



AGENDA

COMMUNITY AND CORPORATE SERVICES COMMITTEE

Tuesday 9 April 2024

6.00pm

Council Chambers

The Five Strategic Pillars



Community & Corporate Services Committee
Terms of Reference

Function:

This Committee is responsible for:

- Community Services: Achieving the outcomes outlined in the Strategic Community Plan, focusing on a diverse and inclusive community, happiness, health, and resilience, and community engagement.
- Corporate & Commercial Services: Delivering the outcomes outlined in the Strategic Community Plan, emphasizing safety, resilience, economic strength, tourism, visionary leadership, and workplace culture.
- Monitoring the City's financial health and strategies.
- Conducting internal reviews of service complaints.

It accomplishes this by:

- Developing policies and strategies.
- Creating progress measurement methods.
- Receiving progress reports.
- Considering officer advice.
- Debating current issues.
- Offering advice on effective community engagement and progress reporting.
- Making recommendations to Council.

Chairperson: City of Albany elected member, elected from the Committee.

Membership: Open to all elected members

Meeting Schedule: Monthly Meeting Location: Council Chambers

Directorates: Corporate & Commercial Services and Community Services

Executive Officer(s):

- Executive Director Corporate & Commercial Services
- Executive Director Community Services

Delegated Authority: None

COMMUNITY AND CORPORATE SERVICES COMMITTEE
AGENDA –9/04/2024

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1. **DECLARATION OF OPENING** The Deputy Chair declared the meeting open at

2. **PRAYER AND ACKNOWLEDGEMENT OF TRADITIONAL LAND OWNERS**

“Heavenly Father, we thank you for the peace and beauty of this area. Direct and prosper the deliberations of this Council for the advancement of the City and the welfare of its people. Amen.”

“We would like to acknowledge the Noongar people who are the Traditional Custodians of the Land.

We would also like to pay respect to Elders past, present and emerging”.

3. **RECORD OF APOLOGIES AND LEAVE OF ABSENCE**

Mayor	G Stocks
Councillor	T Brough (Chair)
Councillor	A Cruse
Councillor	M Traill
Councillor	D Baesjou
Councillor	S Grimmer (Deputy Chair)
Councillor	R Sutton
Councillor	C McKinley
Councillor	L McLaren
Councillor	M Lionetti
Councillor	P Terry

Staff:

Chief Executive Officer	A Sharpe
Executive Director Corporate & Commercial Services	M Gilfellon
Executive Director Community Services	N Watson

Meeting Secretary	C Crane
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Apologies:

COMMUNITY AND CORPORATE SERVICES COMMITTEE
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4. DISCLOSURES OF INTEREST

Name	Committee/Report Item Number	Nature of Interest

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE Nil

6. PUBLIC QUESTION TIME

In accordance with *City of Albany Standing Orders Local Law 2014* (as amended) the following points apply to Public Question Time:

- Clause 5) The Presiding Member may decide that a public question shall not be responded to where—*
- (a) the same or similar question was asked at a previous Meeting, a response was provided and the member of the public is directed to the minutes of the Meeting at which the response was provided;*
 - (b) the member of the public asks a question or makes a statement that is offensive, unlawful or defamatory in nature, provided that the Presiding Member has taken reasonable steps to assist the member of the public to rephrase the question or statement in a manner that is not offensive, unlawful or defamatory.*

7. PETITIONS AND DEPUTATIONS Nil.

8. CONFIRMATION OF MINUTES

DRAFT MOTION

THAT the unconfirmed minutes of the Community and Corporate Services Committee meeting held on 12 March 2024, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

9. PRESENTATIONS Nil

10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS Nil.

CCS614: MONTHLY FINANCIAL REPORT – FEBRUARY 2024

Proponent / Owner	: City of Albany
Attachments	: Monthly Financial Report – February 2024
Report Prepared By	: Manager Finance (S van Nierop)
Authorising Officer:	: Executive Director Corporate & Commercial Services (M Gilfellon)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcome:** Strong workplace culture and performance

IN BRIEF

- Under the Local Government Financial Management Regulations, a local government is to prepare monthly a statement of financial activity and statement of financial position that is presented to Council.
- The City of Albany's Monthly Financial Report (inclusive of the statement of financial activity and the statement of financial position) for the period ending 29 February 2024 has been prepared and is attached.
- In addition, the City provides Council with a monthly investment summary to ensure the investment portfolio complies with the City's Investment of Surplus Funds Policy.
- The financial information included within the Monthly Financial Report for the period ended 29 February 2024 is preliminary and has not yet been audited.

RECOMMENDATION

CCS614: AUTHORISING OFFICER RECOMMENDATION

THAT the Monthly Financial Report for the period ending 29 February 2024 be RECEIVED.

DISCUSSION

2. To fulfil statutory reporting obligations, the Monthly Financial Report prepared provides a snapshot of the City's year to date financial performance. The report provides the:
 - (a) Statement of Financial Activity by nature classifications (satisfying Regulation 34 of the Local Government (Financial Management) Regulations 1996);
 - (b) Statement of Financial Position (satisfying Regulation 35 of the Local Government (Financial Management) Regulations 1996);
 - (c) Basis of Preparation
 - (d) Explanation of material variances to year-to-date budget;
 - (e) Net Current Asset & Funding Position;
 - (f) Investment Portfolio Snapshot;
 - (g) Receivables; and
 - (h) Capital Acquisitions.
3. Additionally, each year a local government is to adopt a percentage or value to be used in the Statement of Financial Activity for reporting material variances. Under Council item CCS545, Council approved that a variance between actual and budget-to-date of greater than \$100,000 is a material variance for reporting purposes in the Statement of Financial Activity for 2023/2024.

