

Minutes of the Special Meeting of Council of the Town of Vincent held at the Administration and Civic Centre, 244 Vincent Street, Leederville, on Tuesday 14 October 2003, commencing at 6.00pm.

1. DECLARATION OF OPENING

The Presiding Member, Mayor Nick Catania JP, declared the meeting open at 6.00pm.

2. APOLOGIES/MEMBERS ON APPROVED LEAVE OF ABSENCE

(a) Apologies:

Rick Lotznicher Executive Manager, Technical Services (in attendance until 6.10pm)

(b) Present:

Mayor Nick Catania, JP	Presiding Member
Cr Simon Chester	North Ward
Cr Caroline Cohen	South Ward
Cr Helen Doran-Wu	North Ward
Cr Ian Ker	South Ward
Cr Sally Lake	South Ward
Cr Maddalena Torre	South Ward

John Giorgi, JP	Chief Executive Officer
Rob Boardman	Executive Manager, Environmental & Development Services
Mike Rootsey	Executive Manager, Corporate Services

1 Member of the Public

(c) Members on Approved Leave of Absence:

Cr Steed Farrell North Ward

(d) Absent

Cr Basil Franchina North Ward

3. PUBLIC QUESTION TIME & RECEIVING OF PUBLIC SUBMISSIONS

Nil.

4. APPLICATIONS FOR LEAVE OF ABSENCE

Nil.

5. ANNOUNCEMENTS BY THE PRESIDING MEMBER (WITHOUT DISCUSSION)

Mayor Catania encouraged all to participate in the Town's Active Vincent Day/Pets in the Park/Mayoral Walk which will be held on Sunday 19 October 2003 in Beatty Park Reserve.

6. DECLARATION OF INTERESTS

Nil.

7.1 Independent Organisational Review - Indicative Implementation Timeline

Ward:	Both	Date:	10 October 2003
Precinct:	All	File Ref:	ADM0061
Attachments:			
Reporting Officer(s):	John Giorgi		
Checked/Endorsed by:	-	Amended by:	-

OFFICER RECOMMENDATION:

That the Council;

- (i) *APPROVES of the Independent Organisational Review Indicative Timeline for implementation of recommendations as shown below;*
- (ii) *ADVERTISES the Independent Organisational Review implementation and indicative timeline and Report for twenty-one (21) days for community consultation and a further report detailing any submissions received be submitted for Council's consideration at the Ordinary Meeting of Council to be held on 2 December 2003; and*
- (iii) *NOTES that the following IOR recommendations have already been completed or require no further action:*

Recommendation Numbers:

2(a), 2(b), 3(a), 9, 10, 23, 24, 25, 29, 30, 32, 33, 34, 38, 40, 44, 49 and 51.

IMPLEMENTATION OF THE IOR RECOMMENDATIONS

Recommendation Number	Page	Governance (Council Responsibility)	Administration (CEO Responsibility)	Council Priority (Adopted on 19 August 2003)	Indicative Implementation Timeline
Objective 1 – Strategy					
1	17	x		High	Oct/Nov 03 Part Completed
2(a)	17		x	High	Completed
2(b)	17		x	High	Completed
3(a)	17	Completed			Completed
3(b)	17		x	High	Nov 03 - June 04 Part completed
Objective 2 - Organisation Structure Review					
Suggestions	20				
4	30		Supported in part	4(f) High	Oct - Dec 03 Part Completed
Objective 3 – Governance					
5	35	x		High	Oct 03 - Mar 04
6	36	x		High	Oct 03 - Mar 04
7	36		x		Oct/Nov 03
8	36		x		Oct 03 - Mar 04
9	36		Completed		Completed
10	36		x	High	Completed
11	36		x		June -Dec 03 Part Completed
12	36	x			Oct - Dec 03
13	36		x		Oct 03 - Mar 04

Recommendation Number	Page	Governance (Council Responsibility)	Administration (CEO Responsibility)	Council Priority (Adopted on 19 August 2003)	Indicative Implementation Timeline
Suggestions	42(3)	x			Completed
Objective 4 - Human Resources & Performance Management					
14	45		x	High	Oct 03 - Mar 04
15	45		x	High	Oct/Nov 03 Part Completed
16	46	x		High	Nov/Dec 03
17	46		x	High	Nov 03
18	46		x		Oct 03 - Mar 04 Part Completed
19	46		x		Oct 03 - Mar 04
20	46		x	High	Oct 03 - Mar 04
21	46		x	High	Nov 03/Ongoing
22	46		x	High	Nov 03/Ongoing
23	46		x	High	Completed
24	46		Supported in part only	High	Completed
25	46		x	High	Completed
Objective 5 - Financial Performance & Accountability					
26	56		x		Oct/Nov 03
27	56		x		Nov 03/Ongoing
28	57		x		Jan - Mar 04
29	57	x			Completed
30	57		x	High	Completed
31	57		x	High	Oct 03 Part Completed
32	57	Completed			Completed
33	57	x		High	Completed
34	57		Completed		Completed
Objective 6 - Financial Accountability - Business Services					
35	62		x		Jan - Mar 04
36	63		x		Nov 03/Ongoing
37	63		x		Nov 03/Ongoing
Objective 7 - Human Resource Survey					
38	63		Completed		Completed
39	68		x	High	Oct 03/ongoing
40	68		Completed		Completed
Objective 8 - Process and Procedures					
41	83	x		High	Oct 03 - Mar 04
42	83		x	High	Nov 03 - Mar 04
43	83		x	High	Oct 03 - Mar 04
44	83		Completed		Completed
45	83		x		Oct 03 - Mar 04
46	83		x	High	Nov 03
47	83		x	High	Oct 03 - Mar 04
48	83	x			Part Completed On-going from July 03
49	83	Completed			Completed
50	84	x			Nov 03 - June 04
51	84		Completed		Completed
52	85		x		Nov 03 - Dec 04
Objective 9 - Financial Implications					
Objective 10 - Human Resources - Senior Executives					
53	96		x	High	Nov 03/Ongoing

Moved Cr Torre, Seconded Cr Ker

That the recommendation be adopted subject to Recommendations 4, 7, 11, 12, 13, 35, 48, 50 and 52 and Suggestions Page 20 of IOR Report being listed as a "High" priority.

