

# TOWN OF COTTESLOE



## STRATEGIC PLANNING COMMITTEE MINUTES

MAYOR'S PARLOUR, COTTESLOE CIVIC CENTRE  
109 BROOME STREET, COTTESLOE  
7.00 PM, WEDNESDAY, 20 MAY 2009

**CARL ASKEW**  
Chief Executive Officer

15 May 2009



## STRATEGIC PLANNING COMMITTEE

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**1 DECLARATION OF MEETING OPENING/ANNOUNCEMENT OF VISITORS**

The Presiding Member announced the meeting opened at 7.15pm.

**2 RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE (PREVIOUSLY APPROVED)****Present**

Mayor Kevin Morgan	Presiding Member
Cr Greg Boland	
Cr Jack Walsh	
Cr Ian Woodhill	
Cr Jay Birnbrauer	

**Officers Present**

Mr Carl Askew	Chief Executive Officer
Mr Andrew Jackson	Manager Development Services
Mr Graham Pattrick	Manager Corporate Services
Mr Geoff Trigg	Manager Engineering Services
Janna Lockyer	Community & Events Support Officer

**Apologies**

Cr Patricia Carmichael  
Cr Bryan Miller  
Cr John Utting

**Leave of Absence (previously approved)**

Nil

**Officer Apologies**

Nil

**3 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

Nil

**4 PUBLIC QUESTION TIME**

Nil

**5 PUBLIC STATEMENT TIME**

Nil

**6 APPLICATIONS FOR LEAVE OF ABSENCE**

Nil

**7 CONFIRMATION OF MINUTES OF PREVIOUS MEETING**

Moved Mayor Morgan, seconded Cr Walsh

[Minutes November 19 2008 Council.DOC](#)

**The Minutes of the Ordinary meeting of Council held on Wednesday, 19 November, 2008 be confirmed.**

Carried 5/0

**8 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION**

Nil

**9 PETITIONS/DEPUTATIONS/PRESENTATIONS**

Nil

**10 REPORTS OF COMMITTEES AND OFFICERS****10.1 GENERAL****10.1.1 TOWN OF COTTESLOE - FUTURE PLAN AND ACTION PLAN REVIEW**

**File No:** SUB/108  
**Responsible Officer:** Carl Askew  
Chief Executive Officer  
**Author:** Carl Askew  
Chief Executive Officer  
**Attachment** Town of Cottesloe Future Plan 2006 – 2010  
Updated Action Plan  
**Proposed Meeting Date:** 20-May-2009  
**Author Disclosure of Interest** Nil

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**SUMMARY**

This report recommends that Committee consider amendments to its Future Plan and 2008/09 Strategic Priorities. It also recommends that Committee receive the updated *Action Plan* report and provide feedback to the CEO and senior staff present at the meeting on agreed modifications to the *Action Plan*.

**BACKGROUND**

The *Future Plan 2006 to 2010* for the Town of Cottesloe was finalised and adopted by Council in June 2007. At that time two review dates for the Future Plan were set, so that the document would return to Council. The first of those review dates was set at November 2008 and the second was in November 2010. Following the adoption of the *Future Plan*, an *Action Plan* was developed and an updated review of that plan is tabled for consideration at each meeting of the Strategic Planning Committee.

The November 2008 review did not take place due to a turnover of staff. At the December 2008 meeting of Council it was resolved that the *Future Plan* review be postponed until March 2009, pending the appointment of the Town's new Chief Executive Officer.

