

City of Albany
Policy

Governance & Meeting Framework



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Objective

To provide a functional, transparent and legally compliant meetings framework that serves to:

- Engage elected members in policy and strategy development from concept through to adoption.
- Facilitate opportunity for elected members to drive Council's policy and strategy agenda with the assistance and collaboration of Council officers.
- Provide elected members with accurate, relevant and topical information upon which to make decisions and undertake their roles.
- Provide Council officers with a robust, contemporary and effective suite of Council management documents upon which to exercise delegated function or present advice and recommendation to Council for their determination.
- Capitalise upon the skills, knowledge and enthusiasm of community members who sit on Council committees and working groups.

Policy Statement

The following policy statements apply where the *Local Government Act 1995* or the City of Albany Standing Orders Local Law is silent:

Agendas and minutes	<p>The level of decision-making and transparency needed for good governance requires comprehensive meeting agendas and minutes to be prepared. Matters to be considered at meetings of Council or committees are to be presented in an agenda prepared by the CEO.</p> <p>Agendas comprise of reports prepared by the organisation. Reports are structured to include information on the background, details, summary and funding of the proposal under consideration.</p> <p>All reports are the professional advice of the organisation and contain recommendations as to the most appropriate course of action to take based on the information presented.</p> <p>The decision to adopt, amend or reject a recommendation rests with Council, or in some cases a committee (if it has delegated authority).</p> <p>Where a Council or committee decision is different to that which has been recommended, reasons for that decision must be stated and recorded.</p> <p>Agendas are made available to Elected Members and the public before Council meetings. Where a committee is open to the public, committee agendas are also made available.</p> <p>It is the responsibility of the CEO or their designated senior officer to prepare agendas.</p> <p>Unconfirmed Council and committee minutes are to be made available to the public. The minutes of a meeting comprise all items considered at the meeting and include attendances, all motions, their movers and seconders and the decisions that have been made.</p>
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<p>Apologies and leave of absence</p>	<p>An important function of an Elected Member, when being a part of the governing body of Council or a committee, is to attend and participate in the decision- making processes at meetings.</p> <p>Elected Members who are going to be absent from a meeting of Council or a committee should submit an apology. For extended periods of absence, Elected Members should apply to Council to grant leave of absence for that extended period.</p> <p>Leave of absence is not to be granted to an Elected Member in respect of more than six consecutive ordinary meetings of the Council without the approval of the Minister, unless all of the meetings are within a period of three months.</p> <p>An Elected Member who is absent, without first obtaining leave of the Council, throughout three consecutive ordinary meetings of the Council is disqualified from continuing his or her membership of the Council unless all of the meetings are within a two month period.</p>
<p>Briefing Sessions</p>	<p>Briefing Sessions are used to inform Elected Members on the items of business to be presented and discussed at future meetings. Briefing Sessions can be made open to the members of the public, and question and statement time is permitted.</p>
<p>Committee meetings</p>	<p>To assist with its decision-making responsibilities, Council is able to establish committees from time to time. The work of committees is significant in local government due to the wide range of activities and functions of Council. Committees report to Council and are subject to the requirements of the Act.</p> <p>When a Council establishes a committee, it must determine the reporting and other accountability requirements that are to apply in relation to that committee.</p> <p>Committees may comprise of:</p> <ul style="list-style-type: none"> • Elected Members only; • Elected Members and employees; • Elected Members, employees and members of the community; • Elected Members and members of the community; • Employees and members of the community; or • Members of the community only <p>The role and tasks of committees are varied however committees are generally established to:</p> <ul style="list-style-type: none"> • inquire into matters and to provide and make recommendations to Council on matters within Council's responsibilities • carry out a specific project or task on behalf of Council or exercise, perform or discharge delegated powers, functions or duties. <p>Committees meet as and when required and make recommendations to Council however where a committee has delegated authority, it is able to make a decision in its own right.</p> <p>Committee meetings can be made open to the members of the public, and question and statement time is permitted.</p> <p>Questions and statements must relate to an item on the current agenda. A member of the public may request to present a deputation to the Elected Members relating to an item on the agenda.</p> <p>Deputations are received on the same evening as the Committee meeting and at the commencement of the meeting. No decisions are made at Briefings, Concept Forums or Workshops although Elected Members may request additional information or may request alternative wording for recommendations to be prepared for possible consideration at the future Council meeting.</p>

