

agenda

Special Meeting of Council

NOTICE IS HEREBY GIVEN THAT A SPECIAL MEETING OF THE COUNCIL OF THE CITY OF JOONDALUP WILL BE HELD IN THE COUNCIL CHAMBER, JOONDALUP CIVIC CENTRE, BOAS AVENUE, JOONDALUP

ON **MONDAY 3 NOVEMBER 2025**

COMMENCING AT **6.30pm**

For Council to consider the following reports:

- Item 8.1 – Appointment of Representatives to Regional Councils and WALGA North Metropolitan Zone
- Item 8.2 – Establishment of Council-Created Committees and Appointments
- Item 8.3 – Appointment of Presiding and Deputy Presiding Members to Committees – Following Election
- Item 8.4 – Appointment of Representatives to External Committees and Boards and Internal Groups and Panels

JAMES PEARSON

Chief Executive Officer
31 October 2025

Acknowledgement of Traditional Custodians

The City of Joondalup acknowledges the traditional custodians of the land, the Whadjuk people of the Noongar nation, and recognises the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. The City of Joondalup pays its respects to their Elders past and present and extends that respect to all Aboriginal and Torres Strait Islander peoples.

This document is available in alternate formats upon request

joondalup.wa.gov.au

PUBLIC QUESTION TIME

Residents and / or ratepayers of the City of Joondalup are requested to lodge questions in writing by **9.00am on Monday 3 November 2025**

Answers to those questions received within that timeframe will, where practicable, be provided in hard copy form at the Special Council Meeting.

QUESTIONS TO

council.questions@joondalup.wa.gov.au

PO Box 21 Joondalup WA 6919

www.joondalup.wa.gov.au

CIVIC CENTRE EMERGENCY PROCEDURES

The City of Joondalup values the health and safety of all visitors to City of Joondalup facilities. The following emergency procedures are in place to help make evacuation of the City of Joondalup Civic Centre safe and easy.

Alarms

The City of Joondalup emergency system has two alarm tones:

- Alert Tone (Beep... Beep... Beep).
- Evacuation Tone (Whoop...Whoop...Whoop).

On hearing the Alert Tone (Beep... Beep... Beep):

- DO NOT EVACUATE ON THIS TONE.
- Remain where you are.
- All designated Fire Wardens will respond and assess the immediate area for danger.
- Always follow instructions from the designated Fire Wardens.

On hearing the Evacuation Tone (Whoop...Whoop...Whoop):

- Evacuate the building immediately as directed by a Fire Warden or via the nearest safe exit.
- Do not use lifts.
- Remain calm and proceed to the designated Assembly Area (refer to site plan below).
- People with impaired mobility (those who cannot use the stairs unaided) should report to a Fire Warden who will arrange for their safe evacuation.
- Do not re-enter the building until authorised to do so by Emergency Services.



CODE OF CONDUCT

Council Members and Committee Members are to observe the City's adopted *Code of Conduct for Council Members, Committee Members and Candidates*. The following general principles guide the behaviours of Council Members (being the Mayor and Councillors) and other committee members while performing their role at the City:

Personal Integrity

- (1) A council member or committee member should –
 - (a) act with reasonable care and diligence; and
 - (b) act with honesty and integrity; and
 - (c) act lawfully; and
 - (d) identify and appropriately manage any conflict of interest; and
 - (e) avoid damage to the reputation of the City.
- (2) A council member or committee member should –
 - (a) act in accordance with the trust placed in council members and committee members; and
 - (b) participate in decision-making in an honest, fair, impartial and timely manner; and
 - (c) actively seek out and engage in training and development opportunities to improve the performance of their role; and
 - (d) attend and participate in briefings, workshops and training sessions provided or arranged by the City in relation to the performance of their role.

Relationship with others

- (1) A council member or committee member should –
 - (a) treat others with respect, courtesy and fairness; and
 - (b) respect and value diversity in the community.
- (2) A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

Accountability

A council member or committee member should –

- (a) base decisions on relevant and factually correct information; and
- (b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and
- (c) read all agenda papers given to them in relation to Council or Committee meetings, Briefing Sessions or Strategy Sessions; and
- (d) be open and accountable to, and represent, the community in the district.

Employees are bound by the City's *Code of Conduct for Employees* which details similar provisions to be observed.

COUNCIL MEETINGS

The following procedures for the conduct of Council Meetings were adopted at the Council meeting held on 21 April 2020:

INTRODUCTION

The modern role of Council is to set policy and strategy and provide goals and targets for the local government (the City). The employees, through the Chief Executive Officer, have the task of implementing the decisions of Council.

A well-structured decision-making process that has established protocols will provide the elected body with the opportunity to:

- have input into the future strategic direction set by Council
- seek points of clarification
- ask questions
- be given adequate time to research issues
- be given maximum time to debate matters before Council,

and ensures that the elected body is fully informed to make the best possible decisions for the City of Joondalup community.

PURPOSE OF COUNCIL MEETINGS

Council Meetings will involve Elected Members, employees as determined by the Chief Executive Officer and external advisors (where appropriate) and will be open to the public. Council Meetings are formal meetings where Elected Members consider and make decisions on matters.

PROCEDURES FOR COUNCIL MEETINGS

The following procedures will apply to Council Meetings that are conducted by the City.

- 1 Council meetings will be open to the public except for matters of a confidential nature. The guide in determining those matters of a confidential nature shall be in accordance with the *Local Government Act 1995*.
- 2 Dates and times for Council meetings will be set well in advance where practicable, and appropriate notice given to the public.
- 3 The Chief Executive Officer will ensure timely written notice and an agenda for each Council meeting will be provided to all Elected Members, members of the public and external advisors (where appropriate).
- 4 The Mayor is to be the Presiding Member at Council meetings. If the Mayor is unable or unwilling to assume the role of Presiding Member, then the Deputy Mayor may preside at the Council meetings. If the Deputy Mayor is unable or unwilling, those Elected Members present may select one from amongst themselves to preside at the Council meeting.
- 5 There is to be no debate among Elected Members on any matters raised during the Council meeting.

- 6 Relevant employees of the City will be available to respond to questions on matters listed on the agenda for the Council meeting.
- 7 All Elected Members will be given a fair and equal opportunity to participate in the Council meeting.
- 8 The Presiding Member will ensure that time is made available to allow for all matters of relevance to be covered.
- 9 Good governance principles recommend that Elected Members, employees and relevant consultants shall disclose their interests on any matter listed for the Council meetings. When disclosing an interest, the following provisions apply:
 - (a) Interests are to be disclosed in accordance with the provisions of the *Local Government Act 1995*, the *Local Government (Model Code of Conduct) Regulations 2021* and the City's *Code of Conduct*.
 - (b) Elected Members disclosing a financial interest, or a proximity interest will not participate in that part of the session relating to the matter to which their interest applies and shall depart the room.
 - (c) The remaining Elected Members may agree that an Elected Member disclosing a financial or proximity interest may participate in discussion on the matter if the remaining Elected Members agree:
 - (i) is so trivial or insignificant as to be unlikely to influence the disclosing Elected Member's conduct in relation to the matter
or
 - (ii) is common to a significant number of electors and ratepayers of the City,and a record of that agreement is to be made in the minutes kept for the Council meeting.
 - (d) Employees with a financial interest in a matter may also consider it appropriate to depart the room when the matter is being considered, however there is no legislative requirement to do so.
- 10 A record shall be kept of all Council meetings.

RECORDING AND LIVE-STREAMING OF THE PROCEEDINGS OF THE COUNCIL MEETING

In accordance with the *Recording and Live-Streaming of Council Meetings Council Policy*, this meeting is being video recorded and live-streamed on the City's website, with the exception of confidential items and periods of adjournment as determined by the Presiding Member.

Cameras have been positioned in such a way as to avoid members of the public however, by being present at this meeting, members of the public consent to the possibility that their image may be live-streamed to the public. Recordings will also be made available on the City's website following the meeting.

The official record of the meeting will be the written minutes kept in accordance with the *Local Government Act 1995* and any relevant regulations.

COUNCIL AND COMMITTEE MEETINGS

PROCEDURES FOR PUBLIC QUESTION TIME

The following procedures for the conduct of Public Question Time were adopted at the Council meeting held on 20 September 2022:

Where a meeting of a committee is open to the public the procedures for public question time and public statement time apply. In this regard, these procedures are amended by substituting "Council" with "Committee" to provide proper context.

Questions asked verbally

- 1 Members of the public are invited to ask questions at Council Meetings.
- 2 Questions asked at an Ordinary Council meeting must relate to a matter that affects the City of Joondalup. Questions asked at a Special meeting of Council must relate to the purpose for which the meeting has been called.
- 3 A register will be provided for those persons wanting to ask questions to enter their name. The Presiding Member may call persons registered to come forward in an order that allows the maximum opportunity for as many people as possible to address the meeting on the widest range of matters that are listed in the agenda. Persons that come forward are to state their name and full address.
- 4 Public question time will be limited to two minutes per person, with a limit of two verbal questions per person.
- 5 Statements are not to precede a question during public question time and questions must be succinct and to the point. Statements can only be made during public statement time.
- 6 Members of the public are encouraged to keep their questions brief to enable everyone who desires to ask a question to have the opportunity to do so.
- 7 Public question time will be allocated a minimum of 15 minutes and may be extended in intervals of up to 10 minutes by resolution of Council, but the total time allocated for public questions to be asked and responses to be given is not to exceed 35 minutes in total. Public question time is declared closed following the expiration of the allocated time period, or earlier than such time where there are no further questions.
- 8 Questions are to be directed to the Presiding Member and shall be asked politely, in good faith, and are not to be framed in such a way as to reflect adversely or be defamatory on a particular Elected Member or City employee. The Presiding Member shall decide to:
 - accept or reject any question and their decision is final;
 - nominate a City employee to respond to the question;
 - or
 - take a question on notice. In this case a written response will be provided as soon as possible, and included in the agenda of the next Council meeting.

- 9 Where an Elected Member is of the opinion that a member of the public is:
- asking a question at a Council meeting, that does not relate to a matter affecting the City;
or
 - making a statement during public question time,
- they may bring it to the attention of the Presiding Member who will make a ruling.
- 10 Questions and any response will be summarised and included in the minutes of the Council meeting.
- 11 It is not intended that question time should be used as a means to obtain information that would not be made available if it was sought from the City's records under Section 5.94 of the *Local Government Act 1995* or the *Freedom of Information Act 1992* (FOI Act). Where the response to a question(s) would require a substantial commitment of the City's resources, the Chief Executive Officer (CEO) will determine that it is an unreasonable impost upon the City and refuse to provide it. The CEO will advise the member of the public that the information may be sought in accordance with the FOI Act .

Questions in Writing – (Residents and/or ratepayers of the City of Joondalup only)

- 1 Only City of Joondalup **residents and/or ratepayers** may submit questions to the City in writing.
- 2 Questions asked at an Ordinary Council meeting must relate to a matter that affects the City of Joondalup. Questions asked at a Special meeting of Council must relate to the purpose for which the meeting has been called.
- 3 The City will accept a maximum of five (5) written questions per City of Joondalup resident/ratepayer. To ensure equity and consistency, each part of a multi-part question will be treated as a question in its own right.
- 4 Questions lodged by 9.00am on the day immediately prior to the scheduled Council meeting will be responded to, where possible, at the Council meeting. These questions, and their responses, will be distributed to Elected Members and made available to the public in written form at the meeting.
- 5 The Presiding Member shall decide to accept or reject any written question and their decision is final. Where there is any concern about a question being offensive, defamatory or the like, the Presiding Member will make a determination in relation to the question. Questions determined as offensive, defamatory or the like will not be published.
- 6 The Presiding Member may rule questions out of order where they are substantially the same as questions previously submitted and responded to.
- 7 Written questions unable to be responded to at a Council meeting will be taken on notice. In this case, a written response will be provided as soon as possible and included on the agenda of the next Council meeting.

- 8 A person who submits written questions may also ask questions at a Council meeting and questions asked verbally may be different to those submitted in writing.
- 9 Questions and any response will be summarised and included in the minutes of the Council meeting.
- 10 It is not intended that question time should be used as a means to obtain information that would not be made available if it was sought from the City's records under Section 5.94 of the *Local Government Act 1995* or the *Freedom of Information Act 1992* (FOI Act). Where the response to a question(s) would require a substantial commitment of the City's resources, the Chief Executive Officer (CEO) will determine that it is an unreasonable impost upon the City and may refuse to provide it. The CEO will advise the member of the public that the information may be sought in accordance with the FOI Act.

DISCLAIMER

Responses to questions asked verbally are provided in good faith and as such, should not be relied upon as being either complete or comprehensive.

PROCEDURES FOR PUBLIC STATEMENT TIME

The following procedures for the conduct of Public Statement Time at Council Meetings were adopted at the Council meeting held on 20 September 2022:

- 1 Members of the public are invited to make public statements verbally at Council meetings.
- 2 Statements made at an Ordinary Council meeting must relate to a matter that affects the City of Joondalup. Statements made at a Special meeting of Council must relate to the purpose for which the meeting has been called.
- 3 A register will be provided for those persons wanting to make a statement to enter their name. The Presiding Member may call persons registered to come forward in an order that allows the maximum opportunity for as many people as possible to address the meeting on the widest range of matters that are listed in the agenda. Persons that come forward are to state their name and full address.
- 4 Public statement time will be limited to two minutes per person.
- 5 Members of the public are encouraged to keep their statements brief to enable everyone who desires to make a statement to have the opportunity to do so.
- 6 Public statement time will be allocated a maximum time of 15 minutes. Public statement time is declared closed following the 15 minute allocated time period, or earlier than such time where there are no further statements.
- 7 Statements are to be directed to the Presiding Member and are to be made politely in good faith and are not to be framed in such a way as to reflect adversely or be defamatory on a particular Elected Member or City employee.
- 8 Where an Elected Member is of the opinion that a member of the public is making a statement at a Council meeting, that does not relate to a matter affecting the City, they may bring it to the attention of the Presiding Member who will make a ruling.
- 9 Statements will be summarised and included in the minutes of the Council meeting.

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CITY OF JOONDALUP

Notice is hereby given that a Special meeting of Council will be held in the Council Chamber, Joondalup Civic Centre, Boas Avenue, Joondalup on **Monday 3 November 2025** commencing at **6.30pm**.

VISION

“A global City: bold, creative and prosperous.”

PRIMARY VALUES

- Transparent.
- Accountable.
- Honest.
- Ethical.
- Respectful.
- Sustainable.
- Professional.

DISTINGUISHING VALUES

Bold

We will make courageous decisions for the benefit of our community and future generations.

Ambitious

We will lead with strength and conviction to achieve our vision for the City.

Innovative

We will learn and adapt for changing circumstances to ensure we are always one step ahead.

Enterprising

We will undertake ventures that forge new directions for business and the local community.

Prosperous

We will ensure our City benefits from a thriving economy built on local commercial success.

Compassionate

We will act with empathy and understanding of our community's needs and ambitions.

AGENDA

1 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

Note: Members of the public are advised that prior to the opening of the Special meeting of Council, Mayor Daniel Kingston will acknowledge the traditional custodians of the land and say a prayer.

2 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

3 DECLARATIONS OF FINANCIAL INTEREST / PROXIMITY INTEREST / INTEREST THAT MAY AFFECT IMPARTIALITY

4 PUBLIC QUESTION TIME

(Please Note: Section 7(4)(b) of the *Local Government (Administration) Regulations 1996* states that Special meeting of Council is not required to answer a question that does not relate to the purpose of the meeting. It is requested that only questions that relate to items on the agenda be asked.)

5 PUBLIC STATEMENT TIME

Statements made at a Special meeting of Council must relate to the purpose for which the meeting has been called.

6 APOLOGIES AND LEAVE OF ABSENCE

6.1 LEAVE OF ABSENCE PREVIOUSLY APPROVED

Cr Nige Jones	23 October to 13 November 2025 inclusive.
Cr Rohan O'Neill	5 November to 7 November 2025 inclusive.
Cr John Raftis	10 November to 13 November 2025 inclusive.
Cr Denise Mercer	10 November to 21 November 2025 inclusive.
Cr John Raftis	14 November to 17 November 2025 inclusive.
Cr Nige Jones	29 November to 24 December 2025 inclusive.
Cr John Raftis	1 December to 5 December 2025 inclusive.
Cr Nige Jones	1 June to 29 June 2026 inclusive.

7 IDENTIFICATION OF MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

- Confidential Attachment 8.4.3 – Item 8.4 – Appointment of Representatives to External Committees and Boards and Internal Groups and Panels.
- Confidential Attachment 8.4.4 – Item 8.4 – Appointment of Representatives to External Committees and Boards and Internal Groups and Panels.
- Confidential Attachment 8.4.12 – Item 8.4 – Appointment of Representatives to External Committees and Boards and Internal Groups and Panels.
- Confidential Attachment 8.4.13 – Item 8.4 – Appointment of Representatives to External Committees and Boards and Internal Groups and Panels.

8 REPORTS

8.1 APPOINTMENT OF REPRESENTATIVES TO REGIONAL COUNCILS AND WALGA NORTH METROPOLITAN ZONE

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Director Governance and Strategy
FILE NUMBER	03149, 44155, 60514, 00033
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to give consideration to the appointment of representatives to the Mindarie Regional Council (MRC), Catalina Regional Council (CRC) formerly known as Tamala Park Regional Council (TPRC) and the Western Australian Local Government Association (WALGA) North Metropolitan Zone.

EXECUTIVE SUMMARY

Following the local government elections held on 18 October 2025, consideration is required to be given to the appointment of representatives to various Council created and external committees / boards.

The City of Joondalup has representation on the MRC, CRC and the WALGA North Metropolitan Zone. Council is required to appoint two Elected Members to the MRC. A previous decision of Council requires that the City of Joondalup nominated representative on the CRC (formerly TPRC) shall not be a member of the MRC (CJ050-04/05 refers).

At its meeting held on 20 September 2005 (CJ202-09/05 refers), Commissioner Anderson recommended that consideration be given to the MRC and CRC (formerly TPRC) being represented by either the Mayor or the Deputy Mayor, in order that a senior level of representation be maintained. In subsequent years, appointment of representatives to the Regional Councils has been determined by the Council, in some instances nominating the Mayor and / or Deputy Mayor, or alternatively an Elected Member suitably positioned to take on the appointment.

It is therefore appropriate that representatives to both Regional Councils be considered and appointed simultaneously.

Council is also required to appoint four Elected Members to the WALGA North Metropolitan Zone, as well as first, second, third and fourth deputy members.

BACKGROUND

A Special Meeting of Council was held on 25 October 2023, following the Local Government election on 21 October 2023, to elect the Deputy Mayor and appoint representatives to the MRC, CRC and WALGA North Metropolitan Zone.

The appointment of representatives to the MRC, CRC and WALGA North Zone was deferred to the Special Meeting of Council held on 6 November 2023, to allow newly elected members sufficient time to consider the appointments.

In preparation of the 2025 Local Government Election, a Report in relation to when Council should consider the appointment of representatives to Regional Councils and the Western Australian Local Government Association North Metropolitan Zone, was presented to the Council Meeting held on 22 July 2025 (CJ194-07/25) and Council resolved:

“That Council CONSIDERS the appointment of representatives to the Mindarie Regional Council, Catalina Regional Council and WALGA North Zone, at the Special Meeting of Council tentatively scheduled for Monday 3 November 2025.”

Mindarie Regional Council

Mindarie Regional Council (MRC) is a regional local government established for the purpose of delivering effective, efficient and environmentally sound waste treatment and disposal and leading its community in sustainable waste management philosophy.

The MRC was formed in 1981 when the Cities of Perth, Stirling and Wanneroo purchased land in Perth’s northern corridor that included a parcel of land deemed suitable for a landfill site. Formal incorporation and registration of the MRC occurred on 22 December 1987 when the Governor in Executive Council gave approval.

The MRC is now one of Western Australia’s largest waste management authorities and manages waste disposal for each of its member Councils being the Cities of Joondalup; Perth; Stirling; Vincent and Wanneroo and the Towns of Cambridge and Victoria Park.

It recognises that waste does have a value as a resource and is committed to managing waste in line with the waste hierarchy and in a way that is sensitive to the environment and future generations.

Mindarie Regional Council’s Vision and Mission is as follows:

Vision: Collaborating for a regional Circular Economy.
Mission: To deliver suitable waste management options for members.

This is achieved by the following objectives:

- Deliver best practices services.
- Position MRC to provide world class waste management options.
- Deliver best practice governance processes and structures.

Its operations have evolved over time and are structured into two streams, being recycling and refuse, including a community recycling centre, tip shop, transfer station and landfill operations at Tamala Park. The Tamala Park landfill is nearing the end of its operational life (due around 2029) and, as a result, MRC has negotiated a contract for refuse disposal at one of Perth's two new thermal treatment facilities to ensure that its member Councils have continuation of disposal services once the landfill is closed. MRC is also negotiating a contract for the provision of an organics recycling contract, also for the benefit of its member Councils as they each move forward with their individual efforts to maximise resource recovery.

The MRC comprises delegates from each of the member local governments on a basis of the acknowledged equity held within the local government. This currently constitutes the following representation:

- City of Joondalup Two delegates.
- City of Perth One delegate.
- City of Stirling Four delegates.
- City of Vincent One delegate.
- City of Wanneroo Two delegates.
- Town of Cambridge One delegate.
- Town of Victoria Park One delegate.

No deputies are appointed to the MRC. Legal advice has confirmed that an alternate member to serve on the MRC can only be made under specific circumstances and not on an ongoing basis.

It is important to note, therefore, that should any of the Council's appointed representatives not be available to attend a meeting of the MRC in the near future a special resolution of Council is required to appoint an alternate member for the specific period that the member is not available, in accordance with sections 52(b) and (c) of the *Interpretation Act 1984*, which provides:

- "52(b) Where a person so appointed to an office or position is suspended or unable, or expected to become unable, for any other cause to perform the functions of such office or position, to appoint a person to act temporarily in place of the person so appointed during the period of suspension or other inability but a person shall not be appointed to so act temporarily unless he is eligible and qualified to be appointed to the office or position; and
- 52(c) to specify the period for which any person appointed in exercise of such a power or duty shall hold his appointment."

Catalina Regional Council

The Catalina Regional Council (CRC), formerly known as Tamala Park Regional Council (TPRC), is a regional local government established for the purpose of undertaking the rezoning, subdivision, development, marketing and sale of the Tamala Park land, known as the Catalina Estate.

The TPRC was established by proclamation in the Government Gazette on 3 February 2006 for the specific purpose of creating an urban development on a 180 hectare portion of Lot 9504 (432 hectare site in Mindarie/Clarkson, comprising the aforementioned urban development and the Mindarie Regional Council's landfill operations). The change of name from TPRC to CRC formally took effect on 1 August 2023 following approval of the Minister for Local Government.

The objectives of the CRC are to:

- develop and improve the value of the land
- maximise, within prudent risk parameters, the financial return to the participants
- balance economic, social and environmental issues
- produce a quality development demonstrating the best urban design and development practice.

The Catalina Estate is anticipated to comprise 2,400 lots/dwelling units, a range of densities R30-60 and R80-100, diverse housing opportunities and a number of activity areas. Significant progress has been made on the Catalina Project since the first phase of works commenced in 2011. As at 22 July 2025, 1,900 lots have been released for sale with 1,870 lots being sold. 1,840 titled lots have been created and 99 lots are under construction. 1375 homes have been completed and 175 are currently under construction. A range of lot types and sizes have been produced supporting a diverse mix of housing, from large 4 x 2 family homes on lots in the order of 450m² to compact 150m² lots.

To date a number of parks have been completed within Catalina Estate, providing a range of recreational opportunities for residents and the local community, including Portofino Park completed in March 2018, Drummie Park completed in March 2020, Mapelton Park completed in September 2023, Napoli Park completed October 2024 and Tarlo Park completed April 2025.

The focus for the 2025-26 financial year is on completing final development stages of the Catalina Project, including the construction and sale of remaining lots within Catalina Beach and Catalina Green and landscaping of remaining parks to support the functionality and appeal of Catalina Estate.

The Catalina Project is anticipated to generate a project profit of \$362 million upon completion, with \$204 million having been distributed to member local governments to date.

The CRC comprises delegates from each of the member local governments on the basis of the acknowledged equity held in the land. This currently constitutes the following representation:

- City of Joondalup Two delegates.
- City of Perth One delegate.
- City of Stirling Four delegates.
- City of Vincent One delegate.
- City of Wanneroo Two delegates.
- Town of Cambridge One delegate.
- Town of Victoria Park One delegate.

The *Establishment Agreement* for the CRC allows for the appointment of deputies in the event that either of the City's two representatives on the CRC are unable to attend a meeting for any reason. It is recommended that two Elected Members be nominated as deputy members to the CRC.

It should be noted, that an Elected Member deputising for a delegate at a CRC meeting is not eligible to receive a payment for attending the meeting, in accordance with Section 6.1 (4) and 6.1 (5c) of the Salaries and Allowances Tribunal, Local Government CEO and Elected Members Determination effective 6 April 2023; refer below extract:

“(5) *Regulation 30(3C) of the LG Regulations prevents the payment of a fee to a council member for attending a meeting of a type prescribed in regulation 30(3A) of those regulations if –*

(c) *the council member is deputising for a council member at a meeting of a regional local government and the member of the regional local government is paid an annual fee in accordance with section 5.99 of the LG Act.”*

Western Australian Local Government Association North Metropolitan Zone

The Western Australia Local Government Association (WALGA) is a peak industry body which advocates on behalf of the 139 local governments in Western Australia and which negotiates service agreements for the sector. WALGA is not a government department or agency.

The Association was formed on 6 December 2001 to provide a representative and united voice for local government in Western Australia (WA). Prior to this, a number of membership based representative structures existed to represent local government in WA.

WALGA's Strategic Plan (2025-2029) provides that its strategic intent includes the following:

Influence

- Lead advocacy on issues important to Local Government.
- Champion Local Government.
- Lead policy development for the Local Government sector.
- Empower the Local Government sector to build communities equipped for the future.

Support

- Anticipate, understand and respond to Member needs.
- Offer integrated, Member-centric services.
- Provide practical sector-wide solutions based on research and evidence.
- Grow opportunities for Local Government sharing of services and resources.

Expertise

- Optimise organisational capability to service members' needs.
- Pursue growth and innovation through investment in emerging technologies.
- Promote a dynamic, agile, high-performance culture.
- Foster relationships between our subject matter experts and stakeholders.

Explore

- Diversify WALGA's revenue streams.
- Invest in transformation and innovation.
- Adopt a positive risk culture informed by the organisation's frameworks and policies.
- Encourage experimentation and agility to enable quick adaptation to change.

WALGA's *Corporate Strategy (2025-2029)* can be viewed at [WALGA-Strategic-Plan-2025-2029-\(ID-771820\).jpg \(3300×2550\)](#)

WALGA's structure includes a State Council and geographically aligned groups of local governments called Zones, which advise the WALGA State Council. The WALGA State Council is the decision-making representative body of all member councils, who are responsible for sector-wide policy making and strategic planning on behalf of local government.

Zones are groups of geographically aligned Member Councils who are responsible for direct elections of State Councillors, providing input into policy formulation and providing advice on various matters. There are 12 country and five metropolitan zones.

The City of Joondalup belongs to WALGA's North Metropolitan Zone, which consists of four Elected Member representatives from each of the Cities of Joondalup, Stirling and Wanneroo.

The NMZ currently meet on the third Wednesday of the month (in February, April, June, August and November) at 6:30pm. Hosting of EMZ meetings is rotated between each member Local Government to provide an opportunity to showcase their area.

Each member Local Government on the NMZ is entitled to appoint four voting Delegates and as many Deputy Delegates as they see fit.

The next meeting of the NMZ is on Wednesday, 19 November at 6:30pm hosted by the City of Stirling.

At the November Zone meeting, an election will be held for the positions of State Councillor (three positions) and Deputy State Councillor (three positions). It is normal practice that a representative from each of the three local governments, is nominated to serve on WALGA State Council. WALGA has developed a prospectus for local governments and Elected Members on becoming a zone delegate or State Councillor (Attachment 1 refers).

A State Councillors Induction Session will be held for all State Council representatives before the first meeting in December. The new State Council will take office at the Ordinary Meeting of State Council on Wednesday 3 December 2025.

DETAILS

Following the election to be held on 18 October 2025, consideration is required to be given to the appointment of representatives to various Council-created and external committees.

Issues and options considered

At its meeting held on 5 April 2005 (CJ050-04/05 refers), Council resolved in part that:

"in the interests of good governance, AGREES that the City of Joondalup nominated representative on the Tamala Park Regional Council shall not be a member of the Mindarie Regional Council."

Please note: Tamala Park Regional Council formally changed its name to Catalina Regional Council effective on 1 August 2023 following approval of the Minister for Local Government.

At the Council meeting held on 20 September 2005 (CJ202-09/05 refers), during discussion on the appointment of representatives to the former Tamala Park Regional Council, it was recommended that when a report is presented to a future incoming Council, consideration be given to the Catalina Regional Council and Mindarie Regional Council each being represented by either the Mayor or Deputy Mayor, in order that a senior level of representation be maintained.

For this reason, it is considered appropriate that representatives to both Regional Councils be appointed simultaneously. However, it should be noted that this is a recommendation of Council and not a formal resolution (CJ202-09/05 refers).

The most recent Council-appointed representatives to the MRC, CRC and the WALGA North Metropolitan Zone are as follows:

- Mindarie Regional Council

Cr Christopher May, JP and Cr Russ Fishwick, JP.

- Catalina Regional Council

Cr John Chester and Cr Lewis Hutton.

Two alternate deputies were appointed to the CRC to represent the two members should they be unable to attend a meeting as follows:

Deputies

First Deputy Member – Cr Phillip Vinciullo.

Second Deputy Member – Cr Adrian Hill.

- Western Australian Local Government Association North Metropolitan Zone

Mayor Albert Jacob, JP.

Cr Russ Fishwick, JP.

Cr Lewis Hutton.

Cr John Raftis.

Two alternate deputies were appointed to the WALGA North Metropolitan Zone to represent the four members should they be unable to attend a meeting as follows:

Deputies

First Deputy Member - Cr Adrian Hill.

Second Deputy Member - Cr Christine Hamilton-Prime, JP.

Legislation / Strategic Community Plan / Policy implications

Legislation	<i>Section 3.61 of the Local Government Act 1995. Section 51 of the Interpretation Act 1984.</i>
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10-Year Strategic Community Plan

Key theme	5. Leadership.
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Outcome	5-2 Proactive and represented- you are confident that the City is advocating on your behalf for initiatives that benefit the community.
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Policy	Not applicable.
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Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate risk, is the provision of information relating to City representation within external organisations that have the ability to impact City decision making.

Other risk information

If the Council does not appoint representatives to the MRC, CRC and the WALGA North Metropolitan Zone, this may hinder the overall decision-making process.

Financial / budget implications

Not applicable.

Regional significance

The MRC and CRC are significant organisations within the northern metropolitan corridor, dealing with waste treatment / disposal and land development, respectively. The WALGA North Metropolitan Zone deals with issues that affect the Zone members both regionally and operationally as local governments.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

The timely appointment of the City of Joondalup's representatives to the MRC, CRC and the WALGA North Metropolitan Zone will ensure the City is represented on these organisations, enabling them to participate in decision-making that may impact the City.

The following meeting fees and allowances apply to representatives of the MRC, CRC and the WALGA North Metropolitan Zone:

Mindarie Regional Council

	Fee (\$)	LG Allowances (\$)	Allowance (\$) (Technology)
Chairperson	\$17,740.00	\$22,470.00	\$1,166.66
Deputy Chairperson	\$11,830.00	\$5,617.50	\$1,166.66
Councillor	\$11,830.00	Nil	\$1,166.66
Alternate Member	Nil	Nil	Nil
Expenses Other	Child Care and Travel Costs will be reimbursed in accordance with Reg. 31 and 32 of the <i>Local Government (Administration) Regulations 1996</i> .		

Catalina Regional Council

	Meeting Fee per annum (\$)	Allowance per annum (\$)
Chairperson	17,740	22,470
Deputy Chairperson	11,830	5,617.50
Elected Member	11,830	Nil

It should be noted that an Elected Member deputising for a delegate at a CRC meeting is not eligible to receive a payment for attending the meeting, in accordance with Section 6.1 (4) and 6.1 (5c) of the *Salaries and Allowances Tribunal, Local Government CEO and Elected Members Determination effective 6 April 2023*; refer below extract:

“(5) *Regulation 30(3C) of the LG Regulations prevents the payment of a fee to a council member for attending a meeting of a type prescribed in regulation 30(3A) of those regulations if –*

(c) *the council member is deputising for a council member at a meeting of a regional local government and the member of the regional local government is paid an annual fee in accordance with section 5.99 of the LG Act.”*

WALGA North Metropolitan Zone

There are no sitting fees for being on the WALGA North Metropolitan Zone however representatives from each of the zones are elected to serve on the WALGA State Council. WALGA State Councillors do receive sitting fees for their appointment.

The State Councillor sitting fees for 2025-26 are \$4,108 per annum with an additional allowance of \$675 per annum for Policy Team, Policy Forum and Committee Chairs. Deputy State Councillors are paid a sitting fee of \$476 per meeting attended as a State Council delegate.

VOTING REQUIREMENTS

Simple Majority.

RECOMMENDATION

That Council **NOMINATES** the following persons to represent the City of Joondalup on the:

1 Mindarie Regional Council:

Members

Two Elected Members;

2 Catalina Regional Council:

Members

Two Elected Members;

Deputy Members

**First Deputy Member - One Elected Member;
Second Deputy Member - One Elected Member;**

3 Western Australian Local Government Association – North Metropolitan Zone:

Members

Four Elected Members;

Deputy Members

**First Deputy Member - One Elected Member;
Second Deputy Member - One Elected Member;
Third Deputy Member - One Elected Member;
Fourth Deputy Member - One Elected Member.**

ATTACHMENTS

1. WALGA - Elected Member Prospectus 2025 [8.1.1 - 7 pages]

8.2 ESTABLISHMENT OF COUNCIL-CREATED COMMITTEES AND APPOINTMENTS

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Director Governance and Strategy
FILE NUMBER	02153, 101515
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to establish a committee structure and appoint Elected Member representatives to those committees.

EXECUTIVE SUMMARY

In accordance with the *Local Government Act 1995* Council can establish committees to assist with its decision-making functions and responsibilities. Following the biennial local government elections, it is usual practice for Council to appoint members to council-created committees.

It is therefore recommended that Council re-establishes the four Council created Committees, and appoints Elected Member representatives to each of those Committees.

BACKGROUND

At its meeting held on 12 December 2006 (CJ236-12/06 refers), Council introduced a rolling four-week meeting cycle, which enabled the fourth week to be used to hold additional information sessions, or for scheduling various committee meetings.

At its meeting held on 30 September 2008 (CJ196-09/08 refers) it was decided that the monthly format would be Strategy Sessions held on the first Tuesday of each month, Briefing Sessions held on the second Tuesday and Council Meetings on the third Tuesday. This structure was in place until 2022.

On 15 November 2022 (CJ185-11/22 refers), Council subsequently adopted a revised meeting cycle with Strategy Sessions held on the first Tuesday, Briefing Sessions held on the second Tuesday, and Council meetings held on the fourth Tuesday of the month subject to scheduling constraints due to public holidays and to accommodate for the Christmas holiday break.

It is preferable to hold committee meetings in the first week of the month, thereby enabling committee recommendations to be listed in the Briefing Session agenda and subsequently the Council meeting agenda, however this may not always be possible due to other scheduled meetings.

It has been normal practice at the City that whenever a committee is formed, that an Elected Member representative from each of the City's six wards, plus the Mayor, is a member on that committee. Under the *Local Government Act 1995* the Mayor is entitled to be on a committee (where there is Elected Member representation and the Mayor so desires to be on the committee) and each Councillor is entitled to be on at least one committee.

Over recent years, Council has endorsed various amendments to the structure of Council-Created Committees and their respective Terms of Reference. These changes are outlined in Attachment 1 to this Report.

Due to amendments to the *Local Government (Administration) Regulations 1996* relating to the CEO recruitment and selection, performance review and termination, it is necessary to review the Committee's Terms of Reference, as a result of:

- Model standards (Clause 8 of the *City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy*) introduced in 2021 requiring the establishment of a selection panel to conduct the recruitment and selection process for the employment of a person in the position of CEO. The Standards/Policy require the selection panel to comprise of:
 - Council members (the number of which must be determined by the Council); and
 - At least one independent person; being a person other than any of the following:
 - Council member;
 - An employee of the City;
 - A human resources consultant engaged by the City.
- It is not considered the model standards envisaged the selection panel being a formal Committee, as the independent person would be required to be formally appointed as a member of the Committee, and the Committee considers other matters not related solely to recruitment; the proposed selection panel would have a finite duration (cease at the conclusion of the appointment of a CEO); and s5.100 of the *Local Government Act 1995* would also apply related to fees paid and expenses to be reimbursed to Committee members, who are neither a Council member nor an employee.

It is therefore proposed that:

- A CEO Selection Panel be established (refer to Item 8.4 on this agenda);
- The CEO Recruitment and Performance Review Committee be amended to the CEO Performance Review Committee with the following Terms of Reference (which primarily remove the previous references to recruitment and selection) to:
 - 1 Review the Chief Executive Officer's performance in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;
 - 2 Prepare and table the concluded report, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract, to the Council;
 - 3 Review the Chief Executive Officer's performance on an on-going basis as and when deemed necessary in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;

- 4 Review the Key Performance Indicators to be met by the Chief Executive Officer;
- 5 Review the Chief Executive Officer's remuneration package, in accordance with the appropriate provisions within the Chief Executive Officer's employment Contract;
- 6 Review the Chief Executive Officer's Employment Contract and make recommendations to Council in relation to varying the contract as and when necessary.

It is at the Council's discretion to amend the committee structure and/or their terms of reference. For the purposes of this report the current committee structure and roles of committees are proposed to be maintained with the exception of the CEO Recruitment and Performance Review Committee, due to statutory provisions introduced related to CEO recruitment and selection.

DETAILS

There were initially five Council committees established following the 2015 local government elections. Further changes to the committees' structure were made post the 2017 local government elections where five committees became four.

The introduction of provisions related to recruitment and selection of a CEO has also prompted a requirement to review the Terms of Reference of the Committee and establishment of a separate recruitment and selection panel comprising of elected members and one independent person.

Part of the current local government reforms, yet to be proclaimed, will require a revised audit, risk and improvement committee, which includes having an independent presiding member to ensure a level of neutrality and impartial oversight in chairing meetings. An independent presiding member must be a person who is not a council member of any local government or an employee of the local government; and if a deputy presiding member is appointed, they must also be independent. Following the proclamation of the local government reforms relating to audit, risk and improvement committees, the appointment process of the independent presiding member and deputy presiding member will commence. The Audit and Risk Committee Terms of Reference and Charter will also be updated where applicable.

The following associated roles and membership for the council-created committees are outlined below:

Major Projects and Finance Committee

Role

The role of the Major Projects and Finance Committee is to:

- 1 oversee the progress of the City's annual capital works program and review of the City's *Five Year Capital Works Program*;
- 2 make recommendations to Council on modifications of capital works projects and major strategic capital projects;

- 3 make recommendations to Council on various elements of major strategic capital projects (such as the Ocean Reef Marina, City Centre Office Development and Joondalup Performing Arts and Cultural Facility), including but not limited to:
 - project scope;
 - design elements and core project components;
 - development models and financial structures;
 - on-going management and utilisation models;
- 4 make recommendations to Council on the services to be provided by the City and the standards of service delivery being cognisant of industry best practice;
- 5 oversee the City's financial management activities, funding proposals and long-term strategic financial planning;
- 6 make recommendations to Council on reviews and impacts on the City's *10 Year Strategic Financial Plan*.

Membership

- Mayor.
- One Elected Member representative from each of the City's six wards (with corresponding deputy member).

Policy Committee

Role

The role of the Policy Committee is to:

- 1 make recommendations to Council on the development and review of the City's policies and overall policy framework;
- 2 make recommendations to Council on the development and review of the City's local laws;
- 3 oversee the strategic direction of the City's Art Award events, Visual Art Collection and Visual and Performing Arts Programs; One Elected Member representative from each of the City's six wards (with corresponding deputy member).
- 4 make recommendations to Council on strategic planning matters, including planning strategies, scheme amendments, structure plans, local development plans, and submissions on urban planning matters to government agencies requiring a Council decision.

Membership

- Mayor.
- One Elected Member representative from each of the City's six wards (with corresponding deputy member).

Audit and Risk Committee

Role

The role of the Audit and Risk Committee is to:

- 1 guide and assist the City in carrying out its functions:
 - 1.1 under Part 6 - Financial Management, of the *Local Government Act 1995*;
 - 1.2 in relation to audits conducted under Part 7 - Audit, of the *Local Government Act 1995*;
 - 1.3 relating to other audits and other matters related to financial management;
- 2 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance, presented to it by the Chief Executive Officer under regulation 17 of the *Local Government (Audit) Regulations 1996* and:
 - 2.1 report to the Council the results of that review;
 - 2.2 give the Council a copy of the Chief Executive Officer's report;
- 3 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's financial management systems and procedures under regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996* and:
 - 3.1 report to the Council the results of that review;
 - 3.2 give the Council a copy of the Chief Executive Officer's report;
- 4 support the auditor of the City to conduct an audit and carry out the auditor's other duties under the *Local Government Act 1995* in respect of the City and to oversee the implementation of any actions in accordance with regulation 16(f) of the *Local Government (Audit) Regulations 1996*;
- 5 consider the adequacy and effectiveness of internal controls by reviewing reports from the Internal Auditor, the Administration, Office of the Auditor General, consultants and other external oversight agencies as appropriate;
- 6 enquiring with the Internal Auditor or the Administration about processes to detect and prevent fraud or corruption and to their awareness of any suspected, alleged or actual fraud or corruption and the City's response to it (subject to confidentiality considerations);
- 7 assessing the adequacy of the annual internal audit plan and the three-year internal audit plan;
- 8 identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the Internal Auditor and the Council if appropriate and receive any reports detailing the results of those investigations;
- 9 review the strategic risks to the City and the plans to minimise or respond to those risks. This includes assessing whether risks that may prevent the City from achieving its objectives or maintaining its reputation have been identified.

Please Note: The Terms of Reference are reflected in section 5.1 of the Audit and Risk Committee Charter which was adopted by Council on 20 September 2022 (CJ151-09/22) (Attachment 2 refers).

Membership

- Mayor.
- One Elected Member representative from each of the City's six wards (with corresponding deputy member).
- External member.

Please note: The appointment of the external member will be considered by the Audit and Risk Committee at the proposed meeting to be held on 10 November 2025.

Part of the local government reforms, yet to be proclaimed, will require a revised audit, risk and improvement committee and must have an independent presiding member to ensure a level of neutrality and impartial oversight in chairing meetings. An independent presiding member must be a person who is not a council member of any local government or an employee of the local government; and if a deputy presiding member is appointed, they must also be independent. Following the proclamation of the local government reforms relating to audit, risk and improvement committees, the appointment process of the independent presiding member and the deputy presiding member will commence. The Audit and Risk Committee terms of reference and Charter will also be updated where applicable.

Chief Executive Officer Performance Review Committee

Role

The role of the Chief Executive Officer Performance Review Committee is to:

- 1 review the Chief Executive Officer's performance in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;
- 2 prepare and table the concluded report, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract to Council;
- 3 review the Chief Executive Officer's performance on an on-going basis as and when deemed necessary in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;
- 4 review the Key Performance Indicators to be met by the Chief Executive Officer;
- 5 review the Chief Executive Officer's remuneration package, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract;
- 6 review the Chief Executive Officer's Employment Contract and make recommendations to Council in relation to varying the contract as and when necessary.

Membership

- Mayor.
- One Elected Member representative from each of the City's six wards (with corresponding deputy member).

Issues and options considered

Council can either:

- establish the committee structure as recommended
- amend the committee structure as recommended
or
- not establish the committee structure as recommended.

Legislation / Strategic Community Plan / Policy implications

Legislation

City of Joondalup Meeting Procedures Local Law 2013.
Local Government Act 1995.
Local Government (Administration) Regulations 1996.
Local Government (Financial Management) Regulations 1996.
Local Government (Audit) Regulations 1996.
Local Government Legislation Amendment Act 2019.

The *Local Government Act 1995* and the *Local Government (Audit) Regulations 1996* requires local governments to establish an Audit Committee with certain roles and responsibilities.

The Chief Executive Officer's Employment Contract also requires a committee to be established specifically to review the performance of the Chief Executive Officer.

The requirements of Part 4 – Division 2 of the *Local Government Act 1995* in respect of Council-created committees are as follows:

- *Section 5.8 of the Local Government Act 1995 - Establishment of committees.*
- *Section 5.9 of the Local Government Act 1995 – Types of Committees.*
- *Section 5.10 of the Local Government Act 1995 – Appointment of committee members.*
- *Section 5.11 of the Local Government Act 1995 - Tenure of committee membership.*
- *Section 5.11A of the Local Government Act 1995 - Deputy committee members.*

10-Year Strategic Community Plan

Key theme

5. Leadership.

Outcome

5-2 Proactive and represented- you are confident that the City is advocating on your behalf for initiatives that benefit the community.

Policy

City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate risk, is the provision of information relating to committees that comply with legislation and ensure effective decision making.

Other risk information

The establishment of committees assists Council in performing some of its legislative responsibilities and functions. If Council does not establish committees this may hinder the overall decision-making process and place an onerous burden on Council as a whole.

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

Some committees will be required to meet and consider matters prior to Council going into recess. In addition, all committees will be requested to consider setting meeting dates for 2026, being cognisant of Council's preferred monthly meeting cycle. This will assist with forward planning for all Elected Members, management and staff and ensure synergy between committee and Council meeting dates.

VOTING REQUIREMENTS

Absolute Majority.

RECOMMENDATION

- 1 **BY AN ABSOLUTE MAJORITY ESTABLISHES a Major Projects and Finance Committee, with the role being to:**
 - 1.1 **oversee the progress of the City's annual capital works program and review of the City's Five Year Capital Works Program;**
 - 1.2 **make recommendations to Council on modifications of capital works projects and major strategic capital projects;**
 - 1.3 **make recommendations to Council on various elements of major strategic capital projects (such as the Ocean Reef Marina, City Centre Office Development and Joondalup Performing Arts and Cultural Facility), including but not limited to:**
 - 1.3.1 **project scope;**
 - 1.3.2 **design elements and core project components;**
 - 1.3.3 **development models and financial structures;**
 - 1.3.4 **on-going management and utilisation models;**
 - 1.4 **make recommendations to Council on the services to be provided by the City and the standards of service delivery being cognisant of industry best practice;**
 - 1.5 **oversee the City's financial management activities, funding proposals and long-term strategic financial planning;**
 - 1.6 **make recommendations to Council on reviews and impacts on the City's *10 Year Strategic Financial Plan*;**
- 2 **BY AN ABSOLUTE MAJORITY APPOINTS the following members and deputy members to the Major Projects and Finance Committee:**

Members

- 2.1 **Mayor**
- 2.2 **Central Ward - One representative;**
- 2.3 **North Ward - One representative;**
- 2.4 **North Central Ward - One representative;**
- 2.5 **South Ward - One representative;**
- 2.6 **South-East Ward - One representative;**
- 2.7 **South-West Ward - One representative;**

Deputy Members

- 2.8 **Central Ward - One representative;**
- 2.9 **North Ward - One representative;**
- 2.10 **North Central Ward - One representative;**
- 2.11 **South Ward - One representative;**
- 2.12 **South-East Ward - One representative;**
- 2.13 **South-West Ward - One representative;**

3 BY AN ABSOLUTE MAJORITY ESTABLISHES a Policy Committee with the role being to:

- 3.1 make recommendations to Council on the development and review of the City's policies and overall policy framework;**
- 3.2 make recommendations to Council on the development and review of the City's local laws;**
- 3.3 oversee the strategic direction of the City's Art Award events, Visual Art Collection and Visual and Performing Arts Programs;**
- 3.4 make recommendations to Council on strategic planning matters, including planning strategies, scheme amendments, structure plans, local development plans, and submissions on urban planning matters to government agencies requiring a Council decision**

4 BY AN ABSOLUTE MAJORITY APPOINTS the following members and deputy members to the Policy Committee:

Members

- 4.1 Mayor**
- 4.2 Central Ward - One representative;**
- 4.3 North Ward - One representative;**
- 4.4 North Central Ward - One representative;**
- 4.5 South Ward - One representative;**
- 4.6 South-East Ward - One representative;**
- 4.7 South-West Ward - One representative;**

Deputy Members

- 4.8 Central Ward - One representative;**
- 4.9 North Ward - One representative;**
- 4.10 North Central Ward - One representative;**
- 4.11 South Ward - One representative;**
- 4.12 South-East Ward - One representative;**
- 4.13 South-West Ward - One representative;**

5 BY AN ABSOLUTE MAJORITY ESTABLISHES an Audit and Risk Committee with the role being to:

- 5.1 guide and assist the City in carrying out its functions:**
 - 5.1.1 under Part 6 - Financial Management, of the *Local Government Act 1995*;**
 - 5.1.2 in relation to audits conducted under Part 7 - Audit, of the *Local Government Act 1995*;**
 - 5.1.3 relating to other audits and other matters related to financial management;**

-
- 5.2 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance, presented to it by the Chief Executive Officer under regulation 17 of the *Local Government (Audit) Regulations 1996* and:
 - 5.2.1 report to the Council the results of that review;
 - 5.2.2 give the Council a copy of the Chief Executive Officer's report;
 - 5.3 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's financial management systems and procedures under regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996* and:
 - 5.3.1 report to the Council the results of that review;
 - 5.3.2 give the Council a copy of the Chief Executive Officer's report;
 - 5.4 support the auditor of the City to conduct an audit and carry out the auditor's other duties under the *Local Government Act 1995* in respect of the City and to oversee the implementation of any actions in accordance with regulation 16(f) of the *Local Government (Audit) Regulations 1996*;
 - 5.5 consider the adequacy and effectiveness of internal controls by reviewing reports from the Internal Auditor, the Administration, Office of the Auditor General, consultants and other external oversight agencies as appropriate;
 - 5.6 enquiring with the Internal Auditor or the Administration about processes to detect and prevent fraud or corruption and to their awareness of any suspected, alleged or actual fraud or corruption and the City's response to it (subject to confidentiality considerations);
 - 5.7 assessing the adequacy of the annual internal audit plan and the three year internal audit plan;
 - 5.8 identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the Internal Auditor and the Council if appropriate and receive any reports detailing the results of those investigations;
 - 5.9 review the strategic risks to the City and the plans to minimise or respond to those risks. This includes assessing whether risks that may prevent the City from achieving its objectives or maintaining its reputation have been identified;
- 6 NOTES that the current Audit and Risk Committee Terms of Reference and Charter will be updated to align with the current local government reforms, yet to be proclaimed, which will require a revised audit, risk and improvement committee, as presented to Council via a future meeting of the Audit and Risk Committee;

- 7 BY AN ABSOLUTE MAJORITY APPOINTS the following members and deputy members to the Audit and Risk Committee:**

Members

- 7.1 Mayor**
- 7.2 Central Ward - One representative;**
- 7.3 North Ward - One representative;**
- 7.4 North Central Ward - One representative;**
- 7.5 South Ward - One representative;**
- 7.6 South-East Ward - One representative;**
- 7.7 South-West Ward - One representative;**

Deputy Members

- 7.8 Central Ward - One representative;**
- 7.9 North Ward - One representative;**
- 7.10 North Central Ward - One representative;**
- 7.11 South Ward - One representative;**
- 7.12 South-East Ward - One representative;**
- 7.13 South-West Ward - One representative;**

- 8 NOTES that Council will be required to appoint an independent presiding member and deputy presiding member to the new Audit, Risk and Improvement Committee, once the current local government reforms relating to audit, risk and improvement committees, are proclaimed;**

- 9 BY AN ABSOLUTE MAJORITY ESTABLISHES a Chief Executive Officer Performance Review Committee with the role being to:**

- 9.1 review the Chief Executive Officer's performance in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;**
- 9.2 prepare and table the concluded report, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract to Council;**
- 9.3 review the Chief Executive Officer's performance on an on-going basis as and when deemed necessary in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;**
- 9.4 review the Key Performance Indicators to be met by the Chief Executive Officer;**
- 9.5 review the Chief Executive Officer's remuneration package, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract;**
- 9.6 review the Chief Executive Officer's Employment Contract and make recommendations to Council in relation to varying the contract as and when necessary;**

- 10 BY AN ABSOLUTE MAJORITY APPOINTS the following members and deputy members to the Chief Executive Officer Performance Review Committee:**

Members

- 10.1 Mayor**
- 10.2 Central Ward - One representative;**
- 10.3 North Ward - One representative;**
- 10.4 North Central Ward - One representative;**
- 10.5 South Ward - One representative;**
- 10.6 South-East Ward - One representative;**
- 10.7 South-West Ward - One representative;**

Deputy Members

- 10.8 Central Ward - One representative;**
- 10.9 North Ward - One representative;**
- 10.10 North Central Ward - One representative;**
- 10.11 South Ward - One representative;**
- 10.12 South-East Ward - One representative;**
- 10.13 South-West Ward - One representative.**

ATTACHMENTS

- 1. Council Created Committees Changes in Structure & Terms of Reference [8.2.1 - 2 pages]**
- 2. Current Audit and Risk Committee Charter [8.2.2 - 4 pages]**

8.3 APPOINTMENT OF PRESIDING AND DEPUTY PRESIDING MEMBERS TO COMMITTEES - FOLLOWING ELECTION

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Director Governance and Strategy
FILE NUMBER	101515
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to give consideration to the appointment of Presiding and Deputy Presiding Members to Council-created Committees, following the most recent local government elections held on Saturday 18 October 2025.

EXECUTIVE SUMMARY

On 6 December 2024, the *Local Government Amendment Act 2024* (Amendment Act) became law as part of the State Government's second tranche of major reforms to the *Local Government Act 1995*. Clause 39 of the Amendment Act simplifies the process for the appointment of Presiding and Deputy Presiding Members. Councils will now appoint these roles, instead of the committee electing those roles by secret ballot.

The City of Joondalup will consider a report at the Special Council meeting to be held on 3 November 2025, to re-establish the following four Council-created Committees:

- Audit and Risk Committee.
- Chief Executive Officer (CEO) Recruitment and Performance Review Committee.
- Major Projects and Finance Committee.
- Policy Committee.

It is therefore recommended that Council appoint Presiding and Deputy Presiding Members to each of the four Council-created committees.

BACKGROUND

Audit and Risk Committee

The Council will consider a report at the Special Council meeting to be held on 3 November 2025 to re-establish the Audit and Risk Committee, with the most recent role of the Committee being to:

- 1 guide and assist the City in carrying out its functions:
 - 1.1 under Part 6 - Financial Management, of the *Local Government Act 1995*;
 - 1.2 in relation to audits conducted under Part 7 - Audit, of the *Local Government Act 1995*;
 - 1.3 relating to other audits and other matters related to financial management;
- 2 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance, presented to it by the Chief Executive Officer under regulation 17 of the *Local Government (Audit) Regulations 1996* and:
 - 2.1 report to the Council the results of that review;
 - 2.2 give the Council a copy of the Chief Executive Officer's report;
- 3 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's financial management systems and procedures under regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996* and:
 - 3.1 report to the Council the results of that review;
 - 3.2 give the Council a copy of the Chief Executive Officer's report;
- 4 support the auditor of the City to conduct an audit and carry out the auditor's other duties under the *Local Government Act 1995* in respect of the City and to oversee the implementation of any actions in accordance with regulation 16(f) of the *Local Government (Audit) Regulations 1996*;
- 5 consider the adequacy and effectiveness of internal controls by reviewing reports from the Internal Auditor, the Administration, Office of the Auditor General, consultants and other external oversight agencies as appropriate;
- 6 enquiring with the Internal Auditor or the Administration about processes to detect and prevent fraud or corruption and to their awareness of any suspected, alleged or actual fraud or corruption and the City's response to it (subject to confidentiality considerations);
- 7 assessing the adequacy of the annual internal audit plan and the three-year internal audit plan;
- 8 identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the Internal Auditor and the Council if appropriate and receive any reports detailing the results of those investigations;
- 9 review the strategic risks to the City and the plans to minimise or respond to those risks. This includes assessing whether risks that may prevent the City from achieving its objectives or maintaining its reputation have been identified.

CEO Performance Review Committee

The Council will consider a report at the Special Council meeting to be held on 3 November 2025 to establish the CEO Performance Review Committee, with recommended changes to the terms of reference as follows:

- 1 review the Chief Executive Officer's performance in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;
- 2 prepare and table the concluded report, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract to Council;
- 3 review the Chief Executive Officer's performance on an on-going basis as and when deemed necessary in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;
- 4 review the Key Performance Indicators to be met by the Chief Executive Officer;
- 5 review the Chief Executive Officer's remuneration package, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract;
- 6 review the Chief Executive Officer's Employment Contract and make recommendations to Council in relation to varying the contract as and when necessary.

Major Projects and Finance Committee

The Council will consider a report at the Special Council meeting to be held on 3 November 2025 to re-establish the Major Projects and Finance Committee, with the most recent role of the Committee being to:

- 1 oversee the progress of the City's annual capital works program and review of the City's Five Year Capital Works Program;
- 2 make recommendations to Council on modifications of capital works projects and major strategic capital projects;
- 3 make recommendations to Council on various elements of major strategic capital projects (such as the Ocean Reef Marina, City Centre Office Development and Joondalup Performing Arts and Cultural Facility), including but not limited to:
 - project scope;
 - design elements and core project components;
 - development models and financial structures;
 - on-going management and utilisation models.
- 4 make recommendations to Council on the services to be provided by the City and the standards of service delivery being cognisant of industry best practice;
- 5 oversee the City's financial management activities, funding proposals and long-term strategic financial planning;
- 6 make recommendations to Council on reviews and impacts on the City's *10 Year Strategic Financial Plan*.

Policy Committee

The Council will consider a report at the Special Council meeting to be held on 3 November 2025 to re-establish the Policy Committee, with the most recent role of the Committee being to:

- 1 make recommendations to Council on the development and review of the City's policies and overall policy framework;
- 2 make recommendations to Council on the development and review of the City's local laws;
- 3 oversee the strategic direction of the City's Art Award events, Visual Art Collection and Visual and Performing Arts Programs;
- 4 make recommendations to Council on strategic planning matters, including planning strategies, scheme amendments, structure plans, local development plans, and submissions on urban planning matters to government agencies requiring a Council decision.

DETAILS

In accordance with clause 39 of the *Local Government Amendment Act 2024*, the Council must appoint Presiding and Deputy Presiding Members of each of the four Council-created Committees.

Issues and options considered

Council must appoint Presiding and Deputy Presiding Members to the four Council-created Committees. Failure to do so will result in non-compliance with the *Local Government Act 1995*.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government Act 1995.*

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-2 Proactive and represented- you are confident that the City is advocating on your behalf for initiatives that benefit the community.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS	EXPECTATIONS	REPUTATION
Risk Description	Ineffective / improper decision making	Inability to understand community expectations	Loss of community trust
Risk Responsibility	Director Governance and Strategy		Chief Executive Officer
Residual Risk	High		
Control Effectiveness	Strong		
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.		
Risk Control	The relevant control, to mitigate risk, is the provision of information to of updated legislative requirements and actions required to enable compliance.		

Other risk information

If the Council does not appoint Presiding and Deputy Presiding Members to the four Council-created Committees, it will be in breach of the *Local Government Act 1995* and risk having Committees that do not function properly.

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

Reforms replacing Audit Committees with Audit, Risk and Improvement Committees have not yet taken effect. There is no current requirement to appoint an independent person as the Presiding Member and Deputy Presiding Member of Audit Committees. Advertising for the role of an independent Presiding Member and Deputy Presiding Member will commence once further information is provided as to the commencement of this requirement.

VOTING REQUIREMENTS

Absolute Majority.

RECOMMENDATION

That Council APPOINTS BY ABSOLUTE MAJORITY the following persons as Presiding and Deputy Presiding Members of the following Council-created Committees:

- 1 Audit and Risk Committee**

 Presiding Member –

 Deputy Presiding Member -
- 2 CEO Performance Review Committee**

 Presiding Member –

 Deputy Presiding Member -
- 3 Major Projects and Finance Committee**

 Presiding Member –

 Deputy Presiding Member -
- 4 Policy Committee**

 Presiding Member –

 Deputy Presiding Member -

ATTACHMENTS

Nil

8.4 APPOINTMENT OF REPRESENTATIVES TO EXTERNAL COMMITTEES AND BOARDS AND INTERNAL GROUPS AND PANELS

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Director Governance and Strategy
FILE NUMBER	02153, 101515
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to appoint representatives to various external committees, boards and internal groups where the City has representation.

EXECUTIVE SUMMARY

Following the biennial local government elections, it is usual practice for Council to appoint representatives to various Council created groups and panels, as well as other external committees or boards where the City has representation.

Council is therefore requested to make the necessary appointments as listed in the recommendation to this Report.

BACKGROUND

Over a number of years Council has created a range of reference groups and other panels such as the Strategic Community Reference Group and the Joondalup Design Review Panel (previously known as Joondalup Design Reference Panel) to assist with its operations as well as technical and stakeholder reporting to City officers. Council also nominates representatives to other committees / boards created by external organisations.

Strategic Community Reference Group

At its meeting held on 26 June 2012 (CJ112-06/12 refers), Council resolved to disband the City's working groups and community forums, and establish a Strategic Community Reference Group to provide advice to Council on matters of significant community interest and strategic initiatives. At its meeting held on 21 August 2012 (CJ156-08/12 refers), Council made various appointments to the group following an expression of interest process throughout the community. Appointments of community members from each ward of the City has been undertaken following the local government elections of 2013, 2015, 2017, 2019, 2021 and 2023.

Development Assessment Panels

The Western Australian State Parliament enacted legislation that introduced Development Assessment Panels which are the decision-making body for a certain type, class and / or value of planning applications the City receives from time to time. Development Assessment Panels consist of three specialist independent members and two Elected Members from the City with all membership appointments made by the Minister for Planning.

At its meeting held on 6 November 2023 (CJ215-11/23), Council nominated Councillors Hill and Pizzey to represent the City of Joondalup on the Metro Outer Joint Development Assessment Panel (MOJDAP), with Councillors Jones and Hutton nominated as alternate members.

The DAP Secretariat has advised that nominations are required for all four positions on the DAP as the current membership expires on the 26 January 2026. Following nomination, appointments are then made by the Minister for Planning for a two-year term ending 26 January 2028.

Coastal Hazard Risk Management and Adaptation Plan Community Reference Group

At its meeting held on 12 December 2023 (CJ264-12/23 refers), Council resolved to establish a Community Reference Group to provide advice, guidance and oversight in the development of the draft Coastal Hazard Risk Management and Adaptation Plan (CHRMAP). At its meeting held on 29 April 2025 (CJ095-04/25 refers), Council appointed 10 community representatives, four Elected Member Representatives, three Deputy Elected Member Representatives and a Presiding Member for the CHRMAP Community Reference Group.

Chief Executive Officer Selection Panel

The *Local Government Legislation Amendment Act 2019* included a requirement for model standards covering the recruitment and selection, performance review and termination of employment of local government CEOs. These reforms are intended to ensure best practice and greater consistency in these processes between local governments.

In April 2021 the Council adopted these model standards in its *City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy*.

Clause 8 of the standards requires the Council to establish a selection panel for recruitment of the position of Chief Executive Officer. Responsibility for recruitment is currently within the Terms of Reference of the CEO Recruitment and Performance Review Committee, however, the revised standard/Policy provisions and in particular the requirement to appoint an independent person to the panel (rather than a Committee member), requires an amendment to the Terms of Reference of the Committee, and establishment of a Chief Executive Officer Selection Panel for the duration of the recruitment process.

DETAILS

Outside of the Council-created committees that are considered within a separate report in the Special Council Meeting agenda, Council currently has three reference groups and a design review panel. It is proposed to adopt a Chief Executive Officer Selection Panel for the purpose of the current CEO recruitment process. The City also has representation on two Regional Councils and eight external committees or boards. Information on the roles of these committees and boards and their membership as at the time of the local government elections held on 18 October 2025 is provided in Attachment 1 to this Report.

Some relevant information in relation to the committees, panels and groups is detailed below.

Joondalup Design Review Panel

At its meeting on 17 September 2024 (CJ252-09/24 refers), Council adopted the current Joondalup Design Review Panel Local Planning Policy and associated Terms of Reference.

The purpose of the Joondalup Design Review Panel (JDRP) is to advise on the design quality of eligible planning proposals, with decision makers having regard to the advice and recommendations of the JDRP in making a decision on a planning proposal.

In accordance with the current Terms of Reference (Attachment 2 refers), the JDRP shall comprise a Presiding Member (Director Planning and Community Development or delegate), and up to 10 other members that includes a Chairperson and Deputy Chairperson. Panel meetings are to comprise a minimum of four and maximum of six members. All panel members are required to be registered with their professional body and have substantial experience in one or more of the following:

- Architecture.
- Landscape Architecture.
- Urban Design.
- Sustainability and Environmental Design.
- Planning.
- Transport Planning.
- Accessibility.
- Civil and/or structural engineering.

Appointment to the JDRP is for a period of two years, in line with Council Elections. After this two-year period, all individuals must stand down. Members can serve more than one term.

The current members of the JDRP are:

- Munira Mackay (Chairperson) – Urban Design.
- Nerida Moredoundt (Deputy Chairperson) – Architect.
- Simon Venturi – Architect.
- Kukame McPierzie – Architect.
- Jackson Liew - Architect.
- Robin Burnage – Landscape Architect.
- Tony Blackwell – Landscape Architect.
- Graham Agar – Engineer (environmental sustainability).
- Andrew Howe – Urban Design / Planning.
- James Christou – Architect.

Appointment to the JDRP

The City sought expressions of interest for the JDRP between 4 August 2025 and 25 August 2025, in the following manner:

- The nomination form and information were provided on the City's website.
- A notice on the City's LinkedIn profile; and
- An email sent to Australian Institute of Landscape Architects, Australian Institute of Architects, Association of Consulting Architects, Planning Institute of Australia, Engineers Australia, Department of Planning, Lands and Heritage and Office of the Government Architect for distribution to their members.

Twelve responses were received. A copy of the JDRP nominations (Attachment 3 refers) and the City's JDRP Panel assessment and recommendation (Attachment 4 refers) have been provided to Elected Members under confidential separate cover for their consideration.

Based on the responses it is recommended that the following positions be appointed:

- Chairperson - one representative.
- Deputy Chairperson - one representative.
- Panel members - eight representatives.

Northwest District Planning Committee

The Northwest District Planning Committee was established in accordance with the provisions of the *Planning and Development Act 2005*. At its meeting held on 25 August 2009, the Western Australian Planning Commission resolved that the Northwest District Planning Committee would become an advisory committee with meetings scheduled at the discretion and direction of the Western Australian Planning Commission. The committee has not met since 2009 and currently has no scheduled meetings. However, due to its statutory establishment it is prudent that the Council still appoint a representative.

Metro Outer Development Assessment Panel (DAP)

Development Assessment Panels (DAPs) commenced operation throughout Western Australia from 1 July 2011 and are decision-making bodies that are independent of the Department of Planning, Lands and Heritage (DPLH) or the Western Australian Planning Commission (WAPC). Changes to the DAP framework have occurred over the years to improve consistency and transparency, with the number of DAPs now reduced to three panels. The City of Joondalup falls within the Metro Outer Development Assessment Panel boundaries.

DAPs are responsible for determining development applications where the likely cost of the development exceeds a specified dollar value. This pathway is entirely 'opt-in' where the relevant application criteria is met. Currently, for the City of Joondalup, any proposal (excluding Single Houses) of a value of \$2 million or greater, or any community housing project (regardless of size or value) is able to be determined by the DAP.

The DAP consists of the following members:

- Three members with specialist knowledge in the areas of town planning, architecture, or other related disciplines.
- Two Elected Members from the City of Joondalup, who sit on the panel for applications relating to the City of Joondalup only.

At its meeting held on 6 November 2023 (CJ215-11/23 refers), Council nominated Councillors Hill and Pizzey to represent the City of Joondalup on the Metro Outer Development Assessment Panel (MOJDAP), with Councillors Jones and Hutton nominated as alternate members.

The DAP Secretariat has advised that nominations are required for all four positions on the DAP as the current membership expires on the 26 January 2026. Following nomination, appointments are then made by the Minister for Planning for a two-year term ending 26 January 2028.

Strategic Community Reference Group

At its meeting held on 26 June 2012 (CJ112-06/12 refers), Council established the Strategic Community Reference Group for the first time as a participation mechanism for representatives of the community to provide advice to Council on matters of significant community interest.

Strategic Community Reference Group composition

The Strategic Community Reference Group comprises of the following members:

- Presiding Member.
- Three Elected Member Representatives.
- Four Deputy Elected Member Representatives.
- Fourteen Community Member Representatives — two representing each ward and two to three youth representatives aged 16–25 years (from any ward).
- Subject matter experts (temporarily appointed for each meeting).
- Facilitator.

The Community Member Representatives for the Strategic Community Reference Group up until October 2025 are shown in the table below. In accordance with the Strategic Community Reference Group Terms of Reference, the terms for Community Member Representatives concluded in October 2025, in line with the Ordinary Local Government election cycle.

Community Member Representatives were advised of the conclusion of their term and were also informed that Council would consider the re-establishment of the Strategic Community Reference Group and membership composition following the Ordinary Local Government Election held on 18 October 2025.

Ward	Community Member Representatives
North Ward	Helen Winterton and Allan Connolly
North-Central Ward	Camila Mazzo and Bettina Gould
Central Ward	Susan North and Linda Smith
South-West Ward	David Hudson and Leonard Collier
South-East Ward	Janine Blake and Rachel Kemp
South Ward	Josh Hurley and Lynda Crawford
Youth	Aimee Wright, Joshua Challis and Tara Lie

Strategic Community Reference Group 2024 – 2025 Topics

Over the last two years, the Strategic Community Reference Group has provided Council with advice on the following strategic matters:

- Development of the new Dog Management Plan.
- Strategic approach to place activation.
- Development of the Bike Plan.
- Development of the new Public Health Plan.
- Development of the Local Planning Strategy review.
- Strategic approach to communications and customer experience.

The Meeting Outcomes Reports for these meetings are provided as Attachment 5 to this Report.

Review of the Strategic Community Reference Group Terms of Reference

Following the conclusion of the last Strategic Community Reference Group meeting for 2024– 2025, the City conducted a review of the Terms of Reference to identify potential operational gaps and ensure there was continued alignment to the purpose of the Reference Group.

The revised Strategic Community Reference Group Terms of Reference are provided as Attachment 6 to this Report. The original Strategic Community Reference Group Terms of Reference for 2024–2025 are provided as Attachment 7 to this Report, and a marked-up version is provided as Attachment 8 to this Report. Minimal changes have been made to the intent of the document. Updates have been made according to a review of the operational practices. Specifically, the proposed following changes include:

- Assigning Council the role of appointing the Presiding Member of the Strategic Community Reference Group (instead of designating the role to the Mayor).
- Clarifying the composition of Youth Representatives to require a minimum (instead of maximum) of two members.
- Assigning the City the role of facilitator, and/or appointing a facilitator, for each Reference Group meeting (instead of a two-year appointment of an external facilitator).
- Specifying that a Reference Group meeting may (instead of will) be cancelled or rescheduled, at the discretion of the Presiding Member, if quorum is not reached.

Reconciliation Action Plan (RAP) Community Reference Group

At its meeting held on 17 September 2019 (CJ118-09/19 refers), Council established the Reconciliation Action Plan Community Reference Group (RAPCRG) as a participation mechanism for guiding respectful, culturally appropriate and meaningful contributions to inform development of the City's first Reconciliation Action Plan (RAP).

