



ATTACHMENTS

Commercial, Community and Corporate Services Committee

12 September 2017

6.00pm

City of Albany Council Chambers

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City of Albany
MONTHLY FINANCIAL REPORT
For the Period Ended 31st July 2017

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City of Albany
Compilation Report
For the Period Ended 31st July 2017

Report Purpose

This report is prepared to meet the requirements of Local Government (Financial Management) Regulations 1996, Regulation 34 .

Overview

No matters of significance are noted.

Statement of Financial Activity by reporting nature or type

Is presented on page 3 and shows a surplus For the Period Ended 31st July 2017 of \$41,935,920.

Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary.

Preparation

Prepared by: P Martin
Reviewed by: D Olde
Date prepared: 28/08/2017

City of Albany
STATEMENT OF FINANCIAL ACTIVITY
(Nature or Type)
For the Period Ended 31st July 2017

Note	Original Annual Budget	Revised Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(b)	
Operating Revenues							
	\$	\$	\$		\$	%	
Rate Revenue	35,461,300	35,461,300	35,257,299	34,518,454	(738,845)	(2.1%)	▼
Grants & Subsidies	3,184,285	3,184,285	26,513	16,582	(9,931)	(59.9%)	
Contributions, Donations & Reimbursements	648,959	648,959	25,567	35,393	9,826	27.8%	
Profit on Asset Disposal	15,872	15,872	1,322	0	(1,322)	(100.0%)	
Fees and Charges	17,105,686	17,105,686	6,730,522	6,835,813	105,291	1.5%	▲
Service Charges	0	0	0	0	0		
Interest Earnings	1,134,492	1,134,492	54,513	63,818	9,305	14.6%	
Other Revenue	364,522	364,522	15,017	9,795	(5,222)	(53.3%)	
Total	57,915,116	57,915,116	42,110,753	41,479,854	(630,899)		
Operating Expense							
Employee Costs	(26,369,593)	(26,369,593)	(2,119,915)	(1,320,009)	799,906	60.6%	▼
Materials and Contracts	(17,285,414)	(17,285,414)	(1,047,464)	(805,854)	241,610	30.0%	▼
Utilities Charges	(1,850,099)	(1,850,099)	(75,028)	(40,933)	34,095	83.3%	
Depreciation (Non-Current Assets)	(16,910,453)	(16,910,453)	(1,409,206)	(1,409,206)	0	0.0%	
Interest Expenses	(871,085)	(871,085)	(69,916)	(5,091)	64,825	1273.4%	
Insurance Expenses	(708,302)	(708,302)	(11,391)	0	11,391	100.0%	
Loss on Asset Disposal	(608,999)	(608,999)	(50,729)	0	50,729	100.0%	
Other Expenditure	(2,911,281)	(2,911,281)	(217,241)	(160,691)	56,550	35.2%	
Less Allocated to Infrastructure	858,143	858,143	71,459	17,706	(53,753)	(303.6%)	
Total	(66,657,083)	(66,657,083)	(4,929,431)	(3,724,078)	1,205,353		
Contributions for the Development of Assets							
Grants & Subsidies	8,164,879	8,164,879	455,464	420,905	(34,559)	(8.2%)	
Contributions, Donations & Reimbursements	550,000	550,000	2,499	136,364	133,865	98.2%	▲
Net Operating Result	(27,088)	(27,088)	37,639,285	38,313,045	673,760		
Funding Balance Adjustment							
Add Back Depreciation	16,910,453	16,910,453	1,409,206	1,409,206	0	0.0%	
Adjust (Profit)/Loss on Asset Disposal	593,127	593,127	49,407	0	(49,407)	(100.0%)	
Movement From Current to Non-Current	0	0	0	0	0		
Add back Carrying Value of Investment Land	0	0	0	0	0		
Funds Demanded From Operations	17,476,492	17,476,492	39,097,898	39,722,251	525,047		
Capital Revenues							
Proceeds from Disposal of Assets	694,888	694,888	57,884	1,818	(56,066)	(3083.6%)	
Total	694,888	694,888	57,884	1,818	(56,066)		
Acquisition of Fixed Assets							
Land and Buildings	(7,985,196)	(7,985,196)	(150,402)	(109,323)	41,079	37.6%	
Plant and Equipment	(3,468,782)	(3,468,782)	(278,953)	(116,550)	162,403	139.3%	▼
Furniture and Equipment	(636,900)	(636,900)	(52,638)	(34,135)	18,503	54.2%	
Infrastructure Assets - Roads	(5,681,199)	(5,681,199)	(87,730)	(5,411)	82,319	1521.3%	
Infrastructure Assets - Other	(7,119,149)	(7,119,149)	(459,517)	(164,753)	294,764	178.9%	▼
Total	(24,891,226)	(24,891,226)	(1,029,240)	(430,173)	599,067		
Financing/Borrowing							
Debt Redemption	(2,216,361)	(2,216,361)	(29,857)	(22,698)	7,159	31.5%	
Loan Drawn Down	2,120,000	2,120,000	0	0	0		
Profit on Sale of Investments	0	0	0	0	0		
Self-Supporting Loan Principal	12,120	12,120	1,010	0	(1,010)	(100.0%)	
Self Supporting Loan Issued	0	0	0	0	0		
Total	(84,241)	(84,241)	(28,847)	(22,698)	6,149		
Demand for Resources	(6,804,087)	(6,804,087)	38,097,695	39,271,198	1,074,197		
Restricted Funding Movements							
Opening Funding Surplus(Deficit)	2,230,734	2,230,734	2,230,734	2,664,722	433,988	16.3%	▼
Restricted Cash Utilised - Loan	547,125	547,125	0	0	0		
Transfer to Reserves	(11,901,803)	(11,901,803)	0	0	0		
Transfer from Reserves	15,928,031	15,928,031	0	0	0		
Closing Funding Surplus(Deficit)	0	0	40,328,429	41,935,920	1,508,185		

REPORT ITEM CCCS053 REFERS TO

City of Albany
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31st July 2017

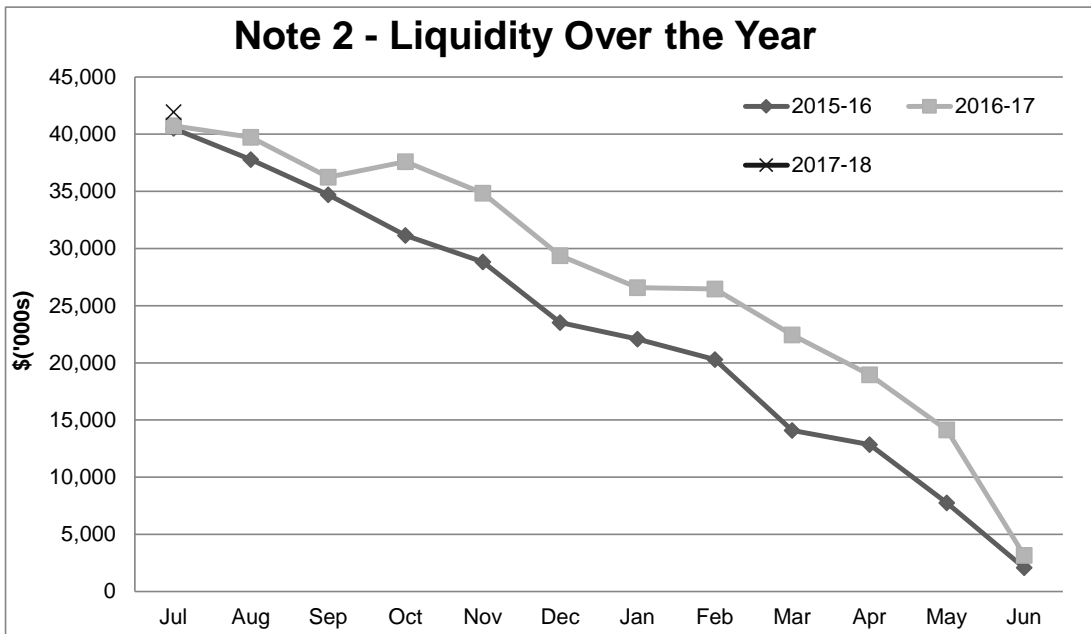
Note 1: EXPLANATION OF MATERIAL VARIANCES IN EXCESS OF \$100,000

	Var.	Var.	Timing/ Permanent	Explanation of Variance
	\$			
1.1 Operating Revenues				
Rate Revenue	(738,845)	▼	Timing	Variation due to ratepayers who have prepaid rates, and balance not yet allocated. Rates raised in the finance system in July, however formal issue date is the 9th of August.
Grants & Subsidies	(9,931)			No material variance.
Contributions, Donations & Reimbursements	9,826			No material variance.
Profit on Asset Disposal	(1,322)			No material variance.
Fees and Charges	105,291	▲	Timing	Primarily year end timing adjustments - income billed in 2016/17 for services in 2017/18. For example, 6 or 12 months memberships and annual lease payments.
Interest Earnings	9,305			No material variance.
Other Revenue	(5,222)			No material variance.
1.2 Operating Expense				
Employee Costs	799,906	▼	Timing	Subject to year end adjustments and accruals. \$663 000 accrued back to 2016/17.
Materials and Contracts	241,610	▼	Timing	Primarily timing delay in invoicing of waste and recyclable collection fees (\$256 000).
Utilities Charges	34,095			No material variance.
Depreciation (Non-Current Assets)	0			No material variance.
Interest Expenses	64,825			No material variance.
Insurance Expenses	11,391			No material variance.
Loss on Asset Disposal	50,729			No material variance.
Other Expenditure	56,550			No material variance.
Less Allocated to Infrastructure	(53,753)			No material variance.
1.3 Contributions for the Development of Assets				
Grants & Subsidies	(34,559)			
Contributions, Donations & Reimbursements	133,865	▲	Permanent	Timing of actual income receipt to budgeted timing of receipt.
1.4 Funding Balance Adjustment				
Add Back Depreciation	0			No material variance.
Adjust (Profit)/Loss on Asset Disposal	(49,407)			No material variance.
1.5 Capital Revenues				
Proceeds from Disposal of Assets	(56,066)			No material variance.
1.6 Acquisition of Fixed Assets				
Land and Buildings	41,079			No material variance.
Plant and Equipment	162,403	▼	Timing	Timing of major plant purchases. Some plant ordered, awaiting delivery.
Furniture and Equipment	18,503			No material variance.
Infrastructure Assets - Roads	82,319			No material variance.
Infrastructure Assets - Other	294,764	▼	Timing	Minimal capital work undertaken on drains, parks and reserves. Collingwood Park lights budgeted for, no payment yet made.
1.7 Financing/Borrowing				
Debt Redemption	7,159			No material variance.
Loan Drawn Down	0			No material variance.
1.8 Restricted Funding Movements				
Opening Funding Surplus(Deficit)	433,988	▼	Permanent	Projected surplus from 2016/17 subject to budget review.
Transfer to Reserves	0			No material variance.
Transfer from Reserves	0			No material variance.

City of Albany
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ended 31st July 2017

Note 2: NET CURRENT FUNDING POSITION

		Positive=Surplus (Negative=Deficit)		
		2017-18		
	Note	This Period	Last Period	Same Period Last Year
		\$	\$	\$
Current Assets				
Cash Unrestricted		11,275,371	15,859,742	2,439,469
Cash Restricted		19,068,804	19,018,966	18,630,493
Receivable - Rates and Rubbish	4	44,192,017	1,218,088	42,993,982
Receivables - Other		1,681,867	1,332,468	1,581,557
Investments - LG Unit Trust Shares		205,605	205,605	205,605
Accrued Income		269,920	227,010	368,317
Prepaid Expenses		86,040	51,479	75,525
Investment Land		229,609	229,609	303,950
Investment Loan		12,120	12,120	0
Stock on Hand		602,372	658,426	634,081
		77,623,726	38,813,516	67,232,979
Less: Current Liabilities				
Payables		(5,956,131)	(2,485,696)	(5,115,165)
Accrued Expenses		(41,315)	0	(491,255)
Income in advance		(75,689)	(2,740)	(96,914)
Provisions		(4,187,114)	(4,173,640)	(3,815,739)
Retentions		(174,392)	(171,667)	(282,491)
		(10,434,641)	(6,833,743)	(9,801,564)
Add Back: Loans		2,113,918	2,136,616	2,026,659
Less: Cash Restricted		(25,992,610)	(25,072,583)	(18,213,089)
Unutilised - Loan		(939,259)	(939,259)	0
Investment land		(229,609)	(229,609)	(303,950)
Investments - LG Unit Trust Shares		(205,605)	(205,605)	(205,605)
Net Current Funding Position		41,935,920	3,584,859	40,735,430



Comments - Net Current Funding Position

City of Albany
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ended 31st July 2017

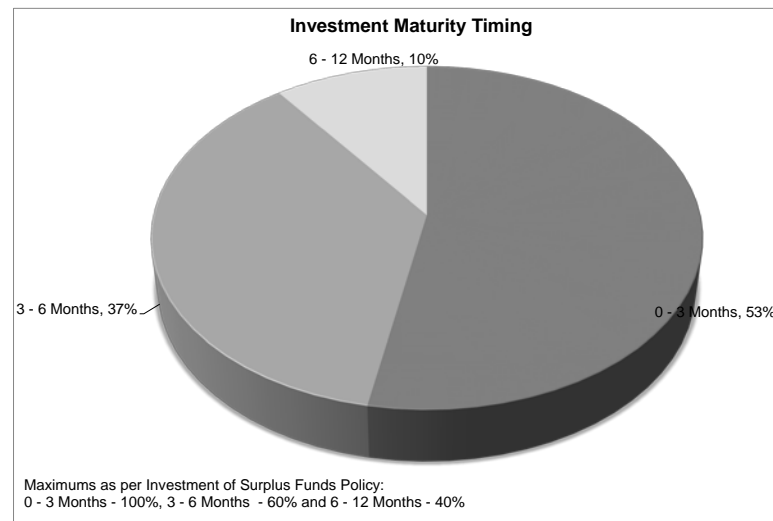
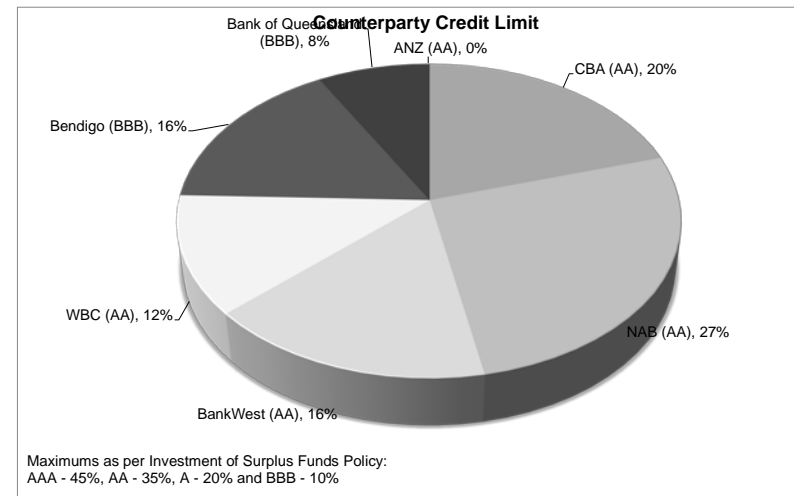
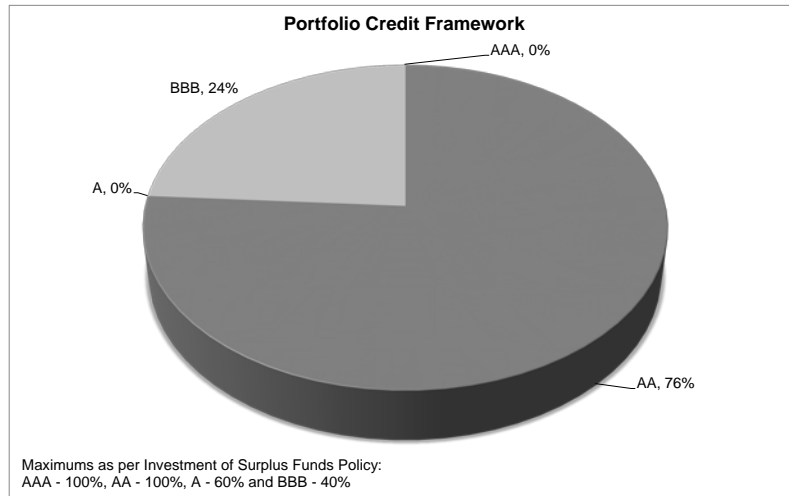
Note 3: CASH INVESTMENTS

Deposit Ref	Institution	Rating	Deposit Date	Term (Days)	Invested Interest rates	Amount Invested	Expected Interest	Amount Invested (Days)			Comparative rate		Budget v Actual							
								0 - 3 Months	3 - 6 Months	6 - 12 Months	Prior Month Interest Rate	Interest Rate at time of Report	Year to Date Budget	Year to Date Actual	Var.\$					
General Municipal																				
2296986	Bendigo	BBB	13/06/2017	62	2.20%	1,500,000	5,605	1,500,000.00												
10448422	NAB	AA	13/06/2017	62	2.20%	2,500,000	9,343	2,500,000.00												
10451570	NAB	AA	23/06/2017	60	2.20%	2,000,000	7,233	2,000,000.00			2.32%	2.20%								
4612055	Bankwest	AA	17/07/2017	91	2.35%	2,000,000	11,718	2,000,000.00			2.23%	2.35%								
						Subtotal	8,000,000	33,899	8,000,000	0	0				17,425	20,364	2,938.58			
Restricted																				
33822504	CBA	AA	28/04/2017	122	2.38%	3,000,000	23,865			3,000,000	2.38%	2.38%								
4608126	Bankwest	AA	4/07/2017	62	2.50%	2,000,000	8,493	2,000,000			2.50%	2.50%								
10444967	NAB	AA	29/05/2017	120	2.48%	2,000,000	16,307		2,000,000		2.48%	2.48%								
406578	Westpac	AA	10/07/2017	92	2.45%	3,000,000	18,526		3,000,000		2.32%	2.45%								
2247478	Bendigo	A	20/04/2017	183	2.50%	2,500,000	31,336		2,500,000		2.50%	2.50%								
454361	Bank of Queensland	BBB	29/05/2017	150	2.60%	2,000,000	21,370		2,000,000		2.60%	2.60%								
33822504	CBA	AA	3/07/2017	120	2.33%	2,000,000	15,321		2,000,000		2.37%	2.33%								
						Subtotal	16,500,000	135,217	2,000,000	14,500,000	0				27,873	37,495	9,621.87			
						Total Funds Invested	24,500,000	169,116	10,000,000	14,500,000	0				45,298	57,858	12,560.45			

Comments/Notes - Cash Investments

City of Albany
 Monthly Investment Report
 For the Period Ended 31st July 2017

Note 3A: GRAPHICAL REPRESENTATION - CASH INVESTMENTS



City of Albany
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31st July 2017

Note 4: RECEIVABLES

Receivables - Rates and Refuse

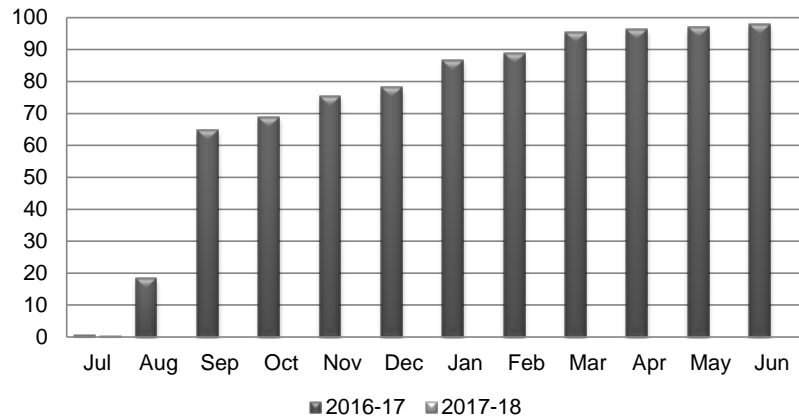
	Current 2017-18	Previous 2016-17	Total
	\$	\$	\$
Opening Arrears Previous Years		809,310	809,310
Rates Levied this year	34,518,454		34,518,454
Refuse Levied	6,005,623		6,005,623
ESL Levied	3,069,978		3,069,978
Other Charges Levied	6,766		6,766
<u>Less</u> Collections to date	(142,594)	(75,519)	(218,113)
Equals Current Outstanding	43,458,226	733,791	44,192,017
Total Rates & Charges Collectable			44,192,017
% Collected			0.49%

Receivables - General

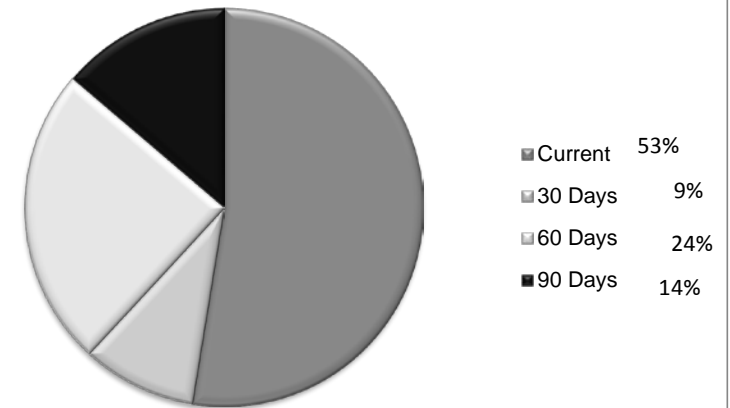
	Current	30 Days	60 Days	90 Days
	\$	\$	\$	\$
	517,323	91,402	239,849	135,577
Total Outstanding				984,150

Amounts shown above include GST (where applicable)

Note 4 - Rates & Refuse % Collected



Note 4 - Accounts Receivable (non-rates)



Comments/Notes - Receivables Rates and Refuse

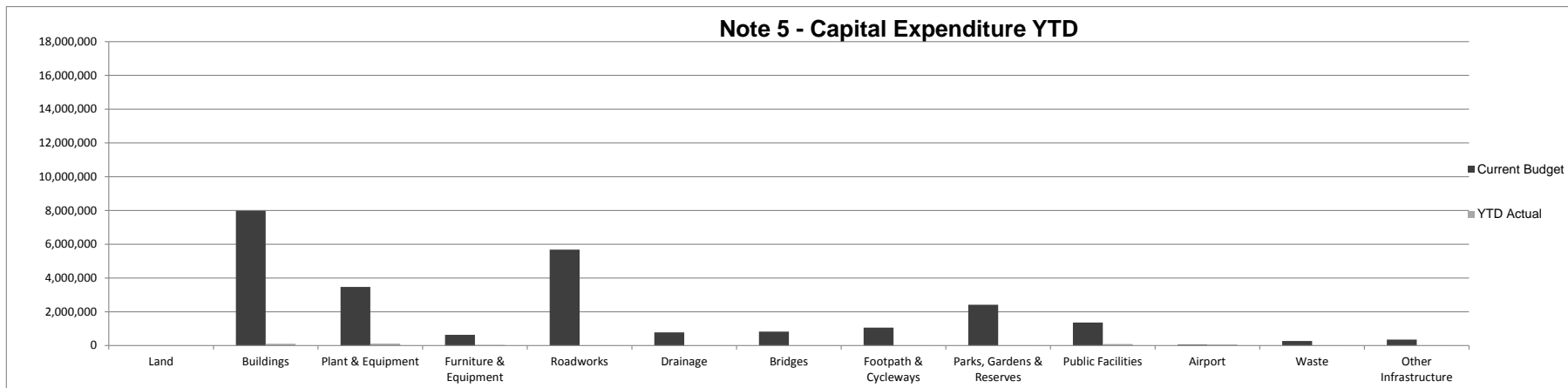
Comments/Notes - Receivables General

City of Albany
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ended 31st July 2017

Note 5: CAPITAL ACQUISITIONS

Contributions Information					Summary Acquisitions	Original Budget	Current Budget	YTD Budget	Actual	Variance
Grants	Reserves	Borrowing	Restricted	Total		\$	\$	\$	\$	\$
\$	\$	\$		\$		\$			\$	\$
0	0	0	0	0	Property, Plant & Equipment					
1,327,500	770,000	1,000,000	0	3,097,500	Land	0	0	0	0	0
50,000	0	0	0	50,000	Buildings	7,985,196	7,985,196	150,402	109,323	(41,079) ▼
0	0	0	0	0	Plant & Equipment	3,468,782	3,468,782	278,953	116,550	(162,403) ▼
					Furniture & Equipment	636,900	636,900	52,638	34,135	(18,503) ▼
					Infrastructure					
1,500,000	200,000	0	0	1,700,000	Roadworks	5,681,199	5,681,199	87,730	5,411	(82,319) ▼
0	0	0	0	0	Drainage	781,000	781,000	0	9,174	9,174 ▲
825,000	0	0	0	825,000	Bridges	824,734	824,734	68,701	0	(68,701) ▼
20,000	0	0	0	20,000	Footpath & Cycleways	1,065,482	1,065,482	26,202	1,017	(25,185) ▼
605,700	483,300	0	0	1,089,000	Parks, Gardens & Reserves	2,414,314	2,414,314	209,942	4,612	(205,330) ▼
13,035,092	467,820	500,000	0	14,002,912	Public Facilities	1,362,092	1,362,092	107,910	87,138	(20,772) ▼
0	0	0	0	0	Airport	50,000	50,000	0	60,728	60,728 ▲
0	273,286	0	0	273,286	Waste	273,286	273,286	23,579	309	(23,270) ▼
0	0	0	0	0	Other Infrastructure	348,241	348,241	23,183	1,775	(21,408) ▼
17,363,292	2,194,406	1,500,000	0	21,057,698	Totals	24,891,226	24,891,226	1,029,240	430,172.79	(599,067)

Comments - Capital Acquisitions



TRUST CHEQUES AND ELECTRONICS FUNDS TRANSFER PAYMENTS

TRUST PAYMENTS

Date	Description	Amount
EFT118922 10/08/2017	WESTERN AUSTRALIAN MUSEUM FOUNDATION Distribution Of Amounts Held In Trust For Brig Amity - Invoice 00000305	\$ 31,302.00
Total		\$ 31,302.00

MASTERCARD TRANSACTIONS - JULY 2017

Date	Payee	Description	Amount
10/07/2017	REGIONAL EXPRESS	Flights - WA Cruise Exchange - M Hammond	\$ 444.65
10/07/2017	REGIONAL EXPRESS	Flights - NAC Advisory Group - M Hammond & A Cousins	\$ 1,046.68
25/07/2017	REGIONAL EXPRESS	Flights - Econnect Selector Meeting - K Houderrani	\$ 402.13
25/07/2017	REGIONAL EXPRESS	Flights - PLWA Meeting & AGM, Regional Librarians Meeting - P Nielsen	\$ 424.61
05/07/2017	RENDEVOUS HOTEL	Cr Hollingworth - Accommodation - WALGA Conference	\$ 485.25
07/07/2017	REGIONAL EXPRESS	Flights - A Sharpe - WARCA Meeting	\$ 444.65
07/07/2017	REGIONAL EXPRESS	Flights - A McEwan - NAC Advisory Group meeting	\$ 489.61
12/07/2017	REGIONAL EXPRESS	A Sharpe - Flights - WARCA Meeting	\$ 489.61
05/07/2017	REGIONAL EXPRESS	Flights - H Bell LG Professionals Conference	\$ 399.67
06/07/2017	QANTAS AIRWAYS	Flights - ALAC Facilities Manager Interviews	\$ 832.70
06/07/2017	REGIONAL EXPRESS	Flights - ALAC Facilities Manager Interviews	\$ 467.13
06/07/2017	REGIONAL EXPRESS	Flights - ALAC Facilities Manager Interviews	\$ 422.15
10/07/2017	DIGICERT INC	Registration - Spydus Software - Library	\$ 552.26
19/07/2017	WRISTBAND FACTORY	Material Supply - Wristbands for ALAC	\$ 903.00
19/07/2017	SWIFTYPE.COM	Website Monthly Fee	\$ 314.97
30/06/2017	DOC WORKSAFE	High Risk Work Licence Assessment	\$ 280.00
03/07/2017	WATTLE GROVE MOTEL	Accommodation - T Bond - Training	\$ 420.00
17/07/2017	GALLERY HOTEL BIBRA LAKE	Accommodation - J Woods - Training	\$ 773.50
17/07/2017	GALLERY HOTEL BIBRA LAKE	Accommodation - S Woods - Training	\$ 773.50
29/06/2017	INDIAN OCEAN HOTEL	Accommodation - Rangers - Training Course	\$ 333.20
26/07/2017	AUSTRALIAN INSTITUTE OF BUILDING SURVEYORS	Conference Registration - S Fitzgerald	\$ 1,654.00
Various	SUNDRY < \$ 200.00		3,664.19
Total			\$ 16,017.46

PAYROLL 16/07/2017 - 15/08/2017

Date	Description	Amount
20/07/2017	COA Salaries	\$ 609,165.51
25/07/2017	COA Salaries	\$ 6,512.07
25/07/2017	COA Salaries	\$ 1,807.76
26/07/2017	COA Salaries	\$ 1,653.14
03/08/2017	COA Salaries	\$ 617,766.22
03/08/2017	COA Salaries	\$ 1,551.31
04/08/2017	COA Salaries	\$ 821.41
Total		\$ 1,239,277.42

REPORT ITEM CCCS054 REFERS TO

Chq	Date	Name	Description	Amount
31675	20/07/2017	I LOVE	Refund	\$ 150.00
31676	20/07/2017	WEST AUSTRALIAN SYMPHONY ORCHESTRA	Refund	\$ 60.00
31677	20/07/2017	MOUNT BARKER ROLLER TAG	Kidsport Vouchers	\$ 200.00
31678	20/07/2017	GIRL GUIDES WESTERN AUSTRALIA	Kidsport Vouchers	\$ 600.00
31679	20/07/2017	PETTY CASH	Reimbursement Of Petty Cash	\$ 118.45
31680	20/07/2017	PETTY CASH	Reimbursement Of Petty Cash	\$ 82.80
31681	20/07/2017	PIVOTEL SATELLITE PTY LIMITED	Satellite Phone Charges	\$ 250.00
31682	20/07/2017	TELSTRA CORPORATION LIMITED	Telephone Charges	\$ 18,632.04
31683	20/07/2017	TOTALLY SPORTS AND SURF	Compressor For Programs And Gym	\$ 240.00
31684	20/07/2017	WATER CORPORATION	Water Charges	\$ 4,624.55
31685	27/07/2017	D & K WHITE	Crossover Subsidy	\$ 205.66
31686	27/07/2017	T CHAPMAN & C LYNCH	Crossover Subsidy	\$ 229.22
31687	27/07/2017	S HILLS	Crossover Subsidy	\$ 161.49
31688	27/07/2017	S MATOWITZ	Crossover Subsidy	\$ 173.27
31689	27/07/2017	J DODD	Crossover Subsidy	\$ 211.55
31690	27/07/2017	H WOLFENDEN	Crossover Subsidy	\$ 211.55
31691	27/07/2017	F GEERS	Crossover Subsidy	\$ 176.22
31692	27/07/2017	E WELLSTEAD	Crossover Subsidy	\$ 137.93
31693	27/07/2017	G & J CONNELL	Crossover Subsidy	\$ 152.66
31694	27/07/2017	DEPARTMENT OF MINES AND PETROLEUM	Dangerous Goods Licence	\$ 235.50
31695	27/07/2017	DEPARTMENT OF TRANSPORT	Transfer Fee	\$ 16.40
31696	27/07/2017	PORTNER PRESS PTY LTD	Law Update 4 - 2017	\$ 97.00
31697	27/07/2017	TELSTRA CORPORATION LIMITED	Telephone Charges	\$ 10,141.93
31698	27/07/2017	WATER CORPORATION	Works Complete - Manholes	\$ 3,757.85
31699	03/08/2017	C & M DAW	Refund	\$ 97.70
31700	03/08/2017	PIVOTEL SATELLITE PTY LIMITED	Satellite Phone Charges	\$ 124.00
31701	03/08/2017	WATER CORPORATION	Water Consumption	\$ 5,086.74
31702	10/08/2017	D ANNISON	NAC Inventory	\$ 293.70
31703	10/08/2017	DEPARTMENT OF TRANSPORT	Vehicle Registration	\$ 394.70
31704	10/08/2017	RAC	Light Fleet Break Down Cover Annual Account Fee	\$ 300.00
31705	10/08/2017	WATER CORPORATION	Water Consumption	\$ 9,945.23
31706	10/08/2017	THE WEST AUSTRALIAN	Newspaper Subscription	\$ 320.37
31707	15/08/2017	PETTY CASH	Umpire Payments For Social Ladies Netball	\$ 2,360.00
Total				\$ 59,788.51

REPORT ITEM CCCS054 REFERS TO

EFT	Date	Name	Description	Amount
EFT118455	20/07/2017	ABBOTTS LIQUID SALVAGE PTY LTD	Grease Arrestor Service	\$ 258.50
EFT118456	20/07/2017	ACORN TREES AND STUMPS	Vegetation clearance for Vehicle Access	\$ 946.00
EFT118457	20/07/2017	ACURIX NETWORKS PTY LTD	Monitoring, Licensing, Support, ADSL Service 2017-0028	\$ 16,394.40
EFT118458	20/07/2017	AD CONTRACTORS PTY LTD	Material Supply - Turf Sand	\$ 93,634.10
EFT118459	20/07/2017	AECOM AUSTRALIA PTY LTD	Interpretive Signage Suite Design Report	\$ 9,933.00
EFT118460	20/07/2017	AHA! CONSULTING PTY LTD	Delivery Of Iap2 Modules	\$ 31,186.25
EFT118461	20/07/2017	ALBANY V-BELT AND RUBBER	Material Supply - Vehicle Parts	\$ 401.10
EFT118462	20/07/2017	COASTAL CRANES ALBANY	Mobile Crane Hire	\$ 143.00
EFT118463	20/07/2017	ALBANY AGRICULTURAL SOCIETY INCORPORATED	Rent - Storage Unit	\$ 2,970.00
EFT118464	20/07/2017	ALBANY REFRIGERATION	Air Conditioning Maintenance	\$ 2,462.50
EFT118465	20/07/2017	ALBANY LANDSCAPE SUPPLIES	Material Supply - Pea Gravel	\$ 3,300.00
EFT118466	20/07/2017	ALBANY AUTO ONE	Materials For Mosquito Program/Noise Control	\$ 1,656.70
EFT118467	20/07/2017	ALBANY OFFICE PRODUCTS DEPOT	Material Supply - Office Seats	\$ 10,195.32
EFT118468	20/07/2017	ALBANY BLINDS	Supply & Install - Roller Blinds	\$ 528.00
EFT118469	20/07/2017	ALBANY DOMESTIC SERVICES	Waste Services	\$ 160.00
EFT118470	20/07/2017	ALBANY AUTOMOTIVE GROUP PTY LTD	Material Supply - New Vehicle	\$ 18,127.50
EFT118471	20/07/2017	ALBANY YOGA ROOM	Silversport Vouchers	\$ 360.00
EFT118472	20/07/2017	ALBANY AERIAL IMAGING	Aerial Photography Imaging Services	\$ 250.00
EFT118473	20/07/2017	ALTIFORM PTY LTD	Material Supply - Decking Boards	\$ 6,270.00
EFT118474	20/07/2017	AMPHIBIAN PLUMBING AND GAS	Labour & Electrical - ALAC Pumps	\$ 11,919.48
EFT118475	20/07/2017	APPRENTICE & TRAINEESHIP COMPANY	Casual Staff/Apprentice Fes	\$ 821.87
EFT118476	20/07/2017	ARTHRITIS FOUNDATION OF WA	Silversport Vouchers	\$ 1,600.00
EFT118477	20/07/2017	ASSETVAL PTY LTD	Fees - Valuation Land & Buildings	\$ 4,400.00
EFT118478	20/07/2017	ATC WORK SMART	Casual Staff/Apprentice Fees	\$ 35,589.68
EFT118479	20/07/2017	AUSTSWIM LTD	Swim School Conference - N Osborne	\$ 334.00
EFT118480	20/07/2017	BAREFOOT CLOTHING MANUFACTURERS	Staff Uniforms	\$ 264.00
EFT118481	20/07/2017	BARRETT'S MINI EARTHMOVING & CHIPPING	Removal Of Trees	\$ 720.00
EFT118482	20/07/2017	BATTERY WORLD	Material Supply - Batteries	\$ 65.00
EFT118483	20/07/2017	BENARA NURSERIES	Nursery Supplies	\$ 3,694.83
EFT118484	20/07/2017	BENNETT'S BATTERIES	Material Supply Battery Charger	\$ 528.00
EFT118485	20/07/2017	ADVANCED TRAFFIC MANAGEMENT WA PTY LTD	Traffic Management Services	\$ 9,498.35
EFT118486	20/07/2017	E BENWELL	Refund	\$ 101.25
EFT118487	20/07/2017	BERTOLA HIRE SERVICES ALBANY PTY LTD	Hire Equipment	\$ 257.40
EFT118488	20/07/2017	BEST OFFICE SYSTEMS	Photocopier Charges	\$ 344.00
EFT118489	20/07/2017	J. BLACKWOOD & SON PTY LTD	Stock Materials	\$ 27.50
EFT118490	20/07/2017	BOOKEASY AUSTRALIA PTY LTD	Bookeasy Booking Returns	\$ 1,435.87
EFT118491	20/07/2017	CARDNO BSD PTY LTD	Road Safety Advice	\$ 18,260.00
EFT118492	20/07/2017	BULLIVANT'S HANDLING SAFETY	Material Supply - Training Equipment	\$ 8,107.00
EFT118493	20/07/2017	BUNNINGS GROUP LIMITED	Material Supply - Hardware & Tools	\$ 231.28
EFT118494	20/07/2017	CALTEX AUSTRALIA PETROLEUM PTY LTD	Litres Diesel Fuel For Depot	\$ 12,245.67
EFT118495	20/07/2017	J & S CASTLEHOW ELECTRICAL SERVICES	Sports Field Lighting Installation	\$ 52,143.49
EFT118496	20/07/2017	CENTRAL REGIONAL TAFE	Training Course	\$ 1,660.58
EFT118497	20/07/2017	CLARK EQUIPMENT SALES PTY LTD	Material Supply - Track Rollers	\$ 863.87
EFT118498	20/07/2017	COLES SUPERMARKETS AUSTRALIA PTY LTD	Groceries	\$ 118.03
EFT118499	20/07/2017	K COLTON	Refund	\$ 139.00
EFT118500	20/07/2017	COOKS TOURS PTY LTD	Advertising	\$ 850.00
EFT118501	20/07/2017	COURIER AUSTRALIA	Freight Charges	\$ 482.83
EFT118502	20/07/2017	ALBANY SIGNS	Assorted Signage	\$ 2,035.00
EFT118503	20/07/2017	CGS QUALITY CLEANING	Cleaning Services	\$ 317.56
EFT118504	20/07/2017	LANDGATE - PROPERTY & VALUATIONS	Valuations	\$ 364.00
EFT118505	20/07/2017	DEPARTMENT OF TRANSPORT	Vehicle Search Fees - June 2017	\$ 95.70

REPORT ITEM CCCS054 REFERS TO

EFT118506	20/07/2017 S DIXON	E.A.P. Counselling	\$ 140.00
EFT118507	20/07/2017 DOG ROCK MOTEL	Accommodation for Consultant	\$ 165.20
EFT118508	20/07/2017 DOWNUNDER CONTRACTING PTY LTD	Supply & Install of Fencing	\$ 9,471.00
EFT118509	20/07/2017 DYLAN'S ON THE TERRACE	Catering Services	\$ 1,042.20
EFT118510	20/07/2017 ELDERS LIMITED	Material Supply - Fencing Material	\$ 1,483.34
EFT118511	20/07/2017 E-STRAILIAN PTY LTD	Ebike Leases	\$ 182.18
EFT118512	20/07/2017 THE FIXUPPERY	Cleaning Services	\$ 2,821.59
EFT118513	20/07/2017 FOOD STANDARDS AUSTRALIA NEW ZEALAND	Safe Food Australia Publication	\$ 66.00
EFT118514	20/07/2017 FRONTLINE FIRE & RESCUE EQUIPMENT	Material Supply - Fire Equipment	\$ 7,872.70
EFT118515	20/07/2017 GLASS SUPPLIERS	Supply & Install Office Partition Wall	\$ 7,095.79
EFT118516	20/07/2017 GREAT SOUTHERN SUPPLIES	Material Supply - Cleaning Items	\$ 2,745.89
EFT118517	20/07/2017 GREAT SOUTHERN LIQUID WASTE	Waste Removal	\$ 2,060.00
EFT118518	20/07/2017 GREENLITE ELECTRICAL CONTRACTORS PTY LTD	Supply & Install A Smartmax Modem To Yakamia Pump Station	\$ 4,703.06
EFT118519	20/07/2017 GROVE PARK SENIORS GOLF CLUB (INC)	Silversport Vouchers	\$ 200.00
EFT118520	20/07/2017 HARVEY NORMAN ALBANY	Material Supply - Washing Machine, Microwave, Sandwich Press	\$ 1,078.00
EFT118521	20/07/2017 HAVOC BUILDERS PTY LTD	Building Services	\$ 4,537.50
EFT118522	20/07/2017 E HOWARD	Inspections Of Food Business	\$ 1,600.00
EFT118523	20/07/2017 S INGELBRECHT	Writing Facilitator & Artistic Lead	\$ 1,000.00
EFT118524	20/07/2017 JACK THE CHIPPER	Invasive Species Management - Woody Weeds	\$ 687.50
EFT118525	20/07/2017 JASON SIGNMAKERS	Custom Signs	\$ 1,008.80
EFT118526	20/07/2017 KANGA LOADERS WA	Plant Parts And Repairs	\$ 137.96
EFT118527	20/07/2017 KMART ALBANY	Material Supply - Meeting Rooms At Major Stadium	\$ 420.00
EFT118528	20/07/2017 LA FREEGARD	Mulch Pushed Up Sydney Golden Wattle	\$ 590.00
EFT118529	20/07/2017 LATRO LAWYERS	Professional Service	\$ 736.34
EFT118530	20/07/2017 LEASE CHOICE	Monthly Lease Photocopiers	\$ 1,246.83
EFT118531	20/07/2017 LOCHNESS LANDSCAPE SERVICES	Contract Mowing	\$ 8,526.50
EFT118532	20/07/2017 ALBANY CITY MOTORS	Supply Filters	\$ 425.63
EFT118533	20/07/2017 MCLAUGHLIN CLIFFORD EDWARD	Staff Reimbursement	\$ 47.80
EFT118534	20/07/2017 AIRPORT SECURITY PTY LTD	Aviation Security Identification Card	\$ 220.00
EFT118535	20/07/2017 WESTERN AUSTRALIAN RANGERS ASSOCIATION INC	Workshop - Dangerous Dog Assessing And Handling	\$ 250.00
EFT118536	20/07/2017 MOSTERT, DJ & H	Visitors Centre Inventory	\$ 60.00
EFT118537	20/07/2017 LGIS INSURANCE BROKING	Insurance Policy - 2017/18	\$ 175,503.81
EFT118538	20/07/2017 LGIS PROPERTY	Insurance Policy - 2017/18	\$ 497,948.13
EFT118539	20/07/2017 NEVILLES HARDWARE & BUILDING SUPPLIES	Hardware Supplies	\$ 320.95
EFT118540	20/07/2017 ALBANY NEWS DELIVERY - NORTH ROAD - NEW	Newspaper deliveries	\$ 25.04
EFT118541	20/07/2017 ALBANY NEWS DELIVERY - ALAC - NEW	Newspaper deliveries	\$ 220.52
EFT118542	20/07/2017 OFFICEWORKS SUPERSTORES PTY LTD	Stationery Supplies	\$ 185.00
EFT118543	20/07/2017 IXOM	Chlorine Supplies	\$ 2,824.80
EFT118544	20/07/2017 THE PERTH MINT SHOP	NAC Inventory	\$ 682.86
EFT118545	20/07/2017 PERTH SAFETY PRODUCTS PTY LTD	Supply Of Signs	\$ 1,062.60
EFT118546	20/07/2017 PIONEER HEALTH ALBANY	Employee Level B Consultation	\$ 82.00
EFT118547	20/07/2017 4 STEEL SUPPLIES	Supply of steel	\$ 1,738.06
EFT118548	20/07/2017 PRE-EMPTIVE STRIKE PTY LTD	Graphic Design Services	\$ 3,718.00
EFT118549	20/07/2017 REVOLUTION APPS PTY LTD	Regional Waste Alliance Project: Compost Revolution Membership	\$ 1,380.06
EFT118550	20/07/2017 RICOH	Photocopier Charges	\$ 10,664.31
EFT118551	20/07/2017 ROADSIDE PRODUCTS PTY LTD	Material Supply - Vehicle Parts	\$ 1,138.50
EFT118552	20/07/2017 HASKONING AUSTRALIA PTY LTD - ROYAL HASKONING	Extension Of AWAC At Middleton Beach	\$ 4,900.50
EFT118553	20/07/2017 SAXXON IT	IT Support	\$ 8,745.00
EFT118554	20/07/2017 SECUREPAY PTY LTD	Web Payments Security - Transaction Fee	\$ 31.42
EFT118555	20/07/2017 SEEK LIMITED	Job Advertisement	\$ 302.50
EFT118556	20/07/2017 SKILL HIRE WA PTY LTD	Casual Staff/Apprentice fees	\$ 9,600.21
EFT118557	20/07/2017 SKIPPER TRANSPORT PARTS	Material Supply - Vehicle Parts	\$ 264.25

REPORT ITEM CCCS054 REFERS TO

EFT118558	20/07/2017 SOIL SOLUTIONS PTY LTD	Material Supply - Soil	\$ 1,342.14
EFT118559	20/07/2017 SOUTHERN TOOL AND FASTENER CO	Material Supply - Chainsaws	\$ 19,483.77
EFT118560	20/07/2017 SOUTHCOAST SECURITY SERVICE	Security Services	\$ 21,977.20
EFT118561	20/07/2017 STAR SALES AND SERVICE	Material Supply - Brush Cutter Cord	\$ 356.40
EFT118562	20/07/2017 STATEWIDE BEARINGS	Material Supply - Vehicle Parts	\$ 7.79
EFT118563	20/07/2017 ST JOHN AMBULANCE ASSOCIATION WA INC	Heart Safe And Awareness Training	\$ 120.00
EFT118564	20/07/2017 ST JOHN AMBULANCE WESTERN AUSTRALIA LTD	First Aid Training	\$ 199.00
EFT118565	20/07/2017 SWEETNAM FURNITURE REMOVALS	Delivery Charges	\$ 275.00
EFT118566	20/07/2017 SYNERGY	Electricity Supplies - Street Lighting	\$ 2,080.55
EFT118567	20/07/2017 T & C SUPPLIES	Materials For BFB	\$ 3,679.72
EFT118568	20/07/2017 M Taylor	Staff Reimbursement	\$ 96.00
EFT118569	20/07/2017 TECTONICS CONSTRUCTION GROUP PTY LTD	Progress Claim - Albany Tourism & Information Hub Construction	\$ 77,821.83
EFT118570	20/07/2017 TECHWEST SOLUTIONS PTY LTD	Material Supply - Head Worn Sweat Resistant Aerobics Microphone	\$ 519.20
EFT118571	20/07/2017 TELSTRA LICENSED SHOP ALBANY	Mobile Broadband Dongle	\$ 96.00
EFT118572	20/07/2017 THE 12 VOLT WORLD	Material Supply - Batteries	\$ 21.00
EFT118573	20/07/2017 TRUCKLINE	Material Supply - Vehicle Parts	\$ 178.20
EFT118574	20/07/2017 ALBANY TYREPOWER	Material Supply - Vehicle parts	\$ 349.70
EFT118575	20/07/2017 IT VISION AUSTRALIA PTY LTD	System Health Check Audit	\$ 484.00
EFT118576	20/07/2017 THE IT VISION USER GROUP (INC)	IT Vision User Group Membership Fee 2017/2018	\$ 715.00
EFT118577	20/07/2017 ALBANY & GREAT SOUTHERN WEEKENDER	Advertising	\$ 2,241.75
EFT118578	20/07/2017 WESTRAC EQUIPMENT PTY LTD	Materials - Vehicle Parts	\$ 154.77
EFT118579	20/07/2017 WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	Membership Fees	\$ 53,677.33
EFT118580	20/07/2017 WEST AUSTRALIAN NEWSPAPERS LIMITED	Advertising	\$ 248.76
EFT118581	20/07/2017 WESTSHRED DOCUMENT DISPOSAL	Document Disposal	\$ 499.40
EFT118582	20/07/2017 HOLIDAY GUIDE PTY LTD	Completed Bookings Marketing Fee	\$ 312.30
EFT118583	20/07/2017 WEST AUSTRALIAN NEWSPAPERS LIMITED	Advertising	\$ 288.00
EFT118584	20/07/2017 WORLDWIDE PRINTING SOLUTIONS	Printing - Marketing Cards	\$ 1,386.42
EFT118585	20/07/2017 WURTH AUSTRALIA PTY LTD	Materials -Vehicle Parts	\$ 313.05
EFT118586	20/07/2017 ZENITH LAUNDRY	Laundry Services	\$ 28.88
EFT118587	21/07/2017 TELSTRA CORPORATION LIMITED	Telephone Charges	\$ 9,621.94
EFT118588	21/07/2017 WA SUPER	Superannuation Contributions	\$ 12.97
EFT118589	27/07/2017 ACORN TREES AND STUMPS	Tree Pruning	\$ 1,809.50
EFT118590	27/07/2017 ADAPPTOR PTY LTD	City Of Albany App Report It Functionality	\$ 9,680.00
EFT118591	27/07/2017 AD CONTRACTORS PTY LTD	Demolition Services	\$ 30,999.86
EFT118592	27/07/2017 ADVERTISER PRINT	Business Cards	\$ 65.00
EFT118593	27/07/2017 ALBANY BRAKE AND CLUTCH	Vehicle Maintenance	\$ 29.70
EFT118594	27/07/2017 ALBANY INDUSTRIAL SERVICES PTY LTD	Heavy Equipment Hire	\$ 19,907.25
EFT118595	27/07/2017 OPTEON (ALBANY AND GREAT SOUTHERN WA)	Valuation Services	\$ 770.00
EFT118596	27/07/2017 ALBANY PRINTERS	Printing Services	\$ 4,955.00
EFT118597	27/07/2017 ALBANY SOIL AND CONCRETE TESTING	Soil Testing	\$ 517.00
EFT118598	27/07/2017 ALBANY V-BELT AND RUBBER	Material Supply - Vehicle Parts	\$ 250.27
EFT118599	27/07/2017 ALBANY SWEEP CLEAN	Cleaning Services	\$ 6,072.00
EFT118600	27/07/2017 ALBANY COMMUNITY HOSPICE	Payroll Deductions	\$ 64.00
EFT118601	27/07/2017 ALBANY INDOOR PLANT HIRE	Indoor Plant Hire	\$ 1,175.02
EFT118602	27/07/2017 ALBANY CHAMBER OF COMMERCE AND INDUSTRY	Sponsorship ACCI 2017 Business Awards	\$ 3,300.00
EFT118603	27/07/2017 ALBANY RETRAVISION	Material Supply - Television & Associated Items	\$ 898.00
EFT118604	27/07/2017 ALBANY LANDSCAPE SUPPLIES	Material Supply - Pea Gravel	\$ 704.00
EFT118605	27/07/2017 ALBANY SKIPS AND WASTE SERVICES PTY LTD	Equipment Hire	\$ 871.25
EFT118606	27/07/2017 ALBANY OFFICE PRODUCTS DEPOT	Stationery Supply	\$ 4,173.84
EFT118607	27/07/2017 ALBANY CENTRAL CABINETS PTY LTD	Kitchen Cabinets & Workstation Benchtops	\$ 2,354.00
EFT118608	27/07/2017 ALBANY COMMUNITY FOUNDATION	Payroll Deductions	\$ 10.00
EFT118609	27/07/2017 ALBANY DOMESTIC SERVICES	Waste Removal	\$ 130.00

REPORT ITEM CCCS054 REFERS TO

EFT118610	27/07/2017 ALBANY AUTOMOTIVE GROUP PTY LTD	Material Supply - New Vehicles	\$ 59,668.11
EFT118611	27/07/2017 ALINTA	Gas Usage Charges	\$ 31.75
EFT118612	27/07/2017 ATCO GAS AUSTRALIA PTY LTD	Plumbing Repairs & Maintenance	\$ 402.60
EFT118613	27/07/2017 AMITY PAINTING AND DECORATING	Paint/Painting Supplies	\$ 286.00
EFT118614	27/07/2017 AMPHIBIAN PLUMBING AND GAS	Plumbing Repairs & Maintenance	\$ 18,934.00
EFT118615	27/07/2017 APPRENTICE & TRAINEESHIP COMPANY	Casual Staff/Apprentice Fees	\$ 2,209.40
EFT118616	27/07/2017 ARTSHUB	Albany Art Prize 2018	\$ 962.50
EFT118617	27/07/2017 ATC WORK SMART	Casual Staff/Apprentice Fees	\$ 20,758.48
EFT118618	27/07/2017 AUSTRALIAN TAXATION OFFICE	Payroll Deductions	\$ 375,794.76
EFT118619	27/07/2017 AUSTRALIAN SERVICES UNION WA BRANCH	Payroll Deductions	\$ 3,584.20
EFT118620	27/07/2017 BADGEMATE	Staff Name Badges	\$ 40.65
EFT118621	27/07/2017 BANK OF I.D.E.A.S.	Workshop Delivery By Peter Kenyon	\$ 3,200.00
EFT118622	27/07/2017 BAREFOOT CLOTHING MANUFACTURERS	Staff Uniforms	\$ 105.00
EFT118623	27/07/2017 BENARA NURSERIES	Materials - Street Tree Supplies	\$ 12,760.00
EFT118624	27/07/2017 BENNETTS BATTERIES	Material Supply - Vehicle Oil	\$ 668.80
EFT118625	27/07/2017 ADVANCED TRAFFIC MANAGEMENT WA PTY LTD	Traffic Management Services	\$ 7,348.90
EFT118626	27/07/2017 ALBANY BITUMEN SPRAYING	Bitumen Sealing Work	\$ 2,821.50
EFT118627	27/07/2017 CONSTRUCTION TRAINING FUND	Additional Levy Centennial Park East Precinct Football Stadium	\$ 52.79
EFT118628	27/07/2017 BUNNINGS GROUP LIMITED	Hardware Supplies/Tools	\$ 124.82
EFT118629	27/07/2017 BUSY BLUE BUS	Hire Of Bus	\$ 650.00
EFT118630	27/07/2017 C&C MACHINERY CENTRE	Material Supply - Fuel Cap	\$ 157.40
EFT118631	27/07/2017 CALTEX AUSTRALIA PETROLEUM PTY LTD	Diesel Fuel For Depot	\$ 10,308.69
EFT118632	27/07/2017 CAMLYN SPRINGS	Water Container Refills June 2017	\$ 1,246.00
EFT118633	27/07/2017 J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services	\$ 14,186.62
EFT118634	27/07/2017 CHILD SUPPORT AGENCY	Payroll Deductions	\$ 1,076.24
EFT118635	27/07/2017 CIVICA PTY LTD	Spydus Managed Services Fee	\$ 37,390.10
EFT118636	27/07/2017 COATES HIRE OPERATIONS PTY LIMITED	Equipment Hire	\$ 574.55
EFT118637	27/07/2017 COLES SUPERMARKETS AUSTRALIA PTY LTD	Groceries	\$ 131.80
EFT118638	27/07/2017 COOKS TOURS PTY LTD	Advertising Beautiful South	\$ 590.00
EFT118639	27/07/2017 CRANBROOK DISTRICTS MOTORCYCLE CLUB INC	Kidsport Vouchers	\$ 270.00
EFT118640	27/07/2017 CREATIVE PLAYING	NAC Inventory	\$ 175.11
EFT118641	27/07/2017 CRUMPS CANVAS	Repairs To Annex	\$ 523.60
EFT118642	27/07/2017 HOLCIM (AUSTRALIA) PTY LTD	Materials - Concrete	\$ 1,910.18
EFT118643	27/07/2017 THE LAMINEX GROUP (CULLITY'S)	Material Supply - Wood	\$ 298.12
EFT118644	27/07/2017 AL CURNOW HYDRAULICS	Materials - Vehicle Parts	\$ 152.59
EFT118645	27/07/2017 CGS QUALITY CLEANING	Cleaning Services	\$ 41,339.95
EFT118646	27/07/2017 DE LAGE LANDEN PTY LIMITED	Monthly Rental	\$ 6,319.50
EFT118647	27/07/2017 DENMARK VISITOR CENTRE	Brochure Racking Fee	\$ 155.00
EFT118648	27/07/2017 DENMARK WALPOLE JUNIOR FOOTBALL CLUB	Kidsport Vouchers	\$ 240.00
EFT118649	27/07/2017 DENMARK CO-OPERATIVE CO LTD	Materials - Chemicals	\$ 370.00
EFT118650	27/07/2017 LANDGATE - PROPERTY & VALUATIONS	Land Enquiries/Title Searches	\$ 37.90
EFT118651	27/07/2017 G & M DETERGENTS & HYGIENE SERVICES ALBANY	Cleaning Products	\$ 460.35
EFT118652	27/07/2017 J DOWNES	Refund	\$ 56.00
EFT118653	27/07/2017 DYLAN'S ON THE TERRACE	Catering Services	\$ 700.00
EFT118654	27/07/2017 EASIFLEET MANAGEMENT	Payroll Deductions	\$ 13,984.42
EFT118655	27/07/2017 ELDERS LIMITED	Material Supply	\$ 581.40
EFT118656	27/07/2017 EXISLE PUBLISHING	NAC Inventory	\$ 1,474.15
EFT118657	27/07/2017 FORPARK AUSTRALIA	Replaced Swing Sets	\$ 2,882.00
EFT118658	27/07/2017 FOXTEL MANAGEMENT PTY LTD	Business Package Subscription	\$ 840.00
EFT118659	27/07/2017 FREDERICKS CAFE	Catering Services	\$ 149.50
EFT118660	27/07/2017 GOLDEN WEST NETWORK PTY LTD	Advertising	\$ 3,169.10
EFT118661	27/07/2017 GREEN SKILLS INCORPORATED	Reserves Maintenance	\$ 3,500.00

REPORT ITEM CCCS054 REFERS TO

EFT118662	27/07/2017	ALBANY PEST & WEED CONTROL	Pest Control Services	\$	142.00
EFT118663	27/07/2017	SOUTHERN SHARPENING SERVICES	NAC Inventory	\$	717.00
EFT118664	27/07/2017	GREAT SOUTHERN PERSONNEL INC	Gardening Labour	\$	199.50
EFT118665	27/07/2017	GREAT SOUTHERN SUPPLIES	Staff Uniforms	\$	1,674.71
EFT118666	27/07/2017	GREAT SOUTHERN LIQUID WASTE	Cleaning Services	\$	184.80
EFT118667	27/07/2017	GROVE PARK SENIORS GOLF CLUB (INC)	Silversport Vouchers	\$	200.00
EFT118668	27/07/2017	GWN GREAT SOUTHERN	Advertising	\$	1,017.50
EFT118669	27/07/2017	S HARRISON	Sale of Artwork	\$	185.19
EFT118670	27/07/2017	HAVOC BUILDERS PTY LTD	Repair & Labour Services	\$	4,922.50
EFT118671	27/07/2017	AFGRI EQUIPMENT AUSTRALIA PTY LTD	Materials - Vehicle Parts	\$	83.60
EFT118672	27/07/2017	H AND H ARCHITECTS	Architectural Services	\$	7,045.78
EFT118673	27/07/2017	HHG LEGAL GROUP	Professional Services	\$	994.40
EFT118674	27/07/2017	STATEWIDE RACKING & STORAGE SOLUTIONS	Shop fittings for Forts Store	\$	960.50
EFT118675	27/07/2017	INTANDEM	Advertising	\$	275.00
EFT118676	27/07/2017	ISENTIA PTY LTD	Advertising	\$	2,013.73
EFT118677	27/07/2017	JACK THE CHIPPER	Tractor Mulching	\$	508.20
EFT118678	27/07/2017	KELYN TRAINING SERVICES	Training - Course Fees	\$	1,047.00
EFT118679	27/07/2017	KERRICK INDUSTRIAL EQUIPMENT	Cleaning Services	\$	3,272.50
EFT118680	27/07/2017	KESTON TECHNOLOGIES PTY LTD	Professional Services	\$	5,390.00
EFT118681	27/07/2017	KMART ALBANY	Material Supply - Sporting Equipment	\$	68.00
EFT118682	27/07/2017	KOSTER'S OUTDOOR PTY LTD	Repairs & Maintenance	\$	2,623.00
EFT118683	27/07/2017	LADELLE PTY LTD	NAC Inventory	\$	1,822.71
EFT118684	27/07/2017	THE LAKE HOUSE DENMARK	NAC Inventory	\$	427.00
EFT118685	27/07/2017	STATE LIBRARY OF WESTERN AUSTRALIA	Library Resources	\$	2,062.50
EFT118686	27/07/2017	CALTEX ENERGY WA	Materials - Kerosene	\$	1,148.00
EFT118687	27/07/2017	M AND B SALES PTY LTD	Material Supply - Plywood	\$	17.61
EFT118688	27/07/2017	SOUTH COAST WOODWORKS GALLERY	NAC Inventory	\$	1,097.80
EFT118689	27/07/2017	ALBANY CITY MOTORS	Material Supply - New Truck	\$	107,380.14
EFT118690	27/07/2017	MASTER BUILDERS ASSOCIATION OF WESTERN AUSTRALIA	Venue Hire	\$	670.00
EFT118691	27/07/2017	MCGUFFIE TILT TRAY HIRE	Transport Container	\$	253.00
EFT118692	27/07/2017	METCO FARM	NAC Inventory	\$	825.00
EFT118693	27/07/2017	MICHAEL & HONOR THWAITES HERITAGE ASSOCIATION	Printing	\$	120.00
EFT118694	27/07/2017	MJB INDUSTRIES PTY LTD	Materials - Concrete	\$	6,936.60
EFT118695	27/07/2017	MOUNT ROMANCE AUSTRALIA PTY LTD	NAC Inventory	\$	3,339.23
EFT118696	27/07/2017	MULE CREATIVE	Graphic Design Services	\$	2,970.00
EFT118697	27/07/2017	NLC PTY LTD	Novated Lease And Associated Costs	\$	1,351.30
EFT118698	27/07/2017	NORTH METROPOLITAN TAFE	Staff Training - Course Fees	\$	1,794.03
EFT118699	27/07/2017	KOMATSU AUSTRALIA PTY LTD	Material Supply - Vehicle Parts	\$	185.99
EFT118700	27/07/2017	OCS SERVICES PTY LTD	Cleaning Services	\$	152.78
EFT118701	27/07/2017	OFFICEWORKS SUPERSTORES PTY LTD	Material Supply - IT Equipment	\$	650.70
EFT118702	27/07/2017	OKEEFE'S PAINTS	Paint & Painting Supplies	\$	462.50
EFT118703	27/07/2017	IXOM	Chlorine Supplies	\$	348.50
EFT118704	27/07/2017	PALMER EARTHMOVING - PALMER CIVIL CONSTRUCTION	Norwood Road Slk 0.0-1.1 Retention	\$	13,274.78
EFT118705	27/07/2017	L PAMBERGER	Professional Services	\$	660.00
EFT118706	27/07/2017	PERTH THEATRE TRUST	Albany Entertainment Centre Contribution	\$	40,462.10
EFT118707	27/07/2017	PERTH SAFETY PRODUCTS PTY LTD	Material Supply - Install signage	\$	4,675.00
EFT118708	27/07/2017	PFD FOOD SERVICES PTY LTD	Catering Supplies	\$	142.60
EFT118709	27/07/2017	FULTON HOGAN INDUSTRIES	Material Supply - Road Materials	\$	3,281.30
EFT118710	27/07/2017	PRINTSYNC BUSINESS SOLUTIONS	Photocopy Charges	\$	21.37
EFT118711	27/07/2017	PUBLIC LIBRARIES AUSTRALIA LTD	PLA Subscription	\$	652.40
EFT118712	27/07/2017	RAMPED TECHNOLOGY	Professional Services	\$	9,317.00
EFT118713	27/07/2017	RAMM SOFTWARE PTY LTD	RAMM Software Support & maintenance	\$	11,756.02

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EFT118714	27/07/2017 RECONNECT HEALTH AND WELLBEING	Professional Services	\$ 165.00
EFT118715	27/07/2017 REDFISH TECHNOLOGIES PTY LTD	Maintenance and Subscription Fees	\$ 4,620.00
EFT118716	27/07/2017 REEVES ON CAMPBELL	Catering	\$ 400.00
EFT118717	27/07/2017 REXEL AUSTRALIA	Material Supply- Heavy Duty Conduit	\$ 29.30
EFT118718	27/07/2017 BASKETBALL RINGLEADER	Material Supply - Sporting Equipment	\$ 4,796.00
EFT118719	27/07/2017 HAZEL ROOME - SOUTH COAST COUNSELLING SERVICES	Professional Services	\$ 250.00
EFT118720	27/07/2017 THE ROYAL LIFE SAVING SOCIETY WA INC	Material Supply - Swim School	\$ 467.56
EFT118721	27/07/2017 UNITED TOOLS ALBANY	Material Supply - Tools	\$ 170.51
EFT118722	27/07/2017 SHENTON ENTERPRISES	Plumbing Repairs & Maintenance	\$ 2,115.95
EFT118723	27/07/2017 SKILL HIRE WA PTY LTD	Casual Staff/Apprentice Fees	\$ 3,925.76
EFT118724	27/07/2017 SKIPPER TRANSPORT PARTS	Material Supply - Vehicle Parts	\$ 76.67
EFT118725	27/07/2017 SMITHS ALUMINIUM AND 4WD CENTRE	Material Supply - Vehicle Parts	\$ 31,450.00
EFT118726	27/07/2017 SOIL SOLUTIONS PTY LTD	Material Supply - Bulk Green Waste	\$ 56,648.88
EFT118727	27/07/2017 SOUTHERN DISTRICTS JUNIOR FOOTBALL ASSOCIATION	Kidsport Vouchers	\$ 120.00
EFT118728	27/07/2017 SOUTHERN EDGE ARTS INC	Kidsport Vouchers	\$ 280.50
EFT118729	27/07/2017 SOUTHERN MODEL SUPPLIES	NAC Inventory	\$ 568.32
EFT118730	27/07/2017 G SPENCE	Lawn Mowing & Maintenance	\$ 120.00
EFT118731	27/07/2017 SPIRAL CONSULTING	Consultancy Fees	\$ 2,200.00
EFT118732	27/07/2017 STAR SALES AND SERVICE	Material Supply - Hardware/Vehicle Parts	\$ 12.00
EFT118733	27/07/2017 STIRLING PRINT	Printing	\$ 247.50
EFT118734	27/07/2017 ALBANY LOCK SERVICE	Material Supply - Locks	\$ 2,230.90
EFT118735	27/07/2017 THE SURGERY - DR SHAZA SALLEH	Professional Services	\$ 65.00
EFT118736	27/07/2017 SYNERGY	Electricity Supplies - Grouped Account	\$ 32,222.35
EFT118737	27/07/2017 T & C SUPPLIES	Material Supply - Hardware & Tools	\$ 431.19
EFT118738	27/07/2017 JTAGZ PTY LTD	Purchase Of Artwork	\$ 649.00
EFT118739	27/07/2017 TALIS CONSULTANTS PTY LTD	Consultancy Services	\$ 23,629.30
EFT118740	27/07/2017 TEEDE & CO	Catering	\$ 165.00
EFT118741	27/07/2017 TELFORD INDUSTRIES	Material Supply - Chlorite	\$ 235.84
EFT118742	27/07/2017 THINKWATER ALBANY	Material Supply - Irrigation Supplies	\$ 4,653.92
EFT118743	27/07/2017 THURLBY HERB FARM	NAC Inventory	\$ 708.99
EFT118744	27/07/2017 THE TOFFEE FACTORY	NAC Inventory	\$ 1,333.70
EFT118745	27/07/2017 TRUCK CENTRE WA PTY LTD	Material Supply - Oil Filter	\$ 53.58
EFT118746	27/07/2017 ALBANY TYREPOWER	Material Supply - Vehicle Supplies	\$ 524.50
EFT118747	27/07/2017 T VAN IRSEN	2017 Great Southern Art Award	\$ 1,000.00
EFT118748	27/07/2017 N WALKER	Staff Reimbursement	\$ 83.87
EFT118749	27/07/2017 WATERCRAFT MARINE	Service Outboard Marine Motor	\$ 291.75
EFT118750	27/07/2017 ALBANY & GREAT SOUTHERN WEEKENDER	Advertising	\$ 4,067.47
EFT118751	27/07/2017 ABH (BBW) PTY LTD - WELLSTEAD RURAL	Gas Bottles	\$ 80.00
EFT118752	27/07/2017 WESTRAC EQUIPMENT PTY LTD	Material Supply - Vehicle Parts	\$ 158.60
EFT118753	27/07/2017 WESTSHRED DOCUMENT DISPOSAL	Document Disposal	\$ 41.80
EFT118754	27/07/2017 TEENA-LOUISE WILLIAMS	Cleaning Services	\$ 1,040.00
EFT118755	27/07/2017 E WITT	Replacement Payment	\$ 182.11
EFT118756	27/07/2017 WOOD AND GRIEVE ENGINEERS	Engineering Services	\$ 1,496.00
EFT118757	27/07/2017 WORLD MANAGER PTY LTD	World Manager August 2017	\$ 2,640.00
EFT118758	27/07/2017 WESFARMERS LTD - WORKWEAR GROUP	Staff Uniforms	\$ 292.42
EFT118759	27/07/2017 ZENITH LAUNDRY	Laundry Services/Hire	\$ 30.02
EFT118760	27/07/2017 ZIRCODATA PTY LTD	Archive Boxes For Records Department	\$ 143.00
EFT118761	27/07/2017 PHILLIP BEST PLUMBING PTY LTD	Plumbing Repairs & Maintenance	\$ 5,421.45
EFT118762	27/07/2017 SYNERGY	Electricity Charges	\$ 53,703.15
EFT118763	28/07/2017 CAROLYN DOWLING	Councillor Allowances & Sitting Fees	\$ 2,909.47
EFT118764	28/07/2017 ALISON GOODE	Councillor Allowance & Sitting Fees	\$ 2,909.47
EFT118765	28/07/2017 RAY HAMMOND	Councillor Allowances & Sitting Fees	\$ 2,909.47

