**ISSUES RAISED BY THE COMMUNITY / STAKEHOLDERS / STAFF TO BE CONSIDERED BY EXECUTIVE ON
17 FEBRUARY 2003**

SUMMARY OF KEY ISSUES RAISED:

Is the plan a review of the existing plan or a new plan	Response
Why didn't we just do amendments to the 2000-2005 Strategic Plan instead of a totally new one? This Plan could have been prepared as an amendment to the Strategic Plan 2000-2005	The existing Strategic Plan is considered a document, which provides an excellent framework to work from. It is reviewed annually to ensure its ongoing relevance, and changes are made accordingly.
Timing and Process	**Response**
The time of the year was inappropriate if good responses were anticipated	The City received more constructive responses this period, compared to previous years.
Why did the City consult over Christmas?	The City made the draft available for 60 days. In previous years it was released for 28 days.
We have not had 60 days of advertising	The draft plan endorsed by Council on November 26, advertised on 3 & 5 December closed on 28 January 2003.
Stakeholder Definition	**Response**
The City distinguishes between community members and stakeholders (business people, academics, CoJ officers and agencies) and "confirmed that the view as expressed by the stakeholders were also those of Council. The City services it community and should more importance on its views. All reference to "key stakeholders or stakeholders" in the strategies should be removed and replaced by the *"community*."	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."

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Content of the Plan – where is their input	Response
Could you please explain why you held workshops/forums for the Strategic Plan? Your proposal looks nothing like what ratepayers thought important for the City.	The Strategic Plan Process was presented to representatives at meeting on Tuesday 21 January from 4-6pm, explaining the analysis of all data from workshops, reports, issue papers etc. An analysis of all information was rolled-up to generate a top level document with more operational documents aligning with the Strategic Plan i.e. Corporate Plans, Directorate Plans and Business Unit Plans.
There is no evidence of the community's input from the 10th and 11th July 2002 meetings, conducted to provide for community input.	An analysis of all information was rolled-up to generate a top level document being the Strategic Plan, with more operational documents aligning with the Strategic Plan i.e. Corporate Plans, Directorate Plans and Business Unit Plans.
Issues with the Terminology	**Response**
The terminology used in the plan is found in urban planning policies and strategies, which leads one to suspect that a major part of this plan has been formulated to develop existing suburbs.	The assumption is incorrect. The terminology was generated by analysing all the data provided through workshops, reports, issue papers etc. Common themes were developed from all the information. An analysis of all information was rolled-up to generate a top level document with more operational documents aligning with the Strategic Plan i.e. Corporate Plans, Directorate Plans and Business Unit Plans.
A unique and diverse community appear to be conflicting words.	Unique and Diverse – were terms many participants at the workshops used to describe the City and the reason for choosing to reside within the City of Joondalup.

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General Issues	Response
Objection to the City forming alliances and partnerships outside the major stakeholder whom the represent and protect and serve.	The City needs to form partnerships and alliances with other agencies to assist in the provision of services, programs and the development of projects.
Objective 1.3 delete *Youth and Seniors*	Including Youth and Seniors is too specific. Can be included at the Business Unit planning level.
Council should not be in business, particular in alliances with others except the ratepayer.	The City needs to form partnerships and alliances with other agencies to assist in the provision of services, programs and the development of projects.
Why is it important to be a regional leader? I would prefer that the city concentrated on developing systems to better communicate with its ratepayers than key stakeholders. The function of the City is to service its residents.	It is important because Joondalup was established to be the regional centre for the northern corridor, and we need to fulfil that responsibility.

