

2017 WORK PLAN – STRATEGIC COMMUNITY REFERENCE GROUP

Program	Reference	Reference Group
Review of Community Engagement and Communication practices	<p>Community Engagement Protocol</p> <ul style="list-style-type: none"> - To provide guidance when conducting community engagement projects <p>Community Engagement Guidelines</p> <ul style="list-style-type: none"> - Guidelines to assist staff in planning and implementing projects that include a community engagement component 	Review current consultation and communication approach taken by the City of Joondalup and examine existing and potential new approaches for communication and consultation.
Options to develop a Community Leaders Program	<p>Community Development Plan</p> <p>Priority - Empowering and supporting existing and new community leaders.</p> <p>Strategic Responses:</p> <ul style="list-style-type: none"> • Develop recognition programs to acknowledge and celebrate community leaders. • Investigate the development of a community leaders program that provides knowledge and skill enhancement. • Facilitate mentoring opportunities between community organisations that support skill and leadership growth. 	Framework and approach for a comprehensive community leaders program.
Explore and understand opportunities to support the small to medium business sector in Joondalup.	<p>Strategic Community Plan</p> <p>Objective – Business Capacity:</p> <ul style="list-style-type: none"> - For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment. - <p>Transformational Project – Activity Investment:</p> <ul style="list-style-type: none"> - Establishing a culture of proactive engagement with potential investors is imperative to the successful attraction of significant built and social infrastructure within the City. <p>Economic Development Strategy</p> <ul style="list-style-type: none"> - Business Growth and Innovation – To support and encourage the growth of more sustainable, innovative and productive businesses to enhance local strategic employment. 	Gauge an understanding of business support needs and explore the efficacy of existing support mechanisms and potential new programs and activities.



**STRATEGIC COMMUNITY REFERENCE GROUP
NOTES OF MEETING HELD ON
THURSDAY, 4 MAY 2016**

Please note these are not minutes, but merely notes from discussions at the Meeting of the Strategic Community Reference Group held on Wednesday, 4 May 2016.

The Strategic Community Reference Group Meeting opened at 6:05pm.

ATTENDANCES

Acting Presiding Member:

Cr Philippa Taylor North-Central Ward

Councillors:

Cr Christine Hamilton-Prime South-West Ward

Community Members:

Mr Wes Buzza	North-Central Ward
Mr Adrian Hill	North Ward
Mr Bryan Saunders	Central Ward
Mr Brian Yearwood	South-West Ward
Ms Sonia Makoare	South-East Ward

Officers:

Ms Dale Page	Director Planning and Community Development
Ms Julie Forrester	A/Manager Community Development and Library Services
Ms Glenda Blake	Manager Strategic and Organisational Development
Ms Sheree Edmondson	Strategic Policy Development Coordinator
Mr Rohan Klemm	Recreation Services Coordinator
Mr Matthew Monkhouse	Policy Officer

Seconded Experts:

Kendra Koranis	Consultant – Club Development and Community Sport, Department of Sport and Recreation
Sahara Scaddan	Coordinator, Joondalup Volunteer Resource Centre
Marina Scur	Strategy Officer – Strategy, Research and Initiatives, Department of Local Government and Communities

Apologies:

Mayor Troy Pickard	
Cr Russ Fishwick	South Ward

Cr Sophie Dwyer
Cr Nige Jones
Cr John Logan
Dr Susan King
Mr Jamie Parry

South Ward
North-Central Ward
South-East Ward
South Ward
Director Governance and Strategy

ITEM 1 REVIEW OF VOLUNTEER RECOGNITION

Ms Blake welcomed members and provided a brief overview of the group's history for the benefit of new members and seconded experts. The topic of discussion was introduced, namely, to review current volunteer recognition and support activities provided by the City. It was further acknowledged that the City was seeking to look, not only at its own role in supporting volunteerism within the community, but to identify opportunities to partner with, facilitate and promote volunteer development within external organisations.

The Acting Presiding Member then addressed the group, welcoming attendees and new members to the meeting and introduced the facilitator for the evening, Mr Bowen.

