

# **TOWN OF COTTESLOE**



## **STRATEGIC PLANNING COMMITTEE MINUTES**

**MAYOR'S PARLOUR, COTTESLOE CIVIC CENTRE  
109 BROOME STREET, COTTESLOE  
6.00 PM, WEDNESDAY, 18 NOVEMBER 2015**

**MAT HUMFREY**  
**Chief Executive Officer**

20 November 2015

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# STRATEGIC PLANNING COMMITTEE

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

The Chief Executive Officer announced the meeting opened at 6:00 PM.

**2 APPOINTMENT OF PRESIDING MEMBER AND DEPUTY PRESIDING MEMBER**

The CEO called for nominations for the Presiding Member of the Strategic Planning Committee. Two nominations were received for Mayor Dawkins. There being no other nominations, Mayor Dawkins was duly elected to the position of Presiding Member of the Works and Corporate Services Committee.

The Mayor called for nominations for the position of Deputy Presiding Member. Mayor Dawkins nominated Cr Downes. There being no further nominations, Cr Downes was duly elected to the position of Deputy Presiding Member of the Strategic Planning Committee.

**3 DISCLAIMER**

The Presiding Member drew attention to the town's disclaimer.

**4 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION**

Nil

**5 PUBLIC QUESTION TIME****5.1 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

Nil

**5.2 PUBLIC QUESTIONS**

Nil

**6 PUBLIC STATEMENT TIME**

Nil

**7 ATTENDANCE****Present**

Mayor Jo Dawkins  
Cr Katrina Downes  
Cr Philip Angers  
Cr Sandra Boulter  
Cr Sally Pyvis – arrived at 6:09pm

**Officers Present**

Mr Mat Humfrey	Chief Executive Officer
Mr Garry Bird	Manager Corporate & Community Services
Mr Andrew Jackson	Manager Development Services
Ms Lydia Halim	Executive Officer

**7.1 APOLOGIES**

Nil

**Officer Apologies**

Mr Doug Elkins	Manager Engineering Services
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**7.2 APPROVED LEAVE OF ABSENCE**

Nil

**7.3 APPLICATIONS FOR LEAVE OF ABSENCE**

Nil

**8 DECLARATION OF INTERESTS**

Nil

**9 CONFIRMATION OF MINUTES**

Moved Mayor Dawkins, seconded Cr Angers

[Minutes February 18 2015 Strategic Planning Committee.docx](#)

The Minutes of the Ordinary meeting of the Strategic Planning Committee, held on 18 February 2015 be confirmed.

**Carried 4/0**

**10 PRESENTATIONS****10.1 PETITIONS**

Nil

**10.2 PRESENTATIONS**

Nil

**10.3 DEPUTATIONS**

Nil

The Presiding Member considered the reports as per the published order of the agenda.

**11 REPORTS****11.1 GENERAL****11.1.1 RISK MANAGEMENT POLICY AND GOVERNANCE FRAMEWORK**

**File Ref:** SUB/2014  
**Attachments:** [Town of Cottesloe Risk Management Governance Framework](#)  
**Responsible Officer:** Mat Humfrey  
Chief Executive Officer  
**Author:** Garry Bird  
Manager Corporate & Community Services  
**Proposed Meeting Date:** 18 November 2015  
**Author Disclosure of Interest:** Nil

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**SUMMARY**

A draft Policy entitled 'Risk Management' is submitted for consideration by Council, together with the Council's inaugural Risk Management Governance Framework, which embeds procedures for implementing the Policy within the organisation by Management and employees.

**BACKGROUND**

Whilst Risk Management in Local Government is now required by law (since 2013), the principles of managing risk are not new.

The attached Policy and Procedures form the Risk Management Framework for the Town of Cottesloe ("the Town"). It sets out the Town's approach to the identification, assessment, management, reporting and monitoring of risks. All components of this document are based on Australia/New Zealand Standard ISO 31000:2009 Risk Management.

It is essential that all areas of the Town adopt these procedures to ensure:

- Strong corporate governance.
- Compliance with relevant legislation, regulations and internal policies.
- Integrated Planning and Reporting requirements are met.
- Uncertainty and its effects on objectives are understood.