4. The Statement of Financial Activity and Statement of Financial Position may be subject to year-end adjustments and have not been audited.
5. It is noted that rounding errors may occur when whole numbers are used, as they are in the reports that follow. The 'errors' may be \$1 or \$2 when adding sets of numbers. This does not mean that the underlying figures are incorrect."

STATUTORY IMPLICATIONS

6. The Local Government (Financial Management) Regulations 1996 stipulate that each month Local Governments are required to prepare and report a Financial Activity Statement (reg 34) and a Financial Position Statement (reg 35).
7. Each of these statements are to be presented at an ordinary meeting of the council within 2 months after the end of the relevant month, as well as recorded in the minutes of the meeting at which it is presented.

POLICY IMPLICATIONS

8. The City's 2023/24 Annual Budget provides a set of parameters that guides the City's financial practices.
9. The Investment of Surplus Funds Policy stipulates that the status and performance of the investment portfolio is to be reported monthly to Council.

FINANCIAL IMPLICATIONS

10. Expenditure for the period ending 29 February 2024 has been incurred in accordance with the 2023/24 budget parameters.
11. Details of any budget variation more than \$100,000 (year to date) is outlined in the Statement of Financial Activity. There are no other known events, which may result in a material non-recoverable financial loss or financial loss arising from an uninsured event.

LEGAL IMPLICATIONS

12. Nil.

ENVIRONMENTAL CONSIDERATIONS

13. Nil.

ALTERNATE OPTIONS

14. Nil.

CONCLUSION

15. The Authorising Officer's recommendation be adopted.
16. It is requested that any questions regarding this report are submitted to the Executive Director Corporate & Commercial Services by 4pm of the day prior to the scheduled meeting time. All answers to submitted questions will be provided at the Committee meeting. This allows a detailed response to be given to the Committee in a timely manner.

Consulted References	:	<i>Local Government (Financial Management) Regulations 1996</i>
File Number	:	FM.FIR.7

CCS615: LIST OF ACCOUNTS FOR PAYMENT – MARCH 2024

Business Entity Name : City of Albany
Attachments : List of Accounts for Payment
Report Prepared By : Manager Finance (S Van Nierop)
Authorising Officer: : Executive Director Corporate and Commercial Services (M Gilfellon)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar/Priority:** Leadership.
 - **Outcome:** Strong workplace culture and performance.

IN BRIEF

- Council has delegated to the Chief Executive Officer the exercise of its power to make payments from the City's municipal and trust funds. In accordance with Regulation 13 of the Local Government (Financial Management) Regulations 1996, a list of accounts paid by the Chief Executive Officer is to be provided to Council.

RECOMMENDATION

CCS615: AUTHORISING OFFICER RECOMMENDATION

THAT the list of accounts authorised for payment under delegated authority to the Chief Executive Officer for the period ending 15 March 2024 totalling \$7,493,513.88 be RECEIVED.

DISCUSSION

2. The table below summarises the payments drawn from the City's Municipal and Trust funds for the period ending 15 March 2024. Please refer to the Attachment to this report.

Fund	Transaction Type	Amount (\$)
Municipal	Credit Cards	\$25,896.19
Municipal	Payroll	\$1,872,029.19
Municipal	Cheques	\$0.00
Municipal	Electronic Funds Transfer	\$5,595,588.50
Trust	N/A	\$0.00
TOTAL		<u>\$7,493,513.88</u>

3. Included within the Electronic Funds Transfers from the City's Municipal account are Purchasing Card transactions, required to be reported under Regulation 13(A), totalling: \$828.12.

4. The table below summaries the total outstanding creditors as at 15 March 2024.

Aged Creditors	Amount (\$)
Current	\$359,603.18
30 Days	\$956,493.87
60 Days	\$11,933.17
90 Days	-\$230.48
TOTAL	\$1,327,799.74
Cancelled Cheques	Nil

STATUTORY IMPLICATIONS

5. Regulation 12(1)(a) of the *Local Government (Financial Management) Regulations 1996*, provides that payment may only be made from the municipal fund or a trust fund if the Local Government has delegated this function to the Chief Executive Officer or alternatively authorises payment in advance.
6. The Chief Executive Officer has delegated authority to make payments from the municipal and trust fund.
7. Regulation 13 of the *Local Government (Financial Management) Regulations 1996* provides that if the function of authorising payments is delegated to the Chief Executive Officer, then a list of payments must be presented to Council and recorded in the minutes.
8. As part of the Local Government Regulations Amendment Regulations 2023 (SL2023/106), additional reporting is now required by Local Governments. Regulation 13(A), a new regulation, requires Local Governments to report on payments by employees via purchasing cards.

POLICY IMPLICATIONS

9. Expenditure for the period to 15 March 2024 has been incurred in accordance with the 2023/2024 budget parameters.

FINANCIAL IMPLICATIONS

10. Expenditure for the period to 15 March 2024 has been incurred in accordance with the 2023/2024 budget parameters.

LEGAL IMPLICATIONS

11. Nil

ENVIRONMENTAL CONSIDERATIONS

12. Nil

ALTERNATE OPTIONS

13. Nil

CONCLUSION

14. That the list of accounts have been authorised for payment under delegated authority.
15. It is requested that any questions on specific payments are submitted to the Executive Director Corporate Services by 4pm of the day prior to the scheduled meeting time. All answers to submitted questions will be provided at the Committee meeting. This allows a detailed response to be given to the Committee in a timely manner.

