



Town of Cottesloe

**STRATEGIC PLANNING
COMMITTEE MEETING**

23 MAY 2012

ATTACHMENT

10.1.3 BEACH FACILITIES

KEY PROJECTS

The projects included in this Plan are intended to improve the overall quality and character of the area, enhance the public realm, and provide a range of recreational and cultural opportunities. The projects are intended to be implemented in a phased manner, with the most significant projects being implemented first.

- 1** **Sea View**
The view from the sea is a key asset of the area and should be protected and enhanced. The plan includes measures to ensure that the sea view is not obscured by buildings or other structures.
- 2** **Upgrading Terraces**
The existing terraces have low quality paving and limited seating. The plan includes measures to upgrade the paving and add seating to improve the quality of the terraces.
- 3** **Pedestrian Pathway**
A new pedestrian pathway is proposed to provide a direct route between the seafront and the residential area. The pathway will be paved with high quality materials and include seating and landscaping.
- 4** **Public Facilities**
The plan includes measures to provide public facilities such as seating, bins, and information signs. The facilities will be located in key areas of the public realm.
- 5** **Street View**
The street view is an important element of the public realm. The plan includes measures to improve the street view by planting trees and shrubs and installing street lighting.
- 6** **Play Area**
A new play area is proposed to provide a recreational space for children. The play area will be located near the seafront and include a variety of play equipment.
- 7** **Greenway**
A new greenway is proposed to provide a multi-use trail for walking, cycling, and jogging. The greenway will be located parallel to the seafront and include landscaping and seating.
- 8** **Competition Parking**
The plan includes measures to provide competition parking for events and activities. The parking area will be located near the seafront and include landscaping and seating.
- 9** **Community Fitness Area**
A new community fitness area is proposed to provide a space for exercise and recreation. The fitness area will be located near the seafront and include exercise equipment and landscaping.
- 10** **Public Facilities**
The plan includes measures to provide public facilities such as seating, bins, and information signs. The facilities will be located in key areas of the public realm.
- 11** **John Black Drive Park**
The plan includes measures to improve the quality of John Black Drive Park by planting trees and shrubs and installing street lighting.
- 12** **Public Landscaping**
The plan includes measures to improve the quality of the public realm by planting trees and shrubs and installing street lighting.
- 13** **Public Landscaping**
The plan includes measures to improve the quality of the public realm by planting trees and shrubs and installing street lighting.
- 14** **Residential Walkways**
The plan includes measures to improve the quality of the residential area by planting trees and shrubs and installing street lighting.
- 15** **Local Landscaping**
The plan includes measures to improve the quality of the local area by planting trees and shrubs and installing street lighting.
- 16** **North Coastal Beach Parking**
The plan includes measures to provide parking for beach users. The parking area will be located near the beach and include landscaping and seating.
- 17** **North Coastal Landscaping**
The plan includes measures to improve the quality of the north coastal area by planting trees and shrubs and installing street lighting.
- 18** **Local Landscaping**
The plan includes measures to improve the quality of the local area by planting trees and shrubs and installing street lighting.
- 19** **Residential Landscaping**
The plan includes measures to improve the quality of the residential area by planting trees and shrubs and installing street lighting.

- 20** **Public Landscaping**
The plan includes measures to improve the quality of the public realm by planting trees and shrubs and installing street lighting.
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- 24** **Public Landscaping**
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- 25** **Public Landscaping**
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COTTESLOE FORESHORE REDEVELOPMENT PLAN

TOWN OF COTTESLOE

The overall objective is to transform the Cottesloe Beachfront into an attractive public asset which people can be proud of by focussing on the following:

- Providing appropriate and well-defined pathways
- Re-establishing pedestrian priority
- Intensifying and upgrading landscaping
- Developing a delightful public domain
- Providing interesting and useful public spaces
- Providing the opportunity to develop lively sidewalks
- Installing informative social and cultural interpretive stations
- Ensuring the existing casual character is not lost
- Devising logical and practical projects

RE-DEFINING THE TWO KEY FORESHORE ELEMENTS

MARINE PARADE

The Marine Parade would become a corridor of high quality public space, providing a direct route between the seafront and the residential area. The plan includes measures to improve the quality of the Marine Parade by planting trees and shrubs and installing street lighting. The plan also includes measures to provide public facilities such as seating, bins, and information signs. The facilities will be located in key areas of the public realm.

PUBLIC DOMAIN LANDSCAPE

The plan includes measures to improve the quality of the public realm by planting trees and shrubs and installing street lighting. The plan also includes measures to provide public facilities such as seating, bins, and information signs. The facilities will be located in key areas of the public realm.