Mayor Catania requested the Chief Executive Officer to give a broad outline of the Report and the CEO advised as follows:

"This report detailing the implementation has been prepared based on the information and comments provided by Executive Managers and Managers, taking cognisance of the Council's decision of 19 August 2003 indicating the priority of the recommendations. The implementation timeline has taken into consideration factors such as the Council's adopted Capital Works Programme, budget, festive season holiday period, staff leave and the time required to further research and investigate matters.

Eighteen (18) (34%) recommendations have already been completed, seven (7) (13.2%) are part completed and the majority of the remainder are in progress. The CEO's implementation timeline proposes that all Recommendations (except Nos 50, 52 and 53) will be completed by March 2004, with the above three being completed on an on-going basis by December 2004.

In addition, as a result of the Council classification, 34 recommendations (64.15%) are classified as a "high" priority, and the remaining 19 recommendations (35.85%) have a lesser priority.

Recommendations 50 and 52 would require additional staff resources, if the Council requires these tasks to be completed in a shorter time-frame.

At 6.15pm **Moved Cr Doran-Wu, Seconded Cr Chester**

That Standing Orders be suspended to allow free and open debate.

CARRIED (7-0)

(Cr Franchina absent from the meeting. Cr Farrell on approved leave of absence.)

Executive Manager Environmental and Development Services, Rob Boardman, tabled the Town's Planning and Building Policy No 3.7.1 - Parking and Access. He advised:

"The Town completed a Car Parking Strategy in February 2002 of which the following was noted regarding reciprocal car parking:-

Reciprocal parking arrangements may be considered acceptable where the Town of Vincent is convinced that demand for parking by the uses proposed will not unreasonably coincide.

Reciprocal parking arrangements, where the uses occur on one lot and involve only one landowner have, to date, been adequately dealt with by conditions of planning approval which restrict the opposing uses to opposing hours of operation.

The practice of the City of Perth and the Town of Vincent has been that arrangements which involve more than one use on more than one lot, are cumbersome and restrict landowners ability to redevelop or change land uses where legal agreements are made with other landowners. The local authority also tends to end up with the responsibility of policing the arrangements and administering the legal agreements. To date, there are very few, if any, arrangements of this nature, that is, legally binding arrangements between landowners of different land holdings and the Town which secure parking on sites for reciprocal purposes. It is very doubtful whether any landowner would be willing to waive the development rights over their property in perpetuity.

With respect to workload, an additional temporary/contract planning officer would be required to review and assess the Town's February 2002 Car Parking Strategy and separately assess the impact of reciprocal car parking and various associated issues within the Town. Given that there is only one officer who is undertaking the TPS Review and in light of the enormity of the project, as well as workload of other staff this would seem reasonable. The recommendation would take at least 6 months to complete. Generally speaking, a contract planning officer with experience (dependent upon availability) needed to perform the task would charge \$ 30 - \$50 an hour. Additional costs may be incurred though agency referral. Based on a 38 hour working week, the cost of such a review would be between \$27,360 and \$45,600. In addition, provision would also need to be made for office accommodation, telephone, desk, computer, etc. No provision for these costs are included in the current Budget for the review of the Town Planning Scheme."

Considerable debate ensued relating to Recommendations 48, 50 and 52.

At 7.12pm Cr Torre departed the Chamber.

Debate ensued.

At 7.16pm Cr Torre returned to the Chamber.

Debate ensued.

At 7.25pm Moved Cr Torre, Seconded Cr Lake

That Standing Orders be resumed.

CARRIED (7-0)

(Cr Franchina absent from the meeting. Cr Farrell on approved leave of absence.)

Moved Cr Chester, Seconded Cr Lake

That a new clause (iii) be added as follows and the existing clause (iii) be renumbered to (iv):

"(iii) apportions the highest priority to:

- (a) customer service (Recommendations 4(f), (g), (h) and 35); and*
- (b) delegations, discretions, compliance and policy (Recommendations 6, 7, 11, 13, 41 and 46);*

Debate ensued.

AMENDMENT CARRIED (7-0)

(Cr Franchina absent from the meeting. Cr Farrell on approved leave of absence.)

Moved Cr Chester, Seconded Cr Torre

That new clauses (iii)(c) and (d) be added as follows:

"(c) followed by parking matters (Recommendations 48, 50 and 52); and

(d) the remainder of the recommendations to be implemented as detailed in the table 'IMPLEMENTATION OF THE IOR RECOMMENDATIONS.'"

AMENDMENT CARRIED (7-0)

(Cr Franchina absent from the meeting. Cr Farrell on approved leave of absence.)

Debate ensued.

The Mayor and several Councillors spoke about the need for compliance in development approvals and supported the employment of a Compliance Officer.

The Chief Executive Officer stated that a report will be submitted to Council as soon as practicable.

MOTION AS AMENDED CARRIED (7-0)

(Cr Franchina absent from the meeting. Cr Farrell on approved leave of absence.)

COUNCIL DECISION ITEM 7.1

OFFICER RECOMMENDATION:

That the Council;

(i) APPROVES of the Independent Organisational Review Indicative Timeline for implementation of recommendations as shown below;

(ii) ADVERTISES the Independent Organisational Review implementation and indicative timeline and Report for twenty-one (21) days for community consultation and a further report detailing any submissions received be submitted for Council's consideration at the Ordinary Meeting of Council to be held on 2 December 2003;

(iii) apportions the highest priority to:

(a) Customer Service (Recommendations 4(f), (g), (h) and 35);

(b) Delegations, Discretions, Compliance and Policy (Recommendations 6, 7, 11, 13, 41 and 46);

(c) followed by Parking Matters (Recommendations 48, 50 and 52); and

(d) the remainder of the recommendations to be implemented as detailed in the table 'IMPLEMENTATION OF THE IOR RECOMMENDATIONS'; and

(iv) *NOTES that the following IOR recommendations have already been completed or require no further action:*

Recommendation Numbers:

2(a), 2(b), 3(a), 9, 10, 23, 24, 25, 29, 30, 32, 33, 34, 38, 40, 44, 49 and 51.