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EFT118766	28/07/2017 BILL HOLLINGWORTH	Councillor Allowances & Sitting Fees	\$	2,909.47
EFT118767	28/07/2017 ANTHONY MOIR	Councillor Allowances & Sitting Fees	\$	2,909.47
EFT118768	28/07/2017 JANELLE PRICE	Councillor Allowances & Sitting Fees	\$	2,909.47
EFT118769	28/07/2017 JOHN SHANHUN	Councillor Allowances & Sitting Fees	\$	2,909.47
EFT118770	28/07/2017 SANDIE SMITH	Councillor Allowances & Sitting Fees	\$	2,909.47
EFT118771	28/07/2017 GREGORY BRIAN STOCKS	Deputy Mayoral Allowances & Sitting Fees	\$	4,760.83
EFT118772	28/07/2017 ROBERT SUTTON	Councillor Allowances & Sitting Fees	\$	2,909.47
EFT118773	28/07/2017 PAUL TERRY	Councillor Allowances & Sitting Fees	\$	2,909.47
EFT118774	28/07/2017 DENNIS WELLINGTON	Mayoral Allowances & Sitting Fees	\$	11,621.69
EFT118775	28/07/2017 NICOLETTE MULCAHY	Councillor Allowances & Sitting Fees	\$	2,909.50
DD25130.1	18/07/2017 WA SUPER	Payroll Deductions	\$	79,217.84
DD25130.2	18/07/2017 COLONIAL FIRST STATE FIRSTCHOICE PERSONAL	Superannuation Contributions	\$	637.50
DD25130.3	18/07/2017 AUSTRALIAN SUPER	Payroll Deductions	\$	8,317.80
DD25130.4	18/07/2017 ASGARD	Superannuation Contributions	\$	1,271.72
DD25130.5	18/07/2017 DESMO SUPERANNUATION FUND	Superannuation Contributions	\$	532.55
DD25130.6	18/07/2017 CBUS	Superannuation Contributions	\$	392.63
DD25130.7	18/07/2017 AMP SUPERANNUATION SAVINGS	Payroll Deductions	\$	1,912.84
DD25130.8	18/07/2017 HOSTPLUS PTY LTD	Superannuation Contributions	\$	554.63
DD25130.9	18/07/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	359.76
DD25155.1	18/07/2017 WA SUPER	Superannuation Contributions	\$	64.65
DD25156.1	18/07/2017 MTAA SUPERANNUATION FUND	Superannuation Contributions	\$	260.66
DD25161.1	18/07/2017 UNI SUPER	Superannuation Contributions	\$	54.76
DD25130.10	18/07/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	152.47
DD25130.11	18/07/2017 REST SUPERANNUATION	Payroll Deductions	\$	2,100.18
DD25130.12	18/07/2017 TAL SUPERANNUATION LIMITED	Superannuation Contributions	\$	208.60
DD25130.13	18/07/2017 WEALTH PERSONAL SUPER AND PERSONAL PENSION	Superannuation Contributions	\$	35.13
DD25130.14	18/07/2017 WEALTH PERSONAL SUPER AND PERSONAL PENSION	Superannuation Contributions	\$	22.19
DD25130.15	18/07/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	316.37
DD25130.16	18/07/2017 NATIONAL MUTUAL RETIREMENT FUND	Superannuation Contributions	\$	126.47
DD25130.17	18/07/2017 PRIME SUPER	Superannuation Contributions	\$	756.52
DD25130.18	18/07/2017 MLC MASTERKEY BUSINESS SUPER	Superannuation Contributions	\$	935.86
DD25130.19	18/07/2017 SUPERWRAP PERSONAL SUPER PLAN	Superannuation Contributions	\$	418.18
DD25130.20	18/07/2017 COLONIAL FIRST STATE FIRSTCHOICE PERSONAL SUPER	Payroll Deductions	\$	977.13
DD25130.21	18/07/2017 OAK TREE SUPERANNUATION FUND	Superannuation Contributions	\$	220.50
DD25130.22	18/07/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	131.62
DD25130.23	18/07/2017 FIRST SUPER	Superannuation Contributions	\$	194.51
DD25130.24	18/07/2017 HESTA SUPER FUND	Superannuation Contributions	\$	545.46
DD25130.25	18/07/2017 CARE SUPER PTY LTD	Superannuation Contributions	\$	388.85
DD25130.26	18/07/2017 FIRST STATE SUPER	Superannuation Contributions	\$	764.43
DD25130.27	18/07/2017 SPECTRUM SUPER	Superannuation Contributions	\$	334.54
DD25130.28	18/07/2017 WEALTH PERSONAL SUPERANNUATION AND PENSION FUND	Payroll Deductions	\$	1,100.93
DD25130.29	18/07/2017 SUPERWRAP PERSONAL SUPER PLAN	Superannuation Contributions	\$	249.03
DD25130.30	18/07/2017 NORTH PERSONAL SUPERANNUATION & PENSION FUND	Superannuation Contributions	\$	208.59
DD25130.31	18/07/2017 AJW SUPERANNUATION FUND	Superannuation Contributions	\$	262.56
DD25130.32	18/07/2017 TTCSL ATF CRUELTY FREE SUPER	Superannuation Contributions	\$	49.18
DD25130.33	18/07/2017 AUSTRALIAN CATHOLIC SUPERANNUATION	Superannuation Contributions	\$	43.82
DD25130.34	18/07/2017 SUNSUPER SUPERANNUATION	Superannuation Contributions	\$	515.19
DD25130.35	18/07/2017 MTAA SUPERANNUATION FUND	Superannuation Contributions	\$	222.93
DD25130.36	18/07/2017 IOOF EMPLOYEE SUPER	Superannuation Contributions	\$	217.80
DD25130.37	18/07/2017 RUSSELL SUPERSOLUTION MASTER TRUST	Superannuation Contributions	\$	199.84
DD25130.38	18/07/2017 ASGARD	Superannuation Contributions	\$	88.53
DD25130.39	18/07/2017 ONEPATH MASTERFUND	Superannuation Contributions	\$	225.48

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DD25130.40	18/07/2017 MLC MASTERKEY SUPERANNUATION	Superannuation Contributions	\$	198.47
DD25130.41	18/07/2017 UNI SUPER	Superannuation Contributions	\$	175.52
DD25130.42	18/07/2017 THE UNIVERSAL SUPER SCHEME	Superannuation Contributions	\$	198.47
DD25130.43	18/07/2017 AMP SUPERANNUATION SAVINGS	Superannuation Contributions	\$	66.41
DD25130.44	18/07/2017 MACAULAY SUPER FUND	Superannuation Contributions	\$	259.17
DD25130.45	18/07/2017 ANZ SMART CHOICE SUPER	Superannuation Contributions	\$	220.50
DD25130.46	18/07/2017 FUTURE SUPER	Superannuation Contributions	\$	120.64
DD25130.47	18/07/2017 AUSTRALIAN ETHICAL SUPERANNUATION FUND	Superannuation Contributions	\$	227.04
DD25130.48	18/07/2017 COLONIAL SUPER RETIREMENT FUND	Superannuation Contributions	\$	200.45
DD25130.49	18/07/2017 BT SUPER	Superannuation Contributions	\$	236.78
DD25130.50	18/07/2017 BT SUPER FOR LIFE 8	Superannuation Contributions	\$	226.51
DD25130.51	18/07/2017 MACQUARIE SUPER CONSOLIDATOR	Superannuation Contributions	\$	198.77
DD25130.52	18/07/2017 BT SUPER FOR LIFE 9	Superannuation Contributions	\$	287.10
DD25130.53	18/07/2017 MASON SUPERANNUATION FUND	Superannuation Contributions	\$	134.33
DD25130.54	18/07/2017 IOOF INVESTMENT MANAGEMENT LTD	Superannuation Contributions	\$	191.44
DD25130.55	18/07/2017 COLONIAL FIRST STATE WHOLESALE PERSONAL SUPER	Superannuation Contributions	\$	201.11
DD25130.56	18/07/2017 IOOF GLOBAL ONE (EX SKANDIA GLOBAL)	Superannuation Contributions	\$	102.12
DD25130.57	18/07/2017 AMP SUPERANNUATION SAVINGS (SIGNATURE SUPER)	Superannuation Contributions	\$	765.03
DD25130.58	18/07/2017 KEZ AND JOHN MITCHELL SUPERANNUATION FUND	Superannuation Contributions	\$	279.30
DD25130.59	18/07/2017 WEALTH PERSONAL SUPER AND PERSONAL PENSION	Payroll Deductions	\$	224.85
EFT118776	03/08/2017 TELSTRA CORPORATION LIMITED	Telephone Charges	\$	4,390.60
EFT118777	03/08/2017 ABA SECURITY	Security Services	\$	1,379.91
EFT118778	03/08/2017 ABORIGINAL PRODUCTIONS AND PROMOTIONS	Keynote Talk & Performance For NAIDOC Week	\$	1,650.00
EFT118779	03/08/2017 ACORN TREES AND STUMPS	Tree Removal Services	\$	15,873.00
EFT118780	03/08/2017 AD CONTRACTORS PTY LTD	Equipment Hire	\$	7,735.50
EFT118781	03/08/2017 ADVERTISER PRINT	Fire Management Requirements Notices	\$	2,885.00
EFT118782	03/08/2017 ALBANY BRAKE AND CLUTCH	Vehicle Maintenance/Parts	\$	8.25
EFT118783	03/08/2017 ALBANY CHAMBER OF COMMERCE AND INDUSTRY	Publications	\$	2,499.55
EFT118784	03/08/2017 ALBANY POWDER COATERS	Material Supply - Powder Coating	\$	264.00
EFT118785	03/08/2017 ALBANY LANDSCAPE SUPPLIES	Material Supply - Crushed Limestone	\$	635.00
EFT118786	03/08/2017 ALBANY OFFICE PRODUCTS DEPOT	Stationery Supplies	\$	1,361.32
EFT118787	03/08/2017 ALBANY LASERSCAPE	School Holiday Programme	\$	1,320.00
EFT118788	03/08/2017 ALBANY NETBALL ASSOCIATION	Kidsport Vouchers	\$	4,950.00
EFT118789	03/08/2017 ALBANY RECORDS MANAGEMENT	Archive Boxes Storage	\$	507.48
EFT118790	03/08/2017 ALBANY MOUNTAIN BIKE CLUB INC	Community Grant Funding	\$	10,000.00
EFT118791	03/08/2017 ALBANY DOMESTIC SERVICES	Waste Removal	\$	160.00
EFT118792	03/08/2017 ALBANY YOGA ROOM	Silversport Vouchers	\$	400.00
EFT118793	03/08/2017 ALLAMBIE PARK CEMETERY AND CREMATORIUM	Capital Works - Reserve Account Cemetery	\$	57,278.00
EFT118794	03/08/2017 PAPERBARK MERCHANTS	Newspapers	\$	241.00
EFT118795	03/08/2017 ATC WORK SMART	Casual Staff/Apprentice Fees	\$	2,572.20
EFT118796	03/08/2017 BAREFOOT CLOTHING MANUFACTURERS	Repair Of Flags	\$	195.00
EFT118797	03/08/2017 THE BEACH HOUSE AT BAYSIDE	Accommodation - Tourism Judging	\$	615.00
EFT118798	03/08/2017 H BECK	Reimbursement	\$	398.72
EFT118799	03/08/2017 T BELL	Reimbursement	\$	80.00
EFT118800	03/08/2017 BENNETTS BATTERIES	Material Supply - Batteries	\$	228.80
EFT118801	03/08/2017 ADVANCED TRAFFIC MANAGEMENT WA PTY LTD	Traffic Management Services	\$	4,895.00
EFT118802	03/08/2017 J. BLACKWOOD & SON PTY LTD	General Supplies	\$	1,142.69
EFT118803	03/08/2017 BLOOMIN FLOWERS	Bereavement Flowers	\$	70.00
EFT118804	03/08/2017 BODYCARE PHYSIOTHERAPY	Silversport Vouchers	\$	400.00
EFT118805	03/08/2017 BOXWOOD HILL COMBINED SPORTS CLUB	Kidsport Vouchers	\$	154.00
EFT118806	03/08/2017 AIR BP	Aviation Gas Purchase	\$	168.63
EFT118807	03/08/2017 BRANDNET PTY LTD T/AS MILITARY SHOP	NAC Inventory	\$	1,790.56

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EFT118808	03/08/2017 BRIEF INTERVENTION COUNSELLING	Professional Services	\$ 220.00
EFT118809	03/08/2017 BUILDERS REGISTRATION BOARD	BSL Levy Collected	\$ 20,934.77
EFT118810	03/08/2017 BULLSEYE PLUMBING & GAS	Plumbing Repairs & Maintenance	\$ 1,925.00
EFT118811	03/08/2017 BUNNINGS GROUP LIMITED	Hardware/Tool Supplies	\$ 323.58
EFT118812	03/08/2017 CABCHARGE AUSTRALIA LIMITED	Taxi Fares	\$ 32.00
EFT118813	03/08/2017 CALTEX AUSTRALIA PETROLEUM PTY LTD	Litres Diesel Fuel For Depot	\$ 13,958.23
EFT118814	03/08/2017 J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services - Centennial Park Precinct	\$ 19,661.99
EFT118815	03/08/2017 CENTIGRADE SERVICES	HVAC Repairs & Maintenance	\$ 2,132.50
EFT118816	03/08/2017 SUE CODEE (THIS PAPER CUT LIFE)	NAC Inventory	\$ 783.90
EFT118817	03/08/2017 COURIER AUSTRALIA	Freight Charges	\$ 1,691.53
EFT118818	03/08/2017 ALBANY SIGNS	Material Supply - Signage	\$ 924.00
EFT118819	03/08/2017 HOLCIM (AUSTRALIA) PTY LTD	Concrete Supply	\$ 1,514.70
EFT118820	03/08/2017 AL CURNOW HYDRAULICS	Material Supply - Vehicle Parts	\$ 29.81
EFT118821	03/08/2017 CYNERGIC COMMUNICATIONS	Domain Name Registration	\$ 909.90
EFT118822	03/08/2017 DE JONGE MECHANICAL REPAIRS	Vehicle Repairs/Maintenance	\$ 1,000.00
EFT118823	03/08/2017 G & M DETERGENTS & HYGIENE SERVICES ALBANY	Material Supply - Cleaning Items	\$ 44.00
EFT118824	03/08/2017 DISCOVER ALBANY FOUNDATION LTD	Consulting Fees	\$ 11,000.00
EFT118825	03/08/2017 DISCOVERY PARKS - PERTH VINEYARDS	Staff Accommodation - Training	\$ 1,390.00
EFT118826	03/08/2017 SET APART DJ SERVICES	School Holiday Programme - Bubble Soccer	\$ 160.00
EFT118827	03/08/2017 R DOWELL	Reimbursement	\$ 257.40
EFT118828	03/08/2017 DYLAN'S ON THE TERRACE	Catering	\$ 1,519.80
EFT118829	03/08/2017 E-STRAILIAN PTY LTD	Weekly E-Bike Lease	\$ 182.18
EFT118830	03/08/2017 EVERTRANS	Hydraulic Tank	\$ 635.80
EFT118831	03/08/2017 ALL TRUCK REPAIRS	Vehicle Repairs	\$ 3,285.83
EFT118832	03/08/2017 FLIGHT CENTRE GLOBAL PRODUCT	Software Licence - IT Load Fee	\$ 550.00
EFT118833	03/08/2017 IMPERIAL GROUP PTY LTD T/A GARRISONS	Catering	\$ 819.50
EFT118834	03/08/2017 GREEN SKILLS INCORPORATED	Reserves Maintenance - Cosy Corner	\$ 6,138.00
EFT118835	03/08/2017 SOUTHERN SHARPENING SERVICES	Fire Extinguisher Maintenance	\$ 558.00
EFT118836	03/08/2017 GREAT SOUTHERN SUPPLIES	Material Supplies - Cleaning	\$ 463.70
EFT118837	03/08/2017 GREAT SOUTHERN TURF	Material Supply - Turf	\$ 1,056.00
EFT118838	03/08/2017 GREAT SOUTHERN LIQUID WASTE	Waste Services	\$ 2,057.00
EFT118839	03/08/2017 GRESLEY ABAS PTY LTD	C13024 - Full Service Consultant - Centennial Park	\$ 5,926.25
EFT118840	03/08/2017 K GRIFFITHS	Visitors Centre Inventory	\$ 418.50
EFT118841	03/08/2017 HARVEY NORMAN ALBANY	Material Supply - Heater North Rd Offices	\$ 199.00
EFT118842	03/08/2017 HARPER COLLINS PUBLISHERS AUSTRALIA PTY LTD	NAC Inventory	\$ 1,389.30
EFT118843	03/08/2017 YOGASUN STUDIO - HELEN LEEDER-CARLSON	Weekly Art Classes	\$ 240.00
EFT118844	03/08/2017 S HOPPER	Strategic Advice Albany Heritage Park Master Plan	\$ 375.00
EFT118845	03/08/2017 HYDROWEST PLUMBING SERVICES	Aquatherm Piping	\$ 17,044.00
EFT118846	03/08/2017 QUBE LOGISTICS (WA2) PTY LTD	Chlorine Drum & Fuel Levy	\$ 2,263.59
EFT118847	03/08/2017 ITOMIC WEB SPECIALISTS	Online Integration - National Anzac Centre	\$ 14,850.00
EFT118848	03/08/2017 JASON SIGNMAKERS	Braille Signs	\$ 1,751.20
EFT118849	03/08/2017 JOHN KINNEAR AND ASSOCIATES	Professional Services	\$ 5,890.50
EFT118850	03/08/2017 JO-JOES PIZZA AND KEBABS	Catering	\$ 210.00
EFT118851	03/08/2017 JUST A CALL DELIVERIES	Internal Mail Deliveries	\$ 1,554.56
EFT118852	03/08/2017 KANGAS NETBALL CLUB	Kidsport Vouchers	\$ 390.00
EFT118853	03/08/2017 KANGA LOADERS WA	Materials - Vehicle Parts	\$ 17.16
EFT118854	03/08/2017 KBUILT CONSTRUCTION PTY LTD	C17011 - Construction Of Patient Transfer Building Albany Airport	\$ 91,408.45
EFT118855	03/08/2017 KLB SYSTEMS	Material Supply - IT Hardware	\$ 12,831.50
EFT118856	03/08/2017 D KOSTER	Staff Reimbursements	\$ 47.00
EFT118857	03/08/2017 LATRO LAWYERS	Professional Fees	\$ 429.75
EFT118858	03/08/2017 LED SIGNS PTY LTD	Material Supplies - Battery Packs For Electronic Scoreboards	\$ 1,039.50
EFT118859	03/08/2017 LIBERTE AT THE LONDON HOTEL	Catering	\$ 550.00

REPORT ITEM CCCS054 REFERS TO

EFT118860	03/08/2017 LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	Staff Training - PA Corporate Services	\$ 870.00
EFT118861	03/08/2017 LORLAINE DISTRIBUTORS PTY LTD	Material Supplies - Cleaning	\$ 109.60
EFT118862	03/08/2017 M AND B SALES PTY LTD	Material Supplies - MDF	\$ 68.17
EFT118863	03/08/2017 S MAHAR	School Holiday Art Class Programme	\$ 70.00
EFT118864	03/08/2017 MARWICK BROTHERS MEDIA	Advertising	\$ 5,000.00
EFT118865	03/08/2017 MCGUFFIE TILT TRAY HIRE	Deliveries	\$ 253.00
EFT118866	03/08/2017 MCKAILS GENERAL STORE	Catering Supplies	\$ 344.70
EFT118867	03/08/2017 MOLONEY ASSET MANAGEMENT SYSTEM	Subscriptions - Moloney Financial Modelling Software	\$ 440.00
EFT118868	03/08/2017 MOMAR AUSTRALIA PTY LTD	Materials - Solvent	\$ 1,309.00
EFT118869	03/08/2017 S MORRIGAN	Professional Services	\$ 220.00
EFT118870	03/08/2017 MOSTERT, DJ & H	NAC Inventory	\$ 60.00
EFT118871	03/08/2017 NURRUNGA COMMUNICATIONS	Repairs & Maintenance - UVF Radios	\$ 751.12
EFT118872	03/08/2017 N & S ELECTRONICS	Material Supply	\$ 200.00
EFT118873	03/08/2017 ALBANY NEWS DELIVERY - ALAC - NEW	Newspapers	\$ 330.78
EFT118874	03/08/2017 OCS SERVICES PTY LTD	Cleaning Services	\$ 28,245.00
EFT118875	03/08/2017 ORANA CINEMAS ALBANY PTY LTD	Survey Prizes	\$ 65.00
EFT118876	03/08/2017 PARCHEM CONSTRUCTION SUPPLIES PTY LTD	Material Supply - Cage	\$ 982.58
EFT118877	03/08/2017 PENROSE PROFESSIONAL LAWNCARE	Lawnmowing Services	\$ 264.00
EFT118878	03/08/2017 PERTH SAFETY PRODUCTS PTY LTD	Material Supply - Safety Products	\$ 1,260.60
EFT118879	03/08/2017 PETER GRAHAM AND COMPANY LTD	Material Supply - Fencing Material	\$ 9,405.85
EFT118880	03/08/2017 JOHN PHILLIPS CONSULTING	Professional Fees	\$ 3,850.00
EFT118881	03/08/2017 PLASTICS PLUS	Material Supply - Cleaning	\$ 90.21
EFT118882	03/08/2017 @THE POOLSIDE	Catering	\$ 312.50
EFT118883	03/08/2017 PRE-EMPTIVE STRIKE PTY LTD	Design Services	\$ 66.00
EFT118884	03/08/2017 PRINCESS ROYAL SAILING CLUB	Kidsport Vouchers	\$ 880.00
EFT118885	03/08/2017 RECONNECT HEALTH AND WELLBEING	Professional Services	\$ 165.00
EFT118886	03/08/2017 REECE PTY LTD	Plumbing Repairs & Maintenance	\$ 49.95
EFT118887	03/08/2017 REXEL AUSTRALIA	Electrical Supplies	\$ 42.84
EFT118888	03/08/2017 THE ROYAL LIFE SAVING SOCIETY WA INC	Life Guard Requalification	\$ 140.00
EFT118889	03/08/2017 HASKONING AUSTRALIA PTY LTD - ROYAL HASKONING	Q17005 - Emu Point To Middleton Beach Coastal Adaptation & Protection Strategy	\$ 12,718.20
EFT118890	03/08/2017 MIKE RUTTICO	Equipment Repairs & Maintenance	\$ 240.00
EFT118891	03/08/2017 SCHOLASTIC AUSTRALIA PTY LTD	NAC Inventory	\$ 295.01
EFT118892	03/08/2017 S SCOTT	Reimbursement	\$ 84.00
EFT118893	03/08/2017 SEEK LIMITED	Advertising - Jobs	\$ 302.50
EFT118894	03/08/2017 ALBANY SEGWAY TOURS	AHP Sales Less Commission - June 2017	\$ 457.20
EFT118895	03/08/2017 SKILL HIRE WA PTY LTD	Casual Staff/Apprentices	\$ 2,957.04
EFT118896	03/08/2017 SOIL SOLUTIONS PTY LTD	Material Supply - Aggregate	\$ 4,278.24
EFT118897	03/08/2017 SOUTHERN EDGE ARTS INC	Kidsport Vouchers	\$ 165.00
EFT118898	03/08/2017 SOUTH COAST NATURAL RESOURCE MANAGEMENT INC	Leasing Costs	\$ 4,750.49
EFT118899	03/08/2017 SOUTHERN CROSS MILITARIA	Material Supply - Forts Display	\$ 750.00
EFT118900	03/08/2017 SPM ASSETS PTY LTD	Subscriptions - Assets Subscription Licence	\$ 4,039.20
EFT118901	03/08/2017 STATEWIDE BEARINGS	Material Supplies - Vehicle Parts	\$ 79.53
EFT118902	03/08/2017 R STEPHENS	Reimbursements	\$ 432.20
EFT118903	03/08/2017 STIRLING PRINT	Printing	\$ 1,100.00
EFT118904	03/08/2017 SUBWAY	Catering	\$ 50.00
EFT118905	03/08/2017 ALBANY LOCK SERVICE	Material Supply - Locks	\$ 473.40
EFT118906	03/08/2017 SYNERGY	Street Lighting Charges	\$ 66,528.45
EFT118907	03/08/2017 T & C SUPPLIES	Material Supply - Hardware & Tools	\$ 155.99
EFT118908	03/08/2017 ARTSOURCE, THE ARTISTS FOUNDATION OF WA	Sale of Artwork	\$ 275.00
EFT118909	03/08/2017 THINKWATER ALBANY	Material Supply - Irrigation Supplies	\$ 513.70
EFT118910	03/08/2017 TOURISM COUNCIL WESTERN AUSTRALIA	2017 WA Regional Tourism Conference Partnership	\$ 1,092.00
EFT118911	03/08/2017 TRISLEY'S HYDRAULICS SERVICES	Vehicle Parts/Maintenance	\$ 779.90

REPORT ITEM CCCS054 REFERS TO

EFT118912	03/08/2017 ALBANY TYREPOWER	Vehicle Repairs/Maintenance	\$ 1,939.00
EFT118913	03/08/2017 ALBANY & GREAT SOUTHERN WEEKENDER	Advertising	\$ 2,259.63
EFT118914	03/08/2017 WESTRAC EQUIPMENT PTY LTD	Material Supply - Vehicle Parts	\$ 678.25
EFT118915	03/08/2017 LANDMARK LIMITED	Material Supply - Fertiliser	\$ 440.00
EFT118916	03/08/2017 WEST COAST ANALYTICAL SERVICES	Water Monitoring & Reporting Services	\$ 10,171.00
EFT118917	03/08/2017 WILD EYED PRESS PTY LTD	NAC Inventory	\$ 1,079.28
EFT118918	03/08/2017 WOODLANDS DISTRIBUTORS AND AGENCIES	Material Supply - Bag Dispensers	\$ 526.35
EFT118919	03/08/2017 ZENITH LAUNDRY	Laundry Services/Hire	\$ 7.28
EFT118920	07/08/2017 AD CONTRACTORS PTY LTD	Equipment Hire	\$ 10,581.01
EFT118921	07/08/2017 IMPERIAL GROUP PTY LTD T/A GARRISONS	Tourism WA Function	\$ 1,000.00
EFT118923	10/08/2017 JADES @ 14 PEELS PLACE	Catering	\$ 894.50
EFT118924	10/08/2017 ACORN TREES AND STUMPS	Tree Removal Services	\$ 32,458.25
EFT118925	10/08/2017 AD CONTRACTORS PTY LTD	Material Supply - Emulsion	\$ 1,262.31
EFT118926	10/08/2017 AIRPORT LIGHTING SPECIALISTS PTY LTD	Lighting For Airport	\$ 537.90
EFT118927	10/08/2017 ALBANY FARM TREE NURSERY	Nursery Supplies	\$ 154.22
EFT118928	10/08/2017 ALBANY TRUCK AND CAR HIRE	Equipment Hire	\$ 90.00
EFT118929	10/08/2017 ALBANY V-BELT AND RUBBER	Material Supply - Vehicle Parts	\$ 366.66
EFT118930	10/08/2017 ALBANY REFRIGERATION	Airconditioning Repairs & Maintenance	\$ 1,716.61
EFT118931	10/08/2017 ALBANY SURF LIFE SAVING CLUB	Community Funding And Event Sponsorship Program	\$ 1,650.00
EFT118932	10/08/2017 ALBANY GOLF CLUB	Silversport Vouchers	\$ 1,600.00
EFT118933	10/08/2017 ALBANY RSL SUB BRANCH	NAC Inventory	\$ 762.50
EFT118934	10/08/2017 MASTERS SWIMMING CLUB ALBANY	Community Funding	\$ 1,000.00
EFT118935	10/08/2017 ALBANY AUTO ONE	Vehicle Parts/Maintenance	\$ 275.00
EFT118936	10/08/2017 ALBANY MARITIME FOUNDATION	Community Funding And Event Sponsorship	\$ 2,200.00
EFT118937	10/08/2017 ALBANY PSYCHOLOGICAL SERVICES	Professional Fees	\$ 693.00
EFT118938	10/08/2017 ALBANY CENTRAL CABINETS PTY LTD	Kitchen Cabinets & Workstation Benchtops	\$ 2,354.00
EFT118939	10/08/2017 ALBANY MILK DISTRIBUTORS	Milk Deliveries	\$ 601.94
EFT118940	10/08/2017 ALBANY RECORDS MANAGEMENT	Storage Of Archive Boxes	\$ 462.00
EFT118941	10/08/2017 ALBANY DOMESTIC SERVICES	Waste Services	\$ 160.00
EFT118942	10/08/2017 ALINTA	Gas Usage Charges Various Locations	\$ 78.65
EFT118943	10/08/2017 ALL EVENTS HIRE AND PRODUCTION	Equipment Hire	\$ 1,003.00
EFT118944	10/08/2017 PAPERBARK MERCHANTS	Newspapers/Books/Magazines/Stationery	\$ 762.81
EFT118945	10/08/2017 APPRENTICE & TRAINEESHIP COMPANY	Casual Staff/Apprentice Fees	\$ 1,374.45
EFT118946	10/08/2017 ARDESS NURSERY	Nursery Supplies	\$ 75.00
EFT118947	10/08/2017 ATC WORK SMART	Casual Staff/Apprentice Fees	\$ 34,271.66
EFT118948	10/08/2017 AUSTRALIA POST	Postage/Agency Fees	\$ 2,813.06
EFT118949	10/08/2017 AUSTRALIA'S SOUTH WEST	Brochure Representation	\$ 500.00
EFT118950	10/08/2017 AUSTRALIAN INSTITUTE OF PROJECT MANAGEMENT	Membership Renewal	\$ 1,620.00
EFT118951	10/08/2017 BT EQUIPMENT PTY LTD (TUTT BRYANT EQUIPMENT)	Vehicle Repairs/Maintenance	\$ 1,294.92
EFT118952	10/08/2017 G BASTYAN	Professional Fees	\$ 3,969.42
EFT118953	10/08/2017 F BASSETT	Reimbursement	\$ 1,683.00
EFT118954	10/08/2017 BENNETTS BATTERIES	Vehicle Parts/Maintenance	\$ 1,786.40
EFT118955	10/08/2017 ADVANCED TRAFFIC MANAGEMENT WA PTY LTD	Traffic Management Services	\$ 440.55
EFT118956	10/08/2017 BERG CONTRACTING SERVICES	Removal of Asbestos	\$ 200.00
EFT118957	10/08/2017 COUNTRY COMFORT INTER CITY MOTEL	Accommodation & Meals - Staff Training	\$ 1,120.00
EFT118958	10/08/2017 ALBANY BOBCAT SERVICES	Equipment Hire	\$ 280.50
EFT118959	10/08/2017 BOC GASES AUSTRALIA LIMITED	Container Service Rental	\$ 130.49
EFT118960	10/08/2017 BRILLIANT SILK	NAC Inventory	\$ 1,039.50
EFT118961	10/08/2017 BROCKS	Material Supply - Bedding - First Aid Room	\$ 177.25
EFT118962	10/08/2017 CONSTRUCTION TRAINING FUND	BCITF Levy	\$ 22,734.83
EFT118963	10/08/2017 BULLSEYE PLUMBING & GAS	Culvert Cleaning	\$ 2,062.50
EFT118964	10/08/2017 BUNNINGS GROUP LIMITED	Material Supply - Hardware	\$ 1,362.14

REPORT ITEM CCCS054 REFERS TO

EFT118965	10/08/2017 K BUSHELL	Refund	\$ 787.50
EFT118966	10/08/2017 C&C MACHINERY CENTRE	Vehicle Maintenance/Parts	\$ 43.90
EFT118967	10/08/2017 CALTEX AUSTRALIA PETROLEUM PTY LTD	Litres Diesel Fuel For Depot	\$ 9,114.38
EFT118968	10/08/2017 J & S CASTLEHOW ELECTRICAL SERVICES	Supply & Install Internal CCTV City of Albany	\$ 45,340.03
EFT118969	10/08/2017 CENTIGRADE SERVICES	Repairs & Maintenance - ALAC	\$ 11,666.93
EFT118970	10/08/2017 CENTENNIAL STADIUM INC	Window Cleaning	\$ 110.00
EFT118971	10/08/2017 CHADSON ENGINEERING PTY LTD	Water Test Tablets	\$ 425.15
EFT118972	10/08/2017 MAGIQ SOFTWARE PTY LTD	End Of Financial Year Rollover 2017	\$ 869.00
EFT118973	10/08/2017 CINESTAR PTY LTD	NAC Inventory	\$ 200.00
EFT118974	10/08/2017 CLEANAWAY PTY LIMITED	Rubbish Removal	\$ 215,319.90
EFT118975	10/08/2017 COLES SUPERMARKETS AUSTRALIA PTY LTD	Groceries	\$ 17.14
EFT118976	10/08/2017 TANJA COLBY DESIGNS	NAC Inventory	\$ 45.00
EFT118977	10/08/2017 COURIER AUSTRALIA	Freight Charges	\$ 428.07
EFT118978	10/08/2017 ALBANY SIGNS	Car Decals	\$ 1,221.00
EFT118979	10/08/2017 L COYNE	Noongar Welcome To Country Address - Malcolm Turnbull Visit	\$ 250.00
EFT118980	10/08/2017 CRUMPS CANVAS	Vehicle Maintenance/Repairs	\$ 19.00
EFT118981	10/08/2017 DOWNER EDI WORKS PTY LTD	Material Supply - Hotmix	\$ 804.90
EFT118982	10/08/2017 HOLCIM (AUSTRALIA) PTY LTD	Material Supply - Roadbase	\$ 3,832.18
EFT118983	10/08/2017 AL CURNOW HYDRAULICS	Vehicle Parts/Maintenance	\$ 219.22
EFT118984	10/08/2017 D & K ENGINEERING	Material Supply - Grate	\$ 1,230.90
EFT118985	10/08/2017 DE JONGE MECHANICAL REPAIRS	Vehicle Maintenance/Repairs	\$ 55.00
EFT118986	10/08/2017 CGS QUALITY CLEANING	Gas Supplies - Public Facilities	\$ 203.28
EFT118987	10/08/2017 DEPRESSION SUPPORT NETWORK ALBANY	Community Funding	\$ 1,595.00
EFT118988	10/08/2017 DESIGNER DIRT P/L	NAC Inventory	\$ 186.00
EFT118989	10/08/2017 G & M DETERGENTS & HYGIENE SERVICES ALBANY	Cleaning Supplies	\$ 2,639.40
EFT118990	10/08/2017 DISCOVERY BAY TOURISM PRECINCT LTD	Sponsorship For The Welcoming Of The Whales Festival	\$ 10,000.00
EFT118991	10/08/2017 DI'S LUNCH BAR	Catering	\$ 186.45
EFT118992	10/08/2017 ELDERS LIMITED	Material Supply - Supagreen	\$ 1,577.00
EFT118993	10/08/2017 C EVANS	Refund	\$ 118.75
EFT118994	10/08/2017 EVERTRANS	Equipment Supply - Plant Trailers	\$ 72,820.00
EFT118995	10/08/2017 EYERITE SIGNS - WP & KA WATSON FAMILY TRUST	Assorted Signage	\$ 1,356.29
EFT118996	10/08/2017 DEPARTMENT OF FIRE AND EMERGENCY SERVICES	DFES Annual Monitoring	\$ 7,176.56
EFT118997	10/08/2017 THE FIXUPPERY	Window Cleaning	\$ 1,327.52
EFT118998	10/08/2017 ALL TRUCK REPAIRS	Vehicle Servicing	\$ 2,185.40
EFT118999	10/08/2017 FLIPS ELECTRICS	Electrical Supplies	\$ 738.10
EFT119000	10/08/2017 FORPARK AUSTRALIA	Material Supply - Vehicle Parts	\$ 77.00
EFT119001	10/08/2017 GALLERY 500	Framing Services	\$ 595.00
EFT119002	10/08/2017 GLOBAL MARINE ENCLOSURES PTY LTD	Ellen Cove Aquarius Barrier Maintenance	\$ 3,261.50
EFT119003	10/08/2017 GLOBAL INTEGRATED SOLUTIONS LIMITED	Ezicom System - Monthly Fee	\$ 198.00
EFT119004	10/08/2017 GREEN SKILLS INCORPORATED	Community Grant Funding	\$ 1,100.00
EFT119005	10/08/2017 SOUTHERN SHARPENING SERVICES	Repairs & Maintenance - ALAC	\$ 443.00
EFT119006	10/08/2017 GREAT SOUTHERN SUPPLIES	Staff Uniforms	\$ 1,049.40
EFT119007	10/08/2017 GREAT SOUTHERN TURF	Material Supply - Turf	\$ 132.00
EFT119008	10/08/2017 HARVEY NORMAN ALBANY	Material Supply - Heaters	\$ 122.00
EFT119009	10/08/2017 HAVOC BUILDERS PTY LTD	Building Services	\$ 6,297.50
EFT119010	10/08/2017 YOGASUN STUDIO - HELEN LEEDER-CARLSON	Weekly Art Classes	\$ 240.00
EFT119011	10/08/2017 HOBBS PAINTING AND DECORATING	Paint/Painting Supplies	\$ 700.00
EFT119012	10/08/2017 H AND H ARCHITECTS	Architectural Services	\$ 1,003.75
EFT119013	10/08/2017 HHG LEGAL GROUP	Professional Services	\$ 5,826.70
EFT119014	10/08/2017 STANLEY JOHN INMAN	Art Sales	\$ 370.37
EFT119015	10/08/2017 ALBANY MAPPING AND SURVEYING SERVICES	Surveying Services	\$ 4,818.00
EFT119016	10/08/2017 JOHN KINNEAR AND ASSOCIATES	Professional Services	\$ 3,170.47

REPORT ITEM CCCS054 REFERS TO

EFT119017	10/08/2017	KLB SYSTEMS	Material Supply - IT Equipment	\$	627.00
EFT119018	10/08/2017	LIBBY SHEPPARD DESIGN	Visitors Centre Inventory	\$	352.44
EFT119019	10/08/2017	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	Membership - A Sharpe	\$	883.00
EFT119020	10/08/2017	H LONCAR	Staff Reimbursement	\$	126.73
EFT119021	10/08/2017	COMMUNITY LIVING ASSOCIATION INC	Community Grant Funding	\$	3,850.00
EFT119022	10/08/2017	M AND B SALES PTY LTD	Material Supply - Pine Sleeper	\$	17.56
EFT119023	10/08/2017	MARKETFORCE LIMITED	Advertising	\$	614.55
EFT119024	10/08/2017	MCGUFFIE TILT TRAY HIRE	Equipment Hire	\$	379.50
EFT119025	10/08/2017	METROCOUNT PTY LTD	Equipment Hire	\$	1,188.00
EFT119026	10/08/2017	MODERN TEACHING AIDS PTY LTD	Paper And Craft Supplies	\$	160.55
EFT119027	10/08/2017	MOSS CONVEYANCING	Rates Refund	\$	470.24
EFT119028	10/08/2017	NURRUNGA COMMUNICATIONS	Repairs & Maintenance - UVF Radios	\$	1,288.82
EFT119029	10/08/2017	MULE CREATIVE	Design Services	\$	885.00
EFT119030	10/08/2017	P NIELSEN	Staff Reimbursement	\$	81.40
EFT119031	10/08/2017	NLC PTY LTD	Novated Lease And Associated Costs	\$	1,351.30
EFT119032	10/08/2017	ALBANY COMMUNITY PHARMACY	Vehicle Parts/Maintenance	\$	102.00
EFT119033	10/08/2017	KOMATSU AUSTRALIA PTY LTD	Vehicle Parts/Maintenance	\$	99.61
EFT119034	10/08/2017	OCS SERVICES PTY LTD	Cleaning Services	\$	1,208.63
EFT119035	10/08/2017	OFFICEWORKS SUPERSTORES PTY LTD	Freight Charges	\$	5.95
EFT119036	10/08/2017	OKEEFE'S PAINTS	Paint/Painting Supplies	\$	216.73
EFT119037	10/08/2017	ORIGIN ENERGY	Bulk Gas Supplies	\$	28,261.65
EFT119038	10/08/2017	A PARKER	Rates Refund	\$	1,000.00
EFT119039	10/08/2017	PERTH SAFETY PRODUCTS PTY LTD	Safety Products	\$	2,557.50
EFT119040	10/08/2017	ALBANY PLAZA PHARMACY	Material Supply - First Aid	\$	28.78
EFT119041	10/08/2017	PLAYGROUND CENTRE AUSTRALIA PTY LIMITED	Material Supply - Ladder	\$	325.60
EFT119042	10/08/2017	REAL WORLD LEARNING	Resources - Day Care	\$	170.00
EFT119043	10/08/2017	REXEL AUSTRALIA	Electrical Conduit	\$	222.90
EFT119044	10/08/2017	RYDE BUILDING COMPANY PTY LTD	Refund	\$	712.94
EFT119045	10/08/2017	SCHOLASTIC AUSTRALIA PTY LTD	NAC Inventory	\$	9.00
EFT119046	10/08/2017	SECUREPAY PTY LTD	Transaction Fee - Web payments	\$	31.68
EFT119047	10/08/2017	SEEK LIMITED	Advertising - Jobs	\$	605.00
EFT119048	10/08/2017	SKILL HIRE WA PTY LTD	Casual Staff/Apprentice Fees	\$	231.34
EFT119049	10/08/2017	SMITHS ALUMINIUM AND 4WD CENTRE	Manufacture - Aluminium Control Box	\$	1,429.00
EFT119050	10/08/2017	C KIDD	Refund	\$	56.00
EFT119051	10/08/2017	SOIL SOLUTIONS PTY LTD	Material Supply - Soil	\$	26.00
EFT119052	10/08/2017	SOUTHERN TOOL AND FASTENER CO	Material Supply - Hardware	\$	433.99
EFT119053	10/08/2017	SOUTHCOAST SECURITY SERVICE	Security Services	\$	29,820.57
EFT119054	10/08/2017	SOUTHERN EDGE ARTS INC	Sea School Holiday Programme	\$	5,500.00
EFT119055	10/08/2017	SOUTH COAST NATURAL RESOURCE MANAGEMENT INC	Community Grant Funding	\$	3,300.00
EFT119056	10/08/2017	SPOTLIGHT	Material Supply - First Aid	\$	419.96
EFT119057	10/08/2017	STAR SALES AND SERVICE	Equipment Repairs & Maintenance	\$	465.00
EFT119058	10/08/2017	ALBANY VOLUNTEER STATE EMERGENCY SERVICE UNIT INC	Standard LGGS Allocation	\$	15,895.83
EFT119059	10/08/2017	STATEWIDE BEARINGS	Vehicle Parts/Maintenance	\$	23.56
EFT119060	10/08/2017	STEWART AND HEATON CLOTHING PTY LTD	Uniform Embroidery	\$	74.98
EFT119061	10/08/2017	STIRLING PRINT	Printing	\$	170.00
EFT119062	10/08/2017	ST JOSEPH'S COLLEGE	Catering	\$	60.00
EFT119063	10/08/2017	ST JOHN AMBULANCE WESTERN AUSTRALIA LTD	Training - First Aid	\$	597.00
EFT119064	10/08/2017	ALBANY LOCK SERVICE	Material Supplies - Locks	\$	209.60
EFT119065	10/08/2017	SYNERGY	Electricity Supplies	\$	2,064.65
EFT119066	10/08/2017	T & C SUPPLIES	Material Supply - Hardware & Tools	\$	388.08
EFT119067	10/08/2017	THE GROCERY STORE	Catering	\$	108.00
EFT119068	10/08/2017	ALBANY TYREPOWER	Vehicle Servicing/Repairs	\$	629.50

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EFT119069	10/08/2017 UNITED BOOK DISTRIBUTORS	NAC Inventory	\$	2,777.55
EFT119070	10/08/2017 WATERCRAFT MARINE	Material Supply - Safety Equipment	\$	158.00
EFT119071	10/08/2017 ALBANY & GREAT SOUTHERN WEEKENDER	Advertising	\$	60.39
EFT119072	10/08/2017 WELLSTEAD COMMUNITY RESOURCE CENTRE INC	Community Grant Funding	\$	2,365.00
EFT119073	10/08/2017 WESTRAC EQUIPMENT PTY LTD	Vehicle Parts	\$	66.92
EFT119074	10/08/2017 WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	Staff Training	\$	5,057.80
EFT119075	10/08/2017 WEST AUSTRALIAN NEWSPAPERS LIMITED	Advertising	\$	1,958.40
EFT119076	10/08/2017 TEENA-LOUISE WILLIAMS	Cleaning Services	\$	1,040.00
EFT119077	10/08/2017 WOOLWORTHS LIMITED	Groceries	\$	2,274.55
EFT119078	10/08/2017 WOODORIGINAL - CHRIS REID	NAC Inventory	\$	234.30
EFT119079	10/08/2017 YOUNGS SIDING COMMUNITY ASSOCIATION	Community Grant Funding	\$	2,437.00
EFT119080	10/08/2017 ZENITH LAUNDRY	Laundry Services/Hire	\$	19.14
DD25183.1	01/08/2017 WA SUPER	Payroll Deductions	\$	77,055.37
DD25183.2	01/08/2017 COLONIAL FIRST STATE FIRSTCHOICE PERSONAL SUPER	Superannuation Contributions	\$	637.50
DD25183.3	01/08/2017 AUSTRALIAN SUPER	Payroll Deductions	\$	8,203.45
DD25183.4	01/08/2017 ASGARD	Superannuation Contributions	\$	1,266.39
DD25183.5	01/08/2017 DESMO SUPERANNUATION FUND	Superannuation Contributions	\$	495.86
DD25183.6	01/08/2017 CBUS	Superannuation Contributions	\$	501.47
DD25183.7	01/08/2017 AMP SUPERANNUATION SAVINGS	Payroll Deductions	\$	1,912.84
DD25183.8	01/08/2017 HOSTPLUS PTY LTD	Superannuation Contributions	\$	651.34
DD25183.9	01/08/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	359.76
DD25195.1	01/08/2017 HESTA SUPER FUND	Superannuation Contributions	\$	117.07
DD25183.10	01/08/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	152.47
DD25183.11	01/08/2017 REST SUPERANNUATION	Payroll Deductions	\$	1,974.29
DD25183.12	01/08/2017 TAL SUPERANNUATION LIMITED	Superannuation Contributions	\$	208.60
DD25183.13	01/08/2017 WEALTH PERSONAL SUPER AND PERSONAL PENSION	Superannuation Contributions	\$	53.40
DD25183.14	01/08/2017 WEALTH PERSONAL SUPER AND PERSONAL PENSION	Superannuation Contributions	\$	33.73
DD25183.15	01/08/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	316.37
DD25183.16	01/08/2017 NATIONAL MUTUAL RETIREMENT FUND	Superannuation Contributions	\$	126.47
DD25183.17	01/08/2017 PRIME SUPER	Superannuation Contributions	\$	793.35
DD25183.18	01/08/2017 MLC MASTERKEY BUSINESS SUPER	Superannuation Contributions	\$	935.86
DD25183.19	01/08/2017 SUPERWRAP PERSONAL SUPER PLAN	Superannuation Contributions	\$	418.18
DD25183.20	01/08/2017 COLONIAL FIRST STATE FIRSTCHOICE PERSONAL SUPER	Payroll Deductions	\$	977.13
DD25183.21	01/08/2017 OAK TREE SUPERANNUATION FUND	Superannuation Contributions	\$	220.50
DD25183.22	01/08/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	105.83
DD25183.23	01/08/2017 FIRST SUPER	Superannuation Contributions	\$	209.86
DD25183.24	01/08/2017 HESTA SUPER FUND	Superannuation Contributions	\$	484.69
DD25183.25	01/08/2017 CARE SUPER PTY LTD	Superannuation Contributions	\$	388.85
DD25183.26	01/08/2017 FIRST STATE SUPER	Superannuation Contributions	\$	764.43
DD25183.27	01/08/2017 SPECTRUM SUPER 2	Superannuation Contributions	\$	339.61
DD25183.28	01/08/2017 WEALTH PERSONAL SUPERANNUATION AND PENSION FUND	Payroll Deductions	\$	1,100.93
DD25183.29	01/08/2017 SUPERWRAP PERSONAL SUPER PLAN	Superannuation Contributions	\$	249.03
DD25183.30	01/08/2017 NORTH PERSONAL SUPERANNUATION & PENSION FUND	Superannuation Contributions	\$	208.58
DD25183.31	01/08/2017 AJW SUPERANNUATION FUND	Superannuation Contributions	\$	262.56
DD25183.32	01/08/2017 AUSTRALIAN CATHOLIC SUPERANNUATION	Superannuation Contributions	\$	71.93
DD25183.33	01/08/2017 SUNSUPER SUPERANNUATION	Superannuation Contributions	\$	496.90
DD25183.34	01/08/2017 MTA SUPERANNUATION FUND	Superannuation Contributions	\$	242.49
DD25183.35	01/08/2017 IOOF EMPLOYEE SUPER	Superannuation Contributions	\$	217.80
DD25183.36	01/08/2017 RUSSELL SUPERSOLUTION MASTER TRUST	Superannuation Contributions	\$	199.84
DD25183.37	01/08/2017 ASGARD	Superannuation Contributions	\$	101.18
DD25183.38	01/08/2017 ONEPATH MASTERFUND	Superannuation Contributions	\$	195.03
DD25183.39	01/08/2017 MLC MASTERKEY SUPERANNUATION	Superannuation Contributions	\$	198.47

REPORT ITEM CCCS054 REFERS TO

DD25183.40	01/08/2017 COLONIAL FIRST STATE WHOLESALE PERSONAL SUPER	Superannuation Contributions	\$	160.06
DD25183.41	01/08/2017 THE UNIVERSAL SUPER SCHEME	Superannuation Contributions	\$	200.48
DD25183.42	01/08/2017 AMP SUPERANNUATION SAVINGS	Superannuation Contributions	\$	66.41
DD25183.43	01/08/2017 TTCSL ATF CRUELTY FREE SUPER	Superannuation Contributions	\$	58.91
DD25183.44	01/08/2017 MACAULAY SUPER FUND	Superannuation Contributions	\$	222.93
DD25183.45	01/08/2017 ANZ SMART CHOICE SUPER (ONEPATH MASTERFUND)	Superannuation Contributions	\$	220.50
DD25183.46	01/08/2017 FUTURE SUPER	Superannuation Contributions	\$	163.55
DD25183.47	01/08/2017 AUSTRALIAN ETHICAL SUPERANNUATION FUND	Superannuation Contributions	\$	227.05
DD25183.48	01/08/2017 COLONIAL SUPER RETIREMENT FUND	Superannuation Contributions	\$	193.32
DD25183.49	01/08/2017 BT SUPER	Superannuation Contributions	\$	203.79
DD25183.50	01/08/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	226.51
DD25183.51	01/08/2017 MACQUARIE SUPER CONSOLIDATOR	Superannuation Contributions	\$	226.51
DD25183.52	01/08/2017 BT SUPER FOR LIFE	Superannuation Contributions	\$	287.10
DD25183.53	01/08/2017 MASON SUPERANNUATION FUND	Superannuation Contributions	\$	171.07
DD25183.54	01/08/2017 IOOF INVESTMENT MANAGEMENT LTD	Superannuation Contributions	\$	191.44
DD25183.55	01/08/2017 NORTH	Superannuation Contributions	\$	57.68
DD25183.56	01/08/2017 AMP SUPERANNUATION SAVINGS TRUST (SUPERLEADER)	Superannuation Contributions	\$	43.82
DD25183.57	01/08/2017 IOOF GLOBAL ONE (EX SKANDIA GLOBAL)	Superannuation Contributions	\$	89.94
DD25183.58	01/08/2017 AMP SUPERANNUATION SAVINGS (SIGNATURE SUPER)	Superannuation Contributions	\$	765.03
DD25183.59	01/08/2017 KEZ AND JOHN MITCHELL SUPERANNUATION FUND	Superannuation Contributions	\$	279.30
DD25183.60	01/08/2017 WEALTH PERSONAL SUPER AND PERSONAL PENSION	Payroll Deductions	\$	224.85
Total				\$ 4,109,669.75

Executed Document and Common Seal Record

Document Number	Description	Date Sent/Received
EDR1768240	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: SIGNING OF FORM FOR WA ELECTORAL COMMISSION TO CONDUCT THE LOCAL GOVERNMENT ELECTION IN OCTOBER 2017- REQUEST FOR COMMISSION TO PREPARE A ROLL FOR THE ELECTION PARTIES: N/A SIGNED BY CEO A SHARPE 1 COPY	18/07/2017
EDR1768636	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: PARTICIPATION AGREEMENT FOR GREAT SOUTHERN REGIONAL SHARED LIBRARY MANAGEMENT SYSTEM PROJECT PARTIES: SHIRES OF BROOMEHILL-TAMBELLUP, CRANBROOK, DENMARK, GNOWANGERUP, JERRAMUNGUP, KATANNING, KOJONUP AND PLANTAGENET SIGNED BY THE CEO A SHARPE 8 COPIES	27/07/2017
EDR1768670	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: APPLICATION TO LOTTERYWEST FOR \$300K FOR THE FIELD OF LIGHT COMMEMORATION IN CONJUNCTION WITH FORM - MATCHING FUNDING OF \$400K FROM TWA WITH CITY OF ALBANY CONTRIBUTION OF \$160K OVER TWO FINANCIAL YEARS PARTIES: LOTTERYWEST PROJECT FUNDING OF \$300K SIGNED BY THE CEO A SHARPE 1 COPY	28/07/2017
EDR1768828	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: ANNUAL REPORT TO SLWA ON 2016-2017 REGIONAL LIBRARY ACTIVITY PLAN PARTIES: STATE LIBRARY WA SIGNED BY THE CEO A SHARPE 1 COPY	01/08/2017
EDR1768932	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: APPLICATION FOR GRANT FROM THE SOUTHERN PORT AUTHORITY TO SUPPORT AUSTRALIA DAY AND THE MIDDLETON BEACH FESTIVAL 2017-2018 - \$5,000 PARTIES: SOUTHERN PORT AUTHORITY SIGNED BY THE CEO A SHARPE 1 COPY	02/08/2017

Executed Document and Common Seal Record

EDR1769121	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: DEVELOPMENT APPROVAL FORM AND HERITAGE IMPACT STATEMENT FOR MOUCHMORE COTTAGE PRESERVATION WORKS PARTIES: N/A SIGNED BY CEO A SHARPE 1 COPY	08/08/2017
EDR1769151	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: APPLICATION FOR RETROSPECTIVE APPROVAL FOR WATER TANK CONSTRUCTED ON LEASED SITE PRO316 - WELLSTEAD HALL PARTIES: N/A SIGNED BY CEO A SHARPE 1 COPY	08/08/2017
EDR1769239	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: FUNDING REQUEST FOR CBD - SCHOOLS LINKS \$175,000 TO BE MATCHED BY CITY - TOTAL \$350,000 PARTIES: DEPARTMENT OF TRANSPORT SIGNED BY CEO A SHARPE 1 COPY	09/08/2017
EDR1769242	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: FUNDING REQUEST - REGIONAL BIKE NETWORK FOR \$210,000 TO BE MATCHED BY THE CITY - TOTAL \$420,000 PARTIES: DEPARTMENT OF TRANSPORT SIGNED BY CEO A SHARPE 1 COPY	09/08/2017
EDR1769324	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: FUNDING APPLICATION FOR SENIORS WEEK GRANT FOR \$805 - SCREENING OF CLASSIC MOVIES IN THE LIBRARY OVER TWO NIGHTS PARTIES: DEPARTMENT OF LOCAL GOVERNMENT AND COMMUNITIES SIGNED BY CEO A SHARPE 1 COPY	10/08/2017
EDR1769325	COPY OF EXECUTED DOCUMENT ITEM: OCM 23.05.2017 ITEM CCCS028 RE: AWARD OF TENDER C17021 - OLD POST OFFICE (UWA) ROOF TILE REPLACEMENT PARTIES: PROGRAMMED FACILITY MANAGEMENT PTY LTD SIGNED BY CEO A SHARPE 1 COPY	10/08/2017

Executed Document and Common Seal Record

EDR1769538	<p>COPY OF EXECUTED DOCUMENT ITEM: N/A RE: 20 MILLION TREES PROJECT - RINGTAIL POSSUM CORRIDORS - APPLICATION FOR \$100,000 - CITY'S CONTRIBUTION - \$45,000 PARTIES: OFFICE OF ROAD SAFETY - EVENTS GRANT APPLICATION SIGNED BY CEO A SHARPE 1 COPY</p>	15/08/2017
EDR1769540	<p>COPY OF EXECUTED DOCUMENT ITEM: N/A RE: RENEWAL OF SENIOR CITIZENS OF ALBANY (MEALS ON WHEELS) APPLICATION FOR A PREMISES CERTIFICATE - TO ALLOW BINGO TO CONTINUE AT THE CENTRE PORTION OF LOT S112 LOT 2 GREY STREET WEST PARTIES: SENIOR CITIZENS OF ALBANY (MEALS ON WHEELS) SIGNED BY CEO A SHARPE 1 COPY</p>	15/08/2017
EDR1769541	<p>COPY OF EXECUTED DOCUMENT ITEM: N/A RE: CLEARING PERMIT APPLICATION FOR WORKS ASSOCIATED WITH THE MUTTON BIRD IMPROVEMENT PLAN PARTIES: N/A SIGNED BY CEO A SHARPE 1 COPY</p>	15/08/2017
NCSR1768146	<p>COPY OF COMMON SEAL ITEM: OCM 24.10.2016 ITEM PD142 OCM 27.06.2017 ITEM DIS029 RE: CREATING A NEW ENVIRONMENTAL CONSERVATION RESERVE ADDING A NOTATION TO THE SCHEME MAP LEGEND REZONING LOT 1 JASON ROAD AND LOT 476 SIBBALD ROAD TO FUTURE URBAN. TRANSFERRING LOT 1001 LOWER MING ROAD BAYONET HEAD TO ENVIRONMENTAL CONSERVATION AND AMEND THE SCHEME MAPS PARTIES: LOWE PTY LTD, DEPARTMENT OF HOUSING AND EM & MB CAMERON SIGNED BY THE CEO A SHARPE & MAYOR D WELLINGTON 3 COPIES</p>	17/07/2017
NCSR1768467	<p>COPY OF COMMON SEAL ITEM: N/A RE: VARIATION OF LEASE UNDER DELEGATED AUTHORITY 2017:019 HANGAR SITE 12 ALBANY REGIONAL AIRPORT, VARIATION TO INCLUDE OFFICE SPACE PARTIES: JULIE ANN BISER SIGNED BY THE CEO A SHARPE & DEPUTY MAYOR G STOCKS 2 COPIES</p>	21/07/2017

Executed Document and Common Seal Record

NCSR1768626	<p>COPY OF COMMON SEAL ITEM: N/A RE: DEED OF LEASE OVER PORTION OF RESERVE 878 CHEYNE ROAD, CHEYNE BEACH UNDER DELEGATED AUTHORITY 2017:019 PARTIES: TREVOR WHEATCROFT SIGNED BY THE CEO A SHARPE & DEPUTY MAYOR G STOCKS 2 COPIES</p>	27/07/2017
NCSR1768628	<p>COPY OF COMMON SEAL ITEM: N/A RE: SECTION 70A FOR LOTS 202 AND 203 ON DEPOSITED PLAN 410303 PARTIES: JOHN R KINNEAR AS EXECUTOR FOR MARGARET KINNEAR SIGNED BY THE CEO A SHARPE & DEPUTY MAYOR G STOCKS 1 COPY</p>	27/07/2017
NCSR1769123	<p>COPY OF COMMON SEAL ITEM:N/A RE: SURRENDER OF LEASE UNDER DELEGATED AUTHORITY NO. 2017:019 RIGHT OF FIRST REFUSAL FOR NEW HANGAR SITE. REMOVAL OF ASBESTOS HANGAR PARTIES: HANGAR SITE 2 - ALBANY AIRPORT SIGNED BY CEO A SHARPE AND MAYOR D WELLINGTON 2 COPIES</p>	08/08/2017
NCSR1769243	<p>COPY OF COMMON SEAL ITEM: N/A RE: APPLICATION FOR CLEARING PERMIT FOR NORWOOD ROAD UPGRADE (SLK 2.4 - 3.5) PARTIES: DEPARTMENT OF WATER AND ENVIRONMENT REGULATION - DEPARTMENT OF MINES, INDUSTRY REGULATION AND SAFETY SIGNED BY CEO A SHARPE 1 COPY</p>	09/08/2017
NCSR1769476	<p>COPY OF COMMON SEAL ITEM: N/A RE: SECTION 70A REVOCATION FOR LOT 267 ON DEPOSITED PLAN 60511. FIRE REQUIREMENTS STATED HAVE CHANGED AND TITLE BURDENS WILL CHANGE PARTIES: BRADLEY AND RHIANNA HOOK SIGNED BY CEO A SHARPE AND MAYOR D WELLINGTON 1 COPY</p>	14/08/2017

Executed Document and Common Seal Record

<p>NCSR1769534</p>	<p>COPY OF COMMON SEAL ITEM: OCM 23.05.2017 ITEM CCCS028 RE: NEW LEASE FOR NORTH ALBANY FOOTBALL AND SPORTING CLUB INC ON PORTION OF RESERVE 32341 (COLLINGWOOD PARK) FOR 21 YEARS PARTIES: NORTH ALBANY FOOTBALL AND SPORTING CLUB INC SIGNED BY CEO A SHARPE AND MAYOR D WELLINGTON 3 COPIES</p>	<p>15/08/2017</p>
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CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

	Page No.
Statement of Budget Review by Nature and Type	1
Statement of Budget Review by Program	2
Details	
- Budget Review General Works/Variations Variations of Income and expenditures which are materially different to the adopted Budget require councils endorsement. These variations are detailed in this section of the review.	3 - 8
- 2016/17 Carry Forward Adjustments Included in the 2017/2018 Budget are uncompleted 2016/2017 projects carried forward. Balances shown as forecast at the time of budget preparation and are subject to final adjustments. Adjustments have now been finalised and seeking Council's endorsement.	9 - 13
- Opening Funds Reconciliation This note demonstrates the calculation in the opening position 1 July 2017.	14

For The Period Ending 31 July 2017

2017/2018					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD ACTUAL	VARIANCE (b) - (a)	VARIANCE
	(a) \$	(b) \$	\$	\$	%
Operating Revenues					
Rates	35 461 300	35 461 300	34 518 454	-	
Grants & Subsidies	3 184 285	3 247 439	16 582	63 154	2.0
Interest Earnings	1 134 492	1 134 492	63 818	-	
Contributions, Donations & Reimbursements	648 959	648 959	35 393	-	
Fees & Charges	17 105 686	17 105 686	6 835 813	-	
Profit On Sale Of Assets	15 872	15 872	-	-	
Other Revenue	364 522	364 522	9 795	-	
	57 915 116	57 978 270	41 479 853	63 154	
Operating Expenditure					
Employee Costs	(26 369 593)	(26 419 044)	(1 320 009)	(49 451)	0.2
Materials & Contracts	(17 285 414)	(17 440 084)	(805 854)	(154 670)	0.9
Utilities (gas, electricity, water, etc.)	(1 850 099)	(1 850 099)	(40 933)	-	
Insurance	(708 302)	(708 302)	-	-	
Interest Expenses	(871 085)	(871 085)	(5 091)	-	
Other Expenses	(2 911 281)	(2 936 494)	(160 691)	(25 213)	0.9
Depreciation	(16 910 453)	(16 910 453)	(1 409 206)	-	
Loss On Sale Of Assets	(608 999)	(608 999)	-	-	
Less Allocated to Infrastructure Assets	858 143	858 143	17 706	-	
	(66 657 083)	(66 886 417)	(3 724 078)	(229 334)	
Contributions for the Development of Assets					
Grants and Contributions	8 714 879	8 633 915	557 269	(80 964)	-0.9
Net Operating Result Excluding Rates	(27 088)	(274 232)	38 313 044	(247 144)	
Adjustment Non Cash Items					
Write Back Non Cash Items	17 503 580	17 503 580	1 409 206	-	
Funds Demanded From Operations	17 476 492	17 229 348	39 722 250	(247 144)	
Acquisition of Fixed Assets					
Land & Buildings	(7 969 596)	(8 388 601)	(109 323)	(419 005)	5.3
Plant & Equipment	(3 468 782)	(3 468 782)	(116 550)	-	
Furniture & Equipment	(636 900)	(711 900)	(34 135)	(75 000)	11.8
Infrastructure Assets	(12 815 948)	(14 471 801)	(170 164)	(1 655 853)	12.9
	(24 891 226)	(27 041 084)	(430 173)	(2 149 858)	
Capital Revenue					
Proceeds from Sale of Assets	694 888	694 888	1 818	-	
Financing/Borrowing					
Debt Redemption	(2 216 361)	(2 216 361)	(22 698)	-	
Self Supporting Loans (Principal Repayments)	12 120	12 120	-	-	
Loan Drawn Down	2 120 000	2 120 000	-	-	
Demand for Resources	(6 804 087)	(9 201 089)	39 271 198	(2 397 002)	
Restricted Funding Movements					
Opening Funds	2 230 734	2 664 722	2 664 722	433 988	19.5
Transfer From Restricted Cash Unspent Loans	547 125	939 259	-	392 134	71.7
Transfer to Reserve Transactions	(11 901 803)	(11 901 803)	-	-	
Transfer from Reserves Transactions	15 928 031	17 607 973	-	1 679 942	10.5
Closing Funds Surplus/(Deficit)	-	109 062	41 935 920	109 062	