THE IMPORTANCE OF THE PUBLIC DOMAIN

The public domain is a key element of the public realm and provides a space for recreation and social interaction. The plan includes measures to improve the quality of the public domain by planting trees and shrubs and installing street lighting. The plan also includes measures to provide public facilities such as seating, bins, and information signs. The facilities will be located in key areas of the public realm.

LEGEND

The plan includes measures to improve the quality of the public realm by planting trees and shrubs and installing street lighting. The plan also includes measures to provide public facilities such as seating, bins, and information signs. The facilities will be located in key areas of the public realm.



Town of Cottesloe

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**10.1.4 TOWN OF
COTTESLOE - ACTION
PLAN REVIEW**



ACTION PLAN

2006 – 2010 Future Plan

2009/10 Strategic Priorities

1. State of Cottesloe

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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	Complete the development of new joint library facilities	Objective 5.2
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
	Develop a District Environmental Management Plan	Natural Areas Management Plan.
9	Implement a Community Safety Strategy	Objective 1.9
10	Develop sustainability and capacity criteria to assess major strategies	
	Complete the Civic Centre additions and renovations on budget and on time	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
	Objective 1: Lifestyle
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
	Objective 2: Connectivity
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.
	Objective 3: Beach & Foreshore Enhancement
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.
	Objective 4: Development
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.
	Objective 5: Infrastructure

2.	5.1	Adopt a policy position on assets that have a realisable value such as the Depot and Sumps.
6.	5.2	Complete the development of new joint library facilities.
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.
		Objective 6: Community Support
13.	6.1	Further improve the community consultation policy in recognition of the need for greater community engagement when change is needed.
		Dynamic Priority 1
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.
		Dynamic Priority 2
5.		Report on the proposed tasks identified in the Climate Change Vulnerability study and their impacts, priorities and applicability to the Town of Cottesloe.
		Dynamic Priority 3 (New)
		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

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

ACTIONS		WHO	WHEN	PROGRESS
1	<p>Change Legislative Framework</p> <ul style="list-style-type: none"> • Convene meeting of Community Safety & 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. • 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. 	MCS	Nov 2007	Completed. 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).
2	<p>Continue to monitor the hotels within existing licensing regime</p> <ul style="list-style-type: none"> • Collect objective data during summer 2007/08 of incidents of anti-social behaviour • Review data and determine whether there are sufficient grounds to appeal to Liquor Licensing 	MCS	Nov 2007 to Mar 2008 April 2010	Completed. Ongoing 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.

Strategy 1.5:	Identify increased opportunities to use existing facilities or provide new venues for formal community cultural events and activities.
Responsible Officer	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 & Events Management</p> <ul style="list-style-type: none"> Develop draft plans and costs for redevelopment of the Lesser Hall. Undertake community consultation on draft Lesser Hall plans. Consider community submissions and amend plans as required. 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. Use a “place maker” as an expert to inform community focus groups and workshop. 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. Prepare community consultation documents 	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>

<ul style="list-style-type: none"> • Obtain Council endorsement for community consultation documents. • Undertake community consultation • Consider community submissions • Consider the potential continuation of long-term private-catering arrangements at the Cottesloe Civic Centre. • If required, develop registrations of interest (ROI) documentation for catering and events management at the Civic Centre and obtain Council endorsement. • Seek registrations of interest. • Report on results of ROI advertisement and shortlist prospective tenderers. • Invite tenders. • Report on results of tender process and recommend tenderer to Council. • Award tender. 		<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"> • Obtain quotes and engage a landscape architect to prepare landscaping plan for Civic Centre. • Present report to Council and obtain approval for five-year development plan. 	<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>

Strategy 1.9	Develop a Community Safety Strategy		
Responsible Officer	MCS		
ACTIONS			
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

Strategy 2.1:	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.			
Responsible Officer	MDS			
ACTIONS		WHO	WHEN	PROGRESS
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"> • Prepare the Town's position on the Development Zone (railway land), • Ensure the Town's position is fully and fairly represented, and • Produce indicative structure plan. 	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 advertising. Structure planning would entail staff, consultancy and funding

<p>6 Report on structure plan exercise, findings and implementation.</p>	<p>MDS</p>	<p>Pending</p>	<p>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. 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>
<p>To be actioned</p>			

Objective 3: Beach & Foreshore Enhancement

Strategy 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.			
Responsible Officer	MDS			
ACTIONS				
	WHO	WHEN	PROGRESS	
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.	

