



---

# AGENDA

---

## COMMUNITY AND CORPORATE SERVICES COMMITTEE

14 May 2019

6.00pm

City of Albany Council Chambers

**CITY OF ALBANY  
COMMUNITY STRATEGIC PLAN (ALBANY 2023)**

**VISION**

Western Australia's most sought after and unique regional city to live, work and visit.

**VALUES**

All Councillors, Staff and Volunteers at the City of Albany will be...

**Focused: on community outcomes**

This means we will listen and pay attention to our community. We will consult widely and set clear direction for action. We will do what we say we will do to ensure that if it's good for Albany, we get it done.

**United: by working and learning together**

This means we will work as a team, sharing knowledge and skills. We will build strong relationships internally and externally through effective communication. We will support people to help them reach their full potential by encouraging loyalty, trust, innovation and high performance.

**Accountable: for our actions**

This means we will act professionally using resources responsibly; (people, skills and physical assets as well as money). We will be fair and consistent when allocating these resources and look for opportunities to work jointly with other directorates and with our partners. We will commit to a culture of continuous improvement.

**Proud: of our people and our community**

This means we will earn respect and build trust between ourselves, and the residents of Albany through the honesty of what we say and do and in what we achieve together. We will be transparent in our decision making and committed to serving the diverse needs of the community while recognising we can't be all things to all people.

**Community & Corporate Services Committee**  
**Terms of Reference**

**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

**TABLE OF CONTENTS**

	<b>Details</b>	<b>Pg#</b>
1.	<b>DECLARATION OF OPENING</b>	5
2.	<b>PRAYER AND ACKNOWLEDGEMENT OF TRADITIONAL LAND OWNERS</b>	5
3.	<b>RECORD OF APOLOGIES AND LEAVE OF ABSENCE</b>	5
4.	<b>DISCLOSURES OF INTEREST</b>	6
5.	<b>RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE</b>	6
6.	<b>PUBLIC QUESTION TIME</b>	6
7.	<b>PETITIONS AND DEPUTATIONS</b>	6
8.	<b>CONFIRMATION OF MINUTES</b>	6
9.	<b>PRESENTATIONS</b>	6
10.	<b>UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS</b>	6

<b>REPORTS</b>		
CCS145	<b>FINANCIAL ACTIVITY STATEMENT- MARCH 2019</b>	7
CCS146	<b>LIST OF ACCOUNTS FOR PAYMENT- APRIL 2019</b>	9
CCS147	<b>DELEGATED AUTHORITY REPORTS – MARCH TO APRIL 2019</b>	11
CCS148	<b>CITY UPDATE (CITY SCORECARD) – QUARTER 3 - 2018/19</b>	12
CCS149	<b>NATIONAL ANZAC CENTRE – Q3 2018-19 REPORT</b>	14
CCS150	<b>ARMISTICE CENTENARY GRANTS PROGRAM (ACGP) - HIDDEN STORIES OF THE FORTRESS – LINKING THE ANZAC SPIRIT PROJECT</b>	18
CCS151	<b>MOVE IT AUS – BETTER AGEING PROJECT GRANT</b>	22
CCS152	<b>RACEWARS ALBANY 2019 – POST EVENT REPORT</b>	28
CCS153	<b>MEMORANDUM OF UNDERSTANDING – CITY OF ALBANY AND ALBANY CEMETERY BOARD</b>	33
CCS154	<b>COMMUNICATIONS &amp; ENGAGEMENT STRATEGY</b>	37
11.	<b>MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN</b>	41
12.	<b>MEETING CLOSED TO PUBLIC</b>	41
13.	<b>CLOSURE</b>	41

**1. DECLARATION OF OPENING**

**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 both past and present”.*

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

**Councillors:**

Mayor	D Wellington
Member	R Hammond
Member	G Stocks
Member	R Stephens
Member	E Doughty (Deputy Chair)
Member	T Sleeman
Member	J Shanhun
Member	A Goode JP
Member	S Smith
Member	A Moir
Member	R Sutton
Member	B Hollingworth
Member	P Terry (Chair)

**Staff:**

Chief Executive Officer	A Sharpe
Executive Director Corporate Services	M Cole
Executive Director Community Services	S Kay
A/Executive Director Works & Services	M Richardson
Manager Finance	D Olde
Meeting Secretary	H Bell

**Apologies:**

**4. DISCLOSURES OF INTEREST**

<b>Name</b>	<b>Committee/Report Item Number</b>	<b>Nature of Interest</b>

**5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE:**

**6. PUBLIC QUESTION TIME**

**7. PETITIONS AND DEPUTATIONS**

**8. CONFIRMATION OF MINUTES**

**DRAFT MOTION**

**THAT the minutes of the Community and Corporate Services Committee held on 9 April 2019, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.**

**9. PRESENTATIONS**

**10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS**

**CCS145: FINANCIAL ACTIVITY STATEMENT – MARCH 2019**

**Proponent** : City of Albany  
**Report Prepared by** : Manager Finance (D Olde)  
**Responsible Officer** : Executive Director Corporate Services (M Cole)

**RECOMMENDATION**

**CCS145: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT the Financial Activity Statement for the period ending 31 March 2019 be RECEIVED.**

**BACKGROUND**

1. The Statement of Financial Activity for the period ending 31 March 2019 has been prepared and is attached.
2. In addition to the statutory requirement to provide Council with a Statement of Financial Activity, the City provides Council with a monthly investment summary to ensure the performance of the investment portfolio is in accordance with anticipated returns and complies with the Investment of Surplus Funds Policy.

**DISCUSSION**

3. In accordance with section 34(1) of the *Local Government (Financial Management) Regulations 1996*, the City of Albany is required to prepare each month a Statement of Financial Activity reporting on the revenue and expenditure of the local authority.
4. The requirement for local governments to produce a Statement of Financial Activity was gazetted in March 2005 to provide elected members with a greater insight in relation to the ongoing financial performance of the local government.
5. Additionally, each year a local government is to adopt a percentage or value to be used in Statements of Financial Activity for reporting material variances. Variations in excess of \$100,000 are reported to Council.
6. These financial statements are still subject to further yearend adjustments and have not been audited by the appointed auditor.