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GENERAL COMMENTS

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Review Existing or New Strategic Plan			
Why didn't we just do amendments to the 2000-2005 Strategic Plan instead of a totally new one? This Plan could have been prepared as an amendment to the Strategic Plan 2000-2005	Community Mike Norman	The existing Strategic Plan is considered a document, which provides an excellent framework to work from. It is reviewed annually to ensure its ongoing relevance , and changes are made accordingly.	
This is a totally new plan and not the major review that the previous strategic plan indicated would occur after Year 3. No reason is given for the City forming a new plan at this stage. The City is supposed to be developing a public consultation policy, which should have preceded this plan.	Community Iluka in the main	The existing Strategic Plan is considered a document, which provides an excellent framework to work from. It is reviewed annually to ensure its ongoing relevance , and changes are made accordingly.	
I wish to be informed as to why and how a REVIEW of an existing plan results in a new Strategic Plan with a different time line. A review of the existing Strategy should still be within the time line 2000-2005.	Community Mike Caiacob	The existing Strategic Plan is considered a document, which provides an excellent framework to work from. It is reviewed annually to ensure its ongoing relevance , and changes are made accordingly.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
I wish to be informed as to how a Review of an existing Strategy results in a completely new Draft Strategy Plan as stated in the executive summary of the report	Community Mike Caiacob	The existing Strategic Plan is considered a document, which provides an excellent framework to work from. It is reviewed annually to ensure its ongoing relevance , and changes are made accordingly.	
I point out that at this stage that workshops conducted by the City had not advised attendees that the existing Strategic Plan should have had a mid term review. Instead the attendees were led into developing a new Strategic Plan. At no time were myself or others aware that we were reviewing the existing Strategy.	Community Mike Caiacob	The existing Strategic Plan is considered a document, which provides an excellent framework to work from. It is reviewed annually to ensure its ongoing relevance , and changes are made accordingly.	
We have not worked through the 2000-2005 Strategic Plan that in itself is unrepresentative of the major stakeholders, i.e. the ratepayers. This current one should be reviewed and a performance analysis should be carried out on it before embarking on a 3rd Strategic plan within 4 years	Community Mr & Mrs Zakrevsky	An analysis and review was completed on the Strategic Plan 2000–2005 in 2001 and 2002. The City had achieved in all areas. Copies of this document can be provided.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Timing and Process			
The City is supposed to be developing a public consultation policy, which should have preceded this plan	Community Iluka in the main	The City is developing "Consulting the Community" guidelines. The City does have a public participation policy 2.6.3. Once the guidelines have been completed they could assist staff consult with the community when embarking on various projects and programs.	
Why did the City consult over Christmas?	Community (general comment from meeting)	The City made the draft available for 60 days. In previous years it was released for 28 days.	
The time of the year was inappropriate if good responses were anticipated	Community Marie Macdonald	The City received more constructive responses this period, compared to previous years.	
We have not had 60 days of advertising	Community Marie Macdonald	The draft plan endorsed by Council on November 26, advertised on 3 & 5 December closed on 28 January 2003.	
Could you please advise what date the advertisement appearing before the public in the Wanneroo Community Newspaper, ie what date was the paper delivered.	Community Mike Caiacob	The advertisement was placed in the Wanneroo Times for Tuesday 3 December. To find out the details of delivery dates the Community Newspaper can be contacted on 9233 3000.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
I don't believe that the Mullaloo Progress Association had received a letter to encourage participation in the workshops.	Community Mike Caiacob	Individuals who had participated in previous workshops for the City were invited as their details were recorded. As many participants, who received letters, were from Progress Associations it would have been an additional way the Progress Association would have found out about the workshops. The other way Progress Association may have heard about the workshops was through the advertisements in the local papers.	
Was the "four key survey questions" identified in the reports details section, the five question survey I received under the heading "COMMUNITY CONSULTAION SURVEY".	Community Mike Caiacob	No. They were two separate surveys. The strategic planning process had a four question survey. The community consultation workshops asked five different questions.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Was the majority of the stakeholders interviewed by the consultant Barbara Gatter, including the community key stakeholders, the ratepayer	Community Mike Caiacob	Barbara Gatter was commissioned to consult with key external government and non government organisations about their formal plans and projections for their roles in the City over the next 15 years. Information was obtained on current and future community needs, options for the provision of programs, services and facilities and future directions for Joondalup. She was not commissioned to interview individual persons.	
Did the key stakeholders interviewed include senior management and staff as listed on the Joondalup Stakeholder list and were these staff members then involved in the two workshops held by Helen Hardcastle?	Community Mike Caiacob	Barbara Gatter did interview staff members representing government and non-government agencies on the stakeholder list. The agencies on the stakeholder list were provided with the same 4 questions provided to the community to answer. Only Council and management within Council were involved in the two workshops conducted by Helen Hardcastle.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
The analysis of information in the report states that all stake holders held common view as to the future of the city. Does this statement include the community stake holder? On reading the foreword on the draft plan it would appear not	Community Mike Caiacob	Yes. All information from the surveys, reports and submissions was independently analysed to develop the views which were grouped into common themes.	
The comment that were ideas or issues which could require actioning and addressing in the corporate plan, business unit plan or ACTION PLANS, leads me to believe this is precinct planning again and the community has already voiced its opposition to this type of planning at the special electors meeting.	Community Mike Caiacob	The City has made a commitment it will not be undertaking precinct planning in the future. The information contained in other plans is far too detailed to be contained in a Strategic Plan thus, the reference to the next level of plans and documentation.	
One of the roles of Elected Memebers is to represent the interests of electors, ratepayers and residents. This can only be achieved if the quality of information provided by the City's administrative staff is correct, complete and balanced. The new Draft Strategic Plan does not represent the interests of the electors, ratepayers or residents of the City of Joondalup but that of key stakeholders.	Community Mike Caiacob	The draft Strategic Plan was endorsed by Council on 28 November 2002. Elected Memebers understood the process of gathering information and the summarising of it to develop top level strategies. The Elected Memebers contributed information to develop the draft. They did not question the content, or state it was not representative of their interests.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Stakeholder Definition			
It was stressed that the Ratepayer Associations be deemed Stakeholders Key stakeholders are not and do not include the Major Stakeholders – the Residential property owners and electors in our community.	Community Greenwood in the main	The definition the City used in 2000-2005 for Stakeholders was" individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup	
The City distinguishes between community members and stakeholders (business people, academics, COJ officers and agencies) and "confirmed that the view as expressed by the stakeholders were also those of Council. The City services it community and should more importance on its views. All reference to "key stakeholders or stakeholders" in the strategies should be removed and replaced by the *"community*."	Community Iluka in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
It does not have the Ratepayer Representation and ratepayers are the biggest group of stakeholders. They are the major contributors to the City of Joondalup's finances	Community Mr & Mrs Zakrevsky	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Not only is there no representation of ratepayer associations, (the largest stakeholder) but there is no representation of surf clubs, sporting clubs, shop owners and businesses outside the Joondalup CBD	Community Mr & Mrs Zakrevsky	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
The present Joondalup Stakeholder Group represents Joondalup CBD business and government instrumentalities in the main.	Community Mr & Mrs Zakrevsky	The definition the City used in 2000-2005 for Stakeholders was "individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup". The City develops various Stakeholder groups for different processes and projects. The groups have clear objectives thus some Stakeholder groups can be long or short term depending upon their objective. Therefore stakeholder lists are usually developed to meet a specific need as and when required..	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Partnerships and alliances with key stakeholders will give the local government an interest and a pecuniary interest in decisions which effect the community- DELETE Key stakeholders or replace with community in every area of the Strategic Plan. Definition of community being residential property owners and Electors	Community Greenwood in the main	The community (residential property owners and Electors) (as defined by this comment) does not include all stakeholders. Other stakeholders rely on the City of Joondalup to assist in them meeting their needs and future directions.	
The City distinguishes between community residential property owners and electors and commercial stakeholders and confirmed the views expressed by commercial stakeholders were those of the Council. INAPPROPRIATE. The council must represent the expressed views of the whole community it serves	Community Greenwood in the main	Other stakeholders rely on the City of Joondalup to assist in them meeting their needs and future directions.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
The draft Strategic Plan does not recognise the home/landowners as having an impact on the strategic direction and decision-making processes, by distinguishing between community and stakeholder. The established residential communities are being threatened with lifestyle and amenity changes that are not in keeping with quiet established family friendly residential suburbs and with which the council is charged with ensuring.	Community Greenwood in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
Content			
There is no evidence of the community's input from the 10th and 11th July 2002 meetings, conducted to provide for community input.	Community Mr & Mrs Zakrevsky	An analysis of all information was rolled-up to generate a top level document being the Strategic Plan, with more operational documents aligning with the Strategic Plan i.e. Corporate Plans, Directorate Plans and Business Unit Plans.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Could you please explain why you held workshops/forums for the Strategic Plan? Your proposal looks nothing like what ratepayers thought important for the City.	Community (general comment from a community meeting)	The Strategic Plan Process was presented to representatives at meeting on Tuesday 21 January from 4-6pm, explaining the analysis of all data from workshops, reports, issue papers etc. An analysis of all information was rolled-up to generate a top level document with more operational documents aligning with the Strategic Plan i.e. Corporate Plans, Directorate Plans and Business Unit Plans.	
None of the "Intentions" of the Local Government Act section 1.3 can be achieved by the current attitude of the City of Joondalup Council and its Administration by ignoring the ratepayers who are the major stakeholders and cannot possibly result in representative and sound strategic planning.	Community Mr & Mrs Zakrevsky	Noted	
The Strategy should mirror the provisions of the Local Government Act part 1.3 and how it will provide services for the ratepayer and community and not create opportunities for stakeholders.	Community Mullaloo in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Strategies are too high level, have no teeth, no $ indicators.	Community (general comment from a community meeting)	A Strategic Plan is a high level document and the Plans which cascade from it have more detail and financial information	
Delete all ENSURE words if the City has no control and replace with terms such as *Work towards*. Some of the words like *create, develop* should be enhance, improve and maintain	Administration	Will be investigated.	
The terminology used in the plan is found in urban planning policies and strategies, which leads one to suspect that a major part of this plan has been formulated to develop existing suburbs.	Community Iluka in the main	The assumption is incorrect. The terminology was generated by analysing all the data provided through workshops, reports, issue papers etc. Common themes were developed from all the information. An analysis of all information was rolled-up to generate a top level document with more operational documents aligning with the Strategic Plan i.e. Corporate Plans, Directorate Plans and Business Unit Plans.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
High density housing may suit some people but not cater for families	Community Mullaloo in the main	Noted	
Councils focus should be on maintenance not development	Community (general comment from a community meeting)	Objective 3.1 relates to maintaining the City of Joondalup's assets and built environment.	
There is no strategy for maintenance and or sustaining the lifestyles and amenity choices that have already been made by the communities of the C of J.	Community Greenwood in the main	Objective 3.1 relates to maintaining the City of Joondalup's assets and built environment.	
I suggest the Joondalup City concentrates on the Parks, Amenities already in existence – Blackall Park has dog faeces all over it and needs signs discouraging it.	Community Greenwood in the main	These comments are included in the following strategies:- Strategy 3.1.1 states "Plan the timely design, development, upgrade and maintenance of infrastructure, buildings, facilities, roads, parks, paths, cycleways". Also, Strategy 2.1.1 states "Maintain and protect natural assets."	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Plan was circulated without sufficient information	Community Marie MacDonald	Unclear about what additional information is required to be circulated with the Plan.	
Where are the policies which apply to each area?	Community Marie MacDonald	There will be a section in the Plan detailing relevant documents.	
Include a new paragraph titled Evaluation. *The City acknowledges that on-going evaluation of its performance is critical to the success of the organisation. To this end the City will assess all areas of performance on an on-going basis, using a number of assessment methods including benchmarking within the industry and with dissimilar industries as well as Human Resource Services through coordination with key stakeholders.* *The aim of evaluation is to ensure the City is providing the highest quality service to its customers and that best practice standards are being met and maintained.*	Human Resource Services	There will be a section in the document explaining how the Strategic Plan was developed and the future process for evaluation. It will not be as technical as this suggestion, however it will contain similar themes.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Include a new paragraph titled Evaluation cont. *Ongoing evaluation will ensure the City is open and transparent and accountable for its performance.*	Human Resource Services		
Include a new Key Result Area Operational Effectiveness Objective "Manage the City of Joondalup's capital and operational expenditure so that the overall rate increase on residents does not exceed the annual rate of inflation." This would be appreciated by residents whose annual income is more often than not below the rate of inflation.	Community Mike Norman	Noted	
Format			
The outcome follow the objectives and strategies, this should be reversed working from the objective	Community Mullaloo in the main	Noted	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Include a final column to show an accountable officer	Community Inner City Residents of Joondalup Inc.	This cannot be possible as the strategies are at such a level there could be numerous officer names listed against a strategy due to the number of actions emanating from each strategy.	
It is very hard to comment on such generalities as listed in the strategies and should be more specific	Community Mullaloo in the main	The Strategic Plan is a high level document with more operational documents aligning with the Strategic Plan i.e. Corporate Plans, Directorate Plans and Business Unit Plans. Such documents contain more specific details.	
This Plan appears to be for developers, tourism associations and alliances and partnerships with everybody but the people you should be representing	Community Mullaloo in the main	Not correct.	
All four key focus areas MUST include a strategy for effective and efficient consultation with greater community participation and which is also open and accountable.	Community Greenwood in the main	There are a number of Values which relate to these suggestions and the values include :- Trust, respect and responsiveness. The Values are the underlying beliefs which are held for all strategies.	

