

Town of Cottesloe

Strategic Community Plan

2013 to 2023

DRAFT PLAN FOR PUBLIC COMMENT

Acknowledgement

The basis for this Strategic Community Plan was developed in consultation with elected members and senior officers of the Town of Cottesloe before extensive community consultation and input. A number of corporate documents have been used to provide background material for the plan and these sources are acknowledged.

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This Plan is not to be relied on for specific guidance in relation to any matter before the Council. It is not superior to and nor does it take the place of statutory town planning documents. The Plan is subject to review and does not replace the power of the Council to make decisions at any time in relation to specific issues that may or may not be mentioned in the Plan.

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REVIEW STATUS

Endorsed for public comment September 2013

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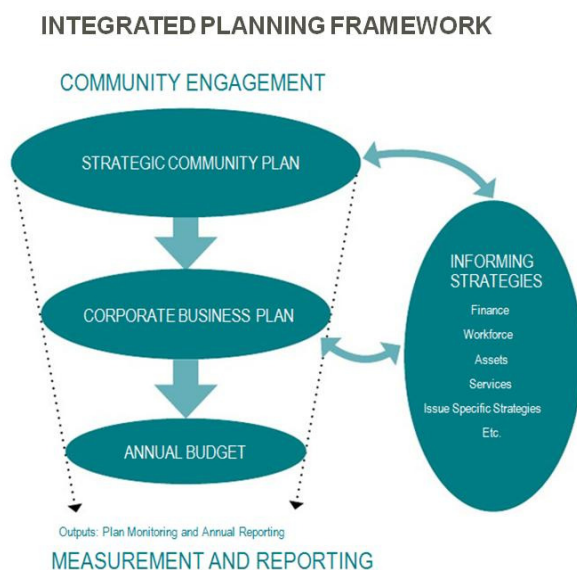
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Introduction

Cottesloe is a great place. With a relaxed, beachside lifestyle and strong community spirit, residents and visitors fall under the spell of its charm. Natural and built attributes, that make Cottesloe special and unique, must be managed to ensure a high degree of continuity for the future.

The Strategic Community Plan (the Plan) is part of the management process. It is a forward looking document that provides a framework for the community's ongoing sustainability and a sense of direction for the Council and staff when making decisions with long-term ramifications. It is a requirement under the State Government's Integrated Planning Framework and will assist with planning for community needs and aspirations, no matter what form any future local government may take.

97% of residents are satisfied with the Town of Cottesloe as a place to live.



The Plan allows the community to set priorities and objectives for Council to achieve. Once formalised, the Strategic Community Plan will form the basis for the Town's strategic documents, including the Corporate Business Plan, Annual Budget, Asset Management Plans, Human Resources Plan and Long Term Financial Plan.

Local governments have a duty to govern in the interests of the district as a whole. Each successive Council has had issues to grapple with that essentially combine the needs of residents and local businesses with those of visitors. While Cottesloe was established as a suburban area with provision for a local centre, schools and

other community amenities, the particular beauty of the beach made it different to other suburbs and it quickly became a focal point for the whole metropolitan area.

From the beginning, the sea breezes were attributed with health giving properties and people, especially families with children, chose either to settle in Cottesloe or to be one of the many day visitors. This dynamic and the associated issues were evident in the 1960s and 1970s and again in the 1980s when Cottesloe was the target for development pressure. That pressure continues to present challenges for Council and the community today.

While the Strategic Community Plan focuses on the short to medium term, it also sets in train a strategic direction to guide the future development of the Town and the facilities and amenities that the community needs. In doing so, the intention is to not only preserve the essential character of the Town, but to do this in a stylish way that embraces the very essence of Cottesloe.