*“Please note 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

7. Section 34 of the *Local Government (Financial Management) Regulations 1996* provides:
- I. A local government is to prepare each month a statement of financial activity reporting on the source and application of funds, as set out in the annual budget under regulation 22 (1)(d), for that month in the following detail:
    - a. annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c);
    - b. budget estimates to the end of the month to which the statement relates;
    - c. actual amounts of expenditure, revenue and income to the end of the month to which the statement relate
    - d. material variances between the comparable amounts referred to in paragraphs (b) and (c); and
    - e. the net current assets at the end of the month to which the statement relates.
  - II. Each statement of financial activity is to be accompanied by documents containing –
    - a. an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets;
    - b. an explanation of each of the material variances referred to in sub regulation (1)(d); and
    - c. such other supporting information as is considered relevant by the local government.
  - III. The information in a statement of financial activity may be shown –
    - a. according to nature and type classification;
    - b. by program; or
    - c. by business unit.
  - IV. A statement of financial activity, and the accompanying documents referred to in sub regulation (2), are to be –
    - a. presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and
    - b. recorded in the minutes of the meeting at which it is presented.

## POLICY IMPLICATIONS

8. The City's 2018/19 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 31 March 2019 has been incurred in accordance with the 2018/19 proposed budget parameters.
11. Details of any budget variation in excess of \$100,000 (year to date) follow. There are no other known events which may result in a material non recoverable financial loss or financial loss arising from an uninsured event.

<b>File Number (Name of Ward)</b>	FM.FIR.7 - All Wards
-----------------------------------	----------------------



**CCS146: LIST OF ACCOUNTS FOR PAYMENT – APRIL 2019**

**Business Entity Name** : City of Albany  
**Attachments** : List of Accounts for Payment  
**Report Prepared By** : Manager Finance (D Olde)  
**Responsible Officers:** : Executive Director Corporate Services (M Cole)

**RECOMMENDATION**

**CCS146: RESPONSIBLE OFFICER RECOMMENDATION**

**That Council RECEIVE the list of accounts authorised for payment under delegated authority to the Chief Executive Officer for the period ending 15 April 2019 totalling \$7,717,501.77.**

**BACKGROUND**

1. 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.

**DISCUSSION**

2. The table below summarises the payments drawn from the municipal fund for the period ending 15 April 2019. Please refer to the Attachment to this report.

<b>Municipal Fund</b>	
Trust	\$1,800.00
Credit Cards	\$15,372.95
Payroll	\$1,561,705.09
Cheques	\$86,434.71
Electronic Funds Transfer	\$6,052,189.02
<b>TOTAL</b>	<b>\$7,717,501.77</b>

As at 15 April 2019, the total outstanding creditors stands at \$575,228.16 and is made up as follows:-

Current	\$380,396.12
30 Days	\$639,778.70
60 Days	\$23,825.15
90 Days	\$(3,949.78)
<b>TOTAL</b>	<b>\$1,040,050.19</b>
<b>Cancelled Cheques</b>	<b>One</b>

**STATUTORY IMPLICATIONS**

3. 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.

4. The Chief Executive Officer has delegated authority to make payments from the municipal and trust fund.
5. 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.

#### **POLICY IMPLICATIONS**

6. Expenditure for the period to 15 April 2019 has been incurred in accordance with the 2018/2019 budget parameters.

#### **FINANCIAL IMPLICATIONS**

7. Expenditure for the period to 15 April 2019 has been incurred in accordance with the 2018/2019 budget parameters.

#### **CONCLUSION**

8. That list of accounts have been authorised for payment under delegated authority.
9. 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.

<b>File Number (Name of Ward)</b>	:	FM.FIR.2 - All Wards
-----------------------------------	---	----------------------

**CCS147: DELEGATED AUTHORITY REPORTS – MARCH TO APRIL 2019**

**Proponent** : City of Albany  
**Attachments** : Executed Document and Common Seal Report  
**Report Prepared by** : Personal Assistant to the ED Corporate Services (H Bell)  
**Responsible Officer** : Chief Executive Officer (A Sharpe)

**RECOMMENDATION**

**CCS147: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT the Delegated Authority Reports 16 March 2019 to 15 April 2019 be RECEIVED.**

**CCS148: CITY UPDATE (CITY SCORECARD) – Quarter 3 - 2018/19**

<b>Proponent</b>	: City of Albany
<b>Attachments</b>	: City Update-March Quarter 2019
<b>Report Prepared by</b>	: Facilitator-Strategy and Improvement (S Grimmer)
<b>Responsible Officer(s)</b>	: Executive Director Corporate Services (M Cole)

**STRATEGIC IMPLICATIONS**

1. This item relates to the following elements of the City of Albany Community Strategic Plan and Corporate Business Plan:

- **Key Theme:** 1 Leadership
- **Objective:** 1.1 To establish and maintain sound business and governance structures
- **Community Priority:** 1.1.1 Implement systems and controls that ensure the prudent use of rates and ensure value for money in all aspects of Council operations.

**In Brief:**

- The quarterly City Update reports progress against the Vision, Strategic Objectives and Operational Priorities as outlined in the City's integrated planning and reporting framework.

**RECOMMENDATION**

**CCS148: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT Council NOTE the Corporate Scorecard Report for the March 2019 quarter.**

**BACKGROUND**

2. The City Update provides a quarterly snapshot on how the City is performing against the priorities set in the Corporate Business Plan.
3. A simple traffic light system is used to report on the progress made against agreed performance targets.

**SUMMARY OF FINDINGS**

4. The format used aligns with the Our City brand.
5. The March 2019 report indicates that the City continues to meet its Integrated Planning & Reporting commitments and is meeting the key deliverables outlined in Business Unit Plans, Strategic Project Plans and the 2017/18 Key Performance Indicators (KPI's) as established by Council.

**GOVERNMENT CONSULTATION**

6. The City of Albany Scorecard is modelled on similar approaches from across the Local Government sector.

## STATUTORY IMPLICATIONS

7. **Section 5.56(1) and (2) of the *Local Government Act 1995*** requires that each local government is ‘to plan for the future of the district’, by developing plans in accordance with the regulations. The advisory standard, framework and supporting guidelines stress the importance of measuring and reporting progress.

## RISK IDENTIFICATION & MITIGATION

8. The risk identification and categorisation references the City’s Risk & Opportunity Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<b>Reputation.</b> Council fails to deliver against it's commitments.	Unlikely	Moderate	Medium	Monitor & report performance quarterly and take appropriate action
<b>Opportunity:</b> To improve communication with the community on how the City is performing against it's commitments. Communication will be complimented by quarterly reporting to Council which will be uploaded onto our web-site.				

