



ATTACHMENTS

Community and Corporate Services Committee

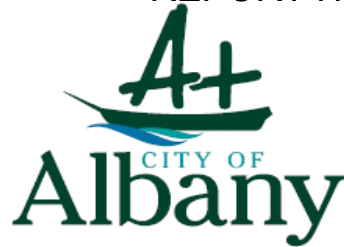
9 October 2018

6.00pm

City of Albany Council Chambers

TABLE OF CONTENTS

Report No.	Description	Page No.
CCS	COMMUNITY AND CORPORATE SERVICES COMMITTEE	
CCS089	FINANCIAL ACTIVITY STATEMENT – AUGUST 2018	1
CCS090	LIST OF ACCOUNTS FOR PAYMENT – SEPTEMBER 2018	9
CCS091	DELEGATED AUTHORITY REPORTS – AUGUST TO SEPTEMBER 2018	25
CCS094	GREAT SOUTHERN SPORT AND RECREATION PLAN	31
CCS095	GREAT SOUTHERN OUTDOOR RECREATION STRATEGY	220
CCS096	CITY OF ALBANY SMOKE FREE OUTDOORS POLICY	243
CCS097	ANNUAL REVIEW OF THE CORPORATE BUSINESS PLAN	266
CCS098	REGIONAL DESTINATION MARKETING ORGANISATION (CONFIDENTIAL)	353



City of Albany

MONTHLY FINANCIAL REPORT (Containing the Statement of Financial Activity) FOR THE PERIOD ENDED 31 AUGUST 2018

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

Compliance Report

Statement of Financial Activity by Nature or Type

Statement of Financial Activity by Program

Note 1 Explanation of Material Variances

Note 2 Net Current Funding Position

Note 3 Cash Investments

Note 4 Receivables

Note 5 Capital Acquisitions

**CITY OF ALBANY
COMPILATION REPORT
FOR THE PERIOD ENDED 31 AUGUST 2018**

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 31 August 2018 of \$41,331,392.

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

Preparation

Prepared by: Steve Van Nierop
Financial Accountant

Reviewed by: Duncan Olde
Manager Finance

Date prepared: 26/09/2018

CITY OF ALBANY
STATEMENT OF FINANCIAL ACTIVITY
REPORT ITEM CCS089 REFERS TO
BY NATURE OR TYPE
FOR THE PERIOD ENDED 31 AUGUST 2018

	Ref Note	Original Annual Budget	Revised Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	\$	%	
Operating Revenues								
Rate Revenue		36,852,574	36,852,574	36,003,357	36,099,054	95,697	0%	
Grants & Subsidies		3,563,024	3,714,169	694,172	607,036	(87,136)	(13%)	
Contributions, Donations & Reimbursements		565,422	784,194	273,240	307,337	34,097	12%	
Profit on Asset Disposal		23,215	23,215	3,868	0	(3,868)	(100%)	
Fees and Charges		17,687,974	17,687,974	7,939,835	8,138,562	198,727	3%	▲
Interest Earnings		1,159,285	1,159,285	117,376	166,504	49,128	42%	
Other Revenue		314,860	314,860	40,918	16,935	(23,983)	(59%)	
		60,166,354	60,536,271	45,072,766	45,335,427			
Operating Expenses								
Employee Costs		(26,979,860)	(26,980,463)	(4,165,279)	(3,930,462)	234,817	6%	▼
Materials and Contracts		(18,388,877)	(18,783,864)	(2,272,136)	(1,950,057)	322,079	14%	▼
Utilities Charges		(1,893,062)	(1,933,062)	(237,514)	(187,769)	49,745	21%	
Depreciation (Non-Current Assets)		(17,343,216)	(17,343,216)	(2,927,631)	(2,927,631)	0	-	
Interest Expenses		(751,576)	(751,576)	(61,802)	27,719	89,521	145%	
Insurance Expenses		(684,149)	(684,149)	(156,875)	(142,593)	14,282	9%	
Loss on Asset Disposal		(450,392)	(450,392)	0	0	0	-	
Other Expenditure		(2,477,609)	(2,477,609)	(463,336)	(423,454)	39,882	9%	
Less: Allocated to Infrastructure		676,129	676,129	117,874	154,348	36,474	(31%)	
		(68,292,612)	(68,728,202)	(10,166,699)	(9,379,899)			
Contributions for the Development of Assets								
Grants & Subsidies		14,586,366	15,030,480	2,245,166	2,209,899	(35,267)	(2%)	
Contributions, Donations & Reimbursements		520,000	603,449	0	112,614	112,614	-	▲
		15,106,366	15,633,929	2,245,166	2,322,513			
Net Operating Result								
		6,980,108	7,441,998	37,151,233	38,278,041			
Funding Balance Adjustment								
Add Back Depreciation		17,343,216	17,343,216	2,927,631	2,927,631	0	-	
Adjust (Profit)/Loss on Asset Disposal		427,177	427,177	(3,868)	0	3,868	(100%)	
Movement From Current to Non-Current		0	0	0	0	0	-	
Add back Carrying Value of Investment Land		0	0	0	0	0	-	
		24,750,501	25,212,391	40,074,996	41,205,672			
Funds Demanded From Operations								
Capital Revenues								
Proceeds from Disposal of Assets		903,650	903,650	68,610	0	(68,610)	(100%)	
		903,650	903,650	68,610	0			
Acquisition of Fixed Assets								
Land and Buildings	5	(7,536,125)	(7,731,417)	(872,040)	(817,113)	54,927	6%	
Plant and Equipment	5	(3,244,935)	(2,853,189)	(262,979)	(199,799)	63,180	24%	
Furniture and Equipment	5	(707,900)	(757,900)	(107,107)	(22,288)	84,819	79%	
Infrastructure Assets - Roads	5	(6,007,199)	(5,880,558)	(601,709)	(547,178)	54,531	9%	
Infrastructure Assets - Other	5	(18,796,188)	(18,377,727)	(544,479)	(578,201)	(33,722)	(6%)	
		(36,292,347)	(35,600,791)	(2,388,314)	(2,164,579)			
Financing/Borrowing								
Debt Redemption		(2,230,544)	(2,230,544)	(118,747)	(125,133)	(6,386)	(5%)	
Loan Drawn Down		4,300,000	4,300,000	0	0	0	-	
Profit on Sale of Investments		0	0	0	0	0	-	
Self-Supporting Loan Principal		12,504	12,504	2,084	0	(2,084)	100%	
Self Supporting Loan Issued		0	0	0	0	0	-	
		2,081,960	2,081,960	(116,663)	(125,133)			
Demand for Resources								
		(8,556,236)	(7,402,790)	37,638,629	38,915,961			
Restricted Funding Movements								
Opening Funding Surplus(Deficit)		2,921,457	2,415,234	2,415,234	2,415,431	197	0%	
Restricted Cash Utilised - Loan		0	0	0	0	0	-	
Transfer to Reserves		(12,859,671)	(12,859,671)	(50,820)	0	50,820	(100%)	
Transfer from Reserves		18,494,450	17,888,256	0	0	0	-	
		8,556,236	7,443,819	2,364,414	2,415,431			
Closing Funding Surplus(Deficit)								
		0	3 41,029	40,003,043	41,331,392			

REPORT ITEM CCS089 REFERS TO

CITY OF ALBANY
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2018

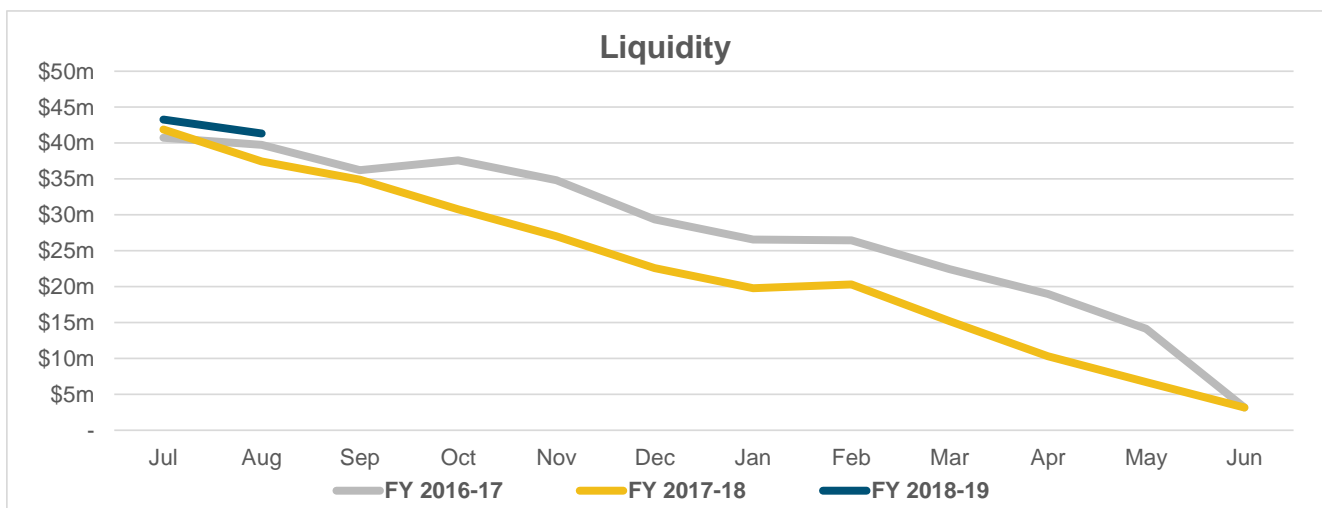
NOTE 1
 EXPLANATION OF MATERIAL VARIANCES IN EXCESS OF \$100,000

	Var. \$	Var. %	Var.	Timing/ Permanent	Explanation of Variance
	\$	%			
Operating Revenues					
Rate Revenue	95,697	0%			No material variance.
Grants & Subsidies	(87,136)	(13%)			No material variance.
Contributions, Donations & Reimbursements	34,097	12%			No material variance.
Profit on Asset Disposal	(3,868)	(100%)			No material variance.
Fees and Charges	198,727	3%	▲	Timing	Year end accruals. Memberships, leases and fees invoiced in June for the 2018/19 year.
Interest Earnings	49,128	42%			No material variance.
Other Revenue	(23,983)	(59%)			No material variance.
Operating Expenses					
Employee Costs	234,817	6%	▼	Timing	Timing of provision for annual leave and long service leave.
Materials and Contracts	322,079	14%	▼	Timing	Year end accruals - invoices allocated back to 2017/18.
Utilities Charges	49,745	21%			No material variance.
Depreciation (Non-Current Assets)	0	-			No material variance.
Interest Expenses	89,521	145%			No material variance.
Insurance Expenses	14,282	9%			No material variance.
Loss on Asset Disposal	0				No material variance.
Other Expenditure	39,882	9%			No material variance.
Less: Allocated to Infrastructure	36,474	(31%)			No material variance.
Contributions for the Development of Assets					
Grants & Subsidies	(35,267)	(2%)			No material variance.
Contributions, Donations & Reimbursements	112,614	-	▲	Permanent	Un-budgeted capital contributions received for future works programs (\$112,614)
Funding Balance Adjustment					
Add Back Depreciation	0	-			No material variance.
Adjust (Profit)/Loss on Asset Disposal	3,868	(100%)			No material variance.
Movement From Current to Non-Current	0				No material variance.
Add back Carrying Value of Investment Land	0				No material variance.
Capital Revenues					
Proceeds from Disposal of Assets	(68,610)	(100%)			No material variance.
Acquisition of Fixed Assets					
Land and Buildings	54,927	6%			No material variance.
Plant and Equipment	63,180	24%			No material variance.
Furniture and Equipment	84,819	79%			No material variance.
Infrastructure Assets - Roads	54,531	9%			No material variance.
Infrastructure Assets - Other	(33,722)	(6%)			No material variance.
Financing/Borrowing					
Debt Redemption	(6,386)	(5%)			No material variance.
Loan Drawn Down	0				No material variance.
Profit on Sale of Investments	0				No material variance.
Self-Supporting Loan Principal	(2,084)	100%			No material variance.
Self Supporting Loan Issued	0				No material variance.
Restricted Funding Movements					
Opening Funding Surplus(Deficit)	197	0%			No material variance.
Restricted Cash Utilised - Loan	0				No material variance.
Transfer to Reserves	50,820	(100%)			No material variance.
Transfer from Reserves	0				No material variance.

**CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2018**

**NOTE 2
NET CURRENT FUNDING POSITION**

	Ref Note	FOR THE PERIOD ENDED 31 AUGUST 2018	FOR THE PERIOD ENDED 31 JULY 2018	FOR THE PERIOD ENDED 31 AUGUST 2017
		\$	\$	\$
Current Assets				
Cash Unrestricted		11,683,699	3,804,341	9,708,621
Cash Restricted		26,165,707	26,127,028	26,063,562
Receivable - Rates and Rubbish	4	34,941,949	46,629,340	34,549,795
Receivables - Other		2,687,564	1,210,941	1,882,504
Investments - LG Unit Trust Shares		201,068	201,068	205,605
Accrued Income		309,141	311,977	271,688
Prepaid Expenses		41,540	39,733	46,521
Investment Land		158,000	158,000	240,000
Community Group Loan		12,504	12,504	12,120
Stock on Hand		825,070	768,953	582,364
		77,026,242	79,263,886	73,562,780
Less: Current Liabilities				
Payables		(6,324,573)	(6,522,749)	(6,239,176)
Accrued Expenses		(14,574)	(77,077)	(45,196)
Income in advance		(108,991)	(129,154)	(104,681)
Provisions		(4,940,629)	(4,946,701)	(4,167,380)
Retentions		1,482	(9,246)	(164,773)
		(11,387,284)	(11,684,927)	(10,721,205)
Add Back: Loans		2,114,833	2,114,833	2,113,918
(Less): Cash Restricted		(26,050,827)	(26,051,025)	(25,992,610)
(Less): Loans Receivable		(12,504)	(12,504)	0
(Less): Unutilised - Loan		0	0	(939,259)
(Less): Investment land		(158,000)	(158,000)	(240,000)
(Less): Investments - LG Unit Trust Shares		(201,068)	(201,068)	(205,605)
		(24,307,566)	(24,307,763)	(25,263,556)
Net Current Funding Position		41,331,392	43,271,195	37,578,018

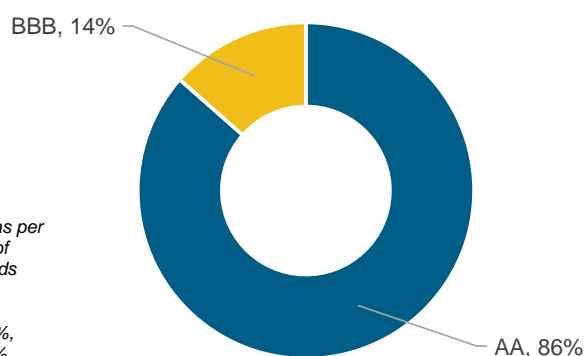


REPORT ITEM CCS089 REFERS TO
CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2018

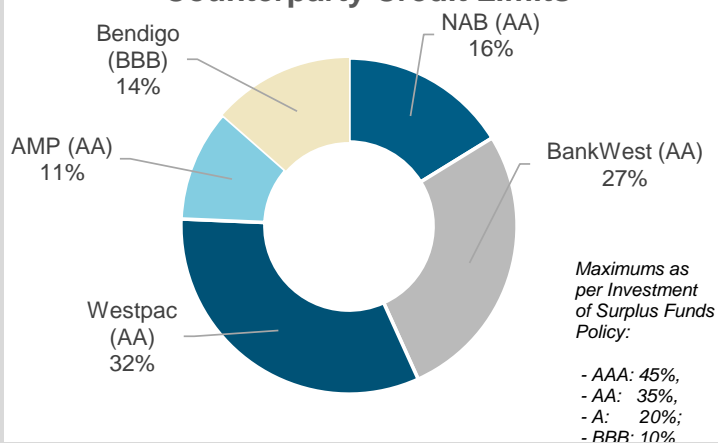
**NOTE 3
CASH INVESTMENTS**

Investment Type	Institution	S&P Rating	Interest Rate	Deposit Date	Maturity	Investment Term Category	Amount Invested (\$)	Expected Interest (\$)
Restricted	AMP	AA	2.65%	24-Jan-18	24-Oct-18	6 to 12 months	2,000,000	39,641
Restricted	Bendigo	BBB	2.65%	20-Apr-18	17-Oct-18	6 to 12 months	2,500,000	32,671
Restricted	Westpac	AA	2.69%	09-May-18	09-Nov-18	6 to 12 months	3,000,000	40,682
Restricted	Bankwest	AA	2.75%	09-Jul-18	08-Oct-18	0 to 3 months	3,000,000	20,568
Restricted	NAB	AA	2.68%	13-Jul-18	11-Oct-18	0 to 3 months	3,000,000	19,825
Restricted	Bankwest	AA	2.65%	03-Aug-18	01-Nov-18	0 to 3 months	2,000,000	13,068
Restricted	Westpac	AA	2.80%	16-Aug-18	16-Dec-18	3 to 6 months	3,000,000	28,077
							18,500,000	194,532
							18,500,000	194,532

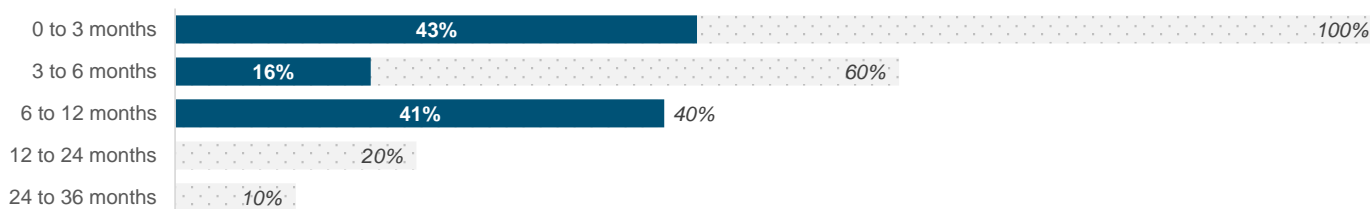
Portfolio Credit Framework



Counterparty Credit Limits



Term to Maturity Framework



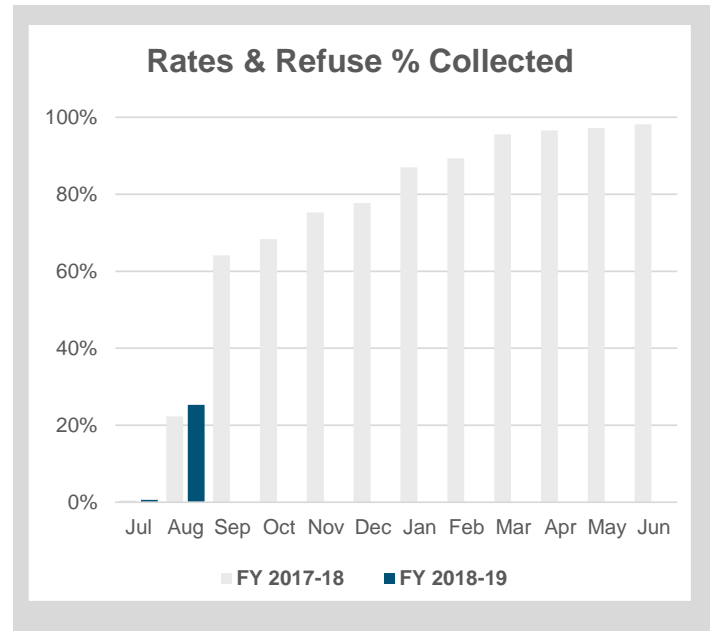
COMMENTS:

Investment with AMP was entered into before amendment to Policy in May 2018, investment will be redeemed at maturity. At time of deposit, all investments complied with investment policy framework. When the investment in Bendigo Bank was placed, it was 8% of the portfolio. However, due to redemptions of other investments since that date, as a BBB rated institution it is currently outside the maximum policy limit of 10%. This has been rebalanced with large deposits placed in the first week of September to bring this back under the policy guidelines. Likewise the term to maturity ratio for 6 to 12 months being over the 40% threshold. This has since been rebalanced.

REPORT ITEM CCS089 REFERS TO
CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2018

**NOTE 4
RECEIVABLES**

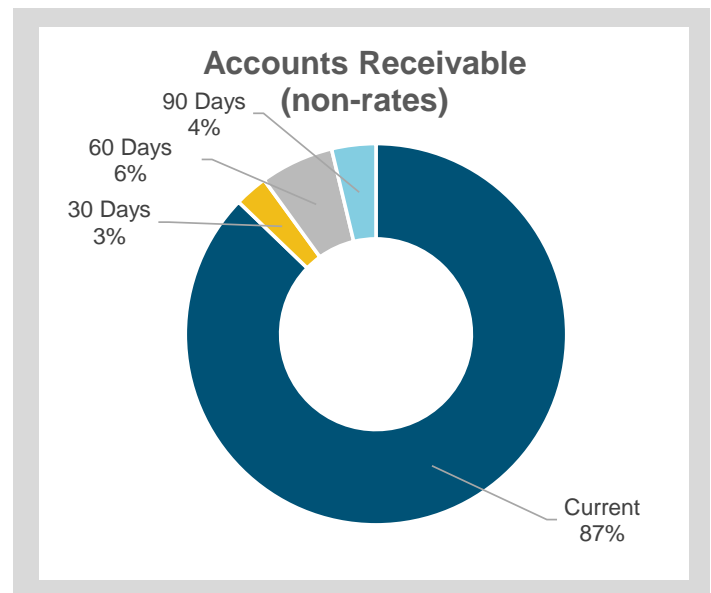
<u>Rates & Refuse % Collected</u>	<u>\$</u>
Opening Arrears Previous Years:	976,234
Rates Levied this year	36,099,054
Refuse Levied	6,232,660
ESL Levied	3,378,844
Other Charges Levied	71,538
	<u>46,758,330</u>
(Less): Collections (Prior Years)	253,148
(Less): Collections (Current Year)	<u>(12,069,529)</u>
	<u>(11,816,381)</u>
Total Rates & Charges Collectable	<u>34,941,949</u>
<i>% Collected</i>	<i>25.27%</i>



COMMENTS:

<u>Accounts Receivable (non-rates)</u>	<u>\$</u>	<u>%</u>
Current	1,575,093	87%
30 Days	50,802	3%
60 Days	112,706	6%
90 Days	67,704	4%
	<u>1,806,305</u>	100%

Amounts shown above include GST (where applicable)



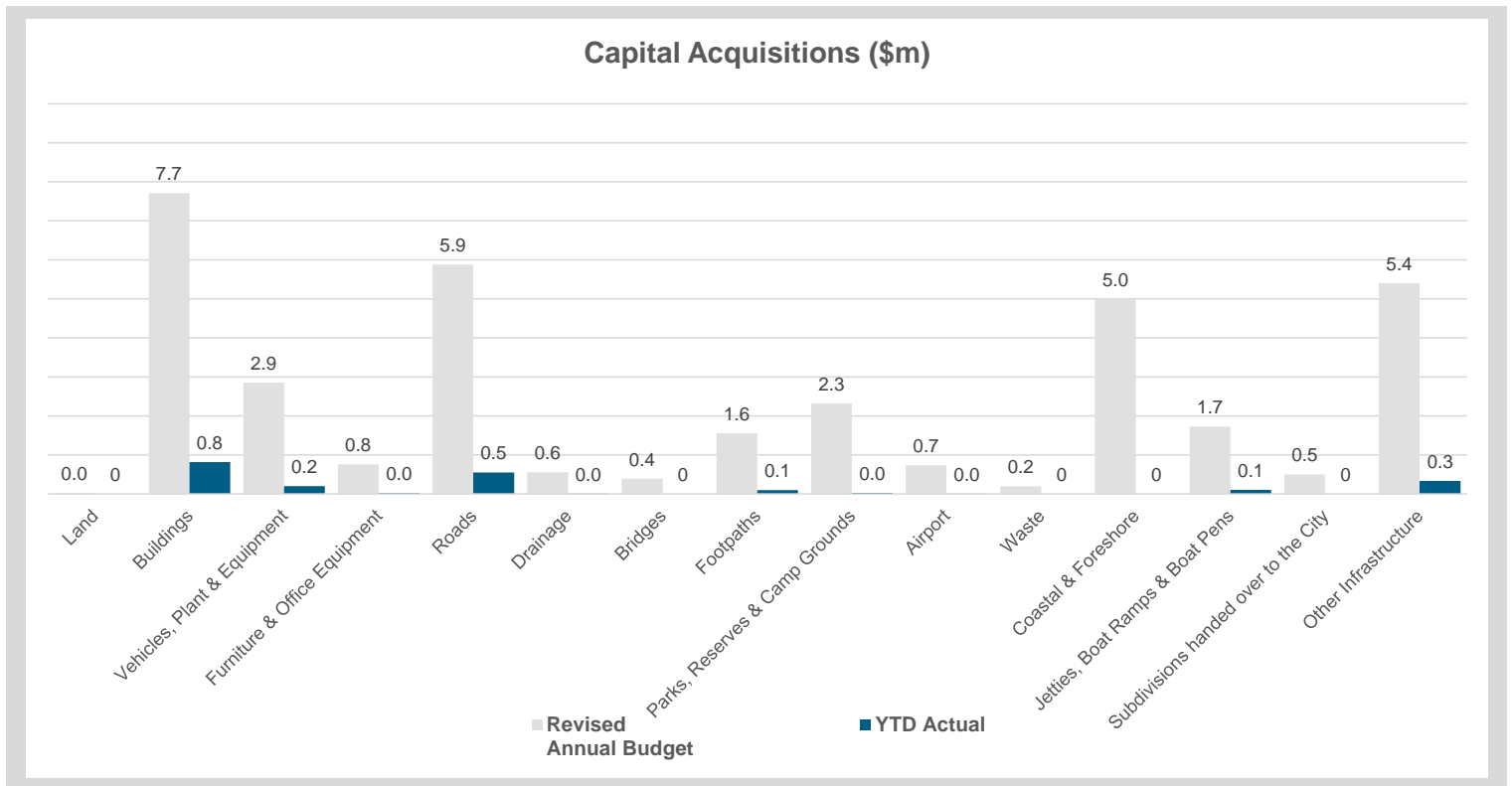
COMMENTS:

Centennial Precinct milestone invoice of \$1,000,000 raised on 30/08/2018 and is current.

CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2018

NOTE 5
CAPITAL ACQUISITIONS

Capital Acquisitions	Original Annual Budget	Revised Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
	\$	\$	\$	\$	\$	%	
Property Plant & Equipment							
Land	25,000	25,000	4,164	0	(4,164)	(100%)	
Buildings	7,511,125	7,706,417	867,876	817,113	(50,763)	(6%)	
Vehicles, Plant & Equipment	3,244,935	2,853,189	262,979	199,799	(63,180)	(24%)	
Furniture & Office Equipment	707,900	757,900	107,107	22,288	(84,819)	(79%)	
Infrastructure							
Roads	6,007,199	5,880,558	601,709	547,178	(54,531)	(9%)	
Drainage	555,000	555,000	0	9,969	9,969	-	
Bridges	135,000	393,000	11,246	0	(11,246)	(100%)	
Footpaths	963,161	1,555,326	78,940	100,580	21,640	27%	
Parks, Reserves & Camp Grounds	8,656,936	2,315,480	68,231	30,816	(37,415)	(55%)	
Airport	735,510	735,510	10,412	1,051	(9,361)	(90%)	
Waste	176,000	196,000	4,000	0	(4,000)	(100%)	
Coastal & Foreshore	5,000,000	5,000,000	0	0	0		
Jetties, Boat Ramps & Boat Pens	1,774,945	1,728,477	100,000	105,400	5,400	5%	
Subdivisions handed over to the City	500,000	500,000	0	0	0		
Other Infrastructure	299,636	5,398,934	271,650	330,385	58,735	22%	
Total Capital Acquisitions	36,292,347	35,600,791	2,388,314	2,164,579	(223,735)	(9%)	▲



COMMENTS:

**CITY OF ALBANY
TRUST, CHEQUES And ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 28 AUGUST 2018**

REPORT ITEM CCS090 REFERS TO

MASTERCARD TRANSACTIONS

DATE	PAYEE	DESCRIPTION	AMOUNT
30/07/2018	Riverview Hotel Perth	Accommodation - Remix Summit - A McEwan	\$ 220.00
31/07/2018	Regional Express	Flights - Albany CBD Mystery Shopper - S Reece	\$ 202.76
31/07/2018	Riverview Hotel Perth	Accommodation - Remix Summit - R Taylor	\$ 390.00
31/07/2018	Regional Express	Flights - Remix Summit - A McEwan	\$ 477.48
1/08/2018	Albany Toyworld	Equipment - Co-Op Building Kitchen	\$ 224.84
2/08/2018	Jewel Bay South Perth	Meals - Mayor Wellington And A Sharpe And Councillors - WALGA Convention	\$ 345.65
2/08/2018	Mounts Bay Waters Apartment	Accommodation - Cr Stephens - WALGA Convention	\$ 424.50
2/08/2018	Australia War Memorial	Digital Image Supply - Honouring Albany's Own Exhibition - Anzac 2018	\$ 680.00
2/08/2018	Oculus	Material Supply - Virtual Reality Headsets - Albany Visitor Centre	\$ 1,220.73
2/08/2018	ICTC Society Inc	Conference Registration - International Cities Town Centres And Communities - Mayor Wellington	\$ 1,294.13
3/08/2018	Regional Express	Flights - Motorplex Conference - S Stevens	\$ 507.42
3/08/2018	Mounts Bay Waters Apartment	Accommodation - A Sharpe - WALGA Convention	\$ 579.00
3/08/2018	Mounts Bay Waters Apartment	Accommodation - Mayor Wellington - WALGA Convention	\$ 619.00
3/08/2018	Mounts Bay Waters Apartment	Accommodation - Cr Goode - WALGA Convention	\$ 668.00
5/08/2018	Mailchimp	A Sharpe - Monthly Subscription Charges - Y Welsh	\$ 205.74
6/08/2018	Regional Express	Flights - HR Training/Workshops - P Franklyn	\$ 541.14
7/08/2018	Regional Express	Flights - Nullaki SAT Hearing - J Van Der Mescht	\$ 227.50
7/08/2018	Regional Express	Flights - Nullaki SAT Hearing - A Bott	\$ 452.54
9/08/2018	Regional Express	Flights - WA Environmental Health State Conference Masterclass - E Vorster	\$ 268.18
9/08/2018	Environmental Health WA	Registration - WA Environmental Health State Conference Masterclass - E Vorster	\$ 475.00
9/08/2018	Environmental Health WA	Registration - WA Environmental Health State Conference - K Brown	\$ 1,100.00
10/08/2018	Regional Express	Flights - A Sharpe - National Anzac Advisory Group Meeting	\$ 489.44
10/08/2018	Regional Express	Flights - A McEwan - National Anzac Advisory Group Meeting	\$ 513.04
10/08/2018	Regional Express	Flights - R Batten - National Anzac Advisory Group Meeting	\$ 513.04
10/08/2018	AFAC	Australian Disaster Resilience Conference 2018 - S Lees	\$ 605.00
10/08/2018	Regional Express	Flights - S Kay And Mayor Wellington - National Anzac Advisory Group Meeting	\$ 1,026.08
10/08/2018	AFAC	Australian Disaster Resilience Conference 2018 - B Gordan	\$ 1,408.00
11/08/2018	Swifttype.com	Monthly Website Fee - Albany Visitors Centre - H Fell	\$ 341.89
13/08/2018	Regional Express	Flights - S Grimmer - Meetings	\$ 209.30
13/08/2018	Riverview Hotel Perth	Accommodation - Staff Training - R Taylor And N Walker	\$ 480.00
13/08/2018	Regional Express	Flights - Peter Aspinall RSL State President - National Anzac Advisory Group Meeting	\$ 535.52
14/08/2018	Regional Express	Flights - Community Development Conference - J Gray	\$ 209.30
14/08/2018	Local Government Professionals Australia	2018/19 LG Professionals Membership - S Reitsma	\$ 531.00
15/08/2018	Tartine Café	Meals - National Anzac Centre Advisory Group Meeting	\$ 206.50
15/08/2018	Esplanade Hotel	Accommodation - Leisure Institute of WA State Conference - G Pollette	\$ 646.91
15/08/2018	Esplanade Hotel	Accommodation - Leisure Institute of WA State Conference - D Tidboald	\$ 646.91
15/08/2018	Event And Conference Co. Pty Ltd	Conference Registration - Studying Waste - Cr Moir	\$ 1,040.38
16/08/2018	Regional Express	Flights - Marketforce Presentation	\$ 488.32

**CITY OF ALBANY
TRUST, CHEQUES And ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 28 AUGUST 2018**

REPORT ITEM CCS090 REFERS TO

MASTERCARD TRANSACTIONS

DATE	PAYEE	DESCRIPTION	AMOUNT
16/08/2018	Regional Express	Flights - Marketforce Presentation	\$ 488.32
16/08/2018	Regional Express	Flights - 2018 Community Development Conference - Cr Sleeman	\$ 632.20
16/08/2018	Regional Express	Flights - Waste And Recycle 2018 Conference - Cr Moir	\$ 256.52
17/08/2018	Comfort Inn And Suites Goodearth	Accommodation - Nullaki SAT Hearing - A Bott	\$ 303.00
20/08/2018	Regional Express	Flights - TWA Conference - H Fell	\$ 442.22
20/08/2018	Regional Express	Flights - TWA Conference - P Davidovic	\$ 442.22
21/08/2018	Regional Express	Flights - OWRF Meetings - K Houderrani	\$ 444.68
22/08/2018	Regional Express	Flights - National Health Conference - S Reitsma	\$ 265.72
23/08/2018	Regional Express	Flights - AIM Training - A Cordon	\$ 265.72
23/08/2018	Regional Express	Flights - Anzac Albany Public Lecturer - Dr A Webster	\$ 395.00
23/08/2018	Regional Express	Flights - A Sharpe - Great Southern Motor Sport Park	\$ 501.80
		Sundry < \$ 200.00	\$ 3,153.04
		TOTAL	\$ 28,604.68

**CITY OF ALBANY
TRUST, CHEQUES And ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

TRUST PAYMENTS

DATE	NAME	DESCRIPTION	AMOUNT
23/08/2018	CASTLEHOW BUILDERS	Refund of Relocatable Dwelling Bond	\$ 10,000.00
TOTAL			\$ 10,000.00

PAYROLL TRANSACTIONS

DATE	DESCRIPTION	AMOUNT
16/08/2018	COA Salaries	\$ 629,596.26
17/08/2018	COA Salaries	\$ 251.57
17/08/2018	COA Salaries	\$ 303.75
17/08/2018	Superannuation	\$ 117,383.18
22/08/2018	COA Salaries	\$ 115.69
27/08/2018	COA Salaries	\$ 1,917.76
30/08/2018	COA Salaries	\$ 624,996.07
31/08/2018	COA Salaries	\$ 388.77
31/08/2018	Superannuation	\$ 117,284.05
03/09/2018	COA Salaries	\$ 6,356.66
04/09/2018	COA Salaries	\$ 509.52
13/09/2018	COA Salaries	\$ 632,185.05
14/09/2018	Superannuation	\$ 117,424.75
TOTAL		\$ 2,248,713.08

**CITY OF ALBANY
TRUST, CHEQUES And ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

CHEQUE TRANSACTIONS

CHEQUE	DATE	NAME	DESCRIPTION	AMOUNT
32100	16/08/2018	NICHOLAS PLUG	Crossover Refund	\$ 161.49
32101	16/08/2018	WESTERN AUSTRALIA POLICE	Road Closure Notifications	\$ 242.70
32102	16/08/2018	DEPARTMENT OF TRANSPORT	Vehicle Search Fees	\$ 129.20
32103	16/08/2018	DK PATEL	Refund	\$ 28.00
32104	16/08/2018	PIVOTEL SATELLITE PTY LIMITED	Satellite Phone Charges	\$ 300.00
32105	16/08/2018	RAC	BusinessWise Roadside Assistance Renewal 2018/19	\$ 300.00
32106	16/08/2018	TELSTRA CORPORATION LIMITED	Telephone Charges	\$ 18,748.90
32107	16/08/2018	WATER CORPORATION	Water Charges	\$ 9,994.52
32108	16/08/2018	THE WEST AUSTRALIAN	Newspaper Deliveries	\$ 371.91
32109	23/08/2018	R BOREHAM	Crossover Refund	\$ 241.00
32110	23/08/2018	NURRUNGA COMMUNICATIONS	Repairs And Maintenance - Airport Antennas	\$ 1,401.22
32111	23/08/2018	WATER CORPORATION	Water Charges	\$ 976.13
32112	23/08/2018	ZURICH AUSTRALIA INSURANCE COMPANY LTD	Excess Insurance Payment	\$ 300.00
32113	24/08/2018	T MAW	Crossover Refund	\$ 173.27
32114	30/08/2018	AUSTRALIAN COMMUNICATIONS And MEDIA AUTHORITY	Licence Renewals - Communication Towers	\$ 1,438.00
32115	30/08/2018	PIVOTEL SATELLITE PTY LIMITED	Satellite Phone Charges	\$ 248.00
32116	30/08/2018	WATER CORPORATION	Water Charges	\$ 529.28
32117	30/08/2018	WESTERN AUSTRALIA POLICE	Road Closure Notifications	\$ 80.90
32118	06/09/2018	G BOARD	Crossover Refund	\$ 223.33
32119	06/09/2018	DEPARTMENT OF TRANSPORT	Vehicle Registration	\$ 77.95
32120	06/09/2018	PETTY CASH	Petty Cash	\$ 2,360.00
32121	06/09/2018	TELSTRA CORPORATION LIMITED	Telephone Charges	\$ 10,748.63
32122	06/09/2018	WATER CORPORATION	Water Charges	\$ 864.66
32123	13/09/2018	J BROUWER	Crossover Refund	\$ 417.69
32124	13/09/2018	DEPARTMENT OF TRANSPORT	Middleton Beach Jetty Renewal 2018/19	\$ 40.70
32125	13/09/2018	PIVOTEL SATELLITE PTY LIMITED	Satellite Phone Charges	\$ 300.00
32126	13/09/2018	THE PLUNKETT GROUP	Refund	\$ 604.77
32127	13/09/2018	TELSTRA CORPORATION LIMITED	Telephone Charges	\$ 4,395.47
32128	13/09/2018	WATER CORPORATION	Water Charges	\$ 7,411.43
TOTAL				\$ 63,109.15

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT127671	16/08/2018	AUSTRALIAN SECURITIES AND INVESTMENTS COMMISSION	Business Name Renewals - Various	\$ 336.00
EFT127672	16/08/2018	ACURIX NETWORKS PTY LTD	Internet Services - Library And Airport	\$ 11,431.20
EFT127673	16/08/2018	AGQUIRE RURAL HOLDINGS PTY LTD	Material Supply - Brass Tapware	\$ 26.40
EFT127674	16/08/2018	AKUBRA HATS PTY LTD	Merchandise Order - Forts Store	\$ 693.00
EFT127675	16/08/2018	ALBANY FARM TREE NURSERY	Plant Supplies	\$ 419.10
EFT127676	16/08/2018	ALBANY V-BELT AND RUBBER	Material Supply - Various	\$ 675.26
EFT127677	16/08/2018	ALBANY SWEEP CLEAN	Sweeping Services - C15014	\$ 3,852.00
EFT127678	16/08/2018	ALBANY REFRIGERATION	Air-Conditioning Services - C15021	\$ 110.00
EFT127679	16/08/2018	ALBANY MILK DISTRIBUTORS	Tearoom Supplies	\$ 257.29
EFT127680	16/08/2018	ALBANY IRRIGATION & DRILLING	Irrigation Supplies - CPSP And Reticulation Maintenance	\$ 692.60
EFT127681	16/08/2018	ALBANY POTTERY GROUP INC	2018/19 Community Sponsorship	\$ 1,000.00
EFT127682	16/08/2018	APPRENTICE & TRAINEESHIP COMPANY	Casual Staff/Apprentice Fees	\$ 1,396.56
EFT127683	16/08/2018	ARDESS NURSERY	Plant Supplies	\$ 269.25
EFT127684	16/08/2018	ATC WORK SMART	Casual Staff/Apprentice Fees	\$ 7,308.47
EFT127685	16/08/2018	AUSSIE DRAWCARDS PTY LTD	Marketing Fees - South Westcape And Great Southern	\$ 879.00
EFT127686	16/08/2018	AUSTRALIA POST	Postage Fees - July	\$ 3,341.69
EFT127687	16/08/2018	BAREFOOT CLOTHING MANUFACTURERS	Uniform Supplies - Depot	\$ 241.90
EFT127688	16/08/2018	BARRETT'S MINI EARTHMOVING & CHIPPING	Vegetation Maintenance - C17022	\$ 1,402.50
EFT127689	16/08/2018	BERG CONTRACTING SERVICES	Asbestos Removal -Bakers Junction Waste Facility	\$ 1,230.00
EFT127690	16/08/2018	BEST OFFICE SYSTEMS	Stationery Supplies - Labels	\$ 200.00
EFT127691	16/08/2018	BIBBULMUN TRACK FOUNDATION	Merchandise Order - Visitor Centre	\$ 666.55
EFT127692	16/08/2018	BIO DIVERSE SOLUTIONS	Professional Services - Wildlife Hazard Management Plan	\$ 1,391.40
EFT127693	16/08/2018	ALBANY BOBCAT SERVICES	Equipment Hire - C16012	\$ 748.00
EFT127694	16/08/2018	BOC GASES AUSTRALIA LIMITED	Container Service Rental	\$ 138.13
EFT127695	16/08/2018	BOOEASY AUSTRALIA PTY LTD	BookEasy Marketing Fee - July 2018	\$ 950.19
EFT127696	16/08/2018	CARDNO BSD PTY LTD	Professional Services - SAT Appeal	\$ 1,683.00
EFT127697	16/08/2018	BUNNINGS GROUP LIMITED	Hardware And Tool Supplies - Various	\$ 141.79
EFT127698	16/08/2018	K BUNN	Staff Reimbursement	\$ 113.99
EFT127699	16/08/2018	C&C MACHINERY CENTRE	Material Supply - Filters, Hammers And Spacers	\$ 2,225.40
EFT127700	16/08/2018	CABCHARGE AUSTRALIA LIMITED	Taxi Charges	\$ 8.80
EFT127701	16/08/2018	CALTEX AUSTRALIA PETROLEUM PTY LTD	Fuel Supplies	\$ 15,873.06
EFT127702	16/08/2018	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services - C15026/C17018	\$ 7,086.95
EFT127703	16/08/2018	CHRIS O'KEEFE CONSTRUCTION COST CONSULTANT	Order Of Magnitude Cost Report - Alison Hartman Gardens	\$ 660.00
EFT127704	16/08/2018	COASTAL TRANSPORT ENGINEERING	Repairs And Maintenance - Truck Body Plate	\$ 879.64
EFT127705	16/08/2018	COLES SUPERMARKETS AUSTRALIA PTY LTD	Grocery Supplies - Library And Albany Heritage Park	\$ 120.40
EFT127706	16/08/2018	COURIER AUSTRALIA	Freight Charges	\$ 256.17
EFT127707	16/08/2018	HOLCIM (AUSTRALIA) PTY LTD	Concrete Supplies - C16010	\$ 2,311.10
EFT127708	16/08/2018	AL CURNOW HYDRAULICS	Fabrication Services - Excavator Steel Pipe	\$ 128.38
EFT127709	16/08/2018	METATECH INTERNET PTY LTD	Web Domain Management - August 2018	\$ 843.90
EFT127710	16/08/2018	DELL FINANCIAL SERVICES PTY LTD	Monthly Equipment Rental - IT	\$ 577.87
EFT127711	16/08/2018	LANDGATE	GRV Interim Valuation	\$ 4,423.62
EFT127712	16/08/2018	DEPARTMENT OF BIODIVERSITY CONSERVATION AND ATTRACTIONS	Park Passes - Visitor Centre	\$ 4,463.91
EFT127713	16/08/2018	G AND M DETERGENTS AND HYGIENE SERVICES ALBANY	Cleaning Services - Q16024	\$ 214.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT127714	16/08/2018	SANDRA DIXON	Professional Services - EAP	\$ 150.00
EFT127715	16/08/2018	RICCI DRAPER	Cleaning Services - Centennial Stadium	\$ 80.00
EFT127716	16/08/2018	DYLAN'S ON THE TERRACE	Catering - Various	\$ 2,191.50
EFT127717	16/08/2018	E-STRALIAN PTY LTD	Weekly E-Bike Lease	\$ 91.56
EFT127718	16/08/2018	EYERITE SIGNS	Signage - Presentation Board	\$ 181.50
EFT127719	16/08/2018	K FARMER	Staff Reimbursement	\$ 60.00
EFT127720	16/08/2018	THE FIRE COMPANY PTY LIMITED	Material Supply - Jerry Can	\$ 189.00
EFT127721	16/08/2018	GLOBAL SPILL CONTROL PTY LTD	Material Supply - Fuel And Oil Absorber	\$ 328.90
EFT127722	16/08/2018	GLOBAL INTEGRATED SOLUTIONS LIMITED	Ezicom Fees - Airport	\$ 201.76
EFT127723	16/08/2018	GORDON WALMSLEY PTY LTD	Asphalt Services - C18010	\$ 7,059.50
EFT127724	16/08/2018	SOUTHERN SHARPENING SERVICES	Fire Equipment Maintenance - C14030	\$ 360.00
EFT127725	16/08/2018	GREAT SOUTHERN SAND AND LANDSCAPING SUPPLIES	Equipment Hire - C10612	\$ 26,134.68
EFT127726	16/08/2018	GREAT SOUTHERN BOUNDARIES	Fencing Installation - C18006	\$ 59,250.00
EFT127727	16/08/2018	RUTH HALBERT	Installation Of VAC Exhibition - First Instalment	\$ 3,000.00
EFT127728	16/08/2018	HARVEY NORMAN ALBANY	Fridge - Bakers Junction	\$ 251.00
EFT127729	16/08/2018	HART SPORT	Material Supply - Gloves	\$ 352.50
EFT127730	16/08/2018	YOGASUN STUDIO	Art Classes - VAC	\$ 120.00
EFT127731	16/08/2018	AFGRI EQUIPMENT AUSTRALIA PTY LTD	Material Supply - Side Discharge Shute	\$ 345.69
EFT127732	16/08/2018	HHG LEGAL GROUP	Legal Services - C16011	\$ 1,760.00
EFT127733	16/08/2018	SW HUTCHINS	Refund	\$ 28.00
EFT127734	16/08/2018	IPAR REHABILITATION PTY LTD	Pre Employment Assessment	\$ 192.50
EFT127735	16/08/2018	JACK THE CHIPPER	Vegetation Maintenance - C17022	\$ 1,181.57
EFT127736	16/08/2018	JJ'S HIAB SERVICES & JJ'S GREAT SOUTHERN	Transportation Services - Q16037	\$ 352.00
EFT127737	16/08/2018	KEN STONE MOTOR TRIMMERS	Repairs And Maintenance - ALAC Shade Sail	\$ 110.00
EFT127738	16/08/2018	KOSTER'S OUTDOOR PTY LTD	Roller Door Replacement - ALAC Storage Room	\$ 2,182.00
EFT127739	16/08/2018	LA FREEGARD	Vegetation Maintenance - C17022	\$ 2,500.00
EFT127740	16/08/2018	LEADING EDGE HIFI-ALBANY	Material Supply - Weather Stations	\$ 338.00
EFT127741	16/08/2018	BUCHER MUNICIPAL PTY LTD	Material Supply - Door Keypad	\$ 398.97
EFT127742	16/08/2018	SOUTH COAST WOODWORKS GALLERY	Merchandise Order - Forts Store	\$ 770.00
EFT127743	16/08/2018	ALBANY CITY MOTORS	Major Plant Purchase - Isuzu Truck	\$ 195,590.79
EFT127744	16/08/2018	ALBANY NEWS DELIVERY	Newspaper Deliveries	\$ 129.90
EFT127745	16/08/2018	OCHRE IMAGES	Merchandise Order - Visitor Centre	\$ 1,140.00
EFT127746	16/08/2018	OCP SALES	Material Supply - Antennas And Radios	\$ 2,013.88
EFT127747	16/08/2018	OFFICEWORKS SUPERSTORES PTY LTD	Equipment Supply - DSLR Camera	\$ 1,565.94
EFT127748	16/08/2018	R PARAM	Staff Reimbursement	\$ 84.00
EFT127749	16/08/2018	BRAYDEN JOHN PARKER	Lawn Mowing Services - Day Care	\$ 120.00
EFT127750	16/08/2018	ALBANY PLUMBING AND GAS	Plumbing Services - C17020	\$ 9,196.01
EFT127751	16/08/2018	@THE POOLSIDE	Catering - Youth Event And Staff Training	\$ 749.00
EFT127752	16/08/2018	RECONNECT HEALTH AND WELLBEING	Professional Services - EAP	\$ 165.00
EFT127753	16/08/2018	WP REID	Professional Services - C16026	\$ 13,323.00
EFT127754	16/08/2018	R-GROUP INTERNATIONAL	IT Equipment	\$ 503.42
EFT127755	16/08/2018	ROBERTS GARDINER ARCHITECTS	Design Services - CPSP And Mercer Road Refurbishment	\$ 12,602.33
EFT127756	16/08/2018	ROOF ACCESS WA	Roof Inspections - Various Locations	\$ 4,077.70

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT127757	16/08/2018	SALLY C AUSTRALIA	Material Supplies - Day Care	\$ 165.00
EFT127758	16/08/2018	SEEK LIMITED	Advertising - Vacant Positions	\$ 616.00
EFT127759	16/08/2018	SKILL HIRE WA PTY LTD	Casual Staff/Apprentice Fees	\$ 7,022.81
EFT127760	16/08/2018	SMITHS ALUMINIUM AND 4WD CENTRE	Material Supply - Steel	\$ 49.00
EFT127761	16/08/2018	SOIL SOLUTIONS PTY LTD	Material Supply - Aggregate	\$ 301.44
EFT127762	16/08/2018	SOLOMON MERCHANTS	Catering - Works And Services Meeting	\$ 97.90
EFT127763	16/08/2018	SOUTHERN TOOL AND FASTENER CO	Hardware And Tool Supplies - Various	\$ 888.73
EFT127764	16/08/2018	SOUTHERN DISTRICTS JUNIOR FOOTBALL ASSOCIATION	Kidsport Subsidy	\$ 130.00
EFT127765	16/08/2018	SOUTHCOAST SECURITY SERVICE	Security Services - C15016	\$ 33.00
EFT127766	16/08/2018	SOUTHERN EDGE ARTS INC	Kidsport Subsidy	\$ 150.01
EFT127767	16/08/2018	SOUTH COAST MANAGEMENT GROUP	2018/19 Contribution - Operational Support	\$ 2,200.00
EFT127768	16/08/2018	SPM ASSETS PTY LTD	SPM Assets Subscription 2018/19	\$ 6,141.30
EFT127769	16/08/2018	BLUESCOPE DISTRIBUTION PTY LTD	Material Supply - Various Metal	\$ 2,865.45
EFT127770	16/08/2018	SYNERGY	Electricity Charges	\$ 2,540.35
EFT127771	16/08/2018	T & C SUPPLIES	Hardware And Tool Supplies - Various	\$ 587.09
EFT127772	16/08/2018	TALIS CONSULTANTS PTY LTD	Consultancy Services - SAT Report And Wast Site Study	\$ 7,056.50
EFT127773	16/08/2018	THEYER AUTOMOTIVE	Insurance Reimbursement	\$ 155.00
EFT127774	16/08/2018	CAROLYN FRANCIS TRAPNELL	Merchandise Order - Forts Store	\$ 1,257.00
EFT127775	16/08/2018	TRUCKLINE	Material Supplies - Vehicle Maintenance	\$ 68.35
EFT127776	16/08/2018	WARTHOG WA	Equipment Hire - Parts Washer	\$ 125.00
EFT127777	16/08/2018	ALBANY & GREAT SOUTHERN WEEKENDER	Advertising - Vacant Positions	\$ 832.04
EFT127778	16/08/2018	WESTRAC EQUIPMENT PTY LTD	Material Supply - Coolant, Filters And Step Assembly	\$ 567.73
EFT127779	16/08/2018	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	Changing Places Accreditation Pack	\$ 275.00
EFT127780	16/08/2018	LANDMARK LIMITED	Material Supply - Fertiliser	\$ 164.25
EFT127781	16/08/2018	HOLIDAY GUIDE PTY LTD	BookEasy Marketing Fee - July 2018	\$ 332.79
EFT127782	16/08/2018	WHITFIELD ESTATE & PAWPRINT CHOCOLATE	Merchandise Order - Forts Store	\$ 410.39
EFT127783	16/08/2018	WILD WEST SEEDS	Merchandise Order - Visitor Centre	\$ 96.00
EFT127784	16/08/2018	C.D LOCK & T.L WILLIAMS	Cleaning Services - Wellstead Public Toilets	\$ 2,288.00
EFT127785	16/08/2018	WOOLWORTHS GROUP LIMITED	Grocery Supplies - Day Care	\$ 2,453.13
EFT127786	16/08/2018	WREN OIL	Waste Services - Oil	\$ 16.50
EFT127787	16/08/2018	L YATES	Staff Reimbursement	\$ 584.74
EFT127788	16/08/2018	YOUTH FOCUS	2018/19 Community Sponsorship	\$ 1,100.00
EFT127789	23/08/2018	ABA SECURITY	Security Services - Alarm System Monitoring	\$ 229.50
EFT127790	23/08/2018	AD CONTRACTORS PTY LTD	Material Supply And Hire - C16012/C16015	\$ 12,415.55
EFT127791	23/08/2018	ADVERTISER PRINT	Printing Services - Business Cards	\$ 195.00
EFT127792	23/08/2018	ALBANY INDUSTRIAL SERVICES PTY LTD	Equipment Hire - C17015/C16012	\$ 5,890.50
EFT127793	23/08/2018	ALBANY V-BELT AND RUBBER	Material Supply - Various	\$ 330.32
EFT127794	23/08/2018	ALBANY SWEEP CLEAN	Sweeping Services - C15014	\$ 1,763.00
EFT127795	23/08/2018	ALBANY REFRIGERATION	Air-Conditioning Services - C15021	\$ 968.09
EFT127796	23/08/2018	ALBANY LANDSCAPE SUPPLIES	Material Supply - Gravel	\$ 484.00
EFT127797	23/08/2018	ALBANY AUTO ONE	Material Supply - Floor Mats	\$ 33.90
EFT127798	23/08/2018	ALBANY SKIPS AND WASTE SERVICES PTY LTD	Skip Bin Hire - Depot	\$ 2,398.75
EFT127799	23/08/2018	ALBANY PLASTERBOARD COMPANY	Material Supply - Ceiling Panels	\$ 135.20

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT127800	23/08/2018	ALBANY QUALITY LAWN MOWING	Lawn Mowing Services - Lotteries House	\$ 110.00
EFT127801	23/08/2018	ALBANY MILK DISTRIBUTORS	Tearoom Supplies	\$ 117.90
EFT127802	23/08/2018	ALBANY CENTRAL APARTMENTS	Accommodation - P Newman	\$ 180.00
EFT127803	23/08/2018	ALL EVENTS HIRE AND PRODUCTION	Equipment Hire - Projector	\$ 308.00
EFT127804	23/08/2018	ALTUS PLANNING	Professional Services - SAT Evidence	\$ 8,827.50
EFT127805	23/08/2018	PAPERBARK MERCHANTS	Newspaper/Book/Magazine Supplies	\$ 392.00
EFT127806	23/08/2018	BRIONY NICOLE ARNOLD	Consultation Services - Mokare Sites	\$ 82.50
EFT127807	23/08/2018	ARTISAN SOAP WORKS	Merchandise Order - Visitor Centre	\$ 240.00
EFT127808	23/08/2018	ATC WORK SMART	Casual Staff/Apprentice Fees	\$ 10,461.27
EFT127809	23/08/2018	AUDIOCOM ALBANY	IT Supply - Netgear Modem	\$ 336.00
EFT127810	23/08/2018	AURORA ENVIRONMENTAL ALBANY	Professional Services - C17031	\$ 16,364.84
EFT127811	23/08/2018	AUSTRALIAN INSTITUTE OF MANAGEMENT WESTERN AUSTRALIA	Staff Coaching Skills Training - VAC	\$ 725.00
EFT127812	23/08/2018	THE AUSTRALIAN HISTORICAL ASSOCIATION	Renewal Of Affiliate Membership 2018/19 - History Services	\$ 170.00
EFT127813	23/08/2018	BAREFOOT CLOTHING MANUFACTURERS	Uniform Supplies - Depot	\$ 522.90
EFT127814	23/08/2018	R BATTEN	Staff Reimbursement	\$ 51.66
EFT127815	23/08/2018	ADVANCED TRAFFIC MANAGEMENT WA PTY LTD	Traffic Control Services - C17014	\$ 3,122.33
EFT127816	23/08/2018	BEST OFFICE SYSTEMS	Stationery Supplies - Ink Cartridge	\$ 95.00
EFT127817	23/08/2018	MI BIRD	Refund	\$ 450.00
EFT127818	23/08/2018	J. BLACKWOOD & SON PTY LTD	Material Supply - Concrete	\$ 1,119.32
EFT127819	23/08/2018	BMT WESTERN AUSTRALIAN PTY LTD	Instrument Hire - Emu Point/Middleton Beach	\$ 4,405.04
EFT127820	23/08/2018	ALBANY BOBCAT SERVICES	Equipment Hire - C16012	\$ 1,870.00
EFT127821	23/08/2018	BRANDNET PTY LTD	Merchandise Order - Forts Store	\$ 2,995.16
EFT127822	23/08/2018	BRIDGESTONE AUSTRALIA LTD	Tyre Repairs And Maintenance	\$ 749.56
EFT127823	23/08/2018	BUNNINGS GROUP LIMITED	Hardware And Tool Supplies - Various	\$ 141.39
EFT127824	23/08/2018	BUSBY INVESTMENTS PTY LTD	Vehicle Hire - P Nielsen	\$ 332.75
EFT127825	23/08/2018	C&C MACHINERY CENTRE	Material Supply - Washers, Bushes And Inner Rings	\$ 539.15
EFT127826	23/08/2018	CALTEX AUSTRALIA PETROLEUM PTY LTD	Fuel Supplies	\$ 15,467.65
EFT127827	23/08/2018	CAMLIN SPRINGS	Water Container Refills	\$ 1,708.00
EFT127828	23/08/2018	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services - C15026/C17018	\$ 5,630.02
EFT127829	23/08/2018	A CATTERALL	Staff Reimbursement	\$ 126.02
EFT127830	23/08/2018	CHRIS O'KEEFE CONSTRUCTION COST CONSULTANT	Schematic Cost Report - CPSP	\$ 660.00
EFT127831	23/08/2018	CHRISTOPHER BURNELL	Professional Services - North Road Administration Building	\$ 660.00
EFT127832	23/08/2018	COATES HIRE OPERATIONS PTY LIMITED	Equipment Hire - Office Donga	\$ 387.04
EFT127833	23/08/2018	COLES SUPERMARKETS AUSTRALIA PTY LTD	Grocery Supplies - Library And ALAC	\$ 37.39
EFT127834	23/08/2018	CONPLANT PTY LTD	Material Supply - Spring	\$ 115.97
EFT127835	23/08/2018	ALBANY SIGNS	Printing Services - Refuse Overlay Stickers	\$ 132.00
EFT127836	23/08/2018	A COUSINS	Staff Reimbursement	\$ 76.14
EFT127837	23/08/2018	DOWNER EDI WORKS PTY LTD	Material Supply - Cold-Mix	\$ 4,038.92
EFT127838	23/08/2018	HOLCIM (AUSTRALIA) PTY LTD	Concrete Supplies - C16010	\$ 1,894.20
EFT127839	23/08/2018	THE LAMINEX GROUP	Material Supply - Timber	\$ 277.49
EFT127840	23/08/2018	AL CURNOW HYDRAULICS	Fabrication Services - Various	\$ 652.13
EFT127841	23/08/2018	D & K ENGINEERING	Fabrication Services - Head Board	\$ 1,953.00
EFT127842	23/08/2018	CGS QUALITY CLEANING	Cleaning Services - C14036	\$ 43,412.55

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT127843	23/08/2018	DE LAGE LANDEN PTY LIMITED	Monthly Equipment Rental - IT	\$ 6,319.50
EFT127844	23/08/2018	LANDGATE	GRV Interim Valuation	\$ 1,648.47
EFT127845	23/08/2018	DEPARTMENT OF LOCAL GOVERNMENT	Local Government Standards Panel Sitting Fees 2017/18	\$ 2,217.60
EFT127846	23/08/2018	G AND M DETERGENTS AND HYGIENE SERVICES ALBANY	Cleaning Services - Q16024	\$ 151.60
EFT127847	23/08/2018	DIRECT LIGHTING	Material Supply - Lighting	\$ 118.00
EFT127848	23/08/2018	DOMINO'S PIZZA	Catering - YAC And Council Catch-up	\$ 83.00
EFT127849	23/08/2018	DYLAN'S ON THE TERRACE	Catering - DIS Meeting And Community Engagement Workshop	\$ 710.00
EFT127850	23/08/2018	ECOSCAPE AUSTRALIA PTY LTD	Landscape Design Services - Q18027	\$ 3,228.50
EFT127851	23/08/2018	ELDERS LIMITED	Material Supply - Fertiliser	\$ 434.50
EFT127852	23/08/2018	ELLEKER PROGRESS & SPORTING ASSOCIATION	Water Charges - Public Toilets	\$ 200.00
EFT127853	23/08/2018	EYERITE SIGNS	Signage - Door Decals	\$ 71.50
EFT127854	23/08/2018	THE FIXUPPERY	Window Cleaning Services - Q16023	\$ 432.52
EFT127855	23/08/2018	FORREST & FORREST GAMES	Soil Analysis And Report - CPSP	\$ 2,339.09
EFT127856	23/08/2018	FOXTEL MANAGEMENT PTY LTD	Business Package Subscription	\$ 1,040.32
EFT127857	23/08/2018	GOLDEN WEST NETWORK PTY LTD	Advertising - Albany National Anzac Centre - GWN7	\$ 1,552.10
EFT127858	23/08/2018	GREAT SOUTHERN SPRINGS	Material Supply - Brackets	\$ 300.00
EFT127859	23/08/2018	GREAT SOUTHERN PERSONNEL INC	Gardening Services - Lotteries House	\$ 216.00
EFT127860	23/08/2018	GREAT SOUTHERN SUPPLIES	Paper And Uniform Supplies - Q17008/Q17028	\$ 4,452.73
EFT127861	23/08/2018	GREAT SOUTHERN LIQUID WASTE	Waste Services -Q17035	\$ 2,252.00
EFT127862	23/08/2018	HAVOC BUILDERS PTY LTD	Building Services - C17028	\$ 6,242.50
EFT127863	23/08/2018	YOGASUN STUDIO	Art Classes - VAC	\$ 120.00
EFT127864	23/08/2018	HOBBS PAINTING AND DECORATING	Painting Services - Q17037	\$ 3,949.00
EFT127865	23/08/2018	H+H ARCHITECTS	Design Services - C16007	\$ 19,594.52
EFT127866	23/08/2018	HHG LEGAL GROUP	Legal Services - C16011	\$ 880.00
EFT127867	23/08/2018	W HU	Refund	\$ 40.00
EFT127868	23/08/2018	STATEWIDE RACKING & STORAGE SOLUTIONS	Material Supply - Connectors	\$ 35.20
EFT127869	23/08/2018	ISENTIA PTY LTD	Media Subscriptions	\$ 1,306.25
EFT127870	23/08/2018	ITOMIC WEB SPECIALISTS	Corporate Website Development - City of Albany And Amazing Albany	\$ 34,303.50
EFT127871	23/08/2018	JANIS RUDOLFS NEDELA	Valuation Of Art Collections	\$ 4,585.90
EFT127872	23/08/2018	JOONDALUP RESORT	Staff Accommodation - W Turner	\$ 438.00
EFT127873	23/08/2018	KLB SYSTEMS	IT Supply - Lenovo ThinkPad	\$ 2,585.00
EFT127874	23/08/2018	KOTT GUNNING LAWYERS	2018 Audit Letter - Open Files	\$ 324.50
EFT127875	23/08/2018	LIBBY SHEPPARD DESIGN	Merchandise Order - Visitor Centre	\$ 313.28
EFT127876	23/08/2018	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	2018/19 Affiliate Membership - Planning	\$ 185.00
EFT127877	23/08/2018	LOCAL HEALTH AUTHORITIES ANALYTICAL COMMITTEE	Analytical Services 2018/19	\$ 9,482.11
EFT127878	23/08/2018	LOCHNESS LANDSCAPE SERVICES	Lawn Mowing Services - C16008	\$ 9,078.78
EFT127879	23/08/2018	H LONCAR	Staff Reimbursement	\$ 22.50
EFT127880	23/08/2018	ELLA MAESEPP	Professional Services - Reducing Plastics And E-Waste	\$ 559.00
EFT127881	23/08/2018	ALBANY CITY MOTORS	Material Supply - Filters And Jack And Handle	\$ 838.64
EFT127882	23/08/2018	MCLEODS	Professional Services - SAT Appeal	\$ 6,771.82
EFT127883	23/08/2018	METCO FARM	Merchandise Order - Library	\$ 100.10
EFT127884	23/08/2018	MOUNT ROMANCE AUSTRALIA PTY LTD	Merchandise Order - Forts Store	\$ 1,076.41
EFT127885	23/08/2018	NURRUNGA COMMUNICATIONS	Radio Repairs And Maintenance	\$ 911.62

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT127886	23/08/2018	MY PLACE COLONIAL ACCOMMODATION	Accommodation - Lecture Series	\$ 130.00
EFT127887	23/08/2018	NATIONAL TRUST OF AUSTRALIA (WA)	2018/19 Community Sponsorship	\$ 5,280.00
EFT127888	23/08/2018	PR AND ER NEWMAN'S QUALITY CONCRETE PRODUCTS	Drainage Products - C15009	\$ 302.50
EFT127889	23/08/2018	ALBANY NEWS DELIVERY	Newspaper Deliveries	\$ 129.90
EFT127890	23/08/2018	NLC PTY LTD	Novated Lease And Associated Costs	\$ 1,351.30
EFT127891	23/08/2018	OCS SERVICES PTY LTD	Cleaning Services - C15015	\$ 680.50
EFT127892	23/08/2018	OFFICEWORKS SUPERSTORES PTY LTD	Stationery Supplies - Various	\$ 245.09
EFT127893	23/08/2018	O'KEEFE'S PAINTS	Material Supply - Paint	\$ 1,115.28
EFT127894	23/08/2018	OTIS ELEVATOR COMPANY PTY LTD	Lift Maintenance And Repairs - Town Hall	\$ 250.04
EFT127895	23/08/2018	PERTH SAFETY PRODUCTS PTY LTD	Road Signage - Various	\$ 1,991.00
EFT127896	23/08/2018	PFD FOOD SERVICES PTY LTD	Tearoom Supplies	\$ 30.70
EFT127897	23/08/2018	JOHN PHILLIPS CONSULTING	CEO Performance Review consultation And Report	\$ 3,850.00
EFT127898	23/08/2018	4 STEEL SUPPLIES	Material Supply - Steel	\$ 573.39
EFT127899	23/08/2018	R PLANT	Staff Reimbursement	\$ 275.00
EFT127900	23/08/2018	ALBANY PLUMBING AND GAS	Plumbing Services - C17020	\$ 8,624.85
EFT127901	23/08/2018	@THE POOLSIDE	Catering - Staff Training	\$ 440.00
EFT127902	23/08/2018	PROTECTOR FIRE SERVICES	Fire Equipment Repairs And Maintenance - Anzac Centre	\$ 1,757.25
EFT127903	23/08/2018	RAVENSTHORPE DISTRICT HIGH SCHOOL	Refund	\$ 20.00
EFT127904	23/08/2018	THE ROYAL LIFE SAVING SOCIETY WA INC	Call Centre Charges - August 2018	\$ 767.09
EFT127905	23/08/2018	SAMANTHA REECE CONSULTING PTY LTD	Retail Investigation - Mystery Shop And Workshops	\$ 6,600.00
EFT127906	23/08/2018	SEEDSIGN STUDIO PTY LTD	Design Services - CBD Strategy	\$ 7,207.20
EFT127907	23/08/2018	G & L SHEETMETAL	Fabrication Services - Signage Holder	\$ 410.00
EFT127908	23/08/2018	SKILL HIRE WA PTY LTD	Casual Staff/Apprentice Fees	\$ 919.02
EFT127909	23/08/2018	SKIPPER TRANSPORT PARTS	Material Supply - Anti-Freeze	\$ 166.41
EFT127910	23/08/2018	SMITHS ALUMINIUM AND 4WD CENTRE	Repairs And Maintenance - Mast	\$ 310.00
EFT127911	23/08/2018	SOIL SOLUTIONS PTY LTD	Greenwaste Processing - C12008	\$ 21,548.02
EFT127912	23/08/2018	ALBANY CARPET COURT	Material Supply - Floor Mats	\$ 40.00
EFT127913	23/08/2018	SOUTHERN TOOL AND FASTENER CO	Hardware And Tool Supplies - Various	\$ 146.83
EFT127914	23/08/2018	SOUTHERN DISTRICTS JUNIOR FOOTBALL ASSOCIATION	Kidsport Subsidy	\$ 260.00
EFT127915	23/08/2018	SPURR OF THE MOMENT DESIGN	Graphic Design Services - Proposed Dog Exercise Area	\$ 792.00
EFT127916	23/08/2018	STATEWIDE BEARINGS	Material Supply - Nut	\$ 34.80
EFT127917	23/08/2018	ST JOHN AMBULANCE WESTERN AUSTRALIA LTD	Staff Training - First Aid	\$ 199.00
EFT127918	23/08/2018	ALBANY LOCK SERVICE	Key Upgrade - C14003	\$ 4,742.30
EFT127919	23/08/2018	T & C SUPPLIES	Hardware And Tool Supplies - Various	\$ 658.16
EFT127920	23/08/2018	TALIS CONSULTANTS PTY LTD	Consultancy Services - SAT Report	\$ 1,436.88
EFT127921	23/08/2018	NAKED BEAN COFFEE ROASTERS	Merchandise Order - Forts Store	\$ 102.00
EFT127922	23/08/2018	D THEODORE	Staff Reimbursement	\$ 117.00
EFT127923	23/08/2018	THE 12 VOLT WORLD	Material Supply - Battery Cables And Switch	\$ 108.00
EFT127924	23/08/2018	TOURISM COUNCIL WESTERN AUSTRALIA	Staff Training - H Fell And P Davidovic	\$ 935.00
EFT127925	23/08/2018	TREVORS CARPETS	Professional Services - Gym Bag Covering	\$ 650.00
EFT127926	23/08/2018	TRUCKLINE	Material Supplies - Vehicle Maintenance	\$ 660.01
EFT127927	23/08/2018	UNITED BOOK DISTRIBUTORS	Merchandise Order - Forts Store	\$ 1,719.31
EFT127928	23/08/2018	VANGUARD PRESS	Brochure Display - Lower Great Southern Alliance	\$ 992.21

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT127929	23/08/2018	VINOFOOD PTY LTD	Merchandise Order - Forts Store	\$ 283.95
EFT127930	23/08/2018	VOLUNTEERING WA	Membership Renewal 2018/19	\$ 290.00
EFT127931	23/08/2018	N WALKER	Staff Reimbursement	\$ 242.17
EFT127932	23/08/2018	RB WALKER	Rates Refund	\$ 142.37
EFT127933	23/08/2018	WARCA INC	WARCA Membership Fee 2018/2019	\$ 12,870.00
EFT127934	23/08/2018	MATTHEW REUBEN JAMES WARD	Consultation Services - Armistice Day	\$ 4,211.66
EFT127935	23/08/2018	WAXIWRAPS	Merchandise Order - Forts Store	\$ 306.90
EFT127936	23/08/2018	WESTRAC EQUIPMENT PTY LTD	Material Supply - Brakes	\$ 1,487.71
EFT127937	23/08/2018	LANDMARK LIMITED	Material Supply - Fertiliser	\$ 69.88
EFT127938	23/08/2018	WESTERN WORK WEAR	Uniform Supplies - Airport	\$ 635.10
EFT127939	23/08/2018	WEST COAST ANALYTICAL SERVICES	Water Monitoring And Reporting Services - C17019	\$ 9,499.00
EFT127940	23/08/2018	WEST AUSTRALIAN NEWSPAPERS LIMITED	Advertising - Visitor Centre	\$ 830.00
EFT127941	23/08/2018	WEST AUSTRALIAN NEWSPAPERS LIMITED	Merchandise Order - Visitor Centre	\$ 200.00
EFT127942	23/08/2018	WOOD AND GRIEVE ENGINEERS	Civil And Electrical Services - Emu Point Boat Pens	\$ 1,760.00
EFT127943	23/08/2018	WREN OIL	Waste Services - Oil	\$ 291.50
EFT127944	23/08/2018	ZENITH LAUNDRY	Laundry Hire/Services	\$ 93.21
EFT127945	23/08/2018	ZIPFORM	Production Of 2018/19 Rates Notices	\$ 11,431.72
EFT127947	30/08/2018	ABBOTTS LIQUID SALVAGE PTY LTD	Waste Services - Refuse Site	\$ 752.50
EFT127948	30/08/2018	AD CONTRACTORS PTY LTD	Material Supply And Hire - C16012/C16015	\$ 16,636.24
EFT127949	30/08/2018	ADVERTISER PRINT	Printing Services - Firebreak Notices	\$ 3,970.00
EFT127950	30/08/2018	ALBANY SWEEP CLEAN	Sweeping Services - C15014	\$ 1,003.00
EFT127951	30/08/2018	ALBANY INDOOR PLANT HIRE AND SALES	Indoor Plant Hire	\$ 1,616.12
EFT127952	30/08/2018	ALBANY AUTO ONE	Material Supply - Seat Covers	\$ 149.95
EFT127953	30/08/2018	ALBANY OFFICE PRODUCTS DEPOT	Stationery Suppliers - Various	\$ 234.10
EFT127954	30/08/2018	ALBANY JUNIOR CRICKET ASSOCIATION	Kidsport Subsidy	\$ 240.00
EFT127955	30/08/2018	ALBANY PLASTERBOARD COMPANY	Equipment Hire - Telehandler	\$ 330.00
EFT127956	30/08/2018	ALBANY DOMESTIC SERVICES	Delivery of Animal Hygiene Services	\$ 170.00
EFT127957	30/08/2018	ALL EVENTS HIRE AND PRODUCTION	Equipment Hire - VAC FOCUS	\$ 66.00
EFT127958	30/08/2018	ARDESS NURSERY	Plant Supplies	\$ 77.00
EFT127959	30/08/2018	ATC WORK SMART	Casual Staff/Apprentice Fees	\$ 18,096.44
EFT127960	30/08/2018	AUSTRALIAN INSTITUTE OF MANAGEMENT WESTERN AUSTRALIA	Staff Training - Effective Communications	\$ 1,240.00
EFT127961	30/08/2018	BADGEMATE	Uniform Supplies - Name Badges	\$ 118.09
EFT127962	30/08/2018	VA BADGER	Rates Refund	\$ 833.33
EFT127963	30/08/2018	BAREFOOT CLOTHING MANUFACTURERS	Uniform Supplies - Depot And Visitor Centre	\$ 191.50
EFT127964	30/08/2018	BARBEQUES GALORE ALBANY	Material Supply - Heater	\$ 50.00
EFT127965	30/08/2018	BARRETTS MINI EARTHMOVING & CHIPPING	Vegetation Maintenance - C17022	\$ 1,309.00
EFT127966	30/08/2018	BARKERS TRENCHING SERVICES	Trenching Services - Stirling Terrace Carpark	\$ 330.00
EFT127967	30/08/2018	ADVANCED TRAFFIC MANAGEMENT WA PTY LTD	Traffic Control Services - C17014	\$ 4,258.08
EFT127968	30/08/2018	BEST OFFICE SYSTEMS	Repairs And Maintenance - Printer	\$ 160.00
EFT127969	30/08/2018	J. BLACKWOOD & SON PTY LTD	Material Supply - Concrete, Paint And Asbestos Kit	\$ 253.00
EFT127970	30/08/2018	ALBANY BOBCAT SERVICES	Equipment Hire - C16012	\$ 374.00
EFT127971	30/08/2018	AIR BP	Gas Charges	\$ 592.69
EFT127972	30/08/2018	BUNNINGS GROUP LIMITED	Hardware And Tool Supplies - Various	\$ 562.06

