



Town of Cottesloe

**STRATEGIC PLANNING  
COMMITTEE**

**22 AUGUST 2012**

**ATTACHMENT**

**10.1.1 – ACTION PLAN – 22  
AUGUST 2012**



# **ACTION PLAN**

*2006 – 2010 Future Plan*

*2011/12 Strategic Priorities*

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## Introduction

The Town of Cottesloe is undergoing a significant period of change and has been involved in a range of regional planning activities which are being responded to by the Town.

The Town has adopted a Future Plan which highlights the dynamic priority areas requiring attention over the next three years.

These dynamic priorities include:-

Priority	Item	Related Objective
1	Finalise Local Planning Scheme No. 3 including the preparation of all draft policies	DP1 A
2	Progress options for the Council depot site	Objective 5.1
3	Implement a strategy to oversee the realisation of the Foreshore Concept Plan	Objective 3.1
4	Proactively pursue solutions for Curtin Avenue and the railway	Objective 2.1
5	Report on the proposed tasks identified in the Climate Change Vulnerability study and their impacts, priorities and applicability to the Town of Cottesloe	DP 2
6	<del>Complete the development of new joint library facilities</del>	<del>Objective 5.2</del>
7	Finalise and adopt a plan for the Town Centre and Station Street.	Objective 5.3
8	Enhance use of the Civic Centre	Objective 1.5
	<del>Develop a District Environmental Management Plan</del>	Natural Areas Management Plan.
9	<del>Implement a Community Safety Strategy</del>	Objective 1.9
10	Develop sustainability and capacity criteria to assess major strategies	
	<del>Complete the Civic Centre additions and renovations on budget and on time</del>	Complete

## Core Objectives

**Objective 1: Lifestyle**

*To protect and enhance the lifestyle of residents and visitors.*

**Objective 2: Connectivity**

*To achieve connectivity between east and west Cottesloe.*

**Objective 3: Beach & Foreshore Enhancement**

*To enhance beach access and the foreshore.*

**Objective 4: Development**

*To manage development pressures.*

**Objective 5: Infrastructure**

*To maintain infrastructure and council buildings in a sustainable way.*

**Objective 6: Community Support**

*To foster the community's confidence and support for Council.*

**Objective 7: Organisational Development**

*To effectively manage Council's resources and work processes.*

## Objectives & Strategies

Outlined below are the key strategies to be addressed over the four year period 2006 -2010.

### **Objective 1: Lifestyle**

*To protect and enhance the lifestyle of residents and visitors.*

- 1.1. Develop an 'integrated transport strategy' that includes park and ride, Cott Cat, Travelsmart, limited parking and the needs of pedestrians, cyclists and other non-vehicular traffic.
- 1.2. Reduce beachfront hotel patron numbers to a sustainable level.
- 1.3. Develop café/restaurant alternatives to the large hotels.
- 1.4. Participate in a regional programme for a Youth Communications Officer to market and promote social opportunities and services and youth initiatives in the area and to strengthen links with relevant government agencies.
- 1.5. Identify increased opportunities to use existing facilities or provide new venues for formal community cultural events and activities.
- 1.6. Develop a strategy for greater community engagement when change is needed.
- 1.7. Develop a strategy to ensure access and inclusion of aged persons and persons with disabilities.
- 1.8. Protect the low-rise, human-scale nature of the beachfront and existing residential areas.
- 1.9. Develop a Community Safety Strategy.

### **Objective 2: Connectivity**

*To achieve connectivity between east and west Cottesloe.*

- 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 and Town Centre integration.
- 2.2. Produce visual material that demonstrates housing densities and forms for vacant Crown land.
- 2.3. Plan a consultation program that involves the community and government agencies.
- 2.4. Promote an engineering and financial feasibility study into the preferred solution.
- 2.5. Play a leadership role by continually focusing on a 'win-win' approach to the engineering, financial and social challenges this project will face.

**Objective 3: Beach & Foreshore Enhancement**

*To enhance beach access and the foreshore.*

- 3.1. Develop a public domain concept plan for the foreshore in consultation with the community, in particular prepare a strategy to implement the Foreshore Improvement Plan and report to Council.
- 3.2. Improve beach access and dune conservation outside the central foreshore zone.
- 3.3. Enhance public transport options for moving people to and out of the beach area.
- 3.4. Introduce electronically timed parking and consider installation in the Town Centre.
- 3.5. Improve bicycle and disabled access to beach facilities.

**Objective 4: Development**

*To manage development pressures.*

- 4.1. Develop planning incentives for heritage properties.
- 4.2. Promote the heritage advisory service.
- 4.3. Debate and consolidate planning philosophies on prescription versus outcomes.
- 4.4. Develop best practice planning policies for a seaside residential suburb that are outcome based and that have both public and private benefit.
- 4.5. Consider undeveloped Government owned land for higher density development provided there is both public support and benefit for the Cottesloe community.
- 4.6. Retain the predominantly two-storey height limit for existing residential areas.

- 4.7. Develop a strategy to address the requirements of the State Government's Directions 2031 Strategies and Policies.

**Objective 5: Infrastructure**

*To maintain infrastructure and council buildings in a sustainable way.*

- 5.1. Progress options for the Council depot site.
- 5.2. Complete 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.
- 5.4. Maximise income from non-rates sources.
- 5.5. Develop a consultation and information strategy that explains the costs and benefits associated with public assets and any proposed changes.
- 5.6. Develop a long term asset management plan and accompanying financial plan.
- 5.7. Where it appears greater input from the community or individuals would be advantageous in pursuing this objective, consider setting up working parties or task forces with community representation.
- 5.8. Support Water resource and conservation studies/initiatives

**Objective 6: Community Support**

*To foster the community's confidence and support for Council.*

- 6.1. Further improve the community consultation policy in recognition of the need for greater community engagement when change is needed.
- 6.2. Strengthen our ability to give feedback on the results of consultation through email, print and radio media, website and personalised letters.
- 6.3. Develop a protocol so that when decisions are made by Council, the reasons why input from sections of the community have not been accepted for that particular case is stated.
- 6.4. Implement procedures that ensure that upcoming issues are flagged during the information gathering stage.
- 6.5. Develop new and additional consultation/communication strategies for external stakeholders, e.g. State Government Ministers.
- 6.6. Develop a protocol for staged progress reports to be provided to the community.
- 6.7. Make the Cottesloe Council News page available by email subscription.

**Objective 7: Organisational Development**

*To effectively manage 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

## 2011 Priorities

The priority strategies for the next twelve months and taken from the four year plan are:-

Priority	Objective
	<b>Objective 1: Lifestyle</b>
12.	1.2. Reduce beachfront hotel patron numbers to a sustainable level.
8.	1.5 Identify increased opportunities to use existing facilities or provide new venues for formal community cultural events and activities.
9.	1.9 Develop a Community Safety Strategy
	<b>Objective 2: Connectivity</b>
4.A.	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.
	<b>Objective 3: Beach &amp; Foreshore Enhancement</b>
3.	3.1. Develop a public domain concept plan for the foreshore in consultation with the community.
11.	3.4. Introduce electronically timed parking and consider installation in the Town Centre. .
	<b>Objective 4: Development</b>
1.B	4.1 Develop planning incentives for heritage properties.
4.B	4.5 Consider undeveloped Government owned land for higher density development provided there is both public support and benefit for the Cottesloe community.
	<b>Objective 5: Infrastructure</b>

2.	5.1 Adopt a policy position on assets that have a realisable value such as the Depot and Sumps.
<del>6.</del>	<del>5.2 Complete the development of new joint library facilities.</del>
7.	5.3 Develop an integrated Town Centre plan to improve all aspects of the infrastructure of the Town Centre.
10.	5.6. Develop a long term asset management plan and accompanying financial plan.
	<b>Objective 6: Community Support</b>
13.	6.1 Further improve the community consultation policy in recognition of the need for greater community engagement when change is needed.
	<b>Dynamic Priority 1</b>
1.A	Complete the adoption of Local Planning Scheme No. 3 including the preparation of all draft policies to a stage where they have been informally advertised for public comment by the time of the adoption of the LPS3.
	<b>Dynamic Priority 2</b>
5.	Report on the proposed tasks identified in the Climate Change Vulnerability study and their impacts, priorities and applicability to the Town of Cottesloe.
	<b>Dynamic Priority 3 (New)</b>
	Develop a strategy to promote Council services and activities at the beachfront in order to better align with expectations for the wellbeing and enjoyment of the local community and visitors to the Town of Cottesloe.

## Action Plans

### Objective 1: Lifestyle

<b>Strategy 1.2:</b>	Reduce beachfront hotel patron numbers to a sustainable level.
<b>Responsible Officer</b>	MCS

ACTIONS		WHO	WHEN	PROGRESS
1	<p><b>Change Legislative Framework</b></p> <ul style="list-style-type: none"> <li>Convene meeting of Community Safety &amp; Crime Prevention Committee with Mayor and CEO to determine a public and political strategy to change the liquor licensing laws to reduce patron numbers at the hotels.</li> <li>Engage additional human resources to assist in gathering a higher standard of evidence and implementing the proposed strategy to reduce the number of patrons that may be admitted into the beachfront hotels.</li> </ul>	MCS	Nov 2007	<p>Completed.</p> <p>BHW Management Consultants provided a report to the May 2008 meeting of Council. Liquor Licence Working Group formed. Report to the September 2008 Council meeting. (See comments below).</p>
2	<p><b>Continue to monitor the hotels within existing licensing regime</b></p> <ul style="list-style-type: none"> <li>Collect objective data during summer 2007/08 of incidents of anti-social behaviour</li> <li>Review data and determine whether there are sufficient grounds to appeal to Liquor Licensing</li> </ul>	MCS	<p>Nov 2007 to Mar 2008</p> <p>April 2010</p>	<p>Completed.</p> <p>Ongoing</p> <p>A report was presented at the August 2010 Council meeting including approval to monitor the levels of anti-social behaviour at the beachfront over the summer (2010/2011) and then determine whether further action is to be taken.</p>

