

2019 WORK PLAN – STRATEGIC COMMUNITY REFERENCE GROUP

| Program | Reference | Reference Group objective (s) |
|--|--|--|
| <p>1. Review of the City's Community Safety and Crime Prevention Plan: Towards Zero Crime.</p> | <p>Strategic Community Plan</p> <p>Objective – Community Safety:</p> <p><i>“For residents to feel safe and confident in their ability to travel and socialise within the community”</i></p> | <p>Explore the City's role in both community safety and crime prevention as well as inform the direction and the development of the new Plan.</p> |
| <p>2. Development of a draft Cultural Plan for the City of Joondalup.</p> | <p>Strategic Community Plan</p> <p>Objective – Cultural Development</p> <p><i>“For the community to have access to world-class cultural and artistic facilities”</i></p> | <p>Review the City's approach to the delivery of cultural services and identify relevant strategic priorities for the development of the City's draft Cultural Plan.</p> |



**STRATEGIC COMMUNITY REFERENCE GROUP
NOTES OF MEETING HELD ON
MONDAY, 21 May 2018.**

Please note these are not minutes, but merely notes from discussions at the Meeting of the Strategic Community Reference Group held on Monday, 21 May 2018.

The Strategic Community Reference Group Meeting opened at 6.30pm, immediately following the Induction meeting for new members which ran from 5.30pm–6.30pm.

ATTENDANCES

Committee Members:

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| Mayor Hon. Albert Jacob | Mayor (Presiding Member) |
| Cr John Chester | South-East Ward |
| Cr Russell Poliwka | Central Ward (<i>Deputising for Cr Russ Fishwick</i>) |
| Cr Christopher May | Central Ward |

Community Representatives:

| | |
|-------------------------|--------------------|
| Dr Ross Hollett | North Ward |
| Ms Lara Silbert | North-Central Ward |
| Mr Peter Beaton | Central Ward |
| Mr Brian Yearwood | South-West Ward |
| Ms Selina Gates | South-East Ward |
| Dr Susan Elizabeth King | South Ward |

Seconded Experts:

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| Ms Kim Charles | CEO, Business Station |
| Mr Max Wilson | President, Joondalup Business Association |
| Mr Grant Grosser | Co-Founder and CEO, SEQTA |

Officers:

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| Mr Garry Hunt | Chief Executive Officer |
| Ms Glenda Blake | Manager Strategic and Organisational Development |
| Mr Steve Marmion | Economic Development Advisor |
| Mr Adrian Koh | Strategic Policy Development Coordinator |
| Ms Bec Kennedy | Policy Officer |

Observers:

| | |
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| Cr Phillipa Taylor | North-Central Ward |
| Cr Kerry Hollywood | North Ward |

APOLOGIES

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| Cr Russ Fishwick | South Ward |
| Cr John Logan | South-East Ward |
| Mr Jamie Parry | Director Governance and Strategy |

ITEM 1 SUPPORTING LOCAL BUSINESS

Ms Blake welcomed members and introduced the new members who had not attended the induction immediately before the meeting. The Presiding Member then thanked members and experts for their attendance and noted that the City received a record number of nominations for the Strategic Community Reference Group (SCRG) community representative positions and the calibre of applicants was very high.

The Presiding member then provided an overview of the Agenda for the meeting and introduced the facilitator, Simon Bowen. Mr Bowen gave an overview of the meeting format and reminded the Group that the purpose was not to solve any problems or 'fix something that is broken', but rather should focus on examining the City's current initiatives and exploring what the City's role is in supporting small to medium businesses.

Context Presentation

The City's Economic Development Advisor, Steve Marmion, presented an overview of the Joondalup economy as well as some of the key initiatives undertaken by the City to support small to medium enterprises in Joondalup. Key points highlighted during the presentation included:

- Key indicators such as local jobs growth, unemployment and total business numbers
- An overview of the process and outcomes from the City's recent Business Needs Survey, conducted by MarketIntel in 2017
- The City's performance and current initiatives against the City's Economic Development Strategy.

