

2018 WORK PLAN – STRATEGIC COMMUNITY REFERENCE GROUP

Program	Reference	Objective
Explore and understand opportunities to support the small to medium business sector in Joondalup.	<p><b>Strategic Community Plan</b></p> <p>Objective – Business Capacity:</p> <ul style="list-style-type: none"> <li>- For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.</li> </ul> <p>Transformational Project – Activity Investment:</p> <ul style="list-style-type: none"> <li>- Establishing a culture of proactive engagement with potential investors is imperative to the successful attraction of significant built and social infrastructure within the City.</li> </ul> <p><b>Economic Development Strategy</b></p> <ul style="list-style-type: none"> <li>- Business Growth and Innovation – To support and encourage the growth of more sustainable, innovative and productive businesses to enhance local strategic employment.</li> </ul>	To better understand business support needs and explore existing support mechanisms and potential new programs and activities.
Increasing vibrancy within the Joondalup City Centre.	<p><b>Strategic Community Plan</b></p> <p>Objective – City Centre development:</p> <ul style="list-style-type: none"> <li>- To have quality and diverse landmark buildings within the Joondalup City Centre that enhance the vitality and vibrancy of the urban space</li> </ul> <p>Objective – Primary Centre Status:</p> <ul style="list-style-type: none"> <li>- For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.</li> </ul>	Examining 'placemaking' as an opportunity to create increased vibrancy in the Joondalup City Centre and explore ideas for connecting spaces, businesses, and activities.
Review of the City of Joondalup Community Safety and Crime Prevention Plan: <i>Towards Zero Crime</i> .	<p><b>Strategic Community Plan</b></p> <p>Objective – Community Safety:</p> <ul style="list-style-type: none"> <li>- For residents to feel safe and confident in their ability to travel and socialise within the community.</li> </ul>	Evaluate the City's strategic approach to community safety and crime prevention as well as identify new initiatives for consideration in the development of the new Community Safety and Crime Prevention Plan.



**STRATEGIC COMMUNITY REFERENCE GROUP  
NOTES OF MEETING HELD ON  
MONDAY, 27 MARCH 2017**

Please note these are not minutes, but merely notes from discussions at the Meeting of the Strategic Community Reference Group held on Monday, 27 March 2017.

The Strategic Community Reference Group Meeting opened at 6:00pm.

**ATTENDANCES**

**A/Presiding Member:**

Cr Russ Fishwick	South Ward
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**Councillors:**

Cr Christine Hamilton-Prime	South-West Ward
Cr Philippa Taylor	North-Central Ward

**Community Members:**

Mr Wes Buzza	North-Central Ward
Mr Adrian Hill	North Ward
Mr Bryan Saunders	Central Ward
Mr Brian Yearwood	South-West Ward
Ms Sonia Makoare	South-East Ward
Dr Susan King	South Ward

**Officers:**

Mr Garry Hunt	Chief Executive Officer
Mr Jamie Parry	Director Governance and Strategy
Ms Glenda Blake	Manager Strategic and Organisational Development
Mr Mark McCrory	Manager Marketing & Communications
Mr Adrian Koh	A/Strategic Policy Development Coordinator
Ms Centaine Mumford	Policy Officer

**Seconded Experts:**

Mr Matt Zis	Editor-in-Chief – Community Newspaper Group
Mr Miles Burke	Managing Director – Bam Creative
Ms Vivian Warren	Director – Viv Warren Consulting and IAP2 Ambassador

**Observers:**

Cr Kerry Hollywood	North Ward
Cr John Chester	South-East Ward

**Apologies:**

Mayor Troy Pickard	
Cr Sophie Dwyer	South Ward
Cr Russell Poliwka	Central Ward
Mr Joel Levin	Managing Director – Aha! Consulting

## **ITEM 1 COMMUNITY ENGAGEMENT AND COMMUNICATION PRACTICES**

Mr Parry welcomed members and provided a brief overview of the group's history for the benefit of new members and seconded experts. The Presiding Member then addressed the group, welcomed attendees, introduced the seconded experts and introduced the facilitator for the evening, Mr Simon Bowen.

Ms Blake introduced the topic of discussion, namely, the current community engagement and communication practices employed by the City and whether there were opportunities for improvement. It was acknowledged that the City is currently a high performer in the area of engagement and communication; however, the organisation continues to look for improvement opportunities.

### **2016 Customer Satisfaction Survey Results**

To provide context to the discussion, Ms Blake and Mr McCrory began the session with a presentation about the results of the Customer Satisfaction Survey over the past five years. Mr Bowen facilitated a group discussion to clarify any information presented and/or provided in advance of the meeting.

The following main points were raised by members:

- Members sought clarification on the methodology of the Customer Satisfaction Survey including how the survey took place, participants surveyed and why those people were selected. Ms Blake outlined that the City employs an external consultant to conduct the research and the survey involves random sampling and telephone interviewing of 600 respondents from within the City. The sample is cross-checked to ensure that it matches the demographic profile and population spread of Joondalup in terms of age, gender and location to ensure a representative sample. The sample is also representative of all wards. The sampling size for the overall Customer Satisfaction Monitor produces a sampling precision of +/- 4% at the 95% confidence interval – that is, there is a 95% certainty that the results obtained will be within +/- 4% if a census was conducted of all households within the City of Joondalup. This percentage is in accordance with the level specified by the Auditor General.
- Members found the results interesting, in particular lower satisfaction levels with communication and consultation despite higher results related to community satisfaction with the City's understanding of community needs. Members asked whether this trend was consistent across other local government areas. Members were advised that benchmarking had been undertaken, which indicated that the City was performing well against the other local government areas; however, local governments do not necessarily ask the same questions and trends in relation to the specific questions are, therefore, problematic. Ms Warren added results would have included respondents who were less engaged with local government and their understanding is based on their expectations.
- A comment was made that less than 50% of people would have a real connection with the Council or City outside of rates and waste collection. An example was provided whereby a resident voiced their dissatisfaction on Facebook regarding the City's communication of a recent green waste collection. However, the City had placed advertisements in the newspaper, on the website and signs all around the neighbourhood. It was suggested that weighting placed on the survey responses should be lessened and that more specific research may be needed in relation to satisfaction with consultation, engagement and communication.
- Members asked whether any qualitative research has been conducted into why the Customer Satisfaction rates are declining. City Officers advised that results were consistently high until a decline last year. Mr McCrory added that the City's

Communication Preferences Survey is scheduled for next year and new data will be available to analyse trends.

