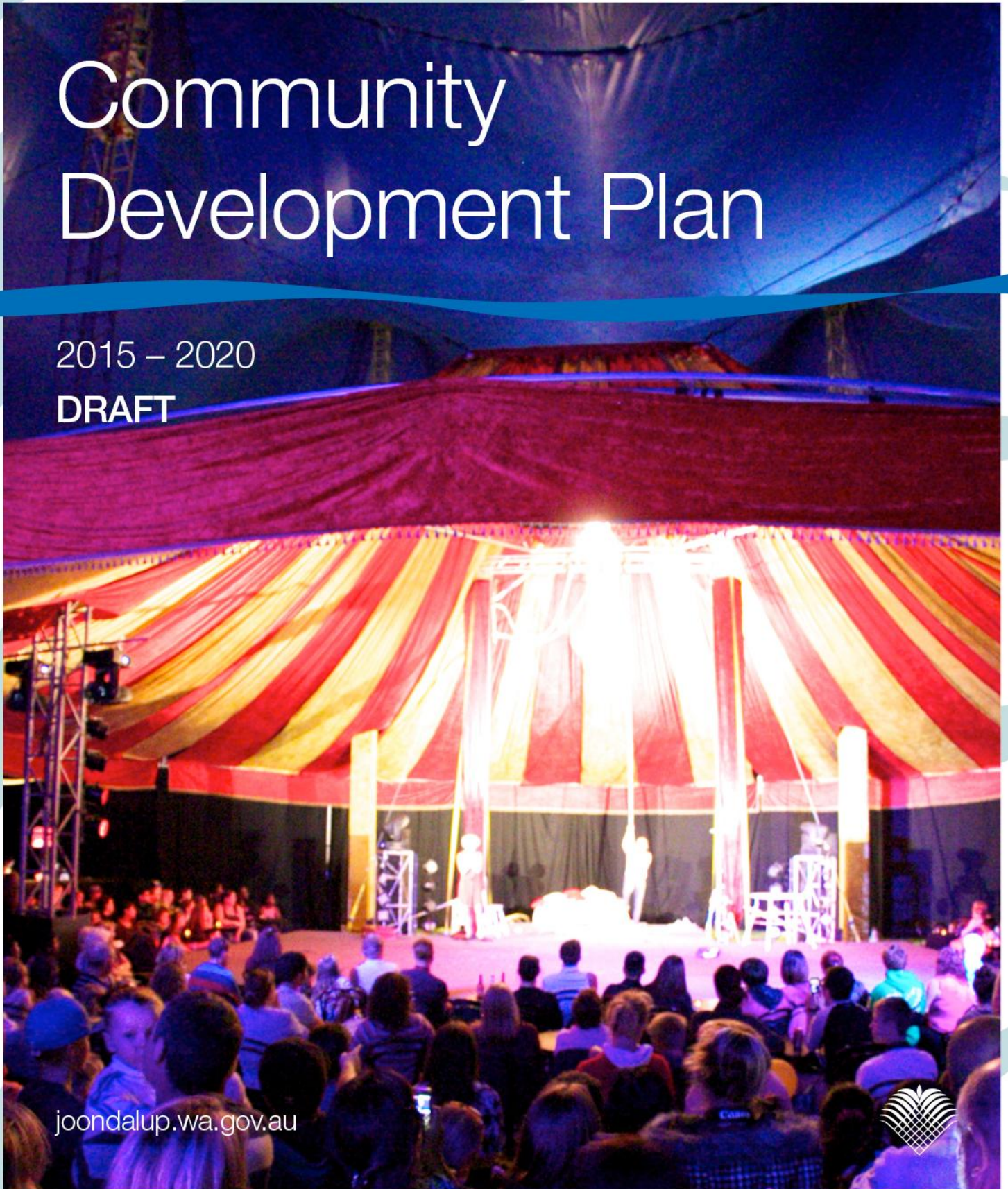


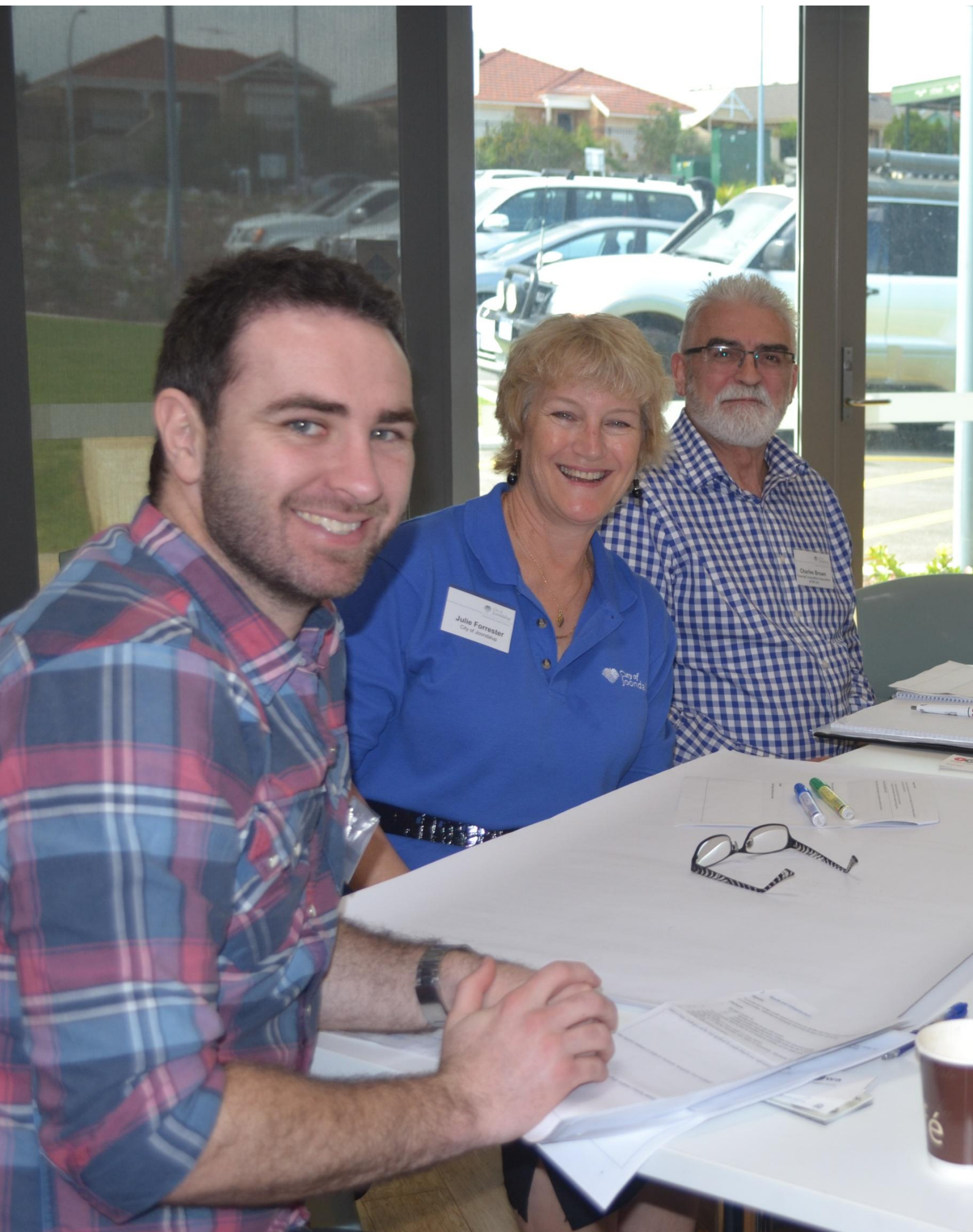


Community Development Plan

2015 – 2020

DRAFT





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Executive Summary

The City's *Community Development Plan 2015-2020* provides direction for how the City will address, in partnership with others, the challenges facing its community now and into the future.

Through extensive engagement and consideration of growing and emerging trends, the City has identified four issue-based themes from which to drive improvements in the quality of life of its community, namely:

- Community Participation
- Leadership
- Assets and Infrastructure
- Community Capacity Building

Under each theme the City has developed an overall objective; identified the priorities for action; listed the strategies required to accomplish the stated objectives; and how we will measure the success of the strategies.