For The Period Ending 31 July 2017

	2017/2018				
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD ACTUAL	VARIANCE (b) - (a)	VARIANCE
	(a) \$	(b) \$	\$	\$	%
Operating Revenues					
General Purpose Funding	38 617 844	38 617 844	34 585 122	-	
Governance	6 700	6 700	1 028	-	
Law Order and Public Safety	504 220	454 874	23 501	(49 346)	-9.8
Health	109 000	109 000	1 998	-	
Education and Welfare	1 231 575	1 231 575	72 736	-	
Community Amenities	8 595 830	8 595 830	6 073 192	-	
Recreation and Culture	3 009 833	3 122 333	202 998	112 500	3.7
Transport	2 064 401	2 064 401	177 104	-	
Economic Services	2 786 026	2 786 026	146 394	-	
Other Property and Services	989 687	989 687	195 783	-	
	57 915 116	57 978 270	41 479 854	63 154	
Operating Expenditure					
General Purpose Funding	(655 084)	(655 084)	(33 860)	-	
Governance	(4 902 571)	(4 922 571)	(358 346)	(20 000)	0.4
Law Order and Public Safety	(2 313 234)	(2 370 398)	(122 294)	(57 164)	2.5
Health	(724 265)	(724 265)	(54 200)	-	
Education and Welfare	(1 690 744)	(1 690 744)	(86 452)	-	
Community Amenities	(10 605 985)	(10 602 899)	(338 844)	3 086	0.0
Recreation and Culture	(14 633 021)	(14 731 421)	(783 732)	(98 400)	0.7
Transport	(23 176 658)	(23 233 514)	(1 669 969)	(56 856)	0.2
Economic Services	(5 640 255)	(5 640 255)	(325 209)	-	
Other Property and Services	(2 315 266)	(2 315 266)	48 828	-	
	(66 657 083)	(66 886 417)	(3 724 078)	(229 334)	
Non-Operating Grants, Subsidies And Contributions					
Law Order and Public Safety	50 000	50 000	-	-	
Community Amenities	36 364	36 364	-	-	
Recreation and Culture	3 191 940	3 283 573	136 364	91 633	2.9
Transport	4 415 200	4 242 603	420 905	(172 597)	-3.9
Economic Services	1 021 375	1 021 375	-	-	
	8 714 879	8 633 915	557 269	(80 964)	
Adjustment Non Cash Items					
Write Back Non Cash Items	17 503 580	17 503 580	1 409 206	-	
Funds Demanded From Operations	17 476 492	17 229 348	39 722 251	(247 144)	
Acquisition of Fixed Assets					
Land & Buildings	(7 969 596)	(8 388 601)	(109 323)	(419 005)	5.3
Plant & Equipment	(3 468 782)	(3 468 782)	(116 550)	-	
Furniture & Equipment	(636 900)	(711 900)	(34 135)	(75 000)	11.8
Infrastructure Assets	(12 815 948)	(14 471 801)	(170 164)	(1 655 853)	12.9
	(24 891 226)	(27 041 084)	(430 173)	(2 149 858)	
Capital Revenue					
Proceeds from Sale of Assets	694 888	694 888	1 818	-	
Financing/Borrowing					
Debt Redemption	(2 216 361)	(2 216 361)	(22 698)	-	
Loan Drawn Down	2 120 000	2 120 000	-	-	
Demand for Resources	(6 804 087)	(9 201 089)	39 271 198	(2 397 002)	
Restricted Funding Movements					
Opening Funds	2 230 734	2 664 722	2 664 722	433 988	19.5
Transfer to Reserve Transactions	(11 901 803)	(11 901 803)	-	-	
Transfer from Reserves Transactions	15 928 031	17 607 973	-	1 679 942	10.5
Closing Funds Surplus/(Deficit)	-	109 062	41 935 920	109 062	

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

This Review Maintains Council's Budget in a Surplus Position

GENERAL WORKS/VARIATIONS. (Additional Funds Required)		\$
		(529 664)
FUNDED BY		
- Reduction in Expenditure	-	
- Adjustment in Grant/Contributions Funding	(130 310)	
- Adjustment in Revenue	112 500	
- Restricted Cash Adjustments	<u>281 218</u>	<u>263 408</u>
Balance		<u><u>(266 256)</u></u>
Budgeted Opening Position	2 230 734	
NB - Adjustments From 2016/17 Financial Year (Pg's 8 - 12)	58 670	
	<u>2 289 404</u>	
Actual Opening Position	2 664 722	375 318
2017/18 Budgeted Closing Position		<u><u>109 062</u></u>

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

SECTION						REQUESTED BY - STEPHEN GRIMMER		DIRECTORATE - CORPORATE SERVICES	
FACILITATOR STRATEGY & IMPROVEMENT									
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2017/18		FORECAST 2017/18		BUDGET REVIEW CONSIDERATION		EXPLANATION	
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME		
76712	Peer Support Pilot Program	-		20 000		20 000		Grant received in 16/17 for the Great Southern Integrated Planning and Reporting Peer Support Pilot Program to be delivered in 2017/18.	
13259	Unspent Grant Reserve T/F to Muni.		-		20 000		20 000		
	TOTAL :	-	-	20 000	20 000	20 000	20 000		

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

SECTION RANGERS		REQUESTED BY - TONY WARD DIRECTORATE - DEVELOPMENT SERVICES
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JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2017/18		FORECAST 2017/18		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
30832	LGGS BFB Operating Grant Expenditure	220 739		252 690		31 951		DFES announced their funding for SES and BFB's late June, therefore an amendment to the original budget is require to represent DFES's actual commitments. One quarter of the grant had been prepaid on the 29th June therefore has been transferred to the unspent grant reserve in 2016/17, a reversal is required in 2017/18.
30982	LGGS SES Operating Grant Expenditure	35 590		60 803		25 213		
10863	LGGS BFB Operating Grant		245 508		189 518		(55 990)	
10993	LGGS SES Operating Grant		37 390		44 034		6 644	
13259	Unspent Grant Reserve T/F to Muni.		-		77 851		77 851	
TOTAL :		256 329	282 898	313 493	311 403	57 164	28 505	

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

SECTION						REQUESTED BY - DAVID KING/SAMANTHA STEVENS		
INFRASTRUCTURE/ALAC						DIRECTORATE - WORKS/COMMUNITY SERVICES		
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2017/18		FORECAST 2017/18		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
7835	Synthetic Hockey Pitch Replacement	275 000		550 000		275 000		A budget amendment is required for the replacement of the synthetic hockey pitch. The original budget set in last years budget excluded the contribution from the hockey club and a revised replacement cost has been calculated. Total replacement cost \$550k, funded by \$183.3k grant from Dept. of Local Government Sport and Culture Industries, \$183.3k from Synthetic Surface Replacement Reserve and \$183.3 from the Debt Management Reserve.
13925	Synthetic Surface Contribution		91 700		183 333		91 633	
12849	Debt Management T/F from Reserve		833 325		1 016 692		183 367	
13415	MRD Direct Grant		415 000		242 403		(172 597)	As per the recalculation of the Direct Grants portion of the State Road Funds to Local Government Agreement, the City of Albany's Direct Grant has been reduced by \$172,597 from \$415,000 to \$242,403
	TOTAL :	275 000	1 340 025	550 000	1 442 428	275 000	102 403	

**BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017
CARRY FORWARD ADJUSTMENTS**

CARRY FORWARD WORKS ADJUSTMENTS MUNICIPAL FUNDS. SURPLUS/(DEFICIT)	\$	
	(1 849 528)	
FUNDED BY		
- Increase in Expenditure	-	
- Restricted Loan Funds Movement	392 134	
- Grant Amendments	-	
- Increase/(Decrease) in opening funds	58 670	
- Adjustment in Reserve Funding	<u>1 398 724</u>	<u>1 849 528</u>
	<u> </u>	<u> </u>
	<u> </u>	<u> </u>
	-	

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

SECTION: CARRY FORWARD ADJUSTMENTS						REQUESTED BY - MICHAEL COLE DIRECTORATE - CORPORATE SERVICES		
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2017/18		2017/18 AMENDED BUDGET		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
	Major Projects							
2657	Emu Point to Middleton Monitoring 16/17	44 544		44 544		-		No amendment required
3774	Emu Point to Middleton Monitoring 15/16	6 271		6 215		(56)		Carry Forward Amendment based on 2016/17 Actuals
77272	Surf Reef Feasibility	49 696		49 696		-		No amendment required
71532	CBD Strategy	19 229		19 229		-		No amendment required
71632	City Naming Marker Strategy	17 942		17 942		-		No amendment required
77322	Middleton Beach - Public Realm Planning	13 305		10 275		(3 030)		Carry Forward Amendment based on 2016/17 Actuals
16694	Botanical Gardens	99 995		99 995		-		No amendment required
3974	Visitor Centre - Professional Fees	34 267		68 849		34 582		Carry Forward Amendment based on 2016/17 Actuals
	Community Services							
71007	Community Funding	12 000		12 000		-		No amendment required
	Land & Heritage							
37227	Manage Land Asset's	63 687		63 687		-		No amendment required
	Leased Assets							
16047	Contrib. to Albany Ag. Society Building	150 000		150 000		-		No amendment required

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

SECTION CARRY FORWARD ADJUSTMENTS						REQUESTED BY - MICHAEL COLE DIRECTORATE - CORPORATE SERVICES		
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2017/18		2017/18 AMENDED BUDGET		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
	Recreation							
18694	Centennial Park Upgrade	1 077 092		2 474 843		1 397 751		Carry Forward Amendment based on 2016/17 Actuals
3916	Collingwood Park Lights	315 711		315 711		-		No amendment required
7835	Synthetic Hockey Pitch Replacement	275 000		275 000		-		No amendment required
2648	Middleton Beach - End of Trip Facilities	5 000		5 000		-		No amendment required
78356	Share the Road Education Program	4 145		45		(4 100)		Carry Forward Amendment based on 2016/17 Actuals
	Airport							
3331	RPT Lighting GA Aprons	50 000		50 000		-		No amendment required
7546	Contract Works - Hire Car and City Buildings	299 199		296 080		(3 119)		Carry Forward Amendment based on 2016/17 Actuals
7548	Relocation of St Johns Shed	105 731		105 731		-		No amendment required
	Planning Services							
78302	Albany Land Use Strategy and Precinct Plann	51 993		51 993		-		No amendment required
71432	Anson Road	30 000		30 000		-		No amendment required
71442	Innovation Park Business Case	23 166		23 166		-		No amendment required
14297	Land Tenure Requirements	91 015		91 015		-		No amendment required

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

SECTION CARRY FORWARD ADJUSTMENTS						REQUESTED BY - MICHAEL COLE DIRECTORATE - CORPORATE SERVICES		
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2017/18		2017/18 AMENDED BUDGET		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
	Ranger Services							
10074	Impoundment Equipment	13 246		4 636		(8 610)		Carry Forward Amendment based on 2016/17 Actuals
2714	Napier Fire Station	77 734		77 734		-		No amendment required
2659	Building Local Community Awareness	9 114		9 114		-		No amendment required
	Buildings							
2660	ALAC Sewer Upgrade- design	10 640		9 280		(1 360)		Carry Forward Amendment based on 2016/17 Actuals
3773	Albany Visitor Centre Building Construction	1 645 000		2 037 134		392 134		Carry Forward Amendment based on 2016/17 Actuals
3621	Old Post Office Veranda Works	403 737		400 505		(3 232)		Carry Forward Amendment based on 2016/17 Actuals
3996	VAC Refurbishment of roof shingles - staged	177 265		177 265		-		No amendment required
2662	Changing Places Public Facilities Waterfront	198 757		198 757		-		No amendment required
3435	Depot CCTV	18 000		18 000		-		No amendment required
3993	Centennial Park Gardener Shed	150 000		150 000		-		No amendment required
	Roadwork's							
3233	Millbrook Road	544 642		563 692		19 050		Carry Forward Amendment based on 2016/17 Actuals

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2017

SECTION CARRY FORWARD ADJUSTMENTS						REQUESTED BY - MICHAEL COLE DIRECTORATE - CORPORATE SERVICES		
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2017/18		2017/18 AMENDED BUDGET		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
	Drainage							
71572	Drainage Strategy	15 195		-		(15 195)		Carry Forward Amendment based on 2016/17 Actuals
	Parking Facilities							
3622	104-110 Stirling Terrace Parking	70 000		70 000		-		No amendment required
	Bridges							
3770	Chegiup Bridge	689 734		689 734		-		No amendment required
73062	Hunton Rd Bridge	-		72 051		72 051		Carry Forward Amendment based on 2016/17 Actuals
3854	Lower King - King River Bridge 4751	135 000		135 000		-		No amendment required
	Waste							
3723	Refurbish Tip Shop Area	135 875		131 896		(3 979)		Carry Forward Amendment based on 2016/17 Actuals
3839	Traffic Modifications	57 411		45 981		(11 430)		Carry Forward Amendment based on 2016/17 Actuals
	Reserves Projects							
3909	Black Swan Point Reserve Car Park	19 803		19 803		-		No amendment required
3829	Albany Agricultural Society Earthworks	70 800		58 871		(11 929)		Carry Forward Amendment based on 2016/17 Actuals
71192	Street Tree Audits CBD and major arterials	17 355		17 355		-		No amendment required
	Plant Replacement Program							
13564	Heavy Fleet Purchase	321 060		321 060		-		No amendment required
14175	Heavy Fleet Sales		45 000		45 000		-	
	TOTAL :	7 619 356	45 000	9 468 884	45 000	1 849 528	-	

RECONCILIATION OF OPENING FUNDS AS AT 1 JULY 2017

	ORIGINAL BUDGET	BUDGET REVIEW CONSIDERATION	VARIANCE (b) - (a)	VARIANCE	NOTE
	\$	\$	\$	%	
Net Current Asset Position	24 141 528	27 895 189	3 753 661	15.5	
Adjustments					
Add back					
Loan Borrowings	2 214 884	2 136 616 -	78 268	-3.5	(a)
Less					
Cash Backed Reserves	23 296 584	25 992 610	2 696 026	11.6	
Restricted Other - Unspent Loans	547 125	939 259	392 134	71.7	
Self Supporting Loans (Principal)	-	-	-		
Investments - LG Unit Trust Shares	205 605	205 605	-		
Land held for Resale	76 364	229 609	153 245	200.7	
Opening Funds Surplus/(Deficit)	2 230 734	2 664 722	433 988	19.5	

(a) (Add back loan repayments as they represent a current liability for payments to be made over the next twelve months already reflected as expenditure)



ALBANY 2030

COMMUNITY

STRATEGIC PLAN

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INTRODUCTION

ACKNOWLEDGEMENT OF PEOPLE & COUNTRY

On behalf of our Community the City of Albany respectfully acknowledges the past and present traditional owners of this land, the Menang people. It is a privilege to be living on Noongar country.



EXECUTIVE MESSAGE

A LOT HAS HAPPENED SINCE THE CITY OF ALBANY'S FIRST COMMUNITY STRATEGIC PLAN WAS DEVELOPED WITH THE COMMUNITY FOUR YEARS AGO.

Standing out on the long list of achievements is the 2014 Anzac centenary commemoration which has created renewed awareness of the Anzac Story and given us all a greater sense of pride in our community's place in this significant chapter of Australia's history.

The National Anzac Centre has become a major tourism asset for our city, receiving widespread acclaim as a memorial to our Anzac heroes and a must-do cultural experience.

York Street, Stirling Terrace, the Town Square and the Centennial Park Sporting Precinct have all had major upgrades, and there is long-awaited progress happening on the vacant Middleton Beach hotel site.

Albany has had a Royal visit and has also successfully hosted major events like the Clipper Round the World Race and Campervan and Motorhome Club of Australia National Rally.

Tourism visitation has increased as Albany's reputation as a must-see destination continues to grow.

To support this the City has established a regional alliance with Denmark and Plantagenet to better promote the "Amazing South Coast" as a great place to visit.

All this success for Albany would not have been achieved without the input and support of the community.

Through extensive engagement and consultation we have stayed connected to our community and the input and feedback received from the people of Albany has helped inform and guide our projects, events and decisions.

Albany 2030 is an extension of our ongoing conversation with the community. More than 1,890 people directly participated in the review of this Community Strategic Plan by attending workshops, pop-up cafes, completing surveys and making submissions during the public comment period.

It has given the City an extensive insight into community opinion and expectations that has allowed us to develop a clear plan for the future – a plan that sets out the community's vision and how we can achieve the community's aspirations.

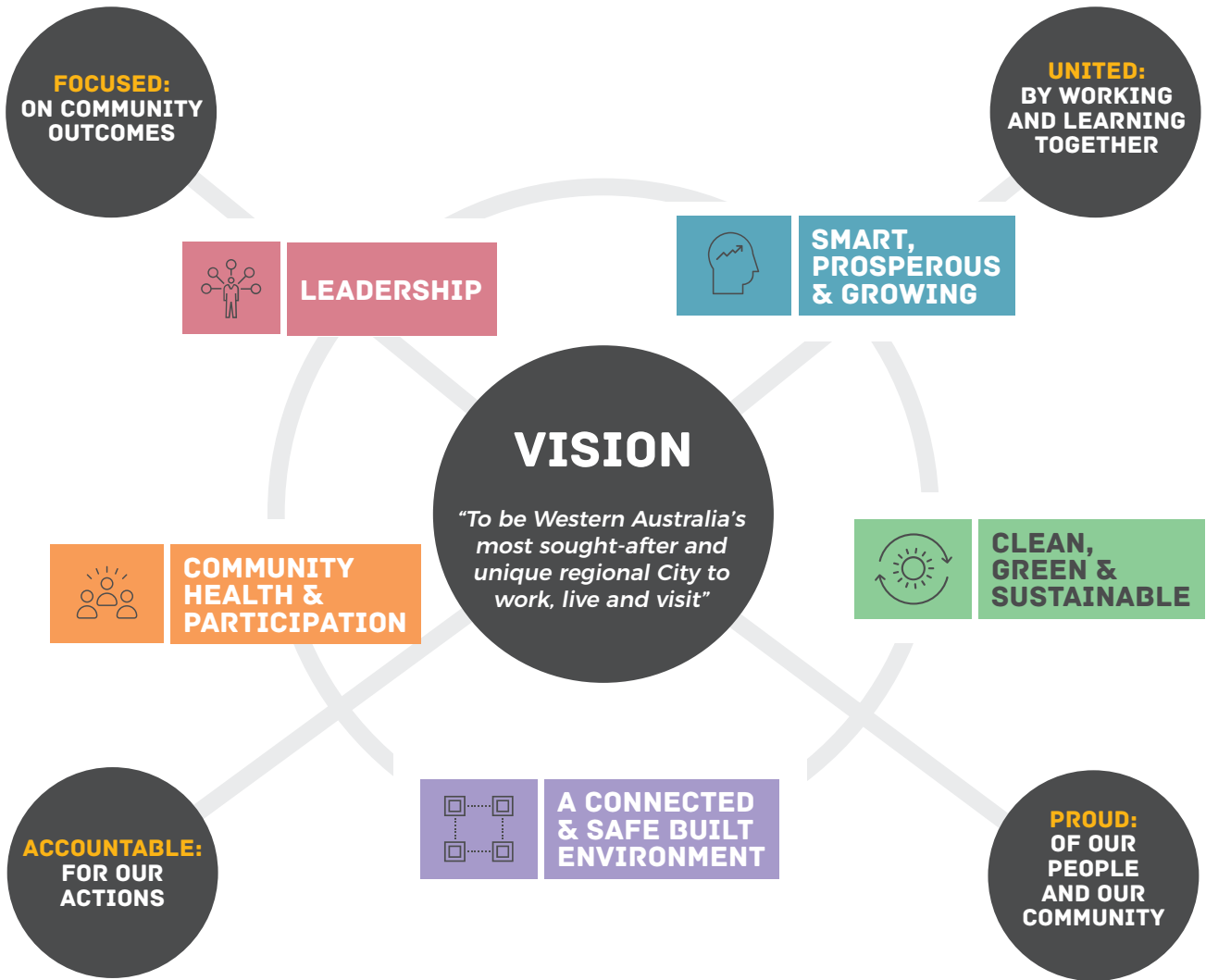
Thank you to everyone who has contributed to this important plan for Albany's future.

A handwritten signature in black ink, appearing to read 'Dennis Wellington'.

DENNIS WELLINGTON,
MAYOR

A handwritten signature in black ink, appearing to read 'Andrew Sharpe'.

ANDREW SHARPE,
CHIEF EXECUTIVE OFFICER



OUR COMMUNITY STRATEGIC PLAN

THE KEY PRINCIPLES THAT GUIDE THIS PLAN ARE:

Together, we have updated our Community Strategic Plan to provide an ambitious long-term vision for the City of Albany. The clear direction set by Council ensures we focus on the priorities of our community, now and into the future.

- It looks to balance the wide range of views held within the community
- It is simple and understandable
- It is positive, forward thinking and inclusive
- It meets our regulatory responsibilities as a local government

It is important to note that Council is not wholly responsible for implementation and we will continue to partner with various stakeholders to meet our vision and aspirations. This is a plan which sets the direction for the whole of the City.

THE KEY PARTNERS TO THIS PLAN ARE:

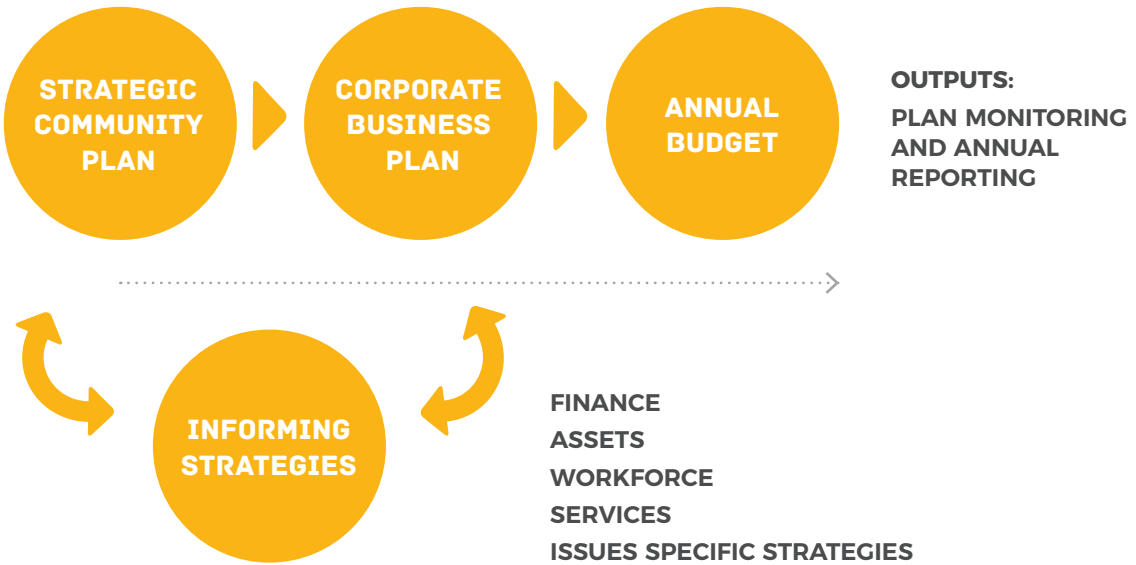
- Australian government
- Chamber of commerce and industry
- Community groups
- Developers
- Local businesses and industry
- Non-government organisations
- Residents and visitors
- WA government



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

COMMUNITY ENGAGEMENT

MEASUREMENT AND REPORTING



COMMUNITY PLAN

Our Community Strategic Plan-Albany 2030 sets out our vision, aspirations, objectives and community priorities into the future and is our principal strategy and planning document.

CORPORATE BUSINESS PLAN

Our Corporate Business Plan summarises the current and future resources required to deliver services, projects and programs over the next four years to implement the Community Strategic Plan and is supported by informing strategies and plans that are fully aligned including business plans for each business unit, our long term financial plan, our strategic asset management plans and our people strategy.

ANNUAL BUDGET

Our Annual Budget allocates the funds and resources required to deliver the aspirations outlined in the Community Strategic Plan and the commitments outlined in the Corporate Business Plan and informing strategies.

SCHEDULED REVIEWS

THE CITY'S INTEGRATED PLANNING FRAMEWORK IS REVIEWED AND UPDATED IN ACCORDANCE WITH SECTION 5.56 OF THE LOCAL GOVERNMENT ACT 1995 AND SECTION 19DA OF THE LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS. THE TABLE BELOW DEFINES THE FREQUENCY OF REVIEWS:

Element	Review Frequency
Community Strategic Plan-Albany 2030	Minor review every 2 years consisting of a community perception survey and peer review. Major review every 4 years consisting of comprehensive community engagement using a variety of methods and platforms
Corporate Business Plan	Reviewed annually as part of the budget build process and submitted to Council for adoption.
Supporting Plans and Strategies	Reviewed as specified (normally every 4-5 years) with the latest version available on the City's web-site



OUR COMMUNITY

ALBANY IS SITUATED ON THE SOUTH COAST OF WA IN NOONGAR COUNTRY, TRADITIONALLY OWNED AND OCCUPIED BY THE MENANG PEOPLE FOR OVER 50,000 YEARS.

Overlooking one of the world's most majestic and unique natural harbours, Albany is also WA's first European settlement and is steeped in history, retaining strong connections to its culture and heritage.

It has a unique chapter in the Anzac story as the place where more than 40,000 Anzacs gathered to sail for the battlefronts of World War I.

Buildings of historical significance can also be found on almost every corner – the Town Hall (1888), Old Gaol (1852), Vancouver Arts Centre which was formerly a hospital (1887), Earl of Spencer Inn (1850), and St John's Church (1848).

With a population of over 37,000, Albany is the administrative and service hub of the Great Southern region. It has experienced growth in its population and economy over the past decade and this is expected to continue.

The City of Albany covers a land area of about 4,312 square kilometres and offers both an urban and rural lifestyle. The City manages over 1,600kms of road, 250kms of pathways, 380kms of roadside kerbing, and 35 hectares of irrigation in 360 gardens, playgrounds and sporting fields.

Diverse facilities such as a library, leisure and aquatic centre, airport, arts centre, day care and visitor centre provide a broad range of services to community.

Agriculture and retail are among the region's main industries and tourism is a key growth area thanks to the region's abundance of natural and other attractions.

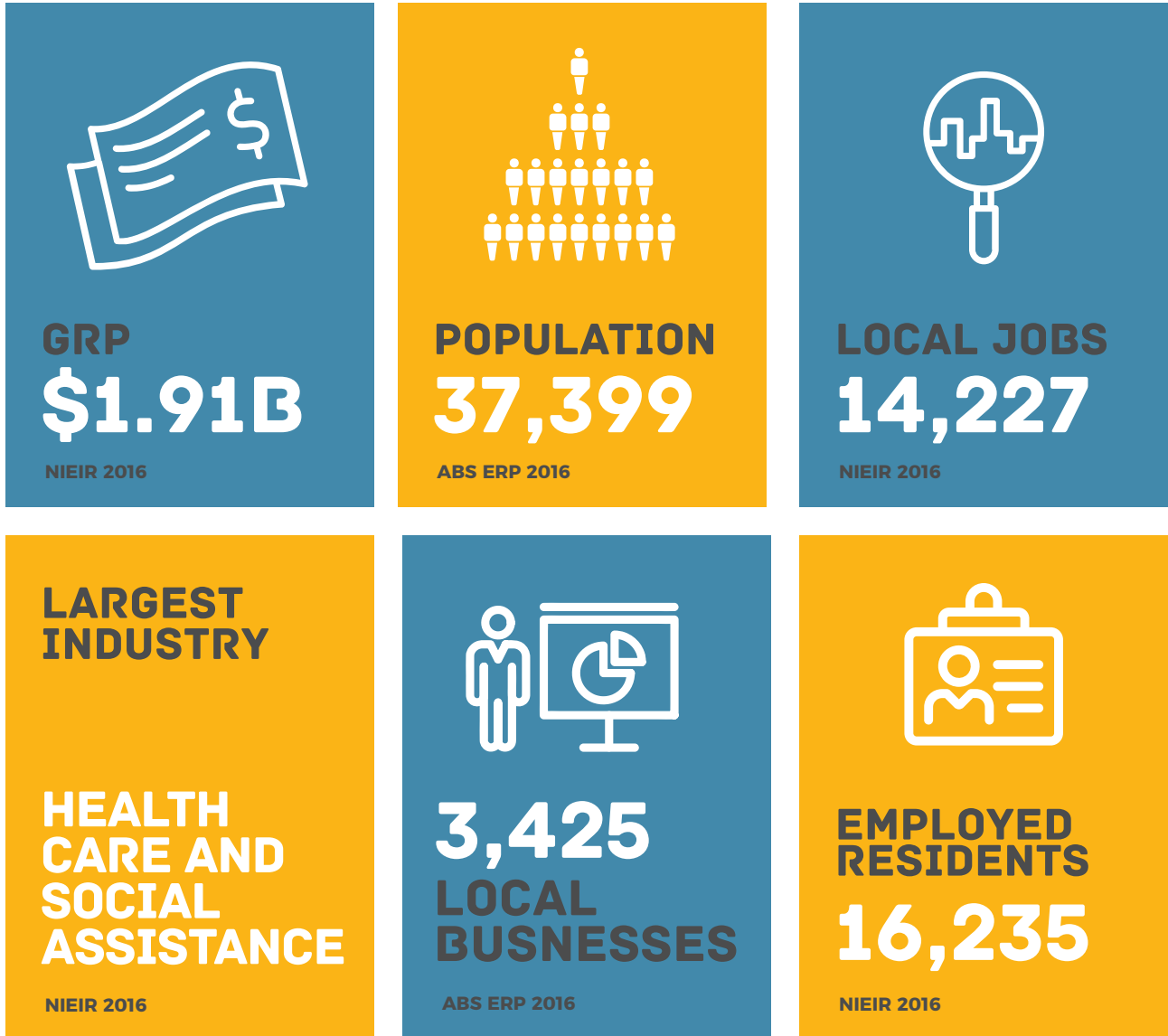
The award-winning National Anzac Centre, one of Australia's most important cultural pilgrimages,

Boutique food and wine, whale watching, fishing, surfing and community events combined with the region's world-recognised biodiversity provides an enviable lifestyle for locals and unique experiences for visitors.



OUR POPULATION AND ECONOMIC PROFILE

“City of Albany’s Gross Regional Product is estimated at \$1.91 billion, which represents 0.7% of the state’s GSP (Gross State Product).”



CENSUS TRENDS

Criteria	2011	2016	Growth
Population	34,873	37,399	2,526
Economic Gross regional Product	\$1.81 billion	\$1.91 billion	\$0.1billion
Local Businesses	3,477	3,425	-52
Local Jobs	14,747	14,227	-520
Residential Approvals previous 5 years	1408	1196	-212
Tourist Visitor Nights	1,019,336	1,535,061	515,725

(FROM .ID COMMUNITY DEMOGRAPHIC RESOURCES AVAILABLE ON THE CITY'S WEB-SITE)

**HOW WE DEVELOPED OUR
COMMUNITY STRATEGIC PLAN**

PRELIMINARY RESEARCH

COMMUNITY CONSULTATION

COUNCIL DIRECTION

PREPARE DRAFT

PEER REVIEW

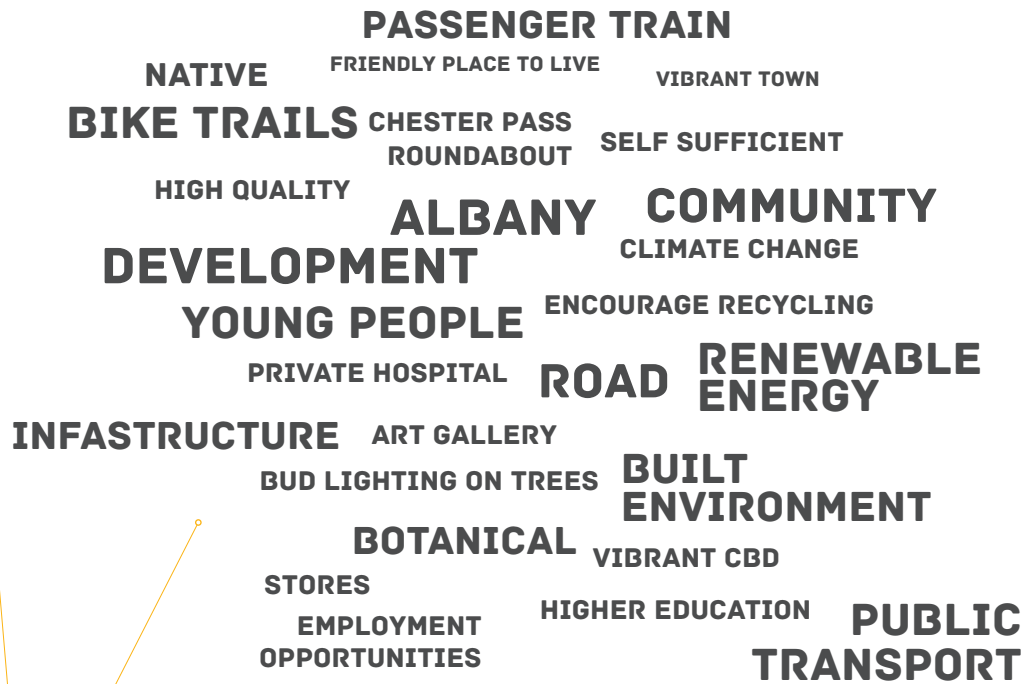
**PUBLIC COMMENT AND
COUNCIL ADOPTION**



REPORT ITEM CCCS057 REFERS TO

COMMUNITY ENGAGEMENT PARTICIPATION

Platform	Location	Participation
	Bornholm	17
	City Centre	2
Community In Conversation Workshops	Redmond	17
	Little Grove	7
	Wellstead	12
Town Talk Pop up Cafe	Town Square	102
ACCI Business After Hours Forum	Little Grove	100
Let's Chat Focus Group	Albany	7
Social Media	Online	620
Great Southern Grammar	Kalgan	7
Great Southern Health Forum	City of Albany	14
Survey	Online	205
Council Strategic Briefing	City of Albany	10
Staff Workshop	City of Albany	26
Written Submissions & Postcards	Hard copy	70
Launch and Live Video	Various locations	16
Boatshed Markets	Hard copy	50
Independent Community Perception Survey	Online & Postal	613
Total Participation Numbers		1,893



EMERGING THEMES

The following are the most common themes from the community engagement forums and surveys undertaken in March and April 2017.

- adding value to agriculture,
- eco housing,
- encouraging private investment,
- environmental education,
- festivals and events,
- improved amenities for public open space
- improved communication
- improved health and wellbeing,
- improved internet services and use of technology,
- improved roads and footpaths,
- improving public transport,
- natural asset development,
- outdoor recreation,

- providing incentives for development
- reduce red tape for business
- renewable energy,
- the need to ensure rural communities are valued
- tourism growth,

It is important to note that many in our community are attracted to Albany for the lifestyle it provides and indicated that developing the economy should not be detrimental to the natural and pristine environment we live in. The use of renewable energy was commonly suggested as an industry worthy of noting that would develop the economy and also retain and protect the natural environment.

Other emerging themes identified since the last plan developed in 2013 included jobs, youth, health, education and the need for the City and Council to explain decisions that have been made.

ALBANY 2030

THEME 1:
LEADERSHIP

WHAT OUR COMMUNITY SAID

OUR COMMUNITY IS LOOKING FOR A COUNCIL THAT DEVELOPS AND COMMUNICATES A CLEAR VISION AND DIRECTION THAT BALANCES THE DIVERSE RANGE OF VIEWS AND INTERESTS WITHIN OUR COMMUNITY. THE EXPECTATION IS THAT EFFECTIVE LEADERSHIP UNDERPINS EVERYTHING WE DO BY ENSURING THAT ALL DECISIONS ARE MADE IN THE BEST INTERESTS OF THE ENTIRE COMMUNITY.

Our community believes that City staff should be trained, highly skilled professionals, who are helpful, transparent and consistent in decision-making. This requires an ongoing focus on customer service, innovation and effective communication.

Our community would also like to see improved engagement so that community members feel their input is valued and used to inform decisions. In particular our community would like to understand why decisions are made and how their feedback has influenced the decision. We envisage regular updates on what is being delivered against what has been promised in a variety of communication platforms.



Our Aspiration:

We will listen to our community and deliver outcomes that reflect their needs and expectations.”

Objective 1.1: To establish and maintain sound business and governance structures

Community Priorities

We know we are succeeding when

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.

Our community believe we are providing value for money.

1.1.2 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.

Our Council is recognised for its effectiveness in leadership and decision making.

Objective 1.2 To provide strong, accountable leadership supported by a skilled & professional workforce

Community Priorities

We know we are succeeding when

1.2.1 Provide positive leadership that delivers community outcomes and gains a reputation for doing what is good for Albany and the surrounding region.

We are seen as a Local Government that does what we say we will do.

1.2.2 Develop contemporary service delivery and staff development programs to ensure a professional and resilient workforce which is continually improving.

Community surveys indicate high satisfaction with the services provided by the City.

Objective 1.3 To engage effectively with our community

Community Priorities

We know we are succeeding when

1.3.1 Develop structures and processes that engage the community and engender community confidence, and trust that their input is valued and used to inform decisions and priorities.

Feedback from our community indicates that we are listening and acting on what we hear.

1.3.2 Improve community engagement processes and platforms to provide our community with a variety of opportunities to be involved and to contribute to decisions.

There is a steady increase in the use of engagement opportunities and platforms available to our community.

We will measure community satisfaction with

We will also monitor

- CoA as a governing organisation
- Value for money from rates
- Council's leaderships
- How open and transparent Council processes are
- How the community is consulted about local issues
- The City web-site
- Customer service

- Customer service requests and complaints
- Voter turnout
- Community feedback
- Social media

THEME 2:

SMART PROSPEROUS & GROWING

WHAT OUR COMMUNITY SAID

OUR COMMUNITY HAS INDICATED THEY WANT THE CITY TO PLAY A KEY ROLE IN GROWING THE LOCAL ECONOMY INCLUDING A REGIONAL APPROACH TO TOURISM AND ECONOMIC DEVELOPMENT. THEY WOULD LIKE THE CITY TO ENCOURAGE INVESTMENT AND IDENTIFY NICHE BUSINESS OPPORTUNITIES INCLUDING VALUE ADDING TO AGRICULTURE WHICH REMAINS AN IMPORTANT ECONOMIC DRIVER IN OUR REGION. MANY IN OUR COMMUNITY ARE CONCERNED THAT A LACK OF EMPLOYMENT OPPORTUNITIES IS RESULTING IN YOUNG PEOPLE LEAVING OUR REGION.

We would like to be recognised as a regional centre which provides high quality education and training programs, to prepare our workforce for the future. This includes ongoing growth in the tertiary education sector to retain more young people in our region and the use of our unique environmental and heritage assets to enhance the learning experience.

Our community recognises the potential for our region to become a unique visitor destination, and wants to see the City continue to improve our tourism offering and market our region as a great place to visit. This includes encouraging more visitors to come to Albany and the surrounding region through effective destination marketing and the ongoing development of the tourism offering to encourage visitors to stay longer.



Our Aspiration:

“We will partner and advocate with relevant stakeholders to diversify our economy and establish a culture of life-long learning to support and grow local employment.”

Objective 2.1: To strengthen and grow our region’s economic base

Community Priorities

We know we are succeeding when

2.1.1 Work with business and other stakeholders to attract investment; diversify the economy; create jobs and support small business growth.

There is wide ranging community support for our economic development strategies.

2.1.2 Advocate for innovation and technology platforms that provide opportunities for Albany businesses and individuals to access jobs and markets throughout Australia and around the world.

Businesses throughout our region can access modern business and communication technology.

Objective 2.2: To develop a smart city that supports economic growth

Community Priorities

We know we are succeeding when

2.2.1 Partner with learning networks, schools and training providers to deliver education and training programs that support families and encourage a culture of lifelong learning.

There is growth in the education sector which is linked to economic growth and employment

2.2.2 Promote Albany and the surrounding region as an ideal location to hold conferences and training events

There is a steady increase in the numbers of people visiting our region for conferences and training.

Objective 2.3: To develop and promote Albany as a unique and sought-after visitor location

Community Priorities

We know we are succeeding when

2.3.1 Encourage, support and deliver significant events that promote our region and have a positive economic and social benefit.

Our City regularly hosts significant events and activities which attract positive feedback.

2.3.2 Promote the “Amazing South Coast” region as a sought after and iconic tourism destination to increase the number of people visiting and the duration they stay.

There is a steady growth in visitors participating in activities in our emerging tourism markets and business events.

We will measure community satisfaction with

We will also monitor

- Albany as a place to live and work
- Economic development and job creation
- Tourism attractions and marketing
- Education and training opportunities
- Benefits from significant events

- Economic demographics and trends
- Employment numbers and trends
- Visitor numbers and trends



THEME 3:

CLEAN, GREEN & SUSTAINABLE

WHAT OUR COMMUNITY SAID

OUR COMMUNITY CONTINUES TO LOVE THE CITY'S NATURAL ASSETS, COASTLINE AND GREEN SPACES WITHIN OUR MUNICIPALITY. OUR CLIMATE, COASTLINE, PARKS AND NATURAL RESERVES ARE STRONGLY VALUED BY OUR COMMUNITY. OUR COMMUNITY BELIEVES THESE SHOULD BE PROTECTED, MAINTAINED AND, WHERE PRACTICAL, ENHANCED. THERE IS A STRONG DESIRE FOR OUR NATURAL ASSETS TO FEATURE PROMINENTLY IN NATURE-BASED TOURISM OPPORTUNITIES, AND TO PROMOTE ALBANY AS A SUSTAINABLE CITY. THIS INCLUDES THE ONGOING DEVELOPMENT OF PATHWAYS, CYCLE WAYS AND NATURE BASED WALKS AND TRAILS THAT WILL SUPPORT AN ACTIVE AND HEALTHY COMMUNITY AND ATTRACT VISITORS.

Our community would like to see increased use of renewable energy by households, businesses and the City of Albany, taking advantage of our unique location which provides abundant wind and wave sources to power our City. They would also like the City to lead by example in environmental sustainability.

A number of community members expressed concerns about the condition of our roads and expect that we develop and maintain relevant and functional infrastructure in line with contemporary asset management practices.



Our Aspiration:

“We will value and maintain the natural beauty of our region and the infrastructure that supports this.”

Objective 3.1: To protect and enhance our natural and built environment in a changing climate

Community Priorities

We know we are succeeding when

3.1.1 Deliver effective practices that reduce risk to property, infrastructure and the natural environment and improve community awareness and resilience

Our coastlines maintain their diversity, amenity and accessibility and are protected from hazards and development.

1.1.2 Sustainably protect and enhance our iconic coastline, reserves flora and fauna by delivering projects and programs that reflect the importance of our coastline and natural reserves

Our catchments and waterways are healthy and provide habitat for local flora and fauna.

Objective 3.2: To build, maintain and renew city assets sustainably

Community Priorities

We know we are succeeding when

3.2.1 Deliver environmentally & financial sustainable long term planning for infrastructure via a forward capital works program that meets the needs of our community

The maintenance, servicing and renewal of City's assets are environmentally and financially sustainable.

3.2.2 Design, construct and maintain infrastructure cost effectively in a manner that maximises it's life, capacity and function

City assets continue to function effectively as they age.

Objective 3.3: To identify and deliver improvements in sustainability within the City and wider community

Community Priorities

We know we are succeeding when

3.3.1 Integrate and promote effective sustainability through resource conservation, management and education to continuously improve environmental outcomes

There is an increasing number of sustainable industries operating within our region.

3.3.2 Deliver a sustainable and progressive approach to waste management including collaboration with neighbouring local governments

There is a steady increase in sustainable waste practices which reduce our carbon footprint.

We will measure community satisfaction with

We will also monitor

- The promotion and adoption of sustainable practices
- Management of coastal and foreshore areas
- Streetscapes
- Playgrounds, parks and reserves
- Condition of assets

- Asset Condition
- Water quality
- Rates of recycling
- Reduced greenhouse gas emissions
- Flora and fauna surveys



THEME 4

COMMUNITY HEALTH & PARTICIPATION

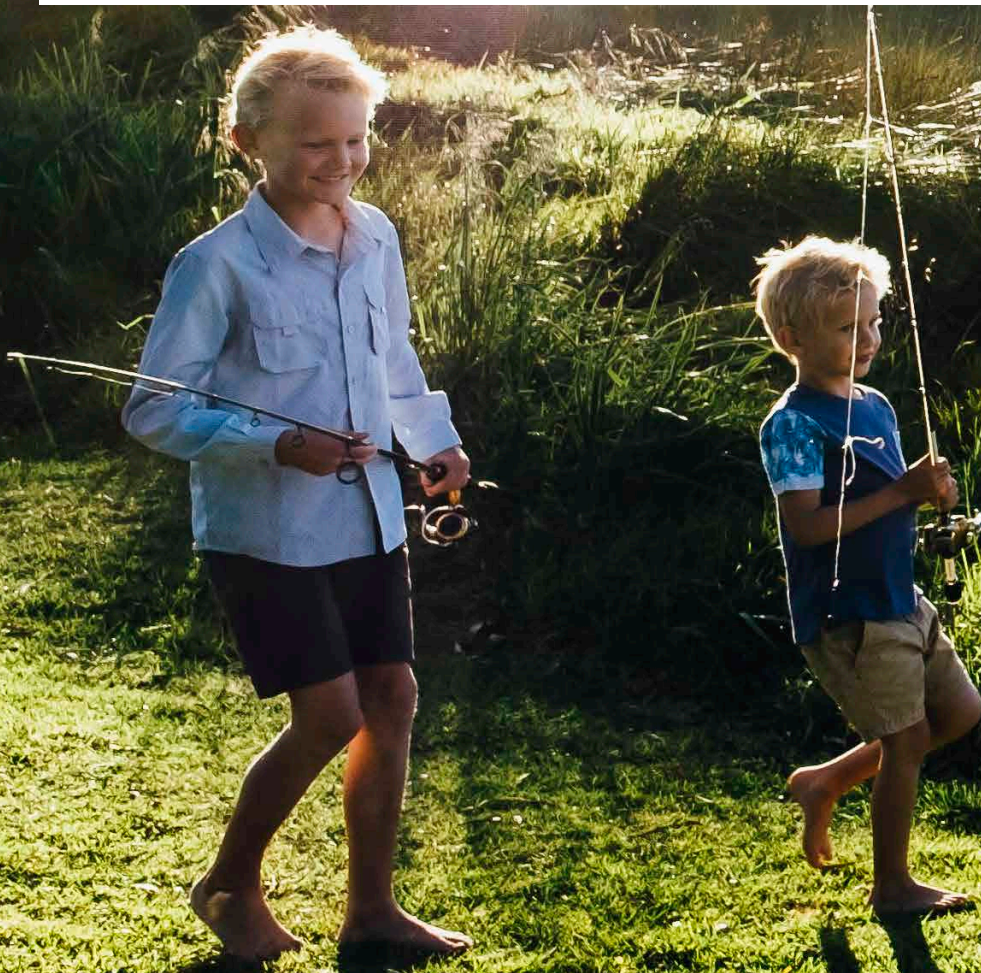
WHAT OUR COMMUNITY SAID

THERE IS A STRONG DESIRE TO ENSURE A SENSE OF BELONGING AND A POSITIVE CONNECTION BETWEEN OUR RURAL AND URBAN COMMUNITIES. IT IS IMPORTANT THAT WE KNOW AND RESPECT OUR NEIGHBOURS, LIVE IN COMMUNITIES WHICH SUPPORT US, AND HAVE SAFE, ACCESSIBLE PLACES TO GATHER AND MEET. PEOPLE WANT TO FEEL WELCOME, VALUED AND CONNECTED.

Our community supports creative industries and would like to see an ongoing commitment to spaces and events that celebrate our culture, history and heritage. We envisage the effective use of our facilities for arts, cultural and community events. We want more opportunities to participate in a diverse range of festivals, entertainment and social activities that celebrate who we are and where we've come from.

There is a strong attachment to our heritage and our history, and we feel proud when this is recognised nationally and internationally. Our community take great pride in our ANZAC connection and are proud of the role the National ANZAC centre plays in attracting visitors.

An emerging theme is the need for public health programs that educate and encourage people on the benefits of healthy lifestyles and social wellbeing. Our community would like us to continue to focus on giving our young people interesting things to do so that they also feel a valued part of our community.



Our Aspiration:

“We will live in communities where people feel they belong and are supported in a manner that reflects our rich and diverse heritage.”

Objective 4.1: To build resilient and cohesive communities with a strong sense of community spirit

Community Priorities

We know we are succeeding when

4.1.1 Facilitate and promote arts and cultural activities for all ages by providing a variety of arts and cultural activities that attract local and visiting patrons

We have a diverse range of well-attended festivals, events and cultural activities that reflect who we are.

4.1.2 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

Increasing numbers actively participating in community and civic life.

Objective 4.2: To create interesting places, spaces and events that reflect our community's identity, diversity and heritage

Community Priorities

We know we are succeeding when

4.2.1 Deliver activities and programs that engage with the wider community and engender community spirit

People from all walks of life and cultural backgrounds feel inspired and motivated to contribute.

4.2.2 Maintain infrastructure and deliver programs that promote Albany's unique heritage, engender civic pride and leave a lasting memory

People are proud to be part of the Albany community and to promote the place we call home

Objective 4.3: To develop and support a healthy inclusive and accessible community

Community Priorities

We know we are succeeding when

4.3.1 Develop a range of activities and facilities that connect people, promote a healthy community and are appropriate for all ages

Our community increasingly uses community spaces to meet and participate in healthy activities.

4.3.2 Encourage and support volunteers and community groups to grow an active volunteer base that is supported and valued

Volunteering and participation in community organisations increases.

We will measure community satisfaction with

We will also monitor

- Library & information services
- Sport and recreation facilities
- Art facilities
- Festivals events and cultural activities
- Preservation and promotion of local history and heritage
- Services and facilities for seniors, youth and people with disabilities
- Support provided to Noongar People
- Support provided to families with pre-school children

- Population trends
- Number of people attending community events
- Participation rates in volunteering
- Homelessness and social disadvantage
- Public health statistics



THEME 5

A CONNECTED AND SAFE BUILT ENVIRONMENT

WHAT OUR COMMUNITY SAID

OUR COMMUNITY IS LOOKING TO BE CONNECTED BY A BUILT ENVIRONMENT THAT MEETS THEIR NEEDS NOW AND INTO THE FUTURE. WE WANT TO LIVE IN PRECINCTS WHICH ARE ALIVE, THRIVING, BUILT AROUND THE AMENITIES WE USE AT ALL STAGES OF OUR LIFE, AND WHICH ENCOURAGE AND SUPPORT HEALTHY LIFESTYLES.

Our community is keen to see a reduction in red tape when it comes to planning and building applications and a can do attitude while meeting our regulatory obligations.

Our community would also like to see better transport planning with a focus on an alternative route for heavy transport into the port, more public transport and a focus on cycling and pedestrians.

Our community would like to see the continuing development of a vibrant town centre with more local shops and markets, family-friendly spaces and more entertainment.

Our community loves to participate in sporting, recreation and leisure activities and envisage the ongoing development and promotion of a diverse range of recreational facilities with events and activities to support this.

Our Aspiration:

“We will develop integrated precincts and neighbourhoods that allow for population growth and enhance the lifestyle of our residents.”

Objective 5.1: To develop vibrant neighbourhoods which retain local character and heritage

Community Priorities

5.1.1 Develop and implement a contemporary Local Planning Strategy that reflects our identity and supports economic growth

5.1.2 Provide proactive planning and building services that support sustainable growth while reflecting our local character and heritage

We know we are succeeding when

The social, cultural and wellbeing needs of our community are an integral part of precinct planning.

Our municipality remains unique in its own right, with our built heritage and history protected

Objective 5.2: To advocate, plan for and build friendly and connected communities

Community Priorities

5.2.1 Improve connectedness and traffic flows via a well-designed and safe transport and pathway network that connects people and services and encourages pedestrians and cyclists

5.2.2 Create infrastructure and connected streetscapes that are consistent and reflect our unique heritage

We know we are succeeding when

Our developments and road networks are fully serviced and meet the needs and expectations of our community.

Our community are proud of the look and feel of our City

Objective 5.3: To develop and support a healthy inclusive and accessible community

Community Priorities

5.3.1 Plan for and monitor community safety via effective ranger and emergency services

5.3.2 Deliver programs and advocate for specialist services that improve public health and wellbeing in line with the Public Health Act 2016 and growing community expectations

We know we are succeeding when

Our community feel safe in their homes and in public spaces and places.

There is evidence of improved health and wellbeing within our region.

We will measure community satisfaction with

- Planning and building approvals
- City centre development
- Areas character and identity
- Safety & security
- Natural disaster education, prevention and relief
- Public health and education programs
- Traffic management on local roads
- Parking
- Lighting of streets and public places

We will also monitor

- Planning and building approval trends
- Housing affordability
- Crime statistics
- Ranger service requests
- Infringement trends

IMPLEMENTATION AND REPORTING

HOW YOU CAN CONTRIBUTE

- Advocate to improve your community
- Attend and support local cultural venues, events and activities
- As a community, celebrate our successes
- Become an organ donor
- Become a volunteer
- Develop leadership skills in young people
- Do regular exercise
- Drive safely and keep to 50km/hr in local neighbourhood streets
- Get involved in sporting and recreational activities
- Get to know your neighbours
- Give blood
- Have fun in our public spaces
- Join a community group
- Keep your neighbourhood clean and tidy
- Learn about local history
- Learn a new skill
- Look out for others
- Plant a tree
- Promote multiculturalism
- Put your elderly neighbour's bin out
- Recycle
- Support local events and festivals
- Walk or ride around your neighbourhood.

HOW WE WILL REPORT PROGRESS

- Face to Face Community Events and Forums
- Regular Community Updates via Newspaper, Website and Social Media
- Community Perception Survey results every 2 years
- Annual Report each year

ASSOCIATED DOCUMENTS

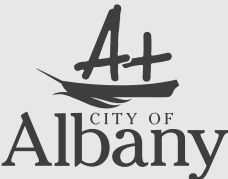
The following strategies, references, or other documents have a bearing on the Community Strategic Plan:

- Annual Report
- Corporate Business Plan
- Community Perception Survey 2017
- People Strategy
- Strategic Asset Management Plans

DOCUMENT CONTROL

Document Reference Number: NS1769867

Council Adoption Date: 26/09/2017





2017 TO 2021

CORPORATE

BUSINESS PLAN

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INTRODUCTION

ACKNOWLEDGEMENT OF PEOPLE & COUNTRY

On behalf of our Community the City of Albany respectfully acknowledges the past and present traditional owners of this land, the Menang people. It is a privilege to be living on Noongar country.



EXECUTIVE MESSAGE

The City of Albany's Corporate Business Plan for financial years 2017-2021 outlines the City's four year service and delivery program. It has been developed as part of the City's Integrated Planning and Reporting Framework, and aligns with the City's aspirations, objectives and community priorities as identified in the City's Community Plan - Albany 2030.

This plan is informed and supported by a 10 Year Financial Plan, an Asset Management Framework, a People Strategy and a Business Plan for each service delivery unit which are available on the City's web-site.

While resourcing requirements are expressed in these informing plans and strategies they are indicative and commitments only arise through adoption of the City's annual budget. The City's performance is reported each year through the publication of our Annual Report.

Flexibility is built into the plan to ensure the City is able to adjust to external influences as they arise such as funding opportunities. It will guide operational planning and reporting to ensure the community priorities detailed in the Community Plan – Albany 2030 are delivered.

All integrated planning documents have been developed in accordance with the Local Government Act 1995 and any laws and regulations that govern the projects and services we deliver.

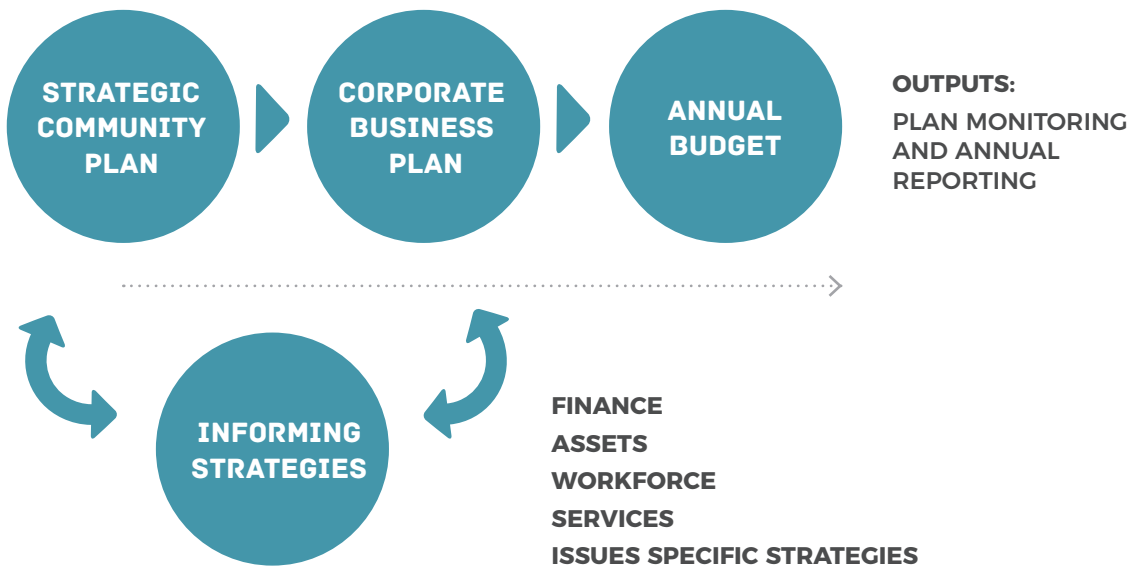
The City's integrated planning framework aims to demonstrate both leadership and best-practice in planning within local government..



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

COMMUNITY ENGAGEMENT

MEASUREMENT AND REPORTING



COMMUNITY PLAN

Our Community Strategic Plan-Albany 2030 sets out our vision, aspirations, objectives and community priorities into the future and is our principal strategy and planning document.

CORPORATE BUSINESS PLAN

Our Corporate Business Plan summarises the current and future resources required to deliver services, projects and programs over the next four years to implement the Community Strategic Plan and is supported by informing strategies and plans that are fully aligned including business plans for each business unit, our long term financial plan, our strategic asset management plans and our people strategy.

ANNUAL BUDGET

Our Annual Budget allocates the funds and resources required to deliver the aspirations outlined in the Community Strategic Plan and the commitments outlined in the Corporate Business Plan and informing strategies.

CORPORATE PLANNING

Strategic Objectives	Supporting City Strategies & Plans	Relevant Business Plans
1 - Leadership		
1.1: To establish and maintain sound business and governance structures	<ul style="list-style-type: none"> • Communications Strategy • ICT Strategic Plan 	<ul style="list-style-type: none"> • Office of CEO • Finance
1.2 To provide strong, accountable leadership supported by a skilled & professional workforce	<ul style="list-style-type: none"> • Long Term Financial Plan • People Strategy 	<ul style="list-style-type: none"> • Governance and Risk • Human Resources
1.3 To engage effectively with our community		<ul style="list-style-type: none"> • Information & Communication Technology • Records Management
2 - Smart Prosperous & Growing		
2.1: To strengthen and grow our region's economic base	<ul style="list-style-type: none"> • Economic Development Strategy 	<ul style="list-style-type: none"> • Albany Airport • Albany Visitors Centre • National ANZAC centre
2.2: To develop a smart city that supports economic growth		
2.3: To develop and promote Albany as a unique and sought-after visitor location		
3 - Clean, Green & Sustainable		
3.1: To protect and enhance our natural and built environment in a changing climate	<ul style="list-style-type: none"> • Bush Fire Strategic Plan • Carbon Footprint Reduction Strategy 	<ul style="list-style-type: none"> • City Engineering • City Operations • City Reserves
3.2: To build, maintain and renew city assets sustainably	<ul style="list-style-type: none"> • Natural Reserves Strategy • Strategic Asset Management Plans 	
3.3: To identify and deliver improvements in sustainability within the City and wider community	<ul style="list-style-type: none"> • Strategic Waste Management Plan • Urban Tree Strategy 	
4 - Community Health & Participation		
4.1: To build resilient and cohesive communities with a strong sense of community spirit	<ul style="list-style-type: none"> • Access & Inclusion Plan • Age Friendly Albany 	<ul style="list-style-type: none"> • Albany Public Library • Albany Day Care
4.2 To create interesting places, spaces and events that reflect our community's identity, diversity and heritage	<ul style="list-style-type: none"> • Connected Communities Strategy • Cycle City Albany Strategy 	<ul style="list-style-type: none"> • Albany Leisure & Aquatic Centre • Art & Cultural Services
4.3: To develop and support a healthy inclusive and accessible community	<ul style="list-style-type: none"> • Public Health Plan • Recreation Planning Strategy 	<ul style="list-style-type: none"> • Communications and Events • Community Development & Engagement • Recreation Services
5 - A Connected & Safe Built Environment		
5.1: To develop vibrant neighbourhoods which retain local character and heritage	<ul style="list-style-type: none"> • Albany Central Area Masterplan • Albany Local Planning Strategy (ALPS) 	<ul style="list-style-type: none"> • Building, Health & Compliance • Development, Planning & Land Information Services
5.2: To advocate, plan for and build friendly and connected communities	<ul style="list-style-type: none"> • Centre Parking Strategy 	
5.3 To develop and support a healthy, safe and accessible community		<ul style="list-style-type: none"> • Ranger & Emergency Services

FUTURE CHALLENGES

The following table summarises the future challenges identified during the major review of our Community Strategic Plan and provides context for the ongoing review and update of our integrated planning and reporting framework.



1 - Leadership

- How do we balance the differing views and priorities within our community?
- How do we ensure best value for money in everything we do?
- How do we continually improve customer service?
- How do we ensure that leaders and decision makers have the information they need?
- How do we connect with people to explain decisions and the reasons for them?



2 - Smart, Prosperous & Growing

- How do we grow our economy sustainably in the jobs of the future?
- How do we improve our technology and communication platforms to become a smart City?
- How do we reduce the number of people leaving the region for work or study opportunities?
- How do we capitalise on our location, assets and people to encourage business investment?
- How do we attract more people to our region and get them to stay longer?



3 - Clean, Green & Sustainable

- How do we increase investment in infrastructure from all levels of government?
- How do we improve and "green" our transport network?
- How do we sustainably manage the maintenance and renewal of City assets?
- How do we reduce energy consumption and increase the use of renewable sources?
- How do we protect our local flora and fauna?
- How do we balance providing access to our pristine natural environment while protecting it?
- How do we reduce waste going to landfill and increase reuse and recycling?



4 - Community Health & Participation

- How do we adapt to changes in population and the way people live?
- How do we ensure fair and equal access across a diverse community?
- How do we ensure that people feel valued and are proud to be part of our community?
- How do we deal with anti-social behaviour and the illicit drug epidemic?
- How do we protect, manage and preserve our diverse and rich heritage?



5 - A Connected and Safe Built Environment

- How do we plan our infrastructure and road networks for a growing population?
- How do we plan for the impacts of climate change?
- How do we connect services with where people live?
- How do we maintain the rural feel of our City while looking to grow?
- How do we encourage and support small business and start-ups?

STRATEGIC PRIORITIES

The following summarise the strategic priorities set by Council for the organisation. These are reviewed and updated annually.

Criteria		Required Outcomes		Timing			
Regional Focus				17-18	18-19	19-20	20-21
Regional Alliance	Promote the Alliance, growth planning and tourism development			●	●	●	●
	Explore and promote resource sharing arrangements			●	●	●	●
Economic Growth Plan	Lead the City's contribution to develop a regional economic development strategy in consultation with the Alliance			●			
Tourism	Implement the Destination Marketing Strategy and Tourism Development Strategy as part of the Alliance			●	●	●	●
	Provide Council and the Alliance with guidance and recommendations on the proposal to form a Local Tourism Organisation (LTO)			●			
	Ensure a smooth transition to the new Visitor Servicing Centre and explore a new operating model going forward			●			
Major Projects				17-18	18-19	19-20	20-21
External Project Funding	Continue to lobby and advocate with State Government to ensure that the \$120m of election commitments are delivered to the community			●	●	●	●
	Keep Council and the community informed and seek external funding to advance the Trails Concept Plan			●	●	●	●
Albany Heritage Precinct	Work with the National ANZAC Centre Advisory Group to develop and present a Albany Heritage Park Masterplan for consideration and adoption			●	●	●	●
	Identify new opportunities for new project funding sources and report to Council			●			
Centennial Park	Progress the Centennial Park development project and advocate for the release of Stage 2 funding (\$6.9M) plus the Environmental Wetlands/Water Catchment project			●	●	●	●
Town Hall and Alison Hartman Gardens	Oversee community and Council engagement on the concept design and during project delivery			●	●	●	●
Governance				17-18	18-19	19-20	20-21
Community Strategic Plan	Ensure adoption by September 2017 and provide ongoing reporting to Council on the agreed outcomes			●	●	●	●
	Align the CEO Key Results Areas to the key themes and deliverables within the Community Strategic Plan			●			
Albany Local Planning Strategy	Oversee the completion of the strategy and presentation to Council			●			
Committees	Work with Council to review the effectiveness of the Committee structure and processes			●	●	●	●
Elected Member Development	Continue to develop and implement a program involving ongoing training and development sessions including <ul style="list-style-type: none"> October 2017 election induction program Working with the Alliance to deliver joint training Establishment of a Council focus group for feedback on elected member development 			●	●	●	●

Criteria	Required Outcomes	Timing			
		17-18	18-19	19-20	20-21
Organisational					
Containment of Recurrent Funding	Continue to explore alternative funding mechanisms that benefit the City's current operating budget	●	●	●	●
	Present to Council on the Organisational Structure and recruitment for vacant ED role	●			
	Use the business planning framework to continually review the overall cost of service delivery	●	●	●	●
Communications Strategy	Develop a Council strategy to improve communication with residents and businesses	●			
Corporate Scoreboard	Review and update Business Plans annually for all service delivery teams	●	●	●	●
	Align Business Plans with the Integrated Planning framework and Annual Budget	●	●	●	●
	Incorporate the Corporate Scorecard into Council reporting framework	●			
Organisational Development Program	Continue to implement organisation development and the ongoing development of leaders at the City of Albany	●	●	●	●
Customer Service	Conduct an annual staff engagement survey undertaken to measure employee satisfaction levels	●	●	●	●
	Implement and monitor a Customer Service Charter and program that is informed by internal and external stakeholder feedback	●	●	●	●

REPORT ITEM CCCS057 REFERS TO

BUSINESS PLANNING AND REPORTING

The following table provides a summary of the services delivered by the City of Albany and the budgeted net cost for each business unit over the next four years. A business plan for each service delivered is appended to this document.

Services	2017/18	2018/19	2019/20	2020/21
Albany Airport	(1,003,145)	(1,015,101)	(1,026,013)	(1,033,719)
Albany Day Care	(66,476)	(78,271)	(92,508)	(103,850)
Albany Leisure and Aquatic Centre	1,082,747	1,089,538	1,121,657	1,162,635
Albany Public Library	1,240,227	1,255,852	1,293,715	1,335,847
Albany Visitors Centre	346,502	359,333	373,697	390,294
Building, Health & Compliance	1,230,449	1,274,416	1,323,831	1,379,123
City Engineering	2,524,797	2,475,335	2,516,007	2,626,359
City Operations (including Waste)	3,556,889	3,462,381	3,499,024	3,629,853
City Reserves	4,525,726	4,685,459	4,732,084	4,893,293
Communications & Events	1,084,793	1,108,865	1,135,019	1,163,662
Community Development	823,046	788,428	809,131	809,670
Customer Service, Leasing, Procurement, Revenue Development & Strategic Planning	713,667	799,984	944,484	889,896
Development, Planning & Land Information Services	556,866	542,592	570,827	626,730
Emergency & Ranger Services	1,064,579	1,132,461	1,154,801	1,206,008
Finance	1,451,173	1,473,201	1,847,005	1,584,684
Governance & Risk	374,706	389,893	402,531	416,436
Human Resources	725,850	743,059	762,165	783,314
Information & Communication Technology	2,224,587	2,255,061	2,208,143	2,244,031
National ANZAC Centre	349,939	440,746	587,788	608,990
Office of CEO (Inc. Elected Member Support, Destination Marketing & Major Projects)	3,025,559	2,887,335	3,017,281	2,973,994
Records Management	293,048	301,558	311,044	321,581
Recreation Services	369,004	359,366	219,168	278,880
Vancouver Arts Centre	561,639	602,506	590,838	591,327

FINANCIAL PLANNING AND REPORTING

Annual Budget (which is built based on the 10 year Financial Plan)

Purpose

To allocate resources to maintain services, deliver and maintain infrastructure and determine the level of rates required to fund services and projects.

Guiding Principles

Seek Long Term Financial Sustainability.

The City seeks long term financial sustainability over the 10 Year Financial Plan. This is measured, and reported yearly, by various financial ratios.

Maintain a Balanced Budget.

Both the 10 Year Financial Plan and the Annual budget are prepared to be balanced. That is, the City plans to deliver all services and infrastructure from available resources, and not operate at a deficit.

Prudent Use of Borrowings.

Under the Long Term Borrowing Policy, the City will be prudent in its use of long term borrowings to fund asset and infrastructure projects.

Prudent Use of Reserves.

The City maintains a number of financial reserves to assist with maintaining a balanced budget and longer term financial planning.