At the March 2009 meeting of Council a report was tabled by the Chief Executive Officer and Council resolved, in part, to;

1. *Defer the review of the Future Plan 2006 to 2010 for the Town of Cottesloe until the Strategic Planning Committee in May 2009.*

The Future Plan is designed to link the Town's strategic direction with its financial and organisational capacity. The Plan is predicated on informed decisions regarding the allocation of scarce resources, was developed in accordance with the provisions of the Local Government Act 1995 and is designed to set out broad objectives of the local government for the future. The Plan identifies the vision and objectives of Council including a number of underpinning sustainability principles. The primary objectives contained within the Plan are:

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1. *To protect and enhance the lifestyle of residents and visitors.*
2. *To achieve connectivity between east and west Cottesloe.*
3. *To enhance beach access and the foreshore.*
4. *To manage development pressures.*
5. *To maintain infrastructure and council buildings in a sustainable way.*
6. *To foster the community's confidence and support for Council.*

In addition Council also has a number of *Priority Dynamic Projects* and these include;

- Develop sustainability and capacity criteria to assess major strategies
- Finalise Town Planning Scheme No. 3
- Finalise and adopt a plan for the foreshore
- Proactively pursue solutions for Curtin Avenue and the railway
- Consider the new library concept
- Consider options for the council Depot site
- Enhance use of the Civic Centre
- Develop a District Management Plan
- Implement a Community Safety Strategy

Finalise and adopt a plan for the Town Centre

#### **CONSULTATION**

The Plan was developed in consultation with the community by way of public submission periods and refined by the Town's Strategic Planning Committee prior to adoption by Council.

#### **STAFF COMMENT**

Since the Future Plan was developed and endorsed, significant changes have been placed before Council. In February 2009 as part of a report to Council in relation to the WESROC strategy *Rising to the Challenge: Reform Options for the Western Suburbs*, Council was advised that;

*...whilst Council has a Future Plan for the period 2006 – 2010 and has endorsed action plans through the budget process in 2008-09 to achieve its goals, any future strategic planning and subsequent actions will need to address the issue of structural reform. The announcement by the Minister for Local Government in relation to reform strategies has brought into sharp focus the need for the Town to consider its position with regard to the Ministers call for;*

- *voluntary amalgamations to form larger local governments,*
- *reduce the total number of elected members to between six and nine; and*
- *local governments to form appropriate regional groupings of councils to assist with the effective delivery of services.*

*The Town is required to formally respond to the Minister outlining its intentions on these matters by 31 August 2009.*

At the Special meeting of Council on 9 March 2009 Council resolved to;

1. *Endorse, in principle, the Dollery Report "Rising to the Challenge: Reform Options for the Western Suburbs" as a foundation planning document for WESROC member council's and use it to support a submission to the Minister, in response to his proposed reform strategies for restructuring of Local Government.*
2. *Advise WESROC of its position.*
3. *Note that the WESROC Board has resolved to engage, through its executive committee, suitably qualified consultant(s) to assess for comparison purposes, the likely costs and benefits (including social costs and benefits) of;*
  - 3.1 *an amalgamation of the WESROC councils,*
  - 3.2 *an amalgamation of Cottesloe, Mosman Park and Peppermint Grove Councils, together with an amalgamation of Claremont and Nedlands Councils, with Subiaco remaining independent, and*
  - 3.3 *a fast tracked (2 – 3 year) maximization of regional cooperation and resource sharing amongst the WESROC Councils.*

*This assessment is to include consideration of matters the subject of the Structural Reform Guidelines assuming that district boundary changes are a possibility irrespective of which if any of the above options were to prevail.*

4. *Request a report by April 2009 on two possible options to reduce elected member numbers in the Town of Cottesloe; (i) eight members over four wards and (ii) six members with no wards, both options exclusive of a directly elected Mayor, for either the 2009 or 2011 October elections".*

In relation to the Action Plan, the following strategies were identified by Council as priorities for 2008/09 at its July 2008 meeting.

- 1.2 Reduce beachfront hotel numbers to a sustainable level.
- 1.5 Identify increased opportunities to use existing facilities or provide new venues for formal community cultural events and activities.
- 2.1 Produce a draft Structure Plan for consultation purposes showing the sinking of the railway and realignment of Curtin Avenue together with 'what's possible' in terms of sustainable redevelopment and pedestrian and traffic links.
- 3.1 Develop the 'Foreshore Vision and Master Plan' in consultation with the community.
- 3.4 Introduce electronically timed parking.
- 4.1 Develop planning incentives for heritage properties.
- 4.5 Consider undeveloped Government owned land for higher density development provided there is both public support and benefit for the Cottesloe community.
- 5.1 Adopt a policy position on assets that have a realisable value such as the Depot and Sumps.