<b>Strategy 1.5:</b>	Identify increased opportunities to use existing facilities or provide new venues for formal community cultural events and activities.
<b>Responsible Officer</b>	CEO & MCS

ACTIONS		WHO	WHEN	PROGRESS
1	Invite a “place maker” to address a special meeting of the Strategic Planning Committee plus interested elected members.	CEO	Nov 2007	Completed
2	<p>Civic Centre – Catering &amp; Events Management</p> <ul style="list-style-type: none"> <li>Develop draft plans and costs for redevelopment of the Lesser Hall.</li> <li>Undertake community consultation on draft Lesser Hall plans.</li> <li>Consider community submissions and amend plans as required.</li> <li>Undertake community consultation on the potential uses of the Cottesloe Civic Centre in accordance with Council’s Community Consultation policy as it relates to service planning.</li> <li>Use a “place maker” as an expert to inform community focus groups and workshop.</li> <li>Use consultation results to inform an elected member workshop facilitated by a “place maker” to identify potential public and private uses of the Civic centre for community consultation purpose.</li> <li>Prepare community consultation documents</li> </ul>	MCS	<p>Jul 2007</p> <p>Aug 2007</p> <p>Sep 2007</p> <p>Jul 2008</p> <p>Jul 2008</p> <p>Oct 2008</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Discontinued due to low attendance numbers.</p> <p>Report to October 2008 Council meeting.</p> <p>Elected Member Workshop held May 2009.</p>
		MCS		

<ul style="list-style-type: none"> <li>• Obtain Council endorsement for community consultation documents.</li> <li>• Undertake community consultation</li> <li>• Consider community submissions</li> <li>• Consider the potential continuation of long-term private-catering arrangements at the Cottesloe Civic Centre.</li> <li>• If required, develop registrations of interest (ROI) documentation for catering and events management at the Civic Centre and obtain Council endorsement.</li> <li>• Seek registrations of interest.</li> <li>• Report on results of ROI advertisement and shortlist prospective tenderers.</li> <li>• Invite tenders.</li> <li>• Report on results of tender process and recommend tenderer to Council.</li> <li>• Award tender.</li> </ul>		<p>Aug 2009</p> <p>Aug 2010</p> <p>Feb 2011</p>	<p>Quotes obtained and community consultation undertaken.</p> <p>Report was tabled in February 2010 in which Council received the Consultant report, agreed to implement short term recommendations and requested that staff provide a revised Civic Centre Plan after discussion at a future Strategic Planning Committee.</p> <p>Workshop with Elected Members. Additional information circulated for comment and feedback.</p> <p>The ROI was advertised in September 2010 and a recommendation was endorsed at the February 2011 Council meeting.</p> <p>Completed</p>
<p>3 Civic Centre – Grounds Development</p> <ul style="list-style-type: none"> <li>• Obtain quotes and engage a landscape architect to prepare landscaping plan for Civic Centre.</li> <li>• Present report to Council and obtain approval for five-year development plan.</li> </ul>	<p>MCS</p>	<p>Jun 2008</p> <p>Aug 2008</p>	<p>Completed – Anna Forma from Apace appointed.</p> <p>Completed draft plan was presented to the March 2009 Council meeting.</p>

<b>Strategy 1.9</b>	Develop a Community Safety Strategy			
<b>Responsible Officer</b>	MCS			
<b>ACTIONS</b>				
	<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>	
1	Have the Community Safety and Crime Prevention Advisory Committee prepare a strategy for Community Safety.	MCS	2010	Completed –reported to Council in May 2010.

**Objective 2: Connectivity**

<b>Strategy 2.1:</b>	Pursue a draft Structure Plan for consultation purposes including consideration of options in relation to 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 for the Town Centre and adjacent Development Zone.			
<b>Responsible Officer</b>	MDS			
	<b>ACTIONS</b>	<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>
1	Report to Council re draft LPS3 on development potential of railway lands.	MDS	Jul 2007	Completed and noted by Council.
2	Review Town Centre Study and Council Resolutions to devise strategy for structure plan exercise.	MDS	2008	Completed as part of the EbD.
3	Establish the situation regarding the options for Curtin Avenue and the railway as this affects the area and is a key influence on the Town Centre, railway lands and overall connectivity.	MDS	Ongoing. Apr 2008.	In collaboration with DPI & MRWA. Status reports to Council Sept 07 and Mar 08 gave direction. Apr 08 report affirmed Council's preferences, for continued action and EbD. Agencies written to re EbD. EbD completed Dec 08 and consultant reports completed Mar 09.
4	Undertake Enquiry-by-Design (EbD) during advertising phase of LPS3, with the assistance of consultants to – <ul style="list-style-type: none"> <li>• Prepare the Town's position on the Development Zone (railway land),</li> <li>• Ensure the Town's position is fully and fairly represented, and</li> <li>• Produce indicative structure plan.</li> </ul>	MDS	Sep – Dec 2008	EbD completed Dec 08 and consultant reports completed Mar 09 which addressed these aspects  EbD report in full submitted as part of LPS3 final approval and gives general support for proposed Scheme.
5	Undertake community consultation on the results of the EbD in relation to realising the vision.	MDS	Pending / ongoing	To be actioned when preliminary structure planning has been sufficiently progressed, which Council on 9 Mar 09 resolved to pursue, to be formalised under LPS3 after it becomes operative, and which would also involve

			<p>advertising. Structure planning would entail staff, consultancy and funding resources. Pursuant to LPS3 the Minister in December 2010 has suggested that Council liaise with LandCorp towards planning for a TOD which addresses the railway lands, Town Centre and connectivity. This needs to be coordinated with the background studies and liaison with Government agencies already undertaken by Council, especially the EbD report.</p> <p>In July 2011 the Department of Planning and the Town discussed this suggestion on a preliminary level. In late 2011 LandCorp flagged a future meeting of interested parties to pursue the subject. In February 2012 Cr Jeanes made a notice of motion that the Town meet with Colin Barnett on the matter. In March 2012 WESROC resolved that member councils support and allocate funding towards a consultant study to prepare a business case for a detailed study to plan, design, cost and implement ultimate transport and land use solutions for the Western Suburbs area.</p>
6	Undertake consultation with relevant State Government agencies.	CEO, MDS & MES	In May 2012 Council met with Mr Barnett who as local Member of Parliament supports realigning Curtin Avenue alongside the railway line and offered to facilitate the departments of Planning and Transport to meet with the Town on the matter.
7	Report on structure plan exercise, findings and implementation.	MDS	Pending To be actioned

**Objective 3: Beach & Foreshore Enhancement**

<b>Strategy 3.1:</b>	Develop a public domain concept plan for the foreshore in consultation with the community, in particular prepare a strategy to implement the Foreshore Improvement Plan and report to Council.			
<b>Responsible Officer</b>	MDS			
<b>ACTIONS</b>				
	<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>	
1	MDS	May 2006	Completed	
2	MDS	Oct 2006	Completed	
3	MDS	May 2007	Completed	
4	MDS	2008	Pursuant to LPS3 provisions as agreed and advertised and to Council's resolutions thereto, EbD prepared in liaison with DPI.	
5	MDS	Sep - Dec 2008	EbD completed Dec 08 and consultant reports completed Mar 09 which addressed these aspects EbD report in full submitted as part of LPS3 final approval and gives general support for proposed Scheme. Building Design Controls achieved as key part of LPS3 for finalisation.	
6	MDS	2008	Included in overall EbD in relation to two beachfront hotel sites.	

<p>7 Undertake community consultation on the results of the EbD in relation to a finalised Plan.</p>	<p>MDS</p>	<p>Pending</p>	<p>Council on 9 Mar 09 resolved to pursue concept planning on an ongoing basis. A Foreshore Concept Plan Implementation Working Group was re-convened in Nov 09 to work with staff and the EbD consultant on more detailed planning, design, priorities and programs to progressively make improvements to the precinct. This will entail stakeholder and community consultation as required in finalising proposals and gaining approvals.</p>
<p>8 Report to Council on adoption of a Concept Plan and Implementation Strategy.</p>	<p>MDS</p>	<p>Mid 2010 onwards</p>	<p>During 2010 a more advanced Concept Plan has been formulated via the Working Group including input from interest groups and presentations to Councillors and SOS; and there has been press coverage of the ideas contained in the plan. The WG devised an outline implementation strategy for consideration by Council for direction. Ultimately, an adopted Concept Plan and Implementation Strategy will provide the framework for more detailed planning, consultation, approvals, funding and works programs over time; having regard to precincts and priorities for improvement. The Working Group met in 10 September 2010 and considered an implementation strategy. Subsequent work has included broad cost estimates, more concept planning for CP#2, review of the beach pool proposal and consideration of other development proposals (eg NCSLSC). The Minister's response on LPS3 is another aspect arising. The working group met in July 2011 for further work and meetings towards confirming the plan and strategy at Council level. From October 2011 a process of comprehensive reporting, review and refinement has been conducted to confirm the Foreshore Redevelopment Plan via Council and progress implementation, including a prospectus, support for the beach pool in-principle and approaches to State Government for funding. In February 2012 Council adopted the final Plan towards further reporting on implementation and funding; and the Town subsequently wrote to the WAPC, Minister and Premier seeking collaboration and funding assistance. Council has since instigated and committed funds to certain projects and an update report on implementation of the Plan is being prepared for Council in August 2012.</p>