Control Areas.				
7 Undertake community consultation on the results of the EbD in relation to a finalised Plan.	MDS	Pending		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.
8 Report to Council on adoption of a Concept Plan and Implementation Strategy.	MDS	Mid 2010 onwards		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.

Strategy 3.4:		Introduce electronically timed parking and consider installation in the Town Centre.		
Responsible Officer		MCS, CEO, MDS		
ACTIONS				
	WHO	WHEN	PROGRESS	
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.

<p>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.</p>	<p>MDS</p>	<p>2010 onwards in relation to LPS3 and associated initiatives.</p>	<p>To be actioned in terms of how far planning policy and practice can address this matter. Draft parking policy for LPS3 partially addresses and to be elaborated upon in finalisation and introduction of scheme and policy. The Station Street sites studies and Town Centre infrastructure study assist in the consideration of this initiative. 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>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)</p>	<p>MCS</p>	<p>TBA</p>	<p>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.</p>
<p>12 Report to Council results of consultation and obtain approval to proceed with changes in the town centre</p>	<p>MCS</p>	<p>TBA</p>	<p>Quote received, consultation to begin after the Hullabaloo festival.</p>
<p>13 Install Meter Eye and implement parking changes in the Town Centre</p>	<p>MCS</p>	<p>TBA</p>	<p>Proposal received, cost to be included in 2012/2013 draft budget.</p>

Objective 4: Development

Strategy 4.1:	Develop planning incentives for heritage properties.				
Responsible Officer	MDS				
ACTIONS		WHO	WHEN	PROGRESS	
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.	

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

Objective 5: Infrastructure

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

	ACTIONS	WHO	WHEN	PROGRESS
1	<p>Margaret Street Sump</p> <ul style="list-style-type: none"> • Arrange sale of Margaret Street sump property 	MES	Feb-2008	Completed—Property sold 16 February 2008 for \$1.8m.
2	<p>Council Depot</p> <ul style="list-style-type: none"> • Complete report on options available regarding alternative depot sites and reasons for relocation, including status quo. • Complete financial ramifications report on chosen long term depot site. • Final Council report on staff recommendations for long term depot site and policy position adoption. • Undertake community consultation on any proposed change to existing arrangements. • Progress options to relocate to a new site. 	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>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 is scheduled for 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>Recent advice from the Town of Mosman Park is that they do not wish to proceed at this time.</p>		
<p>The Foreshore consultant has with guidance from the MES & MDS explored the prospect of a depot site at the foot of the tennis club on the regional reserve land.</p>		
<p>Senior staff from Cottesloe and Mosman Park are involved in a combined study to investigate shared use of the Mosman Park depot by both councils, after it became apparent that Mosman Park Council was not negative to the proposal. Cottesloe will fund the study and senior officers will be fully involved with the consultancy process.</p>	<p>July 2011</p>	
<p>Staff have yet to be involved with the Seaview Golf Club in regards to a reconsideration of some form of depot use at the golf course site. This will depend on progress with the</p>		

		Nov 2011	<p>Mosman Park proposal.</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>
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Strategy 5.2:	Complete the development of new joint library facilities.
Responsible Officer	MCS

ACTIONS		WHO	WHEN	PROGRESS
1	<p>Report on Environmentally Sustainable Design features</p> <ul style="list-style-type: none"> • Water utilisation techniques • Construction materials • Solar friendly design 	CEO	Nov 2007	Completed
2	<p>Follow up land tenure issues</p> <ul style="list-style-type: none"> • Maintain communications with Shire of Peppermint Grove • Report on progress of amalgamation of lots • Report on resolution of legal issues relating to the bowling club 	CEO	Ongoing	<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"> 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> 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>

			<p>Peppermint Grove shire office.</p> <p>3. 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.</p> <p>4. 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;</p> <p>a) Compliance with all statutory processes related to loan borrowing, including approval from the Department of Treasury</p> <p>b) Confirmation of the Green Precincts Fund grant application being unsuccessful.</p> <p>Project has now commenced with anticipated completion date of November 2010.</p>	
3	<p>Establish funding for project</p> <ul style="list-style-type: none"> • Meet with WA Treasury • Recommend option to Council 	CEO	Jan 2008	<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>

<p>Strategy 5.3: 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).</p>					
<p>Responsible Officer MDS & MES</p>					
<p>ACTIONS</p>		<p>WHO</p>		<p>WHEN</p>	<p>PROGRESS</p>
<p>1 MDS in liaison with MES to report back to Council on consultancy study proposal.</p>	<p>MDS & MES</p>	<p>May 2008</p>	<p>Completed.</p>		
<p>2 Appoint consultant and study undertaken.</p>	<p>MDS & MES</p>	<p>Oct 09 – May 10</p>	<p>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.</p>		
<p>3 Report to Council via the Strategic Planning Committee on consultancy report and implementation.</p>	<p>MDS & MES</p>	<p>Mid-2010 on</p>	<p>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.</p>		
<p>4 Progress the development of the Station Street Sites in line with the Town Centre Plan.</p>	<p>MDS, MES</p>	<p>2010</p>	<p>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>		

