



MINUTES

COMMUNITY SERVICES COMMITTEE

2 February 2016

6pm

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.

TERMS OF REFERENCE

(1) Function:

The Community Services Committee is responsible for the delivery of the following Sense of Community Objectives contained in the City of Albany Strategic Plan:

- (a) To build resilient and cohesive communities with a strong sense of place and community spirit;
- (b) To create interesting places, spaces and events that reflect our community's identity, diversity and heritage
- (c) To develop and support an inclusive and accessible community.

(2) It will achieve this by:

- (a) Developing policies and strategies;
- (b) Establishing ways to measure progress;
- (c) Receiving progress reports;
- (d) Considering officer advice;
- (e) Debating topical issues;
- (f) Providing advice on effective ways to engage and report progress to the Community ; and
- (g) Making recommendations to Council.

(3) Chairperson: Councillor Goode JP

(4) Membership: Minimum of 4 and a maximum of 7 elected members

(5) Meeting Schedule: First Tuesday of the Calendar Month

(6) Meeting Location: Council Chambers

(7) Executive Officer: Executive Director Community Services & Executive Director Economic and Commercial Services

(8) Delegated Authority: None

COMMUNITY SERVICES COMMITTEE
MINUTES-02/02/2016

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1. DECLARATION OF OPENING

The Chair declared the meeting open at 6pm

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

Mayor

Mayor D Wellington (Member)

Councillors:

Member

A Goode JP (Chair)

Member

B Hollingworth

Member

N Mulcahy

Member

C Dowling

Member

S Smith

Member

A Moir

J Shanun

Staff:

Chief Executive Officer

A Sharpe

Acting Executive Director Community Services

A Cousins

Executive Director Economic Development

And Commercial Services

C Woods

Executive Director Corporate Services

M Cole

Manager Recreation Services

S Stevens

TravelSmart Officer

C Beck

Community Development Office

R Param

Minutes

C Crane

Public:

1

Apologies:

4. DISCLOSURES OF INTEREST

Name	Committee/Report Item Number	Nature of Interest
S. Smith	CS027	Impartiality

5. REPORTS OF MEMBERS – Nil.

6. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE – Nil.

7. PUBLIC QUESTION TIME - Nil.

8. APPLICATIONS FOR LEAVE OF ABSENCE – Nil.

9. PETITIONS AND DEPUTATIONS – Nil.

10. CONFIRMATION OF MINUTES

DRAFT MOTION

MOVED: COUNCILLOR HOLLINGWORTH

SECONDED: COUNCILLOR MOIR

THAT the minutes of the Community Services Committee Meeting held on 1 December 2015, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

CARRIED 7 - 0

11. PRESENTATIONS

Albany Mountain Bike Club – Albany BMX Site Centennial Park Western Precinct (C. Idle)
TravelSmart Officer - City of Albany TravelSmart Initiative (C. Beck)

12. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS - Nil

CS026: AGE-FRIENDLY ALBANY PLAN 2016-2020

Attachments : Age-Friendly Albany Plan (2016-2020)
Report Prepared by : Community Development Officer (R Param)
Responsible Officer : Acting Executive Director Community Services (A Cousins)

Responsible Officer's Signature:



STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan 2023 and Corporate Business Plan 2014-2018:
 - a. **Key Theme:** 3: A Connected Built Environment and 4: A Sense of Community
 - b. **Strategic Objective:** 3.2: To develop and implement planning strategies that support people of all ages and backgrounds, and 4.3: To develop and support a healthy, inclusive and accessible community.
 - c. **Strategy:** 3.2.2: Deliver programs that improve public health and wellbeing, and 4.3.1: Develop a range of activities and facilities that are appropriate for all ages.

In Brief:

- Review and adoption of the City of Albany Age-Friendly Albany Plan 2016-2020.
- The Plan will provide a framework for the City to become a more inclusive and welcoming environment for older people.
- The Plan has been developed through a period of research, community and stakeholder consultation, and internal stakeholder engagement, and builds on and informs a number of key City strategies and plans.