Council meeting schedule	Council operates on a four weekly meeting cycle, (except in January when Council is in recess).
Council Meetings	<p>Council meetings are formal meetings of Council as defined under the Act and are required to be open to the public, although under certain conditions, meetings can be closed when Council considers certain items of business as prescribed by the Act. In order to promote transparency and accountability required for good governance, the closure of meetings should be applied as infrequently as possible.</p> <p>Good decision-making at a Council meeting is enhanced when the meeting is well run. This requires a clear and informative agenda, good chairing and facilitation, adherence to meeting procedures and adherence to statutory requirements. There should also be a strong commitment to</p> <p>Council meetings being open to the public so that the community are fully informed and, where appropriate, involved in the decisions and affairs of Council.</p> <p>Elected Members, the CEO and Executive Directors attend all Council meetings.</p>
Decisions	Strategy Sessions, Concept Forums, Briefings, Forums, and Workshops operate outside of the statutory framework of the Act are not intended to replace ordinary meetings of Council.
Meeting procedures and conduct	<p>The Council has adopted a local law that provides a set of enforceable meeting procedures and rules to:</p> <ul style="list-style-type: none"> • ensure better decision-making of council and its committees • assist in the good and orderly conduct of meetings • greater community understanding of the business of the Council. <p>Elected Members are to familiarise themselves with the City of Albany Standing Orders Local Law (meeting procedures) as any breaches may result in the matter being referred to the Local Government Standards Panel.</p>
Notes of meetings	<p>The CEO, and/or designated senior officer will cause notes to be kept.</p> <p>Notes will be recorded on the City's Records Management System and detail the date, attendance and titles of the subject addresses.</p>
Standing Committees of Council	<p>All reports for consideration by Council should be referred through a Standing Committee.</p> <p>Standing Committees are generally open to the public, with the exception of the Audit & Risk Committee.</p> <p>The following standing committees of the City of Albany Council are open to the public:</p> <ul style="list-style-type: none"> • Audit & Risk Committee • Bush Fire Advisory Committee • Chief Executive Officer Performance Review Panel • Community & Corporate Services (CCS) Committee • Development & Infrastructure Services (DIS) Committee • Local Emergency Management Committee <p>The terms of reference for all committees are listed at attachment 1.</p>

<p>Strategy Sessions</p>	<p>Strategy Sessions provide a forum for two-way communication between Elected Members and the CEO on strategic or complex issues. The sessions are open to all Elected Members, the CEO and other employees designated by the CEO as required.</p> <p>Strategy Sessions also provide an opportunity for relevant staff and/or outside consultants to present information on a concept or project. Elected Members are encouraged to ask questions but not enter into debate.</p> <p>Strategy Sessions are generally not open to members of the public.</p>
<p>Voting intentions</p>	<p>Elected Members must not indicate their voting intentions prior to being presented for Council resolution.</p> <p>An Elected Member's support of a proposal or Committee Recommendation does not bind the elected member's decision.</p>
<p>Working groups, workshops and reference groups</p>	<p>Council may conduct workshops or also establish working groups or reference groups as a mechanism for facilitating and improving community participation in the City's decision-making process.</p> <p>While not formally established under legislation, working groups and reference groups provide an opportunity for the City to obtain the views of community representatives as well as enabling networking opportunities for Elected Members with a wide range of representatives on issues of common interest. The opportunity to obtain such views assists Elected Members and Council to address strategic issues and priorities.</p> <p>Working groups and reference groups make recommendations to the organisation, who in turn detail those recommendations and comments within the formal report to Council or a committee on a particular issue or topic.</p> <p>Community representatives and Elected Members are encouraged to ask questions of relevant staff or consultants through the presiding person.</p>

Standing Committees of Council

All reports for consideration by Council should be referred through a Standing Council Committee.

Standing Committees of Council are generally open to the public, with the exception of the Audit and Risk Committee.

The Terms of Reference for Standing Committees of Council are detailed at [attachment 1](#).

Advisory Committees

Advisory committees provide recommendations to Council in line with their terms of reference.

Advisory committees meet as and when required as determined by committee members or Council.

The Terms of Reference for Council Advisory Committees are detailed at [attachment 2](#).

Scope

This policy applies to:

- Briefings
- Committee meetings
- Concept Forums
- Ordinary Council Meetings
- Special Council Meetings
- Working Groups
- Workshops

Legislative and Strategic Context

Division 2, Part 5 of the *Local Government 1995* deals with Council Meetings, committees and their meetings.

For the purposes of Section 5.98 (2) of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, Section 32 (1) (c) and 32 (2), travel and child care cost are reimbursable in full for attendance at all meetings and briefings provided for in this policy as well as site inspection visits arising from agenda briefing requests.

For the purpose of Serious & Minor Misconduct:

- The City is a “public authority” for the purpose of the CCM Act. The City must report serious and minor misconduct matters that the City reasonably suspects involve corruption, minor or serious or systematic misconduct or maladministration in public administration as required by the CCM Act (serious misconduct) and PID Act (minor misconduct).

Available at www.ccc.wa.gov.au and www.publicsector.wa.gov.au.