Key Inputs

- Community Strategic Plan
- Corporate Business Plan
- Business Units Plans
- Planned Capital Projects
- 10 Year Financial Plan

How Reviewed

- Twice annually via the budget review process

How Reported

- Monthly via Officer Report to Committee & Council
- Quarterly via the Corporate Scorecard
- Annually via the Annual Report

ASSET MANAGEMENT PLANNING & REPORTING

Strategic Asset Management Plans

Seek to:

Purpose

- Protect and enhance our natural and built environment in a changing climate
- Build and maintain and renew city assets in a financially sustainable manner

Guiding Principles

- More sustainable financial performance
- Better informed investment decisions
- Improved management of risk
- More efficient service delivery
- Improved social responsibility
- Demonstrated compliance
- Enhanced community consultation

Key Inputs

- Asset condition data
- Community Service level expectations
- Technical Service levels

How Reviewed

- Minor review annually to update financial modelling from new data
- Major review every 4 years

How Reported

- Asset ratios in the 10 year financial plan

WORKFORCE PLANNING & REPORTING

People (Workforce) Strategy

Purpose

The People Strategy outlines the vision, key directions and activities for workforce development in the City of Albany over the next three years. The purpose is to enhance the capacity of the workforce to meet community needs by strengthening workforce opportunities and reflects the ongoing commitment to build the capacity of the organisation to ensure it has the requisite staff, capabilities and resources. The strategy integrates the elements of workforce planning, human resource management and workforce capability development to provide a framework for building a workforce that meets current and future service demands.

Guiding Principles

Key strategic themes shaped the People Strategy and they relate to the goals, objectives and strategies in the City's Community Strategic Plan. The People Strategy is divided into four high-level people themes, which represent the key people management priorities in the Strategic Plan:

- Attract, reward and retain the best talent;
- Promote, champion and support transformational leadership and management;
- Develop people and build capability;
- Foster a culture of inclusivity, safety, good health and wellbeing.

Each of these four people themes is underpinned by strategies to fulfil their successful implementation and delivery.

Key Inputs

- Employee and community demographics
- Strategic direction and long term plans
- Service delivery commitments
- Current challenges and opportunities
- Budget and resources available

How Reviewed

- Monitored regularly by HR Team
- Full review and update every three years.

How Reported

- Quarterly via the HR Dashboard

COMMUNITY ENGAGEMENT PLANNING & REPORTING

Community Engagement Policy, Guideline and Toolkit

Purpose

To share information, gather views and opinions, develop options, build consensus and make effective decisions that take into account stakeholder input.

Guiding Principles

Guiding Principles (iap2 seven drivers of contemporary engagement practice):

- Public participation is based on the belief that those who are affected by a decision have the right to be involved in the decision-making process.
- Public participation includes the promise that the public's contribution will influence the decision.
- Public promotion promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.

Key Inputs

- Various engagement techniques that are identified as for each engagement activity such as Community and Stakeholder workshops, Surveys, Social Media, Face to Face Interviews, Submissions, Pop up engagement hubs.

How Reviewed

- The policy, guideline and toolkit is reviewed annually with each major engagement activity subjected to a lessons learnt review to consider better ways to engage into the future.

How Reported

- Engagement Reports that are appended to Officer reports to Council.
- Summary of key engagement activities in the Annual Report.

RISK & OPPORTUNITY MANAGEMENT PLANNING & REPORTING

Risk & Opportunity Framework (Council Strategy & Policy Position)

To share information, gather views and opinions, develop options, build consensus and make effective decisions that take into account stakeholder input.

Seek to:

- ensure that as far as reasonably practicable, City of Albany operations do not place people, property, or the environment at unacceptable levels of risk or harm;
- add value to all the activities of the City of Albany;
- assist in achieving the Council’s goals and deliver programs and services within a tolerable level of risk;
- embed risk and opportunity management into all management activities, critical business systems and processes; and
- ensure all risks are consistently assessed and managed within the City of Albany’s Enterprise Risk & Opportunity Management Framework.

Purpose

- Creates value
- Integral part of organisational processes
- Informs decision making
- Explicitly addresses uncertainty
- Systematic, structured and timely
- Based on the best available information
- Tailored to suit environment
- Takes human and cultural factors into account
- Transparent and inclusive
- Dynamic, iterative and responsive to change
- Facilitates continual improvement and enhancement of the organisation

Guiding Principles

Key Inputs

- Officer Reports, Risk Reporting, Project / Action Evaluation

How Reviewed

- Risk Management falls on all levels of the organisation including Council, the Executive Management Team (EMT), staff and persons who perform functions or deliver services on behalf of the City.
- Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework.
- The Audit & Risk Committee, working with the Executive Management is responsible for reviewing the:
 - Risk & Opportunity Management Framework.
 - Risk exposure of the Council and recommending to Council the level of risk tolerance.

How Reported

- Council’s Audit Committee is responsible for ‘reviewing the adequacy of accounting, internal control, reporting and other financial management systems and practices of the Council on a regular basis. Specifically, under Regulation 17 of the Local Government (Audit) Regulations 1996 it is a responsibility of the Audit & Risk Committee to receive the CEO reviews conducted on the appropriateness of systems and procedures in relation to risk management, internal control and legislative compliance.

ASSOCIATED DOCUMENTS

The following strategies, references, or other documents have a bearing on the corporate business plan:

- Annual Report
- Community Strategic Plan
- Compliance Annual Return (CAR)
- Governance Charter
- Long Term Financial Plan (LTFP)
- People Strategy
- Strategic Asset Management Plans

REVIEW

The Corporate Business Plan is to be reviewed at least annually by Council.

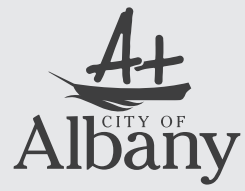
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APPENDIX 1

FINANCIAL SUMMARY

2017 - 2021

FINANCIAL SUMMARY | BUSINESS UNIT PLANS

City of Albany Corporate Business Plan 2017 - 2021

Variable Assumptions Underpinning the Plan

	2017/2018	2018/2019	2019/2020	2020/2021
OPERATING REVENUES				
Rates - Annual Increases (Note 1% Rate Increase = \$326k)	2.50%	3.50%	3.50%	3.75%
Rates - Growth in Rate Base	0.55%	0.55%	0.55%	0.55%
Refuse Collection Charges	2.00%	2.50%	3.00%	3.50%
Council Fees and Charges	2.50%	2.50%	2.50%	4.00%
Statutory Fees and Charges	2.00%	2.00%	2.00%	2.00%
Aquatic Centre Fees and Charges	2.00%	2.50%	2.50%	3.00%
Interest Earnings (Depending on cash on hand)	0.00%	0.00%	0.00%	0.00%
Recurrent Grants	0.00%	2.00%	3.00%	3.00%
Day Care Fees	4.00%	3.50%	4.00%	4.00%
Other revenue	1.00%	1.00%	1.00%	1.00%
OPERATING EXPENSES				
Employee Costs (1% Step Incr. 2% Max EA)	3.00%	3.00%	3.25%	3.50%
- Superannuation	3.00%	3.00%	3.25%	3.50%
Materials and Contracts	2.20%	2.20%	2.00%	3.00%
Utility Charges	2.20%	2.20%	2.20%	4.00%
Roads	2.00%	2.50%	2.75%	3.00%
Horticulture	2.75%	2.75%	3.00%	3.60%
Sanitation	3.25%	3.25%	3.25%	3.25%
Light Fleet	4.00%	4.00%	4.00%	4.00%
Building Maintenance	4.00%	4.00%	4.00%	4.00%
Insurance Expense	2.00%	2.50%	3.00%	3.50%
Operating Expenses slight inflation	1.00%	1.00%	1.00%	1.00%
Operating Expenses No Inflation	0.00%	0.00%	0.00%	0.00%
Operating Expenses High Inflation	4.00%	4.00%	4.00%	4.00%
Other Expenditure	3.50%	3.50%	3.50%	3.50%
NET CAPITAL EXPENSES				
Works Program Escalation Costs	0.0%	1.50%	1.75%	2.00%

City of Albany
Corporate Business Plan

Key Performance Indicators

	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
	\$	\$	\$	\$
OPERATING SURPLUS RATIO				
Operating Revenue	59,893,348	61,544,773	63,361,073	65,474,739
Less Operating Exp incl interest & depreciation	- 65,157,700	- 65,849,955	- 67,188,058	- 68,224,696
= Net Operating Surplus	- 5,264,352	- 4,305,181	- 3,826,985	- 2,749,958
Divided by Own Source Revenue (Excl Grants)	54,718,912	56,446,674	58,285,762	60,306,048
Ratio Target - (+ve) Between 0% and 15%	-9.6%	-7.6%	-6.6%	-4.6%
CURRENT RATIO				
Current Assets	28,640,393	29,453,392	30,097,592	32,523,703
Less Restricted Assets	- 19,227,418	- 20,405,322	- 21,146,192	- 23,659,262
= Net Current Assets	9,412,975	9,048,070	8,951,400	8,864,440
Divided by Current Liabilities less Current Liabilities ass'd with Restricted Assets	11,676,090	11,121,575	11,122,951	11,034,249
= Net Current Liabilities	11,676,090	11,121,575	11,122,951	11,034,249
Ratio Target > or = to 1:1	81%	81%	80%	80%
OWN SOURCE REVENUE COVERAGE RATIO				
Own source operating revenue	54,718,912	56,446,674	58,285,762	60,306,048
Divided by total expenses	65,157,700	65,849,955	67,188,058	68,224,696
Ratio Target > or = to 40%	84.0%	85.7%	86.8%	88.4%
DEBT SERVICE COVERAGE RATIO				
Operating Surplus before Interest & Depreciation = Operating Revenue	59,893,348	61,544,773	63,361,073	65,474,739
Less Operating Expenses	- 65,157,700	- 65,849,955	- 67,188,058	- 68,224,696
Except Interest Expense and Depreciation = OSBID	17,796,370	17,880,453	17,880,648	17,881,164
Divided by Principal and Interest	12,532,018	13,575,272	14,053,664	15,131,207
	3,090,321	3,312,274	3,123,268	3,062,003
Ratio Target > or = 2	4.06	4.10	4.50	4.94
ASSET SUSTAINABILITY RATIO				
Capital Renewal Expenditure	14,364,888	11,668,200	11,258,179	11,057,405
Divided by Depreciation Expense	16,920,453	17,049,019	17,178,604	17,309,216
Ratio Target 90% to 100%	84.9%	68.4%	65.5%	63.9%
ASSET RENEWAL FUNDING RATIO				
Net Present Value of Planned Renewal Expenditu	14,364,888	11,668,200	11,258,179	11,057,405
Divided by NPV of Asset Mgmt Plan Projections	12,237,994	12,439,334	12,158,214	12,353,504
Ratio Target 95% to 105%	117%	94%	93%	90%

Financial Statements

REPORT ITEM CCCS057 REFERS TO

City of Albany
Corporate Business Plan

Statement Of Comprehensive Income By Nature & Type
For The Period 2017 To 2021

	2016/2017 ORIGINAL BUDGET	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
REVENUES					
Rates	34,118,692	35,461,300	36,902,095	38,394,418	40,036,040
Grants & Subsidies - Operating	4,559,247	5,174,435	5,098,099	5,075,311	5,168,691
Interest Earnings	1,042,690	1,134,492	1,159,285	1,159,068	1,158,840
Contributions, Donations & Reimbursements	504,935	624,428	580,369	605,222	561,113
Fees & Charges	16,401,086	17,134,171	17,440,065	17,762,455	18,185,101
Other Revenue	370,960	364,522	364,860	364,599	364,953
	56,997,610	59,893,348	61,544,773	63,361,073	65,474,739
EXPENSES					
Employee Costs	(25,036,655)	(26,252,339)	(26,959,020)	(27,792,203)	(28,703,891)
Materials & Contracts	(18,193,632)	(16,804,961)	(16,606,023)	(17,011,479)	(17,060,679)
Utilities (gas, electricity, water, etc.)	(1,791,020)	(1,859,099)	(1,883,896)	(1,925,727)	(2,002,270)
Insurance	(820,550)	(716,495)	(732,738)	(754,738)	(781,095)
Interest Expenses	(938,708)	(875,917)	(831,434)	(702,045)	(571,948)
Other Expenses	(2,494,649)	(2,549,535)	(2,541,569)	(2,606,153)	(2,612,146)
Depreciation	(15,912,428)	(16,920,453)	(17,049,019)	(17,178,604)	(17,309,216)
Less Allocated to Infrastructure Assets	809,491	845,804	847,738	890,442	929,751
	(64,378,151)	(65,132,996)	(65,755,961)	(67,080,506)	(68,111,496)
OPERATING PROFIT/(LOSS)	(7,380,541)	(5,239,648)	(4,211,188)	(3,719,433)	(2,636,757)
Non-Operating Grants, Subsidies - and Contributions	21,660,875	5,582,800	4,061,000	6,538,237	3,815,929
Profit on Asset Disposals	108,584	-	-	-	-
Loss on Asset Disposals	(48,373)	(24,704)	(93,994)	(107,552)	(113,200)
Fair Value Investments Adjustment	-	-	-	-	-
	21,721,086	5,558,096	3,967,006	6,430,685	3,702,729
NET RESULT	14,340,545	318,448	(244,181)	2,711,252	1,065,971
Other Comprehensive Income	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	14,340,545	318,448	(244,181)	2,711,252	1,065,971

REPORT ITEM CCCS057 REFERS TO

City of Albany
Corporate Business Plan

Statement Of Comprehensive Income By Program
For The Period 2017 To 2021

	2016/2017 ORIGINAL BUDGET	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
REVENUES	\$	\$	\$	\$	\$
General Purpose Funding	39,065,432	40,644,854	42,145,977	43,692,259	45,389,455
Governance	6,700	6,700	6,700	6,700	6,700
Law Order and Public Safety	484,268	488,348	471,608	474,900	473,225
Health	97,667	109,000	110,090	111,191	112,303
Education and Welfare	1,163,303	1,231,575	1,260,638	1,310,387	1,347,126
Community Amenities	8,018,102	8,589,360	8,788,485	9,022,936	9,295,426
Recreation and Culture	2,783,894	3,022,090	2,997,804	3,037,017	3,066,316
Transport	2,061,780	2,074,901	2,114,323	2,154,548	2,197,661
Economic Services	2,419,351	2,736,834	2,713,348	2,581,630	2,646,991
Other Property and Services	897,113	989,687	935,801	969,505	939,534
	56,997,610	59,893,348	61,544,773	63,361,073	65,474,739
EXPENSES (Excluding Finance Cost)					
General Purpose Funding	(997,993)	(655,147)	(658,444)	(1,010,344)	(693,468)
Governance	(4,644,411)	(4,905,742)	(5,037,248)	(5,249,705)	(5,446,309)
Law Order and Public Safety	(2,261,724)	(2,287,740)	(2,398,794)	(2,400,203)	(2,467,394)
Health	(709,287)	(732,485)	(754,262)	(777,912)	(803,639)
Education and Welfare	(1,661,635)	(1,683,384)	(1,729,638)	(1,778,991)	(1,796,490)
Community Amenities	(10,409,680)	(9,598,452)	(9,760,735)	(9,964,486)	(10,297,547)
Recreation and Culture	(13,347,224)	(13,788,926)	(13,832,637)	(13,967,511)	(14,409,844)
Transport	(22,169,402)	(22,395,245)	(22,663,247)	(23,063,351)	(23,510,816)
Economic Services	(4,963,280)	(6,059,056)	(6,077,032)	(6,157,411)	(6,269,353)
Other Property and Services	(2,274,807)	(2,150,901)	(2,012,488)	(2,008,547)	(1,844,688)
	(63,439,443)	(64,257,079)	(64,924,527)	(66,378,461)	(67,539,548)
FINANCE COSTS					
Community Amenities	(4,403)	(1,114)	-	-	-
Recreation and Culture	(437,103)	(413,189)	(441,614)	(386,259)	(327,997)
Transport	(364,125)	(318,901)	(270,630)	(219,355)	(164,389)
Economic Services	(41,243)	(64,537)	(55,340)	(45,630)	(36,446)
Other Property and Services	(91,834)	(78,177)	(63,851)	(50,801)	(43,116)
	(938,708)	(875,917)	(831,434)	(702,045)	(571,948)
NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS					
Law Order and Public Safety	50,000	-	-	-	-
Recreation and Culture	13,640,792	1,096,000	-	2,500,000	-
Transport	6,642,583	3,486,800	4,061,000	4,038,237	3,815,929
Economic Services	1,327,500	1,000,000	-	-	-
	21,660,875	5,582,800	4,061,000	6,538,237	3,815,929
PROFIT/(LOSS) ON DISPOSAL OF ASSETS					
Governance	(11,551)	-	-	-	-
Law Order and Public Safety	(5,828)	-	-	-	-
Health	8,873	-	-	-	-
Community Amenities	58,231	-	-	-	-
Recreation and Culture	4,162	(8,253)	(3,442)	(12,977)	(5,809)
Transport	19,744	-	(61,594)	(48,457)	(63,282)
Other Property and Services	(13,420)	(16,451)	(28,958)	(46,118)	(44,110)
Profit/(Loss) on Disposal	60,211	(24,704)	(93,994)	(107,552)	(113,200)
NET RESULT	14,340,545	318,448	(244,181)	2,711,252	1,065,971
Other Comprehensive Income					
TOTAL COMPREHENSIVE INCOME	14,340,545	318,448	(244,181)	2,711,252	1,065,971

REPORT ITEM CCCS057 REFERS TO

City of Albany
Corporate Business Plan

Rate Setting Statement For The Period 2017 To 2021

	2016/2017 ORIGINAL BUDGET	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
Operating Revenue					
Rate Levies (Under adopted assumptions)	34,118,692	35,461,300	36,902,095	38,394,418	40,036,040
Grants & Subsidies - Operating	4,559,247	5,174,435	5,098,099	5,075,311	5,168,691
Interest Earnings	1,042,690	1,134,492	1,159,285	1,159,068	1,158,840
Contributions, Donations & Reimbursements	504,935	624,428	580,369	605,222	561,113
Fees & Charges	16,401,086	17,134,171	17,440,065	17,762,455	18,185,101
Profit on Asset Disposals	108,584	-	-	-	-
Other Revenue	370,960	364,522	364,860	364,599	364,953
	57,106,194	59,893,348	61,544,773	63,361,073	65,474,739
Operating Expenditure					
Employee Costs	(25,036,655)	(26,252,339)	(26,959,020)	(27,792,203)	(28,703,891)
Materials & Contracts	(18,193,632)	(16,804,961)	(16,606,023)	(17,011,479)	(17,060,679)
Utilities (gas, electricity, water, etc.)	(1,791,020)	(1,859,099)	(1,883,896)	(1,925,727)	(2,002,270)
Insurance	(820,550)	(716,495)	(732,738)	(754,738)	(781,095)
Interest Expenses	(938,708)	(875,917)	(831,434)	(702,045)	(571,948)
Other Expenses	(2,494,649)	(2,549,535)	(2,541,569)	(2,606,153)	(2,612,146)
Depreciation	(15,912,428)	(16,920,453)	(17,049,019)	(17,178,604)	(17,309,216)
Loss on Asset Disposals	(48,373)	(24,704)	(93,994)	(107,552)	(113,200)
Less Allocated to Infrastructure Assets	809,491	845,804	847,738	890,442	929,751
	(64,426,524)	(65,157,700)	(65,849,955)	(67,188,058)	(68,224,696)
Contributions for the Development of Assets					
Grants and Contributions	21,660,875	5,582,800	4,061,000	6,538,237	3,815,929
Net Operating Result	14,340,545	318,448	(244,181)	2,711,252	1,065,971
Funding Balance Adjustment					
Add Back Depreciation	15,912,428	16,920,453	17,049,019	17,178,604	17,309,216
Adjust (Profit)/Loss on Asset Disposal	(60,211)	24,704	93,994	107,552	113,200
	15,852,217	16,945,157	17,143,013	17,286,155	17,422,416
Funds Demanded From Operations	30,192,762	17,263,605	16,898,831	19,997,407	18,488,388
Capital Revenues					
Proceeds from Sale of Assets	544,219	649,888	599,609	714,200	314,050
Acquisition of Fixed Assets					
Land & Buildings	(14,311,125)	(4,967,000)	(2,651,190)	(1,472,403)	(1,610,883)
Plant & Equipment	(2,858,500)	(3,067,988)	(1,881,300)	(2,625,025)	(1,573,138)
Furniture & Equipment	(647,028)	(636,900)	(472,500)	(635,625)	(494,016)
Infrastructure Assets	(19,577,970)	(9,201,600)	(8,847,210)	(12,829,360)	(10,134,584)
	(37,394,623)	(17,873,488)	(13,852,200)	(17,562,412)	(13,812,619)
Financing/Borrowing					
Debt Redemption	(2,018,571)	(2,214,404)	(2,480,840)	(2,421,224)	(2,490,055)
Loan Drawn Down	1,500,000	2,120,000	-	-	-
Sporting Club Advance Repayment	-	12,120	12,504	12,899	13,307
	(518,571)	(82,284)	(2,468,336)	(2,408,325)	(2,476,748)
Restricted Funding Movements					
Opening Funds Surplus/(Deficit)	1,725,566	130,000	-	-	-
Transfer to Reserves	(11,501,252)	(11,636,246)	(12,722,674)	(12,563,461)	(13,543,219)
Transfer from Reserves	16,951,901	11,548,525	11,544,769	11,822,591	11,030,149
	7,176,215	42,279	(1,177,904)	(740,870)	(2,513,070)
Closing Funds Surplus/(Deficit)	-	-	-	-	-

REPORT ITEM CCCS057 REFERS TO

**City of Albany
Corporate Business Plan**

Statement of Cash Flows for the Period 2017 To 2021

	2016/2017 ORIGINAL BUDGET	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>					
Receipts					
Rates	34,153,692	35,461,300	36,902,095	38,394,418	40,036,040
Grants, Subsidies & Contributions(Operating)	4,559,247	5,174,435	5,098,099	5,075,311	5,168,691
Interest Earnings	1,062,735	1,134,492	1,159,285	1,159,068	1,158,840
Contributions, Donations and Reimbursements	515,534	624,428	580,369	605,222	561,113
Fees & Charges	16,401,086	17,134,171	17,440,065	17,762,455	18,185,101
Goods and Services Tax	400,000	406,000	412,090	418,271	424,545
Other Revenue	370,960	364,522	364,860	364,599	364,953
	57,463,254	60,299,348	61,956,863	63,779,344	65,899,284
Payments					
Employee Costs	(25,190,655)	(26,252,339)	(26,959,020)	(27,792,203)	(28,703,891)
Materials, Contracts & Suppliers	(18,848,509)	(16,804,961)	(16,606,023)	(17,011,479)	(17,060,679)
Utilities (gas, electricity, water, etc.)	(1,791,020)	(1,859,099)	(1,883,896)	(1,925,727)	(2,002,270)
Insurance	(820,550)	(716,495)	(732,738)	(754,738)	(781,095)
Interest	(935,856)	(875,917)	(831,434)	(702,045)	(571,948)
Goods and Services Tax	(400,000)	(406,000)	(412,090)	(418,271)	(424,545)
Other	(2,494,649)	(2,549,535)	(2,541,569)	(2,606,153)	(2,612,146)
Less Allocated to Infrastructure Assets	809,491	845,804	847,738	890,442	929,751
	(49,671,748)	(48,618,543)	(49,119,032)	(50,320,173)	(51,226,825)
Net Cash Provided by Operating Activities	7,791,506	11,680,805	12,837,831	13,459,171	14,672,459
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>					
Payments					
Purchase Land & Buildings	(14,273,125)	(4,967,000)	(2,651,190)	(1,472,403)	(1,610,883)
Purchase Plant & Equipment	(647,028)	(3,067,988)	(1,881,300)	(2,625,025)	(1,573,138)
Purchase Furniture & Equipment	(2,858,500)	(636,900)	(472,500)	(635,625)	(494,016)
Purchase Infrastructure Assets	(19,615,970)	(8,701,600)	(8,347,210)	(12,329,360)	(9,634,584)
Movement from Capital to Inventory					
	(37,394,623)	(17,373,488)	(13,352,200)	(17,062,412)	(13,312,619)
Receipts					
Proceeds from Sale of Assets	544,219	662,008	612,113	727,099	327,357
Contributions for the Development of Assets	21,660,875	5,058,096	3,467,006	5,930,685	3,202,729
	22,205,094	5,720,104	4,079,119	6,657,784	3,530,086
Net Cash Used in Investing Activities	(15,189,529)	(11,653,384)	(9,273,080)	(10,404,628)	(9,782,534)
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>					
Council					
Repayment of borrowing	(2,018,571)	(2,214,404)	(2,480,840)	(2,421,224)	(2,490,055)
Proceeds from Borrowing	1,500,000	2,120,000	-	-	-
Sporting Club Advance Repayment	-	12,120	12,504	12,899	13,307
Net Cash (Used in)/Provided by Financing Activities	(518,571)	(82,284)	(2,468,336)	(2,408,325)	(2,476,748)
Net Increase/(Decrease) in Cash Held	(7,916,594)	(54,863)	1,096,415	646,218	2,413,177
Cash at Beginning of Year	24,296,745	23,945,955	23,891,092	24,987,507	25,633,725
Cash and Cash Equivalents at End of the Year	16,380,151	23,891,092	24,987,507	25,633,725	28,046,902

City of Albany
Corporate Business Plan
Statement of Financial Position for the Period 2017 To 2021

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ORIGINAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL
	BUDGET	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	\$	\$	\$	\$	\$
<u>CURRENT ASSETS</u>					
Cash and Cash Equivalents	16,380,151	23,891,092	24,987,507	25,633,725	28,046,902
Trade & Other Receivables	3,751,889	3,648,728	3,494,921	3,592,903	3,605,837
Inventories	770,000	870,964	870,964	870,964	870,964
Other Financial Assets	303,950	229,609	100,000	0	0
TOTAL CURRENT ASSETS	21,205,990	28,640,393	29,453,392	30,097,592	32,523,703
<u>NON CURRENT ASSETS</u>					
Other Receivables	489,150	571,939	559,819	547,699	535,579
Infrastructure	155,632,982	156,019,127	155,554,758	154,665,621	153,083,034
Intangible Assets	454,822,944	451,374,118	447,828,770	448,318,472	446,085,252
TOTAL NON CURRENT ASSETS	610,945,076	607,965,184	603,943,347	603,531,792	599,703,866
TOTAL ASSETS	632,151,066	636,605,577	633,396,739	633,629,384	632,227,569
<u>CURRENT LIABILITIES</u>					
Trade & Other Payables	3,785,178	5,384,262	4,832,199	4,706,721	4,660,461
Provisions	4,134,498	3,810,988	3,868,153	3,926,175	3,985,068
Current Portion of Long Term Borrowings	2,128,447	2,480,840	2,421,224	2,490,055	2,388,721
TOTAL CURRENT LIABILITIES	10,048,123	11,676,090	11,121,575	11,122,951	11,034,249
<u>NON CURRENT LIABILITIES</u>					
Provisions	499,071	623,489	632,841	642,334	651,969
Long Term Borrowings	13,932,271	13,452,518	11,033,024	8,543,549	6,154,828
TOTAL NON CURRENT LIABILITIES	14,431,342	14,076,007	11,665,866	9,185,883	6,806,797
TOTAL LIABILITIES	24,479,465	25,752,097	22,787,441	20,308,834	17,841,046
NET ASSETS	607,671,601	610,853,480	610,609,298	613,320,550	614,386,522
<u>EQUITY</u>					
Retained Surplus	313,572,664	310,303,884	308,881,798	310,852,180	309,405,081
Reserves - Cash Backed	12,776,759	19,227,418	20,405,322	21,146,192	23,659,262
Revaluation Surplus	281,322,178	281,322,178	281,322,178	281,322,178	281,322,178
TOTAL EQUITY	607,671,601	610,853,480	610,609,299	613,320,551	614,386,522

City of Albany
Corporate Business Plan

Statement of Changes in Equity for the Period 2017 To 2021

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ORIGINAL BUDGET	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
RETAINED SURPLUS					
Balance as at 1 July	293,781,470	310,073,157	310,303,884	308,881,798	310,852,180
Net Result	14,340,545	318,448	(244,181)	2,711,252	1,065,971
Transfer from Reserves	16,951,901	11,548,525	11,544,769	11,822,591	11,030,149
Transfer to Reserves	(11,501,252)	(11,636,246)	(12,722,674)	(12,563,461)	(13,543,219)
Balance as at 30 June	313,572,664	310,303,884	308,881,798	310,852,180	309,405,081
RESERVES - CASH BACKED					
Balance as at 1 July	18,227,408	19,139,697	19,227,418	20,405,322	21,146,192
Transfer from Accumulated Surplus	11,501,252	11,636,246	12,722,674	12,563,461	13,543,219
Transfer to Accumulated Surplus	(16,951,901)	(11,548,525)	(11,544,769)	(11,822,591)	(11,030,149)
Balance as at 30 June	12,776,759	19,227,418	20,405,322	21,146,192	23,659,262
RESERVES - ASSET REVALUATION					
Balance as at 1 July	281,322,178	281,322,178	281,322,178	281,322,178	281,322,178
Changes on Revaluation of N/C Asset	-	-	-	-	-
Balance as at 30 June	281,322,178	281,322,178	281,322,178	281,322,178	281,322,178
TOTAL EQUITY	607,671,601	610,853,480	610,609,299	613,320,551	614,386,522

**City of Albany
Corporate Business Plan**

Reconciliation of the Closing Position for the Period 2017 to 2021

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	ORIGINAL	FINANCIAL	FINANCIAL	FINANCIAL	FINANCIAL
	BUDGET	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	\$	\$	\$	\$	\$
Current Assets					
Cash and Cash Equivalents	16,380,151	23,891,092	24,987,507	25,633,725	28,046,902
Trade and Other Receivables	3,751,889	3,648,728	3,494,921	3,592,903	3,605,837
Inventories	770,000	870,964	870,964	870,964	870,964
Other Financial Assets	303,950	229,609	100,000	0	0
Total Current Assets	21,205,990	28,640,393	29,453,392	30,097,592	32,523,703
Current Liabilities					
Trade and Other Payables	3,785,178	5,384,262	4,832,199	4,706,721	4,660,461
Provisions	4,134,498	3,810,988	3,868,153	3,926,175	3,985,068
Current Portion of Long - - Term Borrowings	2,128,447	2,480,840	2,421,224	2,490,055	2,388,721
Total Current Liabilities	10,048,123	11,676,090	11,121,575	11,122,951	11,034,249
Net Current Asset Position	11,157,867	16,964,303	18,331,817	18,974,641	21,489,454
Adjustments					
Add back					
Loan Borrowings	2,128,447	2,480,840	2,421,224	2,490,055	2,388,721
Less					
Cash Backed Reserves	12,776,759	19,227,418	20,405,322	21,146,192	23,659,262
Sporting Club Cash Advance Repayment	0	12,120	12,504	12,899	13,307
LG Unit Trust Shares	205,605	205,605	205,605	205,605	205,605
Land held for Resale	303,950	-	129,609	100,000	-
Estimated Closing Funds Surplus/(Deficit)	-	-	-	-	-

Supplementary and Supporting Information

City of Albany
Corporate Business Plan
Reserve Funds For The Period 2017 To 2021

RESERVE FUND DETAILS	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
	\$	\$	\$	\$
Airport Reserve				
<i>Purpose: To facilitate the future development and improvements at the Albany Airport.</i>				
Opening Balance	1,531,891	1,965,727	2,173,870	2,385,740
Transfer from Accumulated Surplus	1,970,205	2,008,235	2,297,036	2,087,903
Transfer to Accumulated Surplus	(1,536,369)	(1,800,092)	(2,085,166)	(1,623,970)
Closing Balance	1,965,727	2,173,870	2,385,740	2,849,673
Albany Entertainment Centre				
<i>Purpose: To provide for future funding requirements of the Albany Entertainment Centre</i>				
Opening Balance	434,228	384,228	359,228	359,228
Transfer from Accumulated Surplus	Nil	Nil	Nil	25,000
Transfer to Accumulated Surplus	(50,000)	(25,000)	Nil	Nil
Closing Balance	384,228	359,228	359,228	384,228
Albany Leisure And Aquatic Centre – Synthetic Surface “Carpet” Reserve				
<i>Purpose: To provide a replacement of the synthetic surface “carpet”</i>				
Opening Balance	31,124	41,124	66,124	91,124
Transfer from Accumulated Surplus	10,000	25,000	25,000	20,074
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
Closing Balance	41,124	66,124	91,124	111,198
Albany Classic Barriers				
<i>Purpose: To provide funding for the roadside barriers for the Albany Classic Event.</i>				
Opening Balance	33,281	33,281	33,281	33,281
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
Closing Balance	33,281	33,281	33,281	33,281
Bayonet Head Infrastructure Reserve				
<i>Purpose: To hold owner funding for infrastructure items and works within the Bayonet Head Outline Development Plan Area.</i>				
Opening Balance	63,522	63,522	63,522	63,522
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
Closing Balance	63,522	63,522	63,522	63,522
City of Albany General Parking Reserve				
<i>Purpose: To provide for the acquisition of land, the development of land for car parking within the Central Busine.</i>				
Opening Balance	242,285	242,285	242,285	242,285
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
Closing Balance	242,285	242,285	242,285	242,285
Emu Point Boat Pens Development Reserve				
<i>Purpose: To provide for the development/redevelopment of the Emu Point Boat Pens.</i>				
Opening Balance	405,196	466,414	528,017	589,980
Transfer from Accumulated Surplus	78,000	78,780	79,568	80,363
Transfer to Accumulated Surplus	(16,782)	(17,177)	(17,605)	(18,155)
Closing Balance	466,414	528,017	589,980	652,188

City of Albany
Corporate Business Plan
Reserve Funds For The Period 2017 To 2021

RESERVE FUND DETAILS	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
	\$	\$	\$	\$
Master Plan Funding Reserve				
<i>Purpose: To provide for funding of asset masterplans.</i>				
Opening Balance	180,660	140,660	120,660	120,660
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	(40,000)	(20,000)	Nil	Nil
Closing Balance	140,660	120,660	120,660	120,660
Plant & Equipment Reserve				
<i>Purpose: To provide for the future replacement of plant, and reduce dependency on loans for this purpose.</i>				
Opening Balance	1,368,241	875,141	1,052,180	696,678
Transfer from Accumulated Surplus	21,900	217,039	94,498	594,614
Transfer to Accumulated Surplus	(515,000)	(40,000)	(450,000)	(200,000)
Closing Balance	875,141	1,052,180	696,678	1,091,292
Refuse Collection & Waste Minimisation Reserve				
<i>Purpose: To receipt any annual surplus from Council's Waste Collection/Minimisation Program to provide future funding for Council's Sanitation program</i>				
Opening Balance	2,608,783	2,807,875	3,269,564	3,840,055
Transfer from Accumulated Surplus	7,120,918	7,485,624	7,779,589	8,105,065
Transfer to Accumulated Surplus	(6,921,826)	(7,023,935)	(7,209,098)	(7,436,894)
Closing Balance	2,807,875	3,269,564	3,840,055	4,508,226
Waste Management Reserve				
<i>Purpose: To facilitate the funding of future waste management the rehabilitation, redevelopment and development of refuse sites.</i>				
Opening Balance	2,404,299	3,088,559	3,566,936	4,193,423
Transfer from Accumulated Surplus	1,024,260	849,867	781,362	719,210
Transfer to Accumulated Surplus	(340,000)	(371,490)	(154,875)	(178,925)
Closing Balance	3,088,559	3,566,936	4,193,423	4,733,708
Roadwork's Reserve				
<i>Purpose: To facilitate Road and Drainage Works Associated with Roads</i>				
Opening Balance	1,045,471	1,093,675	1,365,387	1,441,516
Transfer from Accumulated Surplus	48,204	271,712	76,129	177,944
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
Closing Balance	1,093,675	1,365,387	1,441,516	1,619,460
Building Restoration Reserve				
<i>Purpose: To receipt funds for the ongoing Building Renewal and Expansion Projects.</i>				
Opening Balance	908,227	931,252	691,787	698,536
Transfer from Accumulated Surplus	73,025	60,535	6,749	60,777
Transfer to Accumulated Surplus	(50,000)	(300,000)	Nil	Nil
CLOSING BALANCE	931,252	691,787	698,536	759,313
Debt Management Reserve				
<i>Purpose: To receipt funds for the Long Term Debt Strategy.</i>				
Opening Balance	3,594,050	3,197,682	2,642,457	1,848,223
Transfer from Accumulated Surplus	363,069	662,036	364,831	604,349
Transfer to Accumulated Surplus	(759,437)	(1,217,261)	(1,159,064)	(889,752)
CLOSING BALANCE	3,197,682	2,642,457	1,848,223	1,562,819

City of Albany
Corporate Business Plan
Reserve Funds For The Period 2017 To 2021

RESERVE FUND DETAILS	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
	\$	\$	\$	\$
Coastal Management Reserve				
<i>Purpose: To receipt funds to facilitate future costal works.</i>				
Opening Balance	499,340	489,465	489,465	489,465
Transfer from Accumulated Surplus	20,000	Nil	Nil	30,000
Transfer to Accumulated Surplus	(29,875)	Nil	Nil	Nil
CLOSING BALANCE	489,465	489,465	489,465	519,465
Information Technology				
<i>Purpose: To receipt funds for the Long Term Information technology changes and licensing.</i>				
Opening Balance	617,219	420,623	420,623	420,623
Transfer from Accumulated Surplus	Nil	Nil	Nil	40,000
Transfer to Accumulated Surplus	(196,596)	Nil	Nil	Nil
CLOSING BALANCE	420,623	420,623	420,623	460,623
Anzac Interpretive Centre Reserve				
<i>Purpose: To receipt funds for the ongoing Management and Building Renewal for (AIC).</i>				
Opening Balance	1,113,416	1,108,416	1,108,416	1,118,416
Transfer from Accumulated Surplus	5,000	10,000	10,000	10,000
Transfer to Accumulated Surplus	(10,000)	(10,000)	Nil	Nil
CLOSING BALANCE	1,108,416	1,108,416	1,118,416	1,128,416
Parks and Recreation Grounds				
<i>Purpose: To receipt funds for the future development of parks and recreation grounds.</i>				
Opening Balance	203,982	183,982	193,982	203,982
Transfer from Accumulated Surplus	Nil	10,000	10,000	10,000
Transfer to Accumulated Surplus	(20,000)	Nil	Nil	Nil
CLOSING BALANCE	183,982	193,982	203,982	213,982
Land Acquisition Reserve				
<i>Purpose: To receipt proceeds from the sale of land to acquire strategic parcels of land in a future financial year.</i>				
Opening Balance	483,676	483,676	613,285	713,285
Transfer from Accumulated Surplus	Nil	129,609	100,000	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
CLOSING BALANCE	483,676	613,285	713,285	713,285
Unspent Grants and Contributions Reserve				
<i>Purpose: To receipt grant funds which are unspent at year end to be expended in a future financial year.</i>				
Opening Balance	Nil	Nil	Nil	Nil
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
CLOSING BALANCE	Nil	Nil	Nil	Nil

City of Albany
Corporate Business Plan
Reserve Funds For The Period 2017 To 2021

RESERVE FUND DETAILS	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
	\$	\$	\$	\$
Destination Marketing and Major Event Attraction Reserve				
<i>Purpose: To receipt funds for the purpose of destination marketing and major event attraction within the City of Albany</i>				
Opening Balance	94,079	73,122	66,702	49,927
Transfer from Accumulated Surplus	155,767	141,629	157,374	192,787
Transfer to Accumulated Surplus	(176,724)	(148,049)	(174,149)	(108,596)
CLOSING BALANCE	73,122	66,702	49,927	134,117
Albany Heritage Park Infrastructure Reserve				
<i>Purpose: To receipt funds for the purpose of maintenance and capital improvements to the Albany Heritage Park.</i>				
Opening Balance	596,606	291,606	296,606	306,606
Transfer from Accumulated Surplus	10,000	5,000	10,000	10,000
Transfer to Accumulated Surplus	(315,000)	Nil	Nil	Nil
CLOSING BALANCE	291,606	296,606	306,606	316,606
Prepaid Rates Reserve				
<i>Purpose: To receipt pre paid rate revenue when these funds relate and are applied to the following financial year.</i>				
Opening Balance	600,371	600,371	600,371	600,371
Transfer from Accumulated Surplus	533,726	533,726	533,726	533,726
Transfer to Accumulated Surplus	(533,726)	(533,726)	(533,726)	(533,726)
CLOSING BALANCE	600,371	600,371	600,371	600,371
Cheyne Beach Reserve				
<i>Purpose: To receipt funds for the purpose of facilitating community maintenance and enhancement projects within the Cheyne Beach locality.</i>				
Opening Balance	78,750	223,750	372,375	524,716
Transfer from Accumulated Surplus	145,000	148,625	152,341	156,149
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
CLOSING BALANCE	223,750	372,375	524,716	680,865
Centennial Park Stadium and Pavilion Maintenance/Renewal Reserve				
<i>Purpose: To receipt funds for the maintenance and renewal of the Stadium & Pavilion at Centennial Park.</i>				
Opening Balance	Nil	18,982	65,201	110,551
Transfer from Accumulated Surplus	56,172	84,258	84,258	84,258
Transfer to Accumulated Surplus	(37,190)	(38,040)	(38,908)	(40,130)
CLOSING BALANCE	18,982	65,201	110,551	154,678
Great Southern Contiguous Local Authorities Group (CLAG)				
<i>Purpose: To receipt funds for the Great Southern Contiguous Local Authorities Group (CLAG) for the purpose of</i>				
Opening Balance	1,000	2,000	3,000	4,000
Transfer from Accumulated Surplus	1,000	1,000	1,000	1,000
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
CLOSING BALANCE	2,000	3,000	4,000	5,000
Summary				
Opening Balance as at 30th June	19,139,697	19,227,418	20,405,322	21,146,192
Total transfers from Accumulated Surplus	11,636,246	12,722,674	12,563,461	13,543,219
Total transfers to Accumulated Surplus	(11,548,525)	(11,544,769)	(11,822,591)	(11,030,149)
Total Reserves as at 30th June	19,227,418	20,405,322	21,146,192	23,659,262

REPORT ITEM CCCS057 REFERS TO

City of Albany
Corporate Business Plan
Loan Facilities

LOAN NO	PARTICULARS	Principal Outstanding as at 30 June 2017	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
		\$	\$	\$	\$	\$
Interest Repayments Due						
<u>Community Amenities</u>						
19	Waste Management Infrastructure	19,095	1,114	-	-	-
<u>Recreation and Culture</u>						
17	Library Development	57,853	2,919	-	-	-
18	Recreation Reserves Works	19,378	1,127	-	-	-
30	ALAC Redevelopment	1,652,122	115,333	106,769	97,588	87,746
32	ALAC Redevelopment	1,607,222	124,141	116,412	108,067	99,057
33	Town Square Community Space	373,032	18,477	16,118	13,638	11,030
35	Forts Cafe/Retail Store Relocation	447,676	22,172	19,342	16,366	13,236
36	Anzac Centre Memorial Gardens	373,032	18,477	16,118	13,638	11,030
37	Centennial Park Stage 1	1,575,141	69,087	60,114	50,733	40,923
38	Centennial Park Stage 2	482,338	16,785	12,584	8,229	3,714
39	ALAC - Heat Exchange Unit	359,339	17,358	13,093	8,612	3,903
40	Centennial Park Stage 3	621,556	25,476	22,652	19,709	16,642
41	Centennial Park Stage 4	507,459	15,077	12,125	9,083	5,946
45	ALAC Gym Equipment	-	-	4,180	3,121	2,022
<u>Transport</u>						
21A	Roadwork's - Asset Upgrade	888,470	67,537	57,824	47,335	36,007
22C	Roadwork's - Interest Only (2003)	972,898	44,303	37,423	30,214	22,663
23	Roadwork's - 03/04	401,049	25,792	22,600	19,401	15,711
28	Roadwork's - 04/05	1,081,877	53,473	47,685	41,598	35,197
29	Roadwork's - 06/07	1,666,289	113,014	92,203	69,896	45,987
34	Stirling Terrace Upgrade	298,451	14,782	12,895	10,911	8,824
<u>Economic Services</u>						
3	Saleyards	148,745	10,433	6,880	3,053	-
43	Visitor Information Centre	1,000,000	31,932	29,118	26,211	23,210
<u>Other Property & Services</u>						
25	Admin Building 2004/05	616,850	39,481	35,421	31,092	26,474
26d	Admin Building 2A	357,281	13,220	5,778	-	-
42	Lot 20 Lake Warburton Road	500,000	14,408	12,109	9,742	7,305
TOTAL INTEREST PAYABLE			875,917	759,442	638,235	516,627

REPORT ITEM CCCS057 REFERS TO

City of Albany
Corporate Business Plan
Loan Facilities

LOAN NO	PARTICULARS	Principal Outstanding as at 30 June 2017	2017/2018 FINANCIAL ESTIMATE	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE
		\$	\$	\$	\$	\$
Principal Repayments Due						
<u>Community Amenities</u>						
19	Waste Management Infrastructure	19,095	19,216	-	-	-
<u>Recreation and Culture</u>						
17	Library Development	57,853	58,218	-	-	-
18	Recreation Reserves Works	19,378	19,501	-	-	-
30	ALAC Redevelopment	1,652,122	118,858	127,422	136,603	146,445
32	ALAC Redevelopment	1,607,222	96,938	104,667	113,012	122,022
33	Town Square Community Space	373,032	45,756	48,114	50,594	53,202
35	Forts Cafe/Retail Store Relocation	447,676	54,907	57,737	60,713	63,843
36	Anzac Centre Memorial Gardens	373,032	45,756	48,114	50,594	53,202
37	Centennial Park Stage 1	1,575,141	196,725	205,698	215,079	224,889
38	Centennial Park Stage 2	482,338	113,980	118,565	122,920	126,873
39	ALAC - Heat Exchange Unit	359,339	84,253	88,518	92,999	93,568
40	Centennial Park Stage 3	621,556	67,193	70,018	72,961	76,027
41	Centennial Park Stage 4	507,459	95,404	98,355	101,398	104,534
44	Town Hall/Alison Hartman Gardens	-	-	219,120	227,302	235,790
45	ALAC Gym Equipment	-	-	28,371	29,430	30,529
<u>Transport</u>						
21A	Roadwork's - Asset Upgrade	888,470	121,509	131,222	141,711	153,039
22C	Roadwork's - Interest Only (2003)	972,898	144,382	151,263	158,471	166,023
23	Roadwork's - 03/04	401,049	46,737	49,929	53,128	56,817
28	Roadwork's - 04/05	1,081,877	112,296	118,084	124,171	130,572
29	Roadwork's - 06/07	1,666,289	289,663	310,474	332,781	356,690
34	Stirling Terrace Upgrade	298,451	36,604	38,491	40,475	42,562
<u>Economic Services</u>						
3	Saleyards	148,745	46,130	49,684	53,511	-
43	Visitor Information Centre	1,000,000	86,166	88,981	91,887	94,888
<u>Other Property & Services</u>						
25	Admin Building 2004/05	616,850	61,075	65,135	69,464	74,081
26d	Admin Building 2A	357,281	175,784	183,227	-	-
42	Lot 20 Lake Warburton Road	500,000	77,354	79,652	82,019	84,457
TOTAL PRINCIPAL PAYABLE			2,214,404	2,480,840	2,421,224	2,490,055
<u>New Loans</u>						
44	Town Hall/Alison Hartman Gardens		2,000,000			
45	ALAC Gym Equipment		120,000			
TOTAL PRINCIPAL OUTSTANDING			15,932,749	13,451,909	11,030,685	8,540,630

REPORT ITEM CCCS057 REFERS TO

City of Albany
Corporate Business Plan
Depreciation Schedule

<u>DESCRIPTION OF ASSET CLASSES</u>	<u>2017/2018</u> <u>FINANCIAL</u> <u>ESTIMATE</u>	<u>2018/2019</u> <u>FINANCIAL</u> <u>ESTIMATE</u>	<u>2019/2020</u> <u>FINANCIAL</u> <u>ESTIMATE</u>	<u>2020/2021</u> <u>FINANCIAL</u> <u>ESTIMATE</u>
	\$	\$	\$	\$
LAND AND BUILDINGS				
Land Held for Resale	-			
Book Value of Land	62,063,075			
Land Acquisition	-	-	-	-
Land Disposed	-	-	-	-
Total Land	62,063,075	62,063,075	62,063,075	62,063,075
Book Value of Buildings	72,914,324			
Buildings Acquired	4,967,000	2,651,190	1,472,403	1,610,883
Buildings Disposed (Historical Costs)	-	-	-	-
Total Buildings	77,881,324	80,532,514	82,004,917	83,615,799
Depreciation	(2,004,804)	(2,021,137)	(2,037,634)	(2,054,299)
Book Value of Buildings	75,876,520	78,511,377	79,967,282	81,561,500
PLANT AND EQUIPMENT				
Existing Plant & Equipment	10,226,582			
Plant & Equipment Acquisition	3,067,988	1,881,300	2,625,025	1,573,138
Plant & Equipment Disposal (Historical Costs)	(1,276,823)	(940,650)	(1,312,513)	(786,569)
Total Plant & Equipment	12,017,747	11,085,986	10,512,044	9,398,011
Depreciation	(1,872,411)	(1,886,454)	(1,900,602)	(1,914,857)
Book Value of Vehicles Plant & Equipment	10,145,336	9,199,532	8,611,442	7,483,154
FURNITURE AND EQUIPMENT				
Existing Furniture & Equipment	3,817,877			
Furniture and Equipment Acquired	636,900	472,500	635,625	494,016
Furniture and Equipment Disposed (Historical Costs)	-	-	-	-
Total Furniture & Equipment	4,454,777	3,972,644	3,646,110	3,170,373
Depreciation	(954,633)	(962,159)	(969,753)	(977,416)
Book Value of Furniture & Equipment	3,500,144	3,010,485	2,676,357	2,192,957
TOTAL PROPERTY PLANT AND EQUIPMENT				
New Property Plant and Equipment		4,064,340	3,420,540	2,891,467
Total	156,416,923	155,649,415	154,200,205	152,183,682
Depreciation	(4,831,848)	(4,869,750)	(4,907,990)	(4,946,572)
Fair Value Adjustment	-	-	-	-
Book Value	151,585,075	150,779,665	149,292,215	147,237,110

REPORT ITEM CCCS057 REFERS TO

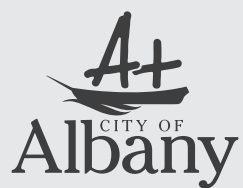
City of Albany
Corporate Business Plan
Depreciation Schedule

<u>DESCRIPTION OF ASSET CLASSES</u>	2017/2018	2018/2019	2019/2020	2020/2021
	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE
	\$	\$	\$	\$
INFRASTRUCTURE (ALL)				
Existing Infrastructure	454,822,944			
New Infrastructure Developed	9,201,600	8,847,210	12,829,360	10,134,584
Total Infrastructure	464,024,544	460,783,149	461,433,238	459,297,208
Depreciation	(12,088,605)	(12,179,270)	(12,270,614)	(12,362,644)
Fair Value Adjustment	-	-	-	-
Book Value Infrastructure	451,935,939	448,603,879	449,162,624	446,934,564
Total Assets	603,521,014	599,383,544	598,454,840	594,171,674
Total Depreciation	(16,920,453)	(17,049,019)	(17,178,604)	(17,309,216)

City of Albany
Corporate Business Plan

Four Year Capital Works Program

	2017/2018	2018/2019	2019/2020	2020/2021
	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE
	\$	\$	\$	\$
Plant				
Renewal	2,933,988	1,861,300	2,500,025	1,513,138
Upgrade	-	-	-	-
Expansion	-	-	-	-
Information Technology/Office Equipment				
Renewal	520,650	432,500	445,625	454,016
Upgrade	-	-	-	-
Expansion	-	-	-	-
ALAC Improvements				
Renewal	270,000	420,000	302,000	168,000
Upgrade	-	-	-	-
Expansion	-	-	-	-
Centennial Park and Other Recreational Improve.				
Renewal	75,000	75,000	75,000	75,000
Upgrade	-	-	-	-
Expansion	-	-	-	-
Aerodromes				
Renewal	20,000	250,000	500,000	-
Upgrade	-	-	-	-
Expansion	-	-	-	-
Roads				
Renewal	3,989,350	5,591,429	3,533,014	5,028,425
Upgrade	582,850	196,563	584,469	466,375
Expansion	45,000	-	302,275	1,750
Drainage				
Renewal	492,400	504,455	1,061,125	805,000
Upgrade	169,800	-	1,158,750	634,500
Expansion	118,800	-	-	22,500
Paths				
Renewal	141,750	63,496	251,576	494,760
Upgrade	68,650	22,982	73,249	-
Expansion	705,000	642,495	485,275	514,500
Reserves				
Renewal	591,500	317,145	831,237	447,259
Upgrade	901,500	262,155	2,898,516	485,590
Expansion	225,000	50,000	170,000	230,000
Buildings				
Renewal	4,365,000	1,597,875	783,703	1,067,883
Upgrade	151,000	58,815	170,850	125,000
Expansion	66,000	304,500	185,850	-
Waste				
Renewal	30,000	-	154,875	178,925
Upgrade	-	-	-	-
Expansion	50,000	371,490	-	-
Other				
Renewal	935,250	555,000	820,000	825,000
Upgrade	75,000	75,000	75,000	75,000
Expansion	350,000	200,000	200,000	200,000
TOTALS				
Renewal	14,364,888	11,668,200	11,258,179	11,057,405
Upgrade	1,948,800	615,515	4,960,833	1,786,465
Expansion	1,559,800	1,568,485	1,343,400	968,750






APPENDIX 2

BUSINESS UNIT PLANS

2017 - 2021

FINANCIAL SUMMARY | BUSINESS UNIT PLANS

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Economic Development Strategy 	<p>To strengthen our region's economic base</p> <ul style="list-style-type: none"> • Strengthen our economy by supporting business innovation and diversity. <p>To develop and promote Albany as a unique and sought-after visitor location</p> <ul style="list-style-type: none"> • Encourage, support and deliver significant events that promote our region. • Promote the Albany region as a sought after and iconic tourism destination. 	
PURPOSE STATEMENT		
<p><i>"To provide a safe, secure, legally compliant, and financially sustainable airport operation for the benefit of the business and residential communities of Albany and the Great Southern region of WA."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: Provide a safe and legally compliant airport facility that ensures the growth and successful operation of RPT services to and from Albany Airport.</p>		
<ul style="list-style-type: none"> • KPI: Maintain compliant Airport under CASA MOS 139 regulations. 	<ul style="list-style-type: none"> • Zero Noncompliance notices. 	
<ul style="list-style-type: none"> • Grow passenger number year on year. 	<ul style="list-style-type: none"> • Increase by 5% annually. 	
<ul style="list-style-type: none"> • Ensure airport remains compliant to CASA MOS 139 requirements. CASA conducts annual audit to ensure compliance. 	<ul style="list-style-type: none"> • CASA Audit Report. 	
<p>People and Process:</p>		
<ul style="list-style-type: none"> • KPI: Labour Cost to Income. 	<ul style="list-style-type: none"> • No more than 20%. 	
<ul style="list-style-type: none"> • Plan and implement staffing plan to ensure normal airport duties are met and adequate resources available for major capital works programs. 	<ul style="list-style-type: none"> • Staffing Plan adopted. 	
<ul style="list-style-type: none"> • Professional development program implemented for Senior Airport Reporting Officer. 	<ul style="list-style-type: none"> • Program developed. 	
<ul style="list-style-type: none"> • Develop a flexible workforce that is able to multi task across the various functions of the airport (ARO, refuelling, general maintenance, parking compliance, safety training). 	<ul style="list-style-type: none"> • Work flows assessed. 	

REPORT ITEM CCCS057 REFERS TO


DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Finance:		
<ul style="list-style-type: none"> • <i>KPI: Generate operational surplus.</i> 	<ul style="list-style-type: none"> • <i>Minimum of \$1,000,000.</i> 	
<ul style="list-style-type: none"> • Work with Rex to grow RPT pax numbers. Implement fixed annual fee structure for 17/18 that achieves pax growth and delivers required financial return to airport. 	<ul style="list-style-type: none"> • Financial performance meets budget. 	
<ul style="list-style-type: none"> • Grow holiday and leisure travel market via promotion and sale of packages. 	<ul style="list-style-type: none"> • 300 one way fare packages introduced in 2017/18. 	
Promotion:		
<ul style="list-style-type: none"> • <i>KPI: Appropriate inclusion in all regional strategic planning considerations.</i> 		
<ul style="list-style-type: none"> • Implement regular communications program for airport users. 	<ul style="list-style-type: none"> • Communication program introduced. 	
<ul style="list-style-type: none"> • Ensure Albany Airport is identified as essential infrastructure and acknowledged in all regional planning strategies. 	<ul style="list-style-type: none"> • Acknowledged in the following strategies by June 2018. 	
Facilities:		
<ul style="list-style-type: none"> • <i>KPI: Capital works and maintenance schedules.</i> 	<ul style="list-style-type: none"> • Programs met annually. 	
<ul style="list-style-type: none"> • Investigate Code 4C airport upgrade feasibility and funding. Will be subject to political outcomes. 	<ul style="list-style-type: none"> • Research complete and business case for facilities upgrade presented for consideration in 2018/19 budget. 	
<ul style="list-style-type: none"> • Investigate entry signage on Airport land fronting Albany highway, as part of City's new wayfinding strategy. 		
<ul style="list-style-type: none"> • Investigate and implement new RNAV instruments to replace ILS functionality. 		
<ul style="list-style-type: none"> • Investigate commercial land/industrial precinct scoping on Airport land, create new GA hangar leases. 		
<ul style="list-style-type: none"> • Investigate creation of FIFO dedicated parking area on fee for service basis. 		

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit."</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES/PLANS		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<ul style="list-style-type: none"> _ Access & Inclusion Plan _ Connected Communities Plan _ Public Health Plan 	<p>Smart Prosperous & Growing</p> <ul style="list-style-type: none"> • Advocate for and support initiatives that lead to education sector and employment growth. <p>A Sense of Community</p> <ul style="list-style-type: none"> • Promote and develop an authentic sense of community. • Deliver activities and programs that promote Albany's unique heritage. • Develop a range of activities and facilities and that are appropriate for all ages. <p>Civic Leadership</p> <ul style="list-style-type: none"> • Implement systems and controls that ensure the prudent use of rates. • Develop contemporary service delivery and staff development programs. 	
PURPOSE STATEMENT		
<p><i>"To deliver and promote excellence and equity in 'Early Learning' so that families have a sense of belonging within their community by providing an environment that is safe, stimulating and a curriculum that challenges through creativity, self-choice and learning through play, which is not subsidised by rate payers."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: <i>To provide an educational early learning environment and support network to families within the great southern region.</i></p>		
<ul style="list-style-type: none"> • Promote benefits of school holiday program in child care setting= consistent curriculum and full day hours with additional events. 	<ul style="list-style-type: none"> • Placements to remain full over holiday periods. 	
<ul style="list-style-type: none"> • Deliver Curriculum-embracing & implementing National Quality Standards & Early years Learning Framework 51 weeks year 	<ul style="list-style-type: none"> • Positive audit & spot check results. 	
<ul style="list-style-type: none"> • Family / customer quarterly survey results – service satisfaction 	<ul style="list-style-type: none"> • 90% satisfied. 	
<ul style="list-style-type: none"> • Community Perception survey results –service satisfaction 	<ul style="list-style-type: none"> • 85% satisfied. 	

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
People & Process: <i>To comply with the National Quality and Early Years Learning frameworks and continue "Exceeding" in all 7 quality areas.</i>		
<ul style="list-style-type: none"> Quality Improvement Plan % of actions delivered on time in regard to core business and 7 QA areas. 	<ul style="list-style-type: none"> 75%. 	
Finance: <i>To provide value for money to families by seeking funding opportunities and fundraising initiatives to put back into centre resources.</i>		
<ul style="list-style-type: none"> Financial performance against budget. 	<ul style="list-style-type: none"> Net cost within budget. 	
<ul style="list-style-type: none"> Utilisation % -as per budget established – small portion remains for casuals, allows flexibility to accommodate respite care to families. 	<ul style="list-style-type: none"> 51 of 60 places booked as permanents. 	
<ul style="list-style-type: none"> Fees benchmarked to regional areas and service provided. 	<ul style="list-style-type: none"> Remain competitive annually. 	
Communication: <i>To positively promote the role and work of the centre while supporting industry and community initiatives.</i>		
<ul style="list-style-type: none"> Be involved in themed community events, COA promotions and events to provide knowledge and exposure consistently. 	<ul style="list-style-type: none"> Minimum involvement in 4 events per annum. 	
<ul style="list-style-type: none"> Open day to public (families & students) Provides knowledge and educates on our service, industry, importance of school transitions and Kindy program offered / the role of childcare. 	<ul style="list-style-type: none"> Minimum 2 stories published per annum. 	
Facilities: <i>To continually upgrade identified areas within the building and maintain the recently completed outdoor spaces in line with the Asset Management Plan.</i>		
<ul style="list-style-type: none"> Building condition status, meet National Quality Standards and Regulatory requirements on unannounced spot checks. Indoor painting, swing sets replaced. 	<ul style="list-style-type: none"> Remain compliant on all inspection visits. 	
<ul style="list-style-type: none"> Installation of effective security system. 	<ul style="list-style-type: none"> Install, surveillance and duress system in 2017/18. 	


REPORT ITEM CCCS057 REFERS TO

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Public Health Plan _ Sport Futures Plan 	<p>A Sense of Community</p> <ul style="list-style-type: none"> • Strong Resilient Communities • Vibrant Places & Spaces • Sought after lifestyle destination 	
PURPOSE STATEMENT		
<p><i>"To provide a diverse and affordable range of quality sport and recreational opportunities to all members of our community in a safe, friendly, and fun environment which is financially sustainable for the rate payers of the City of Albany."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery:		
<ul style="list-style-type: none"> • Proceed with the stage two organisational restructure for the Aquatics department that improves operational outcomes and service delivery. 	<ul style="list-style-type: none"> • Improved operational performance and recreation program outcomes. 	
<ul style="list-style-type: none"> • Develop an improved and efficient online Enrolment Process for the ALAC Swim School Customers. 	<ul style="list-style-type: none"> • Increase in swim school enrolments – 3900 enrolments over the 12 month period 	
<ul style="list-style-type: none"> • Upgrade the H&F Cardio Equipment & refurbish access to support extended unsupervised operational hours. 	<ul style="list-style-type: none"> • Improved customer satisfaction Community Perception & members survey results – 85% Satisfaction Rate • Increase in H& F memberships - 1200 members for the 2017/2018 	
<ul style="list-style-type: none"> • Increase ALAC direct recreation programming with a focus on off peak periods. 	<ul style="list-style-type: none"> • Programs and services provided to high priority, at-risk groups. 	
<ul style="list-style-type: none"> • Increase and extended after-hour club and community usage of the ALAC. 	<ul style="list-style-type: none"> • After hours usage is extended. • Increase in stadium revenue. 	
<ul style="list-style-type: none"> • Develop a lane allocation and fee policy to assist in addressing conflicts between casual users and organised groups for lap swimming. 	<ul style="list-style-type: none"> • Consultation completed with stakeholders and policy developed. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
People and Process:		
<ul style="list-style-type: none"> IT - Website enabled to support online enrolments. 	<ul style="list-style-type: none"> Implemented. 	
<ul style="list-style-type: none"> IT - Improved software (Centaman) Database and modules require review and upgrade. 	<ul style="list-style-type: none"> Upgraded. 	
<ul style="list-style-type: none"> HR - Implement modifications to Aquatics and Swim School Staff structures to improve efficiencies. 	<ul style="list-style-type: none"> New structure implemented and overall salary budget for Aquatics and Swim School administration staff (no teaching) staff reduced. 	
<ul style="list-style-type: none"> HR - Implement Customer Services Training. 	<ul style="list-style-type: none"> At least one customer service training session run for key staff. 	
Finance:		
<ul style="list-style-type: none"> Improved links between Centaman and Synergy established to improve invoicing for memberships and stadium bookings including reducing administration tasks required to be undertaken. 	<ul style="list-style-type: none"> Processes established and staff trained. 	
<ul style="list-style-type: none"> Budget for the H&F Cardio Equipment. 	<ul style="list-style-type: none"> Costed into the 2017/18 budget. 	
Communication:		
<ul style="list-style-type: none"> Internal communications plan for staff with regard the Aquatic restructure 	<ul style="list-style-type: none"> Implemented plan post endorsement by HR and EMT. 	
<ul style="list-style-type: none"> Improved Communication and Marketing to current and potential ALAC Members (H&F and Swim School). 	<ul style="list-style-type: none"> Increase in swim school enrolments and H&F Memberships (Increase of 10-15% over the period). 	
Facilities:		
<ul style="list-style-type: none"> Design, implement solutions to address heat loss on the external filtration system. 	<ul style="list-style-type: none"> CPRP Funding Application Submitted. Project delivered. 	
<ul style="list-style-type: none"> Redesign of the front reception and external access to allow for extended after-hour club and community usage, without incurring on-going staff wages. 	<ul style="list-style-type: none"> Facility refurbishment completed to enable extended after-hour club and community usage of the ALAC. 	

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INFORMING STRATEGIES		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<ul style="list-style-type: none"> _ Access & Inclusion Plan _ Age Friendly Albany _ Connected Communities Strategy _ Public Health Plan _ State Gov't Agreements & Legislation _ ALIA Standards & Guidelines 	<p>A Sense of Community</p> <ul style="list-style-type: none"> • 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. 	
PURPOSE STATEMENT		
<p><i>"Our key purpose is to foster a love of literature; lifelong learning and the free flow of information</i></p> <p><i>We will focus on continuing to provide outstanding customer service</i></p> <p><i>We will achieve this by being a conduit of knowledge and cultivating a space that promotes social inclusion within the community."</i></p>		

2017/18 Focus Area - Tourism and Information Hub Construction


Between April and December 2017 the Library will be operating under a 'transition phase' as the Tourism and Information Hub is constructed. A comprehensive Transition plan has been developed to manage operations during transition.

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: <i>To create an engaging, accessible and inspiring "home away from home" – a physical and virtual 'community hub'.</i></p>		
<ul style="list-style-type: none"> • Deliver programs that complement town square programming. 	<ul style="list-style-type: none"> • 5 per year. 	
<ul style="list-style-type: none"> • Provide an experience that attracts library visitors and library members. 	<ul style="list-style-type: none"> • Increase in visitors and members each year. 	
<p>Service Delivery: <i>To be a place that celebrates knowledge and learning; and provides life-long learning opportunities.</i></p>		
<ul style="list-style-type: none"> • Deliver services and programs that link to established community events & activities E.g. Children's & Seniors Weeks, Harmony Week, NAIDOC 	<ul style="list-style-type: none"> • 6 per year. 	
<ul style="list-style-type: none"> • Embed eSmart Libraries services and programs: physical and online services; e-literacy programs; e-lending usage growth. 	<ul style="list-style-type: none"> • E.g. Spydus user sessions, BYOD. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: <i>To provide a safe, inclusive and stress free space for all the community.</i>		
<ul style="list-style-type: none"> Encourage user and wider community feedback by achieving satisfaction ratings in library user and community perception surveys. 	<ul style="list-style-type: none"> Library Users above 85%. Community Perception above local government average. 	
<ul style="list-style-type: none"> Meet community need for outreach and engagement services provided for those who cannot visit Libraries. 	<ul style="list-style-type: none"> E.g. Home Library Service. 	
Service Delivery: <i>To collect and preserve our social and documentary heritage for current and future generations.</i>		
<ul style="list-style-type: none"> Deliver heritage-based programs, with complementary online service delivery. 	<ul style="list-style-type: none"> 2 per year. 	
<ul style="list-style-type: none"> Create plan for continued digitisation program for significant Albany History Collection material. 	<ul style="list-style-type: none"> Endorsed and funded plan. 	
People & Process: <i>Continuous improvement approach to service & programme delivery.</i>		
<ul style="list-style-type: none"> Review Wellstead branch service delivery and model alternative options. 	<ul style="list-style-type: none"> Review findings presented Dec 2017 	
Finance: <i>Value for money in all aspects of council operations.</i>		
<ul style="list-style-type: none"> Meet or exceed operating budget forecasts whilst maintaining service delivery standards. 	<ul style="list-style-type: none"> Budget forecasts met or exceeded 	
Communications: <i>To collaborate and build strong partnerships within the wider community.</i>		
<ul style="list-style-type: none"> Library presence at Community events & expos. 	<ul style="list-style-type: none"> 6 per year. 	
<ul style="list-style-type: none"> Deliver partnership programs across Community Services Business Units. 	<ul style="list-style-type: none"> 4 per year. 	
Asset Management: <i>To manage facilities and use technology in a cost effective manner.</i>		
<ul style="list-style-type: none"> Asset Management Plan developed. 	<ul style="list-style-type: none"> Renewal & maintenance schedule. 	
<ul style="list-style-type: none"> RGS Grant expended and RFID Implemented during visitor centre relocation. 	<ul style="list-style-type: none"> Implementation complete by Dec 2017. 	