RECOMMENDATION

CS026: COMMITTEE RECOMMENDATION

THAT Council ADOPT the Age-Friendly Albany Plan 2016-2020.

CS026: RESPONSIBLE OFFICER RECOMMENDATION

MOVED: COUNCILLOR DOWLING
SECONDED: COUNCILLOR HOLLINGWORTH

THAT Council ADOPT the Age-Friendly Albany Plan 2016-2020.

CARRIED 7 - 0

BACKGROUND

2. An age-friendly environment enables people of all ages to actively participate in community activities, and be treated with respect, regardless of their age.
3. The World Health Organization (WHO) has developed a framework to guide age-friendly planning, and is leading the global movement towards age-friendly environments.
4. Based on this framework it is proposed that the City of Albany adopt this model as a strategy for responding to its ageing population.
5. Age-friendly cities are places where older people can stay connected to those who are important to them, and to stay healthy and active, even at the oldest ages. Age-friendly cities provide appropriate support to those who can no longer look after themselves.
6. The former City of Albany Seniors Committee was convened to advise the City on issues relating to seniors interests. The Committee comprised elected members, seniors and representatives of various stakeholders. Over its longstanding tenure the Committee had many achievements, one of those being in 2012 with the City accepting its recommendation to join the age-friendly cities movement.
7. In 2012 the Department of Local Government and Communities released 'An Age-friendly WA: The Seniors Strategic Planning Framework 2012-2017' as a blueprint for governments and the wider community to become more age-friendly. This publication followed the release of the 'Seniors Wellbeing Indicators 2012', the '2011 Profile of WA Seniors', and specific consultations undertaken by the Seniors Ministerial Advisory Council to build broad community support for an age-friendly Western Australia.
8. Across Western Australia local governments started developing their own age-friendly cities strategies and plans. Presently there are approximately 60 local governments which have committed to adopt age-friendly approaches. In the Great Southern region, the Shires of Denmark and Woodanilling have committed to age-friendly planning.
9. In its 2014-2015 budget Council allocated funding to develop an Age-Friendly Plan. The consultation took place during the latter half of 2014 and into 2015. The draft Plan has resulted from this consultation.

DISCUSSION

10. The proposed Plan gives consideration to the following elements.

The Importance of Planning for an Ageing Community

11. The challenges and opportunities faced by ageing communities are recognised internationally. They include:
 - a. Significant growth in the population aged over 65 years and declining younger age demographics;
 - b. Rapid growth in the proportion of the population aged over 80 years, placing further demand on aged and community services;
 - c. Ageing populations living in rural areas, increasing demand on neighbouring regional towns; and
 - d. An increase in the number of older people supporting adult children, grandchildren and/or elderly parents.

12. It is important to acknowledge that, as older people are not a homogenous group, these challenges and opportunities will vary greatly, even within communities. The emerging group of seniors are very different to previous generations; they are living longer, have greater material wealth and their expectations and aspirations have changed.
13. Planning for an ageing community needs to recognise and be responsive to this diversity. Building physical and social environments that meet these aspirations has significant policy and planning implications for all levels of government.
14. The City of Albany has an ageing population with a higher proportion of its residents aged over 60 years compared with the overall state, and a lower proportion of people aged 25-49 years. Over a ten year period from 2001 to 2011 the City experienced significant growth in its population aged over 50 years, with the strongest growth occurring in the 55 to 64-year age range. This growth is expected to continue.
15. Undertaking age-friendly planning provides guidance to help local governments implement strategies that meet the challenges associated with an ageing population, and ultimately meet the changing needs of older residents.