## FINANCIAL IMPLICATIONS

9. While there are no direct financial implications in relation to this item the City monitor's financial trends monthly to confirm that services, strategic priorities and projects are delivered within the constraints of the Annual Budget.

## CONCLUSION

10. The City Update provides a snapshot on how the City of Albany is performing against it's integrated planning and reporting framework.

<b>Consulted References</b>	:	<ul style="list-style-type: none"> <li>Local Government Act 1995</li> <li>Western Australian - Integrated Planning and Reporting Framework</li> </ul>
<b>File Number (Name of Ward)</b>	:	CM.RVW.3 (All Wards)
<b>Previous Reference</b>	:	<ul style="list-style-type: none"> <li>Previous quarterly updates and OCM items which commenced in 2017/18</li> </ul>

## CCS149: NATIONAL ANZAC CENTRE – Q3 2018-19 REPORT

<b>Proponent</b>	: City of Albany
<b>Attachments</b>	: National Anzac Centre (NAC) – Quarter 3 (Q3) 2018-19 Operational Report
<b>Report Prepared By</b>	: Manager Facilities (L Stone)
<b>Responsible Officer(s)</b>	: Executive Director Community Services (S Kay)

### 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
  - **Key Theme:** Smart Prosperous and Growing.
  - **Strategic Objectives:** To strengthen our region's economic base; and
    - To develop and promote Albany as a unique and sought after destination.
  - **Community Priorities:** Strengthen our economy by supporting business innovation and diversity; and
    - Promote the Albany region as a sought after and iconic tourism destination.

#### In Brief:

- To provide Council with update on Q3 2018-19 performance of the NAC.

### RECOMMENDATION

#### CCS127: RESPONSIBLE OFFICER RECOMMENDATION

**THAT Council RECEIVE the NAC Operational Report for Q3 2018/19.**

### BACKGROUND

2. The NAC is the City of Albany's most significant tourism asset.
3. The NAC represents a \$10.6 million dollar investment from the Federal and State Government with an additional \$1.5 million invested by Wesfarmers for the construction of the Convoy Walk and Lookout.
4. The City of Albany manages this national museum and understands the importance of generating economic outcomes for the region using the NAC and the Albany Heritage Park (AHP) assets to encourage increased visitation and extended stays to the region.
5. The City established an independent NAC Advisory Committee during the 2016/17 financial year to assist in the further development of both the NAC and AHP, to ensure the assets continue to evolve, aligned with contemporary museum standards.
6. The first quarterly meeting for 2018/19 was held on August 15, 2018 in Perth with a follow up teleconference on 10 December 2018.
7. Council has budgeted a subsidy of \$250,000 annually for the operations of the NAC and the AHP and has established a reserve on the understanding that any surplus funds be reinvested and used to leverage additional grant funding to improve the asset.

8. This report template is reviewed regularly to ensure that the Community & Corporate Services Committee and the NAC Advisory Group receive all relevant information as to its performance.

## **DISCUSSION**

9. Q3 2018/19 achieved overall total visitation numbers of 300,445 visitors to the NAC since opening in November 2014. This equates to an average annual visitation of 66,765 visitors per year.
10. Total visitation for Q3 2018/19 was up by 4,491 visitors compared to the same period in 2017/18.
11. The visitation in Q3 2018/19 from the Great Southern Region totalled 392, consisting of 60% of visitors from Albany, 12% from Denmark, and a range of 2% - 9% from Lake Grace, Gnowangerup, Mt Barker, Katanning, Narrikup and Wellstead.
12. The total visitation in Q3 2018/19 originated from Western Australia (79%) and Interstate (21%).
13. Visitors from other States and Territories consisted of 34% from NSW, 27% from VIC, 23% from QLD, 11% from SA, followed by ACT, TAS and NT all with similar figures between 1-3%.
14. Of the total 10% of international visitors, 56% of these visitors originated from United Kingdom, 10% from USA, 8% from New Zealand, 6% from Canada and 2-3% from Germany, France, Netherlands and Singapore.
15. Revenue generated in Q3 2018/19 by the NAC was \$97,307 more compared to the same period in 2017/18. The Forts Store revenue also increased by \$25,078 compared to the same period in 2017/18.
16. Average retail spend per head for 2018/19 Q3 reached \$8.52, an increase from same period last year of \$7.85.
17. As at the end of Q3 2018/19, 3,658 local residents were members of the NAC League of Local Legends program, with 255 joining during Q3.
18. The NAC received 227 non-local paying visitors in Q3 2018/19 as a result of the NAC League of Local Legends program.
19. In Q3 2018/19 activities included the NAC packages and visitation connected to Field of Light, Honouring Albany's Own Exhibition and connections to Avenue of Honour, cruise ship visitation, Gun salutes and school holiday commencement.
20. The City of Albany is currently considering a sponsorship approach to sourcing and securing corporate sponsorship opportunities for the NAC.

## **GOVERNMENT & PUBLIC CONSULTATION**

21. Not Applicable.

## **STATUTORY IMPLICATIONS**

22. Not Applicable.

## **POLICY IMPLICATIONS**

23. Not Applicable.

## **RISK IDENTIFICATION & MITIGATION**

24. Nil.

## FINANCIAL IMPLICATIONS

25. Refer to the financial summary below for the National Anzac Centre full year budget and YTD position as at 31 Mar 2019, noting that it includes internal delivery cost allocations of \$17,174 (full year allocation \$22,857).

- a. Full year operating expenditure budget includes:
- i. \$217,000 of costs from accounts that are “shared” across the AHP. A total of \$798,000 of budgeted costs reported under the AHP have been deemed to be a shared cost, across the four reporting areas under the AHP (NAC, Retail, Forts, and AHP Precinct). For the purpose of presenting a standalone view of the NAC, managers have used their best judgement to notionally allocate the \$798,000 across the four areas. Significant shared expenses attributed to the NAC include shared employee costs (\$89,000 of the \$217,000), marketing, education program, ground maintenance, internal service delivery, security, and insurance.

