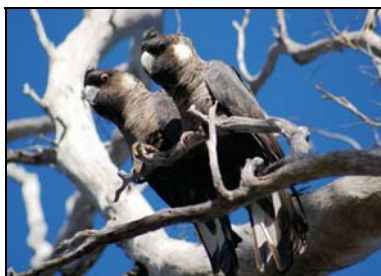




City of
Joondalup

Whole of City Award Application

Category D —
2011 International Awards
for Liveable Communities



Introduction

The City of Joondalup is situated along the Swan Coastal Plain, 30 kilometres north of the Perth Central Business District in Western Australia. The City covers an area of 96.5 square kilometres and encompasses 22 suburbs which are predominantly residential, with some commercial and light industrial areas.

The City's southern boundary is located approximately 16 kilometres from the Perth Central Business District, and is bounded by the City of Wanneroo to the east and north, the City of Stirling to the south, and the Indian Ocean to the west.

Major features of the City include Joondalup City Centre, Whitford City Shopping Centre, Lakeside Joondalup Shopping City, Warwick Grove Shopping Centre, Joondalup Resort, Arena Joondalup, Joondalup Health Campus, Edith Cowan University (Joondalup Campus), West Coast Institute of Training, Western Australia Police Academy, Hillarys Boat Harbour, The Aquarium of Western Australia (AQWA), and various beaches and natural areas. In addition, the City is served by the Mitchell Freeway and the Joondalup Railway Line.

The City of Joondalup encompasses a diverse range of natural areas including 17 kilometres of coastal foreshore, a chain of wetlands and a variety of bushland ecosystems.



Location of the City of Joondalup, southern Western Australia

There are a number of regionally, nationally and internationally significant natural areas located within the City, including Yellagonga Regional Park, Marmion Marine Park, Neerabup National Park and a number of regionally significant sites which contain plant communities of high conservation value.



Carnaby's Cockatoo — an endangered species residing in the City of Joondalup

The City of Joondalup experiences a Mediterranean type climate characterised by hot, dry summers and mild, wet winters. Approximately 80 percent of rainfall occurs between the months of May and September.

The City is the second largest local government in Western Australia (by population), with around 164,000 residents from a number of cultural backgrounds.

The City of Joondalup employs 900 people and provides numerous services and facilities to the community, including waste removal and recycling, planning and building services, neighbourhood security patrols, recreation and community centres, aquatic centres, cultural activities and libraries, just to name a few.

The City of Joondalup's **vision** is for:

'A sustainable City that is committed to service delivery excellence and operates under the principles of good governance.'

The City of Joondalup's **mission** is:

'To undertake all our activities with the endeavour of meeting community expectations and achieving sustainable lifestyles.'

1. Enhancement of the Natural and Built Landscapes

The City of Joondalup is located within the South West Australia Biodiversity Hotspot. This region is one of 25 internationally recognised areas and contains a rich variety of biodiversity. The City has a diverse range of natural areas, landscaped parks and open spaces situated with coastal, bushland and wetland environments.

Coastal Zone

The City's Coastal Zone extends from Trigg Beach in the City's south to Burns Beach in the north and includes 17 kilometres of coastal foreshore, limestone cliffs, rocks and reefs, white sand dunes and beaches. The Coastal Zone is one of the City's most valuable assets and has been recognised for its high conservation significance. This area is also greatly utilised by the local community, visitors and tourists for its recreational and aesthetic opportunities.

The *Joondalup Coastal Foreshore Natural Areas Management Plan* provides mechanisms to effectively manage and protect the City's coastal areas through weed control dune restoration, conservation fencing and pathways.



Mullaloo coast — portion of City of Joondalup Coastal Zone (February 2011)

Bushland Zone

The City's Bushland Zone comprises of protected open space areas east of Padbury and Craigie including Craigie Open Space, Pinnaroo Valley, Hepburn Heights and Lilburne Reserve. Together these areas represent approximately 4 square kilometres of adjoining bushland reserves. In addition, the City has a total of 97 remnant bushland areas containing significant flora and fauna species and ecological communities. The total extent of the remnant native vegetation located within the City of Joondalup boundaries has been estimated at 330 hectares.

