

Strategic Community Reference Group

Meeting report — Induction

Date:	Thursday 12 March 2026
Time:	6.00 – 7.30 pm
Location:	Civic Centre Conference Rooms 2/3 90 Boas Avenue, Joondalup
Facilitator:	Joel Levin, AHA! Consulting

Attendees:

Presiding Member: Mayor Daniel Kingston

Elected Members: Cr John Chester
Cr John Raftis

Community Members:

North Ward: Ronni-Jo Howe
Michelle Jenkins

North Central Ward: Bettina Gould
Neil Mortimore

Central Ward: Bryan Saunders
Susan North

South-West Ward: David Hudson MBE
Leonard Collier

South-East Ward: Aleksandra Miller

South Ward: Bianca Galipo
Mark Allgood

Youth: Joshua Challis
Julian Tearney
Michelle Wright

City Officers: Danielle Bowler, Acting Strategic and Organisational
Development Manager
Nina Jurak, Acting Strategic Planning and Engagement
Coordinator
Giorgia Kuhn, Acting Policy Officer

Apologies: Jamie Parry, Acting Chief Executive Officer

Rebecca Maccario, Acting Director Governance and Strategy
Cr Phillip Vinciullo
Rewi Whaitiri, South-East Ward Community Member
Jesse McAuley, Youth Representative

Purpose:

The purpose of the meeting was for members to connect with each other and understand their roles and responsibilities as members of the Strategic Community Reference Group (SCRG).

Objectives:

- To understand the purpose of the SCRG
- To clarify members' roles and responsibilities
- To be advised of the 2026 Work Plan
- To receive induction packs and complete authority forms
- To connect with other group members.

Outcomes:

The purpose of the first activity — Concentric Circles — was to serve as an introduction and icebreaker. Members were invited to choose a photo from their phone that held personal meaning and that they were comfortable sharing with others.

Across three rounds, participants were paired with different members of the group. In each round, they introduced themselves, shared their photo, and reflected on a different prompt:

- **Round 1:** Introduce yourself and describe the photo you selected.
- **Round 2:** Introduce yourself, share your photo, and explain why you nominated to be part of the SCRG.
- **Round 3:** Introduce yourself, share your photo, and discuss two conduct agreements that would support productive, constructive and enjoyable SCRG meetings.

Following the paired conversations, the group came together to identify shared expectations for how they would work together. Members placed their ideas onto a “collective agreements” sheet, which formed five overarching themes that were visually represented in the activity output.

Agreements identified by members

The group's contributions focused around six key conduct expectations, consistent with the themes shown in the Appendix 1 — Outputs Activity 1: Concentric circles

1. Respectful

Members emphasised that respect is the foundation of effective collaboration. This included:

- Respecting others' views
- Respecting diversity of opinions

2. Open-minded

Participants highlighted the importance of arriving with openness and a willingness to understand different perspectives. This included:

- Remaining open and understanding different views
- Turning up with an open mind
- Listening and respecting others' views

3. Curious listening

Members valued listening that is active, empathetic and non-judgemental. Contributions included:

- Listening receptively
- Allowing others to speak without interruption
- Approaching discussions with curiosity

4. Encourage participation

The group recognised the need to create space for all voices. This included:

- Encouraging others to participate and validating
- Ensuring full participation
- Encouraging people to speak up, even with alternate views

5. Outcome focus

Participants agreed that discussions should remain constructive and centred on the strategic issues at hand. This included:

- Focusing on the task
- Sticking to the relevant issue at hand
- Aiming for consensus-oriented actions

Activity 2 – Empathy mapping

The purpose of the second activity (empathy mapping) was to understand the diverse demographics of the people who live in the City of Joondalup and acknowledge what people different from ourselves and our family may think, feel, need and want. Prior to the meeting, five personas were generated using community demographics data tools to accurately represent diverse community members in the City of Joondalup. “empathy map” worksheets were created prior to the meeting, with the following questions for members to answer about the personas:

- **Think and feel:** What really counts to this persona? What occupies their thinking? What is important to them?
- **See:** What does this persona see around them that influences them? What do they see others doing about this situation?
- **Say and do:** How does this persona conduct themselves in public? What would change their behaviour?

- **Hear:** What are people around them saying that impacts this persona’s thinking?
- **Pain:** What obstacles does this persona face, what frustrates them, what are they scared of?
- **Gain:** What does this persona want to achieve? How do they measure success?