- 5.2 Subject to the satisfactory resolution of land tenure, design and funding requirements, progress the development of new joint library facilities.
- 5.3 Develop an integrated Town Centre plan to improve all aspects of the infrastructure of the Town Centre.
- 5.6 Develop a long term asset management plan and accompanying financial plan.
- 6.1 Further improve the community consultation policy in recognition that there are different techniques for different objectives.
- DP1 Complete the Civic Centre additions and renovations on budget and on time.
- DP2 Complete the adoption of Local Planning Scheme No. 3 including the preparation of all draft policies to a stage where they can be advertised for public comment.
- DP3 Report on the proposed tasks identified in the Climate Change Vulnerability study and their impacts, priorities and applicability to the Town of Cottesloe

The Plan represents a significant body of work and there are a number of objectives and actions that are now either complete, substantially complete or ongoing. In reviewing the Plan Council is to consider modifying the plan including potentially extending the period the plan.

In reviewing its Strategic Plan and 2008/09 Action Priorities, Council also needs to consider what changes it wishes to make at this time. With the uncertainty that is currently before all local governments it would be prudent for Council to consider maintaining its Future Plan and to continue to pursue and finalise its current Action Plans. In addition, the next Council elections are scheduled for October 2009 and, depending upon Council's final determined position with regard to structural reform, it may be appropriate for the new Council to again consider its future direction after the Minister has considered and/or determined his position with regard to local government structural reform and voluntary amalgamations.

In relation to the current Future Plan the following comments are made in relation to the primary objectives;

1. *Lifestyle* – whilst some of the strategies in this objective will be addressed as part of the LPS3 and EbD a number appear ongoing and appropriate
2. *Connectivity*– the strategies in this objective are contingent upon the successful endorsement and implementation of proposed solutions from the EbD process
3. *Beach & Foreshore Enhancement*– some of the strategies in this objective have been addressed to concept stage through the EbD process and others have been implemented are ongoing and appropriate
4. *Development*– whilst some of the strategies in this objective will be addressed as part of the LPS3 and EbD a number will remain ongoing
5. *Infrastructure*– some of the strategies within this objective such as 5.1 *policy on assets with realisable value* have been completed whilst others, 5.2 - *joint library facilities*, are ongoing. Objectives such as 5.6 *asset management* are only partly complete with significant work still to be done. Some of the

remaining objectives will be affected by LPS3 and EbD outcomes. Section 5.6 could be enhanced to include the *adoption of best available asset management practices*. In addition a new 5.8 could be added to support *water resource and conservation studies/initiatives*. The current WESROC and WMRC (waste management) partnership initiatives could also be referenced within this objective.

6. *Community Support*– this objective should remain as many of the strategies are current and ongoing.

In relation to the current *Priority Dynamic Projects* the majority are linked to the EbD and LPS 3 which is clearly a high priority for Council for 2009. In addition, projects related to the Library and Depot are also ongoing/critical for the Town's future.

In relation to the current Future Plan, the primary objectives are outward and community focussed and Council may wish to consider including an additional objective that focuses on its primary assets – *“its people and its work processes, practices and performance.”* If this was to be endorsed by Council it is recommended that the following be considered for inclusion;

*Objective 7 – Organisational Development*

*The effective management of Council's resources and work processes*

- 7.1 *Deliver high quality professional governance and administration.*
- 7.2 *Ensure our workplace enables staff to be innovative and confident.*
- 7.3 *Implement technologies to enhance decision making, communication and service delivery.*
- 7.4 *Enhance our ability to embrace and manage change.*

*The potential action items that may then flow from these strategies could include;*

- *Continue to review and update Council policies and work practices*
- *Review service standards, structures and organisational values*
- *Implementing structural reform strategies including a review of wards, boundaries and Council representation*
- *Developing improved financial management strategies including infrastructure/asset management*

This agenda item represents an opportunity for committee members to review progress and provide informal feedback on where staff should be headed in terms of implementing individual actions. It is recommended that Committee receive the Action Plan and provide comment to the CEO and senior staff present at the meeting on agreed modifications to the Action Plan prior to presentation to Council.

