

**ISSUES RAISED BY THE COMMUNITY/STAKEHOLDERS/STAFF AND CONSIDERED BY
COUNCIL REPRESENTATIVES AND EXECUTIVE ON 3 FEBRUARY 2001.**

MISSION STATEMENT

COMMENTS	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • Is less powerful than the vision in terms of some of the major initiatives happening. It doesn't capture the range of offerings. Real distinctiveness is underplayed. More excitement needed. <p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Would expect something relating to <u>provision of services</u> <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Add in <i>equal opportunity</i> • Add in <i>the environment</i> • Expand to include – <i>Done in consultation with the community</i> <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Did we need the words new and fresh? 	<p>Noted</p> <p>Vision statement addresses overall purpose of the City and the strategies with the Key Result Areas outline how City intend to provide services.</p> <p>Not included as Equal Opportunity is a legal obligation of the City.</p> <p>Not included as the environment is considered an important component of every aspect of the whole Strategic Plan.</p> <p>The definition of Partnerships encompasses two-way communication with the Community</p> <p>Noted and deleted.</p>

VISION

COMMENTS	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • The vision is very rich. • “University life” is too narrow, should include <i>Learning City</i> as it is a broader concept. • The words “new and fresh” sounds like vegies. Not needed. • Words “undulating landscape” are boring. 	<p>Noted.</p> <p>Noted but not included as Learning City is a broader term and a definition is provided in the Plan.</p> <p>Words deleted.</p> <p>Noted, words remained as it explains the</p>

<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Why did we need to be an international leader, it's not relevant. • Alternative view – international arts festival (is needed). • Include <i>preservation of bushlands, coastal dunes, and remnant vegetation</i>. • Include <i>provision of services in a cost effective manner and best practice</i>. • Need a definition of “Region”. 	<p>topography applicable to Joondalup.</p> <p>International leader remains as it sets the goal for the City to achieve a high status, and ensures best practice and continuous improvement</p> <p>Supports the inclusion of international leader.</p> <p>These words were not included as the words “in balance” was considered to adequately cover this issue.</p> <p>This reference was not included as it is considered to be included in the Guiding Principles “<i>Achieve equity and fairness for continuous improvement</i>”.</p> <p>Continuous improvement incorporates the notion of cost effectiveness and best value.</p> <p>Included in Definition section</p>
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Are we narrowing our vision by “region”. Should be: <i>Statewide, Nationwide</i> eg -Police Academy. • Specific reference to <i>families, retired persons</i> • Last statement “viable alternative to CBD Perth” - sounds a bit negative – we should be stand alone. • Add <i>security</i> • Add <i>super effective public transport</i> 	<p>The term <i>Region</i> was specifically used to support the City having its own identity and to become a centre for region.</p> <p>The word “<i>community</i>” was used to cover all groups. The identification of individual groups is not appropriate as this can result in the exclusion of some groups.</p> <p>Words remained as it denotes the Government’s support for Joondalup as a major alternative to Perth.</p> <p>Security is considered to be a strategy which is included under <i>Lifestyle 2.5</i></p> <p>This was not included as public transport is not a direct responsibility of Local Government although it will strive to influence improvements in public transport within the City</p>

GUIDING PRINCIPLES

COMMENTS	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Include <i>cost-effectiveness</i> (in relation to impact on rates/inflation). • Create effective two-way communication.... Is a bit weak, stronger than “opportunities”. <i>Actively promote</i> • Include <i>environmental sustainability</i>. 	<p>Cost effectiveness is considered to be included in “<i>Achieve equity and fairness for improvement</i>”.</p> <p>Included.</p> <p>This was not included as environmental sustainability is considered an important component of every aspect of the Strategic Plan.</p>
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Add <i>cross-reference</i> eg. “Consistent with the Code of Conduct”. • Add <i>facilitate</i> the needs of the community. • Add <i>consultation</i>. • Add <i>being guided by the people that elect them</i>. • Add <i>availability of the leaders</i>. 	<p>Included in Documents section.</p> <p>This was not included as it was considered a function of the Key Result Area of Leadership.</p> <p>Consultation was not included as it is considered to be part of the partnership process which involves working with the community. A definition of partnerships is provided.</p> <p>Not included as this is considered to be included in the second and third guiding principles which focus on community participation, communication and consultation.</p> <p>A requirement of the City is to make itself available to the community in all processes included in the <i>Key Result Area Leadership Strategy 1.3</i>.</p>