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FOREWORD

Welcome to the City of Joondalup's Strategic Plan 2003 – 2008.

The Plan has been developed following considerable input from the community and stakeholders, and Elected Memebers and staff at the City of Joondalup. The input confirmed that ideas expressed by the stakeholders were also those of the Council.

The City of Joondalup's preferred future is:

"A sustainable community and City that are recognised as unique and diverse."

A sustainable community is one that is:
- environmentally responsible
- socially sound
- economically viable
- based on effective governance

There is a growing emphasis on environmental sustainability and the need to protect and maintain the City's wealth and natural assets, to ensure the City becomes more vibrant, innovative, open, responsive to changing community expectations and needs, as well as being a safe environment.

The City loves and embraces its people and community and is a place of opportunity.

Thus the City now has a number of principles, which will guide its future decisions and direction. These guiding principles are:

- Community Focused
- Sustainable
- Best Value
- Leadership through Partnership and Networks
- Flexible in Service Delivery

The City will be able to achieve the outcomes presented in this Plan through cooperation, partnerships and flexibility.

John Bombak JP   Denis Smith
Mayor   Chief Executive Officer

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FOREWORD (page 2)

Suggestions / comments	From Whom	Justification and Outcome	Outcome
Write text in the first person, various suggestions of text to be excluded	Human Resource Services	Write in first person as it is signed by CEO and Mayor	
Delete word Welcome	Strategic & Corporate Planning	Noted	
There is no mention of the community as being the major stakeholder and accordingly be informed and consulted.	Community Marie Macdonald	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
Ideas expressed by the community should be those of Council.	Community Mullaloo in the main	Noted	

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Suggestions / comments	From Whom	Justification and Outcome	Outcome
The community's view point should be valued for the preparation of the strategy as well as the stakeholders	Community Marie Macdonald	The Plan was generated by analysing all the data provided through workshops, reports, issue papers etc. Common themes were developed from all the information. An analysis of all information was rolled-up to generate a top level document with more operational documents aligning with the Strategic Plan i.e. Corporate Plans, Directorate Plans and Business Unit Plans.	
As this is a totally new Plan, there should be an indication here as to why the City is not conducting a major review at this stage and why it has departed from the process laid down in the current strategy.	Community Marie MacDonald	An analysis and review was completed on the Strategic Plan 2000–2005 in 2001 and 2002. The City had achieved in all areas. Copies of this document can be provided.	
Delete word 'Loves"	Administration	Agreed	

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Suggestions / comments	From Whom	Justification and Outcome	Outcome
Objection to:			
The City being turned into a commercial business rather than being a non-profit service to the community it represents and the obvious exclusion of strategies for families and established residential property holders and electors as well as the commercial sectors in the community of Joondalup.	Community Greenwood in the main	Not the case. The City consults with all Stakeholders to ensure it is representative of all. It has not deliberately excluded families	
The residential property owners and electors not being recognised as the key stakeholders.	Community Greenwood in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
The City forming alliances and partnerships outside the major stakeholder whom the represent and protect and serve.	Community Greenwood in the main	The City needs to form partnerships and alliances with other agencies to assist in the provision of services, programs and the development of projects.	
The precinct planning process review (COJ – 02/01) being included as a document in the draft Strategic Plan	Community Greenwood in the main	Any review is an operational matter. There is no mention of attachments or precinct planning in the draft Plan.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
To the stakeholder group putting in one response and having earlier interviews with Barbara Gatter included as first input on information on the future direction of the there organisations and not including residential property holders Special Electors meetings as first input for the future direction of there communities. NO higher densities, rezoning, recoding, reclassifying reduction in parks (dry and wet) reserves or open space. Protection of environment, amenity and lifestyle.	Community Greenwood in the main	Noted	
To the residential property owners and electors not being recognised as the key stakeholders	Community Greenwood in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
The Mayor and Elected Memebers giving support to a document that is principally excluding the community (major stakeholders) from having an impact on the strategic direction and decision-making processes of the CoJ by distinguishing between stakeholders and the major	Community Greenwood in the main	The definition the City used in 2000-2005 for Stakeholders was" individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
proportion of the whole community.			

<u>VISION</u>

"A sustainable community and City that are recognised as unique and diverse."

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VISION

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Can one be unique and diverse at the same time? (One can be uniquely diverse)	Community Marie MacDonald	Unique and Diverse – were terms many participants at the workshops used to describe the City and the reason for choosing to reside within the City of Joondalup. Definition included in Glossary.	
A unique and diverse community appear to be conflicting words.	Community Mullaloo in the main	Unique and Diverse – were terms many participants at the workshops used to describe the City and the reason for choosing to reside within the City of Joondalup. Definition included in Glossary.	
Change the Vision to read *"A sustainable City and community that is recognised as unique and diverse."*	Strategic & Corporate Planning	Noted, to be discussed	
Include *innovative* " A sustainable community and City that is recognised as unique*, innovative* and diverse," as innovative is a common theme found throughout document.	Human Resource Services	Noted, to be discussed	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Change Vision to read "*A sustainable City that are recognised as unique and diverse*", deleting the word community Delete word community as precinct planning was promoted as a sustainable community and has already been proven to be unsuccessful and disastrous in Warwick, Greenwood, Kingsley, Woodvale and Mullaloo.	Community Greenwood in the main	Noted, to be discussed	
The City must be more than 'just based' on effective governance. Governance must be in line with Local Government Act 1.3 Greater accountability to COMMUNITIES, more efficient and effective, greater Community participation in the decisions and affairs of local government, better decision-making. The City has applied this to a narrow group of "commercial" stakeholders and this is incorrect. The whole community must be afforded its rights.	Community Greenwood in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	

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PURPOSE

> **Plan, develop and fulfill a range of community lifestyles to meet community expectation.**

MISSION/PURPOSE

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Change Purpose to read *Mission* or *Mission Statement*	Human Resource Services	Include a definition of the word used in the glossary section	
There is no mention of enhancing or protecting the **existing** lifestyle to meet the major stakeholder (community, ratepayers) expectations. Include word *enhance* in the mission.	Community Mullaloo in the main	Included enhance in the mission	
Change the Purpose to *"Plan, develop adequate and appropriate services to meet the needs of the varied lifestyles within the community, within the financial constraint of the rates received and the government assistance given."*	Community Marie MacDonald		

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VALUES

The values held by the City will support the achievement of its' Vision.   These values are:

Vibrancy

- We will work with stakeholders to create a vibrant community.
- We will be dynamic and flexible.