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT127973	30/08/2018	BUSBY INVESTMENTS PTY LTD	Vehicle Hire - S Grimmer	\$ 85.12
EFT127974	30/08/2018	CABCHARGE AUSTRALIA LIMITED	Taxi Charges	\$ 1,082.39
EFT127975	30/08/2018	VJB CABLE	Rates Refund	\$ 721.90
EFT127976	30/08/2018	CALIBRE CARE	Material Supply - Hand Grips	\$ 158.40
EFT127977	30/08/2018	CALTEX AUSTRALIA PETROLEUM PTY LTD	Fuel Supplies	\$ 13,977.57
EFT127978	30/08/2018	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services - C15026/C17018	\$ 38,743.20
EFT127979	30/08/2018	CENTIGRADE SERVICES PTY LTD	Air-Conditioning Services - C18014/Q18016	\$ 3,199.94
EFT127980	30/08/2018	CENTRAL REGIONAL TAFE	Staff Training - Read And Interpret Plans	\$ 203.20
EFT127981	30/08/2018	CIRCUITWEST INC	Membership Fees - VAC	\$ 275.00
EFT127982	30/08/2018	CIVICA PTY LTD	Spydus Consortium Annual Fee	\$ 32,186.00
EFT127983	30/08/2018	CLARK EQUIPMENT SALES PTY LTD	Material Supply - Pins, Bushes And Seals	\$ 1,849.61
EFT127984	30/08/2018	COLES SUPERMARKETS AUSTRALIA PTY LTD	Grocery Supplies - Library	\$ 17.50
EFT127985	30/08/2018	COMMANDER AG-QUIP PTY LTD	Supply Of Portable Stock Yards - Rangers	\$ 13,682.27
EFT127986	30/08/2018	COURIER AUSTRALIA	Freight Charges	\$ 192.75
EFT127987	30/08/2018	DOWNER EDI WORKS PTY LTD	Material Supply - Cold-Mix	\$ 159.02
EFT127988	30/08/2018	HOLCIM (AUSTRALIA) PTY LTD	Concrete Supplies - C16010	\$ 4,404.40
EFT127989	30/08/2018	AL CURNOW HYDRAULICS	Material Supply - Switch	\$ 79.31
EFT127990	30/08/2018	DELL FINANCIAL SERVICES PTY LTD	Monthly Equipment Rental - IT	\$ 577.87
EFT127991	30/08/2018	LANDGATE	Aerial Imagery	\$ 691.60
EFT127992	30/08/2018	DEPARTMENT OF COMMUNITIES	Rates Refund	\$ 1,159.00
EFT127993	30/08/2018	G AND M DETERGENTS AND HYGIENE SERVICES ALBANY	Cleaning Services - Q16024	\$ 444.80
EFT127994	30/08/2018	DIGITAL EDUCATION SERVICES	Educational Subscriptions - Library	\$ 1,687.35
EFT127995	30/08/2018	SANDRA DIXON	Professional Services - EAP	\$ 150.00
EFT127996	30/08/2018	DOG ROCK MOTEL	Accommodation - J Phillips	\$ 249.70
EFT127997	30/08/2018	B DOLZADELLI	Rates Refund	\$ 49.10
EFT127998	30/08/2018	EMMA DOUGHTY	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT127999	30/08/2018	DYLANSON THE TERRACE	Catering - Various	\$ 1,703.00
EFT128000	30/08/2018	EVERTRANS	Material Supply - Jack Leg	\$ 163.00
EFT128001	30/08/2018	EVENT & CONFERENCE CO PTY LTD	Conference Registration - Studying Waste	\$ 2,050.00
EFT128002	30/08/2018	EYERITE SIGNS	Signage - Various	\$ 3,261.50
EFT128003	30/08/2018	THE FIXUPPERY	Window Cleaning Services - Q16023	\$ 423.01
EFT128004	30/08/2018	FOUNDATION ELECTRICAL PTY LTD	Repairs And Maintenance - Floor Cleaner	\$ 873.84
EFT128005	30/08/2018	FRONTLINE FIRE & RESCUE EQUIPMENT	Fire Equipment - Pacific Lighter, Helmet Torches And Flares	\$ 1,891.14
EFT128006	30/08/2018	ALISON GOODE	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT128007	30/08/2018	GORDON WALMSLEY PTY LTD	Asphalt Services - C18010	\$ 7,583.00
EFT128008	30/08/2018	GREAT SOUTHERN PEST & WEED CONTROL	Pest Control Services - Q17027	\$ 147.95
EFT128009	30/08/2018	SOUTHERN SHARPENING SERVICES	Fire Equipment Maintenance - C14030	\$ 1,150.00
EFT128010	30/08/2018	GREEN RANGE COUNTRY CLUB INC	Catering - Council Meet And Greet	\$ 30.80
EFT128011	30/08/2018	GREAT SOUTHERN SUPPLIES	Paper Supplies - Q17008	\$ 1,839.12
EFT128012	30/08/2018	C.R NORTH & G.R NORTH & J.D NORTH	Gravel Royalties	\$ 23,881.00
EFT128013	30/08/2018	GREAT SOUTHERN BOUNDARIES	Fencing Installation - C18006	\$ 28,206.00
EFT128014	30/08/2018	GHD PTY LTD	Feasibility Study - P18008	\$ 27,500.00
EFT128015	30/08/2018	K HACK	Refund	\$ 95.40

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128016	30/08/2018	RAY HAMMOND	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT128017	30/08/2018	YOGASUN STUDIO	Art Classes - VAC	\$ 120.00
EFT128018	30/08/2018	HIGHWAY WRECKERS	Abandoned Vehicle Removal	\$ 88.00
EFT128019	30/08/2018	BILL HOLLINGWORTH	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT128020	30/08/2018	AFGRI EQUIPMENT AUSTRALIA PTY LTD	Material Supply - Spray Paint	\$ 26.95
EFT128021	30/08/2018	HHG LEGAL GROUP	Legal Services - C16011	\$ 2,002.00
EFT128022	30/08/2018	HUDSON SEWAGE SERVICES	Waste Services - Airport	\$ 132.00
EFT128023	30/08/2018	ITOMIC WEB SPECIALISTS	Corporate Website Development	\$ 7,425.00
EFT128024	30/08/2018	JANIS RUDOLFS NEDELA	Valuation Of Art Collections	\$ 88.80
EFT128025	30/08/2018	JOHN KINNEAR AND ASSOCIATES	Survey Services - C16016	\$ 13,750.00
EFT128026	30/08/2018	KIM ANGELA TOMLINSON	Professional Services - EAP	\$ 280.00
EFT128027	30/08/2018	LEASEIT LIMITED	Photocopier Lease August 2018	\$ 1,094.50
EFT128028	30/08/2018	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	2018/19 Corporate Council Membership	\$ 4,474.00
EFT128029	30/08/2018	M2 TECHNOLOGY PTY LTD	Subscriptions - On Hold Voice Service	\$ 275.00
EFT128030	30/08/2018	MAIN ROADS	Bridge Replacement - Chelgiup	\$ 66,000.00
EFT128031	30/08/2018	ALBANY CITY MOTORS	Material Supply - Filter	\$ 20.63
EFT128032	30/08/2018	MANDALAY TECHNOLOGIES PTY LTD	Material Supply - Barcode Scanner	\$ 1,699.50
EFT128033	30/08/2018	MARSHALL MOWERS	Material Supply - Blades	\$ 44.95
EFT128034	30/08/2018	A MASON	Staff Reimbursement	\$ 27.45
EFT128035	30/08/2018	METROLL ALBANY	Material Supply - Cleats And Tube	\$ 60.43
EFT128036	30/08/2018	ANTHONY MOIR	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT128037	30/08/2018	WD MOSS	Rates Refund	\$ 1,221.95
EFT128038	30/08/2018	NURRUNGA COMMUNICATIONS	Radio Repairs And Maintenance	\$ 251.78
EFT128039	30/08/2018	ALBANY NEWS DELIVERY	Newspaper Deliveries	\$ 146.22
EFT128040	30/08/2018	OCS SERVICES PTY LTD	Cleaning Services - C15015	\$ 443.78
EFT128041	30/08/2018	IXOM	Material Supply - Chlorine	\$ 196.74
EFT128042	30/08/2018	ORIGIN ENERGY	Gas Charges	\$ 26,195.85
EFT128043	30/08/2018	PARKS AND LEISURE AUSTRALIA	Staff Training - Reserves	\$ 352.00
EFT128044	30/08/2018	PENROSE PROFESSIONAL LAWN CARE	Lawn Mowing Services - VAC	\$ 308.00
EFT128045	30/08/2018	PERTH SAFETY PRODUCTS PTY LTD	Road Signage - Various	\$ 2,288.00
EFT128046	30/08/2018	4 STEEL SUPPLIES	Material Supply - Steel	\$ 85.80
EFT128047	30/08/2018	ALBANY PLUMBING AND GAS	Plumbing Services - C17020	\$ 1,733.94
EFT128048	30/08/2018	@THE POOLSIDE	Catering - Managing Conflict And Difficult People Workshop	\$ 555.00
EFT128049	30/08/2018	PPCA	Music Licence - ALAC	\$ 565.25
EFT128050	30/08/2018	PROTECTOR FIRE SERVICES	Material Supply - Hose, Strap, Clamp And Adaptor	\$ 198.00
EFT128051	30/08/2018	PROPAGULE CONSULTING PTY LTD	Illustrative Master Plan Concept - Mount Adelaide	\$ 1,980.00
EFT128052	30/08/2018	QUEST WEST PERTH	Accommodation - Library Staff	\$ 660.00
EFT128053	30/08/2018	R-COM INTERNATIONAL PTY LTD	IT Services - SIP And Web App Service	\$ 170.50
EFT128054	30/08/2018	REECE PTY LTD	Material Supply - Pipe	\$ 33.11
EFT128055	30/08/2018	REPLICA MEDALS & RIBBONS PTY LTD	Merchandise Order - Forts Store	\$ 2,293.15
EFT128056	30/08/2018	JOHN SHANHUN	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT128057	30/08/2018	SKILL HIRE WA PTY LTD	Casual Staff/Apprentice Fees	\$ 11,995.12
EFT128058	30/08/2018	TRACY SLEEMAN	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128059	30/08/2018	SMITHS ALUMINIUM AND 4WD CENTRE	Material Supply - Steel	\$ 11.00
EFT128060	30/08/2018	SANDIE SMITH	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT128061	30/08/2018	SOLOMON MERCHANTS	Catering - Works And Services Meeting	\$ 71.50
EFT128062	30/08/2018	SOUTH COAST DINGO AND GARDEN SERVICES	Fencing Installation - Airport	\$ 9,750.00
EFT128063	30/08/2018	SPURR OF THE MOMENT DESIGN	Graphic Design Services - Dog On Leash Stickers	\$ 462.00
EFT128064	30/08/2018	BLUESCOPE DISTRIBUTION PTY LTD	Material Supply - Flat Bar	\$ 254.58
EFT128065	30/08/2018	STEWART AND HEATON CLOTHING PTY LTD	Emergency Services Uniform Supplies	\$ 90.16
EFT128066	30/08/2018	REBECCA STEPHENS	Councillor Allowances And Sitting Fee - August 2018	\$ 3,426.34
EFT128067	30/08/2018	GREGORY BRIAN STOCKS	Deputy Mayoral Allowances And Sitting Fee - August 2018	\$ 4,760.84
EFT128068	30/08/2018	ALBANY LOCK SERVICE	Key Upgrade - C14003	\$ 2,830.34
EFT128069	30/08/2018	ROBERT SUTTON	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT128070	30/08/2018	SYNERGY	Electricity Charges	\$ 26,397.75
EFT128071	30/08/2018	T & C SUPPLIES	Hardware And Tool Supplies - Various	\$ 1,126.50
EFT128072	30/08/2018	R TAYLOR	Staff Reimbursement	\$ 87.60
EFT128073	30/08/2018	TECHNIFIRE 2000	Material Supply - Hose And Light	\$ 528.00
EFT128074	30/08/2018	PAUL TERRY	Councillor Allowances And Sitting Fee - August 2018	\$ 2,909.47
EFT128075	30/08/2018	THE TOFFEE FACTORY	Merchandise Order - Forts Store	\$ 807.08
EFT128076	30/08/2018	TRUCKLINE	Material Supplies - Vehicle Maintenance	\$ 60.83
EFT128077	30/08/2018	UNITED BOOK DISTRIBUTORS	Merchandise Order - Forts Store	\$ 84.00
EFT128078	30/08/2018	VANCOUVER CAFE & STORE	Catering - Creative Art Workshop	\$ 375.00
EFT128079	30/08/2018	IT VISION AUSTRALIA PTY LTD	Software Licence	\$ 450.64
EFT128080	30/08/2018	N WALKER	Staff Reimbursement	\$ 206.66
EFT128081	30/08/2018	K WEAVER	Refund	\$ 285.48
EFT128082	30/08/2018	ALBANY & GREAT SOUTHERN WEEKENDER	Advertising - Various	\$ 1,406.47
EFT128083	30/08/2018	DENNIS WELLINGTON	Mayoral Allowances And Sitting Fee - August 2018	\$ 11,621.67
EFT128084	30/08/2018	WESTERBERG PANEL BEATERS	Vehicle Removal	\$ 135.00
EFT128085	30/08/2018	WESTSHRED DOCUMENT DISPOSAL	Document Disposal - July 2018	\$ 466.40
EFT128086	30/08/2018	WOODLANDS DISTRIBUTORS AND AGENCIES	Material Supply - Waste Dispensers	\$ 371.80
EFT128087	30/08/2018	ELIZABETH WOODS	Consultation Services - Armistice Day	\$ 250.00
EFT128088	30/08/2018	WURTH AUSTRALIA PTY LTD	Material Supply - Clips And Hose Clamps	\$ 147.28
EFT128089	30/08/2018	STUDIOSITY	Learning Support Program - 2018/19	\$ 5,500.00
EFT128090	30/08/2018	ZENITH LAUNDRY	Laundry Hire/Services	\$ 28.07
EFT128091	6/09/2018	ALBANY 4 X 4 ACCESSORIES	Material Supply - GPS	\$ 630.00
EFT128092	6/09/2018	ABA SECURITY	Security Services - Alarm System Monitoring	\$ 835.67
EFT128093	6/09/2018	AD CONTRACTORS PTY LTD	Material Supply And Hire - C16012/C16015	\$ 4,169.95
EFT128094	6/09/2018	AKOLADE PTY LTD	Digital Government WA Summit - Conference	\$ 1,648.90
EFT128095	6/09/2018	OPTEON	Valuation Services - Leased Property	\$ 1,100.00
EFT128096	6/09/2018	ALBANY COMMUNITY HOSPICE	Payroll Deductions	\$ 64.00
EFT128097	6/09/2018	ALBANY SURF LIFE SAVING CLUB	Venue Hire - Councillor Workshop	\$ 500.00
EFT128098	6/09/2018	ALBANY SCREEN PRINTERS	Merchandise Order - Forts Store	\$ 1,470.00
EFT128099	6/09/2018	ALBANY LANDSCAPE SUPPLIES	Material Supply - Gravel	\$ 132.00
EFT128100	6/09/2018	ALBANY OFFICE PRODUCTS DEPOT	Stationery Suppliers - Various	\$ 947.70
EFT128101	6/09/2018	ALBANY PSYCHOLOGICAL SERVICES	Professional Services - EAP	\$ 1,452.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128102	6/09/2018	ALBANY MILK DISTRIBUTORS	Tearoom Supplies	\$ 541.20
EFT128103	6/09/2018	ALBANY IRRIGATION & DRILLING	Irrigation Supplies - Reticulation Maintenance	\$ 282.66
EFT128104	6/09/2018	ALBANY COMMUNITY FOUNDATION	Payroll Deductions	\$ 10.00
EFT128105	6/09/2018	ALBANY RECORDS MANAGEMENT	Archive Storage - Records	\$ 448.69
EFT128106	6/09/2018	ALBANY DOMESTIC SERVICES	Delivery of Animal Hygiene Services	\$ 170.00
EFT128107	6/09/2018	ALBANY AERIAL IMAGING	Aerial Imagery - Coastline Panoramas	\$ 2,000.00
EFT128108	6/09/2018	ALBANY FITNESS	Material Supply - Revolving LAT Bar	\$ 54.95
EFT128109	6/09/2018	A CORDON	Staff Reimbursement	\$ 111.10
EFT128110	6/09/2018	PAPERBARK MERCHANTS	Newspaper/Book/Magazine Supplies	\$ 753.89
EFT128111	6/09/2018	APPRENTICE & TRAINEESHIP COMPANY	Casual Staff/Apprentice Fees	\$ 289.38
EFT128112	6/09/2018	BRIONY NICOLE ARNOLD	Consultation Services - Armistice Day	\$ 350.00
EFT128113	6/09/2018	ART ON THE MOVE	Community Engagement Program Contribution	\$ 500.00
EFT128114	6/09/2018	ATC WORK SMART	Casual Staff/Apprentice Fees	\$ 15,172.10
EFT128115	6/09/2018	AUDIOCOM ALBANY	Material Supply - Aerial And base Set	\$ 291.99
EFT128116	6/09/2018	AUSTRALIAN TAXATION OFFICE	Payroll Deductions	\$ 383,781.29
EFT128117	6/09/2018	AUSTRALIAN SERVICES UNION WA BRANCH	Payroll Deductions	\$ 3,319.00
EFT128118	6/09/2018	BARRETT'S MINI EARTHMOVING & CHIPPING	Vegetation Maintenance - C17022	\$ 4,207.50
EFT128119	6/09/2018	F BASSETT	Staff Reimbursement	\$ 126.27
EFT128120	6/09/2018	BCA CONSULTANTS (WA) PTY LTD	Consultation Services - CPSP	\$ 1,155.00
EFT128121	6/09/2018	BENNETT'S BATTERIES	Material Supply - Oil	\$ 1,465.20
EFT128122	6/09/2018	ADVANCED TRAFFIC MANAGEMENT WA PTY LTD	Traffic Control Services - C17014	\$ 9,376.66
EFT128123	6/09/2018	BERTOLA HIRE ALBANY PTY LTD	Equipment Hire - Reticulation Maintenance	\$ 265.10
EFT128124	6/09/2018	J. BLACKWOOD & SON PTY LTD	Material Supply - Drip Tray And Bunting	\$ 374.22
EFT128125	6/09/2018	ALBANY BOBCAT SERVICES	Equipment Hire - C16012	\$ 2,734.90
EFT128126	6/09/2018	AIR BP	Gas Charges	\$ 112.00
EFT128127	6/09/2018	CONSTRUCTION TRAINING FUND	CTF Levy	\$ 17,513.55
EFT128128	6/09/2018	BUILDERS REGISTRATION BOARD	BSL Levy	\$ 21,780.66
EFT128129	6/09/2018	BULLSEYE PLUMBING & GAS	Plumbing Services - Stormwater Pipe Jetting	\$ 412.50
EFT128130	6/09/2018	BUNNINGS GROUP LIMITED	Hardware And Tool Supplies - Various	\$ 23.90
EFT128131	6/09/2018	BUSBY INVESTMENTS PTY LTD	Vehicle Hire - P Flannery	\$ 213.68
EFT128132	6/09/2018	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services - C15026/C17018	\$ 4,971.23
EFT128133	6/09/2018	CENTIGRADE SERVICES PTY LTD	Air-Conditioning Services - C18014/Q18016	\$ 1,908.57
EFT128134	6/09/2018	MAGIQ SOFTWARE PTY LTD	Software Subscription - Long Term Financial Planning	\$ 1,760.00
EFT128135	6/09/2018	CHILD SUPPORT AGENCY	Payroll Deductions	\$ 1,380.10
EFT128136	6/09/2018	CJD EQUIPMENT PTY LTD	Material Supply - Seal And Ring	\$ 220.83
EFT128137	6/09/2018	CLARKS NEWSAGENCY & MAP CENTRE	Literature Supplies - Magazines	\$ 184.70
EFT128138	6/09/2018	COATES HIRE OPERATIONS PTY LIMITED	Equipment Hire - Message Board	\$ 2,105.07
EFT128139	6/09/2018	COLES SUPERMARKETS AUSTRALIA PTY LTD	Grocery Supplies - Albany Heritage Park And Council Meetings	\$ 585.70
EFT128140	6/09/2018	COURIER AUSTRALIA	Freight Charges	\$ 99.68
EFT128141	6/09/2018	ALBANY SIGNS	Signage - Various	\$ 671.00
EFT128142	6/09/2018	DOWNER EDI WORKS PTY LTD	Material Supply - Cold-Mix	\$ 874.57
EFT128143	6/09/2018	HOLCIM (AUSTRALIA) PTY LTD	Concrete Supplies - C16010	\$ 271.92
EFT128144	6/09/2018	D & K ENGINEERING	Fabrication Services - Hooklift	\$ 1,055.50

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128145	6/09/2018	DATA #3 LIMITED	Word Font Licence - Events	\$ 636.46
EFT128146	6/09/2018	DRG DIGITAL	IT Software Subscription - Revu	\$ 5,453.80
EFT128147	6/09/2018	AVERIL DEAN	Consultation Services - Armistice Day	\$ 250.00
EFT128148	6/09/2018	DE JONGE MECHANICAL PTY LTD	Fleet Vehicle Repairs And Maintenance - Q17009	\$ 443.35
EFT128149	6/09/2018	DISTINCTLY TOURISM MANAGEMENT	Distribution Management - Field of Lights 2018	\$ 3,753.75
EFT128150	6/09/2018	SANDRA DIXON	Professional Services - EAP	\$ 300.00
EFT128151	6/09/2018	DORALANE PASTRIES	Catering - Library Birthday Celebrations	\$ 220.00
EFT128152	6/09/2018	RICCI DRAPER	Cleaning Services - Centennial Stadium	\$ 60.00
EFT128153	6/09/2018	DYLANSON THE TERRACE	Catering - Various	\$ 2,994.00
EFT128154	6/09/2018	EASIFLEET MANAGEMENT	Payroll Deductions	\$ 13,423.82
EFT128155	6/09/2018	ALBANY ENGINEERING COMPANY	Material Supply - Blades	\$ 3,921.50
EFT128156	6/09/2018	E-STRALIAN PTY LTD	Weekly E-Bike Lease	\$ 91.56
EFT128157	6/09/2018	EYERITE SIGNS	Signage - Fire Brigades	\$ 401.50
EFT128158	6/09/2018	FARMERS CENTRE (1978) PTY LTD	Material Supply - Headlight Assembly	\$ 295.63
EFT128159	6/09/2018	DEPARTMENT OF FIRE AND EMERGENCY SERVICES	ESL Payment - Quarter 1 2018/19	\$ 1,013,647.92
EFT128160	6/09/2018	THE FIXUPPERY	Window Cleaning Services - Q16023	\$ 1,046.01
EFT128161	6/09/2018	ALL TRUCK REPAIRS	Fire Fleet Service And Repairs - Q17040	\$ 1,054.17
EFT128162	6/09/2018	FORM BUILDING A STATE OF CREATIVITY INC.	Field of Light - Fourth Instalment	\$ 279,400.00
EFT128163	6/09/2018	FRANKLYN WORK SAFETY	Document Review And Incident Investigation - Animal Control	\$ 9,672.30
EFT128164	6/09/2018	GIANT INFLATABLES	Stadium Jump Activity Centre - ALAC	\$ 8,049.25
EFT128165	6/09/2018	GLOBAL MARINE ENCLOSURES PTY LTD	Maintenance of Ellen Cove Swimming Enclosure	\$ 4,138.20
EFT128166	6/09/2018	GLOBAL INTEGRATED SOLUTIONS LIMITED	Freight Charges	\$ 66.00
EFT128167	6/09/2018	SOUTH REGIONAL TAFE	Staff Training - Front End Loader Course	\$ 664.40
EFT128168	6/09/2018	GREAT SOUTHERN PEST & WEED CONTROL	Pest Control Services - Q17027	\$ 1,524.60
EFT128169	6/09/2018	GREEN RANGE COUNTRY CLUB INC	Catering - Council Meet And Greet	\$ 750.00
EFT128170	6/09/2018	GREAT SOUTHERN SUPPLIES	Paper Supplies - Q17008	\$ 1,855.81
EFT128171	6/09/2018	GREAT SOUTHERN TURF	Material Supply - Lawn	\$ 132.00
EFT128172	6/09/2018	GREAT SOUTHERN LIQUID WASTE	Waste Services -Q17035	\$ 1,925.00
EFT128173	6/09/2018	GREAT SOUTHERN BOUNDARIES	Fencing Installation - C18006	\$ 1,485.00
EFT128174	6/09/2018	GRESLEY ABAS PTY LTD	Consultant Services - CPSP	\$ 3,960.00
EFT128175	6/09/2018	GSCORE	Directory Listing - National Anzac Centre	\$ 550.00
EFT128176	6/09/2018	GHD PTY LTD	Design Services - Q18033	\$ 12,082.40
EFT128177	6/09/2018	HART SPORT	Equipment Supplies - Swim School	\$ 965.40
EFT128178	6/09/2018	HAVOC BUILDERS PTY LTD	Building Services - C17028	\$ 7,243.66
EFT128179	6/09/2018	HEARING & AUDIOLOGY PTY LTD	Staff Audiological Assessment	\$ 255.00
EFT128180	6/09/2018	YOGASUN STUDIO	Art Classes - VAC	\$ 120.00
EFT128181	6/09/2018	MARK NEIL JENDRZEJCZAK	Rental Costs - Tower Rental	\$ 1,490.08
EFT128182	6/09/2018	JOHN KINNEAR AND ASSOCIATES	Survey Services - C16016	\$ 1,075.25
EFT128183	6/09/2018	JOHN MCLEAN MEDIA	Media Campaign - Field Of Light	\$ 11,247.50
EFT128184	6/09/2018	JUST A CALL DELIVERIES	Internal Mail Deliveries - August	\$ 1,700.02
EFT128185	6/09/2018	KING RIVER VOLUNTEER BUSH FIRE BRIGADE	Reimbursement Of Electricity Costs	\$ 89.10
EFT128186	6/09/2018	LABELFORCE	Stationery Supplies - Labels	\$ 658.50
EFT128187	6/09/2018	LATRO LAWYERS	Legal Services - C16011	\$ 2,731.10

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128188	6/09/2018	STATE LIBRARY OF WESTERN AUSTRALIA	Lost And Damaged Material Fees 2018/19	\$ 3,520.00
EFT128189	6/09/2018	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	Staff Training - Introduction To Local Government	\$ 2,275.00
EFT128190	6/09/2018	H LONCAR	Staff Reimbursement	\$ 40.00
EFT128191	6/09/2018	LORLAINE DISTRIBUTORS PTY LTD	Cleaning Supplies - Rangers	\$ 213.65
EFT128192	6/09/2018	M AND B SALES PTY LTD	Material Supply - Timber	\$ 135.96
EFT128193	6/09/2018	A MASON	Staff Reimbursement	\$ 55.00
EFT128194	6/09/2018	A MCEWAN	Staff Reimbursement	\$ 247.61
EFT128195	6/09/2018	MARIETTA MEHANNI	Staff Training - Swiss Ball Workshop	\$ 290.00
EFT128196	6/09/2018	MERRIFIELD REAL ESTATE	Storage Unit Rental	\$ 200.00
EFT128197	6/09/2018	MHW INTEGRATION PTY LTD	AV Support And Maintenance - Anzac Centre	\$ 6,875.00
EFT128198	6/09/2018	AIRPORT SECURITY PTY LTD	Material Supply - Aviation Security Card	\$ 440.00
EFT128199	6/09/2018	MODERN TEACHING AIDS PTY LTD	Material Supplies - Day Care	\$ 218.97
EFT128200	6/09/2018	STEPHANIE ANNE WRIGHT MORRIGAN	Professional Services - EAP	\$ 726.00
EFT128201	6/09/2018	MOUNT ROMANCE AUSTRALIA PTY LTD	Merchandise Order - Forts Store	\$ 179.70
EFT128202	6/09/2018	ALBANY NEWS DELIVERY	Newspaper Deliveries	\$ 259.80
EFT128203	6/09/2018	NLC PTY LTD	Novated Lease And Associated Costs	\$ 1,351.30
EFT128204	6/09/2018	OCS SERVICES PTY LTD	Cleaning Services - C15015	\$ 573.27
EFT128205	6/09/2018	OFFICEWORKS SUPERSTORES PTY LTD	Equipment Supply - iPhone	\$ 1,144.00
EFT128206	6/09/2018	OLIS PRESSURE CLEANING	Cleaning Services - Hockey Pitch	\$ 640.00
EFT128207	6/09/2018	PARKS AND LEISURE AUSTRALIA	Corporate Membership 2018/19 - Reserves	\$ 1,336.50
EFT128208	6/09/2018	PERTH SAFETY PRODUCTS PTY LTD	Road Signage - Various	\$ 825.00
EFT128209	6/09/2018	PLANT SUPPLY COMPANY	Plant Supplies	\$ 121.00
EFT128210	6/09/2018	GRAEME POLLETT	Introduction To Mountain Bike Training - ALAC	\$ 120.00
EFT128211	6/09/2018	DAVID JULIAN PRICE	Elected Members Professional Development	\$ 5,885.64
EFT128212	6/09/2018	PRINTSYNC BUSINESS SOLUTIONS	Photocopier Charges - Lotteries House	\$ 10.55
EFT128213	6/09/2018	PROTECTOR FIRE SERVICES	Fire Equipment Repairs And Maintenance - ALAC	\$ 1,969.00
EFT128214	6/09/2018	AB QUICKE	Rates Refund	\$ 783.45
EFT128215	6/09/2018	REPCO AUTO PARTS	Material Supply - Cap	\$ 49.50
EFT128216	6/09/2018	RICOH	Photocopier Charges - July 2018	\$ 11,713.24
EFT128217	6/09/2018	ALBANY ROLLER DERBY LEAGUE	2017/18 Community Leadership Grant	\$ 550.00
EFT128218	6/09/2018	JAMIE SHANE SCALLY	Balloon Decorations - Library Anniversary Celebrations	\$ 600.00
EFT128219	6/09/2018	SKILL HIRE WA PTY LTD	Casual Staff/Apprentice Fees	\$ 308.17
EFT128220	6/09/2018	SNAP MADDINGTON	Material Supply - Swim School Certificates	\$ 436.69
EFT128221	6/09/2018	SOUTH COAST DINGO AND GARDEN SERVICES	Fencing Installation - Airport	\$ 803.30
EFT128222	6/09/2018	SPOTLIGHT ALBANY PTY LTD	Blinds - Mary Thompson House And Vancouver Arts Centre	\$ 1,407.76
EFT128223	6/09/2018	STEWART AND HEATON CLOTHING PTY LTD	Emergency Services Uniform Supplies	\$ 23.96
EFT128224	6/09/2018	ALBANY LOCK SERVICE	Key Upgrade - C14003	\$ 140.60
EFT128225	6/09/2018	SUPERCHEAP AUTOS	Material Supply - Seat Covers	\$ 84.93
EFT128226	6/09/2018	SYNERGY	Electricity Charges	\$ 60,349.70
EFT128227	6/09/2018	T & C SUPPLIES	Hardware And Tool Supplies - Various	\$ 1,463.93
EFT128228	6/09/2018	T & C SUPPLIES	Hardware And Tool Supplies - Various	\$ 334.87
EFT128229	6/09/2018	TEEDE & CO	Catering - Waste Meeting	\$ 90.00
EFT128230	6/09/2018	THE 12 VOLT WORLD	Material Supply - Switch	\$ 34.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128231	6/09/2018	THINKWATER ALBANY	Reticulation Supplies - August 2018	\$ 1,325.32
EFT128232	6/09/2018	TRUCK CENTRE WA PTY LTD	Material Supply - Oil Separator	\$ 304.26
EFT128233	6/09/2018	TWILIGHT DREAMS	ALAC Active Albany Programs	\$ 840.00
EFT128234	6/09/2018	ALBANY TYREPOWER	Tyre Repairs And Maintenance - Q17010	\$ 966.45
EFT128235	6/09/2018	UNIFORM FASHIONS	Staff Uniforms - Town Planning	\$ 276.80
EFT128236	6/09/2018	ALBANY VETERINARY HOSPITAL PTY LTD	Veterinary Services	\$ 80.00
EFT128237	6/09/2018	MATHEW WALKER	ALAC Active Albany Programs	\$ 120.00
EFT128238	6/09/2018	WA NATURALLY PUBLICATIONS	Merchandise Order - Visitor Centre	\$ 641.70
EFT128239	6/09/2018	WARTHOG WA	Equipment Hire - Parts Washer	\$ 125.00
EFT128240	6/09/2018	WAXIWRAPS	Merchandise Order - Forts Store	\$ 613.81
EFT128241	6/09/2018	ALBANY & GREAT SOUTHERN WEEKENDER	Advertising - Speaker Series	\$ 440.00
EFT128242	6/09/2018	WESTRAC EQUIPMENT PTY LTD	Material Supply - Air Compressor	\$ 2,505.43
EFT128243	6/09/2018	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	WALGA Conference Registrations	\$ 4,770.00
EFT128244	6/09/2018	LANDMARK LIMITED	Material Supply - Fertiliser	\$ 220.00
EFT128245	6/09/2018	WESTERN POWER CORPORATION	Feasibility Study - Wellington Street	\$ 2,500.00
EFT128246	6/09/2018	B WOLFE	Staff Reimbursement	\$ 112.90
EFT128247	6/09/2018	ZENITH LAUNDRY	Laundry Hire/Services	\$ 14.54
EFT128248	6/09/2018	TECTONICS CONSTRUCTION GROUP PTY LTD	Albany Tourism & Information Hub Construction - C17001	\$ 4,953.32
EFT128249	13/09/2018	A & B CANVAS AUSTRALIA	Material Supply - Aviation Windsock	\$ 527.29
EFT128250	13/09/2018	AD CONTRACTORS PTY LTD	Material Supply And Hire - C16012/C16015	\$ 4,612.55
EFT128251	13/09/2018	ALBANY INDUSTRIAL SERVICES PTY LTD	Equipment Hire - C17015/C16012	\$ 7,824.85
EFT128252	13/09/2018	ALBANY CITY LAWNS	Lawn Mowing Services - Lancaster Park	\$ 638.00
EFT128253	13/09/2018	ALBANY FARM TREE NURSERY	Plant Supplies	\$ 52.80
EFT128254	13/09/2018	ALBANY V-BELT AND RUBBER	Material Supply - Various	\$ 1,787.78
EFT128255	13/09/2018	ALBANY AGRICULTURAL SOCIETY INCORPORATED	Pavilion Hire - Ranger Relocation	\$ 462.00
EFT128256	13/09/2018	TRICOAST CIVIL	Equipment Hire - C16012	\$ 11,495.00
EFT128257	13/09/2018	ALBANY SCREEN PRINTERS	Merchandise Order - Forts Store	\$ 1,709.40
EFT128258	13/09/2018	ALBANY OFFICE PRODUCTS DEPOT	Stationery Suppliers - Various	\$ 3,075.70
EFT128259	13/09/2018	ALBANY CENTRAL CABINETS PTY LTD	Cabinetry Services - Co-Op Building	\$ 616.00
EFT128260	13/09/2018	ALBANY QUALITY LAWN MOWING	Lawn Mowing Services - Lotteries House	\$ 110.00
EFT128261	13/09/2018	ALBANY RECORDS MANAGEMENT	Archive Storage - Library	\$ 522.50
EFT128262	13/09/2018	ALBANY DOMESTIC SERVICES	Delivery of Animal Hygiene Services	\$ 170.00
EFT128263	13/09/2018	ALBANY FENCING CONTRACTORS	Fencing Services - C18006	\$ 7,565.00
EFT128264	13/09/2018	CICERO MANAGEMENT PTY LTD	Staff Accommodation - K Houderrani	\$ 209.00
EFT128265	13/09/2018	ALINTA	Gas Charges	\$ 34.25
EFT128266	13/09/2018	AMITY HEALTH LIMITED	Professional Services - EAP	\$ 315.00
EFT128267	13/09/2018	ARCUS WIRE GROUP PTY LTD	Material Supply - Wire And Hooks	\$ 1,756.42
EFT128268	13/09/2018	ARTISAN SOAP WORKS	Merchandise Order - Visitor Centre	\$ 63.00
EFT128269	13/09/2018	ATC WORK SMART	Casual Staff/Apprentice Fees	\$ 18,225.80
EFT128270	13/09/2018	AUSTRALIA POST	Postage Fees - August	\$ 17,703.98
EFT128271	13/09/2018	AUSTRALIAN COMMUNICATIONS AND MEDIA AUTHORITY	Radio Towers Licence Renewal 2018/19	\$ 2,518.00
EFT128272	13/09/2018	BADGEMATE	Uniform Supplies - Name Badges	\$ 30.25
EFT128273	13/09/2018	QUALITY SUITES BANKSIA GARDENS ALBANY	Accommodation - WALGA Leadership Trainor	\$ 721.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128274	13/09/2018	BAREFOOT CLOTHING MANUFACTURERS	Uniform Supplies - Various	\$ 1,306.85
EFT128275	13/09/2018	BARRETT'S MINI EARTHMOVING & CHIPPING	Vegetation Maintenance - C17022	\$ 28,325.00
EFT128276	13/09/2018	BARKERS TRENCHING SERVICES	Trenching Services - ALAC	\$ 170.00
EFT128277	13/09/2018	BENNETT'S BATTERIES	Material Supply - Batteries	\$ 176.00
EFT128278	13/09/2018	ADVANCED TRAFFIC MANAGEMENT WA PTY LTD	Traffic Control Services - C17014	\$ 8,555.76
EFT128279	13/09/2018	BIO DIVERSE SOLUTIONS	Professional Services - Water Quality Testing	\$ 5,003.90
EFT128280	13/09/2018	J. BLACKWOOD & SON PTY LTD	Material Supply - Concrete And Bricklayers Line	\$ 553.06
EFT128281	13/09/2018	BMT WESTERN AUSTRALIAN PTY LTD	Instrument Hire - Emu Point/Middleton Beach	\$ 4,405.04
EFT128282	13/09/2018	BOC GASES AUSTRALIA LIMITED	Container Service Rental	\$ 120.38
EFT128283	13/09/2018	BROADWATER RESORT COMO	Staff Accommodation - B Wolfe	\$ 310.00
EFT128284	13/09/2018	BUNNINGS GROUP LIMITED	Hardware And Tool Supplies - Various	\$ 182.65
EFT128285	13/09/2018	BUSBY INVESTMENTS PTY LTD	Vehicle Hire - P Franklyn	\$ 42.74
EFT128286	13/09/2018	CALIBRE CARE	Wheelchair Supply - Field of Light Tours	\$ 700.00
EFT128287	13/09/2018	CALTEX AUSTRALIA PETROLEUM PTY LD	Fuel Supplies	\$ 6,711.68
EFT128288	13/09/2018	CALTEX AUSTRALIA PETROLEUM PTY LTD	Fuel Supplies	\$ 11,973.59
EFT128289	13/09/2018	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services - C15026/C17018	\$ 6,283.88
EFT128290	13/09/2018	CENTIGRADE SERVICES PTY LTD	Air-Conditioning Services - C18014/Q18016	\$ 155.89
EFT128291	13/09/2018	CENTENNIAL STADIUM INC	Electricity Charges - Football Stadium	\$ 338.47
EFT128292	13/09/2018	MAGIQ SOFTWARE PTY LTD	Magiq Software Module - Long Term Financial Planning	\$ 3,520.00
EFT128293	13/09/2018	CHADDY CONTRACTING	Access Gate Installation - Gravel Pit	\$ 1,880.44
EFT128294	13/09/2018	SUE CODEE	Merchandise Order - Forts Store	\$ 1,349.00
EFT128295	13/09/2018	COLES SUPERMARKETS AUSTRALIA PTY LTD	Grocery Supplies - Corporate Services	\$ 292.07
EFT128296	13/09/2018	CORPORATE HEALTH PROFESSIONALS	Professional Services - Audiological Assessment	\$ 660.00
EFT128297	13/09/2018	COURIER AUSTRALIA	Freight Charges	\$ 315.86
EFT128298	13/09/2018	ALBANY SIGNS	Signage - Blade Flags	\$ 616.00
EFT128299	13/09/2018	DONNA FURN COYNE	Creative Workshop - Mokare Project	\$ 400.00
EFT128300	13/09/2018	HOLCIM (AUSTRALIA) PTY LTD	Concrete Supplies - C16010	\$ 319.88
EFT128301	13/09/2018	SHANDELL CUMMINGS	Professional Services - Mokare Workshop	\$ 400.00
EFT128302	13/09/2018	METATECH INTERNET PTY LTD	Domain Name Registration - Amazing Albany	\$ 66.00
EFT128303	13/09/2018	D & K ENGINEERING	Fabrication Services - Fold-Out Signage Frames	\$ 989.16
EFT128304	13/09/2018	CGS QUALITY CLEANING	Cleaning Services - C14036	\$ 125.02
EFT128305	13/09/2018	DEPARTMENT OF COMMUNITIES	Rates Refund	\$ 4,465.20
EFT128306	13/09/2018	G AND M DETERGENTS AND HYGIENE SERVICES ALBANY	Cleaning Services - Q16024	\$ 7.33
EFT128307	13/09/2018	DISTINCTLY TOURISM MANAGEMENT	Meeting Place Management - Amazing South Coast	\$ 9,421.50
EFT128308	13/09/2018	DYLAN'S ON THE TERRACE	Catering - Various	\$ 1,017.00
EFT128309	13/09/2018	ECOTECH PTY LTD	Equipment Supply And Installation - Wind Sensor	\$ 8,311.60
EFT128310	13/09/2018	ELITE STEEL FABRICATION	Truck Repairs And Maintenance	\$ 4,692.32
EFT128311	13/09/2018	E-STRALIAN PTY LTD	Weekly E-Bike Lease	\$ 91.56
EFT128312	13/09/2018	EYERITE SIGNS	Signage - Dog On Leash Stickers	\$ 418.00
EFT128313	13/09/2018	ACE CAMERA CLUB (INC)	Photography Services - Community Thank You Event	\$ 100.00
EFT128314	13/09/2018	THE FIXUPPERY	Window Cleaning Services - Q16023	\$ 1,071.00
EFT128315	13/09/2018	FLEETWOOD PTY LTD	BCITF Refund	\$ 486.90
EFT128316	13/09/2018	FLYING HARVEST	Refreshments - Council Chambers	\$ 300.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128317	13/09/2018	GALLERY WORKS	Printing Services - Middleton Beach Aerial Photograph	\$ 165.00
EFT128318	13/09/2018	T & EA GERNER	Rates Refund	\$ 16,900.00
EFT128319	13/09/2018	GLASS SUPPLIERS	Repairs And Maintenance - Library And ALAC	\$ 5,019.40
EFT128320	13/09/2018	GORDON WALMSLEY PTY LTD	Asphalt Services - C15007	\$ 26,860.00
EFT128321	13/09/2018	GRANDE FOOD SERVICE PTY LTD	Tearoom Supplies	\$ 60.98
EFT128322	13/09/2018	GREEN SKILLS INCORPORATED	Signage Installation - Lowlands Information Bays	\$ 916.44
EFT128323	13/09/2018	GREAT SOUTHERN PEST & WEED CONTROL	Pest Control Services - Q17027	\$ 7,268.00
EFT128324	13/09/2018	SOUTHERN SHARPENING SERVICES	Fire Equipment Maintenance - C14030	\$ 15,108.00
EFT128325	13/09/2018	GREEN RANGE COUNTRY CLUB INC	Catering - Green Range Fire Debrief	\$ 1,870.00
EFT128326	13/09/2018	GREAT SOUTHERN SAND AND LANDSCAPING SUPPLIES	Equipment Hire - C10612	\$ 11,749.65
EFT128327	13/09/2018	GREAT SOUTHERN SUPPLIES	Uniform Supplies - Q17028	\$ 449.45
EFT128328	13/09/2018	GREENMAN TRADING COMPANY	Vegetation Maintenance - C17022	\$ 1,650.00
EFT128329	13/09/2018	ALBANY POLICE AND CITIZENS YOUTH CLUB	Kidsport Subsidy	\$ 660.00
EFT128330	13/09/2018	PE HAABJOERN	Rates Refund	\$ 435.18
EFT128331	13/09/2018	HARVEY NORMAN ALBANY	Fridge - Co-Op Building	\$ 449.00
EFT128332	13/09/2018	E HARDING	Staff Reimbursement	\$ 88.22
EFT128333	13/09/2018	HAVOC BUILDERS PTY LTD	Building Services - C17028	\$ 3,850.00
EFT128334	13/09/2018	HEMA MAPS PTY LTD	Merchandise Order - Visitor Centre	\$ 331.17
EFT128335	13/09/2018	HIGHLAND HUSTLE ALBANY	ALAC Active Albany Programs	\$ 240.00
EFT128336	13/09/2018	ALLAN WILLIAM HOWIE	Bus Hire - Manypeaks School Book Week	\$ 242.00
EFT128337	13/09/2018	HUDSON SEWAGE SERVICES	Waste Services - National Anzac Centre	\$ 300.00
EFT128338	13/09/2018	IPAR REHABILITATION PTY LTD	Pre Employment Assessment	\$ 192.50
EFT128339	13/09/2018	JJ'S HIAB SERVICES & JJ'S GREAT SOUTHERN	Transportation Services - Q16037	\$ 1,540.00
EFT128340	13/09/2018	JOHN KINNEAR AND ASSOCIATES	Survey Services - C16016	\$ 13,069.24
EFT128341	13/09/2018	KELYN TRAINING SERVICES	Staff Training - Governance, Risk Management And Traffic Management	\$ 1,795.00
EFT128342	13/09/2018	KEN STONE MOTOR TRIMMERS	Repairs And Maintenance - ALAC Gym	\$ 150.00
EFT128343	13/09/2018	LA FREEGARD	Vegetation Maintenance - C17022	\$ 1,232.00
EFT128344	13/09/2018	LOGIE LEGAL PTY LTD	Professional Services - Land Taking Compensation	\$ 1,600.00
EFT128345	13/09/2018	M2 TECHNOLOGY PTY LTD	Subscriptions - On Hold Voice Service	\$ 402.60
EFT128346	13/09/2018	M AND B SALES PTY LTD	Material Supply - Timber	\$ 12,970.75
EFT128347	13/09/2018	MANDALAY TECHNOLOGIES PTY LTD	Software Subscription - Waste Vouchers Module	\$ 5,720.00
EFT128348	13/09/2018	MARKETFORCE LIMITED	Advertising - Contracts And Tenders	\$ 556.76
EFT128349	13/09/2018	MARINDUST SALES & ACE FLAGPOLES	Replacement Of Flagpoles - National Anzac Centre	\$ 1,753.40
EFT128350	13/09/2018	A MASON	Staff Reimbursement	\$ 134.58
EFT128351	13/09/2018	A MCEWAN	Staff Reimbursement	\$ 412.42
EFT128352	13/09/2018	MCLEODS	2018 Audit Letter - Open Files	\$ 176.00
EFT128353	13/09/2018	ANTHONY MOIR	Councillor Reimbursement	\$ 734.00
EFT128354	13/09/2018	MOUNT ROMANCE AUSTRALIA PTY LTD	Merchandise Order - Forts Store	\$ 1,923.94
EFT128355	13/09/2018	MY PLACE COLONIAL ACCOMMODATION	Accommodation - Library Author	\$ 520.00
EFT128356	13/09/2018	ALBANY NEWS DELIVERY	Newspaper Deliveries	\$ 129.90
EFT128357	13/09/2018	LC NOAKES	Rates Refund	\$ 3,000.00
EFT128358	13/09/2018	OCS SERVICES PTY LTD	Cleaning Services - C15015	\$ 32,335.82
EFT128359	13/09/2018	OFFICEWORKS SUPERSTORES PTY LTD	Equipment Supply - Samsung Tablet	\$ 216.37

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128360	13/09/2018	O'KEEFE'S PAINTS	Material Supply - Paint	\$ 207.47
EFT128361	13/09/2018	ORIGIN ENERGY	Gas Charges	\$ 17,389.10
EFT128362	13/09/2018	BBC ENTERTAINMENT	Entertainment Services - Christmas Pageant 2018	\$ 1,430.00
EFT128363	13/09/2018	BRAYDEN JOHN PARKER	Lawn Mowing Services - Day Care	\$ 120.00
EFT128364	13/09/2018	PERTH SAFETY PRODUCTS PTY LTD	Road Signage - Various	\$ 2,189.00
EFT128365	13/09/2018	AGQUIRE RURAL HOLDINGS PTY LTD	Material Supply - Spray Unit	\$ 208.00
EFT128366	13/09/2018	PHILLIP BEST PLUMBING PTY LTD	ALAC Steam Room Refurbishment - Q18014	\$ 1,942.57
EFT128367	13/09/2018	L PILGRIM	Refund	\$ 675.24
EFT128368	13/09/2018	ALBANY PLUMBING AND GAS	Plumbing Services - C17020	\$ 2,006.09
EFT128369	13/09/2018	@THE POOLSIDE	Catering - Staff Training	\$ 232.50
EFT128370	13/09/2018	POWERHIGH PTY LTD	Rates Refund	\$ 2,832.50
EFT128371	13/09/2018	PRE-EMPTIVE STRIKE PTY LTD	Design Services - School Holiday Program	\$ 350.00
EFT128372	13/09/2018	QUALITY PUBLISHING AUSTRALIA	Merchandise Order - Visitor Centre	\$ 135.26
EFT128373	13/09/2018	REECE PTY LTD	Material Supply - Pipe	\$ 7.56
EFT128374	13/09/2018	REPLICA MEDALS & RIBBONS PTY LTD	Merchandise Order - Forts Store	\$ 141.24
EFT128375	13/09/2018	RESINATE DESIGNS	Merchandise Order - Forts Store	\$ 772.20
EFT128376	13/09/2018	ROBERTS GARDINER ARCHITECTS	Design Services - CPSP	\$ 15,741.76
EFT128377	13/09/2018	ROOF ACCESS WA	Roof Repairs And Maintenance - Anzac Centre	\$ 2,580.05
EFT128378	13/09/2018	THE ROYAL LIFE SAVING SOCIETY WA INC	Swim School Supplies - Medallions	\$ 168.30
EFT128379	13/09/2018	ROYALS SAINTS NETBALL CLUB	Kidsport Subsidy	\$ 150.00
EFT128380	13/09/2018	ALBANY SCAFFOLD HIRE	Scaffold Hire - Railway Station Roof Repairs	\$ 880.00
EFT128381	13/09/2018	SECUREPAY PTY LTD	Web Payments Security - Transaction Fee	\$ 24.29
EFT128382	13/09/2018	SEEK LIMITED	Advertising - Vacant Positions	\$ 308.00
EFT128383	13/09/2018	SEEDESIGN STUDIO PTY LTD	Design Services - Alison Hartman Gardens	\$ 6,790.81
EFT128384	13/09/2018	G & L SHEETMETAL	Fabrication Services - Zinc Flashing	\$ 69.65
EFT128385	13/09/2018	KJ SIMPSON	Rates Refund	\$ 867.23
EFT128386	13/09/2018	SKILL HIRE WA PTY LTD	Casual Staff/Apprentice Fees	\$ 10,977.36
EFT128387	13/09/2018	GREAT SOUTHERN SKYPRINTS	Image Supply - Various City Locations	\$ 650.00
EFT128388	13/09/2018	SMC MARINE PTY LTD	Design And Construction Services - C18003	\$ 158,291.10
EFT128389	13/09/2018	SOIL SOLUTIONS PTY LTD	Material Supply - Pine Bark	\$ 229.16
EFT128390	13/09/2018	SOUTHERN TOOL AND FASTENER CO	Hardware And Tool Supplies - Various	\$ 243.04
EFT128391	13/09/2018	SOUTHERN DISTRICTS JUNIOR FOOTBALL ASSOCIATION	Kidsport Subsidy	\$ 130.00
EFT128392	13/09/2018	SOUTHCOAST SECURITY SERVICE	Security Services - C15016	\$ 18,801.50
EFT128393	13/09/2018	KM SPENCE	Rates Refund	\$ 791.00
EFT128394	13/09/2018	SPECSAVERS ALBANY (WA) PTY LTD	Material Supply - Safety Prescription Glasses	\$ 300.00
EFT128395	13/09/2018	STAR SALES AND SERVICE	Material Supply - Chain	\$ 227.10
EFT128396	13/09/2018	STATEWIDE BEARINGS	Material Supply - Bearings, Seals And Circlips	\$ 181.77
EFT128397	13/09/2018	BLUESCOPE DISTRIBUTION PTY LTD	Material Supplies - Railway Station Roof Repairs	\$ 6,128.09
EFT128398	13/09/2018	RS STEPHENS	Refund	\$ 130.50
EFT128399	13/09/2018	ALBANY LOCK SERVICE	Key Upgrade - C14003	\$ 6,750.02
EFT128400	13/09/2018	ALBANY IGA	Grocery Supplies - Visitor Centre	\$ 16.48
EFT128401	13/09/2018	SYNERGY	Electricity Charges	\$ 7,531.65
EFT128402	13/09/2018	T & C SUPPLIES	Hardware And Tool Supplies - Various	\$ 1,551.49

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 SEPTEMBER 2018**

REPORT ITEM CCS090 REFERS TO

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT128403	13/09/2018	TALIS CONSULTANTS PTY LTD	Consultancy Services - SAT Report	\$ 17,097.03
EFT128404	13/09/2018	GW TERPSTRA	Rates Refund	\$ 400.00
EFT128405	13/09/2018	THE 12 VOLT WORLD	Material Supply - Spotlight	\$ 205.50
EFT128406	13/09/2018	TIM WATERS DESIGN	Design Services - Field Of Light Tours	\$ 1,375.00
EFT128407	13/09/2018	TRISLEY'S HYDRAULICS SERVICES	Repairs And Maintenance - Chlorine Gas System	\$ 3,841.20
EFT128408	13/09/2018	LE TROTT	Rates Refund	\$ 834.74
EFT128409	13/09/2018	SPORTS TURF ASSOCIATION (WA) INCORPORATED	Staff Training - Turf Seminar	\$ 360.00
EFT128410	13/09/2018	ALBANY TYREPOWER	Tyre Repairs And Maintenance - Q17010	\$ 365.00
EFT128411	13/09/2018	UNIVERSITY OF WESTERN AUSTRALIA	UWA Student High Marks Prize 2018	\$ 1,500.00
EFT128412	13/09/2018	UNITED BOOK DISTRIBUTORS	Merchandise Order - Forts Store	\$ 125.96
EFT128413	13/09/2018	IT VISION AUSTRALIA PTY LTD	Staff Training - Systems Administration	\$ 924.00
EFT128414	13/09/2018	VOEGELER CREATIONS	Merchandise Order - Forts Store	\$ 1,300.00
EFT128415	13/09/2018	KIYA WATT	Professional Services - Mokare Workshop	\$ 400.00
EFT128416	13/09/2018	WAUTERS ENTERPRISES PTY LTD	Mercer Road Office Refurbishment - C17030	\$ 245,066.81
EFT128417	13/09/2018	ALBANY & GREAT SOUTHERN WEEKENDER	Advertising - Are We Loud And Clear Survey	\$ 452.10
EFT128418	13/09/2018	WELLSTEAD COMMUNITY RESOURCE CENTRE INCORPORATED	Library Assistance - May And June 2018	\$ 1,056.00
EFT128419	13/09/2018	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	Advanced Planning Practices Course - Council And Staff Members	\$ 4,753.30
EFT128420	13/09/2018	WEST AUSTRALIAN NEWSPAPERS LIMITED	Advertising - Various	\$ 5,081.70
EFT128421	13/09/2018	FI WHEELER	Rates Refund	\$ 736.33
EFT128422	13/09/2018	WILD EYED PRESS PTY LTD	Merchandise Order - Forts Store	\$ 878.51
EFT128423	13/09/2018	WILSON BREWING COMPANY	Refreshments - Council Chambers	\$ 330.00
EFT128424	13/09/2018	MARJORIE JILL WILSON	ALAC Active Albany Programs	\$ 160.00
EFT128425	13/09/2018	DM REYNALDS	Rates Refund	\$ 147.31
EFT128426	13/09/2018	WOOLWORTHS GROUP LIMITED	Grocery Supplies - Day Care	\$ 2,446.43
EFT128427	13/09/2018	L YATES	Staff Reimbursement	\$ 190.00
TOTAL				\$ 4,371,043.56

Doc. No.	Date	Description
EDR1885398	17/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: REIMBURSEMENT OF LGGS OPERATION GRANT OVER SPEND PARTIES: DEPARTMENT OF FIRE AND EMERGENCY SERVICES SIGNED BY: CEO ANDREW SHARPE (1 COPY)
EDR1885399	17/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: AWARD OF TENDER C18014 PROVISION OF AIR-CONDITIONING INSTALLATION AND MAINTENANCE SERVICES PARTIES: CENTIGRADE SERVICES PTY LTD SIGNED BY: CEO ANDREW SHARPE (1 COPY)
EDR1885400	17/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: LIST OF RATEPAYERS ENTITLED TO DEFER RATES AND OR EMERGENCY SERVICE LEVY AGAINST THEIR PROPERTY PARTIES: N/A SIGNED BY: CEO ANDREW SHARPE (1 COPY)
EDR1885528	21/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: ARMISTICE DAY CHORAL PROJECT GRANT AGREEMENT PARTIES: DEPARTMENT OF LOCAL GOVERNMENT, SPORT AND CULTURAL INDUSTRIES SIGNED BY: ANDREW SHARPE CEO (1 COPY)
EDR1885679	22/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: CONSTRUCTION OF HANGAR AT AIRPORT. LAND OWNED BY CITY. LEASED TO ALBANY AVIATION PTY LTD - DEVELOPMENT APPROVAL REQUIRED PARTIES: IAN KEITH WILLIAMS AND PATRICIA LYNETTE WILLIAMS SIGNED BY: ANDREW SHARPE CEO (1 COPY)

Doc. No.	Date	Description
EDR1885950	28/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: NOTICE OF DECLARATION OF A DANGEROUS DOG IN ACCORDANCE WITH SECTION 33 OF THE DOG ACT 1976 PARTIES: MRS SAMANTHA CROWD SIGNED BY: ANDREW SHARPE CHIEF EXECUTIVE OFFICER (2 COPIES)
EDR1886072	31/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: FOOD ACT 2008 SECTION 121 REPORTING REQUIREMENTS FOR PERIOD 1 JULY 2017 TO 30 JUNE 2018 PARTIES: N/A SIGNED BY: ANDREW SHARPE CHIEF EXECUTIVE OFFICE (1 COPY)
EDR1886073	31/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: APPROVAL FROM LAND OWNER FOR LEASE HOLDER TO UPGRADE RADOME AND SYSTEM BUILDING PARTIES: BUREAU OF METEOROLOGY SIGNED BY: ANDREW SHARPE CHIEF EXECUTIVE OFFICER (1 COPY)
EDR1886074	31/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: REQUEST FOR APPROVAL TO REMAIN USING STATEWIDE FREIGHT SYSTEM FOR REGIONAL STOCK MOVEMENTS BETWEEN LIBRARIES PARTIES: STATEWIDE TOLL FREIGHT SYSTEM SIGNED BY: ANDREW SHARPE CHIEF EXECUTIVE OFFICER (1 COPY)
EDR1886075	31/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: DEVELOPMENT APPROVAL FORM FOR HVAC WORKS AT THE VAC PARTIES: N/A SIGNED BY: ANDREW SHARPE CHIEF EXECUTIVE OFFICER (1 COPY)
EDR1886076	31/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: INVOICE NUMBER 4 FOR MERCER ROAD OFFICE REFURBISHMENT PARTIES: WAUTERS ENTERPRISES SIGNED BY: ANDREW SHARPE CHIEF EXECUTIVE OFFICER (1 COPY)

Doc. No.	Date	Description
EDR1886077	31/08/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: MEMORANDUM OF UNDERSTANDING FOR THE HOUSEHOLD HAZARDOUS WASTE PROGRAM PARTIES: WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION SIGNED BY: ANDREW SHARPE CHIEF EXECUTIVE OFFICER (1 COPY)
EDR1886111	03/09/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: MAGISTRATES COURT OF WA - AUTHORISATION TO REPRESENT CITY OF ALBANY IN COURT AS PER DELEGATION CASE NUMBER ALB/MINOR/188/2018 PARTIES: N/A SIGNED BY CHIEF EXECUTIVE OFFICER ANDREW SHARPE (1 COPY)
EDR1886193	04/09/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: APPLICATION FOR A SUMMER EVENTS GRANT FOR \$55,000 PARTIES: LOTTERYWEST SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE (1 COPY)
EDR1886335	06/09/2018	COPY OF EXECUTED DOCUMENT ITEM: RE: APPLICATION FOR GRANT OF \$40,000 FOR THE MOKARE PROJECT; PUBLIC REALM ARTWORKS AND STORYTELLING BY LOCAL MENANG ARTISTS PARTIES: DEPARTMENT OF LOCAL GOVERNMENT, SPORTS AND CULTURAL INDUSTRIES SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE (1 COPY)
EDR1886769	14/09/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: APPLICATION TO COMMONWEALTH SPORTS COMMISSION - SPORTSAUS COMMUNITY SPORTS INFRASTRUCTURE 2018 GRANT APPLICATION FOR PUMP / JUMP TRACK AT THE YOUTH PRECINCT PARTIES: AUSTRALIAN SPORTS COMMISSION SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE (1 COPY)

Doc. No.	Date	Description
EDR1886771	14/09/2018	COPY OF EXECUTED DOCUMENT ITEM: N/A RE: APPLICATION TO SPORT AUS COMMUNITY SPORTS INFRASTRUCTURE GRANT APPLICATION FOR THE ALBANY LEISURE AND AQUATIC CENTRE MULTI PURPOSE TURF REPLACEMENT. PARTIES: AUSTRALIAN SPORTS COMMISSION SIGNED BY: ANDREW SHARPE CHIEF EXECUTIVE OFFICER (1 COPY)
NCSR1885470	20/08/2018	COPY OF COMMON SEAL DOCUMENT ITEM: N/A RE: WAPC SUBDIVISION 149817 - 70 RIVERSIDE ROAD KALGAN, EASEMENT FOR EMERGENCY ACCESS BE CREATED PARTIES: FREDERICK RAYMOND DOUGLAS SIGNED BY: CEO ANDREW SHARPE AND MAYOR DENNIS WELLINGTON (2 COPIES)
NCSR1885675	22/08/2018	COPY OF COMMON SEAL DOCUMENT ITEM: N/A RE: LOT 9500 HUNTON ROAD THE CITY OF ALBANY REQUIRED AN EASEMENT FOR EMERGENCY ACCESS BE CREATED AND GRANTED TO THE BENEFIT OF THE CITY. THE DEVELOPER NOW NEEDS THE CITY TO SIGN 3 COPIES OF THE DEED OF EASEMENT. PARTIES: THOMAS CHARLES FERGUSON PATERSON AND ROSEMARY ANNE PATERSON, RICHARD MALCOLM FRY AND HELEN MARIE FRY, JEREMY JAMES FRY, SEASIDE BAY PTY LTD AND HUIT PTY LTD SIGNED BY: CEO ANDREW SHARPE AND MAYOR DENNIS WELLINGTON (3 COPIES)
NCSR1885676	22/08/2018	COPY OF COMMON SEAL DOCUMENT ITEM: N/A RE: RENEWAL OF LOTTERIES HOUSE LEASE UNDER DELEGATED AUTHORITY NO: 2018.019 LEASE RENTAL IS \$2,896.96 PER ANNUM (INC GST) DEED OF LEASE PREPARED AT NO COST TO COUNCIL PARTIES: ALBANY SUMMER SCHOOL SIGNED BY: CEO ANDREW SHARPE AND MAYOR DENNIS WELLINGTON (2 COPIES)

Doc. No.	Date	Description
NCSR1885677	22/08/2018	COPY OF COMMON SEAL DOCUMENT ITEM: N/A RE: DEED OF ASSIGNMENT OF LEASE UNDER DELEGATED AUTHORITY NO: 2017:019 DATE OF ASSIGNMENT BEING 23 JULY 2018 DEED OF ASSIGNMENT PREPARED BY CITY LAWYER AT NO COST TO COUNCIL FINANCIAL - RENTAL \$2,338.25 GST PER ANNUM PARTIES: ROBERT HAROLD HANNINGTON - ASSIGNOR / BERNARD PETER LULLFITZ - ASSIGNEE SIGNED BY: CEO ANDREW SHARPE AND MAYOR DENNIS WELLINGTON (3 COPIES)
NCSR1885949	28/08/2018	COPY OF COMMON SEAL DOCUMENT ITEM: CCS028 23 MAY 2017 RE: C18014 PROVISION OF AIR-CONDITIONING INSTALLATION AND MAINTENANCE PARTIES: CENTIGRADE SERVICES PTY LTD SIGNED BY: ANDREW SHARPE CEO AND DEPUTY MAYOR GREG STOCKS (2 COPIES)
NCSR1886190	04/09/2018	COPY OF COMMON SEAL DOCUMENT ITEM: N/A RE: NOTIFICATION OF NO WATER AND SEWER: PLANNING SCHEME POSITIONS AND LOTS ARE SUBJECT TO A FIRE MANAGEMENT PLAN - REQUIRED AS PART OF SUBDIVISION APPROVALS 145667 AND 148201 PARTIES: ERWIN PTY LTD ROBERT AND MELVA ARMSTRONG SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE AND DEPUTY MAYOR GREG STOCKS (1 COPY OF EACH)
NCSR1886191	04/09/2018	COPY OF COMMON SEAL RECORD ITEM: N/A RE: REMOVAL OF RESTRICTIVE COVENANT, NOW REDUNDANT DUE TO ANCILLARY ACCOMMODATION RESTRICTIONS BEING LIFTED PARTIES: TODD A MCGREGOR AND KRISTEN S MCGREGOR SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE AND DEPUTY MAYOR GREG STOCKS

Doc. No.	Date	Description
NCSR1886531	10/09/2018	COPY OF COMMON SEAL DOCUMENT ITEM: RE: CONTRACTS FOR C18010 PANEL OF SUPPLIES - EXTRUDED CONCRETE KERBING AND OR ASPHALT PARTIES: WCP CIVIL PTY LTD SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE AND MAYOR DENNIS WELLINGTON (2 COPIES)
NCSR1886532	10/09/2018	COPY OF COMMON SEAL DOCUMENT ITEM: OCM 28/8/19 ITEM DIS114 RE: C18011(A) PANEL OF SUPPLIERS SUPPLY AND DELIVERY OF DRAINAGE PRODUCTS PARTIES: ACCESS ICON PTY LTD TRADING AS CASCADA GROUP SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE AND MAYOR DENNIS WELLINGTON (2 COPIES)
NCSR1886585	11/09/2018	COPY OF COMMON SEAL DOCUMENT ITEM: RE: CREATING NEW ENVIRONMENTAL CONSERVATION RESERVE. REZONING OF LOT 1 JASON ROAD AND LOT 476 SIBBALD ROAD, BAYONET HEAD FROM GENERAL AGRICULTURE TO FUTURE URBAN AND ENVIRONMENTAL CONSERVATION RESERVE. AMENDING LOT 1001 LOWER KING ROAD FROM GENERAL AGRICULTURE TO ENVIRONMENTAL CONSERVATION RESERVE PARTIES: DEPARTMENT OF HOUSING AND WORKS, LOWE PTY LTD, MAUREEN CAMERON AND EDGE PLANNING AND PROPERTY SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE AND MAYOR DENNIS WELLINGTON (3 COPIES)
NCSR1886704	14/09/2018	COPY OF COMMON SEAL DOCUMENT ITEM: 13/12/2016 RE: DEED TO SECURE THE LONG TERM FUTURE OF THE WIND FARMS PARTIES: SYNERGY, SRV AGWF PTY LTD, NATIONAL AUSTRALIA BANK SIGNED BY: CHIEF EXECUTIVE OFFICER ANDREW SHARPE AND MAYOR DENNIS WELLINGTON (6 CONSENT AND 8 ASSIGNMENT)



Great Southern Regional Sport and Recreation Plan

Dave Lanfear Consulting | Department of Local Government, Sport and Cultural Industries | January 23, 2018

REPORT ITEM CCS094 REFERS TO

Version number	Purpose / Changes	Author	Date
1	Draft completed by consultant	Dave Lanfear	23/01/2018
2	Edited by Copyeditor	Adam Morris	07/02/2018
	2 nd draft reviewed by Project Reference Group (PRG)		29/03/2018
3	Draft edited with PRG updates	Chris Thompson	05/06/2018
4	Presented to GSRAG for receipt		07/06/2018
5	Final review by PRG – minor LGA alterations section 6	Chris Thompson	10/08/2018

Contents

Acronyms 4

1. The Great Southern Regional Sport and Recreation Plan 6

2. Strategic Influences7

3. Demographic Influences 12

4. Industry Trends and Benchmarking16

5. Key Delivery Implications22

6. GSR Strategic Issues and Opportunities32

7. Strategic Themes and Action Plan..... 39

Acronyms

ALAC	Albany Leisure and Aquatic Centre
CoA	City of Albany
CSRFF	Community Sporting and Recreation Facilities Fund
CDO	Club Development Officer
DACCI	Denmark Aquatic Centre Community Inc
DAIP	Disability Access and Inclusion Plan
DDA	Disabilities Discrimination Act
DLGSC	Department of Local Government, Sport and Cultural Industries
DoE	Department of Education
DBCA	Department of Biodiversity Conservation and Attractions
DoP	Department of Planning, Lands and Heritage
DWER	Department of Water and Environmental Regulation
DoT	Department of Transport
ESD	Environmentally Sustainable Design
GSCORE	Great Southern Centre for Outdoor Recreation Excellence
GSDC	Great Southern Development Commission
GSRFMG	Great Southern Regional Facilities Management Group
GSR	Great Southern Region
GSRCB	Great Southern Regional Cricket Board
GSRLG	Great Southern Regional Local Governments
HWA	Hockey WA
KLC	Katanning Leisure Centre
LG	Local Government
LGSEA	Lower Great Southern Economic Alliance
RSROP	Regional Sports and Recreation Officers network/partnership
SLSWA	Surf Life Saving Western Australia
SoBT	Shire of Broomehill-Tambellup
SoG	Shire of Gnowangerup
SoJ	Shire of Jerramungup
SKo	Shire of Kojonup
SD	Shire of Denmark
SoCr	Shire of Cranbrook
SKa	Shire of Katanning
SoP	Shire of Plantagenet
SoK	Shire of Kent
SoW	Shire of Woodanilling
SSA	State Sporting Association
TWA	Tourism Western Australia
TW	Tennis West
VROC	Southern Link Voluntary Regional Organisation of Councils

REPORT ITEM CCS094 REFERS TO

WAFC	Western Australian Football Commission
WACA	Western Australian Cricket Association

1. The Great Southern Regional Sport and Recreation Plan

The Great Southern Region (GSR) consists of 11 local governments (LG's), comprising of the City of Albany and the shires of Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling. It covers an area of 39,007 square kilometres (1.5% of WA's land area and a population estimated at 54,000. The City of Albany is the regions administrative centre providing a range of medical, educational, communications and commercial services with a population estimated in 2016 at 37,399.

Each local government has developed a variety of facility plans related to sport and recreation infrastructure development. Many of these plans were developed prior to the development of the Department of Regional Development strategic planning processes, but all influence each local government's integrated planning and reporting framework for establishing local priorities.

The GSR Regional Sport and Recreation Facilities Plan has been developed to consolidate priorities for resourcing and investing in sport and recreation infrastructure and to provide a high-level planning tool for each of the partnering local governments.

Figure 1: Great Southern Regional Area (Source: GSDC)



This plan has been developed having regard to emerging needs and trends and relative priorities for each local government and the region as a whole.

As a strategic document the recommendations contain a number of areas where further research will be required and a series of recommendations which challenge the traditional way of providing services to meet the needs of the resident population of the GSR. The plan identifies future sport and recreation requirements

through to 2036 in respect of both regional level infrastructure and services and the priorities for the development of localised infrastructure which supports the development of sport and recreation at the regional level. This process also highlights the issues associated with future viability and potential implications related to the co-location of infrastructure and potential land acquisition issues.

2. Strategic Influences

2.1 State Level Planning

The plan should not be seen in isolation but as a fundamental planning tool which underpins a variety of strategic planning outcomes undertaken at a state, regional and local government level. Some of the key influences are referenced below:

The Great Southern Regional Investment Blueprint (Great Southern Development Commission October 2015)

A framework for growing the Great Southern. The plan identifies the following which will be delivered by 2040:

- A workforce of 60,000 highly skilled contractors and employees.
- Timely, effective and efficient infrastructure and services that are meeting the needs of the region's residents.
- The physical resources and social infrastructure to support a population of 100,000 that is continuing to grow.
- A mix of world class public and private sector options in health care, housing, recreation, sporting and cultural activities.

Success will be measured by:

- Sport and recreation infrastructure that meets Australian standards for core sporting codes.
- Hosting more than 12 national and/or international sporting events per year.
- Physical activity rates will be comparable with those for Western Australia as a whole.
- Over 30 per cent of the population will be engaged as volunteers in activities that benefit the community.

Arts and recreation services as an industry is growing and there is a need to develop the skills base. Tracks and trails are also identified as economic drivers which will support the regional growth and an extension to these or alternative provision is likely to be supported.

Great Southern Regional Planning and Infrastructure Framework (WAPC December 2015)

The framework highlights the importance of providing adequate social infrastructure (including sport and recreation facilities) to retain a growing population in place. The choice of infrastructure is critical to ensure the continued economic growth of the region.

Lower Great Southern Strategy 2016

It incorporates the City of Albany and the Shires of Denmark, Plantagenet and Cranbrook. The following identifies the key implications of the strategy:

- The provision of sport and recreation infrastructure is identified as critical to the economic future of the region.
- High-quality, well-planned and sustainable recreational facilities are considered to be paramount to the health of a region.
- Regional recreational trails, such as the Bibbulmun Track, Denmark-Nornalup Rail Trail and the Munda Biddi trail to Albany, are referenced as needing to be identified in local planning strategies and protected.
- The strategy states that the sub-region has sufficient sporting and recreation facilities but an additional facility may be required in the long term.

- Opportunities for efficient provision of facilities are advised to be explored in initial planning stages, in accordance with Sport and Recreation, a division of the Department of Local Government, Sport and Cultural Industries joint provision and shared use guidelines. This emphasises the importance of engagement with schools and the Department of Education (DoE) in respect of joint provision.

Strategic Directions for the WA Sport and Recreation Industry 2016-2020 (SD6)

The strategy produced on behalf of the industry identifies the following which are important considerations in developing sport and recreation infrastructure in the Great Southern:

- Community-based sport and recreation organisations are increasingly reliant on public investment for their survival.
- The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances.
- Improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses - A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially beneficial outcomes.

2.2 Partner Local Government Strategic Community Plans

Each of the 11 local governments have an adopted Strategic Community Plan, a plan in draft or are in the process of review. Common themes within the Strategic Community Plans include:

- A clear vision and strategic direction for the relevant local government area to service the needs of the community. This has been informed by extensive community consultation.
- An approach to developing and providing services to a diverse range of people with a diverse range of interests.
- Increasing recreational and sporting options including community led sporting infrastructure improvements and the development of strong sporting/community clubs/groups.
- Mechanisms for promoting and supporting community security, health and wellbeing.
- Maintain and renew assets in a sustainable manner by committing to develop a 10-year financial plan to effectively manage assets.
- References to ensuring the community feel welcome and connected/strengthening community spirit.
- Providing facilities for youth.
- Promoting the development of trails which need to be developed in partnership with neighbouring local governments.
- Focusing on annual events – both for residents and to attract external visitors.
- Investment in passive and non-sporting recreation infrastructure – a clear focus for a number of communities where there is an ageing demographic.
- The commitment to tracks and trails

In addition to the above there are a number of key themes which have emerged from the various strategic planning processes undertaken by state, regional and local government in the Great Southern:

- Population figures on which a number of planning documents have been based have been downgraded following the recent 2016 census data publication. The demand therefore and ability to resource new investment is likely to be modified and reviewed.
- Asset management systems and processes vary significantly across the 11 local government areas with the City of Albany being most advanced and some local governments having limited knowledge

REPORT ITEM CCS094 REFERS TO

- of likely resourcing impacts of asset maintenance, upgrade and replacement. This is a significantly high risk in areas where the population base is low and continuing to decrease.
- Water management and water re-use will continue to be a significant influencing factor across all local governments in the continued provision of sport and recreation facilities, particularly in the provision of oval and public open space. The intensification of use and alternative management of limited water resources will need to be planned for.
 - There is a strong commitment across the region for a number of cross boundary projects. These include:
 - o The Great Southern Centre for Outdoor Recreation Excellence.
 - o Development of Centennial Park in Albany.
 - o The regional motocross venue at Cranbrook.
 - o An integrated tracks and trails network. These underpin significant alliances which have been developed to facilitate the growth in tourism and provide significant economic benefit.
 - o A consistent approach to the development of a coordinated events plan to underpin tourism and economic development initiatives.
 - o The development of equine infrastructure. There is however the potential to integrate development more effectively between the City of Albany and Shires of Plantagenet, Katanning, Kojonup and Denmark where the majority of regional equine infrastructure and activity is based.
 - The link between providing recreational infrastructure for an ageing community and for the youth is evident across a number of LG planning documents.
 - A number of rural LG's are resource poor with limited additional capacity (both in terms of people and financial resourcing) and would benefit substantially from partnerships/alliances with the more progressive LG's. The ability to share learning and develop innovative solutions in facilitating the delivery of sport and recreation programs, services and facilities would benefit those which have limited available resources.
 - Co-location and the sharing of resources (particularly with schools) should be a key focus for future investment in sport and recreation assets. Invariably the level of infrastructure available to local communities is good, but due to age and historic planning decisions lacks the flexibility to meet modern needs. This can only be addressed gradually through the replacement of infrastructure in accordance with a series of design principles.
 - The ageing population and potential implication on volunteer support and succession planning is a critical concern across most LG areas. It is important for this aspect to be addressed in partnership to encourage the sharing of innovative solutions and available resources. This also needs to incorporate a greater commitment from SSA.
 - The importance of investing in maintaining and improving sporting and recreational facilities is highlighted as being of significant benefit to the mental and physical health and wellbeing of the regional population.
 - Having access to limited budgets, most LG's within the region recognise the potential cost saving benefits of co-location and rationalisation of infrastructure.
 - There is a need to develop innovative policies, practices and partnerships to deliver outcomes for the greater good of the regional area.

- LG's value the role that strategic alliances play within the region as a mechanism to effectively share resources and provide a stronger voice in promoting the region and providing regional advocacy to attract funding. These include:
 - o Southern Link Voluntary Regional Organisation of Councils (VROC)
 - o Regional Tourism Alliances (including Hidden Treasures)
 - o Lower Great Southern Economic Alliance

2.3 State Sporting Facility Plans

There are a number of state sporting facility plans which have been developed over the past decade. Many of these plans have focused principally on Metropolitan Perth. There are however a number of key themes which emerge from these plans which are relevant to the development of the GSR Sport and Recreation Facilities Plan. Of these it is to be noted:

- The role of LG is critical to the implementation of the majority of recommendations in respect of facility development and there is no commitment to funding.
- Strategies have been developed in isolation with little regard to ground sharing, co-location and compatible uses.
- The DoE is highlighted as being a significant partner in delivering the facility development outcomes identified in the majority of strategic facility plans.
- The majority of the strategies are linked to funding available through CSRFF.

Those strategic facility plans which have regional implications include the Aquatic Strategic Facilities Plan; Western Australian Football Commission Strategic Facilities Plan; Netball Strategic Facilities Plan and the Basketball Strategic Facilities Plan. The following identifies the main considerations for the Great Southern:

- The Aquatic Strategic Facilities Plan does not identify sites for development outside of a hierarchy model which is focused on development at the top end of the aquatic industry (i.e. not community focused). In addition, no financial commitment is given to the delivery of the Facility Plan.
- Western Australian Football Commission Strategic Facilities Plan advocates a classification system within a football hierarchy, based on the sustainability of individual clubs that will serve as a basis to plan for future infrastructure provision and upgrades.
- Albany Leisure and Aquatic Centre (ALAC) plays a critical role in the attraction and promotion of International netball and basketball with a strong alignment to tourism and economic development objectives.
- The importance of maintaining and replacing existing court assets for both basketball and netball is highlighted as being of critical importance for the future development of the sport in the region.
- The Great Southern region is recognised as a significant mountain biking hotspot and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development. The connectivity across areas and establishment of accessible trails is important.
- Kojonup netball courts are identified for investment which is consistent with the shires recommendations.
- Katanning Leisure Centre (KLC) requires ongoing review to determine the need of additional/enhanced court infrastructure.