Engagement activities with residents, service providers, community development professionals, culture and the arts representatives and sporting and community groups have highlighted the following key challenges for our community:

- Maintaining community participation in local organisations and groups
- Succession planning for community leaders
- Connecting leaders within the community
- Understanding and projecting future community needs
- Financial and other barriers preventing participation in community activities

Through direct action and partnership opportunities, the City will deliver and facilitate key projects over the next five years to address these, and other challenges present within the community.

As a result, the City aims to achieve its aspiration of *“having world-class facilities and a thriving cultural scene. Encouraging and supporting local organisations and community groups. Having community spirit felt by all residents and visitors, who live in safe and friendly neighbourhoods.”* – **Joondalup 2022**

Introduction

Fostering an environment where people connect through common interests and work together to overcome challenges is a major factor in developing general wellbeing and happiness within a community.

Wellbeing can manifest itself in a variety of ways and this *Community Development Plan 2015-2020* seeks to identify and consolidate the different local government functions and services that contribute to building a happy, healthy and well-connected community.

Local governments play a pivotal role in encouraging community connections whether that be through the delivery of specific services, advocating on behalf of others, facilitating networks, building capacity within the community or funding projects.

This plan provides strategic direction for driving positive social outcomes across the City of Joondalup. It identifies current and projected challenges, objectives and strategies to assist the City and the wider community in overcoming issues that affect the quality of life of people living, working and visiting our City.

What is Community Development?

Community development is the capacity for people to work collectively in addressing common interests.

It involves a series of processes to bring people together to influence change, generate solutions or achieve outcomes that improve the quality of life for those within the community.



Our Community

The community is not just defined by the number of residents living within the boundaries of the City.

The community also includes people who work within and visit the City. They are members of formal and informal networks who undertake a variety of activities ranging from cultural, social and educational pursuits to friendship, family and sporting endeavours.

They use common and external support services and are brought together based on their interests, locality, business and service needs. The community is your neighbour, your coach, your family, your doctor and your friends. Where there is a connection between people within a particular location, (whether virtual or physical), there is community.

This plan acknowledges the dynamic and interconnected nature of communities present within the City of Joondalup and seeks to build upon and encourage these connections to improve community wellbeing.



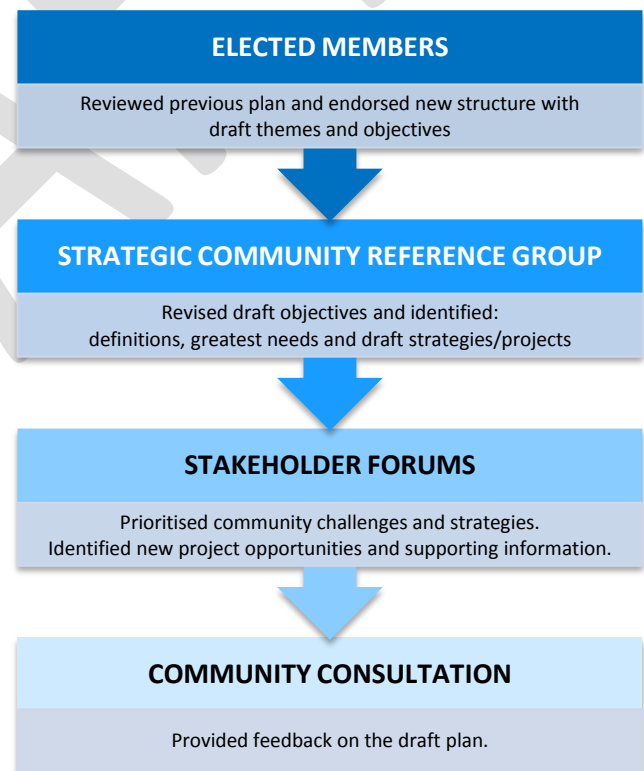
Who are our community?

They are people brought together based on their interests, locality, business and service needs.

They are members of formal and informal networks.

Developing the Plan




This *Community Development Plan 2015 – 2020* has been heavily informed through multiple forms of engagement, as illustrated below:



The overall engagement process sought to ensure that a diversity of experiences and interests were canvassed in the development of the plan and to identify commonalities and areas of priority across different sections of the community.

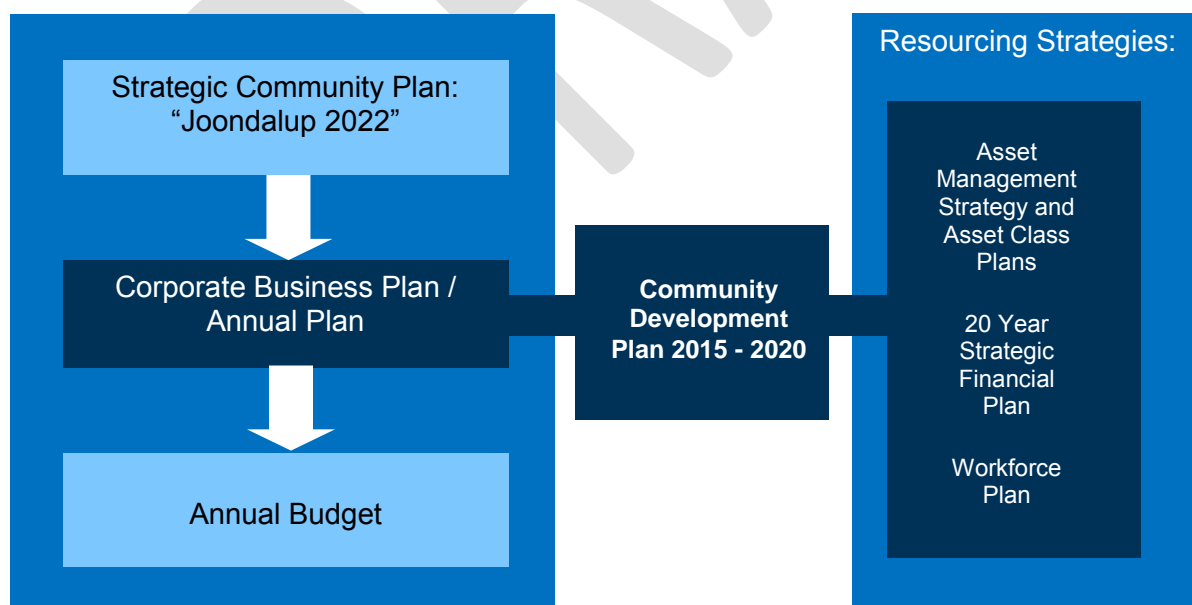
Link to Joondalup 2022

The City's *Strategic Community Plan* – 'Joondalup 2022' is a long-term strategic planning document that outlines the City's overall vision and direction for the community. The *Community Development Plan* aligns to *Joondalup 2022* by seeking to address the following key themes and objectives:

		
Governance and Leadership	Quality Urban Environment	Community Wellbeing
Active Democracy	Quality Built Outcomes Quality Open Spaces	Quality Facilities Cultural Development Community Spirit

*For more detailed links to *Joondalup 2022*, refer to Appendix 1

Resourcing of the *Community Development Plan* occurs through the City's broader Integrated Planning Framework as illustrated below:



Setting the Scene

Previously, the delivery of community development outcomes was defined by the City's *Community Development Strategy 2006-2011*. This strategy provided a framework to guide the implementation of six individual demographic and service plans including:

- Families with Children
- Positive Ageing
- Youth
- Access and Inclusion
- Leisure, and
- Cultural

Many actions from the above six plans have resulted in several projects, programs, events and services becoming integral features of the City's business. Over time, the City's understanding of community development and the overall vision for the City has evolved.

As mentioned, the overall vision and direction for the Joondalup community is represented in the City's *Strategic Community Plan – "Joondalup 2022"*. One of the key aspirations of this document is Community Wellbeing - *"the City has world-class facilities and a thriving cultural scene. It supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods"*. As a result, the City aims to deliver on this aspiration through this plan.

While the City recognises it has a significant role to play in community development and fulfilling this aspiration; the responsibility for developing our City is also shared across various partners and stakeholders including:

- Commonwealth Government agencies
- State Government agencies
- Non-Government organisations
- Private Sector organisations
- Community groups and organisations

Each of the stakeholders play a myriad of roles, from policy setting and funding provision, to identifying needs and service delivery and/or the delivery of programs and activities to the local community. Every stakeholder has an important role to play and specifically, the City's role as

articulated by the Australian Local Government Association is;

- Developing working relationships with communities and organisations;
- Encouraging people to work with and learn from each other;
- Working with people in communities to plan for and take collective action;
- Working with people in communities to develop and use frameworks for evaluation;
- Developing community organisations;
- Being a planner, facilitator, advocate or service provider.