To provide context to the discussion, Ms Forrester delivered a presentation on:

- the strategic alignment of volunteering to the City's planning framework, particularly the *Community Development Plan 2015-2020*
- current statistics to support the extent of volunteerism in WA
- the current partnership arrangement between the City and the Joondalup Volunteer Resource Centre
- examples of training and support for volunteers offered now within the City
- acknowledgement of volunteers within City-run programs

Mr Bowen facilitated a group discussion to clarify any information presented and/or provided in advance of the meeting.

The following main points were raised by members:

- Members sought clarification on the extent of take up and expenditure on the City's current *Recognition of Community/Sporting Groups Policy*. City Officers explained that the policy was promoted through a variety of communication channels and direct engagement with clubs. An amount of \$16K was budgeted for annually to implement the policy, with actual expenditure varying each year dependent on the applications received.
- Clarification was also sought on the definition of a volunteer, in particular for sporting groups where members played sport but did not necessarily volunteer their time to the club. A recent definition was offered to the group as described by Volunteering Australia, namely, "*volunteering is time willingly given for the common good and without financial gain*".
- Members expressed surprise at the statistic suggesting that 4 out of 5 people volunteer their time. It was asked if the figures were taken as an average. Clarification was provided that both formal and informal volunteering was included in the calculation, with informal volunteering extending to helping neighbours etc. It was acknowledged that informal volunteering would probably not extend into the current discussion.

- Members also sought confirmation on whether the discussion was primarily regarding volunteer recognition or if it also included volunteer encouragement. It was clarified that a broader discussion on encouragement, support and recognition was within scope. It was further stated that many external organisations often function on their own and that perhaps the City could provide facilitation to assist.

Mr Bowen then opened the discussion to consider why people became a volunteer, with the following model offered. Volunteers have:

- A willingness to volunteer
- Enjoy the immediate impact of their efforts
- Benefit from sustained involvement with the volunteering initiative for a common good.

It was suggested that the discussion consider how the City should support, encourage and recognise each of these motivating factors in volunteers. Mr Bowen then referred members to Attachment 1 of the Briefing Pack to consider current activities supported by the City and to seek feedback on members' take on the "recognition value" of each activity and their perceived benefit to the volunteer.

CIVIC FUNCTIONS

- Members suggested that if the civic functions are related to the objectives of volunteering, they should be supported, as the community groups invited to these functions are often worthy recipients of recognition.
- Some of the shortcomings of civic functions were then discussed, noting that often committee members were invited and not all volunteers of a group. It was suggested this could be overcome by allowing clubs/organisations to nominate members that have made a significant contribution to attend, rather than just office-bearing positions.
- It was also questioned whether civic functions would encourage people to want to volunteer, as they may not provide a sufficient incentive for those who are not invited. Members added to this comment as previous attendees of these functions, believing they were quite prestigious events and had a lot of value for attendees.
- Clarification was sought as to whether organisations were being recognised at these functions or rather, individual members as significant contributors to the community. It was clarified that a mix of both larger organisations being recognised generally and smaller groups being acknowledged more individually were being achieved. Certificates were also handed out that were often linked to the club/organisation. Members added to this comment that larger clubs had greater capacity to recognise individual volunteers within their own organisations, whilst smaller groups did not.
- It was noted that the City did not have many opportunities currently available that enabled unknown individuals (i.e. non-office bearing positions linked to clubs/organisations) to be acknowledged or recognised by the City.

To determine the recognition value of civic functions, Mr Bowen asked the group that if the City was to cease this initiative, would there be any negative consequences?

- A comment was offered that some groups may prefer diverting the money spent on functions to the groups themselves, in order to boost financial sustainability. Other

comments included: the pride that people experienced attending these events; the uniqueness of the opportunity to network and meet Elected Members; the general high attendance they attracted (although a recent reduction in attendance numbers was also noted, however, the reasons for this reduction was unknown). Previous attendees also acknowledged how they enjoyed the professionalism of the event and ratepayers groups looked particularly forward to them.

- A final comment was made that if a continued poor turnout was to eventuate then the City should look at why this was occurring. It was noted that to encourage higher attendance, the City could emphasise the networking opportunities available at the events, not just the recognition value.

Mr Bowen put the question “would it be a loss if civic functions were taken away” to a vote, with a majority of members stating that it would be a loss.