<b>Strategy 3.4:</b>	Introduce electronically timed parking and consider installation in the Town Centre.			
<b>Responsible Officer</b>	MCS, CEO, MDS			
	<b>ACTIONS</b>	<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>
1	Obtain Council's in-principle support for installation of Meter Eye	MCS	Apr 2007	Completed
2	Obtain Council approval for appointment of consultant to undertake parking study on the long term parking requirements and solutions for the town centre	CEO	May 2007	Completed
3	Prepare and obtain Council approval for a parking study brief to provide a parking strategy for the town centre and direction for the planned installation of Meter Eye	CEO	Jun 2007	Completed
4	Undertake parking study	CEO	Jul/Aug 2007	Completed
5	Report on parking study	CEO	Sep 2007	Completed
6	Undertake community consultation on the proposed changes to current car parking time limits and installation of Meter Eye on the beachfront	CEO	Oct 2007	Completed
7	Report to Council results of consultation and obtain approval to proceed with beachfront changes.	CEO	Nov 2007	Completed
8	Install Meter Eye and implement parking changes on the beachfront.	CEO	Sep 2008	Completed
9	Provide a report to Council on an interim solution for additional and long-term parking in the town centre.	MES	Oct 2007	Completed. Construction of Railway Street parking area completed March 2010. Proposal being considered for cash-in-lieu funds to be used to construct street level parking over

			the sump site in Station St to create approx. 70 new bays, intended for shopper parking with Meter Eye time-controls.
10 Prepare a parking development and maintenance policy which incorporates the use of net gains from parking infringements and obtain Council support for the policy.	MDS	2010 onwards in relation to LPS3 and associated initiatives.	<p>To be actioned in terms of how far planning policy and practice can address this matter.</p> <p>Draft parking policy for LPS3 partially addresses and to be elaborated upon in finalisation and introduction of scheme and policy.</p> <p>The Station Street sites studies and Town Centre infrastructure study assist in the consideration of this initiative.</p> <p>The 2011 Officer Working Group has progressed a parking review, which has been drafted as a strategy by the Manager Development Services and a Council Workshop was held in April 2012 where several tasks were agreed to for further investigation and feedback/reporting.</p> <p>Updated draft Parking Policy for LPS3 workshopped with Council in July 2012 drawing on the outline parking strategy and giving direction to parking projects including the Station Street sites, unused State Government landholdings and Metre Eye management.</p>
11 Upon Completion of the Railway Street Carpark, undertake further community consultation on the installation of Meter Eye in the town centre and the parking policy (to include discussions with Procott)	MCS	TBA	In progress. Meeting with Procott have taken place. Draft Town Centre Parking Strategy is being prepared. Proposal on extensions to Meter Eye network have been received from CPT.
12 Report to Council results of consultation and obtain approval to proceed with changes in the town centre	MCS	TBA	Quote received, consultation to begin after the Hullabaloo festival.
13 Install Meter Eye and implement parking changes in the Town Centre	MCS	TBA	Proposal received, cost to be included in 2012/2013 draft budget.

**Objective 4: Development**

<b>Strategy 4.1:</b>	Develop planning incentives for heritage properties.			
<b>Responsible Officer</b>	MDS			
	<b>ACTIONS</b>	<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>
1	Draft LPS3 to contain relevant heritage provisions.	MDS	Feb 2006.	Completed.
2	Draft Heritage Incentives Policy to be agreed to in-principle at Council workshop.	MDS	May 07	Completed – being refined for advertising in relation to LPS3.
3	Confirm that WAPC SPP3.5 Historical Heritage Conservation supports the approach.	MDS	June 07	Completed – policy is being utilised to effect. Planning Staff also attended HCWA workshops in April & May 2008.
4	Advertise draft policy and other draft policies following advertising of LPS3 and finalise after LPS3 is operative.	MDS	Pending	LPS3 lodged for finalisation of Scheme provisions and content of any related policy. Heritage List process reported to Council in April 2012 and Council Workshop held in May 2012 for officer actions.
5	Local policy links to related heritage initiatives and incentives, e.g. Heritage Advisory Service.	MDS	Pending	Advisory Service proving beneficial in preliminaries, assessments and decisions.
6	Progress with the State Heritage Council the advancement of the current interim listing [for the beach precinct] to a permanent inclusion on the State Heritage Register	MDS	Pending	MDS to review and revive.

<b>Strategy 4.5:</b>	Consider undeveloped Government-owned land for higher density development provided there is both public support and benefit for the Cottesloe community.			
<b>Responsible Officer</b>	MDS			
	<b>ACTIONS</b>	<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>
1	Prepare Town's position on various vacant lands in terms of planning objectives, development scenarios, consultation approaches and structure planning.	MDS	2008 on	Local Planning Strategy, LPS3, Town Centre study initiatives, Curtin Avenue review and development potentials report provide a foundation.
2	For the railway lands, plan and conduct an EbD in conjunction with DPI (as part of the overall EbD) that fairly represents the Town's case.	MDS	2008	EbD completed Dec 08 and consultant reports completed Mar 09.
3	Undertake community consultation on the results of EbD for the railway lands and associated aspects (Town Centre, connectivity, Curtin Ave).	MDS	late 2008	To be actioned when preliminary structure planning has been sufficiently progressed, which Council on 9 Mar 09 resolved to pursue. Formalising a structure plan once LPS3 is operative would also involve advertising.
4	Report to Council on 3 for determination of any changes to LPS3 and an implementation strategy.	MDS	Pending	To be actioned. The Minister's response on LPS3 in December 2010 and subsequently has given impetus to progressing structure planning for all of the Development Zones.
5	Pursue preliminary structure planning, including community consultation, for other Gov't land areas in anticipation of LPS3 and potential future redevelopment.	MDS	Pending	To be actioned – above foundation refers and structure planning process applies. Structure planning would entail staff, consultancy and funding resources. The abovementioned action regarding Curtin Avenue relates to this.
6	Report to Council on 4 for direction regarding ongoing planning and possible development.	MDS	Pending	To be actioned. If the Town engages with LandCorp and others from 2012 onwards this matter will be progressed.

## Objective 5: Infrastructure

<b>Strategy 5.1:</b>	Progress Options for the Council Depot Site.
<b>Responsible Officer</b>	MES & MDS

ACTIONS		WHO	WHEN	PROGRESS
1	<p><b>Margaret Street Sump</b></p> <ul style="list-style-type: none"> <li>• <del>Arrange sale of Margaret Street sump property</del></li> </ul>	MES	Feb 2008	Completed – Property sold 16 February 2008 for \$1.8m.
2	<p><b>Council Depot</b></p> <ul style="list-style-type: none"> <li>• Complete report on options available regarding alternative depot sites and reasons for relocation, including status quo.</li> <li>• Complete financial ramifications report on chosen long term depot site.</li> <li>• Final Council report on staff recommendations for long term depot site and policy position adoption.</li> <li>• Undertake community consultation on any proposed change to existing arrangements.</li> <li>• Progress options to relocate to a new site.</li> </ul>	CEO & MES	<p>Oct 2007</p> <p>May 2008</p> <p>June 2008</p> <p>May 2009</p>	<p>Consultant report exists on new Nedlands site for a combined depot to be shared between Nedlands, Claremont and Cottesloe. This report includes clean up requirements for all three old depots.</p> <p>The investigation of a second option, the sharing of the existing Nedlands depot by the three local governments is not proceeding.</p> <p>A third option of sharing the Town of Mosman Park depot site was formally considered by the Town of Mosman Park in February and March 2008 but not proceeded with.</p> <p>A site has been identified on Council controlled land in Cottesloe for a small Works Supervisors control office.</p> <p>Staff continue to look for alternative sites, including State Government departmental land.</p> <p>The potential of sharing the Cambridge Council depot site is being analysed. Several local alternative sites are currently also being considered which do not include the sharing of a site with other local government authorities.</p> <p>Reports presented to Council August 2009, providing history</p>

		<p>July 2011</p>	<p>of 17 sites being considered, existing state of current depot site, advantages of development/sale of the existing site and a potential relocation site for Council's depot capacity.</p> <p>A further report was provided in October 2009 which presented more detailed information of future steps towards the sale of the existing site and relocation.</p> <p>Staff and consultants are working towards a Development Application to the WAPC for creation of the new depot and a Preliminary Structure Plan for disposal of the old depot site. Council has given consideration to this in relation to the 09-10 budget preparation and a Council briefing session in May 2010.</p> <p>Council has abandoned any further action relating to a proposed depot site at the Seaview Golf Club. Negotiations are underway with the Town of Mosman Park to share their existing depot site and with Nedlands/Subiaco to share a new 'green fields' site for a regional depot.</p> <p>Senior staff from Cottesloe and Mosman Park are involved in a combined study to investigate shared use of the Mosman Park depot Cottesloe will fund the study and senior officers will be fully involved with the consultancy process.</p> <p>Senior staff are involved in a study with Mosman Park senior staff and a consultant to share the Mosman park depot. A report will be provided to both councils when (and if) a draft agreement has been completed. An initial consideration of the proposal was undertaken at a Town of Mosman Park discussion meeting in April, with more information and explanation requested. That information has been provided.</p> <p>MDS is working on options for disposal of the existing depot site.</p> <p>Negotiations are still underway with Mosman Park to share that depot but final agreement has not yet been reached.</p>
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		Nov 2011	Staff are also progressing planning and disposal options for the existing depot site including specialist property advice regarding site preparation, marketing/sale methods and indicative values.
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<b>Strategy 5.2:</b>	Complete the development of new joint library facilities.
<b>Responsible Officer</b>	MCS

<b>ACTIONS</b>		<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>
1	<p>Report on Environmentally Sustainable Design features</p> <ul style="list-style-type: none"> <li>• Water utilisation techniques</li> <li>• Construction materials</li> <li>• Solar friendly design</li> </ul>	CEO	Nov 2007	Completed
2	<p>Follow up land tenure issues</p> <ul style="list-style-type: none"> <li>• Maintain communications with Shire of Peppermint Grove</li> <li>• Report on progress of amalgamation of lots</li> <li>• Report on resolution of legal issues relating to the bowling club</li> </ul>	CEO	Completed	<p>Report presented to June 2008 meeting of Council.</p> <p>Update on land tenure issue sent to all elected members July 2008 and finalised in March 2009.</p> <p>On 18 May 2009 a Special Council Meeting of Council resolved in part, to;</p> <ol style="list-style-type: none"> <li>1. <i>Enter into the Project Construction and Management Agreement between the Shire of Peppermint Grove, the Town of Cottesloe and the Town of Mosman Park as prepared by Corrs Chambers Westgarth and presented to the Council meeting and authorise the Mayor and Chief Executive Officer to sign under seal the document once finalised.</i></li> <li>2. <i>Subject to the prior execution by the Councils of the Project Construction and Management Agreement, authorise the Shire of Peppermint Grove to enter into a contract with the preferred tenderer, P S Structures, for the construction of the Cottesloe, Mosman Park, Peppermint Grove library, community centre and</i></li> </ol>