The World Health Organization Framework

16. The WHO framework to guide age-friendly planning is based on participatory research with 35 cities from all continents across the globe. Focus groups of people aged over 60 years were conducted throughout 2006 and 2007 in which 1,485 people contributed. Further input was sought from 250 carers and 515 service providers. Australian cities which participated in this research were the Cities of Melville and Melbourne.
17. The framework identifies eight key domain areas which influence health and quality of life for older people. These are:
 - a. Transportation;
 - b. Housing;
 - c. Social Participation;
 - d. Respect and Social Inclusion;
 - e. Civic Participation and Employment;
 - f. Communication and Information;
 - g. Community Support and Health Services; and
 - h. Outdoor Spaces and Buildings.
18. These eight domain areas cover the whole of the City of Albany and as such indicate age-friendly planning must be a whole-of-City response.

Benefits in Implementing Age-Friendly Planning

19. Planning for an ageing population will deliver many benefits across the community. The whole community benefits because the characteristics of age-friendly communities are also characteristics of communities which benefit people with disability, children and youth, and parents of young children.
20. Age-friendly communities are places where older people feel welcomed, included and respected by the population at large. They are communities where older people feel they have a contribution to make, and are able to participate in, and stay connected to their community.

21. Age-friendly planning also benefits Council through the creation of partnerships across multiple sectors. Additionally, making public facilities more accessible leads to increased use and help the wider community get more value from their public resources.

Age-Friendly Albany Plan 2016-2020

22. Development of the Plan was led by Community Development. Staff sought community and stakeholder input. Community members were asked their experiences with particular issues across the eight domain areas above, whereas stakeholders and service providers were asked to rate the age-friendliness of the community in relation to the eight domain areas.
23. The Community Development Officer analysed the survey data and reviewed the stakeholder submissions. Results were then presented to the Executive, with a recommendation a working party further analyse and prioritise into a four year plan.
24. An internal working party comprising of City staff from all departments was formed and it was agreed that because this is the City's first attempt at age-friendly planning, to keep the first plan to four priority domain areas. These were determined as:
 - a. Outdoor Spaces and Buildings;
 - b. Transportation;
 - c. Information, Communication and Engagement; and
 - d. Respect, Social Participation and Inclusion.
25. Engagement was added to Information and Communication because of the City's focus on community engagement. Social Participation was combined with Respect and Social Inclusion because of the synergies between the domains, and the similarities in the proposed actions.
26. The Age-Friendly Albany Plan is a whole-of-City document with the achievement of objectives and actions linked to the annual budget and work plan review cycles. This process of annual review of achievements will ensure the Plan remains a 'living document', enabling regular performance monitoring.

GOVERNMENT & PUBLIC CONSULTATION

27. The City invited input from people aged 50+ years via a survey. Hard copies and online surveys were distributed through Albany Public Library (including monthly email newsletter), the Albany and Region Volunteer Service, Albany retirement villages and residential aged care facilities, the Albany Senior Citizens' Centre, and through relevant service providers. A total of 267 surveys were received.
28. The City also invited submissions from various stakeholders about the age-friendliness of Albany and priority areas to target. A total of 12 submissions were received.

STATUTORY IMPLICATIONS

29. Nil.

POLICY IMPLICATIONS

30. This Plan contributes to the achievement of the following key Australian and Western Australian government policies, plans, and legislative requirements:
 - Seniors Strategic Planning Framework (2012-2017);
 - Healthy Spaces and Places;

- Building Code of Australia;
 - Australian Standards;
 - Disability Services Act (1993);
 - Liveable Neighbourhoods;
 - Health Promotion Strategic Framework (2012-2016); and
 - Vital Volunteering (2011-2016).
31. Age-Friendly Albany also builds on and informs a number of local City plans, strategies and policies, namely:
- Access and Inclusion Plan (2012 – 2017);
 - Albany Local Planning Strategy;
 - Connected Communities (2014 – 2018);
 - Cycle City Albany (2014 – 2019);
 - Public Parkland Policy;
 - Corporate Communications Strategy (2014);
 - Trails Hub Strategy (2015-2025);
 - Asset Management Plan; and
 - Community Engagement Policy.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Community <i>The Age-Friendly Albany Plan raises community expectations and is not delivered as per the Plan</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<ol style="list-style-type: none"> 1. <i>Media and communication strategy to manage community expectations.</i> 2. <i>Funds are allocated in forward budgets to accommodate activities identified in the Plan.</i>
Reputational <i>Council does not adopt the Age-Friendly Albany Plan leading to community dissatisfaction and damage to relationships with relevant stakeholders</i>	<i>Unlikely</i>	<i>Moderate</i>		<i>Comprehensive communications plan to inform the public and stakeholders of Council decision</i>

