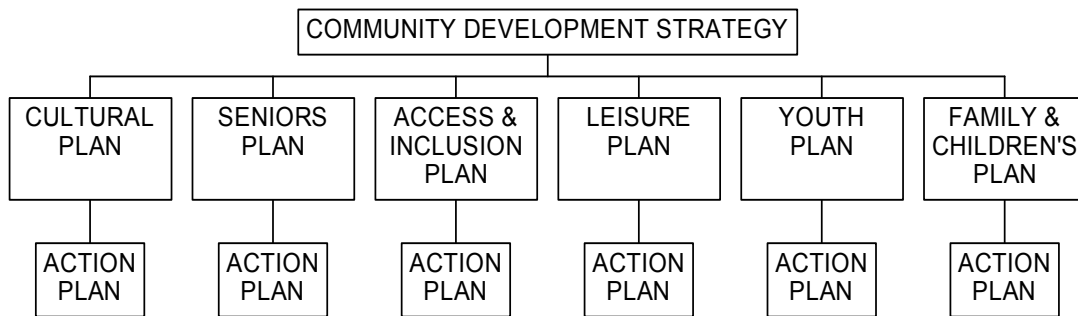
The City of Joondalup's future is based on creating a community that is environmentally responsible, socially sound, economically viable and based on effective governance. Acknowledging this goal, the Community Development Strategy and Policy provides a reference document for the achievement of the City's 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 overall Community Development Strategy and which, in turn, are implemented through 3 – 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 work that has been undertaken over the past few years by the City staff; and the understanding that has developed with the City and the community through the current community development activities.

1.2 Structure of the Document

This document contains the rationale for the Council Policy on 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 overall Community Development Strategy contains an introduction to the specific Plans established to determine strategic direction for the following:



Each of these subsections of community development has their 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 local communities and government most directly interact. One of the sustainability principles in the State Sustainability Strategy 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 community development as follows: -

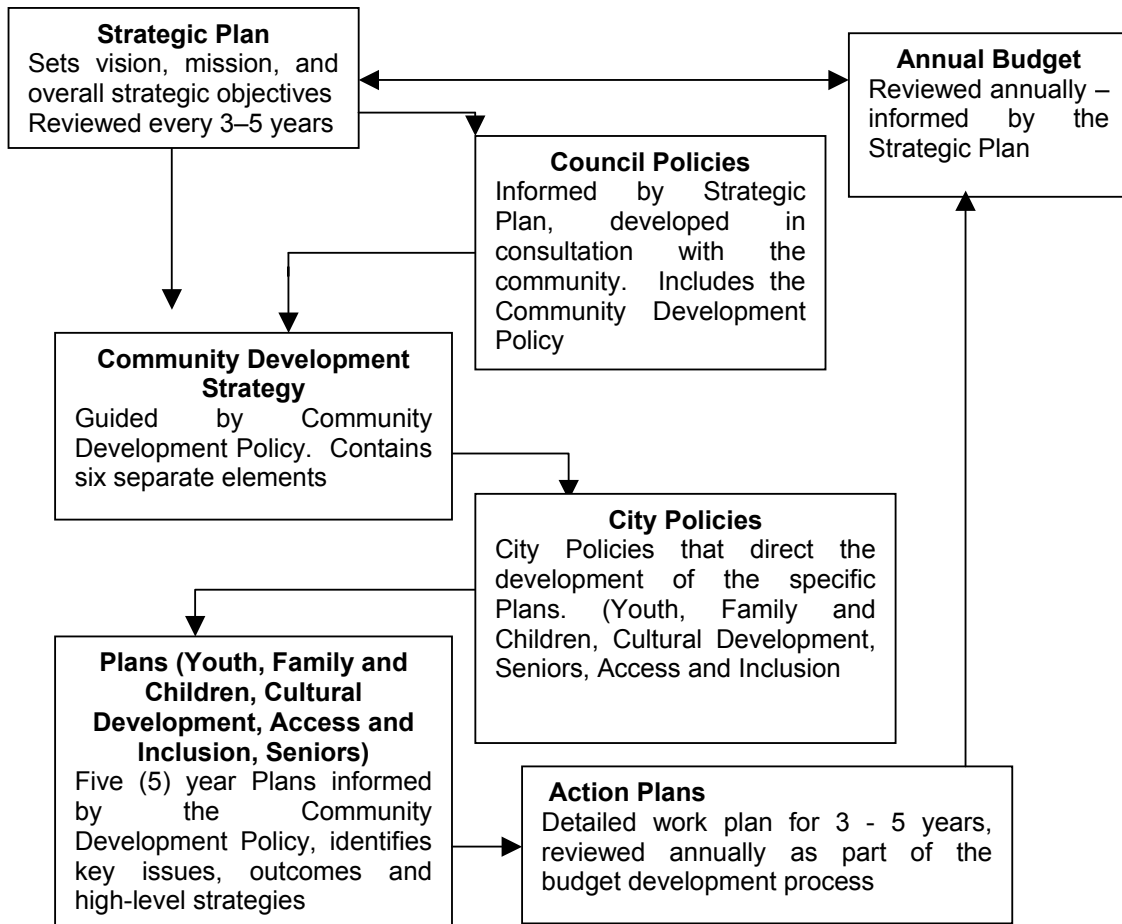
*Community development in Local Government is concerned with building strong and self-reliant communities and having a Council that is responsive to community needs. Council will coordinate and make links within our community and between our community and other spheres of government, in order to meet 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 flowchart demonstrates the relationships between the overall 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 document which support implementation of the Strategy by detailing specific tasks, timeframes, 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 must also 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 both 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

To encourage and provide opportunities for members of the community to participate actively 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 are listed below with a brief explanation:

- **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 social capital, community development processes could not operate. Where there is sufficient social capital to support community development processes the community development process will also generate social capital that can then 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 Council.

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 Community Development Strategy is to strengthen community life and connections, and to provide a mechanism for focussing 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 than with low 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; and
- 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; and
- 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; and
- 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; and
- 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; and
- We will encourage employee commitment and innovation.

3.2 Values in Community Development

Effective community development is also 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.