			<p><i>Peppermint Grove shire office.</i></p> <p>3. <i>Agree that the contract price is to be \$13,586,000 which would be approximately \$2,948,884 Peppermint Grove Administration Building and \$10,637,116 for the Library and Community Centre.</i></p> <p>4. <i>Refer for inclusion in its 2009/10 budget an increase in its loan borrowings for the Library project to no more than \$5m and subject to;</i></p> <p>a) <i>Compliance with all statutory processes related to loan borrowing, including approval from the Department of Treasury</i></p> <p>b) <i>Confirmation of the Green Precincts Fund grant application being unsuccessful.</i></p> <p>Project now completed.</p>
<p>3 Establish funding for project</p> <ul style="list-style-type: none"> <li>• Meet with WA Treasury</li> <li>• Recommend option to Council</li> </ul>	<p>CEO</p>	<p>Jan 2008</p>	<p>Met with Treasury between March 2008 and January 2009.</p> <p>Grant Applications lodged with Department of Environment, Water, Heritage and Arts (Green Precincts Fund) and Department of Infrastructure, Transport, Regional Development and Local Government Community Infrastructure Program (CIP). CIP grant was unsuccessful, however the Green Precincts Fund was approved for \$1.5m.</p> <p>Based on the above Council Resolution a loan application was lodged and approved by WA Treasury Corporation.</p>

<b>Strategy 5.3:</b>	Develop an integrated Town Centre plan to improve all aspects of the infrastructure of the Town Centre and Station Street (to be undertaken independent of the implementation of Strategy 2.1).
<b>Responsible Officer</b>	MDS & MES

<b>ACTIONS</b>		<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>
1	MDS in liaison with MES to report back to Council on consultancy study proposal.	MDS & MES	May 2008	Completed.
2	Appoint consultant and study undertaken.	MDS & MES	Oct 09 – May 10	Blackwell & Assoc landscape architecture and urban design consultants have carried out study, including liaison with / presentations to Procott, SSWG and Councillors, delivered final report for review and reporting to Council. This needs to be actioned via the Working Group and DSC/Council for consideration, including in relation to the future of the Town Centre under LPS3.
3	Report to Council via the Strategic Planning Committee on consultancy report and implementation.	MDS & MES	Mid-2010 on	Study reported fully to Council September 2011 and adopted as ongoing guide. Also to be correlated with Station St sites study and design guidelines. To be reported again to Council March 2012 towards consultation and implementation program.
4	Progress the development of the Station Street Sites in line with the Town Centre Plan.	MDS, MES	2010	Design Guidelines completed by Coda and considered by WG, as well as in conjunction with TC infrastructure study, with presentations to Council. SSWG to continue towards an implementation strategy for consideration by Council.  Council's recent workshop on Town Centre parking in April 2012 agreed that funds held in the Parking / Cash In Lieu Reserve should be spent on the construction of a street level parking area with approx. 75 bays, over the Station Street sump, including an underground drainage system, in the 2012/2013 financial year.

		<p>Crime prevention methods reported to Council in March 2012.</p> <p>Updated draft Parking Policy for LPS3 also informs Town Centre planning and projects.</p> <p>Reports on the SHACS and associated MRS Amendment, and discussions regarding future Curtin Avenue have also occurred in relation to the Town Centre and environs.</p>
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<b>Strategy 5.6:</b>	Develop a long term asset management plan and accompanying financial plan.
<b>Responsible Officer</b>	MCS, MES

<b>ACTIONS</b>		<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>
1	Complete full data collection on all Council owned infrastructure including condition rating using WA Asset Management Improvement scorecard approach.	MES, MCS	June 2009	Footpath, drainage and road infrastructure data complete. Data on buildings, land, parks, reticulation and foreshore infrastructure being gathered. A full study of Council's laneway assets was completed, to determine the existence of potential adverse possession areas.
2	Analyse renewal gap and establish costs to bring all infrastructure classes up to sustainable levels.	MES, MCS	Aug 2012	Current and ongoing. Involvement in the WA Asset Management Improvement Program (WAAMI) has slowed the process down but the final results will be of greater use and be based on a state wide established procedure.
3	Report to Council on complete long term asset management plan together with financial ramifications.	MES, MCS	Aug 2012	There have been 2 formal sessions completed on the WA Asset Management & Infrastructure (WAAMI) process. There are 2 more to go. It is anticipated this will take another 6 to 12 months.
4	Application of adopted long term asset management plan, with Year 1 applied to the 2010/ 11 budget.	MES, MCS	April 2011	To be actioned. New 2012/2013 budget included consideration of all 5 Year construction programs for major assets, including laneway upgrading.
5	Review and report to Council annually on implementation.	MES, MCS	May of each year	

*Objective 6: Community Support*

<b>Strategy:6.1</b>	Further improve the community consultation policy in recognition of the need for greater community engagement when change is needed.
<b>Responsible Officer</b>	CEO

<b>ACTIONS</b>		<b>WHO</b>	<b>WHEN</b>	<b>PROGRESS</b>
1	Review efficacy of current community consultation policy.	CEO/MCS	Aug 2009	Delayed because of other work priorities.
2	Undertake desktop review of other local government community consultation models	CEO/MCS	Aug 2009	To be actioned
3	Prepare draft report to Council and obtain SOS Cottesloe comment.	CEO/MCS	Sep 2009	To be actioned
4	Report and recommend a revised community consultation policy.	CEO/MCS	Oct 2009	To be actioned

## Dynamic Priority 1

<b>Strategy:</b>	Complete the adoption of Local Planning Scheme No. 3 including the preparation of all draft policies to a stage where they have been informally advertised for public comment by the time of the adoption of the LPS3.
<b>Responsible Officer</b>	MDS

ACTIONS		WHO	WHEN	PROGRESS
1	<b>Report to Council on submissions</b> received in response to statutory advertising of LPS3 (closed 16 Jul 08) for consideration of them, proposed modifications and further advertising, leading to adoption of final Scheme for lodgement with WAPC and Minister for final approval.	MDS	6 months to 16 Jan 09 (or longer as approved by WAPC)	<ul style="list-style-type: none"> <li>• 558 submissions received, acknowledged and collated.</li> <li>• Draft quantitative analysis completed and reported on to Council 15 Dec 08.</li> <li>• Draft qualitative analysis advanced and being reported on to Council end May 09.</li> </ul>
2	<b>Conduct EbD and report to Council on outcomes</b> for consideration of incorporation into Scheme as part of above process, including further advertising.	MDS	Within this timeframe	<ul style="list-style-type: none"> <li>• EbD completed Dec 08 and consultant reports completed Mar / received Apr 09.</li> <li>• Reported on 23 Feb and 9 Mar 09 to Council who agreed to advertise the draft Building Design Controls, which occurred during Apr-May 09.</li> <li>• Over 350 additional submissions received and being reported on to Council end May 09 together with other submissions.</li> </ul>
3	<b>Review / complete draft policies and report to Council</b> for adoption in-principle for informal advertising, consideration of submissions and refinement, in preparation for formal advertising and adoption once LPS3 is finally approved and operative.	MDS	Within this timeframe  (Could continue as final LPS3 being processed by	<ul style="list-style-type: none"> <li>• Several policies already drafted and endorsed by Councillors at a series of briefings / workshops during preparation of LPS3 for advertising.</li> <li>• To be reviewed and revised for further reporting to Council for consideration for informal advertising.</li> </ul>

		WAPC.	<ul style="list-style-type: none"> <li>Attention to be turned to this when Scheme is resubmitted to WAPC, including how the submissions and Council's response to them influence the policies – WAPC's and Minister's responses and final Scheme will also influence them.</li> </ul>	
4	<b>Series of briefings / workshops, ordinary and special meetings</b> envisaged to achieve all of the above in the timeframe.	MDS	Within this timeframe	<ul style="list-style-type: none"> <li>Reporting and consideration sessions commencing August and ongoing.</li> <li>Preliminary report on submissions with comprehensive data presented to Council 15 Dec 08 – Council opted out of workshops.</li> <li>In May 09 Council finalised the Scheme for approval including consideration of all submissions on the BDC, and in June 09 the Scheme was lodged with the Dept for consideration by the WAPC and Minister.</li> </ul>
5	<b>Liase with DoP / WAPC / Minister towards finalisation of Scheme.</b>	MDS	2010/2011/2012	<ul style="list-style-type: none"> <li>Officers kept in touch with the DoP and provided additional supporting information on the Scheme proposals, including a full copy of the submissions (further to the detailed schedules of analysis). The WAPC SPC was briefed on the Scheme and visited the area. The SPC considered detailed reports on the Scheme.</li> <li>In December 2010 the Minister's modifications required for further advertising were provided to Council. Subsequently examined, advertised, submissions assessed and in September 2011 Scheme re-lodged for finalisation.</li> <li>On 2 February 2012 Council met with the Minister, WAPC Chair and DoP staff to present its beachfront solution and Foreshore Redevelopment Plan; and on 27 March this was</li> </ul>

			<p>repeated to the SPC of the WAPC.</p> <ul style="list-style-type: none"><li>• On 19 April the Town received notification from the WAPC of the Minister's required final modifications; on 30 April Council was briefed; and on 15 May a Special Council Meeting was held, which resolved several lines of response to the Minister's decision and requirements.</li><li>• The Town has subsequently challenged the Minister's decision in the Supreme Court whereby finalisation of the Scheme is in abeyance.</li></ul>
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## Dynamic Priority 2

<b>Strategy:</b>	Report on the proposed tasks identified in the Climate Change Vulnerability study and their impacts, priorities and applicability to the Town of Cottesloe.
<b>Responsible Officer</b>	MES