Conservation and management of the City's bushland areas is provided through a number of policy mechanisms including *Reserve Management Plans*, protection through the City's *District Planning Scheme* and through specific projects such as the *National Green Jobs Corp Program* an environmentally focused work experience and accredited training program for 17–24 year olds. Participants work within the City's natural areas on a range of projects focused on conservation, protection and rehabilitation of the natural environment and cultural heritage.

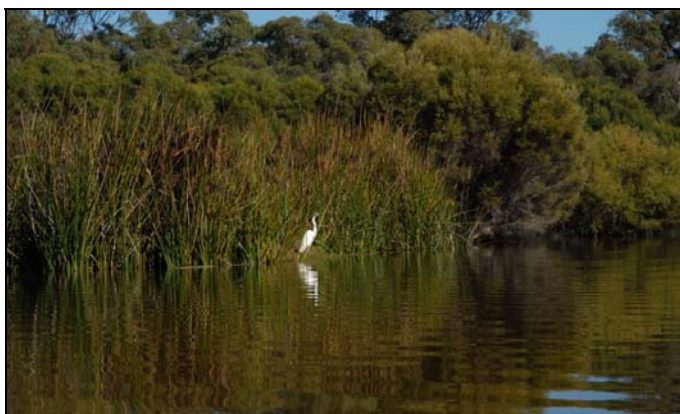


Hepburn Heights bushland — portion of City of Joondalup Bushland Zone (October 2010)

Wetland Zone

The City's Wetlands Zone comprises of a chain of conservation category wetlands alongside the City's eastern boundary. The wetlands consist of Lake Goollelal, Lake Joondalup and Walluburnup and Beenyup Swamps, which are located within the Yellagonga Catchment Area. The Wetland Zone provides habitat for several fish, frog and reptile species and a number of indigenous bird species and mammals have also been identified within the area.

The *Yellagonga Integrated Catchment Management Plan* establishes a coordinated approach towards sustainable planning and management of resources within the Yellagonga Catchment. The Plan has a number of priority projects to be implemented by various stakeholders with interests in the Yellagonga Catchment, in order to improve the health of the Yellagonga Wetlands and surrounding areas. Key projects within the Plan include water quality monitoring and mapping, community awareness programs and scientific investigations to establish the extent and monitor the flora and fauna populations within the area.



Yellagonga Regional Park — portion of City of Joondalup Wetland Zone (August 2010)

Community Participation

The community provides significant input into the protection and enhancement of the City's natural areas through the participation in environmental volunteer groups known as Friends Groups. Currently the City has 17 active Friends Groups working throughout the City on a variety of conservation projects. The City provides assistance to these groups through the provision of equipment, training and financial support.



Friends of Sorrento Beach — planting native coastal plants (April 2009)

Landscaping

The *Landscape Master Plan* has enabled the City to maintain high-quality parks, ovals and reserves while conserving water, through the introduction of sustainable landscaping and irrigation practices. A key initiative of the City's *Landscape Master Plan* is the establishment of guidelines for the development of verges and median treatments, which incorporates native and waterwise landscaping. The City's *Iconic Landscaping Project* is a demonstration of utilising local provenance species within landscaping to increase the biodiversity values within the built environment. The Project involves the collection, propagation and mass planting of local native species along road reserves of major arterial roads within the City in order to create biodiversity corridors within developed areas of the City.

The City of Joondalup has also established a Native Plant Nursery. The Nursery was established to enable the City to propagate and grow local provenance plants for use within City conservation projects. Plants are grown from seed or cuttings collected by staff from local plants which guarantees that the plants produced are of local provenance. The Nursery collects and stores seed from local species for future revegetation projects within the City. The seed is stored under conditions which ensure long term viability. By collecting, storing and growing species of plants which are local to the City of Joondalup, the Native Plant Nursery is ensuring conservation of the City's gene pool and biodiversity for future generations.