- Members also sought clarification on whether any other research is conducted to check levels of satisfaction of those who have been engaged. Mr McCrory advised that when the City conducts events, feedback is sought from attendees on how they heard about the event to inform future communication plans and marketing campaigns.
- It was noted that agitation levels and community complaints tend to increase significantly around federal, state and local government elections. Ms Blake indicated that the City often receives comments about matters outside local government jurisdiction in the qualitative section of the Customer Satisfaction Survey.

### **The City's current Consultation and Engagement practices**

Ms Blake then delivered an overview on the City's current consultation and engagement practices. Mr Bowen facilitated a group discussion to clarify any information presented.

The following main points were raised by members:

- Members sought clarification on how many significant decisions the Council has on their agenda and how many are consulted on. Ms Blake outlined the number of significant consultations undertaken in 2017, 2016 and 2015 and explained that given the nature of local government, all Council decisions have some level of community involvement.
- Members asked whether community consultation occurs on the City's policy documents. Ms Blake indicated that most City policies are subject to consultation, but consultation also occurs on other projects such as infrastructure upgrades and development of planning documents etc.
- Members sought clarification on whether the level of consultation is dependent on the project. Members were advised that each consultation considers project size and scope and is tailored according to the level of community impact and influence.
- Members suggested that the City consider developing KPIs to measure the effectiveness of the consultation and engagement approach and that aggregate results could be considered. Members provided a suggestion for the City to use a quality assurance standard for consultation and engagement to ensure the community are satisfied.
- Members requested more detail on the City's response rates and queried whether response rates should be used as an indicator of a successful consultation. It was stated that the average response rate in 2016 was 33% but response rates can range from 6% to 90% depending on the specific issues.
- Specifics were sought on timeframes for particular engagements. Members were advised that the Governance and Strategy Directorate is always looking for ways to promote consultation within the broader organisation and to exceed the legislative requirements for consultation. It was also noted that major consultations are advertised for at least 21 days. The City's Protocol and Guidelines provide recommended timeframes depending on the complexity and profile of the project or issue.
- It was noted that there is a perception that the community is currently not being widely consulted. It was further discussed that this could be the result of some of the challenging projects in 2016 and controversial subject matters that required a decision of Council.
- Members sought clarification of whether the level of interest and level of impact from specific policies or projects is determined in advance of the consultation and whether that influences the methodology for the consultation or engagement. Ms Blake responded that the City's protocol and guidelines provide guidance on the target audience (i.e. whole of City or targeted to a 200m or 500m radius of a project) and whether the methodology should involve informing, consulting or engaging – these

decisions reflect the level of interest or importance of the issue within the community. Members noted that the majority of reading material was directed at how the administration conducted community engagement rather than about Council and Elected Members role in engagement. Ms Blake said that the Local Government Act sets down the framework for a system of local government and is intended to result in, among other things, better decision making by local governments, and greater community participation in the decisions and affairs of local governments. It was noted that pre-consultation information is provided to Elected Members for feedback, and detailed analysis reports of consultations are provided in reports to Council to assist with, and inform, decision making. It was also noted that Elected Members regularly receive phone calls from the public, have discussions with the public, and utilise other mechanisms to regularly engage with community members to keep abreast of current community sentiment.

### **The City's current Communication practices**

Mr McCrory provided a presentation on the City's current communication practices to provide context to the discussion. Mr Bowen facilitated a group discussion to clarify information presented.

The following main points were raised by members:

- Members asked whether the City had explored other online communication methods, such as an interactive website. Mr McCrory advised the current website provided interactive opportunities for residents and that a new website was being developed later in the year which would explore this further. He also said the City regularly engaged and interacted with the community on a variety of social media platforms.
- Members suggested that the community may be becoming overwhelmed with the amount of information provided by the City and perhaps community forums may be a better mechanism. City Officers acknowledged community demand for more face-to-face interaction and stated that they intended to explore avenues to increase face-to-face opportunities for communication, consultation and engagement.
- Members sought clarification on the distribution and reach of Community Newspapers. Mr McCrory acknowledged that the City receives calls from residents indicating that they had not received the community newspapers, which are generally forwarded to the distribution section of the Community Newspaper. Mr Zis advised that Community Newspapers also face challenges with housing infill and finding enough paper delivery walkers to meet district needs. Mr Zis elaborated that distribution methods have changed over time due to costs and resources, and indicated that papers were now predominantly distributed through cafes, shopping centres, libraries or recreation centres as well as digital distribution. It was also noted that the top two sources of information for residents are the community newspapers and social media.
- It was noted that the Community Newspaper Facebook page includes comments from the community which may also be a valuable way of collecting information and understanding community perceptions.

### **Performance Rating**

Mr Bowen asked members to rate the amount of financial spend on engagement and communication practices on a 1-10 scale (1 being no spend, 10 being maximum spend) with the majority of attendees agreeing the level of spend is around an '8'.

Mr Bowen then asked attendees to rate the level of effort of the City in conducting engagement and communication on a 1-10 scale (1 being no effort, 10 being maximum effort) with the majority of attendees agreeing the level of effort is around a '7'.

Mr Bowen noted that the City's effort and spend on engagement and communication was considered high, and suggested that the spin chart session could examine how the City could improve the efficiency of communication and engagement practices.

### **Spin Chart Exercise**

Mr Bowen then divided the group into three to begin a spin chart session. The three charts examined the following topics:

- What should the City stop doing?
- What can the City do better?
- What can the City do differently?

#### **What should the City stop doing?**

The following points were raised:

- Creating glossy publications (unsupported by 1 group, 1 group unsure);
- Printing large documents (supported by two groups);
- Using jargon and academic language (supported by all groups);
- Assuming that residents are digitally connected (2 groups unsure);
- Assuming that residents care about the issue (1 group unsure);
- Assuming that residents want to give feedback (unsupported by 1 group);
- Putting too much focus on surveys and the statistical validity of such surveys at the expense of community forums, focus groups etc.
- Focussing on one point of reference, e.g. customer satisfaction survey;
- Over-engaging and communicating;
- Under engaging and communicating;
- Being critical of customer satisfaction results.