Innovation

- We will provide innovative programs and services.
- We will have a strong team spirit to generate positive ideas, developing a culture of innovation and excellence.

Responsiveness

- We will respond to changing community needs.
- We will promote a sense of community spirit and ownership.

Respect

- We will acknowledge individuals' opinions.
- We will respect individuals' contributions.

Trust

- We will develop an environment of openness and transparency.
- We will make information accessible.

Safety

- We will provide a safe and secure environment.
- We will develop partnerships.

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VALUES

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Include definitions for *Values* and *Guiding Principles*	Human Resource Services	Include the definitions for Values and Guiding Principles in the glossary section	
Change Vibrant community to read *Vibrant City Centre* The community does not want to be vibrant if it means introducing change that is not wanted.	Community Mnique Moon	Noted	
The community would prefer that the City work with them not stakeholders to create a vibrant community.	Community Iluka in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
The community would prefer that you work with it to create a vibrant community (stakeholders do not necessarily represent residents interests)	Community Marie MacDonald		

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Values – in general The Council needs to work with the major stakeholders (community, ratepayers). Only other stakeholders are mentioned.	Community Mullaloo in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
Vibrancy The community has a big investment in Joondalup would prefer some certainty of which dynamic and flexible does not give them.	Community Marie MacDonald	Noted. The terms were generated from the workshop sessions.	
Delete Dynamic and flexible. Replace with *"Proper and orderly planning supported by a planning framework."*	Community Mullaloo in the main	Noted. However these were the Values generated through the workshop sessions.	
DELETE FLEXIBILITY and replace with "Proper and orderly planning and planning framework The City must first gain demonstrative support from the whole community to achieve outcomes and only then with proper and orderly planning gain cooperation and support from all other stakeholders.	Community Greenwood in the main	Noted. However these were the Values generated through the workshop sessions.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
The community's biggest investment is in its homes and lifestyles and it would prefer some certainty, which dynamic and flexible strategies do not give.	Community Iluka in the main	Noted.	
Changing community needs are not defined and should be	Community Mullaloo in the main	This is an operational issue and would be described in an operational plan.	
Words such as dynamic, flexible, innovative programs and services insinuate that laws, particularly planning, won't apply or be discretionary. This is not acceptable unless it is more specific.	Community Mullaloo in the main	This is an operational issue and would be described in an operational plan.	
Innovation Innovation should be in response to community expectations and needs. Does the Council evaluate community needs on a regular basis?	Community Marie MacDonald	The City does evaluate community needs so as to provide services that meet community current and future needs i.e. Craigie Leisure Centre, review of all leisure centres, individual program evaluations (GOLD program)	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Responsiveness Needs assessment should be conducted. If Council only responds to stakeholders' view then they may be mislead on what are the community needs.	Community Marie MacDonald	Council evaluates its programs and services continuously to ensure the programs and services are meeting the community's needs: festivals evaluation, and internal and external customer satisfaction monitors. Investigation and analysis of needs is an ongoing process.	
DELETE CHANGING COMMUNITY EXPECTATIONS AND NEEDS TO "Whole communities existing and changing expectations and needs. Responding to the whole community." The City is there to represent and be open and accountable to the whole community not change or re-create the community for the benefit of commercial interests.	Community Greenwood in the main	Noted	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Respect Individuals should be replaced by Community "We will acknowledge *community* opinions" "We will respect *community* contributions"	Community Marie MacDonald	Agree and Included	
Trust This value should be an integral part of every strategy used by council	Community Marie MacDonald	All Values are an integral part of the Vision, Mission and Strategies defined by Council As Trust is a Value it is perceived to be an integral part of every strategy Council progresses.	
Major emphasis should be given to honest, open and accountable government and be incorporated into every strategy	Community Iluka in the main	All Values are an integral part of the Vision, Mission and Strategies defined by Council As Trust is a Value it is perceived to be an integral part of every strategy Council progresses. These terms are contained in the Values.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Safety It would be better to say "*We will ensure that our actions do not create an unsafe environment.*" There is no way that the council can provide a safe and secure environment. And partnerships with whom?	Community Marie MacDonald	This is written in the negative. The City's actions are to ensure a safe and secure environment. Partnerships are developed with government and non-government agencies to further develop this strategy.	
Openness, transparency and accessible information should already in place	Community Mullaloo in the main	The Council has included this Value of Trust to ensure all readers of the document are aware this does occur, that is openness, transparency and information is accessible.	
Public participation and community consultation already exist, just not used properly	Community Mullaloo in the main	Noted. Community Consultation guidelines are being developed.	
Council developing partnerships with business, developers etc will lead to pecuniary interests and bias from the Council dealing with partnerships, unless it is the community stakeholder	Community Mullaloo in the main	Not the case.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Dot Point 2 – Innovation is too long "We will have a strong team spirit to generate positive ideas, developing a culture of innovation and excellence". Sentence too long. Include two separate dot points *We will have a strong team spirit to generate positive ideas,* *Develop a culture of innovation and excellence*	Strategic & Corporate Planning	Agree and included.	
The following should be guiding principles *(Responsive, Respect and Trust)*	Human Resource Services	Noted.	
Insert *Sustainability (from Guiding Principles) into Values*	Human Resource Services	Noted.	
Delete *Safety* from Values and under in Guiding Principles below Community Focussed	Human Resource Services	Noted.	

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GUIDING PRINCIPLES

Our decisions will be guided by a number of underlying principles. These principles have been developed to guide the City's decision-making and to ensure the appropriate undertaking of events.

Community Focused

- We will develop a sense of belonging/ownership.
- We will understand community diversity and harmony, meeting changing customer needs.

Sustainability

- We will promote an integrated environmental, social and economic approach to all our activities.
- We will focus on improving quality of life for current and future residents and ratepayers.

Best Value

- We will provide value for money with our quality services.
- We will use the most efficient and effective processes continuously improving our delivery.

Leadership through Partnerships and Networks

- We will develop partnerships and networks.
- We will gain support from key stakeholders.

Flexibility in Service Delivery

- We will be flexible in our planning to accommodate changing circumstances.
- We will be flexible in our delivery of a range of services and programs.