The RAPCRG first met in late 2020 and guided the development of the City's "Innovate" level Reconciliation Action Plan in accordance with Reconciliation Australia's guidelines and principles. The City's draft "Innovate" level RAP was finalised by the RAPCRG in mid 2023 and was formally endorsed by Reconciliation Australia in August 2025.

The Reconciliation Action Plan Community Reference Group consists of the following members:

Elected Members (Mayor and up to two others)	Mayor Albert Jacob, JP Cr Lewis Hutton Cr Rebecca Pizzey
Community Members (Up to eight members)	Pauline Boscato Jane Burns Marcus Kaden Kathy Kickett Amanda Weall Ken Aitchison Phillipa Taylor One vacancy
Organisational Representatives (Up to four members)	Sharon Wood-Kenny, Djinda Bridya Wellbeing Australian Aboriginal Organisation Three vacancies

In accordance with the current RAPCRG Terms of Reference, the terms of community members concluded in October 2025 in line with the ordinary local government election cycle. Community members and organisational representatives were advised of the conclusion of their current term in October 2025 and were also informed that Council would consider the re-establishment of the RAPCRG and membership composition following the local government elections held on 18 October 2025.

The City in consultation with the RAPCRG has undertaken a review of the current RAPCRG Terms of Reference (Attachment 9 refers) resulting in a revised Terms of Reference provided for consideration (Attachment 10 (marked up) and Attachment 11 (clean version) refers). Proposed changes include the following:

- Amendments to further simplify and streamline the Terms of Reference.
- Addition of two new headings to clarify existing content, namely:
 - Section 3, 'Limits to Authority' - paragraph moved from s2 ('Purpose') and placed here for clarity; and
 - Section 4, 'Objectives and Responsibilities' - content moved from s2 ('Purpose') and placed here for clarity.
- Amendments to clarify (but not change) membership composition, primarily:
 - Clarifying membership terms of organisational representatives to be contingent on their ongoing role within their nominating organisation.
- Addition to s5.5 (formerly s3.5) to add conditions related to the Staff Working Group, to meet RAP requirement 12.1, namely that:
 - 'The presiding member of the Staff Working Group (or a representative) may attend RAPCRG meetings as a non-voting member, for the purposes of informing the RAPCRG on Staff Reference Group business as appropriate and vice versa'.
- Amendment to s8 (formerly s6), 'Tenure of Appointment', noting that:
 - 'All members are required to re-nominate at the end of each period of tenure'.

It should be noted that these changes have been informed by and supported by the members of the RAPCRG.

Recommendation to re-appoint current members

In preparation for the Council's consideration to re-establish the City's RAPCRG, the City sought expressions of interest from current RAPCRG members for those wishing to re-nominate and continue as a member.

The eight previous community and organisational representative members of the RAPCRG have all re-nominated for the RAPCRG and are being recommended for re-appointment.

Recommendation to appoint new members

It is acknowledged that there are currently four vacancies on the RAPCRG. This is made up of one vacancy at the community representative level and three organisational representative vacancies.

The City sought expressions of interest for interested community members to join the RAPCRG between 21 July and 15 August 2025, in the following manner:

- The nomination form and information were provided on the City's website;
- A notice on the City's LinkedIn profile and Facebook page;
- An email sent to the Whadjuk Aboriginal Corporation and the South-West Aboriginal Land and Sea Council, asking them to share the opportunity with their networks; and
- Notices were placed in local media during this period.

Three nominations were received, constituted of two nominations for community representatives and one nomination for organisational representatives. A copy of the nominations and the City's assessment and recommendation have been provided to the Elected members under confidential separate cover for their consideration (Attachments 12 and 13 refers).

Based on the responses it is recommended that Applicant No. 9 be appointed as the Community Representative and Applicant No. 11 be appointed as the Organisational Representative.

Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) Community Reference Group

The CHRMAP Terms of Reference (Attachment 14 refers) for the CHRMAP Community Reference Group were endorsed by the Council on 17 September 2024 (CJ240-09/24 refers).

CHRMAP Community Reference Group Composition

The purpose of the CHRMAP Community Reference Group is to provide input into the development of the City's CHRMAP which aims to provide a long-term framework for adapting to coastal hazards, in accordance with *State Planning Policy No. 2.6*. The reference group will assist the City in determining preferred actions and solutions related to mitigating and adapting to coastal hazards in the City of Joondalup.

As per the Council endorsed Terms of Reference, the CHRMAP Community Reference Group will consist of up to ten members and may include representation from the following groups:

- Residents.
- Community groups (including environmental groups and sporting clubs).
- First Nations people.
- Business owners.
- Youth.

All community member representatives are appointed for a term of three years concluding with Council adoption of the City's CHRMAP. Elected Member Representatives are appointed for a term of up to three years in accordance with the duration of their term.

A maximum of four Elected Members will be nominated by Council as Elected Member Representatives. A maximum of four additional Elected Members will be nominated by Council as Deputy Elected Member Representatives. Council is to appoint a Presiding Member in addition to the Elected Members appointed to the CHRMAP Community Reference Group.

The CHRMAP Community Reference Group consists of the following members:

Elected Members	Cr Adrian Hill (Chair) Cr John Chester Cr Rebecca Pizzey Cr John Raftis Cr Phillip Vinciullo
Elected Members (Deputies)	Cr Christine Hamilton-Prime, JP Cr Lewis Hutton Cr Christopher May, JP
Community Member Representatives	Shiree Blazeski Daniel McKeon Dr Arnold van Rooijen Druime' Nolan Dr Brian Luinstra Ben Allen Fabienne Hill Faskel Annette Ellerby Kim Allen Ryan Hunter

The following Elected Members were appointed for the duration of their term which ended in October 2025:

- Presiding Member - Cr Adrian Hill (Chair).
- Elected Member - Cr John Chester.
- Deputy Elected Member - Cr Christine Hamilton-Prime, JP.
- Deputy Elected Member - Cr Christopher May, JP.

Therefore nominations for Elected Member members on the CHRMAP Community Reference Group are required for the Presiding Member, one Elected Member and two Deputy Elected Member roles.

Chief Executive Officer Selection Panel

At the Council meeting held on 24 June 2025 (CJ178-06/25 refers) it was agreed to advertise for the position of CEO for the City of Joondalup, for a term of five years.

Further, the Council endorsed the process for the recruitment of a CEO as per the minimum standards for recruitment and selection of a CEO as outlined in the *Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination*.

The Council is to observe the adopted model standards in its *City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy* (Attachment 15 refers).

Clause 8 of the standards requires the Council to establish a selection panel to conduct the recruitment and selection process for the employment of a person in the position of CEO. The selection panel must comprise of:

- Council members (the number of which must be determined by the Council); and
- At least one independent person; being a person other than any of the following:
 - Council member;
 - An employee of the City;
 - A human resources consultant engaged by the City.

The following matters require the Council's consideration:

Appointment of a CEO Selection Panel

Clause 8 of the standards / Policy requires the Council to establish a selection panel for recruitment of the position of Chief Executive Officer. Responsibility for recruitment is currently within the Terms of Reference of the CEO Recruitment and Performance Review Committee, however, the revised standards / Policy provisions and in particular the requirement to appoint an independent person to the panel (rather than a Committee member), requires an amendment to the Terms of Reference of the Committee, and establishment of a Chief Executive Officer Selection Panel for the duration of the recruitment process.

In Item 8.2 within this agenda, it is proposed that the CEO Recruitment and Performance Review Committee be amended to the CEO Performance Review Committee. It is proposed that a CEO Selection Panel be formally appointed by the Council for the purpose of recruitment and selection of the CEO.

Terms of Reference for the CEO Selection Panel have been drafted for the Council's consideration, detailed in Attachment 16 to this Report.

CEO Selection Panel – Membership

Clause 8 of the standards / Policy requires the membership of the CEO Selection Panel to comprise of:

- Council members (the number of which must be determined by the Council); and
- At least one independent person (appointed by Council).

It is proposed that up to seven elected members (inclusive of the Mayor as Presiding Member) comprise the membership of the CEO Selection Panel, together with one independent person (who is not a Council member; employee of the City; or a human resources consultant engaged by the City).

Appointment of Independent Person

The Departmental Guidelines provide that the panel is responsible for assessing applicants and making a recommendation to Council regarding the most suitable applicant or applicants. The essence of the role of an independent panel member is to bring an impartial perspective to the process and reduce any perception of bias or nepotism.

The Council has the option of undertaking a direct appointment (through invitation) of an independent person, or an expression of interest being undertaken to appoint the independent person.

The Departmental Guidelines provide examples of who the independent person could be including:

- Former elected members or staff members of the local government.
- Former elected members (such as a Mayor) or staff members of another local government.
- A prominent or highly regarded member of the community.
- A person with experience in the recruitment of CEOs and senior executives.

The Council might wish to give consideration to a suitable person to invite to participate as the independent person to the CEO Selection Panel.

Alternatively, the Council might prefer to seek expressions of interest from a select group of nominees or the general public.

If an EOI process were to be undertaken, rather than a direct invitation, it is considered that the (highly regarded) selection criteria for an independent person might include the following:

- Demonstrated experience in the recruitment of senior executive staff.
- Previous experience in an equivalent governance role or board position.
- Strong understanding of probity, ethics, and procedural fairness.
- Familiarity with public sector or local government operations and regulatory environments.
- Availability to participate fully throughout the recruitment period.
- Possessing relevant professional qualifications in either human resource management, business, governance, or law.

Applicants would be asked to provide a brief (no more than three pages) written Expression of Interest that addresses the Selection Criteria, including the following:

- Relevant experience in recruitment or governance.
- Personal attributes that would support effective participation on the Panel.

A draft EOI is provided as Attachment 17 to this Report.

Such an EOI process, rather than a direct appointment, might be lengthy and involve significant resources of the administration and Council in the selection process.

It would be necessary that the independent person appointed to the selection panel is informed of the duties and responsibilities of their role and that of the panel. It would be considered prudent that the Presiding Member of the Panel, together with the Director Governance and Strategy, meet with the endorsed independent person to outline:

- the primary functions of the panel
- roles and responsibilities of panel members
- composition of the panel
- duration of term (being to the completion of the recruitment process)
- confidentiality requirements
- any other information the local government deems necessary for the panel to effectively carry out their role.

Fee for Session/Meeting Attendance

The Council should give consideration as to whether to remunerate the independent person.

It should be noted that Part 6.4 of the Salaries and Allowances Tribunal Determination of 4 April 2025 provides a proposed meeting fee for an independent member of committees - for a Band 1 local government the fee is a minimum of \$0 and a maximum of \$450 per meeting.

There is no requirement for a meeting fee to be paid to a member of a Panel.

It is considered that it would be appropriate to provide a session/meeting fee to the independent member to attend formal meetings of the CEO selection Panel, also recognising the work required to be undertaken in preparation of sessions/meetings. It is also considered that a fee would assist in attracting suitably qualified professionals to apply.

Issues and options considered

Council can either:

- appoint members to reference groups, panels and external boards and committees as recommended
or
- not appoint members to reference groups, panels and external boards and committees.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government Act 1995.*
 Planning and Development Act 2005.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-2 Proactive and represented - you are confident that the City is advocating on your behalf for initiatives that benefit the community.

Policy *Community Consultation Council Policy.*
 Sustainability Council Policy.
 City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS	REPUTATION
Risk Event Description	Ineffective / improper decision making	Loss of community trust
Risk Responsibility	Director Governance and Strategy	Chief Executive Officer
Residual Risk	High	
Control Effectiveness	Strong	
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.	
Risk Control	The relevant control, to mitigate risk, is the provision of information relating to City representation within external committees/boards that have the ability to impact City decision making.	

Other risk information

Should Council not appoint representation to external committees/boards, this may hinder the City's ability to be involved in key organisations where representation is available.

Financial / budget implications

Not applicable.

Regional significance

A number of the external committees / boards that the City of Joondalup is entitled to have representation on deal with matters that not only affect the region but also the local government industry as a whole.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

Representation on externally based committees and boards allows the City to have input into various issues that face the local government industry.

Where there are more nominations than vacancies for representation, Elected Members will need to nominate which representatives will be appointed to the respective committee or board. Each Elected Member will be able to nominate as many times as there are vacant positions.

VOTING REQUIREMENTS

Simple Majority.

RECOMMENDATION

That Council:

- 1 NOMINATES the following four representatives to the Metro Outer Development Assessment Panel to be appointed by the Minister for a two year term:**

Members

- 1.1 Two Elected Members;**

Alternate Members

- 1.2 Two Alternate Members;**

- 2 RE-ESTABLISHES the Strategic Community Reference Group to provide advice to Council on:**

- 2.1 matters of significant community interest as determined by Council;**

- 3 ENDORSES the revised Terms of Reference of the Strategic Community Reference Group, as detailed in Attachment 6 to this Report;**

- 4 APPOINTS the following members and deputy members to the Strategic Community Reference Group:**

Members

- 4.1 Presiding Member;**
- 4.2 Three Elected Members;**

Deputy Members

- 4.3 Four Elected Members;**

- 5 AUTHORISES the Chief Executive Officer to seek nominations to fill the vacant community representative positions on the Strategic Community Reference Group for the following wards:**

- 5.1 North Ward;**
- 5.2 North Central Ward;**
- 5.3 Central Ward;**
- 5.4 South Ward;**
- 5.5 South-West Ward;**
- 5.6 South-East Ward;**
- 5.7 Youth;**

- 6 ENDORSES the Terms of Reference of the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group, as detailed in Attachment 14 to this Report;**

- 7 APPOINTS the following members and deputy members to the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group:**

Members

- 7.1 Presiding Member;**
- 7.2 One Elected Member;**

Deputy Members

- 7.3 Two Elected Members;**

- 8 NOTES the following Elected Members continue to be members of the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group, in accordance with the Terms of Reference:**

Members

- 8.1 Cr John Raftis;**
- 8.2 Cr Phillip Vinciullo;**
- 8.3 Cr Rebecca Pizzey;**

Deputy Members

- 8.4 Cr Lewis Hutton;**

- 9 ENDORSES the re-appointment of the following community members to the Coastal Hazard Risk Management and Adaptation Plan Community Reference Group:**

- 9.1 Shiree Blazeski;**
- 9.2 Daniel McKeon;**
- 9.3 Dr Arnold van Rooijen;**
- 9.4 Druime Nolan;**
- 9.5 Dr Brian Luinstra;**
- 9.6 Ben Allen;**
- 9.7 Fabienne Faskel;**
- 9.8 Annette Ellerby;**
- 9.9 Kim Allen;**
- 9.10 Ryan Hunter;**

-
- 10 ESTABLISHES a CEO Selection Panel to conduct the recruitment and selection process for the employment of a person in the position of CEO of the City of Joondalup;**
- 11 ENDORSES the Terms of Reference of the CEO Selection Panel, as detailed in Attachment 16 to this Report;**
- 12 APPOINTS the following members to the CEO Selection Panel:**
- 12.1 Mayor as Presiding Member;**
 - 12.2 Up to six Councillors;**
 - 12.3 One independent person;**
- 13 With regard the appointment of an independent person the Council:**
- ENDORSES by invitation a suitable person to be appointed as an independent person to the CEO Selection Panel;**
- Or**
- AUTHORISES the Chief Executive Officer to seek public Expressions of Interest to appoint an independent person to the CEO Selection Panel, as detailed in Attachment 17 to this Report, inclusive of a fee of \$450 per session/meeting attendance of the panel;**
- 14 NOTES that appointment to the CEO Selection Panel will conclude on appointment of the CEO unless a panel member is no longer a member of Council;**
- 15 NOMINATES the following persons to represent the City of Joondalup on the:**
- 15.1 Community Board of Advice (Joondalup Health Campus):**
 - 15.1.1 One Elected Member;**
 - 15.1.2 One Elected Member (deputy);**
 - 15.2 Joondalup Lotteries House Inc:**
 - 15.2.1 Coordinator Community and Youth Development;**
 - 15.3 Northwest District Planning Committee:**
 - 15.3.1 One Elected Member;**
 - 15.3.2 One Elected Member (deputy);**
 - 15.4 North Western Metropolitan Regional Road Sub-Group:**
 - 15.4.1 One Elected Member;**
 - 15.4.2 One Elected Member (deputy);**
 - 15.4.3 Director Infrastructure Services;**
 - 15.5 Wanneroo/Joondalup Local Emergency Management Committee:**
 - 15.5.1 One Elected Member;**
 - 15.5.2 One Elected Member (deputy);**
 - 15.5.3 Manager Asset Management;**
 - 15.5.4 Emergency Management Officer;**
 - 15.5.5 Principal Environmental Health Officer;**
 - 15.6 Yellagonga Regional Park Community Advisory Committee:**
 - 15.6.1 One Elected Member;**
 - 15.6.2 One Elected Member (deputy);**
 - 15.6.3 Coordinator Natural Environment;**

- 16 **RE-ESTABLISHES** the Joondalup Design Review Panel to provide design advice on planning proposals;
- 17 **APPOINTS** the following members to the Joondalup Design Review Panel as detailed in Attachment 4 to this Report:

Members

- 17.1 The Director Planning and Community Development or nominee;
- 17.2 Chairperson – Applicant No. 11;
- 17.3 Deputy Chairperson – Applicant No. 8;
- 17.4 Panel Members
- Applicant No. 2;
 - Applicant No. 3;
 - Applicant No. 4;
 - Applicant No. 5;
 - Applicant No. 7;
 - Applicant No. 9;
 - Applicant No. 10;
 - Applicant No. 12;
- 18 **RE-ESTABLISHES** the Reconciliation Action Plan Community Reference Group as a participation mechanism for guiding respectful, culturally appropriate and meaningful contributions to inform the implementation and review of the City's first Reconciliation Action Plan;
- 19 **ENDORSES** the revised Terms of Reference of the Reconciliation Action Plan Community Reference Group, as detailed in Attachment 11 to this Report;
- 20 **APPOINTS** the Mayor and two Elected Members to the Reconciliation Action Plan Community Reference Group:

Members

- 20.1 Mayor;
- 20.2 Two Elected Members;
- 21 **ENDORSES** the appointment of the following Community and Organisational Representatives of the Reconciliation Action Plan Community Reference Group as detailed in Attachment 13 to this Report:

Community Members

- 21.1 Applicant No. 1;
- 21.2 Applicant No. 2;
- 21.3 Applicant No. 3;
- 21.4 Applicant No. 4;
- 21.5 Applicant No. 5;
- 21.6 Applicant No. 6;
- 21.7 Applicant No. 7;
- 21.8 Applicant No. 9;

Organisational Representatives

- 21.9 Applicant No. 8;
- 21.10 Applicant No. 11;
- 21.11 Two vacancies;

- 22 NOTES that the newly appointed Reconciliation Action Plan Community Reference Group will consider the need to fill remaining vacancies at its next meeting.**

ATTACHMENTS

1. Committee Listing as at 15 October 2025 [8.4.1 - 24 pages]
2. JDRP Terms of Reference [8.4.2 - 4 pages]
3. CONFIDENTIAL REDACTED - JDRP Applicant Submissions (Compiled) [8.4.3 - 193 pages]
4. CONFIDENTIAL REDACTED - JDRP Assessment and Recommendation [8.4.4 - 4 pages]
5. SCRG 2024-2025 Meeting Outcomes Reports ALL [8.4.5 - 243 pages]
6. SCRG Terms of Reference 2026-2027 (proposed) [8.4.6 - 2 pages]
7. SCRG Terms of Reference 2024-2025 [8.4.7 - 2 pages]
8. SCRG Terms of Reference (mark up with 2026-2027 proposed) [8.4.8 - 3 pages]
9. RAPCRG Terms of Reference 2023-2025 [8.4.9 - 2 pages]
10. RAPCRG Terms of Reference marked up [8.4.10 - 3 pages]
11. RAPCRG Terms of Reference clean version [8.4.11 - 3 pages]
12. CONFIDENTIAL REDACTED - RAPCRG Collated Nominations 2025 [8.4.12 - 6 pages]
13. CONFIDENTIAL REDACTED - 2025 RAPCRG Assessment and Recommendation [8.4.13 - 1 page]
14. CHRMAP Terms of Reference [8.4.14 - 2 pages]
15. Standards for CEO Recruitment Performance and Termination Council Policy [8.4.15 - 8 pages]
16. CEO Selection Panel - Terms of Reference [8.4.16 - 2 pages]
17. Independent Person EOI [8.4.17 - 1 page]

9 CLOSURE



**DECLARATION OF
FINANCIAL INTEREST / INTEREST THAT MAY AFFECT IMPARTIALITY /
PROXIMITY INTEREST**

**To: CHIEF EXECUTIVE OFFICER
CITY OF JOONDALUP**

Name / Position		
Meeting Type		
Meeting Date		
Item No. / Subject		
Nature of Interest	Financial Interest * Proximity Interest* Interest that may affect impartiality*	<i>*Delete where not applicable</i>
Extent of Interest		
Signature		
Date		

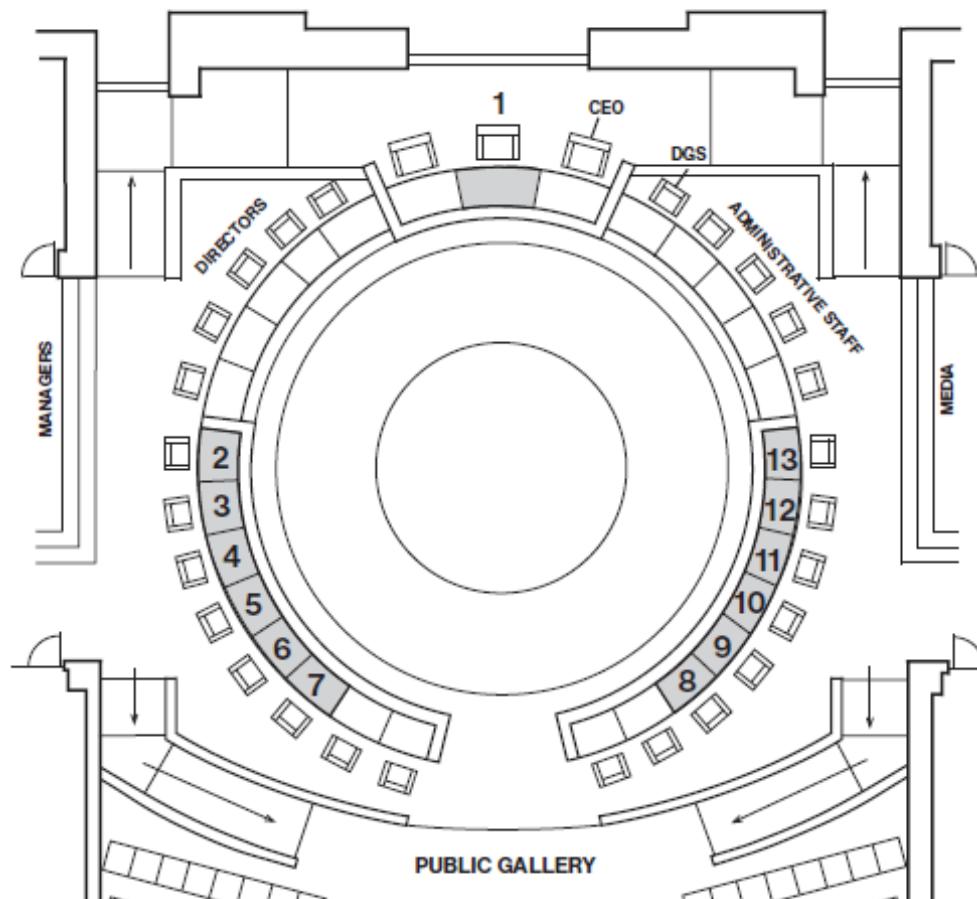
Section 5.65(1) of the *Local Government Act 1995* states that:

"A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by that member must disclose the nature of the interest:

- (a) in a written notice given to the CEO before the meeting; or*
- (b) at the meeting immediately before the matter is discussed."*



Council Chamber – Seating Diagram



Mayor

1 Mayor Daniel Kingston (Term expires 10/29)

North Ward

- 2 Cr Adrian Hill (Term expires 10/29)
- 3 Cr Lewis Hutton (Term expires 10/27)

North-Central Ward

- 4 Cr Denise Mercer (Term expires 10/29)
- 5 Cr Nige Jones (Term expires 10/27)

Central Ward

- 6 Cr Christopher May, JP (Term expires 10/29)
- 7 Cr Rebecca Pizzey (Term expires 10/27)

South-West Ward

- 8 Cr Matthew Count (Term expires 10/29)
- 9 Cr Phillip Vinciullo (Term expires 10/27)

South-East Ward

- 10 Cr John Chester (Term expires 10/29)
- 11 Cr Rohan O'Neill (Term expires 10/27)

South Ward

- 12 Cr Russ Fishwick, JP (Term expires 10/29)
- 13 Cr John Raftis (Term expires 10/27)

3 NOVEMBER 2025 - SPECIAL MEETING OF COUNCIL - AGENDA ATTACHMENTS

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ELECTED MEMBER PROSPECTUS



Guide to becoming a Zone Delegate or WALGA State Councillor – 2025



THE VOICE OF WA LOCAL GOVERNMENT

The Western Australian Local Government Association (WALGA) is an independent, member-based, not-for-profit organisation representing and supporting the WA Local Government sector. Our membership includes all 139 Local Governments in the State.

Consider nominating for a position on the Zone or State Council and play a role in shaping policy and advocacy on behalf of Local Government in Western Australia.

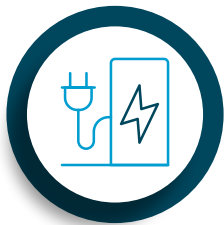
OUR FOCUS AREAS



Climate resilience



Disaster readiness



Low carbon



High quality
Infrastructure



Diversity, equity
and inclusion



Appropriately resourced and
flexible Local Government

WHAT DOES WALGA DO?

Influence

- **Advocacy:** Lead advocacy and engagement on issues important to Local Government.
- WALGA acts as a single point of contact for the Local Government sector.
- WALGA facilitates connections with Local Government leaders and stakeholders from all regions across WA.
- WALGA represents every Local Government across WA to ensure local communities are heard and considered in policy-making processes.
- **Events:** WALGA events provide a platform to engage with Local Government representatives, industry stakeholders, and experts to discuss key issues, share knowledge, and foster collaboration.

Support

- **Specialist Support Services:** Providing vital support to Local Government in areas such as governance, employee relations and procurement.
- **Training:** WALGA is a Registered Training Organisation (RTO) offering a range of professional development courses that provide the essential knowledge and skills the Local Government sector requires.
- **Collaboration:** Facilitating partnerships and knowledge-sharing among Local Governments to promote best practice and innovative solutions.
- **Preferred Supplier Program:** Offering access to prequalified suppliers, simplifying procurement for Local Government.

Expertise

- **Policy development:** WALGA has one of the largest policy teams outside of Government, with expertise across planning, environment and waste, economics, community and social policy, emergency management, and governance.
- Our collaborative, evidence-based policy positions aim to deliver positive outcomes that meet community needs.
- **Data and insights:** WALGA collects data covering various aspects of Local Government operations, which can provide valuable insights and analysis to inform policy development and program planning.
- **Program support:** WALGA has a long history in the delivery and administration of grant programs on behalf of Government to ensure the smooth delivery of priority programs and initiatives at a community level.

HOW IS WALGA FUNDED?

A number of components contribute to the WALGA operational budget.

As with most member-based organisations, WALGA has an annual membership fee paid by all Member Local Governments.

WALGA secures additional funding through charges to State and Federal departments and agencies for the administration of grants, fee-for-services selected for use by Members, and returns from supplier contracts as part of group buying arrangement that guarantees lowest market rates for Members.



ZONES

The relationship between State Council and Zones is critical as it underpins WALGA's advocacy on behalf of Local Government at the State and Federal Government levels. Zones have an integral role in shaping the political and strategic direction of WALGA.

Not only are Zones responsible for bringing relevant local and regional issues to the State Council table, but they are also a key player in developing policy and legislative initiatives for Local Government in WA.

ROLE OF ZONES

The key functions of Zones are to:

- elect one or more State Councillor;
- consider the State Council Agenda; and
- provide direction and feedback to their State Councillor.

Additional activities undertaken by Zones may include:

- developing and advocating positions on regional issues affecting Local Government;
- progressing regional Local Government initiatives;
- initiating regional projects relating to the Zone;
- identifying relevant issues for action by WALGA;
- networking and information sharing; and
- contributing to policy development through policy forums and other channels.

Zones provide input into State Council's policy and advocacy efforts in two critical ways:

1. passing resolutions on items contained in the State Council Agenda; and
2. passing resolutions requesting that WALGA act on a particular state-wide issue.

ROLE OF A ZONE DELEGATE

Zone Delegates are appointed to represent their Local Government on the Zone and make decisions at the regional level. Each Zone is an autonomous body with the functions set out in WALGA's Constitution. Zones are responsible for deciding how many Delegates will represent each member Local Government, and for electing a Zone Chair and Deputy Chair.

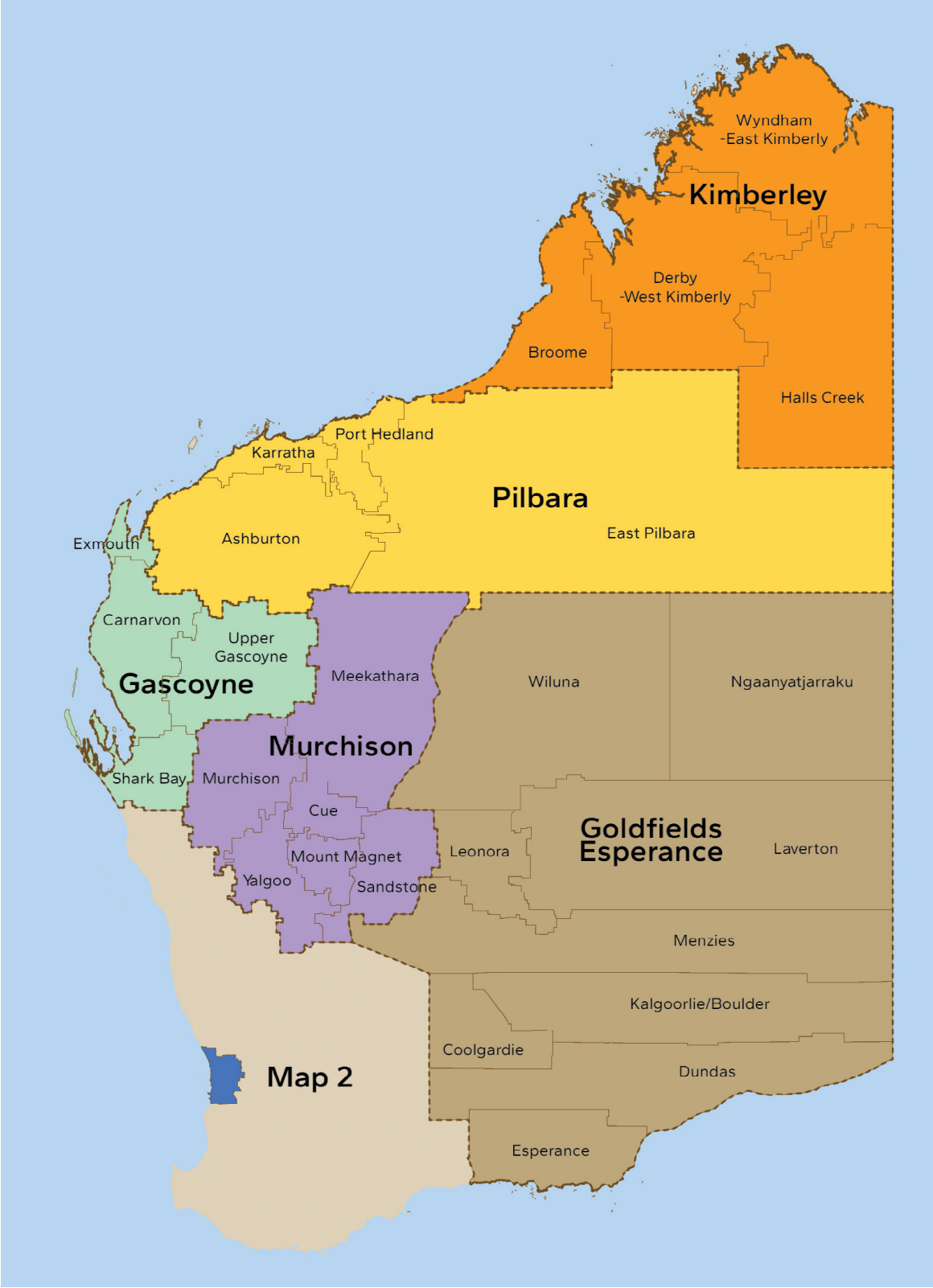
As their Local Government's representative, a Zone Delegate should give regard to their Council's positions on policy issues. There is also an expectation that Zone Delegates will report decisions made by the Zone back to their Local Government.

Zones generally meet five times per year in February, April, June, August and November. The day and time of meetings are determined by the Zone. The length of meetings differs between Zones but generally take two to four hours.

Approximate time commitment per year (excluding travel time):

MEETINGS	10 - 20 hours
PREPARATION	Five hours

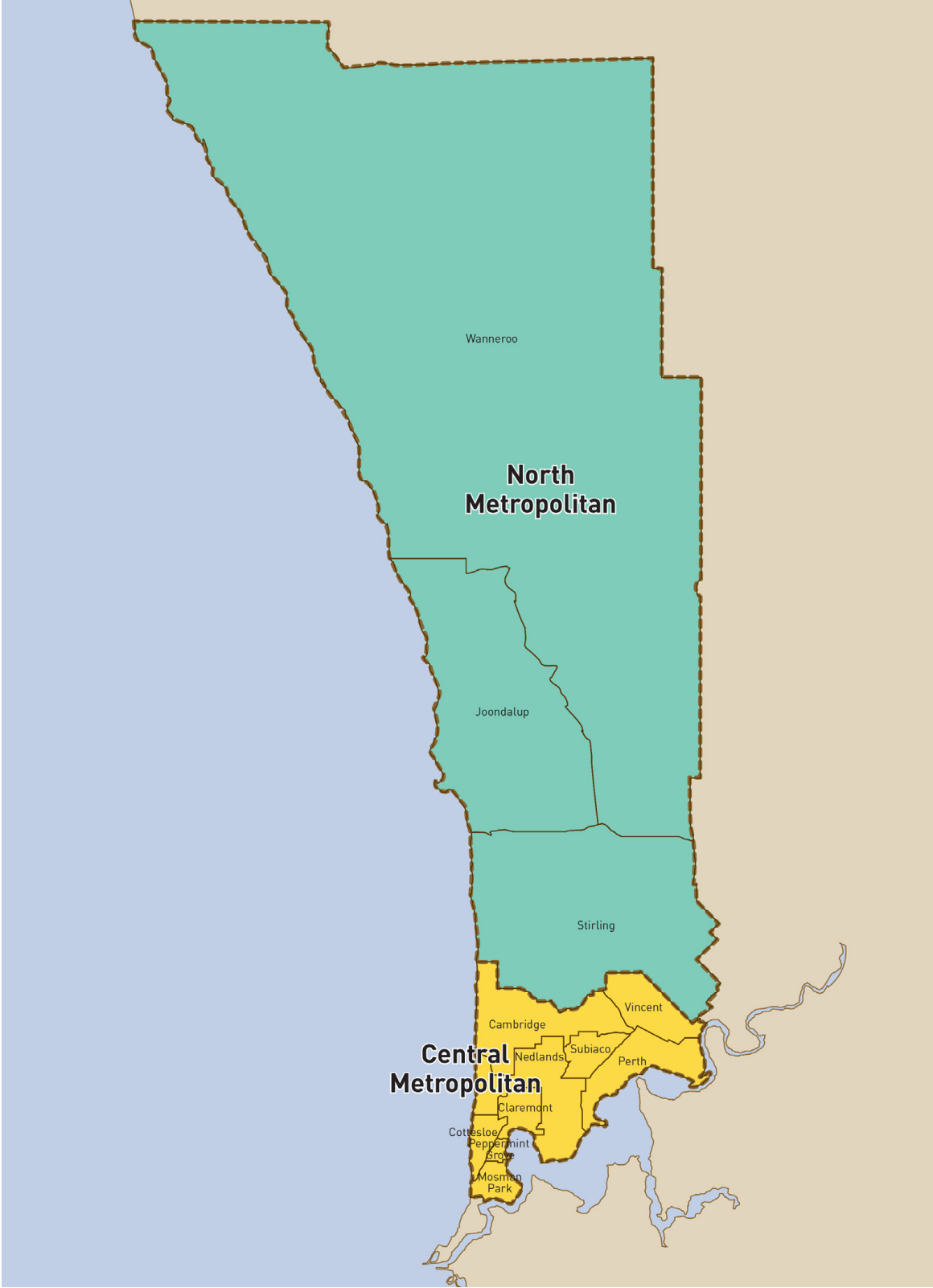
ZONE MAP 1 Zone maps are available on walga.asn.au/who-we-are/corporate-governance/zones



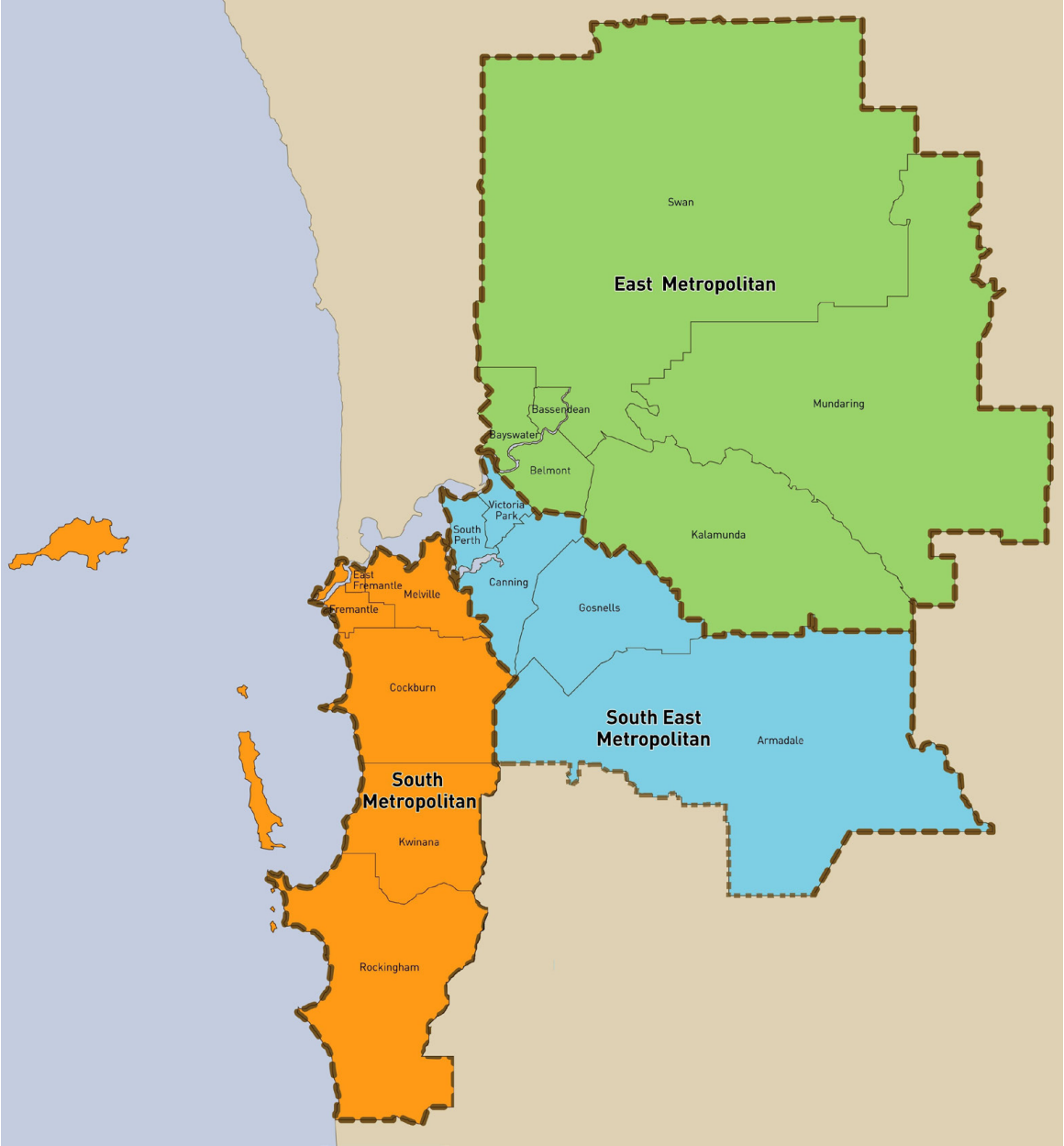
ZONE MAP 2



ZONE MAP 3



ZONE MAP 4





ROLE OF STATE COUNCIL

State Council's primary role is to govern the successful operation of WALGA and broadly includes:

- strategy formulation and policy-making;
- development, evaluation and succession of the CEO;
- monitoring financial management and performance, including the annual budget;
- monitoring and controlling compliance and organisational performance;
- ensuring effective identification, assessment and management of risk;
- promoting ethical and responsible decision-making;
- ensuring effective communication and liaison with Members and stakeholders; and
- ensuring an effective governance framework.

ROLE OF A STATE COUNCILLOR

State Councillors have ultimate responsibility for the overall successful operations of WALGA.

The principal roles of State Councillors relate to:

- policy positions and issues;
- the strategic direction of WALGA; and
- financial operations and solvency.

State Councillors, as Directors of a Board, are required to act consistently in the best interests of the organisation as a whole.

State Councillors are expected to be champions for WALGA and for the Local Government sector.

There are five ordinary meetings of State Council per year, generally held in March, May, July, September and December.

State Councillors are required to serve on a Policy Team or Committee which meets every one or two months, and are encouraged to attend

WALGA events and functions, to play an active and engaging role in representing WALGA and the Local Government sector.

As State Councillors are elected by their Zone, they are also expected to attend and play a prominent role in Zone meetings, including reporting back to Zone Delegates about State Council decisions and WALGA's recent activities, events and advocacy efforts.

State Councillors are paid an annual sitting fee and all expenses incurred to attend State Council meetings are reimbursable.

Approximate time commitment per year (excluding optional events and travel time):

MEETINGS	30 - 40 hours plus one full day and one overnight regional visit
PREPARATION	15 hours

GET INVOLVED

Involvement with WALGA through representing your Local Government on the Zone or representing your Zone on State Council is an enriching and rewarding experience.

To learn more about nominating for a position on the Zone or State Council and play a role in shaping policy and advocacy on behalf of Local Government in WA, visit the WALGA website.

Contacts

Chantelle O'Brien, Zones Governance Officer
cobrien@walga.asn.au | (08) 9213 2013

Habiba Farrag, State Council Governance Officer
hfarrag@walga.asn.au | (08) 9213 2050

Kathy Robertson, Manager Association and Corporate Governance
krobertson@walga.asn.au | (08) 9213 2036

Tony Brown, Executive Director Member Services
tbrown@walga.asn.au | (08) 9213 2051

RESOURCES



The Western Australian Local Government Directory 2025

Each year, WALGA produces a directory containing contact information and statistics on every WA Local Government. This is a useful resource for our Members, fostering collaboration and efficiency across the sector.



WALGA Annual Report 2023-24

For more details on how WALGA uses its influence, support and expertise to deliver better outcomes for WA Local Governments and their communities, read our 2023-24 Annual Report.



WALGA's 2025 State Election Priorities

This resource showcases initiatives and solutions WALGA presented to the incoming State Government, and continues to advocate for, to keep the state running at its best.



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walga.asn.au

Previous changes to Council-Created Committees' Structure

At the Special Council meeting held on 6 November 2017 (JSC03-11/17 refers) the following changes to committee structures were endorsed:

- That the Audit Committee now be known as the Audit and Risk Committee to better reflect that the committee will not only consider audit matters, but also risk issues that may impact on the City.
- That the previous Finance and Major Projects Committees be merged into one committee, to be named the Major Projects and Finance Committee. On the basis that items previously dealt with by the Major Projects Committee will not require regular reporting due to the maturity or current position of various projects, as well as to reduce the time commitment of Elected Members in attending committee meetings.

At the Special Council meeting held on 4 November 2019 (JSC03-11/19 refers) the following changes to a committee structure was endorsed:

- That the previous Chief Executive Officer Performance Review Committee to be renamed as the Chief Executive Officer Recruitment and Performance Review Committee to prepare for the model standards introduced in June 2019 as part of the *Local Government Legislation Amendment Act 2019*. Council at its meeting held on 20 April 2021 (CJ056-04/21 refers) endorsed the model standards for CEO Recruitment and Selection, Performance Review and Termination.

Previous changes to Council-Created Committees' Terms of Reference

The following changes to Council-Created Committee Terms of Reference have been made:

Audit and Risk Committee

- At the Council meeting held on 20 September 2022 (CJ151-09/22 refers) the following was resolved by Council in relation to changes to the Audit and Risk Committee's Charter and Terms of Reference (Attachment 1 refers):

"That Council:

- 1 *MAINTAINS the current functional reporting relationship between the Internal Auditor and the Audit and Risk Committee;*
- 2 *ADOPTS the updated Audit and Risk Committee Charter, forming Attachment 1 to Report CJ151-09/22;*
- 3 *ADOPTS the revised Terms of Reference for the Audit and Risk Committee as reflected in the draft Audit and Risk Committee Charter, forming Attachment 1 to Report CJ151-09/22."*

- At its meeting held on 26 August 2025 (CJ248-08/25 refers) Council resolved in part to update the Audit and Risk Committee Charter following the 2025 local government elections and proclamation of the local government reforms relating to audit, risk and improvement committees, as follows:

"That Council:

- 3 *NOTES that the Audit and Risk Committee Charter will be updated following the October 2025 local government elections and proclamation of the local government reforms relating to audit, risk and improvement committees, to better reflect the Committee's opportunities to meet with the Manager Audit, Risk and Executive Services and Internal Auditor outside of the Committee's formal meetings."*

Policy Committee

- At its meeting held on 23 May 2023 (CJ082-05/23 refers) Council resolved the following in relation to changes to the Policy Committee's Terms of Reference:

"That Council BY AN ABSOLUTE MAJORITY ADOPTS the revised Terms of Reference for the Policy Committee, as detailed below:

- 1 *make recommendations to Council on the development and review of the City's policies and overall policy framework;*
- 2 *make recommendations to Council on the development and review of the City's local laws;*
- 3 *oversee the strategic direction of the City's Art Award events, Visual Art Collection and Visual and Performing Arts Programs;*
- 4 *make recommendations to Council on strategic planning matters, including planning strategies, scheme amendments, structure plans, local development plans, and submissions on urban planning matters to government agencies requiring a Council decision."*



Audit and Risk Committee Charter

1.0 Introduction

- 1.1 The City has established an Audit and Risk Committee (Committee) under Section 7.1A of the *Local Government Act 1995*. The Committee is a formally appointed committee of Council in accordance with the *Local Government Act 1995* and is responsible to Council.

2.0 Role

- 2.1 The Committee assists the City in fulfilling its responsibilities in relation to systems of risk management and internal control, the City's processes for monitoring compliance with laws and regulations, including the City's Codes of Conduct, financial and performance reporting, and external and internal audit. The Committee is not responsible for the management of these functions.
- 2.2 The Committee will engage with the Administration in a constructive and professional manner to perform its oversight responsibilities. The Presiding Member will preside at meetings of the Committee in accordance with the *Local Government Act 1995* and provide leadership and guidance to the Committee.

The Deputy Presiding Member may perform the functions of the Presiding Member if the office of presiding member is vacant; or the presiding member is not available or is unable or unwilling to perform the functions of Presiding Member.

- 2.3 Members of the Committee are expected to:

- a) understand the legal and regulatory obligations of Council for governing the City.
- b) understand governance arrangements that support achievement of the City's strategies and objectives.
- c) exercise due care, diligence and skill when performing their duties.
- d) adhere to the City's Code of Conduct for Council Members, Committee Members and Candidates, and any applicable code of ethics of any professional body which they may be a member of.
- e) help to set the right tone by demonstrating behaviours which reflect the City's Vision, Primary Values and Distinguishing Values.
- f) be aware of contemporary and relevant issues impacting the local government sector.
- g) respect that information provided to the Committee is to be used only to carry out their responsibilities, unless expressly agreed by Council.

3.0 Authority

- 3.1 The Committee does not have executive powers or authority to implement actions in areas over which the Chief Executive Officer has legislative responsibility and does not have any delegated financial responsibility or powers pursuant to section 7.1B of the *Local Government Act 1995*. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

4.0 Membership

4.1 The Committee comprises of eight members as follows:

- a) Mayor
- b) North Ward (one member and one deputy)
- c) North-Central Ward (one member and one deputy)
- d) Central Ward (one member and one deputy)
- e) South-West Ward (one member and one deputy)
- f) South-East Ward (one member and one deputy)
- g) South Ward (one member and one deputy)
- h) One Independent Member (external to the operations of the City)

4.2 The Committee will elect a Presiding Member as the first item of business at its first meeting, after each Council election. The Presiding Member will be appointed for an initial period of two years after each Council election and may be extended or reappointed for further periods as determined by the Committee.

The Committee shall also elect a Deputy Presiding Member, at its first meeting, after each Council election.

4.3 Committee members will be appointed for an initial period of two years after each Council election via an absolute majority of Council. Council will review the membership of the Committee every two years to ensure that there is an appropriate balance between continuity of membership, the contribution of fresh perspectives and a suitable mix of qualifications, knowledge, skills and experience. Council may choose to re-appoint members based on their ability to contribute to the work of the Committee.

4.4 The quorum of the Committee shall be determined in accordance with the requirements of the *Local Government Act 1995*.

4.5 All Committee members shall have full voting rights.

4.6 Appointment of an external member shall be made by Council by way of a public advertisement and be for a maximum term in accordance with section 5.11 of the *Local Government Act 1995*.

4.7 Council will determine the qualifications, skills, knowledge and experience required to be considered as an external member.

4.8 Council may prefer to appoint a person as the external member who is enrolled to vote in the elections for the City of Joondalup in accordance with the provisions of the *Local Government Act 1995*.

4.9 The external member is entitled to claim legitimate expenses as defined by the *Local Government Act 1995*.

4.10 The Chief Executive Officer and employees of the City shall not be members of the Committee and the Chief Executive Officer or his/her nominee shall attend all meetings to provide advice and guidance to the Committee.

4.11 Council may remove a Committee member at any time before their term expires, or a member may resign from the Committee.

A member:

- a) may resign from the Committee at any time during his or her tenure;
- b) who is disqualified pursuant to the *Local Government Act 1995* from holding membership will be removed from the Committee; and
- c) who is absent, without obtaining leave of the Committee, throughout three consecutive ordinary meetings of the Committee is disqualified from continuing his or her membership of the Committee.

5.0 Responsibilities

5.1 The terms of reference for the Committee are:

- a) guide and assist the City in carrying out its functions:
 - i. under part 6 – Financial Management, of the *Local Government Act 1995*;
 - ii. in relation to audits conducted under Part 7 – Audit, of the *Local Government Act 1995*;
 - iii. relating to other audits and other matters related to financial management;
- b) review the CEO's report into the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance, presented to it by the CEO under regulation 17 of the *Local Government (Audit) Regulations 1996* and:
 - i. report to the Council the results of that review;
 - ii. give the Council a copy of the CEO's report;
- c) review the CEO's report into the appropriateness and effectiveness of the City's financial management systems and procedures under regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996* and:
 - i. report to the Council the results of that review;
 - ii. give the Council a copy of the CEO's report;
- d) support the auditor of the City to conduct an audit and carry out the auditor's other duties under the *Local Government Act 1995* in respect of the City and to oversee the implementation of any actions in accordance with regulation 16(f) of the *Local Government (Audit) Regulations 1996*;
- e) consider the adequacy and effectiveness of internal controls by reviewing reports from the Internal Auditor, the Administration, Office of the Auditor General, consultants and other external oversight agencies as appropriate;
- f) enquiring with the Internal Auditor or the Administration about processes to detect and prevent fraud or corruption and to their awareness of any suspected, alleged or actual fraud or corruption and the City's response to it (subject to confidentiality considerations);
- g) assessing the adequacy of the annual internal audit plan and the three-year internal audit plan;
- h) identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the Internal Auditor and the Council if appropriate and receive any reports detailing the results of those investigations;
- i) review the strategic risks to the City and the plans to minimise or respond to those risks. This includes assessing whether risks that may prevent the City from achieving its objectives or maintaining its reputation have been identified.

6.0 Meetings

- 6.1 The Committee shall meet at least quarterly as set by Council. As an indicative guide, meetings would be arranged to coincide with relevant Council reporting deadlines, for example in March to coincide with legislative requirements for the annual compliance audit return.
- 6.2 Additional meetings shall be convened in accordance with the requirements of the *City of Joondalup's Meeting Procedures Local Law 2013*.
- 6.3 A decision of Committee is to be made by simple majority.

7.0 Reporting

- 7.1 All Committee recommendations that require a Council decision are to be considered at the next ordinary Council meeting, or if that is not practicable:
 - a) at the first ordinary Council meeting after that meeting; or
 - b) at a special meeting called for that purpose.



COMMITTEE MEMBERS

AS AT OCTOBER 2025

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AUDIT AND RISK COMMITTEE

Membership	<u>Members</u>	<u>Deputies</u>
	Mayor Hon. Albert Jacob, JP Cr Rebecca Pizzey Cr Lewis Hutton Cr Daniel Kingston Cr John Raftis* Cr Rohan O'Neill** Cr Christine Hamilton-Prime, JP Mr Mark Hall	- Cr Christopher May, JP Cr Adrian Hill Cr Nige Jones Cr Russ Fishwick, JP Cr John Chester Cr Phillip Vinciullo
	* Presiding Member ** Deputy Presiding Member *** External Member	
Role of the Committee	The role of the Audit and Risk Committee is to:	
	1 guide and assist the City in carrying out its functions: 1.1 under Part 6 - Financial Management, of the <i>Local Government Act 1995</i>; 1.2 in relation to audits conducted under Part 7 - Audit, of the <i>Local Government Act 1995</i>; 1.3 relating to other audits and other matters related to financial management; 2 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance, presented to it by the Chief Executive Officer under regulation 17 of the <i>Local Government (Audit) Regulations 1996</i> and: 2.1 report to the Council the results of that review; 2.2 give the Council a copy of the Chief Executive Officer's report; 3 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's financial management systems and procedures under regulation 5(2)(c) of the <i>Local Government (Financial Management) Regulations 1996</i> and: 3.1 report to the Council the results of that review; 3.2 give the Council a copy of the Chief Executive Officer's report; 4 support the auditor of the City to conduct an audit and carry out the auditor's other duties under the <i>Local Government Act 1995</i> in respect of the City and to oversee the implementation of any actions in accordance with regulation 16(f) of the <i>Local Government (Audit) Regulations 1996</i>;	

	5	consider the adequacy and effectiveness of internal controls by reviewing reports from the Internal Auditor, the Administration, Office of the Auditor General, consultants and other external oversight agencies as appropriate;
	6	enquiring with the Internal Auditor or the Administration about processes to detect and prevent fraud or corruption and to their awareness of any suspected, alleged or actual fraud or corruption and the City's response to it (subject to confidentiality considerations);
	7	assessing the adequacy of the annual internal audit plan and the three-year internal audit plan;
	8	identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the Internal Auditor and the Council if appropriate and receive any reports detailing the results of those investigations;
	9	review the strategic risks to the City and the plans to minimise or respond to those risks. This includes assessing whether risks that may prevent the City from achieving its objectives or maintaining its reputation have been identified.
Quorum	4	
File Reference	107022	
Council updates	CJ042-03/00, JSC07-05/03, CJ205-11/06, CJ205-09/08, CJ276-12/09, JSC02-11/15, JSC03-11/19,	CJ282-10/00, CJ002-02/04, CJ066-04/07, C06-02/09, JSC2-11/11, JSC03-11/17, JSC02-11/21, JSC03-05/01, CJ137-06/04, JSC03-11/07, CJ099-05/09, CJ184-09/13, CJ153-08/18, CJ151-09/22, CJ167-06/01, JSC01-05/06, CJ296-12/07, CJ246-11/09, JSC06-11/13, CJ187-10/18, CJ213-11/23.

CHIEF EXECUTIVE OFFICER RECRUITMENT AND PERFORMANCE REVIEW COMMITTEE

Membership	<u>Members</u>	<u>Deputies</u>
	Mayor Hon. Albert Jacob, JP *	-
	Cr Christopher May, JP **	Cr Rebecca Pizzey
	Cr Adrian Hill	Cr Lewis Hutton
	Cr Nige Jones	Cr Daniel Kingston
	Cr Russ Fishwick, JP	Cr John Raftis
	Cr John Chester	Cr Rohan O'Neill
	Cr Christine Hamilton-Prime, JP	Cr Phillip Vinciullo
	* Presiding Member	
	** Deputy Presiding Member	
Role of the Committee	The role of the Chief Executive Officer Recruitment and Performance Review Committee is to: 1 recommend to Council the selection and appointment process of a Chief Executive Officer; 2 recommend to Council the preferred consultant to assist with the recruitment process for a Chief Executive Officer; 3 undertake the interview of preferred applicant(s) on the advice of the appointment consultant's shortlisted applicants for the position of Chief Executive Officer; 4 recommend to Council the appointment of a preferred applicant as Chief Executive Officer under the terms and conditions of an agreed Chief Executive Officer Employment Contract; 5 review the Chief Executive Officer's performance in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract; 6 prepare and table the concluded report, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract to Council; 7 review the Chief Executive Officer's performance on an on-going basis as and when deemed necessary in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;	

	8	review the Key Performance Indicators to be met by the Chief Executive Officer;
	9	review the Chief Executive Officer's remuneration package, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract;
	10	review the Chief Executive Officer's Employment Contract and make recommendations to Council in relation to varying the contract as and when necessary.
Quorum	4	
File Reference	20006	
Council updates	CJ104-06/05, JSC03-11/07, CJ276-12/09, JSC03-11/17,	C46-08/05, CJ174-09/08, JSC2-11/11, JSC03-11/19, JSC03-05/06, CJ077-04/09, JSC06-11/13, JSC02-11/21, CJ205-11/06, CJ246-11/09, JSC02-11/15, CJ213-11/23.

MAJOR PROJECTS AND FINANCE COMMITTEE

Membership	Members	Deputies
	Mayor Hon. Albert Jacob, JP	-
	Cr Christopher May, JP	Cr Rebecca Pizzey
	Cr Adrian Hill *	Cr Lewis Hutton
	Cr Nige Jones	Cr Daniel Kingston
	Cr Russ Fishwick, JP	Cr John Raftis
	Cr Rohan O'Neill	Cr John Chester
	Cr Phillip Vinciullo**	Cr Christine Hamilton-Prime, JP
	* Presiding Member	
	** Deputy Presiding Member	
Role of the Committee	The role of the Major Projects and Finance Committee is to:	
	1 oversee the progress of the City's annual capital works program and review of the City's <i>Five Year Capital Works Program</i>; 2 make recommendations to Council on modifications of capital works projects and major strategic capital projects; 3 make recommendations to Council on various elements of major strategic capital projects (such as the Ocean Reef Marina, City Centre Office Development and Joondalup Performing Arts and Cultural Facility), including but not limited to: 3.1 project scope; 3.2 design elements and core project components; 3.3 development models and financial structures; 3.4 on-going management and utilisation models; 4 make recommendations to Council on the service to be provided by the City and the standards of service delivery being cognisant of industry best practice; 5 oversee the City's financial management activities, funding proposals and long-term strategic financial planning; 6 make recommendations to Council on reviews and impacts on the City's <i>10 Year Strategic Financial Plan</i>.	
Quorum	4	
File Reference	107023	
Council updates	JSC02-11/15, JSC03-11/17, JSC03-11/19, JS02-11/21, CJ213-11/23	

POLICY COMMITTEE

Membership	<u>Members</u> Mayor Hon. Albert Jacob, JP Cr Rebecca Pizzey Cr Lewis Hutton** Cr Daniel Kingston * Cr John Raftis Cr John Chester Cr Phillip Vinciullo * Presiding Member ** Deputy Presiding Member	<u>Deputies</u> - Cr Christopher May, JP Cr Adrian Hill Cr Nige Jones Cr Russ Fishwick, JP Cr Rohan O'Neill Cr Christine Hamilton-Prime, JP
Role of the Committee	The role of the Policy Committee is to: 1 make recommendations to Council on the development and review of the City's policies and overall policy framework; 2 make recommendations to Council on the development and review of the City's local laws; 3 oversee the strategic direction of the City's Art Award events, Visual Art Collection and Visual and Performing Arts Programs; 4 make recommendations to Council on strategic planning matters, including planning strategies, scheme amendments, structure plans, local development plans, and submissions on urban planning matters to government agencies requiring a Council decision.	
Quorum	4	
File Reference	103963	
Council updates	CJ064-04/05, JSC04-05/06, CJ141-08/06, CJ205-11/06, CJ003-02/07, CJ066-04/07, JSC03-11/07, CJ069-05/08, CJ246-11/09, CJ276-12/09, JSC02-11/11, JSC06-11/13, JSC02-11/15, JSC03-11/17, JSC03-11/19, JSC02-11/21, CJ082-05/23, CJ213-11/23.	

STRATEGIC COMMUNITY REFERENCE GROUP

Membership	<u>Members</u>		<u>Deputies</u>	
	Mayor Hon. Albert Jacob, JP*		Cr John Chester (1 st Deputy)	
	Cr Christopher May, JP		Cr Lewis Hutton (2 nd Deputy)	
	Cr Rohan O'Neill		Cr Christine Hamilton-Prime, JP	
	Cr John Raftis		(3 rd Deputy)	
			Cr Rebecca Pizzey (4 th Deputy)	
	*Presiding Member			
	<u>Community Representatives</u>			
	<u>North Ward</u>		<u>North Central Ward</u>	
	Helen Winterton and Allan Connolly		Camila Mazzo and Bettina Gould	
<u>Central Ward</u>		<u>South-West Ward</u>		
Susan North and Linda Smith		David Hudson and Leonard Collier		
<u>South-East Ward</u>		<u>South Ward</u>		
Janine Blake and Rachel Kemp		Josh Hurley and Lynda Crawford		
<u>Youth Representatives</u>				
Aimee Wright, Joshua Challis and Tara Lie				
Role of the Group	The purpose of the Strategic Community Reference Group is to provide advice to the Council on matters of a significant community interest as determined by Council.			
Quorum	A quorum for any meeting of the Strategic Community Reference Group shall be no less than two of the four Elected Member Representatives and no less than 8 of the 14 Community Member Representatives. If a quorum cannot be reached, the meeting will be rescheduled or cancelled.			
File Reference	102605			
Council updates	CJ112-06/12, CJ214-11/14, CJ052-03/18,	CJ156-08/12, JSC03-11/15, JSC04-11/19,	JSC06-11/13, JSC04-11/17, JSC03-11/21,	CJ015-02/14, CJ199-12/17, CJ215-11/23.

COMMUNITY BOARD OF ADVICE (JOONDALUP HEALTH CAMPUS)

- External Committee-

Membership	<u>Member</u>	<u>Deputy</u>
	Cr Christine Hamilton-Prime, JP	Cr Rebecca Pizzey
Role of the Committee	To provide input into the direction, development and service of the hospital and advice to the Joondalup Health Campus CEO in accordance with the Joondalup Health Campus – DHSA for the treatment of public patients.	
Meeting Fees / Allowances	Nil.	
File Reference	15395	
Council updates	CJ091-04/00, JSC21-05/06, JSC02-11/11, JSC04-11/17,	JSC19-05/01, JSC03-11/07, JSC06-11/13, JSC04-11/19, JSC31-05/03, CJ077-04/09, CJ207-10/14, JSC02-11/21, CJ002-02/04, CJ246-11/09, JSC03-11/15, CJ215-11/23.
Contact	Angela Smith Executive Assistant Joondalup Health Campus PO Box 242 JOONDALUP WA 6027 9400 9404 smithangela@ramsayhealth.com.au	

JOONDALUP DESIGN REVIEW PANEL

Membership	Chief Executive Officer or his nominee <u>Chairperson</u> - Munira Mackay, Royal Institute of British Architects. <u>Deputy Chairperson</u> - Nerida Moredoundt, Australian Institute of Architects. <u>Members</u> - Simon Venturi, Australian Institute of Architects - Kukame McPierzie, Australian Institute of Architects - Jackson Liew, Australian Institute of Architects - Robin Burnage, Australian Institute of Landscape Architects - Tony Blackwell, Australian Institute of Landscape Architects - Graham Agar, Engineers Australia - Andrew Howe, Urban Design /Planning - James Christou, Architect			
Role of the Panel	The role of the panel is: • To provide independent, impartial, expert advice on the design quality of eligible planning proposals to developers, local government officers and decision makers. • To be advisory only, with no decision-making functions.			
Quorum	Nil.			
File Reference	34172			
Council updates	CJ213-09/08, JSC06-11/13, JSC03-11/21,	CJ142-06/09, JSC03-11/15, CJ215-11/23.	CJ191-11/10, JSC04-11/17,	CJ214-11/11, JSC04-11/19,

JOONDALUP LOTTERIES HOUSE INC
- External Committee -

Membership	Coordinator Community and Youth Development			
Role of the Committee	To provide secure, affordable office space for community organisations in the northern suburbs involved in supporting and/or delivering non-profit human services.			
Meeting Fees / Allowances	Nil.			
File Reference	29094			
Council updates	CJ229-11/98, JSC23-05/01, JSC34-05/03, JSC02-11/11, JSC04-11/19,	CJ260-07/99, CJ131-05/01, JSC21-05/06, JSC06-11/13, JSC03-11/21,	JSC42-12/99, CJ386-11/01, JSC03-11/07, JSC03-11/15, CJ215-11/23.	CJ038-03/00, CJ206-09/02, CJ246-11/09, JSC04-11/17,
Contact	Pam Tatam Office Administrator Joondalup Lotteries House Inc. 70 Davidson Terrace JOONDALUP WA 6027. 9300 2550 jlhi@iinet.net.au			

MINDARIE REGIONAL COUNCIL
- External Committee -

Membership	Cr Christopher May, JP Cr Russ Fishwick, JP
Role of the Committee	To perform designated functions in connection with waste treatment and disposal.
Meeting Fees / Allowances and Technology Expenses	Chairperson: \$41,377 per annum Deputy Chairperson: \$18,614 per annum Member: \$11,830 per annum
Directorate	Infrastructure Services.
File Reference	03149
Council updates	JSC11-07/98, CJ260-07/99, JSC46-12/99, JSC30-05/01, JSC40-05/03, CJ002-02/04, CJ137-06/04, JSC13-05/06, CJ205-11/06, JSC03-11/07, CJ246-11/09, JSC1-10/11, JSC04-10/13, JSC01-10/15, JSC02-10/17, JSC02-10/19, JSC01-10/21, CJ208-11/23.
Contact	Scott Cairns Chief Executive Officer Mindarie Regional Council PO Box 2746 CLARKSON WA 6030 Address: 1700 Marmion Avenue, Tamala Park, WA 6030 Deborah Toward PA Executive Support Mindarie Regional Council Tamala Park Waste Management Facility PO Box 2746 CLARKSON WA 6030 9306 6318 governance@mrc.wa.gov.au

NORTH WEST DISTRICT PLANNING COMMITTEE

- External Committee -

Membership	Cr Adrian Hill Cr Lewis Hutton (Deputy)
Role of the Committee	To provide a forum for discussion and recommendation on regional planning issues. The North West District Planning Committee is established in accordance with the provisions of the <i>Planning and Development Act 2005</i>. <i>Note: At its meeting held on 25 August 2009, the Western Australian Planning Commission resolved that the North West District Planning Committee would become an advisory committee with meetings scheduled at the discretion and direction of the WAPC.</i>
Meeting Fees / Allowances	Nil.
File Reference	01080
Council updates	CJ30-07/98, CJ260-07/99, JSC48-12/99, JSC33-05/01, CJ002-02/02, JSC45-05/03, CJ002-02/04, JSC14-05/06, JSC03-11/07, CJ077-04/09, CJ246-11/09, JSC2-11/11, JSC06-11/13, JSC03-11/15, JSC04-11/17, JSC04-11/19, JSC03-11/21, CJ215-11/23.
Contact	Commission Support Western Australian Planning Commission 140 William Street PERTH WA 6000 6551 9910 committees@dplh.wa.gov.au

METRO OUTER DEVELOPMENT ASSESSMENT PANEL (DAP)

-External Committee-

Membership	<u>Members</u>	<u>Alternate Members (Deputy)</u>												
	Cr Adrian Hill Cr Rebecca Pizzey	Cr Nige Jones Cr Lewis Hutton												
Role of the Panel	Development Assessment Panels (DAPS) are responsible for determining development applications where the likely cost of the development exceeds a specified dollar value. This pathway is entirely 'opt-in' where the relevant application criteria is met. Currently, for the City of Joondalup, any proposal (excluding Single Houses) of a value of \$2 million or greater, or any community housing project (regardless of size or value) is able to be determined by DAP. The City of Joondalup representatives on the Outer Development Assessment Panel were appointed by the Minister for Planning for a term two year term.													
Meeting Fees / Allowances	In accordance with Schedule 2 of the <i>Planning and Development (DAP) Regulations 2011</i> the local government DAP members fees are as follows: <table><tr><td>1. Fee for attendance at meeting</td><td>\$425</td></tr><tr><td>2. Fee for attendance at meeting for the sole purpose of determining an application to amend or cancel a development approval</td><td>\$100</td></tr><tr><td>3. Fee attending proceedings in the SAT</td><td>\$425</td></tr><tr><td>4. Fee for training</td><td>\$400</td></tr><tr><td>5. Fee for re-training</td><td>\$200</td></tr></table>				1. Fee for attendance at meeting	\$425	2. Fee for attendance at meeting for the sole purpose of determining an application to amend or cancel a development approval	\$100	3. Fee attending proceedings in the SAT	\$425	4. Fee for training	\$400	5. Fee for re-training	\$200
1. Fee for attendance at meeting	\$425													
2. Fee for attendance at meeting for the sole purpose of determining an application to amend or cancel a development approval	\$100													
3. Fee attending proceedings in the SAT	\$425													
4. Fee for training	\$400													
5. Fee for re-training	\$200													
File Reference	09886, 101515													
Council updates	CJ060-04/11, JSC06-11/13, JSC04-11/19,	CJ120-07/11, CJ010-02/15, JSC03-11/21,	JSC02-11/11, JSC03-11/15, CJ215-11/23.	CJ002-02/13, CJ006-02/17,										
Contact	DAP Secretariat 140 William Street, PERTH WA 6000 6551 9919 daps@dplh.wa.gov.au													

NORTH WESTERN METROPOLITAN REGIONAL ROAD SUB-GROUP

- External Committee -

Membership	Cr Adrian Hill Cr Lewis Hutton (Deputy) Director Infrastructure Services
Role of the Committee	To review project submissions for the North West region in accordance with the criteria of the Metropolitan Regional Road Program and make funding recommendations to the State Committee of the Metropolitan Regional Road Group.
Meeting Fees / Allowances	Nil.
Directorate	Infrastructure Services.
File Reference	02416
Council updates	CJ30-07/98, CJ260-07/99, JSC50-12/99, JSC34-05/01, JSC48-05/03, CJ002-02/04, JSC20-05/06, CJ066-04/07, JSC03-11/07, CJ246-11/09, JSC2-11/11, JSC06-11/13, JSC03/11/15, JSC04-11/17, JSC04-11/19, JSC03-11/21. CJ215-11/23.
Contacts	Stewart Soraine Acting Local Government Roads Program Coordinator Main Roads WA PO Box 6202 EAST PERTH WA 6892 9323 4462 mrrg@mainroads.wa.gov.au

CATALINA REGIONAL COUNCIL

- External Committee -

Membership	<u>Members</u> Cr John Chester Cr Lewis Hutton	<u>Deputies</u> Cr Phillip Vinciullo (1st Deputy) Cr Adrian Hill (2nd Deputy)
Role of the Committee	The Catalina Regional Council (formerly known as Tamala Park Regional Council) was established for the development of approximately 165 hectares of Lot 118 Mindarie.	
Meeting Fees / Allowances	Chairperson \$40,210.00 per annum Deputy Chairperson: \$17,447.50 per annum Member: \$11,830.00 per annum	
Directorate	Corporate Services.	
File Reference	41196	
Council updates	CJ202-09/05, JSC16-05/06, CJ205-11/06, JSC03-11/07, C63-09/08, CJ246-11/09, CJ040-03/10, JSC1-10/11, JSC2-11/11, JSC04-10/13, JSC04-10/13, CJ181-10/14, JSC01-10/15, JSC02-10/17, JSC02-10/19, JSC01-10/21, CJ209-11-23, CJ210-11/23.	
Contact	Chris Adams Chief Executive Officer Catalina Regional Council Unit 2, 369 Scarborough Beach Road INNALOO WA 6918 Vickie Wesolowski Executive Assistant to CEO Catalina Regional Council PO Box 655 INNALOO WA 6918 9205 7502 mail@catalina.wa.gov.au	

WA LOCAL GOVERNMENT ASSOCIATION NORTH METROPOLITAN ZONE

- External Committee - Membership	<u>Members</u>	<u>Deputies</u>
	Mayor Hon. Albert Jacob, JP Cr Russ Fishwick, JP Cr Lewis Hutton Cr John Raftis	Cr Adrian Hill (1 st Deputy) Cr Christine Hamilton-Prime, JP (2 nd Deputy)
	<i>Note: The WALGA State Council representative is yet to be determined.</i>	
Role of the Committee	The North Metropolitan Zone is comprised of the three north metropolitan local governments, these being the Cities of Joondalup, Stirling and Wanneroo. The Zone is a WA Local Government Association (WALGA) endorsed forum that deals with issues that affect the Zone members both regionally and operationally as local governments. Matters of concern that affect the Zone are forwarded to WALGA for consideration.	
Meeting Fees / Allowances	Nil.	
Directorate	Governance and Strategy.	
File Reference	60514, 00033	
Council updates	CJ30-07/98, CJ244-11/98, CJ260-07/99, JSC45-12/99, JSC28-05/01, JSC52-05/03, CJ002-02/04, JSC12-05/06, CJ066-04/07, JSC03-11/07, CJ077-04/09, CJ246-11/09, CJ065-04/10, JSC2-11/11, JSC04-10/13, JSC01-10/15, JSC02-10/17, JSC02-10/19, JSC01-10/21, CJ211-11/23, CJ212-11/23.	
Contacts	See next Page	

Contacts

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Western Australian Local Government Association
Level 1, 170 Railway Parade, WEST LEEDERVILLE WA 6007
PO Box 1544, WEST PERTH WA 6872

9213 2013
cobrien@walga.asn.au

Please Note: Chantelle O'Brien is the contact for WALGA North Metro Zone.