#### **What can the City do better?**

The following points were raised:

- Increase face-to-face engagement (supported by all groups);
- Add a list of pros and cons for all consultation (unsupported by two groups);
- Consultations in plain English (supported by all groups);
- Provide clear explanations of how the information will be used/ensure consultations inform Council decisions (supported by all groups);
- Consider other methods of communication, e.g. Times Square approach (unsupported by one group);
- Analysis reports to Council to include demographic information, wards, affiliation with lobby groups wherever possible (supported by two groups);
- Caution around social media as it takes away from anonymity of respondent (supported by 2 groups);
- Greater understanding of the audience the City wants to reach and tools, approach and technique to be matched to the target audience (supported by all groups);
- Ask community members how they would like to be engaged (e.g. Online survey/hard copy... etc) (supported by 2 groups);
- Return email showing survey responses (supported by 2 group);
- Improve systems to ensure all responses are captured (supported by 2 groups);
- Smart city approach to consultation (supported by 2 groups);
- Greater segmenting and targeting of information to community members depending on preferences and requirements (supported by 2 groups);
- Ensure projects are clearly identified as requiring consultation when information is distributed to residents (supported by 2 groups);

- Greater understanding of stakeholders and community affected by consultation, e.g. appropriate method, thorough assessment in advance of consultation or engagement;
- Review new resident pack to include information on community and stakeholder groups and opportunities the City provides for consultation and engagement and communication methods;
- Build communities through consultation and engagement;
- Continue to build internal capability, knowledge and buy-in regarding consultation and engagement.

### What can the City do differently?

The following points were raised:

- Better measures to assess the success of both communication and engagement approaches (supported by 2 groups);
- Gain better understanding of what the community wants (supported by all groups);
- Getting feedback from the community on the City's approach to communication, consultation and engagement (supported by all groups);
- High profile decisions and projects to involve front-end collaborative approaches (supported by all groups);
- Other social media platforms, e.g. Snapchat (supported by 2 groups);
- Opportunities for instant feedback through an app (supported by 2 groups);
- More information about elected members on website (supported by all groups);
- Forum or face-to-face depending on the topic (supported by all groups);
- Think outside the box on social tagging groups (supported by 2 groups);
- Public question time at the end of Council meetings as well as the commencement of meetings;
- Explore live chat/Facebook live within Council meetings;
- More reference groups.

### General Observations

The following general observations and comments were also captured during the exercise:

- Need to reduce jargon and "City talk" as community have difficulty understanding information in the documents provided;
- Community want to be engaged regularly, want more detail and want to know how projects will directly affect them;
- Clarity needed on how outcomes will be judged;
- Discussions should occur around how the Elected Members are involved with the community;
- The community should have a higher level of influence in key decisions;
- People will only scan through the information or documents provided;
- The website could be developed into an app;
- Snapchat or other youth-engaging social media platforms should be considered;
- Community awareness that consultation is only one stage of the process;
- Need to conduct greater evaluation on the City's current practices;
- Recognition that some groups can hijack the outcome of a consultation;
- The City does not have to make a decision based on the "squeaky minority";
- Face-to-face interactions with Elected Members would be useful;
- Better use of social media;
- Survey anonymity is important;
- Question whether statistically valid surveys are the best use of resources;
- Better to utilise current tools that ratepayers use (i.e. social media) rather than purchasing another tool such as online citizen engagement software or blogs;

- Explore whether City can target people who look at specific pages on the City's website with specific consultations;
- Timing of engagements need to be considered;
- Explore whether the City can "piggy-back" on engagement to build communities?

### **Spin Chart Debrief**

Each group leader summarised comments on their respective spin chart and Mr Bowen made the following conclusions on the exercise:

- The City needs to find the right level of engagement for the project as the question is not about more or less engagement, it is about the quality of engagement.
- The City should consider building the community's capacity to engage with the different communication and engagement activities.

Mr Bowen had the group think of suggestions and ideas of improvement they made and whether they constituted incremental improvements or disruptions. Mr Bowen then posed the question, *how could the City create a disruptive pattern?*

- Ms Warren suggested that the City could engage with the community at a "collaborate" level for all key decisions.
- Members suggested that a door knock of the entire community could be undertaken.
- Members suggested the City could offer a discount on rates for community members who undertake a certain number of engagements.

Mr Bowen concluded by outlining the difficulty and complexity of finding disruptive patterns in the engagement and communication field and noted that the majority of ideas raised during the meeting were incremental improvements.

### **Conclusion**

Mr Parry thanked all members and experts for their comments and suggestions throughout the session. Mr Parry indicated that the City will be consolidating commentary received and will use the information to inform the review of the *Community Consultation and Engagement Policy*, to explore opportunities to improve current engagement and communication practices, and to incorporate into future engagement projects.

The Presiding Member thanked members and experts of the Strategic Community Reference Group for their valuable input and contributions. It was also requested that if members had further commentary to add to the discussion, they should to contact the City with their ideas.

The Strategic Community Reference Group meeting concluded at 8:35 pm.





**STRATEGIC COMMUNITY REFERENCE GROUP  
NOTES OF MEETING HELD ON  
MONDAY, 31 JULY 2017**

Please note these are not minutes, but notes from discussions at the Meeting of the Strategic Community Reference Group held on Monday, 31 July 2017.

The Strategic Community Reference Group Meeting opened at 6.00pm.

**ATTENDANCES**

**Presiding Member:**  
Mayor Troy Pickard

**Councillors:**  
Cr Philippa Taylor                      North-Central Ward  
Cr Sophie Dwyer (Deputy)              South Ward

**Community Members:**  
Mr Wes Buzza                              North-Central Ward  
Mr Bryan Saunders                        Central Ward  
Mr Brian Yearwood                        South-West Ward  
Ms Sonia Makoare                        South-East Ward  
Dr Susan King                               South Ward

**Officers:**  
Ms Glenda Blake                           Manager Strategic and Organisational Development  
Ms Jude Thomas                           Manager Community Development and Library Services  
Mr Mike Smith                              Manager Leisure and Cultural Services  
Ms Julie Forrester                           Coordinator Community Development  
Ms Cassie Farquhar-Reid                   A/ Recreation Development Officer  
Mr Adrian Koh                               A/Strategic Policy Development Coordinator  
Ms Centaine Mumford                      Policy Officer

**Seconded Experts:**  
Ms Glen Vawser                            Coordinator, Super Tuesdays Seniors Group  
Ms Karly Guadagnin                        Netball WA Premiership Coach  
Mr David Moroney                           Past President, Whitfords Hockey Club; Board Member, Hockey Australia

**Observers:**  
Cr Michael Norman                        South-West Ward

**Apologies:**  
Cr Russ Fishwick                           South Ward  
Cr Christine Hamilton-Prime              South-West Ward  
Mr Adrian Hill                               North Ward  
Mr Garry Hunt                                Chief Executive Officer  
Mr Jamie Parry                                Director Governance and Strategy  
Ms Dale Page                                 Director Planning and Community Development  
Ms Nkandu Beltz                               Managing Director, Centre for Leadership and Management

## **ITEM 1      FOSTERING      AND      SUPPORTING      COMMUNITY LEADERSHIP IN THE CITY OF JOONDALUP**

Ms Blake welcomed members and provided a brief overview of the group's history for the benefit of new members and seconded experts. The Presiding Member then addressed the group, welcomed attendees, introduced the seconded experts and introduced the facilitator for the evening, Mr Simon Bowen.

