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# AGENDA

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## COMMUNITY AND CORPORATE SERVICES COMMITTEE

11 June 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>		
<b>CCS158</b>	<b>FINANCIAL ACTIVITY STATEMENT – APRIL 2019</b>	<b>7</b>
<b>CCS159</b>	<b>LIST OF ACCOUNTS FOR PAYMENT – MAY 2019</b>	<b>9</b>
<b>CCS160</b>	<b>DELEGATED AUTHORITY REPORTS – APRIL TO MAY 2019</b>	<b>11</b>
<b>CCS161</b>	<b>RATING SUBSIDY: SPORTING &amp; COMMUNITY ORGANISATION RECIPIENT LIST FOR 2018/19</b>	<b>12</b>
<b>CCS162</b>	<b>NATIONAL ANZAC CENTRE 2019 EXHIBITION REFRESH</b>	<b>13</b>
11.	<b>MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN</b>	<b>17</b>
12.	<b>MEETING CLOSED TO PUBLIC</b>	<b>17</b>
13.	<b>CLOSURE</b>	<b>17</b>



**4. DISCLOSURES OF INTEREST**

Name	Committee/Report Item Number	Nature of Interest

**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 14 May 2019, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.**

**9. PRESENTATIONS**

**10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS**

**CCS158: FINANCIAL ACTIVITY STATEMENT – APRIL 2019**

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

**RECOMMENDATION**

**CCS158: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT the Financial Activity Statement for the period ending 30 April 2019 be RECEIVED.**

**BACKGROUND**

1. The Statement of Financial Activity for the period ending 30 April 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 30 April 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
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**CCS159: LIST OF ACCOUNTS FOR PAYMENT – MAY 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**

**CCS159: 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 May 2019 totalling \$5,143,848.30.**

**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 May 2019. Please refer to the Attachment to this report.

<b>Municipal Fund</b>	
Trust	\$140,943.30
Credit Cards	\$21,841.56
Payroll	\$1,592,641.51
Cheques	\$49,035.31
Electronic Funds Transfer	\$3,339,386.62
<b>TOTAL</b>	<b>\$5,143,848.30</b>

As at 15 May 2019, the total outstanding creditors stands at \$945,535.31 and is made up as follows:-

Current	\$406,416.38
30 Days	\$519,873.48
60 Days	\$1,124.01
90 Days	\$16,121.44
<b>TOTAL</b>	<b>\$945,535.31</b>
<b>Cancelled Cheques</b>	<b>Nil</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 May 2019 has been incurred in accordance with the 2018/2019 budget parameters.

**FINANCIAL IMPLICATIONS**

7. Expenditure for the period to 15 May 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
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**CCS160: DELEGATED AUTHORITY REPORTS – APRIL TO MAY 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**

**CCS160: RESPONSIBLE OFFICER RECOMMENDATION**

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

**CCS161: RATING SUBSIDY: SPORTING & COMMUNITY ORGANISATION  
RECIPIENT LIST FOR 2018/19**

**Proponent** : City of Albany  
**Attachments** : Rating Subsidy: Sporting & Community Organisations  
Recipient List for 2018/19 financial year.  
**Report Prepared by** : Senior Finance Officer – Rates (G Shephard)  
**Responsible Officer** : Executive Director Corporate Services (M Cole)

**RECOMMENDATION**

**CCS161: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT Council RECEIVE the Rating Subsidy: Sporting and Community Organisations  
Recipient List for 2018/19.**

## CCS162: NATIONAL ANZAC CENTRE 2019 EXHIBITION REFRESH

<b>Proponent / Owner</b>	: City of Albany
<b>Business Entity Name</b>	: National Anzac Centre
<b>Attachments</b>	: WA Museum National Anzac Centre Refresh Options Paper Supplement ( <b>CONFIDENTIAL</b> ) NAC Options Provisional Budget Estimate ( <b>CONFIDENTIAL</b> )
<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:** Community Health & Participation
  - **Objective:** 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:

- To seek endorsement to progress the proposed refresh of the National Anzac Centre.