ACTIONS		WHO	WHEN	PROGRESS
1	Report to Council on the Immediate Actions list included in the study, with recommendations on the Highest Priorities.	MES	October 2008	Completed
2	Action Council – agreed highest priorities	MES	June 2009	Completed
3	Provide report on short to long term potential impacts on Council infrastructure provision, with recommendations on possible changes to long term developments	MES	2010	Completed
4	Provide cost estimates for any infrastructure provision/change relating to Climate Change for the draft 2009/10 budget	MES	2009	<p>No Climate Change related infrastructure works proposed for 2009/2010 draft budget</p> <p>For 2010/2011, an \$80,000 project was approved to complete a geophysical study of the foreshore to determine the location of underground rock. This project is funded from a \$40,000 Dept. of Transport grant plus matching Council funds. The study completed by March 2011, and significantly was under budget.</p> <p>Using the balance of funds Council supported a supplementary report with the cooperation of the Department of Transport. This final report was presented to Council in August 2011.</p> <p>No further funding has been provided for additional studies or site works in regards to this matter in the 2011/12 and</p>

			<p>2012/13 budgets.</p> <p>Staff are working within the WESROC arrangement to develop long term policies and actions on this matter based on a regional approach.</p>
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### Dynamic Priority 3

<b>Strategy:</b>	Develop a strategy to promote Council services and activities at the beachfront in order to better align with expectations for the wellbeing and enjoyment of the local community and visitors to the Town of Cottesloe.
<b>Responsible Officer</b>	CEO/MCS

ACTIONS		WHO	WHEN	PROGRESS
1	Develop a consultation process in order to obtain community feedback in relation to Council services and activities at the beachfront.	MCS	Q1 2012	Community Survey to be undertaken in Q4 2012.
2	Undertake a review of services and activities currently provided by local governments who have responsibility for significant and popular beachfront areas	MCS	Q1 2012	Ranger Code of Conduct adopted February 2012.
3	Report to Council on the information obtained and feedback received as well as potential implementation program for any proposed changes	MCS	Q2 2012	To be actioned
4	Complete the review of the Beach and Beach Reserves Local Law	MCS	Q4 2011	Workshop completed. Draft local law to be presented in December 2011. Final Local Law adopted on 28 May 2012.



Town of Cottesloe

**STRATEGIC PLANNING  
COMMITTEE**

**22 AUGUST 2012**

**ATTACHMENT**

**10.1.2 – BUSINESS PLAN –  
SALE OF DEPOT**

**Business Plan: Sale of Town of Cottesloe Depot Site, Lot 34, rear of 253 Marmion Street, Cottesloe, Under Section 3.59 of the Local Government Act, 1995.**

Section 3.59(3) of the Local Government Act, 1995, requires that the business plan is to include an overall assessment of the major land transaction and include details as follows:

The proposal is to sell a Town of Cottesloe – owned residential zoned property that has previously been used as a municipal depot. All existing municipal depot operations are to be relocated, making the existing depot site surplus to requirements.

Maintenance costs and liability concerns will be removed from Council. Ongoing new rates income will be generated and the income generated for the sale will enable a number of public benefits to be financed by the Town of Cottesloe.

**a. Expected effect on provision of facilities and services by the Town of Cottesloe:**

Positive effect due to:

- i) Disposal of surplus property that currently incurs substantial maintenance and liability costs.
- ii) Final solution to a variety of site environmental issues and occupational health and safety problems.
- iii) Removal of a light industry operation from the midst of a quality residential area.
- iv) Provision of surplus funds to be available for expenditure on a range of infrastructure works judged to be of benefit to the residents and ratepayers of the Town of Cottesloe and the provision of reserve funds for long term financial viability involving capital projects.

**b. Expected effect on other persons providing facilities and services in the district:**

Nil

**c. Expected financial effect on the Town of Cottesloe:**

Positive due to:

- i) Removes all maintenance and liability costs relating to a poor aesthetic, light industrial type operation from a residential area and provides ongoing new rate income from a number of private home properties on the site.
- ii) Provides substantial funds from sale to finance a variety of new or improved services and infrastructure assets plus the ability to pay off existing infrastructure loans.



- iii) Allows replacement depot facility to be built to modern standards with greater efficiency and rationalisation of depot operations.

**d. Expected effect on Town of Cottesloe Principal Activities and Future Plans:**

Positive as it allows for the earlier implementation of plans for infrastructure improvements including foreshore development, commercial area beautification, disability access improvement and road safety/speed control installations.

**e. Ability of Town of Cottesloe to manage undertaking:**

Not an issue as the sale of the property would be undertaken by a qualified, experienced real estate agency.



Town of Cottesloe

**STRATEGIC PLANNING  
COMMITTEE**

**22 AUGUST 2012**

**ATTACHMENT**

**10.1.3 – CATALYSE  
COMMUNITY PERCEPTIONS –  
AN OVERVIEW**

# Community Perceptions Survey

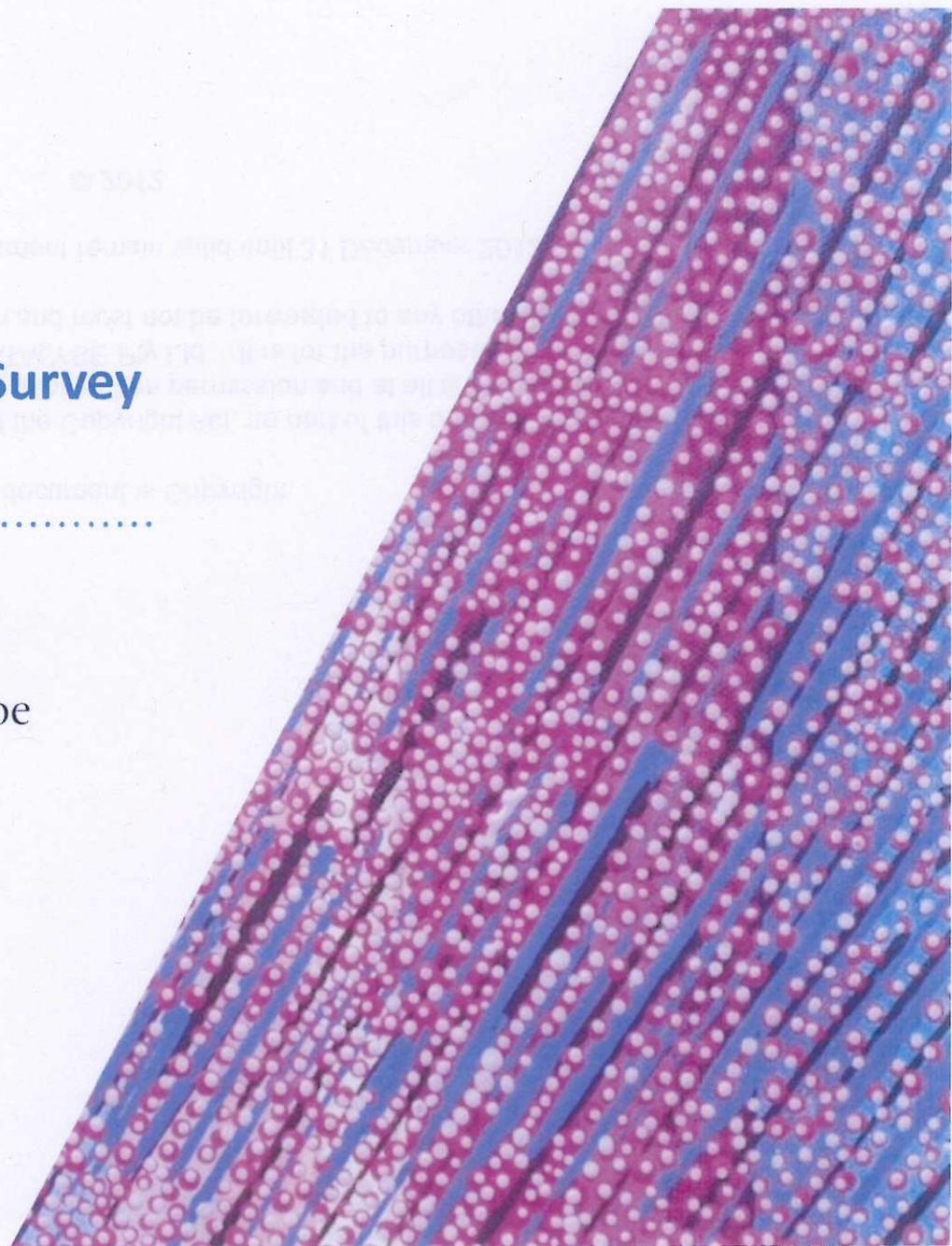
## An Overview



**CATALYSE**  
RESEARCH & STRATEGY



Town of Cottesloe



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Fees quoted in this document remain valid until 31 December 2012

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# Introduction

- CATALYSE is delighted to have received an invitation to introduce the Community Perceptions Survey to the Town of Cottesloe.
- CATALYSE has been coordinating the Community Perceptions Survey on behalf of Local Government Authorities across Western Australia since 2003. During this time, we have supported 27 Councils.