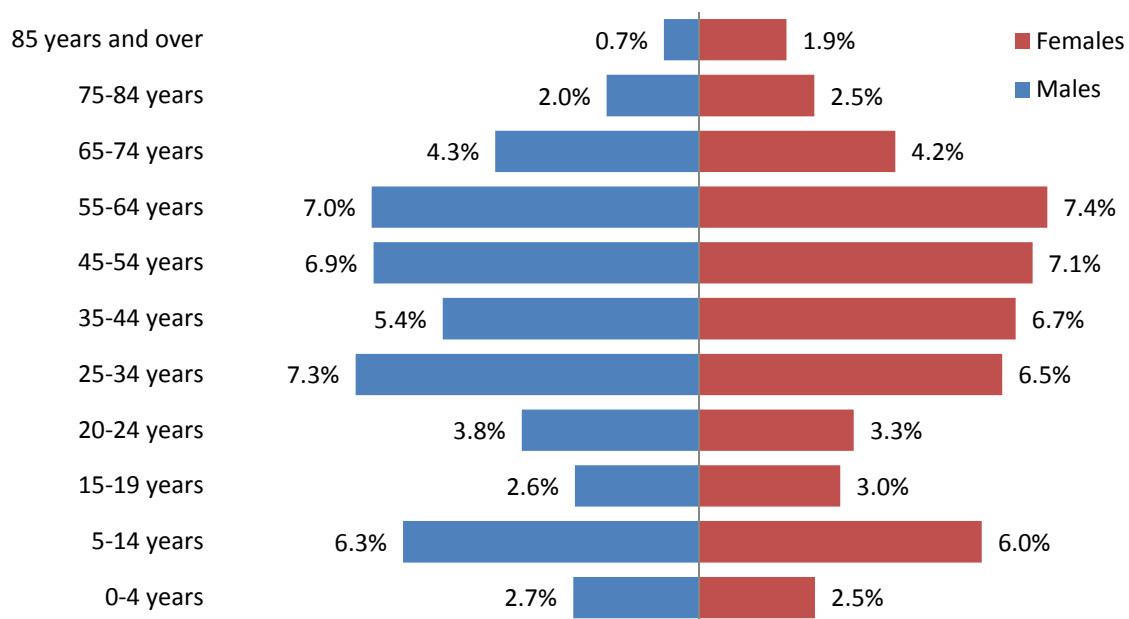
Our community

The Town of Cottesloe is a beach side suburb located 12 kilometres from Perth and covering an area of four square kilometres.

Home to around 7,600 residents, the population is slightly older than the Perth average. Around 17 percent of the population is aged 0 to 14 years and 16 percent is aged 65 years or older. This compares to 19 percent and 13 percent in the Perth metropolitan area, respectively. The median age in Cottesloe is 40, compared to 36 in the Perth metropolitan area. Source: 2011 ABS Census.

Age and gender distribution in the Town of Cottesloe

Source: 2011 ABS Census



Cottesloe is an affluent area. The median weekly family income is \$2,799, compared to \$1,781 in the Perth metropolitan area. Source: 2011 ABS Census

There are around 3,205 private dwellings, offering a diverse mix of housing choices. 60 percent are separate houses, 3 percent are one storey semi-detached houses, 7 percent are two or more storey townhouses, 5 percent are one or two storey apartments, 10 percent are three storey apartments and 3 percent are four or more storey apartments. Around 13 percent of private dwellings are classified as unoccupied, with many being used for holiday purposes.

The main attractions in the Town of Cottesloe are Cottesloe Beach, Cottesloe Civic Centre and Cottesloe Town Centre. Local industry is concentrated in the retail, entertainment, restaurant and accommodation sectors.

The future for Cottesloe | vision, mission and aspirations

The community's vision: "An iconic coastal community with a relaxed lifestyle"

Council's mission: "To preserve and improve Cottesloe's natural and built environment and beach lifestyle by using sustainable strategies. Members of the community will continue to be engaged to shape the future for Cottesloe and strengthen Council's leadership role."

Community aspirations

The future of Cottesloe is assured. The visible presence of people going about the Town is a strong characteristic of Cottesloe. Meeting in neighbourhood streets or at the town centre, exercising or relaxing at the beach or foreshore, playing sport, and belonging to local clubs, groups and the schools, contribute to a strong sense of community. This strength has the capacity to sustain the aspirations of long standing residents while acknowledging the place new residents have in Cottesloe's unfolding future. As elements of the streets and local centres are being rebuilt and regenerated, the casual relaxed coastal lifestyle that is the essence of Cottesloe and which binds the community is valued and sustained.