Mr Bowen reminded the group that the meeting's purpose was not to solve all leadership problems, but to specifically question what the community needs from its community leadership and to focus on what the City's role is in community leadership.

### **Context presentation**

Ms Thomas introduced the topic of discussion, namely, community leadership and the City's role in fostering and supporting leaders within the context of its *Community Development Plan 2015–2020*. Ms Thomas outlined that the Plan provides a framework and direction for how the City will address the current and future challenges facing its community in partnership with leaders in the Joondalup community. Ms Thomas explained that the City takes a 'bottom up' approach to understanding community needs and builds upon what is needed for community groups to work together. Ms Thomas then gave further context by explaining relevant metrics contained within its *Community Development Plan 2015–2020* and the differences between formal and informal leaders.

### **Questions regarding presentation and memorandum**

Mr Bowen then asked attendees if there were any questions about the materials provided.

Comments raised by members included:

- Members sought clarification on how the City integrates community leaders into the development of its long term strategic plans. Ms Blake responded that the *Strategic Community Plan's* development involved consultation with a range of community leaders including Elected Members, Resident & Ratepayer Associations, Sporting and Community Groups and key City Stakeholders. Ms Thomas added that the City's Community Directory, which includes a high number of community contacts, is used to seek feedback when creating plans requiring community input. Ms Thomas outlined that the City's Communities in-Focus Program was recently launched which provided opportunities for community leaders to attend and network with each other and the City. It was highlighted that local governments must meet Integrated Planning Framework requirements when developing its Plans and that the City regularly performs well on consultation measures within the Annual Customer Satisfaction Survey.
- SCRG Members suggested that further clarity was needed to determine whether the City should be focusing on:
  - Up-skilling existing leaders?
  - Identifying young leaders who may not know they are leaders?
  - Working with other agencies to develop leaders?
- Members suggested that City's role may be to facilitate and connect community groups with their differing agendas. As all groups exist within City boundaries, the City would be best placed to link groups together. Groups may not realise they have similar issues but networking could provide opportunities to learn from one another.
- Members also noted that that Clubs in-Focus is a great program that helps groups immensely.

## **Flip Chart Exercise 1 – Levels of Leadership**

Mr Bowen asked the group to call out key single words that captured community leadership (picture of flip chart available in Attachment 1). The following words were recorded:

- Connection
- Action
- Support
- Direction
- Clear vision
- Inspiration
- Persistence
- Solutions
- Commitment
- Integration
- Belonging
- Communication
- Relationships
- Networking

Mr Bowen advised that these 'level one' words represented elements of leadership.

He then posed the question, "If the community leadership nailed all of those elements, what would that mean?" The following words were recorded:

- Ownership
- Connectedness
- Social well-being
- Good mental health
- Shared responsibility
- Sharing

Mr Bowen advised that these 'level two' words were all outcomes of good community leadership.

Mr Bowen then asked, "If you have all of that, what sort of community would that be?" The following words were recorded:

- Happy
- Successful
- Prosperous
- Belonging
- Deeper sense of place
- Sense of identity

Mr Bowen indicated that these 'level three' words describe the deepest level of leadership which brings about a sense of 'community identity' (i.e. movement in ownership from 'the community' to 'our community').

Mr Bowen asked attendees to rate the City's leadership in creating 'sense of identity' and where it sits on a 1-10 scale (1 being no sense of identity, 10 being maximum sense of identity) with the majority of attendees agreeing the level was about a '6.4'. Mr Bowen noted the City's effort thus far and asked the group to refocus conversations on how the City could improve community leadership "from a 6.4 to a 10?"

## **Question 1 – What does the CoJ community want from its community leaders?**

Mr Bowen moved the conversation onto the first discussion question and reminded the group to maintain "6.4 to 10" context. Mr Bowen also stated that the question focuses more on the community, including people, businesses, visitors, etc, rather than the City administration.

The following main points were raised:

- Seniors want an environment where they are accepted, belong and feel less isolated; where they are able to connect with other people.
- People want direction and alignment with the City's long-term strategic plans.
- Great leaders show empathy and understanding of what people might be looking for.
- Would like to reduce the gap between 'us' and 'the City' and place ownership and responsibility of issues with the community.
- Leaders identify issues and inspire groups/community to do take action.
- Leaders activate individuals or groups to take community responsibility to fix problems (i.e. the community's responsibility instead of the City's)
- Community want a shared direction or vision.
- Community want to understand where leaders are going.

- Community want to feel a 'sense of safety' within the City's boundaries at all times.
- Leaders who are aware of the community needs.

The Presiding Member asked the group to broaden the scope beyond what may be seen as decision-making City leaders (i.e. what the community wants from the President of the Hockey Club, or Bridge Club, or the Pastor of their Church? etc.)". Mr Bowen indicated similarities between the previous discussions. He outlined that while those within certain groups share concepts and visions, these concepts would seem strange to those outside the group. Mr Bowen elaborated that people would not buy into messages until they understand and find commonality in the reasons for pursuing it. Mr Bowen concluded that community leaders need to have the community interests at the forefront of their mind in order to have community buy-in.

Mr Bowen stated that the group had only spoken about how attendees feel about a leader's qualities but wanted to explore the attributes of a good leader. Mr Bowen then re-focused the discussion to what the community wanted from its leaders.

Comments raised by members included:

- The community wants:
  - Leaders that are organised, have integrity, are trustworthy and deliver outcomes.
  - Leaders that get things done.
  - Leaders willing to fade out and not be at the front all the time.
  - Leaders that focus on growing other leaders
  - Leaders who create sustainability and consider succession planning.
  - Leaders that facilitate other leadership opportunities.
  - Leaders that instil a sense of fun and ensure other people enjoy what they are doing.
  - Leaders that take a self-deprecating approach and put community interests before their own needs.
  - Leaders that are a motivator of others (in general).
  - Leaders that identify their key centres of influence and have others buy-in to what you are doing.
  - Many leaders do not self-identify which leads to difficulties in quantifying the number of leaders.

## **Question 2 – Are there new opportunities or initiatives for community leadership that could be considered by the City of Joondalup?**

Mr Bowen moved to the second discussion question and reminded the group to consider higher order initiatives and strategies to affect and increase the City's "6.4" leadership score.