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GUIDING PRINCIPLES

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Appropriate undertaking of events is already laid in law and should not need ensuring. Delete words *ensure appropriate undertaking of events*	Community Mullaloo in the main	Agreed.	
Include the following changes to the dot points in Community Focussed as area of community education not addressed in any area of the Strategic Plan *We will be proactive in the area of community education.* *We will work in partnership with our community to build capacity and develop community ownership and identity.* *We will respect community diversity and work to develop equity and understanding within our community.*	Community Development Services	Agreed.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Community diversity and changing community needs combined with flexible planning with support from key stakeholders in partnership and networks should not be the aim of Council.	Community Mullaloo in the main	It is one objective that Council has to address the issue of changing expectations and needs.	
You will not improve the quality of life for the community unless the community is your partner and the major stakeholder.	Community Mullaloo in the main	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
Community consultation and participation should dictate principles.	Community Mullaloo in the main	These are contained within the Guiding Principles and Values	
Flexible planning for developers in partnership deprives the community of their rights as laid in law.	Community Mullaloo in the main	The City cannot do anything which is illegal.	
Community focussed, Sustainability, Best Value are good principles	Community Marie MacDonald	Acknowledged.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Include additional words in Sustainability to reflect Community Development Services business. We will *ensure/provide for an integrated* environmental, social and economic approach to all our activities.	Community Development Services	Included.	
Change Best Value to read "*We will use the most efficient and effective processes to continuously improve our delivery of services and programs*" for ease of reading	Strategic & Corporate Planning	Makes the statement clearer, about the City's intent. Included.	
Include in Leadership Partnerships and Networks to reflect Community Development Services business. *We will develop a supportive and trusting relationship within our community.*	Community Development Services	Included.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Leadership through Partnerships The responsibility of the Council is to look after the interests of the whole community. Leadership through partnerships and networks means that the interest of the partners and key stakeholders becomes paramount and the interest of ratepayers are diminished.	Community Marie MacDonald	Noted. This is not the case.	
Leadership through partnerships and networks is inappropriate. The responsibility of the Council is to provide services for all ratepayers. Servicing the interests of partners and key stakeholders can affect the interests and amenity of residents. The strategy creates a conflict of interest for officers.	Community Iluka in the main	Noted. The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Flexibility in Service Delivery The community needs certainty. A guiding principle of flexibility can hide agendas and bad practice. It means that service delivery can be at the discretion of the person/s delivering and can hide corrupt practices.	Community Marie MacDonald	The City needs to plan for changing circumstances. Some circumstances are outside the City's control and are not what the plans ie demographic changes, government policies	
Include additional words in Flexibility in Service Delivery to reflect Community Development Services business. We will be flexible in our planning to accommodate changing circumstances and *needs of our community*.	Community Development Services	Agreed and included.	
What changing circumstances are planned for existing suburbs, this is unclear.	Community Mullaloo in the main	Changing circumstances can include items such as changing demographics. Remembering the Strategic Plan is a long-term plan.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
There were a number of additional suggestions put forward by Human Resource Services *Communication* • *We will understand community diversity and harmony, meeting changing customer needs* *Be open and transparent, information made accessible.* *Responsible Management* • *We will provide value for money, providing quality services.* *We will be the most efficient and effective processes continuously improving our delivery.*	Human Resource Services	A number of these suggestions are very technical and would be more appropriately placed in a business unit plan.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Community *cont.* • *We will develop partnerships and networks within the community.* • *We will gain support from key stakeholders within the community.* *Provide safe and secure environment for the community.* *Workforce Planning* • *We will invest in best practice workforce management.* • *We will develop and reward performance excellence.* • *We will encourage employee commitment and innovation.* • *Build workforce capability.* (Include the same wording for flexible in service delivery, responsive, trust and respect.)	Human Resource Services	A number of the suggestions are technical and have been written in laymen's terms and included. Terminology is technical, elements have been incorporated in layman's terms.	

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KEY FOCUS AREA

1. SOCIAL WELLBEING

The City of Joondalup is creating a positive future for all community members and stakeholders. It is proud of its diversity in the community and sees the importance of retaining its youth and seniors. We are ensuring we have a safe and healthy environment for people to participate in cultural, recreational and leisure activities.

The City also can see the potential of education as a business opportunity rather than just a service.

Outcome	Objectives	Strategies
The City of Joondalup is globally recognised as a centre for Lifelong Learning.	1.1 To continue development of the City of Joondalup as a Learning City.	1.1.1 Plan for student growth.
		1.1.2 Create alliances through leadership and to enter e learning opportunities.
		1.1.3 Support whole-of-life learning and creation of knowledge opportunities.
The City of Joondalup is a cultural centre.	1.2	1.2.1 Enhance and create cultural activities and events.

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Outcome	Objectives	Strategies
	To meet the cultural needs and values of the community.	1.2.2 Create and maintain cultural partnerships.
		1.2.3 Create cultural facilities.
The City of Joondalup provides social opportunities that meet community needs.	1.3 To provide services that meet changing community needs, particularly for youth and seniors.	1.3.1 Ensure leisure and recreational activities are aligned to community expectations.
		1.3.2 Ensure quality-of-life opportunities for all community members, including people with disabilities and diverse cultures.
		1.3.3 Develop non-traditional ways for people to incorporate sport and recreation into their lives.
The City of Joondalup is a safe and healthy City.	1.4 To ensure individuals and families feel safe and secure in a healthy environment.	1.4.1 Create and support "visible" security.
		1.4.2 Ensure the protection of human health.

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SOCIAL WELLBEING

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Reword the introductory paragraph	Human Resource Services		
Change 1.1 Outcome to "*The City of Joondalup is a community that values and facilitates lifelong learning."* Don't agree with the word "centre", it has a campus connotation.	Community Development Services	Agreed and included.	
Change Objective 1.1 to be a Strategy and have the Objective as "*Develop, provide and promote a diverse range of lifelong learning opportunities.*" These changes would better reflect the City's advances in community education as well as supporting the Learning City concept.	Community Development Services	Agreed and included.	
Change Objective 1.1 to *"The City of Joondalup is recognised as a centre for lifelong learning."*	Human Resource Services	Has merit.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Change Strategy 1.1.1 to *To further develop the City of Joondalup as Learning City* • *Plan for student growth* • *Continue learning precinct and developing relationships with local stakeholders and service providers.* Delete Strategies 1.1.2 and 1.1.3	Human Resource Services	Noted.	
The City has no control over education and as such cannot write a strategy like this Strategy 1.1.1. Plan for student growth. It cannot contribute to education infrastructure and cannot plan for student growth.	Community Marie MacDonald	The City needs to consider the impact student growth will have on the whole of the City including infrastructure and the development of future services.	
Strategy 1.1.2 delete *and* (as it is unnecessary)	Strategic & Corporate Planning	Noted.	
Change 1.2.1 to "*Continue to enhance existing* and create *new* cultural activities and events" as cultural activities and events are already in progress.	Human Resource Services	Agreed and included.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Delete strategy 1.2.2 as it is a Guiding Principle. Duplication of theme.	Human Resource Services		
Question Strategy 1.2.2 " Create and maintain cultural partnerships". How is this done?	Community Marie MacDonald	Is an operational issue considered in more detail in other plans.	
Change objective 1.3 to read, "*To continue to develop leisure and recreational services that meet expectations of a diverse and growing City.*"	Human Resource Services	Agreed and included.	
Delete *changing* from Objective 1.3	Community Marie Macdonald	The word implies the changing demographics and circumstances, therefore needs to be retained.	
Objective 1.3 delete *Youth and Seniors*	Strategic & Corporate Planning, Community Development Services and Human Resource Services	Including Youth and Seniors is too specific. Can be included at the Business Unit planning level.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Objective 1.3 delete *Youth and Seniors*	Community Mullaloo, Iluka and Greenwood in the main	Agreed and deleted	
Few strategies on families	Community Mullaloo and Iluka in the main	Family is encompassed in the definition of community.	
Change Strategy 1.3.1 to read "*Enhance leisure and recreational activities are aligned to community expectations, incorporating non-traditional opportunities for today's environment.*" Combine with 1.3.3 and retains the concept of providing for the diverse range of leisure interest as well as incorporating facilities into the overall machination.	Community Development Services	Included with a change from non-traditional to innovative.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Delete Strategy 1.3.3 and replace with *"Provide support information and resources."* Incorporated in Strategy 1.3.1. The revised words incorporate the functions and objectives of the community development services business.	Community Development Services	Agreed and included.	
Non-traditional ways what does this mean?	Community Marie MacDonald	This has been included due to ways of leisure and recreational activities can be delivered and to differing age groups. Word is now innovative.	
Delete the word *change* from Objective 1.3 to read *"To provide services that meet community needs, particularly for youth and seniors"*	Community Greenwood in the main	Noted.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Social wellbeing DOES NOT see the importance of retaining its families or the positive future choices the community has invested in. The city must provide for the whole community not create or change the community. DELETE DYNAMIC AND FLEXIBEL. REPLACE with proper and orderly planning supported by a planning framework.	Community Greenwood in the main	Noted.	
Changing community needs and non-traditional ways of incorporating sports into the lives appears to infer that the Council is to change our needs. Infers not being able to go to your local park and having to travel to a park instead?	Community Mullaloo in the main	Noted. Is not the intention of this statement.	
Change Strategy 1.4.1 from Create and support "visible" security, to "*Implement the Safer Communities Program.*" To clearly specify what the Strategy means.	Strategic & Corporate Planning and Community Development Services	Agree and included.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Change Strategy 1.4.1 from Create and support "visible" security, to *"Create and support effective security."* The current security services is "visible" but not particularly responsive or effective when trouble occurs	Community Mike Norman	This suggestion has merit	
Creating "visible" security under Precinct Planning meant creating high-density housing above shops and around parks. This strategy was tested in the Warwick area and found to be unacceptable to residents. This planning strategy should not be considered unless the communities affected are fully informed and supportive of it.	Community Iluka in the main	Comment noted.	
Visible security is a term from planning inferring high density living – not acceptable, particularly to families	Community Mullaloo in the main	Comment noted.	
Visible security under precinct planning meant putting residences above shops and around parks. This is an untested way to improve security. Security patrols are visible but there value is questionable.	Community Marie Macdonald	Comment noted.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Visible security was not supported in precinct planning. Delete visible security.	Community Greenwood in the main	Comment noted.	
The City cannot ensure a safe and healthy environment but it can ensure that its actions do not contribute to an unsafe and unhealthy environment.	Community Iluka in the main	Noted, has merit.	
Council cannot protect human health, but can ensure that activities of Council do not endanger human health.	Community Marie MacDonald Mullaloo in the main	Noted.	
Change Strategy 1.4.2 to *"Contribute to the protection of human health."*	Approvals, Planning & Environmental Services	Agreed and included	
There is no recognition of sustaining the lifestyles of the people who choose to make Joondalup their home, and few strategies for families	Community Iluka in the main	Noted and acknowledged.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
The plan concentrates on tourism and education as creating economic wealth for the City. It wishes to be globally recognised as a tourist destination and educator. The successes of these strategies are dependent on factors, which are outside the City's control i.e. absence of wars and economic recessions.	Community Iluka in the main	The Plan stated to be recognised globally in education and not tourism. Both of these strategies do require coordination with other organisation i.e. Education – West Coast College of TAFE, ECU. Police Academy AIUS, and with Tourism Tourist Commission, Sunset Coast etc. The City does not see itself as the provider of such strategies, more of a facilitator.	
Council should not be in business, particular in alliances with others except the ratepayer.	Community Mullaloo in the main	The City needs to form partnerships and alliances with other agencies to assist in the provision of services, programs and the development of projects.	
Title change to Community Wellbeing	Strategic & Corporate Planning	Agree and included for better understanding	