POLICY STATEMENT – COMMUNITY DEVELOPMENT

TITLE	COMMUNITY DEVELOPMENT
STATUS	COUNCIL POLICY - DRAFT
REPLACEMENT OF POLICY NOS.	-
RELATED DOCUMENTATION	STRATEGIC PLAN; SUSTAINABILITY POLICY; COMMUNITY DEVELOPMENT STRATEGY;
OBJECTIVE	To provide a clearly defined, consistent and collaborative approach to encouraging sustainable community development.
STATEMENT	
<p>The City of Joondalup recognises its role in the development of a sustainable community. Council supports the development and implementation of collaborative approaches with the Joondalup community built on the combined skills, resources and commitment needed to address challenges and opportunities.</p> <p>Community Development is a whole of community approach. The City recognises the significant contribution made by State and Federal Government, Non-Government Organisations, and other community agencies, and the need to work in partnership.</p> <p>Community Development activities undertaken by the City will encompass and include all facets of the community, and will address equity and access, leisure and cultural development in the City of Joondalup context.</p> <p>The Council will develop and adopt, using a consultative model, strategic plans for its community development activities, using the following broad headings:</p> <ul style="list-style-type: none"> • Access & Inclusion; • Culture; • Families & Children; • Leisure; • Seniors; and • Youth <p>In undertaking community development activities, the Council will</p> <ul style="list-style-type: none"> • Facilitate leadership within the community; • Provide information, expertise, guidance, and other resources, as appropriate. • Utilise a collaborative approach to community development; • Use a balanced approach that addresses and integrates economic, social, environmental and cultural considerations; • Strive to understand and respect community values; • 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; • Engage all stakeholders at the community and Government levels; 	

- Ensure that its actions are based on transparency, accountability, participation and evidence-based decision-making;
- Recognise the function of community development and allocate resources to it in the strategies developed, while recognising the need for ensuring value for money in outcomes;
- Recognise the resources, information and support required by community representatives and organisations when working in partnerships;

In addition, the Council will take account of the above factors in the development of legislation, regulations and guidance.

In implementing its community development program, the City is committed to the Council's Guiding Principles as determined within its Strategic Plan.

Sustainability

This Policy supports the ability of people to act together to influence the social, economic, political and environmental issues that affect them. The Community Development Policy supports structures and processes that give genuine participation and involvement.

This Policy supports the Council's sustainability objectives through:

- Supporting and encouraging the active involvement of the community in the issues that affect their lives through sharing of skills, knowledge and experience.
- The development of processes that enable the active involvement of people from all sectors of the community.
- Supporting processes that develop the knowledge and experience of people as individuals and in groups and therefore enabling them to undertake initiatives of their own to address social, economic and environmental issues, and enabling individuals and groups to fully participate in the democratic processes of the City.
- Recognising that scarce physical, monetary and human resources must be applied to achieve the best value for the community as a whole, bearing in mind the needs of disadvantaged groups within the community
- Recognising that there are limited funds and human resources available and that they should be used to achieve best value for the community as a whole, with particular emphasis on disadvantaged groups within the community.

ADOPTED	
AMENDMENTS	

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 under 25 and approximately 15% are aged 55 years and over.

The total population at the 2001 census was in the order of 160,000. There are 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. This ageing will increase over the next ten years and a larger youth population will emerge.

As a relatively newly developed area, the City does not necessarily 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 stated that they were born overseas. The main countries of birth were United Kingdom, New Zealand and Ireland.

The remaining population speak 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 in since the previous 1996 census.

While the population is largely homogenous, a small group speak 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% being purchased and 15% rental properties, the majority of which rent from between \$150 - \$250 per week. Monthly mortgage repayments are lower than the metropolitan average, with the bulk of repayments being in the \$600 - \$1,200 per month range, compared to the metropolitan average of \$1,200 - \$1,800 range.

The high level of home ownership indicates that the City will experience an increasingly stable population which will have increasing 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 over 60,000 individuals received some form of Commonwealth assistance, over 40% of these were family allowances and parenting payments rather than a weekly assistance program such as unemployment benefits.

4.3 Education and Employment

Over 85% of the employed population work in the private sector and over 50% are employed in areas requiring post secondary education trade certificates, diplomas, degrees, or post-graduate qualifications.

This is also reflected in the weekly family income with over 42% of families receiving more than \$1,000 per week, compared to 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 both 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, 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 profile shifts upwards in age, 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. CULTURAL DEVELOPMENT PLAN

5.1 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 achieving 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 assist in developing 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 working 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, the commercial and private sector.
- 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.
- To ensure that the cultural diversity within our communities is advocated for and continues to contribute to and inform Australia's national identity.

5.2 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 assists in helping a community 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, performing and visual arts. Specific programs included in the Cultural Development Area 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 council staff;
- Distribution of a questionnaire to recreation centres, libraries and council offices, and provision of an electronic version on Council's website;
- Adaptation of the questionnaire for a youth audience in collaboration with the Council'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 Council'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 Aboriginal 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;
- Incorporating 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 (the 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;
- Ensure cultural development is considered in its broadest sense with specific reference to the City's heritage and Indigenous culture.

5.3 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	Utilise 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 the 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

Cultural Development Policy

TITLE	CULTURAL DEVELOPMENT
STATUS	CITY POLICY
REPLACEMENT OF POLICY NOS.	
RELATED DOCUMENTATION	COMMUNITY DEVELOPMENT STRATEGY

OBJECTIVE

To be a leader in the provision of quality cultural programs which enrich and support the cultural development of the Joondalup community

STATEMENT

The City of Joondalup recognises that a community's cultural development is a vital component in the life, growth and well being of the community. Utilising the guiding principles of community development, the City is committed to facilitate the development and delivery of a comprehensive, high quality cultural diverse cultural program that assists in the shaping and developing of a sense of community. It will foster cultural development by focusing on the following broad parameters:

Strategic partnerships	The City will work actively to develop a more connected community through collaborative initiatives and partnerships between government, universities, industry and the community and will provide a structure for sustainable cultural development incorporating a strong sense of place and local identity. Strategies will be developed which promote active not-for-profit cultural organisations in realising their potential and which encourage new alliances and collaborations, build new skills and promote investment and growth.
Securing sustainability	The City will work actively to develop a more connected community through collaborative initiatives and partnerships between government, universities, industry and the community and will provide a structure for sustainable cultural development incorporating a strong sense of place and local identity. Strategies will be developed which promote active not-for-profit cultural organisations in realising their potential and which encourage new alliances and collaborations, build new skills and promote investment and growth.

Cultural Diversity	The cultural development program will promote social cohesion, celebrate diversity and build a sense of belonging. The City's cultural life is enhanced by participation and the enjoyment of creative expression and the City will ensure the right and opportunity of all residents and visitors to access cultural experiences. In fostering the common interests and shared futures of its residents, the City will, in consultation with the Indigenous community, encourage the support, interpretation and communication of Indigenous cultural heritage and the fostering of its contemporary expression as an acknowledged aspect of the City's social and cultural fabric.
Integrating cultural policy and the built environment	Joondalup is committed to achieving recognition for the City's quality of life, its healthy economy and its environmental sustainability. Integrating cultural development within the built environment will enhance the area's cultural identity.
Leadership	The City is committed to providing leadership in facilitating the development of a strong cultural identity that contributes to the integration and emergence of a healthy cultural landscape within Joondalup and its environs.