Strategy 5.6:	Develop a long term asset management plan and accompanying financial plan.
Responsible Officer	MCS, MES

ACTIONS		WHO	WHEN	PROGRESS
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 2011/2012 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

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

ACTIONS		WHO	WHEN	PROGRESS
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

Strategy:	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.
Responsible Officer	MDS

ACTIONS		WHO	WHEN	PROGRESS
1	Report to Council on submissions 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"> 558 submissions received, acknowledged and collated. Draft quantitative analysis completed and reported on to Council 15 Dec 08. Draft qualitative analysis advanced and being reported on to Council end May 09.
2	Conduct EbD and report to Council on outcomes for consideration of incorporation into Scheme as part of above process, including further advertising.	MDS	Within this timeframe	<ul style="list-style-type: none"> EbD completed Dec 08 and consultant reports completed Mar / received Apr 09. 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. Over 350 additional submissions received and being reported on to Council end May 09 together with other submissions.
3	Review / complete draft policies and report to Council 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"> Several policies already drafted and endorsed by Councillors at a series of briefings / workshops during preparation of LPS3 for advertising. To be reviewed and revised for further reporting to Council for consideration for informal advertising.

		WAPC.	<ul style="list-style-type: none"> 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.
4	Series of briefings / workshops, ordinary and special meetings envisaged to achieve all of the above in the timeframe.	MDS	<ul style="list-style-type: none"> Reporting and consideration sessions commencing August and ongoing. Preliminary report on submissions with comprehensive data presented to Council 15 Dec 08 – Council opted out of workshops. 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.
5	Liaise with DoP / WAPC / Minister towards finalisation of Scheme.	MDS	<ul style="list-style-type: none"> 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. 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-logged for finalisation. 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

			<p>repeated to the SPC of the WAPC.</p> <ul style="list-style-type: none">• 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.
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Dynamic Priority 2

Strategy:	Report on the proposed tasks identified in the Climate Change Vulnerability study and their impacts, priorities and applicability to the Town of Cottesloe.
Responsible Officer	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	No Climate Change related infrastructure works proposed for 2009/2010 draft budget 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. 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. No further funding has been provided for additional studies or site works in regards to this matter in the 2011/12 and

				2012/13 budgets.
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Dynamic Priority 3

Strategy:	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.
Responsible Officer	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 presented for adoption May 2012.



Town of Cottesloe

**STRATEGIC PLANNING
COMMITTEE MEETING**

23 MAY 2012

ATTACHMENT

**10.1.5 NEW POLICY -
EDUCATION AND
STUDY ASSISTANCE**

EDUCATION AND STUDY ASSISTANCE POLICY

(1) OBJECTIVE

- The Town of Cottesloe (The Town) is committed to their employee's academic and personal development in order to maintain knowledgeable, efficient workforce as well as assisting with staff retention.
- All employees have equal access to training and development opportunities promoted by the Town and/or identified in the the staff performance review process.
- This policy provides guidance in administering an employee's request for further education and specifies what the Town will reimburse employees for expenses incurred as well as leave allocation while undertaking approved courses of study, as part of their career planning.

(2) PRINCIPLES

- The Town of Cottesloe supports and encourages employees to undertake studies appropriate to the needs of The Town.
- The Town recognises that employees will from time to time aspire to upgrade their knowledge and skills.

(3) ISSUES

The Town of Cottesloe's Enterprise Agreement 2011 permits employee time off at the ordinary time hourly rate to attend compulsory approved study and examinations. It also refers to reimbursement of tuition fees incurred when undertaking a course of study relevant to his/her employment after passing each subject on a semester/term basis.

(4) POLICY

1. Education (being acquisition of general, tertiary and professional skills and qualification) is the responsibility of the individual employee.
2. The Town will provide regular opportunities for employees of the Town to upgrade and enhance their skills.
3. This policy only applies to Full time and Part time employment. Employee who are a trainee, apprentice, casual and employees on a temporary contract of 12 months or less will not be eligible to apply.
4. The employee's manager is required to advise the Chief Executive Officer in writing of their support for the course of study that is being proposed and/or undertaken by the employee. The employee must gain the Manager and Chief Executive Officer's approval of the course prior to seeking assistance under this Policy.