FINANCIAL IMPLICATIONS

- 33. The Plan will require linking to the City’s Asset Management and Financial Plans for some of the proposed actions to be achieved. Allocation(s) for achieving specific actions will be considered as part of the annual budget allocation and review processes.
- 34. The Plan will also allow the City to apply for funding to undertake the proposed activities should suitable funding opportunities arise.

LEGAL IMPLICATIONS

- 35. Nil.

ENVIRONMENTAL CONSIDERATIONS

- 36. Nil.

ALTERNATE OPTIONS

- 37. Council can choose not to adopt this Plan. This is not recommended as the international, national and Western Australian trend is towards building communities that are more accessible, inclusive and liveable for people of all ages. Further, as a municipality with a higher than state average proportion of its demographic aged over 60 years, there is an expectation that the City would commit to becoming an age-friendly city.
- 38. Council can opt to modify the Plan. If Council chooses this option, it is recommended the Plan return to the Community Services Committee for updating.

SUMMARY CONCLUSION

- 39. An age-friendly environment enables people of all ages to actively participate in community activities, and be treated with respect, regardless of their age.
- 40. The WHO Framework for age-friendly cities provides a good model on which the City can base its response to becoming a more welcoming and inclusive community for older people.
- 41. Council has allocated funds to develop an Age-Friendly Plan in its 2014-15 budget. The City has undertaken extensive external and internal consultation to identify existing barriers to being an age-friendly community, and ways these can be addressed.
- 42. The Age-Friendly Albany Plan (2016-2020) provides strategic guidance to Council about improving the inclusiveness and accessibility of the municipality over the next four years.

Consulted References	:	World Health Organization: ‘Global age-friendly cities: a guide’ Western Australian Government: ‘An Age-friendly WA: The Seniors Strategic Planning Framework 2012-2017’
File Number (Name of Ward)	:	CS.PLA.14 (All Wards)
Previous Reference	:	OCM Item CSF101 22 July 2014

**CS027:COMMUNITY SPORTING AND RECREATION FACILITIES FUND
2015/2016 SMALL GRANT ROUND APPLICATIONS**

Proponent : City of Albany
Attachments : CS023 Community Sporting and Recreation Facilities Fund (CSRFF) Application September 2015.
2015 Department of Sport and Recreation CSRFF Small Grant Assessment outcomes
Council Policy: Community Sports & Recreation Facilities Small Grant Funding
OCM Item CS023 (August 2015)
Report Prepared by : Manager Recreation Services (S Stevens)
Responsible Officer : Executive Director Economic Development and Commercial Services (C Woods)

Responsible Officer's Signature:



Councillor Smith declared an impartiality.

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan 2023 and Corporate Business Plan 2014-2018:
 - a. **Key Theme:** A Sense of Community
 - b. **Strategic Objective:** To create interesting places, spaces and events that reflect our community's identity, diversity and heritage
 - c. **Strategy:** Sport & Recreation Infrastructure

In Brief:

- To seek Council approval to release funding of \$25,000 to the Albany Golf Club as per the Council Policy, "Community Sports and Recreation Facilities Small Grant Funding Policy.
- This funding was approved at the August 25th Ordinary Council Meeting subject to the Department of Sport and Recreation assessment outcomes.
- The Albany Golf Clubs application was not successful and as per the Council Policy is now eligible to apply for Council funding provided it can meet the funding shortfall from the Department of Sport and Recreation.
- City Officers confirm that the Albany Golf Club has secured project funding and can complete the construction of the green keepers shed. Total Project cost excluding GST is \$150,400.