CRITICAL SUCCESS FACTORS

COMMENTS	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Additional dot point <i>Achieve environmental sustainability</i> • Good communication required before, during and after planning and decision-making. • Definition of <u>environmental sustainability is needed.</u> • Everyone in the community owns the community and respects things in the community – built and non-built • Funding 	<p>Environmental sustainability is considered an important component of every aspect of the whole of the Strategic Plan and not just the Critical Success Factors. This is highlighted in the Introduction.</p> <p>Noted</p> <p>Included in Definitions</p> <p>Noted</p> <p>Noted</p>
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • First dot point, Enhance partnerships with the community, business and other stakeholders, add <i>to endeavor to meet their needs and expectations.</i> • Add <i>Openness and accountability</i> • Third dot point add <i>employment growth and creation of jobs.</i> • Add <i>Develop the infrastructure to cope with the projected increase in population – in advance of demand.</i> • Fourth dot point – environment – needs to be stronger eg. <i>“without long term detriment...”</i> • Add: <i>Open spaces to be identified and legislated so as not to be encroached upon.</i> 	<p>This extension was not included as it is a strategy in the <i>Key Result Area of Leadership 1.3.</i></p> <p>Not included as these notions are encompassed in the Guiding Principles</p> <p>This was not included in Guiding Principles as the <i>Key Result Area of Economic Vitality</i> refers to specific strategies of employment and growth within the region.</p> <p>This was not included as it was considered to be included in the <i>Key Result Area of Lifestyle strategy 2.7.</i></p> <p>The environment has been addressed as an important component of every aspect of the document including its sustainability. A definition of sustainability is provided which includes <i>“... without compromising the ability of future generations to meet their own needs”</i>.</p> <p>This was not included as this comment is part of the <i>Key Result Area of Lifestyle Strategy 2.6.</i></p>

KEY RESULT AREAS**LEADERSHIP****OBJECTIVE**

Take a proactive leadership role to achieve desirable outcomes for our community.

COMMENT	CONSIDERATION
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Include – <i>visionary, leading-edge, consultative, open and accountable.</i> • Include <i>the environment</i> • Include – <i>Be a Learning Centre and promote the local community</i> • Include – <i>Raise the quality of leadership provided for the community, measured by participation in Council affairs and decision-making process.</i> 	<p>Already included in Vision and Critical Success Factors</p> <p>Noted - not included as the environment is considered an important component of every aspect of the whole Strategic Plan to</p> <p>This was not included under Leadership, however it is included in the <i>Key Result Area of Economic Vitality Strategy 3.3 and 3.1.</i></p> <p>This comment was not included as it was considered it is already included in the performance measures of level of community participation and the community’s satisfaction with Council’s decision-making.</p>

PERFORMANCE MEASURES

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Include - <i>Ongoing community participation and involvement</i> • Need transparency in the process of measurement and the communication of results • Concern – How do we keep the Council to the Performance Measures, and reporting on them (the way of doing it). • They don't do “The level of community participation and involvement” <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • <i>Add level of community participation in the democratic process</i> • <i>Add the extent to which Councillors accept and understand their obligations under the Local Government Act”.</i> <p>Additional Council and Staff notations</p> <p>Add a definition of Best Practice</p>	<p>The process of measuring participation needs to be ongoing to ensure the Council meets its statutory requirements by documenting such performance measures. This ongoing community participation and involvement is required for Council to perform its role.</p> <p>Deleted words</p> <p>Noted</p> <p>Noted</p> <p>This was not included - as “democratic process” is part of community participation.</p> <p>This was not included as it is considered part of Councillors training to understand their obligations. Their training also involves many other aspects.</p> <p>Included in Definitions</p>

LEADERSHIP**Strategy 1.1 – Fulfill and maintain a regional coordinating role.**

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Include <i>infrastructure</i> in “Facilitate economic, environmental, social and <i>infrastructure</i> development at a regional level”. <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Add <i>Ensure regional facilities are not totally funded by Joondalup, thus funded equally by the region</i> • Delete – “...and act as a host for regional events” as this is a separate issue to displaying leadership for the region 	<p>Infrastructure was not included in this strategy as it has been incorporated under <i>strategies in the Key Result Area of Lifestyle</i>.</p> <p>This comment was not included as it is considered to be an issue for specific Directorates to include in the Directorate Plans.</p> <p>Included as a separate issue</p>

Strategy 1.2 – Take a leadership role, initiate, facilitate and promote leading-edge projects and best practices which deliver significant benefits to the community.