The relaxed friendly feel to local streets is a product of early development that started with an original release of large lots in the late 1890s. Progressive increases in population has meant the larger landholdings have been subdivided and the creation of the familiar grid street pattern of neighbourhoods with well established trees, hedges and lawns is the result of stable and longstanding development.

In future, some development and redevelopment is likely to occur with smaller lot sizes and additional medium density housing occurring in areas with appropriate density coding. Redevelopment of older townhouse complexes and multi-level flats should result in more choices in housing style and size. Properties in the town centre, local centres and beachfront will provide a mix of residential and commercial uses.

The relaxed ambiance that has evolved from the early subdivisions is precious and together with the beachside culture will continue to be the main characteristic of the community. The landscape setting of the foreshore will remain with Norfolk Island pine trees and wide open spaces being augmented by low key sculptural elements.

Improved connection between east and west Cottesloe together with redevelopment of the railway land with retention of open space and 'green links' and the realignment of Curtin Avenue will create a closer, more cohesive community with a unified sense of identity and feelings of belonging. Traffic has a considerable impact on the amenity for residents and will need to be carefully managed moving forward.

Council is prepared to move with the times, and respond to changing expectations, while retaining Cottesloe's core attributes: the suburban feel of the tree-lined streets; a relaxed, well planned beachfront; a vibrant and sustainable town centre; a strong and unique sense of community; important heritage places; and, a lifestyle that living in close proximity to the beach and foreshore creates.

Underpinning sustainability principles

Under legislation, Council is required to meet the needs of current and future generations in a sustainable way. In carrying out its functions, the Council is committed to four interconnected principles of sustainability:

1. **Sustainable development:** To embrace and integrate sustainable development principles including social, economic, environmental and cultural aspects when planning for the district.
2. **Community participation:** Effective community participation in decisions about the district and its future.
3. **Good governance:** Leadership, transparency, accountability, probity, proper management, effective services, equitable access to services, commitment to partnership working and organisational capacity building.
4. **Co-operation:** The exchange of best practice, support and mutual learning and partnerships with government, neighbouring Councils and other stakeholders to progress the Town.

To ensure sustainable principles are incorporated into major strategies, Council will use its policy making role to set out criteria that will assist the Council to make decisions in the interests of the community and its future. Major strategies will go through a sustainability and capacity assessment process before the Council makes a final commitment to move forward.

Strategic priorities

The priorities and objectives contained in this plan reflect areas Council will concentrate on in the short to medium term that have the potential to impact on how the district develops.

Within each objective there are sustainability implications. This means that in moving forward, the Council will be faced with the question “what is sustainable for the long term?” This will require the Council to consider the balance of the social, economic and environmental impacts of its actions and whether its decision making process has incorporated the principles of sustainability.

For this reason, the Council has adopted the precautionary principle in dealing with major strategies and projects. They are included in this plan on the basis that they are supported in principle by the Council. However, they will be subject to further careful evaluation, assessment and community consultation that may also allow other options to surface and be considered.

There are six interrelated priorities (described in no order of importance):

1. Protecting and enhancing the wellbeing of residents and visitors
2. Achieving connectivity between east and west Cottesloe
3. Enhancing beach access and the foreshore
4. Managing development
5. Providing sustainable infrastructure and community amenities
6. Providing open and accountable local government

PRIORITY AREA 1

Protecting and enhancing the wellbeing of residents and visitors

Cottesloe has areas set aside for recreation and open space, providing access to sporting facilities, playground equipment, seats, shelters and other amenities.

The community is predominantly oriented both physically and culturally towards outdoor recreation and a beach lifestyle by virtue of the coastal open space that stretches for the entire western edge of the Town.

Cottesloe and North Cottesloe beaches are very popular. This is due to their picturesque nature, accessibility, and predominantly low-rise facilities that cater to a range of age groups and activities, including the two historic hotels and some short-stay accommodation.

The fact that the beaches are shared with other western suburbs residents and those from wider Perth as well as being a tourist destination is accepted. However, the presence of the many visitors causes disruption to the lifestyle of residents. Anti-social behaviour associated with liquor consumption, late trading hours, traffic congestion, pollution and car parking are of concern.