IMPLEMENTATION OF THE IOR RECOMMENDATIONS

Recommendation Number	Page	Governance (Council Responsibility)	Administration (CEO Responsibility)	Council Priority (Adopted on 19 August 2003)	Indicative Implementation Timeline
Objective 1 – Strategy					
1	17	x		High	Oct/Nov 03 Part Completed
2(a)	17		x	High	Completed
2(b)	17		x	High	Completed
3(a)	17	Completed			Completed
3(b)	17		x	High	Nov 03 - June 04 Part completed
Objective 2 - Organisation Structure Review					
Suggestions	20			High	Oct - Dec 03
4	30		Supported in part	High 4(f), (g) & (h)	Oct - Dec 03 Part Completed
Objective 3 – Governance					
5	35	x		High	Oct 03 - Mar 04
6	36	x		High	Oct 03 - Mar 04
7	36		x	High	Oct/Nov 03
8	36		x		Oct 03 - Mar 04
9	36		Completed		Completed
10	36		x	High	Completed
11	36		x	High	June -Dec 03 Part Completed
12	36	x		High	Oct - Dec 03
13	36		x	High	Oct 03 - Mar 04
Suggestions	42(3)	x			Completed
Objective 4 - Human Resources & Performance Management					
14	45		x	High	Oct 03 - Mar 04
15	45		x	High	Oct/Nov 03 Part Completed
16	46	x		High	Nov/Dec 03
17	46		x	High	Nov 03
18	46		x		Oct 03 - Mar 04 Part Completed
19	46		x		Oct 03 - Mar 04
20	46		x	High	Oct 03 - Mar 04
21	46		x	High	Nov 03/Ongoing
22	46		x	High	Nov 03/Ongoing
23	46		x	High	Completed
24	46		Supported in part only	High	Completed
25	46		x	High	Completed
Objective 5 - Financial Performance & Accountability					
26	56		x		Oct/Nov 03
27	56		x		Nov 03/Ongoing
28	57		x		Jan - Mar 04
29	57	x			Completed
30	57		x	High	Completed
31	57		x	High	Oct 03 Part Completed
32	57	Completed			Completed
33	57	x		High	Completed

Recommendation Number	Page	Governance (Council Responsibility)	Administration (CEO Responsibility)	Council Priority (Adopted on 19 August 2003)	Indicative Implementation Timeline
34	57		Completed		Completed
Objective 6 - Financial Accountability - Business Services					
35	62		x	High	Jan - Mar 04
36	63		x		Nov 03/Ongoing
37	63		x		Nov 03/Ongoing
Objective 7 - Human Resource Survey					
38	63		Completed		Completed
39	68		x	High	Oct 03/ongoing
40	68		Completed		Completed
Objective 8 - Process and Procedures					
41	83	x		High	Oct 03 - Mar 04
42	83		x	High	Nov 03 - Mar 04
43	83		x	High	Oct 03 - Mar 04
44	83		Completed		Completed
45	83		x		Oct 03 - Mar 04
46	83		x	High	Nov 03
47	83		x	High	Oct 03 - Mar 04
48	83	x		High	Part Completed On-going from July 03
49	83	Completed			Completed
50	84	x		High	Nov 03 - June 04
51	84		Completed		Completed
52	85		x	High	Nov 03 - Dec 04
Objective 9 - Financial Implications					
Objective 10 - Human Resources - Senior Executives					
53	96		x	High	Nov 03/Ongoing

CEO'S FURTHER COMMENTS:

Recommendation Numbers 7, 11, 12, 13, 35, 48, 50 and 52 should read as a "High" priority, in accordance with clause (ii) of the Council Decision of 19 August 2003.

All of these recommendations are currently listed to be completed in the period October 2003 to March 2004 with exception of recommendation 50 (due November 2003 - June 2004) and recommendation 52 (November 2003 - December 2004).

Recommendations 50 and 52 would require additional staff resources, if the Council requires these tasks to be completed in a shorter time-frame.

Suggestions - Page 20

- Forming a working group to examine continuous improvement process analysis throughout the organisation.

CEO's Comment

This is supported and will be investigated from October 2003 - March 2004.

- Inviting impact comments from Managers at an early stage on major projects under consideration at the senior management level.

CEO's Comment

Managers and other staff are invited to provide comment and have input into major and strategic projects, as part of the Administration's procedures. A number of working groups are in place for a variety of projects.

- Review the relevancy of key performance indicators by discarding those irrelevant or not essential to future decision making.

CEO's Comment

This will be considered as part of the Strategic Plan process. It is anticipated that this will occur in November 2003.

- Improving the staff induction program to assist new staff members to understand the systems and meet with experienced staff able to assist them in their tasks.

CEO's Comment

The Staff Induction Process is continually reviewed and enhanced on an ongoing basis. This will continue to occur.

DETAILS:

At the Special Meeting of Council held on 19 August 2003 the Council considered the matter of the Organisational Review Key Areas and Priorities and resolved as follows:

"That the Council;

- (i) *REQUESTS the Chief Executive Officer to prepare an implementation programme of the Independent Organisational Review (IOR) recommendations in the following priorities:*

- (a) *forthwith (High Priority)*

Recommendation Numbers:

1, 2(a), 2(b,) 3(b), 4(f), 5, 6, 10, 14, 15, 16, 17,) 20, 21, 22, 23, 24, 25, 30, 31, 33, 39, 41, 42, 43, 46, 47 and 53

but notes that the case for Recommendation (5) has not been substantiated and that other ways of improving Council's decision-making process without going to a three week meeting cycle should be investigated;"

- (b) *requires further information/investigation (Medium Priority)*

Recommendation Numbers:

4(a), 4(b), 4(c), 4(d), 4(e), 4(g), 4(h), 7, 8, 11, 12, 13, 18 (part completed), 19, 26, 27, 28, 29, 35, 36, 37, 45, 48, 50 and 52

- (ii) *REQUESTS the areas and their relevant recommendations in the Independent Organisation Review that Council attaches a high priority to be;*

- (a) *Strategic Plan - (Recommendation: 1 and 12, and suggestion on Page 20);*
 - (b) *Customer Services Area - (Recommendations: 4(f), 4(g), 4(h) and 35);*
 - (c) *Delegations, Discretions and Policy - (Recommendations: 6, 7, 11, 13, 41 and 46);*
 - (d) *Audit Committee - (Recommendations: 29, 32 and 33); and*
 - (e) *Parking - (Recommendations: 48, 50 and 52)*
-

- (iii) *NOTES that the following IOR recommendations have already been completed or require no further action:*

Recommendation Numbers:

3(a), 9, 18 (part completed), 32, 34, 38, 40, 44, 49 and 51; and

- (iv) *APPROVES the further actioning of the IOR recommendations in accordance with this resolution and the roles and responsibilities prescribed in the Local Government Act 1995 at Section 2.7 (for the Council) and at Section 5.41 (for the CEO) as shown below, noting that matters under 'Governance' will require formal Council approval and that some of those under 'Administration' may do so (for example, where there are financial budget impacts on the Town)."*