Consulted References	:	<i>Local Government (Financial Management) Regulations 1996</i>
File Number	:	FM.FIR.2

**CCS616: DELEGATED AUTHORITY REPORTS – 16 FEBRUARY 2024 to
15 MARCH 2024**

Proponent / Owner	: City of Albany
Attachments	: Executed Document and Common Seal Report
Report Prepared By	: PA to Mayor and Councillors (D Clark)
Authorising Officer:	: Chief Executive Officer (A Sharpe)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcome:** A well informed and engaged community.

RECOMMENDATION

CCS616: AUTHORISING OFFICER RECOMMENDATION

THAT the Delegated Authority Reports 16 February 2024 to 15 March 2024 be RECEIVED.

BACKGROUND

2. In compliance with Section 9.49A of the *Local Government Act 1995* the attached report applies to the use of the Common Seal and the signing of documents under Council's Delegated Authority:
 - **Delegation: 006** – Sign Documents on Behalf of the City of Albany (Authority to Executive Deeds & Agreements and apply the Common Seal)
 - **Delegation: 009** – Provide Donations, Sponsorship, Subsidies & Authority to Apply for Grant Funding (Including the provision of sponsorship through the waiver of fees & charges)
 - **Delegation: 018** – Award Contracts (Supply of Equipment, Goods, Materials & Services)

CCS617: INVESTMENT OF SURPLUS FUNDS POLICY

Proponent / Owner	: City of Albany
Attachments	: Revised: Investment of Surplus Funds Policy
Report Prepared By	: Manager Finance (S van Nierop)
Authorising Officer:	: Executive Director Corporate & Commercial Services (M Gilfellon)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcome:** Strong workplace culture and performance
 - **Pillar:** Prosperity.
 - **Outcome:** Attract, retain and support a diverse range of businesses and industries to grow the economy and create more local jobs.
 - **Pillar:** Planet.
 - **Outcome:** Develop a sustainable, low waste, circular economy.

IN BRIEF

- Under the City's Corporate Business Plan, an action is for the City to: *provide a sustainable procurement and investment framework to ensure financial processes and service contracts are aligned with the City's social, economic and environmental outcomes.*
- The City's Investment of Surplus Funds Policy has been reviewed in line with above action.

RECOMMENDATION

CCS617: AUTHORISING OFFICER RECOMMENDATION

THAT the revised Investment Of Surplus Funds Policy be ADOPTED.

BACKGROUND

2. It is a role of Council to determine policy positions.
3. The City has a long-standing policy on the Investment of Surplus Funds.
4. In March 2022, the Policy was reviewed by City Officers, and then subsequently brought to the Audit & Risk Committee and the Ordinary Council Meeting (under item AR108), proposing to be adopted.
5. A summary of the proposed amendments made to the Policy were as follows:
 - (a) This policy must be reviewed by the document owner every two years.
 - (b) Addition of reference to the City's Strategic Community Plan.
 - (c) Removal of Fitch ratings (policy will only follow the Standard & Poor's ratings) to remove any issue if there are differences between the ratings agencies.
 - (d) Added section on environmentally and socially responsible investments. This contributes to the City's objective under 14.2.2 of the Corporate Business Plan 2021-25, being: *Provide a sustainable procurement and investment framework to ensure financial processes and service contracts are aligned with the City's social, economic and environmental outcomes.*

- (e) Formatting and minor editorial edits applied.
6. Council adopted the revised policy, with an agreed upon amendment to the section on environmentally and socially responsible investments, being:
- Investing in environmentally and socially responsible investments is preferred by the City, but is not a mandatory requirement. The necessity being to select the investment that best meets the City's overall investment objectives.*
7. The Council also resolved:
- The Chief Executive Officer be requested to prepare a report for presentation to the Ordinary Council Meeting September 2023 on the impact of the new environmental and/or socially responsible investments element of the Investment of Surplus Funds Policy.*
8. The report prepared for Council in September 2023 (reference CCS564), provided an update on the volume and performance of Environmental, Social and Governance ("ESG") investment products the City had invested in.

DISCUSSION

9. The City has considered and where possible, invested in environmentally and socially responsible investments, ensuring adherence to the parameters of the City's Investment of Surplus Policy.
10. The City is considering expanding its focus from particular *investments* that are environmentally and socially responsible, to look at *organisations* that are environmentally and socially responsible and are aligned with the City's social, economic and environmental outcomes.
11. Of note in the current policy is the requirement that: *Deposits are limited to authorised deposit taking institutions that have an office presence in Albany.*
12. The City currently invests with
- (a) Australia and New Zealand Banking Group Limited (ANZ)
 - (b) Commonwealth Bank of Australia (CBA)
 - (c) Community Bank Albany (Bendigo Bank)
 - (d) National Australia Bank (NAB)
 - (e) Westpac Banking Corporation (Westpac)
13. The current Standard & Poor's rating of the above deposit-taking institutions are as follows:
- (a) ANZ: AA-
 - (b) Bendigo Bank: BBB+
 - (c) CBA: AA-
 - (d) NAB: AA-
 - (e) Westpac: AA-
14. Under the current policy, up to 35% of the City's investment portfolio can be with one AA rated organisation, while up to 10% of the City's investment portfolio can be with one BBB rated organisation.
15. As part of the review of the Policy, the City takes note of the banking model of the Community Bank Albany (Bendigo Bank) and how this aligns to social responsibility.
16. Community banking is based on a 'profit-with-purpose' model, which means the profits are returned directly to the community that has generated them.