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5. The Town is supportive of employees who seek further education and, through the Chief Executive Officer, an application may be considered and/or approved under the following considerations:
 - (a) the employee is genuinely intending to return to work after such studies;
 - (b) the studies are relevant to the current position or potential future career development;
 - (c) the extent to which the employee's department/section will be inconvenienced;
 - (d) any future projects or Town of Cottesloe objectives which the study may impact upon;
 - (e) the employee's past work performance and behaviour.
6. Opportunities for Development approved by Council
 - (a) University and other nationally recognised post secondary studies,
 - (b) Technical and Further Education (TAFE) and technical college or equivalent
 - (c) Any approved course of study offered by a recognised institution or organisation, eg, Australian Institute of Management (AIM), and Western Australian Local Government Association (WALGA)
7. Leave arrangement

The Town will provide the opportunity for an employee to take time off (study leave) from work with the following conditions:

- (a) For full-time Employees: The Town will provide time off with pay (study leave) of up to a maximum of five (5) hours per week depending on course contact time and is inclusive of travel time to attend lectures.
- (b) For Part-time Employees: Part-time employees will receive pro-rata of up to a maximum of five (5) hours of study leave depending on course contact time and is inclusive of travel time to attend lectures and is based on the hours worked.
- (c) Correspondence and Online Courses: For the purpose of calculating time for any person studying by correspondence or via online learning then the Town shall rely on the time recommended by the learning institution for the course to be covered, provided that it does not exceed the time allocated for on campus studies, but will be no greater than five (5) hours per week (part-time employees as per above).

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- (d) Examinations: Leave will be granted to enable the employee to attend examinations relating to the course of study being undertaken but will be no greater than 5 hours per week (part-time employees as per above). Should the employee wish to take a whole day off then that would require the use of other types of leave (example annual or personal leave) or comply with the Flexible Working Hours rules and be approved by the Manager.
- (e) Block Leave: Courses requiring block leave instead of weekly attendance will receive up to a maximum of 5 hours of study leave (depending on course contact time) per week (pro-rata for part time employees) over the course of the semester. The employee will be allowed to accrue the weekly study leave allocation for later use while attending the block period of study. The weekly study leave accrual cannot exceed the block leave. For any shortfall in time, the employee will be required to take some other type of leave. The period of study is the normal semester or study period as defined by the learning institution.

8. The Town's Contribution to Fees

When it is financially advantageous to do so the Town will consider paying the fees incurred upfront providing a Deed of Agreement is entered into with the employee. The Deed of Agreement will include the following items:

- (a) The Town may pay in advance for employee who wishes to pay their fees up front in order to receive the discount offered by their respective Educational Institution.
 - (b) Employees who receive this assistance from the Town will be required to pay back 100% of the Town's contribution should they leave the Town's employment within 12 months service following the completion of each unit of study.
 - (c) Should an employee leave the Town part way through completion of a unit(s) of study, the employee will be required to pay back the entirety of the Town's contribution made available to the employee for that unit of study.
 - (d) If necessary the Town to deduct 100% of the contribution from an employee's termination pay, if they leave prior to 12 months service following the completion of each unit of study, and 100% for any incomplete unit of study. Any payments made by the Town for incomplete units of study will be recovered in full from the employee.
9. The employee pays for the fees and thereafter provides a copy of their receipt and statement of results at the end of semester at which time the Town will repay the employee 100% upon proof of completion and

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passing of the course. A Statement of results as well as a copy of the payment receipt is required before reimbursement will be issued and will be recorded on their personnel file.

10. The Town will not make any contribution towards the books, parking, campus fines, memberships, guild fees, travel costs or other costs associated with the course of study undertaken (ie; no mileage will be paid).
11. All requests for assistance from the Town should be made and approved within a financial year and not be carried into a second financial year.
12. The need for an employee to repeat a unit shall be deemed to be unsatisfactory performance and the employee will not receive further assistance from the Town.
13. Any employee who is granted time off for study or who receives a financial contribution from the Town in support of their personal commitment to study must accept that it has been granted within the framework of the Town's overall training program. Accordingly, it must be accepted that while they are in receipt of any of the benefits that are provided for by this Policy, they may not be the beneficiary of any other sponsored training provided by the Town.
14. Fees paid to employees who work part-time hours will be calculated on a pro-rata system calculated as a percentage of a full time equivalent figure based on the employee's normal hours of work.
15. All costs, other than salaries, incurred under this Policy will be costed against the Town's training and conference budget and the administration of this Policy and the guidelines that apply to it will be the responsibility of the Executive Services, which will ensure that any arrangements entered into, are properly documented recorded and processed.