City of Joondalup Native Plant Nursery — seedlings ready for planting (June 2010)

2. Arts, Culture and Heritage

The City of Joondalup recognises arts, culture and heritage as an important part of the character of the City and has a number of programs in place to represent the City's art, culture and heritage as well as providing community members with the opportunity to participate in such programs. The City provides a repertoire of art, culture and heritage programs and projects all year round to celebrate the diversity of the community and the heritage of Joondalup. Below are just a few of the programs:

Joondalup Festival

The City of Joondalup holds an annual Joondalup Festival which transforms the City Centre into a vibrant hub of non-stop free entertainment over a weekend in March. Tens of thousands of Western Australians visit Joondalup over both days of the annual event. Internationally- and nationally-renowned entertainers headline the Festival with a street parade which includes local schools and community groups. The Joondalup Festival delivers an outstanding range of exciting engaging cultural experiences and entertainment for the local community and many visitors.



Community groups participating in the street parade for the 2011 Joondalup Festival (March 2011)

Music Concerts

The City of Joondalup presents and hosts a wide variety of free concerts throughout the year for the pleasure and enjoyment of the local community. The City's Sunday Serenades is a series of fine music concerts held every month from April to December. The Sunday Serenades include an exciting selection of music ranging from sophisticated jazz to new world music, opera and musical theatre.



Summer Concert Series — Blues and Roots in the Park (January 2011)

Over the summer period, the City runs the Summer Concert Series. The Series includes outdoor concerts in the City's parks, including Jazz in the Park, Funk and Soul in the Park and Blues and Roots in the Park.

In addition to these smaller concerts, the City hosts a large Valentines Concert each February. The Valentines Concert features world-class acts performing in a romantic outdoor setting at the Joondalup Resort. This free event has proved extremely popular with the City's residents, attracting 8,000 people each year.

Indigenous Culture

Every year, the City of Joondalup celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples with an exciting program of free activities during July. 'NAIDOC' stands for the National Aboriginal and Islander Day Observance Committee. The Program includes the raising of the Aboriginal and Torres Strait Islander flag to symbolically launch the City's NAIDOC Celebrations, Aboriginal and Torres Strait Islander dance troupes performing in the Council Chambers, mural painting utilising traditional Indigenous painting techniques, and exhibitions of Indigenous art featuring contemporary artworks by Western Australian Indigenous artists.



Aboriginal dance troupe performing at NAIDOC Week celebrations (July 2010)

The City of Joondalup's Yellagonga Interpretive Signage Project aims to raise the community's awareness of the environmental, cultural and heritage values of the Yellagonga Regional Park. The Project involved the development and installation of interpretive signage within Neil Hawkins Park which details the biodiversity of the area and the utilisation of native plant species by local Nyungar people.

The Project builds on the City's publication, *Plants and People in Mooro Country: Nyungar Plant Use in Yellagonga Regional Park*, which features the native plants species of the Yellagonga Regional Park and their uses by Nyungar people, including information about plant use for:

- food and cooking;
- medicine and skin care;
- tools and utilities;
- clothing; and
- shelters, building and furniture.

Community Art Development

The City of Joondalup supports and promotes the development of art in the local community. The City offers an Arts Development Scheme to bring professional performing arts companies to the City for performances and workshops. Through this Scheme, the City has supported numerous local companies who have provided performances and workshops to tens of thousands of children and residents throughout the Joondalup region.

The City also provides a Mural Arts Program which funds groups to create new mural artworks which reflect the culture and lifestyle of Joondalup. Groups work with professional artists and use a wide range of artistic styles.

Along with these programs, the City also conducts the Community Art Award and Invitation Art Award. The Community Art Award attracts around 200 local artists showcasing the incredible diversity of talent with the local community. Contributing artists include professional, emerging, hobbyist and student artists. Many of the works featured in these exhibitions become part of the City's extensive art collection which are provides the community with access to high quality, contemporary visual art, free of charge.

Sister City Relationship — Jinan, China

The City of Joondalup has a Sister City Relationship with the Jinan Municipal People's Government in China. The Sister City Relationship has included a number of inbound and outbound delegations.

Significant accomplishments have been achieved in socio-cultural exchanges, including the delivery of a Public Service Training Program to Jinan Public Servants with Edith Cowan University and West Coast Institute of Training as well as training programs with the Western Australian Police Academy.