RECOMMENDATION

CS027: COMMITTEE RECOMMENDATION

THAT the Responsible Officer Recommendation be ADOPTED.

CS027: ALTERNATE MOTION BY COUNCILLOR MULCAHY

MOVED: COUNCILLOR MULCAHY

SECONDED: COUNCILLOR MOIR

THAT Council DECLINE the release of \$25,000 to the Albany Golf Club.

LOST 4 – 3

Record of Vote

For the Motion: Councillors Mulcahy, Moir and Goode

Councillor Reason:

The Department of Sport and Recreation declined the Albany Golf Club CSRFF Application, therefore the City is under no obligation to provide the funding.

CS027: RESPONSIBLE OFFICER RECOMMENDATION

MOVED: MAYOR WELLINGTON

SECONDED: COUNCILLOR DOWLING

THAT Council APPROVE the release of \$25,000 to the Albany Golf for the replacement of the greenkeepers shed as per the Council CSRFF Small Grants Policy adopted on 25 August 2015.

CARRIED 4 - 3

Record of Vote

Against the Motion: Councillors Mulcahy, Moir and Goode

BACKGROUND

2. The Community Sport and Recreation Facilities Fund (CSRFF) administered by the Department of Sport and Recreation (DSR) has three rounds of available funds including:
 - Small grant funding round (Winter)
 - Small grant funding round (Summer)
 - Annual and forward planning funding round (September)
3. The CSRFF program is currently a \$20 million program. The state program will be reduced to \$7 million in the next financial year. All three rounds are often oversubscribed and clubs may need to reapply on a number of occasions to be successful.
4. The Small Grants Round targets community sport projects where the financial value of the total project is from \$5,000 up to \$200,000 and is delivered within a 12 month period.
5. Applicants must be either a local government authority or a not-for-profit sport or community organisation incorporated under the *Associations Incorporation Act 1987 (WA)*.
6. Clubs must demonstrate equitable access to the public on a short term and casual basis.
7. The land on which the facility is to be developed must be one of the following:
 - Crown reserve
 - Land owned by a public authority
 - Municipal property
 - Land held for public purposes by trustees under a valid lease, title or trust deed that adequately protects the interests of the public

8. Applicants must liaise with their Local Government regarding planning and building approvals pertinent to their project.
9. The Local Government has an opportunity to assess all relevant applications and to rank applications in priority order for the municipality.
10. Whilst there is no obligation for Local Government to contribute to the community sporting projects local government is viewed as a key funding partner in supporting improved community sporting amenities.
11. The Department of Sport and Recreation application form calls for applications to be initially submitted to the Local Government within which the project proposal is located.
12. An element of the assessment process involves Council consideration and priority ranking of applications received. The applications are then submitted to the Department of Sport and Recreation on behalf of the applicants prior to 29 August 2015.
13. Once the assessment process from Local Government Authorities are complete all applications received from Western Australian organisations are assessed by the relevant State Sporting Association and the Department of Sport and Recreation CSRFF Committee against a number of criteria, with the final decision on funding being at the discretion of the Minister for Sport and Recreation.
14. Council adopted the CSRFF Small Grant Policy in August of 2015 which provided unsuccessful applicants with the opportunity to still access Council funding by them making application and demonstrating that they had sourced alternate funding to replace those funds not approved by the Minister for Sport and Recreation

DISCUSSION

15. The grant guidelines require Council to provide a ranking for the projects and comment on its planning and need within the community.
16. Three of the four City of Albany CSRFF applications were approved for funding in the September Round. The Albany Golf Club, replacement of the greenkeepers shed project was ranked four of four City projects and was assessed as well planned and needed by the applicant.
17. The Albany Golf Club has made application for the release of Councils \$25,000 allocation and has demonstrated alternate funding sources to complete the project.
18. City Officers still consider this project as well planned and needed by the applicant and it meets all the requirements of the Policy.

GOVERNMENT & PUBLIC CONSULTATION

19. The Department of Sport and Recreation's Regional Manager for the Great Southern has been consulted with by the applicant.
20. The City of Albany has conducted site visits and has provided advice on the council processes and support with the applicant.