The following points were raised by members:

- Members sought to understand if the City actively benchmarked themselves against other local governments authorities. Mr Marmion expressed that benchmarking was difficult due to the City's unique attributes, growth rate and resources but that the City of Parramatta often provided a good comparison in terms of its economic development activity. Mr Hunt added that the City currently participates in the Australasian Local Government Performance Excellence Program in collaboration with PwC which provides comparative analysis between local governments however, this is yet to look at economic development in detail.
- Members asked whether the City has staff demographic information (i.e. the proportion of staff that would be COJ residents) for the Department of Water and Environmental Regulation, who were on schedule to relocate into the new PrimeWest building within the Joondalup CBD in 2019. Mr Hunt clarified that the City does not have the information as it is not publicly available.
- Members identified that the City scored poorly in the tourism promotion section of the Business Needs Survey and questioned whether there was a perceived lack of tourism brochures and other marketing materials available outside of the City's facilities. Mr Marmion agreed this was an area that was identified for improvement and that the City was working on strategies to address this.

Mr Bowen summarised the presentation and discussion and all members agreed that the business sector in Joondalup was critical to the community. Members agreed that the City was providing good levels of support to local businesses, and Mr Bowen reminded the group that the meeting's purpose was not to 'fix a particular issue' but rather better understand business needs and assess whether the City needs to do more to improve the business sector.

Discussion: What are the biggest issues facing local businesses?

For meeting preparation, the Strategic Community Reference Group community representatives were encouraged to investigate the three biggest challenges facing businesses by talking to up to three small to medium businesses within the City.

Members indicated that they had met and spoken to many local businesses of varying size and type. Their feedback included:

- Many small businesses indicated that they do not have the time to investigate the services or programs made available to them from organisations like the City or the Joondalup Business Association. Further, some business owners were unaware that the City offered services in this area.
- Technology and digital innovation was a predominant theme of the discussions with local businesses and members highlighting that the businesses were increasingly fearful of online competition impeding on their market (particularly in the retail sector). Other businesses cited a lack of knowledge and resources around digital marketing, technology and automation which may impact on their business.
- Many businesses had concerns about the threat of 'big businesses' moving into their area and driving prices down. Examples discussed included; the pending closure of a local supermarket following the opening of a larger 'cheaper' competitor; the possible impact of an international chain opening within the Joondalup CBD, and the potential impact of driving down coffee prices and impacting the profitability of local cafes.
- Businesses raised concerns about the City's compliance and regulatory restrictions, which included difficulties in finding premises that had appropriate customer and employee parking. The City's restrictions on signage was also raised as an issue that had a negative impact on business. Members discussed whether the City's regulations and compliance requirements were too strict and, therefore, may be acting as disincentives for businesses to operate and grow within the City.
- Members also discussed the accessibility and walkability of 'local' community-based centres outside of the Joondalup CBD. Members noted the need for neighbourhood shopping centres to be more accessible to residents rather than them having to drive to larger centres, as neighbourhood shopping centres offered a real sense of community, gave people a place to meet and socialise with their neighbours and better outcomes for local businesses.
- Issues such as crime, vandalism, antisocial behaviour and loitering around their businesses were identified as major concerns that impact on customers and employees. Discussions questioned what initiatives the City could develop around youth employment, local jobs, training and crime prevention.
- Members noted that while businesses they spoke to did not expect financial support from the City, many businesses would welcome the opportunity to share marketing platforms which would allow them to leverage from the City's brand.
- Members indicated that local businesses would like to see the City take a proactive approach to prioritising local suppliers within its tendering process.

Mr Bowen asked members whether they thought the community cares about local business and questioned whether residents would still buy locally even if the price was higher. Most members confirmed that they would buy locally regardless of price but most accepted this would not necessarily be representative of the whole community. Members discussed examples of where new businesses were attracting a larger influx of customers as people within the community were seeking different places to meet and explore. Members also questioned whether the community would continue to support local and small business should a 'bigger player' with lower prices relocate into the area.