**POLICY IMPLICATIONS**

None known.

**STRATEGIC IMPLICATIONS**

The Future Plan has obvious strategic implications.

**STATUTORY REQUIREMENTS**

## Division 5 — Annual reports and planning principal activities

5.56. *Planning principal activities*

- (1) *Each financial year, a local government is to prepare a plan for the next 4 or more financial years.*
- (2) *The plan is to contain details of—*
  - (a) *the principal activities that are proposed to be commenced or to be continued in each financial year affected by the plan;*
  - (b) *the objectives of each principal activity;*
  - (c) *the estimated cost of, and proposed means of funding, each principal activity;*
  - (d) *how the local government proposes to assess its performance in relation to each principal activity;*
  - (e) *the estimated income and expenditure for each financial year affected by the plan; and*
  - (f) *such other matters as may be prescribed.*

*Regulation 19C of the Local Government (Administration) Regulations 1996 refers, i.e.*

**19C. Planning for the Future – section 5.56 of the LGA**

- (1) *In this regulation –“**plan for the future**” means a plan made under section 5.56.*
- (2) *A local government is to make a plan for the future of its district in respect of the period specified in the plan (being at least 2 financial years).*
- (3) *A plan for the future of a district is to set out the broad objectives of the local government for the period specified in the plan.*
- (4) *a local government is to review its current plan for the future of its district every 2 years and may modify the plan, including extending the period the plan is made in respect of.*
- (5) *A council is to consider a plan, or modifications, submitted to it and is to determine\* whether or not to adopt the plan, or the modifications, as is relevant.*

*\*Absolute majority required.*

**SUSTAINABILITY IMPLICATIONS**

The Town has continuously demonstrated a high level of regard for the sustainable management of Council's resources and the Future Plan not only supports sound financial management but also meets the legislative requirements contained within the Local Government Act 1995 and associated Regulations.

**FINANCIAL IMPLICATIONS**

Adoption of the Future Plan and associated Action Plans will inevitably require expenditure as per Council's adopted budget and long term financial plan.

**VOTING**

Simple Majority

**OFFICER & COMMITTEE RECOMMENDATION**

Moved Mayor Morgan, seconded Cr Birnbrauer

**That Council:**

1. **Note the officer comments in relation to the Future Plan primary objectives as per attachment 1 and endorse;**
  - a. **the amendment of Objective 5 *Maintain infrastructure and Council buildings in a sustainable way* with the inclusion of an additional strategy;**
    - 5.8 – support water resource and conservation studies/initiatives
  - b. **the inclusion of a new objective related to Organisational Development**
    - Objective 7 – Organisational Development**

**The effective management of Council's resources and work processes**

      - 7.1 **Deliver high quality professional governance and administration.**
      - 7.2 **Ensure our workplace enables staff to be innovative and confident.**
      - 7.3 **Implement technologies to enhance decision making, communication and service delivery.**
      - 7.4 **Enhance our ability to embrace and manage change.**
2. **Receive the updated Action Plan report as per attachment 2.**
3. **Determine to review its Future Plan again after the Local Government election in October 2009 and after the outcomes of the Minister for Local Government's Reform Strategies are announced.**

Carried 5/0

**10.1.2 TOWN OF COTTESLOE - KEY RESULT AREAS FOR THE CHIEF EXECUTIVE OFFICER**

**File No:** SUB/108  
**Responsible Officer:** Carl Askew  
Chief Executive Officer  
**Author:** Carl Askew  
Chief Executive Officer

**Proposed Meeting Date:** 20-May-2009

**Author Disclosure of Interest** The author has an interest in the matter as it directly relates to his employment.

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*The CEO declared an interest in Item 10.1.2 as it directly relates to his employment, and sought permission of the Committee to remain at the meeting to respond to potential Elected Member questions. The Committee agreed to the request.*

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**SUMMARY**

This report recommends that Council consider and nominate a number of strategies as Key Result Areas (KRA's) for the CEO for 2009.