ADOPTION: May, 2012

REVIEW: May, 2020

TOWN OF COTTESLOE POLICY

REIMBURSEMENT OF STUDY EXPENSES

(1) OBJECTIVE

To specify the amount Council will reimburse employees for expenses incurred while undertaking Council approved courses of study, as part of their career planning.

(2) PRINCIPLES

Council supports and encourages employees to undertake studies appropriate to the needs of Council.

(3) ISSUES

The Industrial Awards that cover local government employees require Council to reimburse employees for any tuition fees incurred when undertaking a course of study relevant to his/her employment. There is no requirement to reimburse other study related costs such as the purchase of text books.

(4) POLICY

That Council will reimburse employees for approved study related expenditure incurred while undertaking studies appropriate to the needs of Council.

Reimbursement other than for tuition fees will be limited to a maximum of \$50 per unit and up to a maximum of \$200 per year.

Reimbursement will only occur when proof of expenditure has been provided.

RESOLUTION NO: P73
ADOPTION: March, 1995
REVIEW: March, 2003



Town of Cottesloe

**STRATEGIC PLANNING
COMMITTEE MEETING**

23 MAY 2012

ATTACHMENT

**10.1.6 NEW POLICY -
RECRUITMENT AND
SELECTION**

RECRUITMENT AND SELECTION POLICY

(1) OBJECTIVE

Ensure that staff selection processes are fair and equitable and that responsibility and accountability measures are addressed in that procedure.

(2) PRINCIPLE

Appropriate staff selection is the foundation for effective management and implementation of Council's policy and programs.

(3) ISSUES

Staff selection and appointment processes are subject to scrutiny by outside agencies, including statutory bodies. Relevant legislations governing the recruitment and selection process are as follows:

- Workplace Relations Act 1996
- Fair Work Act 2009
- Age Discrimination Act 2004
- Human Rights and Equal Opportunity Commission Act 1986
- Equal Opportunity for Women in the Workplace Act 1999
- Local Government Act 1995
- Equal Opportunity Act 1984

The process used should be fair and equitable for all applicants. All staff are responsible, either directly or indirectly, to the Chief Executive Officer, who in turn is accountable for staff performance to Council. The Chief Executive Officer therefore has a responsibility to ensure that staff are selected on merit and in his/her opinion, are the "best fit" for the position, as determined by the Duty Statement and selection criteria established prior to advertising.

A further issue is that of career path development for existing staff, including opening opportunities for promotion within the organisation.

(4) POLICY

(a) Job Description & Selection Criteria

Each position within the Town of Cottesloe shall have a selection criteria and duty statement approved by the Chief Executive Officer prior to advertising.

(b) Advertising

Vacant positions can be advertised:

- internally amongst staff
- regionally, within local newspapers
- statewide, through the appropriate media

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- Job websites, especially ones that can specifically target the position advertised.

depending on the position to be advertised. This decision to be made by the Chief Executive Officer in consultation with the Executive Officer and the appropriate Manager.

(c) Selection Panel

- (i) Selection panels for all positions will usually be a maximum of three persons inclusive of the current supervisor of the position advertised. The Chief Executive Officer reserves the right to sit on all selection panels.
- (ii) The Manager of the appropriate section shall chair the Selection Panel.
- (iii) The Mayor or his/her representative may observe selection procedure for any Manager's position.
- (iv) The selection panel for any Manager's position may include an independent expert in the relevant field.
- (v) The Selection Panel for the position of Chief Executive Officer shall be determined by the Council.

(d) Selection Process

To provide a uniform selection process for applicants to vacancies and to create an ethical foundation to which consistent selection decisions are made. This includes:

- (i) Ensuring all selection procedures comply with the Local Government's Equal Opportunity Policy;
- (ii) Ensuring that all appointments are made on merit
- (iii) Developing and maintaining procedures to assist in ensuring the most suitable candidate is appointed;
- (iv) Ensuring that selection procedure are clear, valid and consistently applied by those involved in selecting candidates and that they provide for fair and equitable treatment for those who apply for employment;
- (v) Basing selection decisions and criteria directly on the demands and requirements of the job and the competencies identified as necessary for satisfactory performance;
- (vi) Ensuring that all employees involved in the selection process are properly trained in order that the objectives of the policy are met; and

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- (vii) Observing any legal requirements which apply to the selection process

(e) Ethical Considerations for the Selection Process

Staff who are responsible for selecting applicants to fill Local Government positions should be familiar with the ethical considerations behind their decision making process.