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • In dot point 8 Initiate improvements in legislation Does this mean to take the power of veto from the Minister of Planning? Addressing issues of mobile telephone towers? • Want to see the agenda for creating “safer communities.” • Be aware that dot points 1, 3 and 7 will have cost implications/impact on rates. <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Need to ensure rates are expended in an appropriate manner. <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Concern with LA 21 and tax on rain water. 	<p>Noted</p> <p>Included in document section</p> <p>Noted</p> <p>Noted</p> <p>Noted however LA 21 is a process and there is no legal or statutory obligation imposed on Council.</p>

<ul style="list-style-type: none"> • Change to Take a leadership role, initiate, facilitate and promote leading edge projects and <i>continual improvement</i> which deliver significant benefits to the community. • Dot point 2 Maintain best practice in risk management, compliance and performance reporting. Change maintain to <i>Enhance or Encourage</i> • “Encourage technology opportunities for community benefit” is the same as Strategy 2.4. Should delete this one. 	<p>The change to continual improvement was not included as it is a process within best practice.</p> <p><i>Enhance or Encourage</i> were not included because maintaining best practice is ensuring the ‘best practice’ is in operation.</p> <p>This was not deleted as it was felt beneficial to duplicate and reinforce where necessary in the document.</p>
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Strategy 1.3 – Develop and implement models to involve the community in the identification of community needs.

COMMENT	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • Need a dot point or an extension to one of the points in relation to <i>mechanisms for regular consultation and feedback</i> <p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Want to know how community involvement is achieved • Explain that other levels of plans exist. • What is meant by “partnerships with the community?”. • Want to work with a community developer to communicate specific needs to Council. <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Interactive website, include the capacity for citizens’ informal referendum. • Introduce Regional Council meetings in the suburbs (as for Wanneroo). • Consult - go to the people eg shopping centres, rather than expecting people to come to Council venues. 	<p>This point was noted and will be addressed in the next level of planning, which is the Directorate Plan.</p> <p>Noted – business units to address</p> <p>A section is provided on the Strategic Planning process to explain that other levels of plans exist</p> <p>Noted - definition provided</p> <p>Noted – referred to business units</p> <p>Noted – currently being developed</p> <p>Noted</p> <p>Noted</p>

<p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Hire a professional researcher to assist with this strategy eg. Psychology student. 	<p>Noted</p>
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Strategy 1.4 – Maintain regular lines of communication with other levels of government.

COMMENT	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • Lines of communication should be beyond government and include the broader industry, eg Chambers of Commerce etc. <p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Add <i>market testing with community input</i> • Explain how we will influence other government departments • Maybe place 1.2 dot point “initiate improvements in legislation” in here or cross-link it. • Change “Take an effective role in key associations, taskforces and initiatives” to “<i>Seek representation where appropriate in key associations, taskforces and initiatives.</i>” • The community must be involved at this level. <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Add <i>Councillors and staff to take a proactive role and lobby other levels of government and be an advocate for the City in order to meet the needs of our community.</i> • Dot Point 2 Influence government departments to enhance their involvement and increase resourcing within the City and the region. Place in Economic Vitality. • Dot point 4 Lobby other levels of government and be an advocate for the City in order to meet the needs of the community. <p>Change to:</p> <p><i>Continue regular proactive meetings to lobby other levels of government and be an advocate for the City in order to meet the needs of the community.</i></p>	<p>It was considered the words “<i>other levels of government</i>” included the broader sector. Individual areas were not listed as this can result in some being mistakenly omitted.</p> <p>Noted – referred to business units</p> <p>Noted – referred to business units</p> <p>“<i>Initiate improvements in legislation</i>” was not cross-referenced as it was believed sufficient exposure had occurred in <i>Strategy 1.2</i>.</p> <p>The additional clarification was not included as it was perceived Council would only be representative on key associations, taskforces it considered appropriate.</p> <p>Noted</p> <p>The addition to the strategy was not included as it is considered the City needs to be proactive in order to meet the needs of the community.</p> <p>The dot point was not placed in Economic Vitality as it was considered to be a strategy of Leadership to maintain open lines of communication</p> <p>This change was not included as the term lobbying implies that one is proactive and meetings occur regularly.</p>