There is also an underlying issue that not everyone in the community wishes to participate in the outdoor recreation lifestyle and that to some extent this is seasonal. There is a need to provide more formal civic spaces and venues for meetings and other activities not associated with beach culture. The needs of the elderly and those with disabilities must be recognised. While young people need to be catered for specifically, it is recognised that there is good access to train stations and they can reach the Perth scene and other destinations within the rail system for entertainment and to meet friends.

Challenges

- Cottesloe is a Metropolitan Attractor with a small rate base and high visitor numbers
- Providing facilities to support health and wellbeing activities
- Managing noise and antisocial behaviour around large licensed venues
- Sustainable parking solutions
- The complexities of meeting the needs of young people with organised activities
- Cost of providing more formal civic spaces and venues



Future direction

The council is open to a number of interrelated strategies to maintain and enhance the wellbeing of residents by engaging the community in ownership of solutions to problems caused by visitors attracted to the beach and hotels and to augment the existing outdoor recreational lifestyle with opportunities for more cultural events and activities.

Major strategies

- 1.1 Develop an 'integrated transport strategy' that includes cycling, park and ride, Cott Cat, public transport and parking management strategies to meet the needs of pedestrians, cyclists and other non-vehicular traffic.
- 1.2 Continue working with licensed premises to manage noise, parking and antisocial behaviour.
- 1.3 Identify places to host more cultural events and activities.
- 1.4 Continue to improve community engagement.
- 1.5 Continue to improve access and inclusion of aged persons and those with disabilities.

Policy and strategy documents

The policy and major strategy documents that link with this priority are:

- Community Safety and Crime Prevention Plan 2010 - 2014
- Disability Access and Inclusion Plan 2012 - 2017
- Community Consultation Policy (March 2013)

PRIORITY AREA 2

Achieving connectivity between east and west Cottesloe

Stirling Highway and Curtin Avenue are the two primary regional roads in Cottesloe and in effect converge south of Jarrad Street to straddle the railway. They provide for north-south traffic movement and, in being closely aligned, represent duplication. The Perth to Fremantle railway also travels north south through Cottesloe, predominately alongside Curtin Avenue.

Through this transport corridor, Cottesloe is connected to the metropolitan transport system and tourist routes and is highly accessible. At the same time, the transport corridor causes physical divisions and barriers.

Limiting the impact of these barriers will improve traffic flow, allow for more sustainable design of car parks, reduce safety concerns, improve pedestrian movements and reduce the 'wasteland' effect caused by poor presentation and lack of use of the surplus rail reserve to the west of the Town Centre.

At the same time, properly planned redevelopment will result in greater connectivity between east and west Cottesloe. In particular the dual barriers of road and rail cut off the beach and foreshore from the town centre, which fragments the two main activity hubs of the district. These hubs could be complimentary in their contribution to a greater sense of community and increased opportunities for the local economy since they each have a well-defined and different focus.

The land abutting the railway has development potential and the town centre could benefit from mixed use developments, new housing, local open space and general improvements to the overall railway precinct.

Resolution of a realignment of Curtin Avenue and the future use of the railway land to the west of the town centre are two major considerations for substantial change in terms of enhanced east west connectivity, increased commercial opportunity and new development.

Challenges

- Engineering and financial constraints
- Land ownership
- Aligning State agencies to Council's objective
- The north-south transport link is used for heavy, high and wide haulage
- The high cost of shifting the Western Power sub-station at Jarrad Street
- Gaining community support for agreed solutions

Future direction

The Council is committed to taking a high profile leadership role to resolve the decades long problem of the divisive nature of the transport corridor through the district by focusing on the needs and positives for well planned redevelopment.

Major strategies

- 2.1 Proactively pursue solutions for Curtin Avenue and the railway
- 2.2 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
- 2.3 Promote an engineering and financial feasibility study within the preferred solution

Policy and strategy documents

The policy and major strategy documents that link with this priority are:

- Disability Access and Inclusion Plan 2012 - 2017
- Cottesloe Local Planning Scheme No. 3 (in progress)
- Cottesloe Local Planning Strategy (in progress)
- WESROC Railway Stations Study Report (2004)
- WESROC 'Stirling Highway Revitalisation' (2005)
- Hames Sharley Town Centre Concept Plan (2009)
- Cottesloe Enquiry by Design (2009)
- Stirling Highway Activity Corridor Study (ongoing)

PRIORITY AREA 3

Enhancing beach access and the foreshore

Cottesloe's beaches, public foreshores and adjoining beachside development are defining elements of the district. The natural and built environment amenity of the beachfront precinct is a delicately balanced combination of coastal care and sensitive development and access to the beach must be carefully managed in order to avoid environmental degradation. The beaches have a picturesque, unique character and are spacious and clean.