Jinan Municipal People's Government Mayor Zhang Jianguo receiving a gift from City of Joondalup Mayor Troy Pickard during a Jinan Delegation visit to Joondalup (May 2010)

Citizenship Ceremonies

The City conducts Citizenship Ceremonies on a regular basis to provide community members with the opportunity to make a pledge of commitment and to receive an Australian Citizenship Certificate. The Ceremonies are conducted by the Mayor and are seen as an opportunity to provide new Australian citizens living in the City of Joondalup with a sense of belonging and an opportunity to participate in all aspects of Australian life, and all aspects of the City of Joondalup community. The Ceremonies encourage community collectiveness, multiculturalism, and patriotism amongst local residents and community spirit and pride.

3. Environmental Best Practice

The City of Joondalup is committed to conserving and enhancing the City's natural assets to ensure the long-term protection of the environment for future generations. Environmental management is a key role of local government and, whilst the responsibility is shared with other tiers of government, the City of Joondalup implements programs, strategies and policies, in partnership with stakeholders and the community, to ensure the sustainable use of natural resources, biodiversity conservation, energy and water efficiency and awareness raising of environmental issues within the City. As the second largest local government in Western Australia, the City of Joondalup is responsible for the management of a diverse number of natural and built environments.

City of Joondalup Environment Plan

The City's *Environment Plan* was developed in 2007 to guide environmental management within the City of Joondalup. The Plan provided a number of initiatives to be implemented over a four-year period to enhance and protect the City's local environment.

The Plan was divided into five sections, with each section addressing a key environmental issue for the City, these include:

1. Land
2. Water
3. Biodiversity
4. Air quality
5. Waste management

The implementation of the City's *Environment Plan* has contributed to the improvement of the City's natural assets through the completion of programs and initiatives, many in partnership with the community. The City is currently developing a new *Environment Plan* to guide environmental management into the future.

Climate Change Strategy

Planning for the future impacts of climate change is an important emerging issue for local government. Climate change affects a number of areas that local government is responsible for managing, including infrastructure, health services, water management, emergency management and the natural environment.

The City has recently reviewed its *Greenhouse Action Plan 2007–2010* and commenced the development of a *Climate Change Strategy*. This Strategy will address greenhouse gas mitigation and also recommend strategies for the City to adapt to current and future impacts of climate change, in order to increase resilience of the City and the community. Coastal vulnerability is a focus of the Strategy and a coastal risk assessment of the City of Joondalup's coastline will be completed as part of the *Climate Change Strategy*.

Sustainable Building and Renewable Energy

Resource conservation within building design, construction and operation is the focus of the City's *Environmentally Sustainable Building Design Policy* which seeks to encourage the integration of environmentally sustainable design principles into the construction and

redevelopment of residential, commercial and mixed-use buildings within the City of Joondalup. Building design and construction should consider passive solar design, energy and water efficiency, the use of renewable energy technologies, the utilisation of recycled building products, adaptable design, the use of low allergenic and non-toxic building materials, waste minimisation and the use of native species within landscaping.

The City's Craigie Leisure Centre produces renewable energy through a geothermal heating system to provide clean renewable energy which is utilised to heat the Centre's pools. The system draws warm water from an artesian bore located 800 metres underground which is pumped through a heat exchanger system to heat the Centre's two pools and the aquatic ventilation system, before then being pumped back into the ground via an injection bore.



Outdoor 50 metre swimming pool at Craigie Leisure Centre which utilises geothermal heating (May 2011)

The City is also in the process of installing photovoltaic systems on a number of its community centres. The installation of the systems will save approximately 16 tonnes of greenhouse gas emissions per year. The City also purchases renewable energy to supply power to its largest buildings.

Sustainable Water Management

Sustainable water management is an increasingly important issue for local governments. The need to balance provision of water services for the community with the protection of water resources is becoming even more vital in our drying climate.

The City of Joondalup relies heavily on both scheme and groundwater resources. Scheme water is used within community buildings, facilities and administrative buildings. Groundwater is an important resource for irrigation of the City's parks, reserves and public open space managed by the City. A major use of water within City operations is through irrigation of parks and public open space. The City is implementing a number of strategies in order to become more efficient in regards to the water used within irrigation operations.

The City is also redesigning parks and public open space to decrease irrigation through the use of native plants and mulch and is upgrading reticulation in order to increase the water efficiency of this infrastructure.