<ul style="list-style-type: none">• Dot point 4 include the words <i>and/or</i> to both cases of the word and.	The additional words were not included as it was believed it could confuse the interpretation of the statement.
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LIFESTYLE

PERFORMANCE MEASURES

COMMENT	CONSIDERATION
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Give an indication of how Performance Measures will be measured and the targets (in all four Key Result Areas). • The performance measures are too broad eg community satisfaction. Need to show the specific indicators of community satisfaction. • Need to show the links between performance measures and strategies, and the review and update timeframes for the plan – facts and figures on performance to be available to the community prior to the AGM. 	<p>Noted – details provided in Annual Report</p> <p>Noted – details provided in Annual Report</p> <p>Noted – individual business units to address and details provided in the Annual Report</p>
<p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Add - Level of <i>community</i> participation in community activities. 	<p>By measuring the level of participation of activities, Council would address the level of community involvement. Thus the added word of community was not considered necessary</p>
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Include in the strategies meeting the needs of <i>youth, working people, family and retirees</i>. 	<p>This was not included as using the term community encompasses all groups including the ones suggested.</p>
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Include in the strategies <i>retired persons and clubs</i>. • More effective ways of communication are needed, eg. Billboards. Do not rely on the local newspaper and Internet, which are not available to everyone. • Include <i>families</i> and ensure all elements of the Vision are included in the strategies. • NB - Be careful in listing families and retired persons– need then to list everyone – use the words <i>inclusive of everyone</i>. • Include <i>participation in sport</i> in a strategy. 	<p>This was not included as using the term community encompasses all groups including the ones suggested.</p> <p>Noted – individual business units to address</p> <p>Families is not listed in isolation as the term community encompasses families</p> <p>Noted</p> <p>Sporting was not included as it is included in <i>Strategy 2.7</i>.</p>

Strategy 2.1 – Rejuvenate our suburbs.

COMMENT	CONSIDERATION
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Add <i>In full consultation with the local community</i> • Advertise the timetable for Community Plans • Include <i>verges, and incentives to maintain adjacent verges</i> • Be proactive in sending people into the community to consult, in their own setting, rather than people coming to Council. • How is this affected by the privatisation of recreation centres – which also limits community groups. (NB The satisfaction level with recreation centres should be measured again after privatisation) • Dot point 2 – Precinct Plans - link to Council policy of consultation with community groups. 	<p>Not included as actions within <i>Strategy 2.1</i> would involve full consultation with the local community.</p> <p>Noted – referred to individual business units</p> <p>This was not included as it is considered information relevant to a Business Unit’s operations.</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
<p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Add a new dot point <i>Provide guidance to ensure the City’s development is economically, socially and environmentally sustainable.</i> 	<p>Noted</p> <p>This has not been included as environmental sustainability is considered an important aspect of the whole Strategic Plan.</p>

Strategy 2.2 - Facilitate the development of the Joondalup City Centre.

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Need to qualify to state “<i>without excluding developments in other areas</i>”, as there is a question on the budget being spent on just Joondalup City Centre rather than on other areas. • What does the first dot point mean? Need to clarify “Review and revise the overall program of physical, social and economic development for the City Centre.” <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Add <i>reference to ensuring Joondalup City Centre is community friendly at all times (family friendly).</i> • Public transport and parking issues to be addressed; achieve safer transport • Include <i>creating a world class City.</i> • Add <i>accessible transport – to, from and within the City.</i> • Include <i>aesthetic development of streetscapes.</i> • CBD is not very user friendly – poorly lit – doesn’t have a welcome, safe feeling. • Make it clear that the <i>City Centre includes the Business Centre.</i> <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Add <i>Get more people to walk and cycle into the City Centre to promote the City Centre.</i> • As the City Centre is not central to the whole of the community, how do we meet everyone’s needs? How do we make the whole community feel part of the Joondalup City Centre? 	<p>This addition was not included as this strategy directly relates to the development of Joondalup City Centre</p> <p>Noted – This dot point has been changed</p> <p>This suggestion was not included as it is part of the fourth dot point about promoting events and activities, of which the majority are family orientated.</p> <p>Noted – referred to business unit</p> <p>This is not included as it was considered that “<i>Vision: Creating a major regional centre for the 21st Century</i>” covered this aspect.</p> <p>This was not included as the City does not have direct responsibility of transport issues, however it is proactively seeking development of effective transport.</p> <p>This was not included as this is covered in dot point 3.</p> <p>Noted</p> <p>Noted</p> <p>This point was noted, however not included as it was considered too specific for a Strategic Plan.</p> <p>Noted that it is an ongoing concern</p>

Strategy 2.3 Foster opportunities for cultural development and involvement.