National ANZAC Centre	FY18/19 Budget	YTD Budget	YTD Actual	YTD Variance
Operating Income	\$1,000,000	\$775,886	\$888,436	\$112,550
Operating Expenditure	\$(779,601)	\$(565,729)	\$(512,306)	\$53,422
<b>Net Operating Surplus/ (Loss)</b>	<b>\$220,399</b>	<b>\$210,158</b>	<b>\$376,130</b>	<b>\$165,972</b>
Capital Expenditure	\$0	\$0	\$0	\$0
Stock on Hand	\$0	\$0	\$0	\$0
<b>Grand Total</b>	<b>\$220,399</b>	<b>\$210,158</b>	<b>\$376,130</b>	<b>\$165,972</b>

## LEGAL IMPLICATIONS

26. Nil.

## ENVIRONMENTAL CONSIDERATIONS

27. Nil.

## ALTERNATE OPTIONS

28. The Committee can request further development and refinement of the quarterly reporting tool including both content and frequency of reporting.

## SUMMARY CONCLUSION

29. Overall Q3 2018/19 has seen an increase in numbers visiting the NAC. This increase has been assisted by the installation of the extremely popular Field of Light. Q3 has shown the highest numbers for January since 2016, 2<sup>nd</sup> highest February and March since opening in November 2014. Positive outcomes from marketing along with the community response to the League of Local Legends program also assisted with continued growth.

30. In October 2018, frequency of visits to the NAC, after 3pm, increased compared to past history. Anecdotally, the increase appears to be attributed to Field Of Light packages, with visitors choosing to visit the NAC later in the afternoon prior to moving onto the Field of Light in the evening. The visitation by the hour comparison report has shown that the time slot of 3-4pm increased and remained consistent until the end of March.



31. An increase in the retail spend per head in the Fort Store has seen the Q3 average \$8.52 up by \$1.41 since 2015/16 as the first full year of trading. This is a positive contribution to revenue for the AHP precinct as a whole and demonstrates that the Store merchandise is attracting visitors and staff are marketing merchandise of interest.
32. Interest in the Princess Royal Fortress and exhibitions also continues to generate visitation to the NAC. Supporting figures of Q3 2018/19 saw 1818 people take part in Princess Royal Fortress Tours.
33. Overall Q3 saw some record breaking days of attendance in the NAC and Fort Store sales. This is reflective of the high recorded numbers visiting the Field of Light during the summer period and school holidays.

<b>Consulted References</b>	:	Nil.
<b>File Number (Name of Ward)</b>	:	All Wards
<b>Previous Reference</b>	:	Nil.

**CCS150: ARMISTICE CENTENARY GRANTS PROGRAM (ACGP) -  
HIDDEN STORIES OF THE FORTRESS – LINKING THE ANZAC SPIRIT  
PROJECT**

**Business Entity Name** : City of Albany  
**Report Prepared By** : Executive Director Community Services (S Kay)  
**Responsible Officers:** : Executive Director Community Services (S Kay)

**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:
  - **Theme:** Leadership.
  - **Objective:** To establish and maintain sound business and governance structures.
  - **Community Priority:** Provide informed and transparent decision making that is consistent with our strategic direction, meets our legal obligations, reflect the level of associated risk and are adequately explained to community.
  - **Theme:** Community Health & Participation.
  - **Object:** To create interesting places, spaces and events that reflect our community's identity, diversity and heritage.
  - **Community Priority:** Maintain infrastructure and deliver programs that promote Albany's unique heritage, engender civic pride and leave a lasting memory.

**In Brief:**

- An application was lodged for a Department of Veteran Affairs Major Commemorative Grant in July 2018 targeting the Princess Royal Fortress exhibition space.
- Subsequently, the City of Albany was notified of a successful outcome on 10 April, 2018.
- The grant total is \$228,368. The City of Albany contribution is \$22,837 (to be sourced from the Albany Heritage Park Infrastructure Cash Reserve).
- Total cost of the project is \$251,205.
- The funds will be used to improve and upgrade the visitor experience and exhibition space as well as strengthening the connection between the Princess Royal Fortress and the National Anzac Centre.

**RECOMMENDATION**

**CCS150: RESPONSIBLE OFFICER RECOMMENDATION  
ABSOLUTE MAJORITY REQUIRED**

1. THAT Council **ACCEPTS** the amount of \$228,368 from Federal Government's Armistice Centenary Grants Program (ACGP) for the Hidden Stories of the Fortress – Linking the Anzac Spirit Project.
2. THAT Council **APPROVES** the expenditure amount of \$251,205 for Armistice Centenary - Hidden Stories of the Fortress project.
3. That Council **REALLOCATE** the amount of \$22,837 from the Albany Heritage Park Infrastructure Cash Reserve as Council's commitment to this project.

## BACKGROUND

2. The City of Albany application to Major Commemorative Grant from the Department of Veterans Affairs was first submitted in July 2018 (first round). This application was not successful however was submitted for consideration in the second round. Subsequently the grant application was reconsidered under the Armistice Centenary Grants Program and has been successful. The City of Albany was advised on the 10<sup>th</sup> of April 2019 that an amount of \$228,368 (GST exclusive) had been awarded.
3. The Executed Agreement has been countersigned and the Terms of Agreement state that the City will receive the money within 30 days of countersigning (30 May 2019). The City now needs to create a budget line for this money to be received.
4. The *Hidden Stories of the Fortress – Linking the Anzac Spirit Project* involves the development and improvement of interpretive experiences at the Princess Royal Fortress:
  - a. Refresh of content within the Military Museum and surrounding precinct. - creation of an interactive experience.
  - b. Linkage to curriculum outcomes for schools. - Improved display of artefacts in storage that require display cases and interpretive signage.
  - c. Improvement in the quality of the visitor experience.
  - d. Recognition of the 1,000+ individuals who have served at the Fortress in its life span from 1893-1956.
  - e. The significance of the role the Fortress played during the time the Anzac Convoys were in Albany and the link to the stories told within the National Anzac Centre.
5. To deliver these objectives the following activities are planned:
  - a. Painting and refresh of current museum display rooms.
  - b. Development and refresh of internal storyboards.
  - c. Procurement and installation of new display cases.
  - d. Fabrication of staging elements required to recreate the armoury to reflect how it was set up when in active service.
  - e. Refresh of interpretive elements and painting within the underground magazine.
  - f. Research and development of interpretive content.