Panel Discussion: Current challenges facing local business

Mr Bowen introduced the seconded panel of experts, who included:

- Max Wilson, President, Joondalup Business Association (JBA)
- Grant Grosser, CEO and Founder of SEQTA
- Kim Charles, CEO of Business Station.

Mr Bowen invited the experts to present a brief overview and answer what they thought were the current challenges or issues facing local businesses.

Mr Wilson gave an overview of the JBA and answered some questions on the key issues and challenges facing local businesses in the City from his perspective. The following points were raised:

- Businesses were wary of the increased prevalence and perceived threat of digital and online competition to smaller businesses, particularly in terms of the ability of face-to-face business

transactions to contribute to a sense of community within the City. Conversely, the growth of social media and digital marketing presented a substantial opportunity for local businesses. Mr Wilson indicated that it was difficult to identify an average level of computer and online proficiency and had observed that many business owners still feared the digital change whilst others were comfortable taking advantage of these opportunities.

- Due to the recent economic recession, cashflow remains a common issue amongst local business. Mr Wilson indicated that many business owners and managers are 'too close' to the businesses operations to be objective and find solutions to cashflow issues.
- Mr Wilson highlighted that business owners often feel confused by the wealth of information promoted and made available by multiple entities about services and programs offered. Mr Wilson stressed the need to simplify messaging and suggested a joint approach between the City and the Joondalup Business Association was needed to spread information about the services available.
- Mr Wilson noted that most business were being more conservative with growth and spending to balance the risks presented by the recent slowdown in market activity.
- Mr Wilson identified that many businesses have difficulty identifying their target market / customer base which can impact their advertising and marketing effectiveness.

Mr Grosser then presented and answered questions on the needs of the local business community from his perspective and experience. The following points were raised:

- When the Department of Water and Environmental Regulation relocates to Joondalup in 2019, the City should see positive impact and growth for current businesses and open opportunities for new businesses in the surrounding area.
- Mr Grosser highlighted that for local business to prosper, the City will also need to attract successful, private international companies to set up within the Joondalup CBD and that one large high-profile business locating in Joondalup would make a substantial difference and have flow on effects for local suppliers.
- Mr Grosser noted that there is still a perception that Joondalup is too far from the Perth CBD to be a viable option to base many businesses.
- Mr Grosser commented that while the City is currently performing well in its support for local businesses, the focus will need to remain on providing continual improvement to service delivery, particularly in relation to larger and growing businesses.
- Members highlighted that Edith Cowan University represents a significant opportunity for business operators and for the City to access a highly skilled workforce who would like to work where they live.

Mr Bowen then asked members the question "What seems impossible, but if we could do it, it would change everything?". Ideas raised from members included:

- Members felt that the City provided a good focus on innovation and innovative projects and it was important to maintain that focus.
- Members noted that the recent funding for Cyber Security that Edith Cowan University was granted was a good example of innovation within the City and could be used as leverage to attract businesses in the cyber-security sector which is a growing field.
- Members suggested the establishment of a user-friendly portal on the City's website where businesses can easily learn about services. Mr Hunt indicated that the City will investigate whether it can incorporate this functionality on its new website however noted that there were complexities in catering to a diverse business community with differing layers of technical and business proficiency.

Ms Charles then provided an overview of Business Station and answered questions on the current issues facing businesses in the City. The following points were raised:

- Ms Charles highlighted that most small to medium businesses still require assistance to maximise opportunities to promote their business on social media.
- Members recognised that there has been a significant shift in the understanding and acceptance of the 'digital age'. Ms Charles acknowledged that there is an opportunity for the City to work with business owners to alleviate fear of digital platforms and marketing opportunities.

- Ms Charles mentioned that there is a waiting list of businesses to use the ECU incubator space as it is currently at capacity. Mr Marmion clarified that the City is in discussion with Edith Cowan University to explore the possibility of providing additional incubator space and confirmed that the City is actively advocating for more floor space every year. Mr Marmion also highlighted that the City has 300 square metres of office space which is scheduled to be marketed for lease.