COMMENT	CONSIDERATION
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Change to <i>sporting and cultural activities</i>. • Include <i>community involvement</i>. • Include <i>religious, spiritual</i>. • Include <i>harmonious coexistence</i>. <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Need to change the words or define what is cultural development. 	<p>Sporting activities was not included as this is included in <i>Strategy 2.7</i>.</p> <p>A definition of cultural development is provided which encompasses the need for community involvement</p> <p>The definition of cultural development encompasses the notion of religious and spiritual aspects.</p> <p>It is perceived cultural appreciation encompasses the notion of harmonious coexistence, thus the suggestion was not included.</p> <p>Included in Definitions</p>

2.4 – Promote the electronic community

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Why is the City involved in the “develop and encourage opportunities for electronic business transactions”. If we continue we need to include <i>maintain</i>. <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • <i>Keep small business and home occupations</i> in the strategy. • Dot point 1, open access to information – should be broader eg to include access to older Council Minutes. • Develop an interactive website – community input/comments/involvement. • Different formats are needed to access data. 	<p>The City is still progressing its electronic community program</p> <p>The suggestion was considered but not included as the focus of the strategy is on the electronic community, and is covered by dot point 3.</p> <p>Noted – is currently in progress</p> <p>Noted – included the word <i>interactive</i></p> <p>Noted</p>

Strategy 2.5 – Work with the community and key organisations to enhance safety and security.

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Needs to be cost effective • Need a reference to the development of infrastructure that provides a safe environment e.g. footpaths maintenance, place for children to go to be safe. <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Need to say more about community safety to do it justice or include in rejuvenation of suburbs. • <i>Add, in conjunction with the WA Police Service and other Police/Security eg. Westrail, University Security, other safety programs, Wanneroo SES, FESA, CALM Officers, Department of Transport Officers, Marine Officers.</i> • <i>Add litter control and graffiti control.</i> <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • <i>Add Encourage people to work together to resolve safety issues.</i> 	<p>Noted</p> <p>Noted and aspects included in the 5 year Capital Works Program and is the Safer Community Program</p> <p>Noted, however the comment is covered by the Safer Community Program</p> <p>Noted, however the listing is too specific and detailed for a Strategic Plan</p> <p>Noted, however these items are included as part of the Safer Community Program</p> <p>Noted, however not included as it is part of the Safer Community Program</p>

Strategy 2.6 – Promote and enjoy lifestyles that engender environmental, social and economic balance and sustainability.

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Embed successful pilot programs. <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Has to be more than just pilot projects. • Include <i>recycling programs, preservation of coastal foreshore, preservation of bushplan, natural water (ocean, lakes).</i> • Recycling programs to be monitored. • Add <i>use of methane gas.</i> • Include <i>protection of flora and fauna, cat control (cats to be kept inside 6pm – 6am).</i> <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Concern with LA 21 and charging for rain water in the future. 	<p>Noted – words changed in 2nd dot point</p> <p>Noted – included change to dot point</p> <p>Noted, however such items are specific to Business unit Plans</p> <p>Noted</p> <p>Noted, did not include as it is an aspect to be considered at the Business Unit level</p> <p>Noted, however is included in dot point 3 of the strategy. Is currently a matter to be discussed by the relevant Council committee.</p> <p>Noted however LA 21 s a process and there is no legal or statutory obligation imposed on Council.</p>

Strategy 2.7 – Encourage provision of a range of innovative and quality facilities, services and recreational activities which achieve the physical, social, cultural and intellectual well-being of the community, both locally and regionally.

COMMENT	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • Include <i>sporting activities.</i> <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Full consultation – ongoing – involvement and evaluation. • Third dot point - <i>Maintain/protect flora and fauna in certain areas; also add without impacting on the natural environment.</i> <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Delete Ensure and change to Foster. 	<p>Noted, however the term recreation encompasses passive and active activities including sporting activities.</p> <p>Noted. Achievement of the strategy would involve consultation and evaluation processes.</p> <p>Wording changed in dot point 3 to address this suggestion.</p> <p>Noted – word changed to <i>Encouraged</i> from <i>Ensure</i></p>

ECONOMIC VITALITY

OBJECTIVE

Encourage sustainable economic vitality and business opportunity, and to increase local employment.