## GOVERNMENT & PUBLIC CONSULTATION

6. The delivery of the proposed project will result in engagement with a variety of stakeholder groups. Broadly these groups include but are not limited to:
  - State and local RSL branches, to ensure project outcomes are consistent with required commemorative protocols.
  - The Western Australian Museum, to ensure historical accuracy and relevance of the content being created.
  - The local Noongar community, to provide input in to the further development of the 'Our Noongar Story' display
  - Local community groups, such as the Heritage Rose Group who maintain the rose garden and the HMAS Perth reunion group who assist in maintaining the HMAS Perth display to ensure improvements to the precinct are in keeping with the work they carry out.
  - Staff and volunteers at both the Princess Royal Fortress and the National Anzac Centre, to ensure project outcomes achieve a strong link between the two facilities.
  - Community and recreational users of the precinct and surrounding reserve, to ensure they are informed of the improvements taking place.

- Tourists and visitors to the precinct, to ensure any works as part of the project do not disrupt their experience, and that project outcomes will add further value to the existing experience.
  - Local schools, who visit the precinct for education opportunities to ensure that project outcomes provide curriculum aligned learning opportunities.
  - Tourism Western Australia, to ensure project outcomes are in keeping with sound destination and attraction development principles.
7. The City of Albany maintains strong working relationships with all of the above mentioned groups. Both the Western Australian Museum and RSL WA are represented on the National Anzac Centre Advisory Group which provides advice with regards to the strategic development of the Precinct. Tourism Western Australia is also represented on this group along with the Department of Premier and Cabinet, the City of Albany and other tourism industry stakeholders.

### STATUTORY IMPLICATIONS

8. Absolute Majority voting is required.

### POLICY IMPLICATIONS

9. Not Applicable.

### RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<p><b>Finance</b></p> <p><i>Risk: Lack of funds to carried out intended works</i></p>	Possible	Moderate	Medium	<i>If the funding is not accepted, works will schedule over time subject to budget</i>
<p><b>People Health and Safety</b></p> <p><i>Risk: Missed opportunity to address any OSH issues as part of the upgrade.</i></p>	Possible	Moderate	Medium	<i>Occupational Safety and Health (OSH) issues are addressed as a matter of priority.</i>
<p><b>Opportunity:</b> <i>To upgrade the facilities of the Princess Royal Fortress to ensure standards and experience are commensurate with the whole Albany Heritage Park Precinct.</i></p>				

### FINANCIAL IMPLICATIONS

11. The City of Albany application to Department of Veteran Affairs Major Commemorative Grants Program has been successful. The amount of \$228,368 (GST exclusive) has been awarded, with council's contribution being \$22,837 making the total project \$251,205. Council's contribution of \$22,837 will be funded from Albany Heritage Park Infrastructure Cash Reserve.

### LEGAL IMPLICATIONS

12. Not Applicable

**ENVIRONMENTAL CONSIDERATIONS**

13. Not Applicable

**ALTERNATE OPTIONS**

14. Decline the funding opportunity.

**CONCLUSION**

15. The successful grant provides an opportunity to upgrade interpretive and display facilities to showcase the significance of the Princess Royal Fortress throughout the military history of Albany and to develop stronger links with the Albany Anzac story and the National Anzac Museum in partnership with the community and our key stakeholders.

<b>Consulted References</b>	:	City of Albany Risk and Opportunity Management Framework, May 2017.
<b>File Number (Name of Ward)</b>	:	Enter
<b>Previous Reference</b>	:	Enter

**CCS151: MOVE IT AUS – BETTER AGEING PROJECT GRANT**

<b>Business Entity Name</b>	: City of Albany
<b>Report Prepared By</b>	: Executive Director Community Services (S Kay)
<b>Responsible Officers:</b>	: Executive Director Community Services (S Kay)

**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:
  - **Theme:** Leadership.
  - **Objective:** To establish and maintain sound business and governance structures.
  - **Community Priority:** Provide informed and transparent decision making that is consistent with our strategic direction, meets our legal obligations, reflect the level of associated risk and are adequately explained to community.
  - **Theme:** Community Health & Participation.
  - **Objective:** To build resilient and cohesive communities with a strong sense of community spirit
  - **Community Priority:** Promote and develop an authentic sense of community by developing programs and providing services that make people feel welcome, involved and connected to each other.
  - **Objective:** To develop and support a healthy inclusive and accessible community
  - **Community Priority:** Develop a range of activities and facilities that connect people, promote a healthy community and are appropriate for all ages.

**In Brief:**

- In October 2018 the City of Albany made a funding application to the Move It AUS Better Ageing Grant Program. The objective of this grant is to improve older Australians' overall health and wellbeing, particularly those less active by:
  - enhancing the understanding and benefits of regular physical activity;
  - improving access to sport and physical activity opportunities;
  - enabling regular engagement in sport and physical activity; and
  - enhancing the capability and capacity of organisations and staff to deliver age-appropriate activities.
- The City of Albany was successful with this funding application for the amount of \$436,463.
- The City of Albany now requires Council to:
  - a. ACCEPT the Move It AUS - Better Ageing Grant of \$218,231 being half of the \$436,463 grant agreement funding. The balance will be addressed within the draft 2019/20 Budget.
  - b. APPROVE the Expenditure of \$22,055 for the Move It AUS Better Ageing Long Live You Project.
  - c. APPROVE the transfer of \$196,165 to the Unspent Grants and Contributions Reserve.

## RECOMMENDATION

### CCS151: RESPONSIBLE OFFICER RECOMMENDATION

#### THAT Council:

1. **ACCEPTS** the Move It AUS Better Ageing Program grant of \$218,231 being half of the \$436,463 grant agreement. The balance will be addressed within the draft 2019/20 Budget.
2. **APPROVES** the Expenditure of \$22,055 for the Move It AUS Better Ageing - Long Live You Project.
3. **APPROVES** the transfer of \$196,165 to the Unspent Grants and Contributions Reserve.

## BACKGROUND

2. The City of Albany has been successful in its funding application to develop and trial a program that aims to deliver physical activity initiatives to encourage the positive benefits of regular physical activity to the senior community. The trial program is also designed to complement the City of Albany's Age Friendly Strategy and current Better Ageing initiatives and programs.
3. Long Live You – Better Ageing Project is a partnership initiative of the Lower Great Southern Economic Alliance (City of Albany, Shire of Denmark and Shire of Plantagenet) offering a unique and innovative suite of programs, community education and organisational training designed to assist in creating more active, healthier lifestyles for the Lower Great Southern Community Senior Population (65+ years). The program will be run through the support of Healthy Albany and Active Albany partners, volunteers and activity leaders who will each run a variety of activities, competitions and programs on a term-by-term basis.