Kathy Robertson – Executive Officer Governance
Western Australian Local Government Association
Level 1, 170 Railway Parade, WEST LEEDERVILLE WA 6007
PO Box 1544, WEST PERTH WA 6872

9213 2036
krobertson@walga.asn.au

Note: Kathy Robertson is the contact for WALGA State Council.

WANNEROO/JOONDALUP LOCAL EMERGENCY MANAGEMENT COMMITTEE

- External Committee -

Membership	Cr Rebecca Pizzey Cr John Chester (Deputy) Manager Asset Management Emergency Management Officer Principal Environmental Health Officer
Role of the Committee	The Wanneroo/Joondalup Local Emergency Management Committee deals with emergency management within the areas/suburbs contained within the City of Wanneroo and the City of Joondalup.
Meeting Fees / Allowances	Nil.
Directorate	Infrastructure Services
File Reference	09151, 48543
Council updates	CJ024-02/10, JSC2-11/11, JSC06-11/13, JSC03-11/15, JSC04-11/17, JSC04-11/19, JCS03-11/21 CJ215-11/23.
Contact	Derrick Briggs Emergency Management Officer City of Joondalup PO Box 90 JOONDALUP WA 6919 9400 4113 or 0416 077 237 derrick.briggs@joondalup.wa.gov.au

YELLAGONGA REGIONAL PARK COMMUNITY ADVISORY COMMITTEE

- External Committee -

Membership	Cr John Chester Cr Daniel Kingston (Deputy) Coordinator Natural Environment
Role of the Committee	The Yellagonga Regional Park Community Advisory Committee was established by the Department of Environment and Conservation to provide a regular forum to hear public opinion and exchange advice on management issues affecting the park. The Committee assists in implementing the Yellagonga Regional Park Management Plan and projects lists for the park.
Meeting Fees / Allowances	Nil.
Directorate	Infrastructure Services.
File Reference	29109
Council updates	CJ79-08/98, CJ260-07/99, JSC54-12/99, JSC39-05/01, JSC55-05/03, CJ002-02/04, JSC21-05/06, CJ066-04/07, JSC03-11/07, CJ246-11/09, JSC2-11/11, JSC06-11/13, JSC03-11/15, JSC04-11/17, JSC04-11/19, JSC03-11/21. CJ215-11/23.
Contact	Tanya Davis Community Liaison and Administration Officer Department of Biodiversity, Conservation and Attractions Locked Bag 104 BENTLEY DC WA 6983 9442 0310 tanya.davis@dbca.wa.gov.au

RECONCILIATION ACTION PLAN (RAP) COMMUNITY REFERENCE GROUP

- External Committee -

Membership	Mayor Hon. Albert Jacob, JP Cr Lewis Hutton Cr Rebecca Pizzey <u>Community Member representatives</u> - Pauline Boscato - Jane Burns - Marcus Kaden - Kathy Kickett - Amanda Weall - Ken Aitchison - Phillipa Taylor - One vacancy <u>Organisational Representatives</u> - Sharon Wood-Kenny, Djinda Bridiya Wellbeing Australian Aboriginal Organisation - Three vacancy
Role of the Committee	The role of the Reconciliation Action Plan Community Reference Group (RAPCRG) is to: • Guide the development, implementation and review of the City's Reconciliation Action Plan (RAP); and • Inform how the City of Joondalup can contribute to reconciliation within the organisation and the Joondalup community in a way that is meaningful, respectful and sustainable.
Meeting Fees / Allowances	Nil.
Directorate	Planning and Community Development.
File Reference	45088

Council updates	CJ118/09-19, CJ125-09/20, JSC03-11/21, CJ215-11/23.
Contact	Christalla Yakinthou Senior Community Development Officer - Reconciliation City of Joondalup PO Box 21 JOONDALUP WA 6919 9400 4226 Erika.everitt@joondalup.wa.gov.au

COASTAL HAZARD RISK MANAGEMENT AND ADAPTATION PLAN COMMUNITY REFERENCE GROUP

Membership	<u>Members</u>	<u>Deputies</u>
	<u>Elected Members</u> Cr Adrian Hill* Cr John Chester Cr Rebecca Pizzey Cr John Raftis Cr Phillip Vinciullo <u>Community Member Representatives</u> Shirree Blazeski Daniel McKeon Dr Arnold van Rooijen Druimé Nolan Dr Brian Luinstra Ben Allen Fabienne Faskel Annette Ellerby Kim Allen Ryan Hunter *Presiding Member	Cr Christine Hamilton-Prime, JP Cr Lewis Hutton Cr Christopher May, JP
Role of the Group	The purpose of the Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) Community Reference Group will be to provide input into the development of the City's CHRMAP to provide a long-term framework for adapting to coastal hazards, in accordance with <i>State Planning Policy No. 2.6</i> .	
Quorum	A quorum for any meeting will be no less than two of the five Elected Members Representatives and no less than six of the 10 Community Member Representatives. If a quorum cannot be reached, the meeting will be rescheduled or cancelled.	
File Reference	111799	
Council updates	CJ0095-04/25	



JOONDALUP DESIGN REVIEW PANEL TERMS OF REFERENCE

1. DEFINITIONS

- Council Council of the City of Joondalup.
- Financial interest has the same meaning as the *Local Government Act 1995*.
- Panel means the Joondalup Design Review Panel.
- Planning proposal means an application or proposal intended to become an application for consideration against the provisions of the *Planning and Development (Local Planning Schemes) Regulations 2015* or *Local Planning Scheme No. 3*.
- Proximity interest has the same meaning as the *Local Government Act 1995*.

2. ROLE OF THE PANEL

The role of the panel is:

- To provide independent, impartial, expert advice on the design quality of eligible planning proposals to developers, local government officers and decision makers.
- To be advisory only, with no decision-making function.

3. MATTERS TO BE CONSIDERED

Planning proposals to be considered by the panel are as outlined in the *Joondalup Design Review Panel Local Planning Policy*.

4. STATUS OF ADVICE

The panel is advisory only and does not have a decision-making function. The panel advises on the design quality of proposals with reference to the ten design principles from *State Planning Policy 7.0: Design of the Built Environment* as well as the local planning framework. Decision makers will have due regard to the design review advice and recommendations in making a decision on a planning proposal.

5. MEMBERSHIP

- 5.1 The Director Planning and Community Development or their delegate shall be the Presiding Member of the panel meetings.
- 5.2 The panel pool shall comprise a maximum of 10 other members with appropriate skills and qualifications and substantial experience in one or more of the following:
- Architecture
 - Landscape architecture
 - Urban design
 - Sustainability and environmental design
 - Planning
 - Transport planning
 - Accessibility

- Civil and/or structural engineering

5.3 Members of the panel shall be registered with their respective professional bodies.

5.4 One member of the panel shall be the Chairperson for the purpose of leading the design discussion, reviewing minutes, providing the final design advice to the City and briefing decision-makers where required. A Deputy Chairperson shall also be selected from the panel to undertake the roles and responsibilities of the Chairperson where the Chairperson is unable to fulfil their roles and responsibilities. Where both the Chairperson and Deputy Chairperson are unable to attend a meeting, the Director Planning and Community Development may appoint a Panel Member to undertake the roles and responsibilities of the Chairperson.

5.5 An Elected Member of the City is not eligible for appointment as a member of the panel.

5.6 With the exception of the Presiding Member, City officers are not eligible to be members of the panel.

5.7 Terms of Appointment

5.7.1 Appointments to the panel shall be by a decision of Council following public advertising seeking form Expressions of Interest (EOI).

5.7.2 Council may appoint a pool of up to 10 persons to serve on the panel, however, each panel meeting shall comprise a maximum of six members.

5.7.3 Membership is for a two-year period in line with Council elections. After this two year term, all individuals must stand down. The process of appointment for the subsequent two year period will follow Council elections. Members can serve more than one term.

5.8 All members are required to abide by the City of Joondalup Code of Conduct.

5.9 Members are precluded from participating in State Administrative Tribunal matters on behalf of an applicant in instances where the City of Joondalup (or its representative) is the respondent or involved in the matter in some other capacity.

6. ROLES AND RESPONSIBILITIES

6.1 Presiding Member

The Presiding Member is responsible for:

- The administration of the panel meetings;
- Inducting panel members and briefing them regarding panel operations;
- Setting and communicating the meeting agenda;
- Circulating the draft minutes to the panel Chairperson for review;
- Circulating the final comments that result from the design review to the owner and proponent.

6.2 Panel Chairperson

The panel Chairperson is responsible for:

- Leading the design review discussion;

- Facilitating interactive and collaborative discussion and participation of all parties, including all panel members;
- Reviewing meeting minutes and liaising with other panel members in order to provide a final set of design advice to the City following each panel meeting.
- Briefing decision-makers through the preparation of a briefing note and/or attendance at the State Administrative Tribunal where a matter is referred for consideration, as required.

6.3 Deputy Chairperson

The panel Deputy Chairperson is responsible for undertaking the roles and responsibilities of the panel Chairperson in instances where the panel Chairperson is unable to fulfil their roles and responsibilities.

6.4 Panel Members

The panel members are responsible for:

- Attending meetings when required;
- Providing design advice which aligns with the state and local planning framework; and
- Reviewing minutes and providing feedback to the panel Chairperson on the design advice when required.

7. MEETINGS

7.1 Meetings of the panel shall be convened monthly, or as required. Where no proposals are required to be considered by the panel in any given month, the meeting shall be vacated.

7.2 Additional meetings may be convened by the City, where more planning proposals are received than can be considered by the panel at a scheduled meeting, in order to meet report deadlines for Council or Development Assessment Panel meetings.

7.3 Panel members for each meeting shall be selected based on the expertise required for the proposals being considered at a particular meeting. The Presiding Member shall determine the final panel members to attend each meeting.

7.4 A panel meeting cannot proceed unless there is a quorum of four panel members (including the Presiding Member).

7.5 The City shall prepare an agenda for the panel meeting, including:

7.5.1 Preliminary assessment of the proposal against the relevant statutory framework; and

7.5.2 An indication of aspects of the proposal requiring comments from the panel.

The agenda shall be distributed to all panel members at least five working days prior to the panel meeting.

7.6 Meetings are not open to members of the public (excluding proponents).

7.7 Minutes summarising the agreed actions, and relevant comments and recommendations from the panel are to be prepared by the City, reviewed by the panel

Chairperson and provided to the applicant within 10 working days of the meeting occurring.

7.8 Conflict of interest

7.8.1 If a member has an interest in the matter on receipt of the agenda for a meeting, then that member is required to declare the interest prior to the forthcoming meeting so that it can be noted. Where appropriate and possible, alternative panel members may be appointed for the meeting.

7.8.2 Any member that has a financial or proximity interest in a matter shall excuse themselves from the meeting room and not participate in the consideration of that item during the meeting.

7.9 Panel members who are regularly unavailable to attend panel meetings or are unable to complete the term of appointment may be replaced at the discretion of Council.

8. DESIGN ADVICE OUTSIDE OF PANEL MEETINGS

8.1 Planning proposals may be referred to a panel member for design advice outside or in lieu of a panel meeting at the discretion of the Presiding Member or their delegate.

8.2 Where a planning proposal has been referred to a panel member for their design advice outside or in lieu of a panel meeting, the panel member is to acknowledge the request for design advice within three days of receipt and is to state whether they agree to provide the design advice.

8.3 Where a panel member agrees to provide design advice on a planning proposal outside or in lieu of a panel meeting, the panel member shall provide that advice within seven days of agreeing to provide the advice, or another time as agreed with the Presiding Member or their delegate.

8.4 Panel members may be requested to attend State Administrative Tribunal proceedings in relation to a planning proposal for which they have previously provided design advice to the City.

8.5 Panel members shall provide design advice in accordance with Clause 5.3 of the *Joondalup Design Review Local Planning Policy*.

9. REMUNERATION

9.1 All panel members are to invoice the City for their attendance at meetings.

9.2 The panel members are to be paid per meeting as follows:

9.2.1 Panel Chairperson: \$250 per hour, including one hour meeting preparation.

9.2.2 Panel members: \$200 per hour, including one hour meeting preparation.

Attendance of panel members at the State Administrative Tribunal is subject to a mutually agreed hourly rate.

9.3 The Presiding Member will not be remunerated for attendance.



Strategic Community Reference Group

Meeting 1 Report — Dog Management Plan

Date:	Monday 27 May 2024
Time:	6.00–8.30 pm
Location:	Civic Centre Conference Room 2 & 3 90 Boas Avenue, Joondalup
Facilitator:	Joel Levin — AHA! Consulting

Attendees

Presiding Member: Cr John Raftis/Mayor Albert Jacob

Elected Members: Cr Christopher May
Cr Rohan O'Neill

Community Members:

North Ward Allan Connolly
Helen Winterton

North-Central Ward Camila Mazzo
Bettina Gould

Central Ward Linda Smith

South-West Ward Len Collier

South-East Ward Rachel Kemp

South Ward Josh Hurley
Lynda Crawford

Subject Matter Experts: Lesley Humphreys — Director, LMH Consulting/Paws4Play
Kellie Bryson — Animal Management Specialist, City of Joondalup

City Officers: Nico Claassen, Director Infrastructure Services
Michael Hamling, Manager Parks and Natural Environment
Chloe Cooper, Strategic Planning and Engagement Coordinator
Michelle Meuwese, Coordinator Landscaping Design Services
Emily Peters, Policy Officer

Observers: Cr Phillip Vinciullo

Apologies: David Hudson, South-West Ward Community Representative
Tara Lie, Youth Representative
Susan North, Central Ward Community Representative
Aimee Wright, Youth Representative

Did not attend Janine Blake, South-East Ward Community Representative
Josh Challis, Youth Representative

Overview

The purpose of the meeting was to provide input into the development of a new Dog Management Plan. The meeting investigated scoping and priorities for the plan and explored roles and responsibilities of the City and the community in regard to dog management.

The objectives of the meeting were:

- To explore perceptions and issues associated with dogs and dog management.
- To explore roles and responsibilities of local governments, individuals and external organisations.
- To identify priorities and approaches to dog management in the City.

Subject matter experts were invited and participated in the Strategic Community Reference Group meeting. Additionally, Lesley Humphreys gave a presentation on dog management, which will be expanded on further in the outcomes section.

The following subject matter experts attended this meeting:

Lesley Humphreys, Director, LMH Consulting/Paws4Play

Lesley has been a senior planning and policy consultant for the past 11 years, having previously managed a large recreation and parks portfolio for the Yarra Ranges Council in Melbourne. Lesley has worked with metropolitan, rural, and regional councils on a diverse range of projects. As a result, she understands the complexity of issues that face government in planning for community needs. She specialises in strategic planning with a focus on recreation, community, open space and health and well-being planning and policy writing.

Kellie Bryson, Animal Management Specialist, City of Joondalup

Kellie holds multiple qualifications in Companion Animal Services, specialising in Canine Behaviour and Training. Kellie is currently operating as part of the City's Animal Management Program, providing expert education to the community and internal staff on the safe and efficient management of animals in the City.

Preparation

To ensure an engaging experience, Strategic Community Reference Group members were expected to familiarise themselves with the provided pre-reading material ahead of time. The information in the pre-reading materials was designed introduce the topic and promote contribution to the discussion.

Additionally, to ensure that the meeting achieved its objectives, members were asked to undertake the following preparation task:

As you go about your week, try and attend an area populated with dogs, such as a local park. While you are there, please observe:

- How many dogs are in the area?
- How are the dogs behaving?
- Are the dogs on- or off-leash?
- How are other people, besides the dog owners, using the space?
- Is there any dog waste in the area?
- Is there anything else related to dogs and dog management that you notice?

Outcomes

Online poll — You and dogs

The purpose of the online poll was to determine the reference group members' pre-conceived notions about and feelings towards dogs. Members were asked to complete the online poll using their mobile devices, where they answered questions about their relationship with dogs according to pre-determined response options.

After completing the poll, results were anonymised and presented to the group for discussion as percentages. The reference group identified that most members own, like and enjoy dogs. However, during the discussion, it was also noted that other sections of the community may not have similarly positive perceptions of dogs as they do. The online poll saw the following results:

1. What is/has been your connection to dog ownership?

Current owner	54%
Past owner/family had dogs	15%
Would like to have a dog one day	23%
Never owned one/not interested	8%

2. What is your pet of choice?

Dogs	91%
Cats	0%
Hamster	0%
Bird	0%
Fish	0%
Other	9%

3. How would you describe your interaction with dogs?

Very joyful	50%
Joyful	25%
Neutral	25%
Tense	0%
Very tense	0%

The raw outputs can be found in Appendix 2 — Online poll results

Presentation — Introduction to dog management

The next part of the session was a presentation from subject matter expert, Lesley Humphreys. This presentation provided members with an introduction to dogs and dog management in the local government context and presented the most up-to-date research and knowledge on the subject.

The presentation covered the following aspects of dogs and dog management:

- Research, knowledge and information
- The importance of pets
- The benefits of off-leash, on-leash, and dogs prohibited areas
- Common conflicts in our communities
- Issues around fenced and unfenced areas
- Questioning common attitudes and perceptions
- Challenges for local governments and communities.

Reference group members had the opportunity to ask Ms Humphreys questions and make comments regarding the presentation. Members asked questions to clarify points in the presentation and stated that

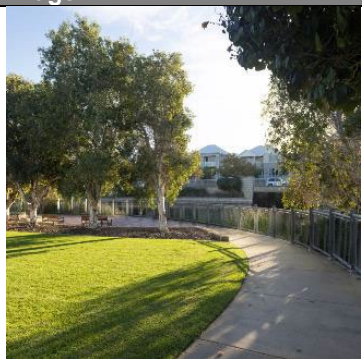
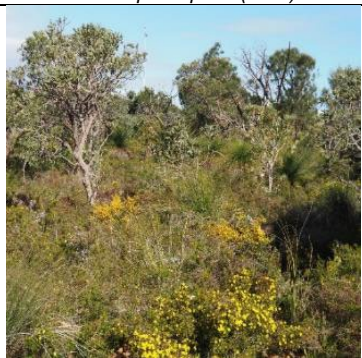
they understand why many areas are fenced in the City of Joondalup. Members also noted that the needs of community members who are not dog owners should be considered, respected, and catered for in a Dog Management Plan.

The slides from this presentation can be found in Appendix 3 — Subject matter expert presentation.

Activity 1 — Dogs in spaces

The purpose of this activity was to explore approaches to managing dogs in City-owned or managed spaces and determine community sentiments for each approach. The activity began with an introduction and description of the open-spaces to be considered and options for approaches to dog management.

The following information was presented to the reference group members:

Open space	Description	Image
Recreation Parks	Recreation Parks are public open spaces predominantly used for informal recreation activities, such as walking, jogging, picnicking and play. They are generally designed to accommodate low-wear applications and contain recreation-based infrastructure. People attend these public open spaces with the primary purpose of engaging in social and leisure activities.	 <i>Oahu Park (Hillarys)</i>
Sports Parks	Sports Parks are public open spaces predominantly used for formal, structured sports activities, such as team competitions, physical skill development and training. They are generally designed to accommodate the playing surface and infrastructure requirements of specific sports. People attend these public open spaces with the primary purpose of engaging in organised sports activity, training, competition or viewing as a spectator.	 <i>Iluka District Open Space (Iluka)</i>
Natural Areas	Natural Areas are public open spaces predominantly used to protect local ecological and biodiversity values. They can include bushland, coastal and wetland areas. These public open spaces can provide opportunities for low-impact recreational activities, such as walking, jogging or cycling. Natural Areas are managed to enable some recreational access while protecting local ecological and biodiversity values.	 <i>Huxley Park (Burns Beach)</i>

Open space	Description	Image
Beaches	Beaches are not a specified classification and can be considered either Recreation Parks or Natural Areas. City of Joondalup beaches extend from the northern boundary at Burns Beach to the southern boundary at Marmion, and from the waterline to where the first sealed road commences in the east. Beach management requires balancing recreation, tourism, development and conservation needs to ensure the long-term sustainable use of the coastline.	 <i>Hillarys Dog Beach (Hillarys)</i>

The members were then presented with potential approaches to dog management in these four types of spaces, which are:

- Prohibited dog access
- Dogs allowed on-leash
- Dogs allowed off-leash
- Other

In their four table groups, members discussed their perspectives on approaches to dogs in each of the four spaces, taking their own notes, as required, on the templates provided.

Individual members took the following notes:

Member A		
What is the best approach to dogs in these spaces?	Why do you think that?	
Recreation Parks	☒ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	• Give families a safe space.
Sports Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	• Allows control when sports are occurring.
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	• Let there be a happy medium.
Beaches	☐ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	• Specific animal [beaches].

Member B		
What is the best approach to dogs in these spaces?	Why do you think that?	
Recreation Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☒ Other — Play spaces for children not [dogs]	• Controlled social interactions with owners present at all times to ensure safe environment for dogs, owners and other residents that may be using the area. • Play spaces for children [dogs] totally prohibited.

Sports Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	• Same as above. • Community safety should always be top priority.
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	• Categorising bushland areas • 1/2/3 zone [eg] for dogs and ability to introduce dogs to that area.
Beaches	☒ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	• Dog Beach off-leash. • Other beaches strictly prohibited.

Member C		
What is the best approach to dogs in these spaces?		Why do you think that?
Recreation Parks	☐ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☒ Other — Depends on individual park	• Some recreational parks have no play space and may have larger open fields or have picnic facilities. • Also depends on park size etc.
Sports Parks	☒ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	• Depending on classification of sports ovals, time of day. • Dogs prohibited on school ovals (though Department of Education land).
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	• Restricted to established paths/trails.
Beaches	☐ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☒ Other — Designated dog beach only	• Issues with beach/dune erosion, overcrowding.

Member D		
What is the best approach to dogs in these spaces?		Why do you think that?
Recreation Parks	☐ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	• Dogs (and owners) did some place to chase a ball. • Dogs allowed.
Sports Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	• Duty to protect kids/players. • On-leash = more control.
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	• Some areas would be ok. • Some areas on-leash to protect wildlife.
Beaches	☐ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	• On dog beach • Many dogs/owners enjoy the freedom of the beach.

Member E		
What is the best approach to dogs in these spaces?		Why do you think that?
Recreation Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	- On-leash or if children's playground is fenced. - Off-leash outside.
Sports Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	- Dogs on-leash if sporting activities are taking place. - If oval is not being used, then let dogs off leash.
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	
Beaches	☐ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	If it's a dog beach.

Member F		
What is the best approach to dogs in these spaces?		Why do you think that?
Recreation Parks	☐ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☒ Other — Playground/BBQ/ Picnic: on-leash Other areas: off-leash.	- Kids, seniors, eating areas, freedom to enjoy without dogs, noise. General: - Better education - Better rules, enforcement, compliance - Categorise each space and stick to it - Keep it as simple as possible.
Sports Parks	☐ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☒ Other — School ovals: prohibited; Club oval: on-leash; Other oval: off-leash.	- Kids, waste, freedom to enjoy without dogs, ruins sports games. General: - Pets aren't people.
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	- Designated to pathways and trails - Noise, native species, waste, freedom to enjoy without dogs, environment.
Beaches	☐ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☒ Other — Dog beach: on-leash; Other beaches: prohibited	- May need to rotate dog beaches due to destruction. - Freedom to enjoy without dogs, noise.

Member G		
What is the best approach to dogs in these spaces?		Why do you think that?
Recreation Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	- Safety. - Online education package.
Sports Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other	Categories too broad.

Beaches	☐ Prohibited dog access ☒ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	
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Activity 1 continued with members forming new groups and sharing what was explored in their original table discussion. After which, members engaged in a short plenary discussion and Q&A with subject-matter experts and City Officers, stating the following observations about dog behaviour and Field Officers:

Dog behaviour:

- Dog behaviour is the primary consideration for approaches to spaces and dog owners have a personal responsibility to build their own skills in managing their dogs.
- Dog waste is an issue, but difficult to police.
- It is often a minority of dog owners that do not do the right thing, such as having effective control of their dog. However, the majority of dog owners do the right thing in the designated areas.
- It is important to look at the approach to dogs in spaces from a whole-of-community perspective.
- Compliance issues are important, and the City should provide education to dog owners when they register their new dogs.
- The City should investigate educating and providing resources to puppy/dog trainers in the area.
- Parks are for everyone.
- The City is planning to roll-out a dog education program in local schools.

Field Officers:

- The City has increased Field Officer training to include best-practice in animal management and have increased the amount and regularity of targeted patrols in 'hot-spot' areas.
- The capacity of the Field Officers is a challenge:
 - There are too many parks to patrol simultaneously.
 - Field Officers are also responsible for other tasks that are not dog-related, eg parking.
- There is a stigma around 'Rangers' (now known as Field Officers). People can find interactions with Field Officers to be confrontational — there is a fine line between compliance and having a friendly discussion.

Following the mid-activity plenary discussion, reference group members returned to their original tables and, as a group, determined their preferred approach to dogs in each of the four spaces and their reason for that approach. Each of the four table groups presented their ideas to the reference group in the template provided, and the members discussed their designations and rationale. After this, members individually rated each of the groups' approaches. During the presentations, a plenary discussion about issues in Recreational Parks and Beaches ensued, with the following points raised:

Recreation Parks:

- Safety of community members is paramount.
- Some dogs are not behaving the way they should.
- There are a lot of Recreation Parks in the City, so there is potential to have a range of on- and off-leash areas, or timed access.
- Some people (eg with young children) may not want to be around off-leash dogs.
- Some people have dogs that need to run, and they need areas to do so.
- Some suburbs have a mix of different parks in different areas, allowing for varied approaches to dog management. There is a risk that my local park's designation will not align with my and/or my dog's needs.

Beaches:

(Subject matter experts discussed and answered members' questions about Hillarys Dog Beach, supported by City Officers, as required.)

- During summer, around half of dog attacks reported to the City occur at Hillarys Dog Beach.
- Beach spaces are not considered to be conducive to positive interactions between dogs and between dogs and people. This is because beaches are very exciting places for dogs, where they become highly aroused and often 'go over the threshold'. When dogs are in this state, owners often do not have, or struggle to maintain, effective control of their animal.
- There is a small cohort of people and dogs who have the capacity to use a dog beach safely and effectively; however, dog fights (and people fights) are very common.
- The majority of dog attacks occur when dogs are off-leash, rates of dog attacks on people are much higher than dog-on-dog attacks, and dog attacks are increasing nationwide.
- Hillarys Dog Beach is unique — it is small, narrow and not very appropriate for its purpose. The beach is often very crowded, which compounds the risk of dog attacks. However, Cities of Stirling and Wanneroo have larger beach areas where dogs are allowed off-leash, and they have the same attack rate and issues as the City of Joondalup.
- Many owners really enjoy taking their dogs to the beach, it is a large part of their routine and improves their mental health.
- Hillarys Dog Beach is eroding and has lots of degradation, also asbestos on dunes; the environmental impacts will be very difficult to off-set, mitigate or rehabilitate.
 - Does that mean we need more or different dog beaches?

The designation templates, rating scorecards, and additional comments/rationale provided by groups while presenting their designations can be found in the activity outcomes overview below.

Images of the raw outputs from this activity can be found in Appendix 4 — Dogs in Spaces activity outputs.

Group 1		
What is the best approach to dogs in these spaces		Why do you think that?
Recreation Parks	☒ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	• Playspace for children — prohibited. • Safety of other park users; not all dogs have good recall.
Sports Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other.....	• On-leash when events are operating. • Timed access for off-leash.
Natural Areas	☒ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	• Categorise the parks into zones for access according to biodiversity and sensitivity [of the area]. • There are issues monitoring compliance in Natural Areas as many areas are large, hidden and secluded.
Beaches	☐ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	• Only designated dog beach. • Explore possibility of timed access for on- and off-leash and for access to other beaches. • Need more options than off-leash at Hillarys Dog Beach. • Another location(s) on smaller, less popular beaches, such as North Burns Beach. But dogs should be prohibited at swimming beaches. • An on-leash/leash friendly Dog Beach area for owners who prefer to keep their dog on-leash.

Group 1 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
Recreation Parks	0	3	0	1	5	9
Sports Parks	0	2	0	4	4	10
Natural Areas	0	0	1	1	6	8
Beaches	0	0	2	3	5	10

Group 2		
What is the best approach to dogs in these spaces	Why do you think that?	
Recreation Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	- Majority on-leash - Fenced playgrounds. - OR some recreational parks, or times, on-leash and some off-leash.
Sports Parks	☐ Prohibited dog access ☒ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other.....	- On-leash while sporting activities are on. - Dogs should be on-leash during sporting activities, especially if the clubs are hiring the space. - Off-leash when no sports are being played.
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	- Paths in natural area. - Could designate specific paths/trails for off-leash. - Protect animals, eg Yellagonga.
Beaches	☐ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	- Look at more beaches for dogs in COJ area. - More education/course/online registration.

Group 2 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
Recreation Parks	0	2	0	4	1	7
Sports Parks	1	0	0	3	4	8
Natural Areas	0	0	1	3	3	7
Beaches	0	2	1	2	4*	9

*Note: Definitely education at registration, but at purchase too.

Group 3		
What is the best approach to dogs in these spaces	Why do you think that?	
Recreation Parks	☐ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☒ Other.....	Varies, depends on individual park ie: size, play space, other facilities such as BBQ/picnic facilities.
Sports Parks	☒ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	- Organised dedicated sporting ground: prohibited. - Informal ovals: ok. - Due to cleanliness etc.
Natural Areas	☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	Restricted to established paths/trails.
Beaches	☐ Prohibited dog access ☐ Dogs allowed on-leash ☐ Dogs allowed off-leash ☒ Other.....	- Designated dog beach only. - Designated dog beach only or remove entirely.

Group 3 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
Recreation Parks	0	2	1*	5	2	10
Sports Parks	1	3	1	4	1	10
Natural Areas	0	0	3	7	1	11
Beaches	0	1	1	7	0	9

*Note: Too vague to respond.

Group 4		
What is the best approach to dogs in these spaces	Why do you think that?	
Recreation Parks ☐ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other.....	Recreational parks (of the 1–3 options) provide an opportunity for dogs to exercise off-leash.	
Sports Parks ☐ Prohibited dog access ☒ Dogs allowed on-leash ☐ Dogs allowed off-leash ☐ Other.....	- Maintaining safe spaces for sports. - Timing for off-leash use during non-busy times eg school hours.	
Natural Areas ☐ Prohibited dog access ☒ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other.....	Depends on the environmental status of the area.	
Beaches ☐ Prohibited dog access ☐ Dogs allowed on-leash ☒ Dogs allowed off-leash ☐ Other	- Dog beach needs to be bigger. - Need to open up more “non-swimming” beaches for use on-leash.	

Group 4 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
Recreation Parks	4	3	0	3	1	11
Sports Parks	2	1	1	1	5	10
Natural Areas	0	2	2	2	5	11
Beaches	0	1	2	5	3	11

Activity 2 — Guiding principles

The purpose of this activity was to identify and discuss ideas and principles to guide the design of areas for dogs in the City of Joondalup.

The following scenario was presented to the group:

There is a plan to create a fenced dog area in a park near your home.

What principles should guide the design of this area?



Elcar Park (Joondalup)

In table groups, reference group members explored the scenario and wrote their ideas/principles for the most important things to consider in the creation of a fenced dog exercise area on sticky notes. After which, the ideas/principles were presented and discussed in a plenary session. Members also had the opportunity to ask questions of subject matter experts and City Officers during the plenary.

The reference group devised the following ideas/principles to guide the design of a fenced dog area:

Designation and establishment:

- Dogs allowed on-leash only in the rest of the park/area (outside the fenced area).
- Must be the right size/fit for the existing park/area.
- Needs different spaces within the fenced area to separate small dogs and big dogs.
- Consider noise to surrounding residences when setting hours of operation.
- Choose an area with easy access, car traffic considerations, and parking availability.

Landscaping and terrain:

- Should include trees/shaded areas.
- Investigate more sustainable surfacing alternatives to grass.
- Conduct sustainable terrain management.
- Must consider general maintainability of the park/area.
- Add obstacles eg trees to slow dogs in running areas which will slow wear/damage.
- Consider using two areas on rotation to allow regeneration (like cattle grazing).

Amenities:

- Benches/seating
- Coffee shop/van
- Water access (for dogs and humans)
- Dog waste bags and bins/regular bins

The plenary discussion encompassed the following talking points:

Cost:

The cost of a fenced dog exercise area (~\$600,000) seems very high. Both the establishment and maintenance costs (eg new turf) feel excessive. Instead of more infrastructure, put money into monitoring different areas instead of establishing a fenced area. City Officers and subject matter experts noted that these costs are not specific to our region and are similar across the country.

Rationale:

The City already has 250+ areas where dogs can be off-leash; it seems that the purpose of a fenced dog exercise area is just for people who cannot control their dogs. Fenced dog exercise areas can attract lazy owners who do not monitor their dogs inside the area. This is often compounded when owners are distracted by their phones in the seating areas, especially when seating areas are incorrectly placed. However, fenced dog exercise areas provide dog owners who have mobility issues or other disability support needs with a space to exercise their dogs and it is important that the City supports these community members.

Risks:

Considering the previous discussion on the behavioural issues reported at Hillarys Dog Beach; a small, fenced dog area may increase the risk of dogs behaving badly and create more conflict and tension between dogs, owners and Field Officers. It might be better to have broader options than a just a fenced area; however, the group is concerned about repercussions if fenced dog exercise areas are removed or eliminated as options. Risks of dog rushes/attacks and other poor dog behaviour could be mitigated by placing obstacles to prevent tracking, providing sensory things to engage them.

Subject matter experts discussed the pros and cons of fenced dog exercise areas including the behaviour of dogs and owners:

- Not all owners have effective control over their dog, and most don't realise that dogs need to have good recall, even within the fenced area.
- Fenced dog exercise areas can promote the notion that owners do not need to train their dogs and do not need to have effective control of them.
- Dogs are predatory animals — no matter how well-trained a particular dog is, a small breed is at-risk of injury from a large breed.
- There are a vast number of untrained or under-trained dogs in the City, they also need to be catered for.

An image of the raw outputs from this activity can be found in Appendix 5 — Guiding Principles activity outputs.

Appendix 1 — Additional members' comments

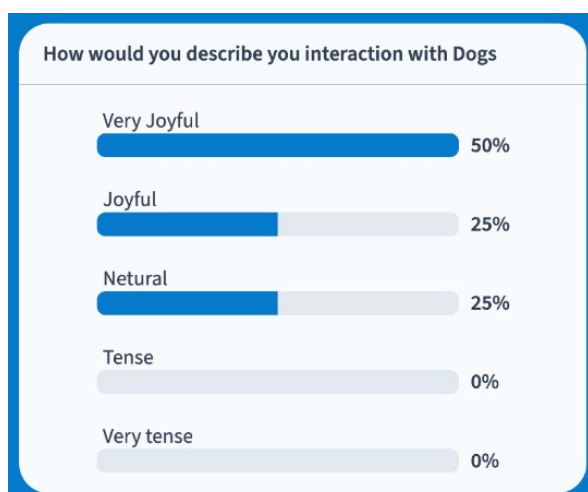
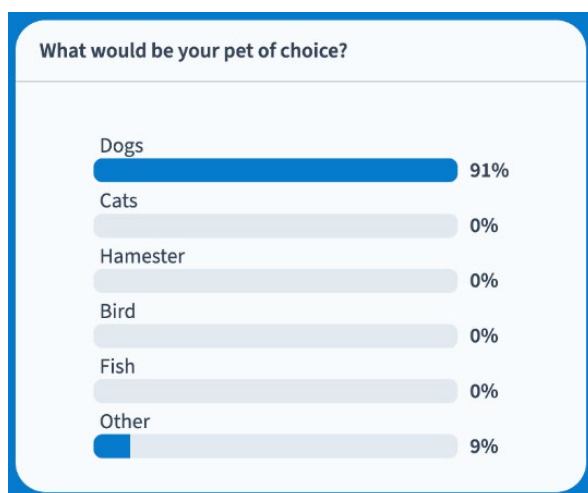
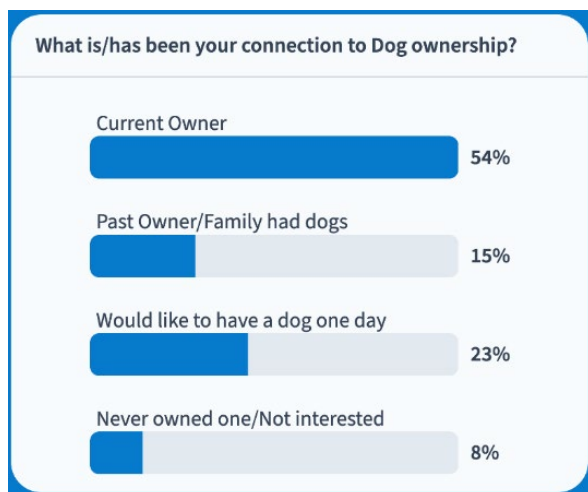
While I'm not currently a dog owner, I have been in the past and I still regularly dog sit for neighbours as well as walking regularly myself. I have seen some dog owners let their dogs chase wildlife (swans and ducks) at Yellagonga in Woodvale and Lake Goollelal in Kingsley. I wonder if consideration should be given to keeping dogs on leads in these areas. I do understand it's particularly difficult in Woodvale with Perry's Paddock being a major dog exercise area and management of this area sits with the City of Wanneroo.

I spoke to various people in the Flinders-Broadbeach park and heard some recurring sentiments:

- Dogs off-leash in the northern end near the lakes are often uncontrolled and people would feel safer having that end be on-lead only.
- The City's rego tags easily fall off their dog's collars and are lost, perhaps some design improvements could be made to these, so they are sturdier.
- [Hillarys] Dog Beach is not somewhere that people with smaller dogs feel safe to bring their dogs due to historical attacks and some uncontrolled dogs.
- Experiences with designated gated off-lead dog recreation areas are mixed; however, all said that if there was one to be implemented locally that having separate small and large dog enclosed spaces would be better than all in one.

Regarding fenced dog parks, I know the cost to provide parks are high, but the City could consider mitigating this via sponsorship from organisations such as vet hospitals. The City could offer naming rights of dog parks, or signs in fencing advertising dog food etc. It might be worth considering if it alleviates some of the burden of cost. These organisations might also be eager to contribute towards pop-up stands/events at parks/beach/school education programs.

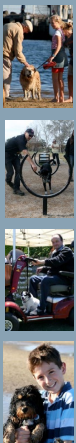
Appendix 2 — Online poll results



Appendix 3 — Subject matter expert presentation

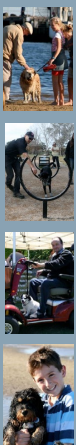


DOG MANAGEMENT PLAN



OVERVIEW

- Research/information
- The importance of pets
- The benefits – off/on-leash, 'no dog'
- Conflict in our communities
- The fenced/unfenced conundrum
- Challenging attitudes/perceptions
- Summary - the challenges



RESEARCH/KNOWLEDGE

- Where our research comes from
 - Peer reviewed research
 - Experienced/respected practitioners
 - Projects with LGAs/communities
 - Workshops, interviews, surveys with LGA staff and councillors
- 'Internet intelligentsia'
- Minimising bias
- The human animal bond implications





ACKNOWLEDGING THE IMPORTANCE OF PETS

- Pets as ‘household members’

What pet owners say about their pets		
Pet Survey responses		
	YR	OEC +
Pets are an important part of my family	99%	91%
It is important for me to have a pet in my life	97%	89%
My pets give me great comfort in times of need	94%	83%
My pet is important because they give me unconditional affection	94%	84%
We talk to more people because we have a pet	78%	71%

- The human-animal relationship
- Dog numbers



THE BENEFITS ON/OFF -LEASH/‘NO DOG’

Health/Sustainability domains

- Social (humans)
- Social (dogs)
- Environmental/Natural
- Economic
- Built

The majority of FOLA benefits can be achieved in OLAs







CONFLICT IN OUR COMMUNITIES
DOG OWNER ANGST






Pet grievances about off-leash areas:

▪ Poorly behaved/controlled dogs	(88%)
▪ Aggressive dogs	(87%)
▪ Lack of active supervision	(84%)
▪ Annoying dogs	(72%)
▪ Aggressive or impolite dog owners	(72%)

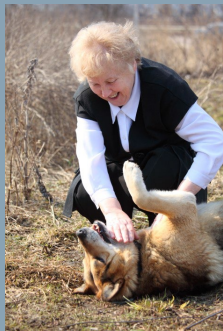


CONFLICT IN OUR COMMUNITIES
GENERAL COMMUNITY ANGST






- Litter
- Conflict (control of dogs):
 - Btw dog owners
 - Btw off-leash activity and other OS activities
 - Off-leash in on-leash areas
 - Sensitive environmental areas
- Compliance officers





THE FENCED/UNFENCED CONUNDRUM

- Stops dogs running into other park activities (90%)
- Lack recall confidence (81%)
- Relax more (65%)
- Runoff uncertainty (65%)
- Annoying others (62%)



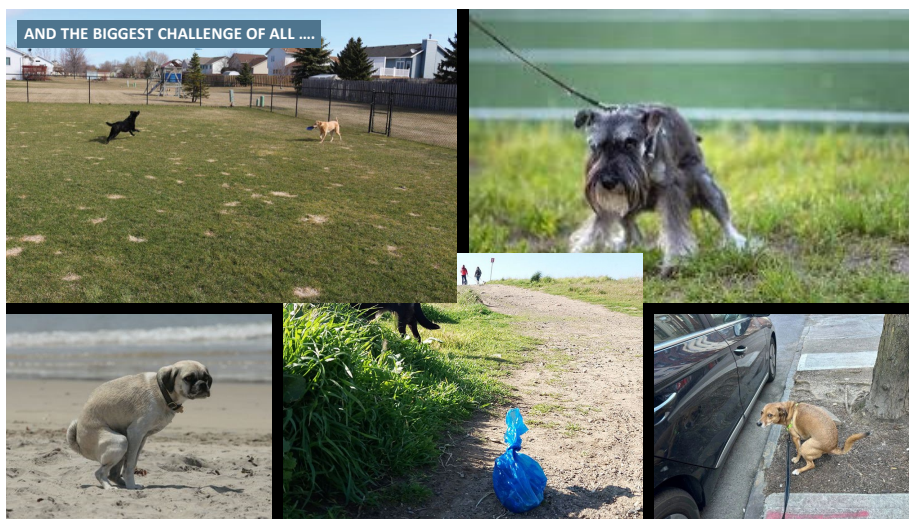


CHALLENGING ATTITUDES/PERCEPTIONS

- 'Responsible pet ownership'
- 'Effective control of dogs'
- Socialising
 - Urban environment
 - off-lead
 - other dogs
 - Walking
 - Responsiveness to recall







Appendix 4 — Dogs in spaces activity outputs

Member A

1 What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☒ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other_____	Give families a safe space
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other_____	Allows control when sports are occurring
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other_____	Let there be a happy medium
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other_____	Specific Animals

Member B

1 What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☒ Other <u>PLAY SPACES FOR CHILDREN NOT</u>	* CONTROLLED SOCIAL INTERACTIONS WITH OWNERS PRESENT AT ALL TIMES TO ENSURE SAFE ENVIRONMENT FOR DOGS, OWNERS AND OTHER RESIDENTS THAT MAY BE USING THE AREA. * PLAY SPACES FOR CHILDREN TOTALLY PROHIBITED
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other_____	* SAME AS ABOVE * COMMUNITY SAFETY SHOULD ALWAYS BE TOP PRIORITY
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other_____	CATEGORISING BUSHLAND AREAS 1 2 3 ZONE FOR DOGS AND ABILITY TO INTRODUCE DOGS TO THAT AREA
4 Beaches (eg: places with sand and sea!)	☒ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other_____	DOGS BEACH OFF LEASH OTHER BEACHES STRICTLY PROHIBITED ? ? ? . . .

Member C

1. What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☒ Other <u>Depends on individual park</u>	- Some recreational parks have no playground and may have covered open fields, or have picnic facilities. Also depends on park size etc.
2 Sporting Parks (eg: Ovals)	☒ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	- Depending on classification of sports ovals, time of day. - Dogs prohibited on school ovals (though Dept of Education and)
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	- on Leash, restricted to established paths/trails.
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☒ Other <u>Prohibited Dog Beach only</u>	- Issues with Beach/Dune erosion, over crowding

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Member D

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	Dogs (owners) did some place to chase a ball. Dogs allowed.
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	Duty to protect kids/players On leash more control
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	Some areas would be OK. Some areas on leash to protect wild life
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	Many dogs/owners enjoy the freedom of the beach → on <u>dog</u> beach.

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Member E

1 What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	on leash or if childrens playground is fenced off leash outside
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	Dogs on leash if sporting activities are taking place if oval is not being used then let dogs off leash
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	if its a dog beach.

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Member F

① What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☒ Other <u>PROHIBITED DOG ACCESS</u>	KIDS, SENIORS, EATING AREA FREEDOM TO ENJOY WITHOUT DOGS NOISE GENERAL: * BETTER EDUCATION * RULES - WHO TO * SERVICE / COMPLAINT * OVERLOOK BEACH SPACE - PRICE TO IT - KEEP AS SIMPLE AS POSSIBLE
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☒ Other <u>PROHIBITED DOG ACCESS</u>	KIDS WHISTLE FREEDOM TO ENJOY WITHOUT DOGS RUN SPORTS GAMES * PETS AFFECT PEOPLE
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	RESTAURANT TO PROHIBIT / HARM NOISE HAVE SPECIES WASTE ENVIRONMENT FREEDOM TO ENJOY WITHOUT DOGS
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☒ Other <u>PROHIBITED DOG ACCESS</u>	FREEDOM TO ENJOY WITHOUT DOGS NOISE MAY NEED TO ENFORCE OR DEAL WITH OR DESTRUCTION

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Member G

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	Safety online education package
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	Categories too broad
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other.....	

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Group 1

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☒ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	safety of other park users not all dogs have good recall! * Play space for children - prohibited
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	- on lead when events approaching - timed access
3 Natural Areas (eg: Bushland)	☒ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	categorise the parks into zones for dog access according to biodiversity and sensitivity
4 Beaches (eg: places with sand and sea!)	☒ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	- only designated dog beach explore possibility of timed access for on or off leash and for access to other beach

TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW				
STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	✓✓✓		✓	✓✓✓✓
2	✓		✓✓✓✓	✓✓✓✓
3		✓	✓	✓✓✓✓
4		✓✓	✓✓✓	✓✓✓✓

Group 2

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	1) majority - On Leash 2) fenced playgrounds - OR some recreational parks - ON-LEASH / some OFF-LEASH
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	ON LEASH while sporting activities are on. OFF LEASH - when no sports being played
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	Paths in natural area Protect animals, eg Wallaganga
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	Look at more beaches for dogs in area. More education / course / online registration

TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW				
STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	✓ ✓		✓ ✓ ✓	✓
2	✓		✓ ✓ ✓	✓ ✓ ✓ ✓
3		✓	✓ ✓ ✓	✓ ✓ ✓
4	✓ ✓		✓ ✓	Definitely education at registration but at purchase too. ✓ ✓

Group 3

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☒ Other _____	- Varies Depends on Individual Park ie: size, playspace / other facilities such as BBQ & picnic facilities.
2 Sporting Parks (eg: Ovals)	☒ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	- original dedicated sporting ground; prohibited - informal oval - OK. Due to circumstances etc.
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	- Restricted to established paths/trails.
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☒ Other <u>Dogs not allowed</u>	

TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW				
STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1		✓ Too vague to respond to		✓✓
2			✓	✓
3			✓	✓
4		✓	✓	

Group 4

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	RECREATIONAL PARKS (OF THE 4 OPTIONS) PROVIDE AN OPPORTUNITY FOR DOGS TO EXERCISE OFF LEASH
2 Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other _____	MAINTAINING SAFE SPACES FOR SPORTS TIMING FOR OFF-LEASH USE DURING NON-BUSY TIMES OF SCHOOL HOURS
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☒ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	DEPENDS ON ENVIRONMENTAL STATUS OF AREA
4 Beaches (eg: places with sand and sea!)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☒ Dogs allowed off Leash ☐ Other _____	DOG BENCH NEEDS TO BE BIGGER NEED TO OPEN UP MORE "NON-SWIMMING" BEACHES FOR USE ON-LEASH

TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	✓✓✓	✓✓✓		✓✓✓	✓
2	✓✓	✓	✓	✓	✓✓✓ ✓✓
3		✓✓	✓✓	✓✓	✓✓✓✓ ✓
4		✓	✓✓	✓✓✓✓	✓✓✓✓

Plenary notes

Fenced areas [& if there are more on leash areas
then fenced areas may not be needed

• Stigma of rangers

↳ is there another role to be at
the front line of education

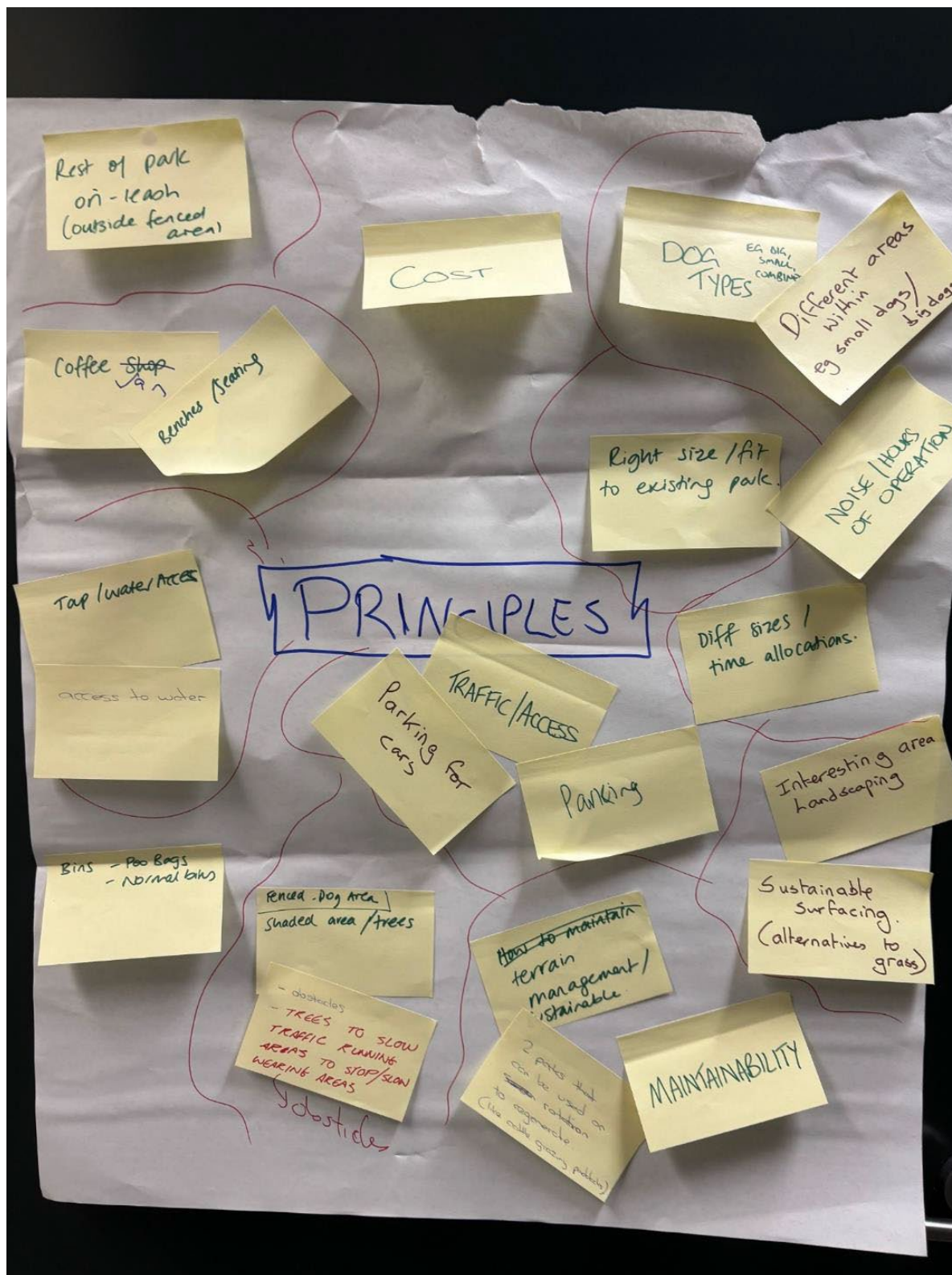
• education tips as part of new owner packs

Recreational parks

- Not one size fits all times
- have some on leash areas / off leash
smaller spaces for others

* more stats on the issue

Appendix 5 — Guiding Principles activity outputs



Size

Sharp

Things 4 people

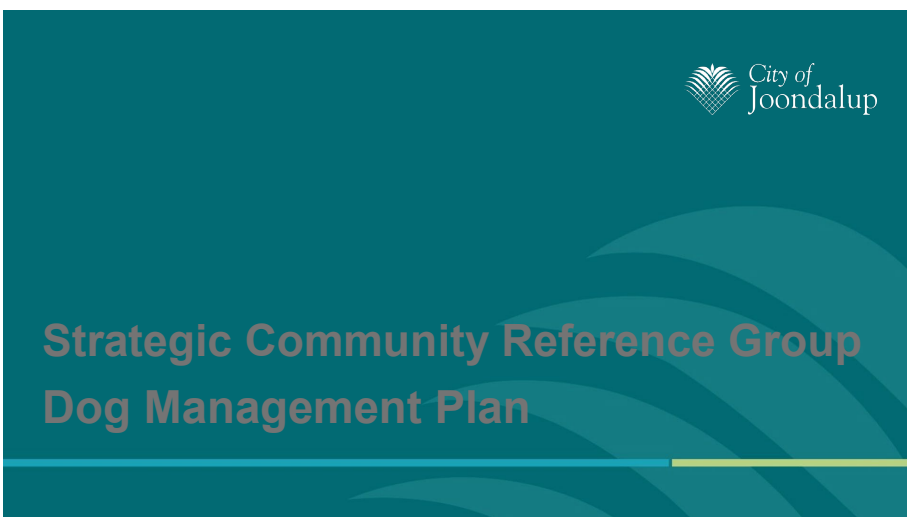
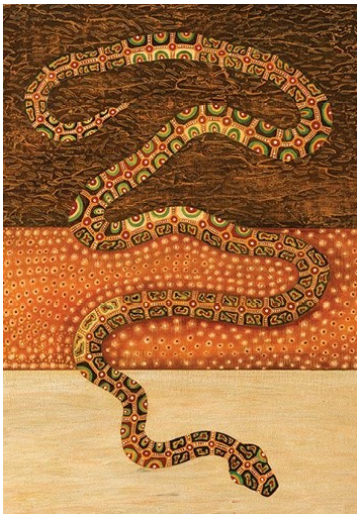
Things to manage
dog activity

Things to distract dogs

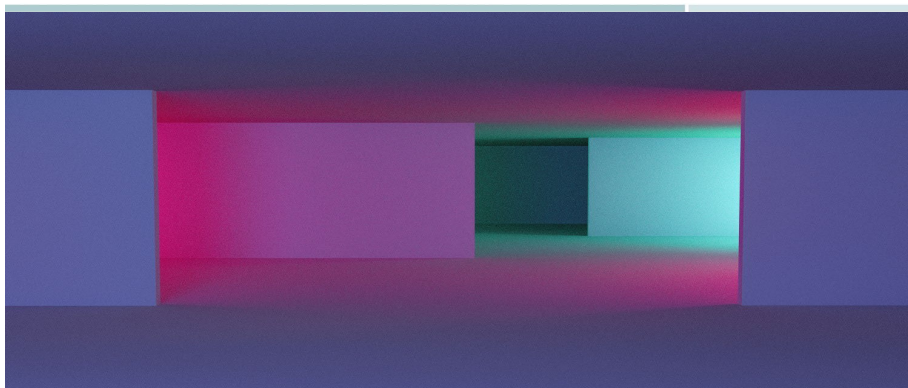
Sensory things to
attract them

"Sight breakers"¹⁴

Appendix 6 — Meeting slides



Welcome



Purpose and objectives



To provide input into the development of a new Dog Management Plan. The meeting will identify scoping and priorities for the plan and explore roles and responsibilities of the City and the community in regard to dog management.

Objectives:

- To explore perceptions and issues associated with dogs and dog management.
- To explore roles and responsibilities of local governments, individuals and external organisations.
- To identify priorities and approaches to dog management in the City.

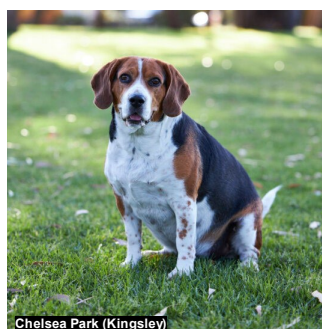


Outline



This evening, we will:

- Explore possible approaches to managing dogs in different public spaces.
- Develop some guiding principles for the establishment of "dog areas".
- Determine which breed of dog is cutest (🐶).



Chelsea Park (Kingsley)

Working together



Coming together is the beginning.

Keeping together is progress.

Working together is success.

— Henry Ford

”

How have I arrived?

How will I invite others in?



Elcar Park (Joondalup)

Conduct agreement



Respect	Active listening	Open mindedness	Participation
			
Be mindful of people's time.	Prioritise consent, not consensus.	Remain open-minded to all opinions.	Promote a safe space for all.
Agree to disagree.	Listen to all and endeavour to understand the views of others.	Be community-minded.	Share your views with others and do not keep your thoughts to yourself.
Listen to quieter voices and do not dominate the conversation.		Do not judge others' opinions or experiences.	

You and your dogs



PollEv.com/surveys/umDzFeC5UUxQw2fC4jAiP/respond



Introduction to dog management



Dogs in different spaces

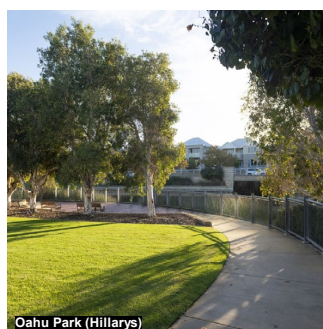
Recreation Parks



Recreation Parks are public open spaces predominantly used for **informal recreation activities**, such as walking, jogging, picnicking and play.

They are generally designed to accommodate low-wear applications and contain recreation-based infrastructure.

People attend these public open spaces with the primary purpose of **engaging in social and leisure activities**.



Sports Parks



Sports Parks are public open spaces predominantly used for **formal, structured sports activities**, such as team competitions, physical skill development and training.

They are generally designed to accommodate the playing surface and infrastructure requirements of specific sports.

People attend these public open spaces with the primary purpose of **engaging in organised sports activity, training, competition or viewing as a spectator**.



Natural Areas



Natural Areas are public open spaces predominantly used to **protect local ecological and biodiversity values**.

They can include bushland, coastal and wetland areas. These public open spaces can provide opportunities for low-impact recreational activities, such as walking, jogging or cycling.

Natural Areas are managed to enable **some recreational access while protecting local ecological and biodiversity values**



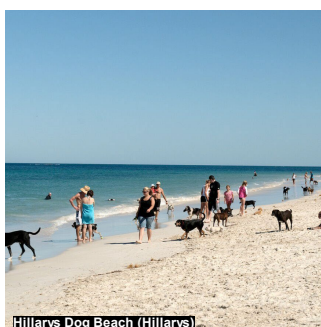
Beaches



Beaches are not a specified classification and can be considered either Recreation Parks or Natural Areas.

City of Joondalup beaches extend from the northern boundary at Burns Beach to the southern boundary at Marmion, and from the waterline to where the first sealed road commences in the east.

Beach management requires balancing recreation, tourism, development and conservation needs to ensure the long-term sustainable use of the coastline.





Dogs in different spaces



As a group, explore these four spaces and consider the best approach to dogs and why?

Each member is to take their own notes on their template.

You will share your notes with another group in the next step.

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
2 Sporting Parks (eg: Oval)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
4 Beaches (eg: places with sand and sea)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	



Dogs in different spaces



Form new groups and share your thoughts with each other.

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
2 Sporting Parks (eg: Oval)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
4 Beaches (eg: places with sand and sea)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	



Dogs in different spaces



Using the A1 template, create a master sheet for your group's recommendations.

What is the best approach to Dogs in these spaces		Why do you think that?
1 Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
2 Sporting Parks (eg: Oval)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
3 Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	
4 Beaches (eg: places with sand and sea)	☐ Prohibited Dog Access ☐ Dogs allowed on Leash ☐ Dogs allowed off Leash ☐ Other.....	



Guiding principles — Dog areas



Dogs in different spaces



What is the best approach to Dogs in these spaces		Why do you think that?	TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW				
			STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	Recreational Parks (eg: fenced, unfenced play spaces)	☐ Prohibited Dog Access ☐ Dogs allowed on leash ☐ Dogs allowed off leash ☐ Other.....					
2	Sporting Parks (eg: Ovals)	☐ Prohibited Dog Access ☐ Dogs allowed on leash ☐ Dogs allowed off leash ☐ Other.....					
3	Natural Areas (eg: Bushland)	☐ Prohibited Dog Access ☐ Dogs allowed on leash ☐ Dogs allowed off leash ☐ Other.....					
4	Beaches (eg: places with sand and sea)	☐ Prohibited Dog Access ☐ Dogs allowed on leash ☐ Dogs allowed off leash ☐ Other.....					



Guiding principles



There is a plan to create a fenced dog area in a park near your home.

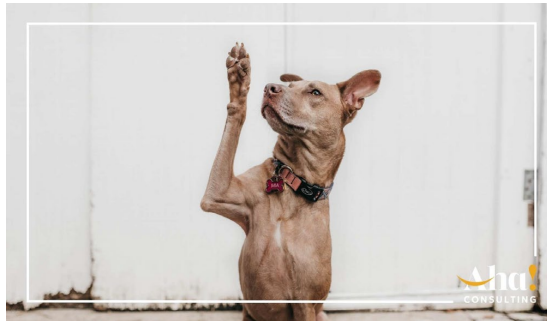
What principles should guide the design of this area?



Questions



Dog management
Roles/expectations
General information



2024 workplan



Item	Date
Development of the Dog Management Plan	27 May 2024
Exploration of Place Activation	12 Aug 2024
Development of the Bike Plan	18 Nov 2024

Thank you





Strategic Community Reference Group

Meeting 2 Report — Place activation

Date:	Monday 12 August 2024
Time:	6.00–8.30 pm
Location:	Civic Centre Conference Room 2 & 3 90 Boas Avenue, Joondalup
Facilitator:	Joel Levin — AHA! Consulting

Attendees

Presiding Member: Cr John Raftis

Elected Members: Cr Christopher May
Cr Christine Hamilton-Prime (deputy)
Cr Rebecca Pizzey (deputy)

Community Members:

North Ward Allan Connolly
Helen Winterton

North-Central Ward Bettina Gould

Central Ward Susan North
Linda Smith

South-West Ward Len Collier
David Hudson

South-East Ward Janine Blake

South Ward Josh Hurley
Lynda Crawford

Youth Josh Challis
Tara Lie
Aimee Wright

Subject Matter Experts: Christina Harmsen — Principal Strategy Officer, Management and Coordination (Local Government), Department of Local Government, Sport and Cultural Industries.
Patrycja Rosinska — Community & Place Specialist, Town Team Movement
Dawn Hammond — Coordinator, Heartbeat Joondalup Town Team

City Officers: Chris Leigh, Director Planning and Community Development
Rebecca Maccario, Manager Strategic and Organisational Development
Luke Wilcock, Manager Economic Development and Advocacy
Chloe Cooper, Strategic Planning and Engagement Coordinator
Lauren Cross, Coordinator Place Activation
Emily Peters, Policy Officer

Observers: Cr Phillip Vinciullo

Apologies: Mayor Albert Jacob
Cr Rohan O'Neill
Camila Mazzo, North-Central Ward Community Representative
Rachel Kemp, South-East Ward Community Representative

Overview

The purpose of the meeting was to explore placemaking and place activation within the City of Joondalup. The meeting reviewed what place activation means and investigated areas and themes of community significance, particularly in relation to the City's Place Activation Strategy.

The objectives of the meeting were:

- To explore perceptions and challenges of place activation in the Joondalup City Centre.
- To identify how the City can support the community to take the lead in place activation in the Joondalup City Centre.
- To prioritise the identified projects in the Joondalup City Centre Place Activation Plan.

Subject matter experts were invited and participated in the Strategic Community Reference Group meeting. Additionally, Patrycja Rosinska gave a presentation on place activation, which will be expanded on further in the outcomes section.

The following subject matter experts attended this meeting:

Christina Harmsen, Principal Strategy Officer, Management and Coordination (Local Government), Department of Local Government, Sport and Cultural Industries

Christina has been working at the Department of Local Government, Sports and Cultural Industries since 2021. Her background is in community development, industry development, strategy and research, and project and program management. Christina recently participated in the Joondalup City Centre placemaking 'Walkshop' with key City stakeholders during the 2023 Town Teams Convergence Conference.

Patrycja Rosinska, Community and Place Specialist, Town Team Movement

Patrycja is a qualified artist and event manager and highly experienced and passionate community engagement, community development, arts and culture and place activation specialist. She has two decades of experience in delivering community development, arts and culture and placemaking strategies and projects across public, commercial and not-for-profit sectors in Europe and Australia.

Dawn Hammond, Lead Coordinator, Heartbeat Joondalup Town Team

Dawn is a small business and social enterprise owner. She contributed to establishing the Heartbeat Joondalup Town Team and is now the Lead Coordinator. The Heartbeat Joondalup Town Team is a group of Joondalup City Centre businesses, property owners and residents who develop events and placemaking projects for the Joondalup City Centre, with a current focus on Central Walk.

Preparation

To ensure an engaging experience, Strategic Community Reference Group members were expected to familiarise themselves with the provided pre-reading material ahead of time. The information in the pre-reading materials was designed introduce the topic and promote contribution to the discussion. Additionally, to ensure that the meeting achieved its objectives, members were asked to undertake the following preparation task:

As you go about your week, try to attend the Joondalup City Centre. While you are there, please observe, photograph, and/or take notes regarding:

- What do you think works well in the Joondalup City Centre?
- What do you think could be improved in the Joondalup City Centre?
- What represents how the Joondalup City Centre feels and looks to you?

Outcomes

Activity 1 — What and who make a place?

The purpose of this activity was to establish the importance and meaning of 'place' in the context of public spaces. Members were asked to find a partner (who was not from their table group) and interview each other with the following prompts:

- **What are some public spaces in your life that have meant something to you?**
(Especially spaces in and around a town/city centre).
- **What made this space important to you?**
(Think about the physical characteristics and who/what else was there).
- **What would it mean if those spaces weren't there?**
(Think about what the spaces provide and the effect if it were absent).

After the paired interviews, members returned to their table groups and gave each of the following statements a score from strongly disagree to strongly agree:

- A range of public spaces are important to vibrant communities.
- Local government has a role in the provision of these spaces.
- The community has a role to help design and use public spaces.
- The community has a role in the activation and management of the public spaces.

The collated scores and rationales from each group are in the table below:

Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
A range of public spaces are important to vibrant communities					4
Rationale: • Cater for all members of the community, interests, ages. • Brings the community together. • Spaces for different seasons/weather. • Need to cater for community diversity and uniqueness of space and community. • A range of facilities. • Something for everyone. • Interesting.					

Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Local government has a role in the provision of these spaces					4
Rationale: - Part of our rates for community services. Closest level of government to the community, understanding of needs of community. - Want everyone to be able to enjoy vibrant spaces across the City. - Permits, long-term planning, building zones. - Their role as a government.					
The community has a role to help design and use public spaces				1*	3
Rationale: - Because they are the ones using and paying for it. How do you get engagement from community? - Input, not mandate, so people feel ownership. - Can only mobilise people if there's a space to mobilise in. - Community perspective (rather than 1 or 2 squeaky wheels) is important. - Lots of opinions. - Who is using the space? - Means it will be relevant.					
The community has a role in the activation and management of the public spaces				1*	3
Rationale: - Because they are the ones using and paying for it. How do you get engagement from community? - Depends on the place and type of utilisation eg SLC [surf lifesaving clubs]/Lions [clubs]. - Steering committees. - Support from local governments. - Keep space tidy (general "management"). - Interest in helping volunteers. - Council to provide resources and assistance. - Community cannot manage "big issues".					

*Note: Group responded 'in between' neutral and agree.

The individual groups' responses can be found at Appendix 1.

Activity 1 concluded with a group discussion with the following talking points:

A range of public spaces are important to vibrant communities:

- All strongly agree that a variety of public spaces that cater to different needs and interests is important to vibrant and connected communities.
- Public spaces foster communication, connection and relationships within the community.
- [Subject matter expert] "Don't be an island, we need each other, all of each other" — public spaces promote exposure to diversity and vibrancy.

Local government has a role in the provision of these spaces:

- All strongly agree that local government has a role in the provision of public spaces.
- Providing public spaces is an important part of the City's service delivery and is funded by rates.

The community has a role in the design, use, activation and management of public spaces:

- All agree that the community has a role in establishing, using and managing public spaces, with caveats depending on the type of community members (eg individuals, organisations, businesses).
- Everybody should have a role in the design of public spaces. Having a role in the design should inspire everyone to have a say and help the community to be more invested in using, activating and managing the space.