The *Community Development Plan 2015 – 2020* provides the broader framework for how the City and its community intends to move forward on addressing challenges within the community and improve social outcomes through the key projects that will be delivered. The City recognises that outside of this plan, there are a number of specific purpose plans that assist to deliver community development outcomes including the *Economic Development Plan*, *Capital Works Program*, *Community Safety and Crime Prevention Plan* and various asset management class plans.

In addition, a number of business as usual programs and activities will continue to be delivered that support and provide a context for community development within our community. The majority of these programs and activities have been factored into annual planning processes undertaken by the City and have been listed in the implementation section of this plan.

Key Statistics

The City of Joondalup is located north, between 15 and 30 kms from the Perth CBD. As the third largest local government in Western Australia, the City comprises of 22 suburbs and encompasses a total land area of approximately 99 km².

POPULATION

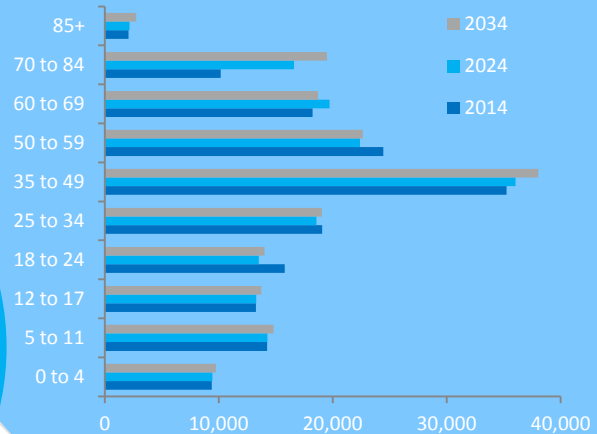
167,623
ABS ERP 2013

DISABILITY

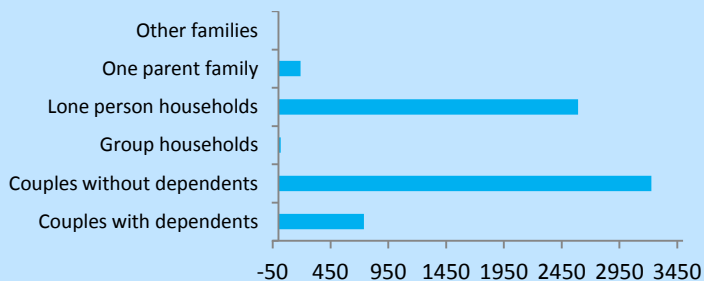
18.7% (31,400) of Joondalup residents have a disability. Of the 31,400, 23.6% (7,400) are classified to have a profound limitation with core activities and 25.4% (7,950) are classified to have a severe limitation.

Source: ABS Survey of Disability, Ageing and Carers 2012

PROJECTED AGE DISTRIBUTION 2014 – 2034



HOUSEHOLD TYPE Changes from 2011 to 2034



IMMIGRATION

37.8% of residents were born overseas.

The three main countries of origin (other than Australia):

- English (18.6%)
- South Africa (3.4%)
- New Zealand (2.9%)

QUALITY OF LIFE

In Australia, 21% have a long term health condition that restricts everyday activities. When applied to the City of Joondalup this translates to approximately 35,200 people

In 2011 in Joondalup, it was estimated that 12.8% of the population over the age of 16 had a mental health problem (15,843) and 40.5% were overweight (50,136) while 20.8% were obese.

Source: Disability, Ageing and Carers, Australia: Summary of Findings (2012) and Health and Well-being Surveillance System 2002-11 Joondalup LGA Profile.

HOUSING STRESS

Suburbs experiencing housing stress above Perth average (9.0%)

- Joondalup City Centre: 12.9%
- Craigie: 9.7%
- Heathridge: 9.5%
- Beldon: 9.4%

REGIONAL GROWTH 2014-2034

Joondalup: 6.8%
Wanneroo: 88%

Additional 169,898 people

About the Statistics

Whilst the City of Joondalup is located within a relatively affluent coastal area, current and projected demographic changes highlight some emerging issues for the City's community that will require planned responses.

A significant ageing population will necessitate modified approaches to housing, public open space, transport planning, activity programming, facility designs and support services. Comparatively, the City is currently home to a large youth population (under 25) that will be consistent over the long-term. The overall numbers for this demographic will remain significant, accounting for between 30 - 34% of the total population.

An increase to single person households will also be experienced, demanding more options for housing types across the City to facilitate effective ageing-in-place opportunities. In addition, accessible activities and programs will be important for this segment of the population to ensure support networks are available and they feel connected to the community.

Households who pay more than 30% of their usual gross weekly income on housing costs are classified as experiencing housing stress. These households may have trouble meeting their financial commitments and may require access to not-for-profit community service providers or affordable membership options to take part in community activities.

A significant proportion of the Joondalup community were born overseas (37.8%). Diverse backgrounds may develop sub-networks within the community and the City should engage with these networks in order to communicate and better understand community needs.

The overall quality of life of people within the Joondalup community can be impacted significantly by their access to community groups, organisations and programs and/or the availability of services that meet their needs. Mental health issues and the prevalence of obesity are growing both locally and nationally. Participation in community and recreational activities, and effective capacity building programs can assist in combating these issues.

From a regional perspective, Joondalup is home to the second largest City Centre outside of the Perth CBD and comprises of 7.2% of the State's population. The neighbouring local government grew by 37% to 152,401 between 2006 and 2011 and significant growth is expected to continue. As a result, Joondalup has become the centre for delivering many regional services, transport connections and educational, health, social, retail and entertainment opportunities. As the City plans for emerging challenges, its central location will need to be taken into consideration to account for regional community networks that extend past the City's boundaries.

Key Themes

The structure of the *Community Development Plan 2015-2020* is based upon four issue-based themes, namely:

- Theme 1: Community Participation
- Theme 2: Leadership
- Theme 3: Assets and Infrastructure
- Theme 4: Community Capacity Building

The themes aim to bridge demographic and service areas in recognition that many community challenges may form part of a broader issue. These issues are not often group-specific, nor are they able to be resolved by one area of expertise alone.

It also acknowledges the need to move towards a 'whole-of-community' approach to community development, where resources and responsibilities are shared and responses are inter-connected.

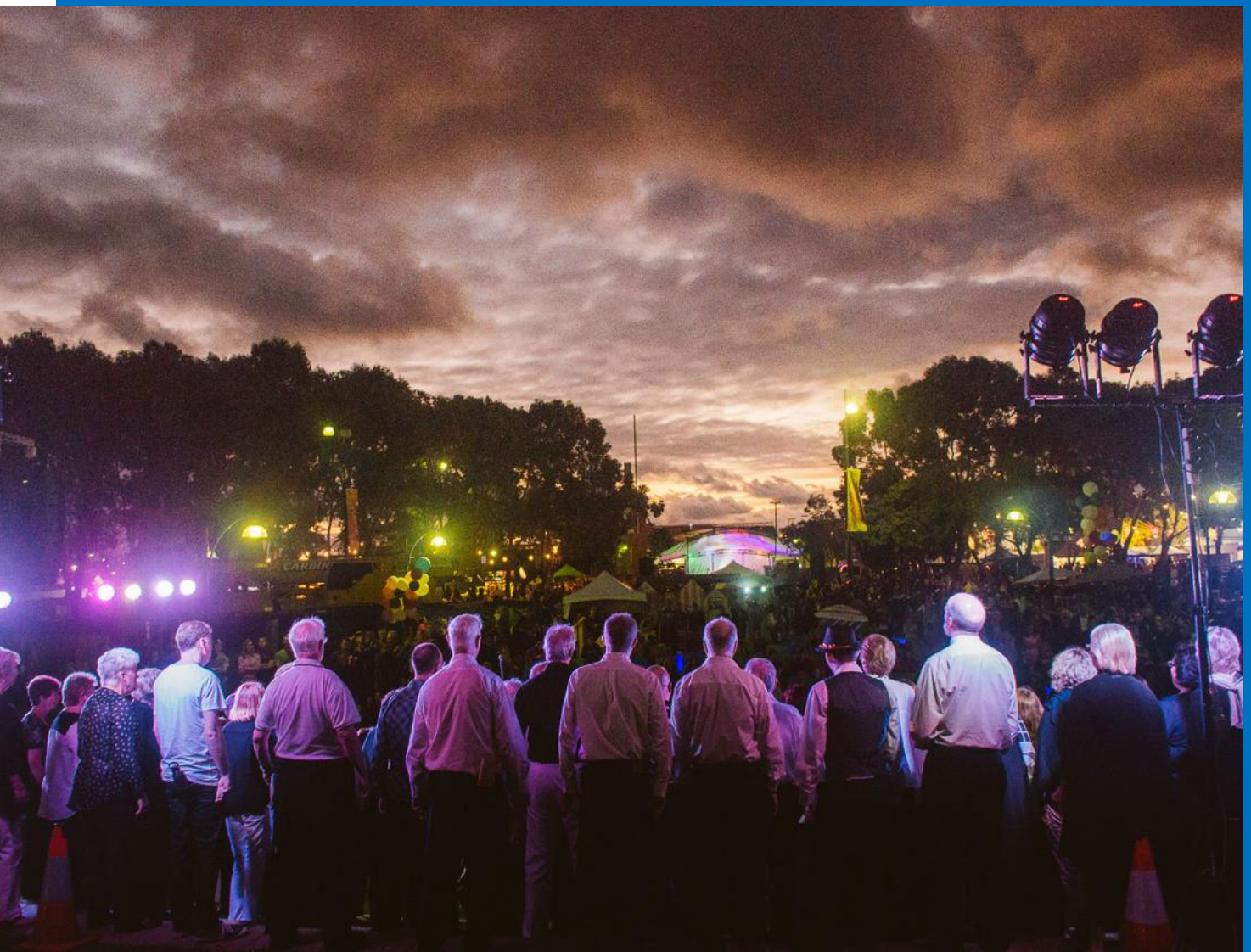
Under each key theme is an overall objective to which the City, in partnership with the community, will work towards achieving over the life of the plan.