However, the Council is aware that the public facilities along the foreshore are looking tired. People moving into Cottesloe who have paid higher land prices, and long standing residents who are exposed to quality presentation when they travel interstate and overseas, have expectations that public infrastructure will be provided not only with a high level of amenity but also with some sense of style.

New building development west of Marine Parade is not supported, outside of existing building footprints and essential community services. The two surf life-saving clubs have historical significance and current importance for the welfare of locals and visitors enjoying an active beachfront. The aspirations of the clubs will need addressing as part of a planned approach for the future of the whole foreshore.

The beachfront is a destination for locals, the regional population and tourists. An international profile means that the Council is under some pressure from the State Government to redevelop the area to a standard expected of major tourism destinations.

Challenges

- Raising revenue sufficient to meet beach and foreshore needs and aspirations in an environment of rates sensitivity
- Limitations on areas where parking fees can be applied
- Limitations on the sustainable provision of additional infrastructure
- External pressures for development west of Marine Parade
- State Government coastal and planning policies
- Damage to infrastructure from natural causes and antisocial behaviour

Future direction

The Council has an adopted vision and plan for the foreshore and is developing a consequent strategic financial plan that considers options for sourcing funds to provide the impetus for redevelopment and ongoing maintenance. Controlled access to the beach outside the central foreshore zone will be considered in order to protect natural values. More sustainable solutions to the design of car parks will be introduced. The increasing rarity of its low-rise beachfront in an urban environment will continue to enhance Cottesloe's reputation as a tourist destination.

Major strategies

- 3.1 Implement the 'Foreshore Redevelopment Plan' in consultation with the community.
- 3.2 Continue to improve access to beach facilities.
- 3.3 Improve dune conservation outside the central foreshore zone (implement NAMP).
- 3.4 Increase public transport services and solutions for moving people to and from the beach area.
- 3.5 Develop a parking strategy for the beach precinct.

Policy and strategy documents

The following policy and strategy documents link with this priority:

- Disability Access and Inclusion Plan 2012 - 2017
- Cottesloe Local Planning Scheme No. 3 (in progress)
- Cottesloe Local Planning Strategy (in progress)
- Foreshore Redevelopment Plan (2012)
- Western Suburbs Greening Plan (2002)
- State Coastal Planning Policy (2013)
- Bike Plan 2008 -2014
- Natural Areas Management Plan (2008)

PRIORITY AREA 4

Managing Development

Pressure for development in Cottesloe is associated with the area's high popularity, a rapidly increasing population in Western Australia, demographic changes in society, demand for greater housing choices and impositions by the State Government.

These impacts are felt in local neighbourhoods, brought about by changes to streetscapes, pressure on set backs, greater through traffic, escalating land values that marginalise heritage properties and character houses, concerns about the environment, reduction in trees because of subdivision and general erosion of residential amenity.

Over the last few decades Cottesloe has consolidated as a residential district and was thought to be virtually fully developed as a suburb where successive generations have grown up. However, now and into the future the number of new dwellings is expected to exceed the number of new lots. There is a marked trend for strata title development. There are conflicts within the community where infill development generally is not supported but many people wish to retain the ability to subdivide their own properties.

Care must be taken that the pressure for denser development does not destroy the casual relaxed lifestyle, the character of the beachfront and the green leafy neighbourhood and unduly affect the amenity and ambience enjoyed by residents. There are increasing pressures for commercial and tourism developments such as outdoor eateries whose upmarket style conflicts with the existing casual beach culture.

The Town's Design Advisory Panel will continue to be supported to ensure high quality architecture is maintained throughout the area.