ADOPTED	
AMENDMENTS	

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.	Develop collaborative initiatives and partnerships between government, universities, and the community. Foster close relations and mutual understanding with other communities (formalised and informal linkages).
	Economically viable cultural activities of excellence provided by the private sector.	Encourage new alliances and collaborations with the private sector and continue to foster existing alliances. Advocate for the provision of a cultural facility within the City.
	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	<p>A City which actively recognises community cultural development in its interaction with the community it serves</p>	<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, utilising 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>
	<p>The City supports the development of an independent and financially sound cultural industry presence in the City.</p>	<p>Provide support for private sector involvement in development of cultural industry activities</p>
	<p>Key Performance Indicator</p>	<p>Target</p>
	<p>Participation rates in Cultural Programs/Events.</p>	<p>90% of projected attendances.</p>
	<p>Customer Satisfaction</p>	<p>80% of those attending the Summer Events and Joondalup Festival Programme are satisfied or highly satisfied</p>
	<p>The level of external financial support for Cultural Development Programme</p>	<p>External sponsorship for a minimum of three cultural programs</p> <ul style="list-style-type: none"> • Community Art Award • Invitation Art Award • Eisteddfod
<p>Successful implementation of the Cultural Development Strategy.</p>	<p>90% of strategies achieved within timeframes. (as determined in Action Plans).</p>	

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, both 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: <ul style="list-style-type: none"> • Naidoc week • Harmony Week • Australia Day

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 organise 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 Government, 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 2 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.

6. LEISURE PLAN 2006 - 2011

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 deliver key outcomes and strategies in relation to 'Community Wellbeing'. The Leisure Strategy 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 a list of guiding principles for the Leisure Strategy.

- **Sustainability** – The City will provide and maintain the City's parks, community facilities, programs, services and provide support to community clubs and groups.
- **Partnerships** – The City will actively 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 enhances 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 document 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 over 320 of the City's sporting clubs and community groups and a random Physical Activity Telephone Survey of Joondalup resident.

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 that are occurring within the population. These trends include:

- Aging 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 principals and objectives of the Leisure document. 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 standards; - Operate in a commercial environment focussing on minimising operational deficits; - Promote the centres to encourage maximum participation from the community. 	<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>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/license 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
	Utilisation 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; - The provision of quality parks, reserves, beaches and infrastructure that are effectively managed and maintained. 	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 & Reserve 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 utilisation 2006/07 Benchmark to be set in 2006.</p> <p>Program utilisation 2006/07 Benchmark to be set in 2006.</p>

7. YOUTH PLAN

The City of Joondalup acknowledges the right of young people to be involved in issues and decisions that impact on their quality of life both 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 those young people aged between 12 and 25 years.

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

- Consolidating 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
- The 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 can the Council 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 years 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 effect 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> <p>Promote, in a coordinated manner, all youth specific programs, services and events provided by the City.</p>
	Key Performance Indicator	Target
	Participant Satisfaction.	2006/2011 – 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	2006/2011- up to 50% operational costs from external sources
	Youth Outreach Program user satisfaction survey	2006/2011 – 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	<p>Investigate the development of a 'youth traineeship' program at the City.</p> <p>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 venue/s appropriate to young people.</p> <p>City representatives to participate in inter-agency committees designed to promote the interests of young people.</p>
	Key Performance Indicator	Target
	Representation on inter-agency committees	<p>Number of committees 2006/2007 - 3 2007/2008 - 4 2008/2009 - 5 2009/2010 - 6 2010/2011 - 7</p>
	Youth information publications per annum	<p>Number of publications printed and distributed 2006/2011</p> <p>3 editions of Joondalup Scene 1 edition of the Youth Notebook 1 edition of the Schools Connections publication</p>

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 utilise 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"> - Scorcha Youth Festival - Battle of the Bands competition - BMX and Skate competitions - Youth Tent at the Joondalup Festival <p>2006/2011 – 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 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	2006/2007 – Benchmark to be set in 2006 2007/2008 2008/2009 2009/2010 2010/2011
Transport	An effective public transport system is maintained to enable young people to easily 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 utilising CAT bus service	% Users aged 12 to 25 years 2006/2007 – Benchmark to be set in 2006. 2007/2008 2008/2009 2009/2010 2010/2011

8. FAMILIES AND 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 impact on their quality of life both 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 Family and Children's Strategy concentrates on:

- Consolidating existing service provision;
- The 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 in and visiting the City.

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

The Family and Children's 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 fully participate 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. 2006/2011 – 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
	Number of children's playgrounds to be replaced or upgraded in line with Australian Standards.	2006/2011 – 10 each year
	Satisfaction of participants attending family and children events provided by the City.	2006/2011 – 80% respondents satisfied (or better) with event offered

ISSUE	OUTCOME	STRATEGIES
Health and Wellbeing.	To provide and support a range of health and wellbeing services for families and their children.	<p>Work in partnership with government and non-government agencies to support and encourage service provision for children and families.</p> <p>Provide families with children with up to date information about, and referrals to, community services/programs.</p>
	<p>Key Performance Indicator</p> <p>Immunisation Program utilisation.</p> <p>City representation on inter-agency committees</p>	<p>Target</p> <p>Numbers of Children immunised 2006/2007 – 20,000 2007/2008 2008/2009 2009/2010 2010/2011</p> <p>Number of committees 2006/2007 – 1 2007/2008 - 2 2008/2009 - 3 2009/2010 - 3 2010/2011 - 3</p>

SENIORS PLAN AND ACCESS AND INCLUSION PLAN

SENIORS PLAN

APPROVED BY COUNCIL ON: 11 November 2003 (CJ266-11/03)

ACCESS AND INCLUSION PLAN

APPROVED BY COUNCIL ON: 17 February 2004 (CJ034- 2/04)

Note: Both Plans are due to be reviewed in 2006/07

9. SENIORS PLAN

COMMUNITY WELL BEING

OUTCOME: The City of Joondalup is recognized globally as a community that values and facilitates Lifelong Learning

OBJECTIVE 1.1 To develop, provide and promote a diverse range of lifelong learning opportunities

STRATEGY 1.1.3 Support whole-of-life learning and creation of knowledge opportunities

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Engage the City's Economic Development Officer to link with Learning Cities project	<ul style="list-style-type: none"> Continue to use a Learning Cities model to meet the ongoing learning needs of seniors 	Ongoing	Existing Resources	Seniors needs are considered in all Learning City projects	Library and Information Services &
	<ul style="list-style-type: none"> Support research conducted by Tertiary Institutions 	Ongoing	Existing Resources	Finalised research documents obtained by the City	Strategic and Sustainable Development
Continue to support initiatives that specifically meet the education and training needs of seniors	<ul style="list-style-type: none"> Continue to support and develop programmes that address the needs of seniors i.e. Information Technology workshops 	Ongoing	Existing Resources	Seniors needs are considered in the development of all library programmes	Library and Information Services