- It is difficult to get people involved — how does the City invest in and promote participation? Council have invested in this [Strategic Community Reference Group], that is a good start, it's a very important arena for the community contribute their ideas and points of view.
- Members of the community may be hesitant to participate due to their social and/or economic context. Individuals and organisations may be experiencing pressures (eg family, financial) that make it more difficult for them to get involved in local community projects.

Presentation — Challenges and opportunities of public spaces

The next part of the session was a presentation from subject matter expert, Patrycja Rosinska. Through her presentation, Ms Rosinska provided members with an overview of placemaking, active citizenship and great places. She explored the new movement of governments as facilitators — doing with community, as opposed to the traditional role of governments doing to and for the community.

The presentation covered the challenges and opportunities of public spaces and the following aspects of place activation:

- Active citizenship — customers versus citizens
- Local people creating positive change
- Placemaking — turning spaces into places
- Collaboration — the software and hardware of place
- Outcomes of placemaking — communities people want to be involved in and places people want to go
- Town centres, local economies and community wellbeing
 - Challenges — online commerce and shopping centres
- Making better places together
 - Making places look and feel better
 - Art and culture
 - Community activities
- Portside, heart of the West End (Port Hedland)
- Joondalup City Centre place activation

Reference group members had the opportunity to ask Ms Rosinska questions and make comments regarding the presentation. Members asked questions about Town Team Movement, Heartbeat Joondalup (local Town Team) and City Centre place activation. Members also reflected on the discussion from Activity 1 around the community's role in the design, use, activation and management of public spaces.

The slides from this presentation can be found at Appendix 2.

Activity 2 — What if we build it and they don't come?

The purpose of this activity was to explore the opportunities for community leadership and involvement in place activation projects. In small groups (different from their table groups), members rotated through stations, each with a priority project from the Joondalup City Centre Place Activation Plan.

The groups provided responses to the following prompt questions, in relation to each priority project:

- Where are the opportunities for the community to be involved in this project?
- Where are the opportunities for the community to lead in this project?

The collated responses from each station are below:

Priority A: Art in the streets	
Where are the opportunities for the community to be involved in this project?	- Local artists - Virtual reality art games - Invite art organisations to participate in beautifying identified assets/locations. - Over[sight] committee of community → City. - Design competitions “Show us your ugly” - TAFE, university and local school visual arts students - Different types of art eg “digital”, interactive. - Film community group competition - Multicultural groups/intercultural - Local businesses providing walls for canvases.
Where are the opportunities for the community to lead in this project?	- Let local artists take ownership of projects. - Open public space for local live music and performances (ie a public square in CBD). - Nature art play - Performances/festival in public open space. - Teachers include activities in their curriculums for TAFE, university, local schools' visual arts students. - Disability access and inclusion initiatives - City steps back and invite new views on art, eg graffiti is a tourist attraction in other cities, not necessarily expensive sculptures.
Priority B: Courtyard spaces ('piazzas') as focal points	
Where are the opportunities for the community to be involved in this project?	- Testing a few options. - Retail incubator co-op - Community groups and businesses - Sport and recreation activities - Registration days — close roads - Attractive seating and shade! - Arts and events - Local hospitality businesses, special offers and events - Community markets, specialty markets, farmers markets
Where are the opportunities for the community to lead in this project?	- Community champions - Encouraging participation - Retail offerings - Arts initiatives - Business owners - Multicultural events: music, art, food - Busking - Youth Centre [arrow drawn between Youth Centre and the following points] - More activities in the park - Programming in the City Centre - Arts festival - Music!

Priority C: Pedestrian-friendly streets	
Where are the opportunities for the community to be involved in this project?	• Identify community skills — artists, gardeners. • Good lighting, shelter/shade • Street facing business/points of interest. • Seating (multiple benches) • Pedestrian-first road/path design • Parklets design — based on community (street) needs • Cycling groups • Too hot or wet to walk distances • E-bikes/scooters can cause hazards if not put away. • Community buses • Close Grand Boulevard to traffic on the weekend.
Where are the opportunities for the community to lead in this project?	• Identification of seating areas. • Community-designed walking map/tour — online/digital. • Engage disability org[anisation]s walkability. • What is the point of walking/access if there's no destination? Where are the new and interesting businesses, cafés, wine bars?
Priority D: Better connectivity to train and bus stations	
Where are the opportunities for the community to be involved in this project?	• Promote safety and lighting • Local business contracts — use it as an advertising opportunity. • Provided and installed lighting • Community watch patrol • After hours • Active transport infrastructure • Lighting/CCTV/seating/better paths • Better connection between the train station and the CBD · Poor connection having to walk through multi-storey car park/vacant land. • Community activities <u>close</u> to the bus/train station.
Where are the opportunities for the community to lead in this project?	• Local business • Food vendors/trucks • “COJ at night” • Entertainment/wayfinding • Community-led digital map of where Joondalup City Centre “spots to visit” from the train/bus station.

Priority E: Youth play spaces (facilities for teenagers)	
Where are the opportunities for the community to be involved in this project?	• School engagement — in design • Local community engagement • Outreach programs · Community-led · City of Joondalup supported • Music/dance workshops · WASO [Western Australian Symphony Orchestra] · Western Australian Academy of Performing Arts · One Mob studios [local dance studio] • Performance spaces for young people • Small but regular projects, able to be delivered by a few volunteers. • Seating → shade • Competitions (music, art, sports) • Art workshops • Regular movies in the park • Board games in one area • Interactive art (QR codes etc)
Where are the opportunities for the community to lead in this project?	• LG [City of Joondalup] could go to schools/youth organisations to facilitate ideation/suggestion box. • Youth groups in the area • School engagement! • Engage with universities (Edith Cowan University, TAFE)

The raw outputs can be found at Appendix 3.

Following the station round, members returned to their tables and explored the collated responses in a facilitated plenary session. The reference group's discussion included the following points:

- It can be difficult to get volunteers and to encourage the community to be engaged and activated.
 - Community should include everyone (eg businesses and landowners too), not just those individuals who come forward as volunteers. Everyone in the community is a customer and has the opportunity to become citizens.
- It is important for the City to encourage businesses to open in the City Centre.
 - Are our local business rates comparable to other local government areas?
 - What incentives does the City offer?
 - Why would I open my business in the City Centre, rather than elsewhere?
- It is important for the community to lead in place activation.
 - How does the community know where the gaps are? Asking the community this question is the entry point for them to lead place activation.
 - The role of the City is to provide permission — this is a gear shift for the community, the City can offer opportunities to learn to lead.
- It is important that the community has a sense of empowerment. This can be achieved through the following:
 - Issuing small community grants (incentives).
 - Having someone at the City who can step individuals and groups through the process and help them navigate the red tape.
 - Making it easier and less formal for people to act and 'get things off the ground'. Many individuals and groups find it all too hard, both in terms of the financial outlay and the time taken for confusing approvals, insurances etc that are required (you can get different answers from different people at the City).
- Community-led place activation is not just a gear shift for the community, but also a change from regular City and Council operations.
 - The City as a facilitator/connector.
 - Language used internally in local government should change — most of the conversation tonight is concerning economic development, not community development.
- How can the community be encouraged to lead and be involved in place activation?

- Everyone could be happy with everything and don't want things to change/be activated. Is it apathy?
- There is an epidemic of loneliness — people need community spaces and places.
- There is an opportunity to have a display with resources in the Joondalup Libraries to assist individuals and groups to lead and be involved in place activation. Most people do not go to the City administration building, but lots of people go to the libraries.
- Need to connect to people's personal interests — the City needs to market to people in the right way so that they want to get involved.
- The City should engage with community groups, schools, TAFEs, universities, etc, and see if they want to be involved.
- Good to look at the benefits of being involved — making friends, feeling connected, etc.
- Why did you get involved in volunteering to lead place activation?
 - [Subject matter expert, Dawn Hammond, Lead Coordinator Heartbeat Joondalup] “As a business owner and landowner, I started asking questions of people in the area, there was a lot of loneliness, started by opening an empty shop and providing free dancing lessons — it was a good way to meet people. It brings me joy, makes me happy, so I want to be involved”.
- Why did you get involved in volunteering on the Strategic Community Reference Group?
 - Being involved in community development and future planning in local government is very important to me. It's good to learn how local government works and be a part of it.
 - It's really important that young people, in particular, participate in community activities and get involved. Helps with sense of belonging.
- Are there other jurisdictions where place activation has been done well?
 - In Western Australia, a good example is Victoria Park. The local government made it easy for the community to take action, they list what you can do without approvals, have face-to-face relations with community leaders, removed red tape, provided funding, split the local government area into “places” and have an activation person for each area. The City of Joondalup need to make it easier for community members.
 - In Australia, a good example is Newcastle. The community acted independently, got artists involved to beautify spaces, and generally had citizen-led approach to place activation.

Activity 3 — Exploring Priorities

The purpose of this activity was to identify which priorities are more likely to attract community-led place activation and inspire community involvement. Members were asked to rank the priorities from activity 2 via an online poll. Members saw ‘Courtyard spaces (‘piazzas’) as focal points’ as the most likely of the priorities to attract community involvement; and ‘Better connectivity to train and bus stations’ as the least likely priority to attract community involvement. The results from the poll are below:

Most likely to attract community involvement	
1	Courtyard spaces (‘piazzas’) as focal points
2	Pedestrian-friendly streets
3	Youth play spaces (facilities for teenagers)
4	Art in the streets
5	Better connectivity to train and bus stations
Least likely to attract community involvement	

The raw poll results can be found at Appendix 4.

After the members completed the poll, they were presented with the results and had a group discussion with the following discussion points:

- Courtyards (‘piazzas’) as focal points:
 - Piazzas are good amenities and nice places go to when shopping and/or eating.
 - The City should try a courtyard space in a piazza format. What's there now doesn't work.
 - There are many opportunities for a piazza to be all-inclusive, they can be designed for lots of different people, abilities and activities.
 - A piazza-style courtyard can motivate people to come to the area — vibrancy and a populated location helps people to feel safer and more secure, encouraging return visits.

- A piazza-style courtyard has the best opportunity for the City and community to balance the hardware and software of place activation.
- It seems to be the option with the most opportunities — can do more and expand place activation with a piazza eg a farmer's market. People will travel for a speciality market, people want something local, people can see the public art, find a shady area to sit etc. There is a specialty farmer's market in Brisbane City Centre that works well.
- The City should engage with the community when designing the piazza — should also be aligned with CPTED (Crime Prevention Through Environmental Design) principles.
- Youth spaces:
 - It is important for youth to have designated areas, but there are already lots of skate parks, BMX pump tracks, bike places, basketball courts, etc, throughout the City of Joondalup, so teenagers are catered for in other suburbs of the local government area.
- Is it the place that determines the activation, or the people? — the people need to have the hardware to use it and foster the software.
- Department of Local Government, Sport and Cultural Industries are offering free online training for Elected Members and local government staff. This training can also be made available to community members, upon request.

Appendix 1 — Who and what makes place?

Group 1

TELL US WHAT YOUR GROUP THINKS OF THESE STATEMENTS	GROUP #: 1				
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1. A range of public spaces are important to vibrant communities.	Rateable for your score Cater for all members of the community, interests, ages, etc. ✓				
2. Local government has a role in the provision of these spaces.	Rateable for your score Part of our roles for community services closest level of Government to the community, understanding of needs of community ✓				
3. The community has a role to help design and use public spaces.	Rateable for your score Because they are the ones using and paying for it. How do you get engagement from community? ✓				
4. The community has in the activation and management of the public spaces.	Rateable for your score ✓				

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Group 2

TELL US WHAT YOUR GROUP THINKS OF THESE STATEMENTS		GROUP #: 2	
STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE
STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE
1. A range of public spaces are important to vibrant communities.			STRONGLY AGREE
Bring the community together. spaces for different seasons / weather. Need to cater for community diversity + uniqueness of space + community.			
2. Local government has a role in the provision of these spaces.			AGREE
Want everyone to be able to enjoy vibrant spaces across the city.			
3. The community has a role to help design and use public spaces.			AGREE
Input not mandate so people feel ownership. Can only mobilise people if there's a space/spaces to mobilise in. community perspective (rather than 1 or 2 squeaky wheels) is important.			
4. The community has in the activation and management of the public spaces.			AGREE
Depends on place + type of utilisation eg SLC / Lions. Steering committees support from LG.			

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Group 3

TELL US WHAT YOUR GROUP THINKS OF THESE STATEMENTS

GROUP #: 3

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1. A range of public spaces are important to vibrant communities.	Not possible for your score				A range of facilities ✓
2. Local government has a role in the provision of these spaces.	Not possible for your score				
3. The community has a role to help design and use public spaces.	Not possible for your score				
4. The community has in the activation and management of the public spaces.	Not possible for your score				

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Group 4

TELL US WHAT YOUR GROUP THINKS OF THESE STATEMENTS

GROUP #: 4

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1. A range of public spaces are important to vibrant communities.					😊
2. Local government has a role in the provision of these spaces.					😊
3. The community has a role to help design and use public spaces.	- permits your voice - long term planning - building trust - their role as a go.			😊	😊
4. The community has in the activation and management of the public spaces.	- lots of opinions - who is using the space? - means it'll be around			😊	😊
	- keep spaces tidy (general "management") - interest in helping volunteers - council to provide resources & assistance - community cannot manage by itself			😊	😊

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Appendix 2 — Subject matter expert presentation



Placemaking, active citizenship and great places



TOWN TEAM
MOVEMENT



We acknowledge the traditional custodians of the land on which we meet today, the Whadjuk Noongar people.

We respect and acknowledge their continuing culture, contribution and connection to country that enhances the life of this city and this region.

We pay our respect to elders past and present, and celebrate the diversity of Aboriginal peoples and their ongoing culture, and connection to country.



TOWN TEAM
MOVEMENT

About me



Patrycja Rosinska
Community and Place Specialist
at Town Team Movement
Co-founder Portside Town Team
patrycja@townteammovement.com



Arts and Culture, Community Engagement, Community Development and Place Activation specialist with two decades of experience spanning across private, not -for-profit and public sectors in Europe and Australia.

Passionate about improving liveability of local communities and creating exciting opportunities for the community to connect and engage.



Customers v Citizens

TOWN TEAM MOVEMENT

Customers	or	Citizens
Expect "someone else" to fix problems		Take on some responsibility to contribute
Have high expectations of service delivery		Are sometimes customers, but mostly citizens
Are not doers or problem solvers		Could be doers or problem solvers
Are not creators of civic outcomes		Are potential creators of civic outcomes

Local governments can't, and shouldn't be expected to, "do it all".

So The art is in knowing when people are customers and when they are citizens.

Doing WITH and Enabling Action BY can turn customers into citizens.

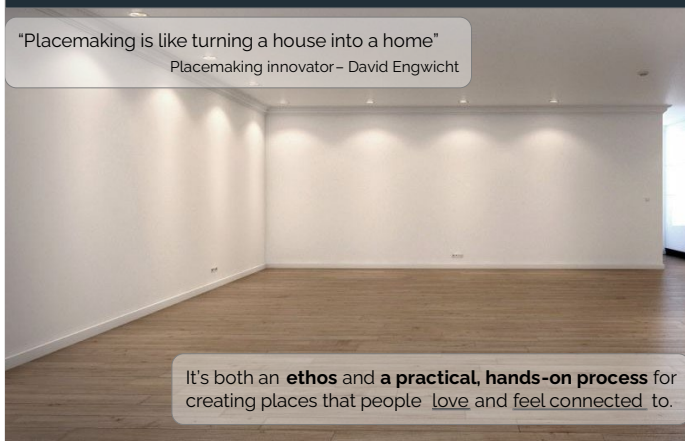
Local people can create positive change



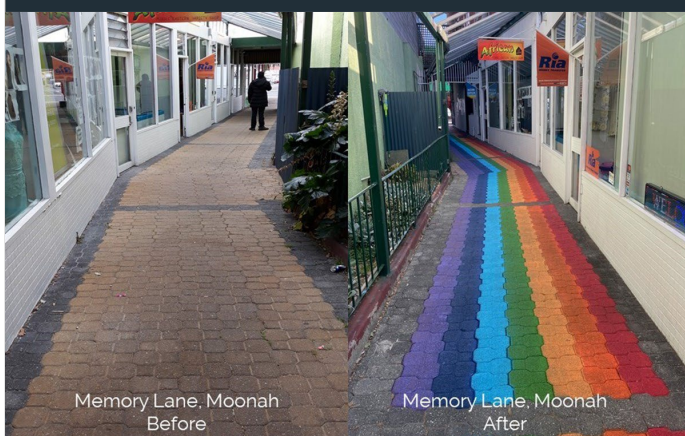
What is placemaking?



"Placemaking is like turning a house into a home"
Placemaking innovator – David Engwicht



Placemaking turns spaces into places



Placemaking is...		TOWN TEAM MOVEMENT
Placemaking is	Placemaking is not	
About creating places people love	About delivering a masterplan	
People-focused	Policy-led nor design-driven	
Inclusive and collaborative	Just based on what experts think	
Visionary, but also practical	Just about the outcomes	
Letting go and sharing responsibility	Controlling nor one-dimensional	
Flexible and adaptable	Static and unchanging	
Placemaking is flexible and adaptable. It's about finding and working with the strengths and opportunities in each place.		

You get what you plan for + act on

TOWN TEAM
MOVEMENT



PLACEMAKING
Building Community
Creating a Healthy Planet

If you plan cities for cars and traffic – you get cars and traffic.

If you plan cities for people and places – you get people and places.

Fred Kent, Founder of Project for Public Spaces

You get what you plan for + act on

TOWN TEAM
MOVEMENT



If you authentically engage and empower local people, you'll get engaged and empowered local people.

If you aim and plan for active people and thriving places, you'll get active people and thriving places.

Adapted from a famous quote from Project for Public Spaces

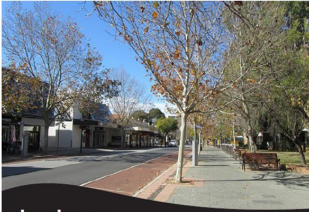
It's all about collaboration

Just like a computer, we need to upgrade the software as well as the hardware of places



software

The software of a place is less tangible: the people; activity; vibrancy; the 'vibe'; the personality of the place; feelings; confidence and enthusiasm. The software is provided by local businesses, landowners, residents and visitors. Whilst critical, the software can't always paper over major hardware faults or missing pieces.



hardware

The hardware of a place is the physical attributes. It is usually delivered by urban designers, landscape architects and engineers and includes roads, trees, footpaths, utilities, services etc. Whilst vital, the hardware can't give a place soul, character or feeling.

The outcomes of placemaking



50% is about the temporary or permanent changes to create a place people want to go to and be in.



50% is about the changes to people's thinking and becoming more active and involved in their community.

Placemaking is both an ethos and hands-on approach to improving places. It needs to be done *with* the community being involved.

Town Centres, local economies and community wellbeing



Online Commerce

- Price
- Range
- Global market
- Few regulations



Shopping Centres

- Single ownership
- Safe and clean
- Control and programming
- Car parking



Town Centres

- Authenticity
- Character & vibrancy
- Passionate local people
- Public spaces
- Placemaking can build on these

TOWN TEAM
MOVEMENT
**Town Centres, local economies
and community wellbeing**

Town Centres

- Character & vibrancy
- Passionate local people, local businesses
- Community meeting place
- Opportunity to connect and engage
- Sense of belonging



TOWN TEAM
MOVEMENT
**Town Centres, local economies
and community wellbeing**

Great places can improve physical and mental health.

Great places can drive local economic development.

Great places creates opportunities for the community to connect and engage

Great places need: seating, shade, greenery, art



Inglelooks, Inglewood on Beaufort

TOWN TEAM
MOVEMENT
Together we can make better places

Great places need the involvement, care and input of local people.

People shape places, and from then on, places have a huge influence on our lives.

"Everyone has the right to live in a great place. More importantly, everyone has the right to contribute to making the place where they already live great." - Fred Kent

Together we can!





Portside, heart of the West End - case study




PORTSIDE
CREATE. PLAY. CONNECT.
PORTSIDE.

Key Projects:

- Naming and branding
- Arts, culture, heritage and beautification projects
- Regular networking - Block Parties
- Regular events – Movies and Music in Portside, Shop&Sip
- Portside Busy Bees
- Space Transformations
- Retail incubator
- Community Markets

Portside acknowledges the Kooriyemba, Ngarrindji and Ngarrindji People as the sovereign (as native title holders of the land within the Town of Port Hedland). Portside specifically acknowledges the Kooriyemba People as the Traditional Owners and Custodians of the land within the Port Hedland precinct. We recognise their strength and resilience and pay our respects to their Elders past, present and emerging.

Joondalup City Centre Place Activation



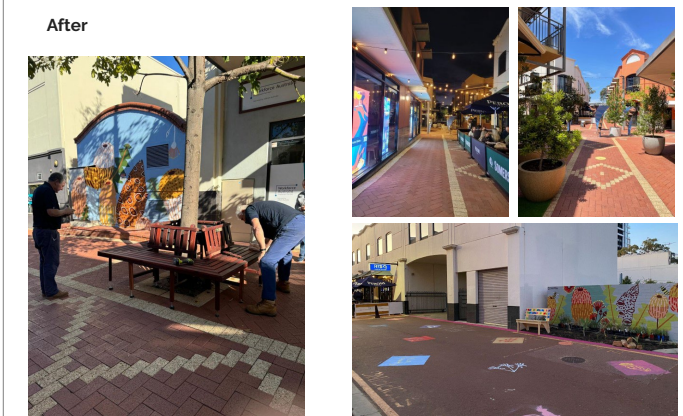
Before



Joondalup City Centre Place Activation



After



Joondalup City Centre Place Activation


The City of Joondalup is building trust and positive working relationship with local residents, landlords and businesses

The City and locals work together to develop natural environment, social connection and loveable spaces

The City and locals are showcasing the pride of the City Centre through community-led beautification and activation

Feedback from businesses and residents is really positive, they feel they have some direct contact and interaction with City staff and impact on decision making

Sense of pride and belonging within the locals and City staff is observed

Landlords, businesses and residents are keen to take ownership of public realm, they just need more guidance and support




Joondalup City Centre Place Activation







Joondalup City Centre Place Activation









"If you want to go fast, go alone,
if you want to go far, go together".

African Proverb



**Thank you
and happy placemaking!**

www.townteammovement.com
placemaking.education

Find us on Facebook, Instagram,
Youtube and LinkedIn:
[@townteammovement](https://www.facebook.com/townteammovement)

Appendix 3 — What if we build it and they don't come?

Priority A: Art in the streets

Priority A: Art in the streets			
There is an opportunity for 'art-beautification' projects that make a statement about the City Centre through creative expression of art and colour. - Benefits local businesses through enhanced visual appeal and increased foot traffic. - Encourages new and return visitations and increases the amount of time spent in the area due to initial appeal, promotion, and an improved visual experience. - Spaces for public art can include car parks, laneways, sides of buildings, trees and other assets and infrastructure. 'Art-beautification' can include murals, colourful seating areas, installations, lighting features, and sculptures, etc.			
Description: Impact: Location: Approach:		Where are the opportunities for the community to be involved in this project?	Local Artists Virtual Reality Art Games invite art organisations to participate in beautifying identified assets / locations over-site committee of community "show us your" UoJ Design Competition Take + UNI + school Visual Arts students film community group - competition mutual help groups / intercultural LOCAL BUSINESSES PROVIDING ARTS WORK Let local artists take ownership of projects ART CHANGES open public space for local live music and performances (e.g. public square in UoJ) Make place Performances / installations in public open space Take + UNI + school Visual Arts students as part of curriculum "Disability + Inclusion Initiatives" "tearables" CITY STEP BACK AND INVITE NEW VIEWS ON ART by creating a TOUGHER ATTRACTION IN OTHER CITIES NOT NECESSARILY EXPENSIVE SCULPTURES
		Where are the opportunities for the community to lead in this project?	

Priority B: Courtyard spaces ('piazzas') as focal points

Priority B: Courtyard spaces ('piazzas') as focal points			
Description:	There is an opportunity to create a courtyard space, or 'piazzas', for the local community and visitors to 'stay and play' in the City Centre.		
Impact:	- Supports local businesses through increased foot traffic and consequential service provision, such as coffee carts, restaurants and other amenity providers. - Encourages new and return visitations and increases the amount of time spent in the area due to an enhanced sense of community and vibrancy.		
Location:	Open areas within the City Centre are prospective courtyard spaces and focal points for the community and visitors.		
Approach:	Courtyard spaces can be large-scale like 'European-style piazzas', or small-scale like parklets, street furniture, greenery, busker's steps, or bike parking. Potential for events and activations at/within the courtyard spaces.		
	Where are the opportunities for the community to be involved in this project?	Testing a few options / retail in cubator Community Grounds & Businesses SPORT + RECREATION ACTIVITIES [Attractive Seating] + Shade! ARTS + EVENTS local hospitality businesses special offers & events community markets, specialty markets, farmers market registration days - close roads.	RETAIL OFFERINGS Arts initiatives More activities in the park Programming in the city centre Arts Festival MUSIC! Bookings
	Where are the opportunities for the community to lead in this project?	COMMUNITY CHAMPIONS ENCOURAGING PARTICIPATION YOUTH CENTRE business owners Multicultural events: music, art, food	

Priority C: Pedestrian-friendly streets

Priority C: Pedestrian-friendly streets

Description:	There are opportunities to improve pedestrian access and enjoyment in the City Centre, including through enhancing walkability, wayfinding, and pedestrian amenities and safety.
Impact:	- Promotes diversity in types of visitors to the City Centre which contributes to vibrancy and a sense of community. - Encourages new and return visitations and increases the amount of time spent in the area due to improved connectivity, accessibility and safety provisions in the public domain.
Location:	- Wide roadways and footpaths in the City Centre have the potential to be more pedestrian-friendly. - Central Walk, a pedestrian-only laneway, has capacity for enhancements.
Approach:	Can establish pedestrian crossings, shade, benches/furniture, water fountains or other amenities and points of interest and wayfinding for pedestrians.
	Where are the opportunities for the community to be involved in this project? <i>Identify community skills, - artists, gardeners</i> <i>- Good lighting, shelter / shade</i> <i>- Street Facing Business / Points of Interest</i> <i>- Seeking Multiple Benches</i> <i>- Pedestrian First Road / Path design.</i> <i>Pedestrian Design - based around (street) needs</i> <i>- cycle groups</i> <i>Too hard to walk distances</i> <i>- Education of seating areas</i> <i>- community designed walking map / how to online / digital</i> <i>engage disability orgs walkability</i> <i>close clear to traffic - on the side</i> <i>E bikes / scooters can cause hazards if not put away in community buses?</i>
	Where are the opportunities for the community to lead in this project? <i>? what is the point of walking / access if there's no destination? where are the new + interesting businesses, cafes, wine bars?</i>

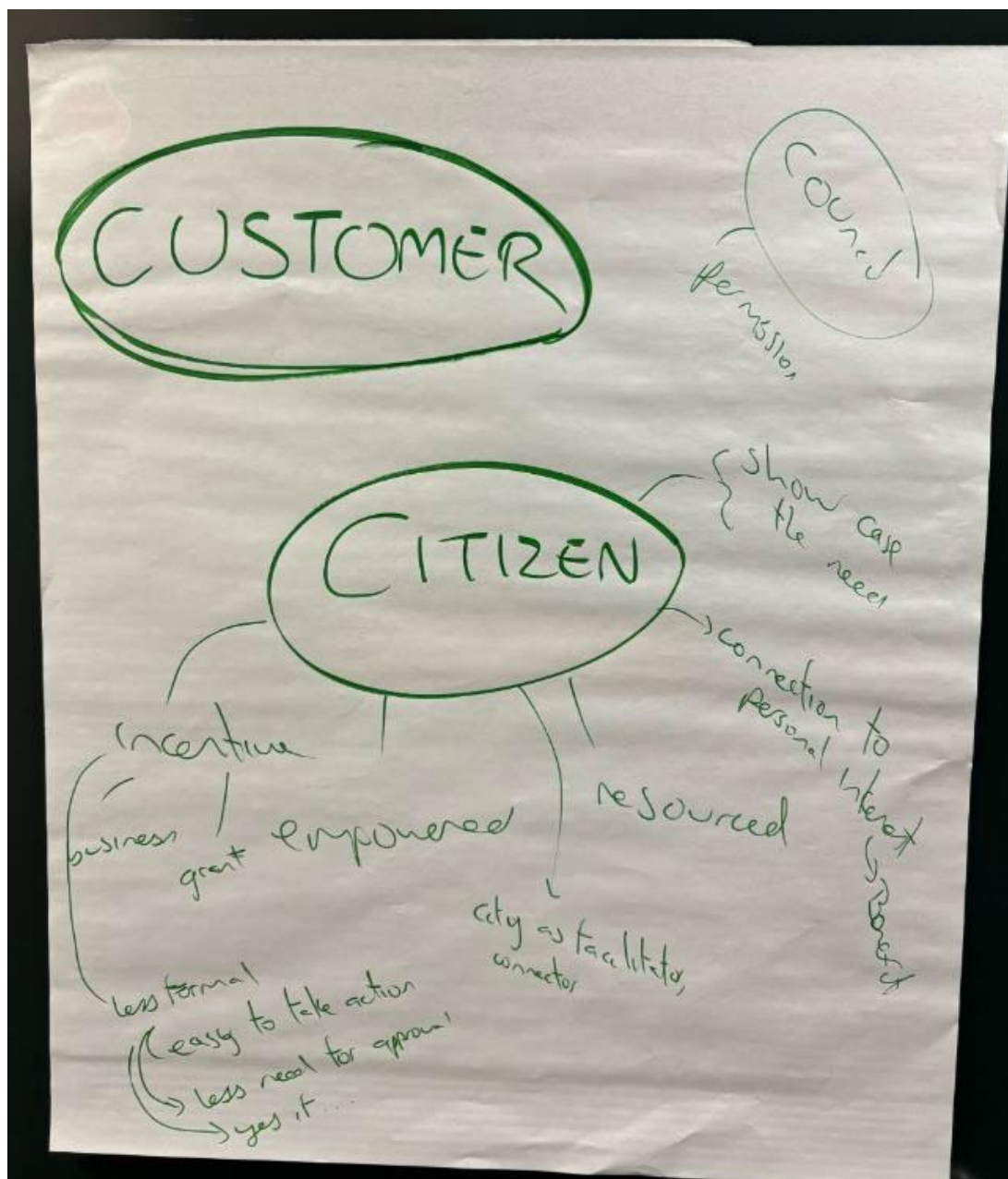
Priority D: Better connectivity to train and bus stations

Priority D: Better connectivity to train and bus stations			
Description: There is an opportunity to improve access conditions to and from public transport stations to enhance walkability, wayfinding and safety in the City Centre. Impact: • Supports or links to other City Centre place activation priorities. • Encourages new and return visitations and increases the amount of time spent in the area due to improved connectivity, accessibility and safety provisions in the public domain. Location: • Access to and from the stations to the City Centre core requires people to enter and navigate Lakeside Shopping Centre, exit into the courtyard and then take the stairs or elevator up to Boas Avenue. Approach: • Can make improvements to signage, wayfinding, lighting and security conditions after hours, and universal access.		Where are the opportunities for the community to be involved in this project?	PROMOTE SAFETY + LIGHTING. LOCAL BUSINESS CONTRACTS - USE IT AS ADVERTISING PROVIDED & INSTALLED LIGHTING - OPPORTUNITY BETTER CONNECTION BETWEEN TRAIN STN and CBD - FOOT CONNECTION LEADING TO WALK THROUGH MULTI-STORY CAR PARK / VEGETATION COMMUNITY ACTIVITIES CLOSE TO THE BUS/RAIN STATION
			COMMUNITY WATCH PATROL AFTER HOURS active transport infrastructure lighting / CCTV / seating / better paths
			LOCAL BUSINESS FOOD VENDORS / TRUCKS "COJ AT NIGHT" entertainment / wayfinding community-led digital map of where Joondalup city centre "spots to visit" are from the train/bus station
			Where are the opportunities for the community to lead in this project?

Priority E: Youth play spaces (facilities for teenagers)

Priority E: Youth play spaces (facilities for teenagers)			
Description:	There is an opportunity to incentivise young people to use the areas in the City Centre by establishing facilities suitable for teenagers. - Enhances vibrancy and a sense of community through new destinations and events. - Encourages new and return visitations, and increases the amount of time spent in the area through provision of suitable facilities that support positive experiences. - Appropriate locations should be universally accessible and have nearby/co-located amenities like public toilets, water stations and food options. - Facilities for young people can include play spaces, such as a street skate plaza, basketball hoops, skate parks etc. - Potential for events and activations at/around the facilities.		
Impact:			
Location:			
Approach:			
	Where are the opportunities for the community to be involved in this project?	School engagement - in design. Seating → Shade Competitions (e.g. music, art) Art work shop Sport local community engagement - community led Set Out reach programs - COS supported. music / dance workshops WASO WAPPA ONE MOB DANCE performance spaces for young people Regular movies in the courtyard SMALL BUT REGULAR PROJECTS ABLE TO BE DELIVERED BY FEW VOLUNTEERS Interactive art (see code art)	
	Where are the opportunities for the community to lead in this project?	LA could go to schools / youth organisations to facilitate identification Suggestion box Youth groups in the area School engagement! Lounis (ECO, TNGS)	

Plenary discussion notes

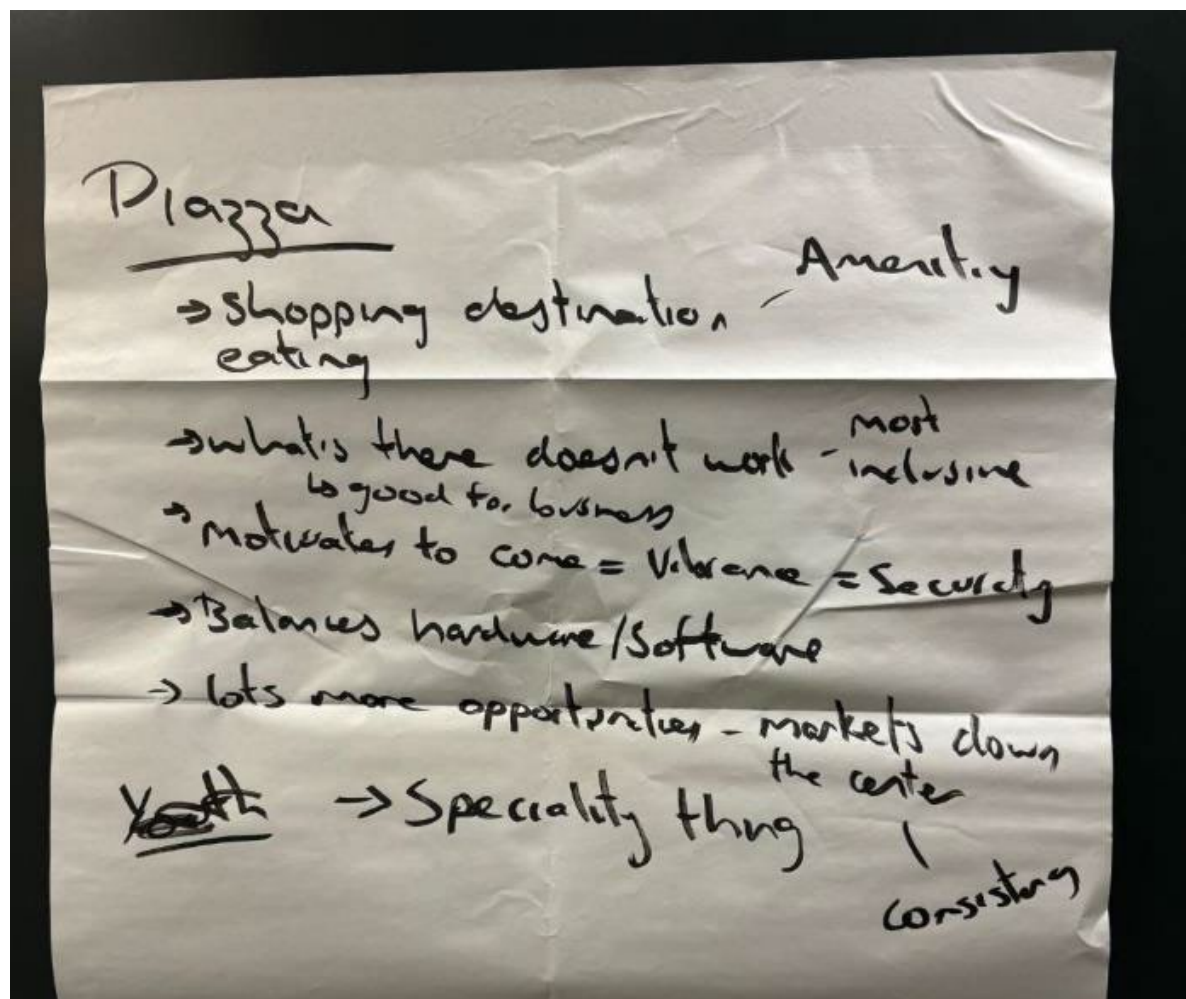


Appendix 4 — Exploring priorities

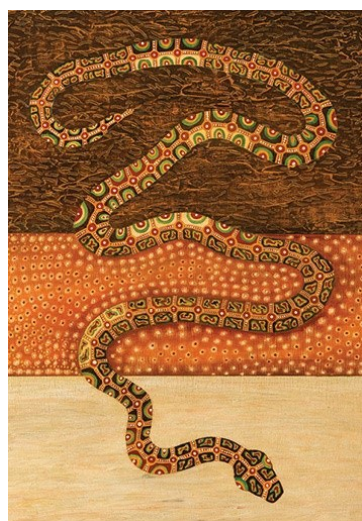
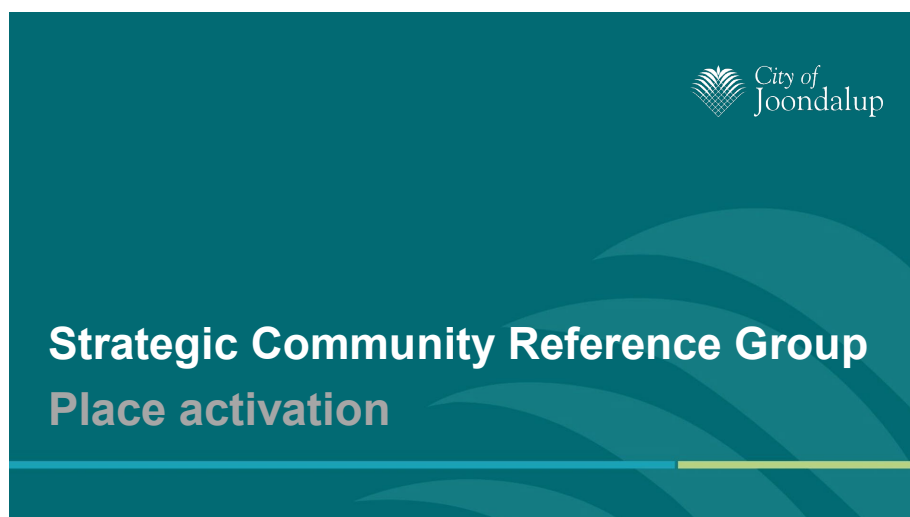
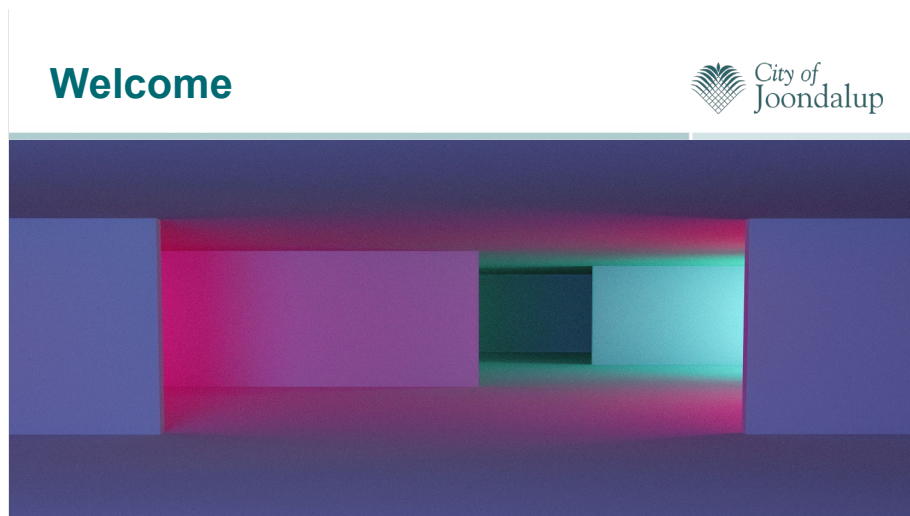
Online poll results



Plenary discussion notes



Appendix 5 — Meeting slides



The City of Joondalup acknowledges the Traditional Custodians of this land, the Whadjuk people of the Noongar nation. We recognise the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. We pay our respects to Elders past and present and all Aboriginal and Torres Strait Islander peoples.

Image: Sandra Hill, Wautt Paadalaininy (Moving Camp Together), 2008 (detail)



Purpose and objectives



To explore the role of placemaking and place activation within the City of Joondalup. The meeting will review what place activation means and investigate areas and themes of community significance, particularly in relation to the City's Place Activation Strategy.

Objectives:

- To explore perceptions and challenges of place activation in the Joondalup City Centre.
- To identify how the City can support the community to take the lead in place activation in the Joondalup City Centre.
- To prioritise the identified projects in the Joondalup City Centre Place Activation Plan.



Outline



This evening, we will:

- explore the meaning of place
- consider how to advance community-led place activation
- discuss and prioritise place activation projects.



Joondalup City Centre



Working together



*Coming together is the beginning.
Keeping together is progress.
Working together is success.*

— Henry Ford



How have I arrived?

How will I invite others in?



Wings sculptures, Joondalup Library

Conduct agreement



Respect	Active listening	Open mindedness	Participation
			
Be mindful of people's time.	Prioritise consent, not consensus.	Remain open-minded to all opinions.	Promote a safe space for all.
Agree to disagree. Listen to quieter voices and do not dominate the conversation.	Listen to all and endeavour to understand the views of others.	Be community-minded. Do not judge others' opinions or experiences.	Share your views with others and do not keep your thoughts to yourself.

What and who make a place?



In pairs, take turns to ask each other these questions:

- 1. What are some public spaces in your life that have meant something to you?**
— *Especially spaces in and around a town/city centre*
- 2. What makes these spaces important to you?**
— *Think about the physical characteristics and who/what else was there.*
- 3. What would it mean if those spaces weren't there?**
— *Think about what the spaces provide and the effect if it were absent*

What and who make a place?



Based on your discussions, how would you score the following statements?

- A range of public spaces are important to vibrant communities.
- The community has a role to help design and use public spaces.
- Local governments have a role in the provision of public spaces.
- The community has a role in activating and managing public spaces .



What and who make a place?



In your table groups, give each of these statements a score on the template provided:

TELL US WHAT YOUR GROUP THINKS OF THESE STATEMENTS					GROUP #:
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1. A range of spaces are important to vibrant communities.					
2. Local government has a role in the provision of these spaces.					
3. The community has a role to help design and use public spaces.					
4. The community has in the activation and management of the public spaces.					

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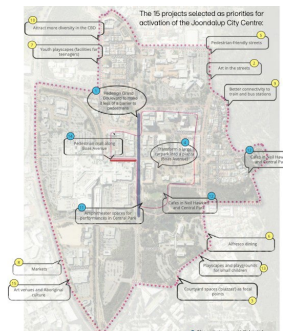
Challenges and opportunities of public spaces



What if we build it and they don't come?



What if we build it and they don't come?

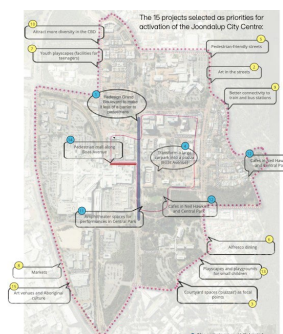


What if we build it and they don't come?



In small groups, discuss how the community can lead and/or be involved in these priority projects:

- A. Art in the streets
- B. Courtyard spaces ('piazzas') as focal points
- C. Pedestrian-friendly streets
- D. Better connectivity to train and bus stations
- E. Youth play spaces (facilities for teenagers)



Exploring priorities



Scan the QR code opposite and complete the online poll to rank the place activation projects in order of most likely to attract community involvement.

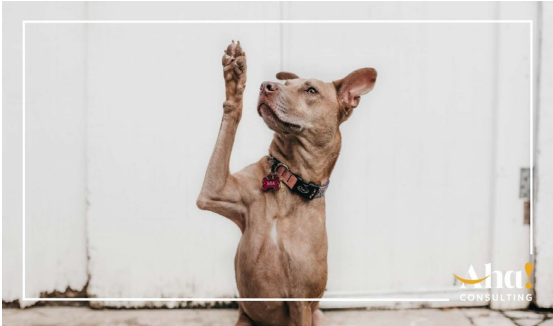
Please let the City of Joondalup staff know if you need to borrow a device.

QR CODE

 Questions



Place activation?
Roles/expectations?
General information?



 2024 workplan



Item	Date
Development of the Dog Management Plan	27 May 2024
Exploration of Place Activation	12 Aug 2024
Development of the Bike Plan	18 Nov 2024





Strategic Community Reference Group

Meeting 3 Outcomes Report — Bike Plan

Date:	Monday 18 November 2024
Time:	6.00–8.30 pm
Location:	Civic Centre Conference Room 2 & 3 90 Boas Avenue, Joondalup
Facilitator:	Joel Levin — AHA! Consulting

Attendees

Presiding Member: Mayor Albert Jacob

Elected Members: Cr Rohan O'Neill

Community Members:

North Ward

North-Central Ward Bettina Gould

Central Ward Susan North
Linda Smith

South-West Ward Len Collier
David Hudson

South-East Ward Janine Blake

South Ward Lynda Crawford
Josh Hurley

Youth Tara Lie
Aimee Wright

Subject Matter Experts: Sam Jamieson — Acting Behaviour Change Coordinator (Urban Mobility),
Department of Transport
Sam Maguire — Projects Manager, West Cycle

City Officers: Nico Claassen, Director Infrastructure Services
Glenn Shaw, Coordinator Transport Engineering
Chloe Cooper, Strategic Planning and Engagement Coordinator
Rachel Orbuck, Active Transport Officer
Emily Peters, Policy Officer

Apologies: Cr John Raftis
Allan Connolly, North Ward
Helen Winterton, North Ward
Camila Mazzo, North-Central Ward
Josh Challis, Youth

Did not attend: Cr Christopher May
Rachel Kemp, South-East Ward

Overview

The purpose of the meeting was to provide input into the development of the Bike Plan 2025–2035. The meeting explored community priorities and preferences around active transport and bike riding, including connectivity, convenience, and safety.

The objectives of the meeting were:

- To explore perceptions and issues associated with bicycles and cycling in the City.
- To explore barriers and enablers to increase cycling for transport or recreation.
- To identify priority approaches to increase cycling for transport or recreation.

Subject matter experts were invited and participated in the Strategic Community Reference Group meeting. Additionally, City Officers gave a presentation on why the City is developing the draft Bike Plan 2025–2035, which will be expanded on further in the outcomes section.

The following subject matter experts attended this meeting:

Sam Jamieson, Acting Behaviour Change Coordinator (Urban Mobility), Department of Transport

Sam specialises in promoting active travel and has over ten years' experience delivering travel behaviour change projects in the United Kingdom and Australia for non-profits, local governments and State Government. He currently works for the Western Australian Department of Transport delivering the Your Move program. Your Move is a free program that provides information and support to help people find healthier, more active ways to get around. Your Move works with schools, workplaces and individuals to help them spend less time in the car and more time enjoying their community and environment.

Sam Maguire, Projects Manager, WestCycle

WestCycle is the not-for-profit peak body for bike riding in Western Australia, representing anyone who wants to ride a bicycle whether for recreation or transport. Sam is the Projects Manager at WestCycle and, in his role, he oversees all WestCycle events and community-based activations, engages with stakeholders, including local and State Government representatives, and coordinates the delivery of WestCycle's school-based initiatives. Sam has been heavily involved with the Safe Routes to School program for the last two years, and is currently working on delivering the Western Australian Mountain Bike Strategy. Sam works closely with WestCycle's Active Transport Manager to increase the level of cycling in the Western Australian community.

Preparation

To ensure an engaging experience, Strategic Community Reference Group members were expected to familiarise themselves with the provided pre-reading material ahead of time. The information in the pre-reading material was designed to introduce the topic and promote contribution to the discussion. Additionally, to ensure that the meeting achieved its objectives, members were asked to undertake the following preparation task:

Go for a bike ride within the City of Joondalup and answer the questions below. If you do not have access or ability to go for a bike ride, please speak with a colleague, neighbour, friend or family member who does or can go bike riding and ask them these questions:

- Do you feel safe riding? Why/why not?
- Are there any physical barriers on your ride? (eg incomplete paths, busy road crossings)
- Do you need end-of-trip facilities, and do you have access to them?
- Can you safely secure/store your bike at your destination?
- What do you enjoy most about riding your bike?
- What do you dislike most about riding your bike?

Outcomes

Presentation — Why have a Bike Plan?

The Strategic Community Reference Group meeting opened with a presentation from City Officers to clarify the purpose, context and approach to developing the draft Bike Plan 2025–2035. The presentation covered the challenges, opportunities and benefits of preparing and delivering a local bicycle plan, including the following aspects of strategic planning for cycling.

Purpose of a Bike Plan

To provide strategic direction for promoting and supporting cycling.

Approach to developing a Bike Plan

Holistic, with a focus on both the built and social environment.

Benefits of cycling:

- Environmentally-friendly with a low carbon footprint
- Improves the health of those who ride
- Contributes to safer and more liveable streets/suburbs
- Reduces traffic congestion
- Relatively inexpensive mode of transport
- Infrastructure improvements for cyclists can also benefit other community members, such as pedestrians, people with mobility issues, pram users, and eRideable users.

WA Bicycle Network Plan

- State Government strategic planning document.
- Presents a range of activities to build a safe and sustainable cycling network, connecting key activity and attraction areas.
- Outlines the role and associated tasks for local governments to develop a local bicycle plan, provides and maintains most bicycle infrastructure and facilities, and promotes cycling in the community.

Western Australian Bicycle Network Grants Program

- State Government funding program.
- To maximise State Government funding through this grants program, the draft Bike Plan 2025–2035 should align with the vision, targets and objectives of the WA Bicycle Network Plan, with consideration of the local government responsibilities.

Bike Plan 2016–2021 (extended 2024)

- Based on a framework of “four Ps” — people, pathways, places and promotions — these form the four focus areas and inform the associated projects.
- The City delivered a number of programs, initiatives and projects, including completing 16 bike infrastructure path projects, totalling approximately 27 kilometres.

- Funding from the State Government through the Western Australian Bicycle Network Grants Program, Main Roads Western Australia, and the Public Transport Authority's Connecting Stations initiative.

Challenges

- The majority of City of Joondalup residents travel outside of the City for work, with only 28% of residents working within the City.
- Cycling as a method of commuting for City of Joondalup residents has remained low.
- The 2021 Census of Population and Housing asked people how they travelled to work on the day of the census — less than 1% of resident workers in the City cycled to work on Census day in 2021.
- Cycling to get to different activities is also relatively low.
- The City undertook a Travel Survey in October 2024 using computer assisted telephone interviews (CATIs) carried out by the Edith Cowan University Survey Research Centre.
- Responses to this survey showed that few residents used cycling to get to different activities, and almost 80% hadn't cycled at all in the past six months.

Q&A

Reference group members had the opportunity to ask questions and make comments regarding the presentation. Members asked where the bicycle counters are located within the City and how the counters know to count a bicycle (and not an eRideable, pram, scooter or pedestrian). City Officers advised that the bicycle counters are located at six locations along the shared coastal path, Neil Hawkins Park (Joondalup) and Robertson Road Cycleway (Kingsley), and the technology was developed specifically to differentiate between different types of vehicles and pedestrians. Members also commented that the Four P's of the previous iteration of the Bike Plan should be Five P's and include "Protection", as many community members are most concerned about safety when considering cycling.

The slides from this presentation can be found at Appendix 2.

Activity 1 — Exploring barriers and enablers

The purpose of this activity was to explore the barriers and enablers of cycling within the City of Joondalup. In table groups, members identified the barriers and enablers and how much they affect the choice to cycle (high, medium or low affect) in the templates provided. Two of the four table groups focussed on the barriers and enablers of cycling for transport to work and the other two groups focussed on the barriers and enablers of cycling for recreation. The tables overleaf depict what members identified as the barriers and enablers of cycling and the extent of their effect on the choice to cycle.

Group 1: Transport				
Level of affect	Enablers (What makes it easier to move to the desired position?) →	Current position	Barriers ← (What makes it harder to move from the current position?)	Desired position
High	• Safety • Away from road traffic • Good paths, not too many • Policy/governance • Minimum amount of bike racks per new local business • More places to park your bike at work • Education • Driver education — Keys4Life etc • Reduce motor vehicle speed around City Centre and schools — shift ways of thinking.		• Distance • Eg lives too far from work • Time • Convenience • Lack of infrastructure • Not safe • Not well-connected • Safety	
Medium	• Infrastructure • Secure bike racks/storage around businesses like cafés so people might cycle to meet friends out and/or to work • Increase in funding to active transport to move the dial (\$)		• Preparation and lack of end-of-trip facilities at destination • Weather and environment • Too hot, too wet, too hilly etc. • Stigma around cyclists and cycling	
Low	• Positive culture shift • Education, awareness, advocacy • Reducing stigma • Schools program “cool” • Alternative ways to buy/get a bike (and promotion of) • Eg eBike subsidy • Trade-in programs • Workplace leasing of bikes		• Initial cost of buying a bike	

Group 2: Transport				
Level of affect	Enablers (What makes it easier to move to the desired position?) →	Current position	Barriers ← (What makes it harder to move from the current position?)	Desired position
High	• Well-connected bike tracks • Wider sealed shoulders • Water and shade • Underpass planning, good visibility and safety lighting • Safe storage • Safe crossings		• Distance • Elements • Cars • Road rage • Dedicated bike paths in high-speed zones • Safety • Topography	
Medium			• Underpass glass etc • Speed/bell ringing	
Low	• Helmet modifications • Incentives		• Magpies • Time poor	

Group 3: Recreation				
Level of affect	Enablers (What makes it easier to move to the desired position?) →	Current position	Barriers (What makes it harder to move from the current position?) ←	Desired position
High	- Consequences for unsafe behaviour - Community groups for women, focus on health - Advertising programs - Government funds (Federal and State)		- Cost - Safety: people get knocked over on the road - Second highest car ownership — big car culture.	
Medium	- Bike app/rewards program - Funding for buying a bike - Awards/competitions for riding a bike - Females in sports bike — 15–25		Connectivity.	
Low			Time-poor families	

Group 4: Recreation				
Level of affect	Enablers (What makes it easier to move to the desired position?) →	Current position	Barriers (What makes it harder to move from the current position?) ←	Desired position
High	- Infrastructure — separated lanes for cyclists (paths and roads) - Safety — bike paths (generally) - Security - Locking facilities at recreation locations - CCTV		- Lack of infrastructure/safety issues - Missing links (eg PSP incomplete) - Intra-suburb paths - Traffic management (eg roundabouts are difficult to navigate) - Small islands (bike hangs out) - Lack of security - Time/convenience	
Medium	- Greening of paths — reduce impact of weather - Water stations/break facilities en route - Programs/training - Repairing - Schools - Bike hire schemes - Lighting		- Weather (rain/heat) - Sweat/hat hair - No end-of-trip facilities - Terrain — not always easy to ride - Motivation - Bike ownership - Stigma — Lycra/high-vis etc	
Low	- Incentives — promotions. - Information — how it reduces traffic - Bike repair stations?			

In the next part of the activity, members rotated to a group with the opposite focus (transport or recreation) and explored what they identified. A plenary discussion followed, where the original table groups presented their insights and ideas, and other members discussed and contributed to them. The reference group presented the following talking points:

Safety

- Most important consideration for cycling is safety
- There should be a separation of cyclists and pedestrians in certain areas
- Speed limits on paths
 - Subject-matter experts and City Officers clarified that the speed limits are 10 kilometres per hour on footpaths and pedestrian crossings, and 25 kilometres per hour on bicycle paths/shared paths and local roads/bicycle lanes
 - Poor enforcement of speed limits
 - Packs of cyclists
 - Difficult for others to use paths with the high speeds of eBikes and eRideables

- Cycling groups
 - Often have to use the roads
 - Can be unsafe and scary for pedestrians, casual cyclists, children when large groups of cyclists use shared paths at high speeds
 - Can upset/anger motorists when large groups of cyclists use the road, and cyclists can also be aggressive to motorists — road rage and behaviour of cyclists and motorists may be reflective of broader issues of division in the community

Cost

- Cost of cycling can be prohibitive.
- Good quality bicycles are expensive — basic and second-hand bicycles can be cheaper.
- Buying bicycles for multiple growing children is costly — could set up a bike library/swap.
- Some people have additional needs to consider when purchasing a bicycle.

Transport versus recreation

- There are a lot of safe paths/places to cycle throughout the City for recreation, eg Yellagonga.
- Cycling as transport to work can be difficult and feel unsafe — many are not aware how or whether paths and roads link up.

The raw outputs from this activity can be found in Appendix 3.

Activity 2 — Exploring priorities

The purpose of this activity was to identify and discuss what the City's priorities should be and what the community's role is in delivering enablers and reducing barriers to cycling in the City of Joondalup. The original table groups were shuffled, and half of the members remained with their original focus (transport or recreation), while the other half of the members swapped to the other topic. Each of the four groups came up with five suggestions for the City's priorities and community's role in reducing barriers and delivering enablers of cycling. Members presented the following ideas.

Group 1: Transport		
	City priorities	Community role
1	• Safety • Infrastructure • End zone designated lanes • Joining paths — well connected • Appropriate shoulders	• Community based programs
2	• Education • Incentives/initiatives • Cycle path app	• Developers/businesses etc obligated to enable sustainable use of bike paths eg inductions • Offer access — bike share/loan etc
3	• City events about sustainable transport.	
4	• Partner with the Federal and State Governments for roadshows etc.	
5		

Group 2: Transport		
	City priorities	Community role
1	- Infrastructure — connecting cycle networks - Safety — lighting, water fountains	Encourage others to ride
2	- Education - Positive culture shift - Bike etiquette - Bike training	Taking responsibility for knowing and adhering to the rules and etiquette of cycling.
3	- End of trip facilities - Bike parking - Water fountains - WCs (toilets)	
4	- Incentives to ride (behaviour change) - Production of apps, cyclist discounts	
5	- Cycle pathway information and key facilities (toilets and water fountains) - QR codes	

Group 3: Recreation		
	City priorities	Community role
1	Connectivity — whole trip, eg intra-suburb routes	Provide feedback/information
2	Safety — separation/segregation of bikes from cars/people	Tolerance/role models — normalisation of cycling in the community
3	- Facilities - Bike parking/storage - End-of-trip facilities - Water - Shade/rest - Security/CCTV - Lighting	- Provide feedback/info - Look out for one another
4	- Programs/training/motivation - Ride a bike, maintenance, subsidies	- Responsibility for self - Attendance
5	Maintenance/upkeep of bike infrastructure	- Look after the facilities - Report issues to the City

Group 4: Recreation		
	City priorities	Community role
1	Infrastructure to meet all diverse needs and interests (cycling)	Using the facilities
2	Planning for diversity of cyclists (kids, BMX)	Organise advocacy
3	Safety — different riding abilities	Create community initiatives/challenges and social connection
4	Good quality maintenance (potholes, weeds)	School education around road safety, cycle safety etc
5	Security (bike racks, bike locks, bike lockers)	Creating cycling clubs or social events

The activity continued with a plenary discussion to present each of the groups' suggestions and rationales for City priorities and community roles to reduce barriers and deliver enablers of cycling. The reference group discussed the following topics:

Safety

- Separation/segregation of bicycles, cars and pedestrians.
- Awareness of different abilities and different motivations for cycling, eg commuting, just for fun.
 - Community members need to be aware of others while cycling, driving and using paths.
 - Local governments need to be aware of different abilities and motivations when planning for cycling.
- Pathways, wayfinding signage and trip planners can make people who cycle feel safer.

Infrastructure

- Better connectivity within suburbs and from suburbs to main/core cycling routes — join up paths.
- Continue good quality maintenance and upkeep of the cycling infrastructure, eg filling potholes.
- Infrastructure for cycling must meet the diverse needs of cyclists.
 - Cyclists of different ages, abilities, motivations, requirements and access and inclusion needs.
- More designated cycling lanes and “trip lanes” dedicated to common start and end points.
- More/upgrades to infrastructure around popular destinations and “end-zones”.
- Better infrastructure will make for shorter distances and travel duration for cyclists.

Education/programs/incentives

- Education — need to impart knowledge for a positive cultural shift.
- Training around bikes and bike riding for everyone, not just school children and cyclists.
- Incentives to ride to promote behaviour change — discounts at stores, an app etc.
- Some community-based programs are already in place — increase frequency and impact.
- Community programs and education — how to ride a bike, how to maintain a bike, available subsidies.
- Organise advocacy and explain benefits back to community.
- Community initiatives and challenges with prizes — road safety, distance travelled etc.
- Create cycling clubs and events.
- Partner with Federal and State Governments to deliver City events to encourage cycling.
- Make it an obligation for developers and businesses to provide workplace education/inductions and offer access to bike share or bike loan program.

Facilities

- Universal end of trip facilities should be provided — especially for commuting.
- Parking, shade, water and rest stops should be provided along cycle paths/popular routes.
- Need adequate bike locks/storage/lockers if you want people to cycle to work.

Community role

- Individuals should encourage others to ride and have a positive attitude towards cycling.
- Individuals should take responsibility for their own actions and adhere to the rules.
- The community should provide feedback and information to the City regarding cycling, when required.
- Individuals should take advantage of opportunities for education and training and make good use of the facilities that support cycling.

The raw outputs from this activity can be found in Appendix 4.

Activity 3 — Where to start?

The purpose of this activity was to evaluate the ideas for the City's priorities and community's role in reducing barriers and delivering enablers of cycling in the City of Joondalup. The activity began with members individually rotating through stations with the groups' ideas and evaluating them based on a five-point rating scale template provided. Members provided the following evaluations:

Group 1: Transport		
	City priorities	Community role
1	• Safety • Infrastructure • End zone designated lanes • Joining paths — well connected • Appropriate shoulders	• Community based programs
2	• Education • Incentives/initiatives • Cycle path app	• Developers/businesses etc obligated to enable sustainable use of bike paths eg inductions • Offer access — bike share/loan etc
3	• City events about sustainable transport	
4	• Partner with the Federal and State Governments for roadshows etc	
5		

Group 1 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
City priority 1	0	0	0	2	11	13
City priority 2	0	0	4	6	3	13
City priority 3	0	1	3	5	4	13
City priority 4	0	0	3	4	6	13

Group 1 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
Community role 1	0	0	1	1	11	13
Community role 2	0	0	3	7	3	13

Group 2: Transport		
	City priorities	Community role
1	• Infrastructure — connecting cycle networks • Safety — lighting, water fountains	• Encourage others to ride
2	• Education • Positive culture shift • Bike etiquette • Bike training	• Taking responsibility for knowing and adhering to the rules and etiquette of cycling
3	• End of trip facilities • Bike parking • Water fountains • WCs (toilets)	
4	• Incentives to ride (behaviour change) • The production of apps, cyclist discounts	
5	• Cycle pathway information and key facilities (toilets and water fountains) • QR codes	

Group 2 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
City priority 1	0	0	0	1	12	13
City priority 2	0	0	2	4	8	14
City priority 3	0	0	0	5	7	12
City priority 4	0	1	0	7	5	12
City priority 5	0	0	0	5	8	13

Group 1 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
Community role 1	0	0	0	0	12	12
Community role 2	0	0	0	3	3	13

Group 3: Recreation		
	City priorities	Community role
1	• Connectivity — whole trip eg intra-suburb routes	• Provide feedback/info
2	• Safety — separation/segregation of bikes from cars/people	• Tolerance/role models — normalisation of cycling in the community
3	• Facilities • Bike parking/storage • End-of-trip facilities • Water • Shade/rest • Security/CCTV • Lighting	• Provide feedback/info • Look out for one another
4	• Programs/training/motivation • Ride a bike, maintenance, subsidies	• Responsibility for self • Attendance
5	• Maintenance/upkeep of bike infrastructure	• Look after the facilities • Report issues to the City

Group 3 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
City priority 1	0	0	0	2	9	11
City priority 2	0	0	1	4	7	12
City priority 3	0	0	0	1	11	12
City priority 4	0	1	3	5	6	15
City priority 5	0	0	2	4	4	10

Group 3 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
Community role 1	0	0	1	6	6	13
Community role 2	0	0	0	4	6	10
Community role 3	0	0	1	4	7	12
Community role 4	0	0	1	4	6	11
Community role 5	0	0	2	3	7	12

Group 4: Recreation		
	City priorities	Community role
1	• Infrastructure to meet all diverse needs and interests (cycling)	• Using the facilities.
2	• Planning for diversity of cyclists (kids, BMX)	• Organise advocacy
3	• Safety — different riding abilities	• Create community initiatives/challenges and social connection
4	• Good quality maintenance (potholes, weeds)	• School education around road safety, cycle safety etc
5	• Security (bike racks, bike locks, bike lockers)	• Creating cycling clubs or social events

Group 4 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
City priority 1	0	0	1	4	8	13
City priority 2	0	1	2	6	5	14
City priority 3	0	0	2	4	8	14
City priority 4	0	0	4	4	4	12
City priority 5	0	0	0	8	5	13

Group 4 — Scorecard	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total votes
Community role 1	0	0	1	7	2	10
Community role 2	0	0	5	3	4	12
Community role 3	0	0	3	4	5	12
Community role 4	0	0	2	5	4	11
Community role 5	0	0	3	4	4	11

The reference group returned for a short plenary discussion on the evaluations and some of the ideas, covering the following topics:

- YourMove website — A free program that provides information and support for active transport options
 - Subject matter expert provided an explanation, and the facilitator gave an online demonstration.
 - Members queried if it had cross-cultural/language options — Expert responded: no, it is just a journey planner.
 - Members queried if it looked at different demographics and barriers associated — Expert responded: Yes, but it is more about giving people the tools to choose active transport and working with communities (eg project along Armadale train line).
- There are many programs and incentives for workplaces to encourage cycling.
- Could set up bike riding courses for women — making sure to be inclusive, eg only female riding instructors, chain protectors on bicycles for traditional and modest clothing.
- Should include community awareness/education — helping people to make decisions.

The activity continued with members individually chose their top three ideas presented, indicating their decisions with sticky dots. The tables below show the outcomes from this exercise.

Group 1: Transport		
	City priorities	Community role
1	• Safety • Infrastructure • End zone designated lanes • Joining paths — well connected • Appropriate shoulders 	• Community based programs
2	• Education • Incentives/initiatives • Cycle path app	• Developers/businesses etc obligated to enable sustainable use of bike paths eg inductions • Offer access — bike share/loan etc
3	• City events about sustainable transport	
4	• Partner with the Federal and State Governments for roadshows etc 	
5		

Group 2: Transport		
	City priorities	Community role
1	- Infrastructure — connecting cycle networks - Safety — lighting, water fountains 	Encourage others to ride
2	- Education - Positive culture shift - Bike etiquette - Bike training 	Taking responsibility for knowing and adhering to the rules and etiquette of cycling
3	- End of trip facilities - Bike parking - Water fountains - WCs (toilets) 	
4	- Incentives to ride (behaviour change) - Production of apps, cyclist discounts	
5	- Cycle pathway information and key facilities (toilets and water fountains) - QR codes	

Group 3: Recreation		
	City priorities	Community role
1	Connectivity — whole trip eg intra-suburb routes 	Provide feedback/info
2	Safety — separation/segregation of bikes from cars/people 	Tolerance/role models — normalisation of cycling in the community
3	- Facilities - Bike parking/storage - End-of-trip facilities - Water - Shade/rest - Security/CCTV - Lighting 	- Provide feedback/info - Look out for one another
4	- Programs/training/motivation - Ride a bike, maintenance, subsidies 	- Responsibility for self - Attendance
5	Maintenance/upkeep of bike infrastructure 	- Look after the facilities - Report issues to the City

Group 4: Recreation		
	City priorities	Community role
1	Infrastructure to meet all diverse needs and interests (cycling) 	Using the facilities.
2	Planning for diversity of cyclists (kids, BMX) 	Organise advocacy
3	Safety — different riding abilities	Create community initiatives/challenges and social connection
4	Good quality maintenance (potholes, weeds)	School education around road safety, cycle safety etc
5	Security (bike racks, bike locks, bike lockers) 	Creating cycling clubs or social events

Top three — collated	Votes
Safety/infrastructure	19
Connectivity	5
Education	3
Security	3
Planning for diverse needs	3
Facilities	3
Partnerships (Federal and State Governments)	1
Incentives/programs/training/motivation	1
Total	38

The reference group returned for a final plenary discussion on the overall top three ideas and why members preferred certain ideas. Members were also encouraged to provide any additional perceptions, ideas or issues around cycling. The group discussed the following points:

- The most favoured idea was to increase and maintain safety and infrastructure for cyclists.
 - Every other idea is obsolete if safety and infrastructure is not adequate
 - “Build it and they will come” — some members disagreed and said this is not necessarily true.
 - Safety is always at the front of everyone’s mind.
- Need incentives/programs/training/motivation to change from the current car-centric culture.
- When commuting to work, you want to get there as soon as possible — Google Maps is good for this.
- While YourMove is a great app, it would be good to have a far more intricate version, more of an “adventure planner”.
 - Similar to the RAC magazine/brochure.
 - What are the attractions/destinations along the bike paths? (like Google Maps, but for everything).
 - Some other organisations have produced maps with popular routes (eg Canning River ride).
 - Something similar to Booking.com when you go to a hotel, and you get the locations/attractions/destinations in the area.

The raw outputs from this activity can be found in Appendix 4.

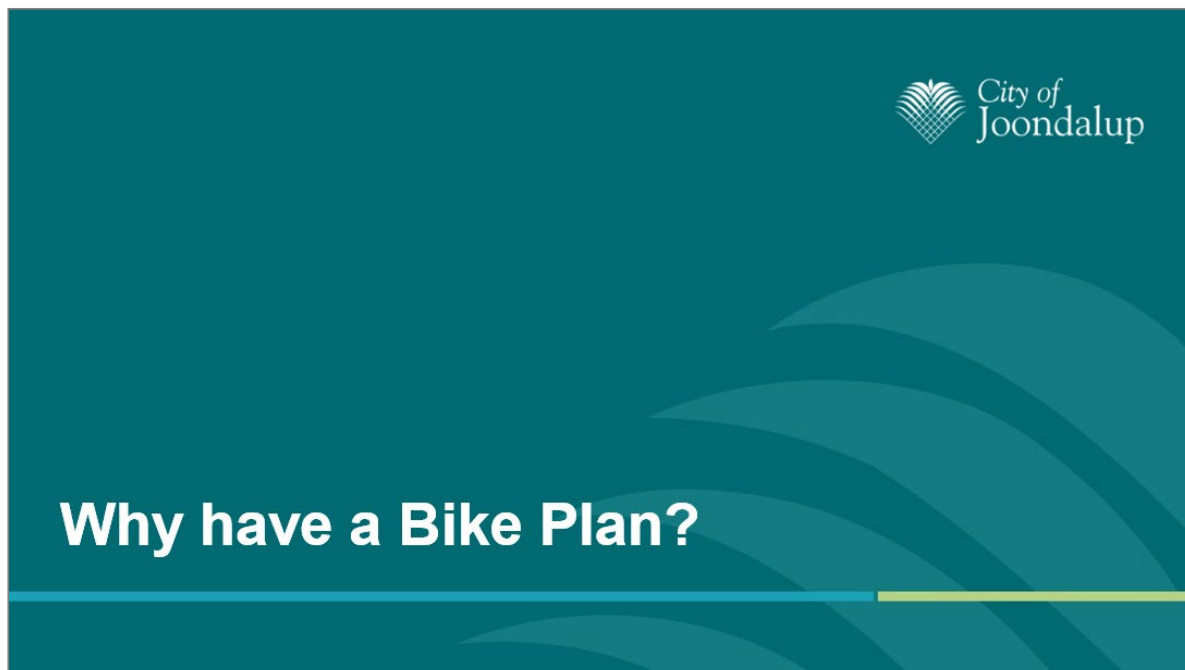
Appendix 1 — Additional notes from members

Paths material: with climate change and higher number of hot days and extreme weather the city should explore materials that are more resilient, sustainable and stay cooler during hot days. For example permeable pavements. This will create a more pleasant path for all users and safer for dogs to walk on (ie not too hot). It is important to choose a resilient material to avoid cracks which when repaired creates bumps on the path. There is a section between Burns Beach and Iluka foreshore that has a lot of these 'bumps' which I never notice until recently when I started to walk with a pram. Once I get to this section it is very frustrating as I have to go very slow over them or my baby wakes up.