Recommendation Number	Page	Governance (Council Responsibility)	Administration (CEO Responsibility)
Objective 1 - Strategy			
1	17	x	
2(a)	17		x
2(b)	17		x
3(a)	17	Completed	
3(b)	17		x
Objective 2 - Organisation Structure Review			
Suggestions	20		
4	30		Supported in part
Objective 3 - Governance			
5	35	x	
6	36	x	
7	36		x
8	36		x
9	36		Completed
10	36		x
11	36		x
12	36	x	
13	36		x
Suggestions	42(3)	x	
Objective 4 - Human Resources & Performance Management			
14	45		x
15	45		x
16	46	x	
17	46		x
18	46		x
19	46		x
20	46		x
21	46		x
22	46		x
23	46		x
24	46		Supported in part only
25	46		x
Objective 5 - Financial Performance & Accountability			
26	56		x
27	56		x
28	57		x
29	57	x	
30	57		x
31	57		x
32	57	Completed	
33	57	x	
34	57		Completed

Recommendation Number	Page	Governance (Council Responsibility)	Administration (CEO Responsibility)
Objective 6 - Financial Accountability - Business & Services			
35	62		x
36	63		x
37	63		x
Objective 7 - Human Resources Survey			
38	63		Completed
39	68		x
40	68		Completed
Objective 8 - Process and Procedures			
41	83	x	
42	83		x
43	83		x
44	83		Completed
45	83		x
46	83		x
47	83		x
48	83	x	
49	83	Completed	
50	84	x	
51	84		Completed
52	85		x
Objective 9 - Financial Implications			
Objective 10 - Human Resources - Senior Executives			
53	96		x

and;

- (v) *NOTES that the Chief Executive Officer will be submitting comments on the IOR recommendations in his report to the Ordinary Meeting of Council to be held on 14 October 2003."*

The Council received the final report of the Independent Organisational Review (IOR) - April 2003 as conducted by Corporate and Regional Enterprises (CARE) in collaboration with Murray Jorgensen and Associates and ADM Chartered Accountants on 1 May 2003. A list of the Terms of Reference and the IOR Recommendations are attached in Appendix A of this report.

On 5 August 2003 an information briefing session was held for Elected Members (as per Council Decision of 22 July 2003). Mr Gary Brennan, the Principal of CARE, facilitated the session which was attended by the Mayor, Councillors, CEO and Executive Managers (Cr Cohen was on approved leave of absence. Crs Franchina and Torre were absent). At the briefing session Mr Brennan explained the report findings in more detail, elaborated on key recommendations and answered questions.

At the Ordinary Meeting of the Council held on 22 July 2003, the Council considered a Notice of Motion and resolved inter alia as follows:

"That the Council;

- (ii) *APPROVES BY AN ABSOLUTE MAJORITY of the following:*

- (a) *that the Mayor, Councillors, CEO and Executive Managers have an Elected Members briefing to discuss key issues raised by the Independent Organisational Review and potential options for dealing with them, and facilitator, Gary Brennan be engaged to facilitate the briefing;*

- (b) *the proposed briefing is to be held in two weeks time; (date 5 August 2003)*
- (c) *the Council hold a Special Meeting in mid August 2003 to consider the recommendations and identify key areas and priorities in the implementation of the Independent Organisational Review; (date 19 August 2003)*
- (d) *the CEO be requested to prepare an Organisational Review Implementation Report, by the first meeting in October, based on the resolution of Council at the aforementioned Special Meeting of Council; (date 14 October 2003)*
- (e) *the Town's Organisational Review Implementation Report and consultants Independent Organisational Review be advertised for community consultation in accordance with the Town's consultation policy; and (advertise 17 October, close 14 November, assess 14-24 November, write report 25 & 26 November 2003)*
- (f) *the final report be presented for Council's consideration by December 2003." (final report to Council 2 December 2003)*

The above dates indicated in **bold** were included by the Chief Executive Officer and tabled at the Elected Members briefing session held on 5 August 2003.

Consideration of the Report

The Chief Executive Officer, Executive Managers and Managers have been reviewing the recommendations and providing comments. Whilst almost all of the recommendations are supported, several are supported in part only. This information will be provided in a report to the Ordinary Meeting of Council to be held on 14 October 2003 detailing the IOR Recommendation Implementation Timetable.

The following are the IOR Recommendations, together with the CEO's Comments:

STRATEGY

RECOMMENDATION 1

The 2002 – 2007 strategic planning process be revisited and include the following approach and elements:

The strategic planning process focus on social, environmental and economic outcomes and include quantitative and qualitative evaluations of Key Result Areas using key performance indicators and effectiveness indicators that are outcomes oriented, relevant and useful for future planning. The process to include the following elements.

Vision:

Set the shared view on what the Town will be in 5 years time. The end result must be an outcome that has the benefit of critical analysis and reflects the majority stakeholder views as being realistic and affordable.

Mission:

Describe the shared view of what services and activities the Town provides.

Values:

Describe the shared values that will be used as the basis for the philosophical approach to the way of "doing business" in the Town. The values to be supported by Behaviour Standards or Codes of Conduct.

Key Result Areas (the main functional areas):

Identify the functional areas that when achieved will collectively satisfy the vision statement. For each key result area there must be identified:

- The Scope (i.e. a description of what is to be included in the key result area)
- Key Objectives/Outcomes that collectively will achieve the Key Result Area
- Strategies and Action Plans for those key objectives/outcomes and
- Key Performance Indicators that are outcomes oriented, relevant and useful for future planning.

CEO's Comment

This recommendation has already been actioned and is part completed. A Strategic Planning Briefing was held on 10 July 2003. At the Ordinary Meeting of Council held on 9 September 2003, the Council adopted the Draft Strategic Plan 2003-2008 and further resolved as follows:

"That the Council;

- (i) ADOPTS the Draft Strategic Plan 2003-2008.*
- (ii) NOTES that Key Performance Indicators (KPI's), priorities and indicative financial implications will be prepared and reported to the Council for approval; and*
- (iii) meets with Executive Officers to review the effectiveness of the relative strategies and action plans, priorities and indicative financial implications of the Draft Strategic Plan 2003-2008.*

This matter is currently being progressed by the CEO and Executive Managers. Indicative costings/implications, priorities and timelines are being investigated. It is proposed that a meeting will be held in November 2003 to consider the above clause (iii)."