COMMUNITY WELL BEING

OUTCOME: The City of Joondalup provides social opportunities that meet community needs
 OBJECTIVE 1.3 To continue to provide services that meet changing needs of a diverse and growing community
 STRATEGY 1.3.1 Provide leisure and recreational activities aligned to community expectations, incorporating innovative opportunities for today's environment

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Council to review all policies that affect seniors	<ul style="list-style-type: none"> • Report to Executive with proposal to review Community Development policies that affect seniors • Produce project brief • Develop draft policies • Submit draft policy to Executive Management • Amend draft policy as required 	March 2005	Existing Resources	Policies endorsed by Executive	Community Development Services & Property Management Working Group
Conduct consultation on the draft policy	<ul style="list-style-type: none"> • Prepare a consultation strategy and implement consultation strategy • Amend the policies as required • Submit policies to Council for endorsement 	June 2005	\$1000	Policies endorsed by Council	Community Development Services Property Management Working Group

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Develop information sheet to assist programmers within the City	<ul style="list-style-type: none"> Based on the consultation and findings of the Seniors Master Plan – Leisure and Social Activity Needs establish a user-friendly guide with checklists for programmers to follow and comply with. 	Dec 2004	Existing Resources	Checklists completed and distributed	Community Development Services
Conduct regular reviews of the seniors plan	<ul style="list-style-type: none"> Conduct a review of this plan every three years 	Jan 2007	\$1000	Review report finalized with recommendations	Community Development Services

COMMUNITY WELL BEING

- OUTCOME: The City of Joondalup provides social opportunities that meet community needs
- OBJECTIVE 1.3 To continue to provide services that meet changing needs of diverse and growing community
- STRATEGY 1.3.1 Provide leisure and recreational activities aligned to community expectations, incorporating innovative opportunities for today’s environment
- STRATEGY 1.3.2 Provide quality of life opportunities for all community members
- STRATEGY 1.3.3 Provide support, information and resources

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Challenge negative ageing stereotypes through media and publications and the involvement of community groups in promoting positive ageing	<ul style="list-style-type: none"> Assist key seniors stakeholders in undertaking a regional lifestyle event Establish a user-friendly Guide with checklist to follow and comply with (as detailed in access and inclusion plan) 	Ongoing	Initial \$10 000 then \$2000 each year	Evaluation report with recommendations completed	Community Development Services & Marketing, Communications and Council Support
Promote the development of intergenerational activities	<ul style="list-style-type: none"> Intergenerational activities (ie; storytelling in the libraries) Continue to support the Absolutely Everybody program 	Ongoing	Existing Resources	Evaluation report completed	Library and Information Services
Implement a strategy to help community groups and seniors organisations increase their capacity to deliver services to seniors	<ul style="list-style-type: none"> Develop contacts and networks Promote volunteering through the Joondalup Volunteer Centre 	Ongoing	Existing Resources	List of contacts established	Community Development Services
		Ongoing	Existing Resources	Regular promotion of Volunteer Centre to seniors	

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Provide services and resources to meet the information, recreation and lifelong learning needs of seniors	<ul style="list-style-type: none"> Continue directory for seniors detailing organisations, recreational bodies, resource and advice centres. 	Aug 2005	\$10 000	Directory completed and distributed	Community Development Services
	<ul style="list-style-type: none"> Resources in alternative formats (as detailed in the Access and Inclusion Plan) 				
	<ul style="list-style-type: none"> Continue books on wheel service to housebound members of the community 	Ongoing	Existing Resources	Evaluation report completed	Library and Information Services
	<ul style="list-style-type: none"> Seniors week events Monthly seniors circle 				
	<ul style="list-style-type: none"> Continue Growing Old and Living Dangerously (GOLD) and other recreation programs 	Ongoing	\$16 000	200 participants per term	Community Development Services
	<ul style="list-style-type: none"> Continue the Network for the Prevention of Elder Abuse 	Ongoing	Existing resources	At least 4 meetings held annually	

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Review and formalise hairdressing services at the City's facilities	<ul style="list-style-type: none"> • Investigate current arrangements • Produce a position paper detailing all findings with recommendations • Forward to the Seniors Interest Advisory Committee for comment • Forward to executive for endorsement • Undertake recommendations 	Aug 2004	Existing Resources	Hairdressing services are formalized	Community Development Services & Property Management Working Group
Financial Counsellor to undertake a range of financial workshops to assist Seniors in managing their finances	<ul style="list-style-type: none"> • Implement a course of forums to assist seniors in managing their finances • Review external funding options to undertake forums 	June 2004	External Funding	Forums undertaken and an evaluation report is completed	Community Development Services

COMMUNITY WELL BEING

OUTCOME: The City of Joondalup is a safe and healthy environment

OBJECTIVE 1.4 To work with the community to enhance safety and security in a healthy environment

STRATEGY 1.4.1 Continue to implement the Safer Community Programme

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
In conjunction with City Watch work to reduce the perceived risk of crime	<ul style="list-style-type: none"> • Develop, implement and evaluate forums to educate seniors on personal safety • Increase awareness of existing services such as City Watch 	Ongoing	Existing Resources	Forums documented and evaluations completed	Community Development Services

CITY DEVELOPMENT

OUTCOME: The City of Joondalup has well-maintained assets and built environment

OBJECTIVE 3.1 To develop and maintain the City of Joondalup's assets and built environment

STRATEGY 3.1.1 Plan the timely design, development, upgrade and maintenance of the City's infrastructure

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Development of a Storage Standards Paper and strategy	<ul style="list-style-type: none"> • Identify aspects to be covered • Determine desired level of community responsibility • Determine Council responsibility • Draft standards paper • Submit to Executive Management team • Submit for Council approval • List funding required (if any) for consideration on Draft budget 	June 2005	Existing Resources	Standards approved by Council	Community Development Services & Property Management Working Group

CITY DEVELOPMENT

OUTCOME: The City of Joondalup has well-maintained assets and built environment.
 OBJECTIVE 3.1 To develop and maintain the City of Joondalup's assets and built environment.
 STRATEGY 3.1.1 Plan the timely design, development, upgrade and maintenance of the City's infrastructure.
 STRATEGY 3.1.3 Create and maintain parklands that incorporate nature and cultural activities accessible to residents and Visitors.