- Paid members of Council Committees must acknowledge that:
 - the supply of the Services may involve public administration by the City pursuant to the CCM Act and PID Act; and
 - as it is supplying the Services to the City the person:
 - is a public officer for the purposes of the CCM Act; and
 - is subject to the obligations under the CCM Act and Guidelines, including, but not limited to the obligation to report to the Office of the Corruption and Crime Commission matters that the Consultant reasonably suspects involves corruption, or serious or systematic misconduct or maladministration in public administration;
 - is subject to the obligations under the PID Act and guidelines, including, but not limited to the obligations to report to the Office of the Public Section Commission matters that the Consultant reasonably suspects involves minor misconduct in public administration.

Review Position and Date

This policy and procedure is to be reviewed by the document owner on prior to an ordinary council election.

Associated Documents

- *Local Government Act 1995*
- Standing Orders Local Law 2014 (Amended)
- Local Government Operational Guideline – Council Forums, Department of Local of Government and Regional Development
- Department of Local Government Guideline – Audit Committees in Local Government, Their Appointment, Function and Responsibilities
- Council Policy Positions:
 - Code of Conduct Policy (Council Members, Committee Members, Staff & Volunteers)
 - CEO Performance Review Process Policy
 - Strategic Bush Fire Plan

Definitions

Key terms and acronyms used in the policy, and their definitions.

Act	<i>Local Government Act 1995</i>
Advisory Committee	means a committee with membership comprised of representatives from the community and Elected Members.
Audit	means the inspection or examination of a City activity or facility to evaluate or improve its appropriateness, efficiency or compliance.
Council Management Documents	Policies, strategies, business plans, local laws and other corporate documents used in guiding, informing and regulating Council's decision-making processes.
Ordinary Council Meeting	Council's principal decision making forum.
Standing Committee	means a permanent council committee that meets regularly.
Working Group	a group that consists of staff, elected members, and community representatives. Recommendations are referred to council standing committees for recommendation to Council.
Workshops, Concept Forums	in this framework refer to Briefing Sessions.

Attachment 1 – Internal Standing Committees:

Audit & Risk Committee

(Statutory Requirement)

Function:

This Committee is responsible for assisting Council discharge its responsibilities with regard to the exercise of due care, diligence and skill in relation to the:

- reporting of financial information;
- application of accounting policies;
- management of the financial affairs of the City; and
- assessment of the adequacy of the management of risk, internal control and legislative compliance.

It will achieve this by:

Audit:

- Considering and approving the brief for the provision of audit services;
- Evaluating the responses to the request for the provision of audit services and to make a recommendation to Council on the appointment of an auditor;
- Meeting with Council's external auditors and review the Audit Plan prior to the conduct of the interim audit each year;
- Ensuring that the audit is being conducted in accordance with the brief and the terms of appointment and that matters of concern to the Council and/or the Committee are being addressed;
- Ensuring that the Council's financial affairs and systems and processes are being managed and reported in accordance with statutory requirements and Australian Accounting Standards;
- Ensuring that relevant financial information is reported to Council in a form that meets the needs and expectations of Council, clearly setting out the key relevant financial data, such that the Council can confidently Understand the financial performance of the Council's affairs;
- Reviewing the audit report and make appropriate recommendations to Council; and
- Where appropriate and with the approval of Council seek advice and/or assistance in relation to matters pertaining to the audit or financial affairs of the City.

Risk Management:

- Address any specific requests referred to it from Council in relation to issues of internal control, legislative compliance and risk management.
- At least once every year consider a report in relation to the management of risk within the City of Albany and satisfy itself that appropriate controls and processes are in operation, and are adequate for dealing with the risks that impact on the City.

Regulation 17 of the Local Government (Audit) Regulations 1996:

- Receive the CEO reviews conducted on the appropriateness of systems and procedures in relation to risk management, internal control and legislative compliance as prescribed.

Membership:	Minimum of 4 and maximum of 7 elected members
Meeting Schedule:	As required, minimum of three per calendar year.
Meeting Location:	Council Chambers
Directorate:	Office of CEO & Corporate Services
Executive Officers:	Chief Executive Officer, Executive Director Corporate Services, Manager Governance & Risk, Manager Finance
Delegated Authority:	None

Chief Executive Officer Performance Review Panel

Function:

This panel is responsible for reviewing the performance of the Chief Executive Officer in accordance with the CEO Performance Review Process Policy.

It will achieve this by:

- Ensuring the review process is conducted in a manner that is both collaborative and constructive with the aim of enhancing performance and providing guidance for the ensuing twelve months, using the City's agreed Strategic Plan and/or Business Plan.
- Using the review process provide an opportunity to build relationships and to increase the effectiveness of individuals, systems and process to improve the performance and the profile of the City of Albany.
- Making recommendations to Council.

Chairperson: Mayor

Membership:

The CEO performance review panel will consist of:

- The Mayor
- Three Councillors appointed by resolution of Council.

This panel is to be facilitated by an Independent/external person appointed by a resolution of Council.

All Councillors seeking appointment to the CEO review panel must undertake the relevant CEO performance review-training course provided by WALGA within six months of appointment to the panel; it is important for those actually involved in the appraisal interview to feel comfortable with their skill level and role.