Ways to address the community's key challenges are highlighted as 'priorities' under each theme. Specific strategic responses are then outlined for implementation by the City and its partners.

Theme 1: Community Participation

Objective:

That there is a high level of connection and engagement with and between people living, visiting and working within the City and that they are part of welcoming, creative and interactive communities.



Background

Being active and involved in the community is vital in promoting mental wellbeing and building resilience. It is through our personal connections and interactions with one another that new skills are learnt and we are able to adapt to changing circumstances by engaging our support networks when needed.

Facilitating participation is an important role of local government due to its close relationship with people at the local level. This is achieved through the provision of facilities, services and information. As a decision-maker and service deliverer, the City is an important provider of community information. To effectively engage the City must be able to adapt to the community's needs and preferences for participation and communicate in formats that are accessible and appropriate.

The City also identifies gaps and opportunities for new activities and services that will support and benefit the community.

These actions are also a two-way process, whereby the community, external service providers and stakeholders work together to identify issues, make decisions and develop and deliver solutions together.

Current situation

The number of people not participating in a social or community group has increased in recent years. Within Western Australia, 30.9%¹ of people over the age of 18 had not been involved in a social or community group in the last 12 months.

Anecdotally, many groups have suggested that the major barriers to participation are due to time poor families (75% of residents travel outside the City for work, 9.5% are unpaid carers for someone with a disability, long-term illness or old age and/or 7.8% are currently studying at a tertiary level or equivalent), cost to participate and/or overall awareness. Some of these challenges are difficult to address and are outside the control of the City and its stakeholders. Improving awareness of activities through the new and emerging communication methods is an opportunity for the community and the City; while continuing to offer subsidies to those who participate in City events or facilities will assist organisers to keep the costs down.

The City has over 110 not-for profit service providers, 120 sporting groups and 200 community groups engaging many residents in their activities. The Joondalup Volunteer Resource Centre (JVRC) is an important link that connects volunteers with organisations who require assistance and services. In 2013-14, 1,904 volunteers were linked through the JVRC to volunteer opportunities.

Challenges*

There are several challenges that have been identified as current barriers for people actively participating within the community. They are summarised below:

Isolation from community networks due to:

- Financial constraints*
- Cultural/language barriers
- Lack of family networks and support
- Transport challenges including commuting and accessibility
- Access to/capacity to use technology

Time poor families* (working parents, time spent commuting, delayed retirement, increased work schedules)

Limited participation in and availability of local cultural activities

Community awareness of what services are available*

**The highest priority challenges identified by the community are highlighted by an asterisk above.*

Opportunities

Whilst the City and the broader community currently deliver a variety of projects and services aimed at enhancing community participation, there are several high level opportunities that are yet to be fully explored:

Enhancing connections between existing community networks for communication purposes

Developing and growing opportunities for arts and cultural activity

Better understanding affordability and accessibility needs for program structure and delivery

Tailoring engagement and communication preferences across the community

Reducing barriers to education through increasing informal life-long learning opportunities for at risk groups

¹ABS General Social Survey 2006

Existing projects and programs

The City currently facilitates or delivers a number of projects and programs that support community participation. The following are a few of the examples:

Joondalup Festival

The region's largest cultural event held in the City Centre. The Festival engages and inspires the wider community through creativity and the arts with a program of theatre, music, fashion, cabaret, circus and projections and illuminations after dark featuring local, national and international performers. The Festival brings the community together by attracting over 30,000 people each year and in participative community arts projects.

IMAGE

KidSportTM

A state government initiative administered by the City that assists children by providing up to \$200 per annum to subsidise local club registration fees. Applicants must hold a Health Care Card or Pension Concession Card or be referred by an external agent. In 2012 and 2013, almost 1,200 young people participated in the KidSport program to enable participation in a local sport or recreation club.

IMAGE

Neighbourhood BBQ program

Connects people living in their local area in order to break down barriers, reduce social isolation and foster community spirit/well being. Conducted annually between November and April, the City supports local residents by encouraging them to host a BBQ/picnic to get to know their neighbours.

IMAGE

Skate, Scooter and BMX competitions

The City hosts skate, scooter and BMX competitions which provide young people an opportunity to showcase their skills to hundreds of spectators and help break down the barriers between young people and their local community. In addition, young people are encouraged to volunteer in the planning and running of the competitions while local resident associations or community groups cook the sausage sizzle for participants and spectators.

IMAGE

Community Engagement Network

An opt-in network of residents and community stakeholders who are interested in being engaged by the City on an ongoing basis.

It works by allowing members to select projects and issues that relate to their interest areas. By getting involved members are notified electronically of any consultation or engagement processes that are happening at the City, based on their identified preferences.

IMAGE

City Responses

To address the various challenges relating to community participation, the City has identified the following priorities and strategic responses for implementation.

PRIORITIES	STRATEGIC RESPONSES
Being innovative in the City's approach to communication and engagement.	1.1 Identify opportunities for using new technologies and social media to engage across a variety of community networks. *
	1.2 Facilitate improved communication and engagement between community networks.
	1.3 Review the City's approach to public participation to enhance engagement with community networks and demographic groups on a smaller and/or larger scale.
	1.4 Investigate initiatives to engage community networks and demographic groups to inform programming activities that are responsive to the community's needs.
Identifying and mitigating barriers to community participation.	1.5 Support, encourage and recognise opportunities for volunteering within the community. *
	1.6 Develop targeted promotional activities for programs and services delivered by the City that highlight opportunities, benefits and successes.
	1.7 Develop initiatives to improve activity and service accessibility, including affordability. *
	1.8 Review communication methods to minimise potential language barriers.
Ensuring there are opportunities for developing participation in the arts, creative activity and life-long learning.	1.9 Promote opportunities for local arts development. *
	1.10 Support a broad range of arts and events activity that build community cohesion and identity, and support life-long learning. *
	1.11 Promote the importance of national and international programs that can inform and enhance the City's cultural events and facilities.

* Signifies those Strategic Responses that are currently undertaken in the City.

PERFORMANCE MEASURES

The following key performance measures provide a basis of evaluation for the Community Participation theme:

	Volunteering	Participation	Community engagement
Benchmark	1,904 volunteers referred through JVRC in 2013-2014	No. of people involved in a community based organisation or attended a local event (not currently benchmarked) ²	No. of persons who 'like', 'comment', 'post', 'share' and/or 'follow' in the City's social media platforms (not currently benchmarked) ³
Target/Trend	↑ number of volunteers referred per annum	↑ overall trend	↑ annual trend

²To be benchmarked in Community Well-Being Survey

³To be benchmarked as part of Social Media Review Project

Theme 2: Leadership

Objective:

For the City and its community to demonstrate leadership and advocacy in identifying and promoting the community's needs and ambitions.