INTERNATIONAL VOLUNTEER DAY

- Members commented that the event was supported as the promotion of volunteering on a large stage was important.
- It was also raised that the event should be focused on encouragement rather than just recognition of volunteering and that distributing free items during the event was not necessarily achieving that.
- Notwithstanding, members also acknowledged the added value that came from leveraging an audience at an already established event. It was suggested that the City could also highlight individuals or organisations/clubs during the event as part of the general volunteer promotions. However, members also discussed that adding too much to an event may confuse messages.

INTERNATIONAL VOLUNTEER MANAGERS DAY

- Members noted that the event was a good opportunity for networking and to promote training and volunteer needs for managers. It was further discussed that the Joondalup Volunteer Resource Centre provided a fantastic service to the community and the ongoing promotion of its services was important.
- It was acknowledged that volunteer managers were often forgotten and any opportunity to provide support for them should be encouraged. Suggestions were made to add further value to the event by also providing formal workshops, training and development opportunities.

NATIONAL VOLUNTEER WEEK

- Members raised the difficulty of attending some of the events if they are held during the week when people work. It was clarified that changes had now been made to hold events after normal business hours.
- A question was raised as to whether individual recognition was provided at these events. It was noted that events dovetailed the Volunteer of the Year Awards, where nominees are announced.

- Members acknowledged that events targeted a broad range of individuals and therefore have merit and value.

CLUB AND COMMUNITY GROUP ANNIVERSARY

- Comments were raised that anniversary dates were an important recognition opportunity.
- Members also acknowledged difficulty with accepting time as a measure of success and questioned the value of this policy. The provision of money as a recognition tool was also viewed as somewhat arbitrary.
- Others noted that the money was provided to the clubs and groups to spend as they saw fit, which provided new opportunities to achieve things for the community. It was questioned whether funding should be for a specific purpose to avoid frivolous spending, however, it was also noted that clubs and organisations were likely to spend the money wisely as they were using public funds.
- Members also questioned the need for ratepayer groups to receive money, as they had no need for funding. Further discussion indicated that such groups could use the money for opportunities within the local community.
- It was suggested that groups could use the money to promote and increase awareness of their activities within the community through website development opportunities, etc. Or alternatively, legacy items, such as books documenting the history of a group, could be funded that value their length of service.

SPORTING ACHIEVEMENT GRANT

- Clarification was provided on the scope of this grant and how it relates to volunteers, which is mainly through umpiring achievements.
- Members questioned if this was more about the promotion of sport, rather than individual volunteer achievements. It was further discussed that many volunteers become involved in the achievement of an individual, such as athletes, which are often acknowledged through these opportunities and events.

NEW OPPORTUNITIES

Mr Bowen then initiated a discussion on the importance of engaging new volunteers and how to create opportunities for those who do not fit the current volunteering mould, such as youth. A discussion ensued regarding how an individual's willingness to volunteer can be recognised by providing meaningful work and leveraging their strengths.

Following this discussion, Mr Bowen provided the opportunity for members to raise new ideas for creating these opportunities. Members provided the following comments:

- It was observed that the City currently provides many opportunities to recognise groups, but not individual volunteers. Suggestions were made to leverage high profile events such as the Valentines Concert and Australia Day ceremonies to provide opportunities for individuals who had made a significant contribution to the community to attend as VIPs. This could be achieved through a nomination process. Further commentary was provided that people are often inspired by the stories of

others, so this could provide good opportunities for encouraging further volunteering within the community.