Meeting Schedule:	As required, (refer to contract of employment).
Meeting Location:	As determined
Directorate:	Office of the CEO
Executive Officers:	Manager Human Resources and an independent/external person appointed by a resolution of Council.
Delegated Authority:	None

Community & Corporate Services Committee

Functions: The Committee is responsible for the following functions:

Community Services:

The delivery of “*Community Health & Participation Objectives*” contained in the City of Albany Strategic Plan:

- To build resilient and cohesive communities with a strong sense of community spirit.
- To create interesting places, spaces and events that reflect our community’s identity, diversity and heritage.
- To develop and support a healthy inclusive and accessible community.

Corporate Services:

Monitoring and commenting on the financial health and strategies of Council.

The delivery of “*Leadership Objectives*” contained in the City of Albany Strategic Plan:

- To establish and maintain sound business and governance structures.
- To provide strong, accountable leadership supported by a skilled & professional workforce.
- To engage effectively with our community.

Economic Development:

Considering and recommending to Council ways to strengthen the local Albany economy.

The delivery of “*Smart, Prosperous and Growing Objectives*” contained in the City of Albany Strategic Plan:

- To strengthen and grow our region’s economic base.
- To develop a smart city that supports economic growth.
- To develop and promote Albany as a unique and sought-after visitor location.

Governance:

- Review of Council's policies;
- Supporting Elected Members in their governance role;
- Developing amendments to existing, or new, local laws;
- Consideration of the Council's draft Strategic Plan;
- Consideration of the Council's draft Annual Report;
- Matters pertaining to the conduct of the Council's Annual General Meeting;
- Consideration of the proposed meeting schedule for Council and its Committees;
- Receiving reports from Council representatives on outside bodies, and from other bodies as determined by Council; and
- Considering matters not falling within the terms of reference of any other Council committee.

Service Complaint Internal Review:

- Responsible for reviewing unresolved service complaints, in accordance with the [Service Complaints Policy](#).

It will achieve this by:

- Developing policies and strategies;
- Establishing ways to measure progress;
- Receiving progress reports;
- Considering officer advice;
- Debating topical issues;
- Providing advice on effective ways to engage and report progress to the Community; and
- Making recommendations to Council.

Membership: Open to all elected members

Meeting Schedule: Monthly

Meeting Location: Council Chambers

Directorates: Corporate & Community Services

Executive Officer(s): [Executive Director Corporate Services](#),
[Executive Director Community Services](#)

Delegated Authority: None

Development & Infrastructure Services Committee

Functions: The Committee is responsible for:

Development Services:

The delivery of the “*A Connected and Safe Built Environment Objectives*” contained in the City of Albany Strategic Plan:

- To develop vibrant neighbourhoods which retain local character and heritage.
- To advocate, plan for and build friendly and connected communities.
- To develop and support a healthy inclusive and accessible community.

Infrastructure & Environment Services:

The delivery of the “*Clean and Green & Sustainable Objectives*” contained in the City of Albany Strategic Plan:

- To protect and enhance our natural and built environment in a changing climate.
- To build, maintain and renew city assets sustainably.
- To identify and deliver improvements in sustainability within the City and wider community.

It will achieve this by:

- Developing policies and strategies;
- Establishing ways to measure progress;
- Receiving progress reports;
- Considering officer advice;
- Debating topical issues;
- Providing advice on effective ways to engage and report progress to the Community; and
- Making recommendations to Council.

Membership:	Open to all elected members.
Meeting Schedule:	Monthly
Meeting Location:	Council Chambers
Executive Officers:	Executive Director Infrastructure & Environmental Services , Executive Director Development Services
Delegated Authority:	None

Attachment 2 – Internal Advisory Committees:

Airport Emergency Committee

(Statutory Requirement)

Functions: The Committee is responsible for:

Legislative Authority: This Committee is established under the *Civil Aviation Act (1998)* and the *Emergency Management Act 2005*. This Committee is responsible for ensuring the currency of the Airport Emergency Plan and associated procedures in support of response and recovery agencies plans.

It will achieve this by:

- Overseeing the development of and compliance with the Airport Emergency Plan and procedures in accordance with the Civil Aviation Safety Regulations 1998 and the Emergency Management Act 2005.
- Evaluating and considering the post activity report of the annual emergency exercise and any report recommendations.
- Ensuring the emergency test (exercise) reports of this Committee are reported to the Local Emergency Management Committee (LEMC).

Membership:

- (Minimum of 1 maximum of 2 elected members). Membership to the Committee is prescribed under the Civil Aviation Act 1998.
- The airport operator (City of Albany) must ensure that the following persons are invited to be members of the Committee:
- Albany WA Police Local Commander, or their nominee (Hazard Management Agency responsible for Air Crash)
- Senior representatives of key industry stakeholders (including airlines); and
- Senior representative from the Office of Transport Security.
- The Committee must also consist of representatives of relevant agencies or organisations expected to be involved in responses under the Airport Emergency Plan. These representatives must be sufficiently senior to commit their organisations to the Committee's agreed decisions.
- The Chair may invite persons other than those listed above to be members or observers of the Committee.