Background

Action within the community is often fostered through strong leadership and vision. It is a role filled not only by formal decision-makers, but the informal leaders who activate and motivate action within the community on a daily basis.

In delivering programs and services, finding an effective platform for support and attracting sustainable funding avenues can be challenging. Effective leaders provide a critical advocacy role in promoting the needs of the community to ensure that responses to these needs can be implemented.

Sustaining strong leadership and identifying and supporting emerging leaders is also an essential factor in project and activity continuation. By building confidence and better sharing the load of responsibilities, leaders can function more effectively to provide the services needed within our community. This requires recognition, skill development and support and an understanding and awareness of where opportunities for sharing are available.

Current situation

The City currently facilitates a number of forums and workshops that assist leaders within the community to develop skills and attributes to effectively guide their groups and organisations. In 2014 the *Clubs-in-Focus* program facilitated eight events for 120 sporting groups that were of a development nature and/or connected leaders within the community.

A number of staff are involved in and/or facilitate various leadership networks that address a variety of community challenges faced by the City and the region. It is important that these networks are available and evolve. Additionally, it is worthwhile to explore opportunities where leaders from the 250 plus community and sporting groups operating in the City can meet, share-ideas and discuss ways to address community challenges and improve community well-being.

Positive recognition is an important aspect in order to retain existing leaders and potentially motivate new and current leaders. The City currently recognises leaders within the community through monthly civic events, awards and various recognition policies. A strategic review of how the City recognises and develops leaders within the community is a key focus for the future.

Challenges*

There are several challenges that have been identified as current barriers for sustainable leadership within the community. They are summarised below:

Sustainable succession planning for leaders within community-based organisations and groups*

Connecting leaders within the community*

Understanding and projecting future community needs

Fostering innovation in program and service delivery

**The highest priority challenges identified by the community are highlighted by an asterisk above.*

Opportunities

Whilst the City and broader community currently deliver a variety of projects and services aimed at enhancing sustainable leadership, there are several high level opportunities that are yet to be fully realised:

Acknowledging and celebrating community leaders more broadly

Extending skill development opportunities

Develop greater strategic alliances with other service providers and decision-makers

Existing projects and programs

The City currently facilitates or delivers a number of projects and programs that support sustainable leadership. The following are a few of the examples:

Arts in Focus

The Arts in Focus program provides information and assistance to individuals, organisations and collectives with an interest in arts and culture. The program offers workshops, seminars, networking opportunities and professional development projects for emerging artists. In particular, the Arts in Focus program has facilitated artist business workshops, funding and opportunities seminars and panel discussions with special guest artists.

IMAGE

JAWS Network

The City has taken the lead in co-ordinating the Joondalup and Wanneroo Services (JAWS) youth services network for the past two years. JAWS brings together agencies who work with young people in the northern corridor with the aim to share best practice, identify partnership working opportunities and promote programs and services for young people.

IMAGE

Net.Uni Enactus

The City has partnered with Edith Cowan University (ECU) to provide training and development that assists the wider communities understanding of new communication technologies. Sessions are held fortnightly at the City's libraries with ECU business students and City staff mentoring others on various ICT platforms including iPad and Android type technology.

IMAGE

Disability Interagency Networking Opportunity (DINO) Forum

DINO is a quarterly forum that enables like-minded organisations, community groups and service providers in the disability services and care sector to discuss key issues and share information. Approximately 120 members are a part of the broader DINO network (in the northern suburbs) which was initiated by the City along with a working group with staff from the Disability Services Commission, Department of Human Services, Family Support WA, Therapy Focus.

IMAGE

Joondalup Community Arts Association (JCAA)

JCAA is a not-for-profit organisation that supports and nurtures local appreciation and involvement in the arts. The City partners with the JCAA by providing gallery space that enables artists to share their works, collaborate on ideas, learn from each other and elevate the importance of art within the Joondalup community.

IMAGE

City Responses

To address the various challenges relating to sustainable leadership, the City has identified the following priorities and strategic responses for implementation.

PRIORITIES	STRATEGIC RESPONSES
Empowering and supporting existing and new community leaders.	2.1 Develop recognition programs to acknowledge and celebrate community leaders. *
	2.2 Investigate the development of a community leaders program that provides knowledge and skill enhancement.
	2.3 Facilitate mentoring opportunities between community organisations that support skill and leadership growth.
Demonstrate effective leadership and have an awareness of emerging trends.	2.4 Capitalise on opportunities for the City to represent and participate in industry leadership activities. *
	2.5 Identify and develop strategic alliances with key external organisations and government agencies that support community development, life-long learning, sporting and cultural activities.
	2.6 Facilitate research projects in partnership with universities and external stakeholders that identify emerging community need in the areas of life-long learning, community development, sporting and cultural activities.

* Signifies those Strategic Responses that are currently undertaken in the City.

PERFORMANCE MEASURES		
The following key performance measures provide a basis of evaluation for the Leadership theme:		
	Mentoring	Leadership Research
Benchmark	N/A	N/A
Target/Trend	Over 50 people engaged in a formal mentor program by the end of this plan	Over the life of the plan, the City is involved in two research projects that have a community well-being objective.

Theme 3: Assets and Infrastructure

Objective:

To provide and manage quality assets and community facilities that foster positive relationships; contribute to a sense of place, ownership and belonging; and enrich the community.



Background

Assets and infrastructure provide the physical capacity for the community to undertake activities and interact socially and recreationally in public spaces. Infrastructure also provides an avenue for services to be delivered for the benefit of the community.

To encourage and support the utilisation of these resources, public assets and infrastructure must be diverse and provide safe and accessible spaces for activities to be undertaken. They must also be made available in an affordable, yet financially sustainable manner to maintain the functionality of the space and reduce barriers for participation by the community.

This is a difficult challenge for local governments to resolve, requiring innovative solutions to facility and infrastructure design and funding and management arrangements.

This plan also acknowledges that community asset and infrastructure needs do not remain static, requiring multi-purpose designs to accommodate emerging and future needs. The City and community need to be adaptable and work together to share and pool resources to provide the most affordable and appropriate facilities it can.

Current situation

There are 62 active reserves and over 150 buildings that are available for hire and lease. Access to spaces with public meeting areas is becoming more difficult during peak periods given over 250 regular hirers are seeking access to the City's facilities and that 31 not-for-profit organisations lease various City buildings. Understanding their availability in detail and managing usage is important to ensure infrastructure investment is maximised.

Given the City's proximity to the City of Wanneroo and the accessibility of the Joondalup City Centre and surrounding suburbs, the City receives various requests for accommodation of regional community service providers. Availability of affordable accommodation to support these service providers is a key challenge to be resolved by the City, its regional partners and other tiers of government.

Challenges*

There are several challenges that have been identified regarding community assets and infrastructure. They are summarised below:

Shortage of space for:

- Sporting activities during peak periods*
- Cultural activities including studio, rehearsal and visual arts spaces*
- Affordable accommodation for not-for-profit organisations within the City of Joondalup*

Accommodating opportunities for non-traditional activities

Adapting facilities for future needs in a timely fashion*

Planning for an ageing population with regard to accessibility, affordability, isolation, and service provision

Activating public spaces and places

**The highest priority challenges identified by the community are highlighted by an asterisk above.*

Opportunities

Whilst the City and broader community currently provide a variety of community assets and infrastructure, there are several high level opportunities that are yet to be fully explored:

Improving the communication of asset and facility availability

Better identification and understanding of community infrastructure and facility needs

Activating under-utilised spaces within the community

Existing projects and programs

The City currently facilitates or delivers a number of projects and programs that support the provision and management of community assets and infrastructure. The following are a few of the examples:

Mirror Park Skate Park

After an 800 signature petition developed by three local young people in Ocean Reef, the City established a working group of young people who represented users across skate, BMX and scooter activities to develop a design with professional skate park builders. Mirror Park Skate Park was officially opened in December 2012 and now is a thriving community hub with people of all ages coming together to use the park on a daily basis.

IMAGE

Currambine Community Centre

Opening in February 2014, the Centre is the City's newest multi-purpose community facility located in the main activity centre of Currambine. The facility hosts a large variety of meeting rooms suitable for various community activities and includes a commercial kitchen for large events in the main hall. This facility is a primary example where public assets enable the community to interact socially and recreationally in a multi-purpose shared space.