Ms Thomas asked the group to discuss the merits of a formal mentoring program and whether the community requires such a program or would find this useful in terms of community leadership. Ms Thomas reiterated the work achieved through Clubs in-Focus, Communities in-Focus and volunteering programs and asked attendees to consider how a mentoring program would work.

Mr Bowen set the context indicating that most businesses focus on mentoring programs rather than coordinating formal leadership programs. He asked attendees to consider the concept of mentoring and the group's thoughts and experiences in formal and informal mentoring approaches.

The following ideas were raised by members:

- The City could pair mentors and help members to connect from different clubs.

- Mentoring programs are a useful concept but require guidance and structure until a relationship is established between mentor and mentee.
- Noted a significant difference between formal and informal mentoring.
- Use data from existing programs and tailor for the community (i.e. success of Joondalup Learning Precinct mentoring program).
- Learnt most from sharing experiences and exploring similar issues with peers, rather than from mentoring programs.
- Community groups may have some informal mentoring already in place.
- While mentoring programs can have positive aspects, they can also have negative consequences especially if there is minimal structure in place. Examples like JLP mentoring program are also not specifically designed for leadership mentoring.

Mr Bowen summarised that the group consensus did not consider mentoring to be a waste of City time, but rather a proposed program's quality should be taken into account before quantity is considered. Mr Bowen then re-focused the discussion and asked what the City's role would be if a mentoring program was to be considered.

Comments raised by members included:

- Facilitation of a mentoring program.
- Developing a structure for a mentoring program.
- Identification of potential community mentors.
- Questioned whether the City should seek mentors for existing leaders or mentors for potential leaders.
- Believe the City would be best placed to identify and connect good leaders and other clubs that may need guidance or assistance.
- Outlined that there were many organisations that have well developed mentoring structures, guidelines and programs and considered whether the City should outsource a mentoring program.
- Asked what level should a mentoring program run by the City be pitched at (i.e. individuals/groups, young people, budding leaders etc.)
- Identified that community may have wildly underutilised resources in terms of experience, wisdom, leadership capacity, which would be useful for a mentoring program.
- Asked whether mentoring to community groups had been done elsewhere and whether it had been successful. Mr Bowen stated that the success of mentoring programs is difficult to measure, but there are many programs available.

Mr Bowen then asked the group to open their mind to other initiatives, strategies or ideas that the City could implement which would foster and support community leadership.

Ideas raised by members included:

- Consider workshops and invite people to provide information on how to run clubs and as a networking opportunity. It was noted the City already runs community development networking meetings and suggested the next speaker could talk about mentoring.
- Refresh or tweak existing programs such as the volunteer matching service to gain leverage in the leadership space. Reinvigorate and educate the community that is not aware of such volunteering programs.
- Opportunity to include additional leadership components to existing programs including Clubs In-Focus and/or Communities In-Focus. Ms Thomas specified that the titles for the next four Communities in-Focus workshops were:
  - Healthy Committees – everything you need to know;
  - Healthy Habits of Highly Effective Clubs;
  - Securing Grants and Funding; and,
  - the ABCs of the XYZ and Baby Boomer Generations.

- Reverse the current 'tall poppy' culture to make leadership volunteering the norm rather than the exception. General observation that people do not realise their leadership potential and/or shy away from leadership opportunities.
- Explore a community leader 'talent' identification program to spot community leadership potential (i.e. similar to talent identification programs in sporting codes). Make program involvement from local clubs/groups a requirement for receiving grants and funding money.
- Develop a program through high schools that talks about leadership, volunteering and community citizenship. It was noted that a Cert I TAFE leadership course is already being used to spot leadership talent prior to graduating high school.
- Develop a forum where community leaders are brought together to discuss and drive solutions to key community issues (i.e. homelessness, safety and mental health).
- Implementation of a small grants program for leaders.

Mr Bowen asked the group whether there were any leadership initiatives that the City should stop doing. Members indicated they did not wish to stop any of the City's current leadership initiatives.

Mr Bowen then asked attendees the question, "What seems impossible about leadership, but if you could do it, it would change everything?" Mr Bowen recounted this anecdote from the Australian hockey team, using the 'introduction of ice vests' as an example.

Ideas raised by members included:

- Community needs to think globally rather than locally for ideas. Mr Bowen asked which community in the world had the best community leadership. Members suggested the Burnie example had similar issues to Joondalup and were working together to address them. It was also noted that Newcastle had worked to transition itself from a primarily industrial base to a place that is very liveable and has strong economic foundations through major urban renewal programs.
- It was also noted that New York changed from having the highest crime rate in US to having one of the lowest. Members suggested further research was needed to identify the City that has the best community leadership and explore what they do.
- Develop a neighbourhood where all services and needs were within walking distance and people do not use their cars would encourage a greater sense of community. The issue of activating the City Centre was discussed and how community leadership might be used to drive activation and vitality.
- Need to create an appetite and inspire community leadership. It was identified that the majority of clubs and groups are focused inwards, rather than outwards. Members suggested current community and sporting groups should pick a common theme or issue and work towards improving that. Mr Bowen suggested that issues such as mental health, homelessness and drug use were all similar in nature. Mr Bowen said that flow-on effects and other myths need to be broken and the leadership in that one area will translate into other areas.
- The City could develop and promote a list of community leaders on an ongoing basis. Members suggested that leader profiles would be an effective way to educate the community on the leader's background and achievements, but also on the concept of leadership. An archive of local leaders could be used to draw inspiration and connect with others. Mr Bowen noted that Australians have a problem with celebrating contribution (i.e. "tall poppy syndrome") which is unique from other countries. Members agreed indicating that club AGMs are prime examples of this occurring, whereby members do not attend so they do not get appointed a role.

### **Question 3 – What is the role of local government, specifically the City of Joondalup, in fostering and activating strong community leadership?**

Mr Bowen introduced the final discussion question which queried the role of local government in fostering and supporting community leadership.

The following comments were made by members:

- Role of local government should cover a bit of everything that the group had previously discussed. Mr Bowen asked attendees whether the City was primarily responsible for community leadership. Members indicated that clubs/community groups need to take responsibility for their own leadership, but the City should provide facilitation and network support.
- Many groups only engage with the City because they need the facilities. Members indicated that if community groups had integrity issues, the City may have a role in helping or fixing the issues but in most cases, the group would resolve itself with the members leaving. The Presiding Member asked whether it was the City's role to identify groups that have these issues. Members suggested that mentoring could work in the situation, with someone able to talk to groups about governance issues.