Discussion: The role of local government

Mr Bowen then introduced the final discussion question which queried the role and responsibility of local government in supporting local businesses. The following comments were raised:

- Members stressed the importance for the City to ensure equal accessibility across services or programs offered to small and medium sized businesses (including 'microbusinesses'). Members noted that flexibility on City's rules and regulations should be considered where appropriate.
- Members believed that the City is responsible for ensuring the necessary infrastructure is in place and maintained and that the limitations and rules are not too arduous. Furthermore, the direction of funding should be closely scrutinised so that such funding was targeted to support the expressed needs of the small to medium business sector.
- Members thought that there was a clear opportunity to maximise partnerships or jointly facilitate with other entities such as the Joondalup Business Association and Business Station.
- Members also noted that there is evidence that some of the big shopping malls in the US are closing due to the online shopping phenomenon. Whilst members noted that this is not yet the case in the City, it is something which may impact in the future. Members further noted that outside of Lakeside Shopping Centre there is a lack of foot traffic and vitality in other parts of the Joondalup City Centre which needs to be addressed if businesses are to thrive.
- The Industrial area around Winton Road in Joondalup was discussed with members noting that businesses in this area might benefit from support from the City in terms of visibility and accessibility.
- Members questioned whether fewer regulations would encourage business growth, however they believed that further clarity within particular areas was needed to enforce regulations consistently
- Members noted that those businesses that are successful have high levels of customer service, good staff and a healthy culture. Members suggested that local people who are connected with the community are well placed to provide businesses that promote a sense of community and queried whether there was a role for the City in supporting such business operators.

Mr Bowen then asked the group to rate the City's role in supporting local business on a sliding scale from 1-10 (1 being the 'funder' to 10 being the 'facilitator') with most members agreeing the level was about a '7.2'. Mr Bowen noted that this score meant that the City's role leaned more towards supporting local businesses as a 'facilitator' rather than being responsible for providing funding opportunities.

To summarise the conversation, Mr Bowen highlighted the key issues facing the small to medium business community in the City of Joondalup as:

- Digital change
- Technology and innovation
- The threat of big business (and conversely the need for it)
- Regulation and compliance.

Members indicated that overall, the City was doing well in supporting local businesses compared to other local government authorities and the City should now focus on how to continue this momentum.

Conclusion

The Presiding Member thanked the members the Strategic Community Reference Group for the contribution to the discussion. The Presiding Member specially thanked the experts for their attendance and for their contribution and support to local businesses within the City of Joondalup.

The Strategic Community Reference Group meeting concluded at 8.30pm.



**STRATEGIC COMMUNITY REFERENCE GROUP
NOTES OF MEETING HELD ON
THURSDAY, 22 NOVEMBER 2018.**

Please note these are not minutes, but merely notes from discussions at the Meeting of the Strategic Community Reference Group held on Thursday, 22 November 2018.

ATTENDANCES

Committee Members:

| | |
|-------------------------|--------------------------|
| Mayor Hon. Albert Jacob | Mayor (Presiding Member) |
| Cr John Chester | South-East Ward |
| Cr Christopher May | Central Ward |

Community Representatives:

| | |
|-------------------------|-----------------|
| Dr Ross Hollett | North Ward |
| Mr Graydon Smith | North Ward |
| Mr Ross Oxwell | Central Ward |
| Mr Brian Yearwood | South-West Ward |
| Ms Selina Gates | South-East Ward |
| Mr David Healy | South-East Ward |
| Dr Susan Elizabeth King | South Ward |
| Ms Tiffany Tonkin | South Ward |

Seconded Experts:

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| Ms Ciara Crotty | Headspace Joondalup |
| Ms Dana Anderson | Youth Futures |
| Ms Orietta Simons | Edith Cowan University |

Officers:

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| Mr Garry Hunt | Chief Executive Officer |
| Ms Glenda Blake | Manager Strategic and Organisational Development |
| Ms Jude Thomas | Manager Community Development and Library Services |
| Mr Peter Madden | Team Leader Youth Services |
| Mr Adrian Koh | Strategic Policy Development Coordinator |
| Ms Bec Kennedy | Policy Officer |

APOLOGIES

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|------------------|--|
| Cr Russ Fishwick | Elected Member, South Ward |
| Mr Jamie Parry | Director Governance and Strategy |
| Ms Lara Silbert | Community Representative, North-Central Ward |
| Ms Karin Warwick | Community Representative, North-Central Ward |
| Mr Peter Beaton | Community Representative, Central Ward |
| Ms Jo Stephens | Community Representative, South-West Ward |

ITEM 1 ENGAGING YOUNG PEOPLE IN THE CITY OF JOONDALUP

The Strategic Community Reference Group (SCRG) Meeting opened at 6.00pm.