COMMENT	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • Do we mean “Encouraging “<i>environmentally</i>: sustainable....?” • Use a footnote to define “sustainable” <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Add <i>sustainable</i> state of the environment – throughout. • Have “Environment” as a separate Key Result Area 	<p>Noted, definition provided for sustainability which includes the components of environment</p> <p>Included in Definitions</p> <p>Noted and considered throughout the plan</p> <p>Noted – did not include as the environment is a key component of every aspect of the Plan.</p>

PERFORMANCE MEASURES

COMMENT	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • Level of local employment and <i>unemployment</i> • Need a footnote to explain “indicators of the state of the environment in the region.” <p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Need to be cost effective • NB the performance measure we all use is the rates. <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Add <i>the extent to which the city purchases its goods and services from local businesses.</i> • Include <i>linkages and partnerships with the City of Wanneroo.</i> • Should be <i>sustainable</i> state of the environment. (Explain state of the environment indicators in a 	<p>Unemployment figures are not included as the City has no direct influence on this economic indicator.</p> <p>Noted – included in Definitions</p> <p>Noted</p> <p>Noted</p> <p>Noted – The City already has a regional purchasing policy</p> <p>This was not included as it is not a performance measure. However, the City does encourage links and partnerships as suggested.</p> <p>Definition included</p>

footnote.)	
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Strategy 3.1 – Establish alliances with key stakeholders to identify opportunities to encourage and promote economic growth.

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> Who are the stakeholders? Include <i>education in our schools about the local environment. Include economic sustainability – including recycling.</i> <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> Add dot point <i>buy local</i> as a separate purchasing/tender criterion, and <i>that the policy is tested.</i> The word “stakeholders” is not a good word – expand to <i>wider range of investment, including outside the region, statewide and national</i> 	<p>Definition provided</p> <p>Noted and is currently occurring</p> <p>The City has a regional purchasing policy thus this addition was not included</p> <p>Definition provided for stakeholders</p>

Strategy 3.2 – Work with specific industry sectors, such as health, education, technology, services, tourism and recreation, to progress economic development.

COMMENT	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> First and second dot points need to be made clearer, ie the first dot point is about businesses locating and growing here. The second dot point is about services/conditions/infrastructure etc The third dot point: Include the word <i>incentives</i>. <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> Include <i>development of a technology park precinct (in South Business Park) with appropriate incentives offered to prospective business occupants</i> Add, <i>amend the current Town Planning Scheme, where appropriate – and achieve this expediently</i> 	<p>Noted</p> <p>This suggestion was not included as the action proposed is believed to encompass all options</p> <p>Noted, however this is a LandCorp responsibility</p> <p>Noted – is responsibility of Ministry of Planning</p>

Strategy 3.3 – Develop and implement the concept of Joondalup as a learning city as a means of integrating the economic, social and cultural development of the city.

COMMENT	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • Delete <i>establishing</i> in the first dot point and change research to <i>promote</i>, ie “<i>Promote the benefits of Joondalup as a learning city</i>”. • Don’t need the word “<i>globally</i>” in dot point two. • The third dot point is too narrow (“In conjunction with stakeholders develop and implement marketing strategies to promote educational institutions within the city including Joondalup as a destination for both Australian and overseas students.”). The words should be <i>to promote the concept of individuals developing their personal worth through lifelong learning</i> • Need a definition of “Learning City”. 	<p>This suggestion was not included as the city is still in the research stage of developing the concept of a Learning City</p> <p>Globally remains as it was considered important in the sense of the action</p> <p>Noted – included a new dot point (<i>to promote the concept of individuals developing their personal worth through lifelong learning</i>)</p> <p>Definition provided</p>
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • No overseas trips. 	<p>Noted</p>
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Include <i>Learning City</i> in the vision. • Add <i>seek to encourage additional tertiary institutions to establish and maintain a presence in the area</i> • Encourage existing tertiary institutions to expand the courses and subjects offered. • Not “research” but <i>establish</i> a Learning City. • Promote strong linkages between tertiary and secondary education bodies. • Reduce the fees to encourage the students. • Assist in the provision of suitable accommodation on campus for students studying at local institutions. 	<p>Learning City was not included in the Vision as there is a specific Strategy being 3.3</p> <p>Noted, however it is considered addressed in Strategy 3.3 dot point 3</p> <p>Noted</p> <p>Noted however work still has needs to be progressed</p> <p>Noted, however this point is not considered Council’s direct responsibility</p> <p>Noted, however this point is not considered Council’s direct responsibility</p> <p>Noted, however this point is not considered Council’s direct responsibility</p>

ORGANISATIONAL CULTURE**OBJECTIVE**

Be a cohesive, customer focused and achievement orientated organisation.