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KEY FOCUS AREA
2. CARING FOR THE ENVIRONMENT

The City of Joondalup promotes and enjoys a lifestyle which engenders environmental, social and economic sustainability. It will focus on improving the environment, protecting foremost the natural environment and ensuring sustainability is fulfilled. The City is recognised as a leader in environmental sustainability.

We will be promoting a "clean and green" environment.

Outcome	Objectives	Strategies
The City of Joondalup is environmentally responsible in its activities.	2.1 To plan and manage our natural resources to ensure environmental sustainability.	2.1.1 Maintain and protect natural assets.
		2.1.2 Continue to develop environmentally effective and energy-efficient programs.
		2.1.3 Develop a coordinated environmental framework.
The City of Joondalup efficiently and effectively manages waste.	2.2 To facilitate waste management in accordance with environmental sustainability principles.	2.2.1 Focus on recycling.
		2.2.2 Plan for the development of waste management.

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CARING FOR THE ENVIRONMENT

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Reword the introductory paragraph	Strategic & Corporate Planning and Human Resource Services		
Include in Strategy 2.1.1 "Maintain and protect natural assets *to maintain biodiversity*" Due to a lack of a comprehensive program and lack of resources to manage natural areas, has to date, lead to continued degradation of many natural areas within the City, leading to a slow decline in overall biodiversity.	Community Mike Norman	Agree and included.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Include in Strategy 2.1.3 "Develop a coordinated environmental framework, *including community education."* To include the City business of community education.	Community Development Services	Noted and included.	
Objective 2.1 and 2.2 commendable	Community Marie Macdonald	Acknowledged.	
Change Outcome 2.2 from The City of Joondalup efficiently and effectively manages waste to "*The City of Joondalup efficiently and effectively manages resources."*	Strategic & Corporate Planning	Noted, not included as the outcome is specific to environmental issues.	
Change Objective 2.2 from To facilitate waste management in accordance with environmental sustainability principles to *"To facilitate resource management in accordance with environmental sustainability principles"*	Strategic & Corporate Planning	Noted, very technical and will not be understood.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Include two new Strategies 2.2.3 *"Develop and implement energy efficient management practices to contribute towards achieving a 20% reduction in greenhouse gas emission by the year 2010"* 2.2.4 *"Facilitate the Cities for Climate Protection program to pursues corporate and community greenhouse gas emission reductions."*	Strategic & Corporate Planning	Noted.	
Add two new Outcomes, Objectives and Strategies 2.3 Outcome The City of Joondalup publicly reports its environmental and sustainability performance on a periodical and regular basis 2.3 Objective The City of Joondalup will develop a reporting framework based on environmental and sustainability indicators which are appropriate for the City's activities".	Strategic & Corporate Planning	This suggestion encompasses more than "Caring for the Environment" as sustainability includes the environment, social well-being and economic viability. The suggestions do have merit. These suggestions could then be better incorporated in Outcome 4.1 "The City of Joondalup is a sustainable and accountable business," and Outcome 4.4 "The City of Joondalup is an interactive community."	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
2.3.1 Strategy Investigate triple bottom line and indicators of sustainability as a corporate and public reporting project 2.4 Outcome The City of Joondalup is informed about environmental and sustainability issues 2.4 Objective The City of Joondalup facilitates community understanding and learning about environmental and sustainability issues. 2.4.1 Strategy The City of Joondalup conducts and facilitate educational and community awareness programs with schools and communities on environmental and sustainability issues.	Strategic & Corporate Planning	This suggestion encompasses more than "Caring for the Environment" as sustainability includes the environment, social well-being and economic viability. These suggestions could then be better incorporated in Outcome 4.1 "The City of Joondalup is a sustainable and accountable business," and Outcome 4.4 "The City of Joondalup is an interactive community."	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Planning natural resources and environmentally efficient and energy effective programs leads me to believe that development is to be considered in our remaining reserves of natural environment and is not acceptable.	Community Mullaloo in the main	Noted and not the case.	
Objectives 2.1 and 2.2 are commendable	Community Marie Macdonald	Acknowledged	

KEY FOCUS AREA
3. CITY DEVELOPMENT

To ensure a sustainable community, the City will provide and maintain a managed built environment. The City will work in conjunction with associations to plan efficient transport means. Tourism also will be seen as an important part of economic development for the community. All development will be to ensure the City has a vibrant community focus, with a view to creating local employment for local people.