Challenges

- State Government Planning Policies – Directions 2031
- Demand for residential redevelopment
- Need for balanced development
- Impact on heritage
- Need to retain security

Future direction

The Council is committed to using a policy driven approach to manage development pressures that will ensure that the planning framework is in place to protect the characteristics that the community wants preserved and protected and that form part of the 'vision statement' for this Plan.

Major strategies

- 4.1 Finalise Local Planning Scheme No. 3
- 4.2 Implement/apply planning incentives for heritage properties
- 4.3 Consider undeveloped Government owned land for higher density development provided there is both public support and benefit for the Cottesloe community.

Policy and strategy documents

The policy and major strategy documents that link with this objective are:

- Cottesloe Local Planning Scheme No. 3 (in progress)
- Cottesloe Local Planning Strategy (in progress)
- Disability Access and Inclusion Plan 2012 - 2017
- Council Policy Manual (2013)
- Cottesloe Enquiry by Design (2009)

PRIORITY AREA 5

Providing sustainable infrastructure and community amenities

There is greater scrutiny than ever before on the way local governments maintain key community assets and infrastructure. A local government that does not take its stewardship role seriously will forfeit the confidence of the community. Local government legislation states that Council is to use its best endeavours to 'meet the needs of current and future generations' in a sustainable way. A sustainable approach means taking the whole of life costs for major assets – capital, operational, depreciation and maintenance costs and ensuring that these are managed in an affordable way spread across the life cycle of the asset.

Properly maintained assets last longer and avoid the spikes of expenditure required for major upgrades. Moving forward, Council needs to take corrective action using the basic principle of intergenerational fairness and equity.

Cottesloe has a level of infrastructure that will generally meet the needs of the expected increases in population and any corresponding increases in housing over the next ten to fifteen years. However the age and condition of some community buildings and facilities is a concern. There is a need to develop a plan for asset management that addresses long term liabilities, linked to financial sustainability.

Any plan will need to take into account calls for the standard and quality of community infrastructure to be upgraded. In addition, some new services will be required to meet the needs of an increasingly aged population. The plan will need to be developed on the basis that although public assets are just that in terms of community ownership, they have an inherent realisable value that in some cases may need to be realised in order to preserve or acquire other assets.

Scope exists for the Council to incorporate passively-designed and energy efficient strategies into council building and asset management programs.

Cottesloe Village, the town's centre, has an integral role in Cottesloe. Home for many local, small businesses, and well linked with public transport, the Village offers relaxed, high quality shopping experiences, access to essential services, and local employment opportunities. Enhancements to infrastructure, parking and the general appearance are needed to ensure the Village continues to be a desirable destination for residents and visitors.

Challenges

- Resources: financial, human and physical
- The age of buildings
- Quality of infrastructure
- Heritage listing of the Civic Centre and beachfront
- Financial upkeep of the Civic Centre and beachfront

Future direction

The Council is committed to managing community infrastructure and council buildings in a sustainable way by developing a long term asset management plan supported by a long term financial plan.

Major strategies

- 5.1 Develop sustainability and capacity criteria to assess major strategies.
- 5.2 Manage assets that have a realisable value.
- 5.3 Implement the Town Centre Public Domain Infrastructure Improvement Plan.
- 5.4 Maximise income from non-rates sources.
- 5.5 Develop a long term asset management plan and accompanying financial plan.

Policy and strategy documents

The policy and major strategy documents that link with this objective are:

- Disability Access and Inclusion Plan 2012 - 2017
- Community Safety and Crime Prevention Plan 2010 - 2014
- Town Centre Public Domain Infrastructure Improvement Plan (2010)
- Natural Area Management Plan (2008)
- Various asset management plans

PRIORITY AREA 6

Providing open and accountable local governance

Council recognises the invaluable contribution residents play in community life, especially those who actively participate in civic affairs. The aim of this objective is to ensure that this continues and that Council maintains a spirit of co-operation with the community in an accountable and transparent manner on all occasions.

Many people wish to engage in decisions about Cottesloe's future. Community members are well informed and articulate; they know what they want. This is acknowledged and valued. In addition the Council has many statutory obligations to comply with in order to improve decision making.