Meeting Schedule: Quarterly, as required

Meeting Location: Council Chambers, 102 North Road, Yakamia WA 6330

Directorate: Commercial Services

Executive Officers: Executive Director Corporate Services, [Manager Governance & Risk \(Airport Operations\)](#)

Delegated Authority: None

Bushfire Advisory Committee

Function: The Committee is responsible for:

Reviewing administrative and resourcing decisions and recommendations from the Bushfire Advisory Group and provide advice to Council on *Bush Fires Act 1954* matters.

Legislative Authority:

Under the *Bush Fires Act 1954* (s67), local governments may appoint such persons as it sees fit as a bush fire advisory committee for the purpose of advising the local government regarding all matters relating to:

- the preventing, controlling and extinguishing of bush fires;
- the planning and layout of fire breaks;
- prosecutions for breaches of the Bush Fire Act;
- the formation of bush fire brigades;
- the grouping thereof under brigade officers;
- the ensuring of cooperation and coordination of bush fire brigades in their efforts and activities; and
- any other matter relating to bush fire control.

Local government makes the rules for guidance of the committee.

The committee is answerable to the local government and shall, as and when required by the local government, report fully on its activities.

It will achieve this by:

BFAC Functions:

- To consider reports regarding operational matters received from Bush Fire Advisory Group (BFAG) and provide recommendations to Council as appropriate.
- To consider nominations for the position of Chief Bush Fire Control Officer and Deputy Chief Fire Control Officer and make recommendations as appropriate to the City of Albany's Chief Executive Officer (or delegate).
- Advise and assist the City of Albany in ensuring that local risk management plans pertaining to bush fire are established and maintained.
- Liaise with the Bush Fire Advisory Group, other emergency management agencies and other supporting agencies in the testing of local bush fire risk management plans.
- Support the City of Albany to ensure appropriate and timely training programs are developed and delivered to brigade members, including on-going scenario-based training.
- Advise the City of Albany on operational and administrative matters relating bush fire prevention, preparedness, response and recovery, as per relevant legislation and policies.
- Advise and assist the City of Albany in the development of bush fire community engagement and education programs.
- Facilitate and foster open communication and cooperation with other fire and emergency agencies and neighbouring local governments.

Chairperson: To be elected from the Committee (City of Albany Elected Member).

Membership: Defined under the Terms of Reference detailed in the Strategic Bush Fire Plan 2014 – 2019:

- Two or three elected members (Chairperson)
- Chief Bush Fire Control Officer
- Chair of Bush Fire Advisory Group (BFAG)
- Department of Fire and Emergency Services (DFES) Representative
- Department of Parks and Wildlife (DPaW) Representative
- City of Albany Manager Rangers & Emergency Management (executive support – non-voting)
- City Emergency Management Administrator (administrative support – non-voting)

Guests of Committee:

By invitation (non-voting) – i.e. CBFCOs of neighbouring local governments.

Meeting Schedule:	As required.
Meeting Location:	Council Chambers
Directorate:	Development Services
Executive Officers:	Executive Director Development Services, Manager Ranger & Emergency Services
Delegated Authority:	None.

Local Emergency Management Committee

(Statutory Requirement)

Function:

The *Emergency Management Act 2005* requires that local governments are to ensure that local emergency management arrangements are prepared and maintained for the local government district. The local emergency management arrangements contain the overarching emergency management arrangements relevant to that local government district.

The LEMC is responsible for reviewing, planning and testing the local community emergency management arrangements, including but not limited to:

- Advising and assisting the City of Albany in ensuring that local emergency management arrangements are established for its district;
- Liaising with public authorities and other persons and entities in the development, review and testing of local emergency management arrangements; and
- Carrying out other emergency management activities as required by the City of Albany Emergency Management Plan or as prescribed by legislation and regulations.

It will achieve this by:

- Developing policies and strategies;
- Establishing ways to measure progress;
- Receiving progress reports;
- Considering officer advice;
- Debating topical issues;
- Providing advice on effective ways to engage and report progress to the Community; and
- Making recommendations to Council.

Chairperson: Elected member appointed by Council. Deputy Chair (Officer in Charge of the Albany Police Station (WAPOL)).

Membership: Committee membership is extended to include representatives from agencies, organisations and community groups with expertise relevant to the identified community hazards and risks and emergency management arrangements.

Meeting Schedule: Quarterly, as required.

Meeting Location: Council Chambers.