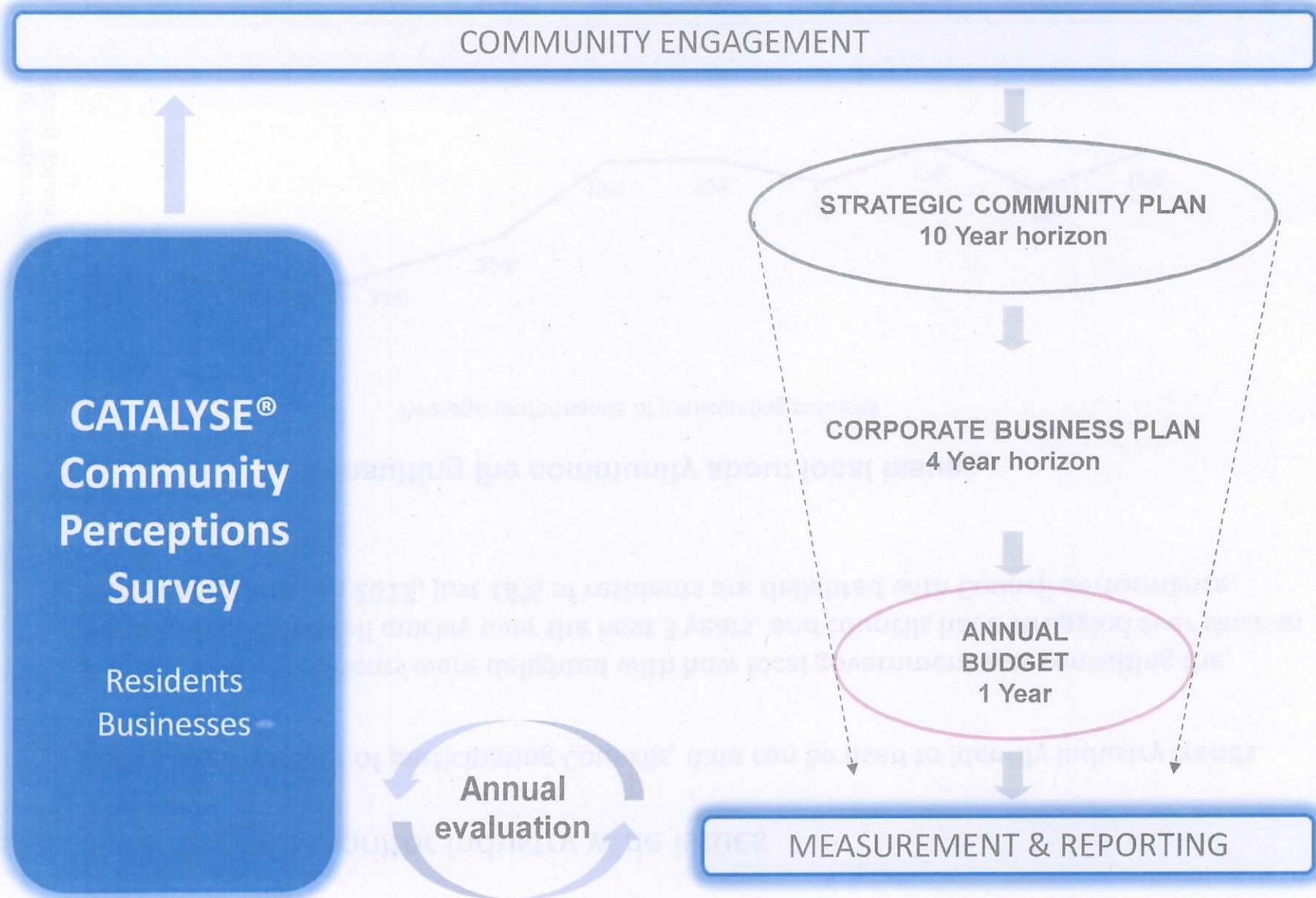


## Purpose

- **The strategic intent of the Community Perceptions Survey is to:**
  - Better understand community needs and priorities
  - Evaluate Council performance against key performance indicators
  - Assist the Council to make **well-informed, considered choices** when planning for the future and allocating resources
  - Monitor and evaluate KPIs in community and business plans
- **Specifically, the study seeks to:**
  - Measure overall perceptions of the Council's performance
  - Evaluate perceptions of selected services and facilities
  - Identify community priorities
  - Determine whether perceptions differ across the community (by selected geo-demographics or business type); and whether these differences are statistically significant
  - Provide historical analysis to determine trends in performance (when available)
  - Provide Industry Standards so that Councils can compare performance against similar Councils
- **Many Councils repeat the study annually or biannually to track changes in their communities.**



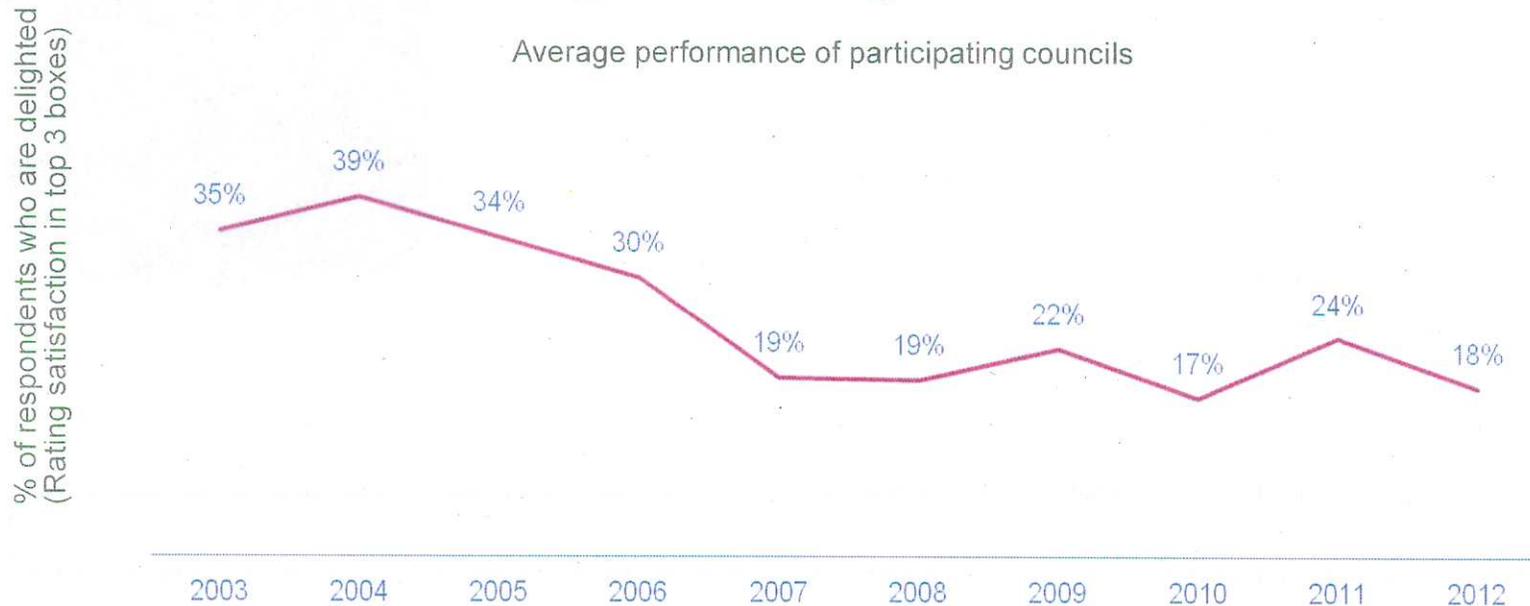
Used to develop and evaluate Community Plans



## Used to identify and monitor industry wide issues

- With a large number of participating Councils, data can be used to identify industry trends.
- In 2004, 39% of residents were delighted with how local government was consulting the community. Views fell quickly over the next 3 years, and councils have struggled ever since to shift perceptions. In 2012, just 18% of residents are delighted with Council performance.

### Consulting the community about local issues



## Research Approach

Scoping Meeting

Research Design

Data Collection

Analysis

Reporting

Designing the survey to meet your needs

# Designing the survey to meet your needs

**Create new questions**

...to meet the Council's specific requirements

OR

**Select popular questions**

...to access rich benchmarking data from CATALYSE's large databank of questions

OR

**Use your questions**

...from previous Council studies to assist with tracking

Questions relate to areas in Strategic Community Plans...

**social**

Icons include: Green Spaces, Dogmat Negative Poles, Green to Green/Blue, Active Spaces, Security Poles, Multi-Playground, Shopping Stops, Local Public Support, Community Events, Green Zones, Greater Place Presence, CCTV, and other social infrastructure symbols.

**governance**

Icons include: Listening, Planning for the Future, Creative Solutions, Driving Change, Results-Oriented, Vision, Local Advocacy, Community Poles, Leadership, and Proactive.

**environment**

Icons include: Weekly Recycling, Skip Bins, Water Wise, Cycling Paths, Solar Power, Native Gardens, Underground Powerlines, Community Education, Conservation of Businesses, Community Gardens, Environmental Friendly Housing, Trees, and Chemical free Herbicides.

**economy**

Icons include: Bus / Train Connections, Mixed Land Use, Traffic Flow, Home Business Support, Local Jobs, and Internet Infrastructure.

## Data collection



Phone

OR

Post

+

Online

We prefer to partner with ECU's Survey Research Centre to ensure data collection meets the highest professional interviewing standards.



Quotas are set by age, gender and location to get a representative sample of the population.

We aim to interview a sufficient number of residents, businesses to minimise the sampling error to +/-5% at the 95% confidence interval.

Surveys are printed and distributed to a random sample of households and businesses.

Completed surveys are returned to CATALYSE using a reply paid postage address.

Results may be weighted, if needed.

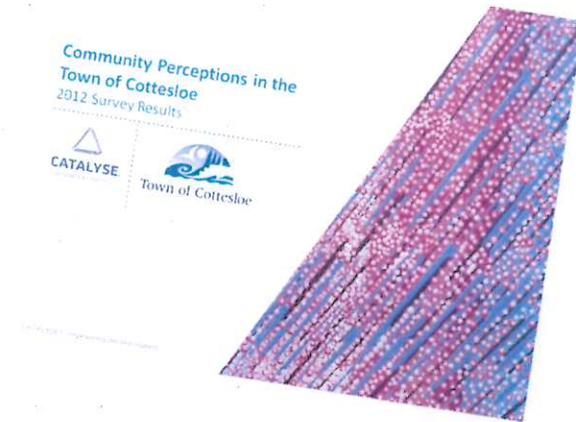


Councils may invite residents and businesses to participate in an online survey to support a postal survey.



## Reporting

- Reports are provided electronically in Microsoft PowerPoint.
- We include full-colour charts and simple tables that are easy to read and interpret.
- We also offer strategic insights and recommendations for further action.
- The study includes two presentations – one to the Executive Management Group and another to Council.
- When further consultation is needed, we offer focus groups, in-depth interviews, workshops and specialised surveys. We also facilitate strategic planning sessions with Council and staff to help Councils better understand and address community priorities and aspirations.