The inclusion of more maintenance stations along paths and possibly charging points for e-bikes and e-scooters.

Ensure all roads have a section for cyclists as serious cyclists like to go faster and will likely not cycle on paths with pedestrians and other leisure cyclists.

Appendix 2 — City Officer presentation slides



Purpose of a Bike Plan



The City of Joondalup Bike Plan 2025 –2035 will provide strategic direction for promoting and supporting cycling within the City.

Cycling for transport and recreation :

- Cycling-specific infrastructure projects
- Consideration of cyclists' needs in all City programs and projects
- Providing community resources





Benefits of cycling



Cycling provides many benefits for both individuals and the community including:

- Environmentally -friendly with a low carbon footprint
- Improves the health of those who ride
- Contributes to safer and more liveable streets/ suburbs
- Reduces traffic congestion
- Relatively inexpensive mode of transport



Benefits of cycling



Infrastructure improvements for cyclists can also benefit other community members including:

- Pedestrians
- People with mobility issues
- Pram users
- eRideable users





WA Bicycle Network Plan



Vision: To make Western Australia a place where cycling is safe, connected convenient and a widely accepted form of transport

- Whole-of-government approach to cycling from the WA Department of Transport.
- outlines a range of activities to build a safe and sustainable cycling network.
- States that local governments are responsible for delivering the cycling network, ensuring accessibility and responding to local needs.
- Current and future funding for local government relies on the **WA Bicycle Network Grants Program** .



WA Bicycle Network Grants Program



To maximise State Government funding opportunities, through the WA Bicycle Network Grants Program, the City of Joondalup Bike Plan should align with the vision, targets and objectives of the WA Bicycle Network Plan.

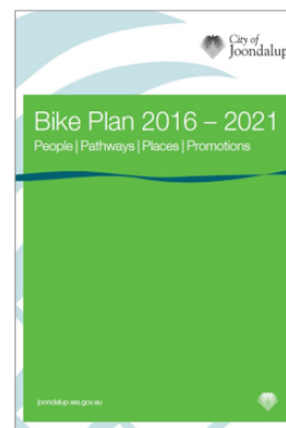
- Align projects according to the WA Cycling Network Hierarchy.
- Manage and maintain local cycling facilities to appropriate standards.
- Complete and maintain **local bicycle plans** and ensure that they integrate with the WA Bicycle Network Plan and neighbouring local governments' plans.
- Ensure the design of Council infrastructure and facilities consider cyclists.
- Incorporate end -of-trip facility requirements in town planning schemes.
- Reserve land along river foreshores for the Recreational Shared Path network.



City of Joondalup Bike Plan



People	Identify people who currently cycle or are potential bike-riders and establish programs to encourage bike-riding.
Pathways	Improve bike pathways, lanes and infrastructure so bike-riders can easily, safely and conveniently ride to the places they want to go.
Places	Foster capacity for places/destinations to support bike-riders by providing easy and safe access and end-of-trip facilities.
Promotions	Organise promotions that celebrate, support and create an environment that boosts motivation and excitement about bike -riding.



Highlights



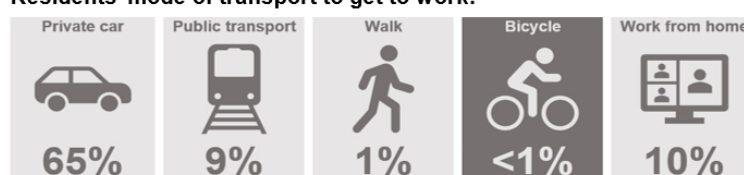


Challenges



- The majority of City of Joondalup residents travel outside of the City for work, with only 28% of residents working within the City.
- Cycling as a method of commuting for City of Joondalup residents has remained low.
- The 2021 Census of Population and Housing asked people how they travelled to work on the day of the census — less than 1% of resident workers in the City cycled to work on Census day in 2021.

Residents' mode of transport to get to work:



Challenges



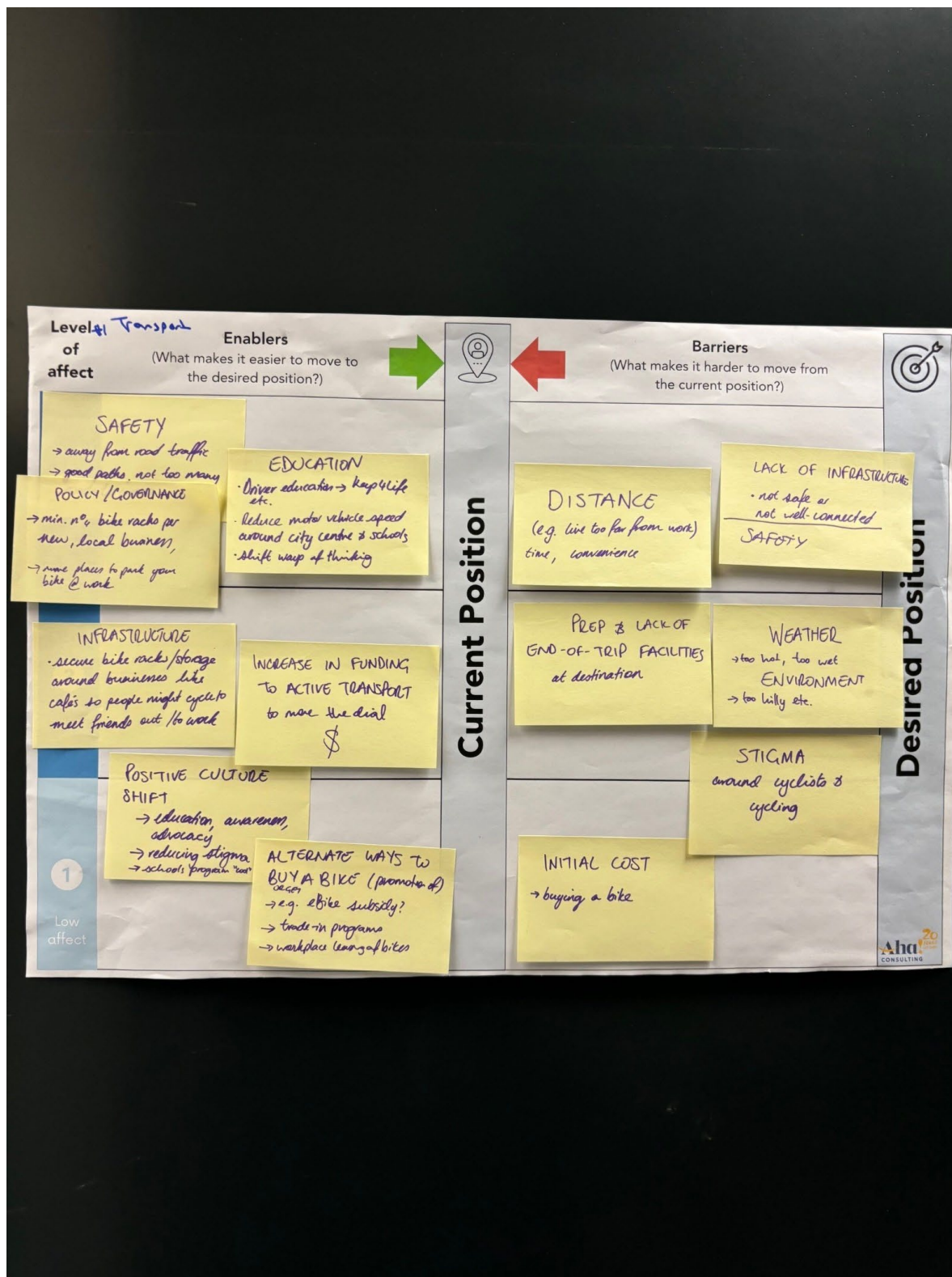
- Cycling to get to different activities is also relatively low.
- The City undertook a **Travel Survey** in **October 2024** using computer assisted telephone interviews (CATIs) carried out by the Edith Cowan University Survey Research Centre.
- Responses to this survey showed that few residents used cycling to get to different activities, and almost 80% hadn't cycled at all in the past six months.

Residents' use of cycling to get to different activities:

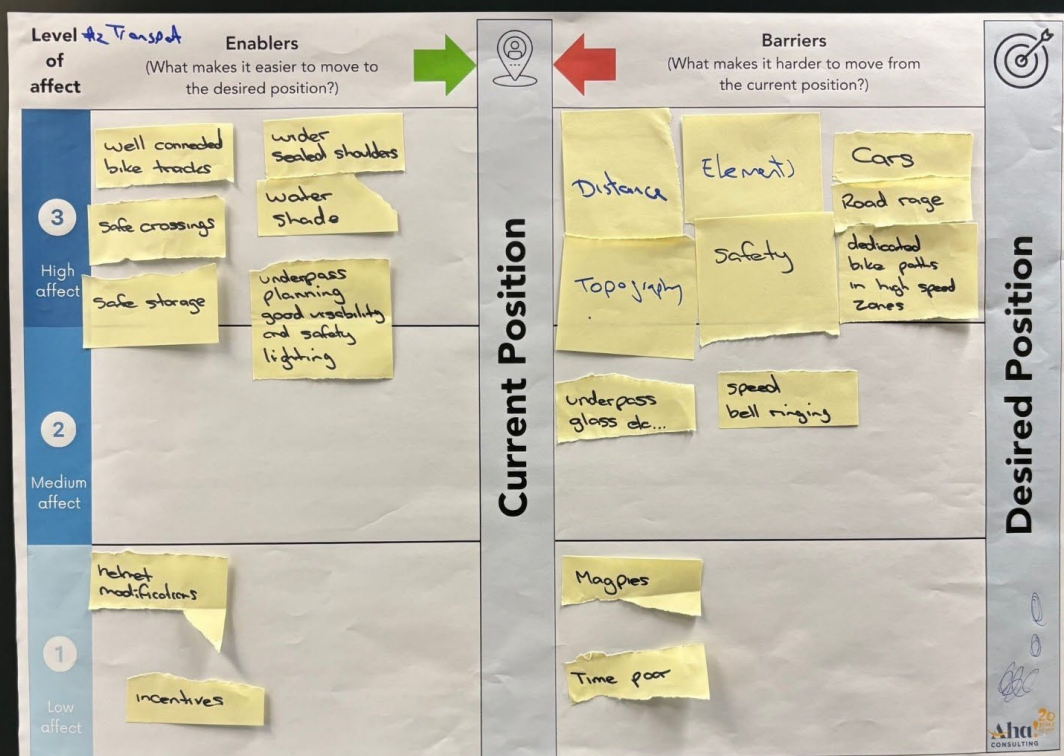


Appendix 3 — Exploring barriers and enablers

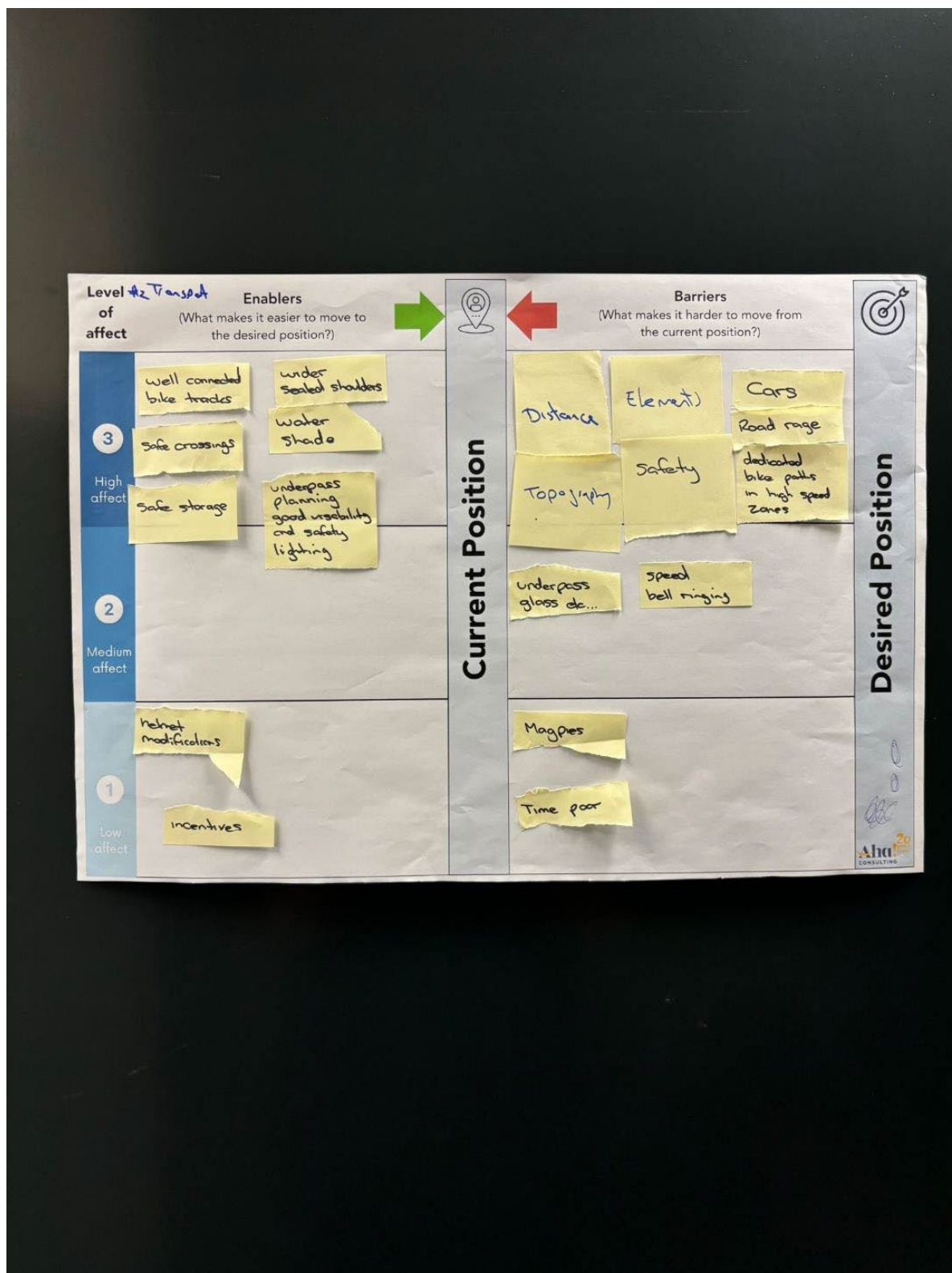
Group 1 — Cycling for transport (to work)



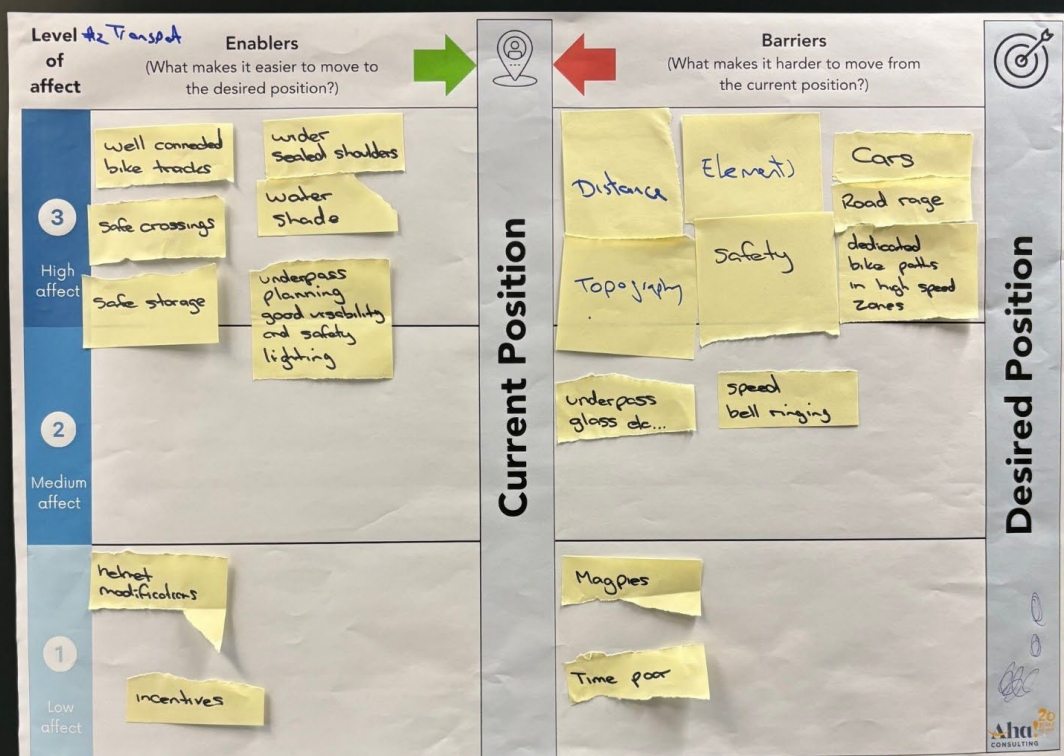
Group 2 — Cycling for transport (to work)



Group 3 — Cycling for recreation



Group 4 — Cycling for recreation



Appendix 4 — Exploring priorities and where to start?

Group 1 — Cycling for transport (to work)

City Priorities	Community Role
1 safety infrastructure - end zone ? designated lanes - joining paths - well connected - appropriate shoulders.	Community Based Programs.
2 Education Incentives / Initiatives cycle path App.	Developers / businesses etc obligated to enable sustainable use of bike paths eg inductions offer access - bike share etc .loan etc.
3 City Events about sustainable transport.	
4 Partner with State / Federal eg Roadshow.	
5	

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GROUP # 1 Transport

Aha CONSULTING

CITY TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1				✓✓	✓✓✓✓✓✓✓✓
2			✓✓✓✓	✓✓✓✓✓✓	✓✓✓
3		✓	✓✓✓	✓✓✓✓✓✓	✓✓✓✓✓
4			✓✓	✓✓✓✓✓	✓✓✓✓✓✓✓
5			✓		

ahaconsulting.net.au GROUP # 1 transport Aha CONSULTING

CITY TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1				✓✓	✓✓✓✓✓✓✓✓
2			✓✓✓✓	✓✓✓✓✓✓	✓✓✓
3		✓	✓✓✓	✓✓✓✓✓✓	✓✓✓✓✓
4			✓✓	✓✓✓✓✓	✓✓✓✓✓✓✓
5			✓		

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Group 2 — Cycling for transport (to work)

City Priorities		Community Role
1	Infrastructure - connecting cycle networks Safety - lighting - water fountains	Encourage others to ride.
2	Education - positive culture shift Bike etiquette Bike training	taking responsibility for knowing + adhering to the rules + etiquette of cycling.
3	End of trip facilities - Bike parking - water fountain - wc's	
4	Incentives to ride (Behavior change) i.e. production of apps Cyclist Discounts?	
5	Cycle pathway information + key facilities (toilets + fountains) QR codes	

ahaconsulting.net.au GROUP # 2 Transport Aha CONSULTING

 TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1				✓	✓✓✓✓✓✓✓✓
2			✓✓	✓✓✓✓	✓✓✓✓✓✓✓✓
3				✓✓✓✓✓✓	✓✓✓✓✓✓✓✓
4		✓		✓✓✓✓✓✓	✓✓✓✓✓✓✓✓
5				✓✓✓✓✓✓	✓✓✓✓✓✓✓✓

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GROUP # 2 Transport



Comm

TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1					✓✓✓✓✓
2				✓	✓✓✓✓✓
3				✓✓✓	✓✓✓✓✓
4					✓✓✓
5					✓✓✓

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GROUP # 2 Transport

Aha Consulting

Group 3 — Cycling for recreation

City Priorities	RECREATION	Community Role
1 CONNECTIVITY ●●●●● L WHOLE TRIP E.G. INTRA SUBURB ROUTES		PROVIDE FEEDBACK / INFO
2 SAFETY ●●●●● L SEPARATION OF BIKES FROM CARS / SEGREGATION PEOPLE		TOLERANCE, ROLE MODELS L NORMALISATION OF CYCLING IN COMMUNITY
3 FACILITIES ●●●●● L BIKE STORAGE, END OF TRIP FACILITIES, WATER SHADE/REST, SECURITY/CCTV, LIGHTING		PROVIDE FEEDBACK / INFO LOOK OUT FOR ONE ANOTHER
4 PROGRAMS / TRAINING / MOTIVATION ●●●●● L RIDE A BIKE, MAINTENANCE, SOCIETIES		RESPONSIBILITY FOR SELF, ATTENDANCE
5 MAINTENANCE / OF BIKE ●●●●● UPKEEP INFRASTRUCTURE		LOOK AFTER THE FACILITIES, REPORT ISSUES TO THE CITY
ahaconsulting.net.au	GROUP # 3 - RECREATION	aha CONSULTING

CITY TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1				✓	✓✓✓✓✓
2			✓	✓✓✓	✓✓✓✓✓
3				✓	✓✓✓✓✓
4		✓	✓✓✓	✓✓✓✓✓	✓✓✓✓✓
5			✓✓	✓✓✓	✓✓✓✓

ahaconsulting.net.au GROUP # 3 Recreation aha CONSULTING

Com TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1			✓	✓✓✓✓✓	✓✓✓✓✓
2				✓✓✓	✓✓✓✓✓
3			✓	✓✓✓	✓✓✓✓✓
4			✓	✓✓✓	✓✓✓✓✓
5			✓✓	✓✓✓	✓✓✓✓✓

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GROUP # 3 *Recreation*

Aha CONSULTING

Group 4 — Cycling for recreation

City Priorities	Community Role
1 Infrastructure to meet all diverse needs + interests (cycling)	- using facilities
2 Planning for Diversity of Cyclists (kids, teens, mums)	- organise advocacy
3 Safety - different riding abilities	- create community initiatives / challenges + social connection - School education
4 ^{Good} Quality maintenance (Potholes, weeds)	- School education around Road Safety, Cycle Safety ect.
5 Security (bike racks, bike locks bike lockers)	- Creating cycling clubs or social events.

ahaconsulting.net.au GROUP #4: recreation aha CONSULTING

CITY TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1		✓	✓	✓✓✓✓	✓✓✓✓✓✓
2		✓	✓✓	✓✓✓✓	✓✓✓✓✓✓
3			✓✓	✓✓✓✓	✓✓✓✓✓✓
4			✓✓✓✓	✓✓✓✓	✓✓✓✓
5				✓✓✓✓✓✓	✓✓✓✓✓✓

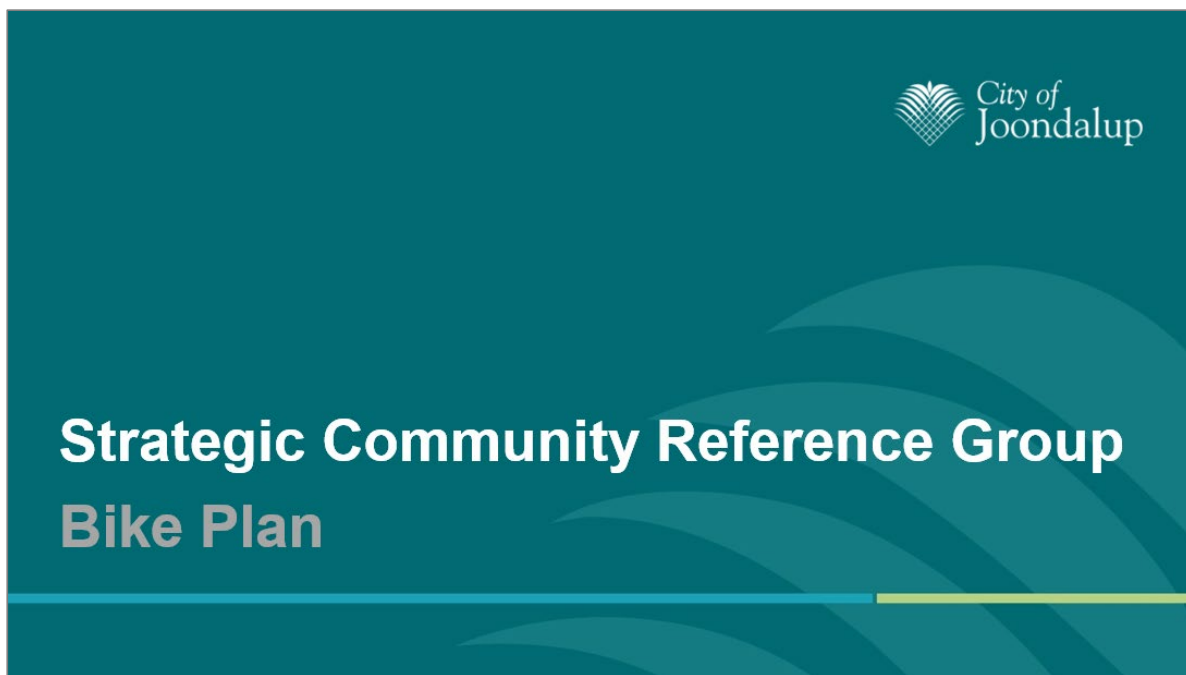
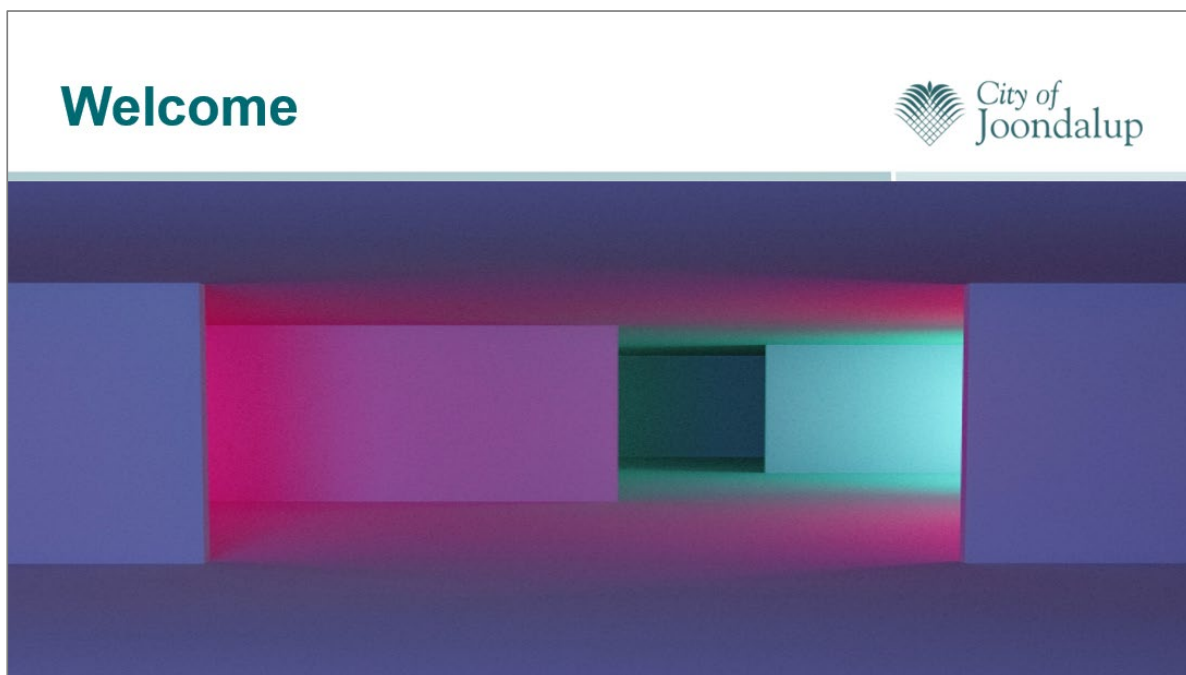
ahaconsulting.net.au GROUP # 4 residents sha CONSULTING

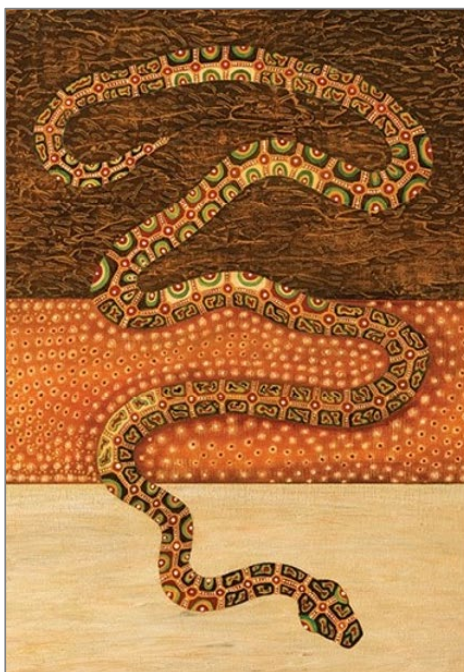
com TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1			✓	✓ ✓ ✓ ✓ ✓	✓ ✓
2			✓ ✓ ✓ ✓	✓ ✓	✓ ✓ ✓
3			✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓ ✓
4			✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓
5			✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓

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Appendix 5 — Presentation slides





The City of Joondalup acknowledges the Traditional Custodians of this land, the Whadjuk people of the Noongar nation. We recognise the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. We pay our respects to Elders past and present and all Aboriginal and Torres Strait Islander peoples.

Image: Sandra Hill, Wautt Paadalaininy (Moving Camp Together), 2008 (detail)



Purpose and objectives



To provide input into the development of the Bike Plan 2025 –2035. The meeting will explore community priorities and preferences around active transport and bike riding, including connectivity, convenience, and safety.

- Explore perceptions and issues associated with bikes and cycling in the City.
- Explore barriers and enablers to increase bike riding for transport or recreation.
- Identify priority approaches to increase bike riding for transport or recreation.



Conduct agreement



Respect  Be mindful of people's time. Agree to disagree. Listen to quieter voices and do not dominate the conversation.	Active listening  Prioritise consent, not consensus. Listen to all and endeavour to understand the views of others.	Open mindedness  Remain open-minded to all opinions. Be community-minded. Do not judge others' opinions or experiences.	Participation  Promote a safe space for all. Share your views with others and do not keep your thoughts to yourself.
--	--	--	---



Barriers and enablers



Exploring barriers and enablers



What makes cycling a more likely choice?

What gets in the way?

Transport to work:

Bicycle

<1%

Daily life/recreation:

Daily shopping

1%

Eating out

0%

Socialising

0%

Sport and recreation

2%

Appointments

0%



Exploring barriers and enablers



2 x groups:
Daily life/recreation

2 x groups:
Transport to work

Level of affect	Enablers (What makes it easier to move to the desired position?)		Barriers (What makes it harder to move from the current position?)
3 High affect		Current Position	
2 Medium affect			
1 Low affect			

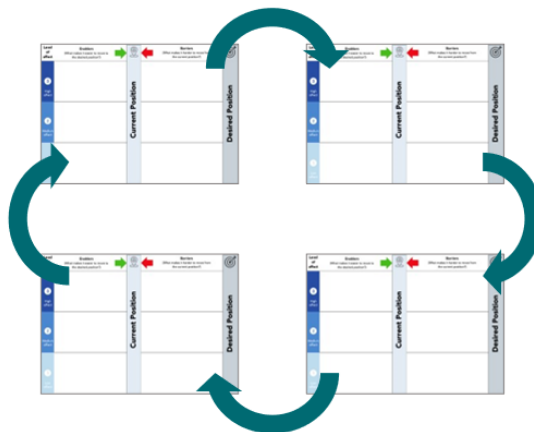


Exploring barriers and enablers



1 person stay with your group's work

Others — move to a different topic and explore what they came up with .



Priorities



Exploring priorities



What should the City's priority be?

What is the community's role?

	Enablers (What makes it easier to move to the desired position?)	➔	📍	➔	Barriers (What makes it harder to move from the current position?)	
3 High effect	OPTION 1 Increase or provide the enablers		Current Position		OPTION 2 Reduce or remove the barriers	
2 Medium effect						
1 Low effect						
			Desired Position			



Exploring priorities



What should the City's priority be?

What is the community's role?

	City Priorities	Community Role
1		
2		
3		
4		
5		

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GROUP #
shu



Where to start?



TELL US WHAT YOU THINK OF EACH SUGGESTION - ONE TICK PER ROW

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1					
2					
3					
4					
5					

ahaconsulting.net.au GROUP # _____ 

City Priorities	Community Role
1	
2	
3	
4	
5	

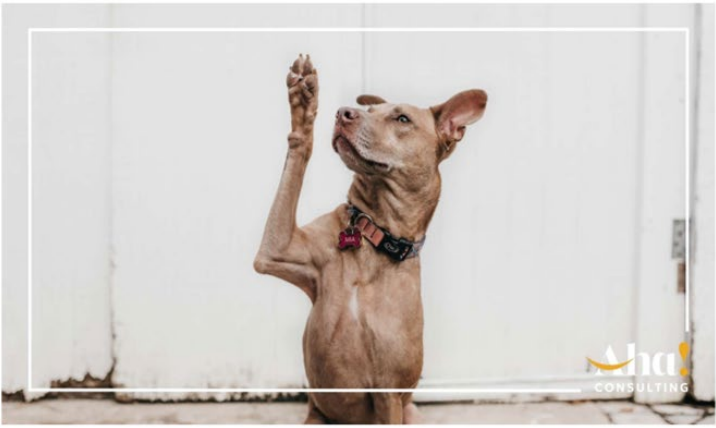
ahaconsulting.net.au GROUP # _____ 



Questions



?





2024 workplan



Item	Date
Development of the Dog Management Plan	17 May 2024
Exploration of Pet Adoption	12 Aug 2024
Development of the Bike Plan	18 Nov 2024

SEE YOU IN 2025

Thank you



Aha!
CONSULTING





Strategic Community Reference Group

Meeting 1 Report — Public health

Date:	Wednesday 19 March 2025
Time:	6.00–8.30 pm
Location:	Civic Centre Conference Room 2 and 3 90 Boas Avenue, Joondalup
Facilitator:	Joel Levin — AHA! Consulting

Attendees

Presiding Member: Cr John Raftis

Elected Members: Cr Rohan O'Neill
Cr Rebecca Pizzey

Community Members:

North-Central Ward Bettina Gould

Central Ward Linda Smith

South-West Ward Len Collier

South-East Ward Rachel Kemp
Janine Blake

South Ward Josh Hurley
Lynda Crawford

Youth Josh Challis

Subject Matter Experts: Assunta Di Francesco — Health Promotion Coordinator,
North Metropolitan Health Service
Catrina McStay — Senior Research Fellow, Edith Cowan University
Frith Klug — Research Project Coordinator, Edith Cowan University

City Officers: Chris Leigh, Director Planning and Community Development
Joe Hussey, Manager Regulatory Services
Rebecca Maccario, Manager Strategic and Organisational Development
Charles Slavich, Principal Environmental Health Officer
Emily Peters, Policy Officer

Observers: Shani Toki — Health Promotion Officer, North Metropolitan Health Service

Apologies: Mayor Albert Jacob
Allan Connolly, North Ward Community Representative
Helen Winterton, North Ward Community Representative
Susan North, Central Ward Community Representative
David Hudson, South-West Ward Community Representative
Tara Lie, Youth Representative
Aimee Wright, Youth Representative

Did not attend: Cr Christopher May
Camila Mazzo, North-Central Ward Community Representative

Overview

The purpose of the meeting was to provide input into the development of a new Public Health Plan. The meeting contributed to identifying the public health needs of the local community and explored public health priorities.

The objectives of the meeting were:

- To profile the City's role and current activities in public health
- To review the State Government public health priorities and the City of Joondalup community profile
- To identify priorities for a local public health plan.

Subject matter experts were invited and participated in the Strategic Community Reference Group meeting. Additionally, City Officers gave a presentation to define public health plans in the WA legislative context and explain why the City is developing a new Public Health Plan.

The following subject matter experts attended this meeting:

Assunta Di Francesco — Health Promotion Coordinator, North Metropolitan Health Service

Assunta Di Francesco is the Health Promotion Coordinator for the Healthy Population Program at the North Metropolitan Health. As part of the Health Promotion Service team, Assunta's work is focussed on reducing chronic disease and injury in the population by addressing smoking and vaping, poor diet quality, harmful alcohol use, and physical inactivity. Assunta's team recently supported the City of Nedlands to develop their public health plan, worked closely on the City of Vincent's Smoke-free Town Centres Project, and Food and Drink Policy, and supported the Stirling Local Drug Action Team. Assunta has over 20 years of experience in health promotion, working across different settings and risk factor areas.

Frith Klug — Research Project Coordinator, Edith Cowan University

Frith Klug is a Public Health Nutritionist with 25 years of experience in strategy, research, policy development, behaviour change, and project management across diverse sectors, including health and utilities. She holds a Bachelor of Food and Nutrition from La Trobe University and a Bachelor of Commerce from the University of Western Australia. Frith is also a Chartered Accountant and a Graduate of the Australian Institute of Company Directors. Frith currently works within ECU's Nutrition and Health Research Innovation Research Institute. Her recent research has explored how local governments in Western Australia aim to improve food environments through a comprehensive review of local public health plans.

Catrina McStay — Senior Research Fellow, Edith Cowan University

Catrina McStay is an Accredited Practising Dietitian with over 10 years' professional and practical experience working in the field of public health nutrition policy. Catrina has researched and formulated departmental policy positions and government submissions on key public health related matters. Catrina's research has focused on the impact of the food environment, food policy and law, and food insecurity on health and wellbeing outcomes; and has particular interest in children's nutritional intake, food access and food safety. Catrina is currently a Senior Research Fellow in the Food Environments Team at ECU's Nutrition and Health Research Innovation Research Institute. In this role, Catrina is currently leading the research translation workstream, which includes public health planning related research projects.

Preparation

To ensure an engaging experience, Strategic Community Reference Group members were expected to familiarise themselves with the pre-reading material provided ahead of time. The information in the pre-reading materials was designed to introduce the topic and promote contribution to the discussion.

Outcomes

Presentation — What is a public health plan

The Strategic Community Reference Group meeting opened with a presentation from City Officers to define public health plans in the Western Australian legislative context and clarify the purpose of developing a new City of Joondalup Public Health Plan 2026–2031. The presentation covered the State Government Public Health Plan priorities, the City's role and activities in the public health sphere, the social determinants of public and individual health, and included the following aspects of strategic planning for local public health.

Purpose of a Public Health Plan

- The City of Joondalup Public Health Plan 2026–2031 will be a new plan to respond to local health risks and establish objectives and policy priorities for the promotion and protection of public health in the city.
- The *Public Health Act 2016* (WA) requires each local government to create a local public health plan that applies to its district.
- Local public health plans must be consistent with the WA State Public Health Plan, with a focus on the specific public health needs of the local community.
- Through informed and responsible public health planning, the draft City of Joondalup Public Health Plan 2026–2031 will aim for long-term resilience with a focus on measures that promote positive health outcomes for the city's community.

What is public health?

The *Public Health Act 2016* (WA) defines public health broadly as:

- a) The wider health and wellbeing of the community.
- b) The combination of safeguards, policies and programs designed to protect, maintain, promote and improve the health of individuals and their communities to prevent and reduce the incidence of illness and disability.

Public health considerations include a wide range of actions aimed at improving the wellbeing and quality of life for all communities and individuals. Actions to enhance public health incorporate both historical and proposed activities in the natural and built environment.

Determinants of health

An individual's physical and psychological make up interacts with their societal, environmental and socioeconomic conditions.

Many factors combine to affect the health of individuals and communities, including:

- where we live
- the state of our environment
- our genetics
- our income and education level
- our relationships with friends and family.

Knowledge and attitudes, health risk behaviour, social support, and the built and natural environments can all strengthen or undermine individual and community health.

WA State Public Health Plan

The draft WA State Public Health Plan 2025–2030 was released for consultation in February 2025. The draft plan assists local governments to develop their local public health plans in alignment with the State Government's.

The State Government's Public Health Plan outlines a vision, objectives, principles and policy priorities for everyone in WA. It provides a framework for local governments to adapt according to their unique community health and wellbeing needs.

Vision: The best possible health, wellbeing and quality of life for all Western Australians — now and into the future.

Overarching objectives:

1. Aboriginal health and wellbeing: Address racism and strengthen the cultural determinants of health for Aboriginal people in WA.
2. Equity and inclusion: Ensure public health programs and services are accessible, equitable and culturally secure.

Core objectives:

- Promote: Foster strong communities and healthier environments
- Prevent: Reduce the burden of chronic disease, communicable disease, and injury
- Protect: Protect against public and environmental health risks, effectively manage emergencies and lessen the health impacts of climate change
- Enable: Bolster public health systems and workforce, and leverage partnerships to support health and wellbeing.

Local public health plans

A local public health plan must address the following criteria as it relates to the local government district:

- identify the public health needs
- examine data relating to health status and health determinants
- establish objectives and policy priorities for the promotion and protection of public health
- establish the development and delivery of public health services
- include a report on the local government's performance of its functions under the *Public Health Act 2016* (WA).

Local Government role

As the level of government closest to the community, the City plays a vital role in public health. Local governments can directly influence many determinants of health through the provision of a broad range of services, including:

- infrastructure and property services
- recreational facilities
- health services
- Community services
- building services
- planning and development
- facility administration
- cultural services
- utility services (some areas)
- additional services (some areas).

Public health in the City of Joondalup

The City of Joondalup delivers a wide range of services, programs and initiatives to fulfill some of the health and wellbeing needs of the local community. Many services delivered by the City are statutory requirements under State and Commonwealth legislation. Other services, programs and initiatives are required under local laws, and others are delivered under the direction of Council.

Below are some examples of the services, programs and initiatives provided by the City that contribute to positive health and wellbeing outcomes in the community.

- | | | |
|------------------------------|------------------------------|--------------------------------|
| · Midge management | · Libraries | · Premises inspections |
| · Emergency management | · Community events | · Food safety inspections |
| · Firebreak inspections | · Arts development | · Construction and maintenance |
| · Sporting facilities | · Children's programs/events | · Field patrols and services |
| · Community venue management | · Youth programs/events | · Natural areas management |
| · Leisure facilities | · Senior's programs/events | · Stormwater drainage |
| · Pathways | · Environmental planning | · Community education |
| · Cycling infrastructure | · Urban planning | · Climate change management |
| · Fitness equipment | · Building inspections | · Waste management |

The slides from this presentation can be found at Appendix 2.

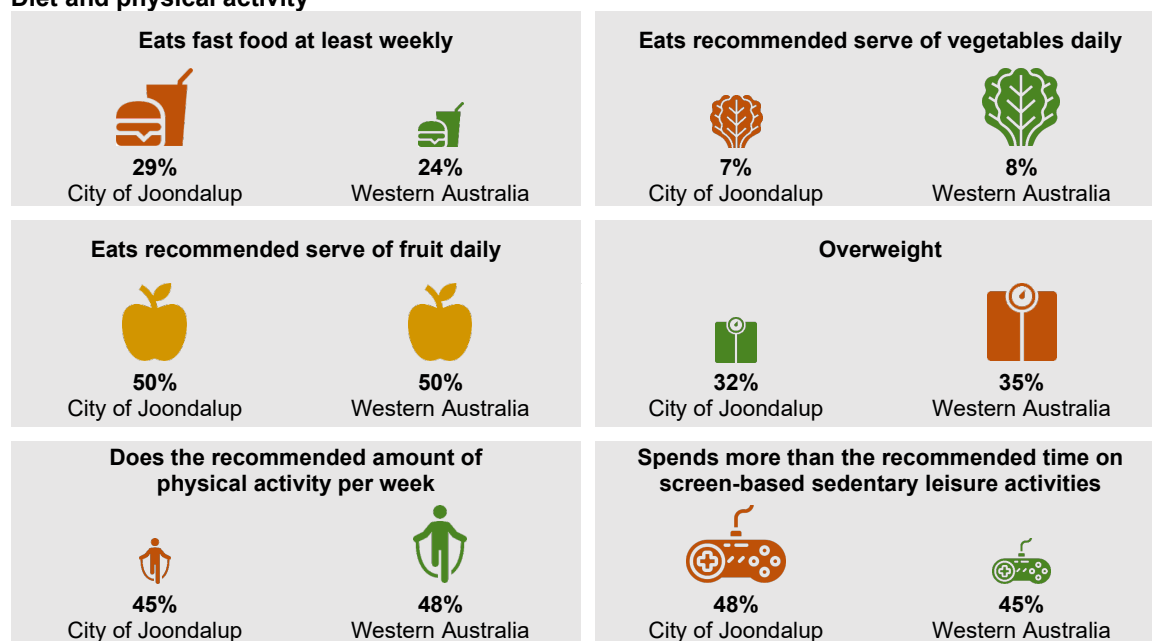
Discussion — City of Joondalup public health picture

The purpose of this facilitated discussion was to explore the 'City of Joondalup health and wellbeing snapshot' and encourage members to think broadly about causative factors that impact public health. Participants received physical versions of the 'health and wellbeing snapshot' and 'Determinants of health' infographic to accompany the same information presented on the slides.

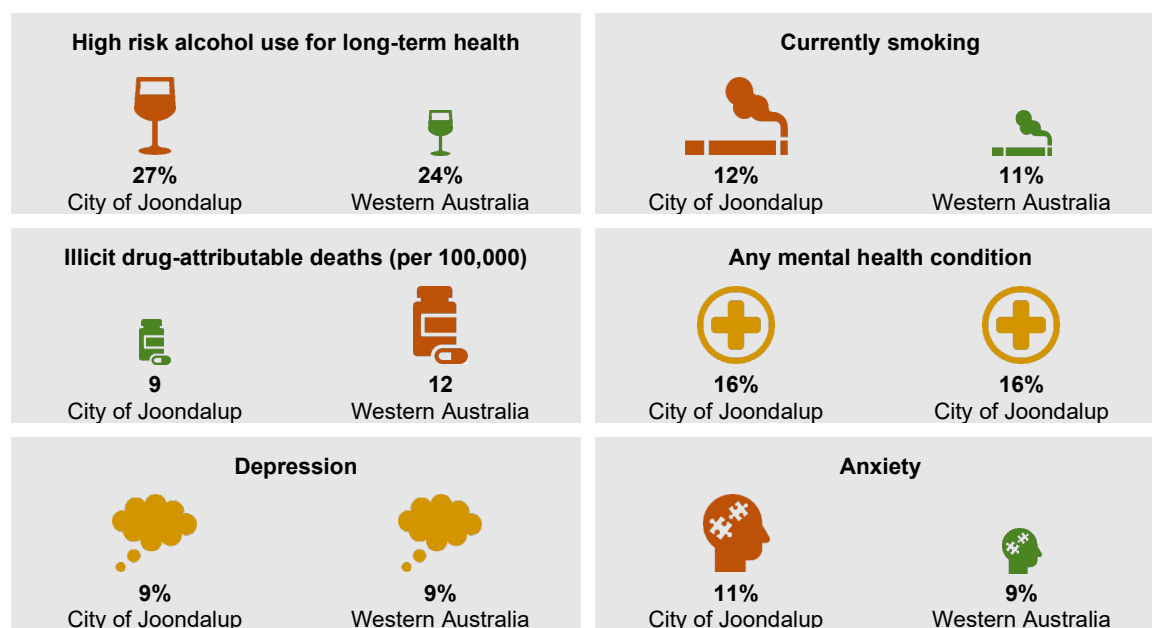
The discussion began with an exploration of the 'City of Joondalup health and wellbeing snapshot'. The tables below show the statistics provided to participants.

City of Joondalup health and wellbeing snapshot

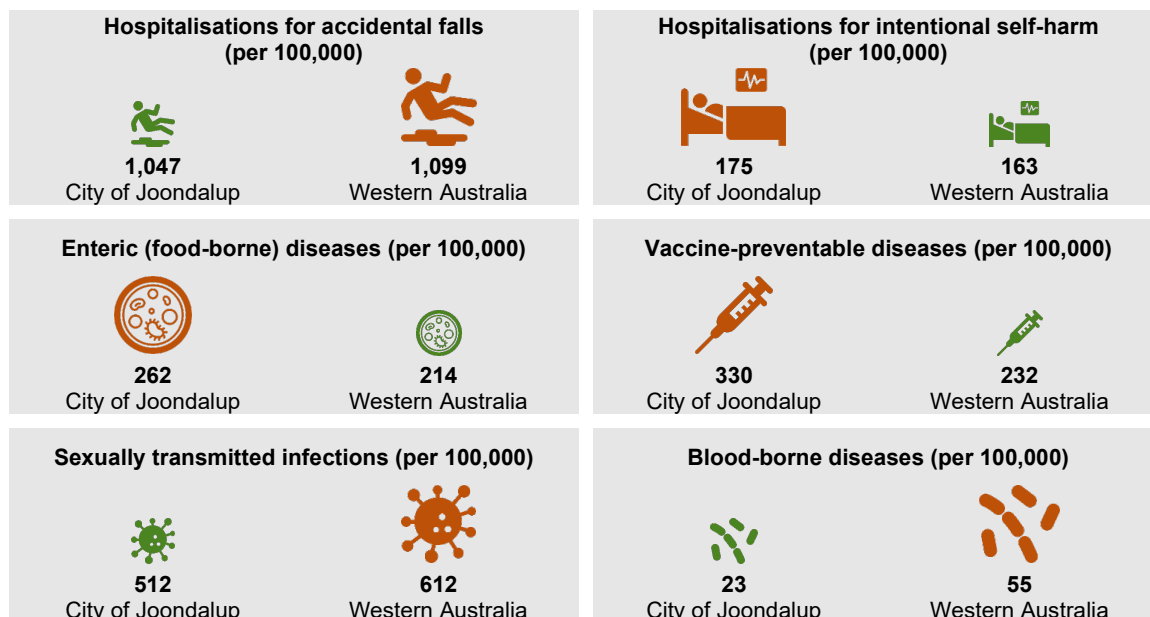
Diet and physical activity



Alcohol, drugs and mental health



Hospitalisations and disease



Discussion — Health and wellbeing snapshot Q&A

After exploring the health and wellbeing snapshot, members asked City Officers and subject matter experts how this snapshot was developed, including where the data came from, whether they can access the raw data and subsequent related questions and comments. Below is a dialogue of questions/comments from Reference Group members and answers by subject matter experts.

Question: Where did these statistics come from?

Answers:

- City Officers advised that the snapshot was based on information prepared by the WA Department of Health and provided to the City to inform the development of the local public health plan.
- The subject matter expert explained that the WA Department of Health sourced this data from multiple records systems and databases, including the WA Health and Wellbeing Surveillance System, a running survey managed by the Epidemiology Directorate of the WA Department of Health.
- [provided post-meeting] Other data sources:
 - WA Hospital Morbidity Data Collection (WA Department of Health — Information and System Performance Directorate)
 - WA Cause of Death Unit Record File (Australian Co-ordinating Registry, the Registries of Births, Deaths and Marriages, the Coroners, the National Coronial Information System)
 - WA Notifiable Infectious Diseases Database (WA Department of Health — Communicable Disease Control Directorate)
 - 2021 Estimated Resident Population (Australian Bureau of Statistics)
 - 2021 Census of Population and Housing (Australian Bureau of Statistics).

Question: What is the health and wellbeing surveillance system survey, where are the results published, and can the public access the raw data?

Answers:

- The subject matter expert could not provide comment on the specifics of the survey, as their organisation is not involved in the survey, which is conducted by the Epidemiology Directorate of the WA Department of Health. However, they noted that reports are likely published annually.
- [provided post-meeting] Additional information:

- WA Health and Wellbeing Surveillance System was established by the Department of Health in 2002 to monitor the health status of the general WA population.
- Each month, approximately 700 Western Australians are randomly selected to complete the survey online or over the telephone to collect de-identified information about their physical and mental health and wellbeing.
- Annual reports are published on the WA Department of Health's website.

Comment: No one has ever heard about this survey or known anyone who has completed it. The sample size must be very small — sceptical about whether these are valid surveys.

Question: Where do the numbers in the snapshot come from if so few people were surveyed?

Answers:

- Subject matter experts explained that these are not the “real” numbers representing the specific individuals surveyed, they are estimated numbers for the whole community, found by applying the Bayesian statistics model to the survey results.

Question: What is the “Bayesian” model? Why would you make a health and wellbeing profile using estimated numbers when you can use real numbers?

Answers:

- The subject matter expert advised that the Bayesian statistics model is used to update the already collated information from previous surveys, with new information from the most recent surveys to create an estimated number or prevalence figure for the whole City of Joondalup community.
- Another expert added that the real numbers would only provide information on the individuals most recently surveyed and is therefore not as useful as the estimated numbers, which more accurately represent the wider community.

Question: The community has been burnt by the use of “estimates”, “models” and “modelling” in recent times — what makes you confident this model will even work or be appropriate here?

Answers:

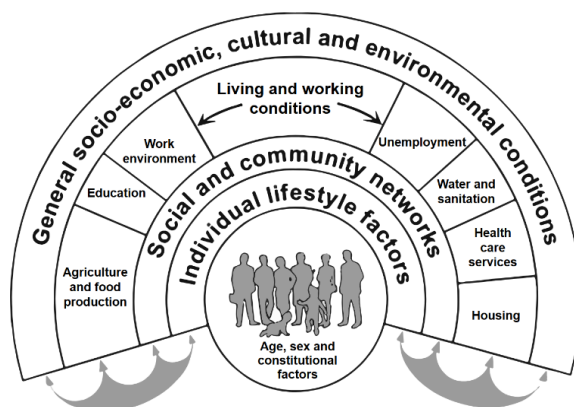
- Subject matter experts reiterated that they are not a part of the collection or analysis of data, adding that they are unsure about the use of other models and modelling practices, but is confident in the use of the Bayesian model for health and wellbeing research.
- Another expert added that the core functionalities of the model are incorporating all the data, analysis, and conclusions past surveys with the most recent survey results to come to a revised estimated number or prevalence figure.

Following this discussion, Members were encouraged to contact City Officers for further information on the ‘City of Joondalup Health and Wellbeing snapshot’, the WA Health and Wellbeing Surveillance System, other data sources, and Bayesian statistics modelling.

The Reference Group then moved on to the next part of the discussion regarding the determinants of health and the City's responsibilities and influences in the public health sphere.

Determinants of health

Participants were shown the infographic below (physical copy also provided) and asked to consider which of the factors in this image plays the biggest role in the health of people around them.



City of Joondalup responsibilities and influence

The following information regarding the City's responsibilities and influences on public health was also presented to the Reference Group prior to the discussion:

- The City has responsibilities under more than 40 different Western Australian Acts, including land use planning, building control, public health services, food, domestic animal control, litter control, parking, and roads and traffic.
- The City's responsibilities for health and wellbeing fall under the following three areas:
 - Health protection and compliance: regulation of tobacco, alcohol, food safety, control of insects and vectors, pollution/waste, noise
 - Public health emergency management: disaster planning, response and recovery, pandemic planning
 - Health promotion: Promoting healthy lifestyles, opportunities for social connection, arts, culture and recreation participation.
- The City can have the largest influence on public health and wellbeing through strong, self-reliant and resilient communities whose current and future needs are met. This can be achieved by conducting the following activities:
 - Safe and nutritious food
 - Safe drinking and aquatic facility water
 - Safe housing
 - Mosquito and vermin control
 - Sustainable waste management
 - Safe communities
 - Walking and cycling paths and trails
 - Smoke and alcohol-free environments
 - Parks, reserves and public open spaces
 - Events, spaces and places celebrating community cohesion
 - Health information/education activities and programs
 - The way communities are designed

Discussion

In table groups, members were asked to look at the determinants of health infographic and consider what may be the most likely reasons for the statistics in the City of Joondalup health and wellbeing snapshot. A plenary discussion followed, where the original table groups presented their insights and ideas, and other members discussed and contributed to them. The Reference Group presented the following talking points:

- Public health and wellbeing is about individual choices and also, equally importantly, how we choose to interact as a community.
- Everyone is different and each have their own individual and personal lifestyles — there are often specific things in an individual's lifestyle that contribute more to overall health and wellbeing than the general socio-economic, cultural and environmental conditions.

- It is very important to question what in our environment is making us unhealthy. There needs to be a holistic approach to public health and wellbeing, just like the approach we should take with our bodies.
- The City could amend their policies around permitting new liquor stores and liquor licences.
- It is quite difficult to determine what the largest or most central role of local government is in public health and wellbeing, as there are so many factors that the City can impact.
- General public health issues include:
 - Lack of accessible general practice and outpatient health care services and long wait times to schedule appointments in the Joondalup area, resulting in delays in people receiving treatment.
 - Inadequately resourced hospital-based and inpatient health care services with particularly long wait times at the Joondalup Hospital Emergency Department, often the worst in all of Perth.
 - Poor water quality at Mullaloo beach is a huge issue because swimming in or consuming polluted water can cause severe illness. The poor water quality also generates fear, anxiety and mental and emotional stress, especially for people who use the beach every day and rely on accessing the ocean as part of their health care regime.
- After members raised and discussed the general public health issues above, the facilitator commented that these issues are the WA State Government's responsibility and not within the scope of local government's role in public health. However, local governments can advocate for policy change at the State Government level, noting that there is a City of Joondalup *Advocacy Framework* to guide this.
- A member then questioned whether the *Advocacy Framework* is best-suited to guide advocating for policy change, as the majority of the City's advocacy activities seem to be aimed at acquiring grant and general funding. City Officers advised that the framework covers all advocacy activities, including for funding to implement priority projects and initiatives, investment in local businesses and organisations, and changes to government policy. Participants were then encouraged to contact City Officers if they needed clarification or had any further queries regarding the *Advocacy Framework* or the City's advocacy activities.

The raw notes from this discussion can be found in Appendix 3.

Activity 1 — Exploring priorities

The purpose of this activity was to identify priorities for a local public health plan and develop rationales to support these priorities. Each table group was provided with an activity template and a set of twelve small palm cards. Eight of the palm cards listed public health focus areas partly derived from the 'City of Joondalup health and wellbeing snapshot', and four were 'other' cards with space for members to write in an alternative focus area.

Below are the eight focus areas provided:

- Diet
- Physical activity
- Alcohol and other drugs
- Mental health
- Food-borne disease
- Vaccination rates
- Environmental pollutants
- Access to public open space

In table groups, the participants were asked to consider the information from the previous discussion, including the 'health and wellbeing snapshot', 'determinants of health', and local government's role and responsibilities in public health, and identify a maximum of six priority focus areas for a local public health plan. After each group ranked their focus areas and provided rationales, the groups shuffled, with one member remaining at the original table, and the new groups explored each other's ranking and rationales. Participants then reconvened with their original table groups, with the opportunity to rearrange the ranking of their priorities and amend the rationales.

The templates from Activity 1 are below:

Group 1

	Priority area	Rationale	Approach
1	Diet (/food environment) *	Foundation for health	
2	Mental health	Foundation for health	
3	Physical activity	Foundation for health	
4	Access to public open space	Enables [priorities] 1–3	
5	Alcohol and other drugs	Increases impact of [priorities] 1–3	
6	Environmental pollutants (/factors) *	Affects [priorities] 1–4	

*Additions to focus areas provided by members

Group 2

	Priority area	Rationale	Approach
1	Environmental pollutants	· Water — Beaches/drinking. · Air pollutants · Radiation EMF [electromagnetic fields]. · Chemicals · Tip and sewerage	
2	Other: Access to fresh, non-GMO [not genetically-modified-organisms] food provisions	· Support access to food choices that are healthy and fresh produce · Community gardens · Local produce markets	
3	Access to public open space / Physical activity	· Provide and maintain public parks · Recreational centres	
4	Mental health / Other: Community and social engagement	· Provide and maintain public parks · Recreational centres	
5	Food-borne disease		
6			

Group 3

	Priority area	Rationale	Approach
1	Mental health	If people are happy and satisfied with life (Anxiety disorder – 11% of population in City of Joondalup)	
2	Physical activity	Mental health and physical health (45% of City of Joondalup)	
3	Access to public open space	Allows people access to areas to be mentally and physically well	
4	Alcohol and other drugs	Alcohol and Smoking incidence higher in Joondalup than WA average	
5	Food-borne disease	· GI disease 262 [in COJ] – 214 [in WA] · Public? or Private? · Direct intervention from safety team or education to private homes	
6	Environmental pollutants	For physical well-being and health	

The activity moved to a plenary open-floor discussion where each table group explained their priority focus areas and rationales. Members presented the following talking points:

- The focus areas all have a flow-on effect and interrelationship with each other — there is a logical sequence depending on which way you look at it.
- Vaccination rates did not feature in any group's priority areas.
- Mental health is difficult to support — there are a lot of mental health issues that people do not necessarily know they have or know how to manage or control.
- What could the City do about mental health at a local level? How much can local governments really impact that? Should local governments really tell people what to do with their mental health?
- Can the local government increase health care services in their area? — Not with ratepayers' money!
- 'Dignity of risk' and 'Duty of care' are vital in health services.
- Local governments have a duty of care to provide the right services to their community.
- Choice is vital in public health — we do not want to live in a dictatorship where we are told what to do.
- Does the community have access to appropriate health services, especially mental health? Do people know the services are there?
- The City of Joondalup already has lots of services that support individuals and communities' mental health — the City currently does these things really well.
- The City of Joondalup community is more privileged than a lot of other local government areas (in a socio-economic sense).
- There are lots of services and community support systems that are accessible in and around the City of Joondalup, eg Spiers Centre.

The template and outputs from Activity 1 were used and expanded upon in Activity 2 — Approaches to public health priorities. The combined raw outputs from Activity 1 and 2 can be found in Appendix 4.

Activity 2 — Approaches to public health priorities

The purpose of this activity was for members to consider possible approaches to deliver the priorities they identified in the previous activity. In their original table groups, members came up with ideas for how the City could deliver their priority areas. After they discussed their ideas, the groups built on their original activity templates, adding the Activity 2 content to the 'Approach' column.

Below are the groups completed activity templates, with the outputs from both Activity 1 and 2.

Group 1

	Priority area	Rationale	Approach
1	Diet (/food environment) *	Foundation for health	- Community gardens — create spaces. - Farmers markets — less red tape. - Allow public/verge fruit and veg. - Restrict fast food developments.
2	Mental health	Foundation for health	- Education program. - Rate reduction for businesses providing services. - Counselling options at libraries (COJ provide space — service funded by State Government)
3	Physical activity	Foundation for health	- Active transport/bike plan. - Walkable routes/maps.
4	Access to public open space	Enables [priorities] 1–3	
5	Alcohol and other drugs	Increases impact of [priorities] 1–3	Education and youth programmes.
6	Environmental pollutants (/factors) *	Affects [priorities] 1–4	- Reciprocal rights for Balcatta tip. - Review weed control options.

Group 2

	Priority area	Rationale	Approach
1	Environmental pollutants	- Water — Beaches/drinking - Air pollutants - Radiation EMF [electromagnetic fields] - Chemicals - Tip and sewerage	- Water — routine testing. - Air — monitoring / testing. - EMF — monitoring / testing. - Wastewater Treatment — monitoring / testing. - Tamala Park — monitoring / testing. - Advocate to extend the outfall pipe that runs adjacent to Ocean Reef Marina to help with water issues at Mullaloo Beach. - Holding regulatory bodies to account. - Promote ecofriendly practices (e.g. steam weeding).
2	Other: Access to fresh, non-GMO [not genetically-modified-organisms] food provisions	- Support access to food choices that are healthy and fresh produce. - Community gardens. - Local produce markets.	- Encourage community gardens, organic and sustainable - Farmers markets on a weekend to encourage healthy eating and community engagement - Limit junk food outlets near schools - Encourage home grown vegetables and chicken coops - Support food security - Local produce - Less red tape at City approval
3	Access to public open space / Physical activity	- Provide and maintain public parks. - Recreational centres.	- Keep up with programs and activities at leisure and community centres. - Support “friends” groups
4	Mental health / Other: Community and social engagement	- Provide and maintain public parks. - Recreational centres.	- Keep up with providing community and social activities and services via City website and service at centres. - Advocating to State for funding programs and better services at Mental Health Hospital. - Support services such as the Spiers Centre, food banks, etc.
5	Food-borne disease		Food inspectors of premises.
6			

Group 3

	Priority area	Rationale	Approach
1	Mental health	If people are happy and satisfied with life (Anxiety disorder – 11% of population in City of Joondalup).	- Youth focused groups. - Youth bus. - Whitford Senior Citizen Group Craigie.
2	Physical activity	Mental health and physical health (45% of City of Joondalup).	- Whitford Nodes Wellness Park. - BMX Track. - Bike facility. - Walking groups. - Community activities.
3	Access to public open space	Allows people access to areas to be mentally and physically well.	- Provide exercise facilities at open spaces. - Frisbee open space. - Facilities open space — water/toilets.
4	Alcohol and other drugs	Alcohol and Smoking incidence higher in Joondalup than WA average.	Make areas of the City smoke free.
5	Food-borne disease	- GI disease 262 [in COJ] – 214 [in WA] - Public? or Private? - Direct intervention from safety team or education to private homes.	- Pest/insect maintenance. - Rodent management.
6	Environmental pollutants	For physical well-being and health.	

The activity moved to a plenary open-floor discussion where each group explained their approaches to delivering their priority focus areas. Members presented the following talking points about approaches that local governments can take to advance their public health priority focus areas:

- There are all sorts of public health priorities, but there are not enough health services for everyone.
- The City could institute health services in the libraries or community buildings eg Child Health Nurses.
- The City should push the State and Federal Governments for more health services in Joondalup, eg improvements to waiting periods and access to health services,
 - [Counter point from another member]: There are already great efforts being made by the City to support and increase health services in the local government area. The City tries to provide for their community and does quite well — there is only so much they can do.
- Vicious cycle of everything being too expensive and difficult everywhere so health outcomes decrease.
- The City can have a big impact on public health outcomes by creating more space in existing community gardens, permitting more community gardens, and allowing verge/public fruit and veg stalls.
- Encourage residents to have their own fruit and vegetable gardens and chickens by making it easier for people to set up and reducing red tape.
- Education programs are a good way for a local government to benefit public health outcomes.
- No fast food near kids!
- The City already supports public health and wellbeing community in so many ways, such as the Whitfords Seniors and the Youth services. All City supported community groups, events etc are great for promoting a sense of belonging and benefit mental health outcomes for everyone.
- New development (Duncraig Adventure Hub) inspired by Act Belong Commit mental services.
- Craigie Leisure Centre is good, but free walking groups could be initiated and/or supported by the City.
- Friends of groups must be supported and protected.
- The City should monitor/test air and water quality, and radiation levels as precautionary approaches.
- Promote the City's great work in access to open space and providing for physical activity.
- Priorities are based on what the City needs to improve on, but the City does a great job at other things.

The combined raw outputs from Activity 1 and 2 can be found in Appendix 4.

Appendix 1 — Additional notes from members

Member 1

- I appreciate that Public Health is a super broad topic and covers a lot of areas, however I do have some concern that trying to address all of these things under one Plan would be very difficult.
- Unsure what discussions went on in the meeting about prioritisation, however looking at the Department of Health statistics for categories where CoJ is 'worse' than average in WA would make sense to focus on e.g. intentional self-harm, vaccine-preventable diseases, drinking etc. These things seem like they could be addressed through well thought-out engagements and communications strategies along with other tangible supports.

Member 2

- Over the past few months I've been talking to friends and neighbours in my area and one of the things that keeps coming up is social connectedness - very relevant to this discussion, I think. Personally, I think it's something the City does well in fostering through its support of recreation and cultural facilities and activities. What was often expressed to me by those I talked to, was the value that they placed on things like team sports, workshops and other learning opportunities especially those offered through the City's libraries. Also, the prevalence of green spaces for recreation. There is a recognition that the City's libraries are very much valued and trusted for the information they provide access to as well as the programs they offer to all age groups at very minimal cost.
- There appears to be a need for more support for those community organisations that assist the more vulnerable in our community. Organisations like the Joondalup Family Centre, Spiers Centre and Meerliniga are often talked about for the work they do in supporting individuals and families and many people I spoke to noted that they did a great deal on very little.

Appendix 2 — City Officer presentation slides



Purpose of a public health plan



The City of Joondalup Public Health Plan 2026 –2031 will be a new plan to respond to local health risks and establish objectives and policy priorities for the promotion and protection of public health in the City.

- The *Public Health Act 2016* (WA) requires each local government to create a local public health plan that applies to its district.
- Local public health plans must be consistent with the WA State Public Health Plan, with a focus on the specific public health needs of the local community.
- Through informed and responsible public health planning, the draft City of Joondalup Public Health Plan 2026 –2031 will aim for long -term resilience with a focus on measures that promote positive health outcomes for the City's community.



What is public health?



The *Public Health Act 2016* (WA) defines public health broadly as:

- a) The wider health and wellbeing of the community
and
- b) The combination of safeguards, policies and programs designed to protect, maintain, promote and improve the health of individuals and their communities to prevent and reduce the incidence of illness and disability.





Determinants of health



Many factors combine to affect the health of individuals and communities, including:

- where we live
- the state of our environment
- our genetics
- our income and education level,
- our relationships with friends and family.

This diagram shows how a person's physical and psychological make up interacts with their societal, environmental and socioeconomic



WA State Public Health Plan



Vision: The best possible health, wellbeing and quality of life for all Western Australians— now and into the future

Promote	Foster strong communities and healthier environments.
Prevent	Reduce the burden of chronic disease, communicable disease, and injury.
Protect	Protect against public and environmental health risks, effectively manage emergencies and lessen the health impacts of climate change.
Enable	Bolster public health systems and workforce, and leverage partnerships to support health and wellbeing.

The draft State Public Health Plan is also guided by two overarching objectives:

1. **Aboriginal health and wellbeing:** Address racism and strengthen the cultural determinants of health for Aboriginal people in WA.
2. **Equity and inclusion:** Ensure public health programs and services are accessible, equitable and culturally secure.



Local public health plans



A local public health plan must address the following criteria as it relates to the local government district:

- Identify the public health needs.
- Examine data relating to health status and health determinants.
- Establish objectives and policy priorities for the promotion and protection of public health.
- Establish the development and delivery of public health services.
- Include a report on the local government's performance of its functions under the *Public Health Act 2016* (WA).





Local government role



As the level of government closest to the community, the City plays a vital role in public health.