### RECOMMENDATION

#### CCS162: RESPONSIBLE OFFICER RECOMMENDATION

**THAT Council APPROVE the inclusion of up to \$765,120 in the draft 2019/2020 budget from the National Anzac Centre Reserve fund to commence work on Phase 1 of the National Anzac Centre refresh.**

### BACKGROUND

2. The National Anzac Centre (NAC) is an award winning \$10.2 million facility that commemorates the role of the ANZACs in the First World War. It opened on 1 November 2014, coinciding with the four-year centenary commemoration period.
3. The museum, located on Mt Clarence, uses multimedia, interactive technology and historical artefacts to tell the story of soldiers, their families and Albany's significant connection with the Anzac story "*lest we forget*".
4. The NAC attracts visitors from all over the world and reached the milestone of 300,000 visitors in April 2019. There is a strong focus on encouraging Great Southern community members and intrastate visitors to come to Albany for the NAC and other high profile attractions in the region.
5. Development of the current exhibition occurred in partnership with the WA Museum (WAM).
6. The City of Albany contracts the WAM to continue to manage the curation of the exhibition via a service level agreement (value \$86,000 per year).
7. Ms. P. Smith is the current allocated WAM Project Officer for the NAC and visits on a regular basis to manage items such as loans renewal. As part of the three-year service level agreement, a refresh of the current content was planned for November 2019.

8. The original business case prior to the construction of the NAC building estimated Albany Heritage Park (AHP) visitation of 233,300 for the first five years. Actual paid visitation to 30 April 2019 is 308,509.
9. Income and Expenditure has been reviewed, based on the figures provided in the summary of the original business case and data provided by the City for the AHP (see Figure 1). Cumulative income for AHP was projected for the first four years to be \$3,384,725. Actual income was \$6,447,976.
10. Cumulative expenditure for AHP was projected for the first four years to be \$4,471,756. Actual expenditure was \$6,414,491.
11. Estimated cumulative total AHP reserve (NAC and AHP) for the first four years was projected to be \$452,537. Actual reserve amount at 30 June, 2018 was \$1,565,383 (NAC and AHP).

Item	Original Business Case Projection	Actual Outcome	Difference
Income FY 2014-2018	\$3,384,725	\$6,447,976	\$3,063,251
Expenditure FY 2014-2018	\$4,471,756	\$6,414,491	\$1,942,735
Cumulative Reserve NAC & AHP end of FY 2017-2018	\$452,537	\$1,565,383	\$1,112,846
Expected Visitation FY 2014- 30 April 2019	233,300	YTD 308,509	YTD 75,209

*Figure 1: AHP Projection vs Actual*

## DISCUSSION

12. A review of the NAC exhibition was conducted by WAM in August 2017 and revisited in November 2018. The main objectives of the review were to:
  - Increase number of visits and satisfaction, including locals.
  - Improve content delivery.
  - Improve the connection between the Princess Royal Fortress site and the NAC.
13. The resulting 2019 Refresh Options Paper outlined the required and suggested changes/alterations to meet the above objectives. The recommendations were categorised according to essential maintenance required, improved delivery and new attractions over 2 phases.
14. It is recommended that the essential maintenance be conducted as a matter of priority to ensure that the museum meets the expectations of our visitors and our loan partners.
15. Nominated essential maintenance is outlined as follows:
  - a. Content Loan renewals, which will expire in 2019.
  - b. Viewing Hall – change delivery of the existing audio and digital content by installing different hardware consisting of 6 iPad.
16. Improved Delivery recommendations consist of:
  - a. Relocation and Rebuild of the Convoy table, which has had a high degree of software and hardware failure and installing different methods of delivering with the same content.
  - b. Remembrance Gallery – improve accessibility and visual viewing of the remembrance reflection pool to wheelchair height.
  - c. Screen Covers – Improving access to hardware for NAC visitor services officers for system reboots, by replacing screen covers.