The effect of greater cooperation will be a Council and community that understand and appreciate separate but interdependent roles in progressing Cottesloe's future. Elected members and staff listen to community views and collaborate to discuss and explore possibilities. There is an appreciation that perception is the reality for many people and it is important to provide information so that the community can make informed input.

Challenges

- Conflicting demands and expectations
- Funds and time required for effective consultation

Future direction

The Council is committed to fostering a sense of belonging and involvement amongst residents in recognition that input from the community into major decisions adds value and enhances the democratic process. Council is committed to effective community communication and engagement.

Major strategies

- 6.1 Ongoing implementation of Council's community consultation policy.
- 6.2 Continue to deliver high quality governance, administration, resource management and professional development.
- 6.3 Implement technologies to enhance decision making, communication and service delivery
- 6.4 Enhance the Town's ability to embrace and manage change

Policy and strategy documents

The policy and major strategy documents that link with this objective are:

- Disability Access and Inclusion Plan 2012 - 2017
- Community Consultation Policy (2013)
- Code of Conduct (2008)
- Standing Orders (2012)
- Policy Manual (2013)

How was the Strategic Community Plan created?

The development of the Strategic Community Plan involved consultation with the community and key stakeholders.

The Town of Cottesloe is continuously engaging with the local community to assess and understand local requirements. This involves public meetings, workshops and daily conversations.

In December 2012, the Town completed a formal process to evaluate community views. A phone survey was conducted with a random and representative sample of residents in the Town of Cottesloe to evaluate overall satisfaction with the Town of Cottesloe and explore the community's aspirations and priorities. 401 residents took part in the survey. The study was administered by independent research company CATALYSE® in partnership with Edith Cowan University's Survey Research Centre. Survey quotas were set by age and gender to obtain a representative sample. The sampling error was within an acceptable range at +/- 5% at the 95% confidence interval.

Results were presented to Council and discussions facilitated to agree on future priorities, objectives and strategies to include in the Plan.

In October 2013, a draft Plan was endorsed by Council and advertised for public comment. Advertisements were placed in State and local press, on Council's notice boards and on Council's website. Submissions were received from two members of the local community.

The Plan was formally adopted by Council in December 2013.

10 REPORTS**10.1 REPORTS OF OFFICERS****10.1.1 STRATEGIC COMMUNITY PLAN**

File Ref:	SUB/108
Attachments:	Strategic Community Plan
Responsible Officer:	Carl Askew Chief Executive Officer
Author:	Mat Humfrey Manager Corporate & Community Services
Proposed Meeting Date:	23 September 2013
Author Disclosure of Interest	Nil

SUMMARY

The report presents the Town's draft Strategic Community Plan for endorsement to advertise to public comment.

BACKGROUND

In October 2010, the State Government released its Integrated Planning Framework for local governments, which was included in the Local Government (Administration) Regulations in August 2011. The framework greatly enhances the requirement for forward planning for local governments, and has three main components being the Strategic Community Plan, the Corporate Business Plan and informing strategies.

The first part of the framework that needs to be adopted is the Strategic Community Plan which represents the vision for where the community, represented by a local government, sees itself in the future. Spanning 10 financial years, the Strategic Community Plan provides the aspirational statement for the remainder of the planning process.

Following the adoption of the Strategic Community Plan, Council will be required to consider a Corporate Business Plan. The Corporate Business Plan will provide the mechanism that will see the Strategic Community Plan implemented (activated). This will include detailed costings and strategies for meeting those costs. Finally, there are a number of informing strategies that can be directed towards both of the above plans. It is suggested that a Workforce Plan, an Asset Management Plan and a Long Term Financial Plan should all be in place to allow the other plans to be informed. However the Regulations are silent on the content or formulation of these informing strategies, save that the requirement to calculate financial ratios suggests that the Asset Management Plan and Long Term Financial Plan should cover at least 10 years.

Most local governments already have plans in place to meet these requirements and the Town will be one of the last to adopt these plans. However, with significant time and energy going into the reform process as well as the adoption

of Local Planning Scheme 3, both of which would have a major influence on the formulation of any future plan, Council has waited until these processes are more or less complete before the time and resources could be allocated to the development of the Community Strategic Plan.