Local governments can directly influence many determinants of health through the provision of a broad range of services, including:

- Infrastructure and property services
- Recreational facilities
- Health services
- Community services
- Building services
- Planning and development
- Facility administration
- Cultural services
- Utility services (some areas)
- Additional services (some areas)



Public health in CoJ





Public health in CoJ



Children's programs and events



Cycling infrastructure



Fitness equipment



Youth programs and events



Environmental planning



Community events



Arts development



Urban planning



Public health in CoJ



Community education

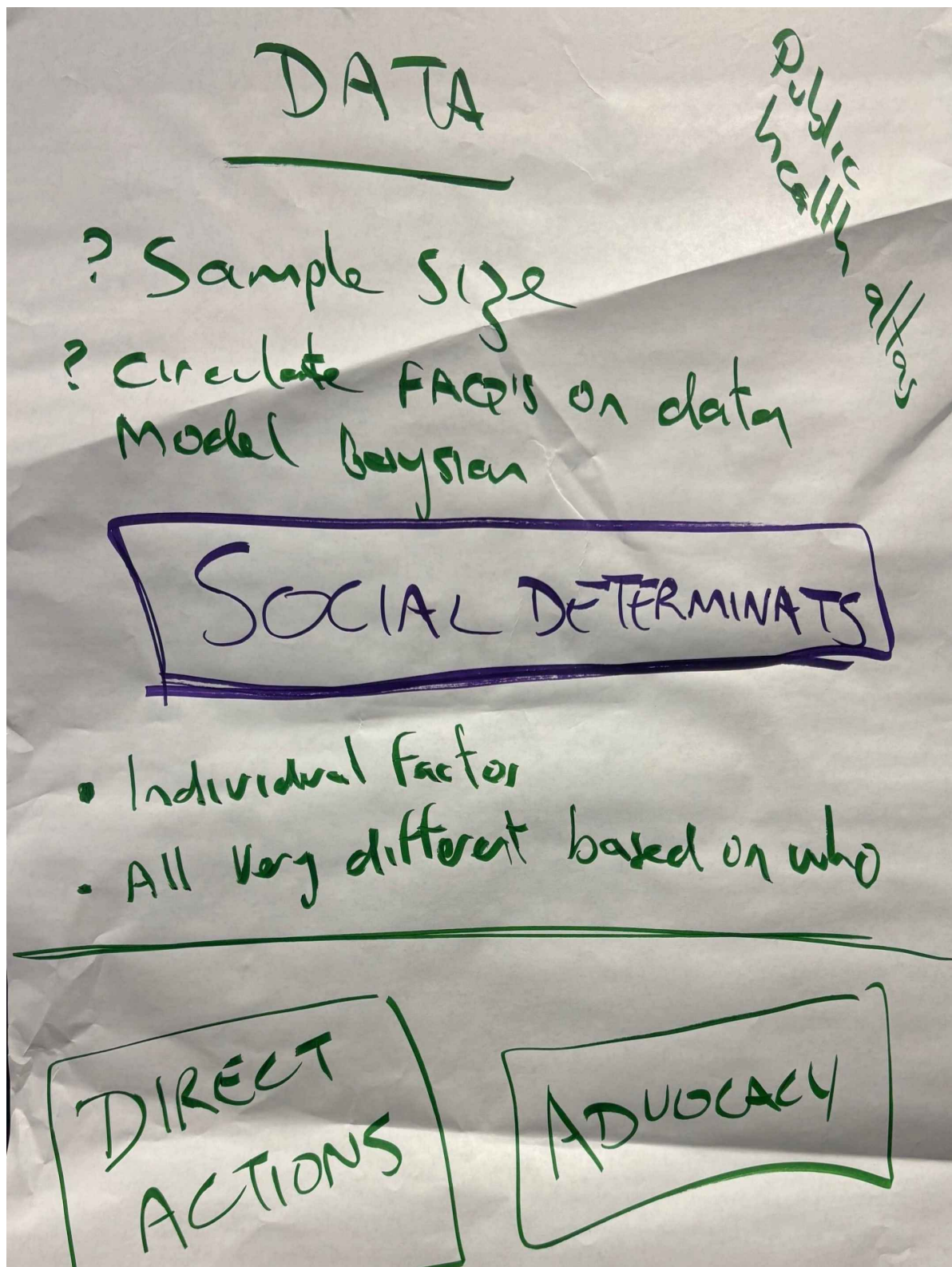


Climate change management



Waste management

Appendix 3 — Discussion notes



Appendix 4 — Activity 1 and 2 raw outputs

Group 1

PRIORITY AREA	Rationale	Approach
1 Diet / Food environment	Health Foundation for	Community gardens - create spaces farmers markets - less red tape allow public/verge fruit + veg restrict fast food developments
2 Mental health		education program rate reduction for businesses providing services counselling option at libraries (public space, service funded by state)
3 Physical activity		active transport / bike plan walkable routes / maps
4 Access to public open space	enabler of 1-3	
5 Alcohol and other drugs	increases impact of 1-3	education + youth programmes
6 Environmental pollutants	Affects 1-4	reciprocal rights for Balcatta tip review weed control options

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Group 2

PRIORITY AREA	Rationale	Approach
1 Environmental pollutants	Water - bores/drinking Air pollutants Reduction EMF chemicals Tip & sewerage	Water - routine testing air - monitoring/testing EMF : wastewater treatment - testing Tombola Park - testing/monitoring (Recreational Approach) etc...
2 Access to Other fresh food provisions	Support access to food choices that are healthy & fresh produce - community gardens - local produce markets	Holding regulatory bodies to account - promote eco-friendly practices eg: steam washing etc... - encourage community gardens, organic and sustainable - farmers markets on a weekend to encourage healthy eating and community engagement - limit juice food outlets near schools - encourage home veg & herbs - support verge gardens fruit trees etc...
3 Access to public open space	Community & Social Engagement	- support food security local produce - less red tape at City to approval
4 Mental health	Provide and maintain public parks recreational centres	Keep up with programs and activities at leisure centres and community centres - support "Friends" groups
5 Food-borne disease	Food inspectors of premises	Advocate to extend the outfall pipe that runs adjacent to OR Marine to help with water issues at Muldoon Beach Keep up with providing community & social activities and services via City website and service at centres Advocating to state for safety programs and better program at Mind Walk hospital Support - services such as Spices Centre Food bank etc...
6		

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Group 3

PRIORITY AREA

- 1 Mental health**
If people are happy & satisfied with life.
many 11% of population in Joondalup
Mental & physical health.
45% living today
- 2 Physical activity**
Allows people to have access to areas to be mentally well & physically well
- 3 Access to public open space**
- 4 Alcohol and other drugs**
Joondalup smoking & Alcohol higher than WA average.
- 5 Food-borne disease**
GI Disease
262 - 214.
Public? private?
Direct intervention from Safety team or education to private homes
- 6 Environmental pollutants**
for physical well being & health.

Whitford Nollan Walker Park
BMX track
Bike Facility
Walking groups
Community activities

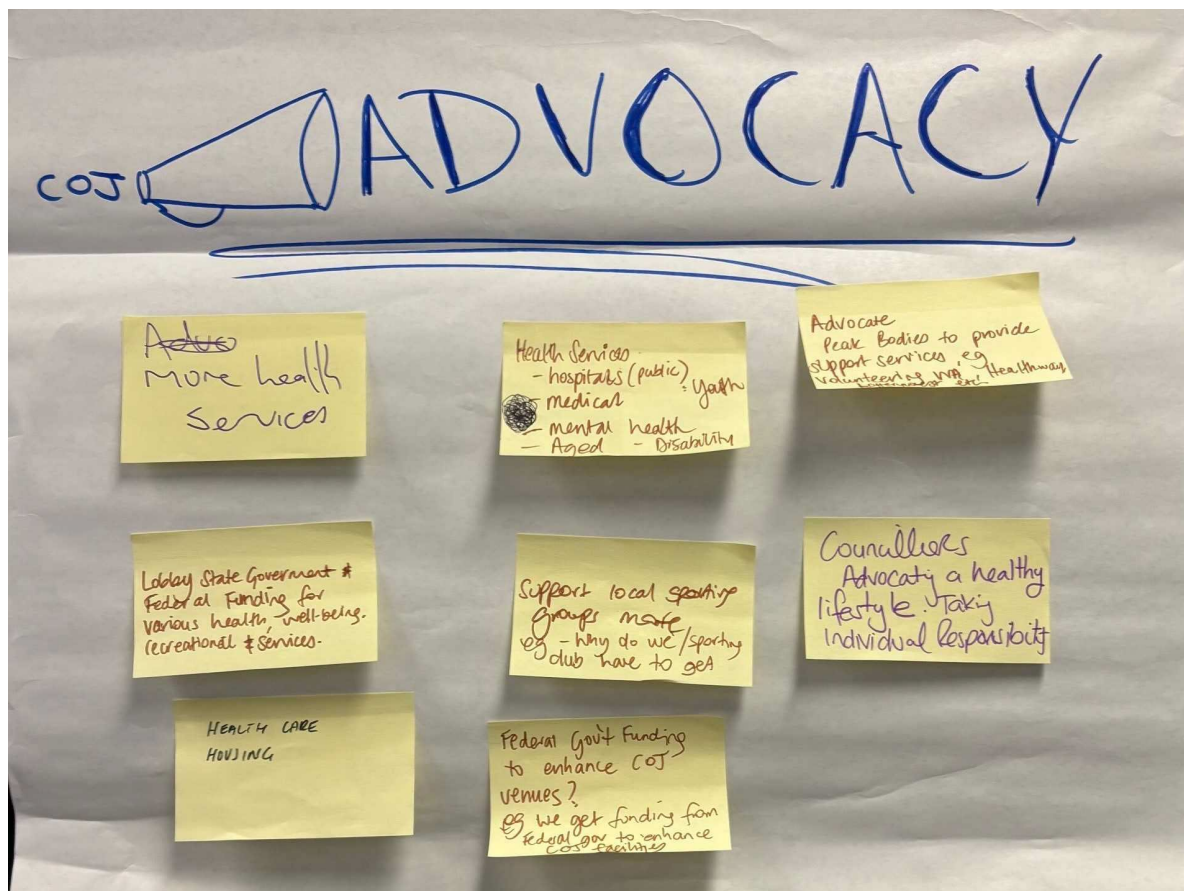
e-scooter facilities
Open spaces
Prohibit open space
Facilities open space - water/fountains.

Make areas of the city smoke free.

PEST / INSECT / MAMMAL
ROBOT MANAGEMENT

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Appendix 5 — Advocacy notes



Appendix 6 — Presentation slides



Strategic Community Reference Group

Public health



The City of Joondalup acknowledges the Traditional Custodians of this land, the Whadjuk people of the Noongar nation. We recognise the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. We pay our respects to Elders past and present and all Aboriginal and Torres Strait Islander peoples.

Image: Sandra Hill, Wauvt Paadalaaliny (Moving Camp Together), 2005 (detail)



Purpose and objectives



- To profile the City's role and current activities in public health
- To review the State government public health priorities and the City of Joondalup community profile
- To identify priorities for local public health plan

Conduct agreement



Respect	Active listening	Open mindedness	Participation
			
Be mindful of people's time. Agree to disagree. Listen to quieter voices and do not dominate the conversation.	Prioritise consent, not consensus. Listen to all and endeavour to understand the views of others.	Remain open-minded to all opinions. Be community-minded. Do not judge others' opinions or experiences.	Promote a safe space for all. Share your views with others and do not keep your thoughts to yourself.

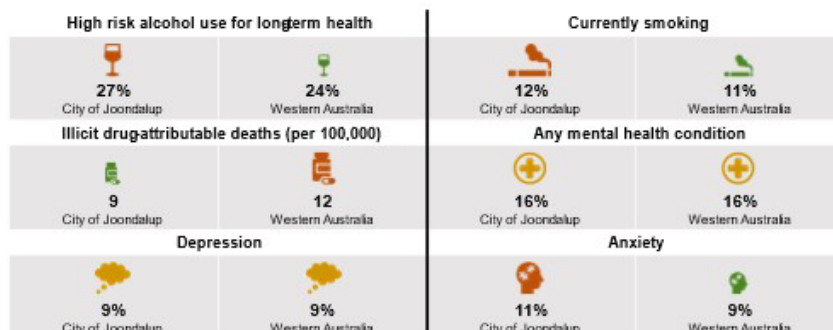


Diet and physical activity

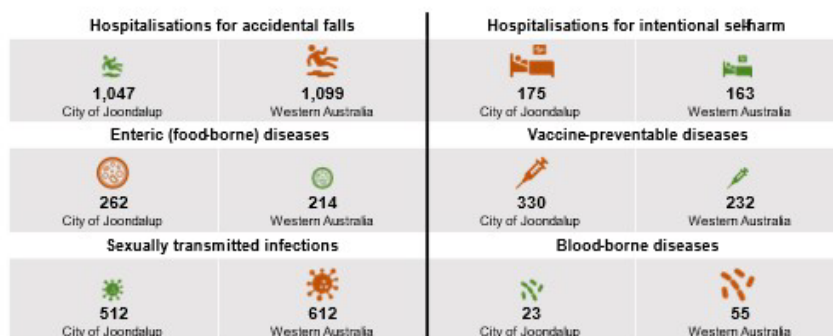


Eats fast food at least weekly		Overweight	
 29% City of Joondalup	 24% Western Australia	 32% City of Joondalup	 35% Western Australia
Eats recommended serve of vegetables daily		Eats recommended serve of fruit daily	
 7% City of Joondalup	 8% Western Australia	 50% City of Joondalup	 50% Western Australia
Does the recommended amount of physical activity per week		Spends more than the recommended time on screen-based sedentary leisure activities	
 45% City of Joondalup	 48% Western Australia	 48% City of Joondalup	 45% Western Australia

Alcohol, drugs and mental health



Hospitalisations and disease



(prevalence per 100,000 people)

Determinants of health



Determinants of health



Which factor plays the biggest role in the health of people around you?



CoJ responsibilities



The City has responsibilities under more than 40 different Western Australian Acts, including land use planning, building control, public health services, food, domestic animal control, litter control, parking, and roads and traffic.

The City's responsibilities for health and wellbeing fall under the following three areas:

Health protection and compliance

Regulation of tobacco, alcohol, food safety, control of insects and vectors, pollution/waste, noise.

Public health emergency management

Disaster planning, response and recovery, pandemic planning.

Health promotion

Promoting healthy lifestyles, opportunities for social connection, arts, culture and recreation participation.



CoJ influence



The City can have the largest influence public health and wellbeing through strong, self-reliant and resilient communities whose current and future needs are met. This can be achieved by conducting the following activities:

- Safe and nutritious food
- Safe drinking and aquatic facility water
- Safe housing
- Mosquito and vermin control
- Sustainable waste management
- Safe communities
- Walking and cycling paths and trails
- Smoke and alcohol-free environments
- Parks, reserves and public open spaces
- Events, spaces and places that celebrate community cohesion
- Health information and education activities and programs
- The way communities are designed



Exploring priorities



Considering the health snapshot data and the role that a local government can play...

Which areas of public health should the City focus on?

Why?

- Diet
- Physical activity
- Alcohol and other drugs
- Mental health
- Environmental pollutants
- Access to public open space
- Food-borne disease
- Vaccination rates
- Other _____

Exploring priorities



- Diet
- Physical activity
- Alcohol and other drugs
- Mental health
- Environmental pollutants
- Access to public open space
- Food-borne disease
- Vaccination rates
- Other _____

PRIORITY AREA	Rationale	Approach
1	↑	
2	↑	
3		
4		
5		
6		
7		



 Exploring approaches

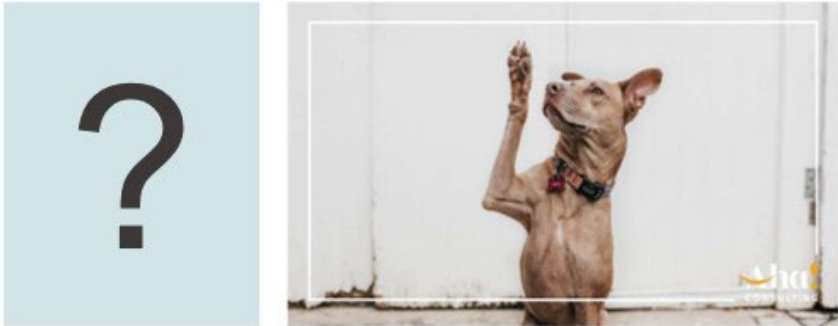


Approaches could be in the form of:

- Policy and planning
- Service provision
- Information, engagement and awareness

PRIORITY AREA	Rationale	Approach
1		
2		
3		
4		
5		
6		

 Questions





2025 workplan



Item	Date
Public health	19 March 2025
Local Planning Strategy	12 May 2025
Communications and customer experience	6 August 2025

Thank you



Aha!
CONSULTING



Strategic Community Reference Group

Meeting 2 Report — Local Planning Strategy review

Date:	Monday 12 May 2025
Time:	6.00–8.30 pm
Location:	Civic Centre Conference Room 2 and 3 90 Boas Avenue, Joondalup
Facilitator:	Joel Levin — AHA! Consulting

Attendees

Presiding Member: Mayor Albert Jacob

Elected Members: Cr John Raftis
Cr Phillip Vinciullo

Community Members:

North Ward: Allan Connolly
Helen Winterton

North-Central Ward: Bettina Gould

Central Ward: Susan North

South-West Ward: Len Collier

South-East Ward: Janine Blake

South Ward: Josh Hurley

Youth: Tara Lie

Subject Matter Experts: Sean Morrison — General Manager Advisory WA, The APP Group
Rebecca Spencer — Senior Associate, Hames Sharley

City Officers: Chris Leigh, Director Planning and Community Development
Cathrine Temple, Manager Planning Services
Rebecca Maccario, Manager Strategic and Organisational Development
Graeme Catchpole, Coordinator Urban Policy and Design
Emily Peters, Acting Senior Community Research and Engagement Officer

Apologies: Cr Rohan O'Neill
Camila Mazzo, North-Central Ward Community Representative
Linda Smith, Central Ward Community Representative
David Hudson, South-West Ward Community Representative
Lynda Crawford, South Ward Community Representative
Aimee Wright, Youth Representative

Did not attend: Cr Christopher May
Rachel Kemp, South-East Ward Community Representative
Josh Challis, Youth Representative

Overview

The purpose of the meeting was to provide input into the Local Planning Strategy review. The meeting explored preferences for the spatial allocation of density and infill dwelling typologies in the City of Joondalup.

The objectives of the meeting were:

- To identify preferences for housing density across the City of Joondalup.
- To explore preferred housing typologies as infill options across the City of Joondalup.
- To identify key principles to inform the City's approach to spatial allocation of density and infill dwelling typologies in the City of Joondalup.

Subject matter experts were invited and participated in the Strategic Community Reference Group meeting. Additionally, City Officers gave a presentation to explain the Local Planning Strategy review within the WA State Government context. The presentation included definitions of housing density and infill dwelling typologies and presented the WA State Government housing density targets for the City of Joondalup.

The following subject matter experts attended this meeting:

Sean Morrison — General Manager Advisory WA, The APP Group

Sean is the General Manager in Advisory for WA at The APP Group. He is passionate about the future of our cities and believes in the power of development to deliver great places, better communities and a more prosperous society.

Rebecca Spencer — Senior Associate, Hames Sharley

Rebecca is a Senior Associate in the Hames Sharley WA Studio Leadership team. She focuses on strategic planning, demographic research and analysis, and navigating teams through complex processes to plan for the future of places realistically and effectively.

Preparation

To ensure an engaging experience, Strategic Community Reference Group members were expected to familiarise themselves with the pre-reading material provided ahead of time. The information in the pre-reading materials was designed to introduce the topic and promote contribution to the discussion.

Outcomes

Presentation — What is the Local Planning Strategy review

The Strategic Community Reference Group meeting opened with a presentation from City Officers to explain the Local Planning Strategy review within the WA State Government context and clarify the purpose of the review. The presentation covered local planning strategies, the WA State Government housing density targets, definitions within the housing density spectrum and housing investigation areas.

The following information regarding strategic local planning and housing density was presented to the reference group members.

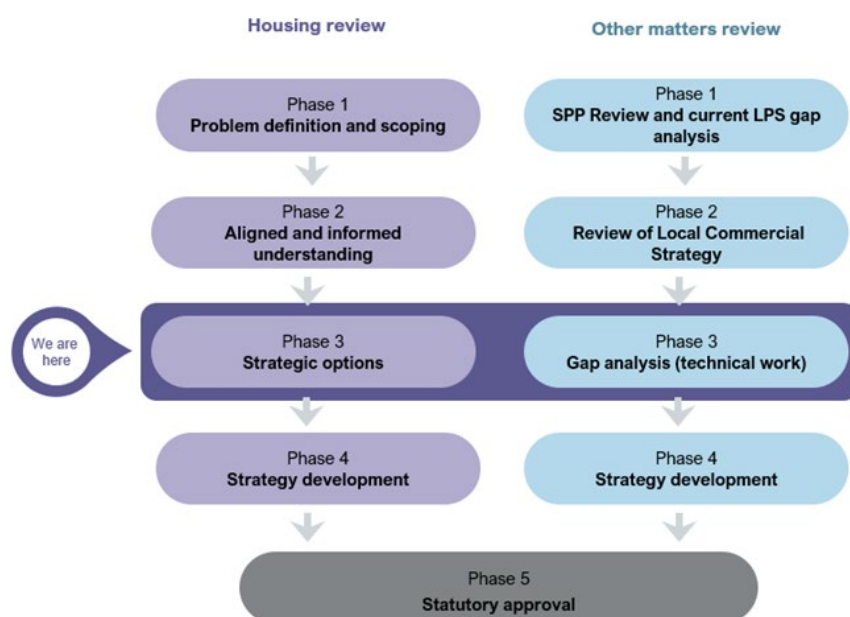
What is a local planning strategy?

Local planning strategies provide the long-term planning directions and actions to manage the land use change and development of a local government area.

- The *Planning and Development (Local Planning Schemes) Regulations 2015* require a local government to prepare a local planning strategy for each local planning scheme within its local government area.
- Local planning strategies must be prepared in a manner and form aligned with WA State Government planning strategies and frameworks and approved by the Western Australian Planning Commission and provide rationale for the land under the local planning scheme.
- It is recommended that a local planning strategy have a 15-year outlook to allow for the evolution of planning and development.

Local Planning Strategy review

- The review of the City's Local Planning Strategy began in April 2022 and is currently in Phase 3 — Strategic options.
- This phase aims to develop and explore strategic options to resolve issues identified in Phase 1, including spatial allocation and potential locations for different types of infill housing.



Local Planning Strategy review (continued)

In Phase 4 of the review, the City needs to develop a revised local planning strategy that:

- demonstrates capacity for an additional 19,500 homes to be developed in the City of Joondalup to address the City's housing target set by the WA State Government
 - with minimal undeveloped land left in the City of Joondalup, the majority of the capacity for additional homes will need to be delivered as infill housing (ie creating additional capacity for residential developments in established areas).
- demonstrates alignment with the WA State Government planning framework to plan for infill housing in strategic locations based on proximity to transport, activity centres and amenity
 - The review, especially the development of strategic options for density allocation and infill options, will need to consider the whole of the City of Joondalup, not just the established Housing Opportunity Areas. Housing Opportunity Areas are areas in the city that have been previously identified for infill housing and are currently being developed.

Housing density

Housing density generally refers to the number of dwellings in a specific geographic area. This table shows the different classifications of housing density.

	Low density	Medium density	High density
Density	Low delivery of housing per hectare	Medium delivery of housing per hectare	High delivery of housing per hectare
Extent	Infill across large areas of existing suburbs	Infill contained to smaller areas of existing suburbs	Infill concentrated in small areas within and around activity centres and train stations
Housing types	Duplex, triplex and quadplex	Terrace and row housing and low-mid rise apartments	High rise apartments
Trees	Low retention due to high site cover	Medium retention	High retention
Height	1-2 storeys	2-4 storeys	More than 8 storeys

Planning for infill and increased housing density

When local governments consider housing density, there must be balance between the need for more housing, with maintaining liveable communities.

Planning for infill housing and increased housing density should focus on factors such as site context, neighbourhood character, and the impact on residents and the environment, while adhering to the Western Australian Planning System.

Key considerations when planning for infill housing and increased housing density include the following:

- Population growth
- Housing diversity
- Infrastructure planning
- Community character
- Affordability
- Design and planning
- Green spaces
- Activity centres
- Urban infill

Housing investigation areas

Phase 3 of the Local Planning Strategy review will explore all suburbs within the City of Joondalup for infill housing, not just existing Housing Opportunity Areas. Specific locations being considered for increased density and infill housing include:

- **Public space/water proximity**

- There has been demand for higher density development in areas close to high quality open space and coastline.
- The location of higher density housing in these areas is related to market preferences for lifestyle amenity, as well as construction cost and feasibility of these projects.
- Areas close to public open space and coastline are not specifically considered for infill housing in the City's current Local Planning Strategy.

- **Activity centres**

- Activity centres are mixed-use urban areas with a concentration of commercial, residential, and other land uses.
- These areas serve as a multi-functional community focal point for living, working, shopping and recreation.
- Increased residential densities and housing types both in and surrounding activity centres can provide a local population to support small businesses and provide local employment opportunities.
- Infill options around activity centres should match the size and classification of the specific activity centre.

- **Station Precincts**

- Station precincts are generally defined as areas that are within a walkable distance of a train station and are suitable for medium to high density mixed-use and/or residential development.
- Infill housing around train stations can support affordable housing options close to public transport, providing connections to employment and essential services.
- Infill housing around train stations are a WA State Government priority to address housing needs and promote sustainable urban development.

- **Urban Corridors**

- Urban corridors are areas along existing and future high-quality public transport routes between train station precincts and activity centres.
- The advantages of higher density housing in urban corridor areas include proximity to nearby centres and well-serviced public transport routes.
- The State Government is aiming for 47 percent of new housing to be infill housing development, particularly around urban corridors, activity centres and station precincts.

The slides from this presentation can be found at Appendix 1.

Activity 1 — The Density Game

The purpose of this activity was to explore density targets and how to achieve them and encourage members to think broadly about the trade-offs they would make in increasing housing density and diversity.

In their table groups, participants played a computer-based simulation game where they were required to reach a housing density target by selecting the types and volume of infill housing that they prefer in different areas. The game included four infill housing types and four areas to situate them. The four areas were suburbs, activity centres, station precincts, public open space interface. The four infill housing types were high rise apartments, low–mid rise apartments, terrace/row houses, duplexes/triplexes/quadplexes.

To support the computer-based game, each table was provided with the following physical materials:

- Instructions document including the purpose and goal of the game, information, and debrief questions
- An 'areas placemat' with definitions and example images of the four areas
- 20 'infill housing cards' with information on the four infill housing types (five cards of each housing type, with every card worth five buildings).

Below are representations of the physical materials provided to support the computer-based game:

Areas placemat

Suburbs	Activity centres
Areas for people/families, recreation and local shopping • Good access local schools and shops (if there is sufficient density) • Often family-oriented areas valued for quiet streets and sense of community • Dwellings are often within walking distance of local green spaces • Encourages a balance between new homes and the preservation of community character	Areas for concentrated activities, services and shopping • Central location with direct access to shops, services, and transport • High expectations for walkability, economic activation, and mixed-use outcomes • Opportunity to support day–night activity and create a vibrant, inclusive community core • Limited land — needs to balance housing and space for commercial properties • Development here can contribute to local jobs, long-term economic sustainability and benefit public life
 	 
Station precincts	Public open space interface
Areas for more concentrated activities that also include transport connections • Strategic locations for transport-oriented development that are near public transport • Housing for people who prioritise public and active transport • Suits people who like the hustle and bustle of City life • Encourages thinking about how housing supports a more sustainable, mobile lifestyle	Areas near open spaces like parks, reserves, beaches, bushland etc • Dwellings directly adjacent to parks and open spaces offer high amenity and lifestyle appeal • Provides residents with direct access to the outdoors for leisure and recreational activities. • Opportunity for good views to give a strong sense of integration with nature • Important to consider how the built form interacts with the adjacent natural spaces
 	 

Infill housing type cards

 Low-mid rise apartments • Typically larger lots. • Front setbacks up to 4 metres. • Parking provided on site 2–8 storeys	 High rise apartments • Typically larger lots. • Nil front setbacks. • Parking provided at basement/podium level • Can include office/retail. 9+ storeys	 Terrace or row houses • Typically smaller, narrower lots. • Smaller front setbacks. • Rear laneway parking. • Can be applied to corner lots. 1–2 storeys	 Duplexes/triplexes /quadplexes • Typically survey strata. • Larger front setback. • Parking with common access. • Impacts tree canopy and landscaping. 1–2 storeys
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Instructions

The activity began with the facilitator presenting the instructions for the Density Game, including background information, the purpose, goal, rules, and matters to consider.

• **Background information**

This activity is designed to explore one aspect of local planning — housing density — and how this is achieved across a city. Density describes the number of people that live within a certain area. Very low density = farmland, very high density = a city. With population growth, there are now density targets that every local government planning scheme needs to meet.

• **Purpose**

The game will let you explore the trade-offs between density, housing types, overall land use and its impacts on green spaces and business viability. For the purpose of the 'game', the figures used are not 'actual' targets for your local government and the process of local planning has been radically simplified.

• **Goal**

Achieve (or exceed) the citywide density target of 50 dwellings per hectare.

- Allocate the different building types into the four different urban areas to achieve this target.

• **Rules**

1. You can place any number or type of housing into any of the four areas
 - there are 20 cards of each housing type. Each card is equal to five buildings.
2. Use the tally sheet (Excel/Google sheet) to record your allocation. The tally sheet will show you:
 - the density you have achieved
 - the impact of your approach has had on density, land used, green spaces and business viability.
3. To achieve or exceed the density the target you can:
 - reallocate building types to different areas.
4. When complete, use the de-brief questions provided to note the rationale for your approach.
 - Why did you place the various dwelling types in each area?
 - What trade-offs did you have to make?
 - What local planning principles are important to consider as part of the review?

• **Matters to consider**

1. Does your approach require too much land?
2. Do your allocations deliver:
 - Quality of life – variety of housing option and access to transport, shops etc
 - Financial viability – impact on local business viability
 - Environmental sustainability – impact on the available green spaces.

Images of the physical materials from Activity 1 — The Density Game can be found at Appendix 2.

The game

Following an explanation of the instructions and rules, each table group assigned the housing types they prefer to each of the four areas. Participants used the physical materials to plan their allocations, which were input into the digital tally sheet to see whether the group had achieved the 'density target' and generate their 'density score'.

Members were also encouraged to experiment with their allocations across the matrix of choices in the game. The experimentation helped members understand the wide variety of choices and the flow on effects of each allocation.

The purpose of this activity was to encourage members to think broadly about the complexity and trade-offs required when planning to increase housing density and diversity. The figures used in the game were not related to or aligned with actual dwelling targets, and the process of local planning was radically simplified for ease of understanding and time constraints. Therefore, the results from the groups' final tally sheets were not recorded.

An example tally and scoring sheet from Activity 1 — The Density Game can be found at Appendix 2.

Discussion

The Density Game activity concluded with a short open floor discussion for all groups and members to present their insights. Below are the discussion notes, prompted by the facilitator asking,

“What did you learn from the game?”

- There are a lot of options for infill housing and a lot of choices that can be made.
- It is very easy to reach the density target with high rise apartments, but it is important to consider amenity and what the community wants in terms of retaining and upkeeping character.
- Did not want to use any high-rise apartments to meet the target for the following reasons:
 - I know people who invested in apartments in Perth CBD, and they lost money
 - most people do not like living apartments and end up moving back to a stand-alone house.
- Important to have a wide range of housing types:
 - people/communities need a variety of options within or around their neighbourhood to cater for different stages of their lives
 - many older people do not want to move away from their communities.

The physical materials and example tally and scoring sheet from Activity 1 — The Density Game can be found at Appendix 2.

Activity 2 — Exploring priorities

The purpose of this activity was to explore preferences for the location and typology of urban infill housing in the City of Joondalup. In their table groups, members rotated through four stations around the meeting room, each with one question/prompt and reference materials, if required. Participants noted their preferences with sticky dots and recorded their rationales using post-it notes on large posters.

Below is the reference material explaining the infill housing types. This information was provided to members as an information sheet located at the stations asking about housing typology.

INFILL HOUSING TYPES	
Duplex/triplex/quadplex	Terrace/row houses
• 1–2 storeys • Typically developed in survey strata arrangement • Larger front setbacks allow for suburban feel • Parking from the street with common access • High site coverage impacts tree canopy and landscaping • Moderate capacity to contribute to dwelling targets 	• 1–2 storeys • Typically developed on smaller, narrower lots • Smaller front setbacks with modest landscaping and private open spaces facing the street • Parking from a rear laneway • Moderate capacity to contribute to dwelling targets • Limited capacity to contribute to dwelling targets given reliance on rear laneway access 
Low–mid rise apartments	High rise apartments
• Low (2–4 storeys), mid (5–8 storeys) • Typically developed on larger lot sizes • Front setbacks vary up to 4m • Parking is provided on site and is typically screened from the street • High capacity to contribute to dwelling targets 	• More than 8 storeys • Typically developed on larger lot sizes • Typically, nil front setbacks • Parking provided at basement level or podium level and screened from the street • High capacity to contribute to dwelling targets • Potential to include offices and retail at ground floor 

Images of the reference materials and activity instructions from Activity 2 — Exploring priorities can be found at Appendix 3.

Street types

Prompt: Select which infill housing types you support in each street type.

Instructions: Place the coloured sticky dot associated with the infill housing types that you support in each street type on the poster (local roads, collector roads, arterial roads).

Infill housing type	Sticky dot colour
Duplex/Triplex/Quadplex	Yellow dot 
Terrace or row houses	Blue dot 
Low-mid rise apartments	Green dot 
High rise apartments	Red dot 

Reference material: Infill housing types information sheet.

Poster:

STREET TYPES			
	Local roads	Collector roads	Arterial roads
Information	- Includes cul-de-sacs and local access roads - Roads are narrow and prioritise landscaping and safety over vehicle movement - Roads are pedestrian and bicycle friendly and carry low levels of slow-moving traffic - On-street car parking can be limited due to the curved layout shape of the streets	- Includes local distributor roads, eg Davalia Rd, Trappers Dr, Caridean St and Constellation Dr - These roads are often wider, contain bus routes, median strips and sometimes on-street parking - They connect local roads to arterial roads and can provide access to local activity centres.	- Includes district distributor roads, eg Beach Rd, Warwick Rd, Whitfords Ave and Shenton Ave - These roads often provide for dual carriageways with landscaping and connect to public transport - Arterial roads provide for inter-regional traffic movement and carry large volumes of high-speed traffic
Dots	 	  	  
Results	9x Duplex/triplex /quadplex 4x Terrace or row houses 0x Low-mid rise apartments 0x High rise apartments	3x Duplex/triplex /quadplex 5x Terrace or row houses 4x Low-mid rise apartments 0x High rise apartments	0x Duplex/triplex /quadplex 1x Terrace or row houses 3x Low-mid rise apartments 6x High rise apartments
Comments			[Arterials roads have] got the infrastructure — less impact - People who prefer movement

Housing Investigation Areas

Prompt: Select which infill housing types you support in each Housing Investigation Area.

Instructions: Place the coloured sticky dot associated with the infill housing types that you support in each housing investigation area on the poster (activity centres, station precincts, urban corridors, public open space/water proximity).

Infill housing type	Sticky dot colour
Duplex/Triplex/Quadplex	Yellow dot 
Terrace or row houses	Blue dot 
Low-mid rise apartments	Green dot 
High rise apartments	Red dot 

Reference material: Infill housing types information sheet.

Poster:

HOUSING INVESTIGATION AREAS		
	Activity centres	Station precincts
Information	- Activity centres have different classifications and functions which include strategic, secondary, district and local/neighbourhood - They include a diversity of land uses and are often nearby public open space and existing amenities	- Station precincts are within a walkable distance of a train station - Housing areas in these areas support access to employment and other services
Dots	            	                 
Results	1x Duplex/triplex/quadplex 3x Terrace or row houses 7x Low-mid rise apartments 3x High rise apartments	2x Duplex/triplex/quadplex 3x Terrace or row houses 3x Low-mid rise apartments 8x High rise apartments
Comments	- More likely to dwell - Want to retain - Depends on the size of the activity centre	- Requires other amenities to make it doable - Risks creating slums
	Urban corridors	Public open space / water proximity
Information	Urban corridors provide connectivity between train station precincts and activity centres. They are often well serviced by public transport infrastructure	There has been a demand for infill housing developments in areas close to high quality open space and the coastline which is attractive for lifestyle choices
Dots	        	            
Results	4x Duplex/triplex/quadplex 4x Terrace or row houses 1x Low-mid rise apartments 0x High rise apartments	6x Duplex/triplex/quadplex 4x Terrace or row houses 1x Low-mid rise apartments 1x High rise apartments
Comments	Changes character	It's a whole package to make it work
General comments		
Need to allow for social housing and housing affordability		

Density spectrum

Prompt: Which of the following approaches to infill housing do you support the most?

Instructions: Place a post-it note along the density spectrum to show the approach to infill housing that you support the most. Write down the reason(s) why you chose this approach on the post-it.

Reference materials: nil

Poster:

HOW WOULD YOU LIKE TO SEE INFILL HOUSING DELIVERED?			
	Low density	Medium density	High density
Density	Low delivery of housing per hectare	Medium delivery of housing per hectare	High delivery of housing per hectare
Extent	Infill across large areas of existing suburbs	Infill contained to smaller areas of existing suburbs	Infill concentrated in small areas within/around activity centres and train stations
Housing types	Duplex, triplex and quadplex	Terrace and row housing and low-mid rise apartments	High rise apartments
Trees	Low retention due to high site cover	Medium retention	High retention
Height	1-2 storeys	2-4 storeys	More than 4 storeys
Comments	• More HMOs (Home of multiple occupancy) • Turn into "flatette" • Student accommodation • 1x larger home replaced with 3-4 smaller dwellings • Think outside the box and bring people together to utilise existing houses not at capacity • Most realistic process to deliver volume of infill • Attractive for developers (private) enables infill	• What happens to car spaces and parking? • Mix of both low and mid density · Good for a mix of family/roommate numbers · Maintains the look and feel of the city · Not too much shock to the system • Mix of low density and medium · Encourage people in large/underutilised properties to trade up and allow families to use big homes • Good quality over quantity · Careful mix • 'Bang for your buck' — dwelling accommodation and space taken • Happy medium • Depends on <u>where</u> they are — context/location • Taller building, park on the roof eg China	• Only in CBD and station precincts • Will developers follow this or follow financial return areas • Is it feasible for them to build in these areas • If forced to build in these areas, what will the quality be like? • eg Areas need population and diversity of economy
General comments	• How to also create social fabric? • Bigger mix that needs to be accommodated, not just the four [housing] types • Role of State Government in incentives to change • Activity centres — not local government land — role of State Government		

Where?

Prompt: Select the locations where you support/prefer urban infill housing [generally].

Instructions: On one of the four segment maps, place a pink tag in the area you spend the most time, and two red dots where you support/prefer urban infill housing to be located.

Please note, you do not have to place your tag/dots on the same map segment.

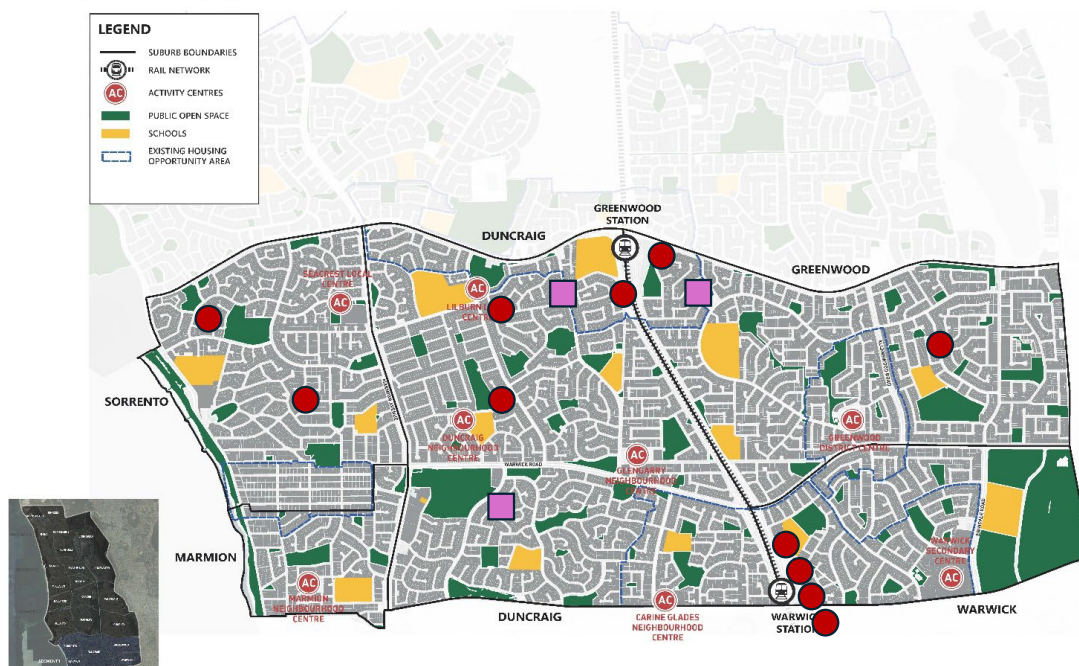
Post-it notes available if you would like to provide a comment on why you chose those locations.

Locations	Tag/dot colour	
Where I spend most of my time.	Pink tag	
Where I support/prefer infill housing.	Red dot	

Reference materials: nil.

Posters:

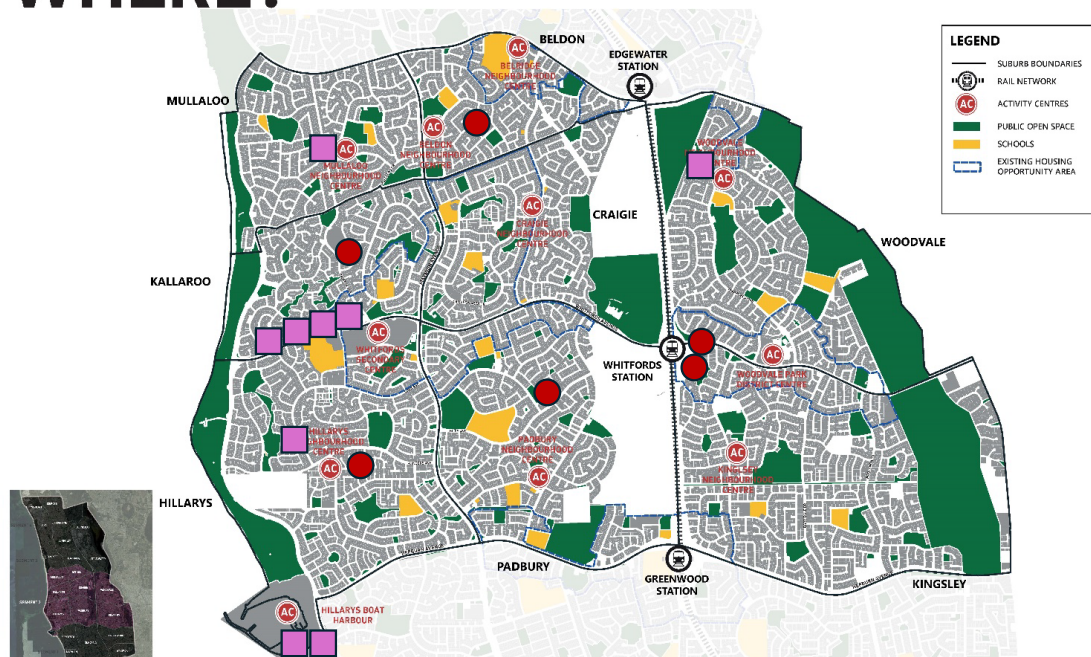
WHERE?



SEGMENT 1:

+ DUNCRAIG, GREENWOOD, MARMION, SORRENTO, WARWICK

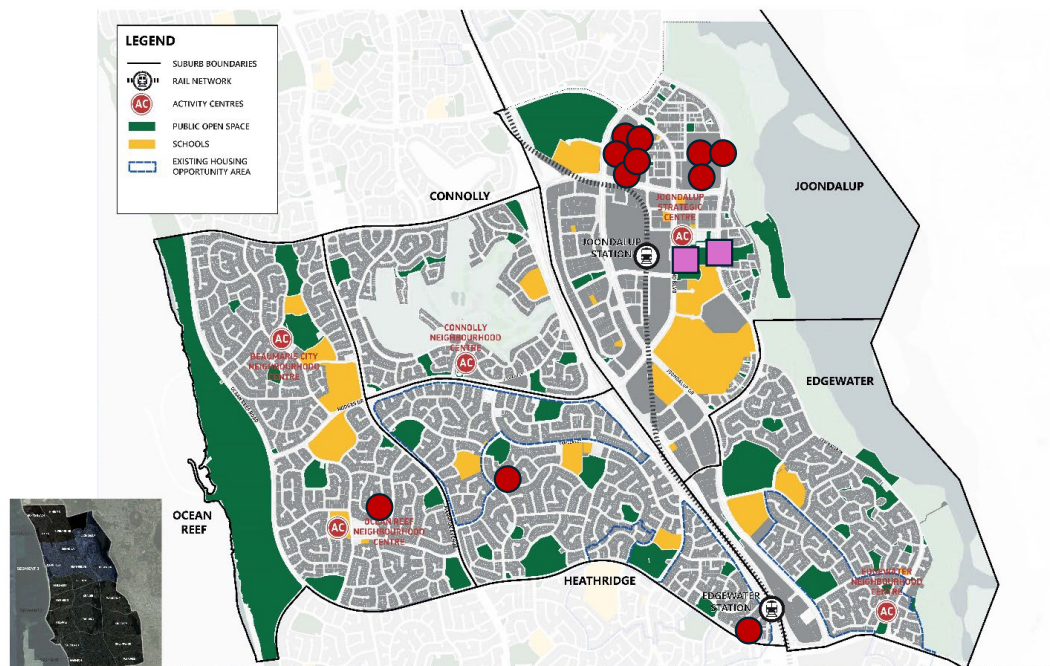
WHERE?



SEGMENT 2:

+ BELDON, CRAIGIE, GREENWOOD, HILLARYS, KALLAROO,
KINGSLEY, MULLALOO, PADBURY, WOODVALE

WHERE?

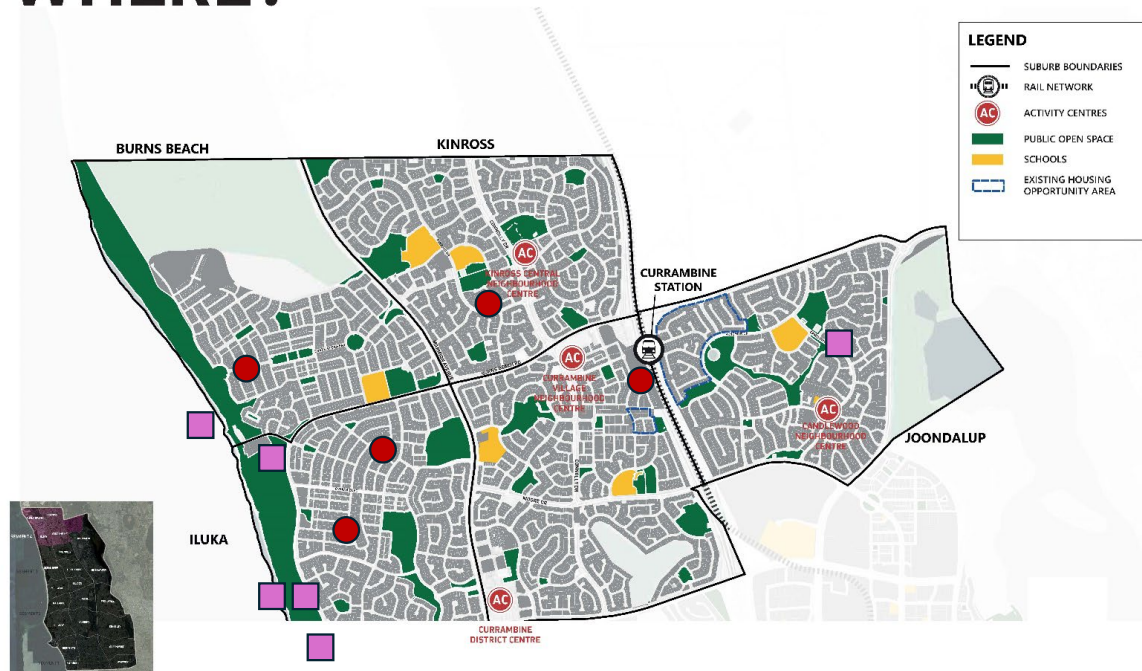


SEGMENT 3:

+ CONNOLLY, EDgewater, HEATHRIDGE, JOONDALUP, OCEAN REEF



WHERE?



SEGMENT 4:

+ BURNS BEACH, CURRAMBINE, ILUKA, JOONDALUP, KINROSS



Images of the raw outputs from Activity 2 — Exploring priorities can be found at Appendix 3.

Discussion

Activity 2 — Exploring priorities concluded with an open floor discussion about each station where all groups and members presented their insights and rationales. Below are notes from the discussion about each station.

Station: Street types

- There is more supporting infrastructure eg sewerage, amenity, footpaths etc on arterial and collector roads as opposed to local roads
 - Lower density duplex/triplex/quadplexes on local roads, so as not to overwhelm infrastructure
 - Terrace housing and low rise apartments are best on collector roads
 - More mid and high rise apartments on arterial roads as there is more existing infrastructure to support the increased density.
- People's parking and movement needs and preferences (eg walking, driving, cycling, public transport) matter when they consider moving to a house on the different street types.
- Affordability is an issue here too — young people want to live on or near the arterial roads in a City Centre but are early in their careers and probably could not afford to buy or rent there.
- Brisbane has high rise apartments on local roads that are sunken below street level
 - Note from the subject matter expert: Brisbane's topography suits this design style, but it is not a plausible solution for the City of Joondalup

Station: Housing Investigation Areas

Activity centres/Station precincts:

- Mix of low-mid rise and high rise near station precincts and maximum low-mid rise for activity centres.
- People are more likely to spend more time "hanging out" in activity centres than around train stations
 - In retrospect, it is not necessarily a good idea to have high rises around stations — high rises may be better around high order activity centres.
- Need other amenities, developments and infrastructure to support higher density in activity centres.

Public open space:

- High rises would change the character of the area, especially the coastline
 - High density development close to the Scarborough coast had a negative impact on the area
 - High density development close to the Leighton Beach coast had a positive impact on the area
 - Prefer duplexes/triplexes/quadplexes near the coast to retain the character of the area
 - All considerations depend on the design and quality of the specific buildings.

General (housing investigation areas)

- Issues and concerns around the affordability of private investments in housing
 - Only 0.6% of housing in the City of Joondalup is social housing — it is an expensive place to live
 - Need to earn around \$130,000 to afford to pay rent or a mortgage without stress in the City of Joondalup, but the average annual income in the City is only \$85,000
 - Need to have more affordable housing available so that the older demographic can move to smaller houses while remaining in the City of Joondalup
 - Currently there are no incentives for older people to move out of their large houses to make way for young families.
- High rise apartment buildings need to be innovative and green.
- Not a 'no' to high rise apartment buildings, but we want to know how they will be delivered.

Station: Density spectrum — How would you like to see infill housing delivered?

High density:

- Is it financially feasible/commercially viable for high-rise/high density around train stations?
- Quality of the builds might decline if the developers are forced into specific areas.
- Cockburn is an example of good planning for a higher housing density outer suburbs station precinct.
- Subiaco is an example of good planning for a higher housing density inner suburbs station precinct

- Existing hospitality venues and commercial business district supported the residential developments in the station precinct.
- Not enough hospitality venues, commercial businesses or things to do and see around the train stations in the City of Joondalup
 - Chicken and egg situation — not enough residents to support local businesses, not enough activation to encourage new residential developments.
- Parking around higher density residential areas is a very important aspect to consider
 - There needs to be requirements and rules around high rise apartment developments having to provide residents and visitors with on-site parking, eg basement or parking area on the lot
 - New trend of high rise apartments with on-site parking on the top buildings in China.

Medium density:

- Most people prefer the lower end of medium density.
- Cannot just consider the extent of the density — the location makes a big difference to whether or not the particular infill housing type is supported.
- Prefer good quality buildings over high quantity of dwellings.

Low density:

- Proposing a low density option is the most realistic way to get community support and deliver the most dwellings in the fastest timeframes
 - Do not antagonise the community — high density infill housing approved with community support.
- Low density will give landowners the opportunity to capitalise on subdividing their block — proposals are more attractive to the community when landowners can make money out of it.
- Loss of public open space and tree canopy with subdivisions and other low-density options.
- Note from subject matter expert: the public open space in the City of Joondalup is not suitable for re-zoning and residential developments. Low density options will need landowners to buy-into subdivision and will result in loss of tree canopy due to smaller front setbacks and high site coverage.

General (density spectrum):

- Increasing density causes issues with NIMBYs (“Not-In-My-Backyard”: community members who do not support infill housing in their neighbourhood).
- Have to balance extent and location of increased density with the requirement for more housing.
- HMOs (Houses-of-Multiple-Occupancy) could help NIMBYs by keeping density of infill housing low while creating opportunity for more housing, especially more affordable housing
 - HMOs are a type of property in the United Kingdom where multiple unrelated people or families live and share amenities and communal areas like kitchens and bathrooms — “rent by the room”.
- Subletting attic and/or basement space for student or short-term accommodation is becoming more popular in North America, especially near education institutions, eg Ontario, Canada.
- Notes from subject matter expert:
 - HMOs, and associated head leasing organisations, is a niche industry from the United Kingdom requiring a specific investment and governance structure to support it
 - Subletting bedrooms, attics, and/or basements is a decision for the individual property owners/managers, but must make sure it is permissible and shared amenities meet requirements
 - HMOs and subletting are not necessarily permissible and/or possible to undertake on a large-scale in the City of Joondalup, and an increase in residents does not necessarily contribute to the State Government’s new dwelling targets.
- Social fabric and community-building aspects need to be included in the conversation around density — it can’t just be about meeting the targets; it has to be about the actual community
 - People’s different backgrounds and cultures need to be considered when they live close together
 - High density living can both cause and solve social and community issues
 - Need greater investment in modern, bold, environmentally friendly solutions and incentives.
- The land around train stations and activity centres, including carparks, is often not owned or managed by the City, making it more difficult for the City and Council to act
 - The State Government needs to take more responsibility for collaborating with landowners to develop infill housing in these areas, especially around the train stations
 - Note from the subject matter expert: local governments can only advocate for better quality outcomes where they are not the landowner.

Station: Where?

- Many chose infill housing around Warwick train station
 - It is the first train station in the City of Joondalup/closest train station to City of Stirling
 - The area is already built up with medium and high density housing types — infill will match the existing character of the neighbourhood.
- No one chose infill housing around the smaller activity centres
 - Prefer infill housing in the City Centre to attract more people to the area
 - Prefer infill housing around higher order activity centres to match the existing character of the neighbourhoods.
- No one chose infill housing around marinas
 - Housing in these areas will likely end up being short term rentals/Airbnbs — this might contribute to the dwelling targets but will not solve the housing problem
 - Coastal environments are more fragile and will not be able to handle the added stress from the development of infill housing
 - There is not enough space/land for new buildings and more people and traffic.
- Edgewater quarry could be a good site for sustainable and/or affordable housing — bigger developments in an area like that could encourage continued developments throughout the city.
- It is important to build up and activate the Joondalup City Centre.

Discussion — Other feedback

The Strategic Community Reference Group meeting concluded with an opportunity for members to present any further ideas, insights and/or comments. The discussion began as a table group conversation based on the question, “Do you have any other feedback as to where and how infill housing should be delivered in the City of Joondalup?”. Following this, participants were invited to share their feedback with the rest of the group in an open floor format. Below are the notes from the whole group discussion.

Concerns about over-development and forced land acquisition

- Developers are taking over all of the land in other areas to build high density housing — is that what will happen in the City of Joondalup?
 - Eg Canning Vale used to be all hobby farms and now it is all high density housing.
- Are developers going to be able to force people to sell their homes to developers to increase density?
 - Forced land acquisition is very rare and usually amounts to small sections of land and generous compensation for the landowner.
- When land is sold to developers, landowners are willing sellers and developers are willing buyers, each party receives benefits from the sale
 - Examples in Sydney where property/landowners are creating coalitions to sell groups of neighbouring properties for higher values to get better return on their investments.
- East Wanneroo/Carabooda area had a change of land use from semi-rural to urban which enabled developers to buy the land to build infill housing
 - The land in this area became more valuable as housing stock after the change in zoning which could encourage predatory developers to undercut or scam older people who own the land.
 - This type of situation is very unlikely to happen in the City of Joondalup because there are not any designated semi-rural areas in the city.

General

- The meeting was very fascinating, and the experts and other members brought up a lot of points that I had never heard before but agree with.
- The meeting was a good opportunity to learn about all the considerations around housing density and hear other people's ideas while having a very respectful discussion.
- There was a lot of discussion around affordability, investment viability and acquisition issues
 - Need to create/advocate for State and Federal Government buy-in and support.
- Like that it was more of a general discussion on infill housing than about a specific development.
- Transport/parking/driving/public transport are major issues that came up in all discussions.
- Generational/age-based issues came up in a lot of the discussions
 - There is a wide variety of needs to be considered
 - Demographics impact on housing availability/options, especially affordability
 - Nowhere in the City of Joondalup where older people can downsize to or younger people to move to

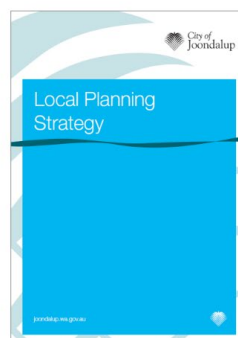
- Older people want to downsize but don't want to use all their funds.
- Need to consider cultural and social differences and issues when lots of people live close together.
- Need to consider whether local infrastructure, like schools, will be able to support the additional population that comes with increased housing density.
- Green infrastructure — high quality buildings guided by eco-centrism/environmentalism.
- High rise apartments — the landscape/area is important, should provide for and activate the existing community, not just about housing and meeting the dwelling targets.
- Need to retain as much green space as possible — very important to the community.
- Mixed-use development is a good option for infill areas — will help boost local economy.
- Vienna is a good example of social housing — cooperative ownership
 - Change our way of thinking around housing, instead of trying to solve old problems the same way.
- Solutions require a range of housing types to accommodate all different needs and price points
 - Need to increase community acceptance of a variety of housing types
 - Put the right infill housing types in the right places and the community will accept it.
- There is a flow on effect to every decision — must understand all of the consequences.
- Need to think about the social and environmental aspects of future generations, not just what we want to see and be around — we need to be thinking like the proverb “a society grows great when old men plant trees in whose shade they shall never sit”.

Appendix 1 — City Officer presentation slides

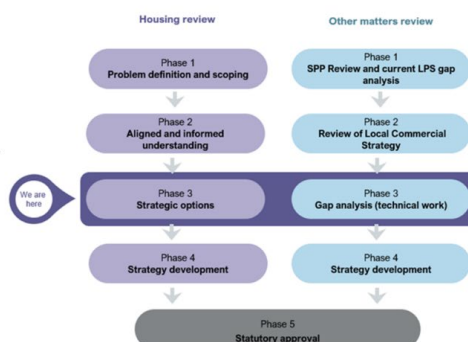


Local planning strategies provide the long-term planning directions and actions to manage the land use change and development of a local government area.

- Required under the WA *Planning and Development (Local Planning Schemes) Regulations 2015*.
- Must be aligned with State Government planning strategies and frameworks.
- Must be approved by the Western Australian Planning Commission.
- Must provide rationale for the land within the scheme area.
- Recommended to have a 15-year outlook.



- Review commenced in April 2022.
- Currently in Phase 3 — Strategic options.
- Phase 3 includes exploring spatial allocation and potential locations for different types of infill housing.

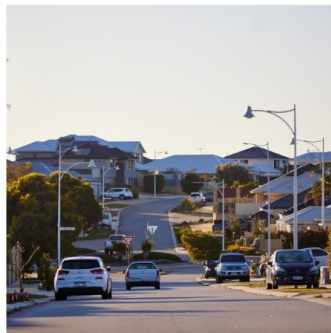


Local Planning Strategy review



In Phase 4 of the review, the City needs to develop a revised local planning strategy that:

- demonstrates capacity for an additional **19,500** homes to be developed in the City of Joondalup to address the City's housing target set by the WA State Government
- demonstrates alignment with the State Government planning framework to plan for infill housing in strategic locations based on proximity to transport, activity centres and amenity.



Housing density



	Low density	Medium density	High density
Density	Low delivery of housing per hectare.	Medium delivery of housing per hectare.	High delivery of housing per hectare.
Extent	Infill across large areas of existing suburbs	Infill contained to smaller areas of existing suburbs	Infill concentrated in small areas within/around activity centres and train stations.
Housing types	Duplex, triplex, quadplex.	Terrace and row housing and low-mid rise apartments.	High-rise apartments.
Trees	Lower retention due to high coverage of the site area.	Medium retention.	High retention.

Planning for infill and increased housing density



Population growth	Housing density	Infrastructure planning
Community character	Affordability	Design and planning
Green spaces	Activity centres	Urban infill

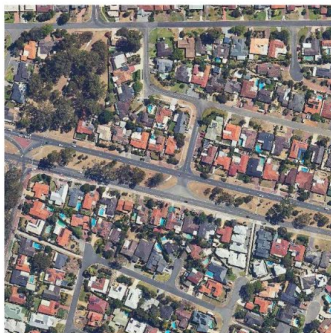
Housing investigation areas



The City is exploring all suburbs within the City of Joondalup for infill housing.

Specific locations considered:

- Public open space/water proximity
- Activity centres
- Station precincts
- Urban corridors



Public space/water proximity



- Increased demand for higher density development in areas close to high quality open space and coastline.
- Higher density housing in these areas is related to market preferences for lifestyle amenity, as well as construction cost and feasibility.

Areas close to public open space and coastline are not specifically considered for infill housing in the current Local Planning Strategy.



Public space/water proximity



- Increased demand for higher density development in areas close to high quality open space and coastline.
- Higher density housing in these areas is related to market preferences for lifestyle amenity, as well as construction cost and feasibility.

Areas close to public open space and coastline are not specifically considered for infill housing in the current Local Planning Strategy.



Activity centres



- Mixed-use urban areas with a concentration of commercial, residential, and other land uses.
- Serve as a multi-functional community focal point for living, working, shopping and recreation.
- Increased residential densities and housing types can provide a local population to support small businesses and provide local employment opportunities.



Infill options around activity centres should match the size and classification of the specific activity centre.

Station precincts



- Areas being within a walkable distance of a train station.
- Suitable for medium to high density mixed-use and/or residential development.
- Infill housing around train stations can support affordable housing options close to public transport, providing connections to employment and essential services.



Housing infill around train stations are a State Government priority to address housing needs and promote sustainable urban development.

Urban corridors



- Areas along existing and future high-quality public transport routes between train station precincts and activity centres.
- The advantages of higher density housing in urban corridor areas includes proximity to nearby centres and well-served public transport routes.



The State Government is aiming for 47% of new housing to be infill development, particularly around urban corridors, activity centres and station precincts.

Appendix 2 — Activity 1 materials and example sheet

Physical materials

Areas placement

Suburbs Areas for people, families, recreation and local shopping. • Good access local schools and shops (if there is sufficient density). • Often family-oriented areas valued for quiet streets and sense of community. • Dwellings are often within walking distance of local green spaces. • Encourages a balance between new homes and the preservation of community character.  	Activity Centre Areas for more concentrated activities, services and shopping • Central location with direct access to shops, services, and transport. • High expectations for walkability, economic activation, and mixed-use outcomes. • Opportunity to support day-night activity and create a vibrant, inclusive community core. • Limited land — needs to balance housing and space for commercial properties • Development here can contribute to local jobs, long-term economic sustainability and benefit public life.  
Station precinct Areas for more concentrated activities that also include transport connections. • Strategic locations for transport-oriented development that are near public transport. • Housing for people who prioritise public and active transport. • Suits people who like hustle and bustle of City life • Encourages thinking about how housing supports a more sustainable, mobile lifestyle.  	Public open space interface Areas near open spaces like parks, reserves, beaches, bushland etc • Dwellings directly adjacent to parks and open spaces offer high amenity and lifestyle appeal. • Provides residents with direct access to the outdoors for leisure and recreational activities. • Opportunity for good views to give a strong sense of integration with nature. • Important to consider how the built form interacts with the adjacent natural spaces.  

Infill housing type cards

 Low-mid rise apartments • Typically larger lots. • Front setbacks up to 4 metres. • Parking provided on site 2–8 storeys	 High rise apartments • Typically larger lots. • Nil front setbacks. • Parking provided at basement/podium level • Can include office/retail. 9+ storeys	 Terrace or row houses • Typically smaller, narrower lots. • Smaller front setbacks. • Rear laneway parking. • Can be applied to corner lots. 1–2 storeys	 Duplexes/triplexes /quadplexes • Typically survey strata. • Larger front setback. • Parking with common access. • Impacts tree canopy and landscaping. 1–2 storeys
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Instructions

DENSITY GAME



Instructions

This activity is designed to explore one aspect of local area planning – Density – and how this is achieved across a City. Density describes the number of people that live within a certain area. Very low density = farmland, Very high density = A City. With population growth, there are now density targets that every local government planning scheme needs to meet.

For the purpose of the 'game' the figures used are not 'actual' targets for your local government and the process of local planning has been radically simplified. That said, the game will let you explore the trade-offs between density, housing types, overall land use and its impacts on green spaces and business viability. At the end of the game, we will ask you views on the debrief question.

Goal: Achieve (or exceed) the citywide density target of 50 dwellings per hectare (d/ha).

The activity: Allocate the different building types into the four different urban areas to achieve this target.

The Rules

1. You can place any number or type of building into any of the four areas
 - There are 20 cards of each building type. Each card is equal to 5 buildings (ie 100 of each type).
2. Use the tally sheet (Excel/Google sheet) to record your allocation. The tally sheet will show you:
 - the density you have achieved.
 - the impact of your approach has had on density, land used, green spaces and business viability.
3. To achieve or exceed the density the target you can:
 - reallocate building types to different areas.
4. When complete, use the de-brief questions provided to note the rationale for your approach.

Thing to watch out for:

1. Do your allocations deliver:
 - Quality of life – variety of housing option and access to transport, shops etc
 - Financial viability – impact on local business viability
 - Environmental sustainability – impact on the available green spaces
2. Does your approach require too much land?

Debrief Questions:

- Why did you place the various dwelling types in each area?
- What trade-offs did you have to make?
- What local planning principles are important to consider as part of the review?

DENSITY GAME



Housing typology and density achieved

There are 4 different housing types you can assign to the different areas

The Four Urban Areas

There are 4 areas you can place the housing types to help you achieve the density target.

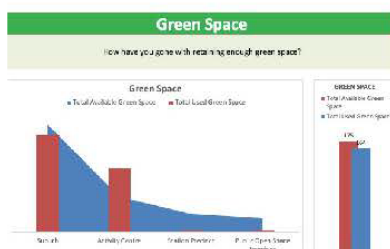
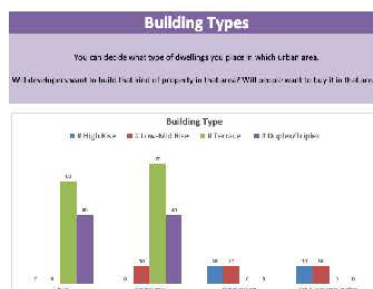
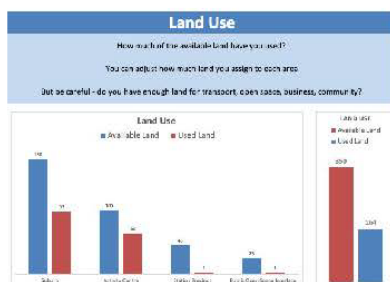
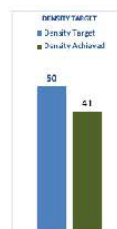
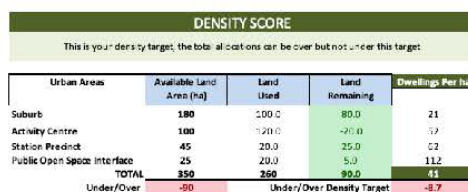
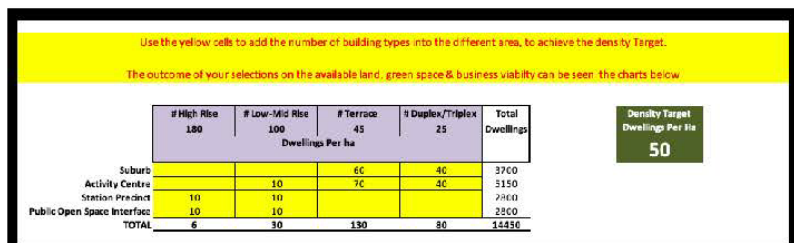
		The available land set aside (ha)
	Suburb Areas for people, families, recreation and local shopping	20
	Activity Centre Areas for more concentrated activities, services and shopping	12
	Station Precinct Areas more concentrated activities that also include transport connections	8
	Public Open Space Interface Areas near open spaces, like parks, reserves, beaches, bushland	4

DENSITY GAME



Sample Tally Sheet and score cards (Provided on Google Sheet/Excel)

Density Game



Example tally and scoring sheet



Appendix 3 — Activity 2 reference materials and raw outputs

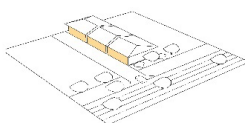
Infill housing types information sheet

INFILL HOUSING TYPES

DUPLEX/TRIPLEX/QUADPLEX

- + 1-2 storeys.
- + Typically developed in a survey strata arrangement.
- + Larger front setbacks allow for more suburban feel.

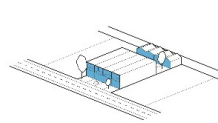
- + Parking provided from street with common access.
- + High site coverage impacts tree canopy and landscaping.
- + Moderate capacity to contribute to dwelling



TERRACE OR ROW HOUSES

- + 1-2 storeys.
- + Typically developed on smaller narrower lot sizes.
- + Smaller front setbacks with modest landscaping and private open spaces facing the street.
- + Parking typically provided from a rear laneway.

- + Moderate capacity to contribute to dwelling targets.
- + Limited capacity to contribute to dwelling targets given reliance on rear laneway access.
- + Can be applied to corner lots.



LOW - MID RISE APARTMENTS

- + Low (2-4 storeys), mid (> 8 storeys).
- + Typically developed on larger lot sizes.
- + Front setbacks vary up to 4m.

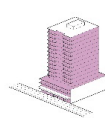
- + Parking is provided on site and is typically screened from the street.
- + High capacity to contribute to dwelling targets.



HIGH RISE APARTMENT

- + More than 8 storeys.
- + Typically developed on larger lot sizes.
- + Typically nil front setbacks.
- + Parking provided at basement level or podium level and screened from the street.

- + High capacity to contribute to dwelling targets.
- + Potential to include offices and retail at ground floor.



Street types

STREET TYPES

Select which infill housing types you support in each street type.

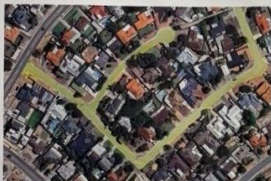
Place the coloured sticky dot associated with the infill housing types that you support in each street type on the poster (local roads, collector roads, arterial roads)

Infill housing type	Sticky dot colour	
Duplex/Triplex/Quadplex	Yellow dot	
Terrace or row houses	Blue dot	
Low-mid rise apartments	Green dot	
High rise apartments	Red dot	

STREET TYPES

LOCAL ROADS

- + Includes cul-de-sacs and local access roads.
- + These roads are narrow and prioritise landscaping and safety over vehicle movement.
- + These roads are pedestrian and bicycle friendly and carry low levels of slow moving traffic.
- + On street car parking can be limited due to the curved layout shape of these streets.





COLLECTOR ROADS

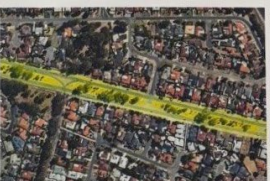
- + Includes local distributor roads, e.g. Davallia Road, Trappers Drive, Candean Street, Constellation Drive.
- + These roads are often wider, contain bus routes, median strips and sometimes on street parking.
- + They connect local roads to arterial roads and can provide access to local Activity Centres.