The ethical consideration involved in the selection process related to:

- (i) The principles of merit (choosing the best person for the job);
- (ii) Avoiding discrimination; and
- (iii) Natural justice and fair treatment

Using the selection process to unfairly advantage one applicant over another can have a detrimental effect on people's careers, morale and motivation, and ultimately on the level of confidence that employees at large have in the recruitment and selection processes.

(f) Interview and Appointment Process

- (i) Interviews will be conducted in line with Equal Employment Opportunity guidelines.
- (ii) After the interview the selection panel needs to determine the most suitable person for the appointment to the position. It also needs to ensure appropriate pre-appointment action.
- (iii) The selection panel needs to determine action if there is no suitable applicant.
- (iv) After all of the interviews are completed – decide whether any of these applicants are suitable for the position, based on the panel members' assessment of the applicants against the selection criteria.
- (v) If there isn't a suitable applicants, the panel may decide to:
 - Readvertise (perhaps more widely) and re-examine and modify the position requirements;
 - Assess the best applicant's ability to meet the position requirements if supplementary training were provided;
 - Review the adequacy of the process followed.
- (vi) It is advisable that the panel prepare a selection report following the interviews that provide quantifiable reasons for the decisions made. The report will contain a recommendation and be signed off by the chairperson. A

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selection report should contain a comparative analysis of each of the applicants and any areas of concern.

- (vii) Other information to be provided includes:
 - A description of the position and selection criteria
 - Outlines the process to date
 - How the position was advertised
 - How many applicants received
 - Make up of panel
 - Time and place of interviews; and
 - How many applicants were interviewed?
- (viii) Where two applicants are considered by the Selection Panel to be equally meritorious, and one resides within the Western Suburbs, that person shall be offered the position.
- (ix) Recommendations for appointment shall be endorsed by the Chief Executive Officer prior to a formal offer of employment being made.
- (x) For Senior Manager positions, a recommendation shall be made to Council through the committee process.
- (xi) Lobbying of Selection Panel, Chief Executive Officer or Councillors, either by or on behalf of an applicant may disqualify that applicant.
- (xii) A satisfactory medical examination for which Council will bear the cost must be undertaken prior to confirmation of appointment.

(g) Reference Checking

- (i) Reference checks are an important part of the selection process as they provide the selection panel with more information on which to make comparisons between interviewed applicants.
- (ii) The purpose of reference checking is to check facts provided by the applicant (previous positions, duties undertaken, skills and responsibilities, etc) and to obtain an assessment from the referee as to the applicant's suitability having regard to the selection criteria.
- (iii) Standard questions should be asked of each referee. The referee should be allowed and encouraged to speak freely, therefore a free ranging conversation beyond the selection criteria should not be stopped.
- (iv) The referee should be asked to provide factual information or to give examples of observations made or opinions given about the applicant. These requests should be made in a way

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that does not reflect doubt on the referee nor stops the flow of discussions.

- (v) The interviewer should not give opinions or ask questions which may lead the referee to reach a conclusion as to what the interviewer thinks. The interviewer should ask the referee about the applicant's weakness as well as their strengths and equal opportunity principles must be exercised at all stages of the selection process.

(f) Employment Conditions

1. Pre-Employment Medical Checks

Pre-employment medical checks of prospective employees can raise equal opportunity, privacy, occupational health and safety and objectivity issues. It is recommended that medical examinations should only be undertaken for legitimate job-related purposes and the reason for requesting the examination should be clearly stated to prospective employees, preferably during the course of the selection interview. Any examination should related specifically to the requirements of the job in question, which means that particular physical attributes required for the job should be accurately identified beforehand. Testing procedures should be fair and consistently applied.

For sedentary positions, it may be more appropriate for prospective employees to complete a signed checklist detailing their medical fitness. This checklist can require the employee to disclose any injury, illness or disability that is likely to prevent them from carrying out the duties of the position.

Prior to the appointment, prospective employee should undergo a pre-employment medical with an appropriately experienced medical practitioner or a group specializing in these types of medicals to ensure that the person is able to perform the duties of the position to an established standard.

The Equal opportunity Act prohibits discrimination in employment on the grounds of impairment, except where the impairment prevents the person from being able to perform the job. The standards established by the medical practitioner must reflect what is required of the person to perform the work involved.

2. Criminal Record and National Police Certificate

Western Australian legislation prescribes that it is unlawful for a Local Government to discriminate against a job applicant on the basis of any 'spent' conviction, which allows criminal records to be amended to remove references to certain offences after a period of non-offending.

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Overall the Local Government will consider:

- The inherent requirements of the position;
- The need to ask about a job applicant's criminal past; and
- The manner in which the information, once obtained, can be used.