COMMENT	CONSIDERATION
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • The word “customer” is inappropriate – prefer citizens or constituents. (amend throughout the document). • Use the word “public servants” or “civil servants” rather than staff. • Be a learning centre and promote the local community. 	<p>Noted, however it was not agreed to include the change. A definition is provided for clarification purposes.</p> <p>Noted, however it was agreed and staff was believed to be the more appropriate term</p> <p>Noted</p>

PERFORMANCE MEASURES

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Explain whom the internal and external customers are. • The overall measure of cost effectiveness is to keep the average rate increase at or below CPI (Be aware of the potential danger of “average”) 	<p>Noted – Definition included</p> <p>Noted</p>

Strategy 4.1 – Create the environment for a positive, achievement-oriented culture for staff, volunteers and Councillors.

COMMENT	CONSIDERATION
<p>Stakeholder Group Comments</p> <ul style="list-style-type: none"> • First dot point, <i>Enhance</i> the shared vision “and values” between staff and Councillors. <p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • Dot point two Introduce development programs – What does it mean? Be clear and call it “training”. • Reward and Recognition program –what does it mean? • What is the Code of Conduct? 	<p>“<i>Shared values</i>” was not included as the Code of Conduct includes values</p> <p>Noted – definition provided</p> <p>Noted – definition provided</p> <p>Noted – definition provided</p>

<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Add: <i>To actively explore the possibility of employing young people (and 50 and over and people with disabilities).</i> • Add: <i>Recruit locally wherever possible.</i> <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Add <i>Introduce strategies to enhance a high staff morale.</i> • Strategy 4.1 Dot point 3 and Strategy 4.4 Dot Point 3 are very similar. Strategy 4.1 Create the environment for a positive, achievement oriented culture for staff and Councillors – Offer development programs for staff and Councillors. Strategy 4.4 Create a learning organisation – Promote a commitment amongst all staff and Councillors to take responsibility for our own learning and development. 	<p>This suggestions was not included as EEO legislation covers this aspect</p> <p>This suggestions was not included as EEO legislation covers this aspect</p> <p>This suggestion was not included as Strategies 4.1 and 4.4 address this issue</p> <p>Noted, it was considered appropriate to reinforce similar issues and strategies</p>
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Strategy 4.2 – Excel in customer service.

COMMENT	CONSIDERATION
<p>Community Comments – Southern Suburbs</p> <ul style="list-style-type: none"> • What is a Customer Service Award? <p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Council should educate the public by increasing awareness/education of the different responsibilities of different levels of government (eg via a booklet/index and placing excerpts in the local paper. Create links to legal groups.) <p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Ensure customer service is delivered in the spirit of the law of the policies. 	<p>Noted – definition provided</p> <p>Noted, however it was not included as educating the community is part of the overall philosophy of the City.</p> <p>Noted</p>

Strategy 4.3 – Maximise the benefits from information technology.

COMMENT	CONSIDERATION
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • Dot point two – use <i>appropriate</i> state of the art technology. 	<p>Noted – dot point incorporated the word <i>appropriate</i></p>
<p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Dot point two – use <i>appropriate</i> state of the art technology. 	<p>Noted – dot point incorporated the word <i>appropriate</i></p>

Strategy 4.4 – Create a learning organisation.

COMMENT	CONSIDERATION
<p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • Add Create a supportive learning environment <i>for all staff</i>. 	<p>Noted, this suggestion was not included as the strategy is broader than just staff.</p>