17. This model adopted by Community Bank Albany is based on a partnership with Bendigo & Adelaide Bank (as the parent) through a franchise agreement. Noting whilst the model is community-spirited, it must also be commercially viable for both the Community Bank company and Bendigo & Adelaide Bank.
18. The key principals of the model are local ownership, local decision making, local investment, and a focus on broad-based community benefit (with a maximum of 20% of profits being paid to shareholders via dividends).
19. This unique model allows communities to have a direct stake in the success of their local branch and ensures that profits generated stay within the community. Decisions about community initiatives, sponsorships, and support programs are made at the local level, allowing branches to tailor their support to the priorities and needs of their communities.
20. Since 1998, the Bendigo Community Bank network has grown to include more than 300 branches Australia-wide. The community banks are wholly owned by local communities, employing almost 1,600 people and overseen by more than 1,950 directors.
21. The purpose of the community banks is to feed into the prosperity of customers and communities - not off them. To date, more than \$251 million has been returned to strengthen and underpin the local communities which the community banks support.
22. The Community Bank Albany invests in the community's well-being and prosperity. Since opening in 2006, the Community Bank Albany has invested over \$700,000 into the prosperity of the Albany and surrounding community. As their business grows, so too does their capacity to increase their investment and support back into wellbeing and success of the Albany community.
23. On the basis of providing social benefits to the Albany community, it is recommended that under the policy an exception is made for Community Bank Albany, allowing investments with Community Bank Albany up to the investment threshold of the AA rated deposit-taking institutions.
24. It is recommended the following wording be added to the Policy:
To recognise the contributions made to the community of Albany, Community Bank Albany (Bendigo Bank) will have the same limitations provided for in the Portfolio Credit Framework and Counterparty Credit Framework categories as the highest S&P long term rating. The maximum exposure to Community Bank Albany (Bendigo Bank) as a single entity/institution is limited to a maximum direct investment of 35%.
25. City officers have researched other Local Governments within Western Australia that may have exceptions for particular deposit-taking institutions in their investment policies, and note that local Community Bendigo Bank branches have been granted exceptions at the [City of Kwinana](#), [City of Armadale](#), and [Shire of Donnybrook/Balingup](#).
26. It is worth noting that although Community Bank Albany is the focus of the proposed exception based on their contributions made to the Albany community, it is not to say that the other deposit-taking institutions the City invests in do not focus on environmentally and/or socially focused practices supporting the Albany community.

27. Along with the proposed exception to be included, changes would be required to the Portfolio Credit Framework and Counterparty Credit Framework tables. These proposed changes are as follows:

(a) Portfolio Credit Framework

Currently		Proposed	
S&P Long Term Rating	Maximum % in Credit Rating Category	S&P Long Term Rating	Maximum % in Credit Rating Category
AAA	100%	AAA, AA, A and Community Bank Albany (Bendigo Bank)	100%
AA	100%	BBB	40%
A	60%		
BBB	40%		

(b) Counterparty Credit Framework

Currently		Proposed	
S&P Long Term Rating	Maximum % in one authorised institution	S&P Long Term Rating	Maximum % in one authorised institution
AAA	45%	AAA, AA, A and Community Bank Albany (Bendigo Bank)	35%
AA	35%	BBB	10%
A	20%		
BBB	10%		

28. Other changes to the Policy include:
- (a) The inclusion of a Purpose.
 - (b) Review and rewording the Objectives.
 - (c) Updates to the Legislative Context section
 - (d) Other minor wording and formatting changes

STATUTORY IMPLICATIONS

29. The Policy is prepared in accordance with the Local Government Act 1995 s6.14, and the Local Government (Financial Management) Regulations 1996 s19 & s19C.

POLICY IMPLICATIONS

30. Yes, as per the proposed changes in the attachment to this agenda item.

RISK IDENTIFICATION & MITIGATION

31. The risk identification and categorisation relies on the City’s Enterprise Risk Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Legal & Compliance. Policy positions are inconsistent with legislation.	Possible	Moderate	Medium	Policy positions are reviewed against applicable legislation.
Finance The risk of the deposit-taking institutions going insolvent.	Rare	Severe	Medium	Regular reviews of ratings applied to the institutions by credit rating agencies, monitoring the viability of the institutions. Ensuring diversification of agencies across the City’s portfolio

FINANCIAL IMPLICATIONS

32. Investments made by City Officers aim to maximise the return to the community, noting adherence to the Policy regarding legislative requirements, deposits to institutions that have an office presence in Albany, portfolio & counterparty credit limits, environmentally and socially responsible investments, term maturity framework, and liquidity needs of the organisation.

LEGAL IMPLICATIONS

33. Nil.

ENVIRONMENTAL CONSIDERATIONS

34. Nil.

ALTERNATE OPTIONS

35. Council may support the review of this policy or not. Amendments to the Policy are to be considered by the Council.

CONCLUSION

36. The Authorising Officer’s recommendation be adopted.

Consulted References	:	Local Government Act 1995 Local Government (Financial Management) Regulations 1996
File Number	:	CM.STD.7
Previous References	:	OCM 22/03/2022 Resolution AR108 OCM 26/09/2023 Resolution CCS564

CCS618: CORPORATE SCORECARD - JANUARY TO MARCH 2024 QUARTER

Attachments	: Corporate Scorecard: Q3 2023-24
Report Prepared By	: Business Planning and Performance Coordinator (A Olszewski)
Authorising Officer:	: Manager Finance (S Van Nierop)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany's Strategic Community Plan 2032 or Corporate Business Plan 2023-2027 informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcome:** Proactive, visionary leaders who are aligned with community needs and values.