The water efficiency measures that have been undertaken within the City's irrigation operations have led to significant water savings in the City's water consumption. In the 2009–2010 year the City's total groundwater consumption was 38% lower than in the previous financial year.



'Before' photos — water efficient parks upgrade (2009–2010)



'After' photos — water efficient parks upgrade (2009–2010)

Green Taskforce

In order to integrate environmental sustainability into City operations, and involve employees in environmental initiatives the Green Taskforce was established in October 2009.

The objectives of the City's Green Taskforce include:

- To lead the development of awareness and practice of environmental sustainability amongst employees at the City.
- To facilitate continuous improvement practices in reducing the City's environmental footprint in areas of energy, water, materials, waste, biodiversity and transport.

- To foster capacity building as a good corporate citizen through environmental responsibility.

The City's Green Taskforce consists of members from a number of Business Units from across the organisation. Since the establishment of the Green Taskforce significant progress has been made. Some key achievements include:

- the development of a City of Joondalup Green Purchasing Protocol;
- the establishment of environmental pages on the City's intranet, including tips on how to be more environmentally efficient in the workplace;
- staff events for Clean Up Australia Day and World Environment Day including a tree planting event;
- undertaking of a green office survey to seek feedback from staff on the type of environmental initiatives they would like to see implemented;
- the development of a *Short Guide for Green Events* and a calculator to audit the carbon footprint of City events; and
- the establishment of a *Green Office Guide*.



City of Joondalup Think Green mascot — 'Myrtle the Turtle'

4. Community Participation and Empowerment

The City of Joondalup views community engagement as a critical element in the development of sound policies and decision making processes. The City regularly consults with the community on a range of matters likely to have an impact on, or be of interest to, local residents.

Community Engagement and Consultation Policy

The City has a *Community Engagement and Consultation Policy* which establishes a strategic direction and framework for the City's approach to community engagement and consultation. The Policy provides a clear statement of the City's intention to make itself aware of community opinion in order to inform decision-making. The Policy seeks to ensure that all groups in the community have the opportunity to engage with the City on matters that affect them, and will contribute to an improved quality in decision-making.

Community Forums

This year the City has instigated a series of Community Forums as a mechanism for engaging with the community on issues of interest. The establishment of Community Forums for Youth, Sustainability, Conservation, and Seniors Interests has provided a mechanism for matters to be discussed in a flexible environment, and allowed for discussion and debate on matters of interest to the community.

The Community Forums have offered a number of benefits including:

- providing Council with mechanisms for sharing information with the community and for being better informed about community opinion;
- promoting an ongoing relationship between the City and the community and strengthening trust and allowing the involvement and input of a wide range of community members into matters of strategic interest;
- providing an opportunity for communities of interest to debate and explore local issues, and assist to develop a consensus for action on complex issues that affect the broad community; and
- supporting collaboration between the City and the community to find innovative solutions which address the issues discussed at each Community Forum.



Participants at the 2010 Youth Forum (September 2010)

Working Groups

The City of Joondalup currently has two Working Groups; a Community Safety and Crime Prevention Working Group, and a Streetscape Working Group. These Working Groups provide advice to the City and assist in developing a strategic approach to community safety and crime prevention and streetscape amenity.

Volunteering

The City promotes volunteering activities as a mechanism for, amongst other things, staying active and engaged with the community. The City operates the Joondalup Volunteer Resource Centre in partnership with Volunteering WA. The Joondalup Resource Centre supports volunteers looking for positions in the Joondalup community, and supports organisations to follow best practice guidelines in volunteer management.

Community Funding Program

The City of Joondalup's Community Funding Program aims to assist community groups in conducting projects, events and activities to develop and enhance the Joondalup community. The Community Funding Program is a grant-based program, which provides funding in the categories of sport and recreation development, culture and the arts development, environmental development and community development.

The City holds two rounds of Community Funding each year, and the funding provided through this Program provides community members and schools with an opportunity to coordinate and participate in a number community projects, events and activities.

Community Satisfaction Survey

The City conducts an annual Community Satisfaction Survey to measure the level of overall satisfaction with the City, and its performance in delivering specific services and facilities, and as a methodology for involving the community in the delivery of services and programs.