### **Flip Chart Exercise 2 – Hierarchy of Leadership pyramid**

Mr Bowen drew the 'hierarchy of leadership' pyramid below (picture of flip chart available in Attachment 1), described the definitions of each level and explained different levels of leadership would be bound by their own set of characteristics.

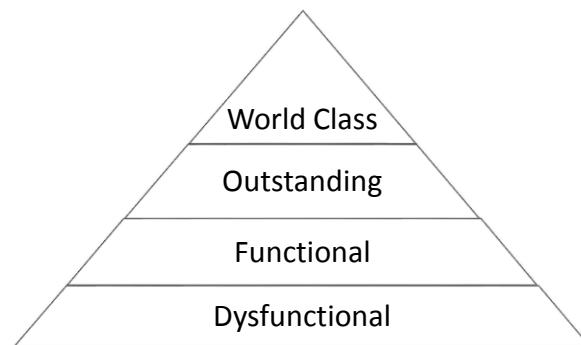


Figure 1: - Hierarchy of Leadership

Mr Bowen elaborated that an organisation's leadership styles are often an amplification of their executive leader's traits. Mr Bowen then asked attendees what the City's role was at each hierarchy level. Comments raised by members included:

The City's role for 'Dysfunctional' leaders:

- Mediate a complaints procedure for clubs and community groups.
- It was questioned whether the City's role in community leadership would change if club/group were using City resources. The group consensus was that the City's involvement would be dependent on the group's relevance to the City. For example, a group that uses City facilities and assets or relates to the City (e.g. Resident & Ratepayer Associations) may require assistance from the City, while another group that does not utilise facilities or relate to the City may not need City involvement in their governance.
- It was noted that the City should not play a policing role, but there was a need to umpire or become the gatekeeper for damage or deterioration to City resources. It was also noted that it was dependent on the level of utilisation of City resources. Members suggested that 'functional' groups may provide assistance and be able to produce better results with the same help.

The City's role for 'Functional' leaders:

- Create an environment or opportunity where people/groups at this level can learn from world class leaders/groups.
- Profile high functioning groups. Mr Bowen said that this may create a different expectation which could raise the level of leadership in the City.
- May need to assist groups that do not have expertise or knowledge to know how to improve.

The City's role for 'Outstanding' leaders:

- Identify and showcase 'outstanding' leaders
- Highlight achievements for the 'functional' hierarchical level.
- Link and provide opportunities to learn from 'world class' leaders

The City's role for 'World Class' leaders:

- Identify and showcase 'world class' leaders
- Feed 'world class' leaders back into the system by capturing their skills, expertise and knowledge.
- Facilitate mentoring between 'outstanding' leaders once the City has identified who they are showcasing and these people could be mentors.

Following a group discussion it was agreed that the best return on investment for the City would be to work with those community leaders in the 'outstanding' category as these leaders could improve and develop towards 'world class' standards whilst inspiring 'functional' leaders.

### **Discussion – Mentoring vs. Coaching**

A discussion ensued on the difference between mentoring and coaching. While the majority of attendees knew there was a difference between the two, they were unsure how to articulate the differences. Mr Bowen explained the four levels of competence by drawing 'Four Levels of Learning' diagram (picture of flip chart available in Attachment 1).

Table 1: 'Four Levels of Competence' summary

	<b>Incompetence</b>	<b>Competence</b>
<b>Unconscious</b>	Ignorance (Emotion: Bliss) <i>Individual does not understand or know how to do task and not aware of deficit</i>	Mastery (Emotion: Curiosity) <i>Individual understands and knows how to complete task without concentration (i.e. "second nature")</i>
<b>Conscious</b>	Awareness (Emotion: Anxiety) <i>Individual does not understand or know how to do task and aware of deficit</i>	Practice (Emotion: Frustration) <i>Individual understands and knows how to complete task but requires concentration</i>

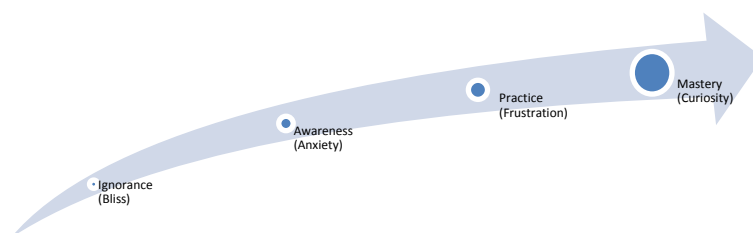


Figure 2 – 'Four Levels of Learning' Diagram

Based on this knowledge, Mr Bowen asked where mentoring and coaching may fall on the diagram with the consensus agreeing that:

- Mentoring occurs between 'ignorance' and 'awareness';



- Coaching occurs between 'awareness' and 'practice';
- Performance Management occurs between 'practice' and 'mastery'

Mr Bowen then asked attendees where the City's role would have the greatest impact on community leadership.

Comments raised by members included:

- The City could impact community leaders by shifting them from 'ignorance' to 'awareness'.
- The City may create opportunities for current and identified leaders to become outstanding community leaders. It was suggested that, in addition to the 'mentoring' metric in the *Community Development Plan 2015-2020*, a *coaching metric* also needed consideration.
- The City could run leadership workshops.
- The City could model best practice from global examples.
- The City could educate and highlight its current programs related to community leadership.
- Whether community leadership could have a larger focus in the review of the City's Strategic Community Plan.