STRATEGIC IMPLICATIONS

The adoption of this recommendation is the first step in putting in place the Town's new Strategic Community Plan.

POLICY IMPLICATIONS

Nil

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

There will be minor costs in the adopting of the recommendation, however these can be met within current operational budgets. These costs consist of advertising and consultancies.

STAFFING IMPLICATIONS

The cost of staff time (primarily Executives) in assisting with the development of the draft plan have been incorporated within existing budget allocations.

SUSTAINABILITY IMPLICATIONS

Nil

CONSULTATION

Nil

STAFF COMMENT

The Town's previous Plan for the Future expired in May 2011. Since this time the Town's strategic direction has been set in the Action Plan, as updated at the quarterly Strategic Planning Committee meetings.

There has been two major impediments to the Town adopting a new Plan for the Future, the first being the adoption of, and signing off of, the Town's Local Planning Scheme No 3 and the second is the much discussed issue of local government reform. Each time the Town has considered the question of the Plan for the Future, one or both of these items looks to be close to being settled, and as the outcome of these processes would have a major impact on any future planning undertaken by the Town, the plan for the future considerations have been delayed. Recent events suggest that both of these items are now close to being resolved. As such, the Town is now in a position to begin formalising planning that has been occurring informally for several years.

The first step in writing this plan was to engage the community in a way that would allow for an assessment of the previous plan. An independent research company, Catalyse, was engaged to undertake this research, which was presented to Council in April this year. The overall response to the survey suggested that the Community was happy with the direction that Council is and has been pursuing and that the overall satisfaction with Council was extremely high.

From the results of the survey and the work undertaken on the previous Plan for the Future, the initial draft of the Strategic Community Plan was drawn together. This plan was presented to the management executive of the Town for review and consideration. Changes made at this time were purely administrative, pertaining mostly to the wording of objectives, supporting documents and updating any outdated information.

The revised draft has been presented to a Council workshop. At this workshop, the Plan was considered in greater detail and much feedback was received. The feedback was then incorporated into the draft document which is being considered for endorsement in this report.

Endorsement of the Strategic Community Plan is the first part to adopting the plan. Following endorsement, the Strategic Community Plan will be advertised and comments and feedback will be sought from residents, businesses and other stakeholders. This feedback will be considered and where possible incorporated into the plan, which will then be presented back to the Council for final adoption.

While it is anticipated that the final adoption of the Strategic Community Plan is still some months away, the endorsement of the plan for advertising will allow the administration to begin work on the other parts of the Integrated Planning Framework. For example, the Town already has adopted 5 year asset plans, however these will all need to be extended to cover a period of at least 10 years –

as will the financial plans that accompany them. There is still work to be done on the Town's workforce plan, however this can also progress while the Strategic Community Plan is out for comment.

Once the Strategic Community Plan is in place, the Town will also need to adopt a Corporate Business Plan, which is underpinned by several informing strategies. Given the volume and complexity of the work involved, the sooner the work is begun, the better off the Town will be.

Even though the Town doesn't have a formal Plan for the Future, the Town has been working strategically. The Town has adopted 5 year asset plans which are reviewed annually and the Action Plan (evolved from the previous Plan for the Future) has reviewed and updated quarterly. These elements have allowed the Town to progress a number of projects and aspirations, even without having formally adopted a Strategic Community Plan. However, as these plans are now required to be in place, it is recommended that the attached Draft Strategic Community Plan be endorsed for advertising.

VOTING

Simple Majority

OFFICER RECOMMENDATION

Moved Mayor Morgan, seconded Cr Strzina

THAT Council endorse the Draft Strategic Community Plan as attached for advertising for a period of two months, with the Plan to be re-presented at the December 2013 meeting for final adoption.

AMENDMENT

Moved Cr Jeanes, seconded Cr Rowell

That the word 'endorse' be replaced with 'receive'.

Lost 3/6

OFFICER RECOMMENDATION & COUNCIL RESOLUTION

THAT Council endorse the Draft Strategic Community Plan as attached for advertising for a period of two months, with the Plan to be re-presented at the December 2013 meeting for final adoption.

THE SUBSTANTIVE MOTION WAS PUT

Carried 7/2