STATUTORY IMPLICATIONS

21. There is no statutory requirement.

POLICY IMPLICATIONS

22. This recommendation is consistent with the Council CSRFF Small Grant Funding Policy adopted 25 August 2015

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Reputation & Community Property. Failure to approve Council funds as per the current Policy may result in the condition of the amenities deteriorating to an unsafe condition.	Possible	Moderate	Medium	Approve the budgeted funds for the project as previously assessed.
Reputation & Financial. Failure to distribute the Councils Financial Support as per its own policy may result in community dissatisfaction and well planned projects may not proceed.	Possible	Moderate	Medium	Support the officer's recommendation, and the current council policy.

FINANCIAL IMPLICATIONS

24. The City allocated a total of \$75,000 Capital Seed Funding for Sporting Clubs in the 15/16 financial year to assist in the development and maintenance of community sporting infrastructure as determined through the CSRFF funding process.
25. The Capital Seed Reserve Fund has been established to assist with leveraging State Government funds for sporting clubs. There is a closing balance of \$5,841 from the 2014/2015 budget. A total of \$80,841 is available for this financial year.
26. The total cost for all four projects was \$411,275.99. The clubs requested a total of \$137,657.70 from Council and Council approved (August 25th 2015) a total of \$79,999.70 as per the table below. The Albany Golf Club was allocated 16.5% of its project total.

Organisation	Total project cost (ex GST)	Applicant contribution (ex GST) [Inc voluntary component]	CSRFF Grant (ex GST)	Potential Other state or federal funding (ex GST)	Officer Recommendation - Council contribution (ex GST)
Manypeaks Cricket Club	\$42,799.99	\$14,266.59	\$14,266.70	Nil	\$ 14,266.70 (33%)
Green Range Country Club	\$195,076.00	\$97,551	\$65,025.00	R4R &/or Lotterywest	\$ 32,500.00 (\$16.5%)
Elleker Progress Association (City of Albany)	\$23,000.00	\$7,100	\$7,667.00	Nil	\$ 8,233.00 (33%)
Albany Golf Club	\$150,400.00	\$75,267	\$50,133.00	R4R	\$ 25,000. 00 (16.5%)
TOTAL	\$411,275.99	\$194,184.59	\$137,091.70		\$ 79,999.70

LEGAL IMPLICATIONS

27. Nil.

ENVIRONMENTAL CONSIDERATIONS

28. There are no environmental impacts associated with the Albany Golf Club project.

ALTERNATE OPTIONS

29. Council can choose not to approve the funding.

SUMMARY CONCLUSION

30. The Albany Golf Club has made application for funding totalling \$25,000 which is 16.5% of the total project cost following its recent application for CSRFF funds being unsuccessful.

31. This is consistent with the purpose of the Council Policy for CSRFF Small Grants and is supported by the Officers.

Consulted References	:	OCM 25/08/2015 Report CS023
File Number (Name of Ward)	:	Nil
Previous Reference	:	OCM 25/08/2015 Report CS023

CS028: ALBANY LEISURE AND AQUATIC CENTRE OPERATIONAL REVIEW

Proponent : City of Albany
Attachments : Team Plan – Albany Leisure & Aquatic Centre
Report Prepared by : Manager Recreation Services (S Stevens)
Responsible Officer : Executive Director Economic Development and Commercial Services (C Woods)

Responsible Officer's Signature:



CONFIDENTIAL

This item is confidential and not for further distribution in accordance with section 5.23 (2a) of the Local Government Act 1995 a matter affecting City of Albany Employees.