In Brief:

- The Strategic Community Plan 2032 (SCP) and the first Corporate Business Plan (CBP) were adopted by Council in August 2021.
- The CBP outlines a comprehensive suite of strategic actions that effectively form Council's priority commitments to the community.
- The 'Corporate Scorecard' provides a summary overview of these actions, while adding commentary on those that are not 'on track'.

RECOMMENDATION

CCS618: AUTHORISING OFFICER RECOMMENDATION

THAT the 'Corporate Scorecard: Q3 2023-24' for the January to March 2024 quarter be NOTED.

BACKGROUND

2. The SCP establishes the results the community expects Council to achieve through the City, while the CBP describes the specific actions necessary to achieve those results.
3. Delivery of these actions are monitored through Business Unit Plans, which define the associated project milestones and enable reporting against them.

DISCUSSION

4. The attached 'Corporate Scorecard' report provides an update on the status of CBP actions for the January to March 2024 quarter.
5. This report retains the general traffic-light model, with the following threshold specifications:
 - 'Off Track' (red) actions are less than 70% complete relative to the established project milestone.
 - 'Monitor' (amber) actions are more than 70% but less than 90% complete relative to the established project milestone.
 - 'On Track' (green) actions are 90% or more complete relative to the established project milestone.
 - 'No Target Set' actions are yet to commence.
 - Completed actions are subsumed within the 'On Track' actions.

6. In keeping with the effort to develop a report with a more 'strategic' focus (per the Council Strategic Workshop of 12 December 2023), all actions have been reframed (from the December 2023 report) wherever possible as 'projects'; that is, discretionary actions with limited temporal scope designed to improve or expand upon City services.
7. 'Services' and corresponding 'service levels' will be subordinated to a separate, operational-level report provided to the Executive Management Team.
8. CAMMS is currently undertaking a major upgrade of their strategy module and the City is continuing to advise on this process. The partnership provides a unique opportunity to develop the Corporate Scorecard and better accommodate the City's requirements going forward.

GOVERNMENT & PUBLIC CONSULTATION

9. N/A.

STATUTORY IMPLICATIONS

10. There are no direct statutory implications, however the Report supports the City's obligations under *Local Government (Administration) Regulations 1996*, regulation 19DA in relation specifically to the Corporate Business Plan:

Corporate Business Plan means a plan made under regulation 19DA that, together with a strategic community plan, forms a plan for the future of a district made in *accordance with section 5.56*, which states:

- (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.*

POLICY IMPLICATIONS

11. N/A.

RISK IDENTIFICATION & MITIGATION

12. The risk identification and categorisation relies on the City’s Enterprise Risk and Opportunity Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Reputational/Business Operations: Loss of reputation from not following through on commitments outlined in CBP.	Likely	Minor	Moderate	Staff to review and address areas of concern prior to reconsideration by Council.
Opportunity: Significantly enhanced oversight of CBP Actions, leading to improved community perception of Council leadership.				

FINANCIAL IMPLICATIONS

13. N/A.

LEGAL IMPLICATIONS

14. N/A.

ENVIRONMENTAL CONSIDERATIONS

15. N/A.

ALTERNATE OPTIONS

16. Council may choose not to review progress of commitments made in the CBP through the Report, and delegate this oversight to the City’s Executive.

CONCLUSION

17. It is recommended the ‘Corporate Scorecard: Q3 2023-24’ be noted.

Consulted References	:	<ul style="list-style-type: none"> Local Government Act 1995, s5.56 Local Government (Administration) Regulations 1996, Reg. 19D IPR Framework and Guidelines 2019
Previous Reference	:	<ul style="list-style-type: none"> OCM 27/02/2024 - Report Item CCS601

CCS619: ALBANY AIRPORT MASTER PLAN 2043

Land Description	: Albany Airport, Drome WA 6330
Proponent / Owner	: City of Albany
Attachments	: Albany Airport Master Plan 2043 (15/03/2024)
Report Prepared By	: Manager Governance & Risk (S Jamieson)
Authorising Officer:	: Executive Director Corporate & Commercial Services (M Gilfellon)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** 5. Leadership. A well-governed city that uses resources wisely to meet local needs.
 - **Outcome:** 5.1 Proactive, visionary leaders who are aligned with community needs and values

Local Planning Strategy Reference:

The master plan and SWOT analysis align with the long-term planning directions outlined in the Local Planning Strategy.

In Brief:

- The report provides an overview of the Master Plan for Albany Airport.
- It outlines strategic implications in terms of development scenarios and opportunities for future growth.
- Recommendations are provided to address immediate needs and facilitate long-term development.

RECOMMENDATION

CCS619: AUTHORISING OFFICER RECOMMENDATION

THAT Council:

1. **RECEIVE** the ALBANY AIRPORT MASTER PLAN 2043 and
2. **ENDORSE** the Code 3 Development Strategy as outlined in the report.

BACKGROUND

2. The report details the history and rationale behind the development of the Master Plan for Albany Airport, highlighting the need for strategic planning to support current and future air transport services.