RECOMMENDATION 2

- (a) The Executive Management Team encourages staff to use their Services management meetings to identify strategic and organisational improvements.

CEO's Comment

Already actioned. The monthly meeting with Managers has been changed in format to include items such as strategic items, organisational improvements, major projects. This will be refined on an on-going basis.

- (b) The Executive Management Team meeting agendas include a regular item to consider and respond to suggestions from Services management meetings to achieve strategic and organisational improvement suggestions.

CEO's Comment

Already actioned and completed.

RECOMMENDATION 3

- (a) The Town of Vincent does not embark on additional programs requiring resources of Town Planning and Heritage until the core functions are operating to Council's satisfaction.

CEO's Comment

Already actioned. Council has adopted the following projects for 2003/04 Budget:

- *Town Planning Scheme Review - Year 2 of 2.5 years*
 - *Town Planning Scheme Amendments and Policies*
 - *Community Visioning Project*
 - *Mt Hawthorn Centre Strategy*
 - *Carparking Strategy Implementation - Year 1 of 5 Years*
 - *Oxford Centre Study Implementation - Year 1 of 5 Years*
 - *Sustainability Management System*
 - *Heritage Strategic Plan*
 - *Economic Study of Effects of Heritage Listing on Property Values*
- It is noted that the Council has approved of several motions which require additional resources. These matters will be addressed within existing projects wherever possible.*

- (b) The Town of Vincent requests the East Perth Redevelopment Authority to provide advice on the essential elements of urban economic development and strategies for the Town of Vincent to pursue to achieve the objectives of Key Result Area 3 – Economic Development.

CEO's Comment

Already actioned. A briefing session was held on 30 July 2003. Marketing Strategy to be prepared in 2003-2004. An on-going close working relationship already exists. A Working Group has been formed to progress this matter.

ORGANISATIONAL STRUCTURE REVIEW

RECOMMENDATION 4

- (a) Community Development and Administration functions be split with Community Development to become a function of Environmental and Development Services. The administration functions of local government elections, land administration, coordinating legal services, register and safekeeping of legal documents, administration and maintenance of telephone/PABX/Voicemail system, facsimile machine and photocopiers, messages on hold, agendas and minutes distribution, Council minutes data collection and stationary orders remain in Corporate Services.

CEO's Comment

This recommendation is supported in part only. Matter being investigated. To be finalised during October/December 2003.

- (b) The administrative functions and staff resources involved in preparing agendas, recording minutes and distributing minutes be transferred from the office of the Chief Executive Officer to Corporate Services.

CEO's Comment

This matter is being investigated. To be finalised October/December 2003.

- (c) The Minute Secretary and Relieving Officer's position be merged following the retirement of the Relieving Officer in April 2003.

CEO's Comment

Partly actioned. Relieving Officer retired in April 2003 (Minute Secretary engaged on contract basis and resigned in late September 2003). This matter being further reviewed.

- (d) Fleet management responsibilities be transferred from Manager Parks to Corporate Services Finance Officer (Purchasing/Contracts).

CEO's Comment

This matter is being investigated. To be finalised during October/December 2003.

- (e) The Property Maintenance Officer position reports to Manager Planning and Building Services.

CEO's Comment

This matter is being investigated. To be finalised during October/December 2003.

- (f) The position Manager Customer Service Centre be created and the Customer Service Centre become a function of the Chief Executive Officer's Division.

CEO's Comment

The Customer Service Centre will become a function of the CEO's Division during October/November 2003. This matter is being further investigated.

- (g) The responsibility for the customer information content of the Town's website and printed material be transferred to the Manager Customer Service.

CEO's Comment

This recommendation requires further investigation.

- (h) An internal community consultative coordination group be formed and be facilitated by Manager Customer Service.

CEO's Comment

A Customer Service Working Group is already in place and generally meet on a monthly basis. This Working Group is to be reviewed for composition and terms of reference

GOVERNANCE

RECOMMENDATION 5

- (a) Council introduce a 12 month trial of three week cycles to Council decision making comprised of:

- **Week 1** Council briefing session on matters of a long term nature or are otherwise strategic in their nature and are in the early stages of development. Attendance at those meetings is by invitation. No decisions are to be made at those meetings. Matters requiring decision are to be referred to the Council Committee included in week 2 of the meetings cycle.
- **Week 2** Council meeting in Committee whereby members of the public and parties associated with matters before Council are directly and publicly invited to attend and address the Committee. It is essential Managers of staff who author reports together with Executive Managers attend these meetings to respond to Council questions.
- **Week 3** Ordinary Council meeting whereby the Council considers recommendations submitted from the Council Committee meeting and makes final determination on all matters.

CEO's Comment

This matter is to be further investigated for its benefits to the Town. It is strongly recommended that information be obtained from other local governments where this system is in place. Attendance at meeting is also advisable to review the actual procedures in action. To be considered during October 2003 - March 2004.

RECOMMENDATION 6

Council request a report from the Chief Executive Officer recommending delegated authority to the Manager Planning and Building Services to approve specified development applications wherever practicable and legally acceptable to competent staff with accompanying draft guidelines for Council's consideration.

CEO's Comment

This will be implemented during October 2003 - March 2004.

RECOMMENDATION 7

Neighbourhood notifications be written in non technical language and be made at least 7 days prior to the matter being considered by Council. A cover letter be included detailing the assistance that can be provided to explain the elements of the notification and that letter be written in the main languages used by residents of the Town.

CEO's Comment

To be implemented during October/November 2003.

RECOMMENDATION 8

A suitable computer be located in the Council Chamber connected to a projector and screen enabling the Minute Secretary to project the "live" recording of declarations, motions and resolutions of meetings for simultaneous viewing by the Elected Members, Officers and members of the public.

CEO's Comment

Quotations obtained. The Consultant's indicative costs of \$3,600 appears insufficient. Preliminary quotation obtained by the Town's Manager Information Technology are in the vicinity of \$11,000 - \$20,000. To be further investigated October 2003 - March 2004.

RECOMMENDATION 9

The Chief Executive Officer's report to each Council meeting includes an outstanding action list that records matters previously considered by Council yet to be actioned by Officers.

CEO's Comment

Already actioned. It is recommended that a monthly report be submitted to the Council as each a report to each meeting. With the current meeting cycle, meetings are held every two (2) weeks (except in January). It is considered to be unwarranted and costly to submit these progress reports to each meeting. The cost and resources (staff time and materials) required to submit these reports to each meeting would, in my opinion, be unjustified, particularly as very little new information would be included into the fortnightly reports due to the short time between meetings. The first report was submitted in August 2003.