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan 2023 and Corporate Business Plan 2014-2018:
 - a. **Key Theme:** A Sense of Community
 - b. **Strategic Objective:** To create interesting places, spaces and events that reflects our community's identity, diversity and heritage.
 - c. **Strategy:** A balanced and equitable range of sport and recreation facilities which are appropriate for users

In Brief:

- To inform Council on the outcomes of the Albany Leisure and Aquatic Centre (ALAC) Cultural Review (September / October 2015) and the subsequent Operational Performance Review (November 2015 - January 2016).
- The outcomes of both the Cultural Review and the Operational Performance Review have been summarised into the – Albany Leisure & Aquatic Centre Team Plan (attached) for Council consideration.
- Both the Cultural Review and Operational Performance Review are identified as operational documents with confidential human resource information contained within and as such are not attached to this item.
- This report is for noting at Committee level only, and is not required to be considered by Council.

RECOMMENDATION

CS028: RESPONSIBLE OFFICER RECOMMENDATION

MOVED: COUNCILLOR HOLLINGWORTH
SECONDED: MAYOR WELLINGTON

That the Community Services Committee NOTE the proposed Albany Leisure and Aquatic Centre Team Plan.

CARRIED 7 - 0

BACKGROUND

2. The 2015-2016 Operational Performance Review has been developed to improve the operational performance of the Albany Leisure and Aquatic Centre (ALAC or known as "the Centre").
3. It has followed a similar methodology used for the previous Business Plans (2013-2014, 2014-2015).
4. It has been developed following a request from the CEO for a review of the ALAC Organisational Culture and a subsequent Business Plan Review.
5. The ALAC Cultural Organisational Review, was conducted between Sept and Oct 2015 and identified the following:
 - An ongoing dispute with the union regarding rosters and staffing
 - High turn-over of staff in the leadership team.
 - Lack of alignment to the Corporate Culture by a number of staff.
 - Current organisational structure not conducive to customer outcomes and emerging needs.
 - Opportunity to integrate the Recreation services team with ALAC.
6. A review of the current ALAC organisational structure formed a large part of the Operational Performance Review as the achievement of the City's values and strategic goals were being hindered (in some areas) by an identifiable lack of staff skills, efficiency and effectiveness in the existing structure.
7. The review identified a need for ALAC to have a structure that enabled it to respond more efficiently and effectively to community need with an emphasis on customer service. This was reported to the CEO and Executive Management Team meeting in November 2015.
8. The Operational Performance Review and the Cultural Review has enabled the development of the 2015-2016 ALAC Business Plan which will be the guiding document to deliver quality services and programs in the 2015/16 financial year.
9. The attached ALAC Team Plan summarises the strategic priorities and key performance indicators within the ALAC Business Plan for the 2015/16 financial year.
10. Officers will commence quarterly reporting against this plan throughout the 2015/16 financial year.

DISCUSSION

11. The resulting Cultural and Operational Performance Review identified two key drivers for change:
 - the need to create a more targeted and flexible work force to deliver service that can be responsive to the needs of the community;
 - the need to better contribute to the City of Albany's overarching Strategic and Corporate Business Plan objectives.
12. A key strategic priority for the ALAC Team Plan is the relocation of Recreation Services team to ALAC to enhance the ALAC Leadership Team and, the programming and public health opportunities for the community.

13. The 2015-2016 Business Plan outlines an organisational restructure which will improve the team/s ability to reach optimum efficiency and effectiveness in achieving ALAC's strategic goals. The restructure includes:
 - a. Abolition of a small number of existing positions.
 - b. Creation of new positions.
 - c. Changing the focus of existing positions.
 - d. Changing position(s) duties and responsibilities.
 - e. Changing position(s) lines of responsibility and accountability.
14. The proposed Restructure involves the creation of new positions requiring new Position Descriptions.
15. In the first instance, all employees within a team who will be affected by the approved restructure either directly or indirectly, will be advised, in general terms, of the purpose, the context and the perceived benefits of the Restructure Plan following the correct consultation process.
16. The structural areas of concern within the team/s and their links to the strategic goals of the organisation will be outlined in detail.
17. All employees directly affected by the approved restructure will be provided with an information pack prior to the consultation commencing. The pack to contain the following:-
 - a. The contents of the approved Restructure Plan excluding confidential or commercially sensitive information;
 - b. Inform the effected employee of the change decision and the effect of and the measures taken to advert the negative effects of the change during discussions
 - c. The direct affect that the implementation of this plan will have on the individual and their employment status with the ALAC;
 - d. The options available to the employee once the implementation of this plan has begun.
 - e. Confirm that genuine consideration to any matters raised by the employee will be considered in any consultation discussions.
18. In addition to the organisational restructure the team plan proposes the following key actions to reach optimum efficiency and effectiveness in achieving ALAC and Recreation Services strategic goals:
 - a. Trial a portion of the gymnasium opening hours without direct supervision, as per the trend in commercial/private sector.
 - b. Refocus to a whole City recreation programming approach rather than solely ALAC; in line with the Public Health Plan, Sport and Recreation Futures Plan and opportunities to align with Centennial Park Major Stadium.
 - c. Redesign the Front reception and external access to allow for extended after-hour club and community usage, without incurring on-going staff wages.