## DISCUSSION

4. The Project aims to build the communities understanding of the benefits daily physical activity can have on physical and mental wellbeing, and will be a partnership between the Lower Great Southern Economic Alliance Local Governments, Department Local Government, Sport and Cultural Industries, local sport and recreation clubs and Curtin University (evaluation) to enhance the delivery of physical activity programs
5. Over a period of twenty four months, the Project will be delivered to complement and build upon existing Active Albany and Strong Seniors programming. Active Albany, established following the highly successful SilverSport Pilot Project, has a strong level of senior participation but has never focused specifically on senior programming. Relevant senior programs from the Active Albany will be merged with the Strong Seniors programming to form the Long Live You initiative, whilst leaving the Active Albany programming for other community age demographics.
6. This new suite of programs will specifically target senior members of the Lower Great Southern community, increasing the frequency of existing programs, introducing new, diverse and highly engaging programs and activities, targeting particularly at-risk or difficult to engage groups through outreach and education programs, and tailored education and communication programs to engage and inform all seniors and relevant Lower Great Southern organisational staff in program delivery and engagement.

7. Six key documents have informed the Long Live You - Active Seniors program design:
- City of Albany Community Strategic Plan 2030;
  - City of Albany Public Health Plan 2018-2022;
  - City of Albany Report on Understanding Residents (market research insights);
  - The City of Albany Age Friendly Strategy;
  - The SilverSport Pilot Project Report; and
  - The Longevity Revolution; Creating a Society for all Ages

## **GOVERNMENT & PUBLIC CONSULTATION**

8. The engagement and communications campaign within this plan responds to the preferred methods of engagement and communications identified by residents.
9. The Project will include a range of community education campaigns and promotions to increase the knowledge of the local community. Each campaign will include a call to action to participate in more regular physical activity. Residents across the Lower Great Southern will see, hear and view campaigns encouraging them to be active on a daily basis.
10. The Campaigns will include:
- a. Targeted Radio Communication - The Alliance (via City of Albany) will engage a suitable radio companies to promote the Long Live You Better Ageing programs. Target for a promotional campaign around the positive benefits of physical activity.
  - b. Targeted TV Advertisements - The Alliance (via City of Albany) will engage a suitable contractor to create TV GWN local adverts promoting the Long Live You Better Ageing program. Target for a promotional campaign around the positive benefits of physical activity during day time TV to target the inactive community.
  - c. Targeted Cinema Advertisements - The Alliance (via City of Albany) will engage a suitable contractor to create cinema adverts promoting the Long Live You Active Senior program. Target for a promotional campaign around the positive benefits of physical activity. There is only one commercial cinema in the Lower Great Southern and has high attendance by the seniors community.
  - d. Social Media Promotion - Targeting the Long Live You campaign.
  - e. Website - The City's website will host a dedicated Long Live You Better Ageing page providing access to health information, physical activity activities and programming resources for all clubs.
  - f. Displays - set up at key facilities and community events
  - g. Communication Methods - as a result of recent local market insight the preferred method for promoting and communicating the quarterly program will be through email, letterbox drop or newspaper.

## **STATUTORY IMPLICATIONS**

11. Nil

## **POLICY IMPLICATIONS**

12. Nil



**RISK IDENTIFICATION & MITIGATION**

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

<b>Risk</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Analysis</b>	<b>Mitigation</b>
<p><b>Business Operation, Reputation &amp; Financial.</b></p> <p><i>Risk: There is a risk that not funding will be available to deliver the program in full.</i></p>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<p><i>Implementation in parts or re-scoped if not all funding provided</i></p> <p><i>Regular review of income received</i></p> <p><i>Additional external funding to be investigated as required.</i></p>
<p><b>Reputation</b></p> <p><i>Risk: Project is poorly implemented</i></p>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<p><i>Appropriately qualified officers to be recruited</i></p> <p><i>Community consultation and education with support of professional City Officers and contractors</i></p> <p><i>Project Management</i></p>
<p><b>Human Resources</b></p> <p><i>Risk: Appropriate staff not recruited or retained</i></p>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<p><i>City of Albany Human Resource Unit to assist with recruitment</i></p> <p><i>Support and training to be provided</i></p> <p><i>Governance structure in place to assist with continuity</i></p>
<p><b>Opportunity:</b> <i>To build on the success of the Active Albany and SilverSport programs and influence the health and wellbeing of the seniors' population in the Lower Great Southern.</i></p>				

**FINANCIAL IMPLICATIONS**

14. Better Ageing Long Live You Project spans across 2 financial years with a total project value of \$737,027 consisting of the following:
- a) Grant Aus Sport \$436,463.
  - b) In-kind support \$125,134 of which \$29,632 will be resourced by Shire of Denmark & Shire of Plantagenet.
  - c) Brandenburg Funding \$40,000,
  - d) Every Club Funding \$21,000.
  - e) Projected income from fees and charged from this program \$94,430
  - f) Cash from the City of Albany \$20,000

**LEGAL IMPLICATIONS**

15. Not Applicable

**ENVIRONMENTAL CONSIDERATIONS**

16. Not Applicable

**ALTERNATE OPTIONS**

17. Decline the funding opportunity.

**CONCLUSION**

18. The Long Live You – Active Seniors program will contribute to the ongoing physical activity for older residents by increasing the capacity and capability of the individual and participating organisations, improving the communities understanding of the importance of physical activity and increasing the number of activities and programs on offer to seniors. The project include three core elements that aim to improve the well-being of our community including organisation development, a strong community education program and tailored sport and recreational activities.

<b>Consulted References</b>	: City of Albany Risk and Opportunity Management Framework City of Albany Community Strategic Plan 2030; City of Albany Public Health Plan 2018-2022; City of Albany Report on Understanding Residents (market research insights); and The City of Albany Age Friendly Strategy; The SilverSport Pilot Project Report; The Longevity Revolution; Creating a Society for all Ages
<b>File Number (Name of Ward)</b>	: All wards
<b>Previous Reference</b>	:

**CCS153: MEMORANDUM OF UNDERSTANDING – CITY OF ALBANY  
AND ALBANY CEMETERY BOARD**

**Business Entity Name** : City of Albany  
**Attachments** : Memorandum of Understanding between City of Albany and Albany Cemetery Board  
**Report Prepared By** : Executive Director Corporate Services (M Cole)  
**Responsible Officers:** : Executive Director Corporate Services (M Cole)

**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:
  - **Theme:** Leadership.
  - **Objective:** To establish and maintain sound business and governance structures.
  - **Community Priority:** Provide informed and transparent decision making that is consistent with our strategic direction, meets our legal obligations, reflect the level of associated risk and are adequately explained to community.
  - **Theme:** Community Health & Participation.
  - **Object:** To create interesting places, spaces and events that reflect our community's identity, diversity and heritage.
  - **Community Priority:** Maintain infrastructure and deliver programs that promote Albany's unique heritage, engender civic pride and leave a lasting memory.