2.4 Key Strategic Alignments

The key planning documentation identifies a number of key themes which are consistent across LG boundaries. Whilst there are differences with respect to facilities and services provided within a LG, this is mainly due to the extent of resources on hand and the impact of the current resident population.

Sport and recreation infrastructure has a key role to play on a number of fronts:

- The most critical are in relation to the diversification opportunities in the service economy and the growth of tourism.
- The level of sport and recreation provision has a direct correlation to retaining and growing the resident population within the Great Southern.
- Access to high quality social infrastructure is consistently highlighted as an area which exiting residents and future migrants actively seek out when deciding to reside in an area.
- Within the more remote and relatively low populated areas, the role sport and recreation facilities perform is as a social conduit where the community can meet and socialise.
- Within the larger populated areas, in addition to the social integration role, they also provide opportunities for competition and developmental pathways for athletes wishing to perform at the highest level.

An ongoing consideration which is required to be addressed is the level of funding which needs to be set aside to manage, maintain and upgrade/replace existing facilities and develop new infrastructure which meets the emerging needs of the resident population. This has to be managed within decreasing budget margins by smaller LG's as a result of a gradually decreasing population base. In growth areas, sport and recreation infrastructure competes with other statutory services and must make the case for continued investment. The future management and investment of the infrastructure lies within the capacity and capability of the local population and volunteer network to invest time and financial resources into the sport and recreation infrastructure. This will also require a greater strategic investment from SSA's who have traditionally focused on Metropolitan Perth.

3. Demographic Influences

Current and Projected Population Factors

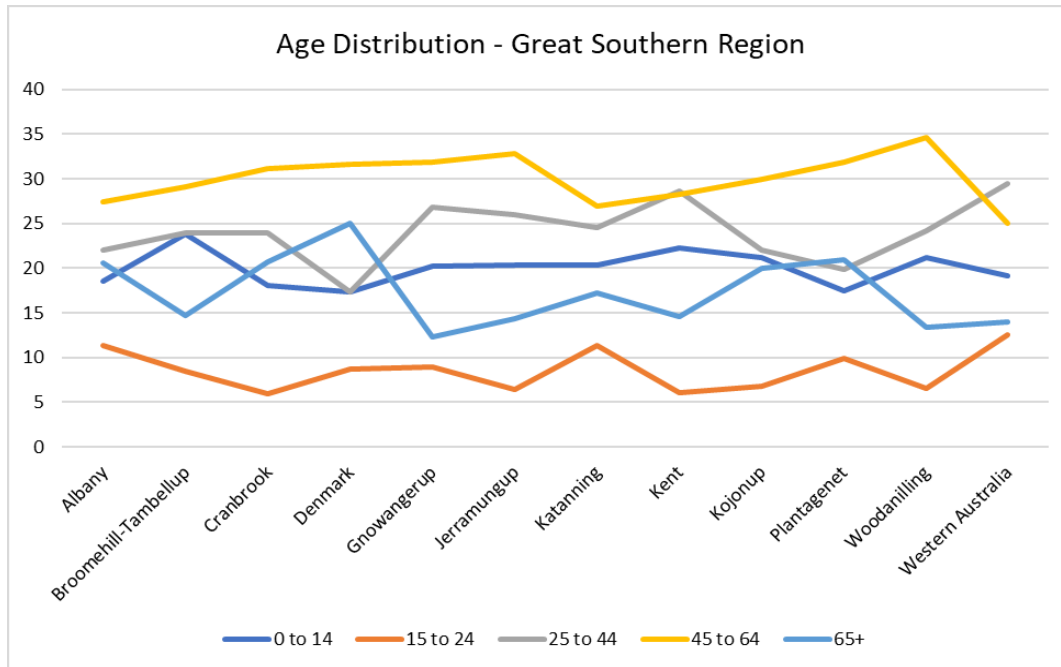
The 2016 population of the GSR according to ABS data is 60,319. This represents an increase of 3,079 persons since the 2011 Census. The largest LGA in the region is the City of Albany, with a population of 37,407 or 62% of the total regional population.

Projected population growth indicates that Jerramungup will experience significant growth, with its population more than doubling by 2026. Small growth is also expected in Denmark (+15.9%), Katanning (+14.1%) and Albany (+10.3%). The Shires of Kent (-18.9%), Cranbrook (-17.5%), Broomehill-Tambellup (-15.5%), Gnowangerup (-13.4%) and Kojonup (-11.1%) will experience declines.

Demographic Considerations

The age distribution: This highlights the 45-64 age range as being the predominant age of the resident population across all LG areas within the GSR with the exception of the Shire of Kent. As they are of core working age, they are likely to be employed locally within the core industries of agriculture, tourism and retail. The relatively low percentage of 15 to 24-year old's resident within the Great Southern highlights the drift of school age and university/TAFE age youths having to leave the regional area (with the exception of the City of Albany) to seek appropriate educational services.

Figure 2: Age Distribution across GSRLG's



There are however relatively high percentages of younger children within the regional area associated with young to middle age family units. These are generally comparable to or just above the WA average. It is also to be noted that the region as a whole contains a high percentage of over 65's which in most cases is above the state average. The City of Albany is the closest in number to the regional average, mainly because of the level of services that are provided within the City which are comparable to those services provided in most regional administrative centres.

Income: The median weekly household income for all LG areas in the Great Southern is lower than WA as a whole. Those areas with the lowest weekly household income include the Shires of Plantagenet, Denmark

and Cranbrook which are approximately 2/3rds of the average household income for WA. In all LG areas the average income is approximately \$200-\$300 lower per week than the WA average. The GS has a significantly higher proportion of low income households than WA as a whole. This highlights, indicatively, a potentially low ability to pay for discretionary services.

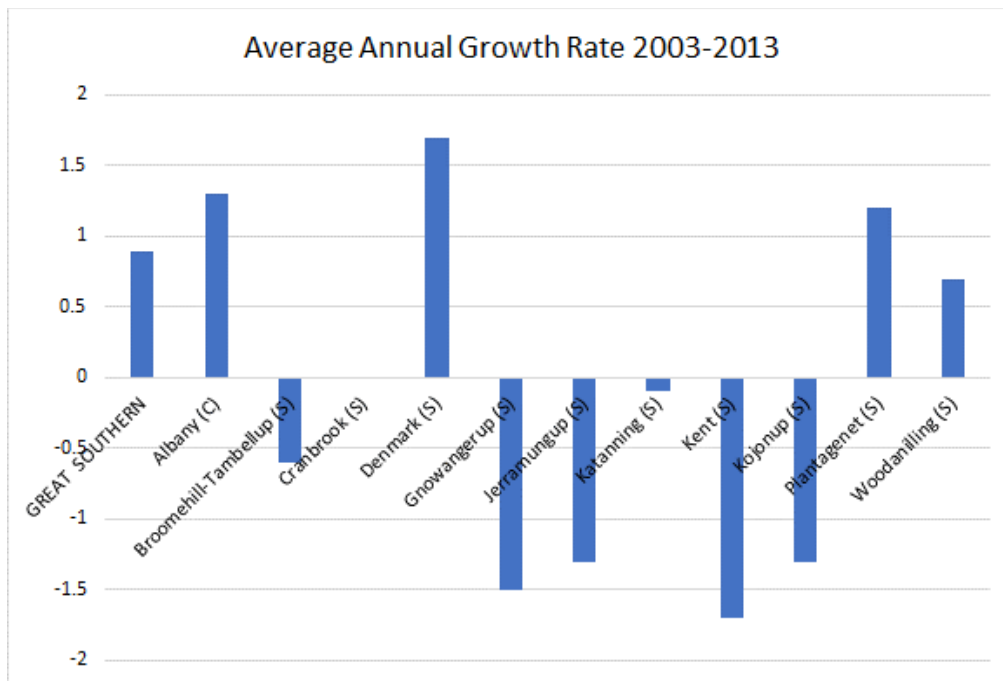
Conversely, however, the GSR has a higher proportion of high income households than WA as a whole indicating that there is a strong discrepancy between those who have potentially high levels of disposable incomes and those that do not. This is particularly relevant when considering an individuals or families ability to pay for discretionary services such as those associated with sport, leisure and recreation.

Family Composition: In all areas (apart from the Shire of Kent) the region has a lower percentage than the state average for couples with children and a higher number as a percentage of couples without children. This further emphasises the ageing demographic and potentially the ability to retain older children within the local areas.

Cultural Background: Broomehill-Tambellup has a significant proportion of Aboriginal and Torres Strait Islander population (11.5%), followed by Gnowangerup (8.4%) and Katanning (7.6%). This compares with an ATSI population for the whole of WA of 3.1%.

The majority (72.8%) of people in the GSR were born in Australia, compared with 60.3% for Western Australia as a whole. Of those born outside Australia, England (6.9%) was the most common birthplace, followed by New Zealand (2.2%), the Philippines (1.2%) and South Africa (1.0%).

Figure 2: Average Annual Growth Rate (Source: Great Southern Region in Profile 2014)



Population Dynamics Influencing Future Sport and Recreation Provision

- The disparity across all LG's in respect to population growth and population decline, is marked with figures attributed to the period 2003 to 2013 and identifies the City of Albany being the main population growth centre with respect to resident numbers, whilst the Shire of Denmark experienced a high level of growth as a percentage of its current population. The general trend is for people to migrate from the more remote rural locations, where jobs are more scarce, and re-locate within the larger urban areas where employment and services are easier to access.

REPORT ITEM CCS094 REFERS TO

- Notwithstanding the above, if the gradual decline in the rural population is to be addressed, a minimum level of social infrastructure will be required in the main townships. From a sport and recreation perspective this has traditionally been:
 - o An oval (or ovals)
 - o Clubhouse with shaded spectator infrastructure and function area
 - o Bowling club
 - o Golf club
 - o Tennis courts/netball courts (combined)
 - o Indoor court hall (one or two basketball courts)

As a minimum, this level of infrastructure will need to be continually provided in the main administrative towns in rural areas. Additional infrastructure in or immediately adjacent to the larger population centres may include:

- o A swimming pool
- o 24-hour gym access
- o Additional oval space for a wider variety of seasonal sporting activities
- o Dedicated group fitness/multi-functional group activity facilities
- o Synthetic turf hockey pitch
- o Consolidated equine infrastructure
- o Provision for ballistic sports (preferably co-located)
- o Provision for motorsports (preferably co-located)
- o Tracks and trails which connect population centres and facilities (including mountain bike, dual use paths and off-road trails for equine use)
- o Informal bike tracks; the emergence of pump tracks and skate parks which can be adapted to a variety of skill levels

It is unlikely that given the population growth and changes in sporting provision that this minimum level of provision will dramatically change in the foreseeable future. The critical aspect is to ensure flexibility of space and the design of buildings to enable a range of sport, recreation and social activities and services to continue to operate from the infrastructure.

- The cost of providing sport and recreation infrastructure within regional WA is higher than would be expected within Metropolitan Perth due to the higher costs associated with local trades and specific capability locally. This is compounded by the availability of trades locally to undertake ongoing maintenance of buildings and oval/pitch surfaces. This is compounded further by the level of usage and ability for the local population to pay. Given that the average weekly income is lower than the Metropolitan Perth average and that of the state, the amount of local disposable income residents are able to expend on sport and recreation infrastructure will be low. The onus will therefore continually be on LG's investing in maintaining current infrastructure, managing the asset and the gradual enhancement, modernisation and replacement in due course.
- The relatively low percentage of 15 to 24 year old's which reside within the Great Southern is an indication that in areas other than the City of Albany, competitive sporting infrastructure is likely to be less in demand and a stronger focus is required on social recreation in those areas.
- The number and distribution of the Aboriginal community highlights a relative difficulty in providing dedicated services, programs and infrastructure across the Great Southern. In such circumstances the integration of the indigenous community requirements needs to be incorporated within the

- existing infrastructure and will require ongoing assimilation and training of club volunteers/members in valuing diversity and equity of access.
- Future growth in the area is likely to be associated with tourism and in particular regional heritage, flora, fauna and accessibility to tracks and trails. Agriculture as an employer will still dominate but employment within the sector is likely to diminish based on current trends. A focus will therefore be on a growing service industry which as a general rule is low paid and requires access to affordable accommodation and social infrastructure. The opportunity to generate significant income to the GSR through this sector will be through visitors which will assist in underpinning the level of social infrastructure required.

4. Industry Trends and Benchmarking

4.1 National and State Participation Trends

The Australian Institute of Sport in December 2016 published the latest participation data for sport and recreational pursuits in Australia (AUSplay). This was subsequently supported by specific participation data related to Western Australia. The following highlights the key trends associated with sporting provision, participation rates and club development generally:

- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men.
- Men are more motivated by fun/enjoyment and social reasons than women.
- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Sport clubs are the primary avenue for children to be active (except for children aged 0–4, who are more likely to be active through other organisations).
- Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over.
- The top ten club based (venue/organisation) activities for adults across Australia identifies golf as the main sport which is generally due to its membership based profile and the broad age range within which it is traditionally played.
- Football (soccer) is the 2nd club based (venue/organisation) participatory sport with tennis, cricket and netball all demonstrating similar participation rates amongst adults.
- When children are included in these figures participation in football (soccer) is highest for club based (venue/organisation) activities with golf, Australian Rules Football, netball and tennis experiencing similar participation rates. All club based sports with the exception of netball indicate a higher male participation rate.
- Boys and Girls out of school hours' (OSH) activity is dominated by swimming.
- The 2nd most popular OSH activity for boys is football (soccer) followed by Australian Football and cricket.
- The second most popular sport OSH activity for girls is Netball, closely followed by dancing and gymnastics.
- The most popular recreational activities by participation include walking (recreational) and fitness/gym where the gender balance indicates greater participation by females. 3rd is athletics (including jogging and running which indicates greater participation by males, whilst 4th is swimming and 5th is cycling.
- Organised participation by activity highlights swimming as the main sport which has both high male and female participation. Football (soccer) and Australian Football are identified as 2nd and 3rd under organised participation and are dominated by male participation whilst recreational dancing is 4th, gymnastics 6th and netball 8th and dominated by female participation.

In respect of Western Australian (WA) participation, the data indicates similar trends to the national data. Of particular note however is:

- For organisation/venue based sports in WA, with the exception of fitness/gym (27.1%) and swimming (7.4%) the majority of club based sports have a population participation rate of between 2.1% and

- 4.2% (golf, football (soccer), netball, Australian Rules Football, tennis, basketball, cricket and athletics).
- Sports with the highest level of venue requirements include golf, Australian Rules Football, football (soccer) and tennis. The primary focus is traditionally on club based activity for those sports, as it is for netball, basketball, cricket, hockey, bowls, athletics, touch football and volleyball.
 - Cycling, swimming, jogging and running, fitness/gym and recreational walking are the highest activity participation rates with participation numbers significantly higher than club based activities for adults.
 - Children's participation rates highlight the potential for significant growth in swimming, football (soccer), Australian Rules Football and recreational dancing. Basketball, gymnastics, cricket, netball and tennis have similar participation rates with projected upward increase to meet the future anticipated needs of the projected age profile.

4.2 Additional Participatory and Selected Sports Trends

During the SSA consultation process a variety of participation data was provided by the relevant bodies. There was a lack of consistency across all sports with respect to how the information was collated and therefore the key themes are referenced below for selected sports. Relevant information from the SSA's relating to facility infrastructure in the Great Southern is provided below.

Westcycle

Westcycle have recently developed the Western Australian Strategic Cycling Facilities Review to establish a high-level understanding of current provision and need for road, track and BMX facilities. Demographic data for Westcycle WA (road and track) and BMX Sports WA, including member numbers from 2011 to 2015 highlighted a number of key dynamics. Data collated by Westcycle in respect of 2015 member participation indicated a significant shift in demographic profiling between disciplines with:

- BMX being dominated by the 5-15 age range.
- Bicycle membership/participation peaks from 45 through to 79 years of age.
- The male female split is 80% male and 20% female.

Westcycle advocate the importance of ensuring connectivity and the provision of active transport modes (walking, cycling) to encourage all users to travel within and to towns by bike.

Westcycle in their strategic plan for the future of cycling within the state, advocate the need to increase the number of cycling facilities in regional areas. The Great Southern is identified as a hotspot for mountain biking and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development.

Tennis West

Tennis Australia has published a range of strategic and facility plans over the past 5 years focused on two key foundations of facilities and facility management. The sport advocates for quality venues as being vital to the continued growth of the sport. The guiding principles include professional management with community oversight and strong levels of governance, commercial and community responsibility. Tennis West is currently undertaking its facility strategy for WA and strongly advocates the provision of consolidation of infrastructure and development of hard courts in preference to grass court infrastructure (to minimise maintenance expenditure and maximise capacity for use). Facilities within the City of Albany and surrounding area have been identified as having the potential to be rationalised and co-located at one centralised venue.

Western Australian Football Commission

The WAFC are seeking to develop a number of initiatives aimed at expanding the developmental base in the sport. The initiatives are intended to drive up participation and build the foundation for increased senior level game development. They are however focused principally on the growth of the sport in Metropolitan Perth.

The WAFC have identified the level and quality of active football club facilities within the Great Southern. The ratings are only to be used as a guide to identify a potential facility review or development.

It is to be noted that the facilities identified as being in need of further investment (i.e. falling below the 100% hierarchy assessment based on a set of performance criteria) are:

- Collingwood Park (which is identified as a priority for future investment by the City of Albany).
- Railways Oval (which is part of the Centennial Park redevelopment program).
- Jerramungup Town Oval (which has been identified by the Shire of Jerramungup for future investment).
- Boxwood Hill Oval (which has been identified by the Shire of Jerramungup for future investment).

Golf Western Australia

The concern with golf clubs within the Great Southern and broader regional area relates to accessibility and the relative strength of the volunteer management. They generally operate independently of LG and are self-sustaining, relying on the membership base to manage and maintain the course and greens.

The most notable fact associated with golfing infrastructure is the strength of membership within the main population centres of the City of Albany and the Shire of Denmark. All other golf courses have a membership of less than 100, with the majority of small rural area golf courses surviving with membership levels of less than 40.

Basketball Western Australia

Basketball membership growth across the state has seen substantial increase from 2012 to 2016 with junior participation over the period highlighting a 24% growth and senior participation a 9% growth

4.3 Sport and Recreation Facility Development Trends

The following table highlights those trends and the implication on provision within the Great Southern:

Trend	Detailed Consideration	Implication for the Great Southern
Financial Viability	<p>There is now a more acute focus on financial viability of all sport and recreation infrastructure.</p> <p>The importance of fully costing out asset management plans is becoming more critical.</p> <p>The cost of building new facilities to replace ageing infrastructure.</p>	<p>This re-enforces the requirements to establish effective asset management systems and processes across the Great Southern.</p> <p>With the increasing cost of replacing existing ageing infrastructure a planned and phased asset replacement process needs to be put in place to align with potential grant funding opportunities.</p>
The Design and Range of Facility Provision	<p>New and emerging design guidelines for sport and recreation facilities highlight the need to accommodate the capacity for the growth in women’s sport, address</p>	<p>The redevelopment/rationalisation/ replacement of infrastructure should accord with minimum design standards/principles focused on multi-</p>

REPORT ITEM CCS094 REFERS TO

	<p>equality of access and provide greater flexibility of use.</p> <p>The consolidation of storage, change, clubroom, public toilet and social meeting facilities in one multi-functional building maximises use and minimises ongoing operational costs.</p>	<p>functional use and minimising ongoing service costs.</p>
<p>Sporting Hubs, Co-location and Shared Use</p>	<p>The elimination of single, stand-alone club and group facilities and integration/ co-location and sharing brings a range of different uses and users together.</p> <p>The opportunity to realise good partnerships through school use of proposed sports facilities, and community use of existing school facilities is emphasised as being an important focus for LG's.</p>	<p>The co-location of sport and recreation infrastructure should wherever possible be encouraged and facilitated through a planned process across the GSRLG's. This approach will need to be communicated to clubs/user groups to ensure club aspirations are effectively managed and controlled.</p>
<p>Demographic Considerations</p>	<p>The ageing demographic is necessitating greater consideration of non-contact sport and recreational activities with a higher level of casual social interaction.</p> <p>Where there is a high propensity of the population on low incomes it is important to provide sport and recreation facilities at an affordable price with equitable access to the community.</p> <p>Provision for youth needs to focus on providing a broader service which meets more diverse needs to break the norms of sport participation and needs to reflect technology as an integral part of young people's lives.</p>	<p>There is a need to provide a range of flexible infrastructure which caters for a broad demography, many of which have limited access to transport and limited discretionary expenditure.</p> <p>Infrastructure will need to cater for both the ageing community, families and youth and need therefore to be adaptable and flexible in their capability/use.</p> <p>A greater focus in future will need to be paid to Information Technology as a mechanism for engaging the community at all levels to maximise the use of infrastructure.</p>
<p>Environmental Consideration and Sustainability</p>	<p>Alternative water options are now being considered and need to be incorporated within any developmental solution.</p> <p>Facilities are now being designed and built to maximise access, safety and environmental sustainability.</p>	<p>Water management and environmental sustainability will continue to be a key focus for facility development and should be considered as a key development principle to be considered in all new or upgraded facility developments.</p>
<p>General Participatory Trends</p>	<p>There is a trend to move away from formalised club based sports in adulthood.</p> <p>The decrease in volunteering and associated succession planning compromises the ability to attract and</p>	<p>The role of sport and recreation infrastructure in more remote regional areas is changing to become the main focus for social activity where the sporting use is, at times, incidental. Investment in such infrastructure needs therefore to be</p>

	retain members to sustain and develop clubs.	seen in a broader community development context.
Social and Economic Benefit	<p>Within regional areas, facilities provide opportunities to build volunteer capacity and to train and develop individuals in leadership and management capabilities.</p> <p>In some regional areas clubs and facilities have become a focus for addressing physical and mental health issues and in particular as a mechanism to educate and provide mentoring support for members of the community who have/are experiencing issues relating to drug and alcohol abuse.</p>	<p>The value to the local economy both from a training and development perspective and as a mechanism to address health issues (both physical and mental) should not be underestimated.</p> <p>In the GS, greater emphasis should be placed on the multi-functional opportunities such infrastructure provides in developing and sustaining a community in place.</p>

4.4 Implications of Current Trends on the Great Southern

The concluding implications of current trends associated with sport and recreation infrastructure provision for the Great Southern can be summarised as:

- The gradual diminishing role that organised sport is playing in remote regional areas, particularly in the Great Southern, is evidenced through the loss of clubs and competition structures. The role of clubs is now of critical importance as a catalyst for social interaction, skills development, health and wellbeing. The future expansion of club facilities and activities in small townships is likely to achieve a greater return on investment if it is aligned to a broader community service offer.
- The traditional approach of developing infrastructure has now changed. Cost effective and efficient co-location of infrastructure should underpin the rationale for future investment in infrastructure. Whilst a number of facilities within the GS have been developed on one site, there are still ad hoc developments with limited, ageing or inadequate supporting infrastructure which would benefit from being co-located with other activities. The gradual rationalisation and amalgamation of these sites would be beneficial.
- The traditional venue specific sports of golf, Australian Rules Football, cricket, bowls and hockey will continue to dominate provision within the more remote rural areas. In the larger and established population centres in the south (the City of Albany) and north (Shire of Katanning), they will likely experience a greater demand for broader sporting infrastructure associated with football (soccer), netball, basketball, athletics and volleyball where the competition structure is also likely to be sustained. In all circumstances, and wherever possible, the co-location of sports aligned to one service centre/multi-functional building should be sought.
- The role of traditional clubs in regional areas within the main population centres of the City of Albany and Shire of Katanning are likely to provide the main competition bases and therefore the focus will be on providing accessibility to the more remote rural communities for major events. The Shires of Plantagenet, Kojonup and Denmark as secondary regional administrative centres, are likely to continue to provide the secondary competition venues to be used as feeders for the two main centres.
- At present the complex nature of competition structures and financial expenditure associated with delivering high performing competitive teams, particularly for Australian Rules Football (by importing players), is damaging the delivery of sport at the local level. This will necessitate ongoing discussion with WAFC and clubs in developing a more effective hierarchical approach across the sport and the acceptance of this hierarchical structure which should be the feeder ground for local player development.

REPORT ITEM CCS094 REFERS TO

- Having regard to the above, it is recognised that SSA's are still working along traditional lines of provision. This has failed to achieve a growth in the sport in areas where population growth is diminishing. A significant change in delivery mechanisms and competition structure is required if this is to change. Growth has generally occurred state wide (or more particularly in Metropolitan areas) where the population has grown through net migration. This does not serve the needs of the GS, where sustainable intervention measures will be required to sustain clubs and club based developmental and competitive activity.
- Other infrastructure (referenced as non-traditional sports clubs) which are associated with unique locational characteristics and economic drivers, such as ballistics, equine and motorsport use, will be venue specific and are required to service a broader regional population. In these circumstances, a considered approach needs to be taken across all LG partners to determine the most effective and efficient regional and satellite feeder sites.
- The growth in women's sport has resulted in a different approach to the design and development of traditional sporting infrastructure. It is now important for all LG's within the GS to ensure wherever possible that flexibility underpins the design and potential use of sporting hubs. Any newly developed facility infrastructure will be required to provide flexible unisex changing and ablution infrastructure to a higher standard which inevitably has significant cost and ongoing asset management implications.
- There will be a continued need in all areas to provide access to opportunities for cycling, swimming, jogging and running, fitness/gym and recreational walking. In order to achieve an effective return on investment this infrastructure should be linked to broader economic development/tourism initiatives. The current plans and proposals for tracks and trails across the GS would assist in meeting these requirements.
- With respect to cycling specifically, it is recognised that the GS is a hotspot for mountain biking and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development. This needs to be undertaken in partnership with Westcycle and across jurisdictions to ensure effective connectivity.
- Whilst the shared use of school infrastructure has achieved mixed results in the GS, the use of school infrastructure should continue to be pursued as a mechanism for offsetting ongoing operational costs and to avoid unnecessary duplication of provision.
- Financial management and viability concerns have been raised consistently as an issue which is facing all sporting infrastructure within the GS. It is important to prioritise strategic investment across the region and agree how this is to be delivered, funded and sustained. It is highly unlikely that a cost sharing model could be achieved. Nevertheless, relative priorities and support for investment decisions should be agreed across all LG's.
- Environmental sustainability underpins the majority of planning processes associated with Strategic Community Plans within the GS. This should be re-enforced with a consistent policy across all LG's.

5. Key Delivery Implications

5.1 Great Southern Region Local Government Considerations

The tables below highlight the key considerations and opportunities highlighted by GRSLG's.

Local Government	Key Considerations and Opportunities
<p>City of Albany:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - Support Club Governance & Volunteer Management. - Increased Memberships & Participation (engagement through Active Albany). - Development of sustainable asset management practices <p>Improved Life Participation:</p> <ul style="list-style-type: none"> - The continued promotion of Active Albany programs. - Improved utilisation of the Albany Leisure & Aquatic Facility as a community hub. - City of Albany Public Health Plan priorities implementation. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Review the City of Albany Sport and Recreation Strategic Plan. - Implementation of the Albany Trail's Hub Strategy. <p>Facility Management and Delivery</p> <ul style="list-style-type: none"> - Maintain a consistent equitable approach to the level of provision and management of infrastructure. - Rationalisation and shared infrastructure development approach. - Ongoing development of sustainable approaches to asset maintenance program. <p>Improved Pathways for Junior to Senior Participation</p> <ul style="list-style-type: none"> - Family Friendly Clubs and Programs. - Integration of juniors into senior clubs. <p>Event & Tourism Delivery</p> <ul style="list-style-type: none"> - Programming of the new regional Centennial Park Sporting Precinct. - Development of an integrated regional events strategy in partnership with the GSRLG's. - Support the development of the Outdoor Adventure Industry & GS Outdoor Centre of Excellence
<p>Shire of Broomehill-Tambellup:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - The need to resource or gain access to a club development officer. - Focus support on managing recent investment in sporting club and bowls facility. - Good quality infrastructure is required to address the decline in numbers. - The value of investing in volunteer support and effective governance models is critical. - The loss of AFL is problematic and is likely to impact on the ability for residents to gain access to sporting competition.

Local Government	Key Considerations and Opportunities
	<p>Strategic Planning</p> <ul style="list-style-type: none"> - The shire has found value in VROC which could be extended further to incorporate community and club development support and in addition a collective approach to asset management. <p>State Sporting Associations</p> <ul style="list-style-type: none"> - Concerns with SSA's servicing regional areas. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of a developed asset management process will place the shire at risk given the extent of infrastructure currently provided across the two towns. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - The role that sport plays in the community is for both social engagement and mental/physical health and wellbeing.
<p>Shire of Cranbrook:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - The shire value the input and involvement of the shared club development officer which offsets the lack of resources available. - Volunteering is a key challenge. More effective coordination between sports and recreational groups is required. <p>Sports Development</p> <ul style="list-style-type: none"> - There is a need to continue the investment (and potential expansion) of Kidsport which has provided a significant contribution to enable low income families to access sporting opportunities. <p>Strategic Planning</p> <ul style="list-style-type: none"> - VROC is considered to be an important cross boundary group with the potential to expand beyond its current role. <p>Tourism</p> <ul style="list-style-type: none"> - The value of the close proximity of the Stirling Ranges; presence of unique wildflowers and proximity of wineries provides the opportunity to attract people to Cranbrook. - As part of Hidden Treasures and nature based promotions there may be opportunities to also link these more effectively with the use of club based infrastructure to increase viability. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - Drugs, mental health and general wellbeing has been identified as a critical issue which clubs have sought to address. - There is now a need for clubs to reconsider their current structure and embrace their role more effectively as a social hub for the wider shire community with sport and recreation being used as the vehicle to support and retain residents locally.
<p>Shire of Denmark:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - A program to train and develop volunteer capability shared across GSRLG's could provide an effective utilisation of limited resources. - A consistent approach to integrating seniors and junior club development activities should be pursued across all GSRLG's.

Local Government	Key Considerations and Opportunities
	<p>Facility Development</p> <ul style="list-style-type: none"> - Previous lack of investment in youth needs to be addressed. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The environment, sport, recreation and culture is consistently identified as high investment priorities for the shire. - Trails and cycleways (including mountain biking) have strong tourism potential and investment will need to be set aside to implement a strategic trails plan in conjunction with regional partners. - The alliance with the Shire of Plantagenet and City of Albany is the most important. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The current tourism focus should ultimately be expanded and diversified to incorporate shared learning and understanding of facility provision, asset management, events, performance management and project implementation. - There is potential to develop a regional tourism and events service, focused on the horse industry. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management systems and processes puts the shire in a high-risk category.
<p>Shire of Gnowangerup:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - Facilitating the improvement to governance structures and long-term viability of clubs. Volunteer management needs to be addressed. - The loss of clubs and consistent competitive infrastructure. <p>Facility Development</p> <ul style="list-style-type: none"> - Consideration of facility rationalisation, multi-functional use and increased capability of infrastructure to service more broader community needs. - Attract adequately qualified and committed personnel to manage and operate facilities. - Extension of aquatic infrastructure use (potentially a swimming club), diversity of sporting use on the synthetic turf and greater social activities focused on the sporting precinct site. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Sharing of resources and increased commitments to alliances and partnerships with neighbouring LG's needs to be explored further. - Investment in passive recreational opportunities including trails within and servicing town sites. - Keeping people in the area through non-sport and recreation initiatives linked to housing, tourism and economic development opportunities. <p>Asset Management</p> <ul style="list-style-type: none"> - Asset management and the risk associated with maintaining the level of current infrastructure serving a relatively small population base. - Alternative sources of funding need to be identified to that of the cropping program.

Local Government	Key Considerations and Opportunities
<p>Shire of Jerramungup:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - Volunteer management support and facilitation will be needed as an ongoing requirement to sustain viable club infrastructure. <p>Facility Development</p> <ul style="list-style-type: none"> - Imminent decision is likely to be taken by DoE to decommission the swimming pool facility which the shire will seek to maintain. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management systems and processes is a high risk for the shire. - A need to establish a sound process and investment program. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The opportunity to share resources across LG's has potential benefits to offset limited local resourcing and maximise tourism potential. - The evolution of the Tourism Alliance. - The importance of benchmarking to assist with future investment planning.
<p>Shire of Katanning:</p>	<p>Club Development</p> <ul style="list-style-type: none"> - More effective engagement with indigenous community groups and associations. - Issues with volunteering appear to be more acute than in other LG areas. - The benefit of KidSport and the potential to expand the program in low socio-economic areas is critical. <p>State Sporting Associations</p> <ul style="list-style-type: none"> - Concerns with SSA's servicing regional areas. SSA programs/events should be undertaken in partnership with GSRLG's to ensure the outcomes provide a sustainable benefit to the region. <p>Facility Management</p> <ul style="list-style-type: none"> - The long term management of the aquatic facility needs to be assessed against strategic community plan targets. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The need for a coordinated events program is evidenced. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - There is a need to develop consistent senior's programs to ensure resourcing is effectively utilised. Seniors could provide a wealth of volunteer capacity to support club development. - The importance of using sport as a vehicle to address drug use, mental health and wellbeing should be further developed as a shared resource.
<p>Shire of Kent:</p>	<p>Facility Development</p> <ul style="list-style-type: none"> - It is important that investment is maintained at current levels and that each site is continued to be promoted as a community centre. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Due to the unique set of circumstances, the shire has limited requirements to work across LG boundaries.

Local Government	Key Considerations and Opportunities
	<p>Health and wellbeing</p> <ul style="list-style-type: none"> - An ongoing requirement will be to provide services to keep people well-aged within the community. Investment in broader fitness and passive recreational pursuits will be important and will link to trail/path access and social infrastructure. <p>Asset Management</p> <ul style="list-style-type: none"> - Asset management processes are well developed and the shire is relatively strong financially.
Shire of Kojonup:	<p>Club Development</p> <ul style="list-style-type: none"> - The shire needs to build capacity in the community and will have to play a critical facilitation role to support the volunteer base and ensure effective club governance is implemented. <p>Facility Development</p> <ul style="list-style-type: none"> - Further engagement with the DoE is required to explore alternative ways of delivering sport and recreational opportunities which could reduce costs of servicing and provide a greater localised benefit. <p>Events and Tourism</p> <ul style="list-style-type: none"> - Undertake a Cycle Plan for the townsite to connect to heritage/cultural and sporting/recreation infrastructure. - Opportunities should be explored to align horse, cycle and walking trails. - The old stock route from Kojonup to Denmark should be a consideration for future development but can only be achieved in partnership with neighbouring LG's. - There is potential to look at a regional eventing festival with the Shire of Plantagenet. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - The importance of using sport as a vehicle to address drug use, mental health and wellbeing.
Shire of Plantagenet:	<p>Club Development</p> <ul style="list-style-type: none"> - Volunteer management and club development support will continue to be an issue. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The alliance between Denmark, Albany and Plantagenet whilst currently focused on a regional tourism component has the potential to contribute further and explore resource sharing. - Consideration should be given to the expansion of current VROC activities. <p>Asset Management</p> <ul style="list-style-type: none"> - Whilst improving, the limited asset management system and associated investment process is a high risk for the shire. <p>Facility Investment</p> <ul style="list-style-type: none"> - There will be a need to establish a sound process and investment program.

Local Government	Key Considerations and Opportunities
	<ul style="list-style-type: none"> - The further evolution and development of the partnership with the school/DoE will need to be reviewed annually to offset ongoing operational costs and could be expanded to provide access to the oval space should demand at Sounness Park (east and west) increase. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The development of a bike plan for the Townsite will potentially be able to identify links with broader trail opportunities. - Potential alignment with the implementation of long distance trails.
Shire of Woodanilling:	<p>Club Development</p> <ul style="list-style-type: none"> - A lack of succession planning and thereby creating a long-term viable sporting and club entity. <p>Strategic Planning</p> <ul style="list-style-type: none"> - As part of the Hidden Treasures initiative there is the potential to extend this partnership with partner organisations in the GS. - The sharing of resources (currently surveyors cost, part time staff and loan of equipment) could be expanded and formalised under an MOU. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management planning needs to be addressed and could be undertaken in partnership with neighbouring LG's. <p>Events and Tourism</p> <ul style="list-style-type: none"> - There are a number of areas for potential trail development which are likely to link with developments outside of the Great Southern due to being the north-western most LG.

5.2 Selected State Sporting Association Considerations

Selected SSA's were consulted following the engagement with LG representatives. They were identified based on the current level of infrastructure associated with townships across the Great Southern (i.e. aquatic infrastructure, golf, netball, tennis, bowls, Australian Rules Football, equestrian and basketball). The implications for the development of the GSR Sport and Recreation Plan are identified below.

SSA	Key Considerations
Swimming WA	<ul style="list-style-type: none"> - Aquatic infrastructure is always required to support the growth in club based swimming. - Viability of the infrastructure is critical and Swimming WA advocate the important role clubs play in attracting users to infrastructure. - The sport recognises the burn-out with volunteers and is seeking to put in place structures to adapt to regional level meets and competitions. The intention is to diversify and decentralise the sport which should make it easier in regional areas to evolve and develop. - There is however an issue with affordability with swimming clubs unlikely to generate significant income for the lane space used. - The movement of Swimming WA in the Learn to Swim space may provide resources in the long term to invest more heavily in sustaining

SSA	Key Considerations
	<p>regional level support for clubs. This however will be dependent on the successful implementation of the program which is currently in its infancy.</p>
Bowls WA	<ul style="list-style-type: none"> - Smaller youth populations in regional areas participating in bowls means there is now little in the way of elite level provision. - Clubs can no longer rely on membership as a means of survival and need to diversify. The bowls clubhouse therefore becomes an increasingly important facility for social activity to sustain the sport in regional areas. The role they play in keeping the elderly active and providing opportunities for social interaction is important in contributing to keeping residents in place. - The lack of investment and setting aside of sinking funds to replace surfaces is likely to impact the ongoing viability of infrastructure in the Great Southern. Rationalisation of current infrastructure and alignments with other sports will be essential.
WAFC	<ul style="list-style-type: none"> - Development pathways are not connecting up that well between Juniors and Seniors and this has resulted in the evolution of a new governance model for football. The draft process has further damaged the viability of the sport and measures need to be put in place to address this. - As with other sports, the youth drop-out rate is high and this impacts on team generation. This is replicated at the 11-12 age range. - The number of teams folding in smaller regional townships is a major concern and little has been implemented to halt this occurrence. - Whilst the expenditure related to players being brought in to service regional teams is considered to be a positive, it is not sustainable and does not encourage the development of local talent. - The growth in female competition is also a positive and a different approach will be required if the structure is to be sustainable. - It is a concern that as one of the main participatory sports for the indigenous community, they are not well engaged. The lack of transition to a senior club from indigenous programs indicates there is a fundamental flaw in the club development system and effective integration of all players irrespective of culture and background. - As referenced by a number of LG's the value of KidSport is high, but the monies available are insufficient to address the real issues associated with low socio-economic families, access to transport and effective communication.
Tennis West	<ul style="list-style-type: none"> - Albany is considered vital for pathway programs which is the natural draw for participants. - The re-alignment of the three clubs in Albany to one centralised hub is identified as a high priority. The movement from grass to hard courts is also considered to be a high priority to enable infrastructure to be effectively sustained. - There is clearly an abundance of tennis infrastructure in the GS, however the issue relates to access and viability of both the clubs from both a volunteers and players perspective. Similar to bowls, tennis has become a community gathering point and would benefit from a strong alignment with bowls activities.

SSA	Key Considerations
	<ul style="list-style-type: none"> - The lack of integration with the indigenous community is due to the traditional approach and associated cost which will require changes of game time - these will be generational changes rather than immediate.
Equestrian	<ul style="list-style-type: none"> - The high level of female participation is a strong asset of the sport as is the relatively good level of provision in regional areas which provide significant health and wellbeing benefits. - It is evident that the cost of maintaining a horse is challenging and potentially cost prohibitive. In addition, the travel associated with competitions renders the sport inaccessible to a number of residents within the GS. - The need to participate at Brigadoon similarly creates barriers which are not easy to overcome. The SSA provides support through financial assistance and training clinics, mainly centred on the state equestrian centre. However, there will be a need to review this and consider a decentralised approach if the sport is become more accessible to all.
Netball WA	<ul style="list-style-type: none"> - Albany/Katanning/Kojonup are the main priorities for Netball WA based on current infrastructure although Denmark, Gnowangerup and Jerramungup have a significant role to play for the development of the sport in the GS. - The alignment of netball with AFL is a critical concern due to the strong link between both club's competition and developmental structures. - Volunteer management and numbers is a real concern which replicates the issues raised across a number of LG's. - The provision of Katanning in the north and Albany in the south provides a good split to ensure complimentary competitions can be run which service the region. - Indigenous engagement, anecdotally appears to be effective although no figures are captured in respect to engagement and/or use of facilities. - A significant issue which needs to be resolved is more proactive engagement from Netball WA to LG's.
Golf WA	<ul style="list-style-type: none"> - Golf is provided for an ageing demographic and reliant on strong volunteer support. - The lack of junior participation is a concern as this potentially impacts on succession planning. - The integration of the Indigenous community with golf provision in Tambellup is encouraging and dispels the impression that it is an elitist sport with limited access (whilst it is also noted that indigenous programs have proved difficult). There is clearly however, a need to review and refine rules and regulations associated with the sport if golf facilities are to be retained and provide a viable sporting business. - As with other sports the SSA recognise that their engagement with LG's is poor.
Basketball WA	<ul style="list-style-type: none"> - Basketball is recognised as a strong participatory sport and engages positively with the Indigenous community. It is however limited by access to court time and volunteer capacity.

SSA	Key Considerations
	<ul style="list-style-type: none"> - The impact on senior sport is generally at the expense of junior participation. This will need to be addressed, potentially through greater flexibility related to game time and off-peak court use rather than the construction of new infrastructure. - The option to utilise DoE court sites needs to be integrated with LG engagement to ensure duplication of resources is avoided.
<p>Dr Lenore Lyons (GSCORE)</p>	<ul style="list-style-type: none"> - The project is in its infancy but already has the potential for strong alignments with Active Albany. This should be explored further, particularly the alignment to bushwalking and access to the Stirling Ranges and associated walking/hiking/riding/climbing areas. - The outdoor recreation strategy should be integrated with this broader sport and recreation facilities plan. - Further investigation of the potential to invest in securing an appropriate training and education base at Camp Quararup is required. This could be the catalyst to engage more effectively with commercial operators and secure commitment to the growth in outdoor adventure in the GS. - The development of consistent and accredited training programs will assist in the growth of the industry and attract greater investment from both state and federal government.

5.3 Summary of Key Challenges

The outcome of the engagement process identified the following as the key challenges which need to be overcome:

- **Asset Management:** The need to ensure all LG's follow a considered and adaptable asset management process which enables future budget planning to be managed effectively. Continue to enhance and improve asset management practices and particularly train and develop clubs understanding of their obligations.
- **Quality of Service:** The need to maintain and enhance the current level and quality of service provision within a constrained resource base and with increasing demands on those limited resources.
- **Consistency of Provision:** Ensuring there is consistency across all sport and recreation services in the level of provision, accessibility and management of infrastructure. This will necessitate more effective benchmarking and performance management processes.
- **Benchmarking and Resourcing:** Continuing to develop appropriate standards/benchmarks which are then adopted and continue to be implemented. It would assist all LG partners if this could be consistently applied across the region. Consider the provision of a regional 'one-stop-shop' to assist and promote the development of good business systems and processes across GSRLG's.
- **Volunteer and Club Development:** The need to support and facilitate good governance and succession planning. In addition, continue to educate and alter the mindset of clubs which operate separate junior/senior provision to provide an integrated service delivery model to develop sustainable clubs. The development of a senior's program whereby they are trained and encouraged to volunteer into retirement.
- **Cross Boundary Developments:** The need to continue to foster and develop alliances and partnerships with neighbouring LG's. This will necessitate building upon existing alliances (VROC, Lower Great Southern Alliance and Hidden Treasures partnership) and potentially expanding the focus to incorporate asset management, benchmarking and shared resourcing. The City of Albany

REPORT ITEM CCS094 REFERS TO

as the main population centre within the Great Southern has the potential to lead and support other LG's across tourism, economic development, business and operational practices. Cross boundary opportunities include:

- **A regional events strategy:** Development of an integrated regional events strategy in partnership with other GSRLG's.
- **Shared project implementation:** Development of regional tracks and trails to ensure connectivity between regional areas.
- **A shared training and development program:** To provide advice and support in a coordinated way to partner LG's on all aspects of sport and recreation facility provision. To facilitate and provide a coordinated program for club support across the Great Southern.
- **Asset Management by Clubs:** Support will be needed to ensure that effective governance and appropriate sinking funds are committed to sustaining the facility.
- **The Role of SSA's:** SSA's are not stepping up to the mark in servicing regional areas.
- **KidSport:** There is a need to continue the investment (and potential expansion) of KidSport.
- **General Health and Wellbeing:** Drugs, alcohol abuse, mental health and general wellbeing has been identified as a critical issue which clubs have sought to address.
- **Grant Assistance and Ongoing Financial Support:** The loss of Royalties for Regions and ability to secure small grants for the ongoing operation and upgrading of key facilities (i.e. reducing CSRFF and loss of the pools grant). In addition, in some areas, the over reliance on crop funding which may not provide a secure long-term solution.
- **Equine Development:** A considered approach will need to be undertaken for the development of equine infrastructure across the region.
- **Development of Youth Facilities and Activities:** LG's are experiencing similar problems in having to provide for an ageing population whilst addressing the previous lack of investment in youth.
- **Competition:** The loss of clubs and competitive structure and the lack of consistency with competition alignments across sports.
- **Social isolation and Loss of an Ageing Population:** Sporting infrastructure are principally social meeting places and perform a much broader role than that of sporting uses. There is an ongoing requirement to provide services to keep people well-aged within the community. Investment in broader fitness and passive recreational pursuits such as tracks and trails will be important.
- **Shared Use and Co-location:** This needs to be considered in conjunction with rationalising infrastructure within all towns and potential consolidation on one site ultimately. Engagement with the DoE is required to explore alternative ways of delivering sport and recreational opportunities which could reduce costs of servicing and provide a greater localised benefit.
- **Affordability:** Ensuring that a balance is struck between people's ability to pay and the level of subsidy desired to maintain the service.
- **Growth in Female Sport and Competition:** This is necessitating a different approach to facility design and functionality.
- **Integration with the Indigenous Community:** There is a lack of engagement with the indigenous community. This will require innovative approaches to the provision of services and programs and greater training of clubs in valuing diversity and increasing accessibility.

6. GSR Strategic Issues and Opportunities

6.1 Facility Development Priorities

The following table identifies the critical facility development considerations raised by GS LG partners through the published documentation and the consultation process. The table identifies the main projects and the relative importance from a regional perspective of investing in identified infrastructure. The projects are referenced with respect to a regional priority and those projects which are local in nature, which need to be referenced but do not form part of the broader strategic regional prioritisation (referenced as Local). The assessment has been based on the potential for each project to impact on partner LG's beyond their current jurisdiction:

Local Government	Key Facility Investment Commitments	Relative Regional Priority	
City of Albany:	- Centennial Park Sporting Precinct - Implementation Stage 2.	H	
	- Albany Leisure and Aquatic Centre: Netball/Basketball/Volleyball/Table Tennis: Upgrade indoor court lighting to 500lux.	M	
	- Hockey: Turf Replacement; additional turf & supporting facilities: Feasibility Study and upgrade of outdoor lighting to 500lux.	H	
	- Middleton Beach Precinct <ul style="list-style-type: none"> o Improvements of the Albany Surf Life Saving. Club Triathlon/Volleyball/Surf Lifesaving: Install outdoor lighting (200 lux). o Artificial Surf Reef - Detailed Design, Wave Modelling & Implementation. o Ellen Cove Shark barrier – replace and maintain. 	M	
	- Developing Facilities <ul style="list-style-type: none"> o Albany Water Sports: Master Plan (Kalgan Progress Association, Albany Rowing Club and Albany Water-ski Club). o Regional Tennis: Needs & Feasibility Study (Co-location and rationalisation of existing Albany tennis clubs). o Aquatics: 50m Pool Feasibility Study. o Collingwood Park Sporting Precinct: Needs & Feasibility Study. o Regional Shooting Hub: Feasibility Study. o Regional Shooting Hub: Feasibility Study. 	M	
	- Great Southern Motorsport <ul style="list-style-type: none"> o Feasibility Study including Site Investigation & Design. o Site Development & Implementation 	H (State Govt Commitment)	

REPORT ITEM CCS094 REFERS TO

	<ul style="list-style-type: none"> - Establish the Outdoor Centre for Excellence in Albany as a regional priority. - Albany Trails Hub: <ul style="list-style-type: none"> o Albany Heritage Park Master Plan & Trail Network Implementation. o Progress the Albany Trails Hub Strategy Key Projects. 	<p>H (Regional and State)</p> <p>H</p>
Shire of Broomehill-Tambellup:	<ul style="list-style-type: none"> - The requirement to secure the ongoing viability of the Tambellup Sporting Pavilion. - Expanded skate park facilities for the youth at Broomehill. 	<p>Local</p> <p>Local</p>
Shire of Cranbrook:	<ul style="list-style-type: none"> - Motocross is the main strategic project – a centre for the Great Southern. Development and expansion of the motocross club. - The Frankland River Country Club is ageing and in need of investment. In order to fulfil the requirements of the Shire’s strategic plan, a master plan for the site should be developed. - Redevelopment of Frankland River Country Club. - Tenterden stage 2 facility development. 	<p>H</p> <p>Local</p> <p>Local</p>
Shire of Denmark:	<ul style="list-style-type: none"> - Development of green space at McLean Park as the main sporting hub. - The development of a subsidiary green field centrally located to offset the demand at McLean Oval for football (soccer) and junior cricket. - Further extensions to Denmark Recreation Centre to enhance gym and storage infrastructure. - The Equestrian Centre requires considered implementation having regard to equine activities being provided in Mount Barker, Albany and Kojonup - Trails Hub Master Plan. 	<p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p>
Shire of Gnowangerup:	<ul style="list-style-type: none"> - The upgrade to the swimming pool facility has been completed and there is a need now to ensure the use of the asset is maximised. - Similarly, the synthetic surface project has delivered an asset which now needs to be used effectively and income derived from the facility set aside to replace the surface in due course. 	<p>H</p> <p>H</p>

REPORT ITEM CCS094 REFERS TO

<p>Shire of Jerramungup:</p>	<ul style="list-style-type: none"> - The importance of investing in the pool at the education site as a mechanism for providing a valuable community service. - The development of the motocross facility on the boundary with Gnowangerup which ideally should be a satellite feeder for the facility being developed as a regional priority at Cranbrook. - Jerramungup Bowling Green - Carpet Replacement - Jerramungup Sports Club. - Bremer Bay – Oval Reticulation - Bremer Bay Sports Club. - Water Supply Upgrade including new dam - Boxwood Hill Combined Sports Club. - Improve Ventilation to Entertainment Centre - Jerramungup Sports Club. - Install kitchen and ablutions at tennis courts, refurbish fittings at clubhouse - Bremer Bay Sports Club. - Boxwood Hill Hall Improvements - Boxwood Hill Combined Sports Club (current CSRFF bid). - Synthetic Hockey Pitch Installation - Jerramungup Sports Club. 	<p style="text-align: center;">H</p> <p style="text-align: center;">M</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">M</p>
<p>Shire of Katanning:</p>	<ul style="list-style-type: none"> - Bowling Club to relocate to the Country Club. - Pursue additional recreational activities and facilities at Lake Ewlyamartup. - Continual service improvements to the critical sporting hub at KLC, including upgrades to Quartermaine Oval - Identify a suitable site for a motorplex. - Prosser Park to be developed into an informal recreation space. - Amalgamation of ballistics sports. Pistol/Rifle Club amalgamation and lighting investment to be re-engaged. - O'Callaghan Park. - Kupara Park to potentially provide informal recreational opportunities and football (soccer) provision. - Re-purpose of the Forrest Hill Golf Club. - Welcome Precinct – destination play precinct, Piesse Lake recreational area and botanical garden developed into regionally significant recreational areas. 	<p style="text-align: center;">H</p> <p style="text-align: center;">H</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">Local</p> <p style="text-align: center;">M</p> <p style="text-align: center;">M</p> <p style="text-align: center;">H</p>

REPORT ITEM CCS094 REFERS TO

	<ul style="list-style-type: none"> - The croquet clubhouse development and irrigation. - Development of new skate park/youth precinct. 	M
Shire of Kent:	<ul style="list-style-type: none"> - The need to plan for youth infrastructure in addition to the aged community (to ensure they have the ability to age in place). 	Local
Shire of Kojonup:	<ul style="list-style-type: none"> - Additional shade and life of pool tank at the Kevin O'Halloran Memorial Swimming Pool to increase community use. - Re-alignment and rationalisation of the Kojonup recreational precinct (including lighting). - Re-alignment of Agricultural Showground and potential co-location with sporting infrastructure. - Re-alignment of skate park. - Integration with regional trails development. - Oval drainage. - Resurfacing and covering of netball courts. - The current master plan should be reviewed: <ul style="list-style-type: none"> o Redesign of current clubhouse building adjacent to the pool and ensure compliance. o Cover the netball courts for multi-functional sporting and occasional market use. o Re-align the skate park to align more effectively with the sporting complex and adjacent school. o Investment in the swimming pool including shade and increasing the life of the pool tank. 	<p>H</p> <p>H</p> <p>Local</p> <p>Local</p> <p>H</p> <p>Local</p> <p>Local</p>
Shire of Plantagenet:	<ul style="list-style-type: none"> - The renewal of the parts of the Mount Barker swimming pool infrastructure, maintenance, servicing and renewal of the asset. - Continue to support and facilitate the development of Sounness Park as the primary ball sports facility in the District. - Promote the development of Frost Park as a major equine centre in the GSR. . Frost Park as the focal point for all equestrian activities will require ongoing review and investment in master planning and business case development. - Encourage the development of trails in line with the Trails Master Plan. - Investment will be required in the swimming pool to maintain the current level of provision. 	<p>H</p> <p>H</p> <p>H</p> <p>H</p>

Shire of Woodanilling:	<ul style="list-style-type: none"> - Continue the development of the Woodanilling Recreation precinct to ensure all recreation needs are met. - Develop a Youth Bike Area. - Queerarrup Lake development to secure water in lake for recreational use. - Complete oval lighting. - Implement bike/walking path network to connect the town to Whispering Winds and Caravan Park. - Gym equipment within the town park and recreation centre. - Storage to the recreation centre and lighting to the back shed and resurfacing. 	<p>Local</p> <p>Local</p> <p>H</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p>

6.2 Strategic Partnership Opportunities

The following table identifies the critical strategic planning processes identified by LG's and current alliances with GS partners. Eight of the GS partners are involved in the Hidden Treasures initiative which has the potential to be expanded to incorporate outdoor recreation and trails activities.

Local Government	Strategies and/or Partnerships	Recommended Position
City of Albany:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Recreation Strategic Planning. - Trails Hub Strategy & Projects. - Kite Boarding Facilities Planning. - Regional Tennis Feasibility Study. - Surf Reef Feasibility. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. 	<p>The gradual implementation and development of strategic planning processes to support both the strategic partnerships with the Lower Great Southern and local priorities.</p>
Shire of Broomehill-Tambellup:	<p>The key partnerships include:</p> <ul style="list-style-type: none"> - VROC for the sharing of Building and Environmental Officers. Development of standardised community perceptions survey across partners. 	<p>To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management.</p>
Shire of Cranbrook:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Regional Tourism Strategy. 	<p>A regional tourism strategy to be developed through the Hidden Treasures partnership may</p>

REPORT ITEM CCS094 REFERS TO

	<p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - VROC as an important cross boundary group with the potential to expand beyond its current role. 	<p>provide a catalyst for broader recreational event planning.</p>
Shire of Denmark:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Tourism Development Strategy. - Regional Economic Development Strategy. - Land Development Strategy. - Water Efficiency Action Plan. - Paths & Trails Network Plan. - Asset Management Strategy and Plans. - Sport and Recreational Infrastructure Strategy. - Trails Hub Master Plan. - Public Open Space Strategy. - Events Strategy. - Public Health Plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance for Economic Development and Tourism. 	<p>The gradual implementation and development of strategic planning processes to support both the strategic partnerships with the Lower Great Southern and local priorities.</p>
Shire of Gnowangerup:	<p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - VROC which is not considered to be operating as effectively as it could for the shire. 	<p>To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management.</p>
Shire of Jerramungup:	<p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. 	<p>The gradual implementation and development of the strategic partnerships with the Lower Great Southern Alliance.</p>
Shire of Katanning:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - The development of a cycle plan. - Regional Tourism Strategy - Regional Trails Strategy <p>Key partnerships aimed at delivering specific plans include:</p>	<p>The shire, whilst integrated within the Hidden Treasures initiative is currently focused at the local level for economic development. It would be beneficial to extend that reach to VROC partners or in partnership with the Shire of Kojonup.</p>

REPORT ITEM CCS094 REFERS TO

	<ul style="list-style-type: none"> - Katanning Regional Business Association - Economic Development. 	
Shire of Kent:	The shire currently has limited involvement with GS partnerships.	Currently, there would be limited benefit in engaging with other regional partners.
Shire of Kojonup:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Development of a Cycle Plan. - Integration of regional trails plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - VROC is the only formal alliance at present. 	<p>To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management.</p> <p>Consideration needs to be given to the broader economic development opportunities and a potential alignment with Katanning.</p>
Shire of Plantagenet:	<p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Development of a cycle plan. - Integration of regional trails plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. - VROC. 	The gradual implementation and development of strategic planning processes to support the strategic partnerships with the Lower Great Southern and VROC local priorities.
Shire of Woodanilling:	The shire is currently not aligned to any strategic partnership within the region and identifies with LG's to the north of the GSR.	

7. Strategic Themes and Action Plan

The table below identifies the key strategic intervention areas and associated issues. These are split into 4 key strategic themes underneath which there are a number of key actions and responsibilities which seeks to address the identified challenges. The key themes are:

1. Structural Review
2. Club and Volunteer Development: Alliances, Partnerships, Training and Development
3. Trails, Events, Economy and Tourism
4. Facility Development – Sustainable and Strategic Facility Development

Under each strategic theme, there are a series of recommendations which are to be planned for a short (S) 1-5 year period; Medium (M) 5-10 year period and Long (10-years+). It is not practical, due to resourcing constraints that all recommendations will be undertaken immediately and many will be ongoing, requiring the steerage of a representative body of the Great Southern (potentially through an existing alliance or dedicated sport and recreation GSR Group). Each recommendation and actions are assessed against its link to 'Strategic Directions 6' - Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020:

1. Governance - Developing governance models that are collaborative and provide strategically aligned partnerships.
2. Integrity and Values - Proactively develop responses to safeguard the integrity and wholesome values which make sport and recreation a fundamental part of Australian culture.
3. Public Open Space & Urban Form - Be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces.
4. Adventure and Outdoor Recreation - A destination point for numerous adventure and outdoor recreation pursuits.
5. Commercialisation - Sport and recreation is supported by robust commercially-oriented business models.
6. Diversity in Leadership and Management - Be proactive to increase the contribution that currently underrepresented groups within the community, particularly women, are able to make to the industry.
7. Financial [Un]Certainty - Optimise the value derived from public and private funding in tight fiscal circumstances.
8. Leveraging Facilities Investment - Securing high profile events and increasing visitor and local participation.
9. Life Course and Life Stage Participation - Improved participation rates in sport and recreation and more broadly active lifestyles.
10. Monitoring, Evidence and Research - Research and evidence-based decision making.

11. Participation, Culture and Affordability - Opportunities should be affordable and provide equitable access to encourage participation of people from diverse social, cultural and economic backgrounds.
12. Technology - Progress the industry through new and emerging technologies.
13. Vital Volunteers - Recruit, support and retain the vital volunteer base which facilitates the delivery of sport and recreation activities.

No.	Strategy	Target/Outcome	Responsibility (Lead)	Partners	Timeline	SD6 Alignment
1. Structural Review						
1.1	Establish a coordinating group (task and finish) to undertake an independent review of all sport specific structures (including league/competitions) within the GSR.	Rationalise the current alignment of the competitive structure of each sport and put in a uniform process which coordinates sports development activity across the Region.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's	S	11
1.2	Establish a hierarchy of facility provision for competition and developmental opportunity for the sporting community of the GS.	Facility hierarchy established. Minimum standard of provision and an agreed set of design and development principles to underpin the future investment in facility development.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC	S	11
1.3	Undertake a review of the services provided by SSA's and identify those which provide a valuable return and those which do not.	Re-prioritise based on an agreed and sustainable developmental program in partnership with GSRLG'S and SSA's.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's	S	11
1.4	Develop a program of intervention measures in conjunction with SSA's aimed at building capacity and capability within current club structures.	Establish governance, financial compliance, asset management and volunteer development as a minimum.	GSRLG's	DLGSC, Lower Great Southern Economic Alliance, VROC, SSA's	S	13
1.5	Prioritise future resourcing of clubs/organisations based on a commitment to support the strategic intervention measures by SSA's.	Resources aligned to agreed coordinated sports development activity across the	GSRLG's	DLGSC	S	07

		region. Prioritise ongoing investment based on agreed priorities and delivery targets.				
1.6	Assess and analyse the potential to encourage new club development to be established on school facilities where dual use agreements may be negotiated and provide long-term security of access.	Agree a set of principles across the GSRLG's for dual/shared use provision.	GSRLG's	DLGSC	S-M	07
2. Club and Volunteer Development: Alliances, Partnerships, Training and Development						
2.1	Explore the potential to expand existing partnerships/alliances to facilitate support for the delivery of sport and recreation infrastructure, programs and services across the GSR.	Existing partnership(s) expanded to incorporate strategic sport and recreation planning as a component of broader delivery objectives.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC	S	01
2.2	Establish a Regional Sports and Recreation Officers network/partnership (RSROP) for GSRLG's to share knowledge, disseminate information and coordinate development programs more effectively.	RSROP established with agreed terms of reference.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC	S	07
2.3	Develop an ongoing funding program to secure additional long-term sponsorship and investment to underpin community sport and recreational activity across GSRLG's.	Existing partnership(s) provide direction for the RSROP to manage the funding program on behalf of GSRLG's.	GSRLG's	Lower Great Southern Economic Alliance, VROC, DLGSC	S-M	05
2.4	In conjunction with the Regional Sports and Recreation Officers network/partnership, establish a facilitation process for developing a critical mass of coaches, volunteers, officials and players within the GSR.	RSROP establish a coordinated facilitation process across all priority sports aligned to the funding program.	GSRLG's	DLGSC, SSA's	S-M	13
2.5	Liaise with the SSA's to establish region wide benchmarking for clubs (funded through a targeted shared funding program).	RSROP co-ordinate the benchmarking program and resources.	GSRLG's	SSA's	S-M	07
2.6	Work towards a consistent club development program of support for integration of juniors, seniors and genders.	RSROP establish minimum equality and diversity standards and prioritise support to	GSRLG's	SSA's		11

		those clubs/organisations which embrace the integrated club development approach.				
2.7	Ascertain the relative sustainability and value with regard to key performance measures (i.e. volunteering, retention, effective governance and financial management).	RSROP establish sustainability performance measures against which sporting clubs can be managed.	DLGSC	GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's	S-M	10
2.8	Annually review the performance of SSA's and identification of key priorities across the GSR for the subsequent year.	RSROP annually review performance of SSA's and prioritise future funding based on performance.	GSRLG's	SSA's	Ongoing Annually	10
2.9	Ensure DLGSC grant funding programs for SSA's are aligned to GSR strategic priorities.	DLGSC to review funding programs that align to Regional Sports and Recreation Officers network/partnership to foster regional priorities for investment.	DLGSC	GSRLG's	S	07
2.10	GSRLG'S are to establish basic principles for the design and development of sport and recreation infrastructure.	RSROP establish minimum design criteria. Integration and co-location of a range of community services and social engagement opportunities on new/redeveloped sites.	GSRLG's	DLGSC	S-M	11
2.11	The GSRLG's in conjunction with state/regional health partners and SSA's to establish a consistent education, training, supporting and mentoring program aimed at sporting clubs and organisations.	RSROP advocate SSA's to undertake education and mentoring programs to address drugs, alcohol and mental health issues at sports clubs in remote rural communities.	GSRLG's	DLGSC	S	02
2.12	The GSRLG'S are to jointly develop an approach to ensure the future co-location opportunities of community, family health and social services are delivered from sporting club infrastructure.	RSROP to incorporate within the facility design guidelines, the desire to incorporate various outreach opportunities such as health services, children's and family support, aged care respite services, disability services and employment and training services.	GSRLG's	DLGSC	S-M	07
2.13	GSRLG's are to advocate for the retention and extension of Kidsports as being a vital resource addressing issues associated with socio-economic	Kidsport or similar program retained.	GSRLG's	DLGSC	S	11

	disadvantage and the future viability of sporting clubs and infrastructure within the Great Southern.					
2.14	GSRLG's in conjunction with SSA's and sports clubs/organisations and recreational groups are to facilitate the Introduction of programs and initiatives aimed at integrating CaLD and the indigenous community within the core fabric of the sport and recreation infrastructure.	Greater integration of CaLD and indigenous participants within sports clubs across the region (baseline measures to be determined by RSROP).	GSRLG's	DLGSC, SSA's, Noongar Support Groups	S	11
2.15	Establish a mechanism for the consistent review and implementation of gradual upgrading/modernisation of sport and recreation facilities which are not DDA compliant. This should comply with the outcomes desired across all LG DAIP's.	Increased % of DDA compliant sport and recreation facilities across the GSR.	GSRLG's	DLGSC, SSA's, Disability Access Groups	S-M	10
2.16	Establish a strategic support infrastructure to provide a suite of resources for volunteers, coaches and officials to deliver effective club development and competition opportunities. Effective and efficient resource to support all LG's.	Investment in the CDO resources across LG's reviewed and re-aligned to support the RSROP program which facilitates support for SSA's and clubs across LG areas.	GSRLG's	DLGSC	S-M	13
2.17	Communicate basic operational and design principles to all sports clubs and recreational groups within the GSR.	RSROP facilitate the development of a training program and community information sessions annually to ensure sport and recreation facility users have a full understanding of their obligations and those of LG in the management and delivery of sport and recreation infrastructure.	GSRLG's	DLGSC	S	07
2.18	Establish an agreed regional policy statement with respect to facility development, co-location and shared use as being a key objective of future investment in sport and recreation infrastructure.	RSROP develop a policy statement for endorsement across all GSRLG's.	GSRLG's	DLGSC	S	01
3. Trails, Events, Economy and Tourism						
3.1	Facilitate the coordinated development of long distance and historic tracks and trails across the	Review and upgrade existing trails in accordance with a planned. Implementation	GSCORE GSRLG's, Lower Great	DLGSC, DoT, GSDC	S-L	03

	GS as a mechanism to get people physically active and support growth in the tourism sector.	process aligned to existing and developing trails planning proposals. Integration of footpaths, cycleways and horse riding trails to provide effective links between activity centres, sport and recreation infrastructure and other community services.	Southern Economic Alliance, VROC			
3.2	Utilise existing alliances to review and re-evaluate the business cases for trail infrastructure development which meet the needs of the current population, its tourism potential and likely future anticipated growth.	Current trails master plans and business cases to be reviewed on an ongoing basis with a view to developing an integrated regional plan with the endorsement of the GSDC.	GSRLG's, Lower Great Southern Economic Alliance, VROC	DLGSC, DoT, GSDC, GSCORE	S-M	10
3.3	Establish joint funding agreements with partner LG's to progress the phased development of tracks and trails which cross GSRLG jurisdictions.	Joint funding agreements established and funding allocated within each GSRLG's long term financial plan where appropriate.	GSRLG's, Lower Great Southern Economic Alliance, VROC	DLGSC, DoT, GSDC	S	07
3.4	Undertake a coordinated marketing and promotional program highlighting the value of the regions natural resources which is managed and delivered by GSR strategic alliances and/or the GSDC.	Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018.	GSRLG's, Lower Great Southern Economic Alliance, VROC	GSDC	S	08
3.5	Ensure that the principles of connectivity are pursued by integrating tracks and trails with footpaths and cycleways (and in rural areas horse riding trails) to provide effective links between activity centres, sport and recreation infrastructure, other community services and natural outdoor activity resources.	Adopt a series of guiding principles to support the implementation and delivery of the regional trails plans. This should include a cross boundary commitment from all GSRLG's and agreement on the principles of connectivity which are to be pursued.	GSRLG's, Lower Great Southern Economic Alliance, VROC	DLGSC, GSDC, GSCORE	S	03
3.6	Based on best practice develop a regional model to demonstrate the economic value of sport and recreation by capturing baseline information on:	Develop an economic value of sport and recreation model which can be adapted to support local clubs, organisations and	GSRLG's	GSDC	M-L	10

	<ul style="list-style-type: none"> - Sporting activity (participation rates across prioritised sports). - Volunteer numbers across prioritised sports. - Employment positions within the regional sport and recreation industry. - Retail expenditure on sport and recreational pursuits. - An assessment of the reduced healthcare costs from improved health (both physical and mental). - Improved educational attainment of those that participate in sport. - The contribution sport and recreation can make in reducing crime. - The net impact on the environment by encouraging more walking and cycling (i.e. linked to GSCORE Outdoor Adventure and Active Albany). <p>It is recognised that this will be an iterative process over a number of years to develop a consistent data capture and assessment process.</p>	associations in attracting external funding and investment for events.	GSCORE (outdoor recreation)			
3.7	Annually publish an economic report based on the value return on the investment in sport and recreation infrastructure.	Annual report published and used for benchmarking events and promoting future investment.	GSRLG's	GSDC	S-M	10
3.8	The GSR alliances in partnership are to agree on a coordinated events strategy. This should integrate regional, state, national and international sport and recreation events with broader regional cultural events.	Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018.	GSRLG's	GSDC, TWA	S	08
3.9	The GSR alliances should undertake the development of and adopt a consistent economic assessment model to ascertain the value of all events to the region. This should take into account the contribution to overnight visitor stays;	<i>Note, this overlaps with 3.6 above.</i>	GSRLG's	GSDC, TWA	S	08

	additional economic investment in the local market and the social value to the local community in respect of volunteering, community engagement and capacity building.					
3.10	The GSRLG's are to embrace and integrate the emerging outdoor recreation strategy with the broader development work with SSA's in supporting the sustainable development of sports clubs, recreation groups and associated infrastructure.	Outdoor Recreation Strategy agreed and key principles adopted to underpin future work with SSA's.	GSRLG's	GSCORE	S	04
3.11	The GSRLG's in partnership with the GSDC should work towards developing a sport and recreation workforce development plan to integrate the commercial sport and recreation offering with the not-for-profit sports sector and training providers.	Establishment of a workforce development plan for the GSR.	GSRLG's	GSDC, GSCORE	M	06
3.12	The Active Albany brand should be reviewed on an ongoing basis with a view to expanding the opportunities and objectives across the GSR. This initially should be promoted through the Lower Great Southern Economic Alliance and subsequently integrated across the GSR.	Review of the success of Active Albany and identification of its gradual expansion into neighbouring GSRLG areas.	GSRLG's	GSCORE, Lower Great Southern Economic Alliance	S	11
3.13	<ul style="list-style-type: none"> - The GSR alliances in partnership are to agree on a uniform marketing strategy for the GSR which builds upon the Hidden Treasures brand but with a greater focus on regional outdoor adventure activities and sport and recreation based events. - The GSR alliances should work in partnership with TWA to develop a more effective marketing tool aligned to opportunities provided by regional level sport and recreation infrastructure for incorporating within promotional material and 	Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018.	GSRLG's	TWA, GSCORE	S	08

	to be used to attract state and international level events in a coordinated approach.					
3.14	The GSR alliances should identify key destination attractor gaps within the Great Southern (i.e. for nature play, regional level family play areas and associated service infrastructure) and develop a prioritised plan for future investment based on potential economic impacts.	Gap analysis undertaken by RSROP in partnership with GSRFMG (referenced below).	GSRLG's, GSCORE	TWA, GSCORE	S	08
4. Facility Development – Sustainable and Strategic Facility Development						
4.1	Establish a GSR Facilities Management Group (GSRFMG) with key responsibilities to disseminate facility information, share best practice and develop more effective processes for maintaining, managing and developing community sport and recreation assets.	GSRFMG established under agreed terms of reference.	GSRLG's	DLGSC	S	07
4.2	GSRLG's are to provide a public open space and recreational precinct network which is environmentally sustainable and conserves and manages water consumption effectively.	GSRFMG to establish a review process to assist partner LG's.	GSRLG's	DLGSC, DBCA	S-L	03
4.3	GSRLG's are to establish key ESD principles which are to be used as a consistent reference point for addressing the impact of future sport and recreation facility developments and to establish standards to work towards in their regeneration, upgrade or replacement where cost permits.	GSRFMG to develop a set of ESD principles as a baseline for all partner local governments.	GSRLG's	DLGSC	S	03
4.4	The ESD principles are to be considered as part of any new development proposal. Such principles should incorporate the following: <ul style="list-style-type: none"> - Energy conservation. - Water conservation. - Improve alternative transport opportunities. - Waste minimisation. 	Implementation of ESD principles.	GSRLG's	DLGSC, DWER, DBCA	S-L	03

	<ul style="list-style-type: none"> - Enhancement of the indoor environmental quality. - Building efficiency improvements. 					
4.5	Each partner GSR should commit to review current master planning projects every five years to ensure the basis for the initial decision making is valid. Where assumptions and/or circumstances have changed the master plans should be modified to reflect current priorities.	GSRFMG to establish a program of master plan project review to support individual LG's.	GSRLG's	DLGSC	S-L	07
4.6	DoE to endorse the development of sport and recreation infrastructure on High School sites and adjacent sport and public open space land in accordance with the principles.	GSRFMG to develop a set of principles for shared use on educational land.	GSRLG's	DoE	M	01
4.7	Establish a funding protocol for the development of school sports facilities which recognises a balance between community access and school use.	GSRFMG to develop a set of funding principles for shared use on educational land.	GSRLG's	DoE	M	07
4.8	Establish a consistent baseline for the management of the regions sport and recreation assets across all GSRLG's and implement a consistent asset management regime.	GSRFMG develop and endorse core principles and expectations of clubs in setting aside annually the true value of managing, maintaining and replacing sport and recreation assets within their direct control.	GSRLG's	DLGSC	M	10
4.9	All new facilities are to include the provision of a "sinking fund" to ensure appropriate finance is available to replace plant, machinery and other infrastructure at the end of their natural life cycle.	GSRFMG establish and endorse policy.	GSRLG's	DLGSC	S-M	07
4.10	Ensure appropriate asset management systems and processes are adopted across the GSRLG's in order that they can report consistently across comparable performance metrics.	GSRFMG to reach consensus on consistent data collation and asset assessment audit processes to enable effective benchmarking to be undertaken.	GSRLG's	DLGSC	S-M	07
4.11	Consistent policies, procedures and standards will be developed across GSRLG's. This will include: <ul style="list-style-type: none"> - Approval processes for confirming regional priorities and GSRLG's support. 	GSRFMG review current practices to ensure policies and procedures are effectively aligned to asset management, maintenance and desired governance structures.	GSRLG's	DLGSC	S-M	07

	<ul style="list-style-type: none"> - Risk management. - Building maintenance obligations of LG's and those of clubs/organisations. - Ongoing auditing processes related to investment in sport and recreation infrastructure and reporting against key outcomes. - Financial and legislative compliance requirements of user groups/sports clubs/organisations. - Fee charging, booking and management agreements and the expectation and obligations of clubs/organisations in reporting against those agreements. - Standard levels of provision serving remote rural communities and expectations in respect of co-located shared provision. 					
4.12	Develop, implement and communicate all essential policies and procedures to sport and recreation clubs/groups/organisations to ensure they have a full understanding of the obligations in respect of club governance, facility management and maintenance.	GSRFMG to establish a program to support clubs and educate key proponents in managing and maintaining club infrastructure.	GSRLG's	DLGSC	S-L	01
4.13	Ensure that planning control policies across the GSR is supportive of the provision of tracks and trails and actively promotes recreational pursuits aligned to natural resources as being of strategic significance for the Great Southern.	GSRFMG review planning control policies to ensure support for the integration and connectivity of trails across LG boundaries.	GSRLG's	DLGSC	S	02
4.14	Ensure that planning control policy is supportive of commercial equine activity in rural areas and actively promote the industry as being of strategic significance for the Great Southern.	GSRFMG review planning control policies to ensure support for equine development and growth.	GSRLG's	DLGSC	S	02

Dave Lanfear Consulting is located in Fremantle:

Dave Lanfear Consulting Pty Ltd
Business Foundations Inc
Unit 14
Terminus Quarters
Packenham Street
Fremantle WA 6160

Phone: 0477708891

Email: dlanfear@davelanfearconsulting.com.au



Web: www.davelanfearconsulting.com.au

ABN: 90849638924

ACN: 614 290 934

Executive Summary

The purpose of the Great Southern Regional Sport and Recreation Plan (the Plan) is to assist in defining a clear direction for the development of sport and recreation in the region and provide a blueprint to support this strategy. The Plan has been developed following extensive research across the 11 partner local governments. The outcome has resulted in four strategic themes being identified for future planning in the region with regard to the potential impact on sport, physical activity, health, tourism and the economy. The following recommendations should be implemented over the 20-year time horizon of the plan, subject to regular and ongoing annual monitoring and evaluation over the project time frame:

1. Structural Review:

Independent review of all sport specific structures within the GSR and establishment of hierarchy of provision.

Establish a coordinating group (task and finish) of Regional representatives of all sports with responsibility for interpreting the review recommendations.

2. Club and Volunteer Development: Alliances, Partnerships, Training and Development.

Establish a Regional Sports and Recreation Officers network/partnership for GSRLG's (Operational Focus).