This Framework aims to balance a documented, structured and systematic process with the current size and complexity of the Town along with existing time, resource and workload pressures.

**STRATEGIC IMPLICATIONS**

Priority Area 6 – Provide Open and Accountable Local Governance.

Major Strategy 6.2 – Continue to deliver high quality governance, administration, resource management and professional development.

Adoption of the draft Risk Management Policy is in keeping with this stated strategic objective.

## **POLICY IMPLICATIONS**

The proposed Policy and Framework is based on Australia/New Zealand Standard ISO 31000:2009 Risk Management.

The Policy proposed is as follows and is repeated in the Risk Management Governance Framework attached:

## **DRAFT RISK MANAGEMENT POLICY**

### **PURPOSE**

*The Town of Cottesloe's ("the Town") Risk Management Policy documents the commitment and objectives regarding managing uncertainty that may impact the Town's strategies, goals or objectives.*

### **POLICY**

*It is the Town's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management), in the management of all risks that may affect the Town, its customers, people, assets, functions, objectives, operations or members of the public.*

*Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the Town's Integrated Planning Framework.*

*The Town's Management Team will determine and communicate the Risk Management Policy, Objectives and Procedures, as well as direct and monitor implementation, practice and performance.*

*Every employee, Councillor, volunteer and contractor within the Town is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.*

*Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.*

## **DEFINITIONS (FROM AS/NZS ISO 31000:2009)**

RISK: *Effect of uncertainty on objectives.*

Note 1: *An effect is a deviation from the expected – positive or negative.*

Note 2: *Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at*

*different levels (such as strategic, organisation-wide, project, product or process).*

**RISK MANAGEMENT:** Coordinated activities to direct and control an organisation with regard to risk.

**RISK MANAGEMENT PROCESS:** Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

## RISK MANAGEMENT OBJECTIVES

- *Optimise the achievement of our vision, mission, strategies, goals and objectives.*
- *Provide transparent and formal oversight of the risk and control environment to enable effective decision making.*
- *Enhance risk versus return within our risk appetite.*
- *Embed appropriate and effective controls to mitigate risk.*
- *Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.*
- *Enhance organisational resilience.*
- *Identify and provide for the continuity of critical operations*

## RISK APPETITE

*The Town defined its risk appetite through the development and endorsement of the Town's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Procedures and are subject to ongoing review in conjunction with this policy.*

*All organisational risks to be reported at a corporate level are to be assessed according to the Town's Risk Assessment and Acceptance Criteria to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisation's appetite and are to be noted within the individual risk assessment and approved by a member of the Management Team.*

## ROLES, RESPONSIBILITIES & ACCOUNTABILITIES

*The CEO is responsible for the allocation of roles, responsibilities and accountabilities. These are documented in the Risk Management Procedures (Operational Document).*

## MONITOR & REVIEW

*The Town will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.*

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*This policy will be kept under review by the Town's Management Team and its employees. It will be formally reviewed by the Audit & Risk Committee biennially.*

## **STATUTORY ENVIRONMENT**

A new Regulation (number 17) was inserted into the *Local Government (Audit) Regulations 1996* on 8 February 2013, which requires the Chief Executive Officer to undertake certain additional 'new tasks' required by that legislation.

In accordance with this regulation, the first review must be undertaken by no later than December 2014 (two calendar years).

*Local Government (Audit) Regulations 1996* states:

### **17. CEO to review certain systems and procedures**

(1) *The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —*

- (a) risk management; and*
- (b) internal control; and*
- (c) legislative compliance.*

(2) *The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review at least once every 2 calendar years.*

(3) *The CEO is to report to the audit committee the results of that review.*

In accordance with this review the Chief Executive Officer recommends the Policy and attached Framework, which will guide staff in preparing the review to the Audit Committee in coming months.

## **FINANCIAL IMPLICATIONS**

There are known financial implications upon either the Council's current Budget or Long Term Financial Plan.

## **STAFFING IMPLICATIONS**

Implementation of the Framework, including the Policy and Procedures contained therein, will be undertaken using existing staff resources and as such, will have no impact on the current Municipal Budget or Long Term Financial Plan.

## **SUSTAINABILITY IMPLICATIONS**

Nil

## **CONSULTATION**

Executive Management – Town of Cottesloe

As the Policy is considered internal and operationally focused, no external community consultation is proposed nor is it required at law.