**In Brief:**

- There is a Memorandum of Understanding (MOU) between the City of Albany (the City) and the Albany Cemetery Board (the Board).
- Under the MOU, the City makes an annual cash contribution to the Board for future capital works.
- Concerns have been raised about the appearance of the Albany Memorial Park Cemetery on Middleton Road, particularly during summer months.
- Minor works have been proposed to improve the appearance of the Albany Memorial Park Cemetery to be funded on a 50/50 basis by the City and the Board, with the City's contribution coming from the annual cash contribution to the Board for 2018/19.
- The MOU has been updated for consideration by Council.

**RECOMMENDATION**

**CCS153: RESPONSIBLE OFFICER RECOMMENDATION  
ABSOLUTE MAJORITY REQUIRED**

**That Council:**

1. **ENDORSES** the revised Memorandum of Understanding with the Albany Cemetery Board; and
2. **APPROVES** a Budget variation to receive a contribution of \$29,203 (ex GST) from the Albany Cemetery Board for minor works at the Albany Memorial Park Cemetery.

## **BACKGROUND**

2. The City of Albany (the City) and Albany Cemetery Board (the Board) signed a Memorandum of Understanding (MOU) in 2007.
3. The MOU was entered into on the basis that the Board relied on volunteer support and the City wanted to ensure if volunteer support waned it would not be left with assets in a poor state of repair.
4. Under the MOU the City paid an initial \$25,000 to establish a reserve and \$50,000 pa indexed to CPI annually for future capital works as identified in the Business Plan.
5. While the City was to create a reserve for future capital works, in practice the City paid the Board annually at a rate of \$50,000 per annum indexed to CPI.
6. The Board remained responsible for all operational aspects.
7. In addition, the City transferred ownership of a back-hoe that was due for disposal with the Board taking responsibility for it.
8. While the City made an annual contribution to future capital works, the City had no say in these works.
9. From time to time the City received feedback from the community that the Albany Memorial Park Cemetery on Middleton Road looked neglected at times, particularly during summer months. Some suggested the grounds should be reticulated.
10. During discussions with the Board, a proposal for minor improvements to the Albany Memorial Park Cemetery were proposed by the City, to be funded from the City's contribution for 2018/19. Advice provided by the City's Heritage consultants have also allowed the Board to modify and improve ground maintenance at the Albany Memorial Park Cemetery.
11. The Board have offered to match the City's contribution provided the City paid half the MOU contribution for 2018/19. The net result for the City is the same as budgeted for in 2018/19.
12. The City and the Board also agreed it was timely to review the MOU.
13. The MOU has been revised and changes include:
  - a. The Board maintaining the reserve account
  - b. The MOU has a term of 5 years, with the intention to review before its expiry
  - c. The City and Board sharing on an equal basis works proposed for 2018/19
  - d. The City may have input into the future operational and capital works
  - e. Acknowledgement that that the Albany Memorial Park Cemetery is a highly visible site with historical significance and every effort should be made to maintain these grounds to an appropriate standard.

## **GOVERNMENT & PUBLIC CONSULTATION**

14. The City have consulted with the Board and reached agreement on minor changes to the MOU.
15. The City has also consulted with the Heritage Council of WA and advised the Board on acceptable ground maintenance for the Albany Memorial Park Cemetery.
16. Member Councils of the Regional Capitals Alliance have also provided comment to the City of Kalgoorlie Boulder on support given to their local cemetery boards. The information has been shared by Member Councils.

**STATUTORY IMPLICATIONS**

17. Absolute Majority voting is required.

**POLICY IMPLICATIONS**

18. Not Applicable.

**RISK IDENTIFICATION & MITIGATION**

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<p><b>Reputation</b></p> <p><i>Risk: Appearance of Albany Memorial Cemetery reflects on the City of Albany</i></p>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>MOU agreed by Council and minor works completed to improve appearance of the of Albany Memorial Cemetery.</i>
<p><b>Opportunity:</b> <i>To upgrade the appearance of the Albany Memorial Park Cemetery on Middleton Road and to allow the City to have input into future capital works of the Albany Cemetery Board.</i></p>				

**FINANCIAL IMPLICATIONS**

20. The City has an allocation of \$55,785 in the Budget for 2018/19. The City has paid \$26,582 to the Board, leaving \$29,203 for the City to put towards minor works this year. If the Board matches the \$29,203, the total budget for the Albany Memorial Park Cemetery is \$58,406.

21. By way of comparison, a summary of financial contributions by Regional Capitals Alliance member councils to their cemetery boards is as follows:

- a. City of Kalgoorlie Boulder \$260,000 pa - paid to Kalgoorlie-Boulder Cemetery Board as an annual contribution.
- b. City of Greater Geraldton \$30,000 pa - paid to Geraldton Cemetery Board
- c. Town of Port Hedland \$110,038 – internal operation managed by the Town of Port Hedland.
- d. City of Karratha \$199,038 – internal operation managed by the City of Karratha.

**LEGAL IMPLICATIONS**

22. Not Applicable

**ENVIRONMENTAL CONSIDERATIONS**

23. Not Applicable

**ALTERNATE OPTIONS**

24. Decline to renew the MOU and future funding of the Board.

**CONCLUSION**

25. The City makes a significant contribution to future capital works of the Board. The MOU requires updating and changes proposed will see the City have a say in future works and ensure the Albany Memorial Park Cemetery, as a highly visible site with historical significance, every effort should be made to maintain these grounds to an appropriate standard.

<b>Consulted References</b>	:	Nil
<b>File Number (Name of Ward)</b>	:	FM.SPO.5
<b>Previous Reference</b>	:	Nil

## **CCS154: COMMUNICATIONS & ENGAGEMENT STRATEGY**

<b>Proponent / Owner</b>	: City of Albany
<b>Attachments</b>	: City of Albany Communications & Engagement Strategy
<b>Report Prepared By</b>	: Communications & Events Manager (N Watson)
<b>Responsible Officers:</b>	: Executive Director Community Services (S Kay)

### **STRATEGIC IMPLICATIONS**

1. This item relates to the following elements of the City of Albany Community Strategic Plan:

- **Theme:** Leadership
- **Objective:** To engage effectively with our community.
- **Community Priority:** Improve community engagement processes and platforms to provide our community with a variety of opportunities to be involved and contribute to decisions;

This item relates to the following elements of the Corporate Business Plan:

- **Key Organisational Criteria:** Develop a Council strategy to improve communication with residents and businesses.