3. Trails, Events, Economy and Tourism

4. Facility Development – Sustainable and Strategic Facility Development

The plan pays regard to the aspirations and objectives of each of the 11 local governments of the City of Albany and the shires of Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling. These LG's form the GSR as identified within their respective Strategic Community Plans and broader integrated planning frameworks. In addition, a series of strategic plans and regionally significant publications and partnerships underpin the direction and recommendations contained within this plan. Consistent themes include:

- A divergence across the region in relation to population growth and decline. The main regional population centres are projecting growth whilst the trend for small remote rural communities is decline.
- Asset management systems and processes vary significantly across the 11 LG areas and there is a need to support a more standardized approach, particularly for those LGs with limited resources.
- Water management and water re-use will continue to be a significant influencing factor across all LGs.
- There is a strong commitment across the region for a number of cross boundary projects. These include:
 - o The Great Southern Centre for Outdoor Recreation Excellence.
 - o Development of Centennial Park in Albany.
 - o The regional motocross venue at Cranbrook.
 - o An integrated tracks and trails network.
 - o A consistent approach to the development of a coordinated events plan to underpin tourism and economic development initiatives.
 - o The development of equine infrastructure. There is however the potential to integrate development more effectively between the City of Albany and Shires of Plantagenet, Katanning, Kojonup and Denmark where the majority of regional equine infrastructure and activity is based.
- The need to provide recreational infrastructure for an ageing community and for the youth.
- The ability to share learning and develop innovative solutions in facilitating the delivery of sport and recreation programs as well as services and facilities that would benefit those with limited available resources.

- Co-location and the sharing of resources (particularly with schools) should be a key focus for future investment in sport and recreation assets.
- Volunteer support and succession planning is a critical concern across most LG areas.
- There is a strong link between investing in maintaining and improving sporting and recreational facilities is highlighted as being of significant benefit to the mental and physical health and wellbeing of the regional population.
- LGs value the role that strategic alliances play within the region as a mechanism to effectively share resources and provide a stronger voice in promoting the region and providing regional advocacy to attract funding.
- Access to high quality social infrastructure is consistently highlighted as an area which exiting residents and future migrants actively seek out when deciding to reside in an area.

Targeted consultation with LG partners and SSA's highlighted the following as key challenges currently experienced and which this plan could assist in addressing. These include:

- **Asset Management:** The need to ensure all LG's follow a considered and adaptable asset management process which enables future budget planning to be managed effectively.
- **Quality of Service:** The need to maintain and enhance the current level and quality of service provision within available resources.
- **Consistency of Provision:** Ensuring there is consistency across all sport and recreation services in the level of provision, accessibility and management of infrastructure.
- **Benchmarking and Resourcing:** Continuing to develop appropriate standards/benchmarks which are then adopted and continue to be implemented.
- **Volunteer and Club Development:** The need to support and facilitate good governance and succession planning.
- **Cross Boundary Developments:** The need to continue to foster and develop alliances and partnerships with neighbouring LG's with a view to developing:
 - o A regional events strategy.
 - o Shared project implementation strategies.
 - o A shared training and development program.
 - o Sharing of staff and knowledge.
- **Asset Management by Clubs:** Support will be needed to ensure that effective governance and appropriate sinking funds are committed to sustaining the facility.
- **The Role of State Sporting Association's:** SSA's not servicing regional areas effectively.
- **KidSport:** There is a need to continue the investment (and potential expansion) of KidSport.
- **General Health and Wellbeing:** Drugs, alcohol abuse, mental health and general wellbeing has been identified as a critical issue faced by sports such as Australian Rules Football with limited current intervention measures. A greater focus on the potential role clubs have in this area should be explored.
- **Grant Assistance and Ongoing Financial Support:** Concern over the loss of Royalties for Regions; ability to secure small grants for the ongoing operation and upgrading of key facilities and the over reliance on crop funding to underpin some sporting infrastructure which may not provide a secure long-term solution.
- **Equine Development:** A considered approach will need to be undertaken for the development of equine infrastructure across the region.
- **Development of Youth Facilities and Activities:** The need address a previous lack of investment in youth services and infrastructure.
- **Competition:** The loss of clubs and competitive structure and the lack of consistency with competition aligns across sports.
- **Social isolation and Loss of an Ageing Population:** There is an ongoing requirement to provide services to keep people well-aged within the community.
- **Shared Use and Co-location:** The potential consolidation and colocation of facility development with existing infrastructure. To reduce costs of servicing and provide a greater localised benefit.
- **Affordability:** Ensuring that a balance is struck between people's ability to pay and the level of subsidy desired to maintain the service.

- **Growth in Female Sport and Competition:** This is necessitating a different approach to facility design and functionality of sporting infrastructure.
- **Integration with the Indigenous Community:** There is a lack of engagement with the indigenous community, requiring innovative approaches to the provision of services and programs and greater training of clubs in valuing diversity and increasing accessibility.

The demographic analysis highlights the 45-64 age range as being the predominant age of the resident population across all LG areas with the exception of the Shire of Kent. There are however relatively high percentages of younger children within the regional area associated with young to middle age family units. The median weekly household income for all LG areas in the GS is lower than WA, which highlights, indicatively, a potentially lower capacity to pay for discretionary services. Conversely, however, the GSR has a higher proportion of high income households than WA as a whole indicating that there is a strong discrepancy between those who have potentially high levels of disposable incomes and those that do not. The Aboriginal population base is relatively low and dispersed across the region. In such circumstances, the integration of the Aboriginal community requirements will need to be incorporated within the existing infrastructure and will require ongoing assimilation and training of club volunteers/members in valuing diversity and equity of access. Future growth in the area is likely to be associated with tourism and in particular regional heritage, flora, fauna and accessibility to tracks and trails.

Current trends indicate that for the Great Southern Region, the following need to be considered:

- The gradual diminishing role that organised sport is playing in remote regional areas.
- Cost effective and efficient co-location of infrastructure should underpin the rationale for future investment in infrastructure.
- Traditional venue specific sports of golf, Australian Rules Football, cricket, bowls and hockey are anticipated to continue to be the main base level of provision within the more remote rural areas.
- Traditional clubs in regional areas within the main population centres of the City of Albany and Shire of Katanning are likely to provide the main competition bases and therefore the focus will be on providing accessibility to the more remote rural communities for major events.
- The Shires of Plantagenet, Kojonup and Denmark as secondary regional administrative centres are likely to continue to provide the secondary competition venues to be used as feeders for the two main centres.
- The complex nature of competition structures, particularly associated with Australian Rules Football and the financial expenditure associated with delivering high performing competitive teams (by importing players) is damaging the delivery of sport at the local level. This now needs to be addressed if the long-term viability of clubs is to be secured. This will require the development of different delivery models in partnership with SSA's.
- Non-traditional sports clubs which are associated with unique locational characteristics and economic drivers, such as ballistics, equine and motorsport use will be venue specific and are required to service a broader regional population.
- Due to the strong growth in female participation in traditionally male dominated sports, newly developed facility infrastructure will be required to provide flexible unisex changing and ablution infrastructure to a higher standard which inevitably has significant cost and ongoing asset management implications.
- The use of school infrastructure should continue to be pursued as a mechanism for offsetting ongoing operational costs and to avoid unnecessary duplication of provision.
- It is important to prioritise strategic investment across the region and agree how this is to be delivered, funded and sustained. Strategies and relative priorities and support for investment decisions should be developed collaboratively and agreed across all LG's.

The rationale underpinning the strategic directions together with the detailed recommendations, priority, lead organisation, partners and timeline is identified at section 7 of the report. Each recommendation is aligned to Strategic Directions 6 - Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020.

By creating this strategic plan, the Great Southern region has shown its recognition that sport and recreation is an integral part of creating a liveable region with thriving communities. The challenge will be to keep the momentum going to ensure continuous improvement and responses to community's needs. Continual review and revision of strategic planning documents, is a vital component of the strategic planning process. Policy makers and planners need to continue the dialogue begun with community and all stakeholders, in order to ensure that their needs and concerns are being addressed. In addition, as new programs and initiatives are implemented in response to this initial planning process, new weaknesses and threats will develop. Hence the need for review and ongoing consultation.



Great Southern Regional Sport and Recreation Plan Supporting Documentation

Contents

Appendix A: Document Review 3
Appendix B: Demographic Analysis49
Appendix C: Consultation Outputs56
Appendix D: Participation Rates.....120
Appendix E: Industry Trends128
Appendix F: Development Principles135

Appendix A: Document Review

Table 1 below summarises the outputs from key local government, state government and national research documents.

Table 1: Local Government Strategies, Plans and Supporting Documentation

Document	Precis of Main Considerations	Implications
City of Albany		
<p>Albany 2030 Community Strategic Plan</p>	<p>The stated vision: is “To be Western Australia’s most sought-after and unique regional City to work, live and visit”</p> <p>The key themes and relevant aspects of those key themes include:</p> <ul style="list-style-type: none"> - Theme 3: Clean, Green & Sustainable <ul style="list-style-type: none"> • Objective 3.2: To build, maintain and renew city assets sustainably. • 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. <p>The maintenance, servicing and renewal of City’s assets are environmentally and financially sustainable.</p> • 3.2.2: Design, construct and maintain infrastructure cost effectively in a manner that maximises its life, capacity and function. <p>City assets continue to function effectively as they age.</p> - Theme 4: Community Health & Participation <ul style="list-style-type: none"> • Objective 4.1: To build resilient and cohesive communities with a strong sense of community spirit. <p>Increasing numbers actively participating in community and civic life.</p> • Objective 4.3: To develop and support a healthy inclusive and accessible community. 	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - Astute asset management is critical in maintaining, servicing and renewing the City’s assets in an environmentally and financially sustainable way. - Future investment should have regard to functionality and lifecycle costing. - The City is committed to increasing participation and health and wellbeing of the community together with supporting volunteers. This is firmly embedded within their current approach to the development of Centennial Park.

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> • 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. 	
<p>City of Albany Corporate Business Plan 2014-2018</p>	<p>The Corporate Business Plan aligns the services, programs and projects delivered with the Community Strategic Plan “Albany 2023”.</p> <p>Of the strategic projects identified the following are pertinent:</p> <ul style="list-style-type: none"> - Recreation Strategic Planning - Trails Hub Strategy & Projects - Kite Boarding Facilities Planning - Regional Tennis Feasibility Study - Surf Reef Feasibility <p>Albany Leisure & Aquatic Centre is identified for renewal.</p> <p>Centennial Park Sporting Precinct is identified for renewal, upgrade and expansion.</p>	<p>Of the key projects, the completion of the recreation plan is important to establish baseline standards as a reference point for future investment. This will determine the timescale and phasing of any potential future investment (subject to achieving necessary funding).</p>
<p>Albany Local Planning Strategy (August 2010)</p>	<p>Under 4.5.1.4 major sporting venues are referenced. Key considerations include:</p> <ul style="list-style-type: none"> - Noise at the Atwell Park Speedway in Reddale Road and the establishment of a noise buffer (resulting in the Speedway Noise Buffer Area Town Planning Scheme Policy in 2004). No retrospective noise controls will be applied. - Albany Harness Racing Club’s trotting complex in Lancaster Road, as urban development continues around the complex may require a buffer which will be modelled on the speedway policy. 	<p>The local planning strategy is subject to review and therefore this document merely provides an indication of future potential direction. It is to be noted that the population figures on which the document is based have been downgraded following the recent 2016 census data publication. The demand</p>

Document	Precis of Main Considerations	Implications
	<p>One of the most significant aspects of future development of Albany's urban areas is staged and co-ordinated access to primary infrastructure services such as sewerage, water, power and telecommunications and important community needs such as schools, health services, churches and venues for sport and recreation and cultural activities (section 6.4).</p> <p>Under 6.4.7 Recreation, the following is relevant:</p> <ul style="list-style-type: none"> - The City owns most sporting facilities and fields in Albany with major facilities, including the North Road sporting precinct and the Albany Leisure and Aquatic Centre. - Reference is made to the Albany Recreation Needs Study of 2000, Albany Recreation Study of 2000 and Centennial Park Recreation Precinct Plan. - The City has developed this priority ranking for planning and establishing reserves: <ul style="list-style-type: none"> • Recreation (reserves and parks varying in size from being able to service a regional community to small urban enclaves). • Preservation (examples of purpose are wetlands and foreshore conservation, vegetation retention, regional significance). • Public use reserve (drainage and gravel extraction). - Some bigger projects being considered are a motor sports complex incorporating a speedway, an adventure sports centre and a venue for horse riding and other equine activities. - At a regional level the LG's recommends: <ul style="list-style-type: none"> • Protecting existing regional facilities. • Identifying and set aside land for facilities such as the horse activities centre and the motor sports complex in Albany. The impact of recreation facilities on existing adjacent land uses should be considered. • Undertaking a co-ordinated review of coastal and estuarine areas popular with recreational boaters around Albany and Denmark to identify development or upgrading of facilities that may be needed as the population grows. <p>Of the strategic objectives: "Recreation facilities to be provided by the public and private sectors as part of Albany's urban growth areas." Local open space, protection of conservation areas</p>	<p>therefore for new investment is likely to be modified and reviewed.</p> <p>In the absence of a Developer Contributions Plan however the key principles of securing funding for future investment through either land for future reserves or monetary contributions is still relevant.</p>

Document	Precis of Main Considerations	Implications
	<p>and places for recreation activities and facilities will be provided in the form of either land for reserves or monetary contributions by the private sector as part of the development process, along with a contribution towards regional facilities to be provided in partnership with the City and State Government agencies.</p>	
<p>Motor-Sport Complex Feasibility Study</p>	<p>This study investigates the feasibility of co-locating motor-sport and driver training facilities to a suitably identified site, estimates capital costs; and makes recommendations. The feasibility study supports the concept of the development of a Motor-Sport Complex on Parker Brook Reserve (reserve 1947) subject to undertaking an Environmental Noise Impact Assessment; Site Design and approval of a Full Environmental Management Plan; A facility/operational management plan; securing funding and a new/amended lease over the site.</p> <p>The feasibility study was handed over to the 'Great Southern Motorplex Management Group' to lead and undertake responsibility for the development of the project and undertake responsibility for the lease and management of the site.</p>	<p>The motorsport project has been held in abeyance following the development of the study and is unlikely to progress in the short term. It is however important to recognise the outcome of the study as a project which could be developed in a medium to long term to satisfy the motorsport requirements of an expanding population base in and around Albany. It should however be complimentary to the development of the motocross facility at Cranbrook.</p>
<p>Asset Management Strategy (Synergy 2013)</p>	<p>Current asset estimated value is \$401,621,100 of which \$11,273,302 is reserves and \$111,266,753 is buildings.</p> <p>The City currently owns and maintains approximately 486 Natural reserves and 80 Developed reserves with infrastructure including playground equipment, reticulation, park furniture, sporting infrastructure, lighting and fencing.</p> <p>A condition audit is recommended every 4 years (next in 2021).</p> <p>Two levels of Service are specified: The Operational or Functional Level and The Community Expectation Level.</p> <p>The renewal demand identifies an investment range of between \$6.4M to \$9.1 annually up to 2021.</p>	<p>The asset management process has evolved significantly from this report and tracked on a regular basis and reported annually. The learnings from this process would benefit all LG's within the Great Southern and should be used as a mechanism to benchmark and educate partner LG's.</p>

Document	Precis of Main Considerations	Implications
<p>Carbon Footprint Reduction Strategy – Clear Green and Sustainable (2013)</p>	<p>The challenge for the City is to focus on its own operations (which include a wide variety of facilities - heritage, community facilities, administration, waste and depot) with the key themes being:</p> <ul style="list-style-type: none"> - Energy efficiency. - Water management. - Fleet and plant management. - Carbon offset. Including the development of a tree strategy and tree register. - Waste management. In particular to review water management practices. 	<p>Water management and water re-use will continue to be a significant influencing factor on the provision and maintenance of public open space and reserves. Opportunities to reduce environmental impact should always be sought and is consistent with obligations referenced within the Strategic Community Plan.</p>
<p>City of Albany Sport and Recreation Futures Plan (Draft and not presented to council for endorsement)</p>	<p>The plan aims to provide a strategic framework for the City to achieve its vision of contributing to the health and wellbeing of the community by encouraging and providing opportunities for Active People and Active Places.</p> <p>The well planned and designed infrastructure and environments and the maintenance and enhancement of sport and recreation facilities falls underneath the Active Places aims whilst Active People seeks to get people more active and seeks to encourage those that are active, to stay active.</p> <p>Priority projects referenced in the document include:</p> <ul style="list-style-type: none"> - Centennial Park Sporting Precinct. - Attracting more indigenous participation, particularly associated with football. - Collingwood Park . - Upgrade indoor court lighting to ALAC to 500lux. - Emu Point Sporting Club and Albany Bowling Club upgrade of synthetic greens and lighting by the club. - Investigation of the relocation of the cricket high performance program in consultation with the GSRCA. 	<p>The plan whilst currently only in draft and the absence of it being reported for formal endorsement by elected members has limited weight in the decision-making process at present. Nevertheless, there are a number of key facility development priorities that have been identified through the consultation process and are consistent with priorities identified in adopted plans. The two main strategic facility projects of Centennial Park and Collingwood Park will be the focus for City investment whilst other projects require budgets to be set aside within the 10-year financial plan and through the ongoing support and facilitation of grant funding options for clubs</p>

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Joint use/shared use of new school facilities and ongoing opportunities for after-school use of facilities for community sport. - Upgrade of outdoor lighting to the hockey turf of 500lux. - The development of a regional shooting hub for co-located disciplines. - Assist with the ongoing co-location model for the new football (soccer)/cricket pavilion. - Improvements to the Albany Surf Life Saving Club. - Undertaking a feasibility study to determine whether the construction of a new 50m pool at ALAC is viable. - Undertake a needs and feasibility study for the development of a regional tennis centre and consequential co-location and rationalisation of existing Albany tennis clubs. - Improved lighting at Middleton Beach to facilitate triathlon competition and event hosting and in addition the provision of Beach Volleyball and Surf Life Saving activities. - The master planning of the Albany Water Sports Clubs and potential co-location of Kalgan Progress Association, Albany Rowing Club and Albany Waterski Club. 	<p>where the City have no or limited control over the land and buildings.</p>
<p>City of Albany ICT Strategic Plan 2012-2017</p>	<p>The document specifies the Information and Communication Technology (ICT) Strategic Plan for the City of Albany covering 2012 through to 2017. Online business systems and services for staff and external service customers will be improved through the provision of more contemporary structures.</p>	<p>The importance of updated technology to improve reporting systems and communication both within and external to the City should underpin future services, programs and development options. This has the benefit of improving economic performance, responding to customer needs and marketing the city and broader region.</p>
<p>City of Albany Communications Strategy</p>	<p>Under 1.1 To develop a City of Albany brand that is consistent with our vision, strategic direction and values. Under 1.2 it specifies that the City wish to engage effectively with our community on issues and decisions which affect their lives.</p>	<p>The importance of updated technology to improve reporting systems and communication both within and external to the City should underpin future services, programs and development options. This has the benefit of improving economic performance, responding to customer needs and marketing the city and broader region.</p>

Document	Precis of Main Considerations	Implications
<p>City of Albany Sporting Precincts Ground User Guide</p>	<p>The guide establishes the ongoing responsibilities of the City and sporting clubs who utilise City controlled reserves. The document references two types of permits for community level sport (seasonal permit and casual permit). The document clearly articulates responsibilities and introduces the obligations of clubs in respect of replacement costs.</p> <p>The 27 sports fields managed by the City of Albany are assessed on a regular basis to ensure effective maintenance and restoration is undertaken and to avoid over-play.</p>	<p>The user guide clearly articulates roles and responsibilities of clubs and the City in the ongoing management and maintenance of reserves. A variation of this guide could be adopted for all LG's across the region to ensure consistent standards and maintenance programs are adopted where possible.</p>
<p>City of Albany Major Regional Events Strategy 2014-17</p>	<p>The aspiration of the City is to be Western Australia's most sought after and unique regional City to live, work and visit. The focal point is to deliver major events (of a national and international interest) and regional events (which attract regional participation). The council's central role in tourism is re-enforced by the Albany Visitor Centre, Albany Heritage Park and Albany Regional Airport. It also acts as a consenting authority and as a leading economic development advocate. The plan provides 4 focus areas:</p> <ul style="list-style-type: none"> - Focus Area 1 - Event friendly host destination. - Focus Area 2 – Resourcing. - Focus Area 3 - Event Evaluation Tool. - Focus Area 4 - Portfolio of Major and Regional Events. <p>Each focus area has a set of objectives and key actions. The evaluation tool is to be used as the mechanism to instruct major event selection which is also to be aligned to the Amazing Albany brand.</p>	<p>The option to utilise infrastructure for a variety of national, international and regional events and coordinate across departments will need to be undertaken if it is to deliver effective results. This also needs to be delivered in partnership with neighbouring LG's who are likely to benefit from an integrated approach.</p>
<p>Tourism Development Strategy for the Lower Great Southern</p>	<p>This document has been undertaken in partnership with Tourism WA, the Shire of Plantagenet, Shire of Denmark, Great Southern Naturally and the City of Albany. The document provides a current state assessment. It emphasises the importance of a coordinated events strategy to attract interstate travellers and a unified brand and service model. In addition, the building of capacity within the region and sustainable business models are highlighted as key</p>	<p>The key themes identified within the strategy are directly aligned to the themes emerging from the review of sport and recreation infrastructure, in particular:</p>

Document	Precis of Main Considerations	Implications
	<p>considerations. Benchmarking with other successful destination marketing organisations within WA and abroad is similarly referenced.</p>	<ul style="list-style-type: none"> - Coordination of events - Building capacity - The importance of benchmarking - Alignment across boundaries of strategic alliances for the greater benefit of the region.
<p>City of Albany Economic Development Strategy 2013-2017</p>	<p>Three key strategic objectives are identified as:</p> <ul style="list-style-type: none"> - Strategic Objective 1 - To strengthen and diversify our economic base. - Strategic Objective 2 - To foster links between education training and employment that support our economic growth and development. Under this objective the following is relevant: <ul style="list-style-type: none"> • 1.1: Assist the Department of Sport and Recreation to establish the Outdoor Centre for Excellence in Albany. • 1.2: Partner with the Princess Royal Sailing Club and Department of Sport and Recreation to establish links with Singapore with a view to establishing a Sailing Centre of Excellence. - Strategic Objective 3 To develop and promote Albany as a unique and sought-after visitor destination. 	<p>The commitment to the Outdoor Centre for Excellence is important and should incorporate potential alignment of the Active Albany initiative. This would align strongly with Albany as a visitor destination.</p>
<p>Connected Communities 2014-2018</p>	<p>The plan identifies a structure for the facilitation of community development activity.</p> <p>As part of this strategy the following objectives are relevant:</p> <ul style="list-style-type: none"> - 1.2: To engage youth in positive activities. - 3.1: To create inclusive and dynamic community spaces for linking people, activities and events. 	<p>The integration of paths, trails and tracks with recreation and sporting infrastructure should underpin active transport strategies. This alignment is critical to neighbouring LG areas and will add value to the unique service offer associated with trail</p>

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> • 3.1.3: Develop, implement and review the establishment of neighbourhood 'hubs' activities to link residents to their local community. <p>- 3.2: To improve connection between people and places within the City.</p> <ul style="list-style-type: none"> • 3.2.1: Work with relevant stakeholders to increase opportunities for active transport across the City - People have greater opportunities to walk and cycle to their destinations. 	<p>development within the Great Southern.</p>
<p>City of Albany Access and Inclusion Plan 2018-2022 (adopted Nov 2017)</p>	<p>Outcome 1: People with disability have the same opportunities as other people to access the services and events organised by the City of Albany. In particular:</p> <p>- 1.6: Provide opportunities for people with disability to participate in mainstream recreation activity organised by a range of agencies.</p> <p>1.6.1: Investigate partnerships with key agencies to provide access for all abilities to mainstream leisure activities.</p> <p>- 2.2: Incorporate provision for disability access into all future asset and facility development for the City.</p> <p>2.2.1: Ensure people with disability in the City's outlying communities are included in consultation about improvements to parks and recreational facilities in their community.</p> <p>- 2.4: Continue to review and improve access to public open spaces and public areas including:</p> <ul style="list-style-type: none"> • Parks and reserves • Beaches • Facilities (including footpaths) <p>2.4.7: Public Open Space policy developed to improve the accessibility of facilities in public open spaces and other recreation facilities.</p>	<p>The ongoing commitment to upgrading and improving both Centennial Park and future investment in Collingwood Park will ensure that DDA compliance is addressed. This will need to be expanded to the gradual renewal and refurbishment on non-City controlled sporting infrastructure.</p>
<p>Cycle City Albany – 2014-2019 Strategy</p>	<p>The document aims to provide strategic guidance to enable the City of Albany to become one of Australia's primary cycling destinations. The strategy is aimed at improving commuting and recreational cycling facilities; providing infrastructure and programs which will encourage cycle</p>	<p>The desired outputs link to the integration of sporting infrastructure with a connected cycling and trails network. This</p>

Document	Precis of Main Considerations	Implications
	<p>tourism and support the community to become more active by linking to key community hubs. Of the sport and recreational facilities, the following are a focus:</p> <ul style="list-style-type: none"> - Centennial Park - a major destination in itself with several sporting fields, the Albany Leisure and Aquatic Centre (ALAC) and Showground. - Recreational cycling along many of the connector routes. 	<p>will assist in reducing the carbon footprint and align to health and wellbeing objectives.</p>
<p>City of Albany Trails Hub Strategy</p>	<p>The strategy provides strategic guidance to assist the City to become one of Australia’s primary trails destination: A World Class Trail Tourism Hub (TTH) situated around a high quality trail system, supported by a complete package of hospitality and visitor services. It aims to:</p> <ul style="list-style-type: none"> - Improve the quality, type and number of trails in iconic locations. - Improve trails maintenance and upkeep through sustainable models of governance. - Focus strategic investment and support in facilities and services to optimise access to and use of Albany’s trails. - Maximise the promotion of Albany’s unique trails and outdoor adventure experiences to a broad visitor market. <p>The report is structured into 5 discrete volumes of work related to tourism and trail trends; priority projects associated with the trails network identifying those projects to be developed over the next 10 years; background review and research findings; outputs of community consultation and a trails toolkit. Trail Hubs incorporate more than just the hard infrastructure (built trails) but a comprehensive trail offering that ensures the town or destination is highly recognised as a place that is synonymous with great outdoor trail experiences.</p>	
<p>Albany Heritage Park Trail Network Concept Plan</p>	<p>The trails system comprises a number of trail heads and a combination of trail styles, difficulty levels and designs. The main trails and trail heads include:</p> <ul style="list-style-type: none"> - The Ridge Link Trail - The Green Dual Use Ridge Link Trail - The Blue Dual Use Coastal Trail - City Trail Head 	<p>The trail network is a critical component of the Active Albany brand and programming and aligns strongly to the regional network objectives.</p>

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Saddle Trail Head - Middleton Beach Trail Head - Mount Clarence Car Park Trail Head - Mount Adelaide Trail Head - National ANZAC Centre Trail Head <p>These trails provide significant local community member and visitor attractors. They also link in to the broader regional trails plan and connectivity objectives.</p>	
Shire of Broomehill-Tambellup		
<p>Strategic Community Plan 2012-2022</p>	<p>The main considerations are:</p> <ul style="list-style-type: none"> - Strengthening community spirit. - Maintaining a country lifestyle. - Living in a safe community. - Staying active & being entertained: Sporting and recreation facilities are important gathering points for community activities. Ensuring these venues are well maintained encourages community use and greater community interaction. Expanded skate park facilities for the youth at Broomehill is identified as a priority. Future recreation and entertainment options might include Fitness centre, Canoeing, Walk trails, BMX track, Cycleway along disused railway tracks, Swimming pool and School holiday sporting carnivals. Undertake a feasibility study to upgrade the sporting pavilion in Tambellup as a multipurpose building with private function and meeting facilities (short term). - Being healthy. - Building prosperity. 	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - Ensuring sport and recreation venues continue to be invested in and the asset managed to provide social meeting hubs. - The sporting pavilion upgrade is almost complete and the main focus for future investment and resourcing is to ensure the governance and management framework is viable and sustainable. - The commitment to tracks and trails needs to be developed in partnership with neighbouring LG's.

Document	Precis of Main Considerations	Implications
Annual Report 2014-15	<p>The Shire has two towns, Broomehill Village and the Tambellup townsite that offer advantages of rural lifestyle with the convenience of most essential services including recreation and leisure facilities plus government, health and education services.</p> <p>Projects referenced include:</p> <ul style="list-style-type: none"> - The upgrade of the Tambellup Sporting Pavilion which will achieve a major outcome of the Strategic Community Plan. - Broomehill Recreational Complex store room construction. 	<p>The Tambellup Sporting Pavilion is now almost complete and the future focus will therefore need to be on securing its ongoing viability.</p>
Corporate Business Plan 2013	<p>The Corporate Business Plan, provides the internal business planning tool that translates Council priorities into operations within the resources available. It supports the delivery of the Strategic Community Plan.</p>	<p>As above.</p>
DAIP Broomehill Tambellup 2015-2020	<p>The plan identifies key Accessibility priorities for the shire including:</p> <ul style="list-style-type: none"> - Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of a public authority. Ensure that all recreational areas are accessible. Conduct an audit of Community Hall, sports pavilion and playgrounds, and develop and implement a program of progressive upgrade. 	<p>The commitment to the DAIP will require an ongoing commitment through asset management planning and implementation.</p>
Shire of Broomehill-Tambellup LPS 2014	<p>The Shire identified the following challenges to the future of the towns and district:</p> <ul style="list-style-type: none"> - The average age of the Shire's population will rise as will the percentage of persons over 60yo. - The ageing of the community will affect the volunteers available for services including fire, ambulance, sporting and community groups. <p>Settlement and Infrastructure Aims include:</p> <p>Provide safe, convenient and attractive residential, commercial and recreational areas and public facilities to provide for the needs of residents and visitors. Maintaining existing recreation and public facilities is an LPS Strategy and new actions include identifying a path network for development within the town areas to connect schools, recreation facilities, town centre areas etc.</p>	<p>The ageing population and potential implication on volunteer support and succession planning is a critical concern of the shire and many neighbouring LG's within the Southern Region. It is important for this aspect to be addressed in partnership to encourage the sharing of innovative solutions and available resources. This also needs to incorporate a greater</p>

Document	Precis of Main Considerations	Implications
	<p>In respect of strategic objectives, the following is relevant:</p> <ul style="list-style-type: none"> - Strategic Objective 2 - People and Community: <ul style="list-style-type: none"> • Ensure public spaces and assets are safe and accessible. • Develop and implement a facilities plan to meet community recreation needs and access. • Ensure recreation and sporting opportunities and groups are available and supported. <p>Under the infrastructure section in reference to Community/Sporting Facilities it states The Shire has sporting facilities in both Broomehill (oval, tennis courts, golf course) and Tambellup (oval, golf course, tennis courts, netball courts) townsites that caters for a wide range of sports including bowling, golf, tennis, football, cricket, hockey, netball, equestrian and agricultural shows etc.</p> <p>The Shire has an active community sector which includes: CWA, Museums, Lions, Masonic Lodge, P&C Association, Red Cross, Playgroups, St John Ambulance, community resource centres and Emergency Services Units. The 2011 Census recorded 35.5% of people in the Shire did voluntary work, which was twice the State average and shows the commitment to supporting the community.</p>	<p>commitment from State Sporting bodies.</p>
Shire of Cranbrook		
<p>Shire of Cranbrook Strategic Community Plan 2017 – 2027</p>	<p>The vision is “That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be.”</p> <p>Key relevant references include:</p> <ul style="list-style-type: none"> - Social Objective - Be respected for its friendly, vibrant, connected and safe community <ul style="list-style-type: none"> • Outcome 1.1: An engaged, supportive and inclusive community. 1.1.2: Facilitate, encourage and support community groups, events and initiatives. 1.1.3: Provide, maintain and improve community facilities within available resources. • Outcome 1.3: A healthy place to grow and age. 	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - The commitment to facilitate, encourage and support community groups to develop events and initiatives. The motocross facility falls within that aspiration as a strong and viable local community group providing a service

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> • 1.3.2: Support a healthy, sporting and active community. - Environment Objective - Enhance, maintain, protect and promote our built infrastructure and natural environment. • Outcome 3.1: A protected, diverse, healthy natural environment. 3.1.1: Promote, enhance and maintain our natural attractions, parks and reserves. 	<p>which would otherwise not be accessible for the local and broader community.</p> <ul style="list-style-type: none"> - In addition, there is a strong commitment to support a healthy, active and sporting community.
Corporate Business Plan	<p>The Corporate Business Plan is the delivery tool which will allow Council and staff to undertake the specific objectives, actions, articulated in the Strategic Community Plan. The plan identifies the following relevant projects:</p> <ul style="list-style-type: none"> - Refurbishment of the “old sporting club” to house the Gillamii (Landcare) Centre in Cranbrook. - Strategic Objective 1.5 Develop a Healthy Place to Grow and Age includes the development of new sports/activities. - Strategic Objective: 4.3 Outstanding Public Facilities under 4.3.2.1 advocates for continual improvement of recreational facilities across Shire. It also references playground/skate park expansions. - Strategic Objective: 5.3 Develop Strategic Plans and Projects under 5.3.1.3 advocates for the Development of a Recreational Plan 	<ul style="list-style-type: none"> - The corporate business plan advocates the need to continually improve recreational facilities across the shire which should be underpinned by a recreation plan.
Draft Local Planning Strategy	<p>The Local Planning Strategy (LPS) sets the development and planning framework for the Town Planning Scheme (TPS), which legislates land use and development in the Shire of Cranbrook. The Shire of Cranbrook supports a wide range of sporting activities, from water sports available at lakes within the Shire, to the more traditional sports such as tennis, bowls, cricket, golf, etc.</p> <p>The original Cranbrook sports ground was built in 1973 and had facilities for football, cricket, netball and basketball. After years of planning and substantial investment, the Shire officially opened the new Frederick Square Pavilion in October 2010 which is the home of Cranbrook’s junior sport, netball, bowls, cricket and tennis clubs. This is highlighted as an exceptional model of co-location and community co-operation.</p> <p>Golf courses are situated at Cranbrook and Frankland River. There are new tennis courts within the Cranbrook, Tenterden and Frankland River townsites. In Cranbrook a new motocross club</p>	<ul style="list-style-type: none"> - The local planning strategy highlights the breadth of sporting activities available to shire residents which benefit from co-location and the sharing of resources. - The main focus is on the development and expansion of the motocross club and potential room for

Document	Precis of Main Considerations	Implications
	<p>continues to grow and develop and already the club is looking to the future and seeking land for expansion. Currently the group use the old sporting complex for their track and clubrooms.</p> <p>In Frankland River the community is well provided for by the Frankland River Country Club. There is a new bowling green and tennis courts. The oval, now reticulated also has new cricket nets and an amphitheatre for viewing sports.</p> <p>The Frankland River townsite area 6 is zoned 'Recreation and Open Space' under the Shire's Scheme and has an area exceeding 12 hectares. The recreation centre with adjoining club and community hall occupies part of the area and there is considerable room for expansion. It is anticipated the central area will be adequate for all future recreation needs, as well as such other appropriate but as yet unforeseen community uses which may locate in the town.</p> <p>The Tenterden townsite has recreation space (oval and ancillary infrastructure), located outside of the town boundary.</p>	<p>expansion of the Frankland River Country Club.</p> <ul style="list-style-type: none"> - The long term financial plan and asset management plan alludes to the need to effectively manage assets from a maintenance, modernisation and replacement perspective having regard to ongoing lifecycle costings.
<p>The Community Engagement Strategy and Social Justice Principles 2013-2017</p>	<p>The Community Engagement Strategy outlines the mechanisms that the Shire of Cranbrook uses to engage the community in issues and decisions that affect them.</p>	
<p>15 year Long Term Financial Plan 2013 – 2028</p>	<p>The Long Term Financial Plan (LTFP) is used to ensure that Council has the financial resources and capability to deliver on the objectives of the Strategic Community Plan into the future. The LTFP is developed in conjunction with the Workforce Plan and Asset Management Plan.</p>	
<p>10 year Asset Management Plan 2013 - 2023</p>	<p>The current Asset Management Plan is prepared to assist Council in improving the management of infrastructure.</p>	
<p>Disability Access and Inclusion Plan (DAIP) 2014 -2019</p>	<p>Outcome 2: People with disability have the same opportunities as other people to access Shire buildings and other facilities. 2.5 Include recreational access improvements as advocated through a recreational plan.</p>	

Document	Precis of Main Considerations	Implications
Shire of Denmark		
<p>Strategic Community Plan: Denmark 2027 (Draft)</p>	<p>The Strategic Community Plan is currently in the process of review. The plan is currently produced in draft and the following aspects are of relevance to the Great Southern Facilities Plan:</p> <ul style="list-style-type: none"> - E1.0 - Our economy: E1.2 To be a vibrant and unique tourist destination, that celebrates our natural assets. - N2.0 – Our Natural Environment: N2.1 To preserve and protect the natural environment. - B3.0 – Our Built Environment: B3.1 To have public spaces and infrastructure that are accessible and appropriate for our community; B3.2 To have community assets that are flexible, adaptable and of high quality to meet the purpose and needs of multiple user and B3.4 To manage assets in a consistent and sustainable manner. - C4.0 - Our Community: C4.1 To have services that foster a happy, healthy, vibrant and safe community and C4.2 To have services that are inclusive, promote cohesiveness and reflect our creative nature. <p>In order to support these key objectives, the following strategies are identified:</p> <ul style="list-style-type: none"> - Tourism Development Strategy: Collaborative approach to tourism development in partnership with the Lower Great Southern Economic Alliance. - Regional Economic Development Strategy: Collaborative approach to economic stimulation in partnership with the Lower Great Southern Economic Alliance. - Land Development Strategy: Reviews and aligns Shire land assets to improve use, retention and disposal. - Water Efficiency Action Plan: Sets goals and actions to improve water use. - Paths & Trails Network Plan: Guides and improves paths and trails within the Shire. - Asset Management Strategy and Plans: Outlines how the Shire’s asset portfolio will meet the service delivery needs into the future. - Sport and Recreational Infrastructure Strategy: Provides the vision and actions to guide sport and recreation into the future. 	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - The commitment to developing an asset management plan which is informed by a number of strategic documents including a paths and trails network plan; trails hub master plan; sport and recreation infrastructure strategy and public open space strategy. - The key role strategic alliances and partnerships will play in delivering key economic and tourism objectives. - The importance of developing a water efficiency action plan which will impact on the extent and functionality of sport and recreation infrastructure. - The role of a land development strategy which seeks to improve use of existing assets.

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Trails Hub Master Plan: Provides the framework to plan and improve the quality, type, number of and access to trails. - Public Open Space Strategy: Provides a framework to manage the Shire's recreation and open space assets now and into the future. - Events Strategy: Supports community vibrancy and spirit through events, festivals and the arts. - Public Health Plan: Protects, improves and promotes public health and wellbeing in the Shire. 	<ul style="list-style-type: none"> - Alignment of public health and wellbeing to the development of sport and recreation opportunities.
<p>Corporate Business Plan 2016-2020 (Draft)</p>	<p>Of the key actions identified the following are relevant:</p> <ul style="list-style-type: none"> - Lifestyle: ...endeavour to maintain and improve the standards and style of living, together with the creative and vibrant culture, that residents and visitors have come to expect. <ul style="list-style-type: none"> • 1.2.6: Maintain and plan parks, gardens, recreational areas and open space at standards acceptable to the community. - 1.10 Recreation: ...monitor all forms of recreational and cultural facilities and services, and take careful account of the level of community support for those in determining the improvements or new facilities to be supported together with their relative contribution to community. <ul style="list-style-type: none"> • 1.10.16: Maintain and improve sporting and recreation facilities (including dog parks) in the District based on catchment needs. • 1.10.18: Identify opportunities for co-hosting and rationalisation of recreation facilities. • 1.10.22: Encourage and support the establishment of new sport and recreation clubs in the district. • 1.10.23: Prepare and implement a Business Plan for the Recreation Centre. • 1.10.24: Maintain positive relations with the Department of Education and Training regarding shared use of Recreation facilities. • 1.10.32: Sporting Facility Upgrade (High School and McLean Park). 	<ul style="list-style-type: none"> - The corporate business plan highlights the critical role of the shire in meeting community needs in respect of parks, reserves and open space. - The importance of maintaining and improving sporting and recreational facilities is highlighted, having regard to limited budgets and the potential cost saving benefits of co-location and rationalisation of infrastructure. - The role of the high school and Department of Education is securing access to shared use infrastructure is emphasised as is the need to upgrade facilities at the school and McLean Park.

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - 2.2 Climate Change: ...monitor the effects of climate change and implements and advocates for policies that will not only mitigate any adverse effects, but also take advantage of any opportunities created. <ul style="list-style-type: none"> • 2.2.6: Implement strategies to conserve water, while still retaining amenity, sport and recreation and biodiversity outcomes. - 3.7 Tourism: ...acknowledge the importance of tourism to the region, and, by innovative policies, practices and partnerships, facilitates and encourages the greater year-round sustainability of tourism, whilst monitoring and managing its impacts. <ul style="list-style-type: none"> • 3.7.4: Continue to engage in the management of local natural areas with associated recreation and tourism uses. 	<ul style="list-style-type: none"> - The link between sport and recreation is evident and the need to develop innovative policies, practices and partnerships to deliver outcomes for the greater good of the shire and wider regional area.
<p>Aboriginal Cultural Heritage Management Plan for Southern Section of Kwoorabup Beelia (Denmark River)</p>	<p>The River itself is currently used for water for farming – irrigation and water sources for stock - for both farm lands on the northern section of the river and the Denmark Agricultural College. It also has many recreational uses, with access for kayaks, canoes and motor boats and people coming up and down the river from Wilson Inlet. Generally, the foreshore reserve at the mouth of the River is used for recreational purposes (jetty/moorings) and requires work to protect the bank from erosion, the removal of old structures and general conservation actions to protect native flora and fauna. A key action was to work in consultation with stakeholders including the Noongar community to investigate ways to protect the river bank and undertake appropriate Regulation 10/Section 18 approvals.</p>	<p>This document emphasis the key role the river plays in providing access to water sports and recreational boating use.</p> <p>It is important in considering any further development that the Noongar community are fully engaged and supportive of the approach.</p>
<p>Denmark Age Friendly Community Study Final Report June 2011</p>	<p>Of the key recommendations the following is relevant:</p> <ul style="list-style-type: none"> - Recommendation 18: That Council, in collaboration with the local Youth Centre, schools and senior’s organisations, creates a process which encourages all ages to be actively engaged in the community by regularly promoting intergenerational social and sporting events. - Recommendation 33: That Council provides seniors and pension card holders with a discount rate to use facilities and services at the Recreation Centre and encourage participation in any of the programs on offer. 	<ul style="list-style-type: none"> - The age friendly strategy emphasises the importance of providing access to a wide range of services which are not cost prohibitive or discriminatory. - The critical outcome is to provide opportunities for the community to improve

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Recommendation 34: That Council explores and supports opportunities for expanding the range of senior's recreational programs which encourage health and wellbeing. - 4. Respect and Social Inclusion: Create a process which encourages all ages to be actively engaged in the community by regularly promoting intergenerational social and sporting events: <ul style="list-style-type: none"> • Work with local Youth Committee to establish a dialogue between youth and seniors on issues such as skateboarding in the CBD. • Review access for different ability levels at main events and activities in town (e.g. market days). - 5. Social Participation: To support construction of an aquatic facility (heated swimming and hydrotherapy pool) for the enhancement of health and wellbeing. 	<ul style="list-style-type: none"> - physical and mental health and wellbeing. - The loss of a hydrotherapy pool in the community has raised the issue of alternative water space for health, rehabilitation and learn to swim activities. This however has to be balanced against the cost and support from the resident community.
<p>Shire of Denmark Disability Access and Inclusion Plan June 2013 - 2018</p>	<p>Council in implementing this DAIP has determined that the access and inclusion barriers can be categorised under seven (7) major themes or outcomes.</p> <ul style="list-style-type: none"> - Outcome 1: People with disability have the same opportunities as others to access the services of and any events organised by Council. - Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of Council. - Outcome 3: People with disability receive information from Council in a format that will enable them to access the information as readily as other people are able to access it. - Outcome 4: People with disability receive the same level and quality of service from the staff of Council as other people receive from the staff of Council. - Outcome 5: People with disability have the same opportunities as other people to make complaints to Council. - Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation by Council. - Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with the Shire of Denmark. 	<ul style="list-style-type: none"> - The DAIP re-enforces the inclusivity of facility provision, particularly with regard to access and effective communication.

Document	Precis of Main Considerations	Implications
<p>Shire of Denmark Town Planning Scheme No. 3 (District Zoning Scheme) July 2015.</p>	<p>The general objectives of the Scheme relevant to this plan are:</p> <ul style="list-style-type: none"> (a) to reserve land used or likely to be used for public or community purpose; (g) to set aside as reserves for public use land required for active or passive recreational purposes. 	<p>When considering land provision, the Town Planning Scheme will need to have regard to co-location and avoidance of duplication of provision.</p>
<p>Denmark Equine Centre Draft Master Plan (Brian Humphries)</p>	<p>Produced in June 2016 the plans detail the following proposed changes:</p> <ul style="list-style-type: none"> - New rolling yard to west of trotting track. - Under cover saddling area to west of trotting track. - Extension to existing shed to provide a covered verandah, unisex toilet and RDA clubhouse (northwest of the trotting track). - An open shelter between the RDA Arena and Dressage Arena No.1 (centre of trotting track). - A round yard to the south of the RDA Arena (centre of trotting track). - A dual use cross country and RDA trail around the trotting track. - Increasing the width and length of the existing dressage arena No.1 by 4m and re-form the surface. - Re-form the surface to dressage arena N0.2. 	<p>The equine master plan will require a phased implementation as funds become available. It is however important to ensure that infrastructure complements and does not compete with proposals at Mount Barker, Albany and Kojonup. A more considered strategic analysis may need to be considered.</p>
<p>Denmark Equestrian Club Future Development Plan (DEC undated – all actions to be completed by September 2015)</p>	<p>Denmark Equestrian Club (Inc.) (DEC) is the sole leasee of the Denmark Equestrian Centre Beveridge Street Reserve. It was proposed to develop the equestrian facilities by:</p> <ul style="list-style-type: none"> - Upgrading facilities in accordance with the requirements of the RDA in liaison with the RDA Denmark including upgrading of the small arena including top sighter tape. - Access for disabled horse riders, re-surfacing (additional fill, levelling etc). - Provision of a round yard (metal, non-fixture, location rear of small arena). - Provision of rolling yard (located south western area beyond horse trough/old yards). 	

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Further development of the cross-country track (extend at the NE corner). - Construction of a boundary fence. <p>It is proposed to improve the clubhouse through:</p> <ul style="list-style-type: none"> - Access to toilet facilities without Clubhouse access (the construction of additional unisex toilets facilities be constructed accessible from outside the clubhouse). - Maintenance on the roof structure (sealing of roof capping, replacement of guttering). - Provision of fresh water to the kitchen (remove concrete water tank, replace this with upgraded replacement supplied from the roof clearing trees behind the Clubhouse to enable reliable clean supply). - Provision of power (run from end of existing points up Beveridge Rd). - Upgrading of internal facilities (rendering of walls and painting, replacement of kitchen units). - Upgrading of external facilities with an extension of the building to provide a shaded external area for viewing and general social interaction (provision of a paved pergola area beyond current southern wall but mindful of intrusion on practice trotting track). <p>The diversity of activities is to be extended through:</p> <ul style="list-style-type: none"> - Inclusion of junior members of the community within DEC with the objective of rebuilding an independent junior club (Denmark Riding and Pony Club). - Enabling access to the Reserve by other interested community based groups involved in equestrian activities (Casual Users' Agreement, Grounds Usage Policy, licence, MOU). 	
<p>High School Oval Needs Analysis (April 2016) and Draft Concepts (May 2016)</p>	<p>A list of facility requirements in 3 stage's including male and female toilets, change rooms, servery/kiosk. Storage, undercover area and office/medical/umpire/timekeeper areas for Little Athletics, Football (soccer), Cricket, AFL and shared use.</p> <p>Conceptual modules are detailed for the High School Oval (southeast and south west sides with a boundary offset alignment of 27.5m.</p>	<p>It is important to ensure the school site is considered as an integral part of the sport and recreation service offer. The duplication of provision would be contrary to the outcomes desired in the Strategic Community Plan and supporting documents.</p>

Document	Precis of Main Considerations	Implications
Shire of Gnowangerup		
Shire of Gnowangerup Strategic Community Plan	<p>The Shire's three main towns are Gnowangerup, Ongerup and Borden have active communities, with strong participation in sporting activities, social events and volunteering. Sporting complexes are located in Gnowangerup, Ongerup and Borden.</p> <p>The shire's Goals and Outcomes in each Strategic area relevant to this plan are:</p> <p>A thriving, supportive and safe community.</p>	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - The upgrade to the swimming pool facility has been completed and there is a need now to ensure the use of the asset is maximised. This will include a diversification of aquatic use and facilitation by the shire and partner SSA's to increase throughput to offset subsidy. - Similarly, the synthetic surface project has delivered an asset which now needs to be used effectively and income derived from the facility set aside to replace the surface in due course. - The investment identified in all town sites is substantial for a relatively small population and should be underpinned by a comprehensive asset management plan incorporating ongoing
Shire of Gnowangerup Corporate Business Plan 2012/13 – 2015/16	<p>Opportunities identified as: Youth employment, entertainment, sport and recreation.</p> <p>Priority Projects identified as:</p> <ul style="list-style-type: none"> - Upgrading the Swimming Pool facility. - Borden Pavilion Precinct Project. - Ongerup Bowling Green upgrade project. - Gnowangerup Sporting Complex Synthetic Surface Project. <p>Actions include:</p> <ul style="list-style-type: none"> - 1.1.4.2: Develop and implement an annual calendar of sport and recreation activities with a focus on children and youth. - 1.2.1.1: Facilitate the provision of aquatic facilities and programs in Gnowangerup. - 1.2.1.2: Facilitate the management of recreation centres and programs in Gnowangerup, Ongerup and Borden. - 1.2.1.3: Construct dual purpose synthetic surface at the Gnowangerup Sporting Complex (to be completed 2014). - 1.2.1.4: Replace Ongerup bowling green with new synthetic surface (to be completed by 2014). - 1.2.2.1: Construct a new Shire aquatic centre (to be completed by 2014). - 1.2.3.1: Provide assistance in the governance of local sports clubs and groups. 	

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - 1.2.3.2: Assist sport and recreation clubs in accessing grant funding opportunities. 	<p>maintenance, sinking funds and lifecycle costs for replacement.</p>
<p>Shire of Gnowangerup Long Term Financial Plan</p>	<p>The plan predicts a positive net result over the term of the plan. Achieved with the inclusion of external grants and contributions for specific capital projects. The Shires source of funds is vital to plan ahead for, without them the Shire would record a negative net result. The plan includes, and influences, other strategic planning activities as a mechanism to action the strategies contained in Shire's Community Strategic Plan.</p>	
<p>Shire of Gnowangerup Local Recovery Management Agreements</p>	<p>The aim of the plan is to detail the recovery management arrangements for the Shire of Gnowangerup.</p> <p>Objectives of the plan are to:</p> <ul style="list-style-type: none"> - Prescribe the organisation, concepts, responsibilities and procedures for the effective management of recovery operations following the impact of an emergency. - Establish a basis for the coordination between agencies that may become involved in the recovery effort. - Provide a framework for recovery operation. - Provide guidelines for the operation of the recovery management arrangements. 	
<p>Shire of Jerramungup</p>		
<p>Shire of Jerramungup Community Plan 2016 – 2026</p>	<p>The vision stated: 'Progressive, Prosperous and a Premium Place to Live and Visit'</p> <p>The relevant directions included:</p> <ul style="list-style-type: none"> - Aspiration 2.1 - Community Sport and Recreation <ul style="list-style-type: none"> • 2.1.1: Continue support for community lead sporting infrastructure improvements and strong sporting clubs. <p>All clubs have current strategic plans Implementation of Council's Recreation Infrastructure plan in partnership with the community.</p> • 2.1.2: Lobby for redevelopment of the Jerramungup School Pool 	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - Provide resources to ensure the governance associated with sporting infrastructure is appropriate and secures their longer-term viability. - The importance of investing in the pool at the

Document	Precis of Main Considerations	Implications
	<p>Completion of redeveloped pool</p> <ul style="list-style-type: none"> • 2.1.3: Support the establishment of a motocross facility <p>Completion of motocross facility</p> <p>- Aspiration 2.2 - Improved Livability</p> <ul style="list-style-type: none"> • 2.2.1: Support local cultural activities and events <p># In the number of events delivered annually</p> <ul style="list-style-type: none"> • 2.2.2: Expand investment in passive and non-sporting recreation infrastructure - parks, gardens, walk trails, community gym <p># In investment surrounding non-sport infrastructure</p> <ul style="list-style-type: none"> • 2.2.4: Improved shared paths, trails and cycle ways <p>Quality shared path trail master plans developed and implemented</p> <p>Trails and paths well used, with satisfied visitors and users</p> <p>- Aspiration 3.3 - Tourism Promotion and Development</p> <ul style="list-style-type: none"> • 3.3.1: Develop a destination marketing strategy focusing on Bremer Bay as a premium natural destination <p>Delivery of destination marketing strategy</p> <ul style="list-style-type: none"> • 3.3.3: Maximise the economic value of the Shire's natural attractions including the Fitzgerald National Park, Bremer Canyon and local coastline <p>Delivery of destination marketing strategy</p>	<p>education site as a mechanism for providing a valuable community service.</p> <p>- The development of the motocross facility on the boundary with Gnowangerup which ideally should be a satellite feeder for the facility being developed as a regional priority at Cranbrook.</p> <p>- Integration with broader regional tourism objectives should be fostered in partnership with Greater Southern LG alliances. This will include regional tourism promotion, development of an integrated trails network and events strategy.</p>
<p>Shire of Jerramungup Sport and Recreation Facilities November 2014 (Reviewed Nov 2015)</p>	<p>The Shire holds the management orders over each of the recreation grounds and performs some limited management and maintenance of infrastructure. Each sporting club is generally self-sufficient and performs their own maintenance and management of recreation reserves utilising a mix of volunteers and employed staff.</p> <p>Forecast Major Infrastructure Projects 2014 – 2020:</p>	<p>- The Sport and Recreation Facilities Plan identifies a series of investments which are required to be undertaken. These investments and</p>

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - 2014-2015 Bremer Bay Ablutions - Bremer Bay Sports Club - 2014-2015 Jerramungup Pavilion Upgrade, Practice Wicket and Sports Club Ablution - Jerramungup Sports Club - 2016-2017 Bremer Bay Synthetic Bowling Rink - Bremer Bay Sports Club - 2015-2016 Oval Grass refurbishment - Jerramungup Sports Club - 2016-2017 Jerramungup Bowling Green Carpet Replacement - Jerramungup Sports Club - 2016-2017 Bremer Bay – Oval Reticulation - Bremer Bay Sports Club - 2017-2018 Water Supply Upgrade including new dam - Boxwood Hill Combined Sports Club - 2017-2018 Improve Ventilation to Entertainment Centre - Jerramungup Sports Club - 2017-2018 Install Kitchen and ablutions at Tennis Courts, Refurbish fittings at Clubhouse - Bremer Bay Sports Club - 2018-2019 Boxwood Hill Hall Improvements - Boxwood Hill Combined Sports Club - 2019-2020 Synthetic Hockey Pitch Installation - Jerramungup Sports Club <p>The key consideration is to develop an asset management plan for each sporting precinct.</p> <ul style="list-style-type: none"> - Bremer Bay Sports Club: The Bremer Bay Sports Club Inc currently funds and manages the operation and maintenance of the Bremer Bay Sports Club and associated sporting facilities. (Seniors, Juniors, Country and Life Members). Multipurpose oval, 18-hole golf links, 5 tennis courts, 3 rink bowling green. Bremer Bay Sports Club including bar, reception and function facilities. - Boxwood Hill Combined Sports Club: The Boxwood Hill Sports Club Inc currently funds and manages the operation and maintenance of the Boxwood Hill Sports Club and associated sporting facilities (Seniors, Juniors, Social and Life Members). football, netball, tennis, hockey and cricket. Full change room facilities for male and female with disabled access and baby facilities. Full kitchen facilities including cool room. The Boxwood Hill Golf Club is in close proximity and completed an upgrade of their clubhouse facilities in 2010 under the CSRFF program. 	<p>consequential management of the assets will need to be underpinned by an asset management and investment plan.</p> <ul style="list-style-type: none"> - The extent of infrastructure serving a relatively small community will require sinking funds to be set aside and ongoing support to ensure appropriate governance structures are in place. - Whilst the sports clubs appear currently to be financially sound, the extent of facilities and costs associated with maintenance, modernisation and replacement will require ongoing investment in training and developing volunteers in understanding risk and lifecycle cost implications.

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Jerramungup Sports Club: The Jerramungup Sports Club Inc currently funds and manages the operation and maintenance of the Jerramungup Sports Club and associated sporting facilities. (Seniors, Juniors, Country and Life Members). Basketball, badminton, bowls, gymnastics, volleyball, football, netball, tennis, hockey, golf and cricket. 	
<p>Shire of Jerramungup</p> <p>Corporate Business Plan 2014/2015 to 2017/18</p>	<p>Provides a cost base for investment in the aspirations of the Strategic Community Plan up to 2018. Key investment includes:</p> <ul style="list-style-type: none"> - Develop Bremer Headland to Point Henry walk trails and boardwalk - \$1M 15/16 - Upgrade change room facilities in Jerramungup Sports Pavilion - \$50k 16/17 - Develop Bremer Bay Town Centre Park including shared use with the school and skate park - \$1M 14/15 - Increased pool usage by installing toilets - \$40k 16/17 <p>Interdependencies to other plans includes the Sport Infrastructure Strategy and Pathway Strategy.</p>	
Shire of Katanning		
<p>Katanning Community Plan 2013-2023</p>	<p>The community embraces its role as a Regional Centre. As such, Katanning provides facilities such as policing, education, medical and recreation services.</p> <ul style="list-style-type: none"> - Vision: Achieve a population of 15,000 by embracing its Aboriginal, agricultural, multicultural and built heritage as it moves forward as a cohesive community seeking investment in economic, environmental and social infrastructure. Our aim is to achieve self-supporting growth and recognition as the inland heart of the Great Southern. - Community & Culture: Improving our lifestyle and well-being through increased recreational and cultural opportunities, more options for young people and seniors and a focus on safety and security. <p>Under Facilities & Services:</p> <ul style="list-style-type: none"> - Identify incentives for the Bowling Club to relocate to the Country Club or Leisure Centre. - Expand Leisure Centre to accommodate gymnastics and additional multifunctional spaces. 	<p>The key implications with respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - The accessibility of sport and recreation infrastructure for all, irrespective of race, gender or economic barriers. - The focus on provision for an ageing community and resident youth base. - The critical priority of co-locating bowls at the

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Pursue additional recreational activities and facilities at Lake Ewlyamartup. <p>Reference to Social Justice Principle include: Ensure that all community members have access to diverse and affordable sporting and recreation opportunities.</p>	<p>Country Club to secure its longer-term viability.</p> <ul style="list-style-type: none"> - Continual service improvements to the critical sporting hub at KLC.
<p>Katanning SuperTown Growth and Implementation Plan (Nov 2012)</p>	<p>The Katanning Growth Plan Vision is to embrace its Aboriginal, agricultural, multi-cultural and built heritage as it moves forward as a cohesive community seeking investment in economic, environmental and social infrastructure to achieve a population of 15,000, self-supporting growth and recognition as the inland heart of the Great Southern.</p> <p>Under Recreation:</p> <ul style="list-style-type: none"> - Consolidate sporting clubs to improve viability. - Pursue additional sporting and recreational opportunities that bring visitors to town. <p>Katanning comprises a number of facilities commensurate with being a district centre and provides higher order services to a number of smaller neighbouring towns including Kojonup, Woodanilling, Nyabing, Tambellup, Broomehill, Gnowangerup, Wagin, Pingerup and Dumbleyung (including regional sporting and recreational facilities).</p> <p>Under Open Space:</p> <ul style="list-style-type: none"> - The recreation centre sports grounds to the west of town and the All Ages Playground to the south of town are the most frequented open spaces by residents and visitors of the 12 dedicated parkland areas in Katanning. <p>Facilities include Skate park, Katanning Senior High School Sporting Grounds, Katanning Golf Course x 2, Katanning Regional recreation Centre, Katanning Aquatic Centre, tennis club, bowling greens and basketball courts. and Piesse Dam Amphitheatre.</p> <p>The majority of the town is sewered, with the wastewater being used to reticulate sporting fields, parks and school area directed via a gravity and pumping network, to a secondary treatment plant to the south east of town. The existing delivery system is poorly designed, has suffered ad hoc changes and has limited capacity to meet peak demands.</p> <p>Historically, sporting clubs have been dispersed throughout the town, operating from their own stand-alone facilities. The consolidation of some of these sporting clubs to the Leisure Centre</p>	<p>The growth and implementation plan has a clear focus on the consolidation of sporting clubs to improve viability by co-locating on land adjacent to the KLC. In addition, the ability to generate opportunities to increase visitors into the town is likely to be enhanced with the co-location of infrastructure which provides opportunities to share infrastructure and reduce ongoing operational expenditure.</p> <p>Key projects identified include:</p> <ul style="list-style-type: none"> - Continued consolidation of sporting activities at the Country Club and KLC. - Expansion of KLC to incorporate gymnastics (which is now complete) and child care. - Bowling club relocation to the Country Club. - Identify a suitable site for a Motorplex.

Document	Precis of Main Considerations	Implications
	<p>provides benefits from improved ability to attract funding and greater economies of scale for the operation of the facilities. The Katanning Country Club also assists this trend by co-locating the squash, golf and tennis clubs into one land parcel. it will be important that the remaining clubs which operate as stand-alone facilities are actively encouraged to consider relocating to consolidated facilities.</p> <p>Interest was expressed for a motor sport facility as this recreational pursuit is not currently catered for regionally.</p> <p>Lake Ewlyamartup is a fresh water lake located 22 kilometres east of Katanning. When water levels are sufficient, boating, water-skiing, and swimming are undertaken.</p> <p>Recommendations include:</p> <ul style="list-style-type: none"> - 130 Pursue consolidation of sporting activities at the Country Club and Katanning Leisure Centre to support existing infrastructure. - 131 Expand Leisure Centre to accommodate Gymnastics. - 132 Identify incentives for the bowling club to relocate to the Country Club or Leisure Centre. - 133 Identify a suitable site for a Motorplex. - 134 Pursue additional recreational activities at Lake Ewlyamartup. - 135 Expand Leisure Centre to provide additional multifunction space for child care and other community groups. <p>Infrastructure and services requirements projected forward:</p> <ul style="list-style-type: none"> - Local Sporting Reserve (1 - 2 senior playing fields) - estimated at 1 per 2,000 for a rural town – require an additional 8 for a population of up to 20,000. - Sports Pavilion/Change rooms- estimated at 1 per 2,000 for a rural town – require an additional 8 for a population of up to 20,000. - Multi-marked Sports Courts (Tennis/Netball/Basketball): estimated at 1 per 1,000 for a rural town – require an additional 14 for a population of up to 20,000. 	<ul style="list-style-type: none"> - Pursue additional recreational activities at Lake Ewlyamartup. <p>The infrastructure and services identified for future growth appears to be excessive in a number of areas and should be reviewed and aligned to current and potential participation rates and not population driven standards.</p>

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Cricket Wickets: estimated at 1 per 1,000 for a rural town – require an additional 14 for a population of up to 20,000. - Public Open Space: estimated at 1.7ha per 1,000 – current provision 286ha. - Local Neighbourhood Park: estimated at 1 per 1,000 for a rural town – require an additional 14 for a population of up to 20,000. - Playgrounds (local): estimated at 1 per 1,000 for a rural town – require an additional 16 for a population of up to 20,000. 	
<p>The Strategic Plan for the Shire of Katanning 2010 - 2020</p>	<ul style="list-style-type: none"> - Vision: 'Together, We're Building Katanning's Future' - Mission will be achieved in part by improving our lifestyle and wellbeing, through increased recreational and cultural opportunities, more options for young people and seniors and a focus on safety and security. - Estimated population 2010: 4,750, 1,904 dwellings, <p>Key Initiatives relevant to this plan:</p> <ul style="list-style-type: none"> - Develop and promote a provision of active and passive Recreational facilities to Katanning. - Develop and implement a comprehensive footpath, walk trail and dual use path plan. 	<p>The plan identifies the importance of trails and dual use paths which is a consistent theme across GSRLG's as is the promotion of passive and active recreational facilities.</p>
<p>Shire of Katanning Draft Local Planning Scheme No. 5</p>	<p>Objectives of reserves are identified as: To provide for a range of active and passive recreation uses such as recreation buildings and courts and associated car parking and drainage.</p> <p>Land set aside for Public Purposes is to provide for a range of essential physical and community infrastructure.</p>	
<p>Shire of Kent</p>		
<p>Shire of Kent Strategic Plan 2010-15</p>	<p>Vision: We will be a vibrant and progressive Shire, focused on enhancing and developing sustainable family oriented communities through good governance and strong commitment.</p> <p>Mission: We will endeavour to meet community expectations by providing quality services and facilities to achieve sustainable lifestyles.</p>	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - The need to plan for youth infrastructure in addition to

Document	Precis of Main Considerations	Implications
	<p>Of the 7 key focus areas the following is most relevant to this plan:</p> <ul style="list-style-type: none"> - Infrastructure Development, ensuring the delivery of quality infrastructure to our communities, whilst focusing on the sound long term management and maintenance of established community assets. <ul style="list-style-type: none"> • Asset management planning – a full 10 year financial plan to be developed. - Community and Social, to achieve a range of community facilities and services delivered by Council and other providers that meet the needs of our communities, with a particular focus on youth and the aged. 	<p>the aged community (to ensure they have the ability to age in place).</p> <ul style="list-style-type: none"> - The importance of developing a sound asset management process to control future expenditure commitments.
Shire of Kojonup		
<p>Shire of Kojonup Strategic Community Plan 2017-2027: Kojonup 2027 + Smart Possibilities</p>	<p>Key Pillar 1 – PLACE - Kojonup celebrates its diversity for residents and visitors.</p> <ul style="list-style-type: none"> - Have maximised our 'One Community' program through specific events, celebration of built form and enhancement of our environment. - 1.2: Be a happy, healthy, connected and inclusive community driven by the provision of high standard sport, recreation and open space facilities and programs. - Develop and grow an annual calendar of events where community and visitors celebrate diversity, history, and place. - Develop and activate a trail network and reserve walks in conjunction with State-wide recreation partners. - Implement and action a Sport, Recreation and Open Space Master Plan. <p>Key Pillar 2 – Connected Kojonup advances through connections, partnerships and alliances.</p> <ul style="list-style-type: none"> - 2.1 Be growing our state-wide and local tourism and shopping capabilities through regional alliances. <p>Build partnerships with WA recreation, business and tourism.</p>	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - Developing Kojonup as a destination for travellers visiting the Great Southern. - The importance of alliances both with state government and regional LG's is delivering greater benefit for all across tourism, recreation and business. - The importance of an integrated trail network which will underpin the above objectives.

Document	Precis of Main Considerations	Implications
<p>Shire of Kojonup Corporate Business Plan 2013-2017</p>	<p>Maintaining an active, healthy and social community. Key performance measures identified for each project include:</p> <ul style="list-style-type: none"> - Purchase solar blankets to maintain higher water temperatures at the Kevin O'Halloran Memorial Swimming Pool to increase community use. Completed. - Kojonup recreational precinct. Consultant appointed and Master Plan received, community consultation ongoing. - Plan and develop appropriate passive recreation facilities. Initial discussions held after Main Street & Sports Precinct Master Plans adopted. 	<p>The shires business plan re-enforces the commitment to the master plan. This has since been reviewed further and rationalised.</p>
Shire of Plantagenet		
<p>Strategic Community Plan 2013-2023</p>	<p>Our Vision - Plantagenet, building a sustainable and respectful community, where the environment is preserved and natural beauty and diversity provide opportunities for all.</p> <p>Our Mission - To enhance the quality of life for the people of Plantagenet and the region, through the provision of leadership, services and infrastructure.</p> <p>Outcome 1.3: A cohesive and supportive community.</p> <ul style="list-style-type: none"> - 1.3.1: Encourage and support community groups and initiatives to help people to work together for the benefit of our community. - 1.3.2: Promote and support the initiatives and achievements of our volunteers. - 1.3.3: Work in partnership with community groups to assist in attracting new volunteers. - 1.3.4: Actively promote and assist community groups and clubs. - 1.3.5: Improve the amenity of community spaces and Shire facilities to promote participation and wellbeing. - 1.3.6: Aim to reduce barriers to participation and encourage all sectors of our community to participate in community and civic life. <p>Outcome 1.4: Opportunities for development and participation of our youth.</p>	<p>The key implications in respect to the GSR Sport and Recreation Plan are:</p> <ul style="list-style-type: none"> - The shire has committed to support and develop community groups and volunteer network with a key aim to provide accessible facilities and activities for both youth and seniors. - The importance of maintaining and improving sporting and recreation facilities and programs is referenced together with a commitment to invest in Recreation Centre services and programs to

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - 1.4.2: Provide and promote appropriate and accessible facilities and activities for youth. <p>Outcome 1.5: Recreation, sporting and leisure facilities that support the wellbeing of the community.</p> <ul style="list-style-type: none"> - 1.5.1: Maintain and improve sporting and recreation facilities in the District based on catchment needs. - 1.5.2: Promote sporting, recreation and leisure facilities and programs in the District. - 1.5.3: Encourage and assist the Plantagenet Sporting Club to successfully manage and promote the facilities at Sounness Park. - 1.5.4: Promote the development of Frost Park as a major equine centre in the Great Southern Region. - 1.5.5: Improve and promote Recreation Centre services and programs to encourage increased patronage. - 1.5.6: Maintain a safe pool facility and enhance aquatic programs to encourage increased patronage. - 1.5.7: Renew the parts of the Mount Barker swimming pool infrastructure that are at the end of their economic life. <p>Outcome 1.6: Quality of life for the aged.</p> <ul style="list-style-type: none"> - 1.6.3: Support the provision of recreation and active ageing activities for seniors. <p>Enhancing Natural and Built Environment.</p> <p>Outcome 2.3: Pleasant streetscapes, open spaces, parks and gardens.</p> <ul style="list-style-type: none"> - 2.3.1: Manage and maintain the Council's parks, gardens and open space at appropriate standards. <p>Outcome 2.6: Assets and infrastructure managed over the long term to meet current and future needs.</p> <ul style="list-style-type: none"> - 2.6.1: Implement maintenance, servicing and renewal of Council assets in a timely manner that maximises its life and performance, with a focus on infrastructure and core buildings. 	<p>encourage increased patronage.</p> <ul style="list-style-type: none"> - The renewal of the parts of the Mount Barker swimming pool infrastructure that are at the end of their economic life is aligned to a commitment to the maintenance, servicing and renewal of Council assets in a timely manner that maximises life and performance. - In respect of strategic alliance's, the shire has committed to support the Lower Great Southern Alliance to develop a Regional Economic and Tourism Strategy and Destination Marketing Strategy.

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - 2.6.2: Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure. <p>Prosperous and sustainable local economy.</p> <p>Outcome 3.4: A strong tourism region.</p> <ul style="list-style-type: none"> - 3.4.1: Promote and support local and regional tourism initiatives. Provide infrastructure and services to support tourism. - 3.4.3: Work with the Lower Great Southern Alliance to develop a Regional Economic and Tourism Strategy and Destination Marketing Strategy. - 3.4.4: Work with the Lower Great Southern Alliance in promoting sustainable tourism investment within the region. 	
<p>Shire of Plantagenet Corporate Business Plan 2014/2015 – 2018/2019</p>	<p>References the following plans:</p> <ul style="list-style-type: none"> - Public open Space Strategy. - Mount Barker and Kendenup Sport and Recreation Plans. - Plantagenet Trails Masterplan. <p>The following developments and progress is identified:</p> <ul style="list-style-type: none"> - 1.5.1: Maintain and improve sporting and recreation facilities in the District based on catchment needs: <ul style="list-style-type: none"> • 1.5.1.1: Encourage the development of a regional recreation plan. • 1.5.1.2: Develop a playground upgrade and replacement strategy. • 1.5.1.3: Address recommendations from the Mount Barker and Kendenup Sport and Recreation Plans including development of new infrastructure . • 5.1.4: Identify opportunities for co-hosting and rationalisation of recreation facilities. - 1.5.3: Develop Sounness Park as the primary ball sports facility in the District. <ul style="list-style-type: none"> 1.5.3.1: Progress the design and construction of Stage 1 of the redevelopment of Sounness Park (\$41,800). 	<p>The corporate business plan identifies the critical importance of maintaining and enhancing sport and recreation facilities.</p> <p>The plan references Sounness Park as the principle ball sports facility and Frost Park as the Equine Centre.</p> <p>The importance of engaging with the community and providing resources to increase physical health and wellbeing is emphasised. - A strong alignment to this is the investment in the swimming pool and future commitments to the trails Master Plan and the intention to seek funding for priority trails.</p>

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - 1.5.3: Develop Sounness Park as the primary ball sports facility in the District. 1.5.3.2: Progress and source funding opportunities for Stages 2 & 3 of the redevelopment of Sounness Park (\$2,400,000). - 1.5.4: Promote the development of Frost Park as a major equine centre in the Great Southern Region. - 1.5.5: Recreation, sporting and leisure facilities that support the wellbeing of the community. 1.5.5.1: Prepare and implement Business Plan for the Recreation Centre (\$67,230). - 1.5.5: Improve and promote Recreation Centre services and programs to encourage increased patronage 1.5.5.1.1: Gym Equipment - Ongoing replacement and upgrade program (\$10,000 ongoing). - 1.5.6: Maintain a safe pool facility and enhance aquatic programs to encourage increased patronage. 1.5.6.1: Maintain and promote the Shire's pool facilities and programs (\$27,000 ongoing). - 2.3.1: Manage and maintain the Council's parks, gardens and open space at appropriate standards. 2.3.1.1: Maintain parks, gardens and open space at standards acceptable to the community (\$31,000 ongoing). - 2.3.4: Encourage the development of trails in line with the Trails Master Plan. 2.3.4.1: Seek funding to progress the development of priority trails identified in the Plantagenet Trails Masterplan (Wildflower Walk Trail and Tower Hill Trail) (\$110,000 from 17/18). 	
Shire of Woodanilling		
Strategic Community Plan Shire of	Consultation associated with the plan asked the question 'What Will Woodanilling Look Like In 2022?' Relevant responses to this plan included: - The evolution of the Woodanilling Recreation Precinct will take pride of place within a vibrant and diverse sporting community.	The key implications in respect to the GSR Sport and Recreation Plan are:

Document	Precis of Main Considerations	Implications
<p>Woodanilling 2012-2022</p>	<p>Of the key themes, the following is relevant:</p> <p>Theme 1: Social: Community Facilities –</p> <ul style="list-style-type: none"> - Vision: To provide facilities and amenities that meet the communities needs and expectations within Council's ability to fund from rates and external sources. To ensure access to high quality facilities and services that the community is proud to use and promote. - Objectives: Enhance the lifestyle of residents through their participation and achievement in sport and recreation (See also Woodanilling Local Recreation Plan – Aug 2003). To make our Community a place where people want to come, stay and grow. - Strategies: Future development of facilities is to be continually monitored, progressed and supported where appropriate by various funding sources and by submitting planned and comprehensive capital works programs bids are required. To ensure our facilities are maintained to a suitably functional standard. - Actions include: <ul style="list-style-type: none"> • CF.3: Ongoing support for regional facilities that meet the needs of the local community. • CF.4: Develop a Youth Bike Area within 5 years – suitable for motorbikes. • CF.8: Queerarrup Lake development to secure water in lake for recreational use. • CF.9: Complete oval lighting within 5 years to Australian Standards for training. • CF.11: Implement bike/walking path network to connect the town to Whispering Winds and Caravan Park. • CF.13: Continue the development of the Woodanilling Recreation precinct to ensure all recreation needs are met. 	<ul style="list-style-type: none"> - The shire is committed to provide facilities and amenities that meet the communities needs and expectations within Council's ability to fund from rates and external sources. - Asset management and maintenance is a core focus to ensure facilities are maintained to a suitably functional standard. - In respect of significant relevant projects, the shire is committed to: <ul style="list-style-type: none"> o Implement bike/walking path network to connect the town to Whispering Winds and Caravan Park. o Complete the oval lighting for training. o The development of the Woodanilling Recreation precinct to ensure all recreation needs are met.