Ms Blake welcomed members and provided an overview of the meeting topic: Engaging Young People in the City. The Presiding Member then welcomed the new community representative for the North Ward, Graydon Smith. The seconded experts then introduced themselves and briefly described their roles and organisations.

The Presiding Member then provided an overview of the SCRG and introduced the Group to the facilitator, Simon Bowen. Mr Bowen outlined the agenda and reminded the group that the purpose of this forum was not to make decisions but rather to explore the City's role in engaging young people and discuss ideas to increase opportunities for young people to engage with the City.

Context Presentation

City officers set the context for the meeting by presenting an overview of the City's approach to community engagement and analysis of response rates to recent consultation projects by age. An outline of the current services, programs and events delivered to young people aged 12–25 was also provided.

A key message from this presentation was that the City receives small numbers of responses to general consultation projects from those under the age of 25. However, officers presented some examples of recent youth-specific community engagement projects where strong levels of responses from those under the age of 25 were evident, especially with feedback on the design of specific programs or facilities.

Members agreed that the City is currently doing a lot of good work in delivering youth services and there is a clear commitment to community consultation.

Discussion: What is stopping young people from engaging with the City?

To prepare for the meeting, SCRG members were encouraged to speak with young people to ask them why they did not engage with the City and what could be done to encourage them to engage in consultation activities. The following is a summary of feedback from young people:

- Members felt that there was a sense of confusion and disconnection among young people about the function and role of government generally, not just local government. Discussion suggested that this was likely due to many young people being busy with studies, working and socialising and that they had limited time to invest in community engagement activities.
- Some members felt that young people lacked the energy and motivation to engage with local government. Other members indicated that it was the City's responsibility to rethink how community engagement projects are delivered in order to attract greater participation not only with young people, but from the wider community. Ideas included simplifying the language used and making activities more interesting and fun.
- The Presiding Member highlighted what can be achieved when young people are engaged. An example of the Mirror Park Skate Park project was provided where young people instigated the concept and were highly motivated to mobilise support through a petition. While it was a contentious decision within the community, Council approved the development.

Discussion: What is the City's role in getting input from young people?

Mr Bowen asked members what they consider the City's role to be in engaging young people. The following points were raised by members:

- Some members commented that the language used within the City's consultation materials was often quite technical. Members indicated that tailoring communication methods and making the material more interesting would encourage more young people to participate.
- It was highlighted that the City was responsible for ensuring its communications reach all areas of the community including at risk young people who may be living in temporary or emergency accommodation. Members felt the City could partner with organisations such as Anglicare or Vinnies to reach these young people and get their input into the City's services, policies and strategic direction.
- Members also agreed that parents should be engaged as many young people look to those more senior for guidance.
- Members re-iterated the importance of the City being pro-active in reaching out to young people to get their views rather than expecting them to come to the City.
- Members noted that adults' perception of young people impacts how young people view themselves. Some members felt young people are often unfairly stereotyped by others which results in young people being linked to antisocial behaviour.

Expert Discussion: Examples of Successful Youth Engagement Activities

Mr Bowen asked the invited experts to share some examples of successful youth engagement activities they have experienced in recent years.