ARTERIAL ROADS

- + Includes district distributor roads, e.g. Beach Road, Warwick Road, Whitford Avenue, Shenton Avenue.
- + These roads often provide for dual carriageways with landscaping, and connect to public transport.
- + Arterial roads provide for inter-regional traffic movement and carry large volumes of higher speed traffic.




































































































































































































































































































































Housing Investigation Areas

HOUSING INVESTIGATION AREAS

Select which infill housing types you support in each Housing Investigation Area.

Place the coloured sticky dot associated with the infill housing types that you support in each housing investigation area on the poster (activity centres, station precincts, urban corridors, public open space/water proximity).

Infill housing type	Sticky dot colour
Duplex/Triplex/Quadplex	Yellow dot
Terrace or row houses	Blue dot
Low-mid rise apartments	Green dot
High rise apartments	Red dot

HOUSING INVESTIGATION AREAS

ACTIVITY CENTRES

- + Activity Centres have different classifications and functions which include Strategic, Secondary, District and Local/Neighbourhood.
- + They include a diversity of land uses and are often nearby public open space and existing amenities.

STATION PRECINCTS

- + Station precincts are within a walkable distance of a train station.
- + Housing in these areas support access to employment and other services.

URBAN CORRIDORS

- + Urban corridors provide connectivity between train station precincts and Activity Centres. They are often well serviced by public transport infrastructure.

PUBLIC OPEN SPACE/WATER PROXIMITY

- + There has been demand for infill housing development in areas close to high quality open space and the coast line which is attractive for lifestyle choices.

Information on housing investigation area maps is indicative and for illustrative purposes only. It does not indicate a decision on a location for infill development.

City of Joondalup | The APP Group | HAMES SHARLEY

Not get more likely to dwell

Depends on the size of the activity centre

UC changes character

PoS it's a whole party to make it work

Station requires often need to integrate

Risks creating slums

Need to allow for social housing along with it

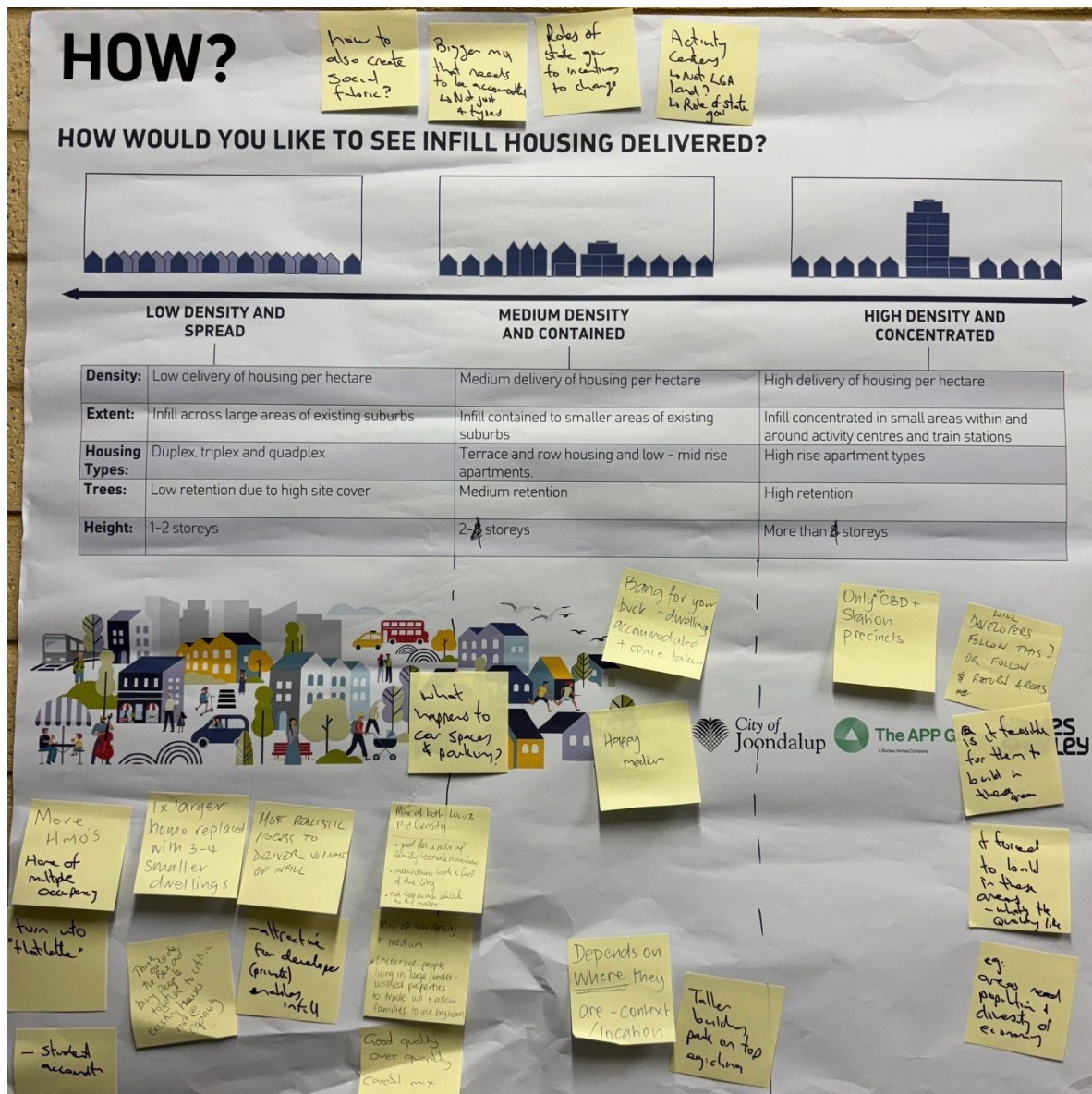
Want to return

Density spectrum

DENSITY SPECTRUM

Which of the following approaches to infill housing do you support the most?

Place a post-it note along the density spectrum to show the approach to infill housing that you support the most. Write down the reason(s) why you chose this approach on the post-it.



Where?

LOCATIONS

Select the locations where you support/prefer urban infill housing.

On one of the four segment maps, place a pink tag in the area you spend the most time, and two red dots where you support/prefer urban infill housing to be located.

Please note, you do not have to place your tag/dots on the same map segment.

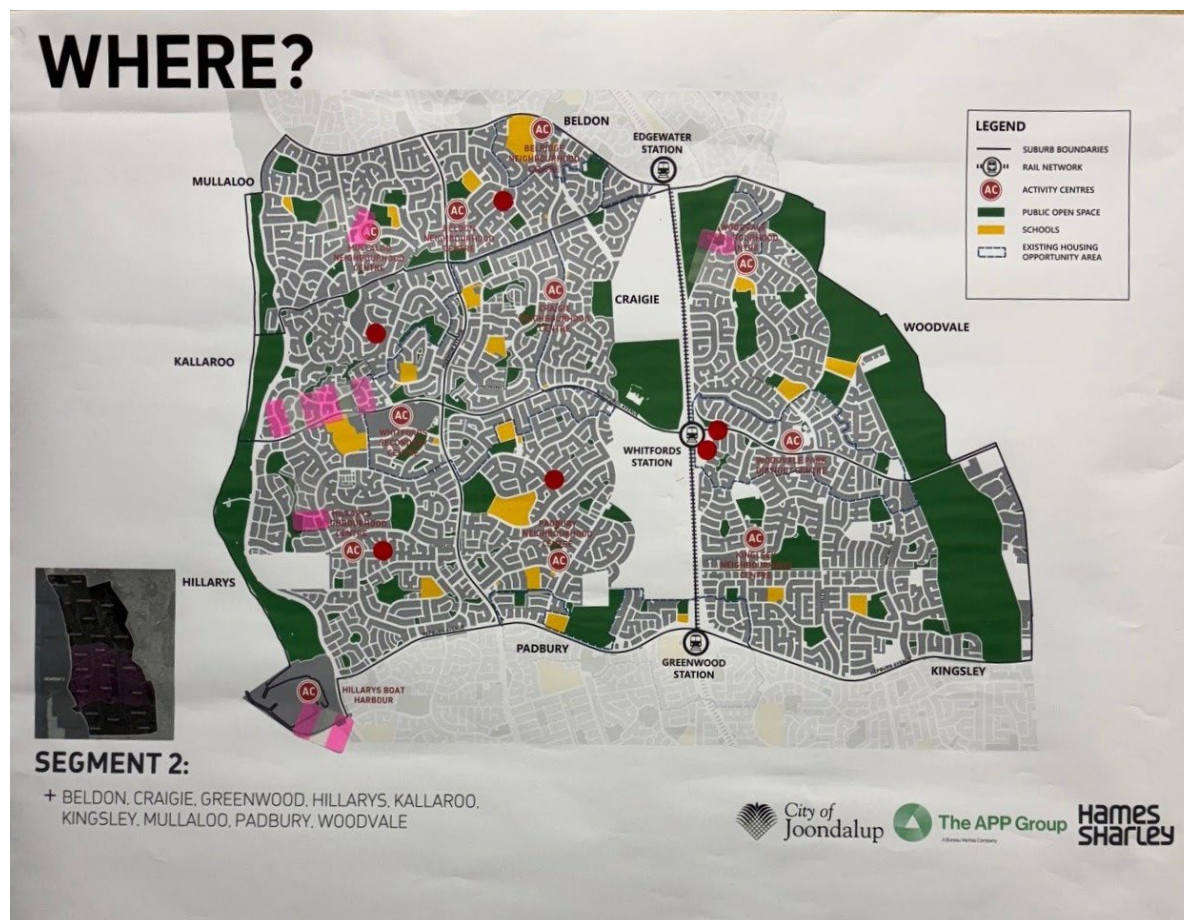
Post-it notes available if you would like to provide a comment on why you chose those locations.

Locations	Tag/dot colour	
Where I spend most of my time.	Pink tag	
Where I support/prefer infill housing.	Red dot	

Segment 1



Segment 2



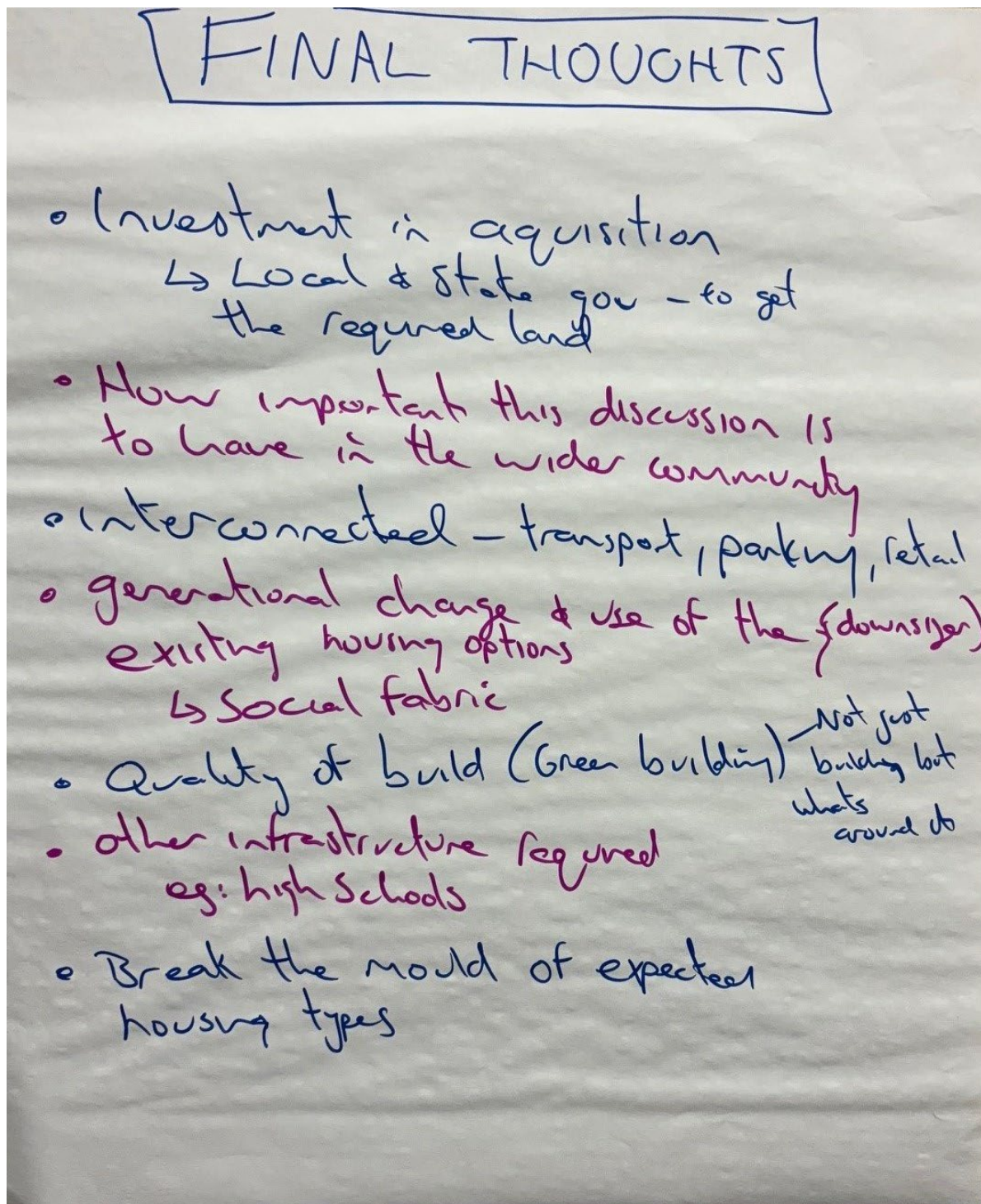
Segment 3



Segment 4



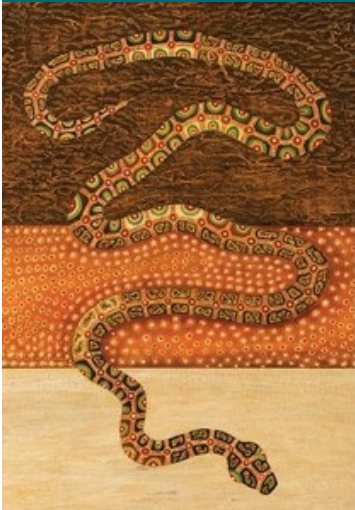
Appendix 5 — Other feedback discussion notes



Appendix 6 — Presentation slides



Strategic Community Reference Group Local Planning Strategy review



The City of Joondalup acknowledges the Traditional Custodians of this land, the Whadjuk people of the Noongar nation. We recognise the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. We pay our respects to Elders past and present and all Aboriginal and Torres Strait Islander peoples.

Image: Sandra Hill, Wauvt Paadalaaliny (Moving Camp Together), 2008 (detail)



Purpose and objectives



- To identify preferences for housing density across the City of Joondalup
- To explore preferred housing typologies as infill options across the City of Joondalup
- To identify key principles to inform the City's approach to spatial allocation of density and infill dwelling typologies in the City of Joondalup

Conduct agreement



Respect	Active listening	Open mindedness	Participation
			
Be mindful of people's time. Agree to disagree. Listen to quieter voices and do not dominate the conversation.	Prioritise consent, not consensus. Listen to all and endeavour to understand the views of others.	Remain open-minded to all opinions. Be community-minded. Do not judge others' opinions or experiences.	Promote a safe space for all. Share your views with others and do not keep your thoughts to yourself.



Exploring trade-offs



Your challenge: In small groups, assign building types to different areas to achieve the density target

 Exploring trade-offs

Suburbs

Areas for people, families, recreation and local shopping

- Good access to local schools and shops if there is sufficient density
- Offer fairly contained areas close to open spaces and areas of community
- Develops an efficient walking network of road green spaces
- Develops a balance between new homes and the preservation of community character

Activity Centre

Areas for more concentrated activities, services and shopping

- Central location with direct access to shops, services, and transport
- High concentrations for residential, economic activities, and mixed-use outcomes
- Opportunity to support the growth of jobs and create a vibrant, inclusive community
- Limited land – needs to balance housing and space for commercial purposes
- Development can contribute to local jobs, long-term economic sustainability and benefit public life

Station precinct

Areas for more concentrated activities that also include transport connections

- Strategic locations for transport-oriented development that are easy public transport
- Housing for people who commute public and active transport
- Built spaces with the health and safety of City life
- Encourage living close to bus stops and a more sustainable, mobile lifestyle

Public open space interface

Areas near open spaces like parks, reserves, beaches, bushland etc.

- Develops directly adjacent to parks and open spaces offer high amenity and flexible appeal
- Provides residents with direct access to the outdoors for leisure and recreational activities
- Opportunity for good access to a strong sense of integration with nature
- Important to consider how the built form interacts with the adjacent natural spaces

Building Types

Low-rise apartments (2-4 storeys)

- Typically 2-4 storeys
- Good access to public transport
- Good access to local schools and shops
- Good access to open spaces and areas of community

High-rise apartments (5+ storeys)

- Typically 5+ storeys
- Good access to public transport
- Good access to local schools and shops
- Good access to open spaces and areas of community

Terrace or row houses (1-2 storeys)

- Typically 1-2 storeys
- Good access to public transport
- Good access to local schools and shops
- Good access to open spaces and areas of community

Duplexes/triplexes (1-2 storeys)

- Typically 1-2 storeys
- Good access to public transport
- Good access to local schools and shops
- Good access to open spaces and areas of community

 The rules

1. You can place any number or type of building into any of the four areas
 - There are 20 cards of each building type. Each card is equal to 5 buildings (ie 100 of each type).
2. Use the tally sheet (Excel/Google sheet) to record your allocation. The tally sheet will show you:
 - the density you have achieved.
 - the impact of your approach has had on density, land used, green spaces and business viability.
3. To achieve or exceed the density the target you can:
 - reallocate building types to different areas.
4. When complete, use the de-brief questions provided to note the rationale for your approach.

 The rules



Exploring priorities



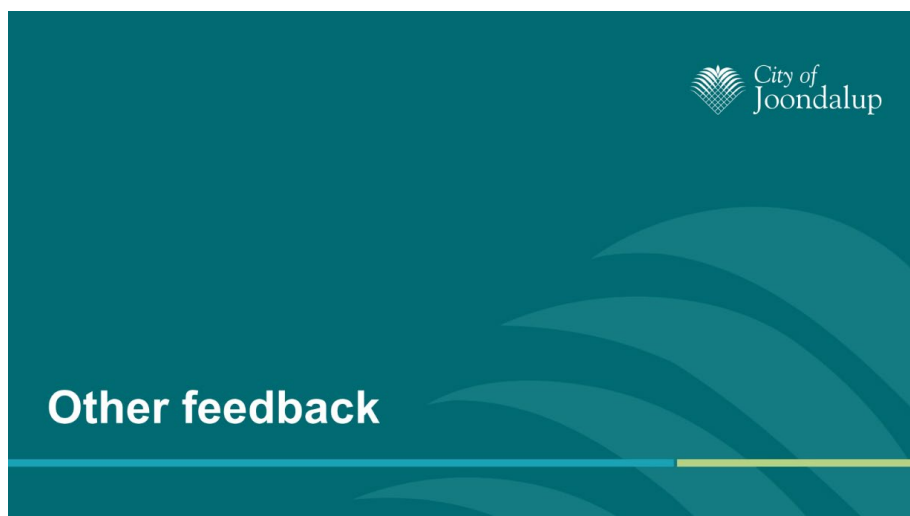
In small groups, rotate through the stations and answer the following questions:

Station 1: Which of the following approaches to infill housing do you support the most?

Station 2: Select which infill housing types you support in the following street types.

Station 3: Select which infill housing types you support in the following Housing Investigation Areas?

Station 4: Mark the locations on the map where you support/prefer urban infill housing (comment why using the post-its).

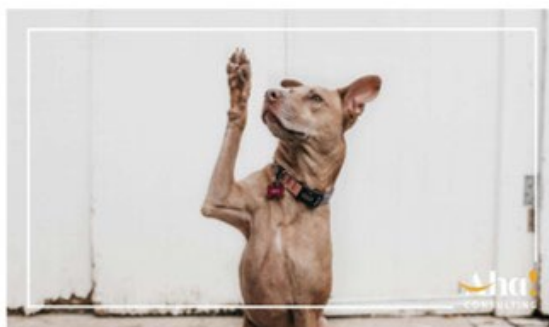


 Other feedback



Do you have any other feedback as to where and how infill housing should be delivered in the City of Joondalup?

 Questions



 2025 workplan



Item	Date
Public health	19 March 2025
Local Planning Strategy	12 May 2025
Communications and customer experience	6 August 2025





Strategic Community Reference Group

Meeting 3 Outcomes Report Communications and customer experience

Date	Wednesday 6 August 2025
Time	6.00–8.30 pm
Location	Civic Centre Conference Room 2 and 3 90 Boas Avenue, Joondalup
Facilitator	Joel Levin — AHA! Consulting

Attendees

Presiding Member Cr Christopher May

Elected Member Cr John Chester

Community Members

North Ward Allan Connolly

North-Central Ward Bettina Gould

Central Ward Susan North
Linda Smith

South-West Ward Len Collier
David Hudson

South-East Ward Janine Blake

South Ward Josh Hurley
Lynda Crawford

Youth Tara Lie
Aimee Wright

Subject Matter Expert Dr Ashlee Morgan, Lecturer & Course Coordinator — Marketing and Sports Business, Edith Cowan University

City Officers Jamie Parry, Director Governance and Strategy
Hannah Tagore, Manager Communications and Stakeholder Relations
Rebecca Maccario, Manager Strategic and Organisational Development
Margot Vearing, Marketing Coordinator
Emily Peters, Acting Senior Corporate Planning and Reporting Officer
Natasha Murphy, Policy Officer

Apologies

Mayor Albert Jacob
Cr John Raftis
Cr Rohan O'Neill
Helen Winterton, North Ward Community Representative
Camila Mazzo, North-Central Ward Community Representative
Josh Challis, Youth Representative

Observers

Cr Phillip Vinciullo

Did not attend

Rachel Kemp, South-East Ward Community Representative

Overview

The purpose of the meeting was to consider the City's current approach to communications and customer experience, exploring preferences and priorities for future improvements.

The objectives of the meeting were:

- To explore what makes the City of Joondalup unique.
- To explore community perceptions around the City's communications activities.
- To identify gaps and overlaps in the City's communications and effects on customer experience.
- To consider how the City's communication channels can enhance customer experience.

To open the meeting, City Officers gave a short presentation about the role of communications and customer experience at the City of Joondalup. City Officers delivered a second presentation on the strategic and operational aspects of communications and customer experience after the first two activities. The second presentation also described the possible opportunities for future improvement in a fast-evolving digital landscape.

The following subject matter expert was invited and participated in the Strategic Community Reference Group meeting:

**Dr Ashlee Morgan — Lecturer & Course Coordinator (Marketing and Sports Business),
Edith Cowan University**

Ashlee has a strong background in Marketing and Sport Business; she has previously held positions at the University of Technology Sydney and Curtin University. Her research focuses on two key areas. Firstly, on marketing, sponsorship, commercial strategy, digital media marketing and corporate governance. Secondly, social impact and responsible management, encompassing ethical decision-making, responsible governance, and diversity, equity, and inclusion.

Preparation

To ensure an engaging experience, Strategic Community Reference Group members were expected to familiarise themselves with the pre-reading materials provided ahead of time. The information in the pre-reading materials was designed to introduce the topic and promote contribution to the discussion.

Outcomes

Presentation — Setting the scene

The Strategic Community Reference Group meeting opened with a short presentation from City Officers to explain the role of communications and customer experience at the City of Joondalup. The following information was presented to the reference group members:

The role of communications

Communications are more than messaging; they are a vital bridge between the City and the community. The way in which the City communicates with the community:

- Supports public understanding
- Builds trust
- Enhances service delivery
- Facilitates participation.

Effective communications are critical for the City, especially in its role as a service provider. Many of the services that the City provides, such as waste collection and community events, cannot be successfully delivered unless the community knows about them.

Because of this, communications are a core enabler of service delivery — not simply a support function. This is especially important when there are legislative or regulatory requirements for the City to distribute specific and effective communications to the community.

City of Joondalup communications and customers

The City designs communications for two broad categories: customers, residents and ratepayers; and investment and attraction opportunities. The table below shows the categories and associated concepts:

Servicing residents and ratepayers	Promoting investment and attraction
• Home • Live well • Informed • Contribute • Shape	• Innovative • Ready • Smart • Central • Attractive

The role of customer experience

Customer service, and overarching customer experience, is about meeting the needs of each member of our community, including individual residents and ratepayers, local community groups, businesses, and visitors and investors to the City of Joondalup.

Customer service is more than the transactional interactions with City officers, it is about meeting the diverse needs of our community in ways that leave people feeling understood, satisfied and valued.

What makes it interesting

The City of Joondalup delivers a wide range of services and is home to a diverse community, with our audience linked primarily by geography. Because of this, the City communicates with a variety of customers and uses a wide range of communications channels to reflect the diversity of our community/audience.

The slides from this presentation can be found at Appendix 2.

Activity 1 — Perceptions of Joondalup

The purpose of this icebreaker activity was to explore how the community perceives the City of Joondalup and Joondalup the place, by associating Joondalup with different types and aspects of pizzas.

In three table groups, members were asked to discuss the following prompt:

What do you love about the City of Joondalup?
If Joondalup was a pizza, what pizza would it be and why?
(Think toppings, size, type of base)

After approximately five minutes discussion, each table group presented their ideas. Below is a summary of the groups' responses:

Group 1

- Supreme, tomato base, lots of toppings:
 - Infrastructure and services — roads, rubbish rates, community buildings, diversity of services, libraries
 - Environment — bushland, regional parks, coast (beaches), parks
 - People and community — diversity of community
 - Safe and welcoming — shopping and cultural centres, and other services (medical, education)
 - Base — Government organisation

Group 2

- The works — diversity
- Margherita — conservative and risk averse
- Pineapple — controversial
- The classic — done well
- Custom made

Group 3

- Infrastructure — base (not dominos, but not fancy)
- People — tomato
- Culture — pineapple
- Coast — fish/seafood
- Services — salami (the "meat" of it)
- Green spaces — broccoli
- Financial and social economics — cheese (holds everything together)

The raw notes from Activity 1 — Perceptions of Joondalup and Activity 2 — The Pitch can be found at Appendix 3.

Activity 2 — The Pitch

The purpose of this activity was to explore what makes Joondalup a unique and attractive place to live for a diverse group of people. In four small groups, using personas from the 2024–25 Strategic Community Reference Group Induction meeting on 8 April 2024, participants were tasked to develop a one minute pitch on why their group's persona would enjoy living in Joondalup.

The personas were generated using community demographics data tools to accurately represent diverse community members in the City of Joondalup for an activity at the 2024–25 Strategic Community Reference Group Induction meeting. This purpose of the induction activity was to understand the diverse demographics of the people who live in the City of Joondalup and acknowledge what different people may think, feel, need and want.

Activity 2 — The Pitch began with the four table groups receiving one of the personas from the induction activity. Participants worked together in their groups to develop a pitch that would make their persona want to live in Joondalup.

Below are the demographics and characteristics of the personas with each group's associated pitch:

Group 1 — Norma



Norma (she/her)

77 years old | widowed | 2 children and 5 grandchildren | born in the United Kingdom | speaks English at home

Retired primary school teacher

Homeowner in the City of Joondalup for almost forty years.

She is a grandmother who lives alone, regularly volunteers at her local club and cares for her young grandchildren twice a week. She often attends her local library and registers for their seniors' events.

Pitch

"The City of Joondalup is a safe and supportive community for all generations. Providing access to libraries, schools, community gardens and opportunities to stay connected".

Notes

• <i>Safety</i> • <i>Child-friendly / events</i> • <i>Services</i> · <i>Including medical services (bulk-billing)</i>	• <i>Connected</i> • <i>Quality schools</i> · <i>University and TAFE</i> • <i>Amenities</i> · <i>Shops / medical</i>	• <i>Community</i> • <i>Library</i> • <i>Inter-generational</i> · <i>Work</i> · <i>Community garden</i>
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Group 2 — Ash

	Ash (they/them) 19 years old single no children born in Australia one parent born in Ireland and one parent born in Italy speaks English and Italian at home TAFE student Lives at home with their parents who own their home. They ride their bicycle to North Metropolitan TAFE (Joondalup) where they study cybersecurity during the week. They also work weekends at the local tavern and play social netball with friends once a week.
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Pitch

- Beautiful parks and coast / beaches
- Lots of hospitality venues and sports facilities for leisure and recreation
- Established transport infrastructure — easy to get around
- Excellent cycling infrastructure
- Plenty of education and job opportunities in cybersecurity
- Good, affordable rental housing, especially in the City Centre

Notes

- | | |
|---|---|
| <ul style="list-style-type: none">• <i>Bike path</i>• <i>Coast</i>• <i>Irish pubs</i>• <i>Good nightlife</i> | <ul style="list-style-type: none">• <i>Public transport</i>• <i>Edith Cowan University — attracting cyber businesses as ECU</i>• <i>Affordable housing — eg rent flat</i> |
|---|---|

Group 3 — Prakash



Prakash (he/him)

27 years old | single | no children | born in India | speaks Hindi at home

Works locally as a technical tradesperson.

Rents a home with two housemates.

Drives to work daily and works on sites throughout the City of Joondalup and surrounding areas. He attends and enjoys community events, particularly about the environment and local arts and culture.

Pitch

- Many free or low cost community events
 - Music in the park, outdoor cinema, festival
- Diverse range of accommodation to rent or buy
- Travel and parking are easy for your work
- Train stations — access to City, events, nightclubs
- Multiple opportunities to volunteer / join groups
- Beach / parks — easily accessible and plentiful
- Diverse range of cuisines, including Indian
- Plenty of sports facilities and groups
- Large and well-stocked library
- Education — ECU, TAFE, Police Academy
- Medical — hospital, GPs etc
- Large indoor shopping centre — fun and relaxing leisure activities

Notes

- | | |
|---|--|
| <ul style="list-style-type: none"> • Free / low cost community events • Diverse range of accommodation • Diverse range of cuisine • Travel / parking easy • Large well-stocked library • Large indoor shopping centre | <ul style="list-style-type: none"> • Train station — access to City, event, nightclubs • Multiple opportunities to volunteer / join group • Beach, parks, easy, accessible and plentiful • Music in the park, outdoor cinema, Joondalup Festival, events • Plenty sports facilities and groups • ECU, TAFE, Police Academy, hospital, GPs, dentists, chiro etc |
|---|--|

Group 4 — Nicole

	Nicole (she/her) 43 years old married 2 children under 15 born in South Africa speaks Afrikaans at home Stay-at-home parent and former marketing officer. Homeowner in the City of Joondalup for 10 years, who also went to high school in the area. She lives with her partner and two children, and volunteers at her children's school and sporting clubs four times a week. She attends exercise classes at Craigie Leisure Centre twice per week.
---	--

Pitch

- Great variety of housing options for all life stages — can up-size and down-size when you need to
- Good schools and education facilities — from playgroups and childcare to post-graduate study
- Coastline is attractive for families — having fun together at the beach
- Welcoming society and community
- Transport is readily available and accessible
- All sorts of leisure activities and centres
- Libraries with programs for all ages
- New modern city with a modern outlook

Notes

(Nil)

Discussion

After the groups presented their pitches, the reference group came together for a plenary discussion on the commonalities between each of the pitches and why these aspects of living in Joondalup might be most impactful. Below are the officer notes from this discussion:

- Great social and physical infrastructure — everything you need.
- Public transport, roads, cycling and parking — can get around easily despite any limitations / disability.
- Leisure and recreation — many options for every type of activity:
 - Sports teams, groups, spaces and facilities
 - Arts and culture, hospitality and entertainment.
- Coastline / beaches — main attraction.
- Parks and open green spaces — connection to nature not “hemmed in” like other parts of Perth.
- Educational facilities — good quality schools for children and good options for tertiary institutions.
- Wide range of opportunities for all people at all life stages.
- Sense of choice — “got everything at your fingertips”.

The raw notes from Activity 1 — Perceptions of Joondalup and Activity 2 — The Pitch can be found at Appendix 3.

Presentation — Communications and customer experience

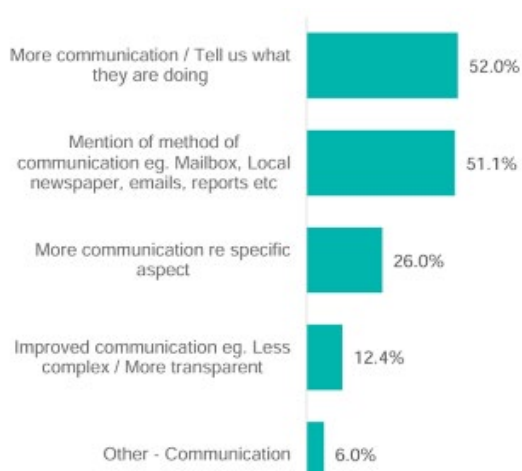
City Officers delivered a presentation on the strategic and operational aspects of communications and customer experience, including the possible opportunities for future improvement in a fast-evolving digital landscape.

Community feedback on communications and customer experience

Customer satisfaction survey 2023 — areas of improvement for City communications

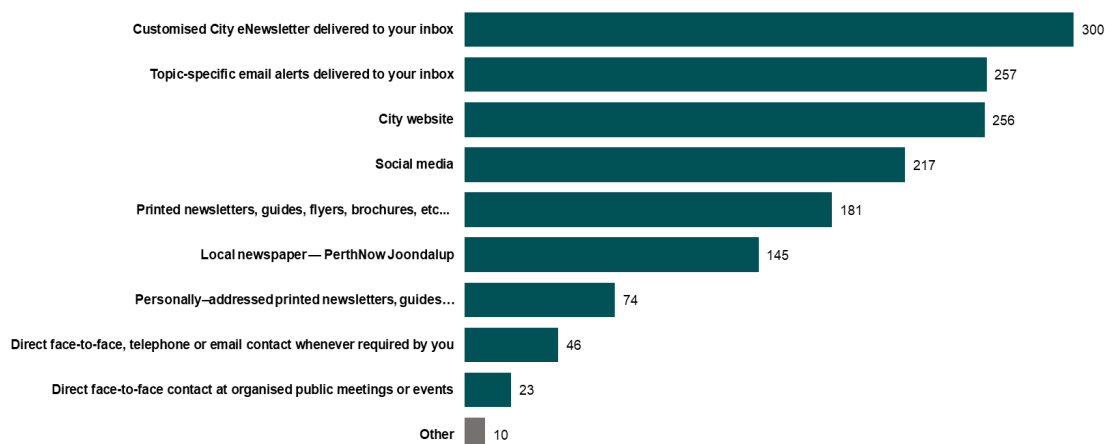
Survey participants who (without prompting) asked for improvements in the area of City communications most frequently mentioned:

- More communications in general to keep the community informed
- Suggestions for specific communications methods.



Communications Survey 2022

The Communications Survey was conducted in 2022 and respondents noted that they preferred to receive information from the City primarily through online activities like direct emails, the City's website and social media platforms.



Website redevelopment

The City recently completed phase 1 of the website redevelopment project, after receiving feedback regarding issues and negative experiences using the City of Joondalup corporate website.

The new website was evaluated through robust technical testing and community consultation with the following stand-out results:

- the sitemap was praised for its clarity and intuitive structure
- 70% of participants preferred homepage design following minor refinements
- over 80% rated the site as useful or extremely useful, citing improved navigation, visual appeal, and functionality
- the new search function received a 93% accuracy rating
- overall satisfaction with the new website reached 85%.

Communications and customer experience —a new age

Digital platforms are now the primary way that people engage with local governments. This has brought about rising expectations and challenges in the following areas:

- Production of high-quality, real-time, accessible, visually engaging, and mobile friendly content.
- Communicating more than just information with consistent, empathetic and personalised experiences.
- A communications environment that is constant and saturated.

For communications to be effective, build community pride and attract local investment, the City must stay current and adapt to changing trends, technologies, and societal norms.

Digital platforms

The City has a variety of digital platforms to facilitate communications and customer experience. These platforms are supported by a suite of digital tools for content creation and scheduling.

Digital platform	Description
City of Joondalup Corporate Website	Relaunched in October 2024, the new site is modern, accessible, and user-focused.
myJoondalup	The City's self-service customer portal. It enables residents to create an account and make requests for various City services and track the status of their requests.
Social media channels	Active and responsive presence across Facebook, Instagram, LinkedIn, and X (formerly Twitter), used for real-time updates, community engagement, and campaign amplification.
eNewsletters	Targeted email communications for residents, businesses, and stakeholders, with high open and click-through rates.

eNewsletters

The City distributes eNewsletters to 65,654 people who self-register. In the 2024-25 financial year, the City sent over 328 newsletters, resulting in approximately two million emails delivered.

City of Joondalup marketing campaigns

In the 2024-25 financial year, the City delivered a total of 86 planned marketing campaigns. Of these, 54 are “annual campaigns”. To better manage workload and expectations, campaigns are categorised into four tiers based on their scale, duration, and channel requirements.

Tier	Campaigns in 2024-25	Description	Examples
Platinum	4 campaigns	Large-scale or year-round campaigns requiring significant creative and promotional investment.	Joondalup Festival, libraries, and economic development and tourism.
Gold	23 campaigns	Campaigns that run for approximately 12 weeks and are promoted across a wide range of channels.	Valentine's Day Concert, Native Plant Giveaway, Duncraig Adventure Hub opening, myJoondalup launch.
Silver	34 campaigns	Mid-size campaigns that run for 5–12 weeks and use a mix of digital and print.	NAIDOC Week, Seniors Lifestyle Expo, Coastal Explorer Bus Tours.
Bronze	25 campaigns	Shorter campaigns around or below four weeks that rely primarily on social media and sometimes limited print advertising.	Community Consultations, Women on Wheels, ANZAC Day, Installation of new parking machines.
Additional Requests	—	In addition to formal campaigns, the City receives additional requests for one-off creative assets and promotional materials.	Ranges from designing vehicle decals and building signage to one-off digital and/or print promotional materials.

City of Joondalup regular communication channels

The City uses a wide range of communications channels, reflecting the diversity of our community/audience. The table below shows the most common channels of communication at the City:

Print	Digital	Outdoor	Other
City News	eNewsletters	Street flags	Radio advertising
Joondalup Voice	Google advertising	Billboards	Stakeholder networks
Brochures and flyers	YouTube channel	Roadside signage	On-hold messages
Newspaper advertising	City of Joondalup website banners	Train stations and bus shelters	Events, speeches and stalls
Posters in libraries and facilities	Digital screens in libraries and facilities	Shopping centre banners and screens	Sponsorships and partnerships
General print media coverage (unpaid)	Social media (Facebook/Instagram)	Variable messaging boards (roving electronic signage)	Community service announcements

Vision

Vision: *The City of Joondalup has a strong, connected brand underpinned by an effective communications and customer experience strategy*

This vision of communications and customer experience aims to achieve the following outcomes:

- Personalised content for diverse audience
- Timely and relevant information in appropriate formats
- Communications available both online and offline
- Value for money
- Realtime monitoring and reporting

This approach will allow the City to embrace a future that is customer-centric, personalised, responsive, and aligned with quality customer experience.

Strategic Pillars

The City is currently working to assess and strengthen the following foundational pillars. These pillars are designed to uphold excellence in communications and customer service. The table below provides information on the communications and customer service pillars, including draft objectives and impacts. These pillars reflect a commitment to evidence-based, continuous improvement and innovation.

Pillar 1 — Digital excellence	
Objective	Deliver seamless, user-friendly digital experiences that reflect the City's values and meet community expectations.
Impact	Residents experience more intuitive, responsive, and accessible digital communications, improving satisfaction and trust.
Pillar 2 — Data and AI (artificial intelligence) readiness	
Objectives	- Explore artificial intelligence as an option to facilitate more strategic, smarter, faster and more personalised communications. - Ensure AI is used ethically, securely, and in compliance with the <i>Privacy and Responsible Information Sharing Act 2024 (WA)</i>.
Impact	- The City confidently embraces artificial intelligence to scale communications, respond faster, and gain deeper insights - Maintaining public trust via transparent, secure, and compliant use of data and emerging technologies.
Pillar 3 — Customer experience centric	
Objective	Deliver empathetic, effective communication and customer care by embedding customer experience principles and using data to guide decisions and improvements.
Impact	Communications are more empathetic, consistent, and aligned with the lived experience of residents engaging with City services.
Pillar 4 — Brand clarity	
Objective	Strengthen the City's brand and use content storytelling to build pride in Joondalup and attract investment.
Impact	The City's identity is clearer, more compelling, and better positioned to support both community engagement and economic development.
Pillar 5 — Emergency preparedness	
Objective	Strengthen the City's emergency management capability by embedding communications into all phases of emergency planning and response, ensuring the City can lead effectively and confidently before, during, and after emergencies.
Impact	A more resilient and prepared organisation with the capability to communicate and serve the community effectively before, during, and after an emergency.

Discussion

- It is strange that people would complain about City money being spent on communications — do they not want to know about things?
- How is “value for money” determined? “Shiny” things like Valentine’s Day get lots of coverage, but less interesting things like AGMs [Annual General Meetings of Electors] get very little coverage.
- Link the importance of the service to the amount of resources that are directed to communications.
- The City should promote Council meetings / briefing sessions more — it is important that people know they can have their say and how and when they can do so.
- Civic engagement is primarily the responsibility of the community, but they need to know about it.

The slides from this presentation and raw notes from the discussion can be found at Appendix 4.

Activity 3 — The Pillars

The purpose of this activity was for the Strategic Community Reference Group members to evaluate the strategic pillars for the future of communications and customer experience at the City of Joondalup.

The prompt for this activity were the following questions:

- Thinking about the future vision — are these pillars on the right track?
- Do you agree with the desired impacts and objectives of each pillar?
- Do you have any other comments about this pillar?

Participants were asked to move around five stations — each with one of the strategic pillars — and individually rate the objectives and impacts of each pillar on a five point scale from strongly agree to strongly disagree. Participants also had the option of providing comments regarding the pillar, objective, impact and/or the rationale for their rating. Following the free-form station round, the reference group came together to discuss the rationale for participants' ratings and comments.

Below are tables that depict the completed evaluation templates for each strategic pillar, written comments that were provided during the station round, and notes from the plenary discussion.

Pillar 1 — Digital excellence						
Impact	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
• Residents experience more intuitive, responsive, and accessible digital communications, improving satisfaction and trust.	5	8	1	0	0	14
Objective	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
• Deliver seamless, <u>user-friendly</u> * digital experiences that reflect the City's values and meet community expectations.	7	4	3	0	0	14

* "user-friendly" underlined and asterisked by a participant.

Comments

- Does a move to digital increase the challenge of loneliness in the community and the ability to communicate with a diverse range of people?
- Does digital communication decrease skills in empathy and compassion?
- Would also like to see a cyber security* aspect to this. I like the convenience of digital but may not always trust that the overarching system adequately protects the confidentiality, integrity and availability of data and information.

* "cyber security" ticked by another participant.

Discussion

- Digital excellence is important, but objective and impact could have more of a focus on cybersecurity.

Pillar 2 — Data and AI (artificial intelligence) readiness

Impact/s*	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
• The City confidently embraces artificial intelligence to scale communications, respond faster, and gain deeper insights	1	4	1	0	4	10
• Maintaining public trust via transparent, secure, and compliant use of data and emerging technologies.	3	6	0	0	0	9
Objective/s	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
• Explore artificial intelligence as an option to facilitate more strategic, smarter, faster and more personalised communications. • Ensure AI is used ethically, securely, and in compliance with the <i>Privacy and Responsible Information Sharing Act 2024 (WA)</i> .	4	3	6	4	1	18

* During the activity, participants chose to split the two impacts and rate them separately.

Comments

- Scared of ungoverned AI, will be difficult to maintain and establish public trust. PRIS Act [*Privacy and Responsible Information Sharing Act 2024 (WA)*] compliance would help but will be difficult to achieve.
- AI is not going away and using it as an enabler is smart.
- Is some of the concern based on fear? If so, some effort needs to go into explaining how it will be used well and productively.
- Don't just "explore", lead the way to make people feel safer in this space:
 - Be a trusted voice
 - Help the community be ready.
- Yes, must be ethical/opt-in etc.
- Don't rush it.
- Different kinds of AI:
 - AI for personalised information — hard pathway.
 - AI for [internal] tools — go for it.

Discussion

- AI can be useful for feeding data back in, but it scares a lot of people in the sense that it is only as good as what is in the system:
 - AI must be used ethically.
 - The City must provide customers with a choice to opt in to using AI and should not rush it as it is only an emerging technology.
- Fear is a big factor — fear of the unknown and worst case scenario:
 - AI provides an opportunity for the City to promote trust and make people feel safer by being a strong voice in the AI conversation and leading the way
 - Not sure if I want to see the City leap forward so soon, better to wait for others to get it right.
- AI is so difficult to govern (from a state govt perspective), almost ungovernable:
 - The City needs to put safety first and think about whether it is worth it to enact.
 - PRIS [*Privacy and Responsible Information Sharing Act 2024 (WA)*] and ethical concerns
- Less about the City being prepared for AI, more about preparing and supporting the community for AI.

Pillar 3 — Customer experience centric

Impact	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
Communications are more empathetic, consistent, and aligned with the lived experience of residents engaging with City services.	2	5	2	2	0	11
Objective	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
Deliver empathetic, effective communication and customer care by embedding customer experience principles and using data to guide decisions and improvements.	4	6	1	0	0	11

Comments

- Cut out the last part of the objective — data is how you reach the objective.
- Not so sure about emphasis on empathy — I think perhaps empathy at the back-end but doesn't need to be at the forefront of a campaign, might accidentally come off condescending?
 - Do we want this from a City? — “customer at the centre”
- All objectives — framed as outcome for resident.
- “Human connection” — people-centred, personality, tactful, honest.

Discussion

- Why is empathy the first word? “Customer” should have been first, not “empathy”:
 - Empathy is more of a “given”, everything should be empathetic (not narcissistic)
 - Need empathy without the fluff.
- Objectives are too City-focussed and needs to be more customer-focussed:
 - The residents are not really mentioned in the objectives and impacts — more focused on what the City is doing rather than what the customers need.
- Objective should be warm, personal, caring — “my values are your values”:
 - More passionate about the customer / community, while maintaining boundaries
 - Customers should feel valued and like the City is there for them.
- Authenticity, truth and honesty is the most important thing — connected and sincere.
 - City needs to be direct with communications and not use bureaucratic language (unless necessary)
- Good example of how to use social media to engage residents and build a brand through personality — Department of Fire and Emergency Services.

Pillar 4 — Brand clarity						
Impact	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
The City's identity is clearer, more compelling, and better positioned to support both community engagement and economic development.	0	3	8	2	0	13
Objective	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
Strengthen the City's brand and use content storytelling to build pride in Joondalup and attract investment.	2*	9	2	1	0	14

* Participant note: "love storytelling".

Comments

- I agree with this because I only really started learning about all the things COJ does/offers after coming onto SCRG. Definitely room for improvement for cohesive Joondalup brand clarity and identity.
- Have we proven that ↑ brand = ↑ community engagement / economic development.
 - Yes, to sponsorship.

Discussion

- Strong brand — especially for visitors and investment opportunities.
- City is generally seen in a positive light.

Pillar 5 — Emergency preparedness

Impact	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
A more resilient and prepared organisation with the capability to communicate and serve the community effectively before, during and after* an emergency.	3	4	4	2	0	13
Objective	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total votes
Strengthen the City's emergency management capability by embedding communications into all phases of emergency planning and response, ensuring the City can lead effectively and confidently before, during, and after emergencies.	3	7	1	3	0	14

* Note from facilitator: "after" recovery more of an LG [local government] focus.

Comments

- Language to be more focussed on the community → "com[munications] with community".
- Impact — clarification please elaborate.
- What are COJ's responsibilities?
- What are the likely incidents?
- Yes, to needed, no to being a pillar.
- City as a trusted source of truth.
- City responsible for bushland preparedness.

Discussion

- Disagree with the objective:
 - Should not be one of the five pillars — What kind of emergencies would the City experience?
 - Objective should be more about the communication between the City and emergency services and the community — the City acting as a hub.
- City Officers — The City has a responsibility to serve the community in an emergency:
 - Emergency services levy is included in the rates.
 - Local governments are tasked with managing and facilitating the recovery phases.
 - City is the communication channel between State emergency services and the residents — it is a constant positive feedback loop.
 - The City is responsible for emergencies on land we own/manage (obligations under the Bush Fires Act 1954 (WA)).

The raw outputs from this activity can be found at Appendix 5.

Activity 4 — Channels of communication

The purpose of this activity was to rank the City's communication channels. Participants were asked to think about their group's persona from Activity 2 — The Pitch and identify which communication channels would work best for them. Using Poll Everywhere (an online polling service) on their personal mobile phones, participants chose five communications channels that are most suitable for either their group's persona, or themselves. The results from the poll are depicted below.

Print		Digital		Outdoor		Other	
Channel	Votes	Channel	Votes	Channel	Votes	Channel	Votes
City News	4	eNewsletter	5	Street flags	1	Radio advertising	4
Joondalup Voice	3	Google advertising	4	Billboards	2	Stakeholder networks	1
Brochures and flyers	4	YouTube channel	3	Roadside signage	3	On-hold messages	0
Newspaper advertising	0	City of Joondalup website banners	1	Train stations and bus shelters	2	Events, speeches and stalls	0
Posters in libraries and facilities	4	Digital screens in libraries and facilities	4	Shopping centre banners and screens	6	Sponsorships & partnerships	1
General print media coverage (unpaid)	0	Social media (Facebook /Instagram)	10	Variable messaging boards (roving electronic signage)	2	Community service announcements	0

The raw outputs from this activity can be found at Appendix 6.

Appendix 1 — Additional member notes

Emergency channel

Recently, the [suburb] community created a WhatsApp group which is only used to post any issues, accidents or suspicious activities around the area. I think it would be a great idea if the city had maybe an AI WhatsApp channel that we could sign up to receive these sorts of alerts for our designated suburb. Or to keep it simpler, just an email alert could do.

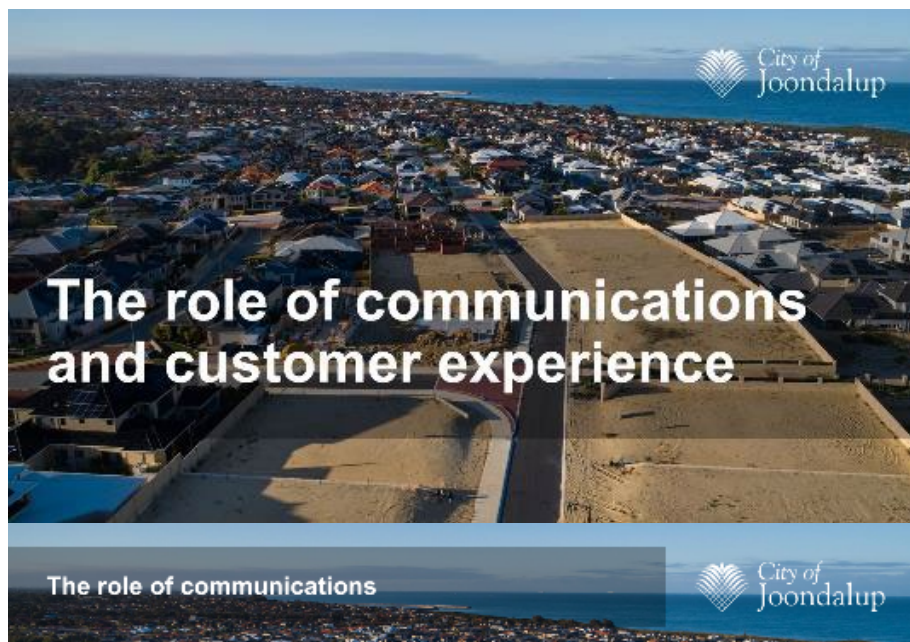
Website

I just navigated through the city's website, and it is a lot better than last time I visited. I once (I think December last year) tried to sign up for eRates and only got error after error and it never worked. I just did it now through my phone and it worked smoothly. I think it's just a matter of keep ensuring that all forms can easily be completed using a mobile phone.

Newsletter ideas

- Community spotlight and storytelling: regularly feature local businesses, volunteers, and initiatives to strengthen community pride.
- Community co-design: invite the community to participate and have a voice from early stages. Instead of only seeking feedback after something is created, co-design invites the community to help shape the solution from the start.

Appendix 2 — City Officer short presentation slides (Setting the scene)



COMMUNICATIONS

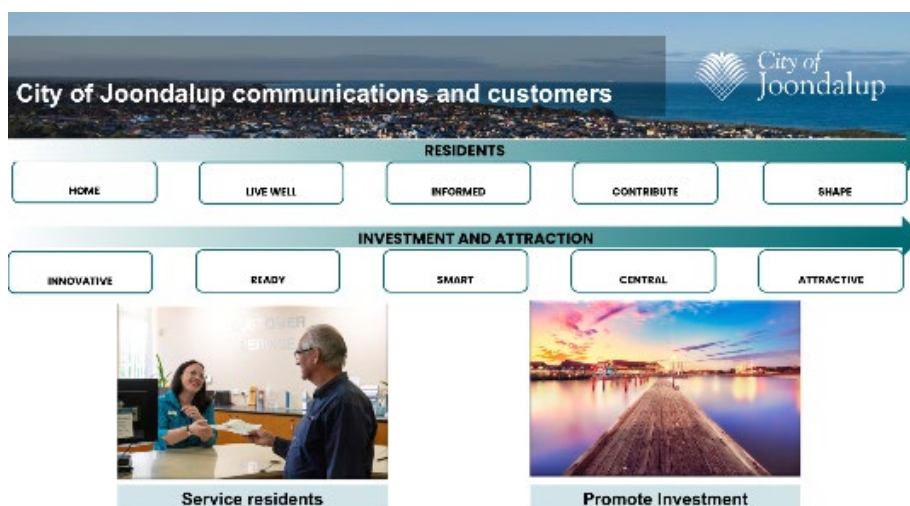
Supports public understanding

Facilitates participation

Builds trust

Enhances service delivery

Communications is a core enabler of service delivery — not simply a support function.



The role of customer experience





Customer Service Charter



Customer service is about more than the transactional interactions, it is about meeting the diverse needs of our community in ways that leave people feeling understood, satisfied and valued.

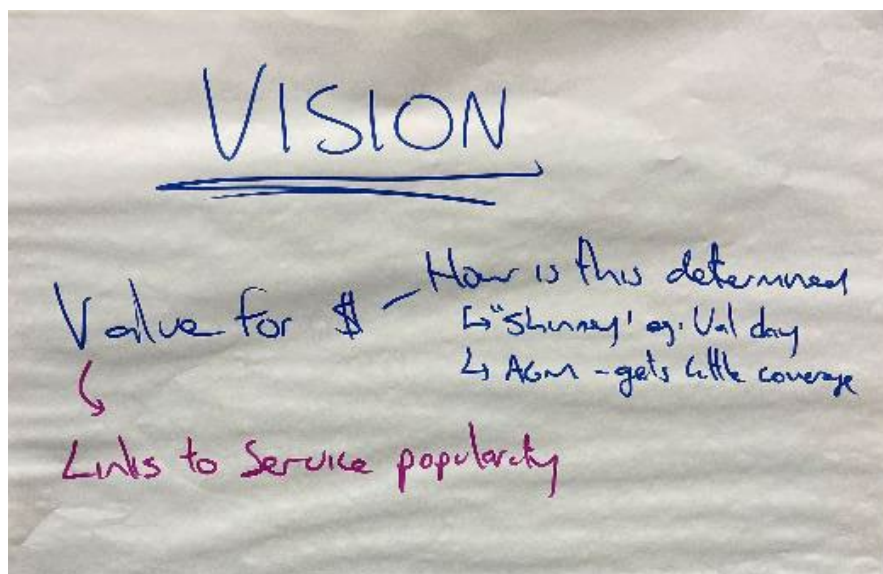
What makes it interesting!



- The City of Joondalup is home to a diverse community, with our audience linked primarily by **geography**.
- The City communicates with a variety of residents, ratepayers, local businesses, community groups, visitors and investment opportunities.
- The City uses a wide range of communications channels, reflecting the diversity of our community/audience.
- We deliver a diverse range of services.



Discussion notes



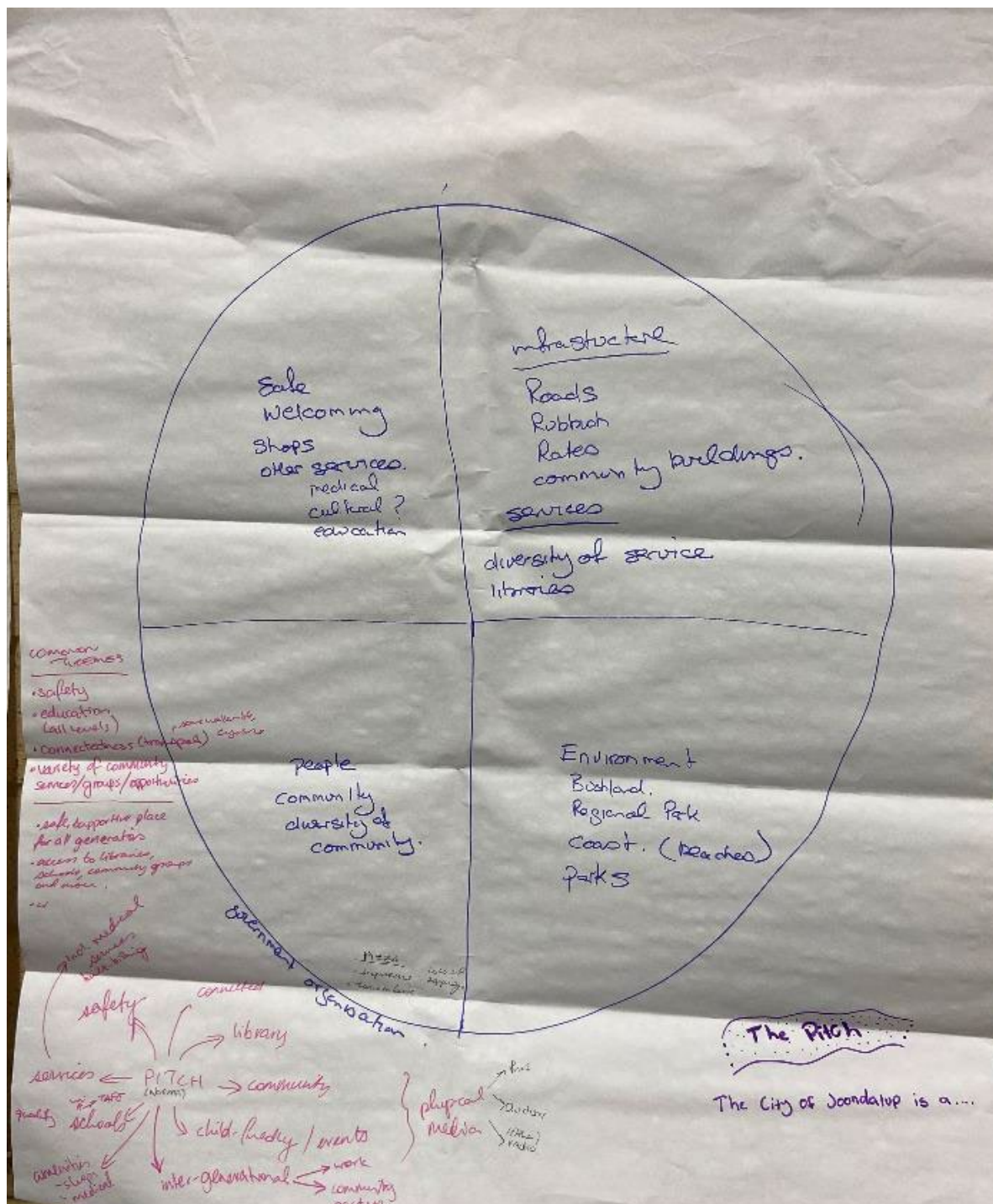
VISION

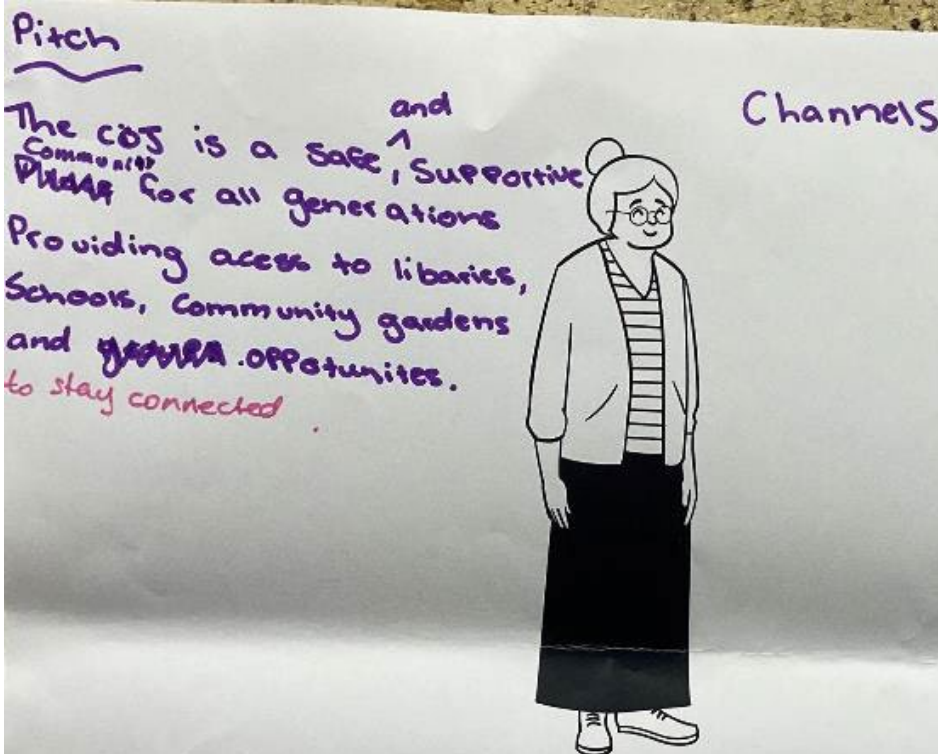
Value for \$ — How is this determined
↳ "Shirney" eg. Val day
↳ AGM - gets little coverage

Links to Service popularity

Appendix 3 — Activity 1 & Activity 2 raw notes

Pizza 1 & Pitch 1 — Norma





Norma (she/her)

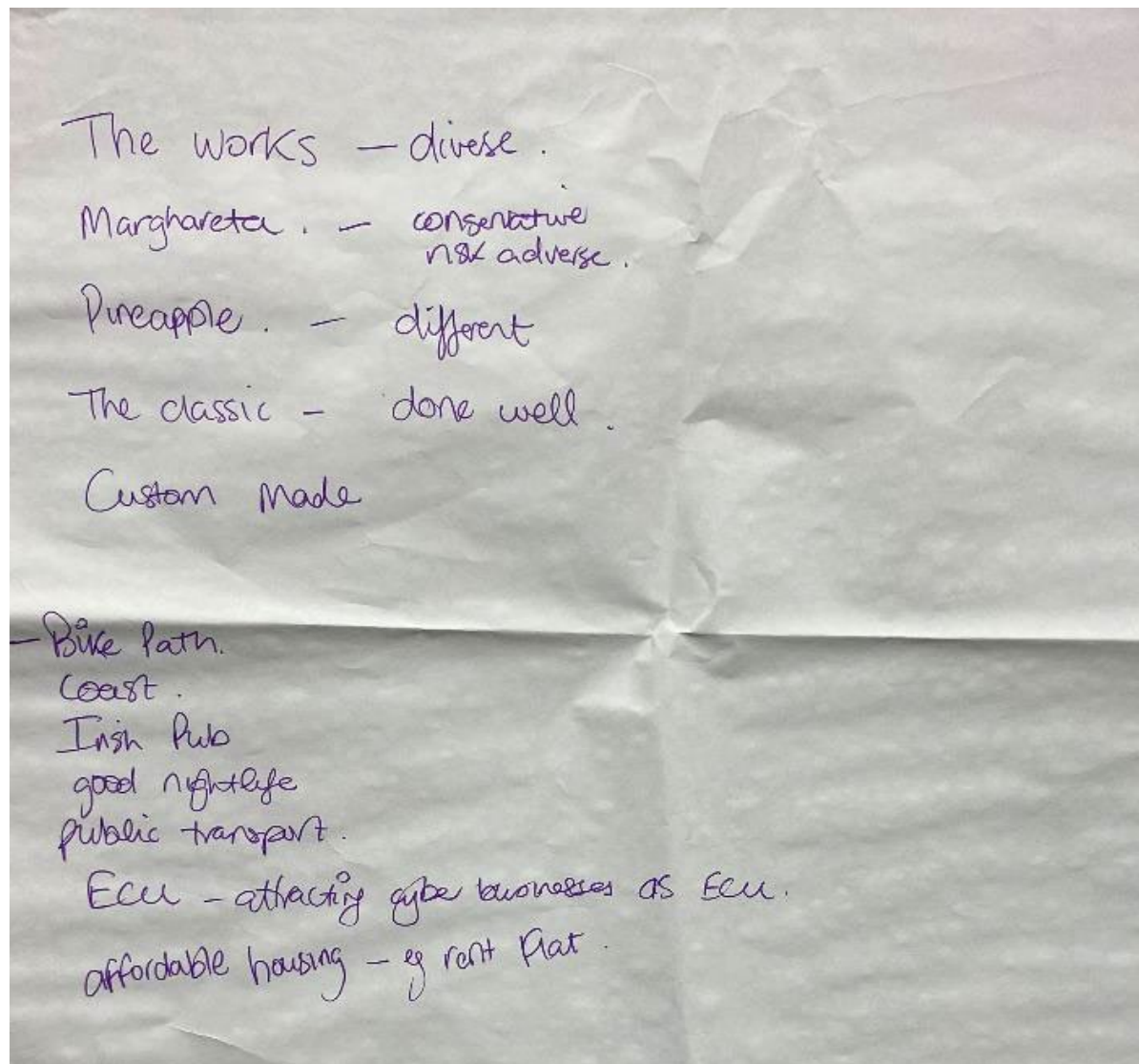
77 years old | widowed | 2 children and 5 grandchildren | born in the United Kingdom | speaks English at home

Retired primary school teacher

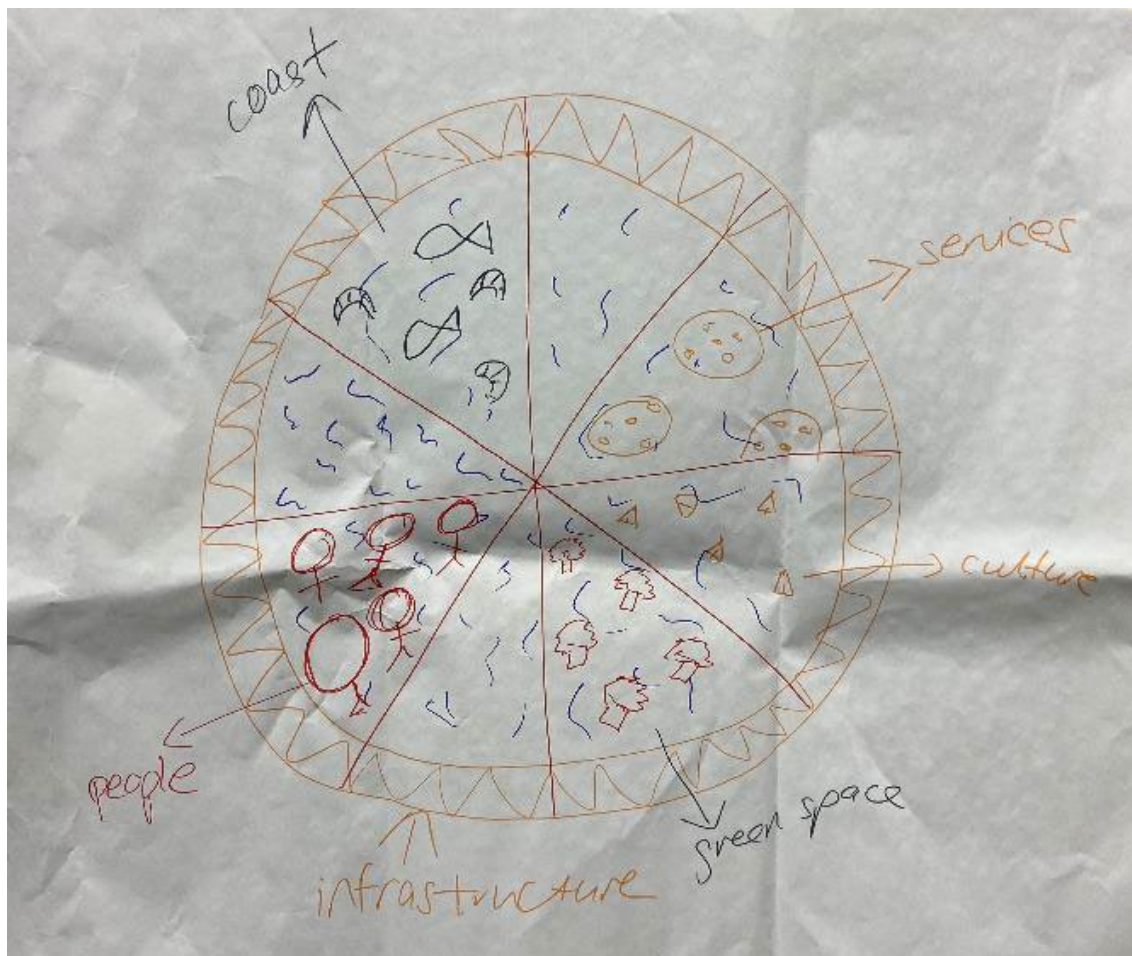
Homeowner in the City of Joondalup for almost forty years.

She is a grandmother who lives alone, regularly volunteers at her local club and cares for her young grandchildren twice a week. She often attends her local library and registers for their seniors' events.