DISCUSSION

3. The main facts and arguments are presented regarding the progressive development of Albany Airport over a 20-year planning horizon, focusing on short, medium, and longer-term timeframes.

Summary of key points:

4. **Objective:** The Code 3 development strategy aims to retain Albany Airport as a Code 3 aerodrome, supporting current intrastate Albany – Perth air transport (RPT) services and introducing larger Code 3 E190/B737-700 FIFO closed charter aircraft services.
5. **Timeframes:** Short-term (0 - 5 years), medium-term (5 – 10 years), and longer-term (10+ years through to the end of the 20-year master planning horizon).
6. **Scenario Description:** The scenario addresses the urgent need to upgrade/strengthen the main runway 14/32, Taxiway Alpha, and RPT apron pavements to cater for larger E190/B737-700 aircraft and large capacity aerial firefighting emergency services aircraft.
7. **Development Scenarios:**
 - a. Code 3 Development Strategy:
 - Upgrading runway 14/32 and associated taxiway and apron pavements to cater for larger aircraft.
 - Widen RPT apron and upgrade pavement strength to accommodate larger aircraft.
 - Incremental expansion of the passenger terminal to meet demand.
 - Potential reintroduction of passenger and checked baggage security screening for RPT services with aircraft seating over 40.
 - b. Code 4 Development Strategy (Future):
 - Development necessary to cater for future Code 4 interstate services, subject to demand.
 - c. Code 4 (Long Term) Development Strategy:
 - Possible extent of future development considering design constraints and available airport land.
8. **Implementation Considerations:**
 - a. The delivery of each component is dependent on funding availability, market demand, and detailed design processes.
 - b. Timing of development may vary based on these factors.
9. Development scenarios show a logical progression, but actual implementation depends on demand and City of Albany policies promoting airport growth.
10. **Additional Development:**
 - a. Essential maintenance works for Runway 05/23, Taxiway B, Taxiway C, and General Aviation (GA)/ Royal Flying Doctor Service (RFDS) aprons as required.
 - b. Expansion of the car park adjacent to Albany Highway with approximately 60 additional spaces, subject to detailed design.

Development Strategy

11. This development strategy outlines a systematic approach to upgrading Albany Airport's infrastructure to accommodate larger aircraft and support future growth in air transport services while considering funding, market demand, and regulatory requirements.

GOVERNMENT & PUBLIC CONSULTATION

12. Consultation with relevant stakeholders, including State Government Departments and community representatives, has been undertaken to inform the Master Plan development process.

STATUTORY IMPLICATIONS

- The statutory authority empowering the Council to make decisions regarding airport development is outlined, ensuring compliance with relevant regulations and standards.

POLICY IMPLICATIONS

- The report references the City of Albany's policies related to infrastructure development and land use planning, ensuring alignment with established guidelines.

RISK IDENTIFICATION & MITIGATION

- Identified risks associated with airport development are analysed, with mitigation strategies proposed to maximize opportunities and minimise potential hazards.
- The risk identification and categorisation relies on the City's Enterprise Risk and Opportunity Management Framework.
- The following Risk Rating Matrix provides a structured approach to evaluating risks and opportunities associated with the **Code 3 Development Strategy**, allowing for informed decision-making and effective risk mitigation strategies.
- By carefully assessing and addressing potential risks and leveraging opportunities, the Council can maximise the success of the Code 3 Development Strategy and ensure positive outcomes for Albany Airport and the community.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<p>Business Operation, Reputation & Financial.</p> <p>Risk: Delays in Implementation of Code 3 Development Strategy.</p> <p><i>Delays in the implementation of the Code 3 Development Strategy could have significant consequences for airport infrastructure upgrades. This includes increased costs, missed opportunities, and potential dissatisfaction among stakeholders.</i></p> <p><i>There is a likelihood of delays in the implementation of the Code 3 Development Strategy, which could have major consequences for airport infrastructure upgrades. This includes increased costs, missed opportunities, and potential dissatisfaction among stakeholders.</i></p>	Likely	Major	Medium	Contingency plans should be developed to mitigate potential delays, and stakeholders should be kept informed of progress through transparent communication channels. Securing funding from both State and Federal Governments is required.
<p>Risk: Environmental Impact.</p> <p><i>While the likelihood of significant environmental impact is unlikely, the potential consequences of such impact could still be major, leading to environmental degradation and regulatory non-compliance.</i></p>	Unlikely	Major	Medium	Thorough environmental assessments and collaboration with environmental authorities and stakeholders are crucial to ensure compliance with regulatory requirements and sustainable development practices. Implementing robust environmental mitigation measures will help minimise environmental risks associated with the Code 3 Development Strategy.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<p>Opportunity: Cost-Effective Development. The Code 3 Development Strategy offers a chance for affordable upgrades that match the airport's current needs and financial limits. This helps to use resources wisely and get the most out of investments.</p> <p>Leverage: Highlighting the cost-effectiveness and immediate benefits of the Code 3 Development Strategy will appeal to stakeholders. It shows careful financial planning and a dedication to meeting community needs.</p> <p>Opportunity: Improved Engagement with Stakeholders. The Code 3 Development Strategy is likely to improve engagement with stakeholders and gain community support for airport development projects.</p> <p>Leverage: Making the most of opportunities for stakeholder engagement, like public consultations and community forums, will show transparency and inclusivity in the development process. This builds positive relationships and gathers valuable input for planning.</p>				

FINANCIAL IMPLICATIONS

- Short and long-term financial considerations associated with airport development are outlined, ensuring transparency in budget allocation and expenditure planning.