ADDITIONAL COMMUNITY COMMENTS

COMMENT	CONSIDERATION
Community Comments – Northern Suburbs	
Create a new Key Result Area for The Environment	Noted – did not include as the environment is a key component of every aspect of the Plan
Community Comments – Southern Suburbs	
Create a new Key Result Area for The Environment	Noted – did not include as the environment is a key component of every aspect of the Plan
Environmental Sustainability	
<ul style="list-style-type: none"> • Our suburbs are environmentally unsustainable. 	As above
Include	
<ul style="list-style-type: none"> • Recycling objective and incentives (international best practice), to minimise landfill. 	
<ul style="list-style-type: none"> • Promote clean air e.g. encourage use of LP gas vehicles in the region, encourage electors to use public transport. 	
<ul style="list-style-type: none"> • Introduce programs to promote health of bushlands, dunes system and wetlands (becoming weed invaded). 	
<ul style="list-style-type: none"> • Introduce annual hazardous material collection. 	
<ul style="list-style-type: none"> • Some form of cat control (recognising this is a sensitive issue). 	
<ul style="list-style-type: none"> • Fines for litter. 	
<ul style="list-style-type: none"> • Bushland preservation behind Craigie Leisure Centre. 	
<ul style="list-style-type: none"> • Community Awareness programs. 	
<ul style="list-style-type: none"> • Traffic pollution and noise control – noise awareness and education. 	
<ul style="list-style-type: none"> • Awareness of verge tree availability. 	
Community Comments – Southern Suburbs	
<ul style="list-style-type: none"> • We need definitions and consistent use of terminology for customers, community and stakeholders. 	Noted and included in Definitions section
<ul style="list-style-type: none"> • Need a community radio station. 	Noted and options are currently being considered
<ul style="list-style-type: none"> • Concern that no Councillors were present on the evening. They would be seen as committed if they attended meetings and deputations. 	This was explained at the community workshops
<ul style="list-style-type: none"> • Why did we have an external facilitator? Why not 	An external facilitator was used as they are independent. However, City staff provided the

<p>an internal staff facilitator?</p> <ul style="list-style-type: none"> • Was it the cheaper option? • We need to know how many consultants have been employed, and why, over the past 6 months, especially that since the split the workload has decreased by 30%. (Alternative view: Consultants can be the cheapest option.) • At the end of the document put a reference to related documents. • Explain that other levels of plans exists and how to access them. • Concern as can't see how the Strategic Plan makes a difference to my street and my suburb. • Overall the statements are motherhood statements, no detail. So how do they get translated into detail e.g. footpaths. Want concrete details. How will ratepayers find out? (Alternative views: The Strategic Plan is meant to be a high level document; it is useful to have a Strategic Plan, as once items are listed in the Strategic Plan it is easier to lobby for action to occur). • There is a need for effective communication with people with particular relationship to what is/has developed from the Strategic Plan. • This process is just making the Strategic Plan a glossy, thicker brochure. • Print the Strategic Plan on ordinary A4 paper with no photos. • I have never been asked to complete a survey and I would like to have input. • I want an explanation on what is spent on projects eg \$1 million on Marinas, what is the cost breakdown? • Who is driving the projects e.g. Arts Centre? The opportunity for input must be there. • Is it relevant to have the current management structure in the light of privatisation and a smaller organisation? Is it cost effective? • Include a directory of local businesses on the Council website. Emphasise the importance of linkages on the website. 	<p>necessary support for the process.</p> <p>Internal staff were engaged at the time on other aspects of the planning process.</p> <p>Noted, the assumption is incorrect and is not a true reflection of current Council workload</p> <p>Noted and included</p> <p>Noted and explained in the section on the Strategic Planning process</p> <p>Noted and refer to 5 Year Capital Works Program</p> <p>Noted and relevant documents are now included in the plan</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted and included in the 5 Year Capital Works Program</p> <p>Noted and community consultation has been occurring</p> <p>The development of a community portal is currently in progress which will address this matter</p> <p>Currently in progress</p>
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<ul style="list-style-type: none"> • The Website could be a good place to provide details of projects e.g. cost breakdowns on large projects such as Performing Arts, Marinas. Also include details of when capital works are being completed in suburbs and provide other levels of plans. • Don't want to see the rates jump up again. • Encourage more local government talks to schools on security, skateboard facilities etc. • Message to Administration and Council: "Never forget Local Government is grass roots Government." 	<p>Noted</p>
<p>Community Comments – Northern Suburbs</p> <ul style="list-style-type: none"> • More bins in parks and public places. • More seats in parks. • Marcia Hines concert – front rows were reserved for Council employees. This should not happen. Consider residents as equal to employees. 	<p>Noted</p> <p>Noted</p> <p>Noted and directed to the relevant Business Units</p> <p>Noted</p>
<p>Additional Council and Staff notations</p> <ul style="list-style-type: none"> • We need a definition/s of stakeholders in their appropriate context. 	<p>Noted</p> <p>Noted and definition provided</p>