- Ms Crotty shared her experience with the Headspace Joondalup's Youth Reference Group which guides the organisation's strategic direction, policy setting and services. The Group consists of 12 people aged 16-25 years old who meet monthly and are provided with monetary vouchers in return for their time. Group members undergo a formal application and interview process and are expected to attend 80% of the meetings over their 12-month tenure. Ms Crotty attributed the group's success to the formality of the process and the sense of ownership and self-responsibility.
- Ms Anderson shared her previous involvement with the City of Swan's 'Youth Out Loud' public speaking competition, where young people aged 12-25 were given a platform to speak out about issues that affected them and their community. Ms Anderson felt the concept provided an opportunity for Elected Members and other stakeholders to hear directly from young people and demonstrated a clear commitment to public participation of young people.
- Ms Simons shared her experience with the City of Cockburn's Youth Advisory Council, which was run formally and managed to attract attendees to participate consistently. She felt that this group provided a high level of civic education and resulted in the youngest Deputy Mayor being elected onto its Council. Ms Simons summarised the need for community organisations to remember that young people should not be expected to represent all young people.

Mr Bowen reminded the group that the purpose of the meeting was not about improving the City's provision of youth services but rather how the City might raise the level of youth participation in consultation activities and presenting ideas about mechanisms and approaches that would result in meaningful dialogue and engagement. Comments from members included:

- Members observed that the first stage of understanding was to listen to young people without judgement or assumptions, with ideas of creating listening forums and youth partnerships. In addition, it was agreed that young people deserve to see outcomes from any engagement activities in a timely manner.
- The mechanism of a Youth Advisory Committee was debated with concerns around whether young people have the time and/or motivation to participate in formal mechanisms that are not necessarily representative of young people. Concerns were also raised about managing community expectations, as implementing the group's recommendation may not always be possible.
- Members felt that the City could have a role in encouraging young people to get involved in speaking up on local issues, but clear boundaries would need to be in place to manage expectations
- Members suggested that the City deploy positive discrimination methods to actively recruit a greater number of young people onto the SCRG. The Presiding Member explained the SCRG nomination process and indicated that materials were targeted at the entire community on a variety of mediums (social media advertising, the City's website, Community Engagement Network etc.), resulting in the City receiving a record number of applicants. When assessing nominations, Council made efforts to ensure a broad spread of the City of Joondalup's demographics was achieved. Members agreed that many young people may not have the time or interest in nominating for a position on the SCRG. It was also noted that while many organisations pay young people to attend meetings, this option is not available for the City due to requirements set within the Local Government Act.

Flipchart Exercise

Mr Bowen asked members to work in small groups facilitated by City officers to explore possible mechanisms for better engaging with young people. Members were divided into four groups to brainstorm mechanisms or ideas for engaging young people on the following topics:

- Direct mechanisms
- Indirect mechanisms
- Informal/organic mechanisms
- Digital mechanisms

After five minutes at each chart, groups moved to the next chart and added ticks or crosses on the ideas to indicate their opinions on the effectiveness of each idea.

Spin Chart Debrief

Mr Bowen asked each facilitator to highlight the most popular idea and summarise the overall discussion on the topic. Discussion was as follows:

- **Direct mechanisms:**
The City should regularly attend places where young people ‘hang out’ to engage them effectively and get their input. Comments highlighted the importance of making it easier for young people to provide comment, to tailor the material and language accordingly and make the material interesting and fun to enable better engagement.
- **Indirect mechanisms:**
The City should consider exploring partnership opportunities with other organisations such as schools, universities and not-for-profit organisations. Comments recognised the City’s current services but sought to expand its current reach through collaboration with other youth service organisations.
- **Organic or informal mechanisms:**
The City needs to leverage off its existing youth services and ensure there is ‘conversation based’ engagement. Comments highlighted that once relationships are established, the City can maximise opportunities to hear from young people on how they would like to be engaged.
- **Digital platforms:**
The City should explore opportunities to implement and facilitate a digitally based Youth Council. Comments suggested that young people were well connected through digital and social media platforms and the City could potentially leverage these opportunities.

Conclusion

The Presiding Member thanked members and experts of the SCRG for their valuable input and contribution to the meeting’s discussions.

The Presiding Member commented that he felt that the format worked well considering that this was the SCRG’s first meeting since increasing the number of community representatives from six to 12 members.