LEGAL IMPLICATIONS

- The legal framework governing the Council's decision-making process regarding airport development is reviewed to ensure compliance with applicable laws and regulations.

ENVIRONMENTAL CONSIDERATIONS

- The report acknowledges the importance of environmental conservation in airport development and outlines measures to mitigate potential impacts on the natural environment.

ALTERNATE OPTIONS

- Alternate courses of action are considered, with the chosen recommendation presented as the most viable option based on the analysis provided.

CONCLUSION

- In conclusion, the Master Plan and SWOT analysis provide valuable insights into the strategic development of Albany Airport, aligning with the City of Albany's long-term goals and objectives. The recommendations outlined in the report aim to support sustainable growth and enhance the airport's role as a key regional transportation hub.

Consulted References	:	Albany Airport Master Plan 2043 (Final Draft)
File Number	:	CP.PLA.2
Previous Reference	:	Nil.

CCS620: BUDGET REALLOCATION REQUEST – PRINCESS ROYAL HARBOUR COASTAL HAZARD RISK MANAGEMENT ADAPTATION PLAN

Supplementary Information & Councillor Workstation Report Prepared By : PRH CHRMAP consultant fee proposal BDA - January 2024
Authorising Officer: : Senior Planning Officer – Strategic Planning (A Nicoll)
: Executive Director Infrastructure, Development and Environment (P Camins)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Planet
 - **Outcome:** 2.3 A resilient community that can withstand, adapt to, and recover from natural disasters.

In Brief:

- This is an additional review of budget allocation outside the normal budget review process.
- The need for a benefit distribution analysis (BDA) has been identified as part of the Princess Royal Harbour Coastal Hazard Risk Management Adaptation Plan (PRH CHRMAP) project.
- The BDA will enhance this process by outlining how benefits resulting from potential coastal protection works are distributed, and it will offer guidance on future funding arrangements and contributions needed.

RECOMMENDATION

CCS620: AUTHORISING OFFICER RECOMMENDATION

THAT Council APPROVE the following budget reallocation:

1. **INCREASE Expenditure budget for Princess Royal Harbour/Frenchman Bay Coastal Hazard Risk Management Adaptation Plan (GL Number 71662) by \$85,000 from \$75,000 to \$160,000.**
2. **DECREASE Expenditure budget for LPS 1 Scheme Review (GL Number 71662) by \$50,000 from \$50,000 to \$0.**
3. **INCREASE Income budget for PLANNING - Grants Received (GL Number 15793) by \$35,000 from \$20,000 to \$55,000.**

BACKGROUND

2. The draft PRH CHRMAP is currently being developed by the City, in conjunction with the State Government and Southern Ports. The City has earmarked funds to implement the PRH CHRMAP, with additional support coming from Southern Ports through in-kind contributions and grant funding from State Government agencies.

3. To date, the PRH CHRMAP project has reached the following key milestones:
 - Establishing key community values of the Princess Royal Harbour area to inform preparation and recommended outcomes of the CHRMAP
 - Identification of key assets and risk from coastal processes (erosion and/or inundation) associated with the project area.
 - Completion of vulnerability analysis and evaluation of risk of identified key assets, to inform potential adaptation measures to be implemented to mitigate and/or manage identified risk from coastal processes across each management unit of the PRH CHRMAP project area.
4. The stages of the project currently underway are informed by the work undertaken on the PRH CHRMAP thus far and involve:
 - Finalising the assessment of the risk treatment options report; and
 - Preparation of a draft implementation and monitoring report, including recommended monitoring activities and detailed implementation plans for each management unit.
5. These stages include recommendations for adaptation and/or mitigation works identified for each of the management units of the PRH CHRMAP project area, including protection works in some areas.
6. Following completion of the BDA, a draft CHRMAP, including implementation plan and outcomes of the BDA, will be formally advertised, and subsequently referred to Council for final endorsement.

DISCUSSION

7. The Department of Planning, Lands and Heritage *State Planning Policy 2.6 State Coastal Planning Policy* (SPP2.6) and associated *Coastal Hazard Risk Management And Adaptation Planning Guidelines* outlines the statutory framework and guidance for landowners, policy and decision makers in regards to assessing, managing and responding to coastal hazard risks.
8. The Funding Implementation section of the Guidelines requires consideration and use of the beneficiary pays principle - a form of cost recovery - when preparing a CHRMAP, with the basic principle that those who benefit from adaptation measures should pay for them.
9. In accordance with the SPP2.6 Guidelines, an assessment is required to be undertaken of the potential benefits and beneficiaries of identified protection measures for specific management units of the CHRMAP, to be set out in a draft implementation plan.
10. A BDA is used so that the beneficiary pays principle can be applied and is therefore recommended by State Government as the preferred approach to be undertaken when protection measures have been identified under CHRMAP implementation plans, to calculate individual contributions by beneficiaries and assist decision-makers in identifying funding models and mechanisms to fund implementation plans.
11. A BDA was not included in the original project scope, as implementation actions identified through the CHRMAP process are based on findings and recommendations identified in the preceding stages. The stages to prepare a CHRMAP are set out under SPP2.6.
12. As the draft implementation and monitoring report identifies recommended protection measures for specific management units, it was noted that a BDA was subsequently required, in order to apply the beneficiary pays principle to determine direct beneficiaries and mechanisms for cost recovery to fund such measures, in accordance with the SPP2.6 Guidelines.