RECOMMENDATION 10

The Chief Executive Officer in collaboration with continuing Elected Members and the Executive Managers continue to prepare and conduct an Elected Members induction program during May of each election year. The induction to include briefings by Executive Manager and relevant Managers on key strategic and operational functions of Council that will assist Elected Members understand and perform their roles and responsibilities. Topics to include amongst other matters are the Town Planning Scheme, Residential Design Guidelines, Standing Orders Local Law, Council's policies, Council's delegations, Understanding Financial reports, Council's budgeting process. Attendance at governance training courses such as the Australian Institute of Company Directors be considered.

CEO's Comment

Already actioned and the induction program has been completed. The CEO, EMEDS, EMTS and EMCS provided briefing sessions for Councillors Farrell, Lake and Torre. Approximately 25 hours was spent briefing the new Councillors on a wide range of topics, as recommended by the Department for Local Government Induction Program.

RECOMMENDATION 11

The Chief Executive Officer be required to coordinate the review of the Policy Manual and submit the recommended variations to Council. The review is to take into account the suggested improvements contained in this report.

CEO's Comment

Already commenced. To be actioned between July and December 2003. (Reports have been considered by Council on 22 July, 19 August and 7 October 2003. Approximately 85% of current policies have been reviewed and re-adopted.

RECOMMENDATION 12

Council gives consideration to the wider use of community forums to proactively plan for the strategic direction of the Town of Vincent.

CEO's Comment

Can be implemented between October/November 2003 and on-going thereafter.

RECOMMENDATION 13

Town Planning Officer and Heritage Officer reports be written using objective language and formats changed to highlight discretionary approval provisions available to Council.

CEO's Comment

To be implemented between October 2003 - March 2004. Requires further information/research.

SUGGESTED IMPROVEMENTS (from page 42 of IOR Report)

1. The Chief Executive Officer in collaboration with continuing Elected Members and the Executive Managers continues to prepare and conduct an Elected Members induction program during May of each election year. The induction to include briefings by Executive Managers and relevant Managers on key strategic and operational functions of Council that will assist Elected Members understand and perform their roles and responsibilities.
2. The Chief Executive Officer be required to coordinate the review of the Policy Manual. The review is to take into account the suggested improvements contained in this report.
3. Elected Members attend the various training sessions conducted by WALGA

CEO's Comment

Induction - refer to recommendation No 10 for comments.

Policy Manual - refer to recommendation No 11 for comments.

Training - Elected Members are encouraged to attend training sessions conducted by WALGA.

HUMAN RESOURCES AND PERFORMANCE MANAGEMENT

RECOMMENDATION 14

The format of the Progress Review Performance Management document be modified to include provision for the employee, together with their supervisor, to establish areas for improvement over each subsequent 12 month period.

CEO's Comment

To be implemented between October 2003 - March 2004. Requires further information/research.

RECOMMENDATION 15

Following Council's adoption of the 2003/2004 annual budget, the elected Council assisted by an experienced external person meet with the Chief Executive Officer to jointly determine key performance outcomes for the Chief Executive Officer for the next 12 months. Those outcomes to be strategic in nature and include a focus on goal setting and continuous improvement. The Chief Executive Officer's consent is required to any change, as this constitutes a contract variance.

CEO's Comment

Already commenced and part completed. Quotations have been obtained and an independent consultant appointed. It is proposed to submit a report to the Ordinary Meeting of Council to be held on 4 November 2003.

RECOMMENDATION 16

Following the determination of performance outcomes for the Chief Executive Officer, that Officer conducts the same process for the Executive Managers. The Executive Manager's consent is required to any change, as this constitutes a contract variance.

CEO's Comment

To be implemented between November 2003 - December 2003. Requires further information/research.

RECOMMENDATION 17

The Senior Management Team and Managers use intangible incentives for staff by recognising performance verbally and in written form and involving staff more in decision-making that impact on their area of responsibility and in strategic matters.

CEO's Comment

To be implemented in November 2003.

RECOMMENDATION 18

The Senior Executive Management Team prepares guidelines to assist the determination of over-award payments including addressing the superannuation "gap" between employees engaged under the City of Perth Superannuation Scheme and the Local Government Superannuation Scheme.

CEO's Comment

Implemented in part. The superannuation matter was reported to Council on 19 August 2003 and actioned. Over Award matter requires further information/research and will be implemented October 2003 - March 2004.

RECOMMENDATION 19

The Senior Executive Management Team investigates and considers the benefits and criteria for offering term contracts to Officers appointed to positions with the prefix: "senior".

CEO's Comment

To be implemented in October 2003 - March 2004. Requires further information/research.

RECOMMENDATION 20

The Human Resources Manager prepares a strategy and is assigned responsibility for implementing and monitoring an organisational staff development program.

CEO's Comment

To be implemented in October 2003 - March 2004. Requires further information/research.

RECOMMENDATION 21

The Executive Management Team encourages staff to identify improvements to their work environment and process improvements that would lead to improved effectiveness.

CEO's Comment

To be implemented in November 2003 and continuing onwards thereafter.

RECOMMENDATION 22

The Executive Management Team identifies, acknowledges and harnesses the latent capacity of emerging leaders in the organisation.

CEO's Comment

To be implemented in November 2003 and continuing onwards thereafter.

RECOMMENDATION 23

The Executive Management Team meeting agenda include an item to introduce a staff career development program.

CEO's Comment

This has already been implemented and completed.

RECOMMENDATION 24

The Executive Management Team meeting agenda includes a regular item to receive input from Services team meetings on strategic matters to achieve organisational improvement through innovation and process improvement. As part of that process a Manager attends the Executive Management Team meeting on a rotating basis.

CEO's Comment

This matter has already been implemented. Supported in part only. The need for a Manager to attend EMT meetings on a rotating basis is not supported. Managers are invited as the need arises.

RECOMMENDATION 25

The Executive Management Team meetings agenda includes an item to consider and respond to suggestions from Services Team meetings on strategic matters and organisational improvement suggestions.

CEO's Comment

This matter has already been implemented and completed.

FINANCIAL PERFORMANCE AND ACCOUNTABILITY

RECOMMENDATION 26

“Financial Statements Executive Summary” to be presented to Council on a quarterly or monthly basis.

CEO's Comment

To be implemented October - November 2003.