The Strategic Community Reference Group Meeting closed at 8.32pm.

Strategic Community Reference Group

Terms of Reference

1. Name

The name of the Reference Group shall be the Strategic Community Reference Group.

2. Aims and Objectives

The purpose of the Strategic Community Reference Group is to provide advice to the Council on:

- Matters of significant community interest;
- Strategic initiatives;

as determined by the Council.

3. Membership

The Strategic Community Reference Group will consist of the following:

3.1 Elected Members

A maximum of four Elected Members with one Elected Member nominated as Presiding Member.

3.2 Community Members

- 3.2.1** A maximum of two community members from each of the six wards of the district (to be selected by the Council from nominations received). Criteria for the selection will be based on the individual's interest, experience and/or qualifications in issues pertaining to the City of Joondalup community, in general.
- 3.2.2** Community Member places will be advertised and interested residents/ratepayers will be requested to submit an Expression of Interest addressing specific criteria outlined in the Expression of Interest Form.
- 3.2.3** Information on the Strategic Community Reference Group and the call for Expressions of Interest will also be sent to ratepayer groups in each ward.
- 3.2.4** Final selection for serving on the Strategic Community Reference Group will be determined by Council.

3.3 Experts

- 3.3.1** Up to four temporary places will be available for suitably qualified professionals who can provide expert advice/information as necessary.
- 3.3.2** The Strategic Community Reference Group has the authority to second the suitably qualified professionals referred to in 3.3.1 above from outside of the Reference Group on a voluntary basis for their expert advice where required.

3.4 Community Ward Representation

If an item referred to the Strategic Community Reference Group is within a specific location, the Council may consider that additional temporary places be made available for ratepayer groups in the relevant Ward.

3.5 Terms of Membership

The term of membership will be for two years commencing on 1 December and concluding in October in line with the ordinary Council election cycle.

3.6 City Officers

The Chief Executive Officer or representative will attend meetings of the Strategic Community Reference Group to represent matters to be presented with other Officers to be invited as required depending on the agenda issue, and City Officers will provide technical advice and support where required and are not members of the Strategic Community Reference Group.

4. Meetings

- 4.1** The Strategic Community Reference Group shall convene no more than two meetings to consider an individual issue.
- 4.2** A quorum for any meeting of the Strategic Community Reference Group shall be no less than two of the four Elected Members and four of the twelve community members.
- 4.3** The Presiding Member will preside at all meetings and is responsible for the proper conduct of the meetings. In his/her absence the role of Presiding Member will be assumed by any of the other three Elected Members nominated to the Strategic Community Reference Group by the Council.

5 Agendas

- 5.1 The City will determine the Agenda for each meeting in accordance with the Work Plan for the Strategic Community Reference Group endorsed by the Council.
- 5.2 All meetings shall be confined to the items listed on the Work Plan unless the Council determines that additional matters be referred to the Strategic Community Reference Group.
- 5.3 The meetings of the Strategic Community Reference Group cannot call for reports outside of the Work Plan or items referred to it by Council.
- 5.4 Work Plans will be developed annually by City officers and endorsed by the Council taking account of the City's strategic planning objectives, annual priorities as per the Annual Plan, or other City Plans or initiatives.

6 Notes of Meetings

City staff will maintain notes of the items discussed at each meeting and the outcomes from the Strategic Community Reference Group discussions. The notes may be used as the basis for further action by the City on an item.

7 Insurances

The City shall arrange all insurances affecting the Strategic Community Reference Group in discharging the normal course of its duties and for any associated public liability.

8 Management

- 8.1 The Strategic Community Reference Group has no delegated powers or authority to:
 - 8.1.1 Represent the City of Joondalup.
 - 8.1.2 Implement Strategic Community Reference Group recommendations without approval of the Council.
 - 8.1.3 Commit Council to the expenditure of funds.
- 8.2 Strategic Community Reference Group Members must comply with the City's Code of Conduct.

9 Tenure of Appointment

If a member fails to attend three consecutive meetings of the Strategic Community Reference Group his/her appointment shall be automatically terminated unless leave of absence has been granted.