- Members also noted that not all people who volunteer are comfortable with high profile recognition. There is often an element of humbleness within the community and therefore opportunities for “private thanks” might be preferred.
- Comments were made that it was important to “know your volunteers” and to acknowledge that the expectation of receiving a reward for volunteering can reduce the value of peoples’ motivations for volunteering in the first place.
- An example was offered to the group, where a discount card could be provided to volunteers in recognition of their efforts and to involve local businesses. The City of Gosnells was provided as an example of this occurring at present.
- Members raised the opportunity for the City to assist clubs and groups to recognise their own volunteers. Leadership development was sighted as an example of how to create a culture of recognition and the inspiration of volunteerism. Capacity building was also discussed, as new people becoming involved in clubs and groups needed opportunities to volunteer and develop. This was also cited as an opportunity to enable effective succession planning. It was noted that the meaningfulness of volunteering was important in this instance, rather than the volume.
- A suggestion was made that the Mayor could thank people for their efforts through an unexpected letter of appreciation to individual volunteers.
- Members highlighted opportunities for expanding volunteering into services that were traditionally paid positions, noting possible limitations with Occupational Health and Safety regulations, insurance and other regulatory requirements. An example was offered to the group where Fiona Stanley Hospital was now utilising highly engaged volunteers, as was the Perth Airport.
- Opportunities for engaging youth were also discussed, noting the importance of flexibility for young people. The benefits and limitations of school volunteering programs were also raised. It was highlighted that young people had to align their interests with volunteering opportunities and that organisations had to be more flexible and open to accepting youth as volunteers, which was often a difficult perception to change. A discussion then ensued with regard to how negative perceptions of youth could be challenged through a “competency zone model”.
- Members suggested this could be a role of the City, to facilitate organisations in understanding volunteer competencies and how to provide opportunities for engaged people to work to their strengths and interests. A further comment was raised that people may not always wish to work to their strengths if they are employed in a similar capacity at present; volunteering often provided an opportunity to take a break from day-to-day employment.
- A final comment was suggested that simple, informal opportunities such as providing access to buildings, staff facilities, parking, etc. for volunteers are easy ways of demonstrating recognition and value.

The Acting Presiding Members thanked members and experts of the Strategic Community Reference Group for their valuable input and contributions. It was also requested that if

members had further commentary to add to the discussion, they were encouraged to contact the City with their ideas to include in the review process.

The Strategic Community Reference Group meeting concluded at 8:05pm.



**STRATEGIC COMMUNITY REFERENCE GROUP
NOTES OF MEETING HELD ON
THURSDAY, 30 JUNE 2016**

Please note these are not minutes, but merely notes from discussions at the Meeting of the Strategic Community Reference Group held on Thursday, 30 June 2016.

The Strategic Community Reference Group Meeting opened at 6:00pm.

ATTENDANCES

Presiding Member:

Mayor Troy Pickard

Councillors:

Cr Philippa Taylor	North-Central Ward
Cr Christine Hamilton-Prime	South West Ward

Community Members:

Mr Wes Buzza	North-Central Ward
Mr Adrian Hill	North Ward
Ms Sonia Makoare	South-East Ward
Dr Susan King	South Ward

Officers:

Mr Garry Hunt	Chief Executive Officer
Mr Nico Claassen	Director Infrastructure Services
Mr Jamie Parry	Director Governance and Strategy
Mr Mike Tidy	Director Corporate Services
Ms Dale Page	Director Planning and Community Development
Ms Glenda Blake	Manager Strategic and Organisational Development
Mr Adrian Koh	A/Strategic Policy Development Coordinator
Mr Matthew Monkhouse	Policy Officer

Seconded Experts:

Ms Melanie Gates	Manager Organisational Effectiveness, Joondalup Health Campus
Dr Amanda Ling	Deputy CEO, Joondalup Health Campus
Mr Tony Lazzara	Director Planning, Quality and Equity, Edith Cowan University
Mr Tony Flack	Superintendent, Principal Western Australia Police Academy
Ms Michelle Hoad	Interim Managing Director, North Metropolitan TAFE

Apologies:

Cr Russ Fishwick	South Ward
Mr Bryan Saunders	Central Ward
Mr Brian Yearwood	South-West Ward
Mr Arshad Omari	Deputy Vice-Chancellor, Edith Cowan University
Mr Kempton Cowan	Chief Executive Officer, Joondalup Health Campus

ITEM 1 STRATEGIC COMMUNITY PLAN REVIEW

The Presiding Member welcomed members and provided a brief overview of the group's history for the benefit of new members and seconded experts. The topic of discussion was introduced, namely, to conduct the major review of the City's Strategic Community Plan (SCP) and to test the alignment and relevance of the Plan with community and key stakeholder aspirations.

The Facilitator, Mr Simon Bowen set the context for the evening's discussion, which was, using the SCRG as a forum to review the City's SCP. The purpose of the meeting was outlined as an opportunity to:

- Assess the Plan's current position
- Explore any contextual changes that may influence the review of the SCP.

To provide context, the City's CEO and Directors presented:

- The Strategic Community Plan's history and development of its six key themes
- Information on key projects and activities completed or progressed within the first 4 years of the Plan aligned to the key themes in the SCP.