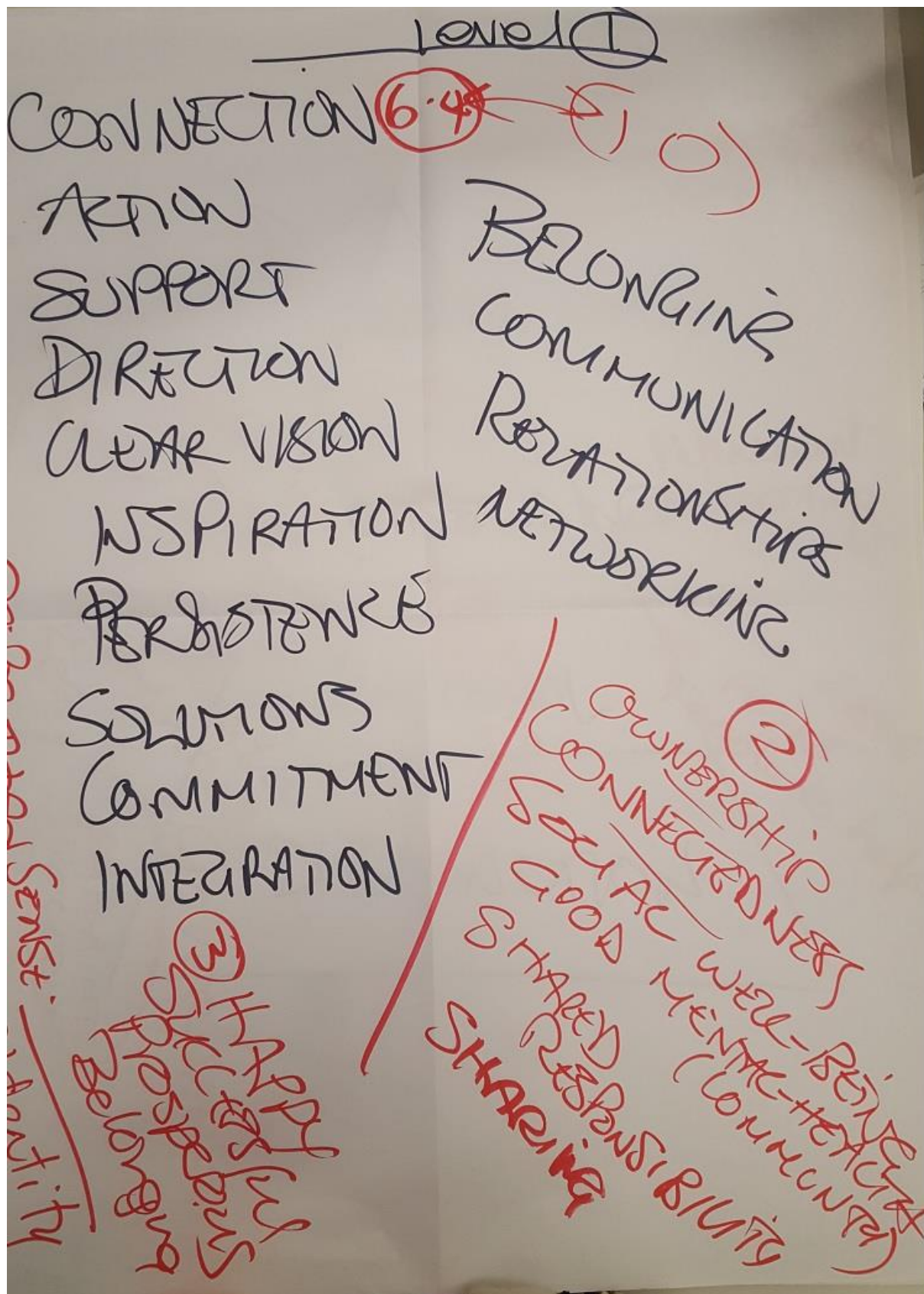
Mr Bowen concluded by noting the following as the key take-aways of the session:

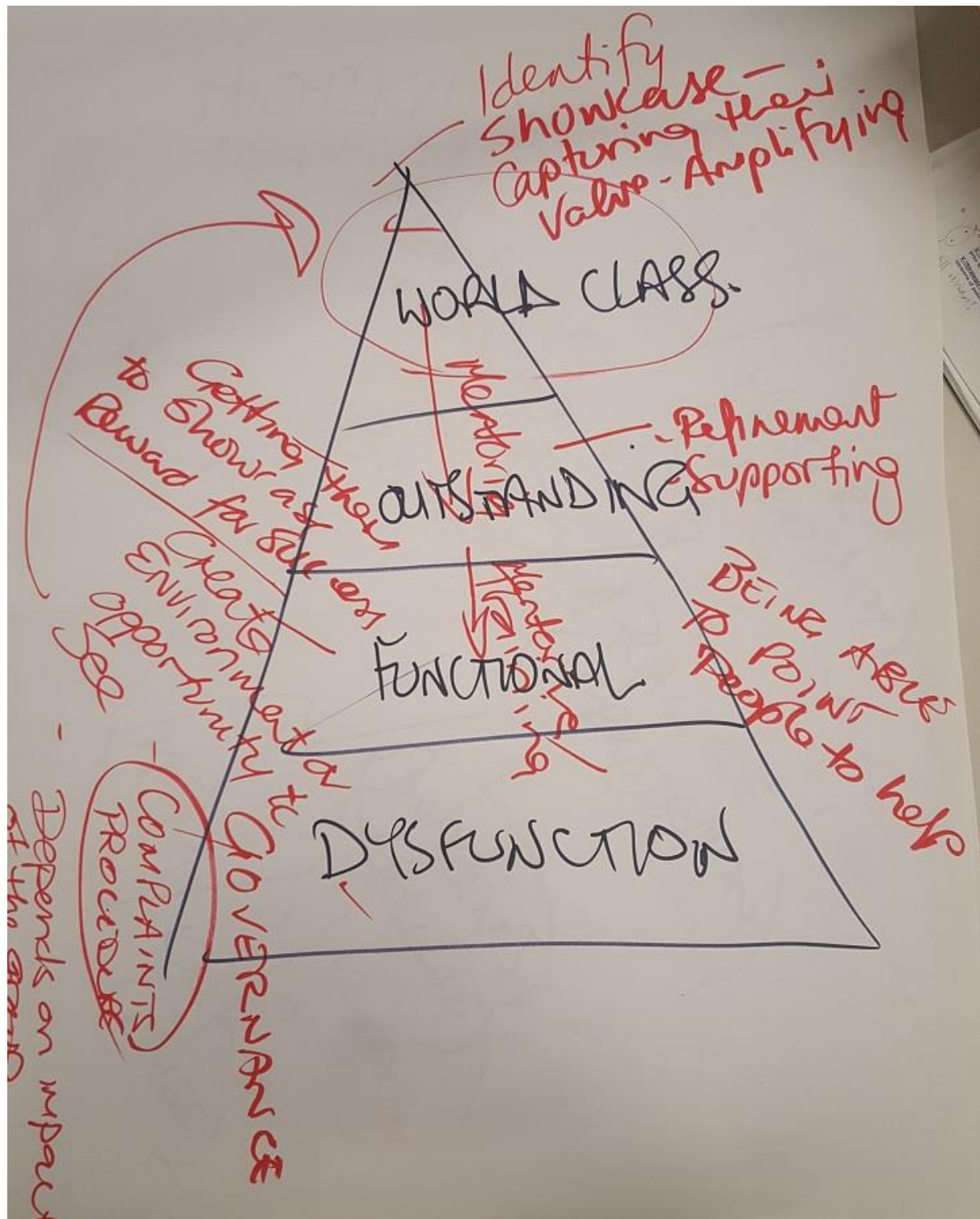
- The promotion of community leadership is an integral and integrated part of the City's approach. The major responsibility for community leadership is with community groups with the City playing a supportive role.
- There is support for a mentoring program, as prescribed in the Community Development Plan however there is also support for coaching programs.
- The City has a coordination role to play in matching up high performing individuals and groups with other individuals and groups that need support
- The option of community leaders focusing on particular issues as a group has merit and is worth exploring further.