The Chief Executive Officer will need to ensure that employees are engaged with the Policy's implementation. The Policy and Framework is based on best practice guidance supplied by Council's Insurance Broker, Local Government Insurance Services (LGIS) as part of a workshop convened in Cottesloe over the 6 and 7 July 2015.

### **STAFF COMMENT**

Adoption of a Policy will guide the Chief Executive Officer and Management in what predominate risks exist and provide guidance as to Council's appetite for each of those risks and provide a more thorough and documented process for the administration to manage those risks, day to day.

As noted in the Framework, Risk Management is not a destination, but more of a journey. In other words – risks constantly evolve and or are discovered or 'detailed'.

It should not be expected that the organisation will document 'every risk' and put in place controls to manage every risk.

The attached Framework will establish processes by which the Chief Executive Officer, Management and employees can quantify or escalate risks to be managed by treatments or controls, or if unable or unwilling - to transfer or accept them.

In the first instance, higher level 'strategic' risks will be identified and in subsequent years, greater level of maturity, understanding and time, will fine tune the 'risk registers' such that it will be developed to include lower order 'operational' risks.

### **VOTING**

Simple Majority

### **OFFICER & COMMITTEE RECOMMENDATION**

**Moved Mayor Dawkins, seconded Cr Angers**

**THAT Council adopt as attached:**

- 1. the draft Risk Management Policy, and**
- 2. Risk Management Governance Framework.**

**Carried 5/0**

### 11.1.2 STRATEGIC COMMUNITY PLAN

**File Ref:** SUB/1688  
**Attachments:** [Strategic Community Plan](#)  
[Community Consultation Policy](#)  
**Responsible Officer:** Mat Humfrey  
Chief Executive Officer  
**Author:** Mat Humfrey  
Chief Executive Officer

**Proposed Meeting Date:** 18 November 2015  
**Author Disclosure of Interest** Nil

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### SUMMARY

In December 2013, Council adopted its first Strategic Community Plan. The plan is now being presented for its first review.

### BACKGROUND

In October 2010, the State Government released its Integrated Planning and Reporting Framework (IPRF) for all local governments. The requirements for the IPRF were added to the Local Government (Administration) Regulations 1996 in August 2011. The framework expanded the forward planning requirements of local governments. The IPRF has three main components being the Strategic Community Plan, the Corporate Business Plan and the informing strategies.

The Town has all three components required by the Integrated Planning and Reporting Framework (IPRF) in place. The Strategic Community Plan was adopted in December 2013 and the Corporate Business Plan was adopted in March 2015. The supporting strategies, including the Long Term Financial Plan, Workforce Plan, Asset Replacement Schedules and Depot Funds Strategy have been adopted within the last two years as well. The supporting strategies and Corporate Business Plan are reviewed annually, whereas the Strategic Community Plan is required to be reviewed every four years. While the Regulations (included below) state the Strategic Community Plan is to be reviewed every four years, the circulars provided by the Department of Local Government suggest this should be done every two years.

### STRATEGIC IMPLICATIONS

The Strategic Community Plan is the key long term planning document for the Town. It has significant strategic implications.

### POLICY IMPLICATIONS

The review of the Strategic Community Plan itself does not have any direct Policy Implications, however, projects contained within the plan may result in amendments to current policies or the creation of new policies.

The Town's Community Consultation Policy provides that the review of this document would be considered a key strategic issue and provides a level of advertising that

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should be undertaken. The relevant table has been included in the attachments for this report.

## STATUTORY ENVIRONMENT

### *Local Government Act 1995*

#### **5.56. Planning for the future**

- (1) *A local government is to plan for the future of the district.*
- (2) *A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.*

### *Local Government (Administration) Regulations 1996*

#### *Division 3 — Planning for the future*

#### **19C. Strategic community plans, requirements for (Act s. 5.56)**

- (1) *A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
  - (2) *A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.*
  - (3) *A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.*
  - (4) *A local government is to review the current strategic community plan for its district at least once every 4 years.*
  - (5) *In making or reviewing a strategic community plan, a local government is to have regard to —*
    - (a) *the capacity of its current resources and the anticipated capacity of its future resources; and*
    - (b) *strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and*
    - (c) *demographic trends.*
  - (6) *Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.*
  - (7) *A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.*
- \*Absolute majority required.*
- (8) *If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*
  - (9) *A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.*