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Develop passive facilities throughout City	<ul style="list-style-type: none"> • Future Directions for passive facilities are incorporated into the Leisure Planning process • Formulate a plan to establish or modify passive facilities into existing and new infrastructure. • Submit to Executive Management team • Submit for Council approval • List funding required for consideration on Draft budget 	June 2005	Existing Resources	Plan has been adopted, funds have been allocated and works have begun.	Community Development Services & Property Management Working Group
Review the City's Community Transport Programme	<ul style="list-style-type: none"> • Examine existing programme • Determine desired level of service • Determine bus type 	March 2004	Existing Resources	Evaluation completed and recommendations actioned	Community Development Services

	<ul style="list-style-type: none"> • Identify gaps in service provision • Draft management and service requirements agreement 				
<p>Within the work of the Urban Design, integrate the needs of seniors as integral to the ongoing development and sustainability of communities</p>	<ul style="list-style-type: none"> • In conjunction with the City's Sustainability Officer and Urban Designers review the sustainability needs of the community 	<p>Ongoing</p>	<p>Existing Resources</p>	<ul style="list-style-type: none"> • List of needs identified • Needs are considered in future development 	<p>Strategic and Sustainable Development & Approvals, Planning and Environmental Services – Urban Design</p>

CITY DEVELOPMENT

OUTCOME: The City of Joondalup recognizes the changing demographic needs of the community
 OBJECTIVE 3.3 To continue to meet changing demographic needs
 STRATEGY 3.3.1 Provide residential living choices

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Work to bring together various aged care service providers with a view to help inform the City of future residential facilities and services requirements	<ul style="list-style-type: none"> A representative for seniors accommodation is included in the Seniors Interest Advisory Committee membership Review the needs of the community as a strategy to identify and plan future needs 	June 2004	\$500	Representative regularly attending committee meetings	Community Development Services
		July 2005	Existing Resources	Report completed	
Undertake consultation with the Commonwealth and State governments with a view to ascertaining their future plans for the provision of residential facilities and services	<ul style="list-style-type: none"> Develop links and networks with relevant State and Commonwealth government department in relation to seniors accommodation, facilities and services Review relevant State and Commonwealth government strategic plans for seniors accommodation, facilities and services and provide feedback Develop partnerships and alliances with stakeholders and neighbouring Local Govt. Authorities 	Ongoing	Existing Resources	Network formed	Community Development Services
		Ongoing	Existing Resources	Strategic plans taken into account in future planning	

CITY DEVELOPMENT

OUTCOME: The City of Joondalup recognised the changing demographic needs of the community.

OBJECTIVE 3.3 To continue to meet changing demographic needs.

STRATEGY 3.3.2 Integrate plans to support community and business development.

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Identify the long term strategic impact of an ageing population on health services	<ul style="list-style-type: none"> Review and identify community needs 	Ongoing	Existing Resources	Report completed and constantly updated	Community Development Services

ORGANISATIONAL DEVELOPMENT

OUTCOME: The City of Joondalup is an interactive community.
 OBJECTIVE 4.3 To ensure the City responds to and communicates with the community.
 STRATEGY 4.3.1 Provide effective and clear community consultation.
 OBJECTIVE 4.3.2 Provide accessible community information.

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Assist seniors to access information and services through the Internet by expanding existing programs and services	<ul style="list-style-type: none"> Incorporate access and inclusion best practice into the planning of all future online services as appropriate (as detailed in the Access and Inclusion Plan) 	Ongoing	Existing Resources	As detailed in access and inclusion plan	Information Management
Investigate the needs of seniors born overseas to overcome existing problems in accessing aged care and other services	<ul style="list-style-type: none"> Develop strategies to address barriers to access Train internal staff to implement strategies to address barriers to access 				Community Development Services
Increase awareness across the organisation of the specific information needs of seniors	<ul style="list-style-type: none"> Develop and provide in-house training for staff on the specific information requirements of seniors (As detailed in the Access and Inclusion plan) 	June 2004			Human Resource Services

10. ACCESS AND INCLUSION PLAN 2004-2008

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1.0 Introduction

The City of Joondalup has adopted the following Disability Access and Inclusion Plan to ensure that all people can access council facilities, functions and services. The Plan is subject to review and may be amended and extended as priorities and needs change.

The City of Joondalup Plan includes:

- Information on council functions, facilities and services (both in-house and contracted),
- Policies about council's commitment to addressing access and inclusion
- A description of the process used to consult with people with disabilities, their families, carers, disability organisations and relevant community groups,
- Actions to overcome barriers that people with needs for access and inclusion identified during the consultation process,
- Timelines and the identification of officers responsible for the actions and tasks,
- A method of review and evaluation of the plan, and
- Information about how the plan is being communicated – communication strategy

2.0 Responsibility for the planning process

Implementation of specific actions within the Plan are in the main, the responsibility of Business Unit Managers within each Directorate. Recognition of this responsibility should be reflected in annual business plans and budgets (where extra resources are required).

Co-ordination of the implementation of the City's Access and Inclusion Plan will be the responsibility of the Community Development Officer.

3.0 Functions, facilities and services (both in-house and contracted)

The City of Joondalup provides:

Services to property including construction and maintenance of roads, footpaths and cycle facilities; land drainage and development; waste collection and disposal; litter control and street cleaning; planting and caring for street trees; numbering of building lots, street lighting; and bush fire control.

Services to the community including provision and maintenance of playing areas and reserves; parks and gardens and facilities for sporting groups, recreation centres, swimming pools, beaches, halls; citizenship ceremonies, public library and information services; environmental health services, senior citizens centres, youth services, financial counselling; cultural services; safety and security services; and planning for services for people in the community.

Regulatory services include planning of road systems, sub-divisions and town planning schemes; building approval for any construction, addition or alteration to a building; dog control including the registration of dogs; and the development, maintenance and control of parking.

General administration including the provision of general information to the public, the lodging of complaints and payment of rates.

Processes of government including ordinary and special council and committee meetings; electors meetings and election of council members.

4.0 Consultation Process

Sanderson-Green, a company specializing in Disability Service Plan reviews for Local Government, were contracted to undertake a review of the City's Disability Service Plan in November 2002.

Community Involvement in the Review

Questionnaires were made available at public venues throughout the City and to organisations that provide services for people with disabilities. An online questionnaire was also developed for input through the Internet. An advertising campaign was conducted in community newspapers and through posters advertising the consultation. The public was provided with options for returning completed questionnaires through access to collection boxes and/or reply paid envelopes.

A total of 1452 residents of the City gave direct or indirect feedback that contributed to the review. Of this 1452, 102 people gave direct information about issues and access within the City of Joondalup. Service providers/interest groups represented approximately 1350 people with disabilities living or using services in the City.

The Australian Bureau of Statistics 2001 Census (used at the time of this study) has shown that 20% of people living in the City of Joondalup will have a disability. This equates to approximately 29,653 residents. The questionnaire therefore captured approximately 5% of the total population of people living with a disability in the City of Joondalup.

Staff involvement in the Review

A total of 40 staff gave direct input into the review. Consultation took place at individual and group meetings and through a staff forum.