## **Conclusion**

The Presiding Member thanked members and experts of the Strategic Community Reference Group for their valuable input and contributions. It was also requested that if members had further commentary to add to the discussion, they should contact the City with their ideas.

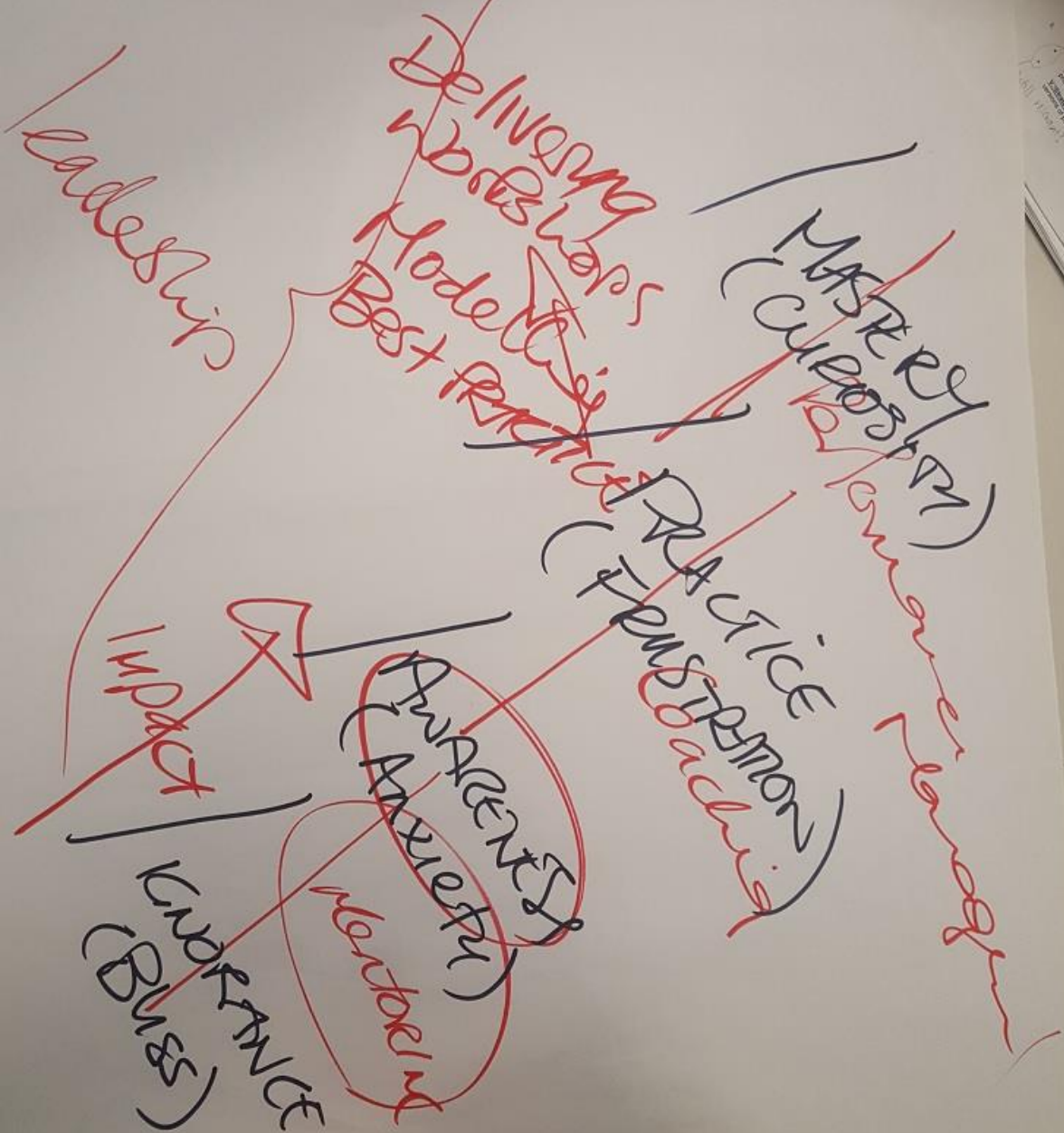
The Strategic Community Reference Group meeting concluded at 8.25pm.







HIGHLIGHTING  
WHAT WE ALREADY HAVE



# Strategic Community Reference Group

## Terms of Reference

### 1. Name

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

### 2. Aims and Objectives

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

- Matters of significant community interest;
- Strategic initiatives;

as determined by the Council.

### 3. Membership

The Strategic Community Reference Group will consist of the following:

#### 3.1 Elected Members

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

#### 3.2 Community Members

**3.2.1** A maximum of one community member from each of the six wards of the district (to be selected by the Council from nominations received). Criteria for the selection will be based on the individual's interest, experience and/or qualifications in issues pertaining to the City of Joondalup community, in general.

**3.2.2** Community Member places will be advertised and interested residents/ratepayers will be requested to submit an Expression of Interest addressing specific criteria outlined in the Expression of Interest Form.

**3.2.3** Information on the Strategic Community Reference Group and the call for Expressions of Interest will also be sent to ratepayer groups in each ward.

**3.2.4** Final selection for serving on the Strategic Community Reference Group will be determined by Council.

#### 3.3 Experts

**3.3.1** Up to four temporary places will be available for suitably qualified professionals who can provide expert advice/information as necessary.

**3.3.2** The Strategic Community Reference Group has the authority to second the suitably qualified professionals referred to in 3.3.1 above from outside of the Reference Group on a voluntary basis for their expert advice where required.

#### 3.4 Community Ward Representation

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

#### 3.5 Terms of Membership

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

#### 3.6 City Officers

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

### 4. Meetings

**4.1** The Strategic Community Reference Group shall convene no more than two meetings to consider an individual issue.

**4.2** A quorum for any meeting of the Strategic Community Reference Group shall be no less than two of the four Elected Members and two of the six community members.

**4.3** The Presiding Member will preside at all meetings and is responsible for the proper conduct of the meetings. In his/her absence the role of Presiding Member will be assumed by any of the other three Elected Members nominated to the Strategic Community Reference Group by the Council.

## 5 Agendas

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

## 6 Notes Of Meetings

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

## 7 Insurances

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

## 8 Management

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

## 9 Tenure Of Appointment

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