Outcome	Objectives	Strategies
The City of Joondalup has well maintained assets and built environment.	3.1 To develop and maintain the City of Joondalup's assets and built environment.	3.1.1 Plan the timely design, development, upgrade and maintenance of infrastructure, buildings, facilities, roads, parks, paths, cycleways.
		3.1.2 Facilitate the safe design, construction and approval of buildings and facilities.
		3.1.3 Create and maintain parklands that incorporate nature and cultural activities accessible to residents.
		3.1.4 Develop an asset management strategy.

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Outcome	Objectives	Strategies
The City of Joondalup is recognised as a great place to visit.	3.2 To develop and promote the City of Joondalup as a tourist attraction.	3.2.1 Create and promote cultural tourist attractions.
		3.2.2 Create an "eco-tourism" strategy.
		3.2.3 Build partnerships to create further opportunities for tourism.
		3.2.4 Develop marketing strategies to support the identity of the City of Joondalup.
The City of Joondalup meets the changing demographic needs of the community.	3.3 To meet the changing demographics, in particular, seniors and students.	3.3.1 Provide residential living choices.
		3.3.2 Integrate plans to support community and business development.

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Outcome	Objectives	Strategies
The City of Joondalup has an effective integrated transport system.	3.4 To ensure integrated transport is meeting regional and local needs.	3.4.1 Facilitate, advocate and create transport linkages to facilities and events.
		3.4.2 Align use of land and modes of transport.
The City of Joondalup is recognised for investment and business development opportunities.	3.5 To provide and maintain sustainable economic development.	3.5.1 Support business development through creating tourist attractions.
		3.5.2 Develop partnerships to foster business development opportunities.
		3.5.3 Create employment opportunities.

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CITY DEVELOPMENT

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Reword the introductory paragraph	Strategic & Corporate Planning and Human Resource Services	Noted.	
Council working with associations does not refer to ratepayers associations	Community Mullaloo in the main	Noted and the City does need to form alliances to assist the development of the City to become the second CBD.	
It is too late for timely design, the City is already mapped out, facilitate the approval of buildings is existent in law already	Community Mullaloo in the main	Noted and is not the case.	
Council should have a maintenance role.	Community Mullaloo in the main	This is included in Strategy 3.1.1	
Development and maintenance of infrastructure is commendable	Community Mullaloo in the main	Noted and acknowledged.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Partnerships are not appropriate. Conflict of interest and pecuniary interests results.	Community Mullaloo in the main	Noted and not the case.	
It's not Councils' role to support business development, that is private sector.	Community Mullaloo in the main	To support a business does not necessarily imply financial assistance. The City needs to form partnerships and alliances with other agencies to assist in the provision of services, programs and the development of projects.	
Residential living choices exist or do you mean high-density living.	Community Mullaloo in the main	As stated, residential choices for the community.	
City development does not mean inner City, yet, does not include the following strategies "To protect established communities, major stakeholders, community assets such as parks, open space and amenity etc." "To build partnerships and alliances with the whole communities effected by the Plan or where there is any re-zoning, re-coding, re-classifying, higher densities and changes to the infrastructure."	Community Greenwood in the main	Included in Strategy 3.1.1. Included in Strategy 3.1.1.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
"To support the established family friendly residential identity of Joondalup and the lifestyle and amenity of low density living." "To develop community reporting framework." "To develop strategic alliances with the community families (major stakeholders)." "To develop greater community participation in the decisions and affairs of local government and greater accountability of local governments to their communities."	Community Greenwood in the main	Strategy 3.3.1 could include the maintenance of existing and development of new living choices. This is included in Objective 4.4. This is detailed in Objective 4.4 This is detailed in Objective 4.4	
Include in Strategy 3.1.3 "Create and maintain parklands that incorporate nature and cultural activities accessible to residents *and visitors*."	Strategic & Corporate Planning	Visitors (include tourists and ratepayers) Agree and included.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
It is unclear what "incorporate cultural activities into our parkland' means. There are many cultural activities, which would be unacceptable to local communities in their parkland. A community consultation process should be built into this strategy.	Community Marie MacDonald	Noted.	
If we are to be promoting ourselves as a tourist area we should identify the areas we are promoting so as not to invade what is predominately a suburban environment full of families and displace the inhabitants or change the lifestyle of the people, which Council is supposed to be sustaining. Tourists can detract from the amenity of residents.	Community Marie MacDonald	The Strategic Plan is an overarching document. More specific plans such as Corporate, Directorate and Business Unit Plans include the details. The City can have both that is tourist attractions and looking after the existing community.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Why are we concentrating on seniors, students? The city has already developed. The City has determined that it should concentrate on tourists, seniors and students. Why is so much emphasis being placed on these categories when the city inhabitants are in main families? Is the city to displace these families to create areas for students and tourists? Where is the study identifying the need of accommodation for these people? Is the city creating a scenario without good proper research and reason?	Community Marie Macdonald	The city has received statistics from the various Universities including ECU, WCC of TAFE, AIUS and the Police Academy detailing students numbers for the next 20 years.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Identify tourist development areas. Most of the coastal areas except for Hillarys Marina are residential. Are we going to encroach on these areas or are we going to move into our natural habitat. Developing partnerships with developers and entrepreneurs isolates residents and gives them no say. The city changes their environment and forces them out. This is unacceptable. Does the City have a study, which states that the City can accommodate tourists whilst maintaining the lifestyles of the residents who have invested in Joondalup? If so can it be put out for public perusal?	Community Marie Macdonald	The City will be developing an eco-tourism strategy in 2003-04. When this strategy is developed more details will be available. However specific tourist development areas may not be identified in the strategy in the first year of concept development.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Ratepayers/residents of coastal suburbs will be concerned by the emphasis on tourism and wonder where these areas of tourism might occur, as this is not discussed in the plan. The strategies contained in the plan, which have an impact on residential amenity, should contain this clause or similar *"This strategy will not be implemented until the community immediately affected by the strategy has been fully consulted and demonstrable support received from them."*	Community Iluka in the main	Such a strategy is what could be applied across all strategies throughout the whole document. A Guiding Principle is contained within the Plan about community focussed and this guiding principle will be used to guide decision-making across the organisation.	
The plan concentrates on tourism and education as creating economic wealth for the City. It wishes to be globally recognised as a tourist destination and educator. The successes of these strategies are dependent on factors, which are outside the City's control i.e. absence of wars and economic recessions.	Community Iluka in the main	The Plan only stated to be recognised globally in education and not tourism. Both of these strategies do require coordination with other organisation i.e. Education – West Coast College of TAFE, ECU. Police Academy AIUS, and with Tourism Tourist Commission, Sunset Coast etc. The City does not see itself as the provider of such strategies, more of a facilitator.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Change Strategy 3.2.3 to read "*Develop marketing strategies to support the promotion of the City of Joondalup as a tourist attraction.*"	Strategic & Corporate Planning and Community Development Services	To include the word *promote* and relate it back to the Objective of the City being a tourist attraction. Agreed and included.	
Change the Outcome 3.3 to read, "The City of Joondalup *recognises* the changing demographic needs of community."	Community Development Services	This would then mean the objective reflects the response to the required change. Agreed and included.	
There is no mention of families here only seniors and students.	Community Mullaloo, Iluka, and Greenwood in the main	Noted and acknowledged. Families are encompassed in the definition of community.	
Aligning use of land transport is not appropriate living near railways and major roads is not healthy.	Community Mullaloo in the main	Noted.	
Improving transport systems is commendable. Where is the land to come from to align with the transport system? Are we again going to displace families?	Community Marie MacDonald	A project plan will be developed to determine the processes and tasks involved in completing this strategy. It has not been identified as a corporate priority for 2003-04	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
The City is anticipating major change and providing strategies to deal with it. There is little land left for development in the City and therefore any change will be generated by the City in its established communities. Change should not be forced on communities.	Community Iluka in the main	Change will not be forced on the community.	