In groups of 3-4, SCRG members were given an empathy map worksheet to complete with their interpretations about one of the personas. The small groups shuffled, and the personas/empathy map rotated through the new groups so that almost all participants had input on almost all personas/empathy maps. Refer to Appendix 2 — Materials for Activity 2: Empathy mapping

McKenzie – 8 years old, primary school student

Think and feel	<ul style="list-style-type: none"> • Wants to play football, attend dance classes, see friends. • School, family, religion, culture and community connection are central to her world.
See	<ul style="list-style-type: none"> • Peer behaviour, social media influences, adult behaviour in public spaces. • Mood changes and peer pressure.
Say and do	<ul style="list-style-type: none"> • Loud, energetic. • Can be influenced by peers, both positively and negatively.
Hear	<ul style="list-style-type: none"> • Decisions about open spaces and clubs. • Peer opinions and adult behaviour. • Social media content.
Pain	<ul style="list-style-type: none"> • Peer acceptance. • Too much screen time. • Limited access to community activities.
Gain	<ul style="list-style-type: none"> • Acceptance, success at school, opportunities for sport and friendships, and a happy home life.

Norma – 77 years old, retiree and long-term resident

Think and feel	<ul style="list-style-type: none"> • Family, grandchildren, community safety, health, budgeting and affordability. • Access to services, community and library.
See	<ul style="list-style-type: none"> • More crime and violence in media. • Less tolerance toward older people. • E-ridables on footpaths.
Say and do	<ul style="list-style-type: none"> • Speaks her mind; no longer worries about others’ opinions.
Hear	<ul style="list-style-type: none"> • Media-driven anxiety. • Concerns about scams and fraud.
Pain	<ul style="list-style-type: none"> • Health concerns, cost of living, navigating digital systems, transport access, and wanting to downsize locally.
Gain	<ul style="list-style-type: none"> • Ability to downsize in her area. • Greater awareness of community services and opportunities.

Prakash – 27 years old, migrant and tradesperson

Think and feel	<ul style="list-style-type: none">• Housing and rental prices, cost of living.• Being social, meeting new people.• Caring for family, parents, siblings.
See	<ul style="list-style-type: none">• Inspired and influenced by other migrants who have succeeded.
Say and do	<ul style="list-style-type: none">• Seeking connection with Indian community.• More community event in areas of interest.
Hear	<ul style="list-style-type: none">• Stigma and stereotypes about migrants.• Access to foreign news.
Pain	<ul style="list-style-type: none">• Non-acceptance, language barriers, disconnection from family, stereotypes, and cost of living pressures.
Gain	<ul style="list-style-type: none">• Home ownership, stability, community acceptance, a family of his own, and opportunities aligned with his interests.

Nicole – 43 years old, parent and community volunteer

Think and feel	<ul style="list-style-type: none">• Strong focus on family, health, wellbeing, heritage and education.
See	<ul style="list-style-type: none">• Peers, mums' groups, school networks.
Say and do	<ul style="list-style-type: none">• Outgoing, extroverted, active in the community.• English is not her first language.
Hear	<ul style="list-style-type: none">• Conversations about cost of living, safety, children's futures, local issues and community activities.
Pain	<ul style="list-style-type: none">• One-income household pressures, mortgage and cost of living, language barriers, concerns about children's opportunities.
Gain	<ul style="list-style-type: none">• Raising children in a safe environment, staying active and connected, and exploring future work or volunteering opportunities.

Daniel – 36 years old, parent and NDIS (National Disability Insurance Scheme) participant

Think and feel	<ul style="list-style-type: none">• Family, accessibility, affordability, schooling and support.• Wants inclusion for himself and his child.
See	<ul style="list-style-type: none">• Inaccessible spaces (parking, rentals, shops).• Avoidance behaviours from others.• Lack of opportunity and visibility.
Say and do	<ul style="list-style-type: none">• Advocates for accessibility; vocal about concerns.• Can become frustrated when barriers persist.
Hear	<ul style="list-style-type: none">• Platitudes and stereotypes about disability.• Judgement about working from home.• Concerns about how his child is perceived.
Pain	<ul style="list-style-type: none">• Accessibility barriers, rental affordability, child starting school, health concerns.
Gain	<ul style="list-style-type: none">• A stable, accessible home, time with family, ability to contribute to community and work, opportunities for his child.