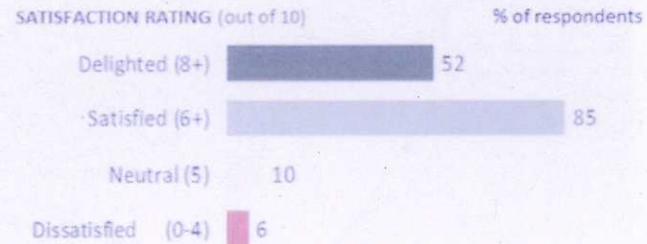
An example of our reporting style follows...

# Reports that are easy to read

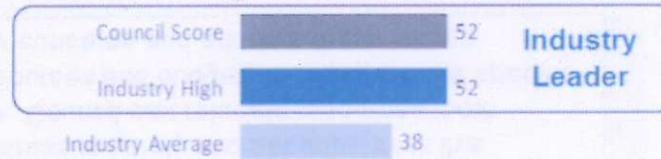
## Satisfaction with the City as a governing organisation

- Council is meeting the needs and expectations of many residents, with females and older residents expressing the highest levels of satisfaction.

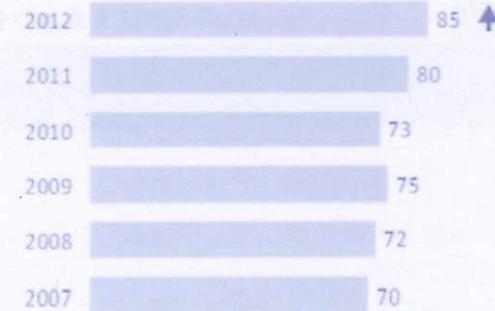
% of residents	Delighted	Dissatisfied
Male	43%	7%
Female	52% ▲	4%
Younger singles / couples (18-34)	39%	8%
Families with younger children (0-12)	34%	7%
Families with older children (13+)	54%	3%
Mature singles / couples (35-64)	49%	7%
Seniors (65+)	57% ▲	4%
Suburb / Ward 1	44%	8%
Suburb / Ward 2	29% ▼	7%
Suburb / Ward 3	51%	2%
Suburb / Ward 4	51%	7%
Own / paying mortgage	60% ▲	5%
Rent	29%	10%
Disability or impairment	51%	20% ▲
Culturally and linguistically diverse	59% ▲	4%



### INDUSTRY COMPARISONS: % delighted



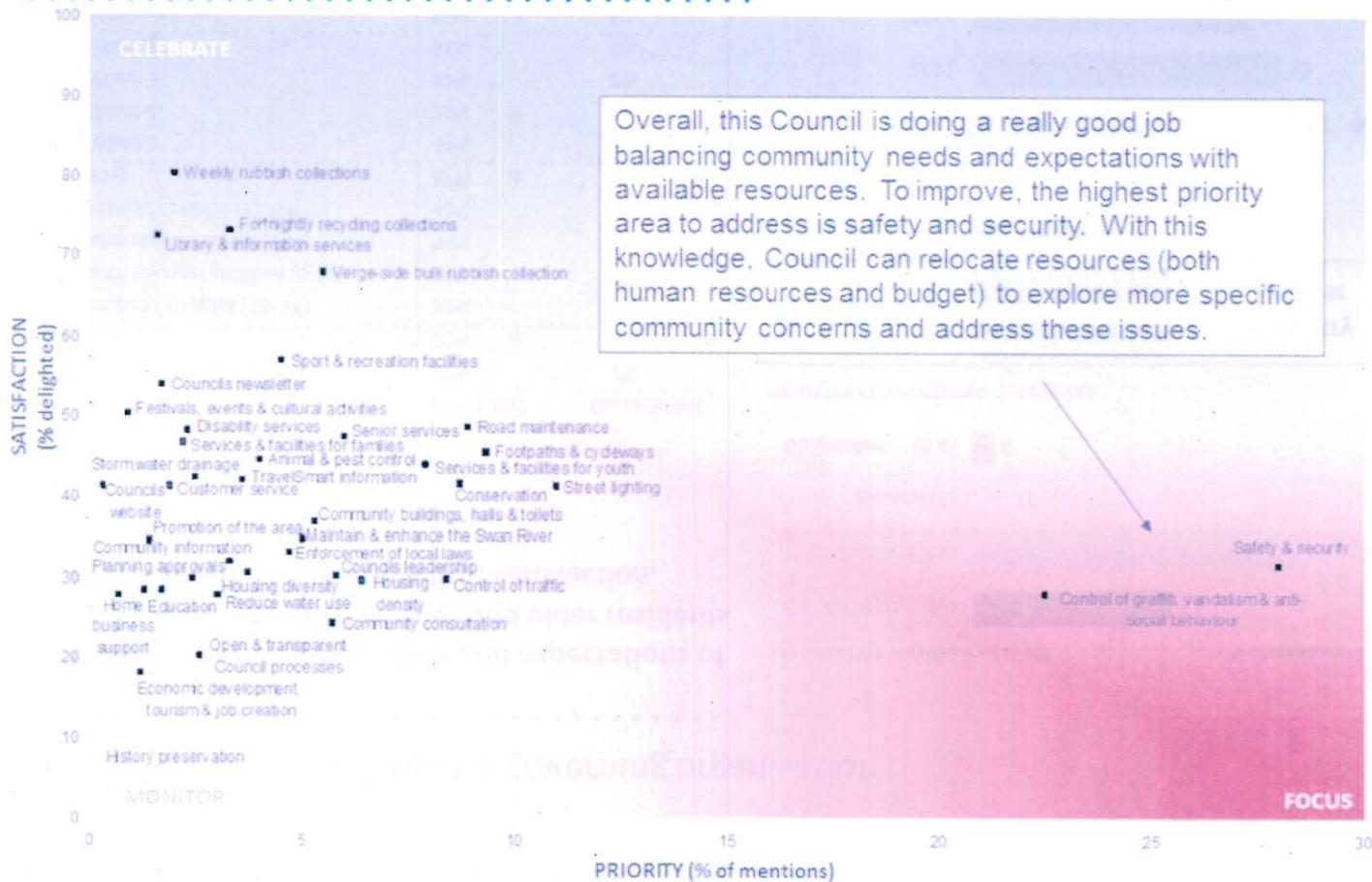
### HISTORICAL TREND: % satisfied



•Q. Overall, how satisfied are you with the (insert Council), the organisation that governs your local area?  
 •Base: All respondents who gave a valid response, excludes 'don't know' and refused (n = 381)

# Clearly identifying community priorities

## Community Priorities™



Q. Which areas would you most like the Council to focus on improving? MULTIPLE RESPONSE ALLOWED

Q. How satisfied are you with [READ OUT AREA]? 10 = totally satisfied; 0 = totally dissatisfied. Chart shows % of respondents delighted (8,9 or 10)

Area: District - all respondents (Residents 2012 n = 401); Satisfaction - Respondents who use / can comment on service / facility (Residents 2012 n = various)

# Enabling Councils to compare performance

- The CATALYSE Industry Standards® Report is made available following each Community Perceptions Survey.
- The report shows the Industry Average, Industry High and the Industry Leader for each question asked by 3 or more Councils.

**CATALYSE® Industry Standards © - December 2011**

CATALYSE® Pty Ltd is delighted to bring you the latest CATALYSE® Industry Standards © for local government for the period extending from Q1 2010 to Q4 2011.

CATALYSE® Industry Standards © are calculated from community perceptions surveys completed by Local Government Authorities over the past 24 months. A CATALYSE® Industry Standard © is calculated when three or more Councils have asked the same question using a comparative research approach.

Qualifying Member Councils	Timing	Qualifying Member Councils	Timing
City of Belmont	Q3 2011 Q3 2010	Town of Mosman Park	Q3 2010
Town of Cambridge	Q4 2010	Shire of Mundaring	Q1 2011
City of Canning	Q3 2011	City of Fremantle	Q1 2010
Shire of Swan	Q4 2011	Shire of Peppermint Grove	Q2 2011
City of Cockburn	Q3 2011 Q1 2010	Sergent's Jarrahdale Shire	Q4 2010
Shire of Collie	Q4 2011	City of South Perth	Q2 2010
Shire of Gardiner	Q1 2011	City of Subiaco	Q1 2011
Shire of Esperance	Q2 2011	City of Swan	Q1 2011
City of Fremantle	Q2 2010	Town of Vincent	Q2 2010
City of Mandurah	Q2 2011	City of Wanneroo	Q2 2010
City of Melville	Q2 2010		

\* Council asked different questions in each study

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**CATALYSE® Industry Standards © - December 2011**

		Sample size	% rating satisfaction in top 3 boxes		Highest performer
			Ave	High	
OVERALL SATISFACTION	Overall satisfaction	20	40	57	
	Overall satisfaction with [Council area] as a place to live	6	62	75	
	Overall satisfaction with [Council] as an organisation	6	37	52	
	Council's leadership within the community	21	20	34	
GOVERNANCE	Value for money from rates	18	25	56	
	How open and transparent Council processes are	5	14	25	
CUSTOMER SERVICE					
CONSULTATION & COMMUNICATION					
PLANNING					

	Sample size	% rating satisfaction in top 3 boxes		Highest performer
		Ave	High	
Overall satisfaction	20	40	57	
Overall satisfaction with [Council area] as a place to live	6	62	75	
Overall satisfaction with [Council] as an organisation	6	37	52	
Council's leadership within the community	21	20	34	
Value for money from rates	18	25	56	
How open and transparent Council processes are	5	14	25	
What the Council is doing to promote the area as a desirable place to live (and work)	6	28	43	

## Pricing guide: Resident Survey

Councils in Perth metropolitan area

### Phone

- 400 CATI interviews
- 15 minute survey

#### Includes

- Electronic PowerPoint report
- Presentation to Executive Team
  - Presentation to Council

**\$24,000 plus GST**

OR

### Post

- Data entry and analysis for up to 500 completed surveys
  - Equivalent to 15 minute phone survey

#### Includes

- Electronic PowerPoint report
- Presentation to Executive Team
  - Presentation to Council

#### Excludes

- Printing and postage costs

**\$12,000 plus GST**

+

### Online

- Unlimited completed surveys
  - Equivalent to 15 minute phone survey

**+ \$3,000 plus GST**  
(when commissioned with postal survey)

## Pricing guide: Business Survey

Councils in Perth metropolitan area

### Phone

- CATI interviews (sample size to be agreed)
- 10 minute survey

#### Includes

- Electronic PowerPoint report
- Presentation to Executive Team
  - Presentation to Council