REPORT ITEM CCCS057 REFERS TO


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<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES		
<ul style="list-style-type: none"> _ Access & Inclusion Plan _ Age Friendly Albany _ Asset Management Strategy _ Communications Strategy _ Connected Communities Plan _ Economic Development Strategy _ Local Planning Strategy 	<h3 style="text-align: center;">ALIGNMENT WITH COMMUNITY STRATEGIC PLAN</h3> <p>Smart, Prosperous & Growing</p> <ul style="list-style-type: none"> • Encourage, support and deliver significant events that promote our region. • Promote the Albany region as a sought after and iconic tourism destination. <p>A Sense of Community</p> <ul style="list-style-type: none"> • Promote and develop an authentic sense of community. • Deliver activities and programs that promote Albany's unique heritage. • Encourage and support volunteers and community groups. 	
PURPOSE STATEMENT		
<p><i>"To make a valuable contribution to the local Albany economy by delivering high standards of customer service, maximising the dollar spend of visitors to local businesses, to adopt a strong business model focus and to operate in a financially sustainable manner across aspects of operations in the Centre."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: <i>To achieve a sustainable balance between high customer service delivery and financial return on investment.</i></p>		
<ul style="list-style-type: none"> • KPI: Increase enquiry level by 5% from current estimate of enquiry level (85,000 walk-ins, 92,694 online users, unknown telephone in 15/16). 	<ul style="list-style-type: none"> • 5% increase on previous year. 	
<ul style="list-style-type: none"> • Maintain high levels of customer service delivery to visitors and locals in a manner that works to reduce the overall CoA operational subsidy to achieve < \$320k pa. 	<ul style="list-style-type: none"> • Community Satisfaction Survey >85% satisfaction. 	
<ul style="list-style-type: none"> • Develop and implement new business model to secure accommodation and tour bookings in most cost effective operational model. 	<ul style="list-style-type: none"> • New model endorsed by August 2017. 	
<ul style="list-style-type: none"> • Implement local industry engagement plan to ensure smooth implementation of new business model. 	<ul style="list-style-type: none"> • Engagement Plan approved. 	
<p>People and Process: <i>To develop a dedicated team of AVC staff with commitment to delivery of high standards of customer service whilst always focusing upon generating revenue from every visitor enquiry.</i></p>		
<ul style="list-style-type: none"> • KPI: Implement new business model to achieve wage cost reduction. 	<ul style="list-style-type: none"> • Wage cost <\$400k in 2017/18. 	
<ul style="list-style-type: none"> • Focus on establishing a workforce plan that uses both paid staff and volunteer resources. 	<ul style="list-style-type: none"> • Updated workforce plan adopted. 	
<ul style="list-style-type: none"> • Improve AVC staff knowledge of and level of engagement with local accommodation, services and attractions. 	<ul style="list-style-type: none"> • Product Familiarisation Program developed and implemented. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Finance: <i>Work to increase the overall value of the AVC business operation by striving to achieve financial sustainability.</i>		
<ul style="list-style-type: none"> KPI: Achieve annual subsidy of \$320k. 	<ul style="list-style-type: none"> Subsidy <\$320k in 2017/18. 	
<ul style="list-style-type: none"> Implement new operational business model. 	<ul style="list-style-type: none"> New model introduced. 	
Communication: <i>Implement effective marketing and promotions that maximise the financial returns to the AVC business model and that assist in the development of Albany as a successful visitor destination.</i>		
<ul style="list-style-type: none"> KPI: Improve satisfaction levels re AVC local industry engagement. 	<ul style="list-style-type: none"> Satisfaction level >80% in 2017/18 	
<ul style="list-style-type: none"> Implement local industry engagement and communication plan for new VC relocation and operations. 	<ul style="list-style-type: none"> Plan developed and adopted. 	
Facilities: <i>To present a visitor centre setting that is highly welcoming and provides an excellent showcase/window to the visitor experiences on offer in the region.</i>		
<ul style="list-style-type: none"> KPI: Coordinate digital strategy for visitor servicing. 	<ul style="list-style-type: none"> 	
<ul style="list-style-type: none"> Support the relocation and develop plans to assist and be ready for shift of AVC to main York Street site estimated in December 2017. 	<ul style="list-style-type: none"> Move to new premises. 	
<ul style="list-style-type: none"> Identify and implement facility modifications to meet new business model needs in new location. 	<ul style="list-style-type: none"> Design approved by Council. 	


REPORT ITEM CCCS057 REFERS TO

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<ul style="list-style-type: none"> _ Asset Management Plan _ Public Health Plan _ Recreation Futures Plan _ Access and Inclusion Plan 	<p>Clean Green and Sustainable</p> <ul style="list-style-type: none"> • Protect and enhance our natural environment <p>Connected Built Environment</p> <ul style="list-style-type: none"> • To develop vibrant neighbourhoods which retain local character & heritage. • Provide proactive planning & building services. • Deliver programs that improve public health and wellbeing • Develop an integrated approach to planning and development compliance. • Ensuring community safety is built into all planning and development initiatives. 	
PURPOSE STATEMENT		
<p><i>"To efficiently provide solutions and advice in accordance with the Building, Health and relevant Compliance Legislation and Codes while also proactively maintaining and improving the quality of life, sustainability and protecting the health and safety of our Community."</i></p>		
DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: Building: To provide a high level technical service to internal and external customers.</p>		
<ul style="list-style-type: none"> • Accurately process permits, review plans, provide building advice, site visits & inspections; while providing a consistent approach from within the team. 	<ul style="list-style-type: none"> • Improving trends in customer surveys. 	
<ul style="list-style-type: none"> • Assist, educate and promote to our customers how to meet the codes and the permit process. 	<ul style="list-style-type: none"> • Provide regular training & updates to the Development Information Services Team. 	
<ul style="list-style-type: none"> • Continue to provide Regional Support and Focus with consideration of available resources. 	<ul style="list-style-type: none"> • Positive feedback from surrounding LGA's (i.e. Shire of Jerramungup). 	
<p>Service Delivery: Health: To provide a high level technical service to internal and external customers.</p>		
<ul style="list-style-type: none"> • Deliver and report on the action plan items outlined in the Public Health Plan, within required timeframes. 	<ul style="list-style-type: none"> • Public Health Plan Actions delivered with timeframes and reported on. 	
<ul style="list-style-type: none"> • Deliver a proactive and educational service, while reducing health inspection frequencies based on risk. 	<ul style="list-style-type: none"> • Evidence of 3 education programs per year and increased premises compliance. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: Compliance: To resolve issues of non-compliance in an effective and timely manner.		
<ul style="list-style-type: none"> Increase effectiveness of investigations and resolution of issues of non-compliance in a more coordinated and efficient manner. 	<ul style="list-style-type: none"> Establish a dedicated Compliance Team by 1/07/2017. 	
<ul style="list-style-type: none"> Develop procedures and policy documents to ensure a consistent service is provided 	<ul style="list-style-type: none"> Documents developed, endorsed and implemented. 	
People and Process: Maintain an appropriate level of suitably qualified and trained personnel.		
<ul style="list-style-type: none"> Support, train and develop staff to maintain the highest possible standard of planning, organization and customer service; while focusing on core functions. 	<ul style="list-style-type: none"> Development planned via the performance review process with at least 1 professional development opportunity per staff member per year. 	
<ul style="list-style-type: none"> Develop staff (including Development Information Services Team and other Customer Service staff) to build capacity so they are able to step up and provide cover in the event of absence or leave and to increase skills in dealing with customer enquiries 	<ul style="list-style-type: none"> Create opportunities, staff gain qualifications and skills, improve customer perception survey and staff undertake site visits/ mentoring with senior staff. 	
<ul style="list-style-type: none"> Ongoing development of procedures and policy documents for each work area to ensure a consistent service is provided 	<ul style="list-style-type: none"> Documents are contemporary and reflect current practice. 	
Finance: Provide value for money.		
<ul style="list-style-type: none"> Increase the number of Certificates of Construction, Building and Design Compliance for Class 2-9 buildings. 	<ul style="list-style-type: none"> Increase in number of certificates issued from previous years. 	
Communication: Provide exceptional customer service in a timely, friendly, and professional manner.		
<ul style="list-style-type: none"> Proactively promote the work undertaken by the Building, Health & Compliance Services team in an effort to gain recognition for the technical and wide-ranging work that is undertaken and to manage expectations. 	<ul style="list-style-type: none"> Minimum of 3 articles or education programs undertaken per year. 	
<ul style="list-style-type: none"> Improve communication and coordination between teams, particularly in regards to investigations to ensure we are an approachable and accessible team to all. 	<ul style="list-style-type: none"> Trend showing reduction in resolution of investigation timeframes and feedback survey results to show ongoing improvements. 	
Assets:		
<ul style="list-style-type: none"> Maintain access to the current Australian Standards & Building Codes which are regularly updated. 	<ul style="list-style-type: none"> Latest version of key codes and standards available. 	
<ul style="list-style-type: none"> Ensure officers have the highest possible quality of relevant plant and equipment to deliver services within resource constraints. 	<ul style="list-style-type: none"> Equipment purchased or upgraded as required as per the budget. 	
<ul style="list-style-type: none"> Develop opportunities for remote access to IT software for inspections and compliance work. 	<ul style="list-style-type: none"> Software developed and equipment purchased as required. 	


REPORT ITEM CCCS057 REFERS TO

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Asset Management Policy, Strategy & Plan _ Carbon Reduction Strategy _ Albany Cycle City Strategy 	<p>Clean, Green and Sustainable</p> <p>A Connected Built Environment</p> <ul style="list-style-type: none"> • A Sense of Community. • Smart, Prosperous and Growing. 	
PURPOSE STATEMENT		
<p><i>To Develop, Maintain and Enhance City Infrastructure and its Natural Environment to maximise its benefit to the community.</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Asset Management: <i>To improve asset network condition trending.</i>		
<ul style="list-style-type: none"> • Develop an accurate and reliable asset inventory through ongoing data collection. 	<ul style="list-style-type: none"> • Moderate or High level of confidence across all Asset Classes. 	
<ul style="list-style-type: none"> • Undertake asset and financial modelling and provide meaningful information to elected members. Field proofed inputs and analysis out the modelling outputs to gain confidence in data outputs. 	<ul style="list-style-type: none"> • Up to date financial modelling including field proofing of outputs with annual presentation to elected members. 	
<ul style="list-style-type: none"> • Develop integrated long term financial plans for capital works and ensure asset management principles are understood and considered in planning. 	<ul style="list-style-type: none"> • No decline in overall condition rating over 10 year horizon. 	
Forward Capital Works Program: <i>To inform LTFP with well develop forward capital works programming</i>		
<ul style="list-style-type: none"> • Develop forward capital works which are informed by robust prioritisation models. 	<ul style="list-style-type: none"> • Evidence that projects are prioritised as per condition intervention points in the AMP's. 	
<ul style="list-style-type: none"> • Prepare concepts of forward works to enable accurate cost analysis. 	<ul style="list-style-type: none"> • Minimum class 3 estimates for all budget control. 	
Design: <i>To deliver high quality and cost effective infrastructure design.</i>		
<ul style="list-style-type: none"> • Undertake internal design work to contemporary standards. 	<ul style="list-style-type: none"> • External Design fees to be <1.5% of Construction Budget. 	
<ul style="list-style-type: none"> • Ensure functionality and quality consideration are appropriate in each instance. 		
<ul style="list-style-type: none"> • Design with consideration to best whole of life cost outcomes. 		

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Project Management: <i>To deliver the capital works program on time on budget.</i>		
<ul style="list-style-type: none"> Schedule projects for efficient delivery through external contractors. 	<ul style="list-style-type: none"> 90% of projects delivered in nominated financial year +/- 10% Budget. 	
<ul style="list-style-type: none"> Provide quality assurance and ensure standards are met including a high level of safety compliance. 	<ul style="list-style-type: none"> Zero Worksafe Notices. Complete QA on all external delivered projects. 	
<ul style="list-style-type: none"> Effectively manage construction contracts in house with minimal external superintendence. 	<ul style="list-style-type: none"> External Superintendence fee to be <1.5% of Construction Budget. 	
Environmental Sustainability: <i>To implement the City's Carbon Footprint Strategy and reduce energy use in public buildings and spaces.</i>		
<ul style="list-style-type: none"> Deliver actions in the Carbon Footprint Reduction strategy. 	<ul style="list-style-type: none"> Action plan delivered within stated timeframes. 	
<ul style="list-style-type: none"> Reduction in energy use in public buildings and space and be water wise 	<ul style="list-style-type: none"> Trends showing a reduction in energy use. 	
<ul style="list-style-type: none"> Improve public and corporate awareness of sustainability issues. 		
People and Process:		
<ul style="list-style-type: none"> Develop a programme for staff to visit innovative and progressive metropolitan LGAs. 	<ul style="list-style-type: none"> Program scheduled and delivered. 	
<ul style="list-style-type: none"> Develop structured review process for internal design projects to expose inside and outside staff to different projects. 	<ul style="list-style-type: none"> Process developed and implemented by June 2018. 	
Finance:		
<ul style="list-style-type: none"> Financial Performance. 	<ul style="list-style-type: none"> Net Costs within Budget. 	
Communication:		
<ul style="list-style-type: none"> Active support of organisational objectives by providing high quality internal customer service. 	<ul style="list-style-type: none"> Customer Service rating above 80%. 	
<ul style="list-style-type: none"> Respond to External Customer service requests within designated timeframe. 	<ul style="list-style-type: none"> 95% of Requests responded to within designated timeframe. 	
<ul style="list-style-type: none"> Participate in quality community consultation. 	<ul style="list-style-type: none"> Compliance with city's engagement framework. 	
Assets:		
<ul style="list-style-type: none"> Identify and plan move to improved office space. 	<ul style="list-style-type: none"> Move into new accommodation by June 2018 	
<ul style="list-style-type: none"> Improve connectivity with other City offices. 	<ul style="list-style-type: none"> Deliver up to date conferencing facilities between stations by June 2018. 	


CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<ul style="list-style-type: none"> _ Asset Management Policy, Strategy & Plan _ Carbon Reduction Strategy _ Strategic Waste Management Plan 	<p>Clean, Green and Sustainable</p> <ul style="list-style-type: none"> • To maintain and renew city assets in a sustainable manner. • Deliver effective asset maintenance programs. • To advocate for and support "green initiative" within the region. • Deliver effective waste management services. 	
PURPOSE STATEMENT		
<p><i>"To deliver quality construction, maintenance and City services through innovation and best practice."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Maintenance: <i>Effective preventive maintenance programs and completion of customer service requests within agreed timeframe.</i></p>		
<ul style="list-style-type: none"> • Preventive maintenance scheduled and undertaken to a high quality. 	<ul style="list-style-type: none"> • <i>Maintenance schedules met.</i> 	
<ul style="list-style-type: none"> • Reactive maintenance based on Customer Service Request undertaken in accordance with customer service charter. 	<ul style="list-style-type: none"> • 80% or more CSR's closed out or acted upon within agreed timeframe. 	
<p>Construction: <i>Delivery of capital works projects (internally delivered) on time and within budget.</i></p>		
<ul style="list-style-type: none"> • Deliver capital projects in house. Continue to build in house capacity by delivering challenging projects. 	<ul style="list-style-type: none"> • Projects delivered plus or minus 10% budget. 	
<ul style="list-style-type: none"> • Provide effective supervision ensuring works are carried out safely and delivered on time. 	<ul style="list-style-type: none"> • Projects completion within 10% of time allocation. 	
<ul style="list-style-type: none"> • Maintain a professional image by having worksites which are managed appropriately catering for the community needs. 	<ul style="list-style-type: none"> • Regular inspections with zero work safe improvement notices. 	
<p>Waste: <i>Effective waste management practices and implementation of Strategic Waste Strategy priorities.</i></p>		
<ul style="list-style-type: none"> • Effective management of the City's Waste Contract. 	<ul style="list-style-type: none"> • Community Perception rating above LG average 	
<ul style="list-style-type: none"> • Provide best practice management of landfill sites to meet all regulatory requirements. 	<ul style="list-style-type: none"> • Compliance with annual DER reporting and inspection. 	
<ul style="list-style-type: none"> • Deliver actions in the City's Strategic Waste Management Plan. 	<ul style="list-style-type: none"> • Strategic plan actions delivered within stated timeframe. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Depot Services: <i>Continual improvement in cost effectiveness of service delivery.</i>		
<ul style="list-style-type: none"> Effective administration and procurement practices that ensure value for money. 	<ul style="list-style-type: none"> Annual internal customer service survey. 	
People and Process: <i>Be innovative in how we develop our staff and the way we conduct our business.</i>		
<ul style="list-style-type: none"> Develop a programme for staff to visit innovative and progressive metropolitan LGAs . 	<ul style="list-style-type: none"> Program scheduled and delivered. 	
<ul style="list-style-type: none"> Create opportunities for succession planning via higher duties, training, mentoring and coaching. 	<ul style="list-style-type: none"> 80% of temporary vacancies filled by staff within the directorate. 	
<ul style="list-style-type: none"> Provide technical support and advice. 	<ul style="list-style-type: none"> Employee Perception rating above 80%. 	
<ul style="list-style-type: none"> Organise training and development that supports a professional and developing work force. 	<ul style="list-style-type: none"> Annual training schedule developed and delivered. 	
<ul style="list-style-type: none"> Implement safety practices that promote a culture of safety while meeting legislative requirements. 	<ul style="list-style-type: none"> Reduction in injuries and operational incident reports. 	
Finance: <i>Strive to deliver a value for money service sensitive to the community's needs.</i>		
<ul style="list-style-type: none"> Financial Performance. 	<ul style="list-style-type: none"> Net Costs within Budget. 	
<ul style="list-style-type: none"> Continual improvement in the cost effectiveness of service delivery. 	<ul style="list-style-type: none"> Annual internal customer service survey. 	
Communication: <i>Commit to transparent, timely and constructive conversations with all our customers.</i>		
<ul style="list-style-type: none"> Active support of organisational objectives by providing high quality internal customer service. 	<ul style="list-style-type: none"> Employee Perception rating above 80%. 	
<ul style="list-style-type: none"> Participate in quality community engagement. 	<ul style="list-style-type: none"> Compliance with city's engagement framework. 	
Assets: <i>To deliver financially responsible plant replacement and maintenance programmes.</i>		
<ul style="list-style-type: none"> Renew and maintain heavy plant and equipment cost effectively. 	<ul style="list-style-type: none"> Plant renewal and maintenance delivered within plus or minus 10% budget. 	

REPORT ITEM CCCS057 REFERS TO


CITY VISION	CITY VALUES	GUIDING PRINCIPLES
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INFORMING STRATEGIES		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<ul style="list-style-type: none"> _ Access & Inclusion Plan _ Bush Fire Strategic Plan _ Natural Reserves Strategy and Action Plan _ Communications Strategy 	<p>Clean, Green and Sustainable</p> <ul style="list-style-type: none"> • To maintain and renew city assets in a sustainable manner. • Deliver effective asset maintenance programs. • To advocate for and support "green initiative" within the region. 	
PURPOSE STATEMENT		
<p><i>"To manage Public Spaces and the Natural Environment to provide maximum benefit to the community and visitors and to ensure the City protects its natural assets in line with legislative requirements and best practise."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery:		
<ul style="list-style-type: none"> • Undertake Environmental impact assessment and issue permits. 	<ul style="list-style-type: none"> • Planning requirements met for capital works program. 	
<ul style="list-style-type: none"> • Undertake fuel reduction planning for City controlled land including the assessment and facilitation of controlled burns and by undertaking mechanical mitigation control measures. 	<ul style="list-style-type: none"> • Minimum of 10 controlled burns completed per annum. 	
<ul style="list-style-type: none"> • Develop and deliver management and improvement plans for reserves. 	<ul style="list-style-type: none"> • Delivery of adopted Natural Reserves Strategy and Action Plan. 	
<ul style="list-style-type: none"> • Reactive maintenance based on Customer Service Request undertaken in accordance with customer service charter. 	<ul style="list-style-type: none"> • 80% or more CSR's closed out or acted upon within agreed timeframe. 	
<ul style="list-style-type: none"> • Preventive maintenance scheduled and undertaken to a high quality. 	<ul style="list-style-type: none"> • Maintenance schedules met. 	
<ul style="list-style-type: none"> • Continual improvement in cost effectiveness of service delivery. 	<ul style="list-style-type: none"> • 5 new initiatives implemented. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
People & Process:		
<ul style="list-style-type: none"> Organise training and development that supports a professional and developing work force. 	<ul style="list-style-type: none"> Annual review of staff training requirements. 	
<ul style="list-style-type: none"> Create opportunities for succession planning via higher duties, training, mentoring and coaching. 	<ul style="list-style-type: none"> 80% of temporary vacancies filled by staff within the directorate. 	
<ul style="list-style-type: none"> Work closely with other directorates to ensure we meet City Values and deliver improved community outcomes. 	<ul style="list-style-type: none"> Customer Service rating above 80%. 	
Finance:		
<ul style="list-style-type: none"> Deliver services in a cost effective manner. 	<ul style="list-style-type: none"> Net costs within budget. 	
Communication:		
<ul style="list-style-type: none"> Active input and involvement with organisational objectives providing the highest level of internal customer service. 	<ul style="list-style-type: none"> Customer Service rating above 80%. 	
<ul style="list-style-type: none"> Provide technical support and advice. 		
<ul style="list-style-type: none"> Build an environmentally sensitive culture with the City of Albany. 	<ul style="list-style-type: none"> Develop and deliver an Environmental Awareness program. 	
Assets:		
<ul style="list-style-type: none"> Renew and upgrade infrastructure in accordance with the Long Term Financial Plan. 	<ul style="list-style-type: none"> 90% of projects delivered in nominated financial year. 	
<ul style="list-style-type: none"> Undertake landscaping works and street tree replacement. 	<ul style="list-style-type: none"> Develop an annual planting program. 	
<ul style="list-style-type: none"> Protect the amenity of the City's reserves through implementation of considered environmental and heritage works. 	<ul style="list-style-type: none"> Capital works program and other opportunities. 	

REPORT ITEM CCCS057 REFERS TO


CITY VISION	CITY VALUES	GUIDING PRINCIPLES
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INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Communications Strategy _ Connected Communities Strategy _ Age-Friendly Cities Plan _ Public Access & Inclusion Plan _ Public Health Plan 	<p>Smart Prosperous & Growing</p> <ul style="list-style-type: none"> • Encourage support and deliver significant events that promote our region • Promote the Albany region as a sought after and iconic tourism destination <p>A Sense of Community</p> <ul style="list-style-type: none"> • Deliver activities and programs that promote Albany's unique heritage • Encourage and support volunteers and community groups <p>Civic Leadership</p> <ul style="list-style-type: none"> • Develop structures and processes that engage the community • Improve community engagement processes and platforms 	
PURPOSE STATEMENT		
<p><i>"Foster civic pride in the City of Albany through excellence in communications and delivering engaging events that celebrate our community."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: <i>Facilitate event approvals and deliver a program of community events.</i></p>		
<ul style="list-style-type: none"> • Anzac Centenary 2018 	<ul style="list-style-type: none"> • Collaborate with RSL & Albany Heritage Park team to deliver events & marketing to close Anzac Centenary period – April 2018 to November 2018 	
<ul style="list-style-type: none"> • Events Approval Process 	<ul style="list-style-type: none"> • Inform community about new EAP application toolkit, July 2018. 	
<ul style="list-style-type: none"> • Audit of community events. 	<ul style="list-style-type: none"> • Review existing City-delivered community events and identify new event opportunities, July 2018. 	

REPORT ITEM CCCS057 REFERS TO


DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: <i>Provide communications and media management support to the organisation.</i>		
<ul style="list-style-type: none"> Review of City of Albany newsletters and explore opportunities for consolidation and development. 	<ul style="list-style-type: none"> Complete audit and recommendations, June 2018. 	
<ul style="list-style-type: none"> Media campaign promoting the City of Albany services and people 	<ul style="list-style-type: none"> Campaign delivered by end of 2018. 	
<ul style="list-style-type: none"> Host Commonwealth Games Queen's Baton Relay leg in Albany, February 2018 	<ul style="list-style-type: none"> Coordinate and deliver event, February 2018. 	
People & Process: <i>To enhance and streamline processes to improve business outcomes and stakeholder relationships.</i>		
<ul style="list-style-type: none"> Staff Development 	<ul style="list-style-type: none"> Provide 2x development opportunities to each staff member, December 2017. 	
<ul style="list-style-type: none"> Customer satisfaction survey at City of Albany events 	<ul style="list-style-type: none"> Survey & feedback process adopted, August 2017. 	
<ul style="list-style-type: none"> Albany Regional Volunteer service support for staffing City of Albany events 	<ul style="list-style-type: none"> Increased volunteer support at events, June 2018. 	
Finance: <i>To ensure that residents and ratepayers obtain optimum value and return for its investment in communications and events.</i>		
<ul style="list-style-type: none"> Coordinated funding and sponsorship applications 	<ul style="list-style-type: none"> Collaborate with other teams to achieve increased funding and sponsorship for events and cross-directorate activities – December 2017. 	
Communication: <i>To oversee effective communication across the City and to all stakeholders.</i>		
<ul style="list-style-type: none"> Update City of Albany 2014 Communications Strategy 	<ul style="list-style-type: none"> Draft a social media strategy that is added to Communications Strategy, December 2017. 	
	<ul style="list-style-type: none"> Review Communications Strategy, December 2017. 	
<ul style="list-style-type: none"> Explore digital communications opportunities 	<ul style="list-style-type: none"> Recommendations considered by March 2018. 	
<ul style="list-style-type: none"> Publications and document templates 	<ul style="list-style-type: none"> Transition key templates to new contemporary or corporate designs, June 2018. 	
Assets:		
<ul style="list-style-type: none"> Audit of event equipment, materials and resources 	<ul style="list-style-type: none"> Spreadsheet report by November 2018. 	

REPORT ITEM CCCS057 REFERS TO

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>“To be Western Australia’s most sought after and unique regional City to live, work and visit”</i></p>		<ul style="list-style-type: none"> <i>_ Value for Money</i> <i>_ Continuous Improvement</i> <i>_ Sustainability</i> <i>_ Commitment to Quality</i>
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> <i>_Aboriginal Accord</i> <i>_Access & Inclusion Plan</i> <i>_Age Friendly Albany</i> <i>_Connected Communities Strategy</i> <i>_Public Health Plan</i> <i>_Youth Friendly Albany Strategy</i> 	<p>4 A Sense of Community</p> <p>4.1 To build resilient and cohesive communities with a strong sense of community spirit</p> <p>4.2 To create interesting places, spaces and events that reflect our community's identity, diversity and heritage</p> <p>4.3 To develop and support a healthy inclusive and accessible community</p> <p>5 Civic Leadership</p> <p>5.2 To provide strong, accountable leadership supported by a skilled & professional workforce</p> <p>5.3 To engage effectively with our community</p>	
PURPOSE STATEMENT		
<p>“We honour and recognise the diversity and strength of our communities and will foster relationships that sustain a community in which everyone can feel they belong”</p>		

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: "To foster connected, inclusive, sustainable & engaged communities using best practice community development and engagement principles"		
Monitor and review progress of Native Title Settlement, Accord and identify opportunities for the City to collaborate to deliver outcomes for the Noongar community.	June 2018	
Review and update Disability Access and Inclusion Plan.	December 2017	
Expand on and delivery of Neighbourhood Hubs Project.	June 2018	
Consolidating the Healthy Albany Partnership and assistance with delivery of the City's Public Health Plan.	August 2017	
Draft and implementation of Community Safety Action Plan.	June 2018	
People and Process: "To create, build and sustain effective networks and partnerships that enable us to deliver on our key activities"		
Investigate opportunities to expand the Healthy Albany concept to other local governments in the region.	June 2018.	
Investigate opportunities through Regional Community Development and Engagement Officers Network to deliver activities related to the DAIP, Healthy Albany in the region.	June 2018	
Finance: "To harness the best use of new and existing resources to provide value for money for council and community"		
Seek innovative ways to leverage additional funding to support service delivery.	June 2018	
Streamline resources, including shared resources, to seek better value for money for Albany and the Great Southern.	June 2018	
Communications: "To reinforce the value of Community Development by using a variety of tools and techniques to celebrate, promote and focus on our activities and achievements."		
Increase organisational and community awareness of team initiatives and achievements through staff news, community news, updates to EMT, participation in stakeholder networks.	At least four articles annually	
Assets: "To plan, activate and maintain our physical and nonphysical assets including facilities, networks, relationships and our team."		
Promotion of City and community assets to optimise activation, utilisation and sustainability.	June 2018	
Support community engagement 'champions' across the organisation.	June 2018	


CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Long Term Financial Plan _ People Strategy _ Risk and Opportunity Framework _ Community Engagement Framework 	<p>Civic Leadership</p> <ul style="list-style-type: none"> • 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. 	
PURPOSE STATEMENT		
<p><i>"Purpose Statements are highlighted at the top of each business area"</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Customer Service: <i>To provide quality customer services that is responsive to the needs of the community, business units and key internal staff.</i></p>		
<ul style="list-style-type: none"> • Enhance our customer service to ensure it is professional and helpful and meets our customer service charter. 	<ul style="list-style-type: none"> • Community perception survey rating for customer service above 70%. 	
<ul style="list-style-type: none"> • Oversee the need to meet access and inclusion requirements for customers with special needs. 		
<ul style="list-style-type: none"> • Support the progression of on-line customer service platforms to provide more on-line systems. 	<ul style="list-style-type: none"> • Creation of additional on-line services. 	
<p>Land and Heritage: <i>To support the Council, the Executive and other key stakeholders with strategic advice on land and heritage matters.</i></p>		
<p>Land:</p>		
<ul style="list-style-type: none"> • Acquire and dispose of land and modify land tenure to ensure the City is able to meet community and service delivery needs. 	<ul style="list-style-type: none"> • Land portfolio aligned with required uses and service delivery. 	
<ul style="list-style-type: none"> • Review the City's Land Asset Strategy to identify future economic development opportunities and ensure long term planning is in place to cater for future City requirements. 	<ul style="list-style-type: none"> • Completed Land Asset Strategy. 	
<ul style="list-style-type: none"> • Set a framework and process for the creation of the Range Road reserve and enact first stages for land resumption. 	<ul style="list-style-type: none"> • Creation of Range Road reserve (or part thereof). 	
<ul style="list-style-type: none"> • Ensure that the North Road Administration Building is managed and improved to reflect the civic function of this space. 	<ul style="list-style-type: none"> • Building coordination system & operational. • Completion of airlock. • Completion of civic kitchens upgrade. • Completion of front area design. 	
<p>Heritage:</p>		
<ul style="list-style-type: none"> • Continue to maintain high standards of consultation and engagement on heritage matters. 	<ul style="list-style-type: none"> • Heritage approval for all City works and projects is obtained, where required. 	
<ul style="list-style-type: none"> • Develop a response to the Native Title South West Settlement as it impacts on City consultation processes and promote to all staff. 	<ul style="list-style-type: none"> • Adopted consultation process supported by the Noongar community. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Procurement: <i>To support the City of Albany's Procurement activities by ensuring consistency, providing best value to the City and ensuring equity and transparency to Tenderers, while complying with relevant regulations.</i>		
<ul style="list-style-type: none"> Quotation and Tenders issued in accordance with Local Government regulations. 	<ul style="list-style-type: none"> Audit Compliance. 	
<ul style="list-style-type: none"> Review the Purchasing and Buy Local Policies to ensure compliance and best value in tendering practices. 	<ul style="list-style-type: none"> Council adoption of updated Policies. 	
<ul style="list-style-type: none"> Attract and maintain mutually beneficial relationships with best value suppliers. 	<ul style="list-style-type: none"> Increase in overall and local participation in tender submissions. 	
Properties and Leasing: <i>To manage and maintain the City's Leasing Portfolio to maximise the overall return to the community.</i>		
<ul style="list-style-type: none"> Review the Council's Property Management (Leases and Licences) Policy to optimise commercial and community outcomes. 	<ul style="list-style-type: none"> Council adoption of updated Policy. 	
<ul style="list-style-type: none"> Satisfy statutory and legal obligations. 	<ul style="list-style-type: none"> Audit Compliance. 	
<ul style="list-style-type: none"> Maximise the return for the City's commercial leasing portfolio. 	<ul style="list-style-type: none"> Evidence that new and updated leases are based on current market valuations. 	
<ul style="list-style-type: none"> Standard lease agreements that are fair & equitable. 	<ul style="list-style-type: none"> Lessees sign off. 	
<ul style="list-style-type: none"> Scheduled site visits to leased properties. 	<ul style="list-style-type: none"> Inspection Schedule met. 	
Revenue Development: <i>To advise and support the Executive and key internal stakeholders on all external funding opportunities, including liaison with funding bodies, state and federal officers and members of Parliament.</i>		
<ul style="list-style-type: none"> Funding Applications: 	<ul style="list-style-type: none"> Success Rate. 	
<ul style="list-style-type: none"> Effective research and early notification of opportunities to officers. 		
<ul style="list-style-type: none"> Selection of funding and projects based on CoA strategic requirement and community needs (PCG for \$50k+). 		
<ul style="list-style-type: none"> Close working relationship and support to project officers when developing the application, submission, execution of grants. 		
<ul style="list-style-type: none"> Acquittals and Reports: 	<ul style="list-style-type: none"> Funding agreements acquitted by agreed dates. 	
<ul style="list-style-type: none"> Officer involved have understanding of responsibilities, grant conditions and reporting requirements. 		
<ul style="list-style-type: none"> Coordination of collation of supporting materials from project start. 		
<ul style="list-style-type: none"> Timely reminders for due dates and effective management of submission, reporting and acquittals including auditing. 		
Strategy and Improvement: <i>To improve community perception and corporate performance through meaningful strategic planning and continuous improvement.</i>		
<ul style="list-style-type: none"> IPR Framework upgrade. 	<ul style="list-style-type: none"> Required plans confirmed as compliant and adopted in August 2017. 	
<ul style="list-style-type: none"> Business Plans & Corporate Scorecard. 	<ul style="list-style-type: none"> Endorsed by EMT with quarterly reporting requirements met. 	
<ul style="list-style-type: none"> Regional Peer Support Pilot. 	<ul style="list-style-type: none"> Regional participation and outcomes delivered against the MOU. 	
<ul style="list-style-type: none"> Process improvement initiatives as requested by Executives & Managers. 	<ul style="list-style-type: none"> Outcomes agreed and delivered via Improvement Plans. 	
<ul style="list-style-type: none"> IAP2 Training. 	<ul style="list-style-type: none"> Certificate obtained with skills used to improve community engagement. 	


REPORT ITEM CCCS057 REFERS TO

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after & unique regional City to live, work & visit."</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Lower Great Southern Strategy _ Albany Local Planning Strategy _ Public Health Plan _ GIS Strategy 	<ul style="list-style-type: none"> • Smart, Prosperous & Growing • Clean, Green & Sustainable • A Connected Built Environment • A Sense of Community • Civic Leadership 	
PURPOSE STATEMENT		
<p><i>"Purpose Statements are highlighted at the top of each business area"</i></p>		
DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: Planning: <i>To provide high quality decisions, advice and information on statutory and strategic planning matters, while involving all stakeholders throughout the process.</i></p>		
<ul style="list-style-type: none"> • Process a range of statutory planning applications. 	<ul style="list-style-type: none"> • Informed decisions within statutory time frames. 	
<ul style="list-style-type: none"> • Provide planning advice to Stakeholders. 	<ul style="list-style-type: none"> • Respond to 90% within 2 days. 	
<ul style="list-style-type: none"> • Develop & review Town Planning Scheme policies. 	<ul style="list-style-type: none"> • Develop new policies as required & review existing policies every 3 years. 	
<ul style="list-style-type: none"> • Complete the Albany Local Planning Strategy review. 	<ul style="list-style-type: none"> • Complete by mid-2018. 	
<ul style="list-style-type: none"> • Commence with the review of Town planning Scheme No 1. 	<ul style="list-style-type: none"> • Complete draft document by mid-2018. 	
<ul style="list-style-type: none"> • Prepare Precinct / Structure Plan for Centennial Park. 	<ul style="list-style-type: none"> • Complete Draft Precinct/Structure Plan by end 2018. 	
<ul style="list-style-type: none"> • Prepare 2 heritage / character area plans e.g. Duke & Cuthbert Street. 	<ul style="list-style-type: none"> • Complete Draft Precinct/Structure Plan by end 2018. 	
<ul style="list-style-type: none"> • Assist the Department of Housing with the Spencer Park Urban Renewal project. 	<ul style="list-style-type: none"> • Provide assistance as required within budget. 	
<p>Service Delivery: Information Services: <i>Provide friendly & professional advice & support service in a timely manner to all internal & external customers to meet all statutory requirements.</i></p>		
<ul style="list-style-type: none"> • Respond to development & I& use enquiries. 	<ul style="list-style-type: none"> • Same day response or, if not possible, advise when answer can be expected. Within a day. 	
<ul style="list-style-type: none"> • Prepare monthly Development Services reports, including Bulletin to Council & Statistics to Building 	<ul style="list-style-type: none"> • Reports prepared & distributed within 2 – 3 days after end of each month. 	
<ul style="list-style-type: none"> • Provide administration support to Planning, Building & Health Teams. 	<ul style="list-style-type: none"> • Support to be provided in accordance with agreed service levels with team managers. 	
<ul style="list-style-type: none"> • Accept & process Building Permit Applications, Notices & forms & all Statutory Planning 	<ul style="list-style-type: none"> • Process & allocate applications to officers for processing within 2 days. 	
<p>Service Delivery: Corporate GIS: <i>To provide high quality Geographical Information Service to all stakeholders.</i></p>		
<ul style="list-style-type: none"> • Proactively educate & promote the use of GIS tools within the City of Albany. 	<ul style="list-style-type: none"> • Four training sessions developed & conducted by June 2018, including Intramaps 'how to' videos. 	
<ul style="list-style-type: none"> • Maintain GIS & Data updating. 	<ul style="list-style-type: none"> • Upgrade Intramaps to new version in the interim & transit to new Landgate SLIP by June 2018. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<ul style="list-style-type: none"> Review Bush Fire Prone Mapping for Albany. 	<ul style="list-style-type: none"> Acquire Spatial Data & review map by April 2018. 	
<ul style="list-style-type: none"> Investigate potential expansion of GIS services within the organisation & Great Southern region including most appropriate GIS platform. 	<ul style="list-style-type: none"> Investigate & prepare a direction paper for the Corporate GIS by end of 2017. 	
Service Delivery: Engineering & Land Services: To provide high quality decisions, advice & information on development engineering & I& administration matters.		
<ul style="list-style-type: none"> Provide engineering advice on I& development to internal teams & external stakeholders. 	<ul style="list-style-type: none"> Respond to 90% within 4 days, if not possible, advice when answer can be expected. Within 2 days. 	
<ul style="list-style-type: none"> Right of Way Policy. 	<ul style="list-style-type: none"> Adopted by June 2018. 	
<ul style="list-style-type: none"> Investigate & resolve Development Engineering matters effectively & in a timely manner. 	<ul style="list-style-type: none"> Permits to be released within 2 working days. 	
<ul style="list-style-type: none"> Review Subdivision & Development guidelines. 	<ul style="list-style-type: none"> Completed by June 2018. 	
<ul style="list-style-type: none"> Investigate & resolve L& Administration matters effectively & in a timely manner. 	<ul style="list-style-type: none"> Process matters within budget on prioritised L& Administration matters. 	
People & Process:		
<ul style="list-style-type: none"> Develop a programme for selected staff to visit innovative & progressive metropolitan LGAs. 	<ul style="list-style-type: none"> Annual visit scheduled & conducted 	
<ul style="list-style-type: none"> Support, train & develop staff to maintain the highest possible standard of planning, organization & customer service. 	<ul style="list-style-type: none"> Development planned via the performance review process with at least 1 training opportunity per staff member per year. 	
<ul style="list-style-type: none"> Review & improve current procedures & work practices. 	<ul style="list-style-type: none"> Report on improvements implemented & their impact 	
<ul style="list-style-type: none"> Rotate team members through duties to ensure all areas are developed. 	<ul style="list-style-type: none"> Roster is considered fair & supports the development of team members. 	
Finance:		
<ul style="list-style-type: none"> Find innovative ways to work more effectively within available budget. 	<ul style="list-style-type: none"> Operate within budget. 	
<ul style="list-style-type: none"> Advise & collect appropriate fees. 	<ul style="list-style-type: none"> Fee calculators maintained in accordance with budget approval & imbedded into processes & procedures. 	
Communication:		
<ul style="list-style-type: none"> Active support of organisational objectives by providing high quality internal customer service. 	<ul style="list-style-type: none"> Employee Perception rating above 80%. 	
<ul style="list-style-type: none"> Respond to external customer service requests within designated timeframe. 	<ul style="list-style-type: none"> 95% of Requests responded to within 10 working days. 	
<ul style="list-style-type: none"> Proactively educate residents within the City of Albany & assist with development application 	<ul style="list-style-type: none"> Prepare/improve information sheets & FAQ on topical Land uses. 	
<ul style="list-style-type: none"> Provide up to date information sheets, policies, check lists etc. & make readily available & accessible internally & externally. 	<ul style="list-style-type: none"> Information sheets, policies, FAQ's & check lists match what is on-line, up to date & easily understood. 	
<ul style="list-style-type: none"> Promote communication within team & directorate. 	<ul style="list-style-type: none"> Regular meetings scheduled & minuted. 	
<ul style="list-style-type: none"> Community perception surveys. 	<ul style="list-style-type: none"> Increasing % of surveys per application. 	
Facilities & Equipment:		
<ul style="list-style-type: none"> Provide adequate equipment & back-up for site visits. 	<ul style="list-style-type: none"> Efficient operation within budget constraints. 	
<ul style="list-style-type: none"> Enquiry counter operational within Foyer at North Road Customer Service Area. 	<ul style="list-style-type: none"> Coverage between 9 & 4:30 Monday to Friday. 	

REPORT ITEM CCCS057 REFERS TO


CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>	 <p>OUR values... Albany</p> <p>united by working & learning together</p> <p>focused an community outcome</p> <p>accountable for our actions</p> <p>proud of our people and our community</p>	<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Strategic Bush Fire Plan 2014-2019 	<p>Connected Built Environment</p> <ul style="list-style-type: none"> • Plan for and monitor Community safety and security. <p>Clean Green and Sustainable</p> <ul style="list-style-type: none"> • Deliver effective fire practices that reduce risk. 	
PURPOSE STATEMENT		
<p><i>"Our mission is to contribute to the growth of a safe and secure environment in the municipality of Albany through delivery of excellence and professionalism in emergency management and community law enforcement" "</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: <i>Deliver high quality emergency management to build resilience and awareness in all sectors of our community. Provide a professional municipal law compliance service aligned with the ethos of 'education before enforcement'.</i></p>		
<ul style="list-style-type: none"> • Focus on the core functions of compliance, enforcement and prosecution in the areas of municipal law enforcement and community safety. 	<ul style="list-style-type: none"> • Enforcement & Prosecution Trends. 	
<ul style="list-style-type: none"> • Develop and implement team procedures for case management, using solvability factors to prioritise Customer Service requests. 	<ul style="list-style-type: none"> • Investigation timeframes against a standard. 	
<ul style="list-style-type: none"> • Work with Reserves team and Volunteer Bush Fire Brigades to introduce an enhanced burning program for City-managed land. 	<ul style="list-style-type: none"> • Prior to high fire season 17/18. 	
<p>People and Process: <i>Develop a flexible team of Ranger and Emergency Services personnel capable of delivering the highest levels of community assistance with breaches of municipal law and education in the prevention of and preparedness for emergencies.</i></p>		
<ul style="list-style-type: none"> • Deliver awareness sessions on the Australasian Inter-Agency Incident Management System of emergency response to the City Executive and Management teams. 	<ul style="list-style-type: none"> • Training delivered by October 17. 	
<ul style="list-style-type: none"> • Deliver and implement a training program for Volunteer Bush Fire Fighters in the areas of truck driving and pre-season bushfire preparedness and response. 	<ul style="list-style-type: none"> • Training commenced by August 17. 	
<ul style="list-style-type: none"> • Deliver Fire Control Officer pre-season induction and Brigade Operating Procedures awareness sessions. 	<ul style="list-style-type: none"> • All FCO inducted by September 17. 	
<ul style="list-style-type: none"> • Provide regular training sessions on the presentation of evidence and compliance matters to authorised City officers. 	<ul style="list-style-type: none"> • Training program delivered quarterly. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Finance: <i>Increase the efficiency and effectiveness of operations to deliver a return on investment for our community</i>		
<ul style="list-style-type: none"> Implement an audit of Emergency Management and Volunteer Bushfire Brigade assets to ensure appropriateness and adequacy. 	<ul style="list-style-type: none"> Prior to high fire season 17/18. 	
<ul style="list-style-type: none"> Develop and implement procedures and use enhanced rostering to guide after-hours and weekend response to incidents in line with community expectations. 	<ul style="list-style-type: none"> Implemented by October 17. 	
<ul style="list-style-type: none"> Arrange and deliver basic training in keyboard typing for Rangers. 	<ul style="list-style-type: none"> Achievement of minimum 25 wpm. 	
Communications: <i>Promote the Ranger and Emergency Services team's status as a regional leader in the delivery of municipal law and community safety programs through innovation and targeted marketing.</i>		
<ul style="list-style-type: none"> Distribute and enforce the Annual Fire Management Notice through targeted compliance in high risk areas of the municipality. 	<ul style="list-style-type: none"> Inspection trends. 	
<ul style="list-style-type: none"> Work with identified high risk communities to encourage and develop Bush Fire Ready Action Groups. 	<ul style="list-style-type: none"> Implemented prior to 17/18 Restricted Burning Period. 	
Facilities: <i>Provide and maintain the highest standard in buildings and containment yards for animal impoundment and management. Seek continuous improvement in the quality and suitability of Bushfire Brigade infrastructure.</i>		
<ul style="list-style-type: none"> Commission an extension to the existing Ranger and Emergency Services storage building to provide adequate security for team assets and impounded goods or evidence. 	<ul style="list-style-type: none"> Commissioned by February 18. 	

REPORT ITEM CCCS057 REFERS TO


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INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Annual Budget, _ Corp Business Plan, _ LTFP, _ Asset Management Plans 	<p>Civic leadership</p> <ul style="list-style-type: none"> • To establish and maintain sound business and governance structures. • Implement systems and controls that ensure the prudent use of rates. 	
PURPOSE STATEMENT		
<p><i>"To maintain all financial data in a timely, accurate and transparent manner, seek continual improvement in financial data collection, and produce accurate reports for internal and external stakeholders."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery:		
<ul style="list-style-type: none"> • Payroll – process pays on time every pay. 	<ul style="list-style-type: none"> • 100% delivery with queries resolved promptly. 	
<ul style="list-style-type: none"> • Rates – Collection rate same or improved over last year. 	<ul style="list-style-type: none"> • 97% by 30 June 2017. 	
<ul style="list-style-type: none"> • Transactional – paid within due date. 	<ul style="list-style-type: none"> • 95%. 	
<ul style="list-style-type: none"> • Management – Unqualified audit report. • Budget & reviews by due dates. 	<ul style="list-style-type: none"> • Yes. 	
People & Process:		
<ul style="list-style-type: none"> • All – Training needs. 	<ul style="list-style-type: none"> • Each team member offered one targeted training opportunity. 	
<ul style="list-style-type: none"> • Once EBA passed, review payroll process, adjust if/as needed. 	<ul style="list-style-type: none"> • 40 days after Fair Work signoff. 	
<ul style="list-style-type: none"> • Council reports submitted as required. 	<ul style="list-style-type: none"> • 100%. 	
<ul style="list-style-type: none"> • Work with ALAC to assist with improvement of Centaman/procedures and finance related tasks and interaction. 	<ul style="list-style-type: none"> • Ongoing. 	
<ul style="list-style-type: none"> • Payroll/timesheet data collection – look to investigate online. 	<ul style="list-style-type: none"> • Research conducted and recommendation provided. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Finance:		
<ul style="list-style-type: none"> • Team costs within budget. 	<ul style="list-style-type: none"> • Net cost within budget. 	
<ul style="list-style-type: none"> • Debt collection (rates & general debtors). 	<ul style="list-style-type: none"> • Collection trends. 	
Communications:		
<ul style="list-style-type: none"> • Statutory notices (budget, annual report) posted as required. 	<ul style="list-style-type: none"> • All notices posted within required timeline. 	
Internal:		
<ul style="list-style-type: none"> • Review, develop, and improve internal finance & payroll data collection and reporting. 	<ul style="list-style-type: none"> • Employee Perception Survey. 	
Facilities:		
<ul style="list-style-type: none"> • NA – no facilities managed directly by finance. 		

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INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Risk & Opportunity Management Framework 	<p>Civic Leadership</p> <ul style="list-style-type: none"> • 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. 	
PURPOSE STATEMENTS		
<p><i>"Enable the identification of opportunities, whilst minimising exposure to negative risks. Provide proactive stakeholder support to promote best practice legislative, policy and instrument of delegation compliance. "</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: Governance: Oversee the administration of delegations and policies ensuring that statutory requirements and timelines are met.</p>		
<ul style="list-style-type: none"> • Improved Corporate Document Management. 	<ul style="list-style-type: none"> • Content fully audited corporate documents: Aim: <ul style="list-style-type: none"> ○ None repudiation. ○ Compliant Content. ○ Improved readability (simplified language). • Current versions only available and easily retrievable. • Assigned responsible officers for all public accessible content. 	
<ul style="list-style-type: none"> • A Delegations Register that is legislatively compliant, easy to read and interpret. 	<ul style="list-style-type: none"> • Delegations register legislatively compliant understood and complied with. • 100 % Team Leader, Coordinator, Manager & Team Leader induction/re-induction target. 	
<ul style="list-style-type: none"> • Improved governance support. 	<ul style="list-style-type: none"> • Responsive, accurate and legislatively compliant. • Compliance Annual Return (CAR), submitted within statutory timeframe. • Local Law Review completed within prescribed timeframe. • Local Government (Audit) Regulations 1996, compliance confirmed. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: Risk Management: Support the identification, mitigation and reporting of risks and opportunities as per the Risk and Opportunity Management Framework.		
<ul style="list-style-type: none"> Current Risk Profile. 	<ul style="list-style-type: none"> Review and development of overall risk profiling for major project risks Opportunities (Upside) & (Downside) Risks are identified, assigned, & reported on Synergy. Risk Management Plans & Strategies received and accepted by EMT & Audit & Risk Committee. Development and monitoring of risk management plans supported by cross organisation working groups attended by risk custodians. City of Albany as an organisation is compared to a standardised set of local government sector risk profiles. 	
<ul style="list-style-type: none"> Current Business Continuity Plans. 	<ul style="list-style-type: none"> Simplified. Integrated with ICT Data & System Recovery Plans. Desktop Review completed by Business Units only if not tested in the financial year. 	
Service Delivery: Insurance: Ensure the city is adequately covered for potential downside risks whilst looking for potential savings in premiums and a reduction in claims.		
<ul style="list-style-type: none"> Fully reviewed insurance schedule complimented by strategies that will reduce insurance charges and that the City is adequately insured against potential risks. 	<ul style="list-style-type: none"> Completed audit of actual assets and activities insured. Asset Audit to ensure the City's insurance adequately covers major loss. Reduction in insurance cost to City. Quarterly insurance trend reporting to EMT & Audit & Risk Committee. Reduction in avoidable reoccurring claims. 	
People & Process:		
<ul style="list-style-type: none"> Council Committees supported by trained secretariats 	<ul style="list-style-type: none"> Training developed at least twice per year (2 days). Committee Secretariat induction training to be reviewed and delivered. Simplified committee and council agenda guidelines and templates. Full EMT review of proposed agenda and minutes prior to distribution and publication. Clear delineation of who does what in regards to the preparation of reports and agendas. 	
Finance:		
<ul style="list-style-type: none"> Team functions delivered within budget. 	<ul style="list-style-type: none"> Net cost within budget. 	
Communications:		
<ul style="list-style-type: none"> Improved local government knowledge. 	<ul style="list-style-type: none"> Development and implementation of a FAQ (Governance Wiki), training on the local government act and associated regulations. Take-up of module. 	


REPORT ITEM CCCS057 REFERS TO

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<ul style="list-style-type: none"> _ Corporate Business Plan _ People Strategy 	<p>To provide strong, accountable leadership supported by a skilled & professional workforce</p> <ul style="list-style-type: none"> • Provide positive leadership that delivers community outcomes • Develop contemporary service delivery and staff development programs 	
PURPOSE STATEMENT		
<p><i>"To serve our customers:</i></p> <ul style="list-style-type: none"> • <i>Providing HR's best thinking and practises, advice and counsel;</i> • <i>Delivering timely service.</i> <p><i>To provide service and support that is:</i></p> <ul style="list-style-type: none"> • <i>Respectful, responsive, timely and accountable;</i> • <i>Solution-oriented, flexible, creative and resourceful;</i> • <i>Highly knowledgeable, informative and accurate."</i> 		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: <i>Implement a central HR advisory support service to support the City of Albany – HR to have a positive, problem-solving approach, anticipating problems, recommending solutions and being able to offer sound advice about implementation.</i></p>		
<ul style="list-style-type: none"> • Provide high quality support services that enable managers to focus on their core business whilst utilising our administrative expertise and maximising efficiencies. 	<p>Ensure HR team is skilled to deliver the services required – Minimum of 2 professional development activities per staff member (workshop / seminar / training course etc.).</p>	
<ul style="list-style-type: none"> • Review and update outgoing correspondence ensuring legal compliance and reduce the number of errors made in carrying out business processes for employee related transactions. 	<ul style="list-style-type: none"> • All HR letter templates and contracts are reviewed and updated. • Feedback from payroll will act as the benchmark regarding reduction in errors. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
People & Process: <i>Creating a safe and supportive workplace culture that is flexible and adaptable to change.</i>		
<ul style="list-style-type: none"> Delivery of a revised Organisational Development Strategy / Workforce Development Plan 	<ul style="list-style-type: none"> Further review of staffing requirements for the next three years undertaken against emerging and future business needs and changes to ensure that services are appropriately resourced but continue to demonstrate cost effectiveness. Implementation of an online PPDR platform to streamline process. 	
<ul style="list-style-type: none"> HR will continue to help raise employee and management awareness of responsibilities and accountabilities in relation to health and safety. 	<ul style="list-style-type: none"> Implementation of OSH Platform. Reduction in frequency and severity of accidents combined with improved employee wellbeing. Create and run (in-house) stress management workshops. 	
<ul style="list-style-type: none"> Managers' report they are more confident and competent in handling their performance management responsibilities and have less reliance on HR services. 	<ul style="list-style-type: none"> Surveying and interpreting employee attitudes, communications and conflict management – Employee Engagement Survey once a year minimum and sharing results with staff. Staff survey results identify an improvement in staff engagement. Develop / build on HR and OSH related training modules available via 'Amity'. 	
Finance: <i>Maintaining an attractive employment offer, whilst acting responsibly in the face of economic constraints and a reducing financial base.</i>		
<ul style="list-style-type: none"> Introduction of a pay structure and job evaluation scheme (pay structure, pay progression / grades), and to meet our obligations and commitment to equal pay legislation for contracted employees. 	<ul style="list-style-type: none"> Implemented pay structure for contracted staff. Reviewed and updated common law contracts for contracted employees. 	
Communications: <i>Assist with the maintenance and promotion of a positive staff engagement culture.</i>		
<ul style="list-style-type: none"> Develop and implement a Values & Recognition Programme for all employees based on the City of Albany values. 	<ul style="list-style-type: none"> Staff survey shows demonstrable improvements have been made on the key issues identified by staff. Implement an 'official' staff newsletter that's printed and emailed monthly. 	
<ul style="list-style-type: none"> Promote a workplace culture that fosters cultural respect. 	<ul style="list-style-type: none"> Cultural Awareness Training for all staff and inductions for new staff. 	
<ul style="list-style-type: none"> Work with external companies to increase the range of benefits available to staff. 	<ul style="list-style-type: none"> Increased benefits available for City employees and communicate this information to staff via leaflet, intranet building on ALAC discounted membership and Discounted Corporate Health Insurance. 	


CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>“To be Western Australia’s most sought after and unique regional City to live, work and visit”</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<p>_ ICT Strategy</p>	<p>Civic Leadership</p> <ul style="list-style-type: none"> • 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 	
PURPOSE STATEMENT		
<p><i>“Provide ICT leadership and support and maintain IT solutions that are fit for purpose, scalable and cost effective for the City of Albany and for the benefit for stakeholders that live, work and visit the Great Southern.”</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: Core Business Systems		
<ul style="list-style-type: none"> • Review of Core Business Systems 	<ul style="list-style-type: none"> • Core Business Systems review completed and recommended actions endorsed and implemented. 	
<ul style="list-style-type: none"> • Upgrade and optimisation of Core Business Systems. 	<ul style="list-style-type: none"> • Scheduled upgrades and optimisation completed. 	
<ul style="list-style-type: none"> • Improve integration of Core Business Systems ensuring a single source of truth. 	<ul style="list-style-type: none"> • Data Dictionary of CoA business systems and reduction data duplication and data silos. 	
Service Delivery: Productivity		
<ul style="list-style-type: none"> • Review of technology and associated processes that will improve productivity and communication. 	<ul style="list-style-type: none"> • Productivity & communication technology Roadmap defined. 	
<ul style="list-style-type: none"> • Implementation of productivity and communication improvements 	<ul style="list-style-type: none"> • Measurable improvements in productivity and communication. 	
Service Delivery: Digital Strategy		
<ul style="list-style-type: none"> • Review of digital strategy (including Intranet, Website and online transactions) 	<ul style="list-style-type: none"> • Digital Strategy review completed and Roadmap defined. 	
<ul style="list-style-type: none"> • Implementation of digital strategy and roadmap projects. 	<ul style="list-style-type: none"> • Measurable improvements in digital engagement of staff and public. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
People & Process:		
<ul style="list-style-type: none"> Recruit to ensure IT Team is at full strength. 	<ul style="list-style-type: none"> Complete recruitments as approved. 	
<ul style="list-style-type: none"> Develop a programme for staff to visit innovative vendors and metropolitan LGAs. 	<ul style="list-style-type: none"> Programme developed and implemented. 	
<ul style="list-style-type: none"> Develop Staff training programme in line with Staff technical understanding and strategic requirements. 	<ul style="list-style-type: none"> Programme developed and implemented. 	
Finance:		
<ul style="list-style-type: none"> Continue to cost effectively manage ICT Budget 	<ul style="list-style-type: none"> ICT spend within agreed budget. 	
<ul style="list-style-type: none"> Continue to review and improve ICT Contracts to ensure value for money. 	<ul style="list-style-type: none"> Review expiring ICT Contracts diligently. 	
Communication:		
<ul style="list-style-type: none"> Effective engagement with stakeholders (internal & external) through Communications Plan. 	<ul style="list-style-type: none"> Implementation of defined Communications Plan. 	
<ul style="list-style-type: none"> Implementation of regular 'IT Survey' to record overall ICT Service Delivery performance. 	<ul style="list-style-type: none"> Implementation of the 'IT Survey', assessment of results and required actions taken. 	
<ul style="list-style-type: none"> Improve process for implementing and recording continuous improvements. 	<ul style="list-style-type: none"> Implement and publicise continuous improvements. 	
Assets:		
<ul style="list-style-type: none"> Replacement of end of life technology (network devices, servers, PCs, laptops and other equipment). 	<ul style="list-style-type: none"> Completed replacement programme. 	

REPORT ITEM CCCS057 REFERS TO


CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Access & Inclusion Plan _ Age Friendly Albany _ Asset Management Strategy _ Communications Strategy _ Connected Communities Plan _ Local Planning Strategy _ Economic Development Strategy 	<p>Smart, Prosperous & Growing</p> <ul style="list-style-type: none"> • Encourage, support and deliver significant events that promote our region. • Promote the Albany region as a sought after and iconic tourism destination. <p>Clean, Green & Sustainable</p> <ul style="list-style-type: none"> • Sustainably protect and enhance our iconic coastline and reserves. • Promote and support effective conservation and environmental management. <p>A Connected Built Environment</p> <ul style="list-style-type: none"> • Improve connectedness and traffic flows. • Create consistent and connected streetscapes. <p>A Sense of Community</p> <ul style="list-style-type: none"> • Facilitate and promote arts and cultural activities for all ages. • Promote and develop an authentic sense of community. • Deliver activities and programs that promote Albany's unique heritage. • Develop a range of activities and facilities and that are appropriate for all ages. • Encourage and support volunteers and community groups. 	
PURPOSE STATEMENT		
<p><i>"To deliver an experience of immense national importance to visitors and locals that is considered among the best in Australia, positioning Albany as the home of our nation's most iconic cultural pilgrimage."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: <i>Develop and deliver an iconic, memorable and highly educational experience of international standard for both visitors and locals.</i></p>		
<ul style="list-style-type: none"> • Deliver Albany Local Ambassador Program 	<ul style="list-style-type: none"> • Increase local visitation by 20% on previous year. 	
<ul style="list-style-type: none"> • Deliver major commemorative event in April 2018 	<ul style="list-style-type: none"> • Increase visitation in April 2018 by 20% on previous year. 	
<ul style="list-style-type: none"> • Deliver curriculum aligned education program and a AHP events program to regularly engage with the local community and visitors. 	<ul style="list-style-type: none"> • Increase school group visitation by 10%. • Increase local visitation to the park by 10%. 	
<ul style="list-style-type: none"> • Implement digital interpretive experience for PRF precinct. 	<ul style="list-style-type: none"> • Revenue generated by a PRF interpretive experience. 	
<ul style="list-style-type: none"> • Implement online ticket and retail purchasing capability. 	<ul style="list-style-type: none"> • Tickets purchased online. Forts Store revenue increased by 20%. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>People and Process: <i>Actively embrace CoA values and increase the capacity of our team to work collaboratively and add value to the visitor experience.</i></p>		
<ul style="list-style-type: none"> Improve capacity to deliver AHP specific marketing and events based activities. 	<ul style="list-style-type: none"> Access to additional 0.5 FTE. 	
<ul style="list-style-type: none"> Build retail sales functionality for website via Centaman API. 	<ul style="list-style-type: none"> Ability to purchase retail products on the NAC website. 	
<p>Finance: <i>Seek opportunities to diversify revenue streams, increase the effectiveness and efficiency of our operations and deliver a return on investment for our sponsors, ratepayers and the community.</i></p>		
<ul style="list-style-type: none"> Develop meeting/event hire packaging for AHP facilities. 	<ul style="list-style-type: none"> Revenue generated through event hire. 	
<ul style="list-style-type: none"> Secure funding for AHP management plan project/s. 	<ul style="list-style-type: none"> External funding secured. 	
<ul style="list-style-type: none"> Secure corporate sponsorship. 	<ul style="list-style-type: none"> \$75,000 secured. 	
<p>Communication: <i>Promote the experiences and stories that make our attractions iconic and unique, through leveraging contemporary distribution channels and engaging with industry, stakeholders and our customers.</i></p>		
<ul style="list-style-type: none"> Increase marketing presence in the Perth market. 	<ul style="list-style-type: none"> Increase intrastate visitation by 20% on previous year. 	
<ul style="list-style-type: none"> Increase communication with local market. 	<ul style="list-style-type: none"> Increase local visitation by 20% on previous year. 	
<ul style="list-style-type: none"> Seek and submit for relevant awards with professional grant writing experience. 	<ul style="list-style-type: none"> Gold Medal in WA Tourism Awards. 	
<ul style="list-style-type: none"> Establish further agreements with travel trade (ATE 2017). 	<ul style="list-style-type: none"> Additional major trade agreement secured. 	
<ul style="list-style-type: none"> Leverage refreshed website and social media presence. 	<ul style="list-style-type: none"> Website traffic increase by 20% on previous year. 	
<p>Facilities: <i>Develop greater consistency and integration between our primary attractions/facilities and facilitate greater public access and usage of the park's open spaces and natural environment.</i></p>		
<ul style="list-style-type: none"> Refurbish interior of Barracks building. 	<ul style="list-style-type: none"> Interior of barracks painted and lighting upgraded. 	
<ul style="list-style-type: none"> Repurpose Guard House to become exhibit. 	<ul style="list-style-type: none"> Increase in visitation to PRF buildings. 	
<ul style="list-style-type: none"> Secure funding and commence delivery of parking and traffic upgrade. 	<ul style="list-style-type: none"> Detailed design complete and contractor secured. 	

REPORT ITEM CCCS057 REFERS TO


CITY VISION	CITY VALUES	GUIDING PRINCIPLES
<p><i>"To be Western Australia's most sought after and unique regional City to live, work and visit"</i></p>		<ul style="list-style-type: none"> _ Value for Money _ Continuous Improvement _ Sustainability _ Commitment to Quality
INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<ul style="list-style-type: none"> _ Integrated Planning Framework, supporting Plans and Strategies 	<ul style="list-style-type: none"> • Smart, Prosperous & Growing - <i>"We will partner business and education providers to diversify our economy and establish a culture of learning to support and grow local employment."</i> • Clean, Green & Sustainable - <i>"We will value and maintain the natural beauty of our region and the infrastructure that supports this."</i> • A Connected Built Environment - <i>"We will develop integrated precincts and neighbourhoods that allow for population growth and enhance the lifestyle of our residents."</i> • A Sense of Community - <i>"We will live in communities where people feel they belong and are supported in a manner that reflects our rich and diverse heritage."</i> • Civic Leadership - <i>"We will listen to our community and deliver outcomes that reflect their needs and expectations."</i> 	
PURPOSE STATEMENT		
<p><i>"To provide a high level of professional support to deliver corporate KPIs and create a team environment based on the City's values."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: <i>Regional Focus</i>		
<ul style="list-style-type: none"> • Regional Alliance 	<ul style="list-style-type: none"> • Progress resource sharing arrangements, growth planning and tourism development 	
<ul style="list-style-type: none"> • Growth Plan 	<ul style="list-style-type: none"> • Lead the City of Albany's contribution to the Economic Development Growth Plan for the region. If funding is not received for the Growth Plan - advance an Economic Development Strategy for the sub region via the Alliance 	
<ul style="list-style-type: none"> • Tourism 	<ul style="list-style-type: none"> • Implementation of the Destination Marketing Strategy (DMS) and Tourism Development Strategy (TDS) as part of the Alliance 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: Strategic Projects		
<ul style="list-style-type: none"> Centennial Park Sporting Precinct, Stage 1& 2 	<ul style="list-style-type: none"> Advance planning and development for stage 2. Finalise construction and lease arrangements (stage 1) and promote the use of the upgraded facilities. 	
<ul style="list-style-type: none"> Middleton Beach Activity Centre and Foreshore Precinct 	<ul style="list-style-type: none"> Advance precinct planning and development with Council providing strong community consultation and engagement processes. 	
<ul style="list-style-type: none"> Albany Waterfront Precinct 	<ul style="list-style-type: none"> Advance precinct planning and development with Council providing strong community consultation and engagement processes. 	
<ul style="list-style-type: none"> Motorsport Complex Facility 	<ul style="list-style-type: none"> Progress the feasibility study on the viability of a Motorsports Facility in the Albany Municipality and report the finding back to Council. 	
<ul style="list-style-type: none"> Albany Tourism & Information Hub 	<ul style="list-style-type: none"> Project delivery and progress the transition of the service delivery to the City Centre location. 	
<ul style="list-style-type: none"> City Centre Precinct 	<ul style="list-style-type: none"> Advance funding applications (Town Hall / Library / AH Gardens) and if successful report back to Council on the project delivery. 	
<ul style="list-style-type: none"> Albany Heritage Park Precinct 	<ul style="list-style-type: none"> Progress the Master Plan and report the finding back to Council. 	
<ul style="list-style-type: none"> Major Projects Team Support 	<ul style="list-style-type: none"> Provide internal advice and guidance to City Directorates on project feasibility and planning and project delivery. 	
Service Delivery: Governance		
<ul style="list-style-type: none"> Community Strategic Plan 	<ul style="list-style-type: none"> Completion of Community engagement and review of Community Strategic Plan. 	
<ul style="list-style-type: none"> Albany Local Planning Strategy (ALPS) 	<ul style="list-style-type: none"> Strategy adopted 	
<ul style="list-style-type: none"> Committees 	<ul style="list-style-type: none"> Work with Council on the ongoing development and support of its Committee and meetings structure 	
<ul style="list-style-type: none"> Elected Member Development 	<ul style="list-style-type: none"> Organise ongoing training and development sessions as per the program including the development of a plan for post October 2017 election induction program. This includes working with the Regional Alliance to deliver joint training at a local level. 	
Service Delivery: Organisational		
<ul style="list-style-type: none"> Corporate Scoreboard 	<ul style="list-style-type: none"> Scoreboard reporting project completed and implemented – aligned to the business planning project and informing the Integrated Planning framework and Annual Budget. 	
<ul style="list-style-type: none"> Organisational Development Program 	<ul style="list-style-type: none"> Continue to implement organisation development and leadership program to develop high performing teams and values based leadership measured via trends in the annual employee perception survey. 	