**BACKGROUND**

In accordance with the Position Description for the Chief Executive Officer the principal Objectives of the position are;

- Provides visionary leadership and strategic management and direction for the Town of Cottesloe.
  - Provides the primary link through effective engagement between the Council, Staff, Stakeholders and the Community to achieve the Town's goals and objectives.
  - Responsible for ensuring the highest level of business excellence, integrity, corporate governance and accountability, which is demonstrated within an environment of transparency, trust, openness, honesty and fairness for all.
  - Commits to "Broad Objectives for the Future" in the Future Plan 2006 – 2010, namely:
    - Protecting and enhancing the lifestyle of residents and visitors.
    - Resolving the divisive nature of the configuration of the railway and main roads.
    - Enhancing beach access and the foreshore.
    - Managing the complexities involved in pressures for development.
-

- Managing infrastructure and council buildings in a sustainable way.
- Earning the community's confidence in council.

Clause 7 of the CEO's contract reads as follows;

## **7. PERFORMANCE CRITERIA & KEY RESULT AREAS**

*The following performance criteria apply to this contract:*

- *Provide accurate and timely advice to Council based on available and appropriate information;*
- *Works collaboratively with Council;*
- *Facilitate the development and achievement of the Local Government's strategic plan through the involvement of stakeholders and the persistent application of effort;*
- *Maintain a work environment that facilitates the development of people and encourages them to perform at a high level;*
- *Ensure the effective and accountable application of financial and physical resources;*
- *Develop and implement continuous improvement strategies to enhance service delivery;*
- *Initiate the development, implementation and review of Policy.*

*These performance criteria may be varied and any other criteria may be included by agreement between the parties at any time during the term of this contract.*

### **Key Result Areas**

*Key Result Areas will be developed for each 12-month period of the Contract.*

*Key Result Areas are not intended to cover all aspects of the position, only those which are most clearly linked to the achievement of the Local Government's strategic objectives and Future Plan.*

*Key Result Areas will be tangible and measurable and within the Employee's area of control and authority.*

As part of the Town's Future Plan 2006 to 2010 there are a number of Strategic Priorities and *Priority Dynamic Projects*. In relation to both the Action Plan and Dynamic Projects, the following strategies were identified by Council as priorities for 2008/09 at its July 2008 meeting.

- 1.2 Reduce beachfront hotel numbers to a sustainable level.
- 1.5 Identify increased opportunities to use existing facilities or provide new venues for formal community cultural events and activities.
- 2.1 Produce a draft Structure Plan for consultation purposes showing the sinking of the railway and realignment of Curtin Avenue together with 'what's possible' in terms of sustainable redevelopment and pedestrian and traffic links.

- 3.1 Develop the 'Foreshore Vision and Master Plan' in consultation with the community.
  - 3.4 Introduce electronically timed parking.
  - 4.1 Develop planning incentives for heritage properties.
  - 4.5 Consider undeveloped Government owned land for higher density development provided there is both public support and benefit for the Cottesloe community.
  - 5.1 Adopt a policy position on assets that have a realisable value such as the Depot and Sumps.
  - 5.2 Subject to the satisfactory resolution of land tenure, design and funding requirements, progress the development of new joint library facilities.
  - 5.3 Develop an integrated Town Centre plan to improve all aspects of the infrastructure of the Town Centre.
  - 5.6 Develop a long term asset management plan and accompanying financial plan.
  - 6.1 Further improve the community consultation policy in recognition that there are different techniques for different objectives.
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- DP1 Complete the Civic Centre additions and renovations on budget and on time.
  - DP2 Complete the adoption of Local Planning Scheme No. 3 including the preparation of all draft policies to a stage where they can be advertised for public comment.
  - DP3 Report on the proposed tasks identified in the Climate Change Vulnerability study and their impacts, priorities and applicability to the Town of Cottesloe

Key result Areas for the CEO now need to be developed in accordance with his employment contract.