### **In Brief:**

Adopt the City of Albany Communications & Engagement Strategy.

### **RECOMMENDATION**

#### **CCS154: RESPONSIBLE OFFICER RECOMMENDATION**

##### **THAT Council:**

- ENDORSE the draft City of Albany Communications & Engagement Strategy for public comment; and**
- Pending no objections being received during the public comment period, ADOPT the City of Albany Communications & Engagement Strategy.**

### **BACKGROUND**

2. A Communications Strategy was adopted by EMT in May 2014, however this is now outdated and the City's communications activity has progressed beyond the scope of this strategy.
3. Officers began a review of the Strategy in 2018 with the aim of also incorporating strategic direction for Community Engagement in a new Communications & Engagement Strategy.
4. The goal of the review was to get a better understanding of the community's needs and wants so a clear direction could be set for communication and engagement.
5. This involved undertaking a range of research initiatives throughout the community. The research insights have provided in-depth segment analysis on the attitudes and behaviours of our residents and their preferred communication channels and engagement methods.
6. Among the research was an independent survey by Painted Dog Research, which reached 15,000 households and businesses and generated 519 responses.
7. The draft strategy was independently reviewed by Aha! Consulting and workshopped with Councillors, with feedback informing the final document.

8. Following a similar structure to the Community Strategic Plan – Albany 2030, the strategy details objectives and priorities for Engagement, Communications, and Media.

## **DISCUSSION**

9. The new Strategy:
  - Provides a platform to build on the City's existing strengths in mass communication, using multiple channels to reach our community.
  - Focuses on proactive media and sharing clear, consistent and factual information in a timely manner; and
  - Aims to embed better engagement practice into the organisation to meet community expectations.
10. From the market research we gleaned the following insights:
  - A strong platform already exists, however the research gives us an indication on how to improve reach and engagement with our residents;
  - Almost a quarter of residents feel extremely engaged, however there are also a third who do not feel engaged, but half of our residents say they are happy with the level of engagement they get right now;
  - 7 out of 10 residents have accessed City information through our website in the past year, and residents think our mass communications and events are key strengths;
  - Residents are split on what motivates them to get involved, with six distinct segments emerging based on how engaged and involved they want to be going forward; and
  - Albany has a core group we can leverage who are extremely interested in engaging actively with the City.
11. Market research data collated will provide a benchmark for future review and analysis of the effectiveness of the Strategy and improvements achieved.
12. Information collated from the community has informed the objectives and priorities within the Strategy.
13. A key focus of the Strategy is to improve the City's engagement with the community to ensure residents have opportunities to give us feedback.
14. IAP2'S Public Participation Spectrum sets out the framework for achieving best practice community engagement and the Strategy uses this model as our preferred guideline for involving our community in our decision-making processes.
15. The Strategy is now ready for public comment and adoption.
16. An Action Plan will support this Strategy and allow for monitoring and reporting against its Objectives and Priorities. This Action Plan will also support the annual business planning process.

## **GOVERNMENT & PUBLIC CONSULTATION**

17. The community engagement undertaken for this Strategy achieved the highest level of reach of any engagement project undertaken by the City to date, and the community's feedback has informed the focus of the Strategy and will have input into the development of the supporting Action Plan. The engagement activity included:
  - Distributing survey invites to 15,000 households and businesses via letterbox within the City of Albany municipality;



- Inviting 300 community groups and 270 online community groups to participate in the survey via email;
- Six community pop-up consultation sessions with staff and Councillors at local shopping centres;
- A community roundtable workshop at the library;
- 16 staff workshops, and two workshops with local youth; and
- Invited all local media organisations to provide feedback.

**STATUTORY IMPLICATIONS**

18. Nil

**POLICY IMPLICATIONS**

19. This Strategy will inform a review of the City of Albany’s Social Media Policy & Guidelines.

**RISK IDENTIFICATION & MITIGATION**

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<i>Reputational: If community engagement expectations are not met due to budget, viability, funding agreements, safety or legislative constraints.</i>	<i>Likely</i>	<i>Moderate</i>	<i>High</i>	<i>Clearly define and communicate to community instances where project engagement is constrained by non-negotiable factors.</i>
<i>Reputational: If communications or engagement activity is ad-hoc, untimely, inaccurate or untargeted.</i>	<i>Unlikely</i>	<i>Major</i>	<i>Low</i>	<i>Follow best practice engagement framework and provide timely, informative and accurate communications to the community through effective channels as outlined in the Communications &amp; Engagement Strategy.</i>
<i>Operational: Some aspirations of the Strategy may not be fully realised due to budget, funding or resource constraints.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Prioritise budget allocation where necessary and explore all options to achieve objectives.</i>

**FINANCIAL IMPLICATIONS**

21. Nil.

**LEGAL IMPLICATIONS**

22. Nil.

**ENVIRONMENTAL CONSIDERATIONS**

23. Nil.

**ALTERNATE OPTIONS**

24. Nil.

**CONCLUSION**

25. Our community is diverse both geographically and demographically, and this Strategy assists us in meeting that challenge through setting clear direction for the way we communicate to our community, when and how we engage with our residents, and what channels are most effective in reaching and involving them.

<b>Consulted References</b>	:	<ul style="list-style-type: none"> <li>• <i>Painted Dog Research Report; Understanding Residents</i></li> <li>• <i>IAP2 Quality Assurance Standards for Community &amp; Stakeholder Engagement</i></li> <li>• <i>profile.id.com.au/Albany</i></li> <li>• <i>City of Albany Social Media Policy &amp; Guidelines</i></li> <li>• <i>City of Albany Communications Strategy 2014</i></li> <li>• <i>City of Albany Community Strategic Plan – Albany 2030</i></li> <li>• <i>Communications &amp; Engagement Strategy, City of Ryde</i></li> </ul>
<b>File Number (Name of Ward)</b>	:	All Wards
<b>Previous Reference</b>	:	Nil

**11. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

**12. MEETING CLOSED TO THE PUBLIC**

**13. CLOSURE**