REPORT ITEM CCCS057 REFERS TO

CITY VISION	CITY VALUES	GUIDING PRINCIPLES
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INFORMING STRATEGIES	ALIGNMENT WITH COMMUNITY STRATEGIC PLAN	
<p>_ICT Strategic Plan 2012 to 2017: _KFA#2 – Information Management</p>	<p>Civic Leadership</p> <ul style="list-style-type: none"> • 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. 	
PURPOSE STATEMENT		
<p><i>"Promote and enable best practice record keeping practices. Provide proactive stakeholder records management support to meet legislative and business need."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: Records Management: Improved records management practices.</p>		
<ul style="list-style-type: none"> • Improve records management compliance across all City business units. 	<ul style="list-style-type: none"> • Maintain and improve record keeping practices including registration, retrieval, archive and disposal. • Statutory destruction target 100 percent. • Induction training for new employee target 100 percent through online induction training (using Amity). • Development of a FAQ (Records Management/Handling Wiki) to compliment records induction training. • Conduct at least one records management awareness briefing per directorate per calendar year. 	

REPORT ITEM CCCS057 REFERS TO


DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: Records Service Improvement: For internal and external stakeholders.		
<ul style="list-style-type: none"> Investigate digital record keeping practices and implement where appropriate. Implement passive content management* as a minimum. Process improvement (Internal monitoring and reporting as appropriate across all business units to identify process and training improvements). Open and effective communication with staff and elected members. 	<ul style="list-style-type: none"> Implementation of digital signatures. Implementation of digital letter heads for Administration and Council. Twice yearly report to EMT and/or ICT Steering Committee on record keeping practices across the City. Records Management responsibilities defined in job descriptions (similar to OSH). Review and promote record handling awareness training. 	
People & Process:		
<ul style="list-style-type: none"> Team education and development. Review team functions, define support responsibility and protocols to improve record management by staff and elected members. Identify and develop Records Team members who have an aptitude for training and process improvement. 	<ul style="list-style-type: none"> Minimum of 2 professional development activities per staff member. Documented staff one on one performance feedback. Demonstrated knowledge sharing culture. Improved processes. Development of a dedicated records training and support position. 	
Finance:		
<ul style="list-style-type: none"> Financial performance. 	<ul style="list-style-type: none"> Net cost within budget. 	

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INFORMING STRATEGIES		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<ul style="list-style-type: none"> _ Public Health Plan _ Sport Futures Plan 	<p>A Sense of Community</p> <ul style="list-style-type: none"> • Strong Resilient Communities. • Vibrant Places & Spaces. • Sought after lifestyle destination. 	
PURPOSE STATEMENT		
<p><i>"To provide a diverse and affordable range of quality sport and recreational opportunities to all members of our community in a safe, friendly, and fun environment which is financially sustainable for the rate payers of the City Of Albany."</i></p>		

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: TRAILS		
<ul style="list-style-type: none"> • Implement the Albany Heritage Park Concept Plan Stage 1 Project. 	<ul style="list-style-type: none"> • Detailed Design completed. • Approvals for Stage One Completed and Construction Underway • Funding Sourced 	
<ul style="list-style-type: none"> • Plan and deliver the next stage of 10 Great Amazing Albany Adventure Maps: • 10 Great Short Walks and 10 Great Surfs 	<ul style="list-style-type: none"> • Funding applications delivered • Project underway. 	
Service Delivery: RECREATION SERVICES & CLUB DEVELOPMENT		
<ul style="list-style-type: none"> • Investigate & secure funding for the Centennial Park Sporting Precinct – Completion of the Eastern Precinct Vision. 	<ul style="list-style-type: none"> • Staged approach identified. • Funding application submitted. • Construction underway. 	
<ul style="list-style-type: none"> • Commence delivery of key priority actions in Rec Futures Plan including investigation & feasibility of improved facilities for Hockey and Tennis. 	<ul style="list-style-type: none"> • Feasibility and business case developed. 	
<ul style="list-style-type: none"> • Improve the management of the sport and recreation precinct grounds. 	<ul style="list-style-type: none"> • Improved data collection. • Improved communication/marketing. • Improved Efficiencies. • Improved customer service: Community Perception survey results – 85% Satisfaction Rate 	
<ul style="list-style-type: none"> • Investigate securing funding for a part time Aboriginal Programs Officer position to improve Indigenous engagement in sport and recreation clubs/programs. 	<ul style="list-style-type: none"> • Funding application submitted. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: TRAVEL SMART		
<ul style="list-style-type: none"> Conduct a mid-term review of the Cycle City Albany Strategy. 	<ul style="list-style-type: none"> Review Completed with Progress Report and agreed further actions. 	
<ul style="list-style-type: none"> Planning & delivery of key actions from the review. 	<ul style="list-style-type: none"> Actions delivered in agreed timeframes. 	
<ul style="list-style-type: none"> Planning & delivery of key actions from COA Workplace Travel Plan. 	<ul style="list-style-type: none"> 5% increase in the number of COA staff walking or riding to work on a regular basis. 	
People & Process:		
<ul style="list-style-type: none"> HR – Embed a part time (0.5FTE) Trails Officer position to progress the Environmental/heritage approvals processes and detailed design and construction of Stage 1 of the AHP Trails Concept Plan during 2016/17 & 2017/18. 	<ul style="list-style-type: none"> Detailed Design completed. Approvals for Stage One Completed and Construction Underway. 	
<ul style="list-style-type: none"> Review & improve the interface between the event application and recreation services activity permit processes to assist with improved management and communication. 	<ul style="list-style-type: none"> Clear process identified and staff trained. 	
<ul style="list-style-type: none"> Technology – Review and upgrade the Bookings (Centreman) Software and website to support the improved management of the sport & rec grounds. 	<ul style="list-style-type: none"> Review and Upgrade completed. 	
Finance:		
<ul style="list-style-type: none"> Budget and submit funding applications for the following key projects: <ul style="list-style-type: none"> AHP Stage 1 Project Centennial Park Sporting Precinct – Completion of the Eastern Precinct Hockey & Tennis Feasibility Study 10 Short Walks and 10 Great Surfs 	<ul style="list-style-type: none"> Funding application's submitted. 	
Communication:		
<ul style="list-style-type: none"> Actively update and participate in the organisations communication mediums to improve communications. 	<ul style="list-style-type: none"> Community Perception rating above 90%. 	

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INFORMING STRATEGIES		ALIGNMENT WITH COMMUNITY STRATEGIC PLAN
<ul style="list-style-type: none"> _ Community Strategic Plan 2023 _ Access and Inclusion Plan _ Connected Communities Strategy _ Economic Development Strategy _ Vancouver Arts 2016-2019 Strategic Plan <p>Additional Guiding Documents are identified within the Vancouver Arts Strategic Plan</p>	<p>Smart, Prosperous and Growing</p> <ul style="list-style-type: none"> • Revitalise and promote the central City area. • To develop and promote Albany as a unique and sought-after visitor destination. <p>A Connected Built Environment</p> <ul style="list-style-type: none"> • To develop vibrant neighbourhoods which retain our local character and heritage. <p>A Sense of Community</p> <ul style="list-style-type: none"> • 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. 	
PURPOSE STATEMENT		
<p><i>"Our key purpose is to develop the creative capacity of our region. We will focus on supporting the practice of art-making. We will achieve this by delivering a diverse and engaging artistic program that empowers our community and the cultural sector."</i></p>		

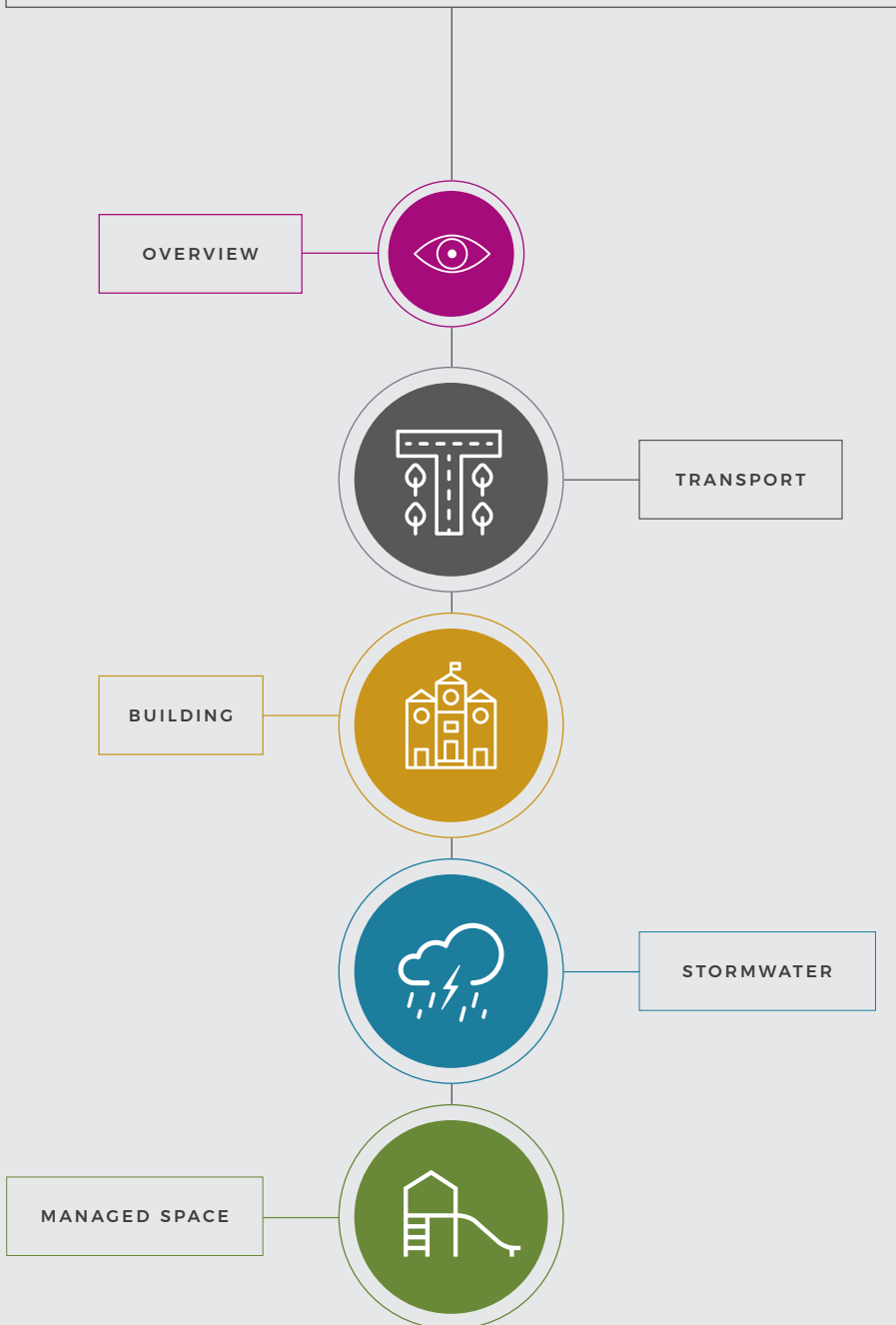
DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
<p>Service Delivery: Delivery of a vibrant and diverse artistic program.</p>		
<ul style="list-style-type: none"> • Performing arts development. 	<ul style="list-style-type: none"> • Deliver opportunities to develop innovative performing arts skills and practice. 	
<ul style="list-style-type: none"> • Partner with Peak Metro Arts Organisations. 	<ul style="list-style-type: none"> • Engage with RAPP program and participate in partnership clusters if appropriate (connected to Creative Regions funding). 	
<ul style="list-style-type: none"> • Exhibitions. 	<ul style="list-style-type: none"> • Deliver 10th AAP and annual exhibition program at the Town Hall. 	
<ul style="list-style-type: none"> • Music development project. 	<ul style="list-style-type: none"> • Deliver music project activity in line with Scoping Study findings. 	
<ul style="list-style-type: none"> • Residencies. 	<ul style="list-style-type: none"> • Support visiting and local artists with short term access to accommodation and studios. 	

REPORT ITEM CCCS057 REFERS TO

DELIVERABLES	MEASURABLE OUTCOMES (to be achieved in 2017/18)	STATUS
Service Delivery: <i>Deep and wide community engagement in the arts.</i>		
<ul style="list-style-type: none"> Families / Children engagement. 	<ul style="list-style-type: none"> Review school holiday programs for best value. 	
<ul style="list-style-type: none"> Community ownership. 	<ul style="list-style-type: none"> Review membership program. 	
Service Delivery: <i>Make a strong contribution to our region's economic development.</i>		
<ul style="list-style-type: none"> Creative Industries. 	<ul style="list-style-type: none"> Provide commercial opportunities for Makers and Artisans. 	
<ul style="list-style-type: none"> Festivals / PIAF. 	<ul style="list-style-type: none"> Contribute to the development of Festival. 	
<ul style="list-style-type: none"> Town Hall/Square CBD activation. 	<ul style="list-style-type: none"> Contribute to curating and activating Town Hall & Square. 	
Service Delivery: <i>Empowered and supported cultural sector.</i>		
<ul style="list-style-type: none"> External training and mentoring. 	<ul style="list-style-type: none"> Deliver PD for community in curating, installation and exhibition presentation. 	
<ul style="list-style-type: none"> In-kind support. 	<ul style="list-style-type: none"> Review In-Kind support processes. 	
People & Process:		
<ul style="list-style-type: none"> Staff Development. 	<ul style="list-style-type: none"> Key program staff to attend WA Regional Arts Summit Oct 17 	
<ul style="list-style-type: none"> Consultation. 	<ul style="list-style-type: none"> Disband focus group and develop community engagement model (customer feedback, stakeholder engagement, and project based community consultation). 	
<ul style="list-style-type: none"> Evaluation. 	<ul style="list-style-type: none"> Evaluate programs in line with Public Value Measurement Framework using Culture Counts. 	
Finance:		
<ul style="list-style-type: none"> Financial performance. 	<ul style="list-style-type: none"> Delivery of VAC budget with variation + / - 3% 	
<ul style="list-style-type: none"> Funding and Revenue. 	<ul style="list-style-type: none"> Diversify revenue streams and develop funding strategy for 2019-2021. 	
Communication:		
<ul style="list-style-type: none"> Online and Social Media marketing. 	<ul style="list-style-type: none"> Implement facebook and grow followers by 10% 	
<ul style="list-style-type: none"> Annual Report 	<ul style="list-style-type: none"> Well produced annual report for public / sector distribution. 	
Assets:		
<ul style="list-style-type: none"> Strategic Plan 2019-2021. 	<ul style="list-style-type: none"> Develop Strategic Plan for 2019-2021. 	
<ul style="list-style-type: none"> Art Collection. 	<ul style="list-style-type: none"> Develop plan for art collection relocation and management. 	
<ul style="list-style-type: none"> Venue Development. 	<ul style="list-style-type: none"> Increase suitable gallery space through renovating front office. Revamp Annex into suitable venue for music rehearsals 	

OVERVIEW

STRATEGIC ASSET MANAGEMENT PLAN



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Introduction

ASSET MANAGEMENT PROVIDES MANY IMPORTANT BENEFITS TO THE ORGANISATION AND THE COMMUNITY.

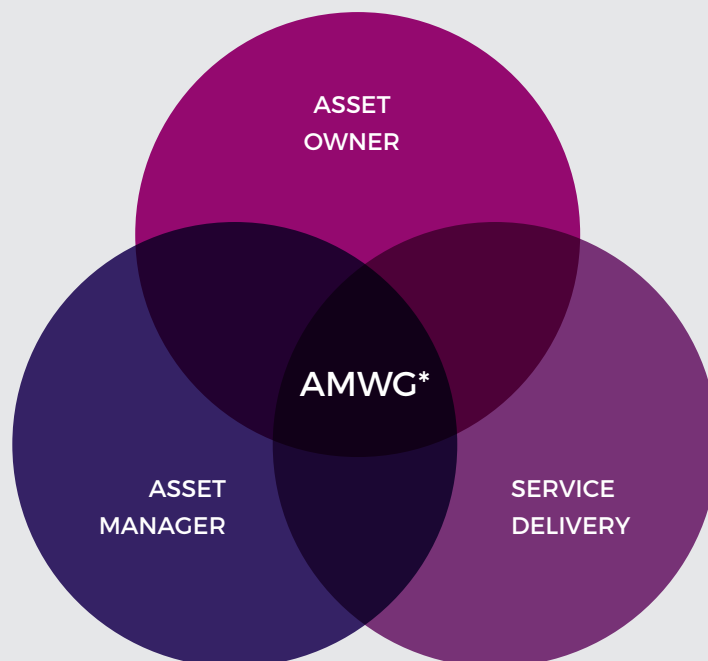
THESE INCLUDE;

- More sustainable financial performance
- Better informed investment decisions
- Improved management of risk
- More efficient service delivery
- Improved social responsibility
- Demonstrated compliance
- Enhanced community communication

These benefits are achieved through the implementation of good asset management practices.

The Asset Management Policy recognises asset management as an important and fundamental corporate function across the whole of the organisation.

The City has introduced an Asset Management Structure to ensure all assets have a strategic and operational custodian. This structure provides clarity of responsibilities for appropriate and informed decision making.





What we do

The City owns and maintains a substantial network of infrastructure assets, parks and community facilities that provide a variety of services and benefits to the local community. These assets vary in complexity and are diverse in nature.

These assets support our modern day to day activities and are often not noticed until they are no longer meeting expectations or fail. The City works hard to ensure these assets are as resilient, economical and sustainable as possible.

Total Value Approximately

**\$800
MILLION**



1# FUN FACT

**The City is responsible for
\$20,000 of assets per resident**

What we own

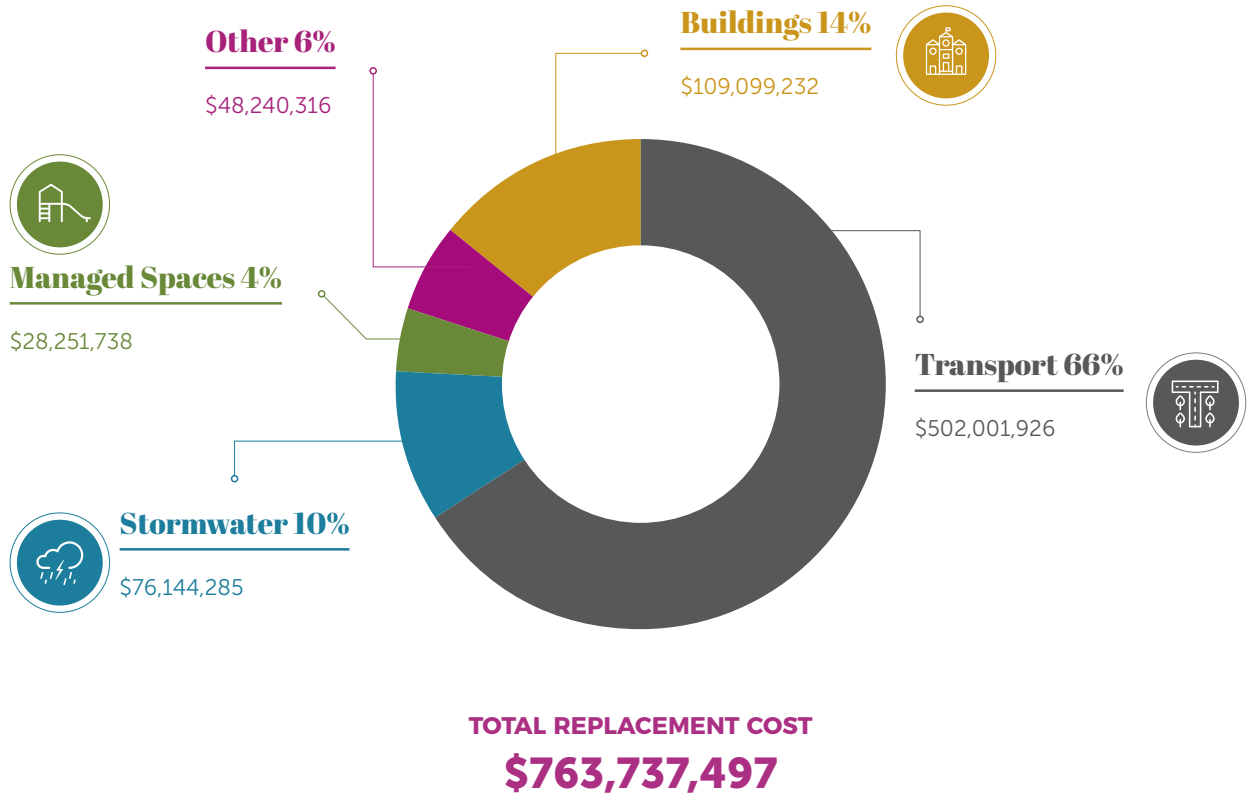
The City of Albany groups assets in the following asset classes for ease of planning and reporting.

This document will contain an overview of the asset management systems in place at the City of Albany and each part is an individual Strategic Asset Management Plan (SAMP).

The asset classes covered by SAMP's are as follows;



The SAMP's document how the City plans to achieve the objectives in the Community Strategic Plan. Through the identification of critical risks, monitoring of service levels and performance, understanding lifecycle management & maintenance strategies. They also quantify anticipated expenditure and highlight focus areas for improvements.



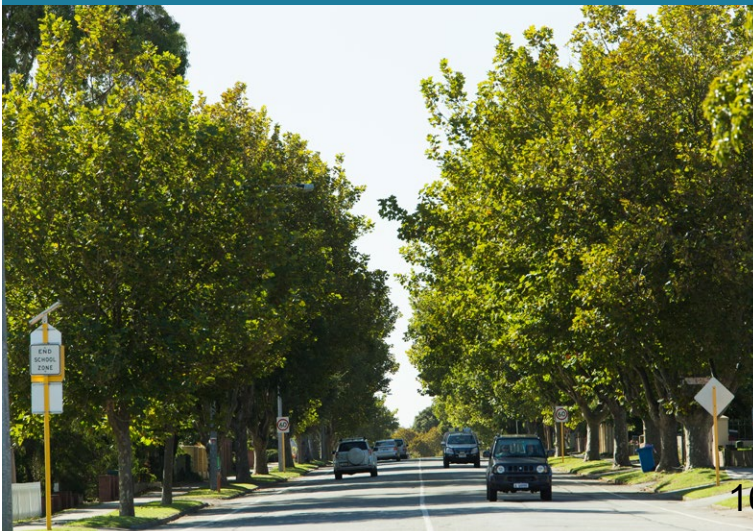


Our Vision



To be Western Australia's most sought-after and welcoming regional city to work, live or visit.

To protect and enhance our natural & built environment in a changing climate



To build, maintain and renew City assets sustainably

What we plan to spend

Capital expenditure is divided into categories of Renewal, Upgrade and Expansion.

Renewal is the replacement of an existing asset with service levels and a decrease in maintenance expenditure may occur. Whereas upgrade and expansion increase the asset base, may increase service levels, maintenance and renewal liability. The breakdown of capital expenditure allows for the monitoring of asset ratios to ensure adequate funding of the renewal of existing assets.

Below is the current ten year capital works program (operational and maintenance projections to be added) for all asset classes. The average expenditure per annum over the 10 year plan period is \$11.6 million which equates to approximately 1.5% of the total replacement cost of the City's assets. Renewal expenditure equates to 1% of the total replacement cost over the same period.

* BASED ON 10 YEAR PLAN CREATED IN 16/17 AND CRC OF ASSETS IN 14/15 FAIR VALUE

Ten Year Capital Works Program										
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Financial Estimate	Financial Estimate	Financial Estimate	Financial Estimate	Financial Estimate	Financial Estimate	Financial Estimate	Financial Estimate	Financial Estimate	Financial Estimate
Renewal	6 943 920	8 870 569	6 668 800	7 669 726	6 978 578	8 329 222	7 086 679	8 115 028	8 548 769	8 349 145
Upgrade	850 280	551 153	4 820 722	1 817 801	2 544 911	2 802 806	1 642 694	3 205 860	3 160 644	1 665 920
Expansion	1 097 300	872 150	809 903	856 250	784 581	1 091 343	3 681 613	784 560	1 088 428	4 739 853
Total	8 891 500	10 293 873	12 299 425	10 343 776	10 308 070	12 223 370	12 410 985	12 105 448	12 797 840	14 754 918

Financial modelling is undertaken annually to predict and project the required spending scenarios to maintain existing service levels. The following graph shows the difference between the proposed expenditure in the long term financial plan and

the renewal projections from the modelling. The average variance over the 10 year period across all asset classes is approximately \$1m. This variation is considered reasonable given the size of the asset base and the data confidence used in the modelling.

ALL ASSETS | COMPARISON OF RENEWAL MODELLING TO LONG TERM FINANCIAL PLAN EXPENDITURE



EXCLUDING LTFP EXPENDITURE ON ASSETS NOT MODELLED (WASTE, AERODROMES, TRAILS)





What’s in the plans

The objective of each Strategic Asset Management Plan part is to outline the most likely scenario for managing that asset class including proposed renewal expenditure, condition profiles, data management, critical assets, service levels and planned improvements.

The SAMP’s shall provide an adopted rationale for how we prioritise long term projects and when we intervene for cost effective renewal programs. This information informs the City of Albany Long Term Financial Plan.

It is important to have an understanding of the quality of the data that underpins many of the assumptions and modelling in the plans. The matrix following illustrates the City’s confidence in the data across asset groups.

Table 1 Confidence Matrix

Data Confidence Matrix						
	Asset Group	%Asset Base	Quantity	Replacement Cost	Useful Life	Condition
	Transport	54%	High	High	Medium	Medium
	Building	16%	High	High	Medium	Medium
	Stormwater	12%	Medium	High	Low	Low
	Managed Spaces	4%	Medium	Medium	Medium	Medium

State of the Assets

One of the core tasks of the Asset Management Team is to monitor the state of the assets. This is achieved through rolling condition assessments across all asset classes including CCTV of underground pipes.

The methodology for condition surveys varies depending on asset classes, available technology, cost and quantity of infrastructure. These methodologies, timings and frequency are outlined in each asset group section.

All asset classes use a 1 – 5 scale for recording condition with 1 being new and 5 being poor condition. The exception to this rule is managed space assets that have relatively short lives and therefore a 1 – 3 scale is used.

FUN FACT 2#

Our GIS database holds over 1,400,000 fields of asset data!

Managing the Assets

All assets have been categorised into hierarchies to group them by function and importance.

This method of grouping allows for identifying critical assets, allocating appropriate levels of service to different assets and to align responsibility with the organisational structure.

Hierarchies around importance often align with the utilisation, capacity and consequence of failure of assets. Whereas the functional hierarchy is around the service the asset provides to the community.

Principle Risks

Risk	Description	Mitigation
Strategic – risks that effect our ability to deliver strategic objectives		
Climate Change	The potential for more frequent damaging and intense climate events .	Ensuring appropriate design at renewal to meet changing demands on infrastructure
Urban Sprawl	Uncontrolled expansion of the urban footprint will result in up to a fourfold increase in the cost of delivery of infrastructure.	Local Planning incentives to increase urban infill. The City will not support any further rezoning of land for future urban or residential purposes.
Whole of life decision making	The consideration of all operational, maintenance, capital renewal and disposal costs of all projects at the feasibility stage and the impacts on ongoing sustainability.	Monitoring changes in renewal liability. Provision of whole of life costs for all projects to Council at feasibility.
Public Expectations	Community’s perception of service levels and equity between suburbs.	Documented levels of service and appropriate Development Guidelines.
Financial – risks that impact financial position and long term sustainability		
Delayed renewal	Delayed renewal may result in an increase in consequential maintenance costs. It also has the potential to substantially increase the cost of renewal. eg. Reseal versus reconstruction	Continuous improvement of asset condition, modes of failure and trends.
Increasing asset base	Potential for increased depreciation expenses to impact the operational budget and increasing renewal liability.	Annual renewal modelling. Valuations on a 3 year cycle. Whole of life costs of projects provided to elected members. Facilitation of economic growth through preferably non-asset solutions.
Limited Revenue options	Low population growth limits an increase in rates income. An increasing older demographic on fixed incomes may put further pressure on rates revenue. Reduced funding levels from State and Federal governments.	Explore and consider commercial leasing options where appropriate. Rationalise existing under utilised assets. Actively seek funding opportunities.
Operational - risks relating to day to day operations		
Reactive approach to maintenance	Reacting to failures is a legitimate tactic in some cases with some low priority assets. In other circumstances it is cost effective to be proactive with planned & preventative maintenance programs for better outcomes.	Risk based reactive maintenance system. Priority based preventative maintenance program. Improve our understanding of maintenance expenditure. Appropriate renewal intervention levels.

REPORT ITEM CCCS057 REFERS TO

Legislation	Transport	Building	Stormwater	Managed Space
Local Government Act & Regulations	✓	✓	✓	✓
Land Administration Act 1997	✓	✓	✓	✓
Building Act 2011		✓		
Occupational Health & Safety Act 1984	✓	✓	✓	✓
Aboriginal Heritage Act 1997	✓	✓	✓	✓
WA Disability Services Act 1993	✓	✓	✓	✓
Conservation & Land Management Act 1984	✓	✓	✓	✓
Environmental Protection and Biodiversity Conservation Act 1999	✓	✓	✓	✓
Country Areas Water Supply Act 1947 & Regulations 1981			✓	
Waterways Conservation Act 1976 & Regulations 1981			✓	
Heritage Act of Western Australia	✓	✓	✓	✓
Road Traffic Act 1974 & Various Regulations	✓			
Main Roads Act 1930	✓			
Road Traffic Code 2000	✓			
Building Regulations 2012		✓		
Standards, Guidelines & Policy				
Australian Accounting Standards	✓	✓	✓	✓
Austroroads Guides	✓			
Australian Standards (Various)	✓	✓	✓	✓
Liveable Neighbourhoods	✓	✓	✓	✓
IPWEA LG Guidelines for Subdivisional Development	✓	✓	✓	✓
National Construction Code 2016		✓		
Stormwater Management Manual			✓	
Better Urban Water Management 2008			✓	
City of Albany				
Community Strategic Plan	✓	✓	✓	✓
Corporate Business Plan	✓	✓	✓	✓
Long Term Financial Plan	✓	✓	✓	✓
Albany Local Planning Strategy	✓	✓	✓	✓
Subdivision Development Guidelines	✓	✓	✓	✓
Albany Spatial Data Specifications	✓	✓	✓	✓
Property Management (Leases & Licences) Policy	✓	✓		✓
Heritage Protection Policy	✓	✓	✓	✓
Community Perceptions Surveys 2013, 2015 & 2017	✓	✓	✓	✓
Carbon Footprint Reduction Strategy		✓		
Municipal Heritage Inventory		✓		✓
Conservation Plans		✓		
Environmental Weed Strategy		✓		✓
Access and Inclusion Plan	✓	✓		✓
Natural Reserves Strategy				✓
Urban Tree Strategy				✓
Age Friendly Albany	✓	✓		✓
Stormwater Information Sheets			✓	
Road Maintenance, renewal & Upgrade Community Guidelines	✓			



Community Consultation

The City of Albany surveys the community to ascertain its perceptions and priorities on a range of measures. These measures include the community's satisfaction with services delivered through assets. The performance index scores from these biennial surveys are being utilised as performance measures in community levels of service in each of the four asset classes.

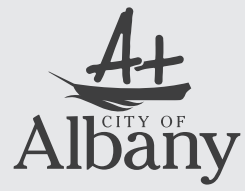
Monitoring and Review Procedures

To some extent the Strategic Asset Management Plans are a live document with changes to the underlying data happening constantly and routinely. Many of the components of these plans are cyclic in nature and will follow the schedule below:

- All inventories are live and are being updated continuously as assets are built, replaced or removed.
- Asset unit rates are reviewed on a three year rolling schedule in line with Fair Value obligations.
- Financials and renewal modelling projections are updated annually and adopted through the annual budget process.
- Levels of Service and Performance measures are reviewed as results from the Community Perception Survey are available.
- Major review every four years with integrated planning requirements.

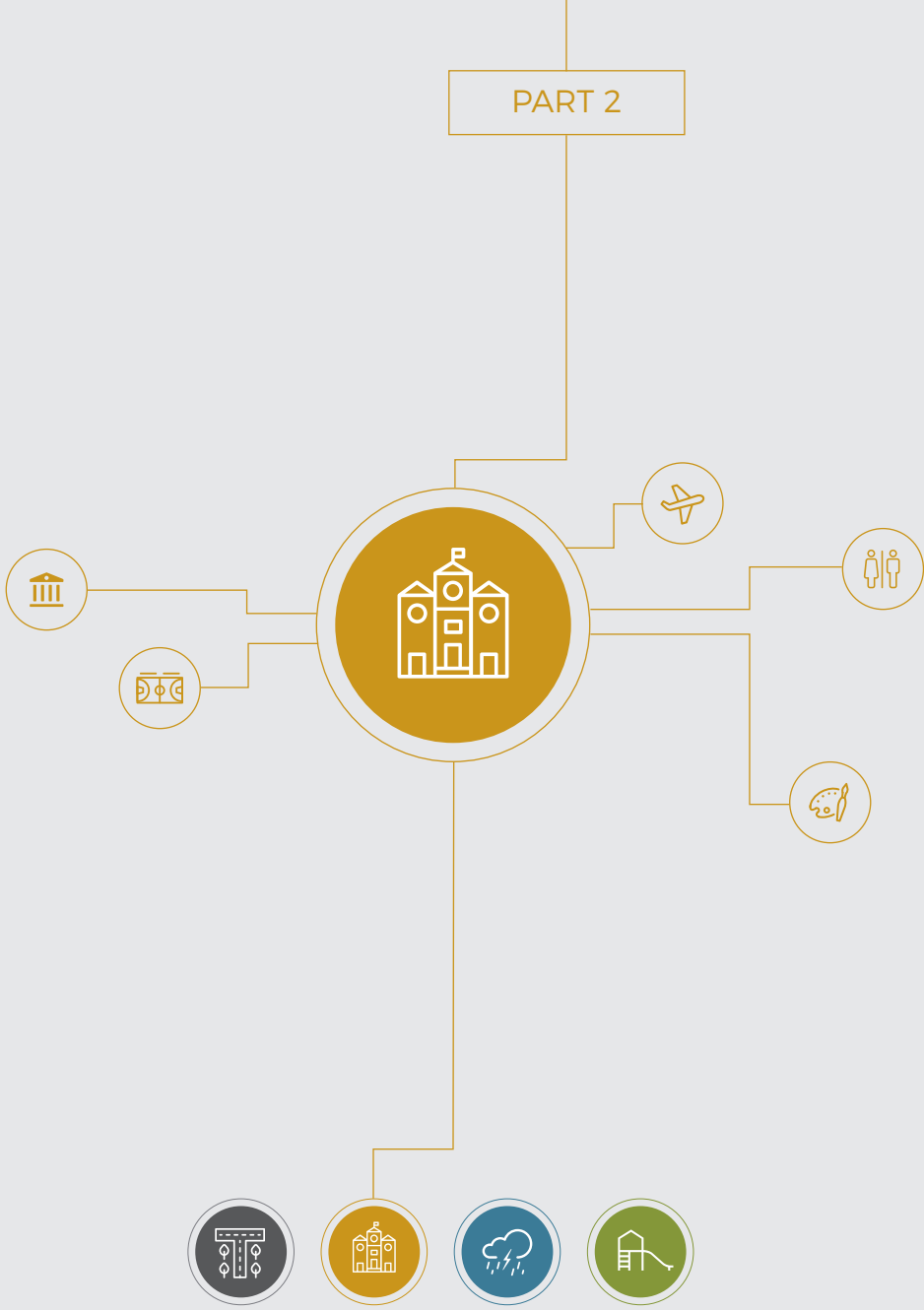
Improvement Plan

- Each SAMP will include specific improvements for each asset class.
- Continuous improvement of Albany Spatial Data Specification.
- Increased functionality with ArcGIS to evolve as more than an inventory tool - specifically in the areas of valuation, depreciation, remaining useful lives based on condition and capital renewal planning.
- Improve knowledge of useful lives through analysis of data.
- Apply knowledge of critical assets to improve management and maintenance.
- Continue to streamline organisational processes without creating extra work.
- Continue to improve long term asset management outcomes at project inception and feasibility.



BUILDINGS

PART 2



TRANSPORT | BUILDING | STORM WATER | MANAGED SPACE

What we do

The City's building portfolio is rich and diverse. Community facilities are very much the shop windows to the services this local government provides. They house a range of services such as arts, culture, recreation, family services, not for profits, clubs, heritage and restaurants. As well as providing the essential assets to service the City's own operations such as the Works Depot, Administration and Waste Management.

We manage each of these 215 building structures to maximise their life and minimise the cost over each of their lives. This requires us to understand our buildings and how they are likely to fail. To think long term in delivering efficient maintenance and

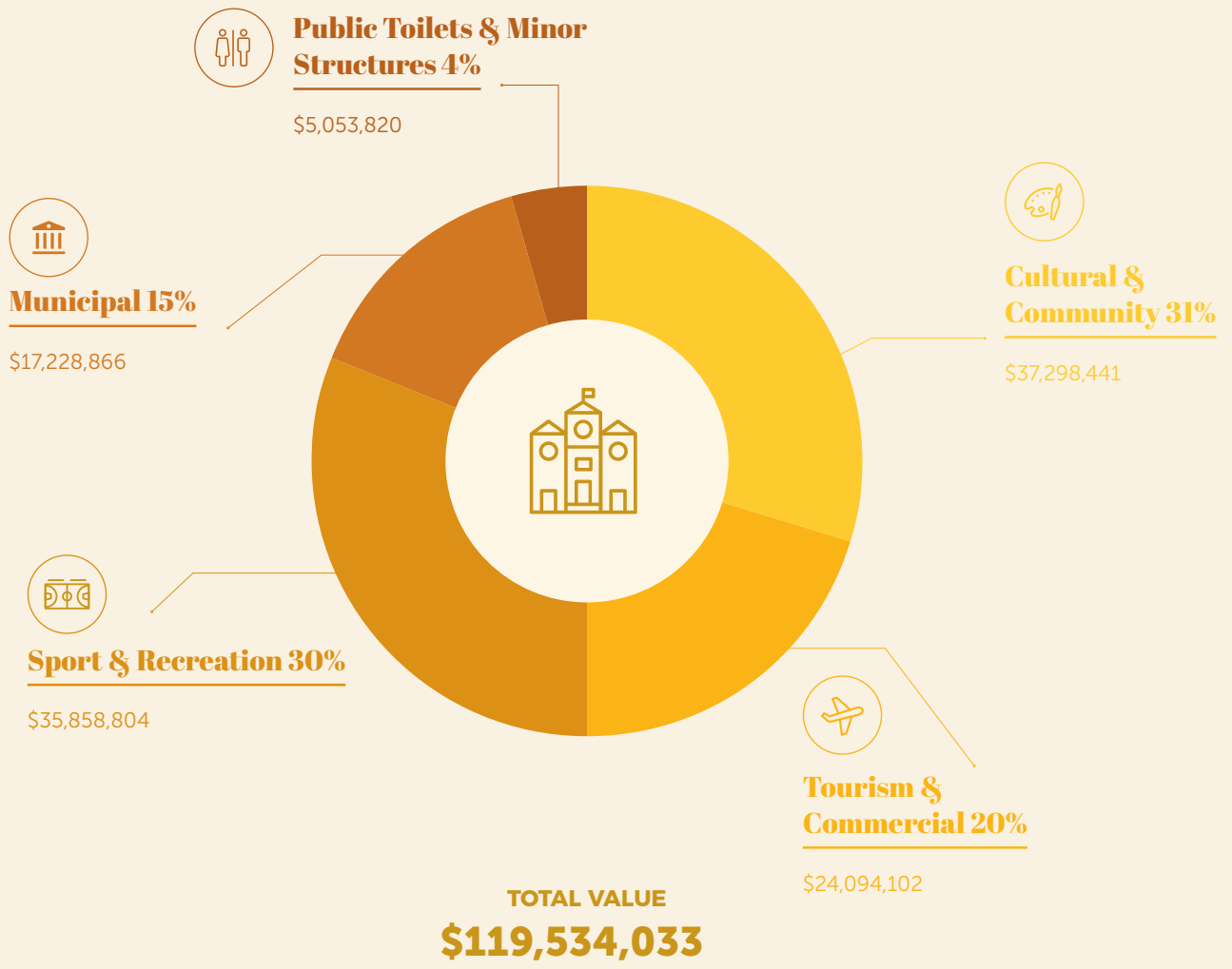
renewal programs. Another asset management focus area involves the constructing of new buildings. The design decisions made at feasibility will have a real impact on both economic and environmental sustainability for decades.



FUN FACT 1#

Our most important building is the National Anzac Centre & Forts

Building Function



Why we do it

Simply put, the community expects to be provided with services for the rates they contribute. The community pay rates and in return they consume services such as loaning a book from the library, having their rubbish collected, using community meeting places and recreation services.

Many of these services are not able to be delivered without a built asset. As these services and activities improve the health and well-being of our community, the building that house them are important.

High profile assets such as the National Anzac Centre have the added benefit of boosting the local economy by attracting visitors to the region. Whilst shared use

facilities such as Lotteries House are encouraged, as they provide good value for money in providing many services from one asset.

The challenge is to balance the desires of the community with their willingness to pay. Achieving this balance will result in a satisfied community and a sustainable City.

Community outcomes

- All new building projects meet the needs of the demographic of the community, including young & older people, various cultural groups and those with disabilities.
- Improved in-house understanding of the condition and value of our buildings.
- Improved planned capital works & maintenance programming.



FUN FACT 2*

Almost 30% of the city buildings are Heritage listed

Growth & demand

The City of Albany is expected to continue to grow, although relatively slowly, with an increase in both over 55's and young adults. The population of older residents in Albany is notably higher than for the State as a whole.

An older population may have more leisure time and will increase the use of community facilities such as the library, Vancouver Arts Centre and the Albany Leisure & Aquatic Centre. The City has well visited Historic places such as the Town Hall, The Forts, Penny Post (UWA) and the Vancouver Arts Centre to name a few.

These buildings are very expensive to maintain or upgrade to contemporary standards for access & safety. Changes in demographics can trigger a change in services demanded by the community and this leads to re-purposing of older buildings, to maximise their service to the community. Securing funding to make these buildings more functional whilst retaining their integral heritage value is required.

There has been an increase in sporting facilities with the addition of the Western Oval Pavilion and the Football Stadium. Further work to complete the Centennial Sporting Precinct shall meet the demands of the Albany population well into the future.

To attract and retain young adults the City will continue to encourage strong secondary and tertiary education facilities in the region. It is noted in the Albany Local Planning Strategy that the availability of quality education facilities has a strong influence on communities both socially and economically.

Managing our Buildings

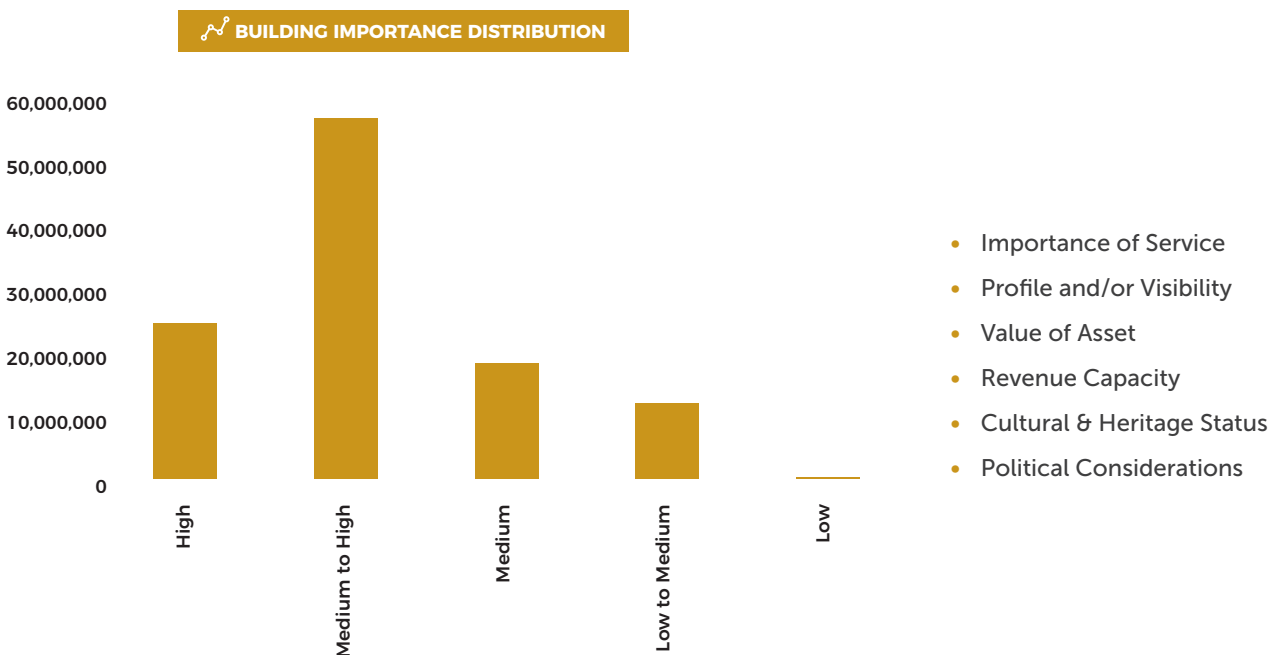
Buildings are complex assets with many components to be maintained and replaced at different intervals. As well as being complex in nature they also have a variety of functions and some are more important to the community than others.

For this reason we have applied both a hierarchy of function and Importance to assist in grouping our buildings for ease of allocating responsibility and levels of service to be provided.

Functional hierarchy – Defines the current function of the assets and links in with the Asset Management structure of responsibility to the structure of the organization. This ensures the allocated Asset Owner

and Asset Manager are in line with the City of Albany Directorates in the function of the building and services it provides.

Importance hierarchy – Defines the importance of a building to the community based on six parameters. This ensures levels of service of the building can be applied based on the importance of the service it delivers to the community.



Maintenance

The city has most preventative maintenance activities managed through contracts with reactive maintenance conducted either in-house through Trades or through a panel of contractors. Preventative and planned maintenance is currently being populated in the building asset management system at component level.

Essentially, if a building component requires a preventative maintenance activity, the component is added to the inventory and a standard schedule of maintenance is applied. Preventative and planned maintenance is undertaken to reduce the reactive maintenance expenditure and to maximise the life of components. Capturing data at component level is onerous so components are only added if there is associated maintenance.

minimum standard is based on property & public risk and shall include Residual Currency Device testing, fire services inspection & testing and white ant inspection where timber components are present.

The goal is to use SPM Assets to prepare maintenance budgets, to inform maintenance contracts and to analyse maintenance expenditure trends. A key maintenance improvement is to implement a prioritised risk based reactive maintenance system inclusive of response times.

Leased buildings that are owned by the City will include a minimum level of preventative maintenance. This

Condition

The condition of our building portfolio is constantly changing through deterioration of components and through improvements such as capital works, replacement of components through maintenance and new buildings being added to the inventory.

As mentioned above condition is not static, however an indicative snapshot of the building condition is included below. It is expected that a certain percentage of assets will be past or at the intervention condition level of 4. If this was not the case it would mean we are carrying out capital works earlier than required or over investing.

to keep this percentage of assets between 2 - 4%. The broad overall condition profile below illustrates that the majority of the building assets are in good to average condition with only 4.4% approaching poor to very poor condition.

In our modelling scenario we calculate the percentage of assets over condition intervention within the 10 year planning period. The current percentage of assets in a condition over intervention is 1.76% and our aim is

The modelling tools and Asset Management System for buildings allows for much more analysis of condition at component level and will form the evidence for capital renewal planning.



REPORT ITEM CCCS057 REFERS TO

Level of Service	How we measure performance	Previous Years		Targets	How we will meet the performance target
		2015	2017	2019	
Buildings will be in a condition appropriate to the hierarchy	% of building value over intervention level	New	2%	2%<4%	Capital renewal expenditure driven by renewal modelling based on condition. Works program prioritised based on the level of importance of the building
Buildings will be functional, clean and appropriately maintained	Community Buildings & Halls Satisfaction Survey	*59%	*62%	60 - 65%	Planned & preventative maintenance program Well supervised cleaning & maintenance contracts
	Public Toilets	*49%	*51%	50 - 55%	Risk based reactive maintenance system

* RESULTS BASED ON THE BI-ANNUAL COMMUNITY PERCEPTION SURVEY

Financial

Using condition data, quantities, replacement costs, current spending levels and industry degradation curves, we annually model scenarios to optimise the renewal expenditure across individual asset groups. These modelling outcomes are used to inform the optimal level of spending required in the long term financial plan.

The proposed expenditure on building renewal in the long term financial plan is \$1.4m per annum which is in-line with modelling predictions.

This figure is comparatively low for maintenance expenditure.

The current maintenance budget for buildings is approximately \$900,000 per annum which equates to 0.75% percentage against the capital value.

With the formalisation of preventative maintenance programs, more timely reactive maintenance and recently constructed buildings added to the inventory, this is expected to increase in the short term.

\$2,500,000

COMPARISON OF RENEWAL MODELLING TO LONG TERM FINANCIAL PLAN EXPENDITURE

\$2,000,000

\$1,500,000

\$1,000,000

\$500,000

\$0

2016 2017 2018 2019 2020 2021 2022 2023 2024 2025
1 2 3 4 5 6 7 8 9 10

RENEWAL MODELING
LONG TERM FINANCIAL PLAN

Our projects for the future

What is this project	What is the driver	When	Cost
Albany Town Hall repurpose	To increase the utilisation of this iconic building that has failed to thrive since the construction of the Albany Entertainment Centre	17/18	
Albany Public Library refurbishment and increase in function	To blend the fitout of the library to the new Information Hub extension, modernise the layout and provide more functionality	17/18	
Roof Replacements	The last major refurbishments of the heritage buildings were undertaken in the 80's and the Town Hall, Vancouver Arts Centre and Old Post Office are due for replacement. Also the old stadium roof at the Albany Leisure and Aquatic Centre is due for replacement.	17/18-19/20	

Threats

Threats	Description	Mitigation
Heritage Building	Heritage buildings make up 27% of the building portfolio. They are important in preserving local history and heritage values. The value in these buildings is in their preservation and this comes at a prohibitive cost in comparison to contemporary buildings.	Improved resourcing for capital works planning & delivery. Leveraging funds for preservation and re-purposing. Longer lead time for heritage projects for approvals & consultation.
Strategic Direction	Lack of strategic direction can cause deferrals in capital works creating higher maintenance costs and user dissatisfaction with the level of service.	Implementation of a structure to allocate responsibility for strategic direction through an Asset Owner.
Asbestos	Many of the buildings owned by the City contain asbestos materials.	Systematic removal of these materials with planned renewal projects.

Improvement Plan

- Roll out of SPM Assets (Asset Management System) to all Asset Owners and Asset Managers
- Completion of Asbestos register into SPM Assets and update the asbestos management plan
- In-house rolling condition assessments of all buildings

FUN FACT 4#

Did you know the tallest City of Albany building is the Old Penny Post. At 25.35m it is only 1.8m taller than the Town Hall!

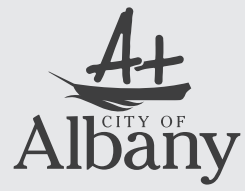


Further reading

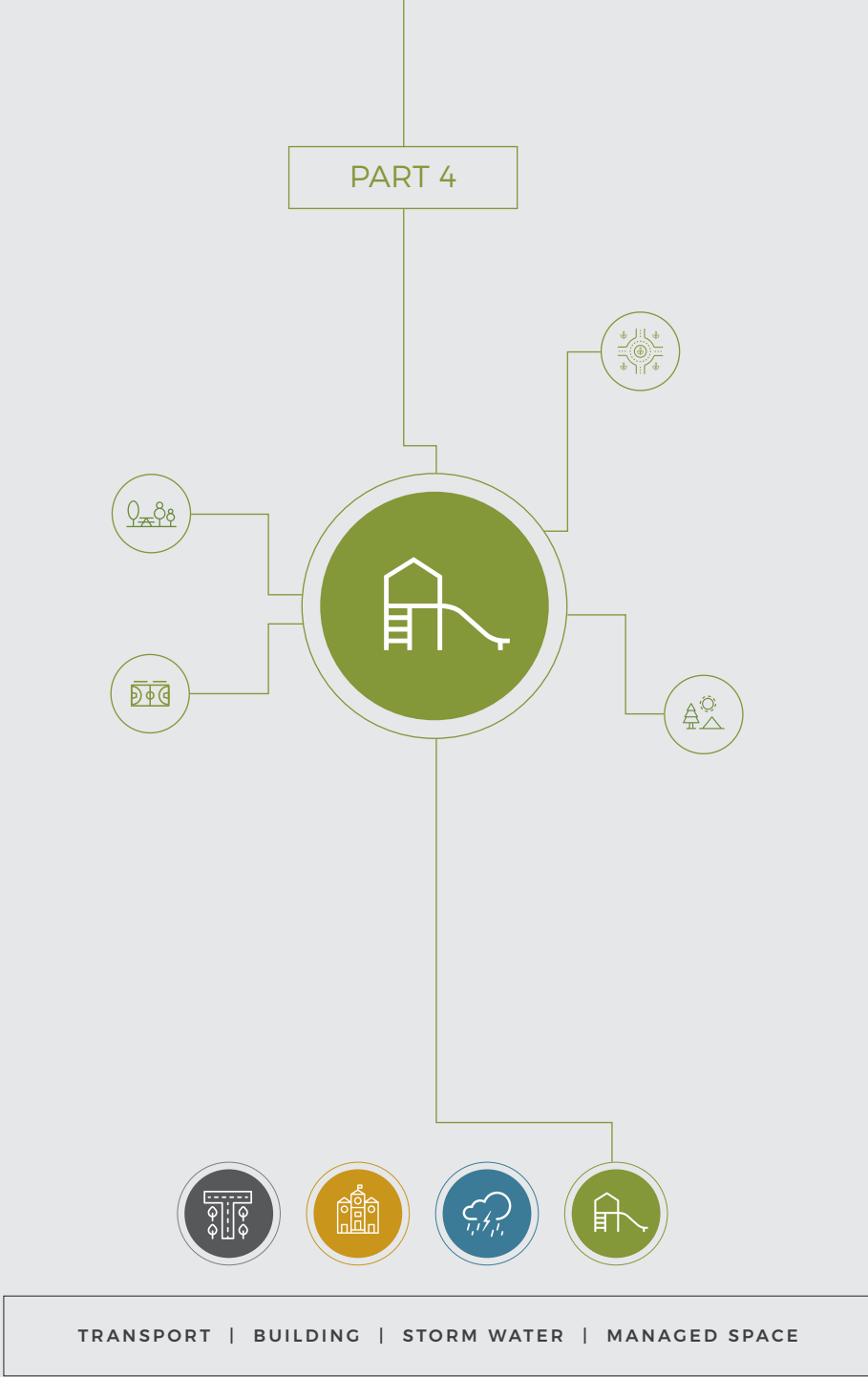
Building Hierarchy

Asbestos Management Plan

Building Maintenance Program (to be developed)



MANAGED SPACE



What we do

The City provides and preserves parks, sport & recreation areas and natural reserves as a service to the local community and visitors. Natural Spaces and Developed Space have a different purpose and require the application of different skills and priorities. For this reason, in this plan we group managed space into the categories of Developed and Natural Space with several functional sub groups as well.

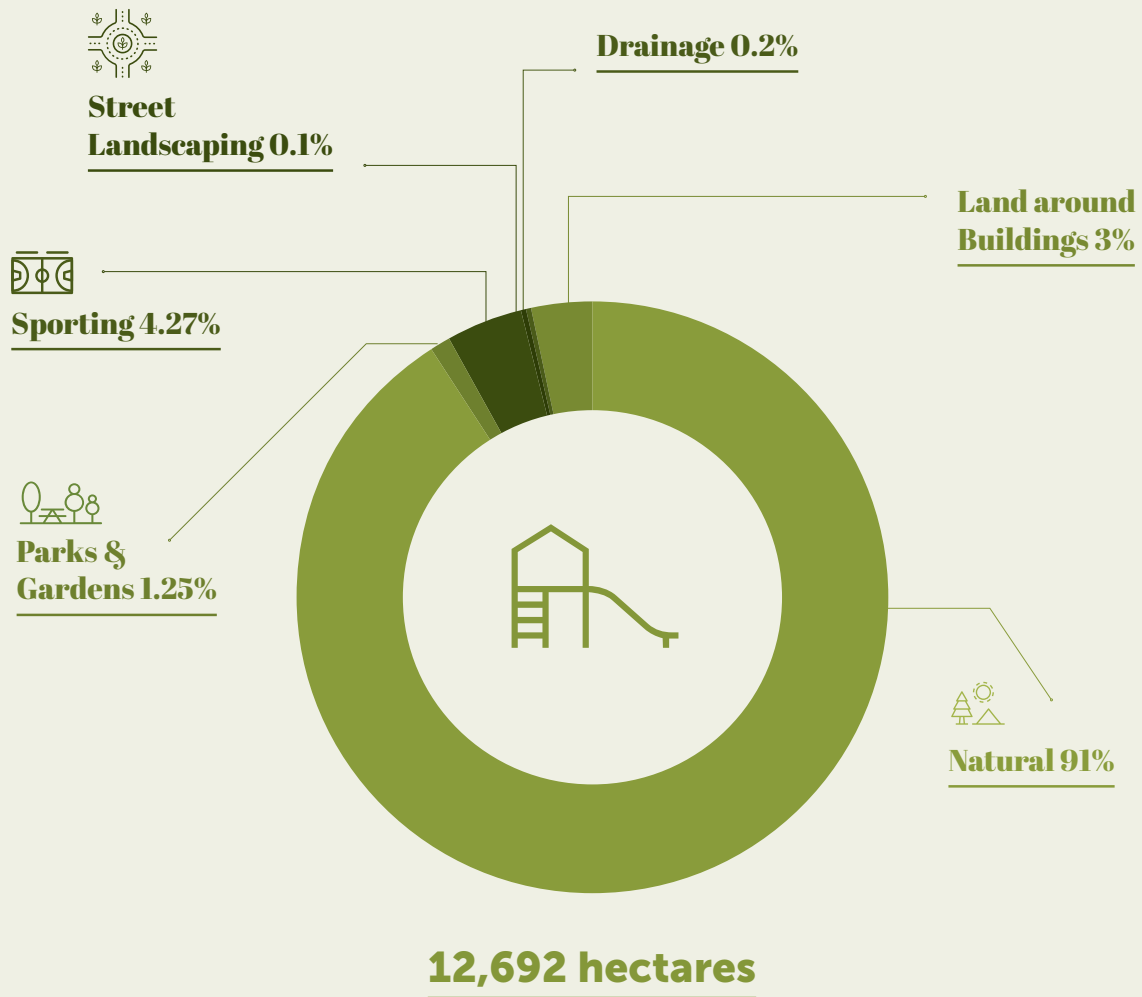
Developed managed space is typically in the urban environment and consists of recreation areas such as park & gardens, sporting precincts, land around buildings and street landscaping. These areas often have significant built assets associated with them including playground equipment, water features, landscaping, shade structures, lighting, paths and other amenities. These assets require inspection, maintenance and replacement at end of life. These developed spaces make up about 9% of the total managed space but are the most highly utilised by the community and the most expensive to maintain. Sporting facilities and parks & gardens are important contributors to the quality of life of residents in urban areas. We provide a very high level of service with recreational space and attracts a high level of satisfaction in the community perceptions survey.

Natural managed space includes our natural reserves over an area of 11,500 hectares and makes up 91% of the total managed space. Our natural reserves are significant assets for biodiversity of both flora & fauna, scenic beauty, local and visitor enjoyment, research, education and health. Management is a balance between preserving the natural environment and providing access to the community.

FUN FACT 1#

The City manages 3,100 m² of managed space per resident

Managed Space



Why we do it

Developed & Natural managed space make the City more liveable and enhances the city's identity and character. The community has an emerging awareness of the economic, social and environmental benefits of our managed space.

The capital value of our managed space and the capital expenditure is quite low in comparison to buildings and infrastructure. However, the annual operating budget for Parks and Reserves is significant due to the nature of the asset.

Particularly in Developed Space the day to day cost of mowing lawns, weeding & planting gardens and replacing minor assets is significant.

A plan for both financial and environmental sustainability is the key to retaining our current levels of service in this area.

Community outcomes

- More equitable service levels across the City with developed managed space.
- Improved inspection, monitoring and replacement of built assets.
- Prioritisation of recreational services, facilities and access to natural reserves whilst maintaining bio-diversity, habitat and scenic value.
- Sustainably meeting the current and future needs of the community with sport and recreation space and facilities.



FUN FACT 2#

**We have over 100 parks and gardens
with over 40 playgrounds**

Growth & Demand

The key to providing adequate and appropriate developed space for parks, recreation, sports and protecting Natural space is through good long term planning.

Integrating environmental and natural resource management with broader land use planning is a key objective in the Albany Local Planning Strategy review. Another objective of this review is to employ tactics to halt further urban sprawl. This will have the dual impact of protecting natural spaces and removing the need for more developed spaces in new subdivisions.

Developed space has been integrated into urban planning effectively through guidelines like Liveable Neighbourhoods possibly to the point of over servicing. This has been useful planning tool for managed space in developments. It does not prohibit the City from

making alterations to reduce the cost of maintaining these assets after they inherited from a developer.

The Great Southern Regional Sport & Recreation Facilities Plan and the Albany Sport & Recreation Futures Plan will also provide guidance to meet the long term needs of the community in respect to sport and recreational needs.

It is important for us to be able to quantify the cost of managing these gifted assets over the long term. To ensure the City can afford to maintain the existing high service levels with the increasing number of parks and sporting facilities being provided.

Managing our space

To effectively manage our assets it is important to allocate a hierarchy for categorising and determining what level of service is most appropriate.

These categories have been aligned and are consistent with internal and external documents such as the Public Parkland Policy, review of the Albany Local Planning Strategy and Liveable Neighbourhoods (2015 draft).

There are four discrete categories

- Parks & Gardens
- Sporting Spaces
- Street Landscaping
- Natural Spaces

In addition, there are two other categories that allow for land around buildings and drainage reserves. These categories are managed in the Stormwater and Building Parts of the Strategic Asset Management Plan.

Details of the four categories are below;

Parks and Gardens

These are all considered Recreational spaces under Liveable Neighbourhoods and endeavour to provide informal activity space and encourage a variety of recreational activities to a diverse demographic of residents.

They have been categorised into four (4) levels:

Level 1 – Regional Space

Large reserves including Foreshore Space that have significant active area, high leisure, social and tourism function. Examples of this type of reserve are Middleton Beach and ANZAC Peace Park.

Level 2 – District Parks

A reserve designed for neighbourhood interaction encouraging sporting and social events. These reserves are often greater than 5ha in area and are accessible to the community to a distance of approximately 2km.

District Parks are designed to service a cluster of neighbourhoods and need to be accessible by an arterial network and preferably by public transport. Having a District Park servicing multiple neighbourhoods will not lessen the level of service provided within these

reserves, it will however reduce the City's number of reserves and therefore reducing the maintenance effort and cost associated with extra reserves.

Level 3 – Neighbourhood Parks

Neighbourhood Parks serve a recreational and social purpose for the entire neighbourhood. Ideally located at the edge or between neighbourhoods, providing a variety of options to the local community. These parks are between 1ha and 5ha and service to a distance of 800 metres.

Level 4 – Local Parks

Local Parks accommodate daily recreation for the local community. Primarily designed for nature space and passive recreation dispersed throughout the neighbourhood. They are up to 1ha in area and within 300m of all dwellings.

Street Landscaping

Street landscaping is defined as the managed space that falls within the road reserve but does not include transport assets such as footpaths and roadways. This includes verge, median and roundabout landscaping. It has been split into two service levels.

Level 1 – Regional Precincts & High

Regional Precincts that serve significant social and tourism function. Examples include CBD, Middleton Beach and the Waterfront.

Level 2 – High profile City of Albany maintained verges and median strips

Typically on roads serving a regional distributor function. Examples include Albany Highway verges and Chesterpass Road.

Level 3 – Adjacent property verges and low profile median strips

The City will serve a compliance function only with regards to construction and maintenance of these spaces.

Sporting Spaces

Sports spaces provide a venue for more structured sporting activities and include the required infrastructure for those activities.

Meeting the required standards for training and competition, efficient layout for maximum utilisation of fields and be located with some informal or natural recreation areas.

Sporting spaces have been grouped into 2 categories:

Level 1 – Regional Facility

A sports facility, either with a single purpose or a community sporting hub, of regional significance. Due to its location and characteristics it attracts

users across multiple council areas.

It meets the standards as defined by the state sporting organisation required to host major regional and state level competitions, events and/or training.

Level 2 – Local Facility

A local sports facility is generally located within 5 kilometres of users, consisting of up to two playing fields, and provides for limited training and/or junior or amateur senior competition.

Natural Spaces

Natural reserve managed space is undeveloped reserves that may have discrete nodes of infrastructure to accommodate visitation.

Categories have been defined to allow for the grouping of reserves that have similar management requirements. The four categories are:

- Coastal reserves;
- Watercourse and foreshore reserves;
- Mounts reserves; and
- Hinterland reserves.

The City will apply criteria, scoring and weighting values for existing and planned elements and activities in reserves for the following:

- Environmental Values;

- Social and Cultural Values; and
- Economic Values.

The criteria has been designed to prioritise the expenditure on existing and planned elements in natural reserves across the criteria of environmental, social & cultural and economic values. By using weighted criteria in the above areas sound asset management principles are being applied in strategic and operational plans.

Reserves are complex assets, so planning, community engagement, systematic implementation and maintenance is the key to managing reserves sustainably.

The full details of the priority ranking criteria are documented in the *Natural Reserves Hierarchy*.



DID YOU KNOW

You can fit over 6,000 full sized ovals into our managed space

Built Assets

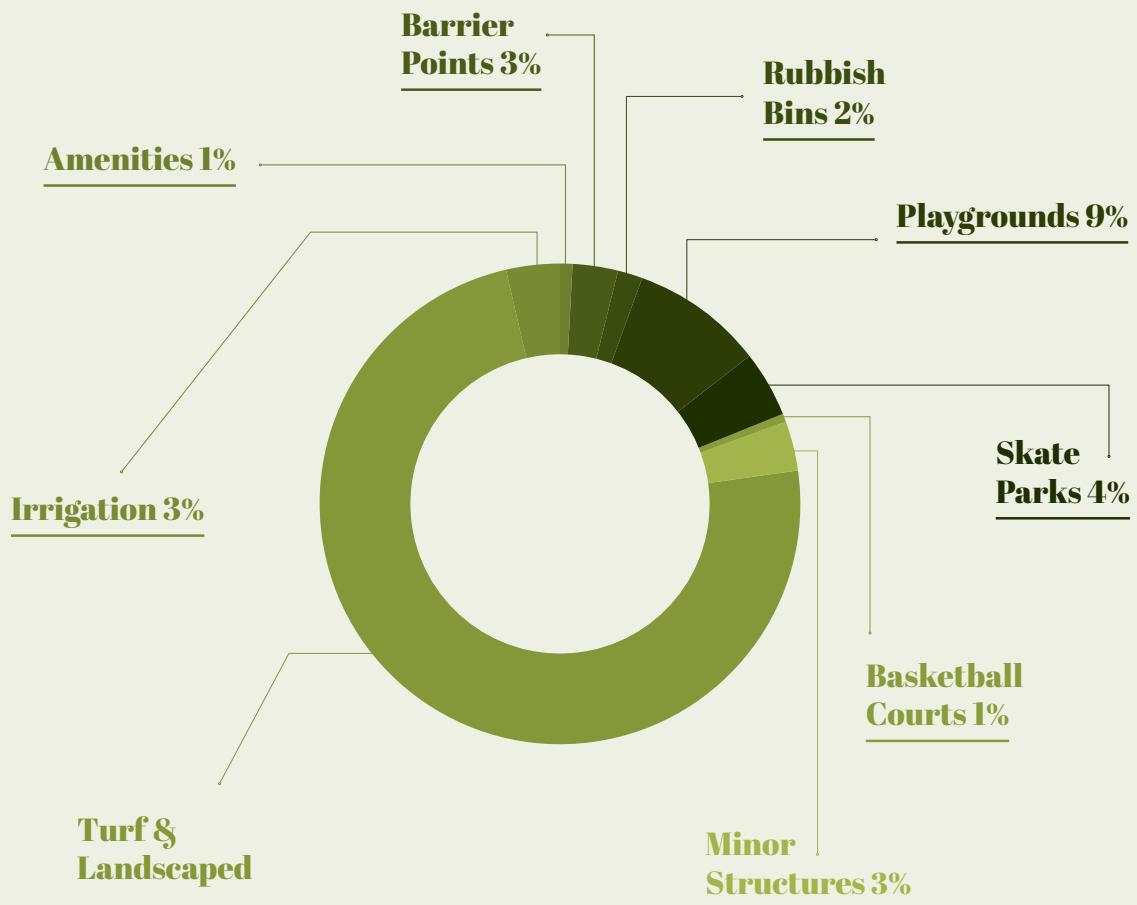
The City manages a vast quantity of developed and natural reserves, each of these has a built component that requires maintenance and renewal.