Directorate: Development Services

Executive Officers: Chief Executive Officer, Executive Director Development Services, Community Emergency Safety Manager (CESM)

Delegated Authority: None

National Anzac Centre Advisory Group

(Advisory Committee)

Background

The National Anzac Centre (NAC) is located within the Princess Royal Fortress precinct on Mount Clarence in Albany and was officially opened on 1 November 2014. The intent of the NAC is to provide a National Centre which focusses on the origins of the Anzac Legend and in particular tells the story of the departure of the first and second convoys from Albany to World War One and the experience of these men and women who served. It was also designed to be a focal point for the National Launch of the 4 year ANZAC Centenary commemorations. The NAC is also an important visitor attraction that adds value to the existing tourism product offer in the Great Southern by creating a reason to visit and increasing the length of stay of visitors to the region.

Terms of Reference

The National Anzac Centre Advisory Group Terms of Reference is the document that establishes the agreed roles and functions for the Advisory Group, both collectively and individually. It is utilised by the Advisory Group to ensure that its operation is governed responsibly.

The Group's Terms of Reference must be endorsed and approved by resolution of the City of Albany Council, who is ultimately responsible for ensuring it is maintained and properly utilised.

Purpose

The NAC Advisory Group is established to provide:

- Advice and strategic oversight of the National Anzac Centre and where appropriate other elements of the Albany Heritage Park, and support the ongoing development and implementation of initiatives (infrastructure, marketing, events, tourism experiences) to achieve the strategic objectives of the precinct.
- Support the market success and financial sustainability of the NAC and the Princess Royal Fortress, and ensure engagement with the broader region in driving the success of these important assets.

Responsibility of the National Anzac Centre (NAC) Advisory Group

The Advisory Group is responsible for:

- Facilitating the exchange of information; providing advice and the development of relationships that assist in identifying potential pathways and synergies with National, State and Local Government objectives and policies.
- Ensuring appropriate expertise is sourced on infrastructure; marketing; event; and exhibition initiatives and programs that support and promote the tourism, cultural and heritage values of the NAC, the ANZAC Albany story and the surrounding precinct.
- Identify and facilitate engagement and leverage opportunities with surrounding local government authorities and key partners to assist with the development of packages and promotional activities.
- Assist with identifying funding opportunities to enhance the product offering by providing new, and refreshing existing experiences.
- Raise the profile of the National Anzac Centre as an iconic heritage tourism asset and build upon its current success in increasing visitation to the region.
- Ensure the NAC interpretative component remains relevant, refreshed and consistent with a high quality contemporary museum standard.

Authority of the Advisory Group

The Advisory Group may make recommendations to the Council on all relevant business matters as per the Advisory Group purpose and responsibilities. Recommendations will be provided to the Council in written form, accompanied by supporting reports and prepared by the City of Albany Executive Officer.

The Advisory Group does not have delegated authority.

Structure and Composition of the National Anzac Centre (NAC) Advisory Group

Membership

The Advisory Group shall consist of a minimum of five (5) members and a maximum of nine (9) members, with the City of Albany Mayor being a permanent member representing the City of Albany.

The term of appointment for membership, with the exception of the Chair and Mayor will be for an initial period of two years. The position of Chair will be for a minimum initial three year term.

The Chair and Group members may be nominated for re-appointment upon expiry of their term up to a maximum of a further two consecutive terms.

Should a vacancy occur during the term of appointment, the appointment to fill the casual vacancy will be filled by an invitation from the Advisory Group and subsequently endorsed by the City representative (the CEO).

Representatives have a responsibility to attend meetings of the Advisory Group, contribute to discussion and vote on matters. A member of the Advisory Group may resign at any time. The resignation must be in writing in the form of a letter or email addressed to the designated Executive Officer, stating the member's intention to resign from the National Anzac Centre Advisory Group. Resignations will be acknowledged by the designated Executive Officer and CEO.

Industry Representation:	A maximum of four (4) industry members will be sought on the basis of expertise, interest, understanding and commitment to the Albany tourism sector and enhancing the liveability of the City of Albany. The independent Chair to be one of the Industry Representatives.
Stakeholder Representation:	The following institutions will be invited to nominate an Advisory Group member: <ul style="list-style-type: none"> • The WA Branch of the RSL • The WA Museum • Tourism WA • The Western Australian Department of Premier and Cabinet.
Council Representation:	The Mayor or his nominee will represent the interests of the Council.
Chair	An independent Chair may be nominated by the Mayor in liaison with the Council.
Deputy Chair:	The Deputy Chair of the Advisory Group will also be nominated by the Mayor in liaison with the Council. The Deputy Chair will be drawn from the other members of the Advisory Group.
Council Staff Involvement:	The Chief Executive Officer (CEO) and the designated Executive Officer, from time to time, may nominate staff involvement on the Advisory Group. Council staff required to attend the Advisory Group will participate and contribute to the discussion and debate but will not have any voting rights.