Document	Precis of Main Considerations	Implications
<p>Corporate Business Plan Shire of Woodanilling 2012-2022</p>	<p>The Corporate Business Plan 2012-2022 is the Shire of Woodanilling's service and project delivery program aligned with achievement of the priorities set in the Shires 'Strategic Community Plan' (SCP). It identifies the following:</p> <ul style="list-style-type: none"> - CF.3: Ongoing support for regional facilities that meet the needs of the local community. \$14,000 per year to undertake advocacy and development activities to develop proposals and attract funding as required (e.g. needs assessment, cost benefit and funding applications). - CF.4: Develop a Youth Bike Area within 5 years – suitable for motorbikes. Develop project in conjunction with proposed off road vehicles area (LO.5) – identification of site; joint feasibility; sourcing of funding, implementation of bike area component. - CF.8: Queerarrup Lake development to secure water in lake for recreational use. Advocacy support of \$500 per year. - CF.9: Complete oval lighting within 5 years to Australian Standards for training. Design and construction of lights \$166,500. - CF.11: Implement bike/walking path network to connect the town to Whispering Winds and Caravan Park. Needs assessment, concept design; sourcing of funding and detailed design \$154,000. - CF.13: Continue the development of the Woodanilling Recreation precinct to ensure all recreation needs are met. Community consultation and review and update of plan; develop projects and source funding as required and implement projects - \$35,000. 	<p>The corporate business plan and supporting documents emphasises the importance of:</p> <ul style="list-style-type: none"> - Regional advocacy to attract funding. - Development of facilities to engage the youth. - Recreational use of Queerarrup Lake and continued advocacy support. - The lighting of the oval to meet minimum Australian Standards. - The trails network within the town and connecting to key sites. - Ongoing investment into the Woodanilling Recreation Precinct.
<p>Asset Management Plan</p>	<p>The Asset Management Plan details the short, medium and long-term requirements to maintain, renew and develop new assets as part of providing for the needs and aspirations of the community.</p>	<ul style="list-style-type: none"> - Effective asset management planning and future resource planning.
<p>Long Term Financial Management Plan</p>	<p>The Long Term Financial Management Plan is a modelling tool to project financial commitments over the next ten years as a means of ensuring financial sustainability.</p>	

Document	Precis of Main Considerations	Implications
Regional and State Publications		
<p>Great Southern Regional Investment Blueprint (Great Southern Regional Development Commission October 2015)</p>	<p>A framework for growing the Great Southern. The plan states that active involvement in sport and recreation is part of sustaining a healthy population. The two major 1,000 kilometre trails linking it to Perth: the Munda Biddi Trail for off-road touring cyclists and the Bibbulmun Track for bushwalkers are highlighted as cross boundary tourism and economic drivers.</p> <p>The key influencing factors related to sport and recreation provision highlighted within the Blueprint (to be achieved by 2040) are:</p> <ul style="list-style-type: none"> - A workforce of 60,000 highly skilled contractors and employees. - Timely, effective and efficient infrastructure and services that are meeting the needs of the region's residents. - The physical resources and social infrastructure to support a population of 100,000 that is continuing to grow. - A mix of world class public and private sector options in health care, housing, recreation, sporting and cultural activities. <p>It will be measured by:</p> <ul style="list-style-type: none"> - sport and recreation infrastructure that meets Australian standards for core sporting codes. - Hosting more than 12 national and/or international sporting events per year. - Physical activity rates will be comparable with those for Western Australia as a whole. - Over 30 per cent of the population will be engaged as volunteers in activities that benefit the community. <p>Arts and recreation services as an industry is growing and there is a need to develop the skills base. A focus and strong support is provided for the GSCORE.</p>	<ul style="list-style-type: none"> - The regional blueprint highlights the way in which the region is anticipated to grow and highlights the key infrastructure projects which are required to be put in place to facilitate this growth. - It is to be noted that the provision of sport and recreation infrastructure is seen as an essential component in supporting growth and in particular the GSCORE has the potential to drive up economic performance. - Tracks and trails are also identified as economic drivers which will support the regional growth and an extension to these or alternative provision is likely to be supported.
<p>Great Southern Regional Planning and Infrastructure Framework (WAPC December 2015)</p>	<p>The strategic plan identifies the following:</p> <ul style="list-style-type: none"> - In respect of social infrastructure, the objective is to provide a wide range of social services that enhance the community's health and well-being, establish a sense of social cohesion and offer high quality educational opportunities that retain and attract students to the region. A factor in the attraction and retention of skilled labour and their families is the 	<ul style="list-style-type: none"> - The framework highlights the importance of providing adequate social infrastructure (including sport and recreation

Document	Precis of Main Considerations	Implications
	<p>provision of a choice of recreational and cultural attractions across the region and the expectation of a safe living environment.</p> <ul style="list-style-type: none"> - Inward migration for lifestyle reasons will lead to the proportion of people 55 years and older rising relative to other regions of the State, providing opportunities for investment in private and public housing, health services, cultural and recreational activities and facilities that cater specifically to an ageing population. - There will also be growth in the provision of retail, employment, recreational and other activities in and around the existing well-serviced sub-regional centres of Denmark, Mt Barker, Katanning and Kojonup. - Additional planning and investment will improve popular coastal recreation sites that currently have insufficient infrastructure to cater for the influx of locals and visitors during summer. <p>A key action in the framework is the requirement to undertake a needs assessment for regional sport and recreation to identify and analyse what new facilities are needed and options for responding to that need. Consider the scope, scale, location and timing for any identified new facilities. In addition, a youth retention strategy for the region is advocated with one of the focus areas identified as recreation and youth development programs.</p> <p>Centennial Park is identified as the key strategic regional sporting precinct which is to undergo staged redevelopment.</p>	<p>facilities) to retain a growing population in place. The choice of infrastructure is critical to ensure the continued economic growth of the region.</p> <ul style="list-style-type: none"> - Albany is identified as the regional centre whilst the sub-regional centres are specifically identified as Denmark, Mt Barker, Katanning and Kojonup. - Coastal recreation is identified as an important area to be considered for recreational pursuits. - The ageing population is also referenced as an important consideration with respect to enhancing health and wellbeing opportunities in place. - In addition, the focus on youth has been specifically referenced to ensure they are catered for and attracted to the region. - Centennial Park is the main regional facility identified for staged development and investment.

Document	Precis of Main Considerations	Implications
<p>Lower Great Southern Strategy (2016)</p>	<p>The third of the three documents which are complementary and provide strategic direction for growth of the region over the next 20 years. The Lower Great Southern Strategy incorporates the City of Albany and the Shires of Denmark, Plantagenet and Cranbrook. The following references highlight the value of the provision of sport and recreation infrastructure:</p> <ul style="list-style-type: none"> - In respect of sport and recreation provision the following objectives and actions are relevant: Provide new or expand existing community services and facilities in accordance with settlement function: Identify in local planning strategies and zone in local planning schemes, adequate and suitable land for recreation and open space, including a suitable range of passive and active facilities; Develop new and/or upgrade existing recreational boating facilities along the coast, as necessary. - Reference is made to regional recreational trails, such as the Bibbulmun Track, Denmark-Nornalup Trail and the Munda Biddi trail to Albany, should be identified in local planning strategies and protected, given their importance for regional tourism and recreation. Implementation of the City of Albany's Trail Hub Strategy is also supported. - High-quality, well-planned and sustainable recreational facilities are paramount to the health of a region. They encourage physical activity, support community wellbeing and cohesion and have the potential to attract State or national events that have a positive social and economic impact. It is important to ensure a range of recreation options are available to communities including active and passive; indoor and outdoor; and facility and nature based experiences. - The provision of sporting and recreation facilities in the Lower Great Southern is considered generally to be sufficient. - An additional regional facility may be required in the long term. It is important that existing facilities are protected and that land is identified and set aside for future regional recreational facilities. - Opportunities for efficient provision of facilities should be explored in initial planning stages, in accordance with the Department of Local Government, Sport and Cultural Industries' joint provision and shared use guidelines. 	<ul style="list-style-type: none"> - In referencing the City of Albany and the Shires of Denmark, Plantagenet and Cranbrook the strategy identifies the provision of sport and recreation infrastructure as critical to the economic future of the region. - High-quality, well-planned and sustainable recreational facilities are considered to be paramount to the health of a region. - Regional recreational trails, such as the Bibbulmun Track, Denmark-Nornalup Trail and the Munda Biddi trail to Albany, are referenced as needing to be identified in local planning strategies and protected. - The strategy states that the sub-region has sufficient sporting and recreation facilities but an additional facility may be required in the long term. - Opportunities for efficient provision of facilities are advised to be explored in initial planning stages, in accordance with the

Document	Precis of Main Considerations	Implications
		<p>Department of Local Government, Sport and Cultural Industries' joint provision and shared use guidelines. This emphasises the importance of engagement with schools and the DoE in respect to joint provision.</p>
<p>Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 (Department of Sport and Recreation)</p>	<p>The document provides vision and direction for Western Australia's Sport and Recreation Industry. The following key challenges relevant to the GSR Facilities Plan:</p> <ul style="list-style-type: none"> - PUBLIC OPEN SPACE AND URBAN FORM: Urban parklands and green spaces for sport and active recreation are integral components of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space which meets the needs of communities into the future we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces. - COMMERCIALISATION: A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue. - FINANCIAL [UN]CERTAINTY: The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment. - LIFE COURSE AND LIFE STAGE PARTICIPATION: The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially beneficial outcomes for our community. 	<p>Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 identifies the following which need to be considered:</p> <ul style="list-style-type: none"> - Ensure efficiency with the use of resources, focus on the function of sites and provide equitable access to facilities. - Factor in the capacity to source commercial revenue to optimise opportunities to reduce subsidies. - Increase participation rates in sport, recreation and active lifestyles by incorporating innovative solutions. - Benchmarking and adapting successful concepts from other jurisdictions to provide socially beneficial outcomes

Document	Precis of Main Considerations	Implications
		are important considerations.
<p>Western Australian Strategic Trails Blueprint 2017-2021</p>	<p>A guiding strategic platform and inform policy and resource decision making. It is to be used to guide future investment, planning consistency and the sustainable trails development across the state. Guiding principles include access, consumer focus, consistency, sustainability, evidence base, innovation, community benefit, visitor economy contribution, engagement, quality trails, Aboriginal participation, environment and culture.</p> <p>Trails covered by the Blueprint include non-motorised and motorised trails based on land and water. Sections 2.2 and 2.3 specifically references Albany. Of the opportunities identified the following are of relevance:</p> <ul style="list-style-type: none"> - Albany has the potential to increase visitation by developing some iconic trail products to attract a new young demographic, provide them with a reason to choose Albany over competitor destinations and give them a reason to stay for an extended period. - Trails, trail events and the broader category of adventure tourism present great potential to differentiate Albany as a tourist destination given the untapped opportunities (coastal and wilderness) that exist. - Albany holds all year round appeal with mild weather suitable for outdoor activities, in particular, mountain biking which is less seasonally affected than other sports. - Albany has ample capacity to accommodate an increase in visitation. - There is opportunity for more mountain biking trails for beginner and intermediate levels and for kayaking trails. <p>Under 2.5 in referencing the Great Southern Centre for Outdoor Recreation Excellence, reference is made to the importance of partnerships coming together. The outputs are reliant on effective partnership working and has the <i>'potential'</i> to position Albany within the region as an internationally significant trails area.</p> <p>Specific opportunities identified in the readiness summary highlighted mountain bike and aquatic trails and the clustering of trail products.</p> <p>There are 21 strategies identified with 60 targets, falling within the four objectives:</p>	<p>The city of Albany has provided a significant commitment to develop trail products to attract a diverse user base and bolster the economy. This is however reliant on establishing and developing effective partnerships with neighbouring local governments and key state government agencies/organisations.</p> <p>Opportunities exist to align this work with more broader regional objectives associated with GSCORE and the promotion of key destination points such as the Stirling Ranges and Porongurup's.</p> <p>Mountain biking and trails will be the core focus together with supporting infrastructure and services.</p>

Document	Precis of Main Considerations	Implications
	<ol style="list-style-type: none"> 1. Trails Network 2. Trails Infrastructure and Services 3. The Visitor Experience 4. Governance, Management and Cooperation 	
State Sporting Facilities Plans		
<p>Aquatic Strategic Facilities Plan (2012)</p>	<p>Of the recommendations contained within the strategy the following are relevant:</p> <ul style="list-style-type: none"> • The associations are to provide a direct leadership role to improve relationships between clubs and facility managers. To assist this outcome a formal document to help clubs articulate their benefit to the facilities operation and sustainability should be created. • Develop partnership arrangements with facility managers; through a shared resource approach for coaches, volunteers and programs. <p>No sites are specifically identified for development outside of the hierarchy model which specifies development at the top end of the aquatic industry.</p> <p>No financial commitment is given to the delivery of the Facility Plan.</p>	<p>Aquatic Strategic Facilities Plan does not identify sites for development outside of a hierarchy model which is focused on development at the top end of the aquatic industry (i.e. not community focused). In addition, no financial commitment is given to the delivery of the Facility Plan</p>
<p>Western Australian Football Commission Strategic Facilities Plan</p>	<p>One of the aims of the project was to develop a classification system within a football hierarchy, based on the sustainability of individual clubs that will serve as a basis to plan for future infrastructure provision and upgrades. The plan incorporates future facility needs based on population growth. Reference is made to the facility requirements of each standard of play and provides commentary on the key facility components which may be utilised in developing the district level strategies/plans.</p>	<p>Western Australian Football Commission Strategic Facilities Plan advocates a classification system within a football hierarchy, based on the sustainability of individual clubs that will serve as a basis to plan for future infrastructure provision and upgrades.</p>
<p>Netball Strategic Facilities Plan</p>	<p>The intention of the plan is to:</p> <ol style="list-style-type: none"> 1) Identify future facility requirements for both sports within Western Australia for the next 15 years and a process for prioritising and securing potential investment to deliver the plan. 	<p>Netball Strategic Facilities Plan contains the following recommendations of relevance to development of infrastructure:</p>

Document	Precis of Main Considerations	Implications
	<p>2) Establish the framework within which the State Sporting Association (SSA) of Netball WA can provide support and guidance to its affiliated associations (“associations”) and LG.</p> <p>The outcomes of the court demand assessment for netball facilities to 2026 were that the existing level of provision of netball courts is meeting or exceeding demand in the Great Southern. Whilst the population is forecast to increase in the Great Southern, the majority of this growth (i.e. >64%) is in the 65+ year age cohort.</p> <p>In respect of facility priorities, the following is identified:</p> <ul style="list-style-type: none"> - The existing facilities should continue to be maintained and when outdoor court surfaces are due for replacement/refurbishment, consideration should be given to providing an acrylic cushioned surface. - The Albany Leisure and Aquatic Centre should continue to promote the centre for potential high-level Netball (International) matches to raise the profile of the sport. - Albany Netball Association: Review and evaluate the future facility requirements of netball to ensure the ongoing viability of the club/association infrastructure. - Katanning Leisure Centre: As a significant regional basketball and netball centre, to review on an ongoing basis the impact of projected population growth on the facility and the need for future indoor court expansion. - Kojonup Netball Association: Work with the association on their business plan and assist in identifying potential funding sources for facility enhancement. 	<ul style="list-style-type: none"> - ALAC plays a critical role in the attraction and promotion of International netball – a strong alignment to tourism and economic development objectives. - The importance of maintaining and replacing existing court assets is highlighted as being of critical importance for the future development of the sport in the region. - Kojonup netball courts are identified for investment which is consistent with the shires recommendations. - Katanning Leisure Centre requires ongoing review to determine the need of additional/enhanced court infrastructure.
Basketball Strategic Facilities Plan	<p>The intention of the strategic plan is to:</p> <ol style="list-style-type: none"> 1) Identify future facility requirements for both sports within Western Australia for the next 15 years and a process for prioritising and securing potential investment to deliver the plan. 2) Establish the framework within which the State Sporting Association (SSA) of Basketball WA can provide support and guidance to its affiliated associations (“associations”) and LG. 	<p>Basketball Strategic Facilities contains the following recommendations of relevance to development of infrastructure:</p> <ul style="list-style-type: none"> - ALAC plays a critical role in the attraction and promotion of international basketball – a strong alignment to tourism and

Document	Precis of Main Considerations	Implications
	<p>The outcomes of the court demand assessment for netball facilities to 2026 were that the existing level of provision of netball courts is meeting or exceeding demand in the Great Southern. Whilst the population is forecast to increase in the Great Southern, the majority of this growth (i.e. >64%) is in the 65+ year age cohort.</p> <p>In respect of facility priorities, the following are identified:</p> <ul style="list-style-type: none"> - The existing facilities should continue to be maintained and when outdoor court surfaces are due for replacement/refurbishment, consideration should be given to providing an acrylic cushioned surface. - Albany Leisure and Aquatic Centre: Continue to promote the centre for potential international basketball competition to raise the profile of both sports in the region. - Katanning Leisure Centre: As a significant regional basketball is to review on an ongoing basis the impact of projected population growth on the facility and the need for future indoor court expansion. 	<p>economic development objectives.</p> <ul style="list-style-type: none"> - The importance of maintaining and replacing existing court assets is highlighted as being of critical importance for the future development of the sport in the region. - Katanning Leisure Centre performs a key competition role for the northern LG's within the GS.
<p>Our Bike Path: WestCycle Strategic Plan</p>	<p>The document identifies 8 specific targets of which are specifically relevant:</p> <ul style="list-style-type: none"> - Participation: To get over 1 million Western Australians regularly riding by 2020. - Infrastructure: To increase the number of cycling infrastructure facilities in metropolitan and regional WA (includes cycle paths, mountain bike trails and cycle sport facilities) every year. To do this the intention is to expand and improve the network of mountain bike trails and off-road cycling routes in areas close to the city, regional population centres and tourist hubs. <p>Westcycle advocates developing a trails sustainability framework, which supports and promotes a state-wide system of environmentally sustainable mountain bike trails.</p> <p>In attempting to create bike friendly communities Westcycle advocates building more end of trip facilities (bike racks, showers, lockers etc.) in the workplace.</p>	<p>The following aspects are of relevance to the Great Southern Region:</p> <ul style="list-style-type: none"> - The need to increase the number of cycling facilities in regional areas and in particular the network of mountain bike trails. - The network can act as a catalyst to increase tourism opportunities and assist in developing the economic diversity in the region.
<p>WA Mountain Bike Strategy</p>	<p>The Western Australian Mountain Bike Strategy is the first discipline-specific plan to emerge from 'Our Bike Path', WestCycle's strategic framework for cycling. Of the key data provided the following is relevant to the Great Southern:</p>	<p>The following factors are important to the Great Southern:</p>

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - Level 1 coaches are concentrated in the Perth Metropolitan and South West regions, which means that riders located elsewhere have limited access to mountain bike specific coaching. However, the Great Southern potentially has a unique business selling proposition in building a potential economic case for investment for the cycle based industry/tourism. - The Perth Metropolitan, Peel, South West and Great Southern regions are significant mountain biking hotspots, with demand for trails particularly high due to the population density in the state's south west corner. These are priority locations and there is an immediate need for masterplanning to be undertaken in order to guide future mountain bike development. - Western Australia is already home to iconic mountain bike events such as the Cape to Cape MTB and the Albany Urban Downhill. - The plan advocates a trail model to influence all parts of trail planning, design, construction and management. These models include a trail hub, trail centre, trail network and individual trails. - Regional masterplanning is fundamental to the establishment of the statewide network of national, regional and local mountain bike facilities. 	<ul style="list-style-type: none"> - The Great Southern region is recognised as a significant mountain biking hotspot. - There is an immediate need for masterplanning to be undertaken in order to guide future mountain bike development. - Master Planning must conform with the trail model advocated by Westcycle. - The connectivity across areas and establishment of accessible trails is important.
Overview	<p>A review of the facility plans identifies a number of common threads which can be summarised as:</p> <ul style="list-style-type: none"> - The strategic documents vary from being explicit in identifying sites for development whilst others are generic in advising on the approximate location of facilities in accordance with population growth. - With the exception of the WAFC strategic plan, no strategic facilities plan has been developed to incorporate implementation and delivery. Netball WA have sought to resource the development and implementation of their strategic plan and are probably the most advanced. - The role of LG is critical to the implementation of the majority of recommendations with respect to facility development. 	<p>Summary conclusions to be considered include:</p> <ul style="list-style-type: none"> - The role of LG is critical to the implementation of the majority of recommendations in respect of facility development and there is no commitment to funding. - Strategies have been developed in isolation with little regard to ground

Document	Precis of Main Considerations	Implications
	<ul style="list-style-type: none"> - The strategic plans have, with the exception of WAFC and Netball, not been reviewed on a regular basis to determine their currency. - The strategies have been developed in isolation with little regard to ground sharing, co-location and compatible uses. - The Department of Education is highlighted as being a significant partner in delivering the facility development outcomes identified in the majority of strategic facility plans. - The majority of the strategies are linked to funding available through CSRFF. 	<ul style="list-style-type: none"> sharing, co-location and compatible uses. - The DoE is highlighted as being a significant partner in delivering the facility development outcomes identified in the majority of strategic facility plans. - The majority of the strategies are linked to funding available through CSRFF.

Appendix B: Demographic Analysis

Population & Growth

The 2016 population of the GSR according to ABS data is 60,319. This represents an increase of 3,079 persons since the 2011 Census.

The largest LGA in the region is the City of Albany, with a population of 37,407 or 62% of the total.

Table 2: Population of the GSR 2011 and 2016 (ABS, 2016)

Shire/Region	2011 Population	2016 Population	Share 2016 (%)
Albany	34,873	37,407	62.0
Broomehill-Tambellup	1,178	1,160	1.9
Cranbrook	1,110	1,103	1.8
Denmark	5,373	5,964	9.9
Gnowangerup	1,307	1,236	2.0
Jerramungup	1,091	1,126	1.9
Katanning	4,290	4,197	7.0
Kent	529	567	0.9
Kojonup	2,030	2,003	3.3
Plantagenet	5,032	5,142	8.5
Woodanilling	427	414	0.7
Total	57,240	60,319	100%

The largest growth between 2011 and 2016 was in the Denmark Shire (+11.0%), followed by Albany Shire (+7.3%) and Kent Shire (7.2%), while the most significant declines were experienced in Gnowangerup (-5.4%), Woodanilling (-3.0%), and Katanning (-2.2%) Shires.

Table 3 shows the current population as at the 2016 Census for each of the LG areas and the projected growth. Projections indicate that Jerramungup will experience significant growth, with its population more than doubling by 2026. Small growth is also expected in Denmark (+15.9%), Katanning (+14.1%) and Albany (+10.3%). The Shires of Kent (-18.9%), Cranbrook (-17.5%), Broomehill-Tambellup (-15.5%), Gnowangerup (-13.4%) and Kojonup (-11.1%) will experience declines.

Figure 1: Population Change 2011 to 2016 for the GSR (Source: ABS, 2017)

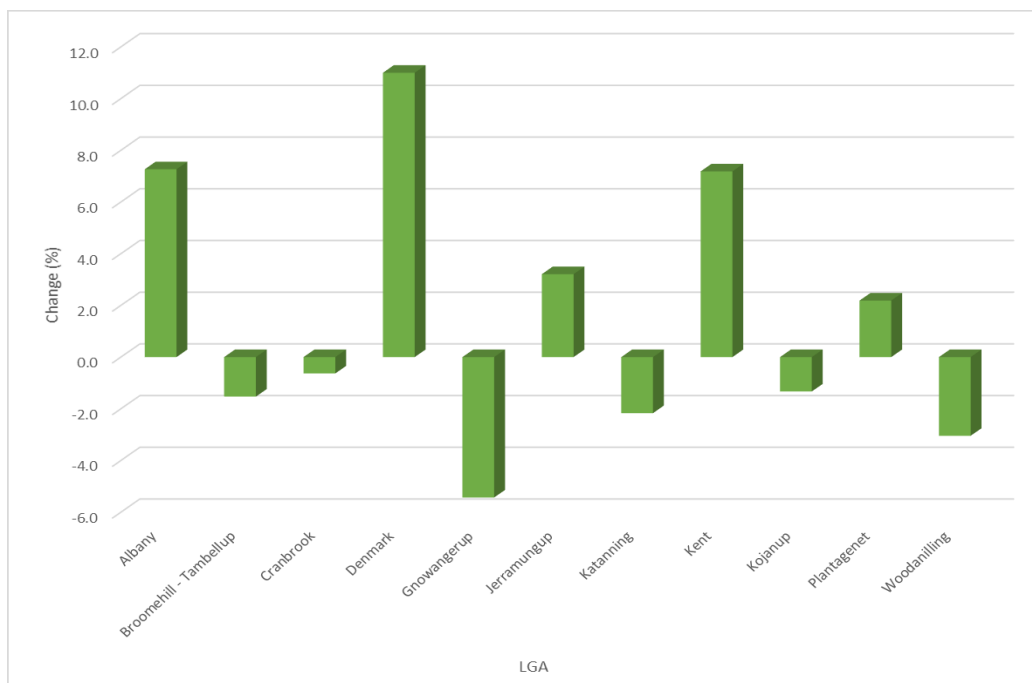


Table 3: Population Projections for the GSR 2016 to 2026 (ABS, 2016 & WA Tomorrow Band D, 2021 & 2026)

Shire/Region	2016 Population ¹	2021 Population ²	2026 Population	Change 2016 to 2026	Change 2016 to 2026 (%)
Albany	37,407	39,140	41,270	3,863	10.3
Broomehill-Tambellup	1,160	1,060	980	-180	-15.5
Cranbrook	1,103	980	910	-193	-17.5
Denmark	5,964	6,400	6,910	946	15.9
Gnowangerup	1,236	1,140	1,070	-166	-13.4
Jerramungup	1,126	1,390	2,330	1,204	106.9
Katanning	4,197	4,680	4,790	593	14.1
Kent	567	470	460	-107	-18.9
Kojonup	2,003	1,920	1,780	-223	-11.1
Plantagenet	5,142	5,340	5,410	268	5.2
Woodanilling	414	420	430	16	3.9
Total	22,930	23,700	25,070	2,140	9.3%

¹ Australian Bureau of Statistics, 2016, QuickStats, ABS, Canberra. Viewed 4/09/17

² Western Australian Planning Commission: WA Tomorrow. Medium Term Population Forecasts for Western Australia 2014 to 2026 and Sub-regions 2016 to 2026 (2015).

Figure 1: Predicted Population Change 2016 to 2026 for the GSR (Source: WA Tomorrow, 2015)

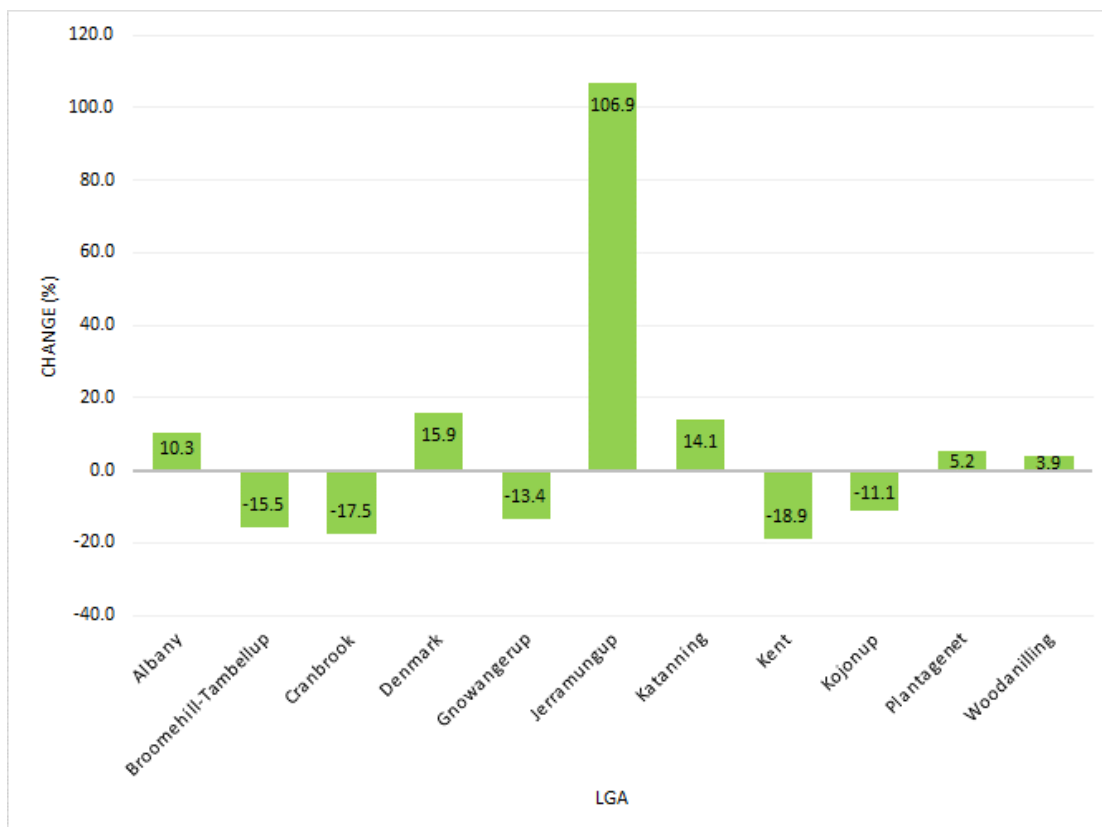
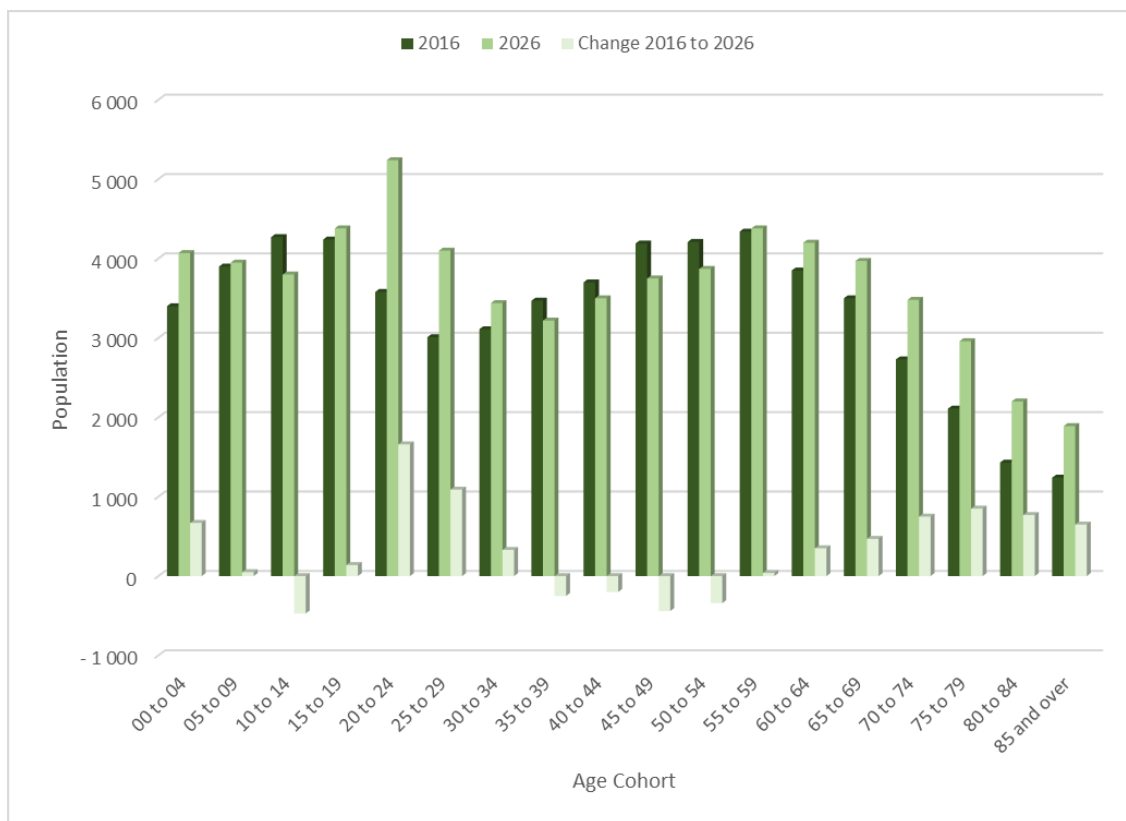


Table 4: Population by Age Group – GSR (ABS, 2017)

LGA	0 to 14	15 to 24	25 to 44	45 to 64	65+	Median Age
Albany	18.6	11.4	22.0	27.4	20.6	43
Broomehill-Tambellup	23.8	8.5	24.0	29.1	14.7	39
Cranbrook	18.1	6.0	24.0	31.1	20.7	46
Denmark	17.3	8.7	17.4	31.6	25.0	49
Gnowangerup	20.2	8.9	26.8	31.9	12.3	40
Jerramungup	20.3	6.4	26.0	32.8	14.4	41
Katanning	20.3	11.3	24.5	26.9	17.2	40
Kent	22.3	6.1	28.6	28.2	14.6	39
Kojonup	21.2	6.8	22.0	29.9	20.0	44
Plantagenet	17.5	9.9	19.9	31.9	20.9	46
Woodanilling	21.2	6.5	24.2	34.6	13.4	43
Western Australia	19.2	12.6	29.4	25.0	14.0	36

Figure 3: Population Change by Age Cohorts for GSR (Source: WA Tomorrow, 2015, Band C)



Income

Median weekly household income for all LG areas in the Great Southern is lower than WA as a whole. This highlights, indicatively, a potentially low ability to pay for discretionary services.

Table 5: Median Weekly Income of Great Southern LG Areas (Source: ABS)

LGA	Median Weekly Household Income
Albany	1,209
Broomehill-Tambellup	1,242
Cranbrook	1,047
Denmark	1,013
Gnowangerup	1,319
Jerramungup	1,284
Katanning	1,205
Kent	1,342
Kojonup	1,303
Plantagenet	1,035
Woodanilling	1,228
WA	1,595

The Great Southern has a significantly higher proportion of low income households than WA as a whole.

Figure 4: Low Income Households as a Percentage of the Population

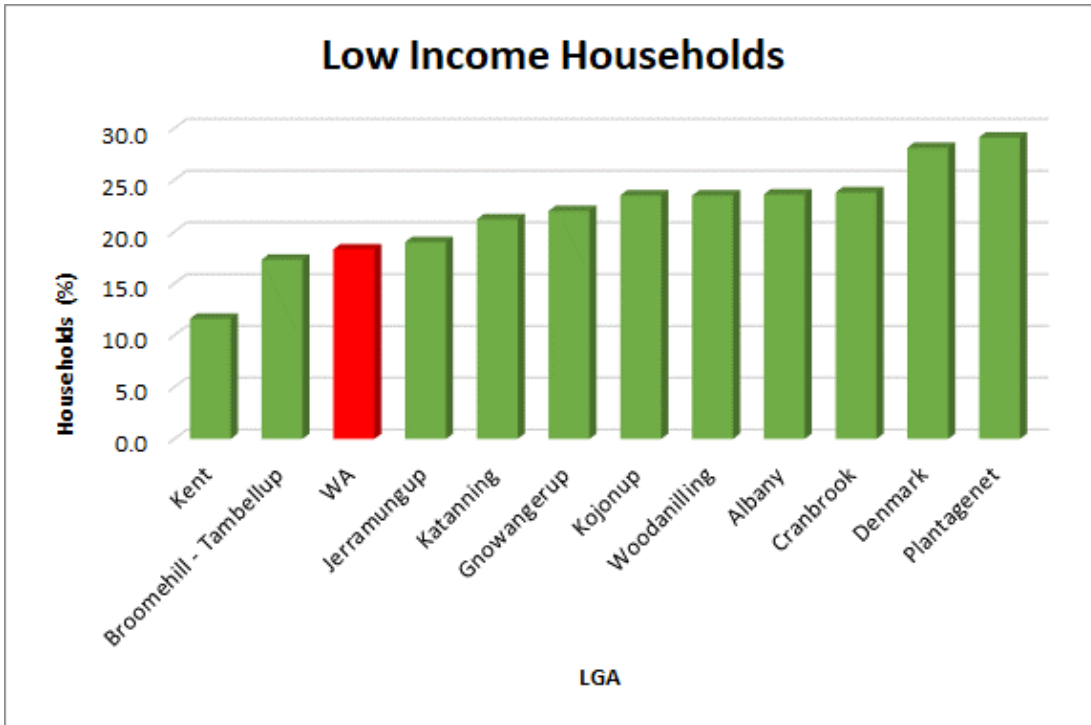
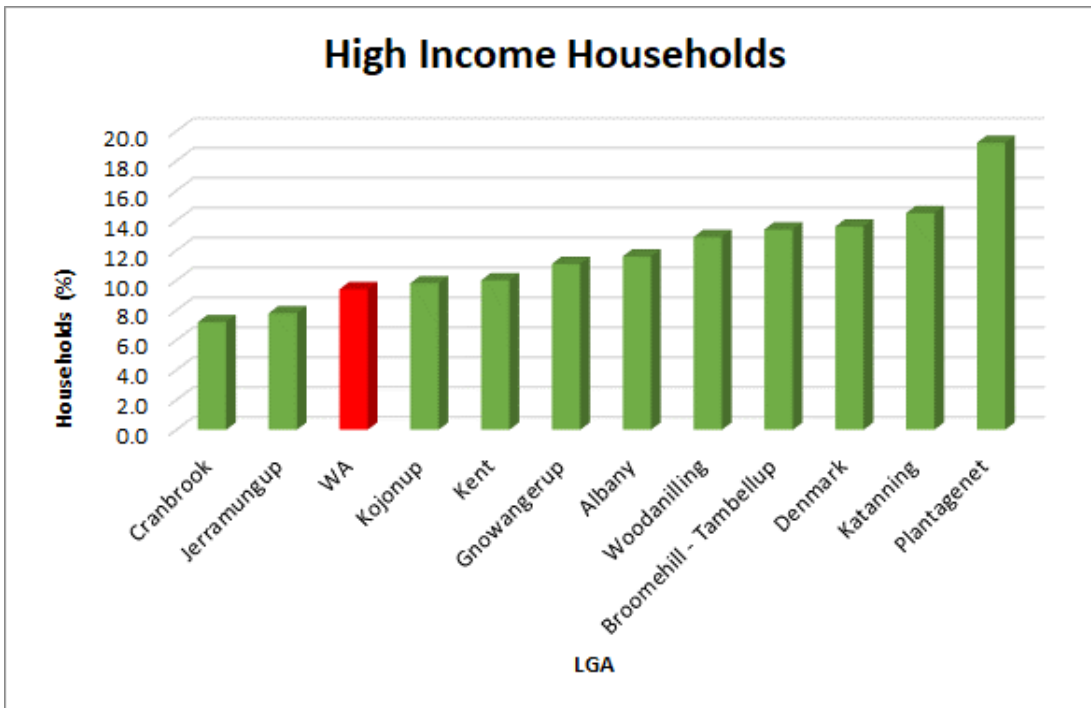


Figure 5: High Income Households as a Percentage of Population (Source: ABS)



The GSR has a higher proportion of high income households than WA as a whole indicating that there is a strong discrepancy between those who have potentially high levels of disposable incomes and those that do

not. This is particularly relevant when considering an individuals or families ability to pay for discretionary services such as those associated with sport, leisure and recreation.

Family Composition

Table 6 identifies the percentages of couples with and without children within the LG's of the Great Southern. In all areas (apart from the Shire of Kent) the region has a lower percentage than the state average for couples with children and a higher number as a percentage of couples without children in all areas than the state average. This further emphasises the ageing demographic and potentially the ability to retain older children within the local areas.

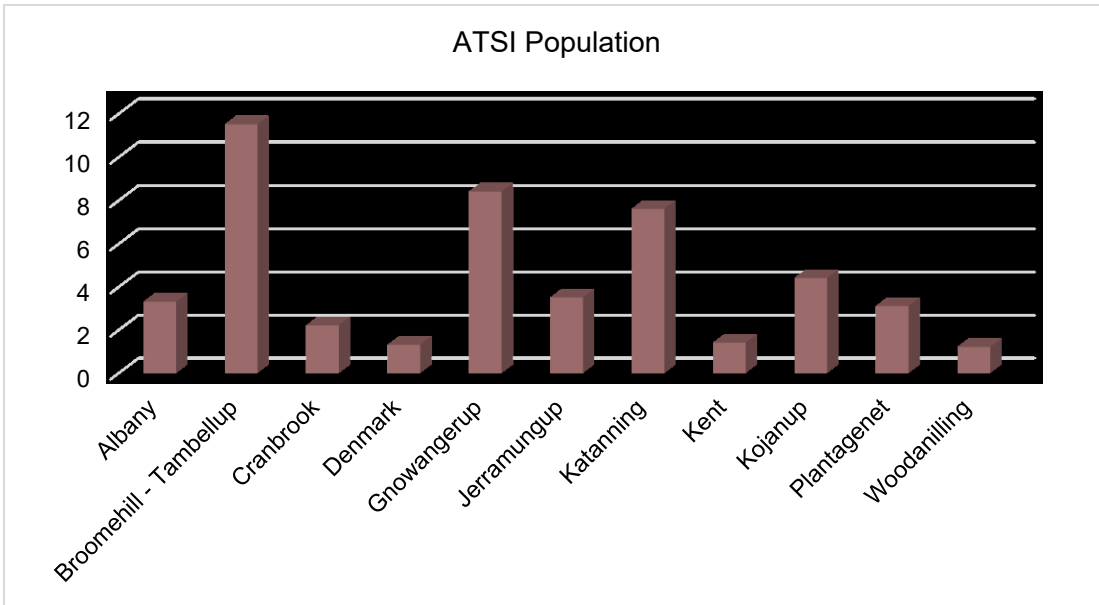
Table 6: Family Composition across the Great Southern (Source: ABS Census)

LGA	Couples with Children	Couples without Children
Albany	38.4	45.3
Broomehill-Tambellup	40.1	43.1
Cranbrook	39.0	53.0
Denmark	35.1	51.1
Gnowangerup	42.2	44.6
Jerramungup	40.7	48.7
Katanning	38.7	43.9
Kent	53.5	40.8
Kojonup	39.2	49.1
Plantagenet	35.3	49.7
Woodanilling	43.0	48.6
WA	45.3	38.5

Culture

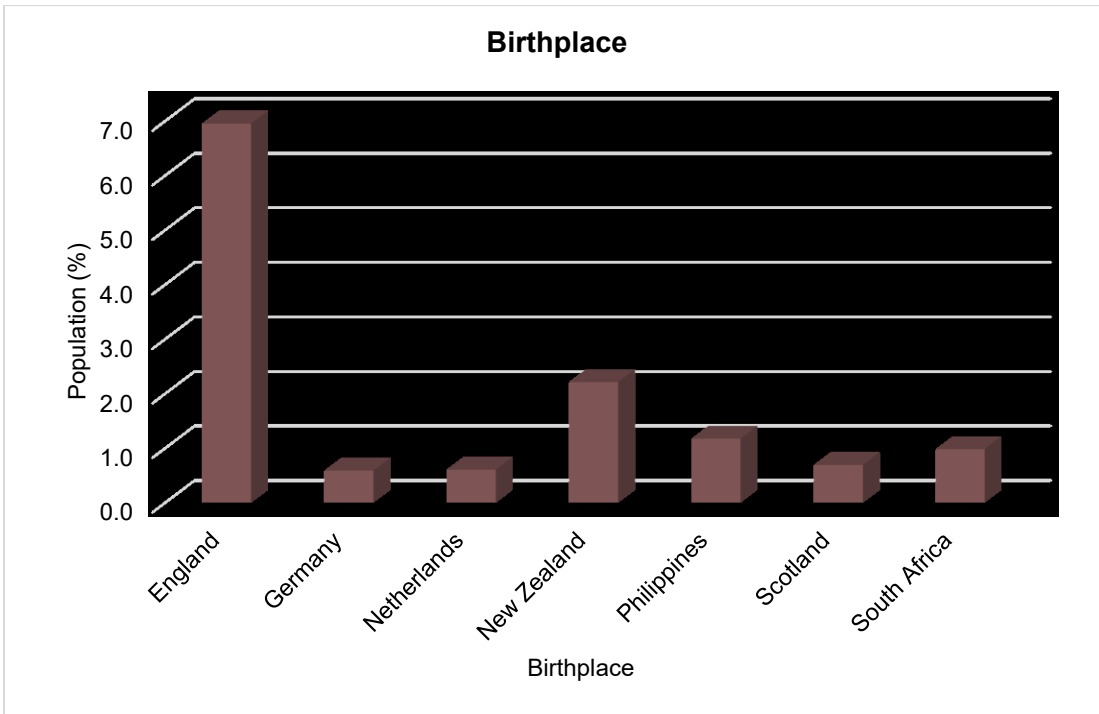
Broomehill – Tambellup has a significant proportion of Aboriginal and Torres Strait Islander population (11.5%), followed by Gnowangerup (8.4%) and Katanning (7.6). This compares with an ATSI population for the whole of WA of 3.1%.

Figure 6: Aboriginal and Torres Strait Islander (Source: ABS)



The majority (72.8%) of people in the GSR were born in Australia, compared with 60.3% for Western Australia as a whole. Of those born outside Australia, England (6.9%) was the most common birthplace, followed by New Zealand (2.2%), the Philippines (1.2%) and South Africa (1.0%).

Figure 7: Country of Birth (Source: ABS)



Appendix C: Consultation Outputs

The following framework was followed throughout the LG interview process:

1. Overview:
 - a. Strategic Sites
 - b. Alignments
 - c. Issues
 - d. Viability
 - e. Flexibility
 - f. Funding Commitments
2. Sports/Recreational Priorities
 - a. AFL
 - b. Football (soccer)
 - c. Cricket
 - d. Netball
 - e. Basketball
 - f. Hockey
 - g. Rugby League/Touch
 - h. Rugby Union
 - i. Motor Sports: Motocross, speedway, 4WD, Driver training/track, Enduro/Trials/Trails
 - j. Ballistics
 - k. Golf
 - l. Aquatic: Water Polo; Swimming, Masters, Triathlon
 - m. Cycling and trails
 - n. BMX and Mountain Biking
 - o. Tennis
 - p. Bowls
 - q. Equestrian
 - r. Water – coast – Surf Life Saving, Motorised water sports, sailing/boating
 - s. Water – River Environment – Canoes/Accessibility etc.
 - t. Adventure Sport – endurance events/Ropes/Trees etc.
 - u. Fitness/Gym
 - v. Martial Arts
 - w. Gymnastics
 - x. Play/Nature – destination points

- y. Dance
- 3. School agreements and current successes/challenges
- 4. Cross Boundary priorities
 - a. Developmental
 - b. Competition
 - c. Events
 - d. Tourism
 - e. Economic Development
 - f. Cost sharing
- 5. Benchmarking – optimum/ideal models
- 6. Management – preferred models
- 7. Asset Management.

Table 7: LG Consultation Output Summary

Representatives	Main Considerations	Implications
<p>City of Albany</p>	<p>General:</p> <ul style="list-style-type: none"> - Key priorities are their strategic plan: Clean, Green, Sense of Community. Current perceptions survey scored the service above the state average. There is a need to maintain and improve. Completion of Centennial Park with the completion of the junior Australian Rules Football node (\$6M investment). - Tennis feasibility study is to be undertaken in partnership with Tennis West to rationalise current infrastructure. - Hockey turf is in need of replacement. - The need for a 50m pool requires investigation. - Collingwood Park (Bayonet Head Complex). - Sport and Recreation plan is not yet completed but audits of all sports have been undertaken and completed. - The futures plan advocates addressing obesity and keeping people active through Active People. Active Places seek to support ongoing maintenance etc. - Active Albany is an overarching program to get people active and is linked to the Public Health Plan. It picks up population groups and is being rolled out 4 times this year. There is the opportunity to embed outdoor adventure with the program. Healthy Albany will undertake the evaluation. - A smart club program is operated and embedded within Active Albany. A holiday program is linked in. - Junior sport is increasing in Albany which is bucking the trend nationally. All juniors are stand-alone associations. Hockey and Netball are the only sports aligned to adults together with the Surf Life Saving Club. It is however not good for clubs as it impacts in succession planning and club development. - There is strong rural family input into cities with a strong volunteer network. There are issues with seniors not having sufficient volunteers. The City alone cannot attack this matter singularly as a far bigger approach is required. 	<p>Current and future facility development from a City of Albany perspective can be summarised as:</p> <ul style="list-style-type: none"> - The continued promotion of Active Albany programs and the need to ensure equality and diversity of opportunity for all. This ideally should be integrated with the investment by the state in complimentary outdoor adventure programs and services. - Maintaining and enhancing the current level and quality of service provision. - Ensuring that there is consistency across all sports in the level of provision and management of infrastructure. - Continuing to develop appropriate standards/ benchmarks which are then adopted and continue to be implemented. - To continue to educate and alter the mindset from separate junior/senior

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - The City has a fantastic tourism approach and well-developed alliance with Shires of Plantagenet, Denmark and City of Albany. - There is currently no equine in the sports plan and no recognised BMX activity in Albany. - Cycling is focused on mountain biking and Over 50's. Orienteering and triathlon are also active. - Equine – very popular with high performance athletes. An indoor arena exists on Robinson which is the only covered indoor arena in the region – a number of clubs are based there. Riding for the Disabled (King River) is provided. - Centennial Park meets the sporting needs in all but Tennis and Hockey (who want a second turf to service a membership of 700-800). Lighting is the next big-ticket item to ensure the site is used more intensively. <p>School agreements:</p> <ul style="list-style-type: none"> - There is good support from schools and they have good models in place. - Have used schools with positive results – St Josephs with junior football. There is an opportunity for clubs to partner with schools to deliver sport. <p>Opportunities to work in partnership:</p> <ul style="list-style-type: none"> - Denmark and Plantagenet partnership is good and there should be other opportunities explored to work together. <p>Benchmarking:</p> <ul style="list-style-type: none"> - Main comparative benchmark LG's are Esperance, Bunbury, Geraldton and Busselton. - The fee structure for Centennial Park came from Melbourne – Fields are booked and coordinated through the City. It all links to maintenance. Associations collect money for core fees. Sports manages sport. <p>Issues:</p> <ul style="list-style-type: none"> - Governance has improved and relationships are building with the City. There is still some work to do to improve further. 	<p>provision to an integrated service delivery model to develop sustainable clubs.</p> <ul style="list-style-type: none"> - Foster and develop alliances and partnerships with neighbouring LG's. - Continue to enhance and improve asset management practices and particularly train and develop clubs understanding of their obligations. - The primary development focus of the City will continue to be on rationalisation and shared infrastructure development with a particular focus on: <ul style="list-style-type: none"> o Centennial Park completion and its ongoing management. o Collingwood Park – to master plan and consolidate sporting activities. o The future evolution and long-term viability of hockey and tennis. - To evolve current asset management practices and

Representatives	Main Considerations	Implications
	<p>Management agreements:</p> <ul style="list-style-type: none"> - Preferred multi-sport, multi-functional summer and winter use with seasonal sports combined. License agreements for the season with MOU. There needs to be consistency and the City want control over the management and require control over the asset. <p>Asset Management:</p> <ul style="list-style-type: none"> - There is a 1/3rd 2/3rd split with the clubs – there is a push for user pays as much as possible. - Collingwood and Centennial Park are the main assets under the control of the City. - All leased clubs are not on the asset register as all responsibilities are leased out. The City is now trying to get everyone on the same terms. - Centennial Park is unique with 90% of sports within one complex/area. This has allowed the City to move away from the leasing model. - The City have used the 1/3rd 2/3rd model from the Town of Cambridge for facility contributions from clubs/City. - Floodlighting – all have been modelled and upgraded. The City have increased the fee to cover for increased energy costs but not for infrastructure. - A report to council is provided each year with asset plans updated annually – renewal is based on the long-term plan. Terrain is also valued. The levels of service are based on community service outputs. Licenses still need to be put in place for the stadium. Currently senior football (soccer) and cricket are holding off on signing the licenses but it is expected to be resolved. Multiple asset classes are provided in one space. Categories follow the DSR classification and there are two levels for the sporting infrastructure – Centennial Park (Regional) and Collingwood Park (Local). - It is expected that all asset owners take control and understand the whole of life costs. Training is being provided to ensure this is implemented. - There will not be too much growth in the recreation space with priorities identified as Little Athletics (knock down and rebuild) and tennis (although the City has no ownership over any facility – more of a strategic role). 	<ul style="list-style-type: none"> - provide opportunities for other partner LG's to benefit from sharing of best practice and standardising an approach. - Consider the provision of a regional 'one-stop-shop' to assist and promote the development of good business systems and processes across GSRLG's. - Those sporting facilities which are not within the control of the City will require ongoing facilitation support to ensure their long-term viability is maintained. - The funding component relating to asset apportionment will requiring ongoing involvement with the clubs to re-enforce obligations and a changing of current mindsets. - To investigate the opportunity to share resources between LG for contractor services to reduce costs and increase capacity for the overall

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Funding for clubs and getting funding for clubs is the City's strategic role as facilitator. City would seek to license and control. <p>Parks Management:</p> <ul style="list-style-type: none"> - Expectations of the public are getting higher and higher. - Every sporting field is maintained by the City in Albany. This has become a higher profile in recent years particularly with the development of Centennial Park. A booking officer and club development officer position has changed relationships and there is now more engagement. - Focus for the City is spraying, mowing, fertilising, roads, fencing etc. - The main issue is use with the new development which has been a challenge to accommodate user groups and for them to accept a different way of working. - Sports are met every Friday to go through issues (both winter and summer sports). - The City help out other LG's where there are issues in getting contractors in to do the work (Denmark and Plantagenet). There is now a push for the City to liaise with the shires. - Issues to manage on an ongoing basis: clubs will never get the fields back; volunteers are getting harder to find although the clubs are happy with the approach of the City. Turf is a huge upkeep but the City is committed to working across boundary to assist other shires (this however will necessitate the purchase of additional machinery). - Sharing knowledge and experience with all LG areas is important and needs to be formalised. - There needs to be consistent messaging across SSA's and LG's. <p>Land Use Planning:</p> <ul style="list-style-type: none"> - The Local Planning Strategy is in the process of being prepared. Population projections and demographic implications have had to be amended following the publication of the 2016 census data which has reduced the City's resident population by over 1,000. 	<p>benefit of the Great Southern.</p> <ul style="list-style-type: none"> - Consideration should be given to the development of an integrated regional events strategy in partnership with other GSRLG's. - The continued evolution and development of the City's sport and recreation plan should incorporate a strong alignment to influencing a Developer Contributions Plan to provide greater certainty of investment. - The City as the main population centre within the Great Southern has the potential to lead and support other LG's across tourism, economic development, business and operational practices.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - McKail and Bayonet Head are the major growth areas where new infrastructure potentially will be required at a local level. - Liveable Neighbourhoods cannot be applied to Albany. The PLA WA guidelines have been used to benchmark and the City is looking more actively at shared use school provision. - 2 main considerations are to protect Collingwood Park as a district facility and co-locate other infrastructure wherever possible. - There is currently no DCP for community infrastructure and there is a need to know where and what should be undertaken. Currently a per lot contribution is used. - There is a need to start costing the facilities. - In regional areas there is great difficulty due to the slow rate of development. Population growth throughout Albany is slow but steady. - Economic assessments undertaken indicate a number of economic development growth opportunities related to health, tourism, education and agriculture. - Diversity will attract economic growth but is unlikely to happen. The exportation of material from Albany Port would have been a driver but with the loss of the iron ore project, this has resulted in a lost opportunity. - Key considerations: growth in holiday accommodation and 17% vacancy in rentals. There is a need now to focus on activity centres and consolidate around these. 	
<p>Shire of Broomehill-Tambellup:</p>	<p>General:</p> <ul style="list-style-type: none"> - Consider that Katanning is the shires regional centre for sport. - The loss of a football team due to population downturn is an issue which is unlikely to be resolved. Sports however are fairly resilient. - Netball is not played in the shire and Basketball has shifted to Katanning. - Tennis has dwindled in both towns. 	<p>Current and future facility development from a Shire of Broomehill-Tambellup perspective can be summarised as:</p> <ul style="list-style-type: none"> - The lack of a club development officer has impacted upon the shires capability and capacity to undertake effective support

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - The shire is missing the sports development officer, following the lack of success in securing funding. There is a lack of capability and capacity to undertake that role currently. - The nature of volunteering has changed. Succession planning is not big but clubs are relatively strong. Tambellup has established a management committee for the new sports facility based on that existing at Broomehill which has worked relatively well. Hockey, cricket, bowls, junior football and tennis are the key sports. - Building is the shires responsibility as is the maintenance of the oval. - Golf course is operated independently. - Sinking funds are required of the recent funding agreement. - Broomehill is financially sound and Tambellup is starting with a cash injection. Both towns pay a lease fee and operate a separate replacement fund. - The relationship with other LG's has improved with alliancing. This however hasn't been considered outside of funding. VROC has proved successful with sharing of Building and Environmental Officers. It doesn't however extend into operating infrastructure. - Shire is not looking at significant further investment – there are no national parks or significant trails. They do not have any significant tourism points although the shire is involved in Hidden Treasures. - Motocross in Cranbrook will offset future need for off-road activities. - Caravan Park – shire has identified bowls club as a potential option as a caravan park. The idea has been floating for a number of years as it is a good building which can be converted at a low cost. Site is flat and large – there is a need for showers and toilets. - There are no emerging themes although future focus is likely to be on sustainability. <ul style="list-style-type: none"> o How to retain residents. o Grant application for housing – farm workers housing and itinerant workers. The option for dual tourism/farm worker dwellings is being considered. o Without infrastructure the shire will continue to decline in numbers. 	<p>for clubs. This potentially leaves the shire at high risk following recent investment in Tambellup. Support will be needed to ensure that effective governance and appropriate sinking funds are committed to sustaining the facility.</p> <ul style="list-style-type: none"> - Whilst it is considered that clubs are relatively strong, the management committee for the new sports facility will need direction. - The shire has found value in VROC with the sharing of Building and Environmental Officers. This could be extended further to incorporate community and club development support and in addition a collective approach to asset management. - It is recognised that good quality infrastructure is required to address the decline in numbers. Sporting infrastructure is critical for providing an opportunity for people to come together and

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> ○ 6 independent living units (5 out of 6 are now occupied) – likely to be a continuing requirement with HACC funding in part the senior’s aspect. - Sporting infrastructure is critical for providing an opportunity for people to come together. - The shire would like to have come-and-try sessions for all sports and provide opportunities to access either Katanning or Albany. The shire however hasn’t considered demand as part of the community strategy. - Walk trails within the township are important, but there are greater needs than expanding this further. - There is an issue with SSA’s not stepping up to the mark in servicing regional areas. - Funding commitments are limited to routine maintenance. <p>Sports:</p> <ul style="list-style-type: none"> - AFL: juniors in Tambellup (Auskick). Sport is in recess. It is problematic as there are three associations locally. Associations are not aligned with other sports. - Cricket – both towns have senior cricket operating in the Central Great Southern. - Hockey is very strong with men’s, women’s and juniors in both towns. Putting a turf into an association changes the community dynamics and this should be considered carefully before investing. - Golf – 2 clubs but not many women playing. They are actively seeking new members and increased use. - Tennis – currently going backwards. - Bowls – strong and active. - Equine – mainly undertaken on farms. - Gym – currently do not have significant space. Could be considered on a cost recovery basis. Access to Katanning provides the option to use infrastructure. - Football (soccer), netball, basketball, motorsports, ballistics. 	<p>therefore the value of investing in volunteer support and effective governance models is critical.</p> <ul style="list-style-type: none"> - As with other LG’s the shire has raised concerns with SSA’s not stepping up to the mark in servicing regional areas. - The lack of a developed asset management process will place the shire at risk given the extent of infrastructure currently provided across the two towns. The need to put money aside for replacement and/or redevelopment (in addition to routine maintenance) is important and should be considered as part of future budget planning. - The loss of AFL is problematic and is likely to impact on the ability for residents to gain access to sporting competition. The role that sport plays in the community is for both social engagement and

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Water sports – the Gordon River allows canoe access and provides opportunities but is not promoted. - Cycling – difficult to know demand due to lack of availability. - Population is insufficient to justify investment in a skate park. <p>Schools:</p> <ul style="list-style-type: none"> - Have been reluctant to allow access to facilities after hours. <p>Cross Boundary Opportunities:</p> <ul style="list-style-type: none"> - Partnership with housing to be expanded. - Would always participate if invited and are engaged with tourism opportunities. - VROC could pursue the club/community development officer path. - The shire can piggyback but cannot lead. - Potential to align events across partners. - A standardised community perceptions survey is being developed across the 4 VROC councils. <p>Benchmarking:</p> <ul style="list-style-type: none"> - It would be useful to have standardised services across LG's. Cranbrook and Gnowangerup are considered to be the best comparators. <p>Asset Management:</p> <ul style="list-style-type: none"> - Currently in place for plant and equipment. They undertake it on behalf of the clubs, but this may change with the new pavilion. - There is a requirement to put money aside for rejuvenation. 	<p>mental/physical health and wellbeing.</p>
Shire of Cranbrook	<p>General:</p>	<p>Current and future facility development from a Shire of Cranbrook perspective can be summarised as:</p>

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - The shire has invested considerable resources in the past 10 years at Frederick Street in Cranbrook. This has included change rooms and pavilion, resurfacing of courts (2012) and the bowling green is now 7 years old. - There has been a lot of fundraising but the facility has struggled with finances and members. The club maintain control. - The facility can cater for 150 people with a bar, commercial kitchen, meeting room, creche etc. - The oval is subject to a storm water harvesting project. - The Frankland River Country Club is in a central location with a new bowling green, oval and synthetic cricket wicket. The shire would like to see a redevelopment of the country club to create a larger pavilion (identified in the strategic plan). It is reasonably financial. - Tenterden only has a tennis club. Investment made in the clubhouse 2 years ago but the need to improve ablutions has been identified. It is managed by the tennis club and has strong junior membership. - Motocross is the main strategic project – a regional facility for the Great Southern. They are on the intercross series and need to secure a national event. Feasibility study undertaken by Trailbike Australia was completed in 2015. Seen as a major tourism driver. - Stirling Ranges/Wildflowers/Wineries attract caravanners but there is a need to have something that holds people in Cranbrook. - Sports are very basic in the town with darts, cricket and netball being the most popular. - Water ski clubs have been visiting Lake Poorrarecup this year as it is a cheap resource for Perth Clubs (only camping fees are charged). - Airstrip in Cranbrook could potentially be used for hot air balloons. - Fantastic uptake of Kidsport in the town. - There is a rates reserve account with 10% of all early payments going into a community facilities fund. Frankland River has \$200k currently in the account. 	<ul style="list-style-type: none"> - Motocross is the main strategic project – a Centre for the Great Southern. This is strongly supported by a number of partner LG's in the Great Southern and therefore is a priority across the regional area. - The Frankland Country Club is ageing and need of investment. In order to fulfil the requirement of the shires strategic plan a masterplan for the site should be developed to identify a staged implementation of a replacement country club to create a larger pavilion and relate functionally to all surrounding sport and recreational infrastructure. - There is a need to continue the investment (and potential expansion) of Kidsport which has provided a significant contribution to enable low income families to access sporting opportunities. - As with the Shire of Plantagenet VROC is considered to be an important cross boundary

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - An ageing demographic coupled with the loss of year 7's two years ago has created further problems. Whilst City people have moved down, they tend to be less heavily involved in volunteering. - The strategic community plan indicates a push on passive recreation, nature play and exercise equipment. - Seniors housing is in demand to retain the community in place. <p>Alignments:</p> <ul style="list-style-type: none"> - Part of VROC which is considered to be an important cross boundary group. - Predominantly head down to Albany for sports (also Mount Barker). - Shire have a club development officer in conjunction with Plantagenet which takes the workload off the shire officers. They would wish to see the partnership continue. - Tourism – part of Hidden Treasures and nature based promotions. There is a need to focus on overnight visitor stays. - Economic – wine industry needs to grow in tandem with Margaret River. <p>Issues:</p> <ul style="list-style-type: none"> - Rationalisation of all sports has been a big issue. In Cranbrook a number of sporting clubs have been lost and consequently there has been a loss of social infrastructure. - People will not travel to Cranbrook to play. Associations are based principally in Albany or Katanning. - Getting juniors involved. - It is a socio-economically challenged shire. - Volunteering – the key challenge and particularly succession planning. - Strategic planning and the lack of a long-term vision. - Changing culture – the way people think and act needs to be more like a business. Focus needs to be on good governance, strategic planning and grants (facilitated by the club development officer). 	<p>group with the potential to expand beyond its current role.</p> <ul style="list-style-type: none"> - The value of the close proximity of the Stirling Ranges; presence of unique wildflowers and proximity of wineries provides the opportunity to attract people to Cranbrook. The use of sporting infrastructure to support these events and provide broader social engagement opportunities should not be underestimated. - The shire value the input and involvement of the shared club development officer which offsets the lack of resources available to support social, recreational and sporting infrastructure. It is important to retain this capability but with a more broader community focus. - As part of Hidden Treasures and nature based promotions there may be opportunities to also link these more effectively with the use of

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Fees for clubs are high. - Travel costs are an issue and there is no shire funded grant program. - All sports operate at different times and different nights. - Drugs – clubs have however been very proactive with addressing mental health issues. <p>Sports:</p> <ul style="list-style-type: none"> - Cricket – Frankland River Cricket Club is vibrant with good numbers. None at Cranbrook due to lack of numbers. - AFL – no Auskick this year due to numbers. Seniors travel to Mount Barker. Generally just Auskick in Cranbrook. - Netball – strong club with 5 to 6 teams which play in the Albany Association (competition in Albany but train in Cranbrook). - Basketball play in Mount Barker and there is provision to shoot hoops in Cranbrook. - Hockey – none locally as they travel to Kojonup or Mount Barker. - Golf – one active golf club but also provision at Frankland River. - No football (soccer), ballistics, water sports. - Aquatics – access to Albany is main option although Mount Barker provides more localised learn to swim. Water play is to be provided at the oval. Master planning is to be undertaken within the next financial year. - Cycling and trails – no formal groups but have looked to develop heritage trails within the shire. - Mountain biking – opportunities within the motocross site. There is no BMX. - Teenage/Youth activity – always pressure but no real issues. Frederick Square needs to be more youth friendly. Skate parks (2) need upgrading over time. - Tennis – strong in Tenterden, social in Frankland River and pennants in Cranbrook. - Bowls – Cranbrook and Frankland River but subject to membership fluctuations. 	<ul style="list-style-type: none"> - club based infrastructure to increase viability. - Volunteering, as with other regional LG's is a key challenge and in particular, succession planning. This could be improved with more effective coordination between sports and recreational groups. - Drugs, mental health and general wellbeing has been identified as a critical issue which clubs have sought to address. This could be integrated with more effective mental health and wellbeing initiatives undertaken by the shire in partnership with state government. - Another similar theme to other LG's is the changing culture relating to good governance, strategic planning and attracting grant assistance. There is now a need for clubs to reconsider their current structure and embrace their role more effectively as a social hub for the wider shire community with sport and recreation being used

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Equine – mainly focused at Mount Barker. - Adventure Sports – there is potential to investigate further in relation to natural resources. - Gym – Frankland River have expressed an interest for a gym. - Gymnastics is focused at Mount Barker. Shire provides money to upskill residents on coaching. There are fitness instructors in town which utilise shire hall and studios at Frankland River. <p>Asset Management:</p> <ul style="list-style-type: none"> - Cranbrook – Well advanced and structures have been put in place. Lease with building maintenance responsibility. - Bowling Club – contribute to replacement cost of green. - Golf Club are very proactive. - All structural aspects reside with the shire, including maintenance of the oval, playground and skate parks. - Frankland River – Shire manage oval and courts. Club own the building. The golf club has stopped and the building is in a very poor state. - Tenterden is a shire reserve and facilities will therefore be managed and maintained by the shire. - Viability is mixed due to culture of clubs. <p>Shared Use Agreements – Schools:</p> <ul style="list-style-type: none"> - Excellent and proactive relationship with Cranbrook Primary School. Cranbrook is a central hub for inter-school carnivals. - The shire has liaised closely with schools to get children more physically active. <p>Funding Commitments:</p> <ul style="list-style-type: none"> - Frankland River – but there is a need to develop a steering committee to drive the project. Oval is currently being re-done. 	<p>as the vehicle to support and retain residents locally.</p>

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Tenterden is to receive funding for a stage 2 development. - Tender due to be released in July 2017 for motocross first aid, scrutineering and covered start area. The construction of the track with basic fencing of block and safety around track has been completed. Irrigation of track is currently being looked at. Stage 2 will involve the development of a pavilion/kitchen/car park and stage 3 improved track fencing and camping area to provide for wider use. <p>Benchmarking:</p> <ul style="list-style-type: none"> - None – the shire is very proactive for its size. - Very proactive community who are seen as the main drivers of any infrastructure development. 	
Shire of Denmark	<p>General:</p> <ul style="list-style-type: none"> - The strategic community plan is currently in development with environment, sport, recreation and culture identified as high investment priorities. This includes maximising natural environmental opportunities (trails; mountain bike events; improved green space etc.). - There is a high number of aged people and primary school entrants. <p>Alignments:</p> <ul style="list-style-type: none"> - The alliance with Plantagenet and City of Albany is the most important. A tourism focus with diversification opportunities. - Strong working relationships have been developed with state government departments. - Denmark Arts and Tourism has been effective as has the relationship with Department of Biodiversity Conservation and Attractions in respect of trails. <p>Issues:</p> <ul style="list-style-type: none"> - Green space at McLean Park – competing for time and space. One facility with lights effectively managed is required. - Football (soccer) has grown and is the largest junior participation sport which requires space to play. 	<p>Current and future facility development from a Shire of Denmark perspective can be summarised as:</p> <ul style="list-style-type: none"> - The environment, sport, recreation and culture is consistently identified as high investment priorities for the shire. It is therefore important that a strategic approach to investment is maintained which appropriately controls expenditure in line with available budgets and return on investment. - Projects which need to be prioritised include: <ul style="list-style-type: none"> o Development of green space at McLean

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - The recreation centre space is a serious concern – used heavily after 3pm and by high school and other schools. - There is a need for another green field in the shire which is well located being central to the main administrative town of Denmark. A sporting hub and not a satellite site. - There are two active groups DACCI for swimming provision and gymnastics who are seeking a stand-alone gymnastics facility. - Volunteer support is a weakness for every club. There is a need to train and develop volunteer capability but this takes time. There is a concern that some club positions are now paid. The club development officer will assist but if funding is pulled shire would have to consider taking the position on in-house. <p>School agreements:</p> <ul style="list-style-type: none"> - There is an agreement with the high school for after-hours use, but there are only basic facilities on site. Agreement is in place until 2021 but Education Department have no control and there is a real threat to the loss of green space. <p>Funding commitments:</p> <ul style="list-style-type: none"> - \$500-600k to go into existing oval adjacent to recreation centre. - A second oval is the next priority. - A commitment to redevelop the Surf Life Saving club has been given to invest \$3M to \$4M over the next 2-4 years. - A gym is incorporated within the shires long term financial plan. - Gymnastics investment may be considered through the potential re-use of an existing building. - The shire does not have sufficient capital reserves to invest. Groups do not have the available financial resources either. <p>Sports:</p> <ul style="list-style-type: none"> - AFL is very strong in town – weakness is two separate clubs (juniors and seniors) which has been a divide. They could operate under one banner. The junior club is strong with good membership numbers. The oval is for community use and not purely for football. 	<p>Park as the main sporting hub with appropriate lighting and effectively managed.</p> <ul style="list-style-type: none"> o The development of a subsidiary green field centrally located as a sporting hub to offset the demand at McLean Oval for football (soccer) and junior cricket. This ideally should be at the High School through an extended shared use agreement. o The considered development of an outdoor pool having regard to current and future financial limitations. o Further extensions to Denmark Recreation Centre to enhance gym and storage infrastructure should be considered. o Trails and cycleways (including mountain biking) have strong

Representatives	Main Considerations	Implications
	<p>Drainage of the oval is shot and needs immediate upgrading. There is a danger the shire will not have an oval for 12 months in order to address this issue.</p> <ul style="list-style-type: none"> - Football (soccer) – the highest growth sport with a strong and viable junior base. There are 3 x women’s senior teams and 1 x men’s. They have games on the eastern side of the oval but play mainly in Albany. Would require enhanced changing facilities to provide for both home and away teams. - Cricket – A growing senior club with 2 senior teams and juniors up to 14. There is a drop off around the 15-16 age range and in particular young adult. They tend to migrate back to town from the age of 40+. The agricultural college provide team members but they leave after 3 years. Facilities are poor. There are 2 nets at McLean Oval but poor hard wickets and not suitable from a health and safety perspective. The long-term vision is for a turf wicket on the second oval. - Netball – a strong junior set-up and senior competition. They play in the Albany competition. There is a senior comp of 14 teams in Denmark. The future is potentially to develop an additional court. - Basketball – programming space is an issue but use is still strong. There is potential for a basketball extension at the high school, 200 senior members and 300 juniors. - Hockey – no club but people play in Albany. Occasional indoor hockey but no real interest in further development. - Touch rugby – have a touch group which operate in the summer for social/fitness purposes. No rugby league. - Rugby union – previously had a club but in recess. Potential to participate in 7’s. - Motorsports – there are no formalised tracks and no issues with unauthorised off-road activity. - Ballistics – pistol (quite active and have received grants for infrastructure) and clay target (small but have requested a skeet throw) clubs. - Golf – well catered for with grass greens based at the country club – it is managed independently and do es not call on shire resources. The club appears to be operating successfully with a strong ladies’ membership. 	<p>tourism potential and investment will need to be set aside to implement a strategic trails plan in conjunction with regional partners.</p> <ul style="list-style-type: none"> - The alliance with Plantagenet and City of Albany is the most important. The current tourism focus should ultimately be expanded and diversified to incorporate shared learning and understanding of facility provision, asset management, events, performance management and project implementation. - As with many LG’s the Shire of Denmark is experiencing difficulties with volunteerism and the lack of capacity within the community. A program to train and develop volunteer capability shared across GSRLG’s could provide an effective utilisation of limited resources. - A consistent approach to integrating seniors and

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Aquatic – Greens Pool is the main focus. There is no indoor or outdoor facility, but this is on the radar all of the time. Albany aquatic centre is used by the Denmark swimmers. The local hydro pool closed down due to cost and legislation obligations. - Cycle and trails - A huge issue and demand – could also include mountain biking. Trail from Ocean Beach to Lights Beach to be developed – potential major tourism investment for the cashed-up demographic. There are currently no BMX or pump tracks – this could be developed as part of an integrated youth precinct. - Tennis – operate from the country club and are strong. There are 8 synthetic courts with no floodlighting in Denmark and satellite clubs elsewhere. Floodlighting is required at the main club site. - Bowls have 2 synthetic greens and have been well serviced. The riverside club also provides for canoeing, classic boat, kayaking and dragon boating. A good example of a new multi-functional facility which has been very popular and marketed well. Low cost alcohol has increased membership. - Equine – equestrian centre houses Riding for the Disabled, equestrian club and other users. A master plan has been undertaken for the site which is leased and subject to an MOU with the club. It is a very good space in good condition and well-resourced. - Watersports – There is Denmark Yacht Club, Boating and Angling Club and Surf Life Saving Club. There is a working group looking at a new facility with a strong focus. Currently undertaking coastal research on the impact of climate change and potential implication of the repositioning of the Surf Life Saving Club. Ideally would combine uses into one building. - The shire is looking to develop a water trail. The second phase is in place now for a waterfront development. There is no access to the ocean but canoeing is really good. - Adventure Sports – Monkey Rock climbing facility and Whaleback Trail. There is huge scope for mountain biking and has potential to hold an Anaconda event (easy to develop an adventure race based on current tracks and trails). - Fitness/Gym – a fully operational 24 hour gym exists at the recreation centre. There could always be more space but group fitness is well catered for – potential opportunity to develop a sprung floor. Court space is used for classes. 	<ul style="list-style-type: none"> junior club development activities should be pursued across all GSRLG's. - The equestrian centre Master Plan requires considered implementation with regard to equine activities being provided in Mount Barker, Albany and Kojonup. Ideally all sites have the potential to develop a regional tourism and events service offer that focuses on the horse industry. This could also be combined with other sporting, trails and food/wine events. - The development of youth activities (including the relocation of the skate park in a centralised area with integrated youth activities and a pump track) should be underpinned by a youth strategy. The Shire of Denmark is experiencing similar issues to other GS LG's in having to provide for an ageing population whilst addressing the previous lack of investment in youth. This twin tracked

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Martial arts are in recess having focused on private enterprise. - Gymnastics is more of a private enterprise. It is run by one person and concerns have been raised over the need for the shire to support a commercial operation. A delineation is required between the commercial venture and council obligations. - Nature Play – a good local provision is located near the hospital. - The skate park needs to be relocated in a centralised area with integrated youth activities – potentially integrated with a pump track. - Dance – operated by private enterprise. <p>School agreements:</p> <ul style="list-style-type: none"> - Doesn't currently work that well with the High School – oval works as a training facility but in need of investment. The potential loss of the oval is a massive threat as it caters for football (soccer) and junior cricket and offsets the demand for McLean Oval. <p>Cross Boundary priorities:</p> <ul style="list-style-type: none"> - Potential use of cross boundary staff – City of Albany is gaining knowledge from new development and advisors and is upskilling staff. - Competitions are run in Albany which is a concern as all decision making is focused on the City. Albany teams are generally too strong. Associations need to provide leadership and delegation of talent. - The competition does however push the shire to enhance its facilities. - Events – focus on tastes (food and wine), arts and Festival of the Voice. There is the opportunity to look at sport and recreation events in the future. - There is a need to set up a marketing brand for the Great Southern together with an integrated calendar of events with satellite sites in Denmark. <p>Benchmarking:</p> <ul style="list-style-type: none"> - Centre is registered with Centre of Economic Resource Management (CERM). Shire of Murray is nearest shire benchmark although the Shire of Denmark doesn't have the level of population growth. Dardanup and Margaret River are also appropriate benchmarks. 	<p>approach will require innovative practices to be developed.</p> <ul style="list-style-type: none"> - The development of multi-use facilities and multi-functional activities at one site should be targeted at McLean Park. The shire should seek to facilitate the adoption of an effective governance structure and communications. - The lack of asset management systems and processes puts the shire in a high-risk category relative to the sport and recreation assets they maintain. All infrastructure is in need of maintenance investment and planned replacement. It is unlikely that this could be achieved without adopting a phased investment process. This should be developed in conjunction with advice and best practice learning from partner GSRLG's.