Initially the Business Unit Managers were introduced to the review of the DSP as a whole group at a Business Unit Managers meeting in August 2002. Times were then organised for ½ hour to 1-hour meetings for them to meet the consultants individually or with key staff from their areas.

The consultant's were required to submit a draft Disability Access and Inclusion plan taking in to consideration the findings from the review. A copy of the review is attached.

In 2003, Community Development Services updated and modified the draft Plan whilst adding timelines, resources and Business Unit responsibilities. Meetings were held with all Business Units, and feedback from key professionals and professional bodies within

the industry were sought. The Community Development Officer further developed the draft plan, to incorporate the City's Strategic Plan (2003 – 2008).

The Draft Plan was then made available for community comment. and no comments were received.

5.0 Disability Access and Inclusion Plan

5.1 Community Well Being

OUTCOME: The City of Joondalup is a cultural centre

OBJECTIVE 1.2 To meet the cultural needs and values of the community

STRATEGY 1.2.1 Continue to enhance and create new cultural activities and events

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
The accessibility needs of people are always considered in the cultural activities and events provided by the City ie, Joondalup Festival events, Little Feet, Extreme Expo and other community events	<ul style="list-style-type: none"> • Establish a user-friendly guide with checklists for all City run event coordinators to follow and comply with. • All City run event coordinating committees to liaise with the Community Development Officer prior to establishment of the event • Advertise events on the website with a link outlining the accessible areas. 	<p>June 2004</p> <p>June 2004</p> <p>Ongoing</p>	<p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p>	<p>Guidelines and Checklist are used by event coordinators</p> <p>Ongoing monitoring program is implemented</p> <p>Information on website is up to date</p>	<p>Community Development Services</p> <p>&</p> <p>Library and Information Services</p>
People with needs for access and inclusion are encouraged to become involved and participate in cultural programmes and community events.	<ul style="list-style-type: none"> • Involvement by people with needs for access and inclusion will be encouraged in events and cultural activities 	Ongoing	Existing resources	Number of groups/individuals involved	Community and Development Services & Library and Information Services

COMMUNITY WELL BEING

OUTCOME: The City of Joondalup provides social opportunities that meet community needs.
 OBJECTIVES 1.3 To continue to provide services that meet changing needs of a diverse and growing community.
 STRATEGIES 1.3.1 Provide leisure and recreational activities aligned to community expectations, incorporating innovative opportunities for today's environment.

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
The accessibility needs of people are always considered in the leisure/recreational activities provided by the City	<ul style="list-style-type: none"> Establish a user-friendly guide with checklists for all coordinators to follow and comply with. All leisure/recreation organisers to liaise with the Community Development Officer prior to establishment of activities. Advertise programs/services on the website with a link outlining the accessible areas. 	<p>June 2004</p> <p>June 2004</p> <p>Ongoing</p>	<p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p>	<p>Guidelines and Checklist are used by coordinators</p> <p>Ongoing monitoring program is implemented</p> <p>Information on website is up to date</p>	<p>Community and Development Services & Library and Information Services</p>
People with needs for access and inclusion are encouraged to become involved and participate in leisure/recreational activities provided by the City.	<ul style="list-style-type: none"> Involvement by people with needs for access and inclusion will be encouraged in leisure and recreational activities. 	Ongoing	Existing Resources	Number of groups/individuals involved	Community and Development Services & Library and Information Services

COMMUNITY WELL BEING

OUTCOME: The City of Joondalup provides social opportunities that meet community needs.

OBJECTIVES 1.3 To provide services that meet changing community needs, particularly for youth and seniors.

STRATEGIES 1.3.2 Provide quality of life opportunities for all community members.

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
A key role of the Community Development Officer is to liaise with internal and external customers with regard to accessibility and inclusion.	<ul style="list-style-type: none"> • Ensure the Community Development Officer is included in all matters regarding accessibility and inclusion. • Ensure all projects and issues are included on a data-base. 	<p>June 2004</p> <p>Ongoing</p>	Existing Resources	<p>Establishment of a database of all projects and issues.</p> <p>Information is up to date</p>	Community Development Services

5.2 City Development

- OUTCOME** The City of Joondalup has well-maintained assets and built environment.
- OBJECTIVE 3.1** To develop and maintain the City of Joondalup’s assets and built environment
- STRATEGY 3.1.1** Plan the timely design, development, upgrade and maintenance of the City’s infrastructure
- STRATEGY 3.1.2** Facilitate the safe design, construction and approval of all buildings and facilities within the City of Joondalup
- STRATEGY 3.1.3** Create and maintain parklands that incorporate nature and cultural activities accessible to residents and visitors

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
All City of Joondalup infrastructure to be accessible to best practice standards	<ul style="list-style-type: none"> Produce a prioritised plan for conducting access audits of all City infrastructures. 	Mar 2004	Existing Resources	Plan endorsed by Council	Infrastructure and Operations Services Directorate
	<ul style="list-style-type: none"> Undertake an access audit of all City infrastructure according to the plan. 	Ongoing	Dependent on Plan (Step 1)	Audits carried out according to timelines in plan	& Planning and Community Development Directorate
	<ul style="list-style-type: none"> Produce a plan of upgrading, refurbishing or redeveloping present infrastructure to make them more accessible. 	Ongoing	Dependent on Plan (Step 1)	Plan endorsed by Council	& Assets and Commissioning
	<ul style="list-style-type: none"> Carry out works to the City’s infrastructure as stated in the plan. 	Ongoing	Dependent on Plan (Step 2)	Works carried out according to timelines in plan	

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
All City of Joondalup infrastructure to be accessible to best practice standards	<ul style="list-style-type: none"> Prepare a checklist for the purpose of assessing any new City infrastructure. 	Ongoing	Existing Resources	Infrastructure meeting checklist requirements	Infrastructure and Operations Services Directorate & Planning and Community Development Directorate & Assets and Commissioning

CITY DEVELOPMENT

OUTCOME The City of Joondalup has well-maintained assets and built environment.