Built assets are captured in the Albany Spatial Data Specification (ASDS) a few features are listed below;

- Amenities – barbeques, furniture.
- Arts & Memorials
- Bollards, Walls & Fences
- Public Bins
- Information Signage
- Reticulation
- Trails
- Play equipment
- Park & Sports Lighting
- Play areas
- Sports Fields
- Terrain & Trees

The majority of the capital value is in the landscaped and turfed areas being developed (74%). However, there are transport and building assets that are valued and managed in other Parts of this plan, such as footpaths and public toilets.

Most of the assets in the managed space are relatively inexpensive but they also have relatively short lives. Therefore the replacement of these assets are generally undertaken as maintenance rather than capital works, which impacts on the operational budget.



MANAGED SPACE BUILT ASSETS

\$28,251,738

Condition

The value of built assets or non-green assets on Managed Space is valued at approximately \$28m.

Below is a bar graph showing the overall condition profile of these assets. Note there are 17% of assets in poor or approaching poor condition. This is a much higher percentage than would be acceptable for other asset classes. However, due to the short lives of these

assets in comparison to roads and buildings a higher percentage is to be expected. Reducing or maintaining this level of condition is considered appropriate given the value in poor condition is approximately \$1.7 million.



Maintenance

Maintenance of our green and built assets is where the majority of the expenditure occurs in this asset class.

Therefore, any measure to improve the prioritisation and optimisation of maintenance work will provide the most benefit. The first step is to map the hierarchy and existing levels of service for developed and natural reserves. This shall be followed by an audit of where the service levels do not match the hierarchy. This will allow us to measure the cost variations with a shift in level of service up or down.

This information will form the basis for the development of a Maintenance Plan that will document every planned maintenance activity such as mowing, turf maintenance, fertilising, weed management, slashing, planting, mulching, pruning, irrigation, playground inspection and rubbish management. Including the frequency, cost, specification and any seasonal variations of these activities.

FUN FACT 3#

City of Albany Lawn mowers cover 30,000km per year. A straight line from Albany to London and back!



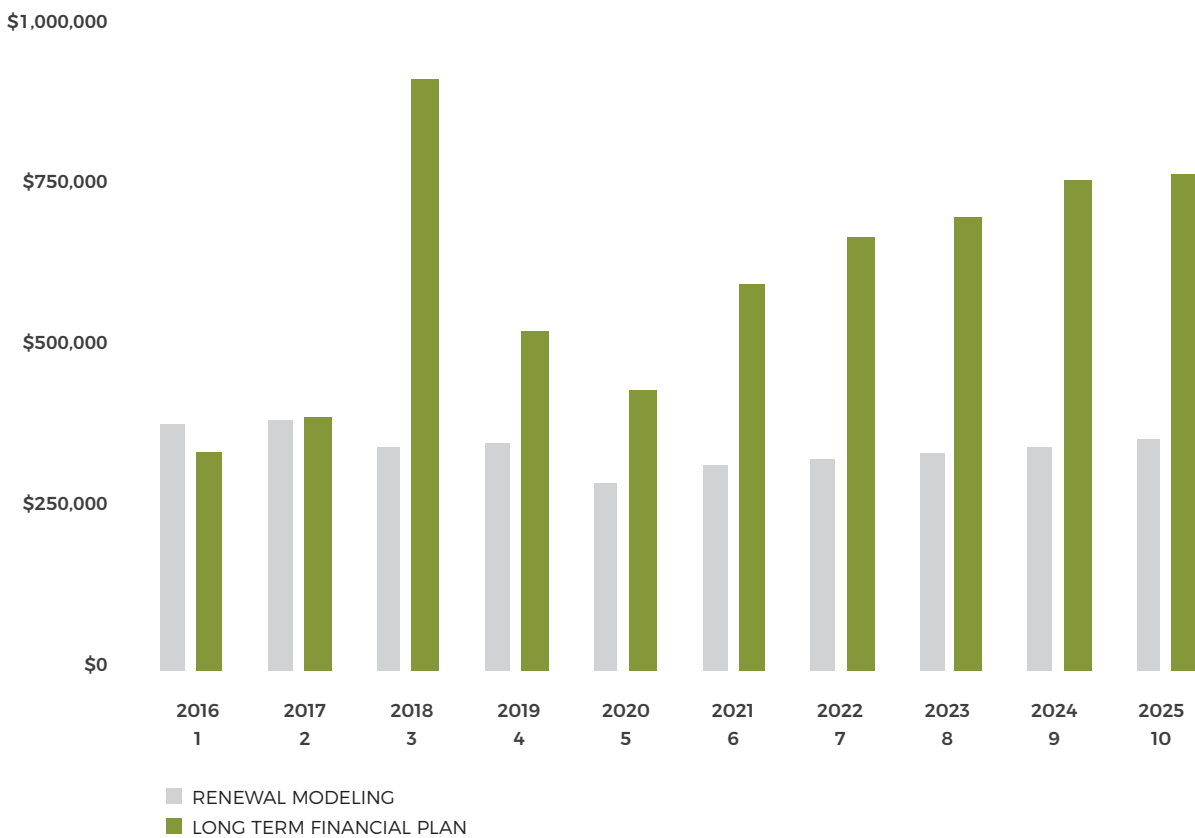
Financial

The replacement value of our managed space is only 4% of the City’s asset base and we spend approximately 7% in the capital budget each year.

As mentioned, managed space is financially significant in its annual operations budget. The annual operations budget for Parks and Reserves is on average \$4.5m which is approaching 13% of total rates income.

Renewal modelling is only conducted on the built assets which explains some of the variance between the renewal model proposed and the long term financial plan expenditure. The expenditure in the long term financial plan will include redevelopment of some green assets and potentially other infrastructure that sits in managed space that is modelled in other asset classes. Given the increasing level of satisfaction in the community perception surveys for Playgrounds, Parks & Reserves we need to continue to monitor perceptions to ensure we are not overinvesting in this asset class.

COMPARISON OF RENEWAL MODELLING TO LONG TERM FINANCIAL PLAN EXPENDITURE



Our projects for the future

What is the project	What is the driver	When	Cost
Middleton Beach Redevelopment	Hotel development application requiring changes to road layout, parking Seawall and Landscaping	19/20	\$3.5m
Emu Point Upgrades	Staged works to enhance & preserve coastal area	18/19-21/22	\$900k
Mt Melville	Feasibility Study to determine works	19/20-21/22	\$300k

Levels of service

Operational levels of service for managed space are currently undocumented. Developing this document is part of the improvement plan.

Level of Service	How we measure performance	Previous Years		Target	How we will meet the performance target
		2015	2017	2019	
Built assets will be in good condition in both Developed and Natural Managed Space	% of asset value over intervention level	NEW	**6%	**5%	Renewal budget allowance driven by renewal modelling based on condition Prioritised based on the hierarchy of the managed space
Sporting grounds will be multi-use, functional and appropriately maintained	Sport & Recreation facilities satisfaction score	*65%	*75%	70 - 75%	Completion of Centennial Park Sporting Precinct East and Central. Maintenance programs in line with levels of service and hierarchy NB: The 2017 results may be artificially inflated due to the upgrades at Centennial Park. The target has been kept above the LG Average.
Our developed space will be accessible, safe and appropriately maintained	Playgrounds, Parks & Reserves satisfaction score	*62%	*73%	*70 - 75%	Maintenance programs in line with levels of service and hierarchy Community engagement at renewal to ensure the facilities are appropriate for the current and emerging demographic of the area
Our natural space is protected and accessible where appropriate to the ranking	Management of Coastal & foreshore areas satisfaction score	*59%	*59%	*60 - 65%	Identify and populate 10 Year plan with outstanding actions from natural reserve plans Community education Management programs to be created to be in line with priority levels
Quality streetscapes designed to be maintained efficiently	Streetscapes satisfaction score	*58%	*60%	*60 - 65%	Maintenance programs in line with levels of service and hierarchy

* RESULTS BASED ON THE BI-ANNUAL COMMUNITY PERCEPTION SURVEY

** BASED ON AN AGREED CONDITION INTERVENTION LEVEL USUALLY 4 (1 - 5 SCALE) DEPENDENT ON HIERARCHY

Threats to managed space

Threat	Description	Mitigation
Conflicts of user groups	Multiple users of managed space, all with competing priorities and needs can result in both community dissatisfaction and poor management.	Quality consultation during master planning and management plans. Promotion of the benefits of shared use such as improved likelihood of funding grants, shared costs, better facilities.
Development levels of service	What is built on managed space and how it is designed during a development has an ongoing and significant impact on operational budgets.	Introduction of maximum development levels of service based on hierarchy with input from the Asset Management Working Group
Equity of Service Levels	Current levels of service may not be consistent across the City. Any proposed changes to levels of service will need to be carefully managed.	Mapping of hierarchy and current levels of service with Council approval of any changes.

Improvement Plan

Developed Reserves Strategy

Hierarchy identification for all classifications of Managed Space

Operational Levels of Service Document and Maintenance Plan

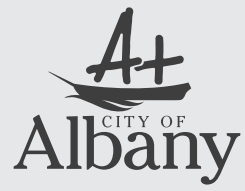


Further reading

Natural Reserves Hierarchy

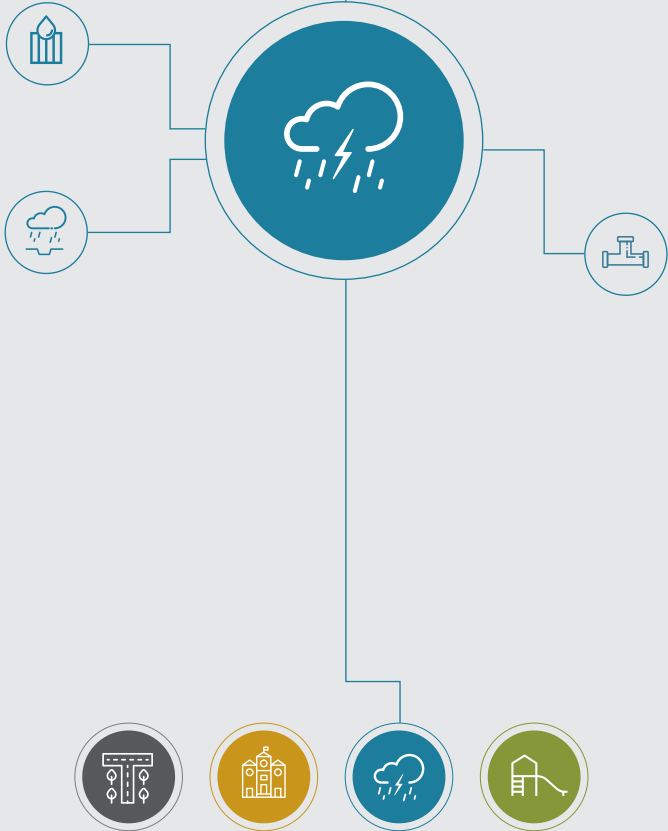
Developed Reserves Hierarchy

Managed Space Maintenance Plans (to be developed)



STORM WATER

PART 3



TRANSPORT | BUILDING | STORM WATER | MANAGED SPACE

What we do

Albany has an urban drainage system that collects and conveys stormwater to outfall expediently and safely with minimal disturbance. We manage the network for the safety of our community members whilst aiming to minimise damage to property, infrastructure and the natural environment.

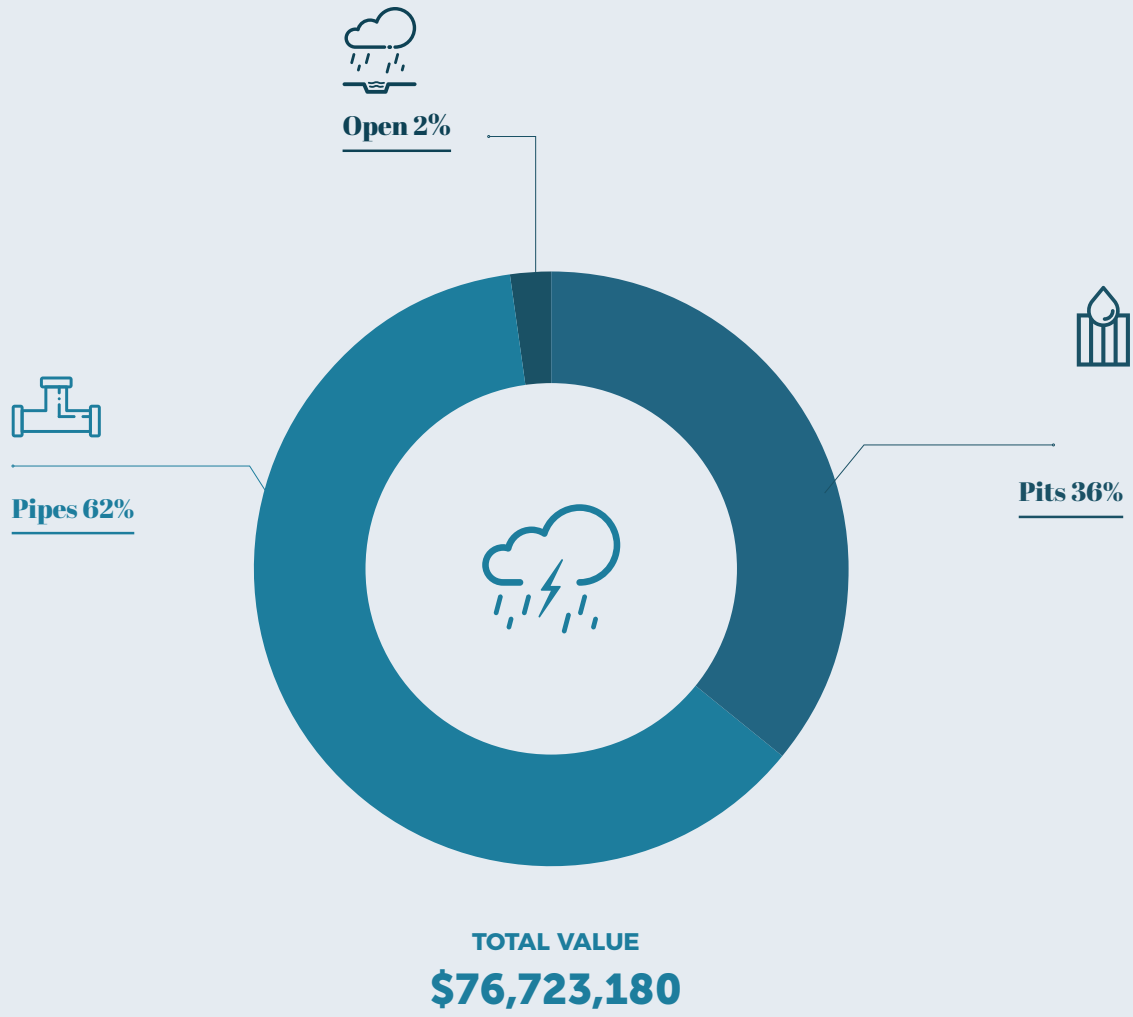
Our City Maintenance staff perform scheduled and unscheduled maintenance and repair work. Routine renewal of aging assets is increasing, proportionate to the growth of our City. This requires long term forecasting and planning.

This forward planning horizon needs to consider the changing climate and the increasing volumes of stormwater from a growing urban footprint. Becoming not only a question of the estimated remaining life based on condition but also based on capacity.

FUN FACT 1#

Our stormwater network, laid end to end, would stretch from Albany to Perth!

Stormwater



Why we do it

The stormwater management strategy is based on three principles;

- **Protect private and public infrastructure,**
- **Manage public safety and**
- **Protect environmental assets,**

from the effects of uncontrolled flood and storm waters.

Our system is designed to collect and convey stormwater principally from our road network to ensure road safety. As many soils in Albany town site are not conducive to high infiltration, the City also provides an overflow system

for private roof and property drainage. The City aims to provide a reticulated system capable of managing a storm intensity that would occur one in every 5 years.

We manage a stormwater network to provide the maximum safety and protection to people and property at the least cost achievable, to the community. Another priority is to minimise the expulsion of pollutants into our natural waterways.

For the stormwater network to be as effective as possible it also requires a vigilant and timely inspection and maintenance regime to maximise the capacity of water flow in an event.

Community outcomes

- A continuously improving understanding of stormwater overland flooding routes and areas of high risk.
- Seeking to improve the health of our catchments and waterways and the habitats for flora and fauna.
- The maintenance, servicing and renewal of stormwater assets are environmentally & financially sustainable.

FUN FACT 2#

Did you know Albany has approximately 60% more rain than London and rains on average 10 days a year more often.



The illustration consists of two rain clouds at the top, each with vertical lines representing rain falling from it. Below the clouds are two stylized city buildings. The building on the left has a flag on top, and the building on the right has a circular window. The entire illustration is in a light blue color.



Growth & demand

City drainage assets are most often passed to the City at the completion of private developments. Whilst new areas may be designed and built to contemporary legislative and environmental standards many older areas do not meet these standards.

The City is required to upgrade existing distributor and trunk drainage systems with increased development. This development whether "infill" development or new greenfield developments is connected and impacts on larger trunk drainage systems such as Yakamia Creek and Parker Brook catchments.

The Albany town site was developed over a number of decades where open drainage was accepted as suitable infrastructure. As community expectations change, some areas of Albany have been upgraded with kerb and pipe drainage systems. In many of these areas, the systems were sized for lower density housing and now cannot manage current storm capacity targets.

As pipes reach the end of service life, the City evaluates the need for resizing pipe systems to manage infill development with higher density housing and fully paved road infrastructure of later development.

Current expectations from landholders living with open drains within the town site is that open drains should be retrofitted with pipes and roads kerbed. As infill drainage is expensive and not always necessary, not all areas will be upgraded in this way. An alternate open swales and infill policy will be developed to manage the competing demands for infrastructure upgrades.

Managing our Stormwater

To manage the stormwater network we need to gather key information. The critical areas for stormwater management are understanding the hierarchy, having parameters around performance, measuring the risk of failure, the condition of the network components and maintenance planning.

STORMWATER ASSET HIERARCHY

"Not all stormwater assets are created equal"

Stormwater assets are prioritised in relation to their function within the stormwater network.

Roof and property drainage

Normally the landholder is responsible for their own stormwater plumbing in accordance with the City's developmental guidelines. Subject to certain conditions, the City of Albany allows landholders to dispose of their stormwater into the City's road drainage network.

Street Drainage

Pipes and pits that pick up road and residential stormwater and carry this water to collector drains. Street drainage is normally sized to handle a 1:5 year storm event. Overland flow normally within the road carriageway is used to convey larger storm events.

Collector Drainage

Large pipes that collect water from suburbs and convey it to trunk drainage. These pipes are often within their own alignments 'off street' and are important to maintain. The consequence of pipe failure, at this level, can be damage to infrastructure. Some of these drains are open channels.

Trunk Drainage

Trunks are major drains that are normally located in the valley floors. Most often open, trunks drainage convey large volumes of stormwater through the length of the catchment. Trunk drainage normally requires high cost culvert assets across roads and design considerations need to include public safety and incidents of flooding. Examples of trunk drainage are Yakamia Creek and Parker Brook.

STORMWATER PERFORMANCE RISK ASSESSMENT CATEGORIES

The performance of stormwater pipe assets have been assessed and rated against criteria that aligns with the three principles of protection of infrastructure, public safety and protection of environmental assets.

This performance rating identifies underperforming drainage assets and allows for a system of rating that can inform and prioritise future financial investment. The criteria tabled below describes the performance issue against rating.

FIGURE 2 - RISK PRIORITY MATRIX

Issue	Description	Priority Rating
Minor event issues (5 year ARI)		
A	Flow through private property (minor event)	1
B	Unsafe gutter flow (minor event)	3
C	Risk of flood inundation to properties (minor event)	2
D	Open drainage with erosive velocity (minor event)	3
E	Pipe capacity insufficient causing gutter flow	5
F	Overtopping or inundation of roadway (minor event)	2
Major event issues (100 year ARI)		
G	Flow through private property (major event)	2
H	Risk of flood inundation to properties (major event)	3
I	Unsafe gutter flow (major event)	4
J	Open drainage with erosive velocity (major event)	4
K	Overtopping or inundation of roadway (major event)	3

STORMWATER ASSET CONDITION

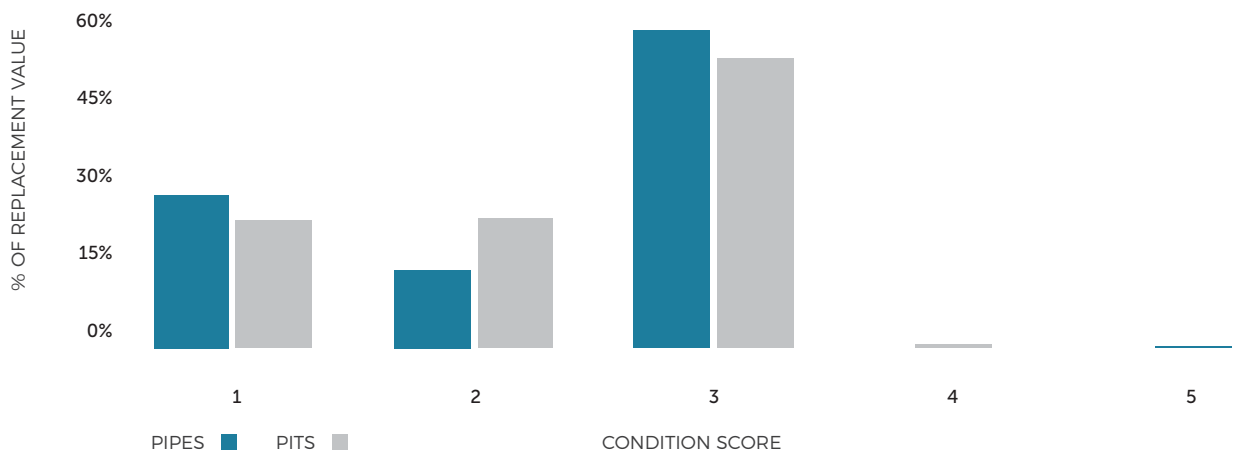
The condition of stormwater assets can impact on public safety and the overall performance of the system. It is important to monitor and identify the condition of stormwater assets in a regular cycle of review, repair and renewal. This is problematic as the greatest volume of stormwater assets are underground.

Our professional observations indicate we have many maturing drainage assets that will require replacement in the next 20 years. Currently the City does not have adequate knowledge of the condition of these assets to make fully informed renewal plans.

Although this data collection is occurring to some degree, it is currently more ad-hoc than strategic. A clear and resourced strategy for data collection for this critical asset group is required to improve confidence in forward capital works predictions.

Below is a graph of the current assumed condition profile of pipe and pit assets in the City. This profile indicates between 50 – 60% of these assets are halfway through their life based on an 80 year life. Given recent evidence of premature pipe failures this suggests we have a potential risk to half the pipe network in the short term. This supports the need to implement a strategy for condition data collection based on the hierarchal level of the asset, as a high priority.

 **FIGURE 3 - STORMWATER CONDITION PROFILE**



STORMWATER MAINTENANCE

In general, maintenance of our stormwater assets is inconsistent and as a result more likely to be reactive to failures rather than proactive.

The goal is to balance preventative maintenance with reactive maintenance expenditure to reduce the overall cost of maintenance. There are many benefits to implementing preventative maintenance activities which provide positive financial and performance outcomes.

Preventative maintenance activities would include maintaining open drains, unblocking and clearing of pits, and replacing pits and pit lids at the end of life. Most pipe repairs would fall into capital works programs.

The creation and implementation of a stormwater maintenance program is an improvement listed in this plan. The maintenance program will be a registered document and will include all maintenance activities, specifications for repairs, risk matrix for prioritising works, frequency and a strategy for the allocation of resources.

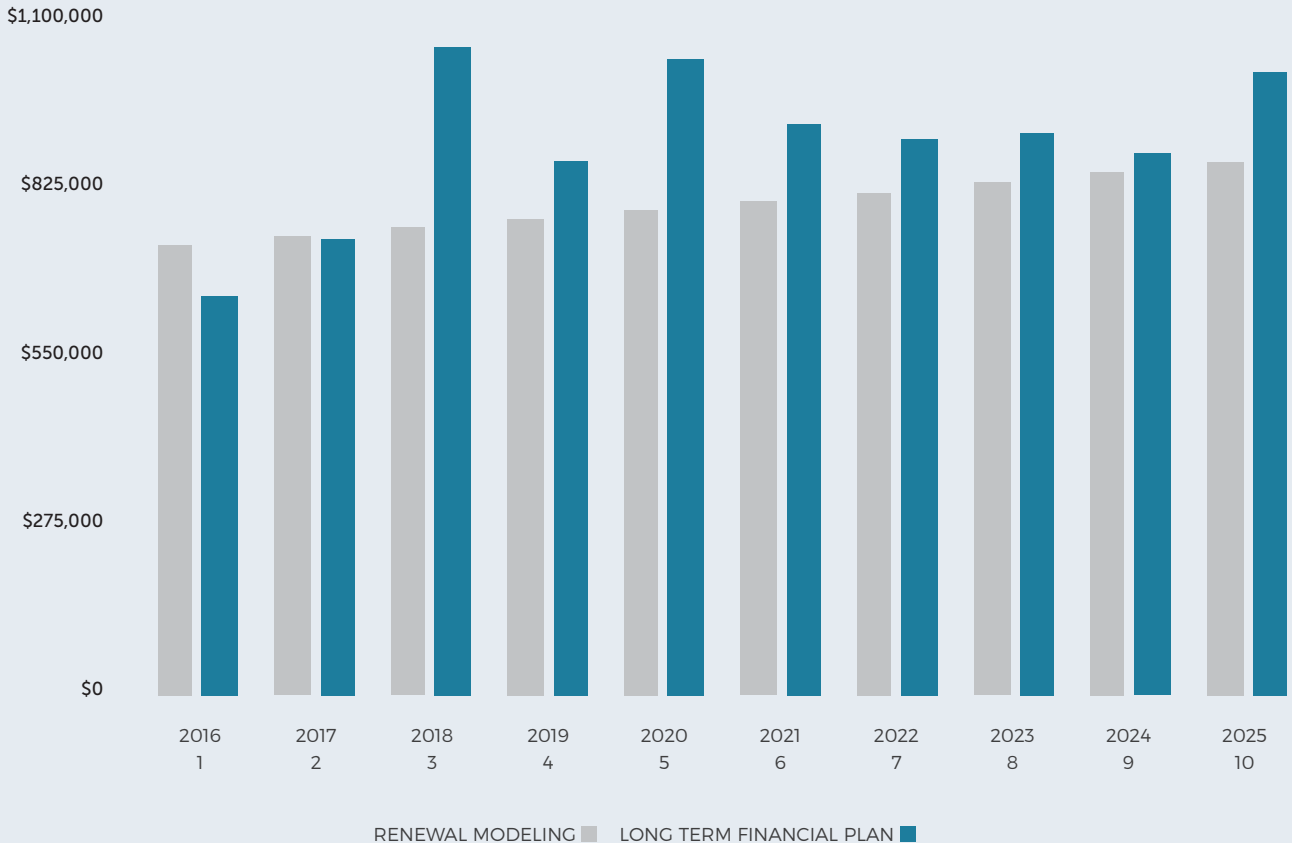
Financial

The City of Albany has spent an average of \$117,000 per annum on maintenance and an average of \$1,500,000 per annum on capital works projects over the last 3 years. The current renewal modelling is indicating a minimum of \$700,000 per annum averaged over the next 10 year horizon. The next iterations of renewal modelling with more data confidence is likely to vary from the expenditure predictions in the graph below.

Confidence of condition data for stormwater infrastructure is generally lower than other infrastructure asset classes due to it being difficult and expensive to survey. Where both condition, age and material

are assumed, renewal modelling accuracy is compromised. This information can be improved, commencing with a tactical CCTV assessment approach and desktop analysis of development dates.

COMPARISON OF RENEWAL MODELLING TO LONG TERM FINANCIAL PLAN EXPENDITURE



Our projects for the future

What is the project	What is the driver	When	Cost
LeGrande Avenue Bioretention Basins	Rapid expansion in the new suburb of McKail has led to the need for an attenuation and nutrient stripping basin located on LeGrande Ave	Funding dependent	\$1m
Yakamia Creek Bioretention and Attenuation Basins	Two basins to be built to meet both industrial pollutant and attenuation and biofiltration and attenuation of stormwater within the Centennial Park Precinct	18/19	\$1m
Stormwater Renewal and Upgrades to Bayonet Head Flood zones	Protection of residential property on Bayonet Head Road from ongoing flood damage during heavy rainfall events as part of an integrated upgrade of the urban catchment	19/20	\$1m

Levels of service

Level of Service	How we measure performance	Previous Years		Targets	How we will meet the performance target
		2015	2017	2019	
The City will have an effective stormwater system that manages a 1:5 year rainstorm	Predicted number of properties impacted by a 1:5 event	New	2%*	< 2%*	Adequate stormwater prerequisites in developments
We will have safe overland flood routing that does not enter habitable buildings to cause danger to residents properties in storms greater than 1:5 recurrence intervals	Predicted number of habitable buildings impacted by a greater than 1:5 event	New	4.1%*	<4%*	Timely upgrade of the network with infill development
Stormwater assets will be in a condition appropriate to the hierarchy	% of stormwater value of assets over intervention	New	<1%**	<2%**	Renewal prioritised based on hierarchy and level of risk of failure
We will seek to treat stormwater to remove gross pollutants and dissolved contaminants before water is discharged into Albany waterways.	Number of projects to improve water quality completed			1	Be project ready and actively seek funding as the opportunities arise
Residents will be satisfied with the function and overall performance of the stormwater system	Stormwater Drainage Satisfaction Survey	*52%	*53%	>56% to meet the LG Average	Devising and resourcing an appropriate preventative maintenance and risk based reactive maintenance programs Improved education and awareness

* RESULTS BASED ON NO. OF URBAN ASSESSMENT NUMBERS IN MODELLED AREA

** BASED ON AN AGREED CONDITION INTERVENTION LEVEL USUALLY 4 (1 - 5 SCALE) DEPENDENT ON HIERARCHY

Major Threats

Threat	Description	Mitigation
Drainage product failure	Non-conforming quality assured manufacturing processes has resulted in premature product failure at 25-50 years. Many road drainage systems were installed or retrofitted in older suburbs with these poor quality pipe materials resulting in a degrading pipe system and an unplanned growing liability.	Identify failing pipes through implementation of a CCTV strategy and plan for earlier replacement based on hierarchy.
Extreme rainfall events	Rainfall events that have exceeded pipe design capacity have occurred numerous times in the last 10 years. This mainly occurs where smaller catchments may experience high intensity rainfall 'cloudburst' that subject the catchment or a street to higher than average rainfall. This leads to 'localised flooding'. The City of Albany has experienced a greater number of intense storms in the last 10 years than is statistically probable.	Whilst extreme weather events are outside the control of the City we mitigate the impacts by adopting design criteria that directs stormwater that exceeds the piped system into overland floor routes of least risk to property and the public. The City also responds to events with a coordinated storm response plan.

Improvement Plan

To develop and fund a targeted and ongoing stormwater condition & CCTV Strategy.

Drainage Upgrades to meet contemporary standards and increasing capacity through a suite of Stormwater Guidelines including:

- Urban open drains,
- Kerbs & drainage in Special Residential and Special Rural Zones and
- Stormwater management on private land

Develop a planned and preventative maintenance program to document maintenance service levels.



Further reading

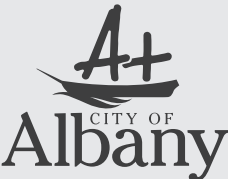
Stormwater Management Strategy (in final stages)

Stormwater Condition & CCTV Strategy (to be developed)

Stormwater Maintenance Program (to be developed)

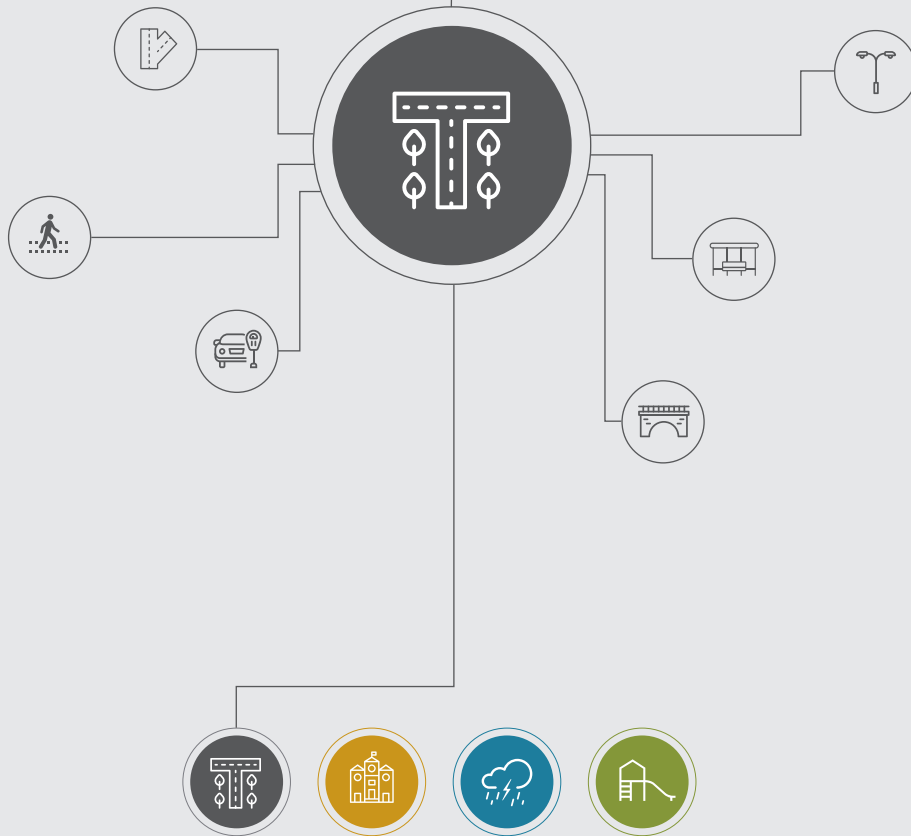






TRANSPORT

PART 1



TRANSPORT | BUILDING | STORM WATER | MANAGED SPACE

What we do

Transport networks such as roads and paths link us to work, recreation and essential services. The quality of transport infrastructure can be linked to the health and prosperity of the community they service.

The Transport network is by far the largest asset class in both value and quantity, making up 66% of the total asset base. Transport assets include 1559km of formalised roads including sealed and gravel roads in almost equal quantities. This asset class also includes an extensive network of footpaths, 150km in length. And many sub groups of assets that are in the road

reserves such as carparks, bridges, bus shelters, street lighting, guard rails and extensive signage.

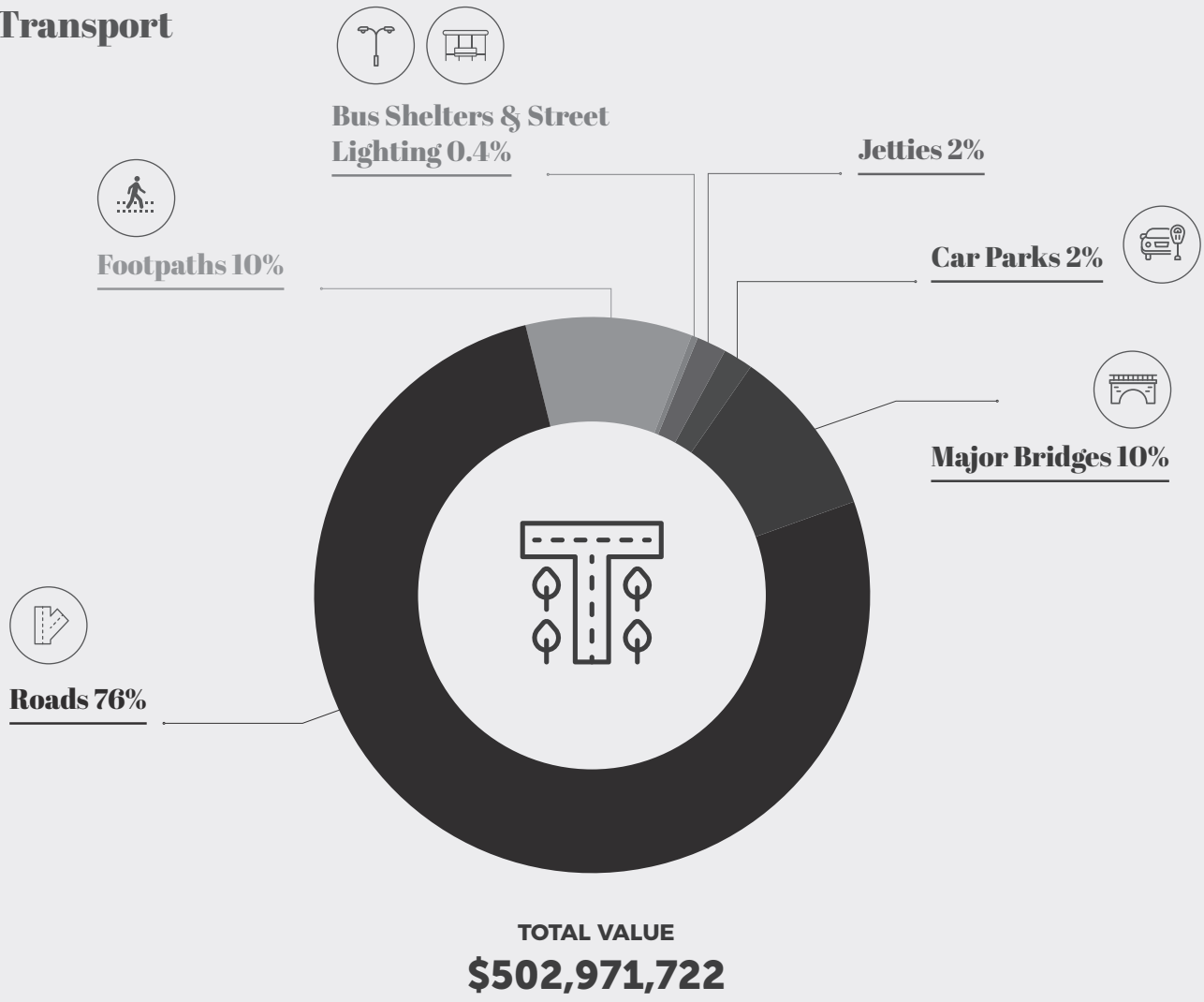
Not all roads in Albany are the responsibility of the City, some are controlled by Main Roads WA. These include Hanrahan Rd, Chester Pass Road, South Coast Highway, Princess Royal Drive and the majority of Albany Highway.



FUN FACT 1#

Roundabouts are excellent for low-traffic intersections. The City currently has 50 roundabouts!

Transport



Why we do it

The value of the transport assets is over \$500m and although much of this infrastructure can last a very long time, the replacement costs are ever increasing. Exacerbating this, is greater competition between Local Governments for funding projects and a decline in road funding in real terms.

Transport routes are critical to the economic growth of the City and therefore we have an obligation to manage these assets in the most sustainable way possible.

The City has a road network that is 8 times the size as metropolitan local governments with similar populations. It is not sustainable to deliver the same level of service with less revenue on a network vastly different. To best meet the needs of this expansive network tough decisions are required to meet the aspirations of the community whilst meeting the service levels of the

existing assets. Expanding the sealed network and building new footpaths has to be balanced with with maintenance and reconstruction.

Sound asset management practices will continue to provide valuable evidence of the cost of increasing or upgrading our transport assets as well as our long term renewal liability. Allowing for informed decisions to prioritise expansion works, to renew assets at the optimal time and to adjust service levels to satisfy the needs of our community.

Community outcomes

- Appropriate transport infrastructure designed to maximise life, capacity and function
- A transport network to connect the community that is safe and encourages pedestrians and cyclists
- Improved asset data and analysis for informed decision making

Growth & Demand

There are some specific and high priority issues around the completion of the ring road to allow heavy vehicles to bypass the main Albany Highway roundabout. The City will continue to lobby for funding to achieve this key objective. Although this is a State project it is important to the local community and therefore a high priority for the City of Albany.

Strategic planning is more sophisticated and cross agency than through past stages of Albany's development. As a result upgrades are required to mitigate the impact of higher traffic volumes in urban area through road widening and new connections are needed to meet future growth. Where road reserves are not sufficient additional land may be required and this requires long term planning.

An increase in freight traffic has been predicted by the West Australian Planning Commission. This

type of heavy haulage traffic has several impacts including an increase in road maintenance costs and more frequent road maintenance. Along with the safety issues resulting from passenger vehicles being in conflict with heavy vehicles.

This plan will endorse priorities that provide an efficient and safe transport network for all users, now and into the future.

FUN FACT 2#

The City of Albany has 8 times the length of road per resident than the City of Melville!

Managing our Roads

Road Hierarchy

It is advisable and typical to allocate a level of importance to assets to determine appropriate levels of service, maintenance and priority of works. Main Roads have a functional road hierarchy that we have expanded upon to provide more scope to distinguish between rural and urban roads and multiple levels of access roads.

The Albany Road Hierarchy is a separate technical document that includes a map of the entire network with each road allocated to a level on the hierarchy. Along with all of the parameters to measure the level of each roads function.

The following table is a summary of the Albany Road Hierarchy with a short definition of each level:

Albany Road Hierarchy	Description
Primary Distributor	Main Roads WA controlled. The core road networks throughout Western Australia. Typical roads include South Coast Highway, Albany Highway and Hanrahan (Albany Port) Road.
District Distributor A	Urban roads serving the dual function of carrying traffic between suburbs and providing development frontage for adjoining properties. These roads suit tertiary education, civic, large-scale commercial, with service roads suitable for residential and home based businesses
District Distributor B	Urban area roads similar to District Distributor A with reduced capacity due to flow restrictions from access to and adjoining property and roadside parking. Often older roads with demand exceeding original function. These roads suit pedestrian-based retail streets, centres and limited access to residential and commercial properties.
Regional Distributor	Rural area roads not primary distributors that link significant destinations and are designed for passenger vehicles and goods within and beyond regional areas.
Local Distributor Urban	Urban roads that link neighbourhoods and have pre-dominantly residential frontage. Care is required to ensure that local distributor roads do not become short cuts between district distributors. They should not attract substantial long distance through-traffic, but provide safe and convenient local travel to and from arterial routes, usually at controlled intersections.
Local Distributor Rural	Rural roads that provide for the movement of trucks, machinery and tourists.
Access Urban 1	
Access Urban 2	Urban access roads are the most common in the road network. They provide access in built up areas to individual dwellings and they provide a link between the dwellings and the Local Distributor Roads. Urban access roads have been divided into 4 levels based on criteria outlined in the Albany Road Hierarchy document.
Access Urban 3	
Access Urban 4	
Access Rural 1	
Access Rural 2	The function of rural access roads is to access individual properties. They have low speed and very low traffic volume.
Access Rural 3	

The road inventory is maintained in RAMM software which has several additional applications including GIS, valuation, work prioritisation and other data analysis tools.

SEALED ROADS

Albany has a sealed road network that has predominantly two surface types. Being a sprayed bitumen seal (chip seal) and asphalt. There are also small amounts of brick paved, red asphalt and slurry seal.

Sealed roads are expensive to maintain and are associated with additional drainage infrastructure further adding to the lifecycle costs of the road asset. The benefits to sealing roads are the reduction of dust, more consistent surface for safer all year round weather access.

UNSEALED ROADS

Approximately half of the City’s road network is unsealed, generally formed roads using laterite gravel pavement. These gravels are of a high quality compared with many other materials found around Australia, and can service low levels of traffic with minimal maintenance.

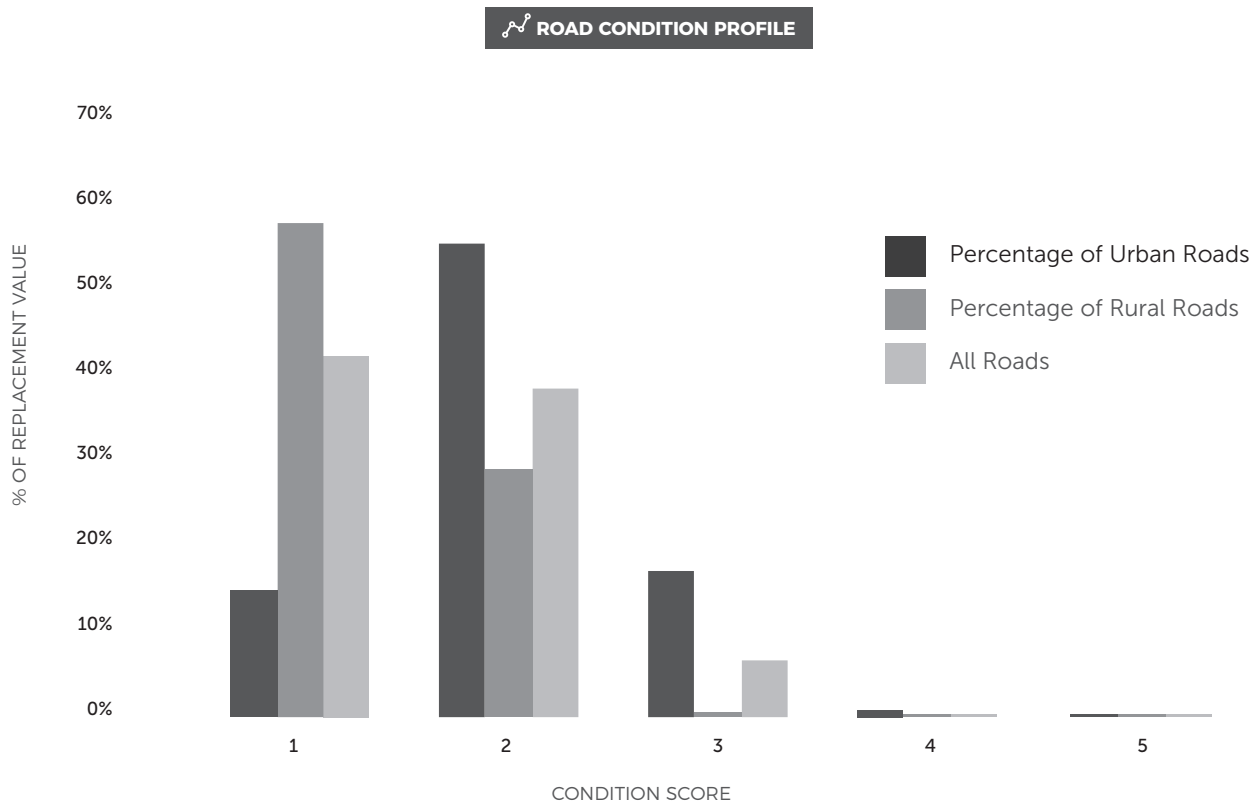
The City frequently receives requests to seal gravel roads. For this reason a guiding document has been created for prioritising these requests within the allocated budget for upgrades. The associated document *Upgrade Criteria for Unsealed Roads* has the detail and methodology for this decision making process.

ROAD CONDITION

Sealed road condition is measured through multiple criteria such as cracking, patching, surface defects, surface deficiencies edge break and roughness using a high speed condition survey tools and video analysis. We have created a Road Condition Index calculator in-house that weights and amalgamates these parameters into a single 1 – 5 condition score for each road treatment length.

The intention is to undertake road condition assessments on a 3 year cycle in sync with our fair value obligations. A condition survey was recently conducted but the analysis of the survey data is still being undertaken. The condition profile on the 2013 high speed condition survey is in the following graph. The profile indicates that rural sealed roads were in better condition than urban sealed roads when this condition survey was undertaken.

Road condition from 2013 will be closely compared with road condition in 2017 as an indicator as to whether we are spending an appropriate amount on road maintenance.



Measuring the condition of unsealed roads is more problematic as it requires manual inspection of large lengths of road at great distances. As condition attributes can change rapidly after heavy rainfall, this data is ephemeral in nature. The City surveyed a selection of unsealed roads in 2014 for pavement depth, road shape and integrity of the drainage to inform grading and resheeting practices. Some

lessons learned from this initial trial survey will be formalised in an Unsealed Condition Survey document to improve confidence in grading and re-sheeting requirements for our unsealed network. This will include the timing and frequency of surveys, extent of the network to be surveyed, methodology and how the data will be used to improve outcomes.

Managing our Paths

We have a variety of footpath materials throughout the network including bitumen, asphalt, red asphalt, concrete, concrete slabs and brick pavers.

The Cycle City Albany Strategy, produced in 2014 was a guiding document for identifying missing links in the path network, and for prioritising projects to achieve a more attractive network to encourage bicycles as a transport option. This has been integrated with other priorities such as access to a variety of destinations, pedestrian needs and safety.

PATHWAY HIERARCHY

For similar reasons to other assets our path network has a hierarchy applied. The hierarchy is used to prioritise where we construct new paths to ensure they are providing the most value to the community.

In addition, to the hierarchy in the table below we have a calculator for weighting safety, cost, connectivity to schools, health care, recreation and commerce to support decision making. The hierarchy uses similar definitions and levels to the road hierarchy.

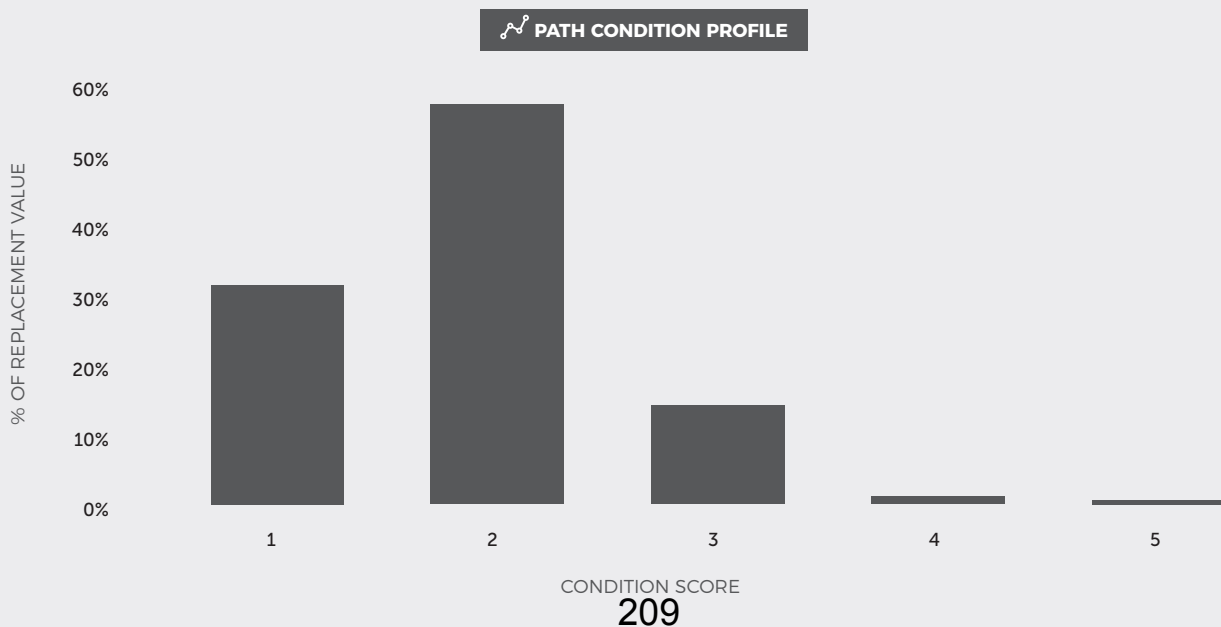
The Albany Path Hierarchy and Calculator are a separate document that includes the mapped hierarchy, parameters

Albany Path Hierarchy	Description
Principal Distributor	Major pedestrian and cycle commuter use. These paths provide connectivity between suburbs and major destinations.
Local Distributor	Service suburbs providing main connectivity to the Principal Distributor pathways
Local Access A	Minor low use pedestrian pathways that provide connectivity to local destinations, like schools and parks.
Local Access B	

PATHWAY CONDITION

Our paths were condition rated in 2016 and the following condition profile is the result. Generally our footpath network is in good condition. However, we do have some issues with meeting current compliance standards with our older paths, pram ramps and crossovers. It is not viable to have the entire network to today's compliance, as standards are a constantly moving target. The goal is to meet all contemporary Australian Standards as paths are replaced.

Condition surveys will also be conducted on a 3 year cycle in line with fair value. Depending on resources available and based on the good condition of the network, this may only occur on the higher levels footpaths in the hierarchy. As defect inspections and maintenance repairs are more beneficial with a path network than frequent condition survey intervals.





Managing our Carparks

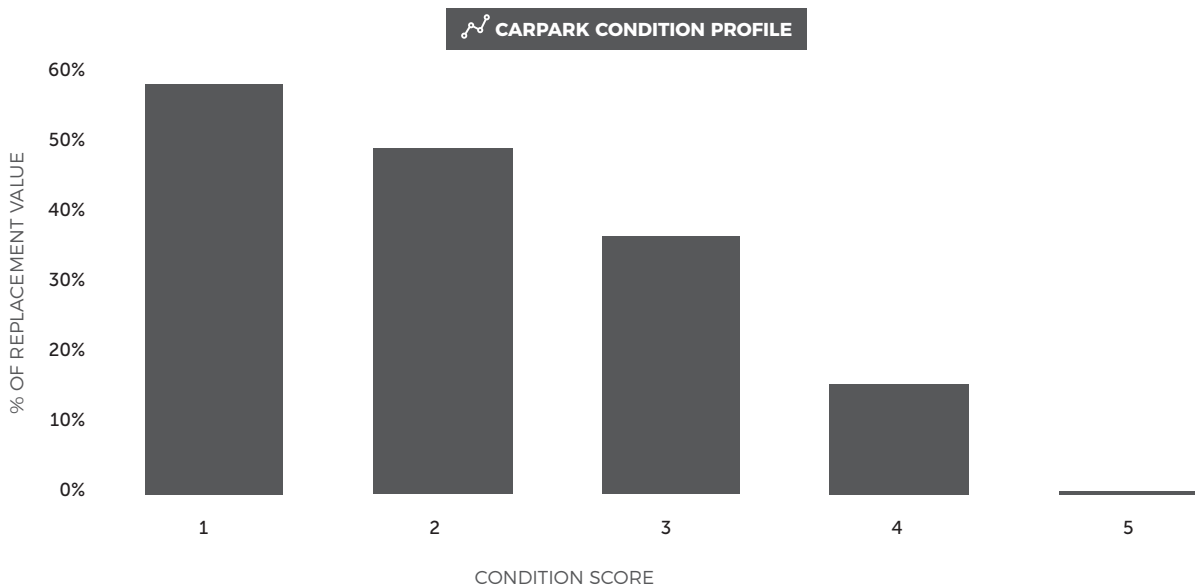
Carparks are treated similarly to the road network but perhaps not to the same level of efficiency as our road management at present. Over the last 2 years the inventory has been improved and will soon be included in our RAMM software with our road inventory.

This will improve our capacity to store condition data and to use the condition data to inform capital works programming using the same methodology as our roads.

Our carpark inventory is approximately 173,000m² in area. The seal types are a small amount of brick pavers, and similar amounts between chip seal and asphalt.

CARPARK CONDITION

The following condition profile is based on seal condition estimated from a variety of site visual inspections on aerial imagery dated February 2015. This indicates 10% of our carpark seals are due for replacement in the short term. The condition data for this asset sub-class requires improvement and is likely to tie in with future road condition surveys.



Managing our Bridges

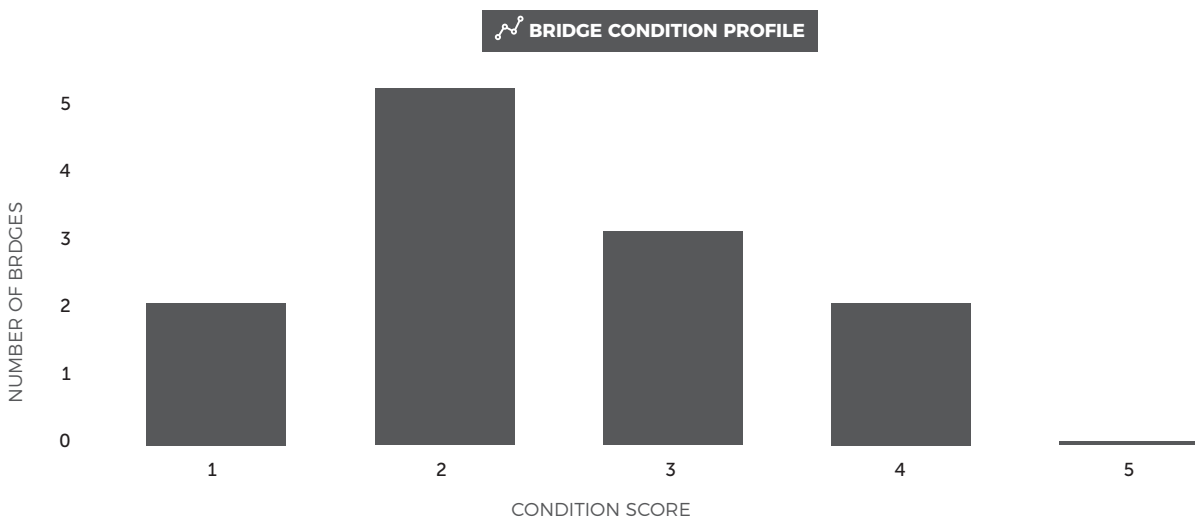
The City has 44 road bridges and 1 pedestrian bridge linking the CBD to the foreshore. The total combined span of bridges is approximately 1km. 12 road bridges and the pedestrian bridge are maintained by the City of Albany, 17 being the responsibility of the Water Corporation and the balance being controlled by Main Roads WA.

Main Roads WA undertake all required major works and provide technical advice on the City's bridges.

The City Operations Trades team do all preventative and minor reactive maintenance activities.

BRIDGE CONDITION

This condition profile is based on remaining life of bridges from 14/15 fair value calculations. The confidence in construction dates for major bridges or major refurbishments dates are reasonably accurate and have been used as the basis for calculating condition.



Managing our Bus Shelters

The City is currently responsible for approximately 104 bus shelters in both urban and rural locations. There are multiple types of shelters particularly in the urban area. The plan is to rationalise shelters in the urban area with improved outcomes in appearance, safety and lifecycle costs.

The intention is to have one style of shelter for the urban area with the potential for commercial advertising to be installed. With the continued use of the existing style of rural shelters. Commercial advertising will only be permitted on selected Distributor Roads and in appropriate and safe locations. Ideally, commercial advertising will be integrated into the urban style shelter. A 10 year replacement program that will prioritise the works to rationalise our bus shelter network is in progress.

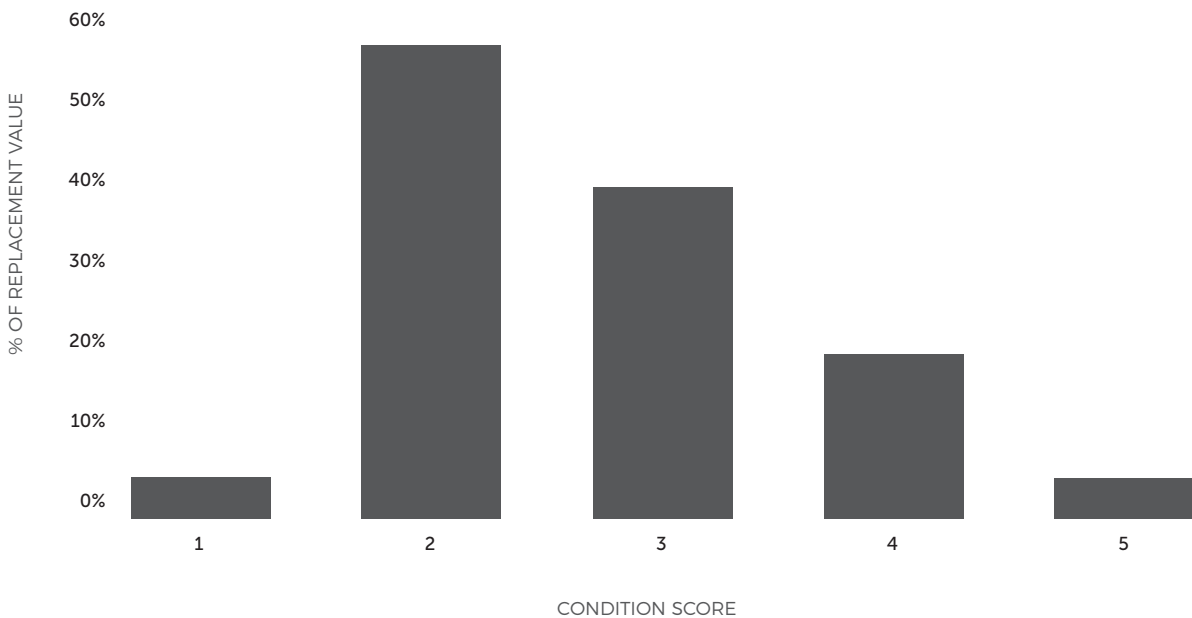
The City aims to provide bus shelters wherever a viable number, currently set at 10 users, regularly board the bus. These numbers are provided to the City by the bus service provider.

The Public Transport Authority has recently tendered for TransAlbany town and school bus service. On award of this tender the Public Transport Authority plans community consultation in regard to the bus services offered in Albany. The outcome of this community consultation is likely to impact on the City's rationalisation plan for bus shelters.

BUS SHELTER CONDITION

All bus shelters were audited in 2015 with the results displayed graphically below. This indicates there are approximately 20 shelters at or past intervention levels.

 BUS SHELTER CONDITION PROFILE



Managing our Street Lighting

This asset sub group includes all types of public lighting such as street, car park, path, access, crossing and special airport lighting. Essentially all lighting that has a transport purpose.

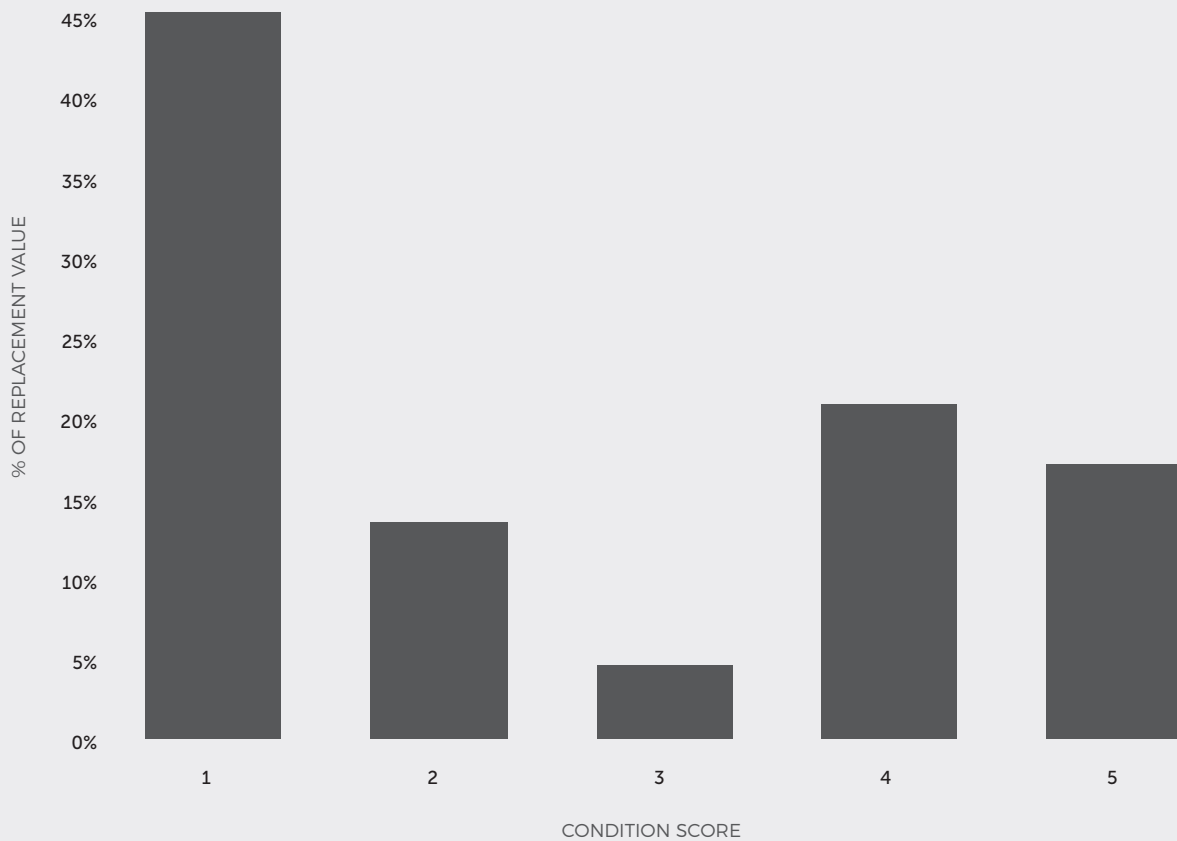
The majority of streetlights in Albany are owned by Western Power. The City is responsible for any energy costs and maintenance tariff associated with them. Energy costs are calculated based on the type and wattage of the light, based on an average hours of operation per year.

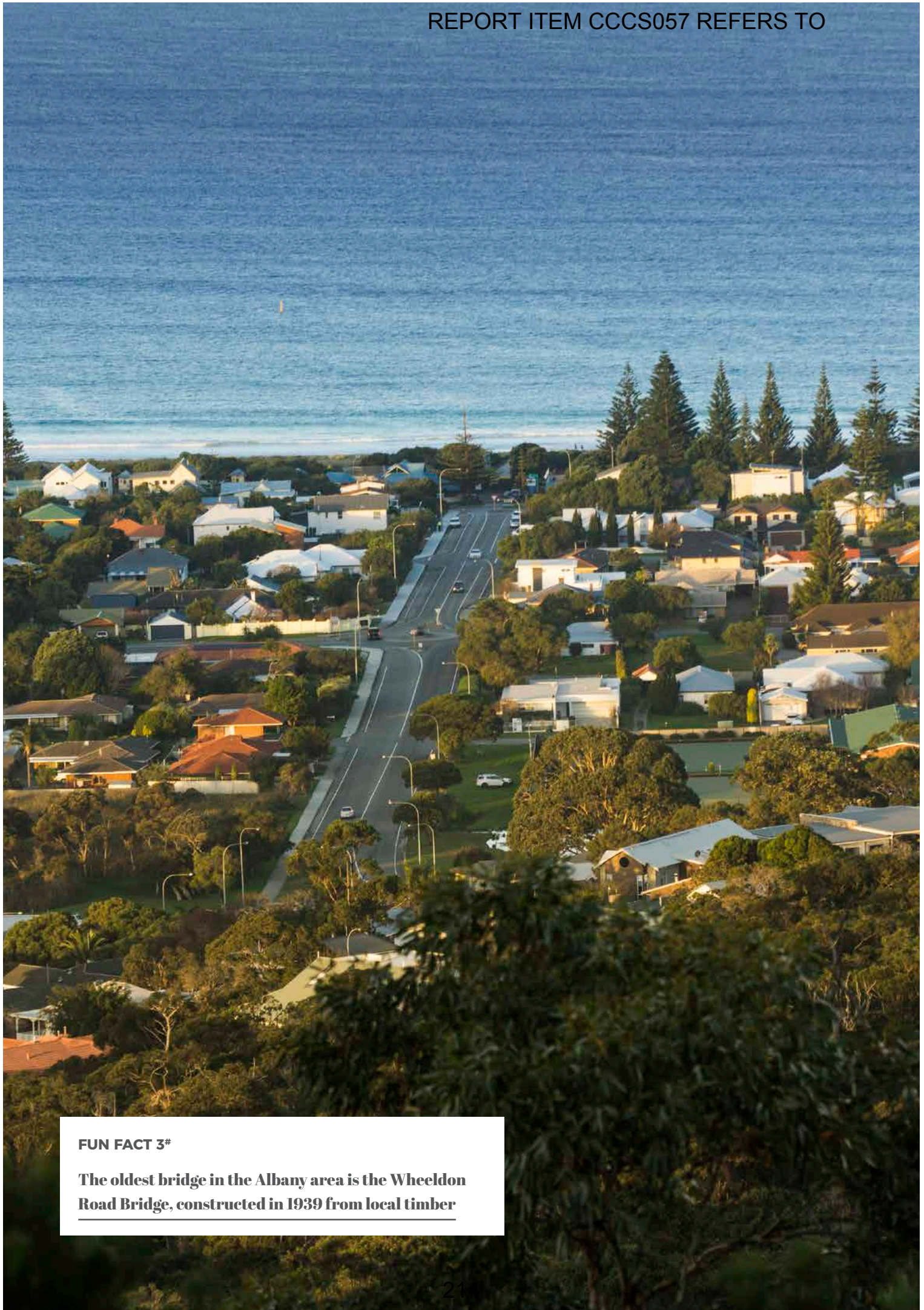
The City currently undertakes biennial audits and reports defects to Western Power for their action.