RECOMMENDATION 27

The content and format of financial accounts and financial reports prepared by Corporate Services for Middle Management to be further developed and tailored taking account of individual Manager requirements.

CEO's Comment

To be implemented in November 2003 and will be ongoing.

RECOMMENDATION 28

Council's Activity Based Costing System documentation to be updated, the allocation of costs and staff allocation percentages to be reviewed where necessary.

CEO's Comment

To be implemented from January - March 2004. Requires further information/research.

RECOMMENDATION 29

Elected Members consider implementing an "Internal Audit / Accountability" function.

CEO's Comment

This matter has already been implemented and completed. At the Ordinary Meetings of Council held on 26 August and 7 October 2003, the Council approved this matter.

RECOMMENDATION 30

Timing of Budget Reviews to be reassessed. Where September quarter Budget Review is not formally prepared and presented to Council, it is recommended a formal Budget Review for October or November be performed and presented to Council prior to December each year, with subsequent reviews presented to Council in March and June.

CEO's Comment

This matter is already implemented. A report on the September quarter will be submitted to the Ordinary Meeting of Council to be held on 21 October 2003 or 4 November 2003.

RECOMMENDATION 31

Following items to be considered for inclusion in Annual Report:

- Comparative Indicators;
- Future Directions Summary;
- Fees and Charges By Type;
- Key Result Areas Summary;
- Triple Bottom Line Reporting.

CEO's Comment

Implemented forthwith in part for the 2002-03 Annual Report and continuing in future Annual Reports.

RECOMMENDATION 32

Membership of the Audit Committee to be amended, with members consisting of Elected Members and the CEO (or a CEO nominee). Elected Members to comprise a majority of the Committee.

CEO's Comment

Already implemented and completed. Approved at the Ordinary Meeting of Council held on 26 August 2003.

RECOMMENDATION 33

Audit Committee's role be extended to include risk management and accountability considerations.

CEO's Comment

Already implemented and completed. Approved at the Ordinary Meeting of Council held on 26 August 2003.

RECOMMENDATION 34

The level of historical detail in regards to the Principal Activities Plan included in the Town's Annual Report be significantly reduced in future years, with only key performance indicators included. If the Town wishes to continue publishing the 5-year Principal Activities Plan history in full detail, it may be appropriate to include this information in a separate report.

CEO's Comment

Already implemented and will be in the 2002-03 Annual Report.

FINANCIAL ACCOUNTABILITY – BUSINESS AND SERVICES

RECOMMENDATION 35

Service Level Agreements to be developed, implemented and rolled out across various areas of Council Operations, including but not limited to

- Financial Services
- Administration Services
- Customer Service Centre

CEO's Comment

To be implemented from January - March 2004.

RECOMMENDATION 36

Business activities relating to the provision of services by Council to undergo further testing and benchmarking.

CEO's Comment

To be implemented in November 2003 and will be on-going thereafter.

RECOMMENDATION 37

Where practical, the Town periodically considers benefits provided to residents and the community, and investigate income opportunities on a “user pays” basis.

CEO's Comment

To be implemented in November 2003 and will be on-going. Requires further information/research.

RECOMMENDATION 38

Where a particular area of the Town’s operations requires temporary staff for 6 months or more, Council considers appointing staff on short term contracts wherever possible, rather than use external agencies.

CEO's Comment

Already implemented and completed. This does not included the use of temporary labour hire in the outside workforce as these persons are engaged as and when the demand requires.

HUMAN RESOURCES SURVEY

RECOMMENDATION 39

The Executive management Team reviews the Human Resources Survey results and initiates actions to address the low satisfaction levels evident.

CEO's Comment

Process has already commenced in the Technical Services outside workforce. Will be implemented on an on-going basis.

RECOMMENDATION 40

The Chief Executive Officer personally communicates with all staff explaining the Executive Management Team will be reviewing the Human Resource Survey outcomes and will be determining actions to address the key matters raised by staff in their survey responses.

CEO's Comment

Completed. Staff were advised by a combination of personal address, presentations, personal letters and staff newsletters.

PROCESS AND PROCEDURES

Environmental and Development Services Processes

RECOMMENDATION 41

(As per Recommendation 6 Council delegates approval of specified development applications to the Manager Planning and Building Services.)

CEO's Comment

To be implemented in October 2003 - March 2004.

RECOMMENDATION 42

Within 24 hours of initial assessment of an application for a Development application or Building license, applicants be advised electronically in notation form of any issues of non-compliance or otherwise and approximate approval time if in compliance.

CEO's Comment

To be implemented from November 2003 - March 2004. Requires further information/research.

RECOMMENDATION 43

Where non-compliance is noted, the applicant be invited to attend a meeting with the application Officer to discuss options. Where compliance options are identified, the Officer initiates a facilitative process including persons that may be immediately impacted on by the development or matter under consideration.

CEO's Comment

To be implemented from October 2003 - March 2004. Requires further information/research.

RECOMMENDATION 44

The Town seeks to engage and retain experienced Town Planning Officers to assist with Statutory Town Planning matters.

CEO's Comment

Already actioned and completed. No further actioned required at this stage.

RECOMMENDATION 45

The appointment of an additional Town Planning Officer be reviewed after Council determines the recommendation for additional delegation of approval for Development Applications.

CEO's Comment

To be implemented from October 2003 - March 2004. Requires further information/research

RECOMMENDATION 46

The Town Planning and Heritage Officers' report format to Council contains a table detailing location, ownership, applicant, file reference, reporting Officer, reviewing Officer and a brief overview, to be followed by Officer recommendation, background including advertising, comments received and facilitation, legal implications including explanation of discretionary provisions and a location map showing location and adjoining properties. The report to be written in objective language.

CEO's Comment

Already implemented in part. To be progressed from November 2003 onwards.

RECOMMENDATION 47

The Manager Town Planning and Building Services initiates a review of processing building license applications to reduce the processing time to 2000/2001 levels.

CEO's Comment

To be implemented from October 2003 - March 2004. Requires further information/research.

Car Parking Process

RECOMMENDATION 48

Council reviews the 2002 Car Parking strategy and implements a staged approach to resolving the current car parking challenges by a medium term approach including combining paid parking with restricted free parking zones.

CEO's Comment

Already commenced and partly implemented. First report to Council in August 2003. Further research required and action will be on-going.

RECOMMENDATION 49

Future car parking decisions of Council be in accordance with the reviewed Car Parking Strategy.

CEO's Comment

Already actioned. Council to be aware. No further action required.