Representatives	Main Considerations	Implications
	<p>Management Models:</p> <ul style="list-style-type: none"> - Would prefer to develop a model based on multi-use facilities and multi-functional activities with one club/sporting organisation responsible for management. This would be dependent on the maturity of the sporting clubs. <p>Asset Management:</p> <ul style="list-style-type: none"> - None is in place at present and the shire is working through the process to provide a scope of works on what needs to be done. 	
<p>Shire of Gnowangerup</p>	<p>General:</p> <ul style="list-style-type: none"> - The shire has 3 sporting complexes within its boundary: <ul style="list-style-type: none"> o Ongerup lost its football a few years ago and is very rarely used. o Borden Pavilion which was built as a music venue with bowling and tennis and has recently lost its football. o Gnowangerup which has recently received significant levels of investment. - Each town has a unique community and used to be very competitive. - Money is obtained through the cropping program (originally a community program but sport took it over)– Borden and Gnowangerup have excellent resources but would not be sustainable without the program. \$100k from crops went into the recent swimming pool development. No plan is in place if it were to fail or to be re-diverted to broader community requirements but people are averse to change. - Old agricultural land was used which is to be handed over under native title (Land and Sea Council obligations). - All complexes have a strategic plan and are putting money aside to manage replacement of assets. The shire provides an operational subsidy (17% to Gnowangerup due to its size and 100% to Borden). - If the council can't pay this would be an issue – a population of 1,200 which is shrinking cannot support the level of infrastructure developed. 	<p>Current and future facility development from a Shire of Gnowangerup perspective can be summarised as:</p> <ul style="list-style-type: none"> - Asset management and the risk associated with maintaining the level of current infrastructure serving a relatively small population base. - Rationalisation, multi-functional use and increased capability of infrastructure to service more broader community needs. This needs to be considered in conjunction with rationalising infrastructure within all towns and potential consolidation on one site ultimately. - Governance and volunteer management. The gradual

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - New people coming in are generally Philippine's who stay for 2 years and have limited interest in traditional sport. - Currently no succession planning. This is a high risk when generations change. People are now not wanting to commit and as a result there has been a loss of sports. Kidsport has helped but assistance is required for travel (fuel). - It is not sustainable to have 3 of everything. Bowling Clubs have however raised money to replace their current surface and won't move to the sporting complex which potentially creates issues for long term viability. - They have a 24 hour gym with swipe card access in Gnowangerup. - Swimming pool was a controversial project as initially it was proposed to be larger, but would not have attracted government funding. It also involved the relocation from the old pool (heritage) site on the advice of DLGSC. It has however been a success. Sharing of change rooms has been a success due to seasonality of use. It is however only open 6 days a week due to inability to provide a life guard during the season. - The centre has a full-time manager – 15 hours backed up with the Club Development Officer position. There was difficulty with attracting the right calibre of person to undertake the job on a 6-month contract – this is an issue moving forward as the Club Development post has ceased. - There is a need to incentivise to get people to take part and attend facilities. <p>Sports:</p> <ul style="list-style-type: none"> - Hockey and Tennis in Gnowangerup is very strong. - Gym = 60m² at Gnowangerup and has been a success. - AFL: Gnowangerup is reasonably successful with good numbers for a reserves, juniors and senior teams. Ongerup Football Association compete with other shires – 5 teams in the Association. - Netball: Gnowangerup has 3 grades; no teams elsewhere and mainly travel to Albany to compete. 	<ul style="list-style-type: none"> - loss of population and its transient nature which impacts on the commitment to volunteering needs to be addressed. - Alternative sources of funding need to be identified to that of the cropping program. This will continue to be high risk should the crops fail or an alternative approach is taken to investment of broader cultural activities. - Sharing of resources and increased commitments to alliances and partnerships with neighbouring LG's needs to be explored further. - The staffing and ability to attract adequately qualified and committed personnel to manage and operate facilities. - The loss of clubs and consistent competitive infrastructure. - The primary development focus will continue to be on:

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Basketball: men's and ladies' travel to Jerramungup but seeking to set up a team in Gnowangerup. - Hockey: strong ladies and juniors - Ballistics at Gnowangerup (Pistol Club) but no strong involvement with council. - Golf: Borden is privately run and Gnowangerup is located near the Ag School with sand greens. Numbers have dwindled. - Aquatic: variety of programs from synchro to morning swimming, life saver training etc. Looking to re-form the swimming club and focus on disability/rehabilitation. There is a need to work the asset more. - Need to look at coordinating events program. - Cycling and trails: there is a need to invest in developing a walk throughout the town site of Gnowangerup for individuals/families. This is a priority to be addressed. - BMX/Biking: no skate park now as it was removed. Council is not supportive. - Tennis: relatively strong in Gnowangerup with junior development but social in Borden and Ongerup. - Bowls: three clubs with Gnowangerup winning state club of the year – struggling with numbers. - No football (soccer), cricket (folded 6 years ago following relocation of pitch), touch, motorised sports, equine, water based activities. - Fitness, gym, dance, yoga etc. are provided through hire of halls if a local person is prepared to facilitate. <p>LG Partnerships:</p> <ul style="list-style-type: none"> - Something that could be undertaken more effectively. - No support has been given to the pool and there is no/limited sharing of resources across boundaries. - There is a need to look at workshop and Club Development Officer sharing. 	<ul style="list-style-type: none"> o Facilitating the improvement to governance structures and long-term viability of clubs. o Management of assets in a sustainable manner with regard to the limited and reducing rate base and available budgets. o Investment in passive recreational opportunities including trails within and servicing town sites. o Keeping people in the area through non-sport and recreation initiatives linked to housing, tourism and economic development opportunities. <ul style="list-style-type: none"> - There will be an ongoing requirement for clubs and associations within Gnowangerup to receive support and advice from neighbouring associations if the use of sporting

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Hidden Treasures is the only tourism alliance. <p>Strategically:</p> <ul style="list-style-type: none"> - Strategic Community Plan consultation identifies a need to retain what the shire has – inclusion and unity is strong as is skill sharing. - Natural resources aligned to tourism is critical. - Economic development – a need to keep local businesses in the shire. Keep people living in the area. Create vibrancy and increase passive recreation. <p>School Agreements:</p> <ul style="list-style-type: none"> - Not aware of any. School uses the sporting oval. <p>Benchmarking:</p> <ul style="list-style-type: none"> - Not undertaken against other LG's. <p>Club Management models:</p> <ul style="list-style-type: none"> - Voluntarily run and operated – pitfalls are sustainability and reliant on a very small community group. <p>Issues:</p> <ul style="list-style-type: none"> - Dealing with committees can often be difficult. - Competition between towns has caused problems and a relative high level of provision. - Rate of suicide is an issue – no sport = no community interaction. <p>Asset Management:</p> <ul style="list-style-type: none"> - Day to day maintenance is the responsibility of clubs through agreement. No plans are in place for renewals. - Starting process of renewing and reviewing leases for all clubs now. - Rationalisation and diversification will need to be considered as there is a real concern that the shire could not afford to take on responsibility of managing current infrastructure. 	<p>infrastructure is to be maximised. This will include the extension of aquatic infrastructure use (potentially a swimming club), diversity of sporting use on the synthetic turf and greater social activities focused on the sporting precinct site. Over time this should also include the incorporation of other uses such as bowls to offset ongoing servicing costs.</p>

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Management of the pool is likely to cost in the region of \$250,000 to run and there will be a need to look at a different model in future. 	
<p>Shire of Jerramungup</p>	<p>General:</p> <ul style="list-style-type: none"> - Asset management is the major concern and how this is dealt with through the planning process. - A motocross track has recently been established on the boundary with Gnowangerup and there is CSRFF application to provide \$750k funding to upgrade sporting provision at Boxwood Sporting Complex. - Bremer Bay has recently had investment in synthetic bowling and major refurbishments recently at Jerramungup. - Jerramungup needs a new hot water system. The entertainment centre provides a 2-court basketball facility although the lines don't meet requirements. - There is a very strong sporting community. If the facilities receive funding it will provide them with 20 years life expectancy. - 1/3rd is provided by the shire for maintenance. <p>Department of Education Shared use:</p> <ul style="list-style-type: none"> - Issue with school pool which is likely to come to the end of its life - \$2.2M is required to make good and DoE have indicated they are likely to close the facility. The shire however will not let it shut and are currently preparing paperwork for funding. Looking at a potential cropping program. The shire currently contributes \$70k annually to its operation. Pool is used by people from a 120km radius. <p>Governance:</p> <ul style="list-style-type: none"> - Clubs are generally good with constitutions and plans in place. - Volunteers are the biggest struggle. - Golf clubs are generally operated independently on a membership basis with the shire contributing to mowing and maintenance. - There has been a lack of attention and capacity to deal with the development of clubs. 	<p>Current and future facility development from a Shire of Jerramungup perspective can be summarised as:</p> <ul style="list-style-type: none"> - The lack of asset management systems and processes is a high risk for the shire. This will need to be addressed to ensure effective annual and long-term budgeting. - There will be a need to establish a sound process and investment program. - Volunteer management support and facilitation will be needed as an ongoing requirement to sustain viable club infrastructure. - The issue associated with the pool will need to be resolved as a matter of urgency given the imminent decision is likely to be taken by DoE to decommission the facility. - The opportunity to share resources across LG's has been highlighted as having

Representatives	Main Considerations	Implications
	<p>Management Models:</p> <ul style="list-style-type: none"> - There needs to be a head sporting club who takes on responsibility. Shire reps should be on the management body. - A leasing agreement is set up with the sporting clubs who have total control under a peppercorn rate. <p>Asset Management:</p> <ul style="list-style-type: none"> - The shires position is that they have no register, no record of maintenance and no written evidence of what has been undertaken. - The 10-year financial plan allows for major upgrades. - Skate park at Bremer Bay is due to be constructed this year. - There is a need to link in the trails at Bremer Bay. <p>Benchmarking:</p> <ul style="list-style-type: none"> - The shire does not compare services against anyone. The shire believes they are in a better position than neighbouring shires. <p>Partnerships:</p> <ul style="list-style-type: none"> - There is no significant sharing across boundaries related to sport and the only competition across boundaries is basketball. - An economic development policy centred around tourism and in partnership with the City of Albany, and Shires of Plantagenet and Denmark is evolving. 	<p>potential benefits to offset limited local resourcing and maximise tourism potential. The evolution of the Tourism Alliance will assist.</p> <ul style="list-style-type: none"> - The importance of benchmarking should not be underestimated and it will be important to establish an agreed process with neighbouring LG's to assist with future investment planning.
Shire of Katanning	<p>General:</p> <ul style="list-style-type: none"> - The strategic community plan is currently evolving and has a number of key themes which are important – connections across a diverse community to bring groups together; youth; seniors and health (with particular reference to early childhood). - Key strategic sites are: The Katanning Leisure Centre (KLC), Katanning Country Club, Bowling Club (to be relocated to the country club), Callaghan Park (earmarked for itinerant housing), Kupara Park (a former football oval - strategy for use of the area is to be determined), Forrest Hill Golf Club, Pistol/Rifle Club amalgamation, Speedway 	<p>Current and future facility development from a Shire of Katanning perspective can be summarised as:</p> <ul style="list-style-type: none"> - Major investment projects include:

Representatives	Main Considerations	Implications
	<p>(recently developed), croquet (to keep the site and replace the clubhouse building) and town tennis court redevelopment site (following move to the Country Club).</p> <ul style="list-style-type: none"> - A master plan has been developed for the bowls and country club. - Pony club within Katanning needs to determine its future. - The Agricultural Society is based at the leisure centre which also incorporates shearing and the farmers market. Equestrian are a separate body. A draft master plan is in place for Katanning Leisure Centre. - A number of major events including Hidden Treasures, Agricultural Show, Texpo, Southern Dirt Festival, Multi-Culturalism Festival, Greater Southern Merino Sheep and Breeder, Bloom Festival, Eco-week etc. There is a need for a coordinated events program as it is ad hoc at the moment. Also undertake youth events throughout. There is a public relations and events officer within the community development team. - Clubs have good relationships with state and regional sporting bodies – regular visits occur. Whilst communication with SSA’s is getting better there is still a lot that needs to be undertaken with respect to strategic development work. - Multi-cultural population is high but female diversity is low. - The shire has tried to develop small court usage for a variety of Asian user groups (Badminton is run for 2.5 terms). - The Aboriginal community – good avenues have been developed through the school but it has been slow moving. Wirrpanda Foundation link is strong and there is benefit in having a liaison officer but the role needs to evolve. Noongar Sports and Wellbeing comes and goes but is not sustainable. There needs to be a structure put in place – lot of ideas, lot of talk, good strategic talk, but lack of sustainable strategic base. Engagement would be important between the youth development and Noongar Group. <p>Flexibility of main recreation area:</p> <ul style="list-style-type: none"> - The shire has been proactive with the development of a master plan for the KLC. The option for equestrian to co-locate should be developed based on a 15,000 increase in population. The building is flexible but there is a need for a multi-purpose room for seniors. The building also does not have a dedicated room for group fitness. The gym 	<ul style="list-style-type: none"> o Katanning Leisure Centre (KLC). o Katanning Country Club including the relocation of the Bowling Club. o Callaghan Park. o Kupara Park to potentially provide informal recreational opportunities and football (soccer) provision. o Forrest Hill Golf Club. o Pistol/Rifle Club amalgamation and lighting investment to be re-engaged. o The croquet clubhouse development. <ul style="list-style-type: none"> - Whilst a 5-10year contract has been let to YMCA, the shire should undertake due diligence over the next 18 months to determine whether in the long term this will service the greater good of their community and effective performance controls can be exercised

Representatives	Main Considerations	Implications
	<p>extension has allowed for that and there is now a need to publicise and educate the community.</p> <ul style="list-style-type: none"> - There is an opportunity to develop a hydrotherapy pool at the KLC and partner with the hospital. - Currently working on water catchment run-off and re-use. The oval has improved significantly. <p>Issues:</p> <ul style="list-style-type: none"> - Volunteer base – in small communities there is great volunteering but not in Katanning. - A huge expectation by the community that everything will be provided. - Succession planning is really tricky. - The low economic situation – cost effectiveness is critical (Kidsport has been useful). 50% are less likely to contribute financially but can volunteer. - Seniors – there are a lot of programs at KLC and a lot of groups but don't come together. It is not overly cohesive and could be a lot better. - General Health and wellbeing. There is an opportunity to do more on health and fitness. There are similar issues with drugs, mental health linked to safety and provision of safe spaces in town. The low employment rate is an issue. <p>Viability Concerns:</p> <ul style="list-style-type: none"> - Facilities are mainly based at KLC and the Country Club. Many clubs operate on licenses/leases on a low/peppercorn rate. They are strategically trying to move sports to two locations. - Current budget – 50% of shire expenditure is recovered currently. - Aquatic centre is managed by the YMCA under a 5-year contract (from 2016). Currently unhappy with the service provided up to now – a local management issue. There has been a recent decrease in usage and programs/activities have been reduced. Rationale for YMCA was to address loss of staff and lack of ability for the shire to retain staff. 	<p>to deliver against Strategic Community Plan targets.</p> <ul style="list-style-type: none"> - The need for a coordinated events program is evidenced and should be developed in partnership with GSRLG's. - The relationship with SSA's, along with other LG's has been raised as an area of concern which needs to be addressed. This should also be undertaken in partnership with GSRLG's to ensure the outcome provides a sustainable benefit to the region. This should also include more effective engagement with Aboriginal community groups and associations. - The issues with volunteering in Katanning appears to be more acute than in other LG areas. Nevertheless, the issues are similar and would benefit from a shared approach to provide innovative cost sharing solutions.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Not much in the way of business planning of the KLC and need to review against benchmarking. - Focus of town has changed to be more practical in its approach. In a year or two's time it may be possible to bring the pool back under shire control. <p>Alignments:</p> <ul style="list-style-type: none"> - Cross boundary – central southern for hockey, surrounding towns for basketball and netball and Upper Great Southern for Katanning Football Club. - Bowls generates alliances with other towns. <p>Funding Commitments:</p> <ul style="list-style-type: none"> - Lake Ewlyamartup is a community driven project for a new boat ramp, toilets and park furniture. Part of the Living Lakes Project which has been nearly completed (provides for canoeing, kayaking and water skiing). - \$15-17M redevelopment of Welcome Precinct – a 3-year program with a master plan currently being completed. The shire has committed up to \$1.5M. - Gym extension – loan was taken out to undertake the extension (\$400k). - Master Plan for the KLC is still to be implemented and developed. - There is a small program for clubs – includes lighting for gun club (on-hold). - A new administration/civic centre development. <p>Sports:</p> <ul style="list-style-type: none"> - The shire has a club development officer working on a part-time basis (3 days per week) with a complementary role for senior's coordination. - AFL is a very active group with a strong membership base and strong leadership. A full range of junior to senior teams with good support from ex-players and families. The license to occupy is currently being updated. Governance across all clubs needs to be looked at and there is a careful balance which needs to be struck between the shires and clubs requirements. 	<ul style="list-style-type: none"> - The benefit of Kidsport and the potential to expand the program in low socio-economic areas is critical and is consistent with other LG concerns related to ability to pay and access to transport. - There is a need to develop consistent seniors programs to ensure resourcing is effectively utilised. Seniors could provide a wealth of volunteer capacity to support club development. - General Health and wellbeing. There is an opportunity to do more on health and fitness. The importance of using sport as a vehicle to address drug use, mental health and wellbeing is a consistent theme across GSRLG's and should be further developed as a shared resource.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Football (soccer) club is currently in recess and whilst they have tried to push the club actively it lacks viability. Indoor Futsal has been tried and failed. Multi-cultural issues have been a barrier – lot of CaLD interest but no coordination has been developed. There is no cost in football (soccer) but there is currently nowhere to go. Prosser Park needs to be developed into an informal recreation space – few sports are played informally at present. Ablutions are close to the site and it may provide the solution. A committee and governance structure exists. - Cricket: 2 x clubs which are both active. Katanning Wanderers has the strongest base. The culture is getting better and they have been more proactive in engaging the community. Succession planning however is not strong. Austrils North is a one team club which plays at KLC. Numbers are not great and club situation is poor. - Netball: strong with a good executive and good governance. Programs have improved with an increase in numbers. They are proactive with sponsorship and are healthy financially. Operate within the Great Southern Netball Region (hold up to 5 events per year). Good communication with regional board. - Basketball: very strong with good volunteer base. Numbers are good and provides a junior and senior set-up. Governance could be improved as could communication. There is a need to expand the volunteer base further to keep pace with demand. - Hockey has increased but struggled with executive committee. There is a good mix of juniors coming through. No clubhouse but kitchen, kiosk and storage is available. Oval has seen an increase in use and part of the master plan includes a clubhouse. - There is no rugby league and rugby union is in recess – all outsourced to Bunbury, Collie and Margaret River. There is the occasional home game and carnival. - Motorsports: there is a motorcycle group at a private property (Warren Road) – 2 areas are used and is very informal. There is a community motocross group and the shire support the Cranbrook development. Speedway (cars) is active. - Ballistics: 3 clubs are looking to amalgamate. Katanning Clay Target, Big Bore and Pistol Club. Also, Wurgabup Rifle Club Inc. A small club – lighting has been deferred due to further consideration of incorporating another club. 	

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Golf: strong in Katanning with tennis and squash on the same site and potential for bowls. Sand greens, good operation with strong succession planning in place. Forest Hills has grass greens and is operated for social purposes. - Aquatic: 8 lane Olympic pool which provides a range of water based activities including carnivals, learn to swim, school use, aqua aerobics etc. Swimming Club is in recess. It operates seasonally. - Cycling and trails: not formal. Funding is to be applied for a Cycle Plan. Options have been considered along railway lines and existing trails. There is currently no mountain biking. There is a BMX track but no club. - Tennis: an 8-court facility with an active club based at the country club having relocated. It struggles for committee reps. No formal competitions, night pennants, erratic with scheduling. A junior and senior tournament is held each year. It is the base for the Great Southern Tennis Zone (a small organisation which struggles for volunteers). - Bowls: not huge numbers and are to be relocated to Country Club. - Adventure sports: nothing at present. - Fitness gym: fully equipped gym at KLC which is well used. Membership levels at 250+ with optimum of 300. - Martial Arts/Gymnastics (have just got off the ground – private club). Incorporated a new gymnastics room at the KLC which is used for martial arts and gymnastics. Martial Arts have limited execs but good support. Numbers for juniors is increasing. They both go out of town for competitions. - Nature Play: to go into Peace Lake with additional outdoor gym equipment. - Dance: in recess and run privately. Operated in a different venue. - Badminton: run through a social club which is informal and has few members. - Volleyball: social at KLC. - Roller blading: a recreational opportunity within KLC. - There are currently 2 gymnastics clubs in town. 	

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Great Southern Merino Sheep Breeders have their events on 2 hard surface courts (6 courts in total – 4 sprung). - Darts/Pool: independently operated in a pool hall (Amhurst) and darts through hotels. <p>School Agreements:</p> <ul style="list-style-type: none"> - 3 primary and 1 senior school with a proposed middle school. Not sure of any formal agreements. There is a reduction in costs for use of facilities by schools booked through the shire. - Carnivals are held at the swimming pool. <p>Cross Boundary Opportunities:</p> <ul style="list-style-type: none"> - Tourism has potential with 2 large projects to be developed. The visitor centre model is to be developed in conjunction with the development of Dome in the town. The Welcome Precinct is to be a visitor attractor. The shire recognise Katanning as a concierge town for the Great Southern. - Competition is becoming more centralised and likely to be maintained. - Economic development is to be a strong focus moving forward. This however needs to be developed. Needs to work in partnership with the Katanning Regional Business Association. <p>Benchmarking:</p> <ul style="list-style-type: none"> - None undertaken at present. <p>Preferred Management Models:</p> <ul style="list-style-type: none"> - Lease/License for 6 months of the year. Football has exclusive use. <p>Asset Management:</p> <ul style="list-style-type: none"> - This has not been very good and has not been planned for. If something major goes wrong the shire would have to borrow/loan to finance any asset replacement. - No asset management plan in place. <p>The shire is good at upkeep and maintenance but replacement is a big issue.</p>	

Representatives	Main Considerations	Implications
<p>Shire of Kent</p>	<p>General:</p> <ul style="list-style-type: none"> - There are 550 resident people. - Shire is responsible for upgrading facilities and are currently in the process of upgrading Pingrup. - There are no formalised sports – bowls and Auskick are the only organised sports. - Half a dozen mixed netball games are played annually and an annual north v south football match. - Bowls is relatively popular. - Pavilion is used more than the shire hall and they are seeking to promote its use more. Pavilions are used by playgroups. It is the primary meeting place in both shire towns. - Nyabing Sports Club is financially sound with historic investment. Football however ceased 3 years ago. - Pingrup is affiliated to Lake Grace and resource share – facility is tired and in need of upgrading as a major project. - Recent community survey did not identify sports as a priority. - Major issue is seniors – still on farm. Major push is to retain the population. Big farms are getting bigger and small farmers are selling up and leaving. - Rates are \$2M per year and therefore they need to be spent wisely – road infrastructure is a priority. - There are no services from the state operating in the shire. - Housing is provided for well-aged seniors. - A relatively affluent population. <p>Benchmarking:</p> <ul style="list-style-type: none"> - The shire doesn't benchmark against anyone due to its unique set of circumstances. They have a pragmatic rate base which realise they are unable to have everything. Providing opportunities is critical. 	<p>Current and future facility development from a Shire of Kent perspective can be summarised as:</p> <ul style="list-style-type: none"> - The sporting infrastructure are principally social meeting places and perform a much broader role than that of sporting uses. It is important that investment is maintained at current levels and each site is continued to be promoted as community centres. - Due to the unique set of circumstances, the shire has limited requirements to work across LG boundaries and should merely enable clubs to develop their social playing structures. - An ongoing requirement will be to provide services to keep people well-aged within the community. Therefore, the investment in broader fitness and passive recreational pursuits will be important. This should link to trail/path access and social infrastructure.

Representatives	Main Considerations	Implications
	<p>Strategically:</p> <ul style="list-style-type: none"> - Requirement for better telecommunications. - Allied Health Services coupled with general health and wellbeing. If people have a disability they have to leave town to receive the appropriate level of support. <p>Sports:</p> <ul style="list-style-type: none"> - None specifically – need to consider exercise stations in towns (outdoor). <p>Schools:</p> <ul style="list-style-type: none"> - The shire has tried to acquire the former oval but has been left vacant due to Aboriginal heritage issues. Article 18 approval is required. <p>Cross Boundary Opportunities:</p> <ul style="list-style-type: none"> - Shared building surveyor (Narrogin), Community Services (Lake Grace) and NRM Officer (Lake Grace). - A member of a number of formal/informal alliances. This includes a housing alliance program. <p>Asset Management:</p> <ul style="list-style-type: none"> - A 10-year building maintenance program is in place and a 5-year parks and gardens plan. - Expenditure is managed through a 10-year budget. - Buildings are shires responsibility and therefore they manage them. - The bowling club is responsible for its own green. - Sports club keep money in reserve with the shire. <p>Financial position of the shire is strong with low debt and a good surplus.</p>	<ul style="list-style-type: none"> - As current asset management processes are well developed (although not strictly in accordance with the state governments integrated planning framework requirements) and the shire is relatively strong financially, the need for additional assistance and further investment in new infrastructure is minimal.

Representatives	Main Considerations	Implications
<p>Shire of Kojonup</p>	<p>General:</p> <ul style="list-style-type: none"> - Ageing population which used to have a strong volunteer group which has declined significantly. - Legacy planning is now a big issue. - Sustainability is a critical issue for the shire. The biggest issue for the sporting complex (which has been the subject of previous master planning, which is now in the process of being peeled back) is overheads. Solar has been installed and 50% of savings have now been put into a reserve account. - There is a need to change current processes as the shire will not address its issues through providing more infrastructure. The money was wasted on the complex upgrade as it only really serves football. The building is poorly designed and non-compliant. - The shire has difficulties in keeping young families there. - A focus now is on trails. Cycle paths will be helpful for youth and to maintain general resident health. This should integrate with health and wellbeing objectives and opportunities explored for horse, cycle and walking trails linked to heritage sites. There is also potential to link with aged care facilities. - There also needs to be greater connectivity with the golf club, showground and tennis club. There is however no trails plan in place – the old stock trail route from Kojonup to Denmark could be a consideration for bringing in additional tourism dollars. - There is a need to consider a destination family area (i.e. similar to Darkin) to provide a whole family experience. - The mitigation measures for the sports complex need consideration – expectation of facilities and reality are poles apart. The oval and hockey grounds are superb but are only used 8 times per year. Very little investment is justified based on sporadic use. - Club development officer did not provide a satisfactory solution as there is a need to look at broader community recreation and sport – there is an ongoing need to undertake training in house and build capacity within the volunteer base to address club governance. There has been a history of people coming into the community, starting things up and leaving. 	<p>Current and future facility development from a Shire of Kojonup perspective can be summarised as:</p> <ul style="list-style-type: none"> - The sustainability of existing infrastructure. In particular the re-alignment of both the towns sporting complex and agricultural showground which should benefit from shared services associated with co-location. This would assist in addressing current under-use and infrastructure lying idle for extended periods. - The current master plan should be reviewed and re-aligned in accordance with resourcing capabilities and seek to rationalise current infrastructure over a 20-year time frame. - Priorities for future staged investment should include: <ul style="list-style-type: none"> o Redesign of current building and ensure compliance with Australian Building Standards and DDA.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Strategic plan identified the need to focus less on ageing and more on youth. <p>Issues:</p> <ul style="list-style-type: none"> - The showground asset is a significant liability. A sense of entitlement has created a problem and a reluctance to change. Ideally the showground should be moved into town and the sportsground used for the show. The netball area could be covered over and used for markets. The sportsground complies with event requirements, whereas the showgrounds do not. - Skate park needs to be better located. - The town is noted for its parks/playground rest stop – it does not want to be known as the best rest stop but as a destination area. <p>Shared Use, School Agreements:</p> <ul style="list-style-type: none"> - There is an agreement in place but they don't have the ability to run school and shire combined programs. - The exodus of youth to Perth from grade 6 onwards is a serious concern as under 12's competitions cannot be fulfilled. - Agreement looks at usage but not the sharing of resources. There is a need to extend after school hours activities. Building up the relationship is important but will fail if it is just resource and dollar based. <p>Sports:</p> <ul style="list-style-type: none"> - Football (Australian Rules): Much weaker than it used to be as players have been lost – issues associated with drugs, mental health and culture. Wirrpanda Foundation are working with the younger age group to address this. - Cricket used to be strong but now having difficulty fielding teams. They do not compete. Juniors are reliant on transportation and its availability. - No football (soccer), rugby union. - Netball played in Katanning as courts need to be put into good order for training. - Basketball is Katanning based. 	<ul style="list-style-type: none"> o Cover the netball courts for multi-functional sporting and occasional market use. o Re-align the skate park to align more effectively with the sporting complex and adjacent school. o Investment in the swimming pool including shade and increasing the life of the pool tank. <ul style="list-style-type: none"> - There is an identified need to undertake a Cycle Plan for the townsite to connect to heritage/cultural and sporting/recreation infrastructure to provide effective connectivity and opportunities to enhance resident health and wellbeing. Opportunities should be explored to align horse, cycle and walking trails. - The connectivity of sport and recreation infrastructure is critical and has been referenced by a number of GSRLG's. This

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Hockey is strong regionally. They have alternate and restricted use of the oval. - Equine: Kojonup is one of the strongest polocrosse centres in the area (Wandella and Mobrup) which holds riding schools, polocrosse and workhorse carts. There are no indoor arenas. There is potential to look at a regional eventing festival and the club need to start thinking strategically. - Tennis is well supported but tennis courts are out of town at the golf course which has a poor connection. - Bowls: duplication of bowls club and neighbouring sporting use – this needs to be brought together. - Golf Club is reasonable but needs to forward plan their asset management obligations. - Water Sports: Lake Towerrinning is the shires water playground for water skiing, swimming and yachting. - Ballistics: the shire have tried to get shotgun, pistols (clay then gun club) and archery to work together. - Motorsport: there used to be speedway and motocross but these have now ceased. The shire support Cranbrook as the regional centre for motocross. No legitimate off-road area within the shire, but there appears to be no demand. - BMX/Mountain biking: a huge opportunity as the showgrounds lends itself to such use. - Dance/Martial Arts/Gym: the shire supports such activity by providing access to infrastructure. - Canoeing: use of the Blackwood River is the only area where activities could be promoted and is dependent on rain. - Adventure sports: old quarry area could be used for abseiling and other activities. <p>Partnerships/Alliances:</p> <ul style="list-style-type: none"> - Tourism WA: part of Hidden Treasures. This is more of a loose alliance. Current events include Race Carnivals (Wandella), Wildflower Festivals (Kojonup). Looking to develop an Upper Great Southern Alliances but nothing in place yet. 	<p>should also align to the broader trails infrastructure to connect business opportunities (i.e. golf club, showground and tennis club).</p> <ul style="list-style-type: none"> - The old stock route from Kojonup to Denmark should be a consideration for future development but can only be achieved in partnership with neighbouring LG's. - There is a recognition that the shire needs to build capacity in the community and will have to play a critical facilitation role to support the volunteer base and ensure effective club governance is implemented. It will also include an ongoing educational program related to financial viability and business planning to offset the current risk held by the shire. - Further engagement with DoE is required to explore alternative ways of delivering sport and recreational opportunities which could reduce costs

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - VROC is the only formal alliance. - Economic: not on the agenda at present but would likely focus on the agricultural base. - West part of the shire has a greater alignment with Boyup Brook and the southern with Cranbrook. <p>Funding Commitments:</p> <ul style="list-style-type: none"> - New access to the pool and funds have been set aside to assess its life expectancy and potential investment required to extend its life. The shire would like to build a roof over the plant room. - An additional shade sail on the pool area (\$30k). - Work towards extended solar panels to offset overheads through grant funding opportunities. - Ensure sporting complex is compliant (particularly DDA). - Improved storage for function and gym – the existing pavilion was rushed with little thought to these aspects. - Looking at power, surfacing and cover over netball courts to enable multi-functional use. - Consideration of Nature Play infrastructure. - A need to sort out issues with oval drainage. - Football lighting needs replacing and repositioning – potential to investigate LED lighting (currently poor and used for training only). <p>Benchmarking:</p> <ul style="list-style-type: none"> - Don't currently benchmark against other LG's as the economy and diversity is totally different. <p>Management Models:</p> <ul style="list-style-type: none"> - Currently loose agreements are in place and are in the process of being resolved. It is an educative process with a need to fix mindset and governance practices. 	<p>of servicing and provide a greater localised benefit. This approach should be considered across the Great Southern.</p> <ul style="list-style-type: none"> - The importance of using sport as a vehicle to address drug use, mental health and wellbeing is a consistent theme across GSRLG's and should be further developed as a shared resource. - There is potential to look at a regional eventing festival to support the equine industry and to strategically manage investment through a potential partnership with the Shire of Plantagenet.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - The intention is to educate on financial obligations, risk and implications of not managing risk effectively. <p>Asset Management:</p> <ul style="list-style-type: none"> - A 10-year asset management, replacement and maintenance plan is being developed. - Swimming pool may have dramatic consequences once the lifecycle cost is known. <p>Rationalisation is now a consideration – groups have taken ownership of facilities without investing in them. The shire is in a reasonable financial position but needs to resolve these issues to maintain that stance.</p>	
Shire of Plantagenet	<p>General:</p> <ul style="list-style-type: none"> - The main strategic site for ball sports within the shire include Sounness Park – primarily for ball sports of football (soccer), Australian Rules Football, hockey and cricket. They are the founding members of Plantagenet Sporting Club. They manage the built facilities from July 1st 2017. The shire takes responsibility for the playing surfaces and the clubs for the building. The shire has a seat on the board. - The shire does not charge for the use of playing facilities. - The investment was developed in 3 stages - stage 1: Australian Rules Football oval; stage 2 and 3: hockey and cricket which was undertaken 18 months ago. - Frost Park is earmarked as the equestrian area. The Australian Rules Football pitch has recently been decommissioned. The cricket wicket is still to be removed. - The equestrian site has been planned but is now quite old – indoor arena, realigned race track (Riding for the Disabled use the site). The old shed is to be demolished and replaced. Funds have yet to be forthcoming to re-align the track. It will be a 10-15 year plan. Main users are camp draft, RDA, Turf Club and Pony Club. West Plantagenet has a facility out of town at present. - Rocky Gully has an oval but no organised sport. They have looked at a skate park but it can't be justified. - Narrikup: a cricket oval which is self-managed – the shire does very little other than mowing. It is an active club with public tennis courts (not being used). 	<p>Current and future facility development from a Shire of Plantagenet perspective can be summarised as:</p> <ul style="list-style-type: none"> - There will be a need to provide continued investment of time in Sounness Park through facilitating the sporting club's evolution. - Frost Park as the focal point for all equestrian activities will require ongoing review and investment in master planning and business case development. - Investment will be required in the swimming pool to maintain the current level of provision. This will also necessitate the

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Kendenup: One oval with cricket wicket. They applied for funding for irrigation and money has been received. Club developed and managed. - Mount Barker Swimming Pool: A 50m six lane pool which currently lies empty as there is a need to tile the pool. The shire has held over the annual DSR funding commitments. An engineer has confirmed that the tank is sound and there is no water incursion. The plant room needs upgrading and replacing. - There is no significant water area in the shire – all outdoor recreation is nature based with a focus on Porongurup and the Stirling Ranges with the state forest running down to Walpole. - There are 3 golf clubs, 2 bowling clubs. They are all membership based clubs. - Mount Barker Speedway: cars only. It is an amateur club operating on leased land. It is in good order and have upgraded the dam adjacent. - Ballistics are located next to the speedway. A rifle range goes into the conservation bush which has been a concern. There is also the associated issue with bushfire control. Public safety mitigation measures have been undertaken and the club now has ultimate responsibility to maintain the fire break. Pistols use a separate facility adjacent. <p>Issues:</p> <ul style="list-style-type: none"> - Ageing infrastructure: providing new infrastructure and managing the asset. - Pressure on keeping rates low. There is a need to divest management and shires responsibility/risk. Downside is loss of control. - Club Development Officer role: shared with Denmark and Cranbrook – essential support for clubs. Its loss would be detrimental to improving governance, capacity and applying for grants. - Viability issues are centred around the football club (volunteers and financials) and rifle club (few members). - Camp draft is an exciting spectator sport but there is an issue with volunteers. It should be able to be promoted more effectively. <p>Flexibility of use:</p>	<p>replacement of the plant room and reconfiguration of infrastructure to provide a more flexible, safe and adaptable family orientated facility (and thereby increase seasonal throughput). If investment is not set aside to increase the service offer and upgrade infrastructure it will increasingly become an asset liability.</p> <ul style="list-style-type: none"> - The lack of a current asset management system and associated investment process is a high risk for the shire. This will need to be addressed to ensure effective annual and long-term budgeting. - There will be a need to establish a sound process and investment program with regard to the development of new infrastructure at Frost Park and redevelopment of the Swimming Pool and decommissioning of surplus land. - The development of a partnership with the school/Education

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - All new facilities are expected to be multi-use. 2 ovals have been developed – one for AFL and one for cricket (although can be used for both sports). The floodlighting at the main oval is at 500lux to take AFL games. - The synthetic surface can be used for football (soccer) to enable the hockey club to increase revenue. <p>Potential Funding Commitments:</p> <ul style="list-style-type: none"> - Replacement plant for the swimming pool (yet to be confirmed by council). - Beach entry leisure pool for disability access (yet to be confirmed by council). - Currently working with the school to secure a junior oval on the school grounds to enable the cricket wicket to be removed from Frost Park. <p>Sports Considerations:</p> <ul style="list-style-type: none"> - AFL Club is experiencing issues with volunteers. There is a huge impost on volunteers to run games. The payment of players needs to be looked into as it is destroying the game. As a result, there is significant financial pressure on the AFL club. - Football (soccer) clubs: do not have the players for men’s competition, but women’s game is quite successful. - Hockey has grown since the turf was developed (federally funded). There is a hockey carpet reserve fund established and MOU – a hybrid facility which doesn’t require watering. There is a lot of water collection around the precinct which is supported by dams which will require ongoing maintenance. - Cricket is a growing sport with more junior sides, 2 men’s teams and additional B-grade – it’s more fun and socially driven than competitive. Kendenup generally gravitate to the north whilst Narrikup gravitates towards the south. - Netball struggle as a club with volunteers but not membership. They play at Mount Barker to avoid going down to Albany. - Basketball is localised to Mount Barker and quite strong but difficult to manage with limited centre space. - Touch Rugby: looking to start at a school level at Sounness Park. 	<p>Department will need to evolve to offset ongoing operational costs.</p> <ul style="list-style-type: none"> - Volunteer management and club development support will continue to be an issue which requires a resolution and the potential adoption of resources to be shared across LG’s. - The development of a bike plan for the Townsite will potentially be able to identify links with broader trail opportunities. - The alliance between Denmark, Albany and Plantagenet whilst currently focused on a regional tourism component has the potential to contribute further and explore resource sharing if it were to expand its current objective. Potential alignment with the implementation of long distance trails would assist. - The alliance with the Dept. of Education for the recreation centre is considered to be positive and could be expanded to

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Motorsports: only speedway (car) is catered for. - Golf is reasonably active and do not ask for much. - Swimming: active during season for various swimming programs and carnivals. Very strong swimming club (Barracudas). - Cycling and trails: No clubs as such but looking to create a bike plan for the Townsite. Regional trails plan included Porongurup but nothing has emerged. It is on DBCA land and therefore not within the shires control. DBCA have put in the skywalk and the shire has constructed the roads to support Castle Rock. The Stirling Ranges lie within the shire. In future the council needs to be on the front foot to promote these. - Mountain biking/BMX: pump tracks are an attractive proposition. Mondurup Reserve is ideally suited for mountain bikes. - Tennis: clubs at Mount Barker and Kendenup – both strong with pennants and social activity. - Bowls: active and high membership. - Equestrian: West Plantagenet have equine use in the north (leased from shire and managed independently). Agricultural Society run a horse event each year but no longer a Royal Show. Carriage Driving use Frost Park. The shire is looking at an endurance horse race but have ascertained it would need to operate over private land. - Adventure Sports: nothing at present. - Fitness/Gym: small group fitness and 24/7 gym access provided at Rec Centre. The Rec Centre also provides group fitness, seniors, healthy living programs, Tai Chi, dance and Judo. Social sports are undertaken but are resource hungry. - Support Denmark Gymnastics Club to operate in Mount Barker. - Nature Play/Destination points: Wilson Park provides a skate park and nature play adjacent. <p>School Agreements:</p>	<p>provide access to the oval space should demand at Sounness Park (east and west) increase without the need to provide additional infrastructure.</p> <ul style="list-style-type: none"> - Consideration should be given to the expansion of current VROC activities. The opportunity to share knowledge and experience in relation to tourism, asset management and sporting/ recreation provision could be a catalyst to provide greater operational and strategic value to the shires involved.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - A great success. <p>Strategic Community Plan key themes:</p> <ul style="list-style-type: none"> - Underperformance in youth services. <p>Cross Boundary Working:</p> <ul style="list-style-type: none"> - The alliance between Denmark, Albany and Mount Barker focusses on economic, tourism and marketing, has been positive. The regional tourism component explores resource sharing. Limited by funding availability. - Emergency services sharing is good as a relationship builder. MOU exists with DBCA fire-fighting in the Porongurup's and Stirling Ranges. There is a local emergency management committee. - Recreation Centre License with DoE. This works well with a license in place for 21 years. There are constraints on when the school can use it. A 24-hour gym is operational and there is a good cooperative arrangement. - VROC with a principle focus on Hidden Treasures through a partnership with Cranbrook, Kojonup and Broomehill-Tambellup. It is not that active and is a meeting of minds but with little in the way of deliverables. - Development of Tourism activities and trails which bring benefits to the whole of the region. Moriarty-Camballup Trail – development of an old stock route to Walpole. This needs to be worked across LG areas. It provides good access to Munda Biddi and Bibbulmun Track. - Need to sort out clubs travelling to play – 50km is not far but the perception appears to be a problem. This also relates to volunteers who are not prepared to travel. - Economic development potential of nature based activities. - Tom Quilty: by using DBCA land it would potentially bring people in from overseas to take part in a 2-day 180km horse ride. - Cost sharing: user pays in Albany whereas the shire provides free facilities in order to promote active lifestyles. A balance needs to be struck to ensure participation is not cost prohibitive and there is a user contribution payment to be recovered. 	

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Sharing costs of the 50m pool with neighbouring local government users. <p>Benchmarking:</p> <ul style="list-style-type: none"> - Similar to Katanning being multi-cultural. 6,000 population with 6,000km² is an issue. <p>Preferred Management Models:</p> <ul style="list-style-type: none"> - Sporting Club model which needs to be extended to the Equine Centre. Care needs to be taken as it has a critical economic development scorecard and events cannot afford to be cancelled. <p>Asset Management:</p> <ul style="list-style-type: none"> - The shire does the asset management required. Resources are allocated to address asset management. However, larger projects will always require external funding. 	
<p>Shire of Woodanilling</p>	<p>General:</p> <ul style="list-style-type: none"> - The shire manages the sport and recreation assets and charge very little for their use. - There is a need to develop succession planning and creating longevity. - Clubs fall down as they don't have youth with the volunteer drive. - The only oval is in Woodanilling – the grass is maintained by the shire. - The tennis infrastructure was used by an active club but is now unused. Club capability ebbs and flows with youth. - Golf course is independently managed although on shire land. - Archery is on private land and independently managed. - There is a heritage walk around the town. - One of the shires priorities is to look at gym equipment within the town park and some provision at the recreation centre. There are a number of areas for potential trail development. - Currently there is a sporting club committee but it is not very active. Their main desire is to achieve more storage space at the centre. 	<p>Current and future facility development from a Shire of Woodanilling perspective can be summarised as:</p> <ul style="list-style-type: none"> - A key issue is the lack of succession planning and thereby creating a long-term viable sporting and club entity. The lack of volunteer capacity and capability has clearly impacted on the success or otherwise of participation within shire provided infrastructure. - A key priority for the shire, which has extremely limited resources is:

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Within the shire there are 2 lots of well-aged care units – a priority to keep people in the town until they are incapable of looking after themselves. Units are however filled with people from other towns which adds to the population. There is not much in the way of local employment to keep people in town – Katanning and Dumbleyung are the main attractors from an employment perspective. <p>Alignments:</p> <ul style="list-style-type: none"> - Great Southern associated with housing development. Part of Hidden Treasures partnership and Bloom Festival. - WALGA working group focused on changing LG legislation. <p>Sports:</p> <ul style="list-style-type: none"> - Hockey is the main sport and has struggled with numbers but have a senior male and female team together with juniors. - Australian Rules Football is not active. - Cricket is gearing up for the season but may struggle with numbers. - Tennis is not operational. - Golf: not much is known about their operation but they are active and meet regularly. - Motorsport: no major issues. - Equine is strong with the main focus on Katanning. - There is no active netball or basketball as surface is not good. - There is a group which undertake short mat bowls. - Indoor football (soccer) is provided for the school. - For aquatics the school goes to Katanning. - Ballistics: nothing apart from paintball which is a small business in the area. - There are no adventure sports and Centenary Park provides the only skate park facility. 	<ul style="list-style-type: none"> o Gym equipment within the town park and recreation centre. o Storage to the recreation centre and lighting to the back shed and resurfacing. <ul style="list-style-type: none"> - There are a number of areas for potential trail development which are likely to link with developments outside of the Great Southern due to being the northern most LG which aligns to other LG's to the north and east (Wagin, Dumbleyung and Lake Grace). - As part of the Hidden Treasures partnership there is the potential to extend this activity with partner organisations in the GS. - The sharing of resources (currently surveyors cost, part time staff and loan of equipment) could be expanded and formalised under an MOU.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Water sports: Lake Queerearrup has been used for skiing for 2-3 years. There is a small biodegradable toilet system there, an informal camp site, boat ramp and BBQ. It is the only water body in the shire. - There are no major competitions or events in the shire. - Kidsport is used to offset costs. - Biggest issue is how to sustain the clubs without a strong youth base. - The shire is seeking to hire out the recreation centre and town hall more by attracting events. <p>Funding Commitments:</p> <ul style="list-style-type: none"> - They are looking at additional storage for the recreation centre together with lighting for the back shed and resurfacing. <p>School Agreements:</p> <ul style="list-style-type: none"> - The school use their own oval and there is an agreement in place to use shire facilities. <p>Cross Boundary Opportunities:</p> <ul style="list-style-type: none"> - There is a need to share resources for the shires to become sustainable – currently share surveyors cost, part time staff and loan equipment from other shires. - Wagin, Woodanilling, Dumbleyung and Lake Grace for 4WDL. - Currently developing an alliance with Katanning. <p>Benchmarking:</p> <ul style="list-style-type: none"> - The shire stands alone with a strong community and old identity. There is strong community commitment which sustain activities and infrastructure reasonably well. <p>Management Model:</p> <ul style="list-style-type: none"> - Best through a sporting association. The shire currently only has a CEO and deputy on a full-time basis and does not have adequate resources to manage facilities. The Works department works Tues to Fri and manages basic maintenance through agreement under the lease. 	<ul style="list-style-type: none"> - The lack of asset management planning needs to be addressed and could be undertaken in partnership with neighbouring LG's.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - The shire looks at the sporting committees to assist wherever possible. 	

A selection of SSA's were consulted as part of the evolution of the Strategic plan. They were identified based on current level of infrastructure associated with townships across the Great Southern (i.e. aquatic infrastructure, golf, netball, tennis, bowls, Australian Rules Football, equestrian and basketball). Hockey were also consulted but due to the current position with an interim CEO, a response was not forthcoming. The interviews had a particular focus on what initiatives they had put in place at a regional level, current priorities, competition structure, contribution to local health and wellbeing and Aboriginal engagement. These are all referenced in Table 8 below:

Table 8: SSA Consultation Responses

Representatives	Main Considerations	Implications
Swimming WA: Darren Beasley - CEO	<p>Servicing the clubs and providing a sufficient developmental pathway for regional representatives.</p> <ul style="list-style-type: none"> - Swimming WA is seeking to expand the number of clubs across the state – currently 130 pools and only 85 clubs. The South West, including the Great Southern is one of the SSA's most proactive regional areas. - The sport will always ask for a 50m pool and would support the development of similar infrastructure in Albany. There is always a need for more lane space at all centres. There needs to be a change in thinking in regards to pool developments where the swimming club should automatically be engaged at the outset of a projects inception. - Some of the key issues in the sport – kids last for 2.9 years on average, although recent data has indicated this is moving towards 4 years due to intervention measures which have been implemented. Coaches last longer but personalities are an issue inhibiting growth and a 'quality experience'. Drop out at 16-17 years is high but not too dissimilar to other sports. Huge turnover in committees. - Would like to partner with LGA's as sensitivities to what rate payers are saying often compromises design and potential future use. <p>The competition structure and whether you feel that there is a need to review/refine with regard to changing demographics and the longer-term view of the sustainability of remote regional clubs.</p>	<p>The main considerations from a swimming perspective are:</p> <ul style="list-style-type: none"> - Aquatic infrastructure is always required to support the growth in club based swimming. - Viability of the infrastructure is critical and Swimming WA advocate the important role clubs play in attracting users to infrastructure. - The sport recognises the burn-out with volunteers and is seeking to put in place structures to adapt to regional level meets and competitions. The intention is to diversify and decentralise the sport which should make it

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Swimming WA would like to reduce swimming meets at HBF stadium and diversify to the north and south of the metropolitan areas and develop regional level meets – current provision is not sustainable. - Dealing with water polo/synchro is an issue. Swimming WA is the biggest player and should be recognised as such. - The club is the regular customer with controls – community swimming does not sustain throughput and use. Aquatics Strategic Steering Group recognised this and have identified clubs as being the interface with everything else. - Currently Swimming WA have around 12,000 members. Club capacity varies and is not related to the facility. It is all related to volunteers. <p>Future direction in taking elite level competitions to regional WA.</p> <ul style="list-style-type: none"> - 3 critical issues for the sport – 1) Capability of volunteers and perceptions of the sport (ageing and not welcoming), 2) Access to lanes, 3) Affordability. Royal Life has taken over a number of niche areas and there is now a need to change the narrative. <ul style="list-style-type: none"> o Unplug learn to swim (currently 350,000 with 5-6,000 competitors). o Collaborate more effectively. o Promote the benefits of the sport. o Simplify progression. - Aquatic centres should employ the coach. <p>Health and Wellbeing: the role the sport plays in supporting the social/mental health/physical health issues in regional areas.</p> <ul style="list-style-type: none"> - This has been proven by a number of studies and swimming is one area which provides both foundation skills and ongoing intergenerational activity opportunities. <p>Current initiatives for the Aboriginal community and those on low income/inability to gain access to transport.</p> <ul style="list-style-type: none"> - None at present as it is all linked to funding – current Department of Local Government, Sport and Cultural Industries grant is going backwards following the 	<p>easier in regional areas to evolve and develop.</p> <ul style="list-style-type: none"> - There is however an issue with affordability with swimming clubs unlikely to generate significant income for the lane space used. - The movement of Swimming WA in the Learn to Swim space may provide resources in the long term to invest more heavily in sustaining regional level support for clubs. This however will be dependent on the successful implementation of the program which is currently in its infancy.

Representatives	Main Considerations	Implications
	<p>policy stance of the government. This is unlikely to change and as with other sports, Swimming WA will have to cut their cloth accordingly.</p> <p>Other:</p> <ul style="list-style-type: none"> - Swimming WA are seeking to develop an accredited Learn to Swim program and their first stand-alone centre will be developed in Lakelands, Mandurah. Should this be as successful as anticipated the model will be taken across the state. 	
<p>Bowls WA: Ken Pride - CEO</p>	<p>Servicing the clubs and providing a sufficient developmental pathway for regional representatives.</p> <ul style="list-style-type: none"> - Bowls Australia has a Jack Attack program in the local schools. - Younger people are participating in the sport in the metro area but not so much in the country. - The smaller towns are affected by the drain of people from their community. - 20 years ago, the State side was 50/50 metro/country. Now 100/0 metro/country. Country showing little interest in going to the elite level. - Country week in the metro area is still big but there is little interest in high performance. - Talent in the country is generally spotted by the metro clubs via their networks and then the individual is enticed up to the metro area to play for a metro club. <p>The competition structure and whether you feel that there is a need to review/refine having regard to changing demographics and the longer-term view of the sustainability of remote regional clubs.</p> <ul style="list-style-type: none"> - Bowls has become a social activity. Clubs cannot rely on membership as a means of survival. Membership has reduced by 50% nationwide compared to 30 years ago. - Bowls Australia has now released a jack attack corporate competition, run over 7 weeks aimed at social bowls as opposed to competition based bowls. The pennant season is too long, being 18 weeks plus finals. 	<p>The main considerations from a Bowls perspective are:</p> <ul style="list-style-type: none"> - The lack of youth in regional areas participating in bowls and there is now little in the way of elite level provision. - Clubs can no longer rely on membership as a means of survival and need to diversify. The bowls clubhouse therefore becomes an increasingly important facility for social activity to sustain the sport in regional areas. The role they play in keeping the elderly active and providing opportunities for social interaction is important in contributing to keeping residents in place. - The lack of investment and setting aside of sinking funds to replace surfaces is

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Looking at shorter versions of the game - 3 games of 1 hour as opposed to pennants, which is 1 game of 4 hours. - There are 3 clubs based in Albany. They run pretty independent of Bowls WA. Maximum of 3 greens per club. Smaller towns have 1-2 greens. - Cost of facilities is an issue with not much change from \$200k per green. Greens are 50/50 grass/synthetic. Water, staff and maintenance are all ongoing challenges. - Infrastructure is getting older with cost to replace not affordable. GS is a poor cousin to the Wheatbelt. - Most clubs in the GS still exist but they have far less members. Now having to operate on a different basis. - There is no such thing as a successful bowling club. They are successful small function venues. Revenue is made from the hire of the greens, the hire of the hall and the bar. - Pennants are no longer the lifeblood. Social and informal games are where participation comes from. - Main competition is from the Pubs and other function centres. - Bowling clubs are seen as a family safe community hub. <p>Future direction in taking elite level competitions to regional WA.</p> <ul style="list-style-type: none"> - Only possible in Albany but unlikely. <p>Health and Wellbeing: the role the sport plays in supporting the social/mental health/physical health issues in regional areas.</p> <ul style="list-style-type: none"> - Important game for the elderly. Bowls is a simple game played the same way throughout the world. Friendships are made. It is not physical and men and women are equal. - Memberships are transferable between clubs and many people travel to play at another club. 	<p>likely to impact on the ongoing viability of infrastructure in the Great Southern. Rationalisation of current infrastructure and alignments with other sports will be essential.</p>

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Country bowling clubs are a gathering point for the community, particularly the elderly. - Disability programs exist and are considered important. <p>Current initiatives for the Aboriginal community and those on low income/inability to gain access to transport.</p> <ul style="list-style-type: none"> - No Aboriginal programs at this point. Bowls WA has tried different things in the past but has failed. 	
<p>WAFC: Josh Bowler – A/Manager Community Engagaement, Joe Georgiades – General Manager WACFL, Tom Moir – Regional Developemnt Specialist</p>	<p>Servicing the clubs and providing a sufficient developmental pathway for regional representatives.</p> <ul style="list-style-type: none"> - Pathway not connecting up that well between Juniors and Seniors in Albany. WAFC looking to have one governance model over all of AFL. - Auskick gets good numbers in Albany and smaller towns but there is a natural attrition rate from 11 years old onwards (10-15% annually). - Youth drop out is a concern (as it is across the State and in all sports) and the 16-18 year old teams are at capacity. Could not fill another team. - The change in the high school age has seen a drop of in 11-12 year old's as they start boarding in Perth. - The talent program (the Storm) has shown good results in recent years. <p>The competition structure and whether you feel that there is a need to review/refine having regard to changing demographics and the longer-term view of the sustainability of remote regional clubs.</p> <ul style="list-style-type: none"> - Juniors set up has only been going for approximately 20 years. Junior teams are not aligned to senior teams. Juniors are allocated to a senior team based on a draft system. Not ideal as friends want to play in the same team. This is particularly so for Aboriginal players. - Divide is not so much of an issue in the smaller towns. 	<p>The main considerations from an AFL perspective are:</p> <ul style="list-style-type: none"> - Development pathways are not connecting up that well between Juniors and Seniors and this has resulted in the evolution of a new governance model for AFL. The draft process has further damaged the viability of the sport and measures need to be put in place to address this. - As with other sports, the youth dropout rate is high and this impacts on team generation. This is replicated at the 11-12 age range. - The number of teams folding in smaller regional townships is a major concern and little has been

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - There are 3 strong senior clubs in Albany who are capable of winning a Grand Final. Newest club, Albany Sharks, has won 1 game in 7 years. - Plantagenet and Denmark are suffering from population issues. - The mining FIFO trend has seen the transition to a younger senior league (most players are Under 23). - Ongerup league is a major challenge with teams folding over the past 10-15 years. Ongerup and Borden both folded as opposed to merging. - Preparedness of teams to bring in players from the metro area in order to field a team. If it costs \$50k to do so, this might be spread over 10 farmers at \$5k each. AFL fraternity think it is money well spent. Number of teams can cover up the actual number of local players - Facilities are a mixed bag. Excellent in Albany and generally ok in smaller towns. Lights and umpire training are the main issues. - Ongerup League – 5 teams (8 teams 10 years ago) - GSFL – 6 teams (5 teams 10 years ago). - LSWFA – 7 teams (7 teams 10 years ago). - UGS – 8 teams (8 teams 10 years ago) - Issue is that some clubs used to have 50 local players but now have half that. The club exists but how? - Female AFL is increasing in participation. Likely to have a competition in Albany in 2018. <p>Future direction in taking elite level competitions to regional WA.</p> <ul style="list-style-type: none"> - Mainly through CSES games. Have played WAFL in Albany and AFL pre-season in Mount Barker in recent years. A Claremont zone. - Talent squads take place in Albany. There is a preparedness to travel to attend these squads. 	<ul style="list-style-type: none"> - implemented to halt this occurrence. - Whilst the expenditure related to players being brought in to service regional teams is considered to be a positive, it is not sustainable and does not encourage the development of local talent. - The growth in female competition is also a positive and a different approach will be required if the structure is to be sustainable. - It is a concern that as one of the main participatory sports for the Aboriginal community, that they are not well engaged. The lack of transition to a senior club from Aboriginal programs indicates that there is a fundamental flaw in the club development system and effective integration of all players irrespective of culture and background. - As referenced by a number of LG's the value of Kidsport is high, but the monies available are

Representatives	Main Considerations	Implications
	<p>Health and Wellbeing: the role the sport plays in supporting the social/mental health/physical health issues in regional areas.</p> <ul style="list-style-type: none"> - Always considered very important, particularly in the country areas. Participation in team sports such as AFL is highly encouraged. Declining populations a challenge, particularly in the smaller towns. - Having an AFL team is considered a priority for the smaller towns for the wellbeing of both players and supporters. - An imperative that AFL and other sports work together to assist each other to maintain viability and participation from local community. <p>Current initiatives for the Aboriginal community and those on low income/inability to gain access to transport.</p> <ul style="list-style-type: none"> - Aboriginal population is not well engaged. - Many of the youth go through the Clontarf system but do not transition into Club AFL. - Senior teams in Albany should comprise up to 25% players per team or 6-7 players. Only 6-7 players in entire league. - Decline starts at junior level. Travel, discipline and cost are factors. Aboriginal youth want to play together as they evolve into seniors but draft system does not allow that. KidSport subsidies do help but more is needed. - One-day sport is seen as a must for the smaller towns. Sports must help each other. - Multi-sport days are an option using modified and shorter versions of the various sports. - RFDC/WACFL model needs to be integrated to get consistent outcomes. - Volunteers not an issue at the moment but concerns with younger generation coming through. - A Muslim football team is in progress in Katanning. 	<p>insufficient to address the real issues associated with low socio-economic families, access to transport and effective communication.</p>

Representatives	Main Considerations	Implications
<p>Tennis West: Graeme Hall – Places to Play Manager</p>	<p>Servicing the clubs and providing a sufficient developmental pathway for regional representatives.</p> <ul style="list-style-type: none"> - Albany is important in the pathway program. - Every town has 2 or more tennis courts. The numbers of courts are not being reduced but, if not used and/or maintained, will effectively reduce via natural attrition. - Participants, including children, are prepared to travel to Albany to take part in tennis programs. - TW would prefer a Hub model in Albany with one excellent tennis centre with 15 courts and a number of those having flood lights. At present there are 3 clubs with a total of 21 courts and no lights. They are old clubs and competitive against each other. Coaches could be based at the Hub and travel out to the smaller towns. It is noted that the coaches are commercial operators. - Elite development must take place on hard courts, not grass. - TW provides support to bring players, coaches and officials to Perth for development. - Talent identification is good with a strong network. Players with talent don't fall through the net. <p>The competition structure and whether you feel that there is a need to review/refine having regard to changing demographics and the longer-term view of the sustainability of remote regional clubs.</p> <ul style="list-style-type: none"> - Focus is on Albany as a regional centre. - Tennis is unique in that facilities exist within all towns and the regional centre. - There are 3 clubs in Albany but none of them have floodlights. Remarkable when most of the smaller towns have courts some or all of which have floodlights. - Albany has a 1 to 1,700 court to resident ratio. TW works on a maximum 1 to 2,000 ratio. Indicates there are plenty of courts. 	<p>The main considerations from a Tennis perspective are:</p> <ul style="list-style-type: none"> - Albany is considered vital for pathway programs which is the natural draw for participants. - The re-alignment of the 3 clubs in Albany to one centralised hub is identified as a high priority. The movement from grass to hard courts is also considered to be a high priority to enable infrastructure to be effectively sustained. - There is clearly an abundance of tennis infrastructure in the GS, however the issue relates to access and viability of both the clubs from both a volunteers and players perspective. Similar to bowls, tennis has become a community gathering point and would benefit from a strong alignment with bowls activities. - The lack of integration with the indigenous community is due to the traditional approach and associated

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Albany has a 1 to 14 court to member ratio. TW works on a maximum 1 to 30 ratio. Indicates there is an excess of courts to members or that membership is weak. - Smaller towns are in a resident ratio of 1 to 210 and member ratio of 1 to 6. TW works on a maximum of 1 to 500 and 1 to 7 respectively. - Tennis is well provided for in the GS. - The growth in tennis is not via membership or weekend competitions. It is social tennis mid-week or under lights. It is noted that lighting is an issue in Albany. - Social activity is the way forward. People are prepared to pay on a per court basis as opposed to a membership basis. Tennis has become a community gathering point. - TW focus is Albany. Smaller towns must play their own part. - Competitions are intra club. There is no league in Albany. Perhaps the occasional informal based games between clubs within a zone. - Tournaments are run at the Burswood facility where there is the required number of hard courts that provide a consistent competition. - Albany had 4 clubs a decade ago and now has 3. <p>Future direction in taking elite level competitions to regional WA.</p> <ul style="list-style-type: none"> - Issue is having the required number of hard courts so that a consistent competition can be played. If there was a single hub in Albany with 15 courts, it would be easier to have tournaments but as it stands the courts are spread over 3 clubs with little consistency. <p>Health and Wellbeing: the role the sport plays in supporting the social/mental health/physical health issues in regional areas.</p> <ul style="list-style-type: none"> - No formal programs but it is a given that active involvement in tennis assists in wellbeing and the social side of tennis is becoming increasingly important as the court is becoming a gathering point for community liaison. - An imperative that tennis and other sports work together to assist each other to maintain viability and participation from local community. 	<p>cost which will require changes of time – these will be generational changes rather than immediate.</p>

Representatives	Main Considerations	Implications
	<p>Current initiatives for the Aboriginal community and those on low income/inability to gain access to transport.</p> <ul style="list-style-type: none"> - The Aboriginal population is not generally seen as part of the tennis demographic. - There are only small programs around Indigenous participation but these are not well supported. These programs are generally school based. Scholarships exist for individual talent. - Cost is seen as prohibitive as is the exclusive nature of a traditionally membership based sport. <p>Other:</p> <ul style="list-style-type: none"> - Tennis is delivered by qualified coaches and not volunteers. 	
<p>Equestrian WA: Dwight Pedlow - CEO</p>	<p>Servicing the clubs and providing a sufficient developmental pathway for regional representatives.</p> <ul style="list-style-type: none"> - Participants are increasing in the GS as riders take their horses to the country to combat increasing costs in the metro area. - Connect between Equestrian WA and country clubs needs to be better to attract those participants. - Good interaction between the Pony Club and Equestrian WA. - 6 shires in the Great Southern have Clubs/Pony Clubs. <p>The competition structure and whether you feel that there is a need to review/refine having regard to changing demographics and the longer-term view of the sustainability of remote regional clubs.</p> <ul style="list-style-type: none"> - Equestrian is 90% female and 10% male participation. - Memberships are to Equestrian WA and not to the Clubs. Must be a member in order to compete. Membership costs are \$410 Senior, \$310 Standard and \$195 Grass Roots. Looking at lower cost entry level memberships. - Equestrian WA has 2,400 members. 	<p>The main considerations from an equestrian perspective are:</p> <ul style="list-style-type: none"> - The high level of female participation and relatively good level of provision in regional areas. - It is evident that the cost of maintaining a horse is challenging and potentially cost prohibitive. In addition, the travel associated with competitions renders the sport inaccessible to a number of residents within the GS. - The need to participate at Brigadoon similarly creates barriers which are not easy to overcome. The SSA

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Albany clubs have 100+ members whilst smaller clubs have 30+ members. - Facilities in country normally comprise a clubhouse, sand course (30mx70m) and cross country. - Competitions are well structured at the pointy end but not so much down the pyramid. - Competitions cover Cross Country, Dressage, Jumping and Show Horse. These are done at Brigadoon and regional centres (Albany). A club relates to a discipline. Smaller centres will do Jumping and Dressage. - Have between 2-4 competitions per year. Other times are for training. Equestrian WA provides the timetable for competitions and accredits the judges and officials. - Cost of maintain the horse is challenging as is the travel associated with competitions. <p>Future direction in taking elite level competitions to regional WA.</p> <ul style="list-style-type: none"> - Elite level competition is done at Brigadoon. Support is provided by Equestrian WA for country participants to come to Brigadoon. - Equestrian WA will send coaches down to the GS for training clinics (coaching, education and riding lessons) and competitions. - Equestrian WA will provide support to train officials by bringing people to the metro area. This enables people to meet other likeminded individuals. These are held every 2 years and are compulsory. <p>Health and Wellbeing: the role the sport plays in supporting the social/mental health/physical health issues in regional areas.</p> <ul style="list-style-type: none"> - Grass roots riding is the major program for destressing. Primarily involves bush riding. - Caring for the horse is also considered to have therapeutic value. - The sport is about both the rider and the horse which is different to many sports. 	<p>provides support through financial assistance and training clinics. However, there will be a need to review this and consider a decentralised approach if the sport is become more accessible to all.</p>

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Riding for the disabled is a popular program using the Pony Club within the closed arena. <p>Current initiatives for the Aboriginal community and those on low income/inability to gain access to transport.</p> <ul style="list-style-type: none"> - No initiatives or proactive programs. <p>Other:</p> <ul style="list-style-type: none"> - Racing and Wagering funds an 'Off the Track' program for placing race horses into Equestrian events and general bush riding. 	
<p>Netball WA: Mark Watten – Manager Member Services</p>	<p>Servicing the clubs and providing a sufficient developmental pathway for regional representatives.</p> <ul style="list-style-type: none"> - Main focus has been on Albany/Katanning/Kojonup where there are the required facilities in place to ensure the NetSetGo program can take place. - The NetSetGo program has seen growth in these towns. - The Fast 5 netball program (participation) will also be rolled out into these towns. <p>The competition structure and whether you feel that there is a need to review/refine having regard to changing demographics and the longer-term view of the sustainability of remote regional clubs.</p> <ul style="list-style-type: none"> - Competitions exist at Denmark, Kojonup, Albany, Katanning, Gnowangerup and Jerramungup. The last 2 form part of the Ongerup league. - Best facilities are at Albany (4 indoor courts) and Katanning (6 indoor courts). People will travel from other towns to attend these centres. Royalties for Regions has helped build these facilities. Other towns are outdoor courts. - Facility plan is to maintain what is there and then upgrade as required. Only working ok. - Input from Netball is low when local shires build new sporting facilities. - Concern around the health of AFL and its impact on Netball if the local club is suffering. Netball and AFL are very co-dependant in the GS. Preference is for AFL 	<p>The main considerations from a netball perspective are:</p> <ul style="list-style-type: none"> - Albany/Katanning/Kojonup are the main priorities for Netball WA based on current infrastructure although Denmark, Gnowangerup and Jerramungup have a significant role to play for the development of the sport in the GS. - The alignment of netball with AFL is a critical concern due to the strong link between both club's competition and developmental structures. - Volunteer management and numbers is a real concern which replicates

Representatives	Main Considerations	Implications
	<p>and Netball to be played on the one weekend day but there seems to be a trend to play AFL on one day and Netball on the other day. Perhaps a reflection on the lack of volunteers.</p> <ul style="list-style-type: none"> - Concern that Female AFL will take away from competitions. - Concern that the cost of Netball is increasing because of indoor facilities. Less indoor courts are replacing the outdoor courts at a greater cost to maintain. Taking away from what was there. Indoor facilities can be a barrier to participation through both cost and accessibility. <p>Future direction in taking elite level competitions to regional WA.</p> <ul style="list-style-type: none"> - WA Netball League games have been played in Albany with proposal to play more. Katanning would be the only other centre to play elite level games. <p>Health and Wellbeing: the role the sport plays in supporting the social/mental health/physical health issues in regional areas.</p> <ul style="list-style-type: none"> - Always considered very important, particularly in the country areas. Participation in team sports such as Netball is highly encouraged. Declining populations a challenge, particularly in the smaller towns where facilities are only ok. - An imperative that AFL and Netball assist each other to maintain viability and participation from local community. <p>Current initiatives for the Aboriginal community and those on low income/inability to gain access to transport.</p> <ul style="list-style-type: none"> - Netball has grass roots sites throughout the GS which encourage Aboriginal participation. Did not have a lot of information on this. Not a large Aboriginal population in the GS. <p>Other:</p> <ul style="list-style-type: none"> - Relationships with local Councils are ok but not proactive. There is a reliance on the sport to promote activities. - An RDO exists in Albany which is beneficial to the GS but the focus is on Albany. - Narrogin is included in Netball's GSR. 	<p>the issues raised across a number of LG's.</p> <ul style="list-style-type: none"> - The provision of Katanning in the North and Albany in the south provides a good split to ensure complimentary competitions can be run which service the region. - Aboriginal engagement, anecdotally appears to be effective although no figures are captured with respect to engagement and/or use. - A significant issue which needs to be resolved is more proactive engagement from netball to LG's.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - The Netball Community Raffle helps with funding (now sponsored by Nissan) where 40% of the proceeds from ticket sales goes to the community and 60% to the individual clubs. 	
<p>Golf WA: Gary Thomas - CEO</p>	<p>Servicing the clubs and providing a sufficient developmental pathway for regional representatives.</p> <ul style="list-style-type: none"> - Golf has an aging demographic in the GS. - Juniors are a very small part of the participants. - Pathway programs are only really available at the larger clubs such as Albany and Denmark. - Parents are sending their children to Boarding schools. Parents are either visiting on weekends or buying properties in the metro area where the Mother stays with the children several nights a week. Takes people out of the community. - Focus on using schools in the South West to align with clubs. - There is a pressure to keep the AFL clubs going and, therefore, a preference to play that sport at the junior level. - Attempting to have golf as the second preferred sport. <p>The competition structure and whether you feel that there is a need to review/refine having regard to changing demographics and the longer-term view of the sustainability of remote regional clubs.</p> <ul style="list-style-type: none"> - Senior women are often the drivers of the competitions. - Men's and women's golf was administered separately until 2011 when Golf WA was formed. - Last few years has seen a decline in membership in golf generally in WA which is reflected in the mining downturn. Participation had been growing before that. - Membership is vital to the clubs in the GS, most of which are in reasonable financial shape. 	<p>The main considerations from a golf perspective are:</p> <ul style="list-style-type: none"> - Golf is provided for an ageing demographic and reliant on strong volunteer support. - The lack of junior participation is a concern as this potentially impacts on succession planning. - The integration of the Aboriginal community with golf provision in Tambellup is encouraging and dispels the impression that it is an elitist sport with limited access (whilst it is also noted that Aboriginal programs have proved difficult). There is clearly however, a need to review and refine rules and regulations associated with the sport if golf facilities are to be retained and provide a viable sporting business. - As with other sports the SSA recognise that their

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - Albany course is first rate. Grass greens are at Albany, Katanning and Denmark. The rest have sand greens. Maintenance is a big issue for those courses with grass greens and most clubs simply can't afford it. - Tambellup club is a great story. Nearly folded in 2014, now strong on the back of Aboriginal administration, participation and fund raising. - Volunteers are diminishing and this is becoming an issue in the GS. - Club rules (often administered by senior women) are very rigid (and selfish) and potentially costing membership and participation. - Competition golf represents 80% of play. May need to be more flexible so that social play has a greater representation. - Golf trends are beginning to look at shorter games (3 loops of 6 holes, 4/5 holes, shortening the length of holes). <p>Future direction in taking elite level competitions to regional WA.</p> <ul style="list-style-type: none"> - Often take state representative games to the country. State Sand Green was played in Mount Barker in 2016 and Brookton in 2017. Also play Women's Provincial, Women's Bronze and Women's Seniors on the country courses. <p>Health and Wellbeing: the role the sport plays in supporting the social/mental health/physical health issues in regional areas.</p> <ul style="list-style-type: none"> - More focused at the senior's level but still very important in keeping people active. - Rigidity of rules are creating a barrier as do politics within the volunteers. <p>Current initiatives for the Aboriginal community and those on low income/inability to gain access to transport.</p> <ul style="list-style-type: none"> - Aboriginal programs are very difficult. - Trying to get Aboriginal participants to stick with the game has proved a challenge. - Aboriginal juniors prefer the more explosive sports such as AFL and Basketball. - Minor Healthway funding is available to assist programs. 	<p>engagement with LG's is poor.</p>

Representatives	Main Considerations	Implications
	<p>Other:</p> <ul style="list-style-type: none"> - Relationships with local shires are ok but not proactive. - Clubs do not promote themselves well. They should align with other tourism events. - A buddy club system is in place at some clubs in the GS which encourages a member of one club to play at another. - Not using the DLGSC representative in Albany effectively. 	
<p>Basketball WA: Rob Clement – CEO, Christian Rice – Chief Operation Officer</p>	<p>Servicing the clubs and providing a sufficient developmental pathway for regional representatives.</p> <ul style="list-style-type: none"> - Basketball is strong in the GS. - Junior participation is growing and is generally limited by available facilities. - Pathway programs available depending on volunteer availability. Easier at larger towns such as Albany and Katanning. - Court priority is given to children over seniors. - Court time is limited by facilities being multi use and by the hours the Local councils allow the facilities to operate. Albany closes at 9.00pm when play could go to 10.30pm. <p>The competition structure and whether you feel that there is a need to review/refine having regard to changing demographics and the longer-term view of the sustainability of remote regional clubs.</p> <ul style="list-style-type: none"> - Basketball is strong and growing in the GS. - Priority given to juniors. Seniors suffer because of this. - Volunteers are diminishing and are mainly comprised of women. - Good facilities at Albany (7 indoor courts), Mount Barker (2 indoor courts), Katanning (2 indoor courts and 4 outdoor courts) and Newdegate (2 indoor courts). - Outdoor courts are not seen as a barrier in the country as the sport is played in the summer months. 	<p>The main considerations from a basketball perspective are:</p> <ul style="list-style-type: none"> - Basketball is recognised as a strong participatory sport and engages positively with the Aboriginal community. It is however limited by access to court time and volunteer capacity. - The impact on senior sport is generally at the expense of junior participation. This will need to be addressed, potentially through greater flexibility related to game time and off-peak court use rather than the construction of new infrastructure. - The option to utilise court sites needs to be integrated with LG engagement to ensure duplication of resources is avoided.

Representatives	Main Considerations	Implications
	<ul style="list-style-type: none"> - People don't tend to travel and prefer to play in their local town or community. - There is a desire to play all year round where facilities are available. <p>Future direction in taking elite level competitions to regional WA.</p> <ul style="list-style-type: none"> - Need a minimum of 4 courts for a proper competition. - Elite level games only really available in Albany, perhaps Katanning. - Albany most likely to re-enter a team in the SWBL. - CSES funding from DLGSC assists in taking State League teams to Albany. <p>Health and Wellbeing: the role the sport plays in supporting the social/mental health/physical health issues in regional areas.</p> <ul style="list-style-type: none"> - Definitely better to have participation in sport but believe there is a lack of research on what this means in terms of benefits to mental health. <p>Current initiatives for the Aboriginal community and those on low income/inability to gain access to transport.</p> <ul style="list-style-type: none"> - Not a major Aboriginal population in the GS. - Basketball is one of the cheaper sports to play and hence there is good demand. - Aboriginal children are generally naturals for the sport. - KidSport program helps out with cost. - Social programs are in place to attract Aboriginal participation. - Study is being conducted by Leon Van Erp on the delivery of sport into Aboriginal communities. <p>Other:</p> <ul style="list-style-type: none"> - Working with DoE to access school courts but find this can be difficult due to location often being in the centre of the school. 	

Representatives	Main Considerations	Implications
<p>GSCORE: Dr Lenore Lyons – Executive Director</p>	<p>General:</p> <ul style="list-style-type: none"> - 3 projects in focus at present: <ul style="list-style-type: none"> o Outdoor Recreation Strategy for the Region; product audit, gap analysis, LG assessment – to be used as the basis of future collaboration. The strategy is to be used to seek funding and engage commercial operators. Return on Investment is critical. Issue’s emerging regarding the non-implementation of trails strategies. o Business Case for outdoor leadership and potential funding opportunities. o Partnership with commercial operators to determine appropriate business models. There has been little engagement previously in business and tourism. There is a need to develop more robust business planning processes. - Current work includes trails master plans, outdoor adventure plans and promotional and developmental intervention at a regional level. - The program is funded on a 3-year basis through DLGSC, GSDC and Albany Chamber of Commerce and Industry. - A company limited by guarantee with potential to become incorporated after the initial 3-year funding. - Currently assessing the viability and repositioning of Camp Quaranup as a regional outdoor education and development centre which will require significant investment. The structure is being based on Plas y Brenin in Wales. - Training programs are not always available consistently. - There is a need to develop a model to bring new businesses to the region. Focused on adventure activity and attractions (originally interpreted as Destination Marketing). 	<p>The main considerations related to outdoor recreation can be summarised as:</p> <ul style="list-style-type: none"> - The project is in its infancy but already has the potential for strong alignments with Active Albany. This should be explored further, particularly the alignment to bushwalking and access to the Stirling Ranges and associated walking/hiking/riding/climbing areas. - The outdoor recreation strategy should be integrated with this broader sport and recreation facilities plan. The priority for investment will clearly be in securing an appropriate training and education base at Camp Quaranup. This will be the catalyst to engage more effectively with commercial operators and secure commitment to the growth in outdoor adventure in the GS. - The development of consistent and accredited training programs will

Representatives	Main Considerations	Implications
		assist in the growth of the industry and attract greater investment from state and federal government.

Appendix D: Participation Rates

The Australian Sports Commission published AusPlay: Participation data for the sport sector in December 2016 with a summary of key national findings from October 2015 to September 2016 data. This was initially undertaken on a national basis and subsequently in December 2017 published on a state and territory basis. This section highlights the key conclusions from the national analysis.