GOVERNANCE & LEADERSHIP

- Local Government Reform – whilst the City was not directly involved in the review, it was used as an opportunity to review processes and practices for improvement and learning.
- City Representations – The City's Mayor, CEO and Directors are represented on a number of external bodies. The Mayor has represented the City on a number of International Groups which has contributed to the City's international activities and profile.
- Tri-Cities Alliance – alliance between the Cities of Joondalup, Wanneroo and Stirling that is well recognised across Australian local governments and provides a powerful advocacy group.
- Social Media Strategy – The City's social media strategy is well advanced and has set the City up for the future.

FINANCIAL SUSTAINABILITY

- Income diversity – The City has continued to research and investigate different investment avenues outside the local government sphere – such opportunities are fairly limited given the nature and legislative requirements of local government.

- A number of financial challenges facing the City in the short term but the longer term financial outlook is positive.
- The multi storey car park is being well utilised and has proven effective in terms of income diversity.

QUALITY URBAN ENVIRONMENT

- Local Housing Strategy – received 7000 responses with good community support. Housing opportunity areas identified have already received a number of subdivision applications.
- Transport vs Land Use Needs – key opportunity for transport is providing alternatives to personal vehicles.
- Leafy City Program – specific push to have more trees on verges. Combat ‘concrete jungle’ and island heat effects.
- City Centre Development – 11,000sqm office space, Boas Place ~9 Storeys, building the asset base.
- Joondalup Performing Arts and Cultural Facility – Arts and education opportunities.

ECONOMIC GROWTH & PROSPERITY

- Statutory Planning Scheme.
- Innovation Space – Sixty27, LINK website, Jinan relationship, international activity.
- Ocean Reef Marina – Long term development opportunity.
- Pinnaroo Point Cafe.

NATURAL ENVIRONMENT

- Natural Environment Plans – Environment Plan, Climate Change Strategy. Environment Plan was developed with the Strategic Community Reference Group and the Climate Change Strategy has been recognised as best practice by combining mitigation and adaptation approaches in the one document.
- Waste Management Plan – target to increase diversion from landfill to increase recycling. The Plan was developed with the Strategic Community Reference Group.
- International Biodiversities Conference 2013 – attracted a wide range of key and high profile environmental experts and practitioners to Joondalup and put Joondalup on the International map in terms of environmental credentials.

COMMUNITY WELLBEING

- Kaleidoscope – Major Event which will provide significant benefits for the City and community.
- Community Wellbeing Survey – developed in-house to measure overall perceptions of community wellbeing against a range of measures
- Community Development Plan – outlining a direction for community development activities and projects developed with the SCRG.
- Construction of new community assets – Currabine Community Centre, Bramston Park Community Sporting Facility, Warwick Hockey Centre.

Following the presentation Mr Bowen opened up discussion for any questions about the information given by the City staff. No issues were raised.

PERFORMANCE CURVE

Mr Bowen asked the attendees for a 'gut feel' sense of how the City was performing against its stated aims in the SCP over the 4 year period from 2012 when the Plan was adopted.

- Background on the performance curve was provided by explaining that people perceive performance as being delivered in a linear fashion.
- In reality progression occurs in a more curved trend with the majority of the 'on ground/visible' delivery occurring towards the end of a plan.

Mr Bowen asked attendees on a 1-10 scale (1 being little to no delivery, 10 being full delivery) where they thought the City was at, with the majority of attendees agreeing the delivery was around a '7'. This positions the City on the cusp of the upward trend on the performance curve, which brings with it both high risk and high opportunity.

The following points were raised by members:

- The City has highlighted that the first four years of the plan have included significant planning stages with supporting strategies and plans completed to establish clear direction and priorities. The next stage of delivery of the SCP will include greater emphasis on physical delivery of key projects.
- Where the City is positioned on the performance curve is, in some cases, influenced by the activities of key stakeholders.
- It is important for the stakeholders to be fully aware of the City's plans as this will assist them in developing their programs
- A growth in the obstetrics area of health provision will have a flow on effect to the City in terms of support services.
- Previous marketing messages promoted the City as Perth's second City but with awards such as the World's Most Liveable City the emphasis has now shifted to Joondalup being the 'Capital of the North'.
- Community now discuss how they are proximal to the CBD of Joondalup not how far they are from the Perth CBD.
- The connectedness around the City is working well, and the City has a good reputation for openness and transparency when working with external partners and the community.