IMAGE

Capital Works Program

Asset projects including access and inclusion works; building refurbishments, redevelopments and upgrades; new facilities; park equipment and lighting are included as a part of the City's overall rolling *Capital Works Program*. Individual projects aim to meet the communities desired needs and facilitate an increase in overall participation.

IMAGE

Facility Hire Subsidy Policy

Through its *Facility Hire Subsidy Policy*, the City supports local regular and casual hirers of City managed facilities that are from not-for-profit community groups and groups from educational institutions by subsidising hire fees. The objective of this policy is to ensure there is equitable access to community facilities, so groups can focus on the activities they deliver for the community.

IMAGE

City's Library Network

The City's four libraries are one of the largest and busiest Local Government library services in Western Australia. Library facilities host a number of services, programs and spaces that assist community members develop capacity, foster participation and provide access to information technology.

IMAGE

Leisure Centres

Owner and operator of three multi-use leisure facilities, the City offers a host of programs including group fitness, aquatics, team sports and for those over the age of 50. Programs are aimed to improve personal health and well-being, while also connecting people within the community.

IMAGE

City Responses

To address the various challenges relating to asset and infrastructure provision and management, the City has identified the following priorities and strategic responses for implementation.

PRIORTIES	STRATEGIC RESPONSES
Incorporating multi-purpose flexibility and accessibility in infrastructure designs.	3.1 Apply master planning principles in the redevelopment of major reserves and community facilities. *
	3.2 Review opportunities to improve the promotion of asset and facility availability to the community.
	3.3 Ensure that access and inclusion considerations are imbedded within facility and public spaces planning and redevelopment projects. *
	3.4 Leverage opportunities for multi-purpose community facilities in redevelopment projects and within activity centres. *
Effectively forecasting community asset and infrastructure needs.	3.5 Incorporate community service levels into asset management plans.
	3.6 Integrate ageing-in-place strategies into urban planning and asset management plans.
	3.7 Develop demographic-based criteria for park and public open space infrastructure planning.
Facilitating physical space for external service providers to meet community needs.	3.8 Apply rental subsidy policies to eligible organisations operating within City-owned or managed facilities. *
	3.9 Identify the physical space needs for external service providers and work collaboratively with these organisations to address the needs to ensure the City's residents have access to services that enhance their quality of life.
Enhance the vibrancy and utilisation of local spaces and places.	3.10 Invest in publicly accessible visual art that will present a culturally-enriched environment. *
	3.11 Research and develop a broad range of strategies that can be utilised to activate and enhance the vibrancy and utilisation of local spaces and places including libraries.

* Signifies those Strategic Responses that are currently undertaken in the City.

PERFORMANCE MEASURES					
The following key performance measures provide a basis of evaluation for the Assets and Infrastructure theme:					
	Access and Inclusion	Facility Utilisation	Parks Utilisation	Public Art	Library Borrowing
Benchmark	100% of new and redeveloped facilities to meet Access to Premise Standards	24.9% overall utilisation in 2013-14 ⁴	29.2% overall utilisation in 2013-14	On average six public art installations over the last five years.	1,327,270 items borrowed from City Libraries in 2013-14
Target/Trend	→ % over the life of the plan	Minimum of 30% overall utilisation each year	Minimum of 32% overall utilisation each year	Six per annum.	↑ number of borrowed items

⁴ Based on overall opening hours of hireable community facilities (8am – 12am)

Theme 4: Community Capacity Building

Objective:

That people enjoy community networks that are interdependent, self-sufficient and resilient.



Background

Program and service delivery within the community relies on skilled, confident and well-resourced people. On an individual level, the ability to undertake daily tasks independently or with limited support is an important factor in feeling well within oneself and developing a sense of resilience.

Broadly described as 'community capacity building', the City aims to support the ability of individuals and community organisations to independently manage their needs and work collectively to sustain positive outcomes within the community.

The concept of community capacity building acknowledges that resources are limited and that complete dependence on others for funding and support can be unsustainable over the long term. By developing individual and organisational knowledge, capability and networking opportunities, outcomes are more achievable over a longer period of time.

Current situation

Developing skills and capabilities within groups that address the general cost of operating and overall competition for resources is an important focus for the City. Furthermore, developing savvy leaders and instilling good governance is important for long term organisational sustainability. Since 2008 the *Clubs-in-Focus* and *Arts-in-Focus* programs have delivered workshops and seminars, while also disseminating information to groups that address the challenges. Community Development staff also undertake some of these services, although the opportunity exists for the City to formally expand this program to assist develop people within community organisations.

Developing the capacity of individuals is just as important in order for people to maintain their independence and to enable them to contribute back to the community. Although the City is predominately affluent, there are seven suburbs with households experiencing rental stress and another five suburbs experiencing mortgage stress above the greater Perth average. In addition, in the 2011 Census, 6.8% (3,603) of households were recorded to earn an income of less than \$400 (gross) per week.

Given the City's ageing population, ensuring older residents have the capacity and are afforded the opportunity to age-in-place will be a focus as there is limited appropriate housing stock for aged people. This challenge coupled with the increase in cost of living will require a response from all tiers of government.

Challenges*

There are several challenges that have been identified as current barriers for building community capacity. They are summarised below:

Maintaining strong governance approaches for community-based organisations*

Maintaining community participation in local organisations and groups*

Financial disadvantage due to increasing costs such as utilities, rent and general cost of living*

The increasing divide between 'haves' and 'have nots'

**The highest priority challenges identified by the community are highlighted by an asterisk above.*

Opportunities

Whilst the City and broader community currently deliver a variety of projects and services aimed at building community capacity, there are several high level opportunities that are yet to be fully explored:

Coordinating opportunities for resource sharing

Skill development opportunities across a range of community groups

Providing innovative funding solutions for the community

Capitalise on the skills of older generations for the benefit of the wider community

Existing projects and programs

The City currently facilitates or delivers a number of projects and programs that support community capacity building outcomes. The following are a few of the examples:

Clubs in Focus

The City's Clubs in Focus program supports sport and recreation clubs enhance their capacity to encourage the delivery of sport and recreation opportunities to the community. The program primarily focuses on improving communication between the City's clubs, education and training through an annual workshop series, grants and funding support and advice, and recognition of high performing groups.

IMAGE

Community Funding Program

The Community Funding Program is grant-based and assists community groups, not-for-profit organisations and schools with projects, events and activities that develop and enhance the Joondalup community. Two grant rounds are held each financial year, and grants are available in the following categories; community development, culture and the arts development, sport and recreation development and environmental development.

IMAGE

Financial Counselling

Counselling and advice is available to all City residents regarding various contracts and agreements, housing, banking and credit cards, budgeting and bills. In addition, the City offers a specialised youth financial counselling service focusing on Youth Allowance, Austudy and information regarding other benefits. All services are free and the financial counsellors are able to provide referrals to other appropriate services where necessary.

IMAGE

Joondalup Volunteer Resource Centre

The Joondalup Volunteer Resource Centre (JVRC) is a partnership between Volunteering WA and the City of Joondalup. Based at the City's Joondalup Library, the JVRC supports volunteers looking for positions, offers guidance and advice regarding best practice volunteer program development and management, and overall advocates volunteering in the Joondalup community.

IMAGE

Life-long Learning

Life-long Learning seeks to continually include people within mainstream community life as they age, as older people can be positive contributors to the wider community. The City facilitates a number of initiatives that promote life-long learning including Live and Learn, Discovery Sessions and the Art of Ageing events engaging approximately 2800 people annually.

IMAGE

City Responses

To address the various challenges relating to community capacity building, the City has identified the following priorities and strategic responses for implementation.

PRIORITIES	STRATEGIC RESPONSES
Enhancing resource sharing and partnership opportunities.	4.1 Identify and build on existing skills, experience and knowledge amongst community groups and individuals.
	4.2 Investigate the development of online portals for community-based knowledge and skill sharing opportunities.
	4.3 Partner, support and enhance local arts, sporting, community and cultural organisations to deliver high standard programs and services that meet community aspirations. *
	4.4 Develop multi-agency partnerships to service identified needs within the community with a focus on sharing skills, knowledge and resources.
Improving the sustainability and resilience of community groups, neighbourhoods and individuals through governance and resourcing support.	4.5 Facilitate and promote funding opportunities that are relevant to the community and are well-utilised.
	4.6 Deliver programs to support the enhancement of governance practices amongst community-based organisations. *
	4.7 Deliver a program of community-based events and education that encourage social interaction within local neighbourhoods. *
	4.8 Provide referral and support services for at-risk or disadvantaged people within the community. *

* Signifies those Strategic Responses that are currently undertaken in the City.