Refer to Appendix 3 — Outputs Activity 2

Reflections from members

Members shared several insights during the plenary discussion:

- The importance of looking at the community as a whole, not just individuals
- The value of seeing through others' eyes
- The need for diversity of thinking to drive meaningful change
- The responsibility of SCRG members to step outside their usual circles
- Awareness of avoiding stereotyping, even when using personas

Information session – Terms of Reference and Work Plan

The facilitator presented the SCRG Terms of Reference, highlighting:

- The advisory (not decision-making) status of the group
- Roles of Elected Member and Community Member Representatives
- Meeting procedures and quorum requirements

The 2026 Work Plan was introduced, with members advised that agendas and pre-reading will be provided ahead of each meeting.

Questions and discussion

Members raised several questions, which were addressed by the Presiding Member and City Officers:

Pre-reading and materials

- Pre-reading will be provided at least one week prior to meetings
- Hard copies can be provided upon request

How SCRG input is used

- Meeting outcomes are summarised and provided to Elected Members
- Outcomes are also published on the City's website
- SCRG input informs administration but is separate from formal community consultation outcomes

Attendance and representation

- Elected Members are appointed as per the Terms of Reference
- Other Elected Members may attend as observers

Role of SCRG in decision-making

Members discussed the importance of:

- Elected Members keeping an open mind before decisions
- SCRG not being a "tick-the-box" exercise
- Ensuring diverse voices are heard within limited timeframes
- Staying focused on the specific questions officers are seeking input on

Examples were shared from previous SCRG terms, including:

- Divergent views on dog management
- A subject matter expert on AI whose views the group did not agree with

- The importance of directed inquiry (e.g., focusing on on/off-lead issues rather than beach access)

Where to next?

Following the activities, the facilitator presented key information about the SCRG, including:

- The purpose and advisory status of the group
- The roles of Elected Member and Community Member Representatives
- Meeting procedures and quorum requirements
- The 2026 Work Plan and how topics will be brought to the group

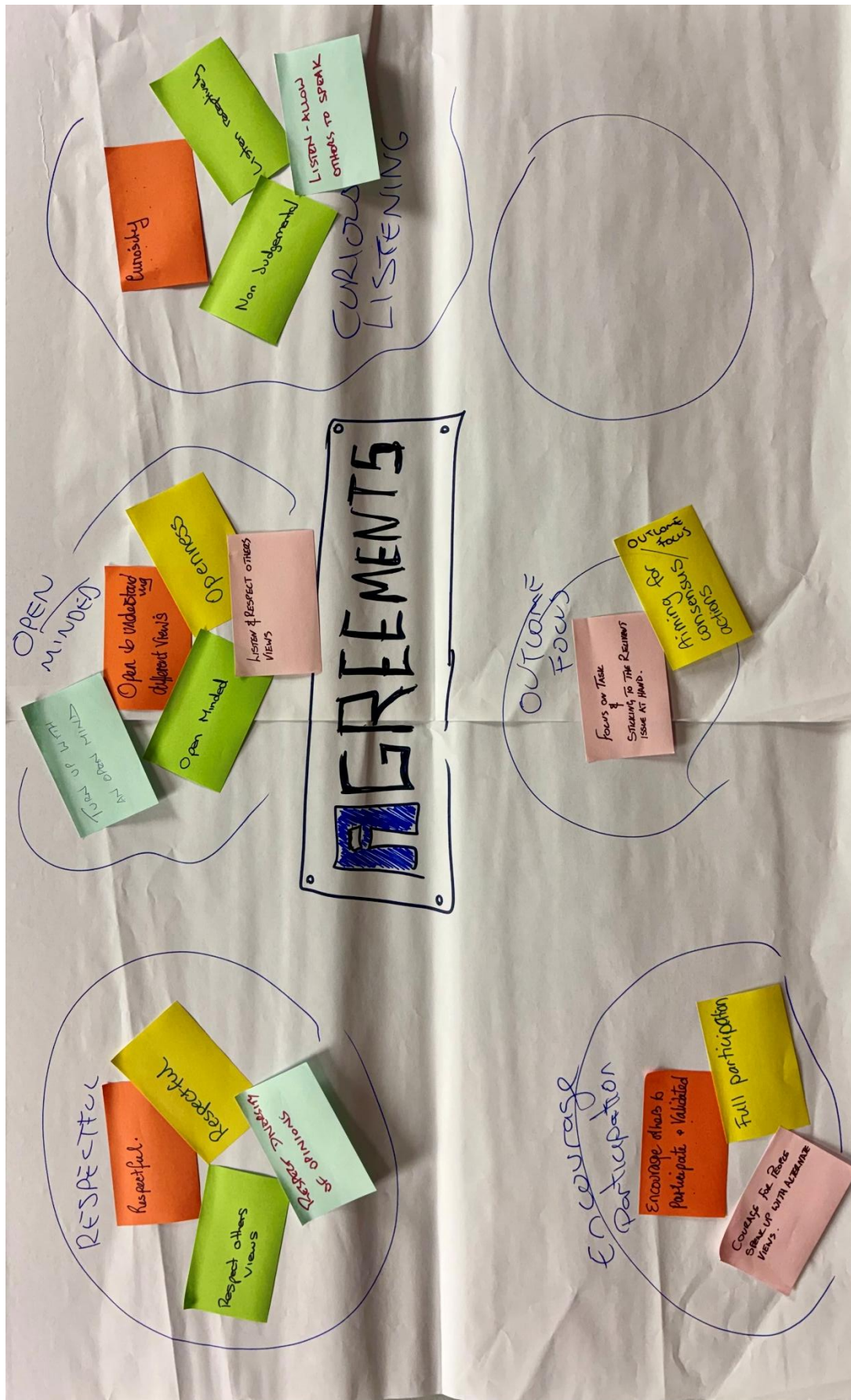
Members were advised that:

- Agendas and pre-reading materials will be provided at least one week prior to each meeting
- Hard copies of materials can be provided upon request
- Meeting outcomes will be summarised and provided to Elected Members and published on the City's website
- SCRG input informs administration but is separate from formal community consultation outcomes

The next SCRG meeting is scheduled for **Thursday 23 April 2026**. Invitations and pre-reading will be emailed in advance. Members were reminded to accept invitations promptly for catering and quorum purposes.

A photographer will attend the next meeting to capture activity and group photos.

Appendix 1 — Outputs Activity 1: Concentric circles



Appendix 2 — Materials for Activity 2: Empathy mapping

Personas



McKenzie (she/her)

8 years old | one 5 year old sibling | born in Australia | both parents born overseas | speaks English at home

Primary school student.

Lives at home with her parents who own their home.

Attends a local public school with dance classes and soccer training each once a week, playing in soccer games on Saturday mornings.



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.



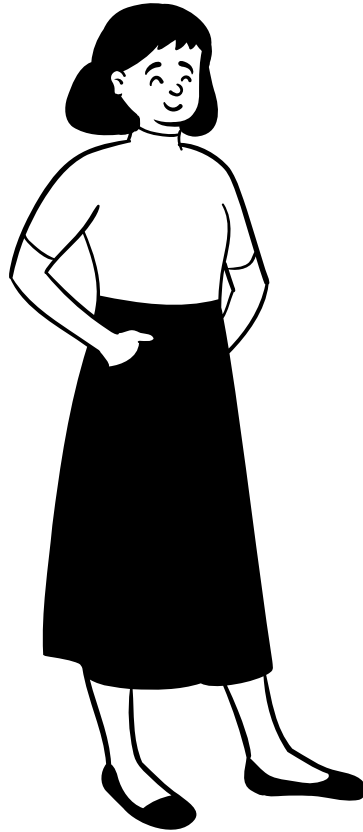
Prakash (he/him)

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.



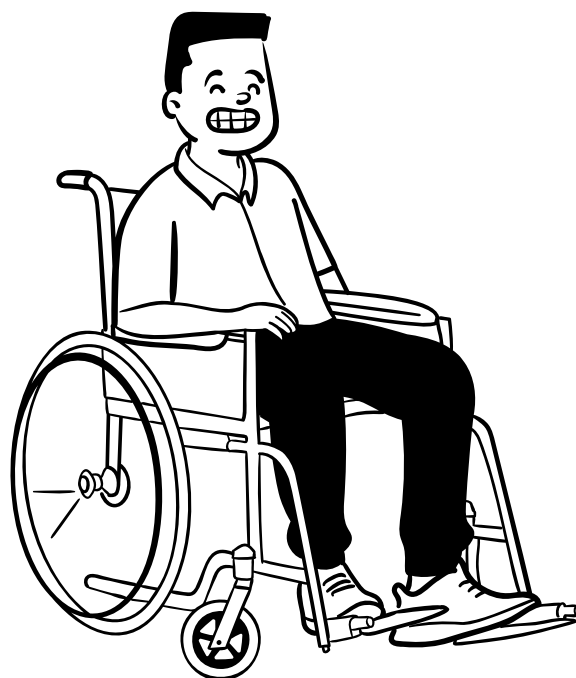
Nicole (she/her)

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.