17. New Attractions recommended:

- a. Temporary exhibition space – conversion of the Convoy Room to accommodate a temporary exhibition/theatrette space (such as 100 Soldiers and the War Memorial Project video content).
- b. Temporary exhibition - Ibuki Bell Annexe room to be converted into a dual-purpose screening room for existing silent content, and exhibition space.
- c. Convoy Journey – develop additional content interpreting the Convoy Journey, once it departed Albany, using the personal testimony of Captain Arthur Gordon-Smith.
- d. Education Resource – self-directed content for school groups, meeting curriculum guidelines for primary and secondary school levels.
- e. Audience Engagement/Space Activation – develop strategies to encourage greater audience interaction and engagement with the space and exhibition content targeted to meet the needs of families.

**GOVERNMENT & PUBLIC CONSULTATION**

18. Consultation with the WA Museum and National Anzac Centre Advisory Group to obtain guidance and support for informed decision making on refreshing the NAC.

**STATUTORY IMPLICATIONS**

19. Voting requirement is **Absolute Majority**.

**POLICY IMPLICATIONS**

20. Not Applicable.

**RISK IDENTIFICATION & MITIGATION**

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<b>Finance</b> <i>Risk: Lack of funds to carry out intended works</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Propose a two-phased approach to achieving the complete refresh.</i>
<b>Reputational:</b> <i>Interruption of visitor experience.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Work with stakeholders to minimise disruptions to the NAC.</i>  <i>If disruptions to visitor experience will occur, consider appropriate entry discounts for interrupted period</i>
<b>People Health and Safety</b> <i>Risk: Missed opportunity to address any OSH issues as part of the upgrade.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Occupational Safety and Health (OSH) issues are addressed as a matter of priority.</i>
<b>Opportunity:</b>				
<ul style="list-style-type: none"> <li>• <i>To upgrade the facilities of the National Anzac Centre to increase number of visits and satisfaction, including locals.</i></li> <li>• <i>Improve content delivery and visitor experience.</i></li> <li>• <i>Improve the connection between the Princess Royal Fortress site and the National Anzac Centre.</i></li> </ul>				

**FINANCIAL IMPLICATIONS**

- 22. No funding was allocated in the draft 2018/2019 budget to fund the refresh options.
- 23. The NAC Reserve fund had a closing balance of \$1,060,819 for 2017-2018 with the Albany Heritage Park Infrastructure Reserve closing balance at \$504,564.
- 24. The NAC Reserve fund purpose is to receipt funds for the ongoing management and building renewal for the NAC. The purpose of the AHP Infrastructure Reserve is to receipt funds for the purpose of maintenance and capital improvements of the AHP.
- 25. It is estimated that the cost of Phase 1 will be approximately be \$765,120 inclusive of curation and this also includes 20% contingency.
- 26. It is estimated that the cost of Phase 2 will be approximately \$676,500 inclusive of curation and this also includes 20% contingency.
- 27. Overall cost for the total refresh as recommended by WAM will be \$1,441,620 inclusive of curation and this also includes 20% contingency.
- 28. Development of funding applications, for the recommended changes, are possible, however, difficulties arise with eligibility for most programs, where a fee for service is involved.
- 29. Sponsorship for the NAC has now ceased with the last year of the \$50,000 donation by Heath Development received in the 2017-2018 financial year. Further sponsorship will be pursued, noting that it has been difficult to source any significant donation for other like services.

**LEGAL IMPLICATIONS**

- 30. Not Applicable

**ENVIRONMENTAL CONSIDERATIONS**

- 31. Not Applicable

**ALTERNATE OPTIONS**

- 32. Council to not approve funding allocation in the draft 2019/2020 budget.

**CONCLUSION**

- 33. Refreshing the exhibition content within the National Anzac Centre is crucial to its ongoing success and maintaining its status as one of the nation’s most important cultural assets.
- 34. Loan agreements to existing content expire this year and ongoing evolution in technology is creating opportunities to enhance the visitor experience.
- 35. It is important we continue to employ the expertise of our key stakeholders in the National Anzac Centre to realise its potential and maintain its relevance.

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



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