13. It should be noted that adaptation measures, specifically protection measures (to be considered by a BDA), have been identified in the initial draft implementation and monitoring report prepared by the consultant. However the report and draft implementation plan are at initial consideration stage only, and subject to change, following review and modification by the dedicated PRH CHRMAP project groups involved in the process.
14. Following confirmation with DPLH Coastal of the required approach and methodology for the BDA, the City subsequently sought a fee proposal for preparation of a BDA from the lead consultant, with the fee proposal submitted outlining an indicative scope and cost (approximately \$95k) for the preparation of a BDA that addressed the entire PRH CHRMAP project area.
15. The amount quoted in the initial fee proposal has identified the likelihood of a shortfall to the current project budget. It should be noted however, that the future BDA will address recommended adaptation actions for management units that involve protection only, not the entire project area reflected in the initial fee proposal, which will likely reduce the potential budget shortfall.
16. To ensure adequate funds are available to address a potential budget shortfall (based on a reduced amount to initially quoted), the following actions are proposed:
 - a) Re-allocation of funds between expenditure budgets to increase funds in expenditure budget for Princess Royal Harbour/Frenchman Bay Coastal Hazard Risk Management Adaptation Plan (GL Number 71662) by \$85,000 from \$75,000 to \$165,000 and decrease funds available under expenditure budget for LPS 1 Scheme Review (GL Number 71662) by \$50,000 from \$50,000 to \$0.
 - b) Increase the income budget for PLANNING - Grants Received account.
17. The funds currently available under expenditure budget LPS 1 Scheme Review have become surplus to requirements, following gazettal of Local Planning Scheme No. 2 and completion of the LPS1 review project.
18. DPLH have indicated their willingness to contribute a portion of the estimate (approximately 30%) to prepare the Benefit Distribution Analysis, based on existing contribution arrangements in place for the original project scope. Final confirmation of an amount contributed by DPLH will be subject to completion of the formal procurement process, subsequent appointment of a successful consultant, and agreement of formal contribution arrangements between the City and DPLH.
19. Should Council agree to the proposed reallocation of funds to address the shortfall, staff will commence procurement to engage a suitably qualified consultant to undertake the Benefit Distribution Analysis.

GOVERNMENT & PUBLIC CONSULTATION

20. Department of Local Government guidelines were followed in the preparation of this report.
21. City of Albany Executives, Managers and Officers with budget responsibility were consulted in the preparation of the Budget Review.

STATUTORY IMPLICATIONS

22. Enter Under the *Local Government Act 1995*, section 6.8, a local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure:
 - a. is incurred in a financial year before the adoption of the annual budget by the local government
 - b. is authorised in advance by a resolution (absolute majority required) or;
 - c. is authorised in advance by the Mayor in an emergency.
23. The voting requirement for this item is **Absolute Majority**.

POLICY IMPLICATIONS

24. Based on the amount quoted in the fee estimate, procurement for the BDA is required to follow the Major Quotation process, in accordance with the City's *Purchasing Policy (Tenders and Quotes)*.
25. Additional funding for the PRH CHRMAP is needed to undertake the BDA, in order to apply the beneficiary pays principle, a requirement set out under SPP2.6 and associated Guidelines, to calculate individual contributions by beneficiaries and assist decision-makers in identifying funding models and mechanisms to fund implementation plans.

RISK IDENTIFICATION & MITIGATION

26. The risk identification and categorisation relies on the City's Enterprise Risk and Opportunity Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<p>Business Operation, Reputation & Financial. Risk: Community perception that savings realised should be used for other purposes</p>	Possible	Moderate	High	Clear communication of City's current financial position, noting that the payment will not impact on the City's ability to adequately service its obligations and achieve its operational and financial objectives this financial year.
<p>Opportunity:</p> <ul style="list-style-type: none"> • To ensure sufficient funds are available to undertake a BDA, a requirement to progress the PRH CHRMAP project currently underway. • Provides Council with an additional opportunity to review the City's current budget position. 				

FINANCIAL IMPLICATIONS

The following changes to the budget is required to fund the BDA:

27. Increase Expenditure budget for Princess Royal Harbour/Frenchman Bay Coastal Hazard Risk Management Adaptation Plan (GL Number 71662) by \$85,000 from \$75,000 to \$165,000.
28. Decrease Expenditure budget for LPS 1 Scheme Review (GL Number 71662) by \$50,000 from \$50,000 to \$0.
29. Increase Income budget for PLANNING - Grants Received (GL Number 15793) by \$35,000 from \$20,000 to \$55,000.

LEGAL IMPLICATIONS

30. There are no legal implications for this item.

ENVIRONMENTAL CONSIDERATIONS

31. There are no environmental considerations for this item.

ALTERNATE OPTIONS

32. Council may:
 - a. Adopt the amendment as recommended; or
 - b. Adopt the amendment with alterations (as specified by Council); or
 - c. Reject the recommendation.

CONCLUSION

33. That the Authorising Officer's Recommendation to approve the Budget Amendment be supported.

Consulted References	:	City of Albany Purchasing Policy (<i>Tenders and Quotes</i>) Adopted Budget 2023/2024 Local Government Act 1995 State Planning Policy 2.6 and Guidelines
File Number	:	DB.PLA.9
Previous Reference	:	None

11. **MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN – Nil.**
12. **MEETING CLOSED TO THE PUBLIC**
13. **CLOSURE**