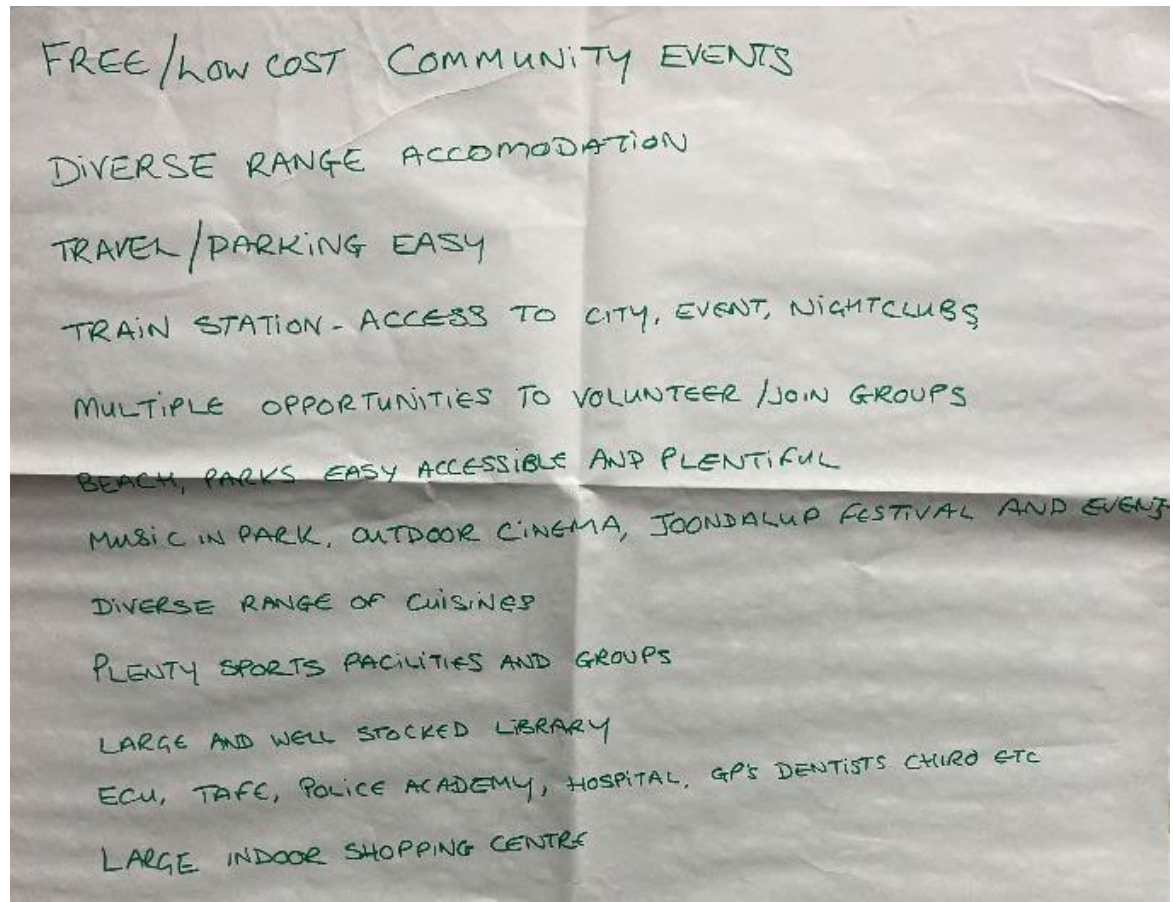
Pizza 2 & Pitch 2 — Ash



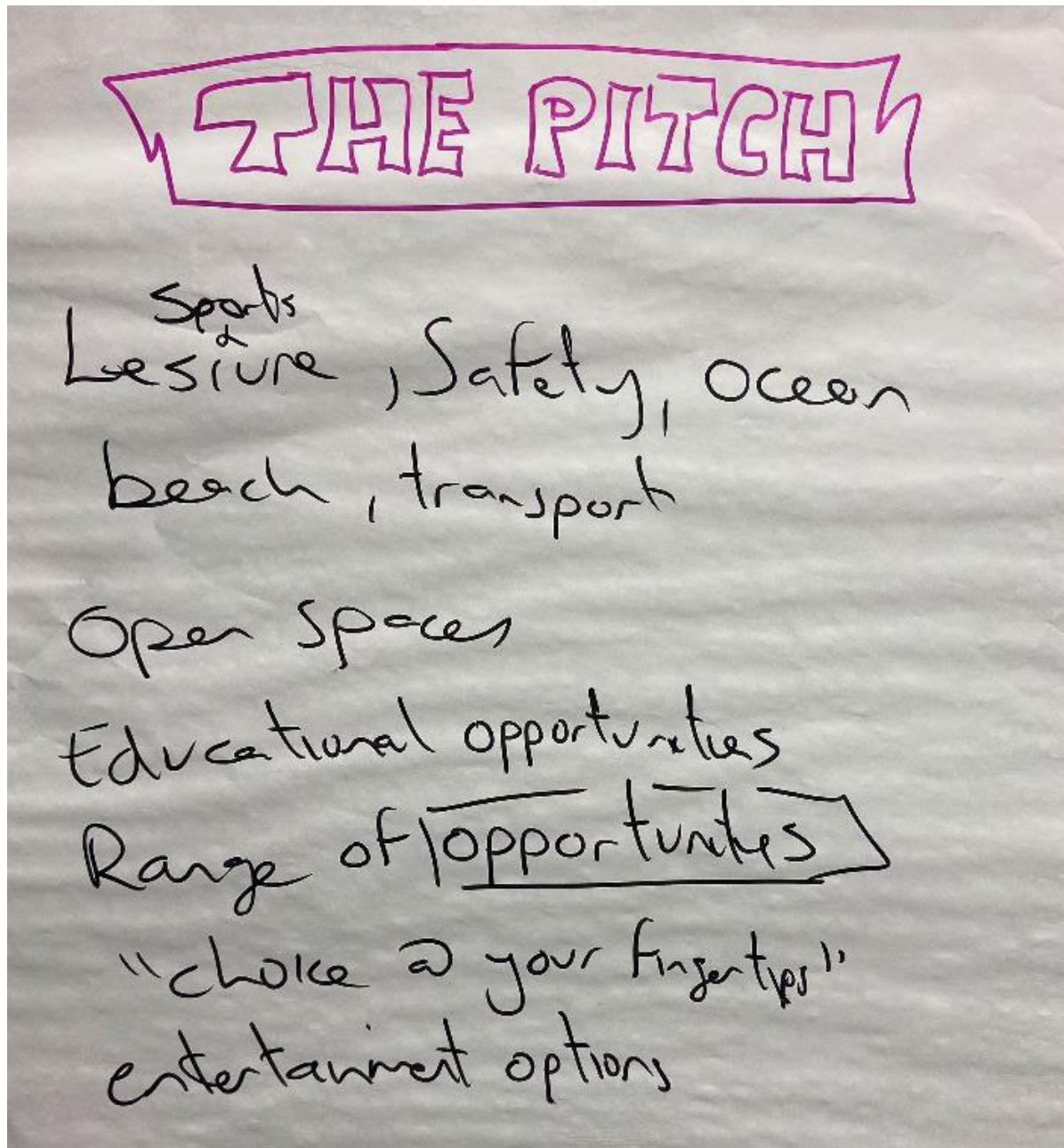
Pizza 3



Pitch 3 — Prakash

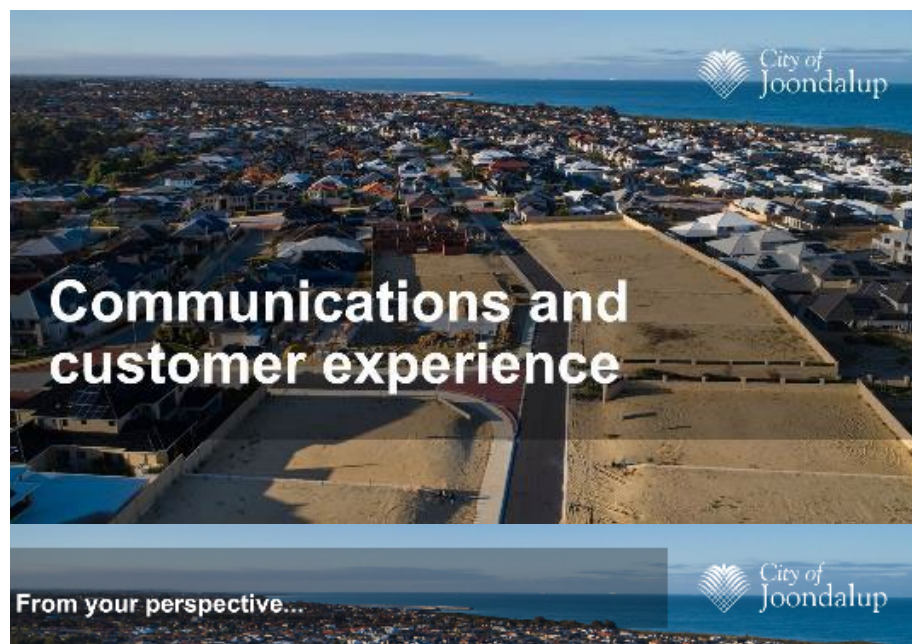


Pitch — group discussion notes

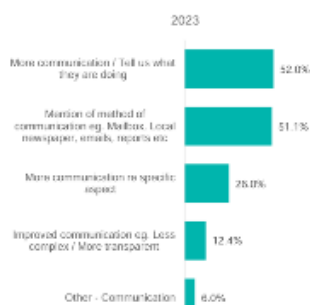


Appendix 4 — City Officer presentation slides

Presentation



Customer Satisfaction Survey 2023 Areas of Improvement for City communications



The survey participants who (without prompting) asked for improvements in the area of City communications most frequently mentioned:

- **More communications in general to keep the community informed.**
- **Suggestions for specific communication methods.**

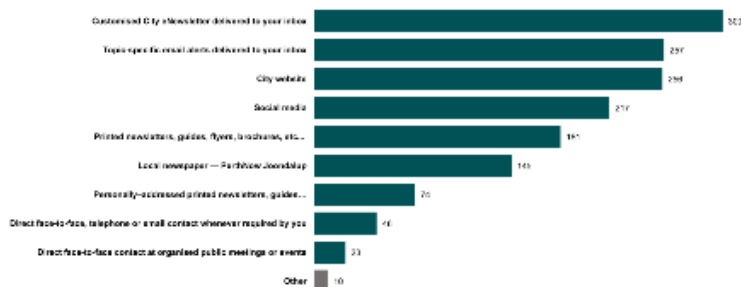
"More communication from the council and what they're doing for us. I have no info on what they can do for me as a ratepayer"

"Communications we receive need to be more people-friendly, making it easier to read as they are too complicated with all the long words; need to be shortened to make it easier to read and understand."



Communications survey 2022

How do you prefer to receive information from the City? (Please select your Top 3)





Communications & customer experience — a new age

Digital platforms are now the primary way that people engage with local governments. This has brought about rising expectations and challenges in the following areas:

- Production of high-quality, real-time, accessible, visually engaging, and mobile-friendly content.
- Communicating more than just information with consistent, empathetic and personalised experiences.
- A communications environment that is constant and saturated.



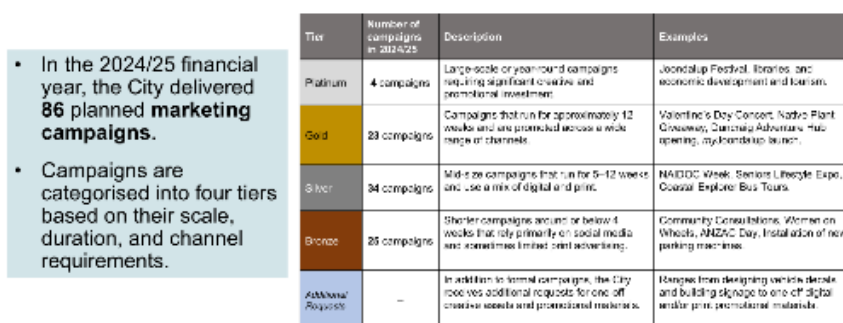
For communications to be effective, build community pride and attract local investment, the City must stay current and adapt to changing trends, technologies, and societal norms.

Digital platforms

Digital platform	Description
City of Joondalup corporate Website	Relaunched in October 2024, the new site is modern, accessible, and user-focused.
myJoondalup	The City's self-service customer portal. It enables residents to create an account and make requests for various City services and track the status of their requests.
Social media channels	Active and responsive presence across Facebook, Instagram, LinkedIn, and X (formerly Twitter), used for real-time updates, community engagement, and campaign amplification.
eNewsletters	Targeted email communications for residents, businesses, and stakeholders, with high open and click-through rates.

eNewsletters in 2024/25

- 65,654 people (self-registered)
- 328 newsletters,
- ~2 million emails delivered.





Print	Digital	Outdoor	Other
City News	eNewsletters	Street flags	Radio advertising
Joondalup Voice	Google advertising	Billboards	Stakeholder networks
Brochures and flyers	YouTube channel	Roadside signage	On-hold messages
Newspaper advertising	City of Joondalup website banners	Train stations and bus shelters	Events, speeches and stalls
Posters in libraries and facilities	Digital screens in libraries and facilities	Shopping centre banners and screens	Sponsorships and partnerships
General print media coverage (unpaid)	Social media (eg Facebook and Instagram)	Variable messaging boards (roving electronic signage)	Community service announcements

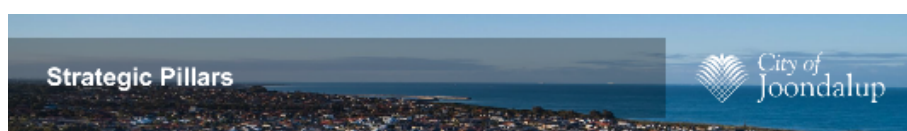


Vision: *The City of Joondalup has a strong, connected brand underpinned by an effective communications and customer experience strategy*

This vision of communications and customer experience aims to achieve the following outcomes:

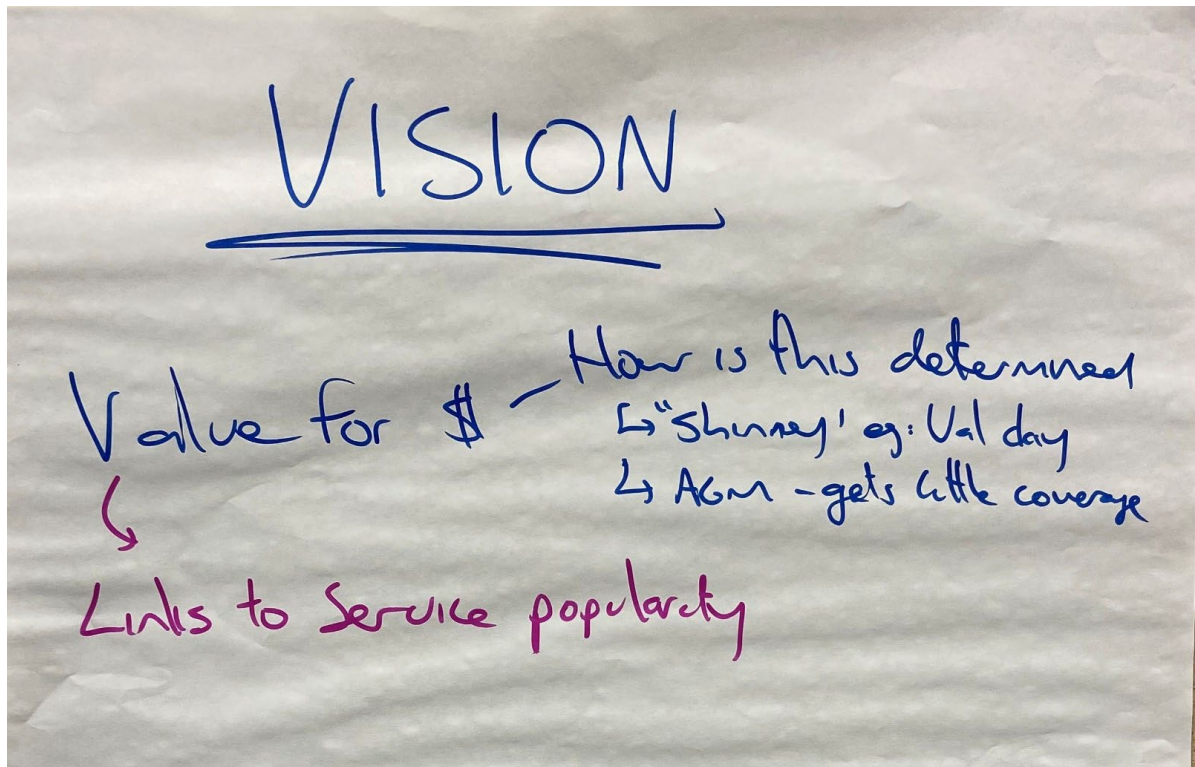
- Personalised content for diverse audience
- Timely and relevant information in appropriate formats
- Communications available both online and offline
- Value for money
- Real-time monitoring and reporting

This approach will allow the City to embrace a future that is customer-centric, personalised, responsive, and aligned with quality customer experience.



Digital excellence	Data and AI readiness	Customer experience centric	Brand clarity	Emergency preparedness
Objective: Deliver seamless, user-friendly digital experiences that reflect the City's values and meet community expectations.	Objectives: • Explore artificial intelligence as an option to facilitate more strategic, smarter, faster and more personalised communications. • Ensure AI is used ethically, securely, and in compliance with the Privacy and Responsible Information Sharing Act 2024.	Objective: Deliver empathetic, effective communication and customer care by embedding customer experience principles and using data to guide decisions and improvements.	Objective: Strengthen the City's brand and use content storytelling to build pride in Joondalup and attract investment.	Objective: Strengthen the City's emergency management capability by embedding communications into all phases of emergency planning and response, ensuring the City can lead effectively and confidently before, during and after emergencies.
Impact: Residents experience more intuitive, responsive, and accessible digital communications, improving satisfaction and trust.	Impacts: • The City confidently embraces artificial intelligence to scale communications, respond faster, and gain deeper insights. • Maintaining public trust via transparent, secure, and compliant use of data and emerging technologies.	Impact: Communications are more empathetic, consistent, and aligned with the lived experience of residents engaging with City services.	Impact: The City's identity is clearer, more compelling, and better positioned to support both community engagement and economic development.	Impact: A more resilient and prepared organisation with the capability to communicate and serve the community effectively before, during and after an emergency.

Discussion notes



Appendix 5 — Activity 3 raw outputs

Pillar 1 — Digital Excellence

Digital Excellence

Impact

Residents experience more intuitive, responsive, and accessible digital communications, improving satisfaction and trust.

Do you agree with this desired impact

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
		✓	✓✓✓	✓✓✓✓

Objective

Deliver seamless, user-friendly digital experiences that reflect the City's values and meet community expectations.

Do you agree with this objective

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
		✓✓	✓✓✓	✓✓✓✓

Add comments on the butcher paper

Does a move to digital increase the challenge of loneliness in the community + the ability to communicate with a diverse range of people?

Does digital communication decrease skills in empathy + compassion?

would like to also see a cyber security aspect to this. I like the convenience of Digital, but may not always trust that the overarching systems adequately protect the confidentiality, integrity and availability of data x information.

DIGITAL EXCELLENCE

Pillar 2 — Data and AI readiness

Data and AI readiness

Impact

- The City confidently embraces artificial intelligence to scale communications, respond faster, and gain deeper insights
- Maintaining public trust via transparent, secure, and compliant use of data and emerging technologies.

Do you agree with this desired impact

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
✓✓✓		✓	✓✓✓	✓✓✓

Objective/s

- Explore artificial intelligence as an option to facilitate more strategic, smarter, faster and more personalised communications.
- Ensure AI is used ethically, securely, and in compliance with the Privacy and Responsible Information Sharing Act 2024 (WA).

Do you agree with these objectives

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
✓	✓✓	✓✓	✓✓✓	✓✓

Add comments on the butcher paper

* scared of unregulated AI, will be difficult to maintain, establish public trust. POIS Act compliance would help, but will be difficult to achieve.

AI is not going away + using it as an enabler to smol. Is some of the concern based on fear? If so, some effort needs to go into explaining how it will be used well + proactively.

don't just "explore" lead the way to make people feel safer in this space.

Yes must be ethical / opt in etc

Don't rush it

Different kinds of AI

- personalised info - hard path
- Tools for AI - go for it.

→ Be a trust vote
→ helping community be ready

DATA + AI

Pillar 3 — Customer experience centric

Customer experience centric

Impact

Communications are more empathetic, consistent, and aligned with the lived experience of residents engaging with City services

Do you agree with this desired impact

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
	✓	✓	✓✓✓	✓✓

Objective

Deliver empathetic, effective communication and customer care by embedding customer experience principles and using data to guide decisions and improvements.

Do you agree with this objective

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
		✓	✓✓✓✓	✓✓✓

Add comments on the butcher paper

cut out last part of objective - data is how you reach the objective

not so sure about emphasis on empathy - I think perhaps empathy at the heart but doesn't need to be at the forefront of a campaign, might accidentally come off as oversteering

do we want this from a city?

"Customer at the center"

call objective - framed as outcome for resident

"Human connection" → people centered

Tactful
Honest *↳ personality*

CUSTOMER CENTRIC

Pillar 4 — Brand clarity

Brand clarity

Impact

The City's identity is clearer, more compelling, and better positioned to support both community engagement and economic development.

Do you agree with this desired impact

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
	✓✓	✓✓✓✓	✓✓✓	✓

Objective

Strengthen the City's brand and use content storytelling to build pride in Joondalup and attract investment.

Do you agree with this objective

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
	✓	✓ <i>good</i>	✓✓✓✓✓	✓ <i>love storytelling</i>

Add comments on the butcher paper

I agree with this because I only really started learning about all the things the city does/offers after coming onto this SEEC. Definitely room for improvement for cohesive Joondalup brand clarity & identity

Have we proven that ↑ brand = ↑ (comm engagement) / econ dev

↳ yes to sponsorship

BRAND CLARITY

Pillar 5 — Emergency preparedness

Emergency preparedness

Impact
A more resilient and prepared organisation with the capability to communicate and serve the community effectively before, during and after an emergency.
Recovery is more the LG focus

Do you agree with this desired impact

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
	✓	✓	✓	✓

Objective
Strengthen the City's emergency management capability by embedding communications into all phases of emergency planning and response, ensuring the City can lead effectively and confidently before, during and after emergencies.

Do you agree with this objective

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
	✓	✓	✓	✓

Add comments on the butcher paper

Language to be more focused on the community → same with community
Impact - clarification please elaborate
What are CO's responsibilities?
What are the likely incidents?
Yes to needed - No to being a pillar
City as a trusted source of truth
City responsible for bushland fire preparedness

Emergency preparedness

Appendix 6 — Activity 4 raw outputs

Thinking about your PERSONA - choose their TOP 5 communication channels.

Print	Digital	Outdoor	Other
City News	eNewsletters	Street flags	Radio advertising
Joondalup Voice	Google advertising	Billboards	Stakeholder networks
Brochures and flyers	YouTube channel	Roadside signage	On-hold messages
Newspaper advertising	City website banners	Train stations and bus shelters	Events, speeches and stalls
Posters in libraries and facilities	Social screens in libraries and facilities	Shopping centre banners and screens	Sponsorships and partnerships
General print media (unpaid)	Social media (eg Facebook and Instagram)	Variable messaging boards (roving electronic signage)	Community service

Appendix 7 — Presentation slides



Strategic Community Reference Group

Communications & customer experience



The City of Joondalup acknowledges the Traditional Custodians of this land, the Whadjuk people of the Noongar nation. We recognise the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. We pay our respects to Elders past and present and all Aboriginal and Torres Strait Islander peoples.

Image: Sandra Hill, Wutt Poodalaininy (Moving Camp Together), 2008 (detail)



Meeting objectives



- To explore what makes the City of Joondalup unique.
- To explore community perceptions around the City's communications activities.
- To identify gaps and overlaps in the City's communications and effects on customer experience.
- To consider how the City's communication channels can enhance customer experience.

Conduct agreement



Respect	Active listening	Open mindedness	Participation
			
Be mindful of people's time.	Prioritise consent, not consensus.	Remain open-minded to all opinions.	Promote a safe space for all.
Agree to disagree. Listen to quieter voices and do not dominate the conversation.	Listen to all and endeavour to understand the views of others.	Be community-minded. Do not judge others' opinions or experiences.	Share your views with others and do not keep your thoughts to yourself.

Setting the scene



Perceptions of Joondalup



Perceptions of Joondalup



What do you love about the City of Joondalup?

If Joondalup was a PIZZA,
what pizza would it be and why?

(Think toppings, size, type of base)



The Pitch



Reconnecting with the personas





Your challenge: In table groups, develop a 'pitch' that would make the persona want to live in Joondalup.



The Pitch

What are the similarities among the pitches?



Norma (she/her)

77 years old | widowed | 2 children and 5 grandchildren | born in the United Kingdom | speaks English at home

Retired primary school teacher

Homeowner in the City of Joondalup for almost forty years.

She is a grandmother who lives alone, regularly volunteers at her local club and cares for her young grandchildren twice a week. She often attends her local library and registers for their seniors' events.

 Personas



Nicole (she/her)

43 years old | married | 2 children under 15 | born in South Africa | speaks Afrikaans at home

Stay-at-home parent and former marketing officer.

Homeowner in the City of Joondalup for 10 years, who also went to high school in the area.

She lives with her partner and two children, and volunteers at her children's school and sporting clubs four times a week. She attends exercise classes at Craigie Leisure Centre twice per week.

 Personas



Ash (they/them)

19 years old | single | no children | born in Australia | one parent born in Ireland and one parent born in Italy | speaks English and Italian at home

TAFE student

Lives at home with their parents who own their home.

They ride their bicycle to North Metropolitan TAFE (Joondalup) where they study cybersecurity during the week. They also work weekends at the local tavern and play social netball with friends once a week.

 Personas



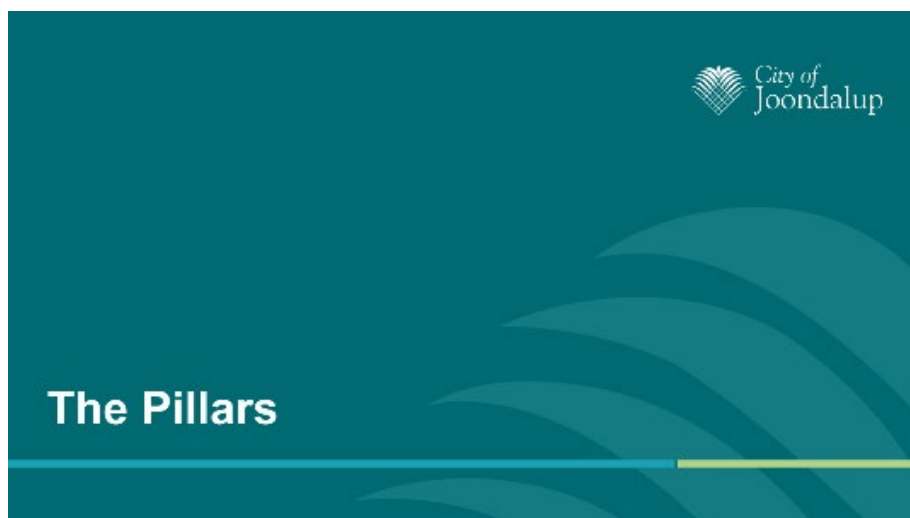
Prakash (he/him)

27 years old | single | no children | born in India | speaks Hindi at home

Works locally as a technical tradesperson.

Rents a home with two housemates.

Drives to work daily and works on sites throughout the City of Joondalup and surrounding areas. He attends and enjoys community events, particularly about the environment and local arts and culture.



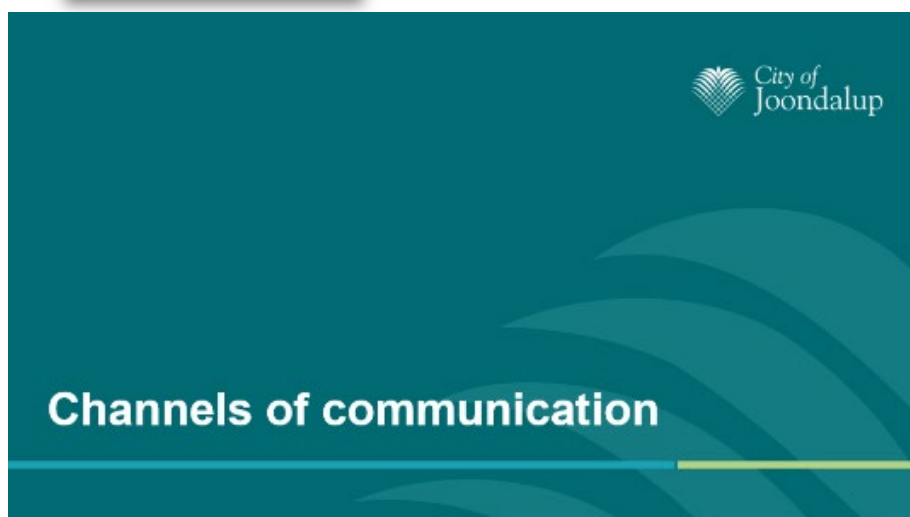
Exploring the Pillars

Pillars				
Local residents	Care and all residents	Customer services and support	Local industry	Community participation
Pillar 1 – Digital Excellence				
Objective: Enhance our online and locally digital experiences that reflect the City's values and meet community expectations.				
Impact: Enhance the experience of our residents, businesses, and community digital communications, improving satisfaction and engagement.				
Pillar 2 – Data and Analytics Intelligence				
Objective: - Maximise the use of data and analytics to enhance our strategic, tactical, and operational decision-making. - Ensure data is used ethically, securely, and in compliance with the Privacy and Information Protection Act 2000 (PIPA). - The City's data and analytics intelligence is used to enhance our services, products, and customer experience.				
Impact: Enhance the City's data and analytics intelligence to support our strategic, tactical, and operational decision-making.				
Pillar 3 – Customer Experience Centre				
Objective: - Develop a customer experience centre that provides a central point of contact for all customer service and support needs. - Ensure the centre is accessible, inclusive, and aligned with the City's values and expectations.				
Impact: Enhance the City's customer experience centre to provide a central point of contact for all customer service and support needs.				
Pillar 4 – Resilient Community				
Objective: Strengthen the City's resilience and our capacity to respond to and manage any crisis or emergency.				
Impact: Enhance the City's resilience and our capacity to respond to and manage any crisis or emergency.				

Do you agree with the desired impacts?

Do you agree with the objective/s?

Do you have any other comments about this pillar?



Channels of communication



Which communication channels would work?

Thinking about your Persona...

Choose the 5 channels that would work best for them.

Print	Digital	Outdoor	Other
City News	eNewsletters	Street flags	Radio advertising
Joondalup Voice	Google advertising	Billboards	Stakeholder networks
Brochures and flyers	Youtube channel	Roadside signage	On-hold messages
Newspaper advertising	City website banners	Train stations and bus shelters	Events, speeches and stalls
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General print media (unpaid)	Social media (eg Facebook and Instagram)	Variable messaging boards (roving electronic signage)	Community service

1 Scan



pollev.com/ahaconsulting



2 Wait on the home screen

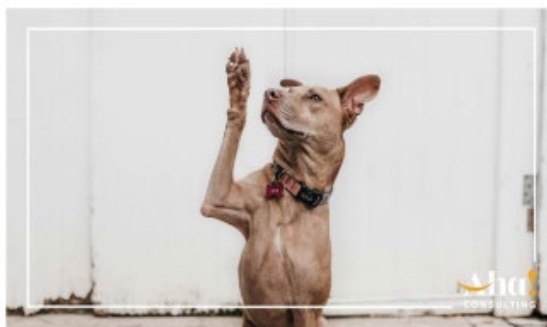


NOTE: You don't need to download anything or create an account

3

Once everyone is on the home screen magic will happen

Questions





2025 workplan



This is the final meeting for the 2024–2025 Strategic Community Reference Group

The City of Joondalup would like to thank all members for their substantial contributions to activities and discussions during the term.

In the weeks following this meeting, you will receive an email with the Meeting Outcomes Report and a feedback form. The City values continuous improvement and requests that all members complete the online survey. Your valuable feedback will assist us in planning for the next term.

Thank you



NEW TERMS OF REFERENCE

Strategic Community Reference Group

Terms of reference

1. Purpose

The purpose of the Strategic Community Reference Group will be to provide advice to Council on matters of significant community interest as determined by Council.

2. Status of advice

The Strategic Community Reference Group will be advisory only and will not have delegated powers or authority to:

- call for reports
- refer matters to the Council or the Chief Executive Officer
- commit Council to the expenditure of funds
- implement actions or recommendations
- represent the City of Joondalup.

3. Matters for consideration

An Annual Work Plan will be prepared and presented to the Council for endorsement. Items listed in the Annual Work Plan can be drawn from the 5-Year Corporate Business Plan or other scheduled project or initiative.

Additions to the Annual Work Plan must be made through a motion of Council.

Alterations to the endorsed Annual Work Plan must be approved by the Presiding Member.

4. Reference Group composition

4.1 Presiding Member

Council will appoint a Presiding Member in addition to the Elected Member Representatives appointed to the Reference Group

The role of the Presiding Member will be to:

- open and close meetings
- ensure a quorum is present
- ensure participants adhere to proper meeting conduct in line with the City's Code of Conduct for

Council Members, Committee Members and Election Candidates.

- approve alterations to the endorsed Annual Work Plan.

Should the Presiding Member be an apology for a meeting of the Reference Group, they will appoint any of the remaining Elected Member Representatives to the Presiding Member role for that meeting.

4.2 Elected Member Representatives

A maximum of three Elected Members will be nominated by Council as Elected Member Representatives.

A maximum of four additional Elected Members will be nominated by Council as Deputy Elected Member Representatives.

The role of an Elected Member Representative will be to:

- review the agenda and pre-reading materials before each meeting
- actively participate and contribute to matters under discussion
- comply with the City's Code of Conduct for Council Members, Committee Members and Election Candidates.

Should an Elected Member Representative be an apology, Deputy Elected Member Representatives may be requested by the Presiding Member to fill the position.

4.3 Community Member Representatives

A maximum of two representatives from each of the six wards of the City, and a minimum of two youth representatives aged 16–25 years, will be selected by the Council from nominations received.

Nominations will be publicly advertised and interested community members will be required to submit a

nomination form which will be presented to the Council for consideration.

Selection will be based on interest, experience and/or qualifications in matters pertaining to the City of Joondalup community. Selection will also take into account demographic characteristics, such as age and gender, in order to facilitate diversity and representativeness, as far as practicable.

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Participation by Community Member Representatives will be voluntary and remuneration will not be provided by the City.

4.4 Subject matter experts

Suitably qualified subject matter experts will be identified and invited to participate in meetings as required. Subject matter experts will be independent and external from the City.

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- ensure meetings operate efficiently and in accordance with the Terms of Reference
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City officers will organise, coordinate, and communicate meetings of the Strategic Community Reference Group. A meeting agenda and pre-reading material will be prepared by City officers for each meeting topic in accordance with the endorsed Annual Work Plan.

A quorum for any meeting will be no less than two of the four Elected Members Representatives and no less than 8 of the 14 Community Member Representatives. If a quorum cannot be reached, the meeting may be rescheduled or cancelled, at the discretion of the Presiding Member.

Strategic Community Reference Group meetings will not be open to members of the public.

8. Meeting outcomes

City officers will prepare Meeting Outcomes Reports following each meeting. These will include a summary of activities undertaken and detail the outcomes of the meeting activities.

The Meeting Outcomes Reports will be distributed to Strategic Community Reference Group members, all Elected Members and published on the City's website.

9. Insurances

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

CURRENT TERMS OF REFERENCE

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An external and independent facilitator will be appointed by the City for the two-year term of Strategic Community Reference Group.

The role of the facilitator will be to:

- plan activities to ensure the objectives are met

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Elected Members, who are not Elected Member Representatives, may attend meetings in an Observer capacity.

Elected Member Observers will not participate or contribute to discussions or activities.

7. Meetings

City officers will organise, coordinate, and communicate meetings of the Strategic Community Reference Group. A meeting agenda and pre-reading material will be prepared by City officers for each meeting topic in accordance with the endorsed Annual Work Plan.

A quorum for any meeting will be no less than two of the four Elected Members Representatives and no less than 8 of the 14 Community Member Representatives. If a quorum cannot be reached, the meeting **will may** be rescheduled or cancelled, **at the discretion of the Presiding Member.**

Strategic Community Reference Group meetings will not be open to members of the public.

8. Meeting outcomes

City officers will prepare Meeting Outcomes Reports following each meeting. These will include a summary of activities undertaken and detail the outcomes of the meeting activities.

The Meeting Outcomes Reports will be distributed to Strategic Community Reference Group members, all Elected Members and published on the City's website.

9. Insurances

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

DRAFT



Reconciliation Action Plan Community Reference Group (RAPCRG)

Terms of Reference

1. Name

The name of the Reference Group shall be the Reconciliation Action Plan Community Reference Group (RAPCRG).

2. Purpose

The role of the RAPCRG shall be to:

- Guide the development of the City's Reconciliation Action Plan (RAP); and
- Scope and reflect on how the City of Joondalup can contribute to reconciliation in a way that is meaningful, mutually beneficial, and sustainable.

The objectives of the RAP will be to:

- Explore options for the Joondalup community to advance reconciliation;
- Improve relationships with Aboriginal and Torres Strait Islander people and relevant stakeholders;
- Foster an understanding of Aboriginal and Torres Strait Islander cultures, rights, and experiences;
- Enable opportunities that are culturally appropriate, partnership-centred and encourage Aboriginal and Torres Strait Islander people to participate equally.

Members of the RAPCRG are required to:

- Show willingness to contribute positively at meetings;
- Champion reconciliation efforts;
- Liaise with extended networks and community groups to facilitate information sharing;
- Encourage participation from the community and provide feedback to the RAPCRG;
- Comply with the City's Code of Conduct and;
- Commit to the RAPCRG for the required term.

The RAPCRG exists solely to inform the development of the City's RAP and reconciliation efforts. The RAPCRG and its individual members do not have any delegated powers, the ability to expend City funds, the authority to represent the City of Joondalup, direct City staff or implement any action without the approval of the City.

3. Membership Composition

Membership of the RAPCRG will comprise up to 15 members representatives made up of the following:

3.1 Presiding Member

Once membership of the RAPCRG has been confirmed, should a Presiding Member not be in place, the Mayor will be the Presiding Member for the first meeting, with the first agenda item to be considered the election of an ongoing Presiding Member.

The Mayor of the City of Joondalup will serve as the Deputy Presiding Member of the RAPCRG.

The Presiding Member will be responsible for ensuring the RAPCRG operates efficiently, effectively, and according to the Terms of Reference. The Presiding Member will act to enable all members to have equal opportunity to contribute. In the absence of the Presiding Member, the Deputy Presiding Member will conduct the meeting. In the absence of both the Presiding Member and Deputy Presiding Member, those RAPCRG members present will have the authority to appoint one of their members to act as a temporary Presiding Member.

3.2 Elected Members

In addition to the Mayor, up to two other Elected Members will be nominated by Council as members of the RAPCRG.

3.3 Community Members

Expressions of Interest (EOI) may be called where necessary seeking nominations for the RAPCRG from the community and stakeholders. Council will approve up to eight community members. Selection will be based on the information contained on the completed nomination forms and external advice.

Community members who identify as Aboriginal or Torres Strait Islander are encouraged to apply, as are.

all other community members who are interested in reconciliation

3.4 Organisational Representatives

To achieve wide-ranging community participation, up to four places are available for nominated representatives from Aboriginal and Torres Strait Islander community groups, special interest organisations or businesses that operate within or have a connection to the City of Joondalup.

Selection will be based on the information contained on the completed nomination forms, external advice or invitation by the City and approved by Council.

3.5 City Officers

City officers will attend all meetings to provide administrative support and guidance, however, are not voting members of the RAPCRG.

3.6 Consultant

A consultant may be appointed to help guide (but not influence) the development of the Reconciliation Action Plan. The consultant, or consulting team, is not a member of the RAPCRG.

3.7 Experts

Suitably qualified experts who can provide advice / information will be invited to attend RAPCRG meetings at the discretion of the City, in consultation with the Presiding Member and Deputy Presiding Member.

3.8 Term of Membership

The term of the membership of the RAPCRG will be until the October 2023 Local Government Elections.

3.9 Voluntary

Membership on the RAPCRG is voluntary and remuneration is not available from the City. All RAPCRG members will be expected to contribute their time both in meetings and out to further the City's reconciliation process and efforts.

4. Meeting Details

4.1 Meeting Frequency

Meetings of the RAPCRG will be held approximately every two months for up to 1.5 hours (or as required). Other forms of communication will be considered outside of scheduled meeting times. Meeting timing and regularity will

be determined by the City in consultation with the RAPCRG as required.

4.2 Meeting Format

The Presiding Member will preside at all RAPCRG meetings and be responsible for the proper conduct of the meetings.

Members will be invited to contribute items for inclusion on the agenda at the discretion of the City in consultation with the Presiding and Deputy Presiding Member.

The City of Joondalup will be responsible for circulating the agenda prior to the meeting.

All meetings shall follow the items listed on the agenda and the City will make minutes available following the meeting.

4.3 Quorum

The RAPCRG is not a decision-making body and a strict quorum does not apply. A combined minimum of four community and/or organisational members is the anticipated minimum for continuing with a meeting.

5. Insurances

The City shall arrange all insurances that affect the RAPCRG in discharging the normal course of its involvement and for any associated public liability.

6. Tenure of Appointment

If a member fails to attend three consecutive meetings their membership may be automatically terminated unless a leave of absence has been granted.



Reconciliation Action Plan Community Reference Group (RAPCRG)

Terms of Reference

1. Name

The name of the Reference Group ~~shall be~~ the Reconciliation Action Plan Community Reference Group (RAPCRG).

2. Purpose

The role of the RAPCRG ~~shall be~~ to:

- Guide the development, implementation and review of the City's Reconciliation Action Plan (RAP); and
- Inform how the City of Joondalup can contribute to reconciliation within the organisation and the Joondalup community in a way that is meaningful, respectful, and sustainable.

3. Limits to Authority

The RAPCRG and its individual members do not have any delegated powers, the ability to expend City funds, the authority to represent the City of Joondalup, direct City staff or implement any action without the approval of the City or Council.

4. Objectives and Responsibilities

The objectives of the RAP are to:

- Stimulate community growth and bring members of our community together;
- Build pride, respect and understanding for Aboriginal and Torres Strait Islander peoples, and cultures;
- Promote self-determination and increase and support sustainable Aboriginal enterprise and opportunities that further empower Aboriginal and Torres Strait Islander communities and peoples;
- Place a cultural lens across decision-making; and
- Engage in and promote truth-telling to reflect local Aboriginal histories, heritage and engagement.

Members of the RAPCRG are required to:

- Contribute positively at meetings;
- Champion the City's reconciliation efforts;
- Engage in and promote truth-telling to reflect local Aboriginal histories, heritage and engagement.
- Liaise with extended networks and community groups to facilitate information sharing;

~~Members of the RAPCRG are required to:~~

- ~~• Contribute positively at meetings;~~
- ~~• Champion the City's reconciliation efforts;~~
- ~~• Liaise with extended networks and community groups to facilitate information sharing;~~
- Encourage participation from the community and provide feedback to the RAPCRG;
- Comply with the City's Code of Conduct;
- Commit to uUndertaking the relevant induction/s, and;
- Commit to the RAPCRG for the required term.

53. Membership Composition

Membership of the RAPCRG ~~will is~~ comprised ~~d of~~ up to 15 ~~members~~ representatives, made up of the following:

No more than:

- Three Elected Members
- Eight Community Members
- Four Organisational Members

53.1 Presiding Member ~~and Deputy Presiding Member~~

Once membership of the RAPCRG has been confirmed, should a Presiding Member not be in place, the Mayor will be the Presiding Member for the first meeting, with the first agenda item to be ~~considered~~ the election of ~~an a~~ ongoing Presiding Member.

The Mayor of the City of Joondalup will serve as the Deputy Presiding Member of the RAPCRG.

The Presiding Member ~~will be is~~ responsible for ensuring the RAPCRG operates efficiently, effectively, and according to the Terms of Reference and the City's Code of Conduct. The Presiding Member will act to enable all members ~~to~~ have equal opportunity to contribute. In the absence of the Presiding Member, the Deputy Presiding Member will conduct the meeting. In the absence of both the Presiding Member and Deputy Presiding Member, those RAPCRG members present will have the authority to appoint one of their members to act as a temporary Presiding Member.

53.2 Elected Members

In addition to the Mayor, up to two other Elected Members will be nominated by Council as members of the RAPCRG. Elected Members have the same responsibilities as all members of the RAPCRG.

The Mayor and up to two other Elected Members will be nominated by Council as members of the RAPCRG.

53.3 Community Members

Expressions of Interest (EOI) may be called where necessary seeking nominations for the RAPCRG from the community and stakeholders. Council will approve up to eight community members.

Selection will be based on the information contained on the completed nomination forms, external advice or invitation by the City and approved by Council.

Community members who identify as Aboriginal or Torres Strait Islander are encouraged to apply, as are all other community members who are interested in reconciliation.

53.4 Organisational Representatives

To achieve wide-ranging community participation, up to four places are available for nominated representatives from Aboriginal and Torres Strait Islander community groups, special interest organisations or businesses that operate within or have a connection to the City of Joondalup.

Selection will be based on the information contained on the completed nomination forms, external advice or invitation by the City and approved by Council.

For organisational members, membership is contingent upon their role within the relevant organisation. In the event that a member ceases their association with the organisation, a replacement member may be nominated by the organisation.

53.5 City Officers

City officers will attend all meetings to provide administrative support and guidance as required, however, are not voting members of the RAPCRG.

The presiding member of the Staff Working Group (or a representative) may attend RAPCRG meetings as a non-voting member, for the purposes of informing the RAPCRG on Staff Reference Group business as appropriate and vice versa.

53.6 Experts / Consultants

Suitably qualified experts / consultants who can provide advice / information may be invited to attend RAPCRG meetings at the discretion of the City, in consultation with the Presiding Member. Invited experts are not considered members of the RAPCRG and will not have a vote.

53.7 Voluntary Membership

Membership on the RAPCRG is voluntary and remuneration is not available from the City. All RAPCRG members will be expected to contribute their time both in meetings and out to further the City's reconciliation process and efforts.

64. Meeting Details

64.1 Meeting Frequency

RAPCRG meetings will be held quarterly, or as required. Other forms of communication will be considered
6.1 Meeting Frequency

RAPCRG meetings will be held quarterly, or as required. Other forms of communication will be considered outside of scheduled meeting times. Meeting timing and regularity will be determined by the City in consultation with the RAPCRG and Presiding Member where possible.

64.2 Meeting Format

The Presiding Member will preside at all RAPCRG meetings and be responsible for the proper conduct of the meetings.

Members will be invited to contribute items for inclusion on the agenda at the discretion of the City in consultation with the Presiding and Deputy Presiding Member.

The City of Joondalup will be responsible for circulating the agenda prior to the meeting.

All meetings shall follow the items listed on the agenda and the City will make meeting notes available following the meeting.

64.3 Quorum

The RAPCRG is not a decision-making body, and a strict quorum does not apply. A combined minimum of four community and/or organisational members is the anticipated minimum for continuing with a meeting.

75. Insurances

The City shall arrange all insurances that affect the RAPCRG in discharging the normal course of its involvement and for any associated public liability.

86. Tenure of Appointment

The term of the membership of the RAPCRG will be until the **October 2025** Local Government Elections **30 October 2027**. All members are required to re-nominate at the end of each period of tenure.

If a member fails to attend three consecutive meetings, without apology/notice, the RAPCRG will be required to make a recommendation to Council to consider their ongoing membership on the RAPCRG.



Reconciliation Action Plan Community Reference Group (RAPCRG)

Terms of Reference

1. Name

The name of the Reference Group is the Reconciliation Action Plan Community Reference Group (RAPCRG).

2. Purpose

The role of the RAPCRG is to:

- Guide the development, implementation, and review of the City's Reconciliation Action Plan (RAP); and
- Inform how the City of Joondalup can contribute to reconciliation within the organisation and the Joondalup community in a way that is meaningful, respectful, and sustainable.

3. Limits to Authority

The RAPCRG and its individual members do not have any delegated powers, the ability to expend City funds, the authority to represent the City of Joondalup, direct City staff, or implement any action without the approval of the City or Council.

4. Objectives and Responsibilities

The objectives of the RAP are to:

- Stimulate community growth and bring members of our community together;
- Build pride, respect and understanding for Aboriginal and Torres Strait Islander peoples and cultures;
- Promote self-determination and increase and support sustainable Aboriginal enterprise and opportunities that further empower Aboriginal and Torres Strait Islander communities and peoples;
- Place a cultural lens across decision-making; and
- Engage in and promote truth-telling to reflect local Aboriginal histories, heritage and engagement.

Members of the RAPCRG are required to:

- Contribute positively at meetings;
- Champion the City's reconciliation efforts;
- Liaise with extended networks and community groups to facilitate information sharing;
- Encourage participation from the community and provide feedback to the RAPCRG;
- Comply with the City's Code of Conduct;
- Undertake the relevant induction/s, and;
- Commit to the RAPCRG for the required term.

5. Membership Composition

Membership of the RAPCRG is comprised of up to 15 representatives, made up of the following:

No more than:

- Three Elected Members
- Eight Community Members
- Four Organisational Members

5.1 Presiding Member and Deputy Presiding Member

Once membership of the RAPCRG has been confirmed, should a Presiding Member not be in place, the Mayor will be the Presiding Member for the first meeting, with the first agenda item to be the election of a Presiding Member.

The Mayor of the City of Joondalup will serve as the Deputy Presiding Member of the RAPCRG.

The Presiding Member is responsible for ensuring the RAPCRG operates efficiently, effectively, and according to the Terms of Reference and the City's Code of Conduct. The Presiding Member will act to enable all members to have equal opportunity to contribute. In the absence of the Presiding Member, the Deputy Presiding Member will conduct the meeting. In the absence of both the Presiding Member and Deputy Presiding Member, those RAPCRG members present will have the authority to appoint one of their members to act as a temporary Presiding Member.

5.2 Elected Members.

The Mayor and up to two other Elected Members will be nominated by Council as members of the RAPCRG.

5.3 Community Members

Expressions of Interest (EOI) may be called where necessary seeking nominations for the RAPCRG from the community and stakeholders. Council will approve up to eight community members.

Selection will be based on the information contained on the completed nomination forms, external advice or invitation by the City and approved by Council.

Community members who identify as Aboriginal or Torres Strait Islander are encouraged to apply, as are all other community members who are interested in reconciliation.

5.4 Organisational Representatives

To achieve wide-ranging community participation, up to four places are available for nominated representatives from Aboriginal and Torres Strait Islander community groups, special interest organisations or businesses that operate within or have a connection to the City of Joondalup.

Selection will be based on the information contained on the completed nomination forms, external advice or invitation by the City and approved by Council.

For organisational members, membership is contingent upon their role within the relevant organisation. In the event that a member ceases their association with the organisation, a replacement member may be nominated by the organisation.

5.5 City Officers

City officers will attend all meetings to provide administrative support and guidance as required, however, are not voting members of the RAPCRG.

The presiding member of the Staff Working Group (or a representative) may attend RAPCRG meetings as a non-voting member, for the purposes of informing the RAPCRG on Staff Reference Group business as appropriate and vice versa.

5.6 Experts / Consultants

Suitably qualified experts / consultants who can provide advice / information may be invited to attend RAPCRG meetings at the discretion of the City, in consultation with the Presiding Member. Invited experts are not considered members of the RAPCRG and will not have a vote.

5.7 Voluntary Membership

Membership on the RAPCRG is voluntary and remuneration is not available from the City. All RAPCRG members will be expected to contribute their time both in meetings and out to further the City's reconciliation process and efforts.

6. Meeting Details

6.1 Meeting Frequency

RAPCRG meetings will be held quarterly, or as required. Other forms of communication will be considered outside of scheduled meeting times. Meeting timing and regularity will be determined by the City in consultation with the RAPCRG and Presiding Member where possible.

6.2 Meeting Format

The Presiding Member will preside at all RAPCRG meetings and be responsible for the proper conduct of the meetings.

Members will be invited to contribute items for inclusion on the agenda at the discretion of the City, in consultation with the Presiding and Deputy Presiding Member.

The City of Joondalup will be responsible for circulating the agenda prior to the meeting.

All meetings shall follow the items listed on the agenda and the City will make meeting notes available following the meeting.

6.3 Quorum

The RAPCRG is not a decision-making body, and a strict quorum does not apply. A combined minimum of four community and/or organisational members is the anticipated minimum for continuing with a meeting.

7. Insurances

The City shall arrange all insurances that affect the RAPCRG in discharging the normal course of its involvement and for any associated public liability.

8. Tenure of Appointment

The term of the membership of the RAPCRG will be until 30 October 2027. All members are required to re-nominate at the end of each period of tenure.

If a member fails to attend three consecutive meetings, without apology/notice, the RAPCRG will be required to make a recommendation to Council to consider their ongoing membership on the RAPCRG.



CHRMAP Community Reference Group

Terms of reference

1. Purpose

The purpose of the Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) Community Reference Group will be to provide input into the development of the City's CHRMAP to provide a long-term framework for adapting to coastal hazards, in accordance with State Planning Policy No. 2.6.

2. Status of advice

The CHRMAP Community Reference Group will be advisory only and will not have delegated powers or authority to:

- call for reports
- refer matters to the Council or the Chief Executive Officer
- commit Council to the expenditure of funds
- implement actions or recommendations
- represent the City of Joondalup.

3. Matters for consideration

The CHRMAP Community Reference Group will consider information and provide advice related to the development of the City's CHRMAP to provide a long-term framework for adapting to coastal hazards, in accordance with State Planning Policy No. 2.6.

The reference group will assist the City in determining preferred actions and solutions related to mitigating and adapting to coastal hazards in the City of Joondalup.

4. Reference Group composition

4.1 Presiding Member

Council is to appoint a Presiding Member in addition to the Elected Members appointed to the CHRMAP Community Reference Group.

The role of the Presiding Member will be to:

- open and close meetings
- ensure a quorum is present
- ensure participants adhere to proper meeting conduct in line with the City's Code of Conduct for Council Members, Committee Members and Election Candidates
- approve alterations to the endorsed Annual Work Plan.

Should the Presiding Member be an apology for a meeting of the Reference Group, they will appoint any of the remaining Elected Member Representatives to the Presiding Member role for that meeting.

4.2 Elected Member Representatives

A maximum of four Elected Members will be nominated by Council as Elected Member Representatives.

A maximum of four additional Elected Members will be nominated by Council as Deputy Elected Member Representatives.

The role of an Elected Member Representative will be to:

- review the agenda and pre-reading materials before each meeting
- actively participate and contribute to matters under discussion
- comply with the City's Code of Conduct for Council Members, Committee Members and Election Candidates.

Should an Elected Member Representative be an apology, Deputy Elected Member Representatives may be requested by the Presiding Member to fill the position.

4.3 Community Member Representatives

The CHRMAP Community Reference Group will consist of up to ten members and may include representation from the following groups:

- Residents
- Community groups (including environmental groups and sporting clubs)
- First Nations people
- Business owners
- Youth.

Nominations will be publicly advertised and interested community members will be required to submit a nomination form which will be presented to the Council for consideration.

Selection will be based on interest, experience and/ or qualifications in matters pertaining to coastal hazard management in the City of Joondalup. Selection will also take into account demographic characteristics, such as age and gender, and group representation in order to facilitate diversity and representativeness, as far as practicable.

The role of a Community Member Representative will be to:

- review the agenda and pre-reading materials before each meeting
- actively participate and contribute to matters under discussion
- comply with the City's Code of Conduct for Council Members, Committee Members and Election Candidates.

If a Community Member Representative fails to attend two consecutive meetings without sending their apologies, their appointment may be automatically terminated.

Should a Community Member Representative resign or be terminated, the Presiding Member will appoint a new representative from the most recent nomination period. If an alternative nominee is not available, the City may either leave the position vacant or re-advertise for nominations. The Presiding Member must approve re-advertising for nominations.

Participation by Community Member Representatives will be voluntary and remuneration will not be provided by the City.

4.4 Subject matter experts

Suitably qualified subject matter experts will be identified and invited to participate in meetings as required. Subject matter experts will be independent and external from the City.

The role of a subject matter expert will be to:

- actively participate and contribute to matters under discussion
- provide advice and/or information relevant to their area of expertise.

Participation by subject matter experts will be voluntary and remuneration will not be provided by the City.

4.5 Facilitator

An external and independent facilitator will be appointed by the City for the three-year term of Strategic Community Reference Group.

The role of the facilitator will be to:

- develop agenda and activities to ensure the meeting objectives are met
- ensure meetings operate efficiently and in accordance with the Terms of Reference
- enable all participants the opportunity to contribute to discussions
- provide a report of the meeting outcomes.

4.6 Terms of membership

All Community Member Representatives will be appointed for a term of three years concluding with Council adoption of the City's CHRMAP. Elected Member Representatives will be appointed for a term of up to three years in accordance with the duration of their term.

5. Conflicts of interest

Members will declare any personal or commercial conflicts of interest related to the matter being discussed by informing the City prior to the meeting commencing.

6. Elected Member Observers

Elected Members, who are not Elected Member Representatives, may attend meetings in an Observer capacity.

Elected Member Observers will not participate or contribute to discussions or activities.

7. Meetings

The CHRMAP Community Reference Group shall meet up to four times per year, depending on the progress and development of the CHRMAP.

City officers will organise, coordinate, and communicate meetings of the CHRMAP Community Reference Group. A meeting agenda and pre-reading material will be provided prior to each meeting.

A quorum for any meeting will be no less than two of the five Elected Members Representatives and no less than six of the 10 Community Member Representatives. If a quorum cannot be reached, the meeting will be rescheduled or cancelled.

CHRMAP Community Reference Group meetings will not be open to members of the public.

8. Meeting Outcomes

A Meeting Outcomes Report will be prepared and published following each meeting. These will include a summary of activities undertaken and detail the outcomes of the meeting activities.

The Meeting Outcomes Reports will be distributed to CHRMAP Community Reference Group members, all Elected Members and published on the City's website.

The City may also record meetings for record keeping purposes.

9. Insurances

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



City of Joondalup Standards for CEO Recruitment, Performance and Termination Council Policy

Responsible directorate: Governance and Strategy

Objective: To establish the standards to be observed by the City of Joondalup in relation to the recruitment, performance, and termination of CEOs in accordance with Schedule 2 of the *Local Government (Administration) Regulations 1996*.

Division 1 — Preliminary provisions:

1. Citation:

These are the City Standards for CEO Recruitment, Performance and Termination.

2. Terms used:

2.1. In these standards:

“**Act**” means the *Local Government Act 1995*.

“**additional performance criteria**” means performance criteria agreed by the Council and the CEO under clause 16.1(b).

“**applicant**” means a person who submits an application to the City for the position of CEO.

“**City**” means the City of Joondalup, being a local government established as a body corporate under section 2.5 of the Act.

“**contract of employment**” means the written contract, as referred to in section 5.39 of the Act, that governs the employment of the CEO.

“**contractual performance criteria**” means the performance criteria specified in the CEO’s contract of employment as referred to in section 5.39(3)(b) of the Act.

“**Council**” means the Council of the City.

“**job description form**” means the job description form for the position of CEO approved by the Council under clause 5.2.

“**selection criteria**” means the selection criteria for the position of CEO determined by the Council under clause 5.1 and set out in the job description form.

“**selection panel**” means the selection panel established by the Council under clause 8 for the employment of a person in the position of CEO.

- 2.2. Other terms used in these standards that are also used in the Act have the same meaning as they have in the Act unless the contrary intention appears.

Division 2 — Standards for Recruitment of CEOs:

3. Overview of division:

This Division sets out standards to be observed by the City in relation to the recruitment of CEOs.

4. Application of division:

- 4.1. Except as provided in subclause 4.2, this Division applies to any recruitment and selection process carried out by the City for the employment of a person in the position of CEO.

- 4.2. This Division does not apply:

- a. if it is proposed that the position of CEO be filled by a person in a class prescribed for the purposes of section 5.36(5A) of the Act; or
- b. in relation to a renewal of the CEO's contract of employment, except in the circumstances referred to in clause 13.2.

5. Determination of selection criteria and approval of job description form:

- 5.1. The Council must determine the selection criteria for the position of CEO, based on the Council's consideration of the knowledge, experience, qualifications and skills necessary to effectively perform the duties and responsibilities of the position of CEO of the City.
- 5.2. The Council must, by resolution of an absolute majority of the Council, approve a job description form for the position of CEO which sets out:
- a. the duties and responsibilities of the position; and
 - b. the selection criteria for the position determined in accordance with subclause 5.1.

6. Advertising requirements:

- 6.1. If the position of CEO is vacant, the City must ensure it complies with section 5.36(4) of the Act and the *Local Government (Administration) Regulations 1996* regulation 18A.
- 6.2. If clause 13 applies, the City must advertise the position of CEO in the manner referred to in the *Local Government (Administration) Regulations 1996* regulation 18A as if the position was vacant.

7. Job description form to be made available by the City:

If a person requests the City to provide to the person a copy of the job description form, the City must:

- a. inform the person of the website address referred to in the *Local Government (Administration) Regulations 1996* regulation 18A(2)(da); or
- b. if the person advises the City that the person is unable to access that website address:
 - i. email a copy of the job description form to an email address provided by the person; or
 - ii. mail a copy of the job description form to a postal address provided by the person.

8. Establishment of selection panel for employment of CEO:

8.1. In this clause:

“**independent person**” means a person other than any of the following:

- a. Council member;
- b. an employee of the City;
- c. a human resources consultant engaged by the City.

8.2. The Council must establish a selection panel to conduct the recruitment and selection process for the employment of a person in the position of CEO.

8.3. The selection panel must comprise:

- a. Council members (the number of which must be determined by the Council); and
- b. at least 1 independent person.

9. Recommendation by selection panel:

9.1. Each applicant's knowledge, experience, qualifications and skills must be assessed against the selection criteria by or on behalf of the selection panel.

9.2. Following the assessment referred to in subclause 9.1, the selection panel must provide to the Council:

- a. a summary of the selection panel's assessment of each applicant; and
- b. unless subclause 9.3 applies, the selection panel's recommendation as to which applicant or applicants are suitable to be employed in the position of CEO.

9.3. If the selection panel considers that none of the applicants are suitable to be employed in the position of CEO, the selection panel must recommend to the Council:

- a. that a new recruitment and selection process for the position be carried out in accordance with these standards; and

- b. the changes (if any) that the selection panel considers should be made to the duties and responsibilities of the position or the selection criteria.
- 9.4. The selection panel must act under subclauses 9.1, 9.2 and 9.3:
 - a. in an impartial and transparent manner; and
 - b. in accordance with the principles set out in section 5.40 of the Act.
- 9.5. The selection panel must not recommend an applicant to the Council under subclause 9.2(b) unless the selection panel has:
 - a. assessed the applicant as having demonstrated that the applicant's knowledge, experience, qualifications and skills meet the selection criteria; and
 - b. verified any academic, or other tertiary level, qualifications the applicant claims to hold; and
 - c. whether by contacting referees provided by the applicant or making any other inquiries the selection panel considers appropriate, verified the applicant's character, work history, skills, performance and any other claims made by the applicant.
- 9.6. The Council must have regard to, but is not bound to accept, a recommendation made by the selection panel under this clause.

10. Application of cl. 5 where new process carried out:

- 10.1. This clause applies if the Council accepts a recommendation by the selection panel under clause 9.3(a) that a new recruitment and selection process for the position of CEO be carried out in accordance with these standards.
- 10.2. Unless the Council considers that changes should be made to the duties and responsibilities of the position or the selection criteria:
 - a. clause 5 does not apply to the new recruitment and selection process; and
 - b. the job description form previously approved by the Council under clause 5.2 is the job description form for the purposes of the new recruitment and selection process.

11. Offer of employment in position of CEO:

Before making an applicant an offer of employment in the position of CEO, the Council must, by resolution of an absolute majority of the Council, approve:

- a. the making of the offer of employment to the applicant; and
- b. the proposed terms of the contract of employment to be entered into by the local government and the applicant.

12. Variations to proposed terms of contract of employment:

- 12.1. This clause applies if an applicant who is made an offer of employment in the position of CEO under clause 11 negotiates with the Council a contract of employment (the “negotiated contract”) containing terms different to the proposed terms approved by the Council under clause 11(b).
- 12.2. Before entering into the negotiated contract with the applicant, the Council must, by resolution of an absolute majority of the Council, approve the terms of the negotiated contract.

13. Recruitment to be undertaken on expiry of certain CEO contracts:

- 13.1. In this clause:

“**commencement day**” means the day on which the *Local Government (Administration) Amendment Regulations 2021* regulation 6 comes into operation.

- 13.2. This clause applies if:

- a. upon the expiry of the contract of employment of the person (the “incumbent CEO”) who holds the position of CEO:
 - i. the incumbent CEO will have held the position for a period of 10 or more consecutive years, whether that period commenced before, on or after commencement day; and
 - ii. a period of 10 or more consecutive years has elapsed since a recruitment and selection process for the position was carried out, whether that process was carried out before, on or after commencement day;
- and
- b. the incumbent CEO has notified the Council that they wish to have their contract of employment renewed upon its expiry.

- 13.3. Before the expiry of the incumbent CEO’s contract of employment, the City must carry out a recruitment and selection process in accordance with these standards to select a person to be employed in the position of CEO after the expiry of the incumbent CEO’s contract of employment.

- 13.4. This clause does not prevent the incumbent CEO’s contract of employment from being renewed upon its expiry if the incumbent CEO is selected in the recruitment and selection process referred to in subclause 13.3 to be employed in the position of CEO.

14. Confidentiality of information:

The City must ensure that information provided to, or obtained by, the City in the course of a recruitment and selection process for the position of CEO is not disclosed, or made use of, except for the purpose of, or in connection with, that recruitment and selection process.

Division 3 — Standards for review of performance of CEOs:

15. Overview of division:

This Division sets out standards to be observed by the City in relation to the review of the performance of CEOs.

16. Performance review process to be agreed between Council and CEO:

16.1. The Council and the CEO must agree on:

- a. the process by which the CEO's performance will be reviewed; and
- b. any performance criteria to be met by the CEO that are in addition to the contractual performance criteria.

16.2. Without limiting subclause 16.1, the process agreed under subclause 16.1(a) must be consistent with clauses 17, 18 and 19.

16.3. The matters referred to in subclause 16.1 must be set out in a written document.

17. Carrying out a performance review:

17.1. A review of the performance of the CEO by the Council must be carried out in an impartial and transparent manner.

17.2. The Council must:

- a. collect evidence regarding the CEO's performance in respect of the contractual performance criteria and any additional performance criteria in a thorough and comprehensive manner; and
- b. review the CEO's performance against the contractual performance criteria and any additional performance criteria, based on that evidence.

18. Endorsement of performance review by Council:

Following a review of the performance of the CEO, the Council must, by resolution of an absolute majority of the Council, endorse the review.

19. CEO to be notified of results of performance review:

After the Council has endorsed a review of the performance of the CEO under clause 18, the City must inform the CEO in writing of:

- a. the results of the review; and
- b. if the review identifies any issues about the performance of the CEO — how the Council proposes to address and manage those issues.

Division 4 — Standards for termination of employment of CEOs:

20. Overview of Division:

This Division sets out standards to be observed by the City in relation to the termination of the employment of CEOs.

21. General principles applying to any termination:

21.1. The Council must make decisions relating to the termination of the employment of a CEO in an impartial and transparent manner.

21.2. The Council must accord a CEO procedural fairness in relation to the process for the termination of the CEO's employment, including:

- a. informing the CEO of the CEO's rights, entitlements and responsibilities in relation to the termination process; and
- b. notifying the CEO of any allegations against the CEO; and
- c. giving the CEO a reasonable opportunity to respond to the allegations; and
- d. genuinely considering any response given by the CEO in response to the allegations.

22. Additional principles applying to termination for performance-related reasons:

22.1. This clause applies if the Council proposes to terminate the employment of a CEO for reasons related to the CEO's performance.

22.2. The Council must not terminate the CEO's employment unless the Council has:

- a. in the course of carrying out the review of the CEO's performance referred to in subclause 22.3 or any other review of the CEO's performance, identified any issues (the "performance issues") related to the performance of the CEO; and
- b. informed the CEO of the performance issues; and
- c. given the CEO a reasonable opportunity to address, and implement a plan to remedy, the performance issues; and
- d. determined that the CEO has not remedied the performance issues to the satisfaction of the Council.

22.3. The Council must not terminate the CEO's employment unless the Council has, within the preceding 12-month period, reviewed the performance of the CEO under section 5.38(1) of the Act.

23. Decision to terminate:

Any decision by the Council to terminate the employment of a CEO must be made by resolution of an absolute majority of the Council.

24. Notice of termination of employment:

24.1. If the Council terminates the employment of a CEO, the City must give the CEO notice in writing of the termination.

24.2. The notice must set out the Council's reasons for terminating the employment of the CEO.

Creation date: April 2021 (CJ056-04/21)

Formerly:

Amendments:

Last reviewed:

Related documentation:

- Local Government (Administration) Regulations 1996
- Local Government Act 1995

File reference: 110020

CEO SELECTION PANEL - TERMS OF REFERENCE

PURPOSE

The purpose of the Chief Executive Officer Selection Panel (the Panel) is to oversee the recruitment and selection process for a Chief Executive Officer (CEO) ensuring it is conducted in accordance with the principles of merit, equity and transparency. The process must comply with the *Local Government Act 1995* and *City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy* (Council Policy).

STATUS OF ADVICE

The Panel serves in an advisory capacity, providing recommendations to the City's Council regarding the recruitment and selection of the CEO.

The Panel does not hold any delegated authority or decision-making powers.

Meetings of the Panel will not be open to the public.

ROLE

The Panel will work collaboratively with the Council appointed independent HR recruitment consultant to:

- Review the CEO Job Description Form (JDF) and selection criteria for the Council's endorsement.
- Review the CEO Employment Contract for the Council's endorsement.
- Review all applicants and determine a shortlist of applicants for interview.
- Interview shortlisted applicants, as advised by the appointed independent HR consultant, to assess their suitability for the CEO's role.
- Review and consider all reports from the independent HR recruitment consultant including verification of the preferred applicant's work history, qualifications, referees and claims made in their application; and assessment of any psychometric testing undertaken.
- Recommend a preferred candidate to Council, under the terms and conditions of the agreed CEO Employment Contract.

RESPONSIBILITIES

Panel members are expected to:

- Ensure all selection procedures comply with the *Local Government Act 1995* and Council Policy.
- Apply clear, valid and consistent selection procedures that ensure fair and equitable treatment of all applicants.
- Observe all legal requirements relevant to the selection process.
- Adhere to the *City of Joondalup Code of Conduct for Council Members, Committee Members and Candidates*, including disclosure of all impartiality interests or conflicts of interest.
- Accept a Confidentiality Agreement and maintain strict confidentiality regarding all Panel matters and processes.

MEMBERSHIP

- Panel members are appointed by Council resolution and will comprise:
 - (a) The Mayor;
 - (b) Up to six (6) Councillors appointed by Council; and
 - (c) One (1) Independent Member appointed by Council.
- The Mayor will serve as the Presiding Member. If unavailable, the Panel will appoint any of the remaining Councillor representatives to act as Presiding Member for that meeting.

- A quorum for the Panel will be at least 50% of the total number of Panel positions (whether filled or vacant).
- All Panel members will have equal voting rights. The Presiding Member shall have a deliberative vote only. In the event of a tied vote, the matter will be referred to Council for determination.
- Panel member membership concludes upon the appointment of the CEO, unless a member ceases to be a Councillor prior to that time.

INDEPENDENT HR RECRUITMENT CONSULTANT

The Council appointed independent HR recruitment consultant will:

- Provide expert, impartial advice and guidance to the Panel (and Council) throughout the recruitment process.
- Ensure the process adheres to the principles of merit, equity and transparency.
- Facilitate interviews and meetings with the Panel.
- Maintain meeting records and notes as appropriate and required by law.
- Provide administrative support to the Panel.

The Panel can also request assistance from the City's Director Governance and Strategy.

Call for Applications

Independent Member of the City of Joondalup CEO Selection Panel

About the Role

The City of Joondalup is recruiting a Chief Executive Officer (CEO) for a five-year term. To support this process, Council has established a CEO Selection Panel (the Panel) and is seeking a suitably qualified and/or experienced independent member.

The independent member will be a voting member of the Panel, not only contributing their insights and expertise to the recruitment process, but bringing an impartial perspective to Panel deliberations, ensuring the process is transparent, fair, and aligned with legislative requirements.

The position attracts an attendance fee of \$450 per session/meeting of the Panel.

The Terms of Reference for the Panel can be viewed **here**.

Desired Skills and Experience

Eligibility

The independent Panel member must not be a current elected member at any local government, nor an employee of the City of Joondalup, nor a human resources consultant engaged by the City. They must also be free from any personal or business interests that could compromise, or be perceived to compromise, their independence.

Selection Criteria

Selection Criteria for the independent Panel member role include:

- Demonstrated experience in the recruitment of senior executive staff.
- Previous experience in an equivalent governance role or board position.
- Strong understanding of probity, ethics, and procedural fairness.
- Familiarity with public sector or local government operations and regulatory environments.
- Availability to participate fully throughout the recruitment period.
- Possessing relevant professional qualifications in either human resource management, business, governance, or law.

How to Apply

Applicants should provide a brief (no more than three pages) written Expression of Interest that addresses the Selection Criteria, including:

- Relevant experience in recruitment or governance.
- Personal attributes that would support effective participation on the Panel.

Applications with the subject heading **Independent Member CEO Selection Panel** can be submitted to (email address). Applications will be received until close of business (5pm) (Date).

Enquiries regarding the role may be made to info@joondalup.wa.gov.au

Following the EOI process, an appointment will be recommended to the Council.