PERFORMANCE MEASURES		
The following key performance indicators provide a basis of evaluation of the Community Capacity Building theme:		
	Funding Programs	'in Focus' Programs
Benchmark	83.25% of the allocated community funding programs budget expended in 2013-14	577 participated in 'in-Focus' events or programs in 2013-14
Target/Trend	Expend 100% of allocated budgeted community funding per annum.	Involvement by over 800 participants per annum by the end of this plan.

Implementation




Many of the strategic responses identified within the *Community Development Plan 2015-2020* are deliverable through broader projects and programs that address multiple community outcomes. To outline the means by which the *Community Development Plan 2015-2020* will be implemented, the following table outlines the relevant linkages to projects and strategic responses within the plan.

New Projects / Programs	Link to Strategic Responses
Online Content Development Develop a web strategy for each relevant business unit that focuses on: <ul style="list-style-type: none"> • Reviewing and enhancing content relating to capacity building initiatives • Improvement of search functions and links to internal and external websites • A review of the City's Community Directory database • How to promote community news/events • Searching and viewing the availability of bookings for community facilities and parks. • Exploring community, sporting and cultural group and club promotional activities within social media • Investigating the development of an online portal for knowledge and skill sharing. 	1.1,1.2, 1.4, 1.6, 1.8, 3.2, 4.2
'Leaders in Focus' program (Community Leaders Program) Explore the development of a program that includes: <ul style="list-style-type: none"> • Leadership professional development opportunities • Formal and informal mentoring • Networking with other community leaders 	2.1, 2.2, 2.3, 4.1, 4.4, 4.6
Volunteer Recognition Review Undertake a review of the relevant policies relating to volunteer recognition. Develop and implement a volunteer recognition program.	1.5, 2.1
Community Infrastructure Needs Assessment Undertake a needs assessment for facilities and public open space that may include: <ul style="list-style-type: none"> • consideration of infrastructure sharing and partnership opportunities • regional accommodation needs for not-for-profit organisations • requirements for emerging groups and activities • addressing the City's changing demographic • assessment of City Centre public open space use 	3.4, 3.9, 3.11
'Communities in Focus' Program Investigate the development of a 'Communities-in-Focus' program to build capacity within the City's community groups.	1.2, 1.4, 1.6, 4.1, 4.3, 4.6
Grant Funding Review Undertake a review of the City's grant funding programs in order to streamline the process and align closer to community needs	1.7, 4.3, 4.5
Volunteer Skill Mapping Promote the Joondalup Volunteer Resource Centre and enhance their ability to map volunteers to key positions within community, sporting and cultural groups	1.2, 1.5, 2.3
Seniors Assistance Program Explore a funding assistance program for seniors in need and implement if supported.	4.5, 4.8
Community Wellbeing Survey Undertake a Community Wellbeing Survey that establishes a baseline for community wellbeing and identifies trends in future years	4.5, 4.6, 4.7, 4.8

Existing Projects / Programs	
Transport Study Conduct a comprehensive transport study across identified activity centres to understand transport convergences, interactions and issues.	3.4, 3.6
Parks Asset Management Plan Develop a Parks Asset Management Plan to guide the City's approach to managing its parks and establish associated design guidelines.	3.5, 3.7
Activity Centre Structure Plan – City Centre Where relevant, provide advice to development projects to support the vision and design philosophies, particularly associated with the activation of public spaces	3.2, 3.3, 3.4, 3.10
Duncraig Edible Garden Partner with the Duncraig Edible Garden Committee towards formal incorporation, best practice governance, volunteer management and infrastructure development.	1.7, 2.5, 3.6, 4.1, 4.3
Joondalup Performing Arts and Cultural Facility Progress the development of a Performing Arts and Cultural Facility within the Joondalup City Centre and commence construction if the project is supported.	3.3, 3.4, 3.10, 3.11
Community Engagement Network Continue to develop an electronic network of interested community residents and stakeholders to provide input into and feedback on City services and planning activities.	1.1, 1.2, 1.4
Strategic Community Reference Group Manage a Strategic Community Reference Group of interested community residents and stakeholders to provide advice to Council on matters of significant community interest.	1.2, 1.3, 1.4
Community Consultation and Engagement Deliver an ongoing program of community consultation initiatives to encourage maximum community participation in local government matters.	1.1, 1.2, 1.3, 1.4, 1.8
Joondalup Volunteer Resource Centre Provide funding and support to the Joondalup Volunteer Resource Centre to assist volunteers looking for positions in the Joondalup community and support volunteer organisations.	1.5
Clubs in Focus Program Deliver the Clubs in Focus Program to support local sport and recreation clubs to enhance their capacity and sustainability.	1.7, 4.1, 4.3, 4.5, 4.6
Cultural Program Deliver an annual program of community-based events (eg: Joondalup Festival, Little Feet Festival, Valentine's Concert)	1.5, 1.6, 1.7, 1.9, 1.10, 1.11, 2.5, 3.11, 4.3, 4.7
Lifelong Learning and Community Education Programs Continue to support the provision of lifelong learning opportunities to the community through the delivery of services and programs.	2.5, 4.1
Arts Development Scheme Implement the Arts Development Scheme to support the annual allocation of funds to encourage the delivery of arts programs and projects by professional arts companies and individuals within the City.	1.9, 1.10, 2.3, 4.3, 4.5
Community Invitation Art Award Conduct an annual Community Invitation Art Award to recognise the artistic, creative and innovative skills of West Australian contemporary artists.	1.9, 2.1
Community Art Exhibition Conduct an annual Community Art Exhibition for residents and members of local visual arts associations to provide local artists with the opportunity to gain exposure and participate in an annual community exhibition.	1.9, 1.10
Community Events Deliver an annual program of community-based events (e.g. Neighbourhood BBQ's, Youth events)	1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 2.3, 3.11, 4.7
Five Year Capital Works Program Continue to implement the Capital Works Program to provide refurbishments, redevelopments and upgrades to existing City-owned	3.3, 3.4, 3.6, 3.10

buildings.	
Major Master Planning Projects	3.1, 3.3, 3.4, 3.11
Continue to develop master plans for major sites including Percy Doyle Reserve and Edgewater Quarry to ensure long-term sustainable management which reflects the current and future needs of the community.	
Public Art	1.9, 2.5, 3.10, 3.11
Support the implementation of public art within the City through programs such as the:	
<ul style="list-style-type: none"> • Inside Out Billboard Project • International Residency Program • Online Art Collection • Commissioned Public Art 	
Building Asset Management Plan 2010–2030	3.2, 3.3, 3.4, 3.5, 3.6, 3.8, 3.9
Implement the Building Asset Management Plan 2010–2030 to guide the City's approach to managing its building infrastructure within the City of Joondalup.	
Property Management Framework	3.8
Continue to implement the City's Property Management Framework to guide the management of all property owned or managed by the City, including the implementation of the Facility Hire Subsidy Policy.	
KidSport™	1.6, 1.7
Continue to facilitate and implement funding provided by the State Government to enable disadvantaged children participate in a sport and recreation club.	
Youth Programs	2.3, 1.5, 1.6, 4.1, 4.7, 4.8
Deliver opportunities for youth liaison, mentoring and outreach programs that positively engage and influence youth within the community.	
Financial Counselling	1.7, 4.1, 4.8
Offer free financial counselling, advocacy and referrals to City residents and provide access to Emergency Relief as appropriate.	
Joondalup Men's Shed	1.7, 2.5, 3.4, 3.9
Consideration of the facility requirements for the Joondalup Men's Shed in the master planning processes being undertaken by the City.	