Please enquire  
for costs

OR

### Post

- Data entry and analysis for up to 500 completed surveys
- Equivalent to 10 minute phone survey

#### Includes

- Electronic PowerPoint report
- Presentation to Executive Team
  - Presentation to Council

#### Excludes

- Printing and postage costs

\$12,000 plus GST

+

### Online

- Unlimited completed surveys
- Equivalent to 10 minute phone survey

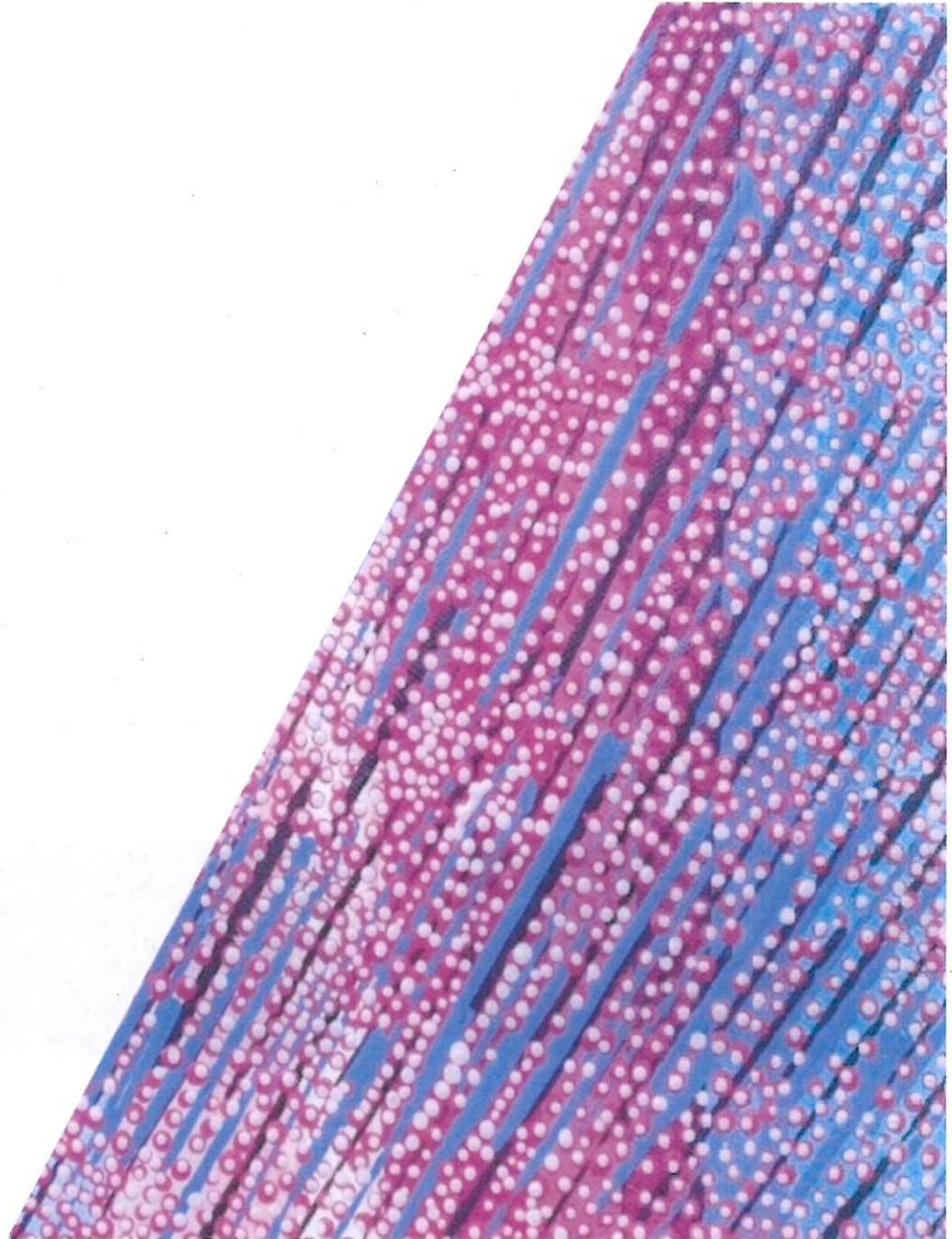
+ \$3,000 plus GST  
(when commissioned  
with postal survey)

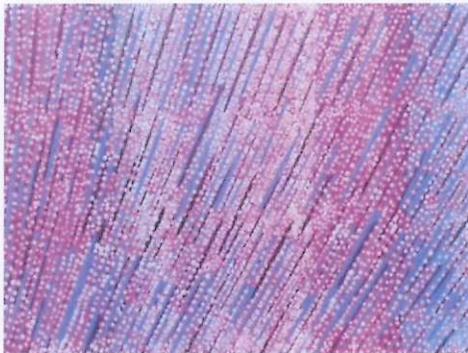


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CATALYSE® empowering decision makers





CATALYSE is proud to support Indigenous artists.

"Fireworks" is the exciting work of Yinjaa-Barni Artist, Maudie Jerrold.

Yinjaa-Barni Artists are traditional owners from the Fortescue River region. Their paintings depict the remarkable country of the Pilbara in Western Australia's north-west. The contrasts of the harsh environment with the hidden gorges of cool water, the seeds and flowers bursting out after rain, are moments that belong to the great Creation stories of the Marrga.

Other works may be viewed at the Japingka Gallery in Fremantle [[www.japingka.com.au](http://www.japingka.com.au)].



Town of Cottesloe

**STRATEGIC PLANNING  
COMMITTEE**

**22 AUGUST 2012**

**ATTACHMENT**

**10.1.4 – PUBLIC QUESTION  
TIME POLICY**

**&**

**PUBLIC COMMENT TIME  
POLICY**

**PUBLIC QUESTION TIME PROCEDURE**

- (1) A minimum of fifteen minutes shall be allocated for issues to be raised by members of the public and responded to at:
  - (a) every Ordinary Meeting of the Council; and
  - (b) every Special Meeting of the Council; and
  - (c) every meeting of a Committee to which the Council has delegated a power or duty; and
  - (d) every other meeting prescribed for the purpose of section 5.24(1) of the Act.
- (2) The Council or Committee may extend the time by resolution on a motion without notice, and in any event the time shall be extended without the necessity for a resolution to allow an equal opportunity of time to each member of the public who wishes to raise an issue.
- (3) Once all the issues raised by members of the public have been presented and responded to at a meeting, any unused portion of the time period may be used for other matters.
- (4) Each member of the public who wishes to raise an issue at a meeting referred to in paragraph (1) shall be given equal and fair opportunity to raise the issue and receive a response.
- (5) In addition to raising issues without notice at meetings, a member of the public wishing to raise an issue may register that interest by notification in writing to the CEO in advance, setting out the text or substance of the issue. The order in which registrations of interest are received by the CEO shall determine the order of issues unless the Mayor determines otherwise.
- (6) A member of the public having raised an issue shall return to a seat in the gallery unless otherwise directed by the person presiding at the meeting.
- (7) Nothing in paragraph (4) requires –
  - (a) the Council to answer a question that does not relate to a matter affecting the Town;
  - (b) the Council at a Special Meeting to answer a question that does not relate to the purpose of that meeting; or
  - (c) a Committee to answer a question that does not relate to a function of that Committee.

## TOWN OF COTTESLOE POLICY

- (8) Subject to the procedural matters previously set out in this Policy, the procedures for the raising of and responding to issues raised by members of the public at a meeting referred to in paragraph (1) are to be determined –
- (a) by the person presiding at the meeting; or
  - (b) in the case where the majority of members present at the meeting disagree with the person presiding, by the majority of these members.
- (9) Every reasonable effort should be made to provide a substantive response to an issue raised by a member of the public, but if the meeting is unable to provide an informative response to the whole of the issue, it may –
- (a) respond to that part (if any) for which it has a substantive response;
  - (b) respond otherwise that the response or part to which no substantive response has been supplied will be responded to substantively in a manner and at a time indicated.
- (10) If the written registration of interest in raising an issue is given to the Chief Executive Officer not less than two working days before the meeting at which the issue is to be raised, then the response to the issue at the meeting shall be a substantive response.
- (11) Questions and Answers to be Brief
- All questions and answers shall be given as briefly and concisely as possible, and no discussion shall be allowed thereon. Questions requiring a written response shall be taken on notice and responded to as soon as practicable thereafter. Action taken shall be noted on the Order of Business at the following Ordinary Meeting of the Council in relation to written responses.
- (12) Issues Not to Involve Bad Language, Argument or Opinion, or Adverse Reflection on Integrity of any Councillor or Employee
- (a) In submitting any issues, no bad language, argument or expression of opinion shall be used or offered, nor any facts stated except so far as may be necessary to explain the issue. The Mayor may modify a question to make it comply with this subsection.
  - (b) An issue shall not contain any statement reflecting adversely on the integrity of any Councillor or employee.
  - (c) If in the opinion of a Councillor, false information or any adverse reflection is contained in any issue raised, then through the Mayor, the Councillor may offer comment by way of correction.

**TOWN OF COTTESLOE POLICY**

(13) No Discussion on Questions

Subject to paragraph (3), no discussion or further questions shall be allowed on any question or the response thereto.”

**RESOLUTION NO:** C161  
**ADOPTION:** December, 1999  
**REVIEW:** December, 2007

## **TOWN OF COTTESLOE POLICY**

### **PUBLIC COMMENT TIME PROCEDURE**

Any member of the public may during the Public Comment Time segment of a meeting, with the consent of the person presiding, speak on any matter before the Council provided that:

- (a) the person speaks before Council debates the particular matter;
- (b) the person speaking during Public Comment Time will be limited to a maximum period of three (3) minutes, unless extended by the consent of the meeting which will be decided without debate.

**RESOLUTION NO:** C161  
**ADOPTION:** December, 1999  
**REVIEW:** December, 2007