#### **CONSULTATION**

Nil

#### **STAFF COMMENT**

The appointment of the CEO occurred in January 2009. At that time, and given the need to "settle in", it was agreed between the Mayor and CEO that time would be allowed for the CEO to familiarise himself with the current objectives, projects and operations of the Town's Administration prior to determining key result areas for the remainder of 2009.

As listed above, a number of strategies were identified by Council as priorities for 2008/09 at its July 2008 meeting. The table in attachment 3 indicates the status of each project. A number of these projects have been progressed and/or continue to be an ongoing priority such as *reducing beachfront hotel patron numbers to a sustainable level*, whilst others have been substantially completed i.e. *introduce electronically timed parking*. Others are nearing completion such as the *Civic Centre renovations*. A number of the priorities are related to the Town Planning Scheme, the

Enquiry by Design and the Building Design Controls and these are also are nearing finalisation in terms of submission to the WAPC & Minister. Committee may consider it appropriate that some of these ongoing projects/priorities be listed as KRA's for the CEO for the balance of 2009.

In addition 2009 has seen significant additional changes placed before Council, specifically the future of WESROC, the implementation of the WESROC strategy *Rising to the Challenge: Reform Options for the Western Suburbs* and the announcement by the Minister for Local Government related to Structural Reform and voluntary amalgamations. The Minister's reform agenda includes potential voluntary amalgamations to form larger local governments, reduce the total number of elected members to between six and nine; and local governments to form appropriate regional groupings of councils to assist with the effective delivery of services. A formal submission by Council is required by 31 August 2009. It is therefore recommended that Council also consider these issues as potential KRA's for the CEO, together with administration of a successful Council election in October 2009.

The following matters are also raised by the CEO as issues of importance for the Town and possible consideration as KRA's.

- Progress and report possible medium to long term solutions for Council's Depot.
- Ongoing management of the Civic Centre Functions and Events

This agenda item represents an opportunity for committee members to review progress and provide feedback to the CEO through the setting of KRA's for the balance of 2009 with priority strategies and actions. It is recommended that Committee discuss and support the following KRA's prior to presentation to Council.

**POLICY IMPLICATIONS**

None known.

**STRATEGIC IMPLICATIONS**

The achievement of Council's Future Plan is directly related to the performance of the CEO.

**STATUTORY REQUIREMENTS**

Nil

**SUSTAINABILITY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

Nil

**VOTING**

Simple Majority

**OFFICER & COMMITTEE RECOMMENDATION**

Moved Cr Walsh, seconded Mayor Morgan

**That Council nominate the following strategies and Key Result Areas for the CEO for 2009:**

- 1. Progress and finalise the Town Planning Scheme No. 3 for submission to the West Australian Planning Commission and Minister for Planning**
- 2. Develop a long term asset management plan and accompanying financial plan that takes into account the community call for better quality public buildings**
- 3. Progress the development of new joint library facilities**
- 4. Finalisation of Council's Reform Submission to the Minister for Local Government**
- 5. Progress and report possible medium to long term solutions for Council's Depot.**
- 6. Complete the Civic Centre additions and renovations on budget and on time.**
- 7. Revitalisation and ongoing management of the Civic Centre Functions, Events & catering services**
- 8. Administration of a successful Council election in October 2009**

Carried 5/0

**11 ELECTED MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

**12 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY ELECTED MEMBERS/OFFICERS BY DECISION OF MEETING**

**13 MEETING CLOSURE**

The Presiding Member announced the closure of the meeting at 7.20pm.

*CONFIRMED: PRESIDING MEMBER* \_\_\_\_\_ *DATE: .../.../...*