APPENDIX 1

 Governance and Leadership		 Quality Urban Environment		 Community Wellbeing	
Active Democracy	Optimise opportunities for the community to access and participate in decision-making processes.	Quality Built Outcomes	The community is able to effectively age-in-place through a diverse mix of facilities and appropriate urban landscapes.	Quality Facilities	Support a long-term approach to significant facility upgrades and improvements.
	Adapt to community preferences for engagement formats.	Quality Open Spaces	Apply a strategic approach to the planning and development of public open spaces. Employ quality and enduring infrastructure designs that encourage high utilisation and increased outdoor activity. Adopt consistent principles in the management and provision of urban community infrastructure.	Cultural Development	Understand the demographic context of local communities to support effective facility planning. Employ facility design principles that will provide for longevity, diversity and inclusiveness and where appropriate, support decentralising the delivery of City services.
				Community Spirit	Invest in publicly accessible visual art that will present a culturally-enriched environment. Promote local opportunities for arts development. Support and encourage opportunities for local volunteering. Promote the sustainable management of local organisations and community groups. Deliver a program of community-based events and education that encourage social interaction within local neighbourhoods. Promote and support the needs of disadvantaged communities. Support and facilitate the development of community leaders.

ANALYSIS OF DRAFT COMMUNITY DEVELOPMENT PLAN 2015–2020 — ONLINE SURVEY

The following provides an analysis of the qualitative data gathered from the draft *Community Development Plan 2015–2020* — Online Survey conducted with residents, ratepayers and key stakeholders between 20 November and 11 December 2014.

BACKGROUND

During the course of developing the draft *Community Development Plan 2015–2020* the following consultation and engagement occurred:

- Elected member input in August 2013;
- Strategic Community Reference Group (SCRG) in December 2013 and June 2014.
- Stakeholder Forums with service providers and key community, sporting and cultural groups in August 2014.

For this Online Survey, the City consulted the general community within the City of Joondalup along with the following stakeholders:

- Representative(s) from local community and sporting groups and not-for-profit agencies;
- Community representatives who attended the stakeholder forums in August 2014 including service providers, community/sporting/cultural groups, Government agencies and ECU;
- Local parliamentarians; and
- Representative(s) from City of Joondalup's Community Engagement Network.

The consultation was advertised to the general public via the City's website, which outlined the details of the consultation and the draft document. All stakeholders also received personalised letters directing them to the City's website. Members of the public and stakeholders wishing to comment were encouraged to complete a survey form online via the City's website. The feedback obtained from the stakeholder forums has not been included in this analysis.

RESPONSE RATES

(N.B. unless otherwise stated, “%” refers to the proportion of total survey respondents.)

The City collected a total of 17 online responses and three qualitative responses (which did not indicate demographic details as shown in Table 1). Of the 17 responses outlined in Table 1, there was a high representation of older adults, with 41.2% being 55–64 years of age and 29.4% being 45–54 years of age.

Table 1: Responses by age¹

Age groups	Responses	
	N	%
Under 18 years of age	0	0.0%
18–24 years of age	0	0.0%
25–34 years of age	1	5.9%
35–44 years of age	1	5.9%
45–54 years of age	5	29.4%
55–64 years of age	7	41.2%
65–74 years of age	3	17.6%
75+ years of age	0	0.0%
Total (valid) responses	17	100.0%

¹Does not include qualitative responses

QUESTION 1 —**“WHAT DO YOU LIKE ABOUT THE DRAFT COMMUNITY DEVELOPMENT PLAN 2015–2020?”**

Respondents were asked to specify what they liked about the Draft Community Development Plan 2015 – 2020. A total of 18 respondents provided 39 comments. The results have been summarised in Table 2.

Table 2: Summary of the aspects which respondents liked about the Draft Community Development Plan 2015–2020²

Comments of Support	Responses	
	N	%
Support the plan (in general)	8	20.51%
Support the priorities and focus on the four issue-based themes	6	15.38%
Find the plan is comprehensive, condensed and concise	4	10.26%
Support the initiatives to tailor engagement and increase community involvement	3	7.69%
Find the key statistics within the plan informative	2	5.13%
Find the layout of the plan easy to follow	2	5.13%
Support the development of the Community Leaders Program	2	5.13%
Support the opportunity to apply for rental subsidy policies	2	5.13%
Believe that the plan will set a positive direction for the future	1	2.56%
Likes that the plan has a comparison with existing project for each area	1	2.56%
Likes that the plan has a strong focus on arts and culture	1	2.56%
Likes that the plan recognises cultural and language barriers	1	2.56%
Likes that the plan recognises issues including shortage of space	1	2.56%
Likes that the plan specifies diversity programs that are offered	1	2.56%
Likes that the plan supports local clubs	1	2.56%
Support the development of multiple agency partnerships	1	2.56%
Support the opportunities to access resources	1	2.56%
Support the outline of avenues for resourcing	1	2.56%
Total comments received	39	100.0%

² N.b. some respondents provided more than one comment.

QUESTION 2 —**“WHAT CHANGES OR IMPROVEMENTS WOULD YOU RECOMMEND FOR THE PLAN?”**

Respondents were asked to specify any recommended changes or improvements to the Draft Community Development Plan 2015–2020. A total of 17 respondents provided 46 comments. The results have been summarised in Table 3.

Table 3: Summary of suggested changes or improvements to the Draft Community Development Plan 2015–2020³

Reasons for Opposition	Responses	
	N	%
Would like to see more diverse images and colours used within the plan	3	6.52%
Concern for the limited age specific strategies (e.g. seniors, young children)	3	6.52%
Would like a stronger presence on the future of not-for-profit agencies	3	6.52%
Would like to see more inclusive measures for community participation in certain areas	3	6.52%
Would like to see more awareness of mentoring and community involvement opportunities	3	6.52%
Would like accommodation for community groups and services to be considered	2	4.35%
Would like the City to strengthen the link between community groups	2	4.35%
Would like Joondalup Volunteer Resource Centre to have more presence within the plan	2	4.35%
Would like specific key statistics to be included in the plan	2	4.35%
Would like more emphasis on online resources and networks for community engagement within the plan	2	4.35%
Would like strategic focus on participation for aboriginal people	2	4.35%
Would like the City to supply incentives for affordable housing	2	4.35%
Would like the City to attract more support for effective services	2	4.35%
Would like the City to provide more affordable premises	2	4.35%
Believe that the plan is too long and requires an Executive Summary to be created	1	2.17%
Concern for how the City will evaluate components of the plan	1	2.17%
Concern for issues surrounding specific key services areas	1	2.17%

³ N.b. some respondents provided more than one comment.

Concern for the identification for leaders in the community	1	2.17%
Concern with the overall structure of the plan	1	2.17%
No changes required	1	2.17%
Would like 'Clubs in Focus' program expanded to include Resident Associations	1	2.17%
Would like more opportunities to participate in online resources and networks	1	2.17%
Would like less focus on sporting clubs and more on community support services	1	2.17%
Would like the City to consider opportunities to partner with local community services	1	2.17%
Would like the City to work with schools to facilitate and use existing school resources	1	2.17%
Would like the community to choose between programs and projects based on a cost-benefit analysis	1	2.17%
Would like the type of terminology used within the plan to be revisited (e.g. non-traditional activities)	1	2.17%
Total comments received	46	100.0%

QUESTION 3 —

“DO YOU HAVE ANY FURTHER COMMENTS ABOUT THE DRAFT COMMUNITY DEVELOPMENT PLAN 2015–2020?”

Respondents were asked if they had any further comments on the draft Community Development Plan. A total of 13 respondents provided 21 comments. The results have been summarised in Table 4 below.

Table 4: Summary of further comments on the draft Community Development Plan 2015–2020⁴

Comments	Responses	
	N	%
Are satisfied of being involved in the development of the plan and the opportunity for feedback	3	14.3%
Believe that the plan captures elements and challenges of Community Development well	3	14.3%
Would like the City to continue to consider the needs of age specific groups	2	9.5%
Community groups would like to build stronger partnerships with the City	1	4.8%
No additional comments	1	4.8%
Would like an explanation about how challenges within the plan were identified	1	4.8%
Would like animal ownership and activities influencing personal wellbeing to be mentioned within the plan	1	4.8%
Would like environment and wildlife impacts to be included in the plan	1	4.8%
Would like more CALD members to sign onto the Community Engagement Network	1	4.8%
Would like more information about the Disability Interagency Network Opportunity Forum	1	4.8%
Would like stronger statements relating to accessibility	1	4.8%
Would like the City to compare and benchmark programs with other local governments	1	4.8%
Would like the City to consider 'multi-cultural' ambassadors to support CALD groups	1	4.8%
Would like the City to develop a separate Multicultural Plan to guide residents of CALD background	1	4.8%
Would like the plan to consider community voices at a neighbourhood level	1	4.8%
Would to increase the cultural profile of Councillors and staff	1	4.8%
Total (valid) responses	21	100.0%

⁴ N.b. some respondents provided more than one comment.