Daniel (he/him)

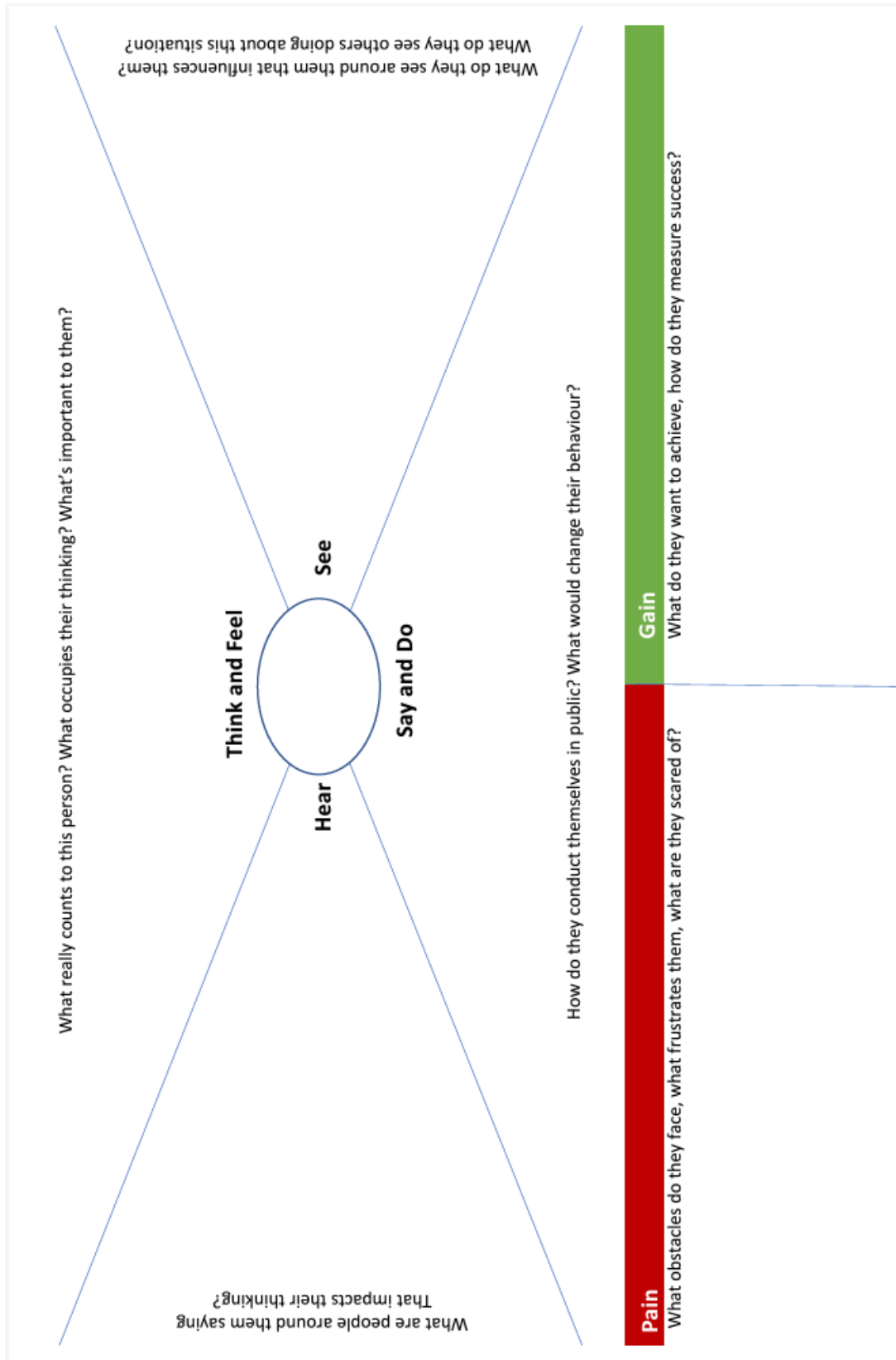
36 years old | married | one child under 5 | born in Australia | speaks English at home

Works locally for a government department.

Rents a house in the City of Joondalup for the last 4 years. He and his partner also grew up in the area.

He works mostly from home, but drives to work in the Joondalup City Centre once a week. He lives with his partner and young child and also lives with a medium-support needs disability and receives support through the National Disability Insurance Scheme (NDIS).

Empathy map



Appendix 3 — Outputs Activity 2