There were 186 City owned street lights at the end of the 2014/15 financial year on which the following condition profile is based. The condition is based on age and further investigation is required to improve our condition assumptions. The inventory now holds 350 assets, which is a substantial improvement in inventory data in the last 2 years.

Most street lights are in the York Street, Stirling Terrace, Princess Royal Drive, Middleton Beach and the Airport.

 **STREETLIGHTS CONDITION PROFILE**





FUN FACT 3#

The oldest bridge in the Albany area is the Wheeldon Road Bridge, constructed in 1939 from local timber

Transport Maintenance

The City Operations team undertake preventative and reactive maintenance activities for roads, paths, carparks and other infrastructure in-house.

These processes are well entrenched in City Operations team. A logical improvement is to document the specifications for each maintenance activity, structuring frequencies and when we intervene with defects. This would allow the quantifying of costs for each activity over a budget period.

This would allow for maintenance levels of service to be adjusted with more accurate correlation of budget and resources.

Information from the maintenance teams greatly enhances the condition data to improve capital works programming. A formalised process for this information flow would be beneficial in generating efficiencies and optimising capital works.

Levels of service

Level of Service	How we measure performance	Previous Years		Targets	How we will meet the performance target
		2015	2017	2019	
Sealed roads & carparks will be in a condition appropriate to the hierarchy	% of sealed network over intervention level	New	**2.5%	**<3.5%	Renewal budget driven by renewal modelling based on condition
Paths will be in a condition appropriate to the hierarchy	% of path network over intervention level	New	**3.0%	**<3.5%	Prioritised based on the hierarchy
Sealed roads will be functional, safe and appropriately maintained	Maintenance of Sealed Roads Satisfaction Survey	*51%	*41%	45 - 55%	Planned maintenance program & risk based reactive maintenance system including target response times Well supervised contracts Use data to optimise maintenance and renewal works Renewal works based on hierarchy and level of risk of failure
Unsealed roads will be safely traversable in all weather conditions	Maintenance of Unsealed Roads Satisfaction Survey	*45%	*38%	40 - 45%	Initiate condition surveys to inform grading and re-sheeting practices
Paths to be functional, safe and appropriately maintained	Footpaths Cycleways & Trails Satisfaction Survey	*56%	*56%	54 - 58%	Planned maintenance program & risk based reactive maintenance system including target response times

* RESULTS BASED ON THE BI-ANNUAL COMMUNITY PERCEPTION SURVEY

** BASED ON AN AGREED CONDITION INTERVENTION LEVEL USUALLY 4 (1 - 5 SCALE) DEPENDENT ON HIERARCHY

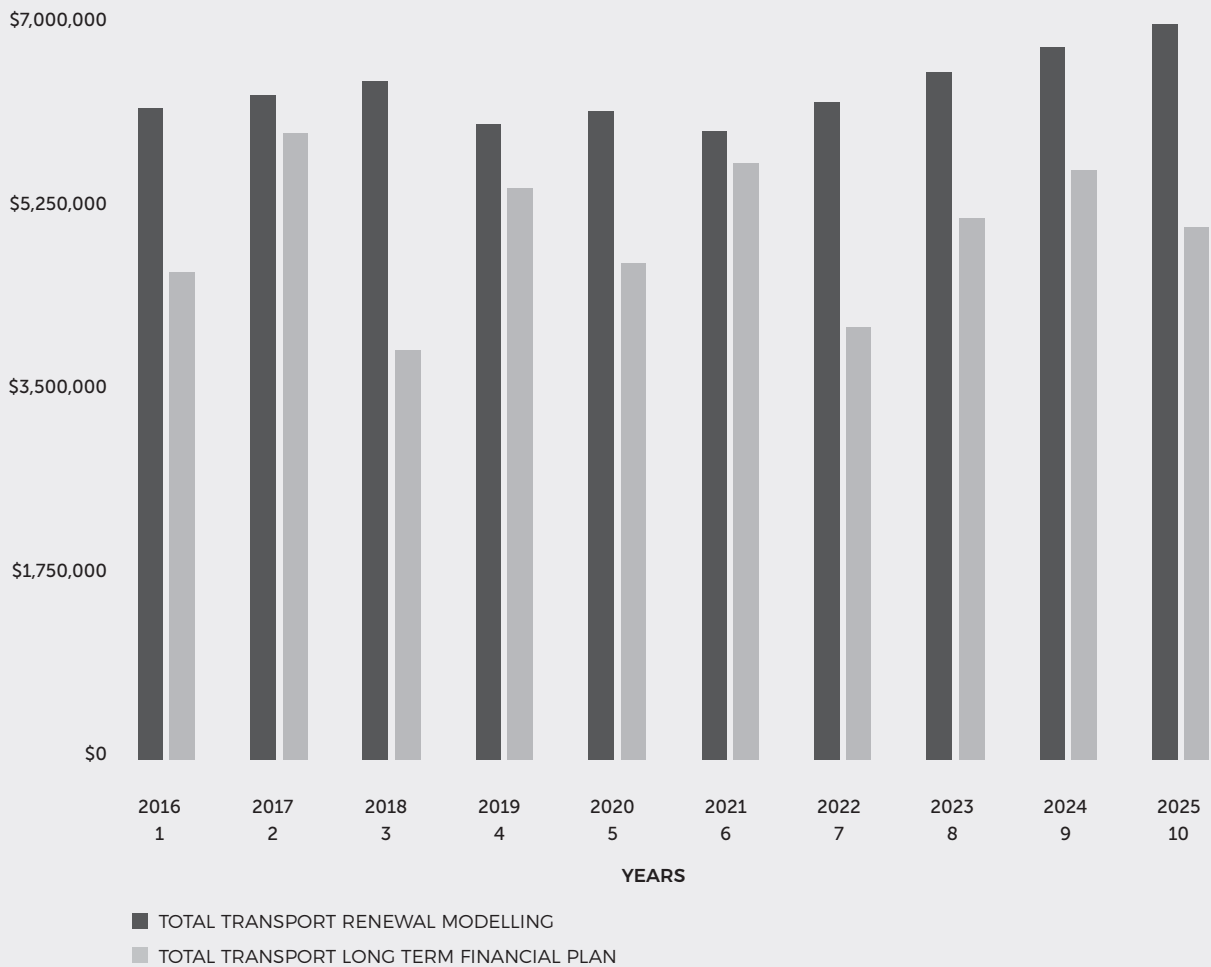
Financial

The City spends an average of \$5.4m per annum on roads, carparks & bridges in capital works and \$5m per annum on maintenance averaged over the last 3 years. This expenditure is a mix of state and federal government funding and municipal funds.

The expenditure in the long term financial plan is a little lower than the financial modelling is indicating. However, this modelling is conducted annually

with updated condition information, inventory and reviewed unit rates. The next round of modelling will be expanded to include gravel re-sheeting.

 **COMPARISON OF RENEWAL MODELLING TO LONG TERM FINANCIAL PLAN EXPENDITURE**



Our projects for the future

What is the project	What is the driver	When	Cost
Albany Highway reconstruction	Failure of pavement on District Distributor A Road	19/20	\$1.5m
Middleton Road Overlay	Surface at end of life and past intervention levels on Local Distributor Road that serve a commercial, residential & tourist function. Inclusive of some upgrade works to meet cycle strategy and urban greening outcomes.	17/18	\$2.0m
Sanford Road upgrade & North Rd Roundabout	Installation of a roundabout at the North Rd & Sanford Rd intersection, design and reconstruction of Sanford Rd.	18/19-19/20	\$2.1m
Mt Elphinstone path link to CBD	Cycle City Albany highlighted the need for a pedestrian and cycle link. This project has attracted Department of Transport funding.	17/18 – 18/19	\$1.2m

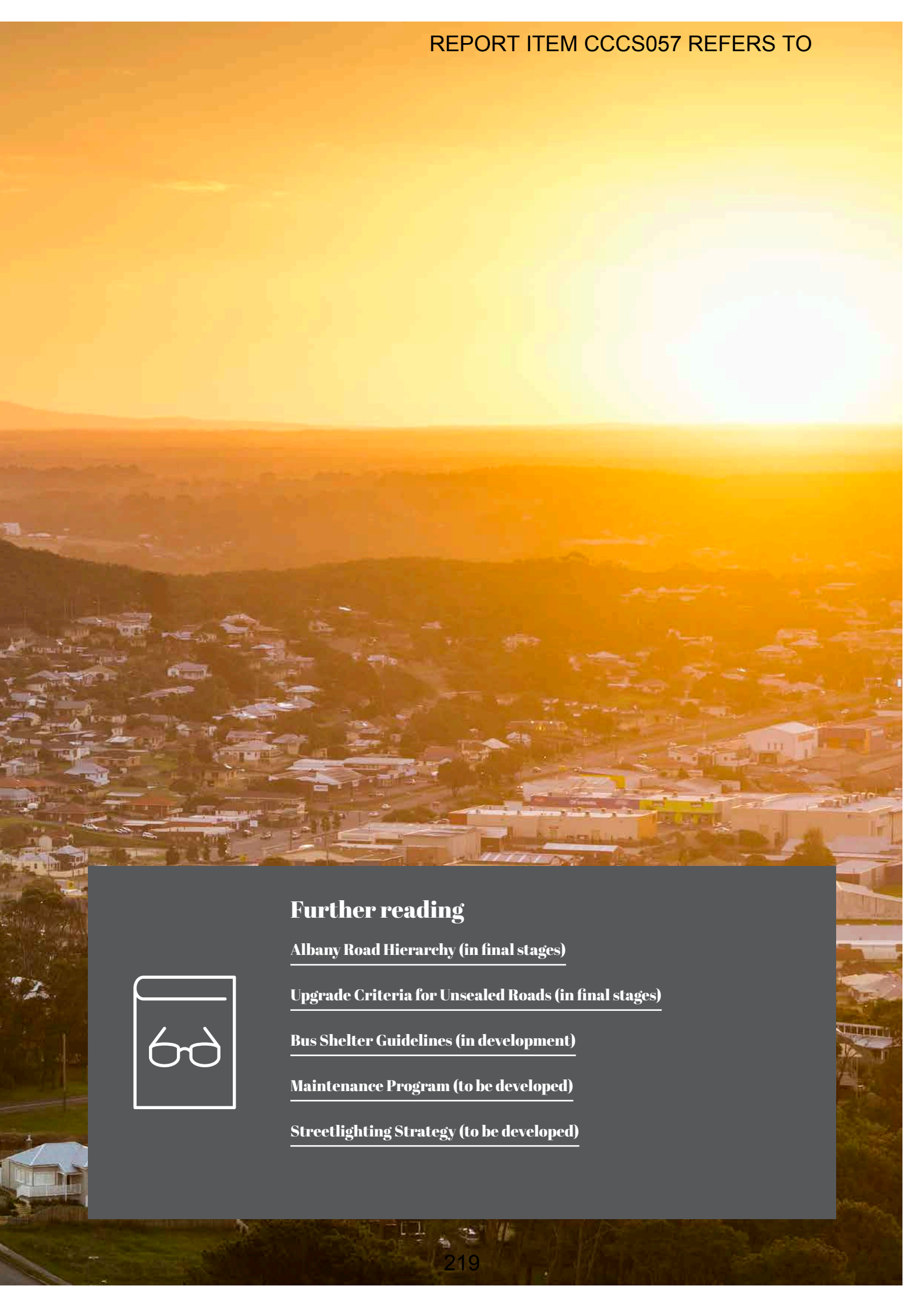
Threats

Threats	Description	Mitigation
Inheritance of aging assets from State Government	Increase in arterial road network due to the addition of the ring road. Such as Chesterpass Road, Albany Hwy & Roundabout.	Forward planning and sufficient reserves for increased renewal & maintenance costs. Negotiation of future funding to assist with this expenditure prior to hand over of aging assets.
Increases to Service levels	Increasing levels of Service have a corresponding increase in expenditure that is currently unknown.	Being able quantify the long term cost of changes to levels of service can provide the basis for informed decisions
Community Expectations	A better understanding of the expectations of the community in regard to transport assets. Particularly around the expansion of the network.	Education and communication with the public around what is sustainable. Opening a dialogue on what the community is willing to pay for any increase in service levels

Improvement Plan

- Creation of a “Maintenance Manual”, that details tasks performed on the road network and how they should be performed, specific to the region’s methods and materials used. Inclusive of frequency and intervention levels and response times for reactive maintenance. Associated costs so changes in maintenance levels of service can be modelled.
- Identification of key tasks that can assist in prolonging the life of high-value assets and determining a business case for their introduction based on benefit-cost ratio.
- Condition based valuation of the road network.
- Improved inventory and condition data for Transport sub groups for the next iteration of this plan.





Further reading

Albany Road Hierarchy (in final stages)

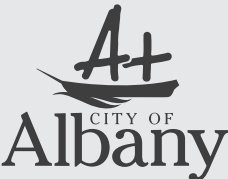
Upgrade Criteria for Unsealed Roads (in final stages)

Bus Shelter Guidelines (in development)

Maintenance Program (to be developed)

Streetlighting Strategy (to be developed)







ALBANY 2030

PEOPLE STRATEGY

2016 - 2019

FOREWORD

ALBANY IS A VIBRANT COASTAL COMMUNITY OF 37,000 PEOPLE AND THE COMMERCIAL HEART OF THE GREAT SOUTHERN. IT IS THE ONLY CITY LOCATED ALONG THE SOUTH COAST OF THE STATE AND IS ONE OF THE LARGEST CITIES IN REGIONAL WESTERN AUSTRALIA. THE REGION RATES HIGHLY IN TERMS OF OVERALL LIVE ABILITY WITH MOST OF THE CONVENIENCES OF CITY LIVING YET SURROUNDED BY AN AMAZING NATURAL ENVIRONMENT ONLY MINUTES DRIVE IN ANY DIRECTION.

The official population of the City of Albany as of the 30 June 2014, is 36,940. The Census population of the City of Albany in 2011 was 33,648, living in 15,678 dwellings with an average household size of 2.41.

Bounded by the southern ocean, the picturesque Stirling Range and the Great Southern hinterland, Albany embraces clean, green principles, from wind-generated energy to sustainable and organic agriculture, to ensure its continuing viability as a liveable, progressive centre.

The City of Albany is building strategic capacity for the challenges now and into the future. With recent achievements including the; National Anzac Centre, major upgrades to Mt Clarence and Princess Royal Fortress, new Town Square, upgrade of Stirling Terrace and continued development of the Centennial Park Sporting Precinct, giving the organisation and community a high spirit of confidence and enhanced a culture that is focused on delivering excellence in community services and facilities.

This people strategy is divided into four key themes that define how we will address and respond to the external context and drivers that influence our organisational goals. It links every aspect of an employee's career cycle at the City; from the factors that count when first joining such as recruitment and induction; to offering development opportunities to support career and promotion. From ensuring the highest standards of leadership and management to sustain a motivated and engaged workforce; to fostering a culture which is inclusive and provides a work life balance.

By adopting a flexible approach, we are able to remain responsive and stay on track to fulfil our vision – to be Western Australia's most sought after and unique Regional City to live, work and visit.

Warm regards,



Andrew Sharpe

Chief Executive Officer



PART 1 - GUIDING PRINCIPLES

The Human Resources Department supports the City of Albany and is committed to provide strategic, innovative and flexible policies and practises, programs and services to:

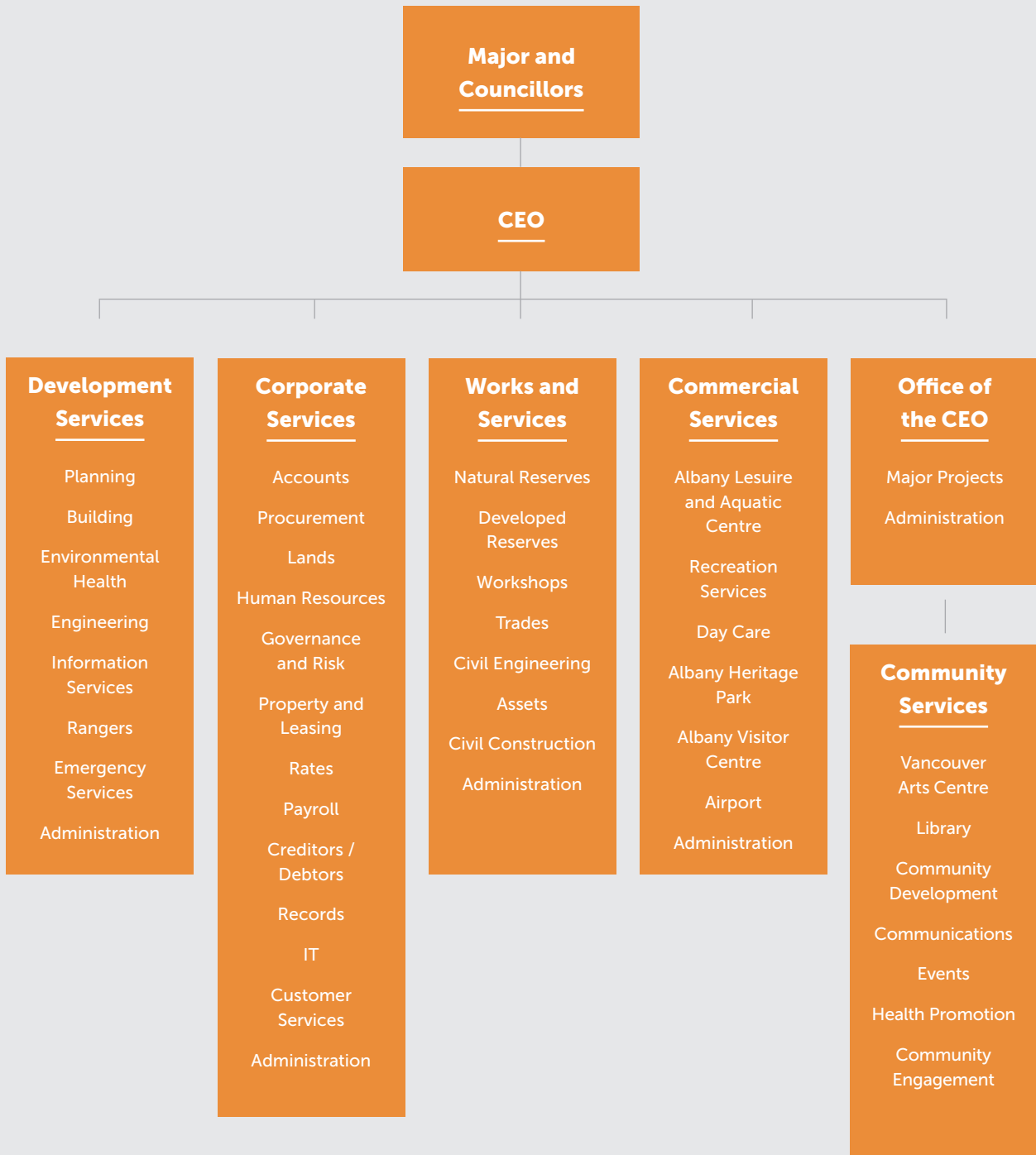
- Attract, develop, reward and retain a diverse and talented workforce;
- Operate as a strategic, integrated and business-oriented service across all that we do;
- Foster a productive work environment where people feel valued;
- Work in partnership with managers, staff, trade unions and all other relevant stakeholders;
- Respond to the changing nature of work and the workplace environment and embrace a culture of continuous improvement;
- Ensure that our services are always delivered in a timely, responsive, flexible and solutions-focused way;
- Ensure that equity, fairness and transparency shape and inform our policies, practices and processes;
- Create an environment that fosters creativity and innovation in our ideas, initiatives and the solutions we offer; and
- Act in a way that is responsible, accountable and ethical.



PART 2 - WORKFORCE PLANNING

The People Strategy is an informing strategy to the Corporate Business Plan / Integrated Planning Framework. By definition Workforce Planning is “a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future.” (Australian National Audit Office (2004), ANAO Audit Report No.55 2004–05: Workforce Planning, Commonwealth of Australia). It will indicate how capable the City is of delivering the services and assets required by the community and is continually evolving in response to internal and external changes.

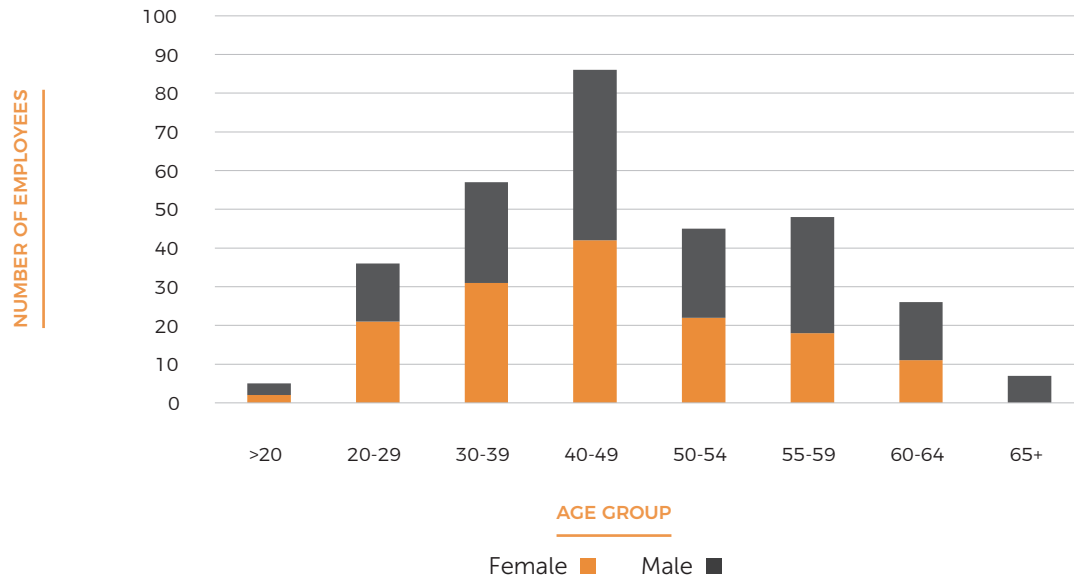
OUR PROFILE



Age and Gender of Employees

- The City’s permanent workforce consists of 147 females and 163 males. Females and males are proportionately represented across the organisation however this then varies by Directorate.
- Operational areas (i.e. construction, reserves, waste) are still predominately male with administrative functions predominately female.
- Demographically, for permanent staff only 13% of the workforce are aged under 30 and the largest percentage, 28% is within the 40-49 age bracket.
- Operational areas (i.e. construction, reserves, waste) continue to retain a mature workforce whilst Commercial Services (i.e. Albany Leisure and Aquatic Centre) has a slightly younger workforce.

PERMANENT STAFF BY AGE AND GENDER



By Corporate Position (where an employee is supervising one or more employees) more of a distinction can be made between the genders at a managerial level as 25% are female employees and 75% are male employees. At an Executive level 100% are male.

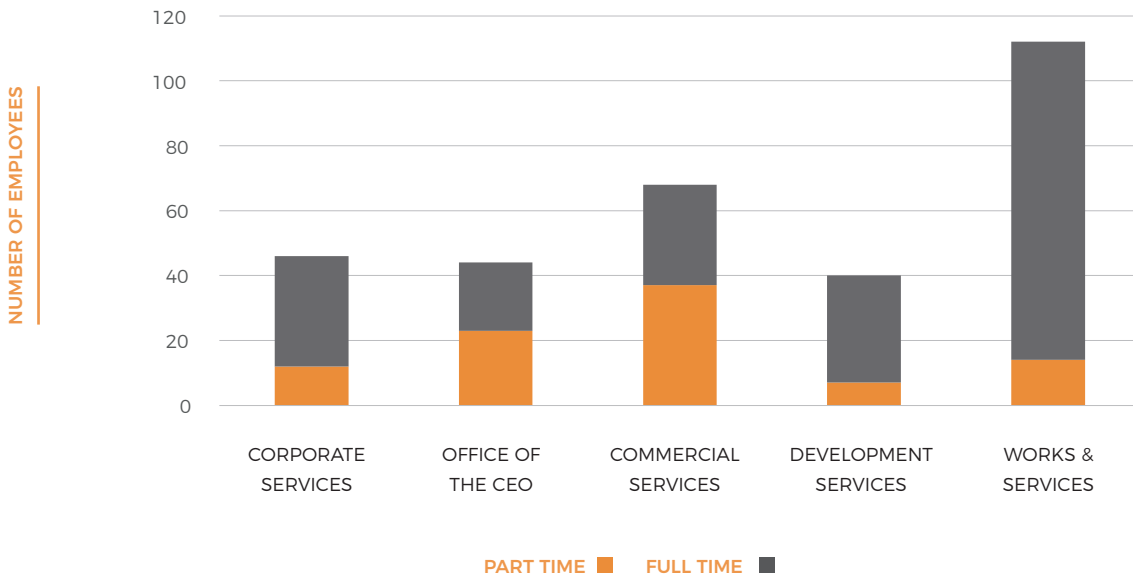
Gender Distribution by Corporate Position			
Corporate Position	Female	Male	Total
Executive	0	6	6
Manager	5	15	20
Coordinator/Supervisor	23	45	73

Type of Employment

The City of Albany’s total workforce comprises of 384 people as at 30 September 2016, including 283 permanent (full and part time), 74 casual and 27 temporary / contract staff members. City of Albany’s Full Time Equivalent (FTE) is 266.92.

Full Time Equivalent			
Directorate	Permanent	Temporary/Fixed Term	Total FTE
Corporate Services	36.69	4.8	41.49
Office of the CEO	28.23	6.6	34.83
Commercial Services	38.52	8.43	46.95
Development Services	33.27	4	37.27
Works and Services	104.38	2	106.38
TOTAL	241.09	25.83	266.92

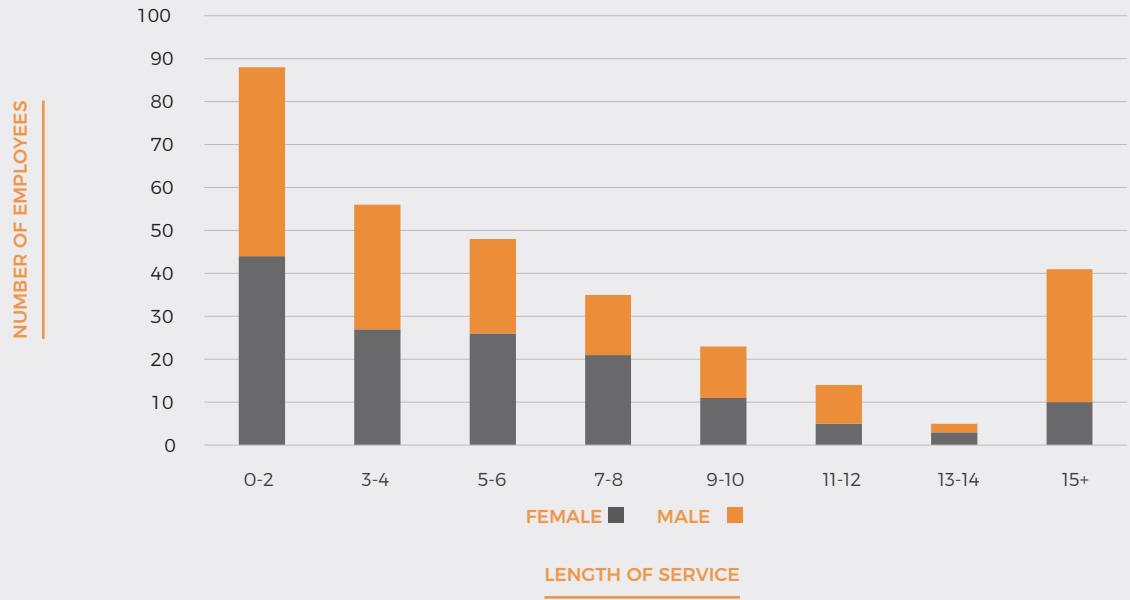
EMPLOYMENT TYPE BY DIRECTORATE



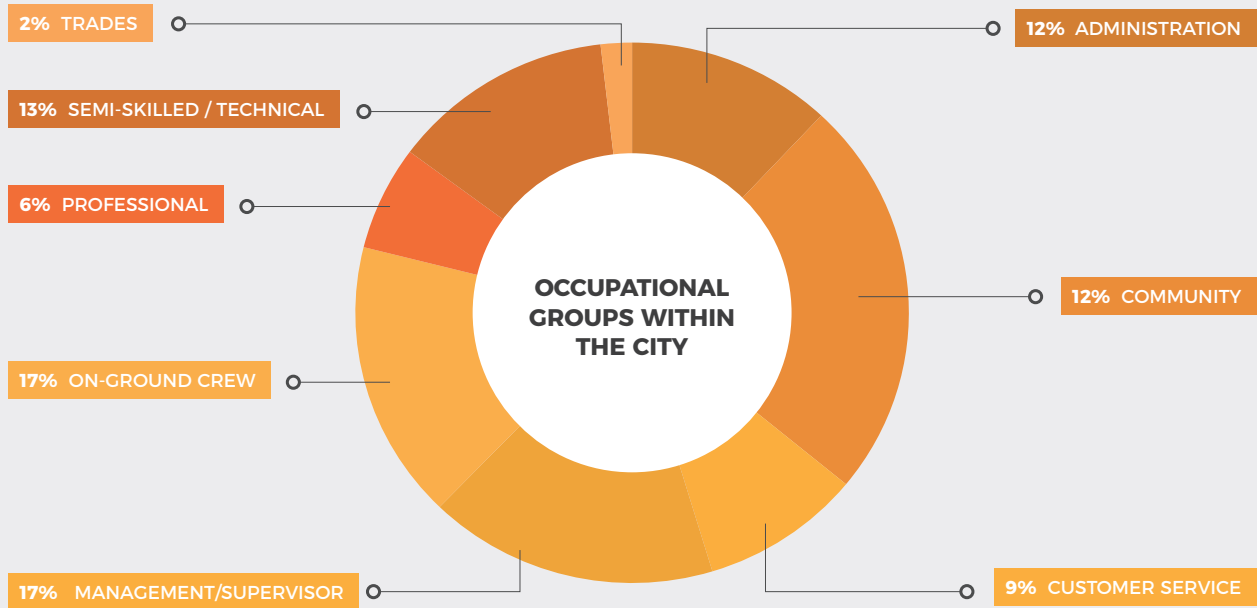
Years of Service and Occupational Groups

The average length of service for staff is between 0 to 4 years.

PERMANENT STAFF BY GENDER AND LENGTH OF SERVICE

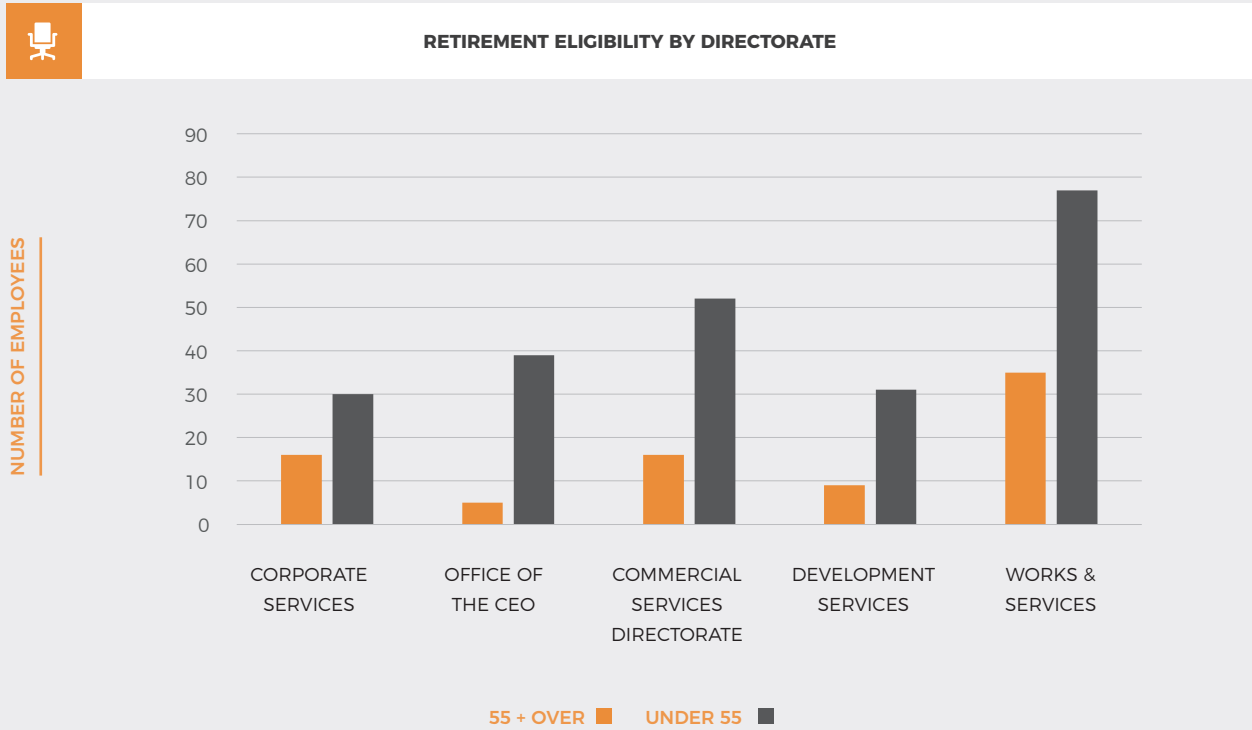


OCCUPATIONAL GROUPS WITHIN THE CITY



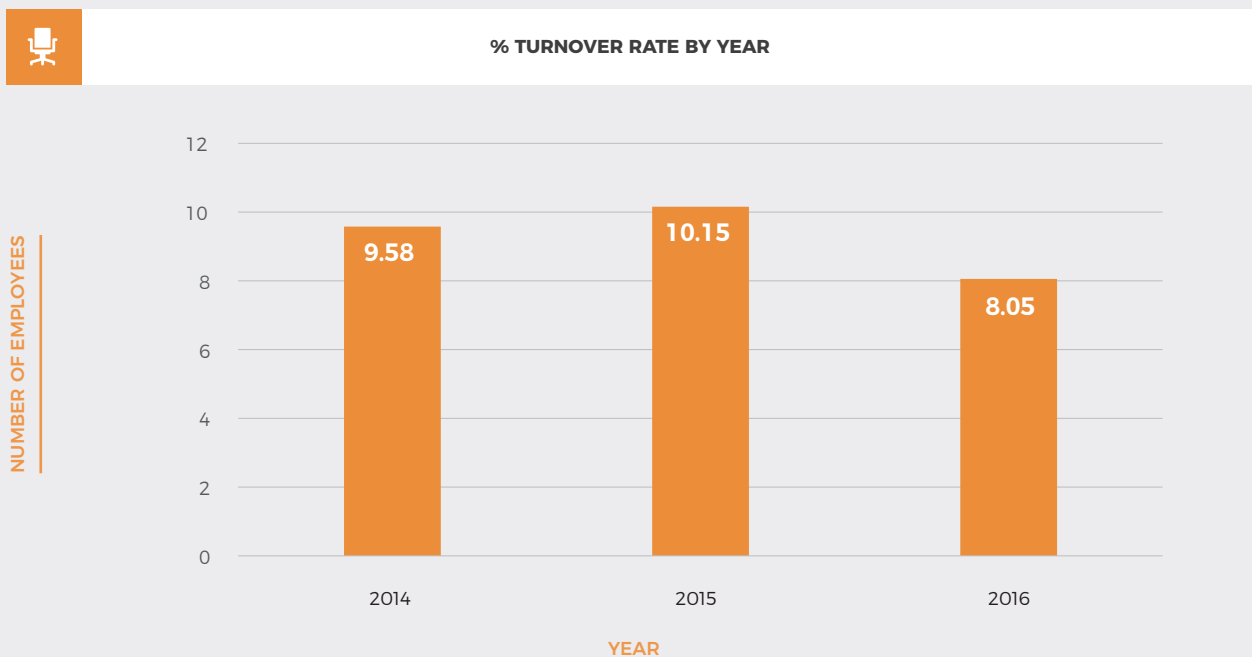
Retirement Eligibility

26% of our employees are currently eligible for retirement (i.e. 55 years and older). Many of the staff who are eligible for retirement bring with them years of experience; the loss of which will need to be managed in some areas of the City.

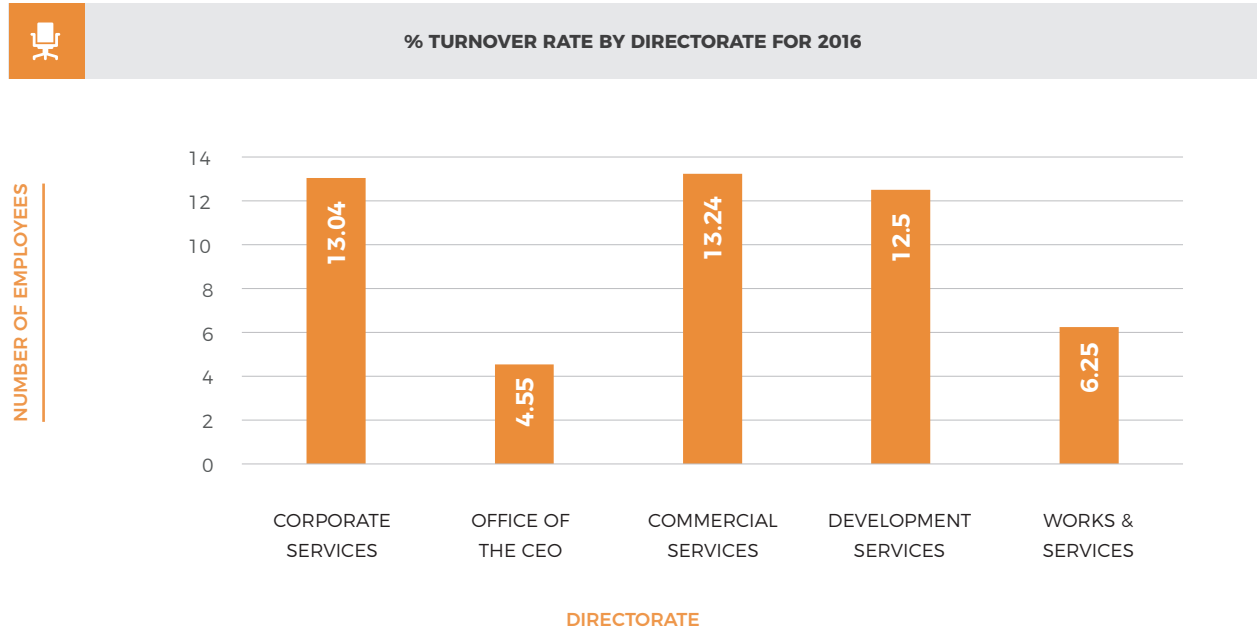


Turnover

Employee turnover in the last three years has been stable and is for a variety of turnover reasons such as relocation, personal reasons and performance management.



Turnover (cont.)



Diversity

In producing this People Strategy, the City reviewed and analysed the demographic profile of its local communities versus our current workforce profile.

This analysis indicates that the demographics of the City’s workforce was largely consistent with the demographics of our communities but that there were areas which could be improved on as demonstrated in the table below. More effort will be made to increase our commitment to indigenous employment, people with disability and those from culturally diverse backgrounds.

Workforce Diversity		
Category	Albany Community	City of Albany
Female	50.92%	53.65%
Male	49.08%	46.35%
Aboriginal	3.3%	1.82%
Disability	5.2%	0.26%
Culturally Diverse Background	6.3%	0.26%

PART 3 - STRATEGIC CONTEXT

The operational direction of this People Strategy has been based on the status quo; therefore no additional resources have been included within the administration workforce. The Council is open to State Government funded initiatives which is in line with our strategic plan and may affect the workforce plan going forward.

Challenges Facing the City of Albany

POPULATION GROWTH

As our population grows so will the need for development therefore the additional infrastructure will need to be maintained, e.g. Public open space, roads, signage etc, this has been incorporated in the plan. However this may not equate to a growth in City's resources.

Population growth may result in:

- Increased demand for services and facilities such as refuse collection, leisure and library services and the age specific community for different age groups such as youth groups and aged care; and
- Increased need for economic development/activity. The City's ability to attract business and investment would be a key factor.

USE OF TECHNOLOGY

Services and work processes are constantly evolving to take advantage of technology, including:

- Increased use of iPads, Skype, Wi-Fi and social media to access information and provide decentralised/mobile services; by staff and customers.
- Increased use of "virtual services" e.g. Visitors Centre, online planning approval systems and other digital applications.
- CCTV security (fixed and mobile) making it easier to identify and report incidents.

COMMUNITY EXPECTATIONS

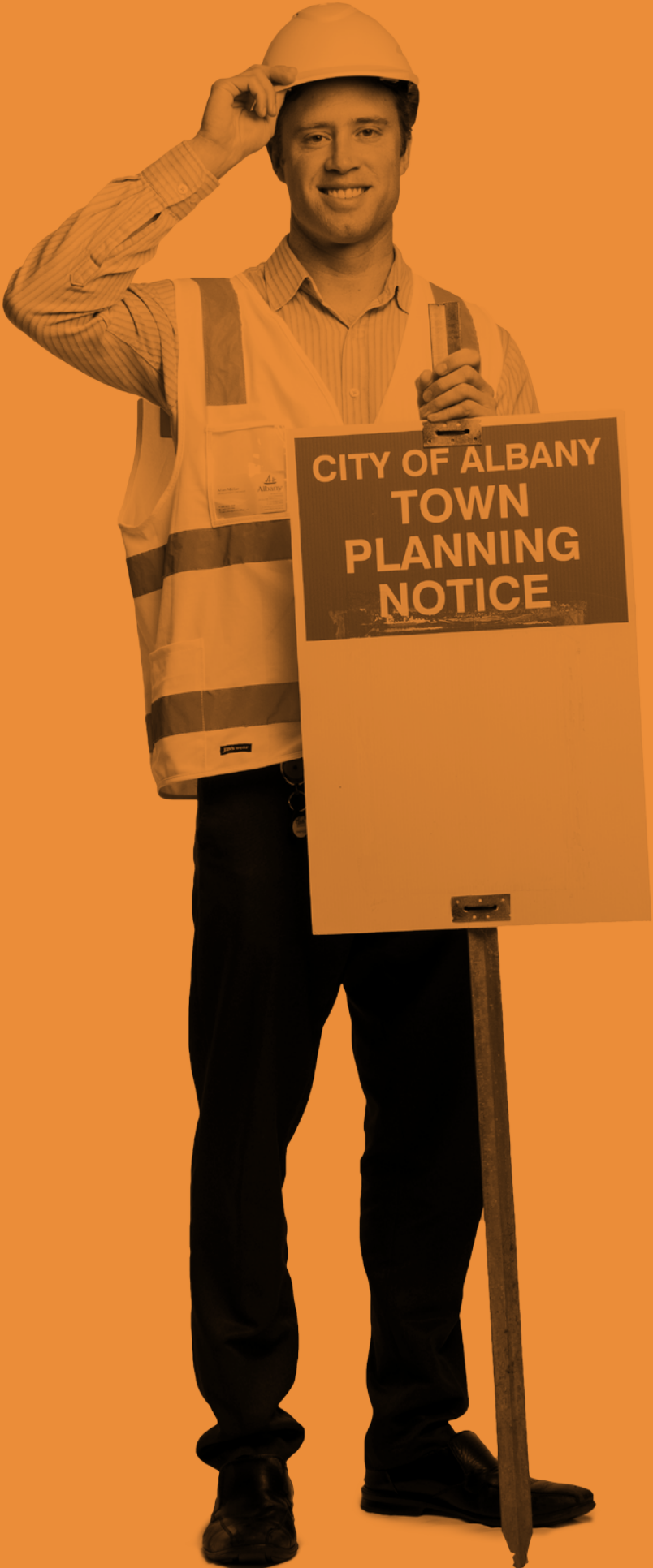
- Community service expectations are constantly increasing and our communities utilise and expect a wider range of services.
- The community is better informed and more knowledgeable.

We are increasingly expected to deliver services, customer support and information outside business hours and on weekends.

AGEING WORKFORCE

It is estimated that approximately 19% of the City's workforce will retire in the next 5–10 years which in turn could be influenced by such factors as personal financial position, health and job satisfaction and competency etc.

If we do not continue to focus on career and succession planning, we could encounter a situation where our service delivery to our communities and customers might be impacted due to a loss of corporate knowledge and experience.



PART 4 - OUR APPROACH

The purpose of this Strategy is to shape, develop and contribute to organisational effectiveness, through the identification of actions and plans that position the City of Albany in the strongest possible place, to be able to address the multiple and complex challenges described above.

These challenges can be considered in more detail under key strategic themes, which relate to the goals, objectives and strategies in the City's Community Strategic Plan. These key themes are, by their very nature, integrated. For example, 'attract, reward and retain the best talent' is linked to civic leadership, which fosters culture. These strategies should therefore be seen as part of a holistic approach to realising our strategic ambitions.

The main aim of our People Strategy is to value, support, develop and utilise the full potential of our staff, working with each other across the City of Albany, to make it a successful place to work.

Values and Culture

OUR VALUES AND CULTURE FOSTER AN ENVIRONMENT THAT EMBODIES OUR COMMITMENT TO EQUALITY AND DIVERSITY, AND PROMOTES A POSITIVE CULTURE FOR WORKING.

We recognise the importance of ensuring that all staff make a valuable contribution to the success of the City of Albany, working in effective and collaborative ways to create a vibrant and innovative work place, in which all staff feel a sense of professional achievement.

Our working environment reflects the type of employer we are; emphasis will therefore be placed on creating a healthy working environment. We are mindful of the need to achieve a fair work-life balance, ensure equitable workloads, and support staff in maintaining a healthy lifestyle.



Leadership

EXCELLENT LEADERSHIP SKILLS FORM AN ESSENTIAL PART OF MEETING OUR GOALS. WE WILL DEVELOP OUR LEADERSHIP COMPETENCIES AT ALL LEVELS, TO ENSURE THAT STAFF UNDERSTAND THEIR OWN LEADERSHIP STYLES, AND CAN ADAPT THEM TO DEAL WITH DIFFERENT SITUATIONS, IN ORDER TO MOTIVATE AND ENGAGE THEIR TEAMS.

Significant steps will be taken to achieve greater diversity among our leaders. Therefore it will be important to understand how we can make leadership roles more attractive and appealing to a wider talent pool.

Management

MANAGEMENT SKILLS WILL BE EQUALLY IMPORTANT TO LEADERSHIP SKILLS, AND EMPHASIS WILL BE PLACED ON PREPARING MANAGERS TO DELIVER CHANGE AND INNOVATION EFFECTIVELY.

Through development and coaching, managers will become accomplished in creating a high-performance culture, and will be confident in dealing with every aspect of managing staff: from setting clear expectations and rewarding excellence, to managing poor performance where necessary.

Talent Management in Practice

TALENT MANAGEMENT IS THE PRACTICE OF STRATEGIC, LONG-TERM, CAREER MANAGEMENT, WHICH ADDRESSES RETENTION AND DEVELOPMENT. THERE ARE MANY DIFFERENT MODELS OF TALENT MANAGEMENT AND THE CITY OF ALBANY WILL MOVE AWAY FROM A MORE TRADITIONAL MODEL OF CAREER MANAGEMENT, WHICH DEFINES CAREER PROGRESSION PURELY IN TERMS OF AN UPWARD, LINEAR TRAJECTORY.

Adopting a 'life-cycle' model will represent our commitment to sourcing, attracting, selecting, training, developing, retaining, promoting and moving employees through the organisation, throughout their career with the City. It's also a flexible model to: facilitate a motivated, responsive and agile workforce through effective leadership, and succession planning centred on an individual's strengths and career development potential.

A long-term benefit of talent management is that it involves an ongoing evaluation of workforce capabilities. City staff should continue to have the skills, competencies and expertise to contribute to our future growth and development, and be able to adapt to meet new conditions and changing demands at a time of increasing uncertainty and competition.

Expanding the opportunities for staff to benefit from mentoring and coaching will also provide future investment.

PART 5 - KEY PEOPLE THEMES

Our People Strategy is divided into four high-level people themes, which represent the key people management priorities in the Strategic Plan:

1. **Attract, reward and retain the best talent;**
2. **Promote, champion and support transformational leadership and management;**
3. **Develop people and build capability;**
4. **Foster a culture of inclusivity, safety, good health and wellbeing.**

Each of these four people themes is underpinned by strategies to fulfil their successful implementation and delivery.

Theme 1 - Attract, Reward and Retain the Best Talent

Strategy	Action	2016/17	2017/18	2018/19
Promote the attractiveness of the City as an employer, through tailored recruitment strategies that market our reputation and distinctiveness.	Review and explore the use of social media to attract the highest calibre of staff (e.g. online media, e-job boards etc).	●	●	
	Review the City's promotional materials for potential and new employees.	●	●	
	Develop and deploy recruitment training for recruitment panel staff.		●	●
Support new staff through tailored induction processes, to enable them to quickly become effective in their new roles.	Review and improve the induction policy and processes.		●	●
	Source and deliver meaningful cultural awareness training.		●	
Reward excellence and success in a variety of ways through a total reward strategy aligned with City goals.	Ensure pay parity and equity in our salary policies, through equal pay audits and review processes.		●	
	Review contribution rewards to facilitate greater flexibility.			●
	Compare employment packages with other Local governments and create a reward and recognition scheme.		●	
Measure employee opinion on various components of the Employee Relationship	Conduct annual Employee Engagement surveys and report recommendations to the Executives and share results with staff.	●	●	●
	Conduct Exit Surveys to ascertain employee views (noting this is not compulsory).	●	●	●

Theme 2 - Promote, Champion and Support Transformational Leadership and Management

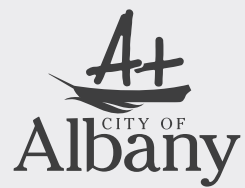
Strategy	Action	2016/17	2017/18	2018/19
Foster a culture of high performance, excellent leadership, effective management and high levels of employee engagement, by providing a wide range development initiatives.	Continue to develop and deploy Leadership Development Training and offer follow up online training modules.	●	●	●
	Invest strategically in our staff, to inspire and equip them with a range of skills to shape, influence and lead by building supervisor and management capability from team leader / coordinator / supervisor level down.	●	●	●
	Identify and nurture talent early, to support effective succession planning and build the next of leaders.		●	●
	Develop a strengthened induction programme for line managers, operational managers and leaders.		●	●
Build on models of good practice to increase the proportion of women and other under-represented groups in leadership roles at all levels of the City.	Offer opportunities for secondments, acting higher duty roles, involvement in special projects etc. where appropriate.		●	●

Theme 3 - Develop People and Build Capability

Strategy	Action	2016/17	2017/18	2018/19
Promote flexible, interdisciplinary team-working, providing opportunities for staff to broaden their experience, skills and knowledge and operate effectively in an increasingly cross-functional work environment.	Assist leaders to manage staff performing below expectations.	●	●	
	Conduct an annual needs analysis which covers core skills, management capability and technical capability.	●	●	●
	Undertake competency assessment and skills audits.		●	●
	Ensure that our staff are clear about what is expected of them and their role as advocates of the City of Albany (PPDR's).		●	●
Support professional and career development, planning and advancement.	Develop and maintain a comprehensive, up-to-date training calendar aligned to identified needs.		●	●
	Identify difficult to replace roles and key skills.		●	●
	Ongoing development and expansion of our online learning capability 'Amity'.		●	●
	Link employee learning and development to performance expectations and accountabilities.		●	●
	Motivate and inspire staff, communicate visibly and effectively, and create opportunities for staff to collaborate and innovate.		●	●

Theme 4 - Foster a Culture of Inclusivity, Safety, Good Health and Wellbeing

Strategy	Action	2016/17	2017/18	2018/19
Contribute to wider social objectives i.e. addressing employment of young people.	Target recruitment activity at younger workers and ensure traineeships and apprenticeship positions are supported to ensure successful outcomes.	●	●	
	Identify roles which may be targeted for indigenous recruitment including traineeships as well as identifying roles which may be suitable for a proactive approach in recruiting Aboriginal people.	●	●	
	Continue to work with disability employment providers vocational training organisations, and schools to support employment or work experience placement of people with disability.		●	●
	Conduct training, offer information and support for supervisors with Aboriginal people as employees.		●	●
Maintain and promote the importance of mental health and wellbeing.	Develop and promote a program of health and wellbeing activities such as health assessments, skin cancer screening, gym membership discounts, flu vaccinations etc.		●	●
	Provide and actively promote an Employee Assistance Program for employees and their families.	●	●	●
Maintain a healthy and safe workforce and workplace.	Conduct job relevant pre-employment medicals including drug and alcohol screening.	●	●	●
	Develop and implement online OSH inductions and training.		●	●
	Implement an internal audit program to align with 3 year LGIS audit cycle.			●



Synergy Ref: NS1439711

Adoption Date:

Adoption Reference:

CITY OF ALBANY
102 NORTH ROAD YAKAMIA
PO BOX 484, ALBANY, WA 6331
TEL: (08) 6820 3000
FAX: (08) 9841 4099
WWW.ALBANY.WA.GOV.AU

PROJECT ASSESSMENT SHEET

This page is for the use of the relevant Local Government Authority to be used for both community and LGA projects. Please **attach copies of council minutes** relevant to the project approval.

Name of Local Government Authority: City of Albany
Name of Applicant: Samantha Stevens – Acting Executive Manager Community Services

Note: The applicant’s name cannot be changed once the application is lodged at DSR.

Section A

The CSRFF principles have been considered and the following assessment is provided:
(Please include below your assessment of how the applicant has addressed the following criteria)

All applications

	Satisfactory	Unsatisfactory	Not relevant
Project justification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planned approach	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community input	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management planning	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access and opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial viability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-ordination	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential to increase Physical activity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Development applications only

	Satisfactory	Unsatisfactory	Not relevant
Location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-Location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special Interest Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B

LGA – priority ranking of this project	Complete
Priority ranking of no of applications received	1 of 1 applications received
Is this project consistent with the	<input checked="" type="checkbox"/> Local Plan <input checked="" type="checkbox"/> Regional Plan <input checked="" type="checkbox"/> State Plan
Have all planning and building approvals been given for this project?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If no, what approvals are still outstanding?	None

Project Rating (Please tick the most appropriate box to describe the project)


- A Well planned and needed by municipality
- B Well planned and needed by applicant
- C Needed by municipality, more planning required
- D Needed by applicant, more planning required
- E Idea has merit, more planning work needed
- F Not recommended

**Our whole
Community wins**

LGA comments (Required):

- The turf has reached the end of its life, being the oldest turf in the state at 12 years old
- The replacement of the hockey turf is necessary for the continuation of hockey in the region.
- The project has been well researched, well supported has a sustainable financial model.
- This project demonstrates a successful working relationship between LGSHA and the City of Albany.
- Hockey has a strong participation and represents an important part of the regions access to sport, especially during the winter months where participation drops off
- No other feasible solution is available.

Signed



Position

Acting Rec Services
Team Leader

Date 27.8.17

Applications for CSRFF funding must be submitted to your Department of Sport and Recreation office by **4pm on 16 September 2017**. Late applications cannot be accepted in any circumstances.

DSR OFFICES

PERTH OFFICE

246 Vincent Street
Leederville WA 6007
PO Box 329
Leederville WA 6903
Tel: (08) 9492 9700
Fax: (08) 9492 9711

PEEL

Suite 94
16 Dolphin Drive
PO Box 1445
Mandurah WA 6210
Tel: (08) 9550 3100
Fax: (08) 9550 3199

PILBARA

Karratha Leisureplex
Dampier Hwy, Karratha
PO Box 941
Karratha WA 6714
Tel: (08) 9182 2100
Fax: (08) 9182 2199

SOUTH WEST

80A Blair Street
PO Box 2662
Bunbury WA 6230
Tel: (08) 9792 6900
Fax: (08) 9792 6999

GREAT SOUTHERN

22 Collie Street
Albany WA 6330
Tel: (08) 9892 0100
Fax: (08) 9892 0199

GASCOYNE

4 Francis Street
PO Box 140
Carnarvon WA 6701
Tel: (08) 9941 0900
Fax: (08) 9941 0999

GOLDFIELDS

106 Hannan Street
PO Box 1036
Kalgoorlie WA 6430
Tel: (08) 9022 5800
Fax: (08) 9022 5899

KIMBERLEY – Broome

Unit 2, 23 Coghlan Street
PO Box 1476
Broome WA 6725
Telephone (08) 9195 5750
Facsimile (08) 9166 4999
Mobile 0438 916 185

WHEATBELT - NORTHAM

298 Fitzgerald Street
PO Box 55
Northam WA 6401
Tel: (08) 9690 2400
Fax: (08) 9690 2499

WHEATBELT – NARROGIN

Government Offices
Level 2, 11-13 Park Street Narrogin
WA 6312
Telephone 0429 881 369
Facsimile (08) 9881 3363

MID-WEST

Level 1, 268-270
Foreshore Drive
PO Box 135
Geraldton WA 6531
Tel: (08) 9956 2100
Fax: (08) 9956 2199



Lower Great Southern Hockey Association Inc
PO Box 39 Albany WA 6331

15 August 2017

Samantha Stevens
Acting Executive Manager Manager Community Services
City of Albany
PO Box 484
ALBANY WA 6331

Dear Samantha

Provisional Commitment for Self-Supporting Loan

Thank you for your letter received 14 August 2017 outlining financial arrangements in relation to the replacement of the Albany synthetic hockey turf.

The Lower Great Southern Hockey Association (LGSHA) discussed the funding arrangements for the project at the Board Meeting held on Monday 14 August 2017 and is in a position to advise that the Association is able to provide provisional commitment to meet the loan repayments as per the schedule provided for a loan of \$183,000.00.

Once the project funding has been secured through the CSRFF funding, the LGSHA will need to pass a resolution through a Special General Meeting enabling the Association to formally enter into a loan arrangement.

Yours sincerely

Geoff Sandilands
PRESIDENT



Department of
Local Government, Sport
and Cultural Industries





Lower Great Southern Hockey Association Inc
PO Box 39 Albany WA 6331

28 August 2017

Sam Stevens
Manager Recreation Services
City of Albany
PO Box 484
ALBANY WA 6331

Dear Sam

Support for Turf Replacement - Albany

The Lower Great Southern Hockey Association (LGSHA) would like to express its support for the City of Albany's (COA) application to the Department of Local Government, Sport and Cultural Industries Community Sporting and Recreation Facilities Fund (CSRFF) for the replacement of the Albany Hockey Turf in 2018.

The current synthetic hockey turf in Albany was installed in 2005. The LGSHA is the regional body for hockey within the Lower Great Southern and the Albany hockey turf is the regional facility with games scheduled on the turf at least six days out of seven during the hockey season. Clubs and schools within the LGSHA contribute up to 700 players in 61 teams participating in junior and senior competition including an introductory Hin2H programme. In July this year, the Great Southern Hockey Carnival was hosted by the LGSHA over two days with 22 regional and Perth teams competing.

After twelve seasons of hockey, the Albany hockey turf has deteriorated to the point where it now needs to be replaced. Sections of the turf have become slippery because of tears and seams starting to give way, contributing to players falling and tripping and increasing the possibility of injury and risk management issues. Due to the carpet losing height and flexibility, water retention is becoming more noticeable within and on top of the turf surface with an increase in algae build-up.

The LGSHA and COA are concerned that if funding is not received for turf replacement in 2018 a turf assessment plan may need to be developed for use during the hockey season to ensure the safety of players. Alternatives to an unreliable and sub-standard turf include increased fixturing on grass and/or additional fixtures at the Mount Barker turf, approximately 40 minutes away. Both of these possibilities may contribute to a significant

reduction in player numbers, particularly at the top level of competition. This in turn may have a negative impact on the growth of hockey within the Lower Great Southern Region.

In addition, a second-rate turf may reduce the Association's chance of attracting outside competition to Albany and the region.

The first Albany hockey turf was laid in 1992, at a cost of \$848,000.00. The LGSHA committed significant cash and labour support to this project; \$126,000.00 in cash, \$100,000.00 through a self-supporting loan from the City and an additional \$111,000.00 in volunteer labour. In 2005, when the turf was replaced and the sub-layer remodelled to allow for adequate drainage, the LGSHA committed \$124,000.00 (roughly one third) to this project through another self-supporting loan. The remaining two thirds of the project was funded by the COA. The self-supporting loan was settled in the 2014/2015 financial year. We believe this was a major achievement for a small volunteer association and demonstrated our commitment to providing top level facilities for our members and the sport of hockey.

It should be noted that the Albany hockey turf is one of the oldest in the state and that it has been twenty five years (1992) since the State Government through the Department of Local Government, Sport and Cultural Industries contributed financially to its replacement.

As you are aware, the LGSHA's Turf Replacement Committee has met with COA representatives to discuss a financial model for the turf replacement and have agreed to apply to use the same type of self-supporting loan. It has since been confirmed that this self-supporting loan may be up to \$183,000.00.

I have attached a letter from Mount Barker Hockey Club, a club which operates a turf in conjunction with the LGSHA regional competition. Also a letter from Hockey WA, the State Sporting Body for hockey, recognises and is supportive of the need for a new synthetic turf.

The LGSHA is committed to the funding and delivery of a start of the art surface which would help to support and grow the standard of play within the region, contribute to the growth of hockey, develop players and enable the Association to host high level hockey tournaments within the Lower Great Southern.

If you need any further information in support of the grant application please contact me on 0428 514 030.

Yours sincerely



Geoff Sandilands
PRESIDENT



Department of
Local Government, Sport
and Cultural Industries





Hockey WA, PO Box 1090, Bentley MDC,
Western Australia, 6983
Curtin University, Hayman Road, Bentley
Phone (08) 9351 4300, Fax (08) 9458 552
admin@hockeywa.org.au
www.hockeywa.org.au
ABN: 93 502 752 344

Geoff Sandilands
President LGSHA
By email: gsandilands@inet.net.au

25 August 2017

Dear Geoff,

TURF REPLACEMENT IN ALBANY:

HWA would like to express its support for the City of Albany's (COA) application to the Department of Local Government, Sport and Cultural Industries Community Sporting and Recreation Facilities Fund (CSRFF) for the replacement of the Albany Hockey Turf in 2018.

The Albany hockey turf is one of the oldest in WA and the turf was last resurfaced in 2005. The Albany hockey turf is the regional facility with games scheduled on the turf at least six days out of seven during the hockey season. Over time the turf has deteriorated to the point where it now needs to be replaced. Sections of the turf have become unplayable because of tears and seams starting to give way, contributing to players falling and tripping and increasing the possibility of injury and risk management issues. The proposed replacement will greatly improve the playing surface and therefore advance the overall standard of the hockey.

Lower Great Southern Hockey Association have seen steady growth and in 2016 with 66 teams entered, 43 of these teams were juniors and 23 were seniors, an increase from 2015 by 3 teams. During the 2016 Hockey WA Regional Road Show, HWA targeted 11 schools in Albany with more than 750 kids participating.

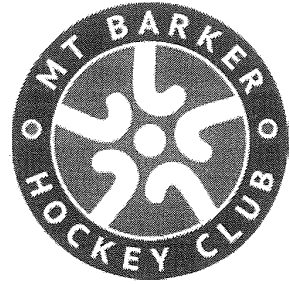
The LGSHA is rightly concerned that if funding is not received for turf replacement in 2018, the poor state of the turf will impact fixtures and negatively impact the popularity and growth of the sport.

Hockey WA is extremely positive towards this project and hopes for a successful CSRFF application.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Garry Fitzpatrick".

Garry Fitzpatrick
President
Hockey WA



PO Box 397, Mt Barker WA 6324
mtbarkerhockey@live.com.au

Geoff Sandilands
President
Lower Great Southern Hockey Association
PO Box 39
ALBANY WA 6330

Dear Geoff,

Please accept this letter as an extension of our support for the Lower Great Southern Hockey Association in the replacement of the Albany hockey turf.

The Mt Barker Hockey Club supports to the Association in the pursuit of a high standard of hockey surfaces across the region, including the Albany surface.

It is well recognised, both within the Association and to a broader audience, that the Albany turf requires replacement. Issues such as seam separation, mold and wearing have become serious risk and safety issues for players due to slipping and unexpected ball lift during play. These issues mean that important fundraising and promotional activities, such as attracting high level games, are in put in jeopardy and those external to the hockey community do not benefit from the flow on effects of accommodation, hospitality and regional promotion that such crowds bring.

Hockey is one of the few winter ball sports offering an ongoing fixtured competition where both males, females and families have the opportunity to compete together. As a sport, we do not benefit from funding from our state sporting body and have consistently demonstrated our ability to be self sufficient, whilst catering to the sporting requirements of over 700+ players of all ages. In order to continue in this way, it is vital that the Albany hockey surface is of a standard that it will continue to attract new and existing players as well as high level events from beyond the region.

Given the current fixturing pressures on both the Albany and Mt Barker turfs, maintaining the Albany turf to a high standard is essential in order to maintain and continue to grow one of the largest mixed gender sports in the Great Southern.

Kind regards,

A handwritten signature in black ink, appearing to read "Rob Wright". The signature is written in a cursive, slightly slanted style.

Rob Wright
President,
Mt Barker Hockey Club
14th August 2017



GREAT
SOUTHERN
GRAMMAR

Street: 244 Nanarup Rd, Albany WA
Postal: PO Box 1151, Albany WA 6331
T: (08) 9844 0300
F: (08) 9844 0380
E: reception@gsg.wa.edu.au
W: gsg.wa.edu.au
ABN:29 973 249 677
CRICOS Code 03178E

27 August 2017

To Who It May Concern

Great Southern Grammar is an independent co-educational boarding school located in Albany. Our student population consists of 789 students which includes 125 residential boarders.

Hockey is one of the key sports at Great Southern Grammar. We have increased our team numbers from 9 teams and 99 players in 2008 to 16 teams and 202 players in 2017. This represents an approximate 100% increase in players over 9 years. (See attached chart)

The current Albany hockey facility is showing signs of wear including; an uneven playing surface due to gluing down small tears, a slippery surface due to a worn out pile and uneven bounce. The deteriorating surface has the potential to lead to greater and more severe injuries for our students.

The school also has difficulty in finding suitable training times on the synthetic surface in Albany due to the large volume of games and training times. The only other viable hockey turf is in Mt Barker. This is a 100 kilometre round trip for parents and players and we have particular difficulty transporting boarding students to this venue. If training or more games are played in Mt Barker this would have a detrimental effect on our student's ability to play hockey and they may drop out of the game.

Our school is planning to have a multi-purpose synthetic field that would mainly be designed for six tennis courts but could be used for hockey training for younger grades. This surface will not be built for 5-10 years. Subsequently it is important that Albany have a suitable playing surface for hockey.

Great Southern Grammar strongly supports a replacement hockey surface in Albany in order to improve the number of student participants, provide a better playing surface for all players and to assist in developing our elite and sub-elite level players.

Yours sincerely

Adam Scott

Head of Middle School and Teacher in Charge of Hockey