GOVERNMENT & PUBLIC CONSULTATION

19. The City of Albany is committed to full and meaningful consultation with employees and with our recognised Trade Union, the ASU. Consultation will be undertaken with a view to reaching agreement and any representations or counter proposals made will be fully considered.
20. The consultation process will begin with a consultation launch meeting on March 1, 2016 for all staff involved. This will be followed by group meetings and opportunities for individual meetings as appropriate and in response to requests.
21. Information will be made available to staff involved in the restructure.
22. All questions will be answered individually and any questions that relate to an individual's specific situation will remain confidential.
23. Staff contributions are a valuable and important part of the consultation process and all staff are encouraged to ask questions, make suggestions, and discuss any aspect of the process with the Recreation Manager, the HR Department or through their Trades Union representative. All contributions will be fully considered when finalising the Plan.

STATUTORY IMPLICATIONS

24. Nil

POLICY IMPLICATIONS

25. Nil

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Community & Reputation <i>Failure to provide an equitable framework & process may result in staff and community outrage and dissatisfaction.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Support the recommendations, or work with City officers to address issues.</i> <i>City to consult with WALGA to determine industrial implications and the best methods to work with staff.</i>
Reputation & Financial. <i>Failure to address skill gaps may result in missed economic and social wellbeing opportunities</i>	<i>Possible</i>	<i>Major</i>	<i>High</i>	<i>Support the policy or work with City officers to source other funding streams.</i>

FINANCIAL IMPLICATIONS

27. The financial forecasting contained within the attached ALAC Team Plan is based on the adoption of the improvement strategies including the minor restructure proposed.
28. It is important to point out that the driver for the Cultural Review and the resulting Operational Performance Review were not motivated by the desire to reduce the operating subsidy, but by internal cultural and behavioural issues that were affecting service delivery.

LEGAL IMPLICATIONS

29. Nil.

ENVIRONMENTAL CONSIDERATIONS

30. Nil

ALTERNATE OPTIONS

31. Nil.

SUMMARY CONCLUSION

- 32. The Albany Leisure and Aquatic Centre is a major business unit of Council responsible for the delivery of quality and sustainable leisure services to the community.
- 33. A recent internal Cultural and Operational Performance Review was conducted to improve service delivery and to ensure rate payers funds are providing quality and sustainable services and represent value for money.
- 34. As a result of the reviews the ALAC Team Plan for 2015-16 has been developed with a number of strategic priorities identified for actioning as part of business operations going forward.
- 35. These actions will improve operational performance and provide a foundation for future sustainable operations for many years to come, whilst delivering a more contemporary service to rate payers.

Consulted References	:	Nil
File Number (Name of Ward)	:	(All Wards)
Previous Reference	:	Nil

14. **NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF COUNCIL**
15. **MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN.**
16. **REPORTS OF CITY OFFICERS**
17. **MEETING CLOSED TO PUBLIC CS028: ALBANY LEISURE AND AQUATIC CENTRE OPERATIONAL REVIEW (CONFIDENTIAL)**
18. **CLOSURE** The Chair declared the meeting closed at 6.48pm.