PRESSURE MODEL

Mr Bowen opened the discussion on where (if any) external pressures may have arisen in the past four years, or may be arising which may require an adjustment to the SCP.

- The discussion only dealt with the actualities that have occurred since the beginning of the plan in 2012.
- The presentation highlighted five key pressures already known to influence the Plan (Community Expectations, Stakeholder Future Expectations, City Ambition, Government Policy and Economic Climate).

The following additional pressure points were raised by members:

- A shift in the City's demographics.
- Ever increasing community expectation for services and infrastructure.
- Pressures that did not necessarily directly relate to the City/SCP but may influence another pressure, necessitating the need to understand the cause of a pressure.

- Thinking about pressures from a 'bigger picture' perspective, a general 'malaise' and lack of trust globally.
- Significant focus on responding to the economic climate but there may be a greater need to respond to the environmental climate changes in the future (e.g. Bushfire risks).

STAKEHOLDER PRESENTATION & DISCUSSION

Key Stakeholders in attendance at the meeting were asked to provide a short presentation on the current priorities and future plans for each of their organisations.

Joondalup Health Campus

Dr Ling provided the group with information relating to the future of the Joondalup Health Campus (JHC) and how the facility is responding to the changing expectations of health provision, this included:

- It appears as though the 'baby boomers' will be the healthiest generation for a long time (and the longest living).
- With the rise of obesity, mental health issues, diabetes etc in younger generations a response not previously considered will be required from the medical industry (and community).
- Planning for and responding to the growing numbers of amputees from diabetes related diseases.
- Looking into new tertiary services for cardiology and stroke patients
- Shifting away from 'bed based services' to reach of services provided within the community and looking into the partnerships and links required to facilitate this.
- All of this may not actually come to fruition (as the medical industry does advance very quickly bringing with it new cures and remedies) however as it stands this is the current future trajectory.

There was general discussion regarding the potential for the City of Joondalup to support the JHC in regards to the digital transformation within the health industry, especially with regard to the provision and access of services remotely.

Discussion then centred on the potential challenges related to remote or home based service delivery which includes planning and building approvals. Members also discussed the need to facilitate innovation, create space for problem solving and create the opportunities for innovation to take place across organisations.

Mr Bowen asked the JHC representatives if they felt the City's SCP was aligned to their vision. JHC responded that they were confident that the City and JHC are heading in the same direction.

The group discussed the nature of the City's Community Wellbeing Survey and whether health based questions were included.

The Presiding Member informed the group that the Community Wellbeing Survey included a broad question on whether people felt they led a healthy lifestyle but did not include more specific questions on health. The Presiding Member suggested that it would be worthwhile to consider an expanded survey in collaboration with all City key stakeholders and elevate the survey to become a holistic, strategic health and wellbeing instrument.

Edith Cowan University

Mr Lazzara from Edith Cowan University (ECU) provided information relating to ECU's current strategic planning process which focuses on three key areas:

1. Growth in international students
 2. Increasing space for the promotion of innovation
 3. Intense focus for research to flourish
- The three key focus areas for strategic planning are currently being assisted by attracting world/industry leaders to ECU.
 - ECU is not looking to expand in the future and is on a course of consolidating its resources while overcoming the issue of vacancies in non-teaching periods.
 - The need to gain an understanding of the needs of international students who want to be close to everything and may not have access to a car.
 - Mr Bowen asked the ECU representative if they felt the City's SCP was aligned to their vision and Mr Lazzara commented that the City and ECU were well aligned in terms of future plans and collaborated well on a number of projects with the Joondalup Learning Precinct providing key mechanisms for cooperation and collaboration.

There was general discussion regarding co-working opportunities, including ECU's Business Incubator and the Sixty27 co-working space.