KEY FOCUS AREA
4. LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

The City of Joondalup will ensure good leadership through the provision of informed staff, clear lines of communication and the participation of staff at all levels in decision-making processes.   Clear and direct decision-making also will provide learning opportunities.

Outcome	Objectives	Strategies
The City of Joondalup is a sustainable and accountable business.	4.1 To be economically viable.	4.1.1 Ensure financial viability and alignment to Strategic Plan.
		4.1.2 Develop a corporate reporting framework.
		4.1.3 Develop a risk management strategy.
The City of Joondalup provides Local Government leadership.	4.2 To enable the City to be a regional leader.	4.2.1 Develop strategic alliances with key stakeholders, including education, tourism and health.
		4.2.2 Form partnerships with State, Federal and corporate bodies.
		4.2.3 Provide governance framework.

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Outcome	Objectives	Strategies
The City of Joondalup provides quality value-adding service.	4.3 To provide quality services with the best use of resources.	4.3.1 Ensure efficient and effective service delivery.
		4.3.2 Provide quality customer service.
		4.3.3 Provide and promote knowledge management.
The City of Joondalup is an interactive community.	4.4 To ensure the City responds and communicates with the community.	4.4.1 Ensure appropriate community consultation.
		4.4.2 Assure accessible community information.
The City of Joondalup is recognised as a unique City.	4.5 To develop community pride and identity.	4.5.1 Build and develop marketing opportunities.
The City of Joondalup is recognised as a great place to work.	4.6 To be an Employer of Choice.	4.6.1 Create a culture of learning and development.
		4.6.2 Develop a Human Resource Strategy.
		4.6.3 Ensure communication and participation.

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LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Change the title to *Organisational Capabilities*	Human Resource Services	This term is quite technical and may not be understood at the organisational and community level. Not included.	
Reword the introductory paragraph	Strategic & Corporate Planning and Human Resource Services		
Change Objective 4.1 to *"To manage the business in a responsible and accountable manner."*	Human Resource Services	This suggestion does make the objective clearer Agree and included.	
Change Objective 4.1 to *"To progressively improve the sustainability of the organisation"*	Strategic & Corporate Planning	Noted. Do not agree.	
Commendable Corporate Reporting Network I assume means within Council. I thought it already had one	Community Marie Macdonald	The words were "Corporate Reporting Framework" which is business planning processes.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Modify Strategy 4.1.3 from Develop a corporate framework" to *'"Develop a corporate reporting framework based on sustainability indicators"*	Strategic & Corporate Planning	Noted has merit.	
Delete Strategies 4.1.2 This is an action from a strategy	Human Resource Services	Noted.	
Delete Strategies 4.1.3 This is an action from a strategy	Human Resource Services	Noted	
Add a new Strategy 4.1.4 *"Develop, resource and implement a corporate sustainability strategy"*	Strategic and Corporate Planning	Noted, not included.	
Delete Outcome Objective and Strategies for 4.2	Strategic & Corporate Planning	Information is already contained in the Guiding Principles, Values and other strategies. Noted and included.	
Change Objective 4.2 to "Provide leadership to the region."	Human Resource Services	Makes the objective clearer. The City provides more than just regional leadership. It could be a leader in local government circles etc.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Delete Strategy 4.2.2	Human Resource Services	Is contained within the Guiding Principles. Noted.	
Delete or reword Strategy 4.2.3	Human Resource Services	This is not a Strategy and the City should already be doing this as an operational role. Noted.	
Include in Outcome 4.2 "The City of Joondalup provides *regional* Local Government leadership."	Community Development Services	Belief the City should be a regional leader Noted.	
Why is it important to be a regional leader? I would prefer that the city concentrated on developing systems to better communicate with its ratepayers than key stakeholders. The function of the City is to service its residents.	Community Marie Macdonald	It is important because Joondalup was established to be the regional centre for the northern corridor, and we need to fulfil that responsibility.	
Strategy 4.3 Commendable but what does value adding mean	Community Marie Macdonald	Noted. Include definition of "value adding" in the Glossary	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Delete Strategy 4.3.3 and insert with a new Outcome, Objective and Strategy	Human Resource Services	Provide and promote knowledge management included as a Strategy into a new Outcome area	
Include a new Strategy 4.3.4 *"The organisation continues to provide a full range of services that are proactive, innovative and best practice to meet organisational requirements."*	Human Resource Services and Strategic & Corporate Planning	This Strategy was suggested to promote and encourage the culture of innovation and best practice. Agree and included.	
Change Strategy 4.4.1 to read *"Ensure effective and clear community consultation"*	Community Greenwood in the main	This suggestion does make the strategy clearer. Agree and included.	
Change 4.4.1 to *"Honest and responsive communication"*. For the past two and half years I have been trying to get the City to better communicate with the residents of Mullaloo without success. What is appropriate consultation?	Community Marie Macdonald	Noted (now Strategy 4.3.1)	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Appropriate community consultation indicates bare minimum as per the law, this is not acceptable.	Community Mullaloo in the main	Noted. This is not the case.	
Insert a new Strategy 4.4.3 *"Provide fair and transparent decision-making processes."*	Strategic & Corporate Planning	Due to deleting 4.2 Agree and included.	
Strategy 4.5.1 Why do we need to market the Joondalup and to whom	Community Marie Macdonald	The City needs to market Joondalup to encourage new developers to bring new business in the city for the benefit of stakeholders. Also, the definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Insert a new Outcome with accompanying Objective and Strategy *Outcome –* *The City of Joondalup is recognised as an Employer of Choice.* *Objective* *To manage our workforce as a strategic business resource.*	Human Resource Services	To encompass the business of Human Resource Services The Outcome and Objective are appropriate to replace 4.6. Agree and included the main points.	
Strategies *To develop a corporate wide workforce management plan* *To progress the implementation of a corporate wides performance management system that underpins employee remuneration and reward.* *To develop organisational competencies through the implementation of a structured employee training and development plan.*	Human Resource Services	However the strategies suggested are very specific and should be contained within the Business Unit Plan or the Corporate Plan as priorities and not Strategic Plan strategies.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
To implement best practice people management policies and tools, that assist in the achievement of the City's workforce objectives.	Human Resource Services		
Include in Strategy 4.6.3 " Ensure communication and participation *at work*	Strategic & Corporate Planning	Due to deleting 4.2 Noted. To be included as part of another strategy.	
Strategy 4.6 Commendable	Community Marie Macdonald	Acknowledged	
Strategic alliances with key stakeholders are not appropriate resulting in conflict of interest. Develop your alliances with the community, major stakeholders (community and ratepayers) expectations.	Community Mullaloo in the main	Noted. Is not the case	
Ensure rates are kept below the inflation rate	Community Mike Norman Mullaloo in the main	Noted.	

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
The plan should include a strategy, which ensures that rates should not rise by more that the CPI inflation rate in any year.	Community Iluka in the main		

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GLOSSARY

Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Include definitions that are user friendly and cannot be misinterpreted. This is to ensure a reader can understand terms and where appropriate identify their position within the definition.	Community David Mead	This comment is acknowledged	
Include the ratepayers as part of the Key Stakeholders	Community All	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
Does Stakeholders include community and ratepayers?	Community All	The definition the City used in 2000-2005 for Stakeholders was " individuals and organisations who have an impact on the strategic direction and decision-making processes of the City of Joondalup."	
Include a definition for "Value-adding."	Community Marie Macdonald		
Include a definition for Unique	Community Marie Macdonald		

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Suggestions / comments	From Whom	Justification and Recommendation	Outcome
Include a definition for Diverse	Community Marie Macdonald		
Include a definition for Values	Human Resource Services		
Include a definition for Guiding Principles	Human Resource Services		