- (10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

**19DA. Corporate business plans, requirements for (Act s. 5.56)**

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
  - (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
  - (3) A corporate business plan for a district is to —
    - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
    - (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
    - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
  - (4) A local government is to review the current corporate business plan for its district every year.
  - (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
  - (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.
- \*Absolute majority required.
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

**19D. Adoption of plan, public notice of to be given**

- (1) After the adoption of a strategic community plan, or modifications of a strategic community plan, under regulation 19C, the local government is to give local public notice in accordance with subregulation (2).
- (2) The local public notice is to contain —
  - (a) notification that —
    - (i) a strategic community plan for the district has been adopted by the council and is to apply to the district for the period specified in the plan; and

- (ii) *details of where and when the plan may be inspected;*  
*or*
- (b) *where a strategic community plan for the district has been modified —*
  - (i) *notification that the modifications to the plan have been adopted by the council and the plan as modified is to apply to the district for the period specified in the plan; and*
  - (ii) *details of where and when the modified plan may be inspected.*

**FINANCIAL IMPLICATIONS**

Nil

**STAFFING IMPLICATIONS**

Nil

**SUSTAINABILITY IMPLICATIONS**

Nil

**CONSULTATION**

Nil

**STAFF COMMENT**

The Strategic Community Plan adopted in December 2013 is still relevant to the district. While there has been much progress, many of the aspirations within that document are still be achieved.

The Strategic Community Plan has many informing strategies and documents. Documents such as the Enquiry by Design Report from 2009, the previous Plan for the Future (and resulting Action Plans) and the Foreshore Redevelopment Plan were used to put together the first Plan.

Once the Plan was drafted, it was advertised heavily and submissions were called for. While there was significant interest in the Plan at the time, very few submissions were received.

The review undertaken by Officers was simply to remove any strategies that had been completed or modify any strategies where significant developments required it. The aspirations within the document have not been reviewed at this stage.

While the Regulation requires the Plan to be reviewed every four years, the advice from the Department of Local Government is that the plan should receive a “desktop” review every 2 years. The biennial review is supported by the Administration as it would allow a review following each election.

The Regulations and Circulars provided by the Department of Local Government do not provide any particular guidelines for the consultation required for a review of the Strategic Community Plan. They do provide advertising requirements for adopting the

Plan or any modifications to it. They also provide that the document must contain a description of how the Plan was developed.

The Town's Community Consultation Policy provides that the review must be advertised and submissions sought. As a minimum, the policy requires that advertisements be placed in newspapers, on the Council's webpage, within the Cott Page and the letters are sent to relevant groups. It suggests that a media release and focus groups are options that could be also be considered.

As the review, as presented, does not alter the basis of the plan, it is recommended that the Revised Plan be advertised (as required by the Community Consultation Policy) and that submissions on the plan be called for. Council could then consider the submissions before final consideration of the revised plan is made.

**VOTING**

Simple Majority

**OFFICER & COMMITTEE RECOMMENDATION**

**Moved Mayor Dawkins, seconded Cr Angers**

**THAT Council authorise the Chief Executive Officer to advertise the revised Strategic Community Plan, as required by the Community Consultation Policy, and call for submissions on the plan such that it is reported back to Council at its February meeting.**

**Carried 5/0**

- 12 ELECTED MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
- 13 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING BY:**
  - 13.1 ELECTED MEMBERS**
  - 13.2 OFFICERS**
- 14 MEETING CLOSED TO PUBLIC**
  - 14.1 MATTERS FOR WHICH THE MEETING MAY BE CLOSED**
  - 14.2 PUBLIC READING OF RECOMMENDATIONS THAT MAY BE MADE PUBLIC**
- 15 MEETING CLOSURE**

The Presiding Member announced the closure of the meeting at 6:24 PM.

CONFIRMED MINUTES OF 18 November 2015 PAGES 1 – 16 INCLUSIVE.

PRESIDING MEMBER:  
POSITION:  
.....

DATE: ..... / ..... / .....