Advisory Group Support:	The designated Executive Officer will arrange for administrative support for the Advisory Group. Such support will include the preparation and distribution of the agenda, notice of meeting and business papers and recording of the minutes. The Advisory Group secretariat is also responsible for arranging meeting venue, refreshments and coordinating any presentations.
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Expertise

Membership of the Advisory Group is generally to consist of senior representatives from the WA Branch of the RSL, WA Museum, Tourism Western Australia and The WA Department of Premier and Cabinet.

The Industry representatives will be invited to nominate for a position on the Advisory Group based on their expertise or experience in the following areas.

- A significant relevant understanding of the Tourism Industry.
- A significant relevant understanding of the marketing of Cultural and Heritage Assets.
- A significant relevant understanding of the provision of cultural and heritage programming for public and target group Education.
- A significant relevant understanding of commercial business practices, including but not limited to business development and sponsorship.

Chair

The Chair of the Advisory Group will be independent from the City of Albany staff and elected members.

Should the Chair of the Advisory Group be absent from a meeting and no acting Chair has been appointed, the members of the Group present at the meeting have the authority to choose one of their number to Chair the meeting.

Operation of the National Anzac Centre (NAC) Advisory Group

Executive Officer

The City's designated Executive Officer is responsible for:

- Preparing the agendas for the Advisory Group, on behalf of, and in consultation with the Chair.
- Taking and writing the minutes of the Advisory Group meetings.
- Preparing the Advisory Group Reports and Recommendations for consideration and decision of the Group.

Frequency and Location of meetings / minimum number of meetings

For the first year the Advisory Group will meet quarterly as a minimum and as frequently as is deemed necessary to undertake its role effectively. The Advisory Group will provide recommendations to the Council as to the frequency of its meetings after that.

Meetings will be held at the most cost effective location however a minimum of one meeting each year will be held in Albany and include an inspection of the NAC and the Albany Heritage Park.

A notice of each meeting confirming the date, time, venue and agenda will be forwarded to each member of the Advisory Group as soon as practicable prior to the meeting date.

Advisory Group meetings are permitted to be held other than in person, by any technological means as consented to by all members of the Advisory Group.

Attendees

Any elected member of the City of Albany Council may attend and speak at an Advisory Group meeting.

Quorum for meetings

The minimum quorum for an Advisory Group meeting is 5 members.

Advisory Group Members out of pocket expenses.

Advisory Group members are entitled to travel and out of pocket expenses for attendance at meetings and official functions.

Advisory Group member interest

Members of the Advisory Group will not participate in discussions and will not vote on any issues in respect of which there is an actual or perceived conflict of interest.

Members' interest in matters to be discussed at meeting are to be disclosed as prescribed under section 5.65 of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*.

An interest is defined under regulation 34C of the *Local Government (Administration) Regulations 1996*, being:

“Interest” means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.

Where an interest must be disclosed, the disclosure is to be made at the meeting immediately before the matter is discussed or at the time the advice is given, and is to be recorded in the minutes of the meeting.

Access to advice

The Advisory Group has the authority to investigate any matters within its terms of reference as set out in the Advisory Group's terms of reference, with the resources it needs to do so and with the right of access to information including external professional advice as necessary.

Formal mechanism for reporting key matters

The Executive Officer shall report the findings and recommendations of the Committee to the City of Albany Council after each Committee meeting for decision or noting as appropriate.

Review and assessment of the National Anzac Centre (NAC) Advisory Group

The Advisory Group shall perform an annual evaluation of its performance and provide that information to the City of Albany Council.

The City of Albany Council will evaluate the performance of the Advisory Group as appropriate.

Attachment 3 - External Committee Membership

The following external committees have requested an elected member or staff member to represent the City of Albany.