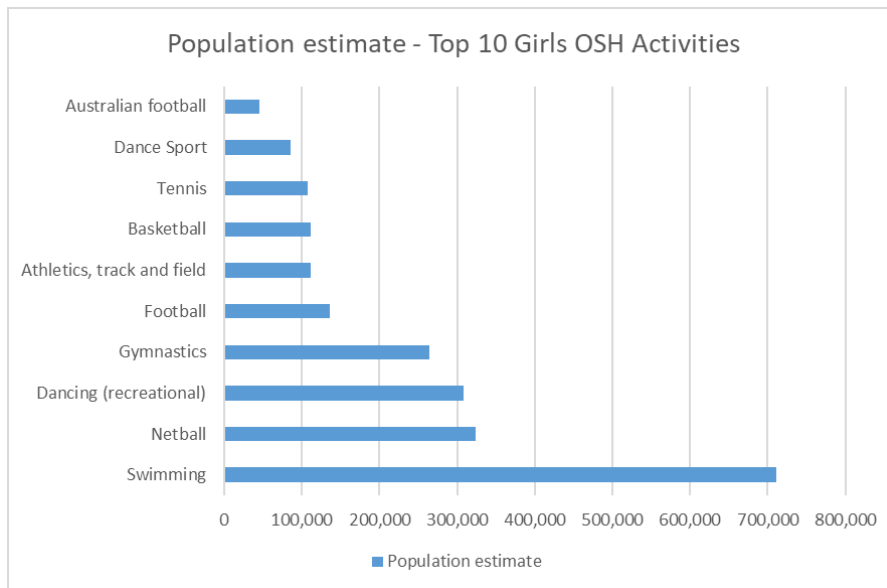
The main assumptions of Ausplay are:

- Adults and Children: For the purposes of AusPlay an adult is a person aged 15 and over and a child is a person aged 0-14.
- Duration of Activity: For each activity done within the last 12 months, all players were asked how long the most recent session had lasted. There were no minimum or maximum limits set. An average duration was calculated for each person from the durations they gave for their different activities, and this was used as an indicative session duration for reporting durations per person.
- Frequency of Activity: For each activity done within the last 12 months, all adult and child players were asked how many times, in total, they had done it (including any practice or training). The frequencies given by each person for each of their activities were summed for reporting the total frequency of participation in any sport-related or non-sport-related activities per person.
- Sample and Margin of Error: The AusPlay results are based on a sample and are therefore subject to sample error. Sample error is measured by the standard error and the margin of error. Knowledge of the standard error, or the margin of error, enables the 95% confidence intervals to be constructed around survey results and also enables statistical significance testing to be carried out.

The national data output identified:

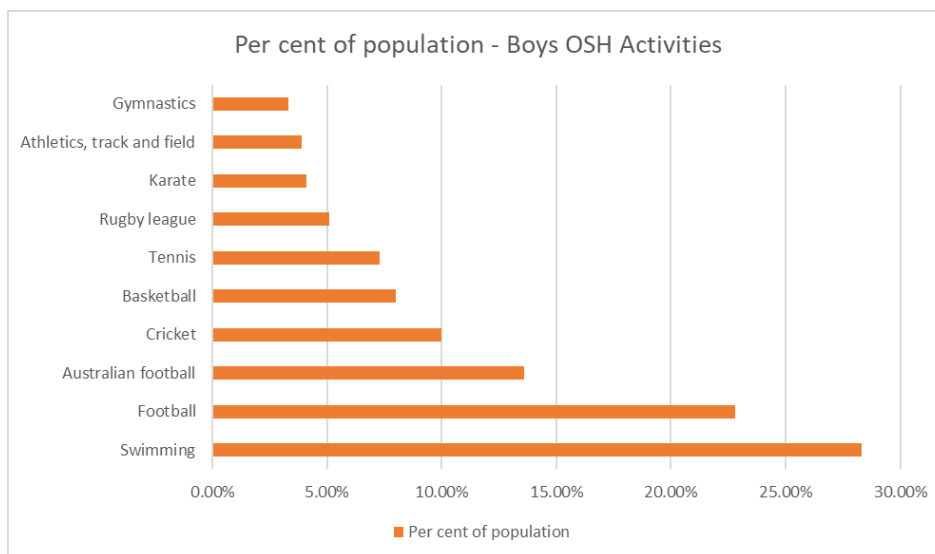
- Over 17 million Australians aged 15 or over (87%) participated in a sport or physical activity in the last 12 months.
- Nearly 3.2 million children (69%) participated in some form of organised sport or physical activity outside of school hours.
- Adult men and women participate at similar levels across the life stages.
- However, girls 9-11 years old are slightly more likely to participate in sport or physical activity (at least once a year) compared to boys of the same age.
- 11.6 million Australians (59%) aged 15 or over are participating in sport or non-sport related physical activity three or more times per week.
- 2.5 million Australian children (54%) aged 0 to 14 are active at least once a week through organised sport/physical activity outside of school hours. Only 19% or 0.9 million children are active at least three times per week.
- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Sport clubs are the primary avenue for children to be active (except for children aged 0–4, who are more likely to be active through other organisations).
- Top 10 girls out of school hours activities ranks swimming as the most popular followed by Netball, Dancing and Gymnastics

Figure 8: Top 10 girls OSH Activities



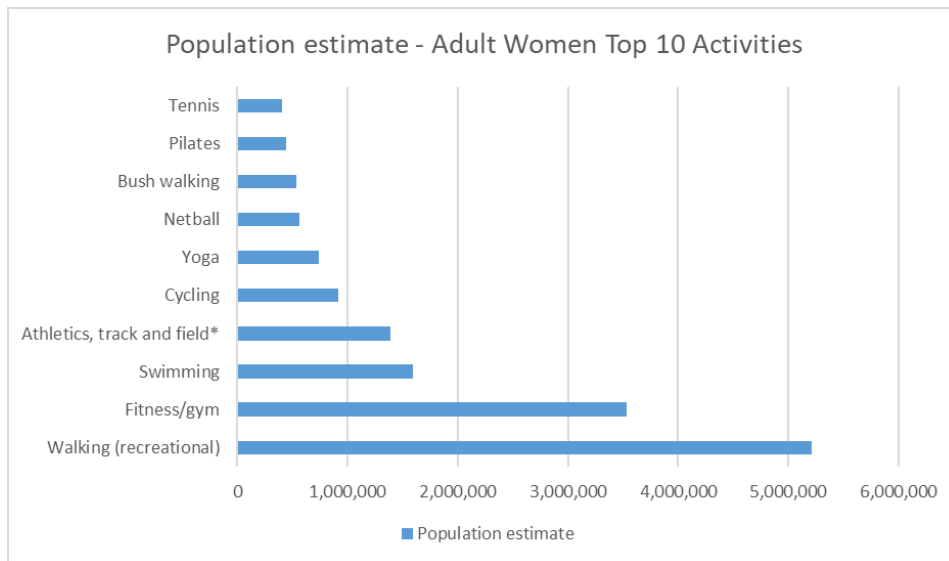
- The top ten out of school hours activities for boys ranks swimming as the most popular sport followed by football (soccer), Australian Rules Football and cricket.

Figure 9: Top 10 Boys OSH Activities



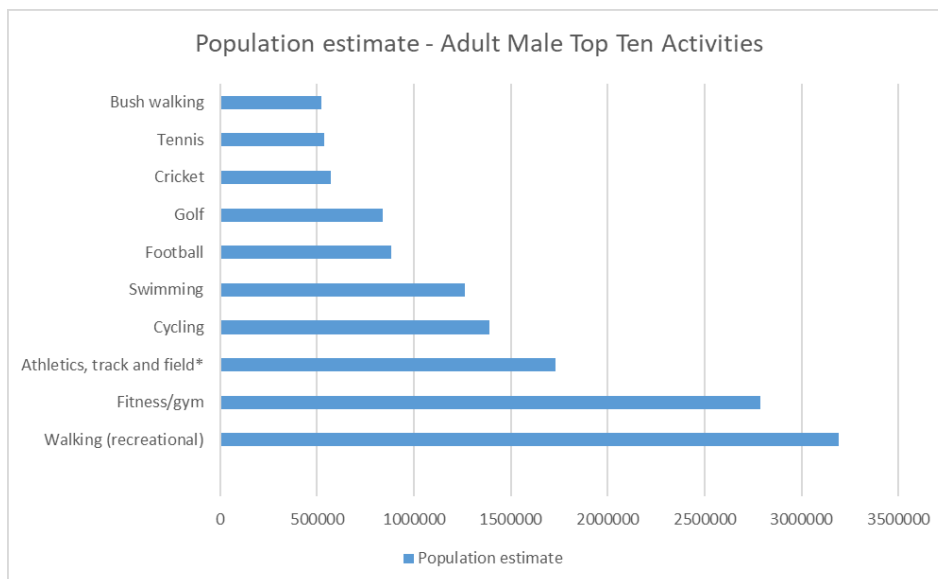
- The main barrier to young children's participation in organised out of school hours sport or physical activity is their parents' perception that they are too young to start playing.
- Women are more likely to participate in sport or physical activity, for physical and mental health reasons and to lose or maintain weight, than men.

Figure 10: Top 10 Activities for Adult Women



- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Men are more motivated by fun/enjoyment and social reasons than women.

Figure 21: Top 10 Activities for Adult Men



- Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over.
- While sport clubs are the main avenue for both girls and boys, throughout childhood, boys (50%) are more likely to be active through club sport than girls (33%).
- The use of technology for sport or physical activity is popular with 39% of the Australian adult 'playing' population. Its popularity is highest amongst younger adults, particularly younger women.
- Recreational walking is the most popular physical activity for Australians overall followed by fitness/gym activities.

Figure 32: Top 20 Adult Activities

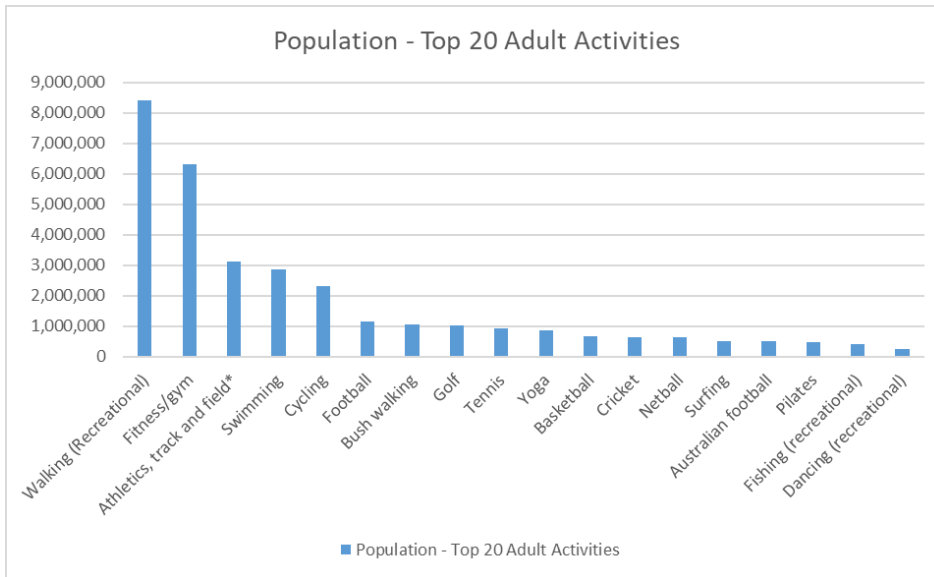
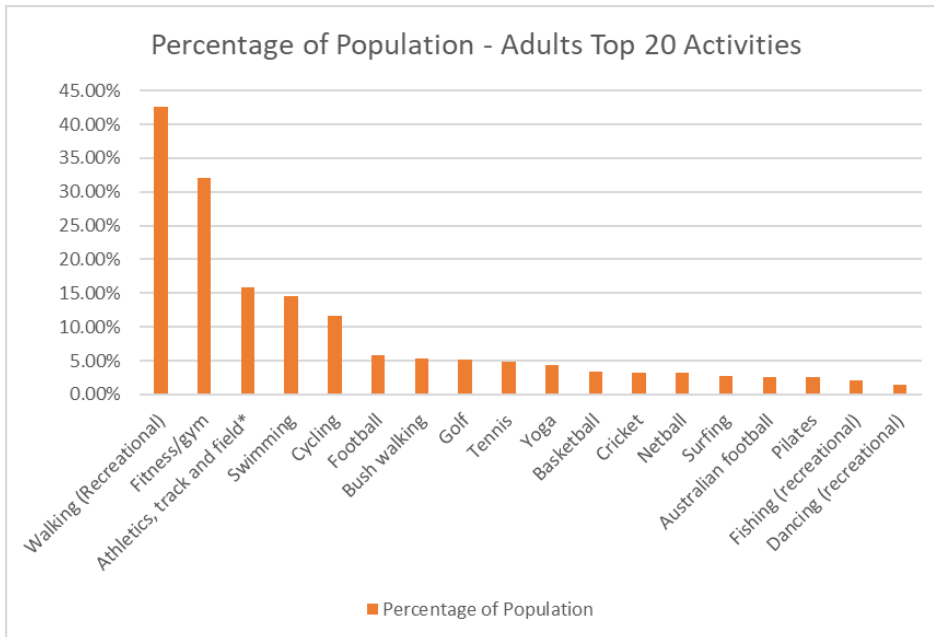
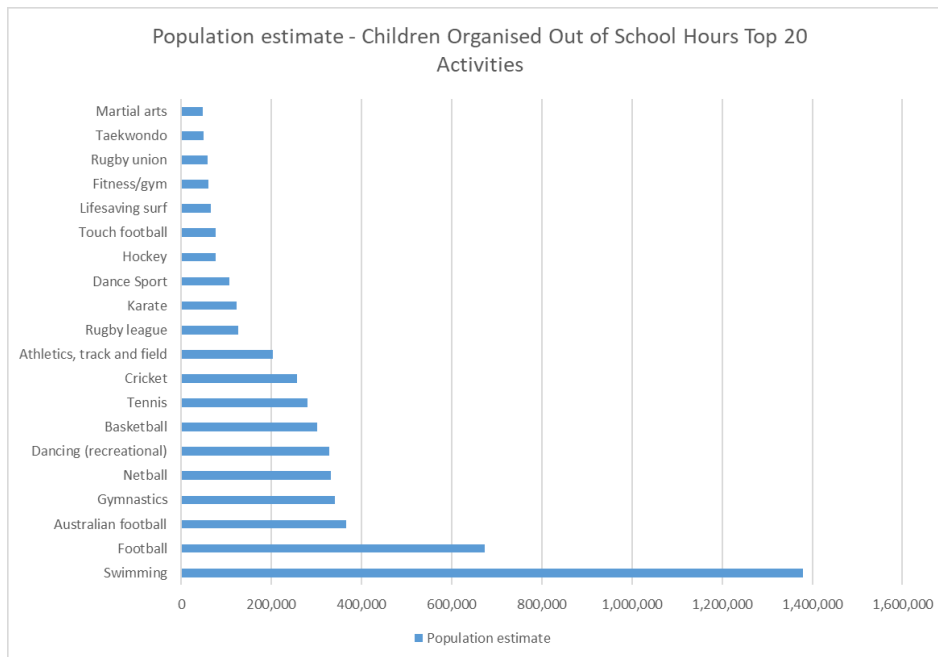


Figure 43: Percentage of Population Taking Part in the Top 10 Adult Activities



- Overall when combining male and female children’s participation together, swimming is the activity of choice for a large proportion of Australian children, ahead of Australian Rules Football in second.

Figure 14: Top 20 Out of School Hour Activities for Children



Subsequently state and territory data was provided in January 2017 which highlighted a variety of participation trends within each sport and recreational pursuits.

The data for Western Australia provides additional specific detail in respect of the propensity to take part in sport and physical activity in the state. The following conclusions are relevant to the Lords Review:

- The key venue/organisation based activities for adults are fitness/gym and swimming. Participation by females in both of these activities is significantly higher than male participation (figure 21 refers).
- For children participating in organised activities, swimming ranks as the highest participation amongst both males and females. The most dominant sport for boys is football (soccer), whilst the most dominant sport for girls is dancing, followed by Netball and gymnastics (figure 22 refers).
- In respect of sport related activities, the research found that the core participation age cohorts for adults indicated a higher propensity for females to take part in non-sports based activities whilst males under the age of 44 generally focused on sports based participation. As people age, there is a propensity to move away from sport to non-sports based activities (walking, gym, fitness and non-contact recreational activities).

Figure 15: Organisation/Venue Based Use by Activity for WA Adults (source: Ausplay)

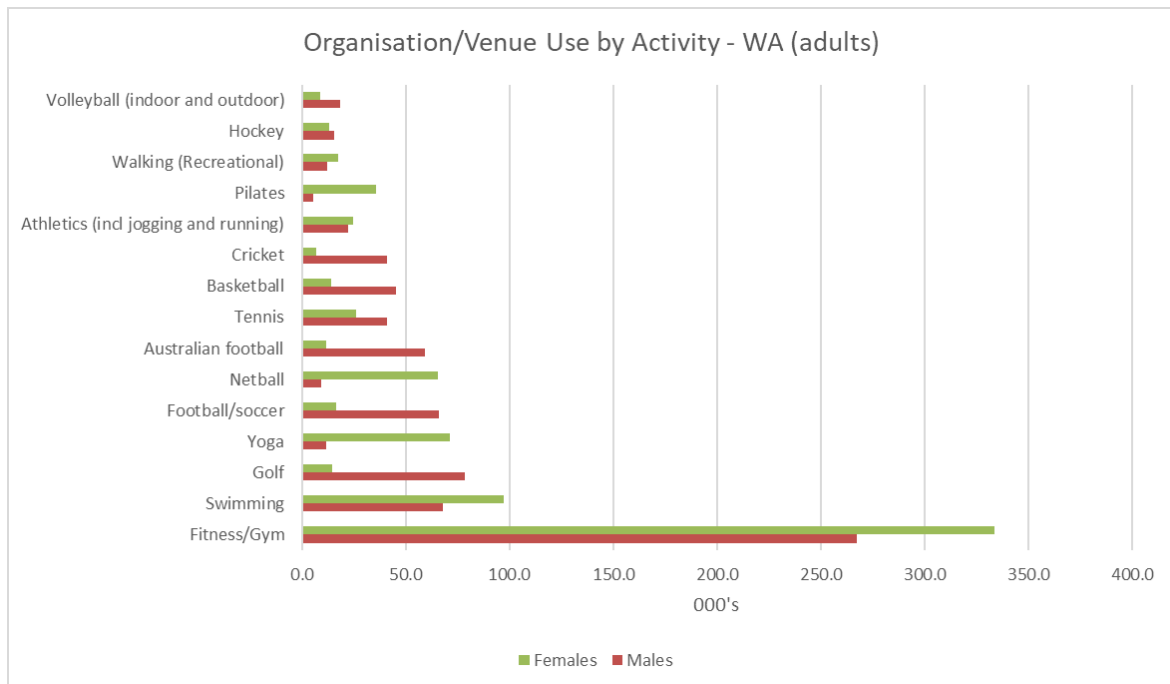


Figure 16: Participation in organised activities for Children (source: Ausplay)

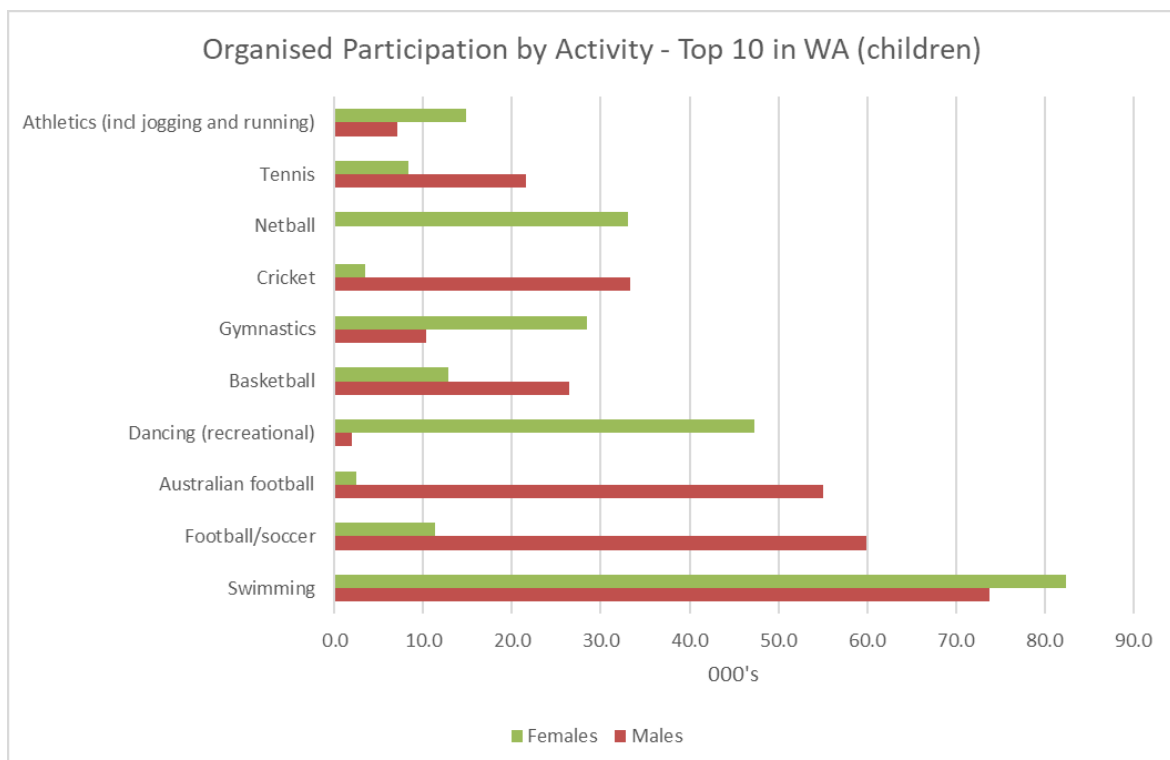


Figure 17: WA Male Adult Participation Rates (Source: Ausplay)

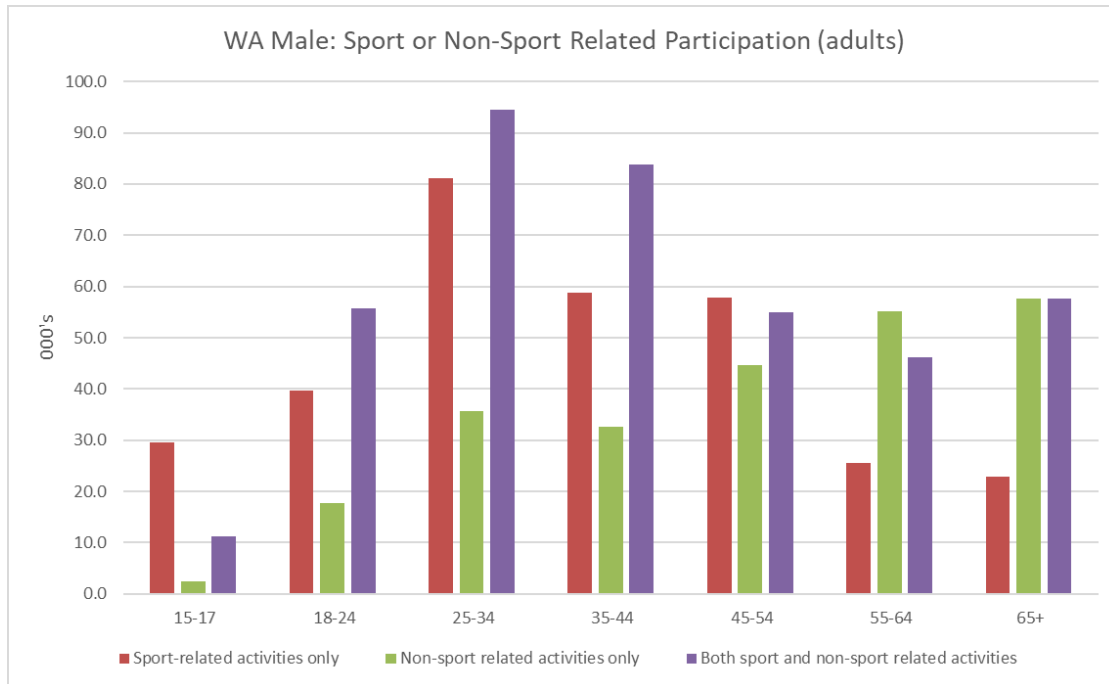


Figure 18: WA Female Participation Rates (Source: Ausplay)

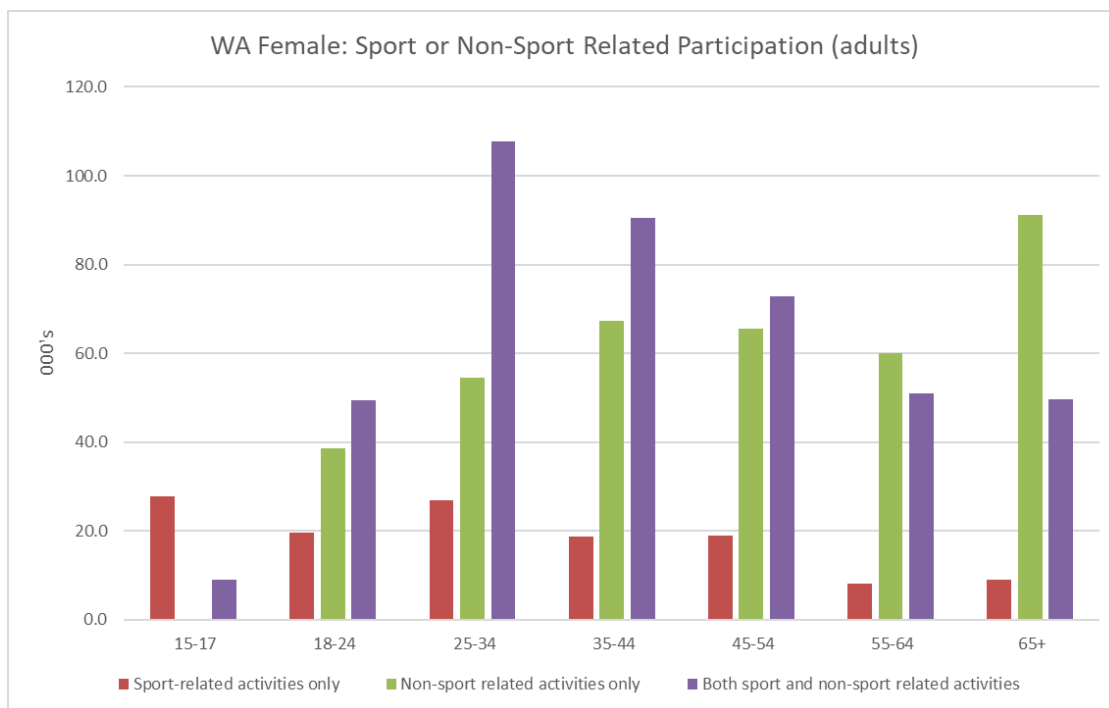
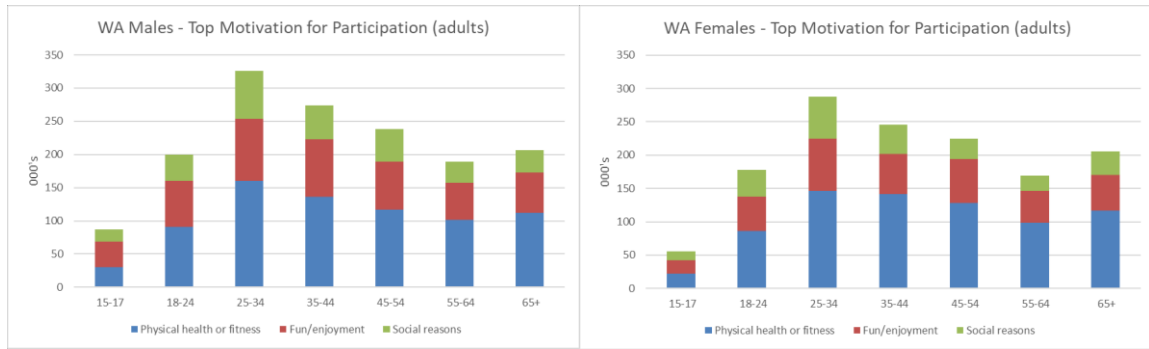
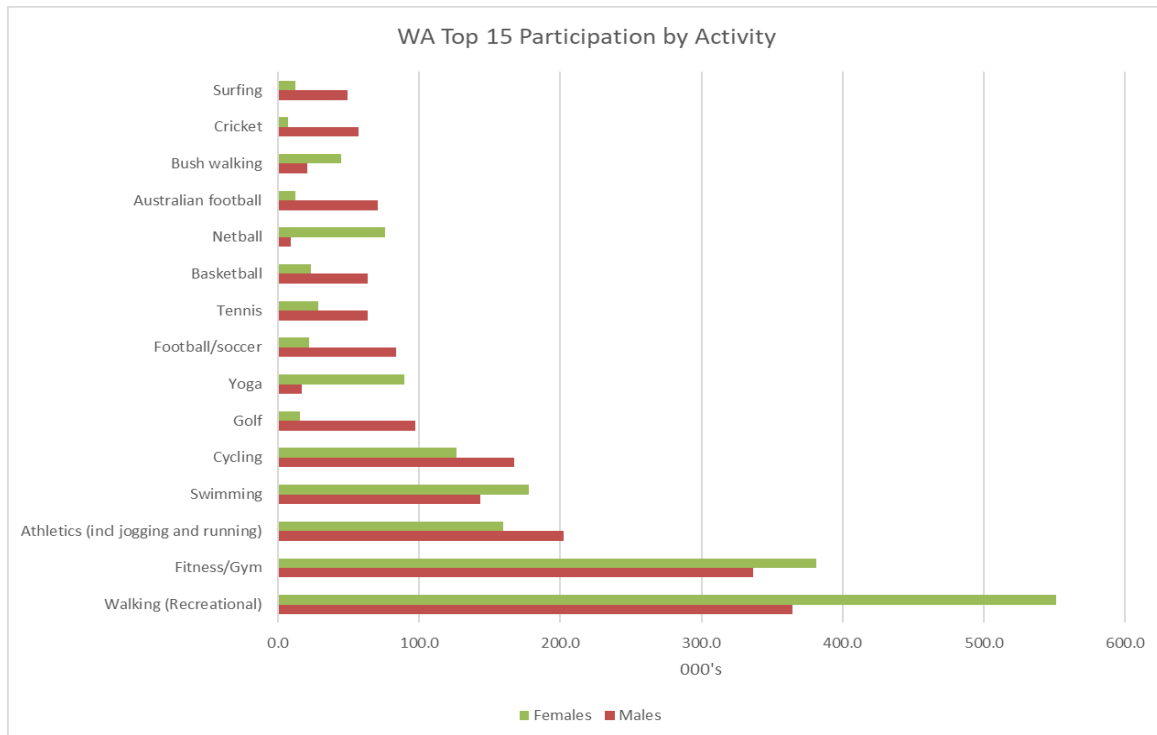


Figure 19: Top Motivation for Participation – Male and Female (Source: Ausplay)



- In respect of motivation, physical health or fitness is the main motivation for men or women to participate in sport and recreational activities.
- In respect of recreational activities, walking is the most popular adult activity followed by fitness/gym, running, swimming, cycling, golf and yoga. It is to be noted that all of these activities can be undertaken in isolation and are non-contact in nature.

Figure 20: Adult Participation by Activity in WA (Source: Ausplay)



Appendix E: Industry Trends

Emerging Selected Sports Trends

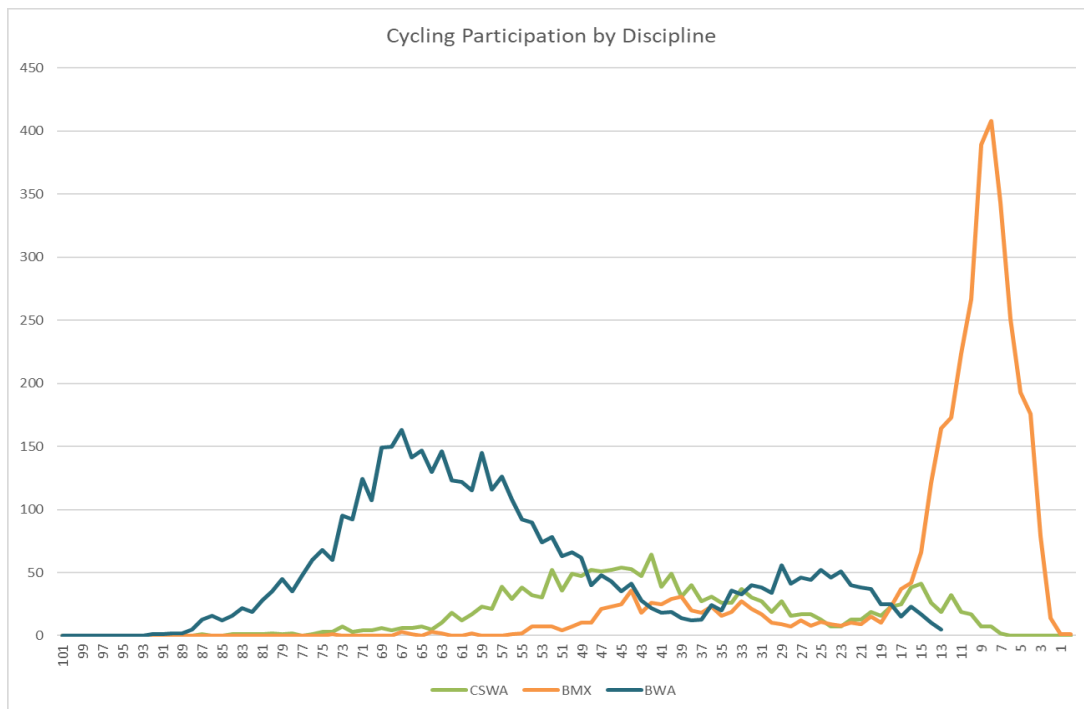
The following information was supplied by the SSAs in respect of current participation and potential future growth of the sport. There is a lack of consistency in the way this information is obtained and collated across the sports. Nevertheless, it provides useful benchmarking against which the needs assessment may be measured:

Cycling and Bike Sports:

Cyclewest have recently developed the Western Australian Strategic Cycling Facilities Review to establish a high-level understanding of current provision and need for road, track and BMX facilities. Demographic data for CycleSport WA (road and track) and BMX Sports WA, including member numbers from 2011 to 2015 highlighted a number of key dynamics. Data collated by Cyclewest in respect of 2015 member participation indicated a significant shift in demographic profiling between disciplines with:

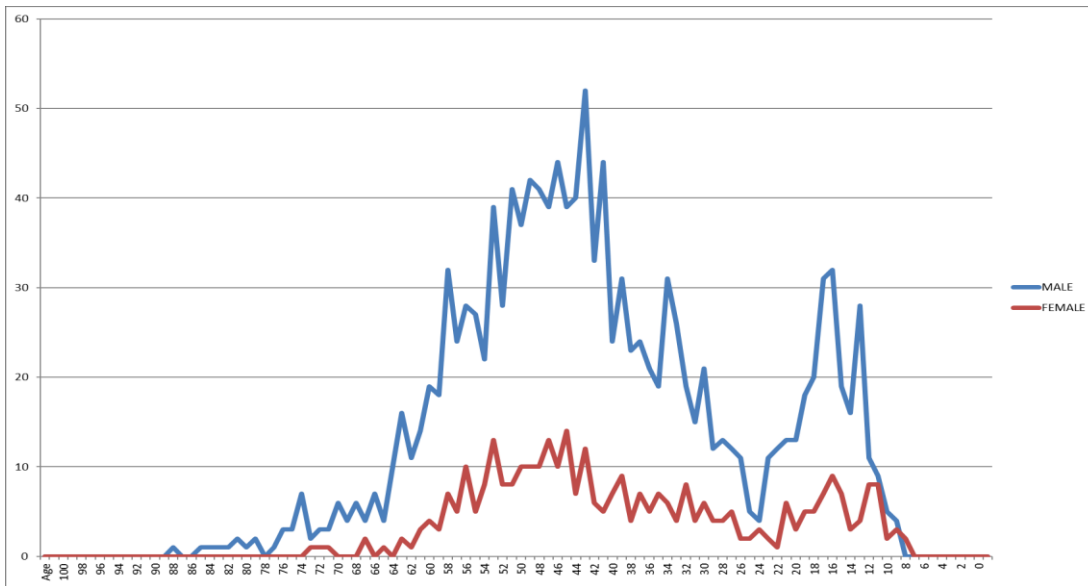
- BMX being dominated by the 5-15 age range.
- Bicycle membership/participation peaks from 45 through to 79 years of age.
- The male female split is 80% male and 20% female.

Figure 5: Demographic Nuances in Cycle Sport



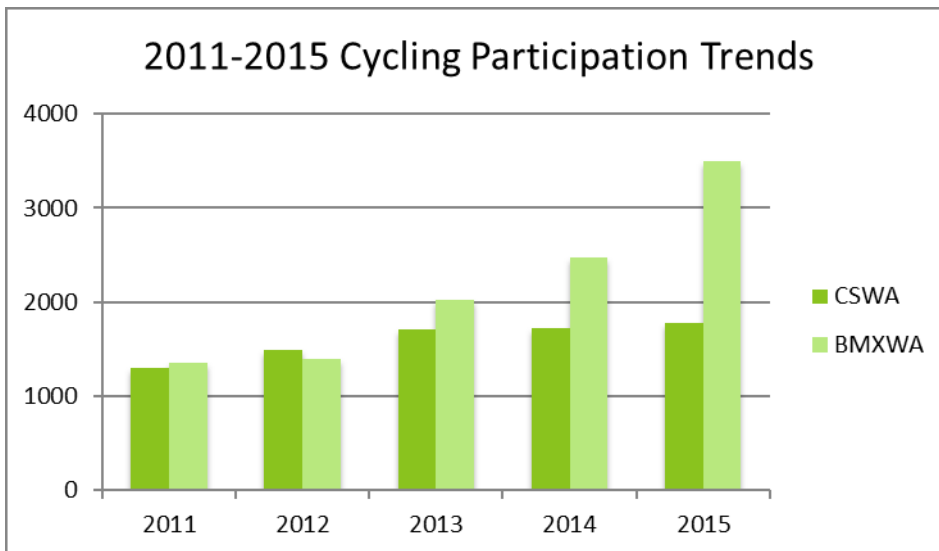
CycleWest advocate the importance of ensuring that activity nodes are accessible, connected and convenient for active transport modes (walking, cycling) to encourage all users to travel to a node by bike. This includes people using sport and recreation facilities other than the cycling facilities. Separated paths, bike parking and other end-of-trip facilities should also be provided at destination points.

Figure 62: Male Female Member Participation in Cycling



Cycling participation data in WA suggested that 720,000 cyclists aged 5+ participated in a form of cycling activity in 1993 and 432,512 cyclists aged 14+ in 2015, a reduction of 287,488. There were 261,413 West Australians aged 5 to 13 in 2015 and if all of them cycled it wouldn't make up the shortfall of 287,488. This decline in cycling is partly attributed to compulsory requirement to wear a helmet and in part to the greater dominance of the car and road safety issues. All road and telephone survey data above suggest a decline in WA cycling participation which is ongoing till 2015 on a per capita basis. This however does not take into account the trends associated with formalised cycle sports which is showing a gradual upwards trend from 2011, where BMX is showing an almost 3-fold growth in participation.

Figure 73: 2011-2015 Cycle Sport and BMX Participation Trends



Tennis:

Tennis Australia has published a range of strategic and facility plans over the past 5 years focused on 2 key foundations of facilities and facility management. The sport advocates for quality venues as being vital to the continued growth of the sport. The guiding principles include professional management with community oversight and strong levels of governance, commercial and community responsibility. Management models identify minimum operating standards and a range of programs and services which ought to be provided. Tennis West is currently undertaking its facility strategy for Western Australia and strongly advocates the provision of consolidation of infrastructure and development of hard courts in preference to grass court infrastructure (to minimise maintenance expenditure and maximise capacity for use). Facilities within the City of Albany and surrounding area have been identified as having the potential to be rationalised and co-located at one centralised venue.

Football (WAFC):

A new strategic plan for youth football (2017-2020) identifies a number of initiatives which are to be put in place to expand the developmental base of the sport. Of the 12 recommendations, these include:

- Undertaking a trial of night football for youth participants over a four-week block during the regular season.
- Develop a plan for the inclusion of an additional phase to the junior football pathway via the implementation of a 15 a side competition for Years 7 to 9.
- Develop a suitable competition format to deliver Year 12 football in order to drive transition from Youth to Senior.
- WAFC High Performance (in conjunction with Community Football) establishes a regional talent pathway that will provide consistency, direction and quality training to players in regional areas.
- The development of a Long-Term Athlete Development approach of youth players to guide the direction and decision making for this segment of the game.
- Develop a Youth Football Calendar to better align School, Community, WAFL and State Academy programs that further supports the welfare of the player and the existing stakeholder relationships.

These initiatives are intended to drive up participation and build the foundation for increased senior level game development.

In addition to the response received to the consultation process the WAFC identified the level and quality of active football club facilities within the Great Southern. The ratings are only to be used as a guide to identify a potential facility review or development. The summary is provided in the table below:

Table 9: WAFC Assessment of Football Grounds in the Great Southern (Source: WAFC)

Facility	Club at venue	League	Home Player Change Rooms	Away Player Change Rooms	Doctor / Gym	Umpire Amenity	Kitchen / Kiosk	Pavilion Clubroom	Playing Field excl Lighting	Field Lighting	Support & Public Amenities	Hierarchy %
Souness Park	Mt. Barker Football Club	Great Southern Football League										141.3%
Kojonup Sporting Complex	Kojonup Football Club	Lower South West Football League										117.3%
Centennial Oval	Royals Football Club	Great Southern Football League										110.7%
McLean Oval	Denmark/Walpole Football Club	Great Southern Football League										108.7%
Gnowangerup Sporting Complex	Gnowangerup Football Club	Ongerup Football Association										101.9%
Collingwood Park	North Albany Football Club	Great Southern Football League										95.2%
Railways Oval	Railways Football Club	Great Southern Football League										93.3%
Jerramungup Town Oval	Jerramungup Football Club	Ongerup Football Association										72.1%
Boxwood Town Oval	Boxwood Hills Football Club	Ongerup Football Association										61.5%

Key	
	In line with minimum standards
	Mid-Long term improvement required
	Not in line with minimum standards and should be a priority in any facility development
Hierarchy %	An overall facility rating (100% being a perfect facility for what is required)
NOTE: A facility can be over 100% if it has over and above what is required	

It is to be noted that the facilities in need of further investment (i.e. falling below the 100% hierarchy assessment) are:

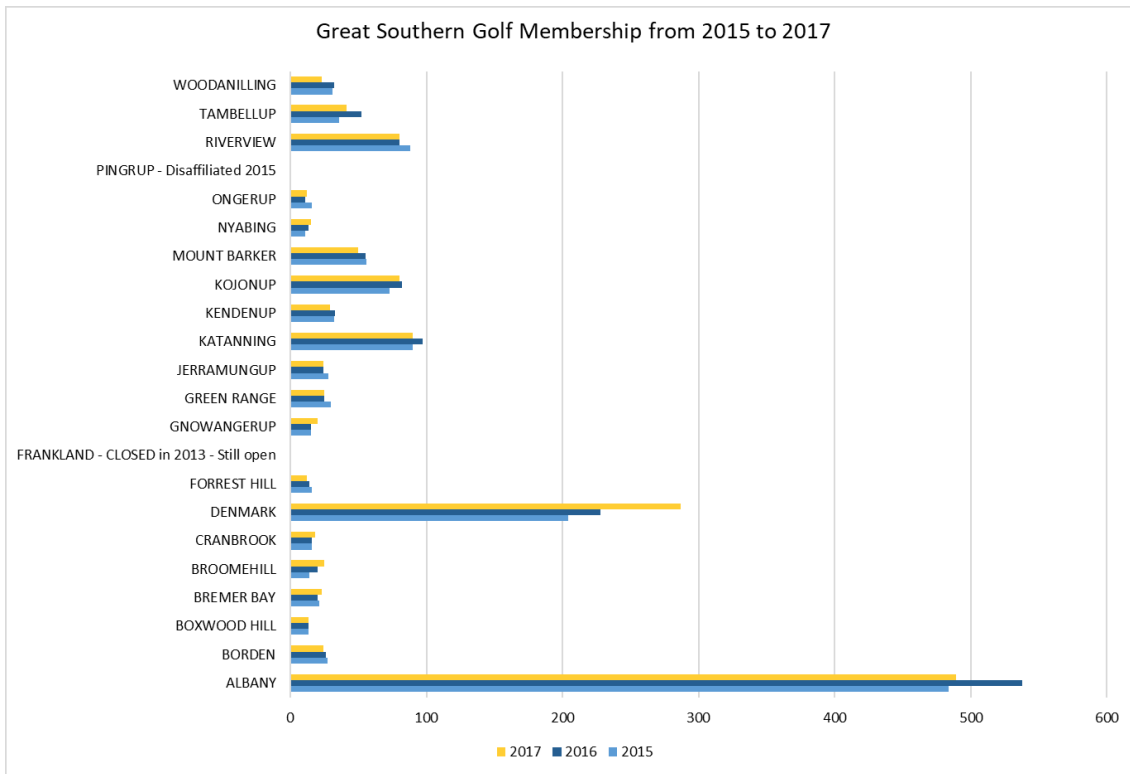
- Collingwood Park (which is identified as a priority for future investment by the City of Albany).
- Railways Oval (which is part of the Centennial Park redevelopment program).
- Jerramungup Town Oval (which has been identified by the Shire of Jerramungup for future investment).
- Boxwood Town Oval (which has been identified by the Shire of Jerramungup for future investment).

Golf Western Australia

The concern with golf clubs within the Great Southern and broader regional area relates to accessibility and the relative strength of the volunteer management. They generally operate independently of LG and are self-sustaining, relying on the membership base to manage and maintain the course and greens. Figure 30 identifies current golf clubs and membership across the Great Southern.

The most notable fact associated with golfing infrastructure is the strength of membership within the main population centre of the City of Albany and the Shire of Denmark. All other golf courses have a membership of less than 100, with the majority of small rural area golf courses surviving with membership levels of less than 40.

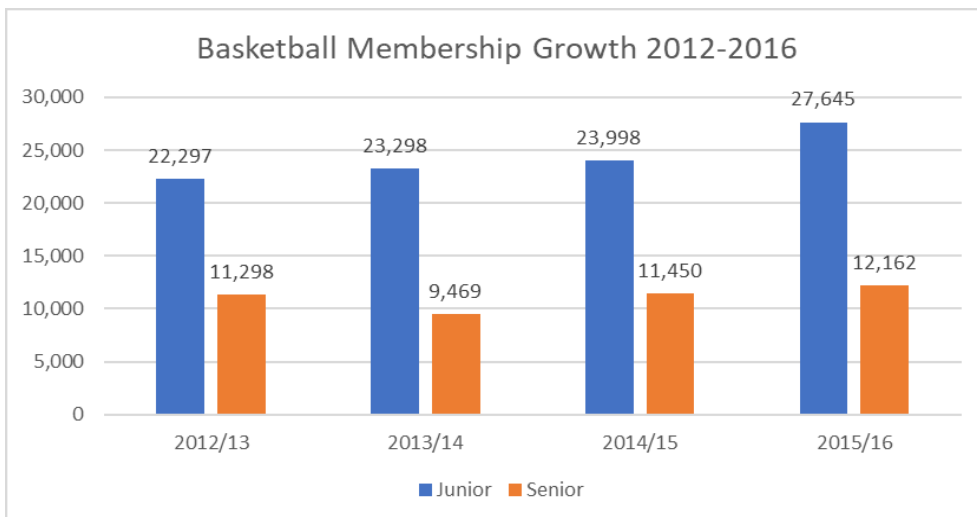
Figure 24: Great Southern Golf Club Membership (Source: Golf WA)



Basketball:

Basketball membership growth across the state has seen substantial increase from 2012 to 2016 with junior participation over the period highlighting a 24% growth and senior participation a 9% growth (figure 31 refers).

Figure 25: Basketball Membership 2012-2016



Sport and Recreation Facility Design and Provision Trends

The following trends are likely to impact on the provision of sport and recreation facilities within regional areas in the future:

Financial Viability:

- There is now a more acute focus on financial viability of all sport and recreation infrastructure and rationalisation of provision. This has been referenced within SD6 as a key issue for the industry.
- The importance of fully costing out asset management plans and future proofing expenditure (including lifecycle costing) is becoming more critical.
- There is an increasing expectation that local communities will develop sustainable solutions to sport and recreation provision that will minimise ongoing funding support. Providing facilities where activities can be provided at minimal cost and deliver a financial return is becoming more important.
- There is a predominance of ageing infrastructure without a sufficient asset management and maintenance process established and prioritised within resource constraints.
- The cost of building new facilities is increasing which creates challenges for delivering affordable sport and recreation infrastructure.

The Design and Range of Facility Provision:

- The intention of the majority of LG's is to provide a range of sport and recreation opportunities for their community that promote physical activity, balanced with a mixture of sporting and recreational pursuits which are directly relevant to the community they serve.
- An increasing focus on disabled access, risk management and occupational health and safety. Increasingly stringent regulations and more rigorous monitoring of compliance may call for increasing resourcing, maintenance and associated costs.
- New and emerging design guidelines for sport and recreation facilities highlight the need to accommodate the capacity for the growth in women's sport and greater flexibility of use.
- There are increasing demands and opportunities to use Information Technology to facilitate more effective use of sport and recreation infrastructure.
- Newly constructed pavilions tend to include multi-use community spaces and provide meeting rooms for local clubs and community groups needing a home (consolidating storage, change, clubroom, public toilet and social meeting facilities in a minimum number of built structures).
- The layout and mix of facilities should be flexible in design. The notion of multi-use facilities needs to be explored but the sharing of facilities should not compromise needs. It is important to optimise use for the benefit of all current and future users.
- The focus on the development of sport and recreation spaces is developing to secure greater integration with existing paths, tracks and accessways which are distributed and located to provide high levels of accessibility.

Sporting Hubs, Co-location and Shared Use:

- Integrated co-location and sharing brings a range of different uses and users together at one integrated site and enables significant cost savings to be achieved whilst also allowing a more professional approach to management, maintenance and programming. It assists in attracting a wider user base and as a result has the potential to increase financial and operational viability.
- The elimination of single, stand-alone club and group facilities. An integrated and consolidated facility provides an opportunity to cost share and avoids duplication of services and back of house activities.
- Recent trends in facility planning is through the development of sports hubs and complexes where the opportunity to share resources is potentially maximised. The rationale for this has stemmed from a number of reasons including:
 - o Ageing infrastructure in need of replacement and the need for modern facilities to meet statutory building and health and safety requirements.
 - o The increasing demands on open space provision and it's use/function, particularly in a more urbanised setting where space is limited.

REPORT ITEM CCS094 REFERS TO

- The need for LG's to be responsible and accountable in asset management and provision.
- Pressures facing local sporting and recreation groups with declining volunteers.
- Increased competition resulting from alternative leisure opportunities and the need for clubs to be well managed and customer focused.
- An acknowledgement that centralised administration and facilities can benefit clubs whilst reducing costs to the public purse.
- Providing good integrated traffic and pedestrian movement both into and through a facility complex which provides safe access and clear signposting of uses/activities.
- The opportunity to realise good partnerships through school use of proposed sports facilities, and community use of existing school facilities is emphasised as being an important focus for LG's , particularly where resources are constrained. In practice however, the delivery of effective shared use agreements is mixed.
- Built facilities such as pavilions in rural/regional areas are generally required to support sporting uses and other community activities.

Demographic Considerations:

- The need to provide flexible sport and recreation infrastructure is becoming increasingly important due to factors such as demographic shifts and changing sport and recreation preferences. The ageing demographic is necessitating greater consideration of non-contact sport and recreational activities with a higher level of casual social interaction.
- Where low incomes remain higher than the state average, it is important to provide sport and recreation facilities at an affordable price with equitable access to the community.
- In providing for Young People, there are a number of considerations which need to be taken into account:
 - A change in delivery is required just to maintain levels of interest in sport amongst each new generation. Sporting activities need to reflect technology as an integral part of young people's lives.
 - There is a need to focus on changing behaviours not attitudes. Sport and physical activity needs to be more visible and accessible, with stronger reminders of their positive associations. Promoting the benefits, the youth are looking for is more effective.
 - Sport has to compete or connect to other interests and priorities (particularly with passive recreational opportunities).
 - Young people with negative associations based on previous experiences and a perceived lack of competence, are more likely to reject traditional, competitive activities. New or unusual sports or different positioning can encourage greater use.
 - Young people seek meaningful experiences to make sport a habit which benefits them as an individual, reinforces their place in their social group or helps them develop themselves.
 - The supply of sport to the youth tends to reach those who are already engaged. There is a need for a broader offer which meets more diverse needs to break the norms of sport participation.

Environmental Consideration and Sustainability:

- The declining trend in rainfall and increasing extractions of groundwater has led to falling groundwater levels. Alternative water options are now being considered. This has also resulted in the gradual integration of flood and storm water management practices into open space provision.
- Facilities are being designed and built to maximise access, safety and environmental sustainability. This has potential to increase capital costs and decrease operational costs.

General Participatory Trends:

- There is a trend to move away from formalised club based sports in adulthood.
- Motivations change as young people grow up, with health, fitness and looking and feeling good becoming more important. The shift towards fitness-related activities is occurring at an earlier age than previously.

REPORT ITEM CCS094 REFERS TO

- Changing sport and recreation expectations and needs will require changes to the type, amenity and level of services required to meet emerging sport and recreation demands.
- The decrease in volunteering and associated succession planning compromises the ability to attract and retain members to sustain and develop clubs.

Economic and Social Value Trends:

- Sporting infrastructure within regional areas provide more than just a place to engage in sport and recreational activities, they also build volunteer capacity and the opportunity to train and develop individuals in leadership and management capabilities.
- Sport and recreation infrastructure provide the opportunity for social interaction and have, in some regional areas become a focus for addressing physical and mental health issues. Clubs have also been targeted to provide a mechanism to educate and provide mentoring support for members of the community who have/are experiencing issues relating to drug and alcohol abuse.

Appendix F: Development Principles

Multi-functional Sports Facility Infrastructure – Design Principles:

The following identifies the development principles which are to be adopted during the consideration of any new development:

- The massing and design of any building and associated infrastructure should respond to the principle purpose. For a multi-functional sporting facility the design will incorporate:
 - o Multi-functional ablutions which can be split and managed for club and public use
 - o Accessible toilets for players and public
 - o Umpires/Official Room
 - o Medical/First aid
 - o Kitchen and kiosk
 - o Kitchen storeroom
 - o An indoor social/function area
 - o Administration/Office
 - o Outdoor social area with a spectator view over the playing areas
 - o Internal storage
 - o External storage
 - o Cleaners store
 - o Utilities/Plant room
 - o Maintenance/curators shed
 - o Storage and activity space for existing and potential new community user groups
- The focus of any new building and associated infrastructure will be to minimise visual intrusion and negate noise/disturbance.
- The extent of clubhouse and changing room infrastructure will adhere to guidance published by the relevant peak bodies to ensure the standard meets current and future needs and comply with Australian Standards.
- The clubhouse/pavilion is to be multi-functional and multi-purpose in its design with a view to serving the needs of all sport and recreation groups.
- Any fencing associated with the development of sporting infrastructure (if necessary) should be low level and should not impact on the open nature and accessibility.
- Any extended use of the sports ground will be subject to controls in respect of times of use, noise attenuation and lighting control.
- Floodlighting within the sports ground will be limited to recreational and training levels unless an exceptional case is made. All floodlighting is to be of a high standard with directional cowls to minimise any potential light spill.

Community Use on School Sites – Guiding Principles:

The following identifies the main principles which need to be established as part of a shared use agreement on school sites:

- The Agreement should seek to ensure reasonable community access to sport and recreation facilities being provided having regard to the need for maintenance and viability. The structure supporting community use will vary according to the size and scale of facilities available/identified for use.
- Sports Facilities may include playing field/ovals, indoor sports hall, health and fitness suite, changing rooms, showers and toilets, games courts, café bar and car parking – all to be specified in the agreement.
- It should provide, where possible, the availability for any individual(s) or group to book the facilities for use on a pay-per-play or membership basis (i.e. as a “casual user” being any person not being a staff or student of the school).
- They should provide access for LG sports development initiatives (i.e. activities aimed at identifying, promoting and delivering co-ordinated opportunities for all people (particularly persons from the Under-Participating Groups) to participate in and reach their full potential in sport).
- LG in return will, provided that it is satisfied that the sports development initiative is for the benefit of the community, provide support for the development, implementation, marketing and management of all such initiatives.

To provide additional opportunities for local people and sports organisations to participate in sport and to develop their skills, particularly among low participant groups.



Department of
**Local Government, Sport
and Cultural Industries**

REPORT ITEM CCS095 REFERS TO



GSCORE

Great Southern Centre for
Outdoor Recreation Excellence

Great Southern Outdoor Recreation Strategy

2018 — 2021







Stirling Range National Park
Photo courtesy of City of Albany

Disclaimer

This document has been published by the Great Southern Centre for Outdoor Recreation Excellence (GSCORE). The Great Southern Outdoor Recreation Strategy does not purport to be advice and is provided as a high-level planning document. Any representation, statement, opinion or advice expressed or implied in this publication is made in good faith and on the basis that GSCORE, its employees and agents are not liable for any damage or loss whatsoever which may occur because of action taken or not taken, as the case may be, in respect of any representation, statement, opinion or advice referred to herein. Professional advice should be obtained before applying the information contained in this document to particular circumstances. Some information may become superseded through changes in the community, evolving technology and industry practices.

The infrastructure projects identified in the Great Southern Outdoor Recreation Strategy are based on existing unaudited information available from local and state agencies, utilities and department, community organisations and not-for-profit groups. The infrastructure listed is not comprehensive and estimates of infrastructure, timeframes and costs are indicative only. Projects may be subject to review and change to meet new circumstances. Projects identified in the Great Southern Outdoor Recreation Strategy should not be taken as a commitment by stakeholders to fund these projects. Unless otherwise indicated, public funding of projects is not confirmed.

Acknowledgment

This document has been strengthened by input from various state agencies, local governments, community organisations, commercial operators and volunteers across the Great Southern. GSCORE acknowledges the contribution made by all those who contributed their time and expertise towards the development of this strategy. We recognise and value the heritage, culture and spiritual connection of Noongar people with the lands and waterways on which outdoor recreation takes place.

© Great Southern Centre for Outdoor Recreation Excellence Ltd

Published by the Great Southern Centre for Outdoor Recreation Excellence

22 Collie Street

Albany WA 6330

August 2018

Web: www.gscore.com.au

Email: info@gscore.com.au

Tel: (08) 9892 0113

Great Southern Outdoor Recreation Strategy

2018 – 2021

Department of Local Government, Sport and Cultural Industries

22 Collie Street, Albany WA 6330

Phone: 9892 0100

Email: greatsouthern@dlgsc.wa.gov.au

Twitter: @DLGSCgreatsouth

Facebook: @DLGSCgreatsouth

Great Southern Centre for Outdoor Recreation Excellence (GSCORE)

22 Collie Street Albany WA 6330

Phone: (08) 9892 0113

Email: info@gscore.com.au

Website: www.gscore.com.au

This report can be downloaded in PDF format from the Department of Local Government, Sport and Cultural Industries website. Alternative formats are available on request.

dlgsc.wa.gov.au

Front cover image: Stirling Range National Park by David Bomba.

Contents

Acronyms	4		
Other key terms	4		
<hr/>			
Introduction	5	Theme: A flourishing outdoor recreation sector	22
The Great Southern Region	6	Strategic Priority D: Capacity building	22
		Why is this important?	22
		Where are we now?	22
		Where do we want to be?	23
		How do we get there?	24
		How do we know if we are succeeding?	24
<hr/>			
Purpose of this strategy	7	Theme: Promoting outdoor recreation	25
What are we trying to achieve?	7	Strategic Priority E: Adventure Tourism Strategy	25
What are the benefits of a Regional Strategy?	8	Why is this important?	25
Who is the Strategy for?	8	Where are we now?	25
How will it be delivered?	9	Where do we want to be?	26
Guiding principles	9	How do we get there?	27
What is outdoor recreation?	11	How do we know if we are succeeding?	27
<hr/>			
Strategic Priorities	12	Theme: Making the outdoors more accessible	29
<hr/>			
Theme: Strong partnerships	13	Strategic Priority F: Maximise community participation	29
Strategic Priority A: Improve Planning	13	Why is this important?	29
Why is this important?	13	Where are we now?	29
Where are we now?	13	Where do we want to be?	30
Where do we want to be?	14	How do we get there?	30
How do we get there?	14	How do we know if we are succeeding?	30
How do we know if we are succeeding?	14		
<hr/>			
Theme: World-class infrastructure	16	Summary of Strategic Priorities and Initiatives	31
Strategic Priority B: Trails Development	16		
Why is this important?	16	Appendix: Planning and policy context	33
Where are we now?	16	How was the Strategy produced?	33
Where do we want to be?	17	How does this Strategy relate to the WA planning environment?	33
How do we get there?	18	Who are the stakeholder groups?	35
How do we know if we are succeeding?	18		
<hr/>			
Theme: World-class infrastructure	19		
Strategic Priority C: Experience Development	19		
Why is this important?	19		
Where are we now?	20		
Where do we want to be?	20		
How do we get there?	21		
How do we know if we are succeeding?	21		



Denmark River.
Photo courtesy of Tourism Western Australia.

Acronyms

ACCI	Albany Chamber of Commerce and Industry
ASC	Amazing South Coast Destination Marketing Organisation & Brand
ASW	Australia's South West
DBCA	Department of Biodiversity, Conservation and Attractions
DCC	Denmark Chamber of Commerce
DLGSC	Department of Local Government, Sport and Cultural Industries
GSCORE	Great Southern Centre for Outdoor Recreation Excellence
GSDC	Great Southern Development Commission
RDA	Regional Development Australia
SCNRM	South Coast Natural Resource Management

Other key terms

Trail Town	<p>A population centre which has been assessed and accredited as a destination for its trails offering through the provision of high quality:</p> <ul style="list-style-type: none"> • Trails (single or mixed use) • Outdoor experiences that encourage extended visitation • Trail-user related facilities and services (including accommodation) • Trail-related businesses • Trail branding and signage.
Trail Centre	<p>A managed multiple trail facility with dedicated visitor services supported by high quality:</p> <ul style="list-style-type: none"> • Trails (single or mixed use) • Outdoor experiences that encourage single day visitation • Trail-user related services • Trail branding and signage. <p>A Trail Centre can stand-alone in an individual location or may be positioned within a Trail Town.</p>
Trail Network	<p>A multiple trail facility with limited or no visitor services, supported by high quality:</p> <ul style="list-style-type: none"> • Trails (single or mixed use) • Outdoor experiences that encourage single or part day visitation • Trail branding and signage. <p>A Trail Network may be a stand-alone facility or form part of a Trail Town or Trail Centre.</p>

Introduction

The Great Southern's stunning landscapes and waterscapes offer a range of exciting outdoor recreation experiences such as bushwalking, cycling, surfing, paddling, sailing, rock climbing and horse riding. For residents the opportunity to enjoy and engage in the outdoors makes the Great Southern an attractive place to live and work. The region is home to the Bibbulmun Track and the Munda Biddi Trail, two of Australia's iconic trails, and numerous other hiking and cycling trails that traverse mountains, forests and stunning coastlines. Areas of outstanding national beauty and conservation value, such as the Walpole Wilderness, the Stirling Range and the Fitzgerald Biosphere, attract 735,00 visitors annually.

Participation in outdoor recreation activities is growing internationally. Time-poor urban-based populations are engaging with the natural environment in diverse ways that include unstructured activities such as walking, through to adrenalin-filled adventure pursuits such as downhill mountain-biking. The benefits of active leisure are well documented. Participation in outdoor activities improves mental and physical health, increases social interaction and builds stronger communities. It also improves education outcomes, environmental stewardship and economic development through stimulation of regional tourism.

There is significant potential for outdoor education, recreation and tourism to become a cornerstone of the Great Southern economy. However, the outdoor recreation sector in the Great Southern faces a range of organisational and workforce challenges that need to be addressed to ensure the sustainability of the sector into the future. In some locations, our love of the great outdoors is putting pressure on natural locations, leading to competition and sometimes conflict between different users and the need to manage incompatible pursuits for reasons of public safety.

The unstructured nature of outdoor recreation also makes it difficult for residents and visitors to find information about local activities. There is currently no whole of region approach to marketing and promoting the Great Southern's outdoor recreation offerings. Recreational fragmentation – more people doing more activities independently, rather than through clubs – requires better public access to information and direction about activities to supplement the traditional role of clubs.

This Strategy provides a coordinated approach that will ensure better planning for the development of future services and infrastructure and lead to more efficient long-term management of existing outdoor recreation activities, programs, events and infrastructure.



Bluff Knoll. Photo courtesy of Government of Western Australia

The Great Southern Region

Located on the south coast of Western Australia, the Great Southern region has a total land area of 39,007km². It extends 250km along the Southern Ocean from Nornalup (west) to Bremer Bay (east) and north along the Wheatbelt to the regional hub of Katanning. The region is home to approximately 60,000 people spread across the 11 local government areas of Albany, Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling.



Map courtesy of Great Southern Development Commission

Purpose of this strategy

The purpose of the Great Southern Outdoor Recreation Strategy is to revolutionise the provision of outdoor recreation opportunities in the Great Southern over the next three years. It provides an integrated, whole-of-region approach to planning, developing, managing and promoting outdoor recreation in the Great Southern. It aims to:

- Establish strong partnerships that will guide infrastructure development and management.
- Build and manage world-class trails and facilities.
- Promote the Great Southern as an adventure tourism destination.
- Build capacity and capability amongst outdoor recreation providers.
- Ensure all people have more opportunities to participate in outdoor recreation.

For outdoor recreation to be part of the daily lives of residents and visitors, spaces and places for outdoor recreation need to be accessible, appropriate, diverse, sufficient, and sustainable. Our vision is that the Great Southern will be a welcoming place, providing quality facilities that can be accessed by all residents and visitors.

- More people will have better information, a greater choice of activities and more sustainable ways of enjoying them.
- There will be a network of trails and outdoor recreation spaces that are easily accessible and any conflicts between recreation, residents and the management of the environment will be addressed.
- Public appreciation and understanding of the value of the region's national parks and reserves will grow as more people are able to enjoy outdoor recreation activities within the natural environment.
- Outdoor recreation will be a significant driver of the regional economy. We aim to host world-class events, leading to innovative business opportunities that drive jobs creation, skills enhancement and the attraction and retention of skilled workers.

What are we trying to achieve?

Vision

The Great Southern will be an inspirational example of the sustainable development of outdoor recreation.

The goal of the Strategy is the creation of a sustainable and inclusive outdoor recreation sector that delivers significant social, economic, educational, environmental and health benefits to the region's residents.

The region will have a strong, connected and accessible outdoor recreation system that helps make residents healthier, stimulates economic growth and jobs, encourages environmental stewardship and contributes to all residents and visitors enjoying lives enriched through their participation in high-quality, diverse and safe outdoor recreational pursuits.

What are the benefits of a Regional Strategy?

Acting together on a comprehensive regional strategy gives strength and scale to outdoor recreation planning and development, thereby enabling increased participation in the outdoors by residents, encouraging greater attraction of visitors and increasing the potential for new development and funding opportunities.

- **Creating a shared vision:** Regional planning provides the opportunity for many stakeholders to be engaged in the development of a definitive, cohesive vision for the region. This shared vision will make it easier to promote the region's unique experiences.
- **Broadening the potential user community:** Regional planning can cater for the needs of a broader range of outdoor recreation users, adding significantly to the attractiveness of

the region and leading to improved economic development outcomes. A region-wide tourism offering is important to encourage visitor dispersal and provide compelling reasons for return visitation. It's also fundamental to guide the development of a consistent range of high-standard trails expected by domestic and international tourists.

- **Improved connectivity:** Regional planning can improve connections between local destinations and close gaps in existing infrastructure leading to increased safety and accessibility for all users and an enhanced quality of life for residents.
- **Economies of scale:** Regional planning can help to identify facilities, uses and organisations that might benefit from co-location and provide opportunities to coordinate activities around clearly defined centres and networks.

Who is the Strategy for?

This strategy is for all residents and visitors to the Great Southern who engage in outdoor recreational pursuits.

Who	What
Residents: The Great Southern is made up of individuals and groups who are passionately involved in outdoor recreation across multiple disciplines, many of whom are keen to engage more formally through new business opportunities or through organised activities with clubs and associations.	The Strategy aims to improve opportunities for all residents to participate in outdoor recreation.
Activity providers and business owners: Outdoor recreation products, services and programs are provided by a diversity of landowners/managers, community organisations and businesses.	This Strategy focuses on coordinating the efforts of these different groups to ensure that high quality outdoor recreation opportunities will be available now and into the future, to meet the needs of residents and visitors to the Great Southern.
Land managers: Outdoor recreation opportunities in the Great Southern exist across a range of landscapes managed by multiple stakeholders including Western Australian Government agencies, local governments and private landholders.	

The number of stakeholders involved makes it challenging to deliver outdoor recreation outcomes in a consistent and integrated manner. Therefore, all levels of government, commercial entities and not-for-profit groups will need to come together to ensure we truly realise the vast array of benefits associated with participation in outdoor recreation.

How will it be delivered?

The Strategy is an agreement to collaborate, rather than a prescription as to what any one individual, organisation, jurisdiction or sphere of government should do. It aims to minimise the duplication of initiatives and maximise efforts to reach common goals by establishing shared priorities across the transport, planning, environment, education, health, sport and recreation and tourism sectors.

The Appendix contains a list of all stakeholder groups involved in delivering the priority initiatives outlined in this Strategy. The Great Southern Centre for Outdoor Recreation Excellence (GSCORE) will lead the implementation of the Strategy by developing an Annual Action Plan in consultation with these stakeholders. The Action Plan won't identify every action for every agency but is designed to influence the delivery plans of each stakeholder organisation. Central to the success of this approach is a commitment to sharing resources and developing a coordinated approach when seeking external funding to support individual initiatives.

This coordinated approach will help to deliver maximum benefits for partners and recreation users while still being flexible enough to accommodate new information and agendas in response to changing recreational activities and demands.



Guiding principles

The following principles will guide decision-making by all stakeholders:

- Outdoor recreation provides numerous health and wellbeing benefits and participants of all ages, social and cultural backgrounds and physical ability should have access to high-quality, diverse, safe and sustainable outdoor recreation opportunities.
- Outdoor recreation is important for young people's positive use of leisure time and the development of physical literacy in children and youth supports a lifelong involvement in an active lifestyle.
- Quality and diversity of products, services and facilities are required to maximise participant experience and benefits. These products, services and facilities need to be financially and environmentally sustainable and adopt best-practice guidelines in relation to risk management.
- Outdoor recreation programs provide numerous pathways to employment and tangible benefits to the local community.
- Outdoor recreation products and services, particularly those linked to tourism, are a significant driver of economic growth and jobs creation.
- Resourcing outdoor recreation across a large and diverse region is a major challenge and any investment needs to ensure maximum benefit and economically sustainable provision while at the same time recognising the unique needs of more remote communities.
- Recreational infrastructure is often provided freely to visitors to enjoy but comes at a significant cost to landowners and managers. Sustaining and improving this in the future requires ongoing investment to unlock the latent economic potential of these assets.
- The Great Southern's wilderness spaces and pristine natural environment are what make it attractive to both residents and visitors. Access to these spaces must be managed to ensure that outdoor recreational pursuits don't damage what makes the region so special.



Photo courtesy of Southern Ocean Sailing.

What is outdoor recreation?

For the purposes of this Strategy, we employ the following definition of outdoor recreation:

Activities undertaken outdoors in natural, rural or urban open spaces where the environment is an important focus of the activity and there is a relationship between the participant and the outdoor environment, involving either interaction or appreciation and which may require modification or enhancement of outdoor settings to enable these activities to occur.¹

The National Outdoor Strategy² identifies six areas that make up the sector:



Non-competitive outdoor recreation activities in a non-competitive context (for example, bushwalking, bicycle touring, camping and trail riding).



Outdoor sports formally organised, competitive events such as orienteering, surfing competitions, fishing competitions, long distance off-road motorcycle racing and endurance horse riding.



Outdoor and environmental education using outdoor activities to help achieve formal and informal educational outcomes.



Health and lifestyle improvement active forms of outdoor activity (walking, riding, canoeing etc.) to improve health and wellbeing or as part of a balanced lifestyle.



Adventure-based counselling using outdoor activities for therapeutic outcomes improved physical, psychological, social and spiritual wellbeing.



Adventure tourism, eco-tourism and nature-based tourism outdoor adventure activities provided by commercial tourism enterprises.

The outdoor recreation sector comprises the following individuals and organisations:

- Individual participants in outdoor recreation activities (e.g. anyone who is a surfer, four-wheel driver, camper, water skier, mountain bike rider, sailor, hang glider etc.).
- Community organisations like youth groups, church groups, activity-based clubs, professional associations, volunteer-based search and rescue organisations, Aboriginal organisations and environmental organisations.
- Public and private schools with outdoor education programs.
- Federal, State and Local Governments, as well as government and community agencies and corporations which manage areas where outdoor adventure activities occur, or which have responsibilities that affect how, where, when and why people participate in outdoor adventure.
- Private enterprise including:
 - o Private landholders offering outdoor adventure opportunities on a commercial basis.
 - o Manufacturers, importers and retailers of outdoor adventure equipment.
 - o Eco-tourism, nature-based tourism or adventure tourism operators.
 - o The accommodation, hospitality and services sector that support the activities of outdoor recreation users.

¹ Queensland Government (nd) Queensland Government Statewide Outdoor Recreation Framework, p.6.

² Outdoor Council of Australia (2010) National Outdoor Strategy 2009 – 2012, p. 17 – 18.

Strategic Priorities

Vision

The Great Southern will be an inspirational example of the sustainable development of outdoor recreation.

The following section outlines the strategic priorities needed to achieve this vision. These priorities support the objectives outlined in the Framework for Outdoor Recreation in WA 2018 and are organised under key themes ranked in order of priority:

State Objectives	Regional Theme	Strategic Priorities
Valuing = Realising Benefits	Strong partnerships	A. Improve planning
Enabling = Meeting Demand	World-class infrastructure	B. Trails development C. Experience development
Developing = Creating Opportunities	A flourishing outdoor recreation sector	D. Capacity building
Encouraging = Promoting Participation	Promoting outdoor recreation	E. Adventure tourism strategy
	Making the outdoors more accessible	F. Maximise community participation

Theme: Strong partnerships

Partnerships within and across the sector, between government and non-government organisations and private businesses are crucial to the successful implementation of this vision for outdoor recreation. Leadership is required to develop these partnerships and networks to promote the benefits and value of outdoor recreation to regional communities.

Strategic Priority A: Improve Planning

Objective	Develop a regional strategic planning framework specifically for outdoor recreation.
Rationale	Outdoor recreation doesn't have the consistent organisational structure that sporting associations provide and this presents challenges in achieving a coordinated effort among stakeholders.
Expected Outcome	Outdoor recreation for all levels of participation in the Great Southern is supported by a long-term strategic infrastructure and resources plan.

Why is this important?

A flourishing outdoor recreation sector doesn't happen overnight, nor does it happen in isolation. It involves a range of sectors, stakeholder groups and delivery partners, such as government agencies, communities and business groups, working collaboratively to deliver their part of the overall picture. A holistic approach that includes planning, implementation, regular reviews and assessments is needed to fund and deliver a world-class outdoor recreation environment.

A comprehensive planning framework will consider and manage the region's unique natural environments, cultural attributes and communities. It will identify appropriate land and infrastructure, including built facilities, required to support different outdoor recreation activities and develop a coordinated approach to the delivery and funding of this infrastructure. It will also assist in identifying and resolving issues in outdoor recreation planning and improve communication across the region. It will also help to identify opportunities for resource sharing and, where possible, maximise the efficiency and effectiveness of outdoor recreation initiatives.

Where are we now?

There are a great number of organisations and agencies that have an interest in outdoor recreation and consequently there's a risk of duplication of effort. While there are some very good examples of coordination, there are further opportunities to create stronger mechanisms to help achieve our vision. Outdoor recreation remains a secondary use of land and water and therefore often falls between the cracks in planning schemes, rather than being recognised as a core, contributing feature of healthy, viable and connected communities.

There's a lack of coordinated planning and management across the places and spaces where outdoor recreation takes place. There's no long-term regional planning, including urban design, transport corridors, or support infrastructure and information for outdoor recreation. There is also no informed authority consulting with all interested groups managing conflicts, over-use issues or identifying resources for in-demand or hard-to-locate outdoor recreation.

Where do we want to be?

The goal of this strategic priority is to ensure that **planning for outdoor recreation infrastructure is coordinated across the region**. Outdoor recreation infrastructure and facilities will be well-managed and well-resourced. They will deliver a strong return on investment to local communities in the form of economic, tourism, health, social and environmental benefits. The unique environmental values of the region will be recognised and protected, and planning and investment decisions will be based on a strong understanding of community needs and outdoor recreation trends. The Great Southern will be recognised as a national leader in planning for outdoor recreation success.

How do we get there?

The following key strategic initiative will drive efforts to achieve this vision:

Strategic Initiative A1: Establish a Regional Outdoor Recreation Partnership and Strategic Management Group

The management group will enable and support development of sustainable outdoor recreation where practicable and appropriate and will also have a responsibility to ensure that the key actions contained in this Strategy are delivered within anticipated timeframes by the relevant lead body. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 4 Adventure and Outdoor Recreation.)

Strategic Initiative A2: Establish a Shared Staff Development and Training Program

Establish a program to provide initial and ongoing professional development opportunities for those planning and managing outdoor recreational facilities on public lands.

Strategic Initiative A3: Implement an Investment Decision Framework for Outdoor Recreation

Implement a new policy and decision framework to guide public decision-making on investment in outdoor recreation infrastructure that ensures that regional priorities are central to how decisions are made at a State and local level. This framework needs to be flexible and agile enough to take advantage of new opportunities, as well as maintaining a strong focus on identified regional priorities. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 7 Financial (Un)Certainty and Initiative 8 Leveraging Facilities Investment.)