North Metropolitan TAFE

Ms Hoad provided the group with information relating to the current and future plans of the North Metropolitan TAFE (NMTAFE) which included:

- Strong confirmation that as a public provider NMTAFE is responding to the emerging needs of the community.
- Larger question of what the role of NMTAFE is and how to bring the diverse campuses together and ensure they continue to be relevant.
- One area this can be achieved is by NMTAFE being the vocational arm of the new/emerging markets and businesses created at ECU and other institutions.
- Examine which courses are best suited to the population of the northern corridor into the future.
- Not pushing for youth marketing or growth but looking to growing the mature market (people changing career, up-skilling, personal growth etc) providing relevant skills in line with job market shifts.
- Campus utilisation – rationalising resources that are actually needed.
- NMTAFE are happy with the support provided by the City as it is assisting them to achieve their objectives.
- No growth or expansion is on the horizon – dealing with structural changes and bedding these in. Sixty27 has been very successful and initiatives such as these should continue to be considered.
- No need for student accommodation as students of NMTAFE spend much less time studying or on campus than an equivalent University course.

It was felt the City's SCP totally aligned with the NMTAFE direction.

Western Australia Police Academy

Mr Flack provided the group with information relating to the current and future plans of the Western Australia Police Academy which included:

- There has been a considerable growth and change in the type of training required for a new police officer. For example the Western Australia Police Academy has gone from the 1980's model where mental health was a small consideration whereas it is now a primary consideration.
- The current facilities are built on the old way of training. Training of the 'hard' skills (driving, firearms etc) and there are some issues due to noise, space restrictions, proximity to residents etc.
- It is felt the City's efforts align well with the Academy's direction
- The Academy is heading towards becoming the capital of learning for police for the State.
- Currently leading the charge in research of decision making using force and working with ECU. Opportunities for this project to have application for other agencies and there is already significant interest.
- Looking to open up and engage more in the learning space.
- Looking to put forward development applications to expand and modify the campus

Discussion centred on the capacity for WAPA to offer training opportunities to external groups. It was highlighted that due to current legislation it is not possible for the Academy to implement a cost recovery model.

OPEN DISCUSSION

The group discussed the City's SCP with a special focus on the transformation in the digital space with documents such as the Digital Strategy. While there was consensus that these documents provided a solid foundation for the City the following points were raised:

- New digital trends will have a significant impact on how the community lives and works.
- Technology advancing in ways, and at a speed, previously not thought of.
- A greater focus on innovation will provide the space and opportunity for ideas to grow.
- The current Digital Strategy will get the City to where it needs to go but it may not prove to be a leader in this space.
- Government regulation and policy – funding and investment is limited given the economic climate. Greater advocacy is required to influence State and Federal Government to provide opportunities for local government to participate in the new economy by providing funding opportunities.
- Intel is needed from key stakeholders to assist in this process as well as a discussion on what the City can do to support key stakeholders.

STRATEGIC GAPS AND PRIORITIES

Mr Bowen asked the attendees if there were any further strategic gaps and priorities (other than those expressed in the presentation).

- The view was expressed that the demographics of suburbs are changing at a fast pace and facilities need to be refitted and changed more often. An example was given that a school may not be needed for ten years however, rather than bulldoze the building; perhaps consideration could be given of utilising the facility for another

purpose and then reverting back to a school facility to match the requirements of changing demographics.

- The issue of how many people lived and worked within the City of Joondalup was raised. The Presiding Member responded by saying 10 years ago this was 39% and it is now around 49% with a target of 60% into the future.
- The issue was raised about what the City can do in terms of housing affordability for young people within the City. The Presiding Member responded that the City does not have a great deal of influence on housing affordability however things such as the Local Housing Strategy and changes to the Town Planning Schemes do provide some choices for housing types, but ultimately affordability is market driven.
- Mr Hunt added that Boas Place development will provide opportunity for low cost housing and accommodation. He also noted that smaller housing lots have not generally been selling and are not sought after.

Mr Bowen asked the attendees if there was any one thing they would like changed/progressed within the City's Strategic Community Plan over the next four years

The following main points were raised by members:

- The need to maintain focus on the Governance and Leadership space as reputation can be easily lost and can have a significant impact on the ability of an organisation to continue normal operations – the City of Perth was cited as an example. It was noted that the City has a great reputation for good and effective governance and the efforts in this space should be maintained.
- A focus on increasing employment opportunities within the City for City of Joondalup residents.
- The City needs to focus and clarify what footprint is desired in the digital space.

The Presiding Member thanked members and experts of the Strategic Community Reference Group for their valuable input and contributions. It was also requested that if members had further commentary to add to the discussion, they were encouraged to contact the City with their ideas to include in the review process.

The Strategic Community Reference Group meeting concluded at 8:30pm.