AEC Operational Advisory Committee	<p>Function: The Perth Theatre Trust has statutory responsibilities in relation to the governance and management of venues, including the Albany Entertainment Centre.</p> <p>The Committee receives reports on the overall operational and financial activities and performance of the Albany Entertainment Centre pursuant to the <i>Perth Theatre Trust Act 1973</i> and the Perth Theatre Trust Strategic Plan.</p> <p>The AEC Operational Advisory Committee considers and recommend programming activities for the AEC and make recommendations for the usage of allocated funds for programming activities.</p> <p>The programming activities are assessed in the context of the Perth Theatre Trust programming policy, which requires that program activities should aim to be commercially viable and promote innovation in the use of venues, approaches to particular audience segments, and the potential to reach new audiences.</p> <p>In addition, the Committee formulates and provides oversight in regards to the implementation of strategic marketing and promotional policies that promotes the AEC as an arts/cultural venue, broader community facility and commercial conferencing events and function venue.</p> <p>Membership: Committee will request a nomination of two staff members.</p> <p>Meeting Schedule: Monthly.</p> <p>Meeting Location: AEC</p> <p>Directorate: Corporate Services</p> <p>Delegated Authority: Operational Committee – Not applicable.</p>
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<p>Great Southern Development Commission – Board of Management</p>	<p>Function: The Board of Management is the governing body of the GSDC and meets regularly to set policy directions including budgets, to approve major expenditures and to provide advice to the Minister on regional matters. Decisions of the Board direct the activities of the GSDC.</p> <p>Membership: The three categories for the Board membership are:</p> <ul style="list-style-type: none"> • Community nominations (three persons) • Local Government nominations (three persons) • Ministerial nominations (three persons) <p>The Minister for Regional Development confirms board members with a term ranging between one and three years.</p> <p>Board members are chosen based on a demonstrated ability at an executive level, a demonstrated involvement in either the economic or social development of the region, and the ability to work co-operatively to achieve agreed goals across a wide range of social and economic issues.</p> <p>Individuals or organisations may nominate people for the GSDC Board. People nominated as prospective community members should possess interest and knowledge relevant to regional communities. Appropriate fields of involvement could include business and industry; employment, education and training; tourism and recreation.</p> <p>Compulsory training required.</p> <p>Directorate: Office of the CEO</p>
<p>Great Southern Joint Development Assessment Panel (DAP)</p>	<p>Function: An independent decision-making body comprised of 3 technical experts and 2 elected local government representatives. These panels determine development applications made under local and region planning schemes, in the place of the City of Albany Council.</p> <p>Membership: Two elected members (Note: Two Reserves):</p> <p>Directorate: Development Services</p>
<p>Great Southern Recreation Advisory Group (GSRAG)</p>	<p>Function: The Great Southern Recreation Advisory Group meets regularly to discuss and develop community sport and recreation opportunities for residents (and visitors) of the Great Southern.</p> <p>Membership: Committee will request a nomination of two elected members.</p> <p>Meeting Schedule: Quarterly.</p> <p>Meeting Location: Department of Sport & Recreation (Albany)</p> <p>Directorate: Community Services</p> <p>Delegated Authority: Not applicable.</p>
<p>Great Southern Regional Road Group</p>	<p>Function: Allocate State Government funding for regional road maintenance and construction and oversee the implementation of State Government 'Black spot' funding.</p> <p>Membership: Committee will request a nomination of two elected members.</p> <p>Meeting Schedule: Quarterly meetings 10.00am – 3.00pm.</p> <p>Meeting Location: Various member locations.</p> <p>Directorate: Infrastructure & Environment Services</p> <p>Delegated Authority: Not applicable.</p>

<p>Lower Great Southern Economic Alliance</p>	<p>Function: The Alliance is comprised of representatives from the City of Albany, Shires of Denmark and Plantagenet. The Alliance was formed to promote collaborative economic development in the region. Advocacy, Economic Development and Tourism and Resource Efficiency.</p> <p>Membership: Committee will request a nomination of four elected members.</p> <p>Meeting Schedule: Monthly.</p> <p>Meeting Location: Various member locations.</p> <p>Directorate: Office of the CEO</p> <p>Delegated Authority: Not applicable.</p>
<p>South Coast Management Group</p>	<p>Function: The vision of this committee is to bring together people, organisations and information, so that communities in the South Coast Region are able to work in partnership, to improve the quality of the coastal and marine environment, resulting in environmental, social and economic sustainability.</p> <p>Preparing a regional strategy between Denmark and Esperance for Coastal issues. Focus on local government and Community groups.</p> <p>Membership: Committee will request a nomination of two elected members.</p> <p>Meeting Schedule: Bi Monthly (March, July, September & December)</p> <p>Meeting Location: Varies</p> <p>Directorate: Infrastructure & Environment Services</p> <p>Delegated Authority: Operational Committee – In accordance with Delegations Register.</p>
<p>WALGA - Road Wise Advisory Committee</p>	<p>Function: The WALGA's state-wide road safety program is to facilitate the active to effectively contribute to road safety programs. Source: http://www.roadwise.asn.au/groups/southern/albany</p> <p>Membership: Committee will request a nomination of two elected members.</p> <p>Meeting Schedule: Quarterly meetings 10.00am – 3.00pm.</p> <p>Meeting Location: The Committee meets every month at the City of Albany, North Road.</p> <p>Directorate: Infrastructure & Environment Services</p> <p>Delegated Authority: Not applicable.</p>

WALGA – Great Southern Zone

Function: WALGA (WA Local Government Association) advocates on behalf of the State's 142 Local Governments and negotiates service agreements for the sector. WALGA is not a government department or agency. Source: Website: <http://www.walga.asn.au/>

Membership: Committee will request a nomination of two elected members.

Meeting Schedule: Quarterly meetings 10.00am – 3.00pm.

Meeting Location: Monthly meetings, via teleconference and face to face in the Great Southern.

Directorate: Office of the CEO

Executive Officers: Zone Secretary: Annabel Paulley, Great Southern Zone of the WA Local Government Association. | Email: annabel13@westnet.com.au

Delegated Authority: Not applicable.