The results of the Customer Satisfaction Survey provide help to inform improvements to service delivery which the City continues to utilise to build on improvements in across service areas.

The City consistently achieves high overall satisfaction ratings and high satisfaction ratings for specific services and facilities. The latest survey showed an overall satisfaction rating of 83% with a satisfaction rating of 89% for services provided by the City. City satisfaction ratings for community consultation (75%), providing information to the community (79%) and understanding community needs (73%) have set benchmarks for local government in Western Australia.

5. Healthy Lifestyle

The City of Joondalup aims to facilitate healthy lifestyles and promote a sense of belonging and general happiness in the community. This is a key objective of the City's overarching *Strategic Plan* and is demonstrated through a variety of initiatives that relate to overall wellbeing.

Public Health

The City of Joondalup has a comprehensive range of services to ensure public health in the community. The City employs experienced technical Officers who conduct annual water-quality testing along popular coastal locations to ensure that bacterial levels are monitored, providing safe swimming locations for the community to enjoy. These Officers also conduct noise testing and general health inspections to ensure the environmental health of local establishments and promote attractive amenity for residents.

The City also produces and distributes numerous brochures and factsheets to inform residents about relevant public health issues, such as noise abatement, air quality, pest control and waste management. These brochures and factsheets provide strategies for avoiding or mitigating potential harm and the City also provides one-on-one assistance to the community to tackle these and other public health issues.

In addition, the City has recently introduced innovative legal mechanisms to reduce the community's exposure to cigarette smoke within public open spaces. The local laws ban smoking on beaches, in front of building entrances and within al-fresco dining areas within the City. These mechanisms, in concert with new State and Federal Government anti-smoking legislation, ensures clean air for all residents and significantly reduces the negative impacts of tobacco smoke to the community. The City of Joondalup has been recognised for its commitment to clean air, as a State Category Winner of the Heart Foundation Local Government Awards 2008.

Community Health

The City of Joondalup is home to numerous health facilities, including the large Joondalup Health Campus, which incorporates both private and public health services to the wider region. Health services are also provided by various small practices operating throughout the local community.

To assist State Government and private health services, the City provides a free Immunisation Program. Immunisation is the safest and most effective way of providing protection against childhood diseases, and this Program is provided on a monthly basis to ensure flexible and easy access to this important service.

Community Safety

The City of Joondalup takes special care to ensure the safety of local residents and protection of amenity. To this end, the City has developed a *Community Safety and Crime Prevention Plan* which provides a strategic framework for the delivery of community safety and crime prevention programs and services in partnership with the State Government Office of Crime Prevention.

In addendum to this, the City has developed a *Road Safety Action Plan* which prioritises road safety programs and services within the wider State and Federal Government context. For its efforts in road safety, the City has been recognised by numerous awards, most recently in the *2010 Local Government Road Safety Awards* for the City's Community Safe Speed Promise program in partnership with the City of Stirling.



2010 Local Government Road Safety Awards — Joint winners, City of Joondalup and City of Stirling, Community Safe Speed Promise program (October 2010)

Under the auspices of community safety, the City is also currently developing an *Alcohol Management Plan* and *Alcohol Management Policy* to assist in the delivery of strategies and services relating to alcohol management in the community. The Plan and Policy aims to work with relevant stakeholders to reduce the negative impacts of alcohol-related violence and anti-social behaviour.

Leisure and Recreation

The City of Joondalup provides and maintains a number of high-quality parks, recreational facilities and leisure centres to promote exercise and health living in the community. Various sporting infrastructure, including courts, tracks, fields and ovals, can be found all over the City. The City is home to wide variety of infrastructure from large leisure centres, such as Craigie Leisure Centre, to local neighbourhood parks and play areas.



Iluka District Open Space — one of the City of Joondalup's many local sporting facilities (January 2009)

In addition to infrastructure, the City offers a number of excellent sporting and leisure programs to assist residents in maintaining healthy lifestyles. Art and craft programs, as well as sporting activities are run through the City's libraries and leisure centres, and other activities and services are facilitated by external groups at many of the City's smaller venues. The Club's in Focus Program provides dedicated support to local sporting organisations to ensure their ongoing sustainable management as well as providing annual funding programs to assist the financial capability and expansion of local club operators. The

City of Joondalup also delivers numerous events and programs targeting specific community groups, such as young children, teenagers, parents and senior citizens.