RECOMMENDATION 50

Council reviews the cash in-lieu car parking contribution to achieve a market related contribution to assist funding car parking capital costs.

CEO's Comment

To be implemented from November 2003 - June 2004. Requires further information/research

RECOMMENDATION 51

Ranger Services is not separated to distinguish between Parking and General Ranger functions.

CEO's Comment

Completed. No further action required.

RECOMMENDATION 52

As part of the Town Planning Scheme Review, Council Officers research the impact of reciprocal car parking on existing car parking spaces and recommend adjustments to the reciprocal arrangements where the impact is demonstrated to be negative.

CEO's Comment

To be implemented from November 2003 - December 2004 on an on-going basis. Requires further information/research.

HUMAN RESOURCES – SENIOR EXECUTIVES

RECOMMENDATION 53

- (a) The Senior Executive Team embarks on an Organisational Improvement Program that includes:
- Organisational development based on inclusiveness and recognition of staff latent capacity.
 - Continuous Improvement by examining ways to improve each period's outcomes not merely matching them.
 - Best Practice by seeking better ways of providing services within the boundaries of realistic financial constraints.
 - Empowering Teams to operate within negotiated guidelines rather than controlling and monitoring.

CEO's Comment

Can be implemented from November 2003 on-wards. Requires further information/research.

CONSULTATION/ADVERTISING:

A public meeting for the consultants to report the findings of the IOR was held on 17 July 2003 at 6.00pm. The meeting was attended by the three (3) principal consultants and approximately fourteen (14) members of the public.

A copy of the Independent Organisational Review Report has been placed on the Town's Intranet (for staff) and Council's webpage. Hard copies of the report have been provided to all of the Town's sections, front counter and at the library and also to several precinct groups upon their request.

In accordance with the Council's decision of 19 August 2003, further community consultation is proposed to be carried out from mid October to mid November 2003 concerning the Town's Organisational Review Implementation Report.

LEGAL/POLICY:

The Local Government Act 1995 prescribes the responsibilities of the Elected Council, Mayor, Councillors and Chief Executive Officer. It provides a clear distinction between governance matters which are the responsibility of the Elected Council and administrative matters which are the responsibility of the Chief Executive Officer.

The Local Government Act 1995 lists the role of Council at Section 2.7:

Section 2.7

- (1) "The Council -

- (a) directs and controls the local government's affairs; and

(b) is responsible for the performance of the local government's functions.

(2) Without limiting subsection (1), the Council is to -

(a) oversee the allocation of the local government's finances and resources; and

(b) determine the local government's policies.”

and the role of the Chief Executive Officer at Section 5.41.

Section 5.41

The CEO's functions are to -

(a) advise the Council in relation to the functions of a local government under this Act and other written laws;

(b) ensure that advice and information is available to the Council so that informed decisions can be made;

(c) cause Council decisions to be implemented;

(d) manage the day to day operations of the local government;

(e) liaise with the Mayor or President on the local government's affairs and the performance of the local government's functions;

(f) speak on behalf of the local government if the Mayor or President agrees;

(g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to section 5.37 (2) in relation to senior employees);

(h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and

(i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO.

Definitions:

Objective: Something toward which effort is directed : an aim, goal, or end of action (Merriam-Webster's Collegiate Dictionary [<http://merriam.com/>])

Outcome: Something that follows as a result or consequence (Merriam-Webster's Collegiate Dictionary [<http://merriam.com/>])

Governance: Is broadly defined as the process and structures (formal and informal) by which a group, community or society makes decisions; distributes and exercises authority and power; determines strategic goals; organises corporate and individual behaviour; develops institutional rules; and assigns responsibility for those matters.

“Governance” is about having the structures, processes, legitimacy and institutional capacity in place to facilitate sound decision-making and accountability.

“Good Governance” is essentially concerned with creating the conditions for ordered rule and collective action. (Department of Local Government and Regional Development – Update No 43 – October 2002)

STRATEGIC IMPLICATIONS:

The Independent Organisational Review has identified a number of matters which are of strategic importance to the Town.

As part of the process the Town's current and Draft Strategic Plans were reviewed.

FINANCIAL/BUDGET IMPLICATIONS:

The Independent Organisational Review cost \$79,500 plus \$7,950 GST. Additional incidental costs of several hundreds of dollars were also incurred.

The staff time costs to assist in the Review have not been calculated.

The estimated net cost of affecting the implementation of the recommendations and changes totals \$105,206. Of this amount \$81,606 will remain as annual cost increases to the organisation.

An amount of \$105,000 has been included in the Budget 2003/04.

COMMENTS:

The Chief Executive Officer is of the opinion that the Independent Organisational Review is a fair and objective report. It is pleasing to note that the Report contains many positive comments and highlighted many areas where the Town is performing very well.

The Review also identified opportunities to improve the organisational performance in a cost effective manner that will result in the Town of Vincent providing improved standards of performance for the betterment of service delivery to its community. A number of recommendations have been made to realise those opportunities.

The Chief Executive Officer has prepared this report detailing the implementation based on the information and comments provided by Executive Managers and Managers, taking cognisance of the Council's decision of 19 August 2003 indicating the priority of the recommendations. The implementation timeline has taken into consideration factors such as the Council's adopted Capital Works Programme, budget, festive season holiday period, staff leave and the time required to further research and investigate matters.

Eighteen (18) (34%) recommendations have already been completed, seven (7) (13.2%) are part completed and the majority of the remainder are in progress. The CEO's implementation timeline proposes that all Recommendations (except Nos 50, 52 and 53) will be completed by March 2004, with the above three being completed on an on-going basis by December 2004.

The challenge is now for the Elected Council and the Town's Administration to jointly work together for the betterment of the Vincent Community.

8. CLOSURE

The Presiding Member, Mayor Catania JP, declared the meeting closed at 7.30pm with the following persons present:

Cr Simon Chester	North Ward
Cr Caroline Cohen	South Ward
Cr Helen Doran-Wu	North Ward
Cr Sally Lake	South Ward
Cr Ian Ker	South Ward
Cr Maddalena Torre`	South Ward

John Giorgi, JP	Chief Executive Officer
Rob Boardman	Executive Manager, Environmental & Development Services
Mike Rootsey	Executive Manager, Corporate Services

1 Member of the Public

These Minutes were confirmed by the Council as a true and accurate record of the Special Meeting of the Council held on 14 October 2003.

Signed:Presiding Member
Mayor Nick Catania, JP

Dated this day of 2003