In response to highly mobile population, the need to protect the vulnerable or "at risk" members of the community and to cater for community and to cater for community expectation, the WA Police Service has discontinued the issuance of a "State Police Certificate" in favour of a "National Police Certificate".

3. Other Conditions

- (i) Staff appointed to carry out functions within externally funded projects, are appointed for the term of that funding, unless dismissed in accordance with the conditions laid out within Local Government Industrial Award 2010.
- (ii) Unless otherwise specified, all appointments to the Town of Cottesloe shall be in accordance with Local Government Industrial Award 2010.

(g) Dismissals

The Chief Executive Officer may dismiss staff only after the procedure set down within the Local Government Industrial Award 2010, as appropriate, has been undertaken, or for reasons of gross misconduct.

(h) Staff Development

Staff are encouraged to participate in career development and training opportunities relevant to their position and future career development.

ADOPTION: May, 2012
REVIEW: December, 2020

STAFFING

(1) PRINCIPLE

Appropriate staff selection is the foundation for effective management and implementation of Council's policy and programs.

(2) ISSUES

Staff selection and appointment processes are subject to scrutiny by outside agencies, including statutory bodies. The process used should be fair and equitable for all applicants. All staff are responsible, either directly or indirectly, to the Chief Executive Officer, who in turn is accountable for staff performance to Council. The Chief Executive Officer therefore has a responsibility to ensure that staff are selected on merit and in his/her opinion, are the "best fit" for the position, as determined by the Duty Statement and selection criteria established prior to advertising.

A further issue is that of career path development for existing staff, including opening opportunities for promotion within the organisation.

(3) OBJECTIVE

Ensure that staff selection processes are fair and equitable and that responsibility and accountability measures are addressed in that procedure.

(4) POLICY

(a) Job Description & Selection Criteria

Each position within the Town of Cottesloe shall have a selection criteria and duty statement approved by the Chief Executive Officer prior to advertising.

(b) Advertising

Vacant positions shall be advertised:

- internally amongst staff
- regionally, within local newspapers
- statewide, through the appropriate media

depending on the position to be advertised. This decision to be made by the Chief Executive Officer in consultation with the appropriate Manager.

(c) Selection Panel

- (i) Selection panels for all positions will be a maximum of three persons. The Chief Executive Officer reserves the right to sit on all selection panels.

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- (ii) The Manager of the appropriate section shall chair the Selection Panel.
- (iii) The Mayor or his/her representative may observe selection procedure for any Manager's position.
- (iv) The selection panel for any Manager's position may include an independent expert in the relevant field.
- (v) The Selection Panel for the position of Chief Executive Officer shall be determined by the Council.

(d) Appointment Process

- (i) Interviews will be conducted in line with Equal Employment Opportunity guidelines.
- (ii) Staff shall be appointed on the basis of individual merit demonstrated as related to selection criteria.
- (iii) Where two applicants are considered by the Selection Panel to be equally meritorious, and one resides within the Western Suburbs, that person shall be offered the position.
- (iv) Recommendations for appointment shall be endorsed by the Chief Executive Officer prior to a formal offer of employment being made.
- (v) For Senior Manager positions, a recommendation shall be made to Council through the committee process.
- (vi) Lobbying of Selection Panel, Chief Executive Officer or Councillors, either by or on behalf of an applicant may disqualify that applicant.
- (vii) A satisfactory medical examination for which Council will bear the cost must be undertaken prior to confirmation of appointment.

(e) Staff Conduct

- (i) Staff are expected at all times to represent the decisions and directives of the Town of Cottesloe.
- (ii) Any contact with media, politicians or heads of government agencies shall be made only with prior approval from the Chief Executive Officer.
- (iii) Staff shall conduct themselves in a manner appropriate to their role as Council representatives at all times during their working hours.

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(f) Employment Conditions

- (i) Staff appointed to carry out functions within externally funded projects, are appointed for the term of that funding, unless dismissed in accordance with the conditions laid out within the Local Government Officers (WA) Award or the Municipal Employees Award.
- (ii) Unless otherwise specified, all appointments to the Town of Cottesloe shall be in accordance with the Local Government Officers (WA) Award or the Municipal Employees Award.

(g) Dismissals

The Chief Executive Officer may dismiss staff only after the procedure set down within the Local Government Officers (WA) Award or the Municipal Employees Award, as appropriate, has been undertaken, or for reasons of gross misconduct.

(h) Staff Development

Staff are encouraged to participate in career development and training opportunities relevant to their position and future career development.

RESOLUTION NO: P59
ADOPTION: December, 1994
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