Joondalup event for young people — Battle of the Bands Competition (July 2010)

The City's excellent facilities are also utilised for a number of regional events, including surf-life saving carnivals, triathlon competitions, boating regattas, cycling criterion events and the Perth-wide Freeway Bike Hike which attracts over 8,000 people each year. The City supports these events through sponsorship and the provision of high-quality infrastructure.



Participants at the finish line for the 2011 Freeway Bike Hike (March 2011)

6. Strategic Planning

Effective strategic planning is key to the City of Joondalup's delivery of high quality projects and services to the local community. As one of the largest local governments in Western Australia, the City is committed to providing strong and efficient governance through a hierarchical, integrated *Planning Framework*.

The *Planning Framework*, provided as **Appendix 1**, assists the City in assimilating strategic planning initiatives into business practices. The Framework demonstrates the relationship between the City's strategic plans, operational action plans and their subsequent reporting mechanisms. The Framework provides a hierarchical structure that aligns all planning documents to the five key focus areas of the City's *Strategic Plan*, namely:

1. Leadership and Governance
2. The Natural Environment
3. Economic Prosperity and Growth
4. The Built Environment
5. Community Wellbeing

Actions and objectives from Plans contained within this Framework are incorporated into the *Annual Budget* and *Annual Plan* which are reported against on a quarterly basis to the City of Joondalup Council. This Framework provides for transparency in reporting procedures and allows the Council and the community to review the City's organisational progress on a regular basis. The City also delivers an *Annual Report*, which provides a summary of the City's major achievements over the preceding 12 month period as it relates to the *Annual Plan* and *Strategic Plans*.

To ensure the City has the financial capacity to deliver on its stated objectives, a *20-Year Strategic Financial Management Plan* is used to model potential externalities that could affect the City's long-term financial position. This provides a sound tool for determining the level of service the City is capable of providing without placing undue strain on its resources and ensuring the ongoing sustainable management of its operations.

This robust planning system is informed by a comprehensive *Community Consultation and Engagement Policy and Procedure*, which ensures that the development of all community-based strategic documents is subject to comprehensive community consultation and engagement. This Policy and Procedure provides opportunities for residents and stakeholders to contribute to, and comment on strategic priorities and directions.

Business Plans

In terms of internal business operations, the City is driven by its *Corporate Plan*, which outlines strategies for ensuring the City has the internal capacity to deliver its stated strategic objectives. The *Corporate Plan* aligns with the *Strategic Plan* and is reported against on an annual basis and reviewed every four years. All actions and objectives within the *Annual Plan* and *Corporate Plan*, in turn, feed *Business Unit Plans*, which provide annual work schedules for the various discrete departmental areas across the organisation. *Business Unit Plans* are reported against on a monthly basis to the City's Executive Management.

Project Management

Whilst the business planning system described above allows actions and objectives to be developed in alignment with community aspirations, it does not provide direction on the consistent implementation and reporting of complex City projects. This is achieved by the City's *Project Management Framework*. This Framework essentially standardises the City's approach to managing small-, medium- and large-scale projects by requiring the following:

- The development of comprehensible project plans with clear lines of responsibility identified.
- The early identification and appropriate involvement of key stakeholders.
- The use of standardised project documentation that is embedded within project IT systems.
- The timely reporting of project milestones to highlight project progress, variations or slippage.

This approach enables greater transparency and accountability, and allows for projects to be captured and monitored in an efficient manner. With effective project management procedures in place, the City is better positioned to deliver on its stated objectives and achieve a greater level of service for its residents and stakeholders.

Regional Planning

In addition to the City's own strategic and business planning objectives, the City is also involved in regional-based planning, where a *Regional Governance Framework* is used to provide a coordinated and integrated regional approach to transport, major projects, infrastructure provision, employment and urban growth management. This Framework aims to address urban sustainability into the future and take into account strategic priorities for the entire Perth North West Region.