OBJECTIVE 3.1 To develop and maintain the City of Joondalup's assets and built environment

STRATEGY 3.1.2 Facilitate the safe design, construction and approval of all buildings and facilities within the City of Joondalup

STRATEGY 3.1.3 Create and maintain parklands that incorporate nature and cultural activities accessible to residents and visitors

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
All City of Joondalup facilities to be accessible to best practice standards	<ul style="list-style-type: none"> As part of an overall information strategy, develop a brochure to publicise accessibility and advertise it widely. 	Dec 2004	\$10 000	Brochure distributed and advertised	Community Development Services & Marketing Communication & Council Support

CITY DEVELOPMENT

OUTCOME The City of Joondalup is recognised as a great place to visit

OBJECTIVES 3.2 To develop and promote the City of Joondalup as a tourist attraction

STRATEGIES 3.2.3 Develop marketing strategies to support the promotion of the City of Joondalup as a tourist attraction

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Implement a marketing strategy promoting accessibility of the City's attractions	<ul style="list-style-type: none"> Develop a map of attractions highlighting the accessibility of attractions and disabled toilets. Provide this map to all service providers in the region as well as those that may visit the region. 	Dec 2004	Existing Resources (resources contained in brochure development)	Map distributed and advertised	Community Development Services & Marketing Communication & Council Support
Promote the positive achievements of the City in terms of access in the region	<ul style="list-style-type: none"> Write regular articles for the Council News (quarterly) promoting access and inclusion Maintain and update the City of Joondalup website to include this information 	Ongoing	Existing Resources	At least two articles per year are included in the Council News	Community Development Services & Marketing Communication & Council Support
		Ongoing	Existing Resources	Information on Website is up to date	Marketing Communication & Council Support

CITY DEVELOPMENT

OUTCOME The City of Joondalup is recognised for investment and business development opportunities

OBJECTIVE 3.5 To provide and maintain sustainable economic development

STRATEGY 3.5.1 Develop partnerships with stakeholders to foster business development opportunities

OUTCOME	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Development of an information package and support service to local businesses that promotes opportunities for attracting customers with needs for access and inclusion.	• Develop package.	June 2005	\$7000	Package completed is	Strategic and Sustainable Development
	• Promote the package.	Dec 2005	(as above)	Promotion completed is	
	• Develop a support service to assist businesses to improve access and inclusion through Disability Access and Inclusion training.	Mar 2006	\$2000	Training programme has been established	

CITY DEVELOPMENT

OUTCOME The City of Joondalup is recognized for investment and business development opportunities
 OBJECTIVE 3.5 To provide and maintain sustainable economic development
 STRATEGY 3.5.2 Assist the facilitation of local employment opportunities

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Create a policy that develops a City workforce that reflects the community diversity	<ul style="list-style-type: none"> • Liaise with employment agencies for people with a disability to create training opportunities within the City structure. 	June 2004	Existing resources	All employment agencies have been contacted	Human Resource Services
	<ul style="list-style-type: none"> • Create a system that allows trainees to move into part or full time employment if opportunities arise. 	June 2004	Existing resources	System has been completed and endorsed	
	<ul style="list-style-type: none"> • Provide training and support for employees who undertake a mentoring role for trainees from the scheme. 	Dec 2004	Existing resources	Support is provided	

5.3 Organisational Development

OUTCOME The City of Joondalup provides quality value adding services

OBJECTIVE 4.2 To provide quality services with the best use of resources

STRATEGY 4.2.1 Ensure efficient and effective service delivery

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
<p>All Business Unit Managers report the progress of the Disability Access and Inclusion Plan on quarterly.</p> <p>The information provided will be used by the Community Development Officer for keeping other agencies and levels of government informed of progress and of opportunities for service development for people with needs for access and inclusion.</p>	<ul style="list-style-type: none"> Community Development Officer to be included on the Business Unit Managers meetings agenda quarterly. Community Development Officer to attend these meetings and report accordingly. 	Ongoing	Existing resources	Establish and maintain a reporting system with up to date information	All Business Units

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Distribute the Disability Access and Inclusion Plan to staff, volunteers and Councillors	<ul style="list-style-type: none"> • Make the Disability Access and Inclusion Plan available to all staff throughout the organisation. • Copies of the plan to be kept by designated personnel in each area. • Provide information to staff that meet the same criteria as for the general public, with an emphasis on font size, background, Plain English etc. • Present initial plan and subsequent progress to annual staff conference. 	<p>June 2004</p> <p>June 2004</p> <p>June 2004</p> <p>Ongoing</p>	<p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p>	<p>The Plan has been located on the website and intranet</p> <p>Identify and keep a record of key personnel in each area</p> <p>Information packages provided to all areas</p> <p>Present at staff conference</p>	Community Development Services
Establish a knowledge base of Government contacts and sources of funding for initiatives that support people with needs for access and inclusion. Additional knowledge to include government policies and current perspectives.	<ul style="list-style-type: none"> • Keep Business Unit Managers up to date with information relevant to their areas. 	Ongoing	Existing resources	Establish a link on the intranet for access and inclusion information	Community Development Services

ORGANISATIONAL DEVELOPMENT

OUTCOME The City of Joondalup is recognized as a great place to visit
 OBJECTIVES 4.2 To provide quality services with the best use of resources
 STRATEGY 4.2.2 Provide quality customer service

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
The City actively seeks information from residents and service users concerning customer service issues for people with needs for access and inclusion	<ul style="list-style-type: none"> Establish a database of people with needs for access and inclusion that are willing to contribute to regular surveys on customer service issues. 	April 2004	Existing resources	<p>Establish a data base</p> <p>Maintain data base with up to date information</p>	Marketing Communication & Council Support & Community Development Services
Advertise complaints procedure and policy on the website and other media outlets	<ul style="list-style-type: none"> Ensure the current brochure and website information is published in best practice format The brochure is available on request in alternative formats. 	June 2004	Existing resources	<p>Access and inclusion guidelines have been taken into account in the public website redevelopment</p> <p>Guidelines to staff are available</p>	Marketing Communication & Council Support
Customer service is improved by using information technology	<ul style="list-style-type: none"> Develop a link of the Joondalup website for access and inclusive information dissemination Provision for people to make comments and give feedback is available on the website 	Dec 2004	Existing resources	<p>Link is established on website and information is up to date</p> <p>Customer Feedback mechanism is available on the website.</p>	Community Development Services & Marketing Communication & Council Support

ORGANISATIONAL DEVELOPMENT

OUTCOME The City of Joondalup is recognized as a great place to visit

OBJECTIVES 4.2 To provide quality services with the best use of resources

STRATEGIES 4.2.3 Further develop a range of services that are proactive, innovative and of best practice to meet organizational requirements.