Strategic Initiative A4: Establish a Regional Outdoor Recreation Research Program

To improve facility planning and provision, all stakeholders need to understand changing patterns of participation and be adaptive to new and emerging outdoor recreational activities. The research program will monitor trends and provide baseline data on the environmental, social and economic impacts and benefits of outdoor recreation in the Great Southern. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 10 Monitoring, Evidence and Research; and Tourism Development Strategy for the Lower Great Southern Initiative 2.2 Visitor Economy Performance Monitoring.)

How do we know if we are succeeding?

- Number of collaborative outdoor recreation projects.
- % of regional priority projects initiated.
- % of regional priority projects completed.



Theme: World-class infrastructure

As demand for outdoor recreation continues its rapid growth, the quality of outdoor recreation services and facilities is becoming a key driver in destination selection by both domestic and international visitors. Development of world-class infrastructure will attract international visitors to the Great Southern and will help differentiate the Great Southern as a tourism destination. Such products can only be developed by all outdoor recreation stakeholders working in collaboration with one another.

Strategic Priority B: Trails Development

Objective	Develop trails and supporting infrastructure to position the Great Southern as a world-class trails destination.
Rationale	Trails are a catalyst for the growth and expansion of the outdoor recreation sector.
Expected Outcome	Develop and implement a long-term strategic Regional Trails Master Plan.

Why is this important?

The Western Australian Strategic Trails Blueprint 2017 – 2021¹ recognises the important role that trails play in providing a valuable outlet for exercise, play, challenge, recreation and adventure. Trails also play a role in improving awareness and appreciation of the natural environment, build support for its conservation and protection and contribute to personal and community wellbeing. Significantly, in the context of this Strategy, trails are the single most important building block in the growth and expansion of the outdoor recreation sector and the associated economic benefits that flow from increased business opportunities and jobs creation. Trails play a significant role in attracting and retaining skilled workers and are a major driver of regional visitation.

Numerous examples from trail destinations nationally and internationally demonstrate that effective planning and management of trail networks, associated with strategic investment in trails and related infrastructure, can enhance and protect the environment while at the same time drive economic growth and lead to sustainable long-term economic outcomes for regional communities.²

Where are we now?

The Great Southern has a significant but unbalanced offering of trails. There are many walking trails of varying quality, but very few equestrian trails, mountain biking trails, aquatic trails (snorkelling, diving, kayaking/canoeing, kite surfing) or aerial trails (paragliding). Two nationally significant trails, the Bibbulmun Track and Munda Biddi Trail, pass through the region and there are several regionally important trails, many of which are in national parks and are linked to iconic landscapes and attractions.

There's an insufficient supply of trails to meet the growing demand for some activities (e.g. mountain biking, horse riding), poor connectivity between different trail heads and an inadequate program of trail construction and maintenance leading to significant degradation of existing trails and the construction of unsanctioned trails in some areas. Despite the region's reputation for outstanding coastal scenery and inland waterways, there are almost no formalised aquatic trails and very little infrastructure to support water-based recreational activities.

Where do we want to be?

The goal of this Strategy is to position the Great Southern as a world-class trails destination. Trail construction will be of high quality and will be rated as highly significant and attractive to the adventure tourism market and to international adventure tourism event organisers and promoters. There will be a diversity of trails and facilities for walking, cycling, mountain biking, horse riding and kayaking and an interconnected network of Trail Towns with clearly identified trail gateways at key entry points to the region. Existing trails and trail networks will be upgraded and enhanced, leading to a decrease in the negative environmental impact of unsanctioned or poor-quality trails and improved experiences for trail users.

An extensive trail network will link forests, rivers, lakes, coastline, national parks and nature reserves across the entire region, creating a unique economic stimulus for rural and regional development, while simultaneously, providing major public good benefits in terms of health, wellbeing, environment, heritage and conservation. The outlay in infrastructure will be compensated for by creating a healthy active community which reduces the health burden and increases visitor spend and employment.



Middleton Beach boardwalk.
Photo courtesy of Tourism Western Australia.

¹ Department of Sport and Recreation (2017) Western Australian Strategic Trails Blueprint 2017 – 2021, p.6.

² e Western Australian Strategic Trails Blueprint 2017 – 2021.

How do we get there?

The following key strategic initiatives will drive efforts to achieve this vision:

Strategic Initiative B1: Develop Regional Trails Master Plan

A Great Southern Regional Trails Master Plan will be developed to provide a guiding framework and priorities for trails development and management. This high-level plan will establish trail development priorities and set out objectives and strategies to manage trail development over time. (Supports: WA Strategic Trails Blueprint 2017 – 2021 Strategy B2; Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice; Tourism Development Strategy for the Lower Great Southern Initiative 4.4.)

Strategic Initiative B2: Develop Trail Management Plans for all regionally significant trails

Local trail management plans will ensure trail managers have the capacity and capability to provide and maintain safe and enjoyable trails that protect the region’s unique environmental and conservation values.

Strategic Initiative B3: Establish a Trail Building Network

A Trail Building Network of individuals and organisations involved in trail planning, construction and maintenance within the Great Southern will facilitate the dissemination of best practice information and training. It will assist trail managers and other groups to build their capacity to plan and maintain trails. Such support will create longevity and sustainability in trail organisations, encourage community stewardship of trails and facilitate better resourcing of trail management activities. (Supports: WA Strategic Trails Blueprint 2017 – 2021 Strategy C1 & E1.)

Strategic Initiative B4: Monitor trail use trends

Data on trail use is important to inform ongoing trail management, understand trail users and to evaluate the need for new trails. Trail-related data and research will be used in trail funding, planning, development and management. (Supports: WA Strategic Trails Blueprint 2017 – 2021 Strategy D2.)

How do we know if we are succeeding?

- Kilometres of new nationally and regionally-significant trails constructed.
- Trail maintenance programs in place.

Theme: World-class infrastructure

Well-managed destinations attract fresh investment, develop value-added jobs, and boost innovation. The development of outdoor recreation products and services is a crucial way of diversifying and strengthening the economic base of regional areas.

Strategic Priority C: Experience Development

Objective	Provide outdoor recreation experiences that accommodate the needs of residents and visitors.
Rationale	Experiences enhance the basic products and services to add value and create higher yield opportunities.
Expected Outcome	A wide range of recreation experiences based on quality facilities and services, appropriate to the identity of the region and which minimise potential impacts on landscape, land management and wildlife.

Why is this important?

Tourism forms part of the experience economy, a sector dominated by the desire to be engaged at an emotional, physical, intellectual and spiritual level. For this reason, product development in the tourism industry needs to focus on delivering compelling experiences that trigger a full-range of emotions and responses. Consumers want unique experiences that are not shared with large numbers of other users. This means that spaces and places for outdoor recreation need to be tailored to different user groups to manage a spectrum of expectations and needs.

An Experience Development Strategy is a planning tool to facilitate focused destination development. It aims to improve the stock of world-class outdoor recreation experiences to the global experience seeker market and provide pathways to increase outdoor recreation’s contribution to economic growth and conservation. The demonstrated benefits of adopting an experience development strategy are manifold and include: increase in word-of-mouth business, repeat visitation, additional media publicity and coverage and an opportunity to innovate without a large expense. Successful experience-based tourism products also provide regional, state and national tourism bodies with a reason to talk about a tourism product and region, thereby leveraging small marketing budgets for greater exposure.



Where are we now?

Research commissioned by Tourism WA on the Albany region in 2015 revealed that a “perceived lack of uniqueness, distinctiveness and travel time/cost are the strongest predictors of interstate avoidance” of the region.¹ Twenty percent of those surveyed claimed that the region “has nothing to offer that I can’t get closer to home” and an additional 16 percent stated that “there is nothing particularly unique about the Albany region”. Amongst intrastate respondents, 25 percent stated that “there aren’t enough different things to see and do”.

If outdoor recreation experiences are to be a key driver of regional visitation, these perceptions need to be addressed. The Lower Great Southern Economic Alliance (the Alliance) is working to address this issue through its Amazing South Coast (ASC) Tourism Development Strategy (TDS).² The Amazing South Coast region stretches from Bremer Bay to Walpole and north to the Stirling Range, including Albany, Mount Barker and Denmark. The Alliance has yet to implement an experience or product development strategy for the ASC region, and there’s no such strategy in place for the central and upper parts of the Great Southern (currently marketed under the Hidden Treasures brand). However, marketing without experience development is risky because if the correct product for a market segment is not in place, and strategies to manage potential user conflict (e.g. residents vs visitors, walkers vs cyclists) have not been addressed, no amount of promotion will produce the desired long-term result. There needs to be a stronger focus on product development and marketing campaigns built around user experiences of unique product offerings.

Where do we want to be?

The goal of this Strategy is to position the Great Southern as a premier destination for adventure-based activities that capitalises on our exceptional natural landscape. The region will become a year-round destination for soft and hard adventure seekers who visit from interstate and internationally. By leveraging our natural assets and investing in key outdoor recreation projects, the region’s tourism capacity and visitation levels will rise during shoulder and off-peak periods. As visitation levels rise, private investment in tourism and other businesses will grow, providing a rich and attractive proposition to a range of visitor markets. Adventure tourism will become a key economic driver in regional communities, providing sustainable income streams to local businesses and opening opportunities for jobs creation and workforce retention.

¹ TNS Consultants (2015) Understanding the Albany Region’s Identity & Appeal. p.41-43.

² Churchill Consulting (2016) Tourism Development Strategy for the Lower Great Southern, Part Two: The Strategy. p. 6

How do we get there?

The following key strategic initiative will drive efforts to achieve this vision:

Strategic Initiative C1: Prepare an Experience Development Strategy (EDS)

Prepare a strategy that identifies how the region can innovate, improve and renew its outdoor recreation experiences. The EDS will include a set of agreed investment priorities to develop the region’s outdoor recreation offering. The EDS will provide a pipeline of infrastructure investment priorities that will be integral in establishing the Great Southern as a leading year-round adventure destination. The EDS will also identify underlying supporting physical infrastructure (such as roads, water, electricity, jetties, toilets/showers, bridges etc) and soft infrastructure (such as human capital and health, cultural and social institutions) to meet these priorities. (Supports: Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice and Tourism Development Strategy for the Lower Great Southern Initiative 4.3 New Products.)

Strategic Initiative C2: Develop an Adventure Events Strategy

Events can play a significant role in the development and marketing of outdoor recreation offerings in the Great Southern. Events can also provide a strong brand position where there is limited tourism product. An events strategy would also support better coordination of event offerings, including sharing and training of volunteers and enhanced marketing. (Supports: Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice and Tourism Development Strategy for the Lower Great Southern Initiative 4.1 Event Strategy.)

How do we know if we are succeeding?

- Increased number of outdoor recreation events, program, products and/or services.



Hiking at Albany Windfarm.
Photo courtesy of City of Albany.

Theme: A flourishing outdoor recreation sector

It's important that the professionals and organisations – public and private, commercial and non-commercial, professional and voluntary – that lead outdoor activities have the support they need to do the job well.

Strategic Priority D: Capacity building

Objective	Increase the capacity of outdoor recreation businesses and organisations to deliver quality products, services, events and programs.
Rationale	The full potential of commercial and not-for-profit organisations can be realised through skills development, smarter regulation and research.
Expected Outcome	<ul style="list-style-type: none"> Outdoor recreation organisations express a high degree of confidence that they have the skills they need to succeed and the ability to safely provide a quality experience. Visitors and residents express high levels of customer satisfaction with outdoor recreation products, services and events.

Why is this important?

While much outdoor activity has an informal character (e.g. camping, swimming at the beach, going for a walk or bike ride), many people also seek out more organised forms of engagement. These can be provided by clubs and associations, schools, tour operators and experience and activity providers. For the outdoor sector to engage people's desire for adventurous experiences, the sector needs better training, business development and a highly skilled workforce.

Capacity building programs enable business owners and managers as well as community-based outdoor recreation organisations to develop competencies and skills that can make them more effective and sustainable. Skills development training and other programs can help organisations that deliver outdoor recreation activities (both for profit and not-for-profit) to understand opportunities, build market share, promote services, support staff, grow outdoor leaders and manage budgets so they are planning and acting for growth and development, not survival and compliance.

Where are we now?

Organisations and individuals working in the outdoor recreation sector require diverse knowledge and skills sets. Specialised business and marketing skills plus experience and product development skills, are essential to enable small to medium-sized enterprises (SMEs) to access higher-value markets and invest for growth. Despite this need, there are few specialised business support services available in the region. Except for Albany, Denmark and Plantagenet, businesses located in the other eight local government areas that make up the region have no local tourism organisation or chamber of commerce that can assist with gaining these skills. Where business support services do exist, they typically

focus on business planning, financial management and marketing, rather than experience creation. Furthermore, training programs run by regional or state-wide tourism or business organisations rarely deliver face-to-face training outside Albany and have no online training facilities to deliver content remotely.

Organisations involved in destination marketing also require support to build capacity amongst their staff, including those involved in frontline visitor servicing, as well as those responsible for marketing and promotional activities. Social media has fundamentally transformed destination marketing activities and SMEs and destination marketing organisations (DMOs) lack the specialised knowledge required to undertake successful e-marketing campaigns. They also lack the capacity to work with trade and inbound operators.

For the sector to grow, it needs highly qualified and skilled adventure activity instructors and tour guides. School leavers or those entering the sector from other industries lack the opportunity to obtain appropriate vocational training and skills. Employment pathways are often unclear and there are few traineeships or employment-based training opportunities. For guides and instructors (including coaches, teachers and program coordinators) there are few professional development programs, particularly in specialised codes such as bushwalking or mountain biking. Many find it difficult to gain recognition of their existing competencies locally or elsewhere in the state, potentially threatening their ongoing employment and jeopardising the delivery of outdoor education and outdoor recreation programs that comply with the Australian Adventure Activity Standards (AAAS).

Unlike traditional sports, most clubs and associations in the outdoor recreation sector lack the structured support associated with competitive and elite fixtures as well as the planning and capacity building programs delivered by state sporting associations. Many remain unincorporated or lack the capacity to develop more robust governance models. Many outdoor recreation activities lack a formalised club home and are pursued by interested groups of individuals using social media. It is likely that these groups will continue to grow making clubs and associations less relevant. Some of these groups lack an understanding of risk management practices or have had few opportunities to undertake professional skills development.

Where do we want to be?

The goal of this Strategy is to **support the establishment of a flourishing outdoor recreation sector** that delivers high-quality products, services, programs and events to residents and visitors. Outdoor recreation and tour and activity businesses in the Great Southern will deliver high-quality active leisure experiences, that maximise customer enjoyment and mitigate known risks. These businesses will be sustainable and profitable, delivering benefit to local communities through jobs creation and enhanced services and amenities. Similarly, community-based outdoor recreation organisations and informal user groups in the Great Southern will provide quality sustainable recreation opportunities to a diverse range of communities.

Destination marketing organisations will deliver high quality, value-for-money marketing campaigns that attract high-yield visitors to the region. Visitor servicing organisations will deliver high levels of customer service, encourage regional dispersal and assist businesses through the sale or promotion of their products and services. Individuals involved in the provision of outdoor recreation activities as guides, instructors, teachers or coaches, will have access to accredited vocational training and professional development opportunities.

How do we get there?

The following key strategic initiatives will drive efforts to achieve this vision:

Strategic Initiative D1. Strengthen the capacity of industry

Develop a range of targeted programs that assist business owners to be sustainable, profitable, and manage risk. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 5 Commercialisation and RDA Great Southern Regional Plan 2013 – 2018 Strategic Direction 1: Regional Infrastructure.)

Strategic Initiative D2: Establish a workforce development plan

Enhance the technical capacity of guides and instructors by developing vocational training and employment pathways for individuals working in the outdoor recreation sector. (Supports: Great Southern Workforce Development Plan 2013 – 2016.)

Strategic Initiative D3. Strengthen the capability of clubs and organisations delivering recreation

Assist community-based outdoor recreation organisations to build their capacity through governance training, organisational planning and education of administrators, and skills development of instructors and program leaders. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 1 Governance; Great Southern Regional Investment Blueprint 2015 Transformational Project 7: Strong Communities.)

Strategic Initiative D4. Adoption of Australian Adventure Activity Standards (AAAS)

Advocate and promote the AAAS so commercial businesses and community groups understand activity standards and integrate these into their risk management planning.

How do we know if we are succeeding?

- Increase in number of new outdoor recreation businesses.
- Increase in number of qualified guides and instructors.
- Few adverse risk events reported.

Theme: Promoting outdoor recreation

Adopting a holistic destination management approach to outdoor recreation will ensure that tourism objectives are planned and managed to meet the needs and aspirations of target markets. Importantly, one of the key outcomes of holistic destination management is a strong resilient tourism industry with dynamic and adaptive product and experience offerings that adapt to the needs of the visitor and the community as the destination evolves and matures.

Strategic Priority E: Adventure Tourism Strategy

Objective	Raise awareness of the outdoor recreation offering in the Great Southern, promoting it as a welcoming destination with diverse recreational opportunities for visitors and residents.
Rationale	Regional adventure marketing will drive visitation by raising the profile of existing opportunities for participation in outdoor pursuits, places and experiences.
Expected Outcome	The Great Southern is a destination of choice for outdoor recreation events and activities.

Why is this important?

An effective Destination Management Strategy (DMS) is essential for developing, managing and promoting a destination. It helps to identify the roles and responsibilities of different stakeholders, setting clear plans of action and allocating resources. To be effective, planning, development and marketing activity must be based on research and the needs of the consumer. The Destination Management Process integrates both demand (the visitor or consumer needs) and supply (the product or experience).

Where are we now?

Until recently, destination marketing within the Great Southern has been managed at a local level with individual towns/areas responsible for promoting their tourism offerings. Stakeholders are fragmented, impacting negatively upon marketing planning and activity and leading to inefficiencies, duplication of marketing activities and market confusion.

Attempts at regional marketing have had mixed success, with the Hidden Treasures initiative (focused on the central and northern shires of the Great Southern region) the most notable exception. In 2016, the Lower Great Southern Economic Alliance commissioned a DMS to develop a collaborative campaign involving four local governments - Albany, Denmark, Plantagenet and Jerramungup. The brand campaign was launched in January 2018 and uses the tagline “Add ... to your adventure” to promote the Amazing South Coast to the family and active singles market in the Perth metropolitan area.¹ The ASC brand features a range of active and passive outdoor recreation pursuits.

¹ Marketforce (2016) The Lower Great Southern Region Destination Marketing Strategy.



King George Sound.
Photo by Elements Photography.



Muttonbird Beach.
Photo by Elements Photography

How do we get there?

The following key strategic initiatives will drive efforts to achieve this vision:

Strategic Initiative E1. Prepare a Destination Management Strategy

Develop a regional outdoor recreation destination management strategy that will drive visitation and enable the region to remain competitive. This strategy needs to reference and be integrated into existing destination management strategies developed by local governments and tourism marketing bodies in the region. (Supports: Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice and Tourism Development Strategy for the Lower Great Southern Initiative 3.0 Optimising Demand.)

Strategic Initiative E2. Develop a Destination Marketing Plan focused on outdoor recreation

Develop an adventure brand for the region and a comprehensive destination marketing and communication plan to reach target markets. This strategy needs to reference and be integrated into the destination marketing strategies of tourism marketing bodies in the region and be supported by a dedicated budget. (Supports: Great Southern Regional Investment Blueprint 2015 Transformational Project 6: Destination of Natural Choice and Tourism Development Strategy for the Lower Great Southern Initiative 3.0 Optimising Demand.)

How do we know if we are succeeding?

- Increase in number of visitors engaging in outdoor recreation.

This campaign, if well executed and backed up by quality tourism product offerings, promises to raise the profile of outdoor recreation in the region, but it needs to be supported by new and improved high-quality products that meet user demands.

The region's outdoor recreation offerings don't feature strongly in interstate and international marketing campaigns. The Great Southern doesn't feature prominently on the Tourism WA consumer website and adventure tourism is not an experience category in Tourism WA's marketing activities.² Great Southern content is more prominently positioned in the marketing activities of Australia's South West (ASW) through conspicuous use of imagery and suggested travel itineraries. Unlike Tourism WA, ASW promotes an Adventure Outdoors experience category on its website, however, the adventure tourism content on the current ASW website is incomplete and lacks a focus on iconic experiences.

Where do we want to be?

The goal of this Strategy is for the Great Southern to be recognised as the Adventure Capital of Western Australia. We want the Great Southern to be the destination of choice for intrastate visitors looking for a diversity of outdoor recreation experiences in an incredible array of natural environments. As the region establishes a national and international reputation for the quality of its outdoor recreation offerings, there will be a commensurate increase in visitation and length of stay outside of peak periods.

² Some adventure activities appear in other experience categories (e.g. windsurfing under Sun and Sea) and there's a generic category called Active Outdoors listed under Culture & Lifestyle.



Mountain Bike Urban Downhill.
Photo by Steve Pontin.



Theme: Making the outdoors more accessible

Whether it's for enjoyment, exercise or health reasons, participating in outdoor recreation is good for us. Making the outdoors more accessible isn't simply having people participate more – it's about more people, participating more often.

Strategic Priority F: Maximise community participation

Objective	Ensure that the Great Southern offers a diverse range of outdoor recreation opportunities that are easily accessed and affordable to all residents and visitors.
Rationale	Outdoor recreation is not for any one group, location or demographic. It can, and should be, the domain of all.
Expected Outcome	Everyone has more opportunities to participate in outdoor recreation.

Why is this important?

The Great Southern has a diverse and multicultural population. The outdoor sector needs to explore and address the barriers preventing wider participation, particularly those from non-English speaking backgrounds, lower socio-economic groups, Indigenous people, those with disability, those who are time poor, as well as those living in rural and remote locations.

The National Outdoor Strategy¹ found that there were five key barriers to participation in physical activity: the costs of participating in leisure activities, lack of time and/or the pressure of other commitments, inadequate or inaccessible facilities, isolation (including social and geographic isolation) and lack of skills and ability. There's a need to find ways to engage widely with ethnic and socio-demographic groups so more people value and reap the rewards of being active outdoors and connected to their communities and as a result, have the desire, skills and knowledge to be positive stewards for the environment.

Where are we now?

More adult Australians participate in active recreation than in organised sport.² The three most common outdoor activities are walking (42.6%), cycling (11.7%) and bushwalking (5.4%).³ In 2015, 23% of WA cycled weekly.⁴ These figures suggest that increasing participation in active recreation offers the best opportunity to improve the health and wellbeing of Great Southern residents.

¹ National Outdoor Strategy, p.20.

² Australian Sports Commission (2016) AusPlay: Participation data for the sport sector. Summary of key national findings October 2015 to September 2016 data. p.11.

³ AusPlay, p.15.

⁴ WA Trails Blueprint, p. 31

Where do we want to be?

Proximity to local parks, waterways, trails and other outdoor recreation resources is critical to increasing participation rates. We need to provide a range of activities to meet people’s immediate and varying recreational needs. The Great Southern will be recognised for the provision of enjoyable, challenging and safe outdoor recreation experiences that cater to the needs of diverse communities.

How do we get there?

The following key strategic initiatives will drive efforts to achieve this vision:

Strategic Initiative F1: Encourage community participation

Outdoor recreation opportunities need to be proximal to populations, easy to access and supported by quality infrastructure. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 3 Public Open Space and Urban Form and Great Southern Regional Investment Blueprint 2015 Transformational Project 7: Strong Communities.)

Strategic Initiative F2: Develop an outdoor recreation social inclusion programme for under-represented groups

Maximising participation requires us to work with specific communities to develop novel approaches that will remove participation barriers. (Supports: SD6 Strategic Directions for the WA Sport and Recreation Industry 2016 – 2020: Initiative 9 Life Course and Life Stage Participation and 11.0 Participation, Culture and Affordability.)

How do we know if we are succeeding?

- Increase in number of residents who participate in outdoor recreation.
- Increase in participation from under-represented groups.



Photo by Kelly Waterhouse.

Summary of Strategic Priorities and Initiatives

State Objectives	Regional Theme	Strategic Priorities	Strategic Initiatives
Valuing = Realising Benefits	Strong partnerships	A. Improve planning	<ul style="list-style-type: none"> • A1: Establish a Regional Outdoor Recreation Partnership and Strategic Management Group • A2: Establish a Shared Staff Development and Training Program • A3: Implement an Investment Decision Framework for Outdoor Recreation • A4: Establish a Regional Outdoor Recreation Research Program
	World-class infrastructure	B. Trails development	<ul style="list-style-type: none"> • B1: Develop regional trails masterplans • B2: Develop trail management plans for all regionally significant trails • B3: Establish a Trail Building Network • B4: Monitor trail use trends
Enabling = Meeting Demand	A flourishing outdoor recreation sector	C. Experience development	<ul style="list-style-type: none"> • C1: Prepare an Experience Development Strategy (EDS) • C2: Develop an Adventure Events Strategy
		D. Capacity building	<ul style="list-style-type: none"> • D1: Strengthen the capacity of industry • D2: Establish a workforce development plan. • D3: Strengthen the capability of clubs and organisations delivering recreation • D4: Adoption of Australian Adventure Activity Standards (AAAS)
Developing = Creating Opportunities	Promoting outdoor recreation	E. Adventure tourism strategy	<ul style="list-style-type: none"> • E1. Prepare a Destination Management Strategy • E2. Develop a Destination Marketing Plan focused on outdoor recreation
		F. Maximise community participation	<ul style="list-style-type: none"> • F1: Encourage community participation • F2: Develop an outdoor recreation social inclusion program for under-represented groups
Encouraging = Promoting Participation	Making the outdoors more accessible	F. Maximise community participation	<ul style="list-style-type: none"> • F1: Encourage community participation • F2: Develop an outdoor recreation social inclusion program for under-represented groups

Appendix: Planning and policy context

How was the Strategy produced?

The Great Southern Centre for Outdoor Recreation Excellence (GSCORE) led the development of the Strategy by:

- Setting a vision.
- Outlining the objectives.
- Identifying key areas of cooperation and key commitments from outdoor recreation stakeholders across the region.

The Strategy incorporates initiatives outlined in the Community Strategic Plans and Corporate Business Plans of all eleven local government authorities in the Great Southern. It aligns outdoor recreation with local government planning activities that aim to improve health outcomes, enhance environmental sustainability and increase community participation. It also cross-references and supports several planning documents that have been developed at a Great Southern regional level and thereby contributes to the successful implementation and achievement of those plans. Several state-wide strategies and frameworks have also been considered so that any actions agreed to are in line with the overall objective for the State.

Input and feedback on the draft strategy was sought from all local government authorities, state government agencies involved in outdoor recreation, as well as community groups and other industry bodies involved in business, tourism and marketing, education and training, outdoor recreation and trails, environment and conservation. The final document represents the shared vision of these diverse stakeholder groups.

GSCORE will lead the implementation of the Strategy by developing an Annual Action Plan, obtaining baseline data for the agreed measures and producing an annual report documenting achievements and outcomes. Progress will be reported through the Great Southern Recreation Advisory Group (GSRAG).

How does this Strategy relate to the WA planning environment?

The Western Australian government recognises that participation in outdoor recreation contributes significantly to the state's identity, culture and economy. It provides one of the best ways of achieving public health, wellbeing and regional economic development goals. In sum, investment in outdoor recreation leads to:

- Economic stimulation
- Jobs creation and skills development
- Public health and wellbeing
- Conservation and environmental stewardship.

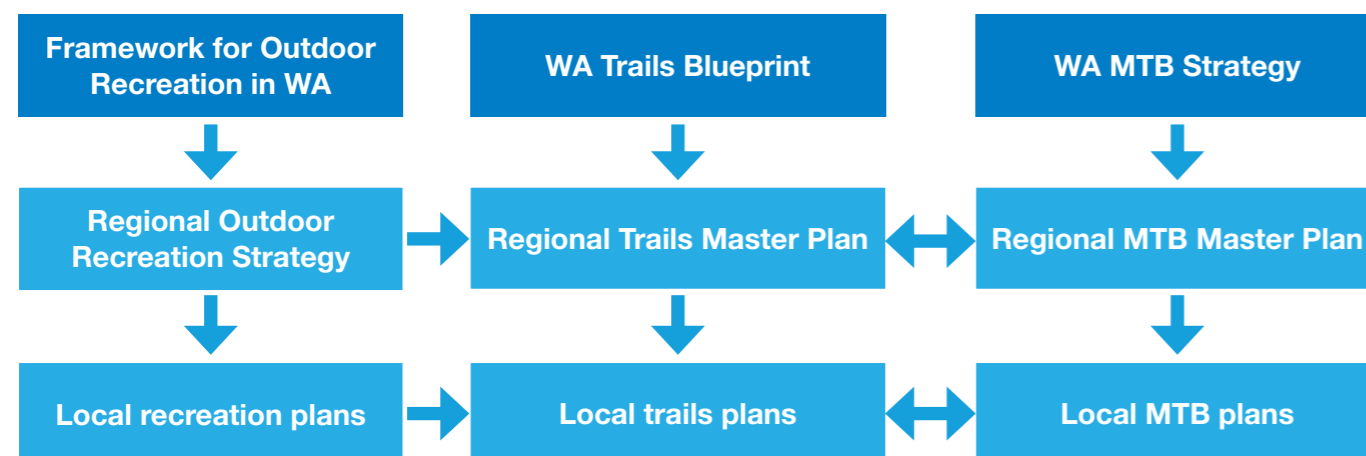
More People, More Active, Outdoors: Framework for Outdoor Recreation in Western Australia 2018 is the State Government's primary planning framework for promoting participation in outdoor recreation. The framework identifies four fundamental objectives – valuing, encouraging, enabling and developing outdoor recreation – that will guide the development of regional outdoor recreation strategies (Figure 1).

Figure 1: Fundamental Objectives of WA Outdoor Recreation Framework



The Great Southern Outdoor Recreation Strategy forms part of the Western Australian State Government’s tiered planning and investment framework and is embedded in both the Framework for Outdoor Recreation in WA 2018, the WA Strategic Trails Blueprint 2017 – 2021 and other activity-specific strategies (e.g. the WA Mountain Bike Strategy 2015-2020) (see Figure 2)¹.

Figure 2: WA Tiered Planning and Investment Framework



¹ Western Australian Strategic Trails Blueprint 2017 – 2021, page 42.

Who are the stakeholder groups?

The following stakeholders will play a role in the success of the Strategy as key partners or support agents.

Key Partners	Role
Great Southern Centre for Outdoor Recreation Excellence (GSCORE)	GSCORE was established in 2017 to support the growth and development of the outdoor recreation sector in the Great Southern. It provides leadership to the outdoor recreation industry and aims to create a vibrant and sustainable outdoor recreation sector through the provision of innovative training, business support and strategic planning services.
City of Albany Shire of Broomehill-Tambellup Shire of Cranbrook Shire of Denmark Shire of Gnowangerup Shire of Jerramungup Shire of Katanning Shire of Kent Shire of Kojonup Shire of Plantagenet Shire of Woodanilling	Local governments manage and maintain many recreation facilities and trails on behalf of ratepayers and the community by providing the infrastructure necessary for quality recreation and visitor experiences. Some are also involved in destination management and marketing activities.
Department of Biodiversity, Conservation and Attractions (DBCA)	DBCA is responsible for managing the State’s national parks, marine parks, state forests and other reserves and many aspects of protection and use of the State’s wildlife and natural areas. It manages and maintains the State’s largest single portfolio of public trails and plays a major role in recreation planning, development, funding and resourcing. The Department works closely with government and industry partners and volunteer trail support groups.
Department of Local Government, Sport and Cultural Industries (DLGSC)	DLGSC’s mission is to enhance the quality of life of Western Australians through their participation in sport and recreation. This includes goals related to industry development, enabling access and encouraging participation. With active outdoor recreation a growing trend, the Department plays a significant role in trails and recreation planning.
Great Southern Development Commission (GSDC)	The GSDC’s role is to promote the economic and social development of the Great Southern region. The Great Southern Regional Investment Blueprint is the key document that informs strategic investment decisions in the region and is referred to by the GSDC and public, private and not-for-profit entities.

Key Partners	Role
<p>Albany Chamber of Commerce and Industry (ACCI)</p> <p>Denmark Chamber of Commerce and Industry (DCC)</p>	<p>The ACCI and DCC are not-for-profit, member-driven organisations that provide professional services and support for business. They play a role as advocates for business and support outdoor recreation industry strategic planning needs.</p>
<p>Amazing South Coast Tourism Organisation (ASC)</p> <p>Hidden Treasures of the Great Southern</p> <p>Australia's South West (ASW)</p>	<p>The ASC and Hidden Treasures groups are not-for-profit, member-based local tourism organisations responsible for destination marketing and visitor servicing. The ASC focuses on the Lower Great Southern region and the Hidden Treasures on the Great Southern hinterland region.</p> <p>ASW is a regional tourism organisation that markets the entire South West region to intrastate, interstate and international markets.</p>
<p>Outdoors WA</p>	<p>Outdoors WA is the peak body for the outdoor sector in Western Australia, including camping, outdoor recreation and outdoor education. It is responsible for facilitating outdoor activity standards and encouraging outdoor recreational activity participation, including education and professional development of outdoor recreation leaders.</p>
<p>Department of Education</p> <p>Department of Jobs, Tourism, Science and Innovation</p> <p>Department of Transport</p> <p>Department of Water and Environmental Regulation</p> <p>Department of Primary Industries and Regional Development</p> <p>Regional Development Australia</p>	<p>Many government agencies have a degree of involvement with outdoor recreation. There's an increasing relevance and contribution from the Department of Primary Industries and Regional Development that closely links to major regional projects. Both the Department of Transport and the Department of Water play a role in paths and trails planning across the State.</p>
<p>Tourism WA</p>	<p>Tourism WA is responsible for the interstate and international marketing of Western Australia as a travel destination. It features outdoor recreation experiences on its website as potential experiences for visitors to the State and promotes these experiences in conjunction with the regional tourism organisations and through social media.</p>
<p>Trails WA</p>	<p>Trails WA was established to carry out projects to further the development and promotion of trails in Western Australia. It carries out many communications and promotional tasks for trails throughout the State including management of the Trails WA website and associated apps.</p>

Key Partners	Role
<p>Trails Reference Group</p>	<p>The Trails Reference Group is composed of nominees from government agencies, local governments and community members. The Trails Reference Group advises on the implementation of state trail strategies. It also monitors the progress of proposed actions and outcomes and reports to government and industry.</p>
<p>South West TAFE</p> <p>University of Western Australia Albany Centre</p> <p>Registered training organisations</p>	<p>Education institutions play a crucial role in workforce development for the outdoor recreation, tourism and outdoor education sectors.</p>
<p>Small Business Centre Great Southern</p> <p>South Coast Natural Resource Management (SCNRM)</p> <p>Local outdoor recreation clubs and associations</p> <p>Local trails groups</p> <p>Local progress and resident's associations</p> <p>Local conservation and environmental groups</p>	<p>Community organisations may represent a particular outdoor recreation activity such as bushwalking, cycling, trail bike riding and equestrian or have a special interest focus such as Aboriginal heritage, business development, inclusion, management, volunteering, marketing and promotion and/or maintenance of specific trails or reserves.</p>
<p>FutureNow: Creative and Leisure Industries Training Council</p> <p>WA Sports Federation</p> <p>Tourism Council of WA</p> <p>Wirrpanda Foundation</p> <p>Outdoor recreation peak bodies</p>	<p>Industry peak bodies play a key role in representing industry sectors in public decision-making. They represent businesses and/or community groups, promote the value of outdoor recreation, facilitate sustainable development and advocate industry policy.</p>





Department of
**Local Government, Sport
and Cultural Industries**

**Department of Local Government, Sport
and Cultural Industries**

22 Collie Street, Albany WA 6330

Phone: 9892 0100

Email: greatsouthern@dlgsc.wa.gov.au

Twitter: @DLGSCgreatsouth

Facebook: @DLGSCgreatsouth

Website: dlgsc.wa.gov.au

Great Southern Centre for Outdoor Recreation Excellence (GSCORE)

22 Collie Street Albany WA 6330

Phone: (08) 9892 0113

Email: info@gscore.com.au

Website: gscore.com.au

For further information please visit

dlgsc.wa.gov.au

Smoke-free Outdoors Policy (DRAFT)

Objective

To limit community exposure to second-hand smoke in the outdoor areas of City of Albany owned and managed public facilities, with the aim of:

- Reducing harm caused by exposure to tobacco smoke;
- Raising community awareness of the issues associated exposure to second-hand smoke;
- Providing positive role-modelling and reducing the visibility of smoking to children and young people;
- Providing community leadership on the issue of protecting health and wellbeing; and
- Minimising cigarette butt pollution on Council facilities.

Policy Statement

This Policy requires that the following areas are smoke-free:

- Within 10 metres of entrances, doorways, breezeways and air intake vents of City of Albany owned or managed public facilities, at all times.
- Centennial Park Sporting Precinct, including:
 - Within the outdoor boundaries of the Albany Leisure & Aquatic Centre, at all times
 - Within the outdoor boundaries of the Albany Youth Precinct, at all times
 - Precinct ovals, playing fields, pitches and spectator areas during organised sporting games, events, and training.
- At City of Albany-run outdoor events (as per event sponsorship/funding requirements).

Smoke-free signage and ongoing public communication and education strategies will be used to inform the community that these areas are smoke-free.

Designated Smoking Areas (DSAs) will be established at specified sites and events, only if identified as a necessary risk management action. DSAs will be located at least 10 metres away from:

- facility entrances and public pathways
- popular congregation/public usage areas
- playing/sporting field boundaries
- food and drink outlets

DSAs will be signposted, and cigarette bins will be provided for the disposal of cigarette butts.

Scope

This policy provides the framework through which the City will limit community exposure to second-hand smoke in outdoor public places and applies to the Albany Local Government Area.

Compliance

Compliance with the Policy is expected to occur through self-regulation by community members and groups and increased public awareness of smoke-free areas and designated smoking areas.

Legislative and Strategic Context

- [Tobacco Products Control Regulations 2006](#)
- [Public Health Act 2016](#)
- [City of Albany Public Health Plan](#)
- City of Albany Community Strategic Plan

Review Position and Date

This policy and procedure is to be reviewed by the document owner on or before 31 July 2020.

Definitions

Smoking is defined as the smoking of tobacco via cigarettes, cigars or pipes or the use of devices or products that may be used to smoke or mimic smoking including water pipes (hookahs), vaporizers, and electronic cigarettes.

Document Approval			
Document Development Officer:		Document Owner: <i>(Member of EMT)</i>	
Healthy Albany Project Officer		Executive Director, Community Services	
Document Control			
File Number - Document Type:	CM.STD.7 – Policy		
Synergy Reference Number:	(Created when cover sheet is created in Synergy)		
Meta Data: Key Search Terms	Local government property; smoking		
Status of Document:	Council decision: Draft		
Quality Assurance:	Executive Management Team, Council Committee, and Council.		
Distribution:	Public Document		
Document Revision History			
Version	Author	Version Description	Date Completed
0.1	Healthy Albany Project Officer	Draft phase of document development.	05/12/2017
0.2	Healthy Albany Project Officer	Draft version developed during preliminary planning phase	03/09/2018



Preliminary Implementation Plan: Centennial Park Precinct

For the proposed City of Albany Smoke-free Outdoors Policy

1. Background

The City of Albany (CoA), via its Public Health Plan (PHP) and its involvement in the Healthy Albany project, has taken an important leadership role in promoting health and wellbeing in the Albany community.

Via its [Public Health Plan](#), the CoA makes the commitment to “*reduce community exposure to environmental tobacco smoke through enforcement of tobacco legislation & regulation*” with the following actions:

- *Smoke free policy for all council events and facilities ratified; and*
- *Increase education in regards to smoking restrictions*

The proposed CoA Smoke-free Outdoors Policy seeks to protect the community, in particular children, young people and families, from the harmful effects of second-hand smoke, in the outdoor areas of CoA owned or managed public facilities.

This document outlines a preliminary plan, in response to Council recommendation (OCM 19 December 2017) for the application of the proposed Policy to the Centennial Park Sporting Precinct, with the following objectives:

1. Apply the City of Albany Smoke Free Outdoors Policy to City of Albany owned or managed outdoor areas within the Centennial Park Sporting Precinct.
2. Increase community awareness of existing smoking restrictions, smoke-free outdoor areas within the Centennial Park Sporting Precinct.
3. Improve community awareness of the importance of protecting the community from the harmful effects of exposure to second-hand smoke within the Centennial Park Sporting Precinct.
4. Strengthen civic leadership and consideration for Albany’s families, children and young people who attend and use facilities and grounds within the Centennial Park Sporting Precinct.

Development of the Plan and refinement of the Policy has been undertaken in consultation with Precinct sporting clubs and relevant CoA teams.

Clubs have indicated their support for the Plan and their involvement in smoke-free campaign promotion as part of the planned communications and engagement strategies.

2. Current smoking concerns in Centennial Park Sporting Precinct

The plan to implement the Policy has been developed to address current smoking concerns in the Centennial Park Sporting Precinct.

Site-specific smoking behaviours have been identified by CoA Recreation Services staff, CoA Club Development Officer, and observations and feedback from individual users and user groups (outlined on the following page).

These behaviours create several issues for the City of Albany and sporting clubs, including:

- Exposes the public to the harmful effects of second-hand smoke in high-use public congregation areas and access-ways.
- Generates complaints from members of the public.
- Cigarette butt pollution.
- Undermines the public image and goals of sport and recreation: fitness, fun, teamwork, community connectedness and participation, discipline, and excellence.
- Contradicts conditions of sporting club Healthway sponsorship.

Albany Leisure & Aquatic Centre

- Smoking at Centre entrance, breezeway and grassed area to left of entrance next to access path.

Centennial Stadium

- Smoking directly adjacent to stadium pedestrian entrance gate and alcove.
- Smoking directly outside club change rooms and change room-end stadium seating.
- Smoking on the pathway between the car park and entrance of the stadium.
- Smoking directly outside side entrance/exit door from the stadium's function area (on grass) – adjacent to main entrance path.

Hockey pitch and clubrooms

- A smoke-free area has been created by the Lower Great Southern Hockey Association within the fenced hockey area (pitch and clubrooms), however players and spectators stand outside of hockey venue perimeter directly adjacent to pathway and soccer ovals to smoke.
- This is an issue if there is soccer or other organised sporting games on the adjacent oval at the same time.

Cricket/soccer pavilion

- Smoking outside club room entrance/exits, under the verandah.
- Smoking in spectator areas adjacent to playing fields during organised games.

Centennial, Collingwood & Railways football ovals

- Smoking around the perimeter of playing fields where spectators park their cars and spectators congregate.
- Smoking in spectator areas adjacent to playing fields during organised games.

The application of the Smoke-free Outdoors Policy to Centennial Park Sporting Precinct has been designed to address these identified issues and mitigate associated risks.

3. Proposed policy application - CoA Centennial Park Precinct assets

WESTERN PRECINCT - Map A			
Asset	Owner	Policy application	Proposed signage
Albany Leisure & Aquatic Centre (ALAC)	CoA	<ul style="list-style-type: none"> Smoke-free within the outdoor boundaries of the ALAC at all times, including within thin 10 metres of ALAC doorways, entrance ways and breezeways. Designated Smoking Area (DSA) at least 10 metres away from ALAC entrance ways, popular congregation areas and pathways. 	<ul style="list-style-type: none"> Smoke-free signage at key ALAC entrance points. DSA signage.
Hockey Clubhouse	LGSHA	<ul style="list-style-type: none"> Outside of CoA jurisdiction. Existing Hockey Lower Great Southern Hockey Association (LGSHA) No Smoking Policy applies to within the fenced area of the Hockey venue, including clubrooms. 	<ul style="list-style-type: none"> n/a - LGSHA no-smoking signage exists.
Hockey Pitch	CoA	<ul style="list-style-type: none"> Smoke-free ovals, playing fields, pitches and spectator areas during organised sporting games, events, and training. 	<ul style="list-style-type: none"> n/a - existing Hockey LGSHA no smoking policy and signage applies to within the fenced area of the hockey venue.
Athletics Clubhouse	AAC	<ul style="list-style-type: none"> Outside of CoA jurisdiction. 	<ul style="list-style-type: none"> Smoke-free signage at key entrance points and congregation areas.
Cricket/Soccer Pavilion & grounds, Athletics oval (A,A1-2,B,B1-2)	CoA	<ul style="list-style-type: none"> Smoke-free within 10 metres of pavilion and change room doorways, entrance ways and breezeways at all times. Smoke-free ovals, playing fields, pitches and spectator areas during organised sporting games, events, and training. DSA at least 10 metres away from pavilion entrance ways, popular congregation areas and pathways. 	<ul style="list-style-type: none"> Smoke-free signage at key entrance points and congregation areas. DSA signage.
Soccer & Cricket grounds (C,C1-2,D,D1-2,E,E1-3)	CoA	<ul style="list-style-type: none"> Smoke-free ovals, playing fields, pitches and spectator areas during organised sporting games, events, and training. DSA adjacent to Hockey venue, at least 10 metres away from popular congregation/public usage areas, playing/sporting field boundaries. 	<ul style="list-style-type: none"> Smoke-free signage at key entry and congregation points. DSA signage.

Youth Precinct (including multi-purpose field)	CoA	<ul style="list-style-type: none"> No smoking within the outdoor boundaries of the Youth Precinct at all times. 	<ul style="list-style-type: none"> Update existing smoke-free signage at Skate Park. Smoke-free signage at Youth Precinct & multi-purpose field entrances.
EASTERN PRECINCT – Map B			
Centennial Stadium & change rooms	CoA	<ul style="list-style-type: none"> No smoking within 10 metres of Stadium & change rooms doorways, entrance ways and breezeways at all times. DSA at least 10 metres away from entrance ways, popular congregation/public usage areas, playing/sporting field boundaries, and food and drink outlets, to address current smoking issues. 	<ul style="list-style-type: none"> Maintain existing no smoking signage. Smoke-free venue signage at pedestrian entry gates. DSA signage.
Sporting Ovals (S, T, U, K1-K9)	CoA	<ul style="list-style-type: none"> Smoke-free ovals, playing fields, pitches and spectator areas during organised sporting games, events, and training. DSA at least 10 metres away from entrance ways, popular congregation/public usage areas, playing/sporting field boundaries. 	<ul style="list-style-type: none"> Smoke-free signage at vehicle entry gate. Smoke-free signage at main spectator entry and congregation points. DSA signage.
CENTRAL PRECINCT – Map C			
Railways Football club rooms & stand	RFSC	<ul style="list-style-type: none"> Outside of CoA jurisdiction. Existing unofficial Club Designated Smoking Area. 	<ul style="list-style-type: none"> Recommend and support Club to relocate DSA to reduce impact of second-hand smoke. DSA signage.
Railways Oval	CoA	<ul style="list-style-type: none"> Smoke-free ovals, playing fields, pitches and spectator areas during organised sporting games, events, and training. 	<ul style="list-style-type: none"> Smoke-free signage at main ticket booth/entrance and southern (rear) entrance. Recommend and support Club to install DSA.
COLLINGWOOD PARK – Map D			
North Albany Football club rooms & stand	NAFC	<ul style="list-style-type: none"> Outside of CoA jurisdiction. 	<ul style="list-style-type: none"> Recommend and support Club to install DSA at least 10 metres away from clubrooms and stand entrance ways, popular congregation areas and pathways. DSA signage.
Collingwood Park Oval	CoA	<ul style="list-style-type: none"> Smoke-free ovals, playing fields, pitches and spectator areas during organised sporting games, events, and training. 	<ul style="list-style-type: none"> Smoke-free signage at key venue entry points.

4. Policy communications & education campaign

The following strategies will be used to support the plan's implementation and objectives:

- Stakeholder engagement
- Signage
- Public advertising
- Sporting club resources and support

4.1 Stakeholder engagement

Targeted engagement activities will be undertaken to widely promote the smoke-free policy and its application to the Centennial Park Sporting Precinct amongst the external and internal stakeholders listed below, including:

- Letters to associations, clubs, schools, and relevant agencies as per identified stakeholder list;
- Campaign promotion at club membership drives and registration days;
- Campaign promotion at key sporting association games and events;
- Customer service brief to relevant CoA staff, including key customer service messages; and
- Staff awareness sessions with relevant CoA teams.

Sporting Associations, Clubs & Members	Other groups/stakeholders
<ul style="list-style-type: none"> • ALAC casual users and groups: Albany Netball & Basketball Associations , Albany Table Tennis Club, Albany Volleyball, Albany Swim Club 	<ul style="list-style-type: none"> • Agricultural Society
	<ul style="list-style-type: none"> • Albany & surrounding region schools
<ul style="list-style-type: none"> • Albany Athletics Club 	<ul style="list-style-type: none"> • Albany Men's Shed
<ul style="list-style-type: none"> • Albany Little Athletics Club 	<ul style="list-style-type: none"> • Cancer Council
<ul style="list-style-type: none"> • Albany Mountain Bike Club 	<ul style="list-style-type: none"> • Sport & Recreation WA
<ul style="list-style-type: none"> • Albany Football & Sporting Club 	<ul style="list-style-type: none"> • General public
<ul style="list-style-type: none"> • Albany Junior Cricket Association 	<ul style="list-style-type: none"> • Aboriginal Health Service
<ul style="list-style-type: none"> • Albany Junior Soccer Association 	<ul style="list-style-type: none"> • PCYC & User Groups
<ul style="list-style-type: none"> • Albany Senior Cricket Association 	<ul style="list-style-type: none"> • Southern Aboriginal Corporation
<ul style="list-style-type: none"> • Albany Cycle Club 	<ul style="list-style-type: none"> • Terry White Chemmart
<ul style="list-style-type: none"> • Great Southern Senior Soccer Association 	
<ul style="list-style-type: none"> • Lower Great Southern Hockey Association 	
<ul style="list-style-type: none"> • North Albany Football Club 	
<ul style="list-style-type: none"> • Railways Football Club 	
<ul style="list-style-type: none"> • Royals Football Club 	
<ul style="list-style-type: none"> • Southern Districts Junior Football Association 	
CoA Teams/Staff	
<ul style="list-style-type: none"> • Recreation Services 	
<ul style="list-style-type: none"> • Community Development 	
<ul style="list-style-type: none"> • Reserves 	
<ul style="list-style-type: none"> • Communications 	
<ul style="list-style-type: none"> • Health Services 	
<ul style="list-style-type: none"> • Major Projects 	
<ul style="list-style-type: none"> • Infrastructure 	
<ul style="list-style-type: none"> • Ranger Services 	
<ul style="list-style-type: none"> • Council & Executive Management Team 	

4.2 Signage

The following signage, designed to meet the requirements of the CoA Wayfinding Signage Strategy, will be erected to inform the community of smoking restrictions:

- **Smoke-free venue/ground signage** (see example below) at key entry and congregation points of CoA sports grounds, and may also be applied to areas within a site where there are issues of non-compliance.
- **Designated Smoking Area signage** (see example below) at specified sites and events, only if identified as a necessary risk management action.



4.3 Public advertising

The CoA Smoke-Free Outdoors Policy and its Phase 1 application to the Centennial Park Sporting Precinct will be advertised publicly via:

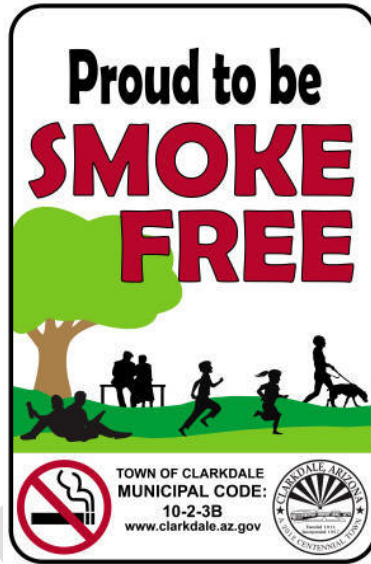
- Public advertisements in newspapers, radio, and cinema;
- Local newspaper editorial in conjunction with clubs at commencement of sporting seasons;
- Dedicated Smoke-free Outdoors page on CoA website with maps, FAQs and resources; and
- Schedule of social media campaign posts via CoA Facebook page.

4.4 Sporting club support & recognition

A range of resources and support will be developed in collaboration with sporting clubs, Cancer Council and local aboriginal health agencies to assist and motivate sporting clubs within the Centennial Park Sporting Precinct to promote the smoke-free outdoors policy to their members and spectators, including:

- A smoke-free social media and printed resource toolkit containing:
 - Site maps demarcating smoke free zones and DSAs;
 - Policy FAQs;
 - Tips on how to approach people who are smoking in smoke-free areas;
 - Smoking cessation information;
 - Going Smokefree: A Guide for Sporting Clubs resource (Victoria); and
 - Promotional resources such as posters, social media posts, palm cards.

- Public recognition of smoke-free "Champion Clubs" by CoA each year.
- Depending on club and member interest, the following support may also be considered:
 - Smoking cessation information sessions to sporting clubs.
 - Policy development support for clubs wishing to create smoke-free sporting club policy.



DRAFT

5. Estimated Budget

BUDGET ITEM:	WHO	COST (\$)
Development & production of 27 x smoke-free signs (approx. \$250 each)	CoA	\$ 6,750
Development & production of 8 x Designated Smoking Area (DSA) signs	CoA	\$ 2,000
Purchase and installation of 8 x DSA cigarette bins	CoA	\$ 800
Educational promotional video production in 15 & 30 second formats for TV, cinema, and social media	Healthway	\$ 2,500
28 x 30 sec educational cinema screenings over 12 months	Healthway	\$ 3,500
Radio 1000 x 30 second education broadcasts (during winter and summer seasons 2019), including production costs	CoA	\$ 6,000
Development, production & printing of campaign posters for sporting clubs	Healthway	\$ 1,000
Development and production of smoke-free maps for printing, downloading and sharing on social media	Healthway	\$ 1,000
TOTAL -		\$ 23,550

In-kind/In-house contributions	
Assistance with campaign coordination and promotion: City of Albany Communications Officer (1hr/week for 52 weeks @ \$90/hr)	\$4,680
DSA cigarette butt bin installation and maintenance: City of Albany Reserves & Infrastructure staff (1hr/week for 52 weeks @ \$90/hr)	\$4,680
Club consultation and liaison: CoA Club Development Officer (1hr/week for 52 weeks @ \$90/hr)	\$4,680
Project support: WACHS Healthy Albany Project Officer (1hrs/week for 26 weeks @ \$90/hr)	\$2,340
Project lead: CoA Recreation Services Manager (1 hrs/week for 52 weeks @ \$120/hr)	\$6,240
Smoking cessation information sessions for sporting clubs: Brooks Gardens Pharmacy, local GP, and Southern Aboriginal Corporation (7 x 1hr sessions @ \$360 per session)	\$2,520
Sporting Club Smoke-Free Policy Development support: WA Country Health Service Great Southern Population Health or Department of Sport & Recreation WA (1 hrs/week for 52 weeks @\$120/hr)	\$6,240

FUNDING BODY:	AMOUNT (\$)
Healthway	\$ 8,000
City of Albany (Recreation Services)	\$ 15,550
TOTAL	\$ 23,550

6. Proposed Timeline

When	Activity
April – July 2018	Preliminary Plan internal consultation
June 2018	Development of draft action plan
July 2018	Presentation of Plans to Executive Management Team
July 2018	Consultation with winter sporting clubs
September 2018	Consultation with summer sporting clubs
September 2018	Presentation of Plan to Council Strategic Workshop
October 2018	Policy for endorsement at Ordinary Council Meeting
Oct-Dec 2018	Development of communications and engagement campaign materials
February 2019	Smoke-free Policy & Centennial Precinct campaign launch
February 2019	Club & members engagement via winter multi-sport registration
March 2019	Final installation of signage and DSA bins
Late March 2019	Media & online promotion schedule begins, targeting winter sports
April 2019	Winter sports seasons start
August 2019	Club & member engagement via summer multi-sport registration
Late September 2019	Media & online advertising/promotion schedule begins, targeting summer sports
October 2019	Summer sporting seasons starts
2020 onwards	CoA online and community newsletter promotion of campaign at start of each winter/summer season.

7. Monitoring & Evaluation

The impact of policy application to the Centennial Park Sporting Precinct will be monitored via:

- Cigarette butt audits undertaken prior to and during initial policy implementation by the Healthy Albany Project Officer supported by CoA Environmental Health and Recreation Services staff;
- Reported smoking/non-smoking behaviour observations by venue staff; and
- Feedback and observations from sporting associations, clubs, and the community.

Adjustments to policy implementation may be made based on the above information - for example whether further promotion of the policy to clubs and the community is required, or whether the location of smoke-free signage and designated smoking areas need to be reviewed.

The outcomes of the project will be evaluated using the following measures:

Project Objective	Campaign evaluation measure
1. To apply the City of Albany Smoke Free Outdoors Policy to City of Albany owned or managed outdoor areas within the Centennial Park Sporting Precinct.	<ul style="list-style-type: none"> • Policy Plan for Centennial Park Sporting Precinct implemented as intended
2. To increase community awareness of existing smoking restrictions, smoke-free outdoor areas within the Centennial Park Sporting Precinct.	<ul style="list-style-type: none"> • # of Centennial Park Sporting Precinct clubs engaged in campaign • # of smoking-related complaints received • Changes in cigarette butt pollution in Precinct • Reach of campaign promotion and advertising • Feedback from clubs, members, and community regarding response to campaign and any self-reported behaviour change
3. To improve community awareness of the importance of protecting the community from the harmful effects of exposure to second-hand smoke within the Centennial Park Sporting Precinct.	<ul style="list-style-type: none"> • Reach of campaign promotion and advertising • Feedback from clubs, members, and community regarding response to campaign and any self-reported behaviour change • # of smoking cessation sessions held • # of participants in smoking cessation sessions
4. Strengthen civic leadership and consideration for Albany's families, children and young people who attend and use facilities and grounds within the Centennial Park Sporting Precinct.	<ul style="list-style-type: none"> • # of clubs who actively participate in promotion of the CoA smoke free policy (use toolkit) • # of club who develop their own smoke-free policy • # of smoking-related complaints received • Changes in cigarette butt pollution in Precinct

8. Risk identification & mitigation

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

Risk	Likelihood	Consequence	Risk	Mitigation
<p>Community</p> <ul style="list-style-type: none"> • Perceived and experienced exclusion of community members who smoke from participating in community events and activities. 	<i>Likely</i>	<i>Minor</i>	<i>Medium</i>	<ol style="list-style-type: none"> 1. <i>Media and communications strategy to manage community expectations.</i> 2. <i>Provision and promotion of Designated Smoking Areas at relevant sites/events.</i> 3. <i>Develop site-specific implementation plans</i>

REPORT ITEM CCS096 REFERS TO

<ul style="list-style-type: none"> Smoke free signage and communications are ignored and people continue to smoke in new smoke-free areas. 	Possible	Moderate	Medium	<p><i>which take into account specific user and population groups.</i></p> <ol style="list-style-type: none"> Partner with stakeholder groups to deliver the Policy. Include the promotion of smoking cessation support resources in communications to community. Ensure ongoing evaluation of smoke free strategies and any changes in outdoor smoking behaviours and adjust strategy accordingly. Funds to be allocated in forward budgets to implement Policy strategies.
<p>Reputational</p> <ul style="list-style-type: none"> Damage to relationships with some community groups/clubs who do not support the policy. 	Possible	Minor	Medium	<ol style="list-style-type: none"> Comprehensive communication and engagement plan to involve community and stakeholders in the development and implementation of smoke-free policy and strategies, and to widely and continually inform the public and stakeholders of the Policy.
<ul style="list-style-type: none"> Perception by some community members (including local media) of 'over-policing'. 	Possible	Moderate	Medium	
<p>Environmental</p> <ul style="list-style-type: none"> Increased littering of cigarette butts on site peripheries. 	Likely	Moderate	High	<ol style="list-style-type: none"> Develop a risk management plan for managing smoke free areas and events (i.e. provision of Designated Smoking Areas with ashtrays/butt bins).

9. FAQs for Sporting Associations, Clubs, Members, and Spectators

What is it?

The City of Albany Smoke-free Outdoors Policy aims to promote the Centennial Park Sporting Precinct as smoke-free, and limit community exposure to second-hand smoke in the outdoor areas of City of Albany sports and recreational spaces.

Why was the Policy developed?

- Public sports grounds and recreation facilities are popular outdoor settings for exercise and recreation and often attract large numbers of people, particularly families with children.
- The Policy seeks to create smoke-free environments where families can enjoy themselves without being exposed to harmful second-hand tobacco smoke.
- There is no safe level of exposure to second-hand tobacco smoke. This is the smoke which smokers exhale after inhaling from a lit cigarette.
- Second-hand smoke exposure is particularly dangerous for children and young people because they have smaller airways and less developed immune systems than adults. These differences make children more likely to suffer health problems due to second-hand smoke such as bronchitis, pneumonia and asthma.
- In adults, breathing second-hand tobacco smoke can increase the risk of cardiovascular disease, lung cancer and other lung diseases. It can worsen the effects of other illnesses such as asthma and bronchitis. Exposing ex-smokers to other people's tobacco smoke increases the chance of relapsing to smoking.
- Creating smoke-free outdoor areas, such as in public sports grounds and recreational areas, can support those who have quit and make smoking less visible to children and young people.
- Children and young people are also impressionable and are more likely to view smoking as socially acceptable when they regularly see people smoking in different settings. Creating smoke-free areas frequented by children and young people will help to 'de-normalise' smoking behaviour and discourage them from taking up smoking.

Which facilities does the Policy apply to?

- Centennial Park Sporting Precinct sports grounds, ovals, playing fields, including covered and uncovered spectator areas
- Albany Leisure & Aquatic Centre
- Albany Youth precinct

When does the Policy apply?

- Centennial Park Sporting Precinct during organised sporting events, games and training (except for Designated Smoking Areas).
- Albany Leisure & Aquatic Centre at all times (except for Designated Smoking Areas)
- Albany Youth precinct at all times

How will the Policy be enforced?

Compliance with the Policy is expected to occur through self-regulation by community members and groups and increased public awareness of smoke-free areas and designated smoking areas.

What is an outdoor sporting venue?

Under the Policy, an 'outdoor sporting venue' includes:

- a playing field or oval;
- a track;

- a pitch or court;
- practice nets;
- any permanently or temporarily erected public seating at the venue;
- any seating, marshalling area, warm-up area, podium or other part of the venue reserved for the use of competitors or officials; and
- any part of the venue used to conduct the actual organised sporting event.

If there are courts or ovals next to one another, the sporting venue is considered to be the court/s or oval/s where the actual sporting event is taking place.

What is a spectator area?

A spectator area is an area set aside for or being used by spectators to watch an organised sporting event at a sports ground or other recreational area, but only when an organised sporting event is being held there.

Is smoking restricted only in spectator areas which are covered?

No. The smoke-free policy applies to all spectator areas at sports grounds and other recreational areas when they are being used for an organised sporting event. It applies to both **covered and uncovered** spectator areas and whether seating is provided or not.

What is an 'organised' sporting game, event, or training?

Any sporting games, events, or training sessions organised by schools, clubs, associations, other organisation or individuals booked via a City of Albany Sports Permit (casual or seasonal).

Does the Policy cover the pre-match and half time activities?

Yes. The smoke-free policy applies for the entire duration of the organised sporting game or event. This includes pre match and half time games and entertainment that form part of the sporting event.

Will there be signage to indicate where smoking is not permitted?

Due to the large area that City of Albany sports grounds and recreational areas cover, signage has been erected at the entrances and key congregation points of these areas, and may also be applied to areas within a site where there are issues of non-compliance.

Are there any areas that people can smoke in the smoke-free areas?

Yes, a limited number of Designated Smoking Areas have been established across the Precinct. These areas are signposted and have a cigarette butt bin.

Can I smoke in my car when parked in the spectator area of the football oval?

No. Smoking, including the use of e-cigarettes, is not permitted at City of Albany outdoor sporting venues i.e. sportsgrounds, ovals and playing fields (including spectator areas) during organised sporting games, events, and training.

In Western Australia, smoking is also prohibited in or on vehicles in Western Australia if a child under 17 is present.

Will sporting club or sporting venue staff be required to enforce the Policy?

No. Sporting venue users (associations, clubs, venue staff, operators and volunteers) are not expected to enforce the Policy and are not empowered to do so. Compliance with the Policy is expected to occur through increased public awareness and changed community expectations.

Sporting venue operators are not liable if smoking occurs in outdoor areas of their sporting venues during sporting events. However, the CoA asks that sporting club associations and clubs assist in promoting the policy to its members and spectators.

Smoking remains banned in enclosed areas of sporting venues under the enclosed public places provisions in the legislation, *Tobacco Products Control Act 2006*.

What if my sports venue/club already has a smoking policy?

The CoA Smoke-free Outdoors Policy is designed to complement and support any existing smoke-free policies at sporting venues. The City encourages and supports all sporting clubs to consider how to make their venues smoke-free places for people to play sport and socialise.

Quit Victoria has developed a useful resource to guide sporting clubs wishing to develop their own smoke-free policies: <https://www.quit.org.au/resources/sporting-groups/smoking-sports-clubs-and-benefits-becoming-smokefree-club/>

How will people know about the Policy?

The Policy will be promoted via a comprehensive communications and education campaign including smoke-free signage, advertising in local newspapers, radio, cinema and social media, and dedicated information page on the City of Albany website.

Sporting associations and clubs with a range of promotional materials to distribute to members to raise awareness of the smoke-free outdoors policy and how it applies during organised sporting games/events.

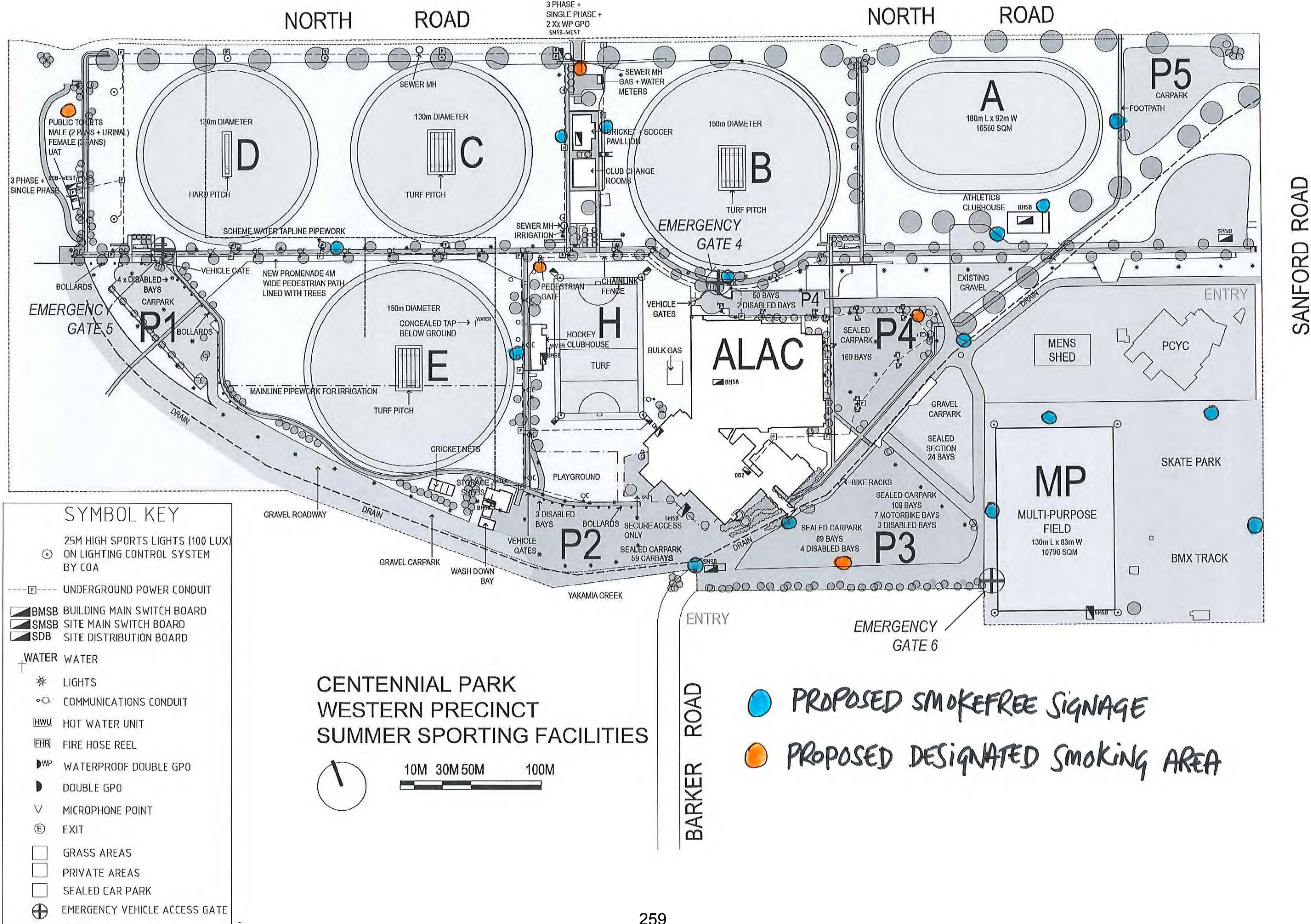
10. Appendices

- Map A: Centennial Park Western Precinct
- Map B: Centennial Park Eastern Precinct
- Map C: Centennial Park Central Precinct
- Map D: Collingwood Park Oval

11. References

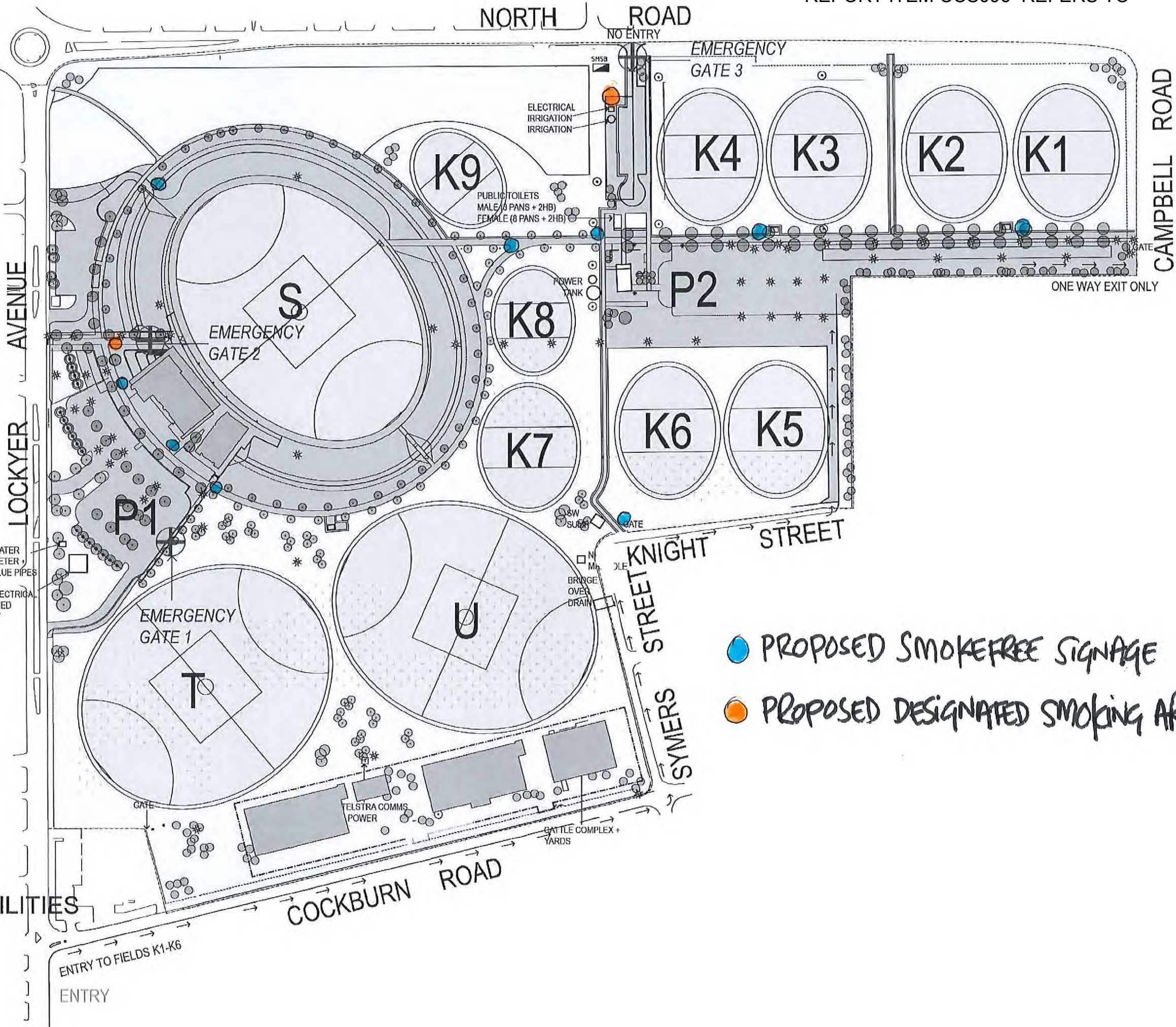
This preliminary plan has been developed with reference to the following examples of smoke-free sportsground initiatives:

- [NSW Health – Smoke Free Spectator Areas at Public Sports Grounds](#)
- [City of Warrnambool Smoke Free Sport & Recreation Venues](#)
- [City of Cockburn – Smoke Free](#)



SYMBOL KEY

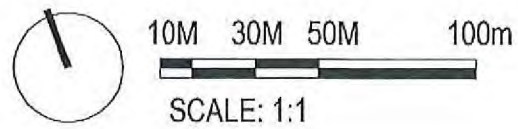
- 25M HIGH SPORTS LIGHTS (100 LUX) ON LIGHTING CONTROL SYSTEM BY COA
- UNDERGROUND POWER CONDUIT
- BMSB BUILDING MAIN SWITCH BOARD
- SMSB SITE MAIN SWITCH BOARD
- SDB SITE DISTRIBUTION BOARD
- WATER
- LIGHTS
- COMMUNICATIONS CONDUIT
- HWU HOT WATER UNIT
- FHR FIRE HOSE REEL
- WP WATERPROOF DOUBLE GPO
- DOUBLE GPO
- MICROPHONE POINT
- EXIT
- GRASS AREAS
- PRIVATE AREAS
- SEALED CAR PARK
- EMERGENCY VEHICLE ACCESS GATE



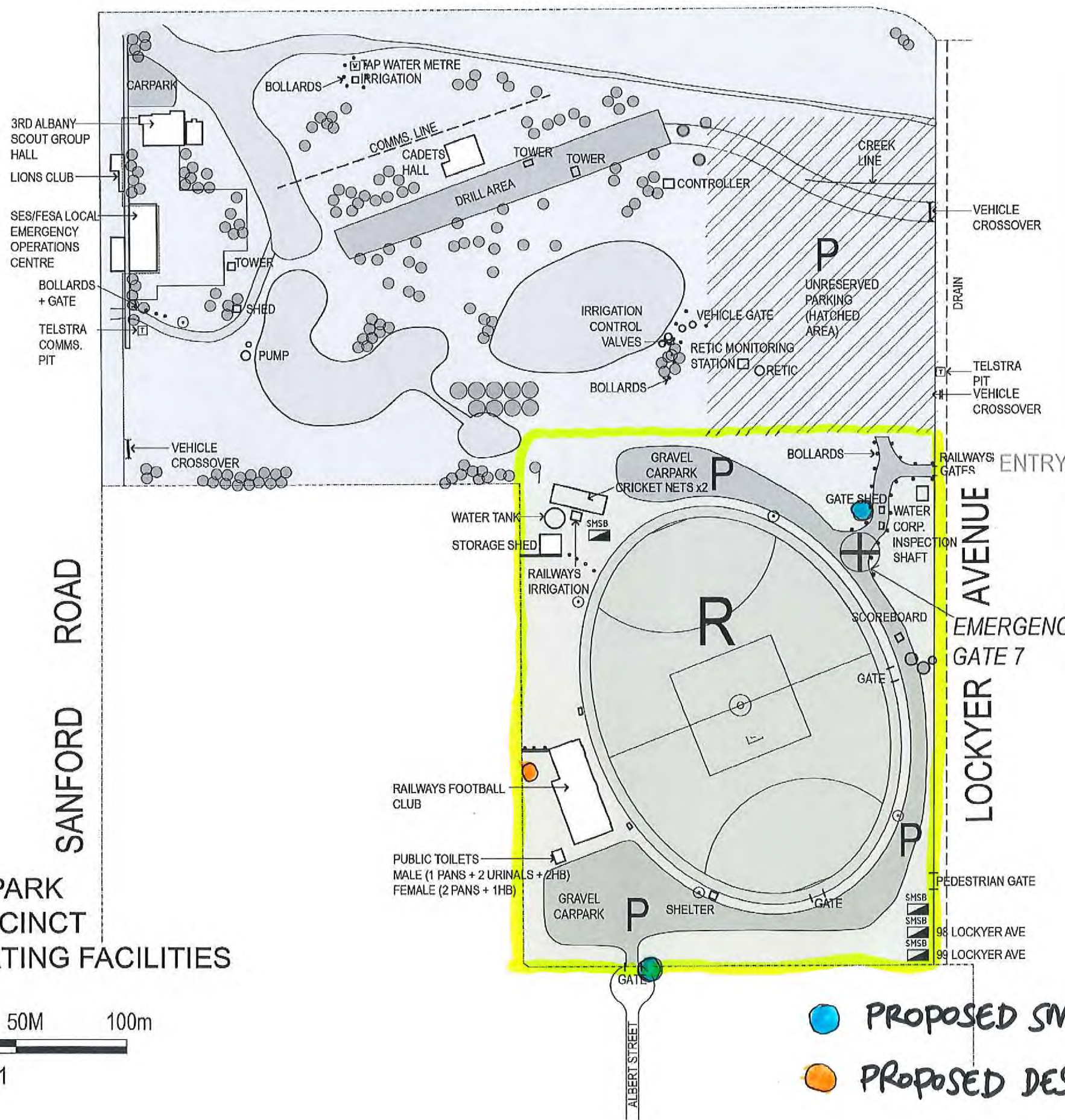
PROPOSED SMOKEFREE SIGNAGE

PROPOSED DESIGNATED SMOKING AREA

CENTENNIAL PARK
EASTERN PRECINCT
WINTER SPORTING FACILITIES



NORTH ROAD