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Submit best practices for various awards offered throughout Australia and the world.	<ul style="list-style-type: none"> • Investigate Access Awards available throughout Australia and the world. • Place City of Joondalup on mailing lists of these Access Awards. • Submit the City of Joondalup for Access Awards. 	Ongoing	Existing resources	Submission file is established	All Business Units

ORGANISATIONAL DEVELOPMENT

OUTCOME The City of Joondalup is an interactive community
 OBJECTIVE 4.3 To ensure the City responds to and communicates with the community
 STRATEGY 4.3.1 Provide effective and clear community consultation

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
People with needs for access and inclusion are actively consulted by the City	<ul style="list-style-type: none"> Investigate effective options regarding future consultation. 	Dec 2004	Existing resources	A report with recommendations is finalized	Community Development Services
	<ul style="list-style-type: none"> From the investigation, endorse and undertake one of the recommended options. 	June 2005	Subject to report	A system of consultation is maintained	
Ensure people with needs for access and inclusion are included in the current database of people who wish to be consulted on the activities of the City.	<ul style="list-style-type: none"> Actively seek to expand the list through contact with organisations and through advertising. 	Dec 2004	Existing resources	People with needs for access and inclusion are on the list.	Strategic and Corporate Planning & Community Development Services

ORGANISATIONAL DEVELOPMENT

OUTCOME The City of Joondalup is an interactive community
 OBJECTIVE 4.3 To ensure the City responds to and communicates with the community
 STRATEGY 4.3.2 Provide accessible community information

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
All information to be available in alternative formats upon request from customers	<ul style="list-style-type: none"> • Establish avenues to produce material in various formats as requested: <ul style="list-style-type: none"> - Braille - Large print - Audio tape - Internet • Advertise these to all staff 	June 2004	\$500 annually	Guidelines are advertised to all staff	Community Development Services & Marketing, Communication & Council Support
Conduct appropriate advertising when events, public meetings, workshops or forums occur.	<ul style="list-style-type: none"> • Establish a user-friendly Guide with checklist to follow and comply with. • All public consultations and meetings to be held in accessible venues and be promoted as accessible. 	June 2004	Existing resources	Guidelines and checklist are used All public consultations are advertised as accessible	All Business Units

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
All City online services acknowledge best practice approaches of service delivery to people with needs for access and inclusion	<ul style="list-style-type: none"> The public website redevelopment project effectively applies the City of Joondalup Website Design Standards and includes other relevant access and inclusion best practices as appropriate. Incorporate access and inclusion best practice into the planning of all future online services as appropriate. 	June 2004 Ongoing	Existing resources Existing resources	Evaluation and development of program finalized Access and inclusion best practice has been considered	Information Management
Develop a link on the Joondalup website that outlines community development activities and events accessible or designed for people with a disability	<ul style="list-style-type: none"> Develop a comprehensive web link. 	Dec 2004	Existing information	Website link has been established and information is up to date	Community Development Services

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
<p>The accessibility needs of people are always considered with regards to Libraries and Library programs provided by the City</p> <p>The accessibility needs of people are always considered with regards to Libraries and Library programs provided by the City</p>	<ul style="list-style-type: none"> Each library to have a designated person trained in access support. The designated person to establish a network and relationship with the Community Development Officer, disability services and relevant organisations. 	<p>Dec 2004</p> <p>Ongoing</p>	<p>Existing resources</p> <p>Existing Resources</p>	<p>There is a designated access support person in each library</p> <p>Regular meeting are established between community Development Officer and Library Access Support person</p>	<p>Library and Information Services</p> <p>Library and Information Services</p>
<p>Libraries in the City to keep up to date with technologies suitable for a wide range of access and inclusion</p>	<ul style="list-style-type: none"> Maintain and extend all library technology in order to ensure the widest possible service access by all community members 	<p>June 2004</p>	<p>Existing Resources</p>	<p>To be incorporated into library technology plan</p>	<p>Library and Information Services</p>

ORGANISATIONAL DEVELOPMENT

OUTCOME: The City of Joondalup is recognized as an Employer of Choice

OBJECTIVE 4.5 To manage our workforce as a strategic business resource

STRATEGY 4.5.3 Implement a structured employee training and development plan

ACTION	TASKS	TIME FRAME	RESOURCES	PERFORMANCE INDICATOR	BUSINESS UNIT RESPONSIBLE
Develop a range of access and inclusion awareness and skill building courses that staff, volunteers and councillors can access according to their needs and level of skill development	<ul style="list-style-type: none"> Establish a compulsory Access and Inclusion Awareness Basic course. 	Dec 2004	HR Consultant	Completed and endorsed program for training course	Human Resource Services
	<ul style="list-style-type: none"> Establish a database of staff that have completed this basic course. 	Dec 2004	HR Consultant	Completed database that is up to date	
	<ul style="list-style-type: none"> Establish Advanced Access and Inclusion Awareness skills development courses to meet specific work areas. 	June 2005	HR Consultant	Completed and endorsed program for training course	
Specific courses to be developed to enhance skills of workers specific to their work setting	<ul style="list-style-type: none"> At the conclusion of basic training courses participants are asked to identify any specific skills they require for improved customer service. 	On going	HR Consultant	Course evaluation sheets are completed	Human Resource Services
	<ul style="list-style-type: none"> Collate responses and tailor training specific to the work areas. 	Jan 2005	HR Consultant	Training programs are tailored to each work area	Human Resource Services

6.0 Review and Evaluation Mechanisms

Review and Monitoring

The progress of the Disability Access and Inclusion Plan will be reported on quarterly by all Business Unit Managers. The information provided will be used by the Community Development Officer for keeping other agencies and levels of government informed of progress and of opportunities for service development for people with needs for access and inclusion.

The Community Development Officer will prepare a report to council on the implementation of the disability access and inclusion plan. A status report will be provided to council every six months after that. Council will formally endorse these reports.

A status report will be included in the City of Joondalup's annual report.

Evaluation

Once a year the Community Development Officer will arrange for formal consultations with people with disabilities, their families, carers, disability organisations and the Seniors Interest Advisory Committee. This will provide an update on the implementation of the plan and feedback on how well strategies are overcoming barriers.

In seeking feedback the Community Development Officer will also seek to identify any additional barriers that were not identified in the initial consultation and will amend plans as required.

Council will use a number of processes similar to those used during the initial consultations including; questionnaires, forums and request for formal submissions (both oral and written). People and organisations that took part in the initial consultations will be contacted for feedback.

Elected members of Council and Council officers will also be requested to provide feedback on how well they believe the strategies are working and to make suggestions for improvement.

The Plan will be evaluated annually. A review and evaluation report will be sent to Council for their information and amendments to the plan need to be endorsed by Council.

Amend Plans

Plans will be amended based on the outcome review and evaluation process and will be available to the community once endorsed by Council. Plans will be submitted to the Disability Services Commission annually.

7.0 Communication Strategy

Staff, Volunteers and Councillors

The Plan will be available to all staff, with copies of the plan to be kept by designated personnel in each area. The Plan will be advertised widely to ensure staff knows of its existence and where it is available

The finalised plan will be sent through to Council for endorsement with future training and information available to all Councillors.

With regards to the community, the plan will be placed on the City of Joondalup's website on the proposed access and inclusion link.

Council will advise through the local media and its own publications that copies of the plan are available upon request and in alternative formats if requested.

Each year as plans are amended both staff and the community will be advised of the availability of the updated plans.

11. APPENDICES

11.1 Community Profile - 2001

Note: This Community Profile is based on ABS data generated from the 2001 census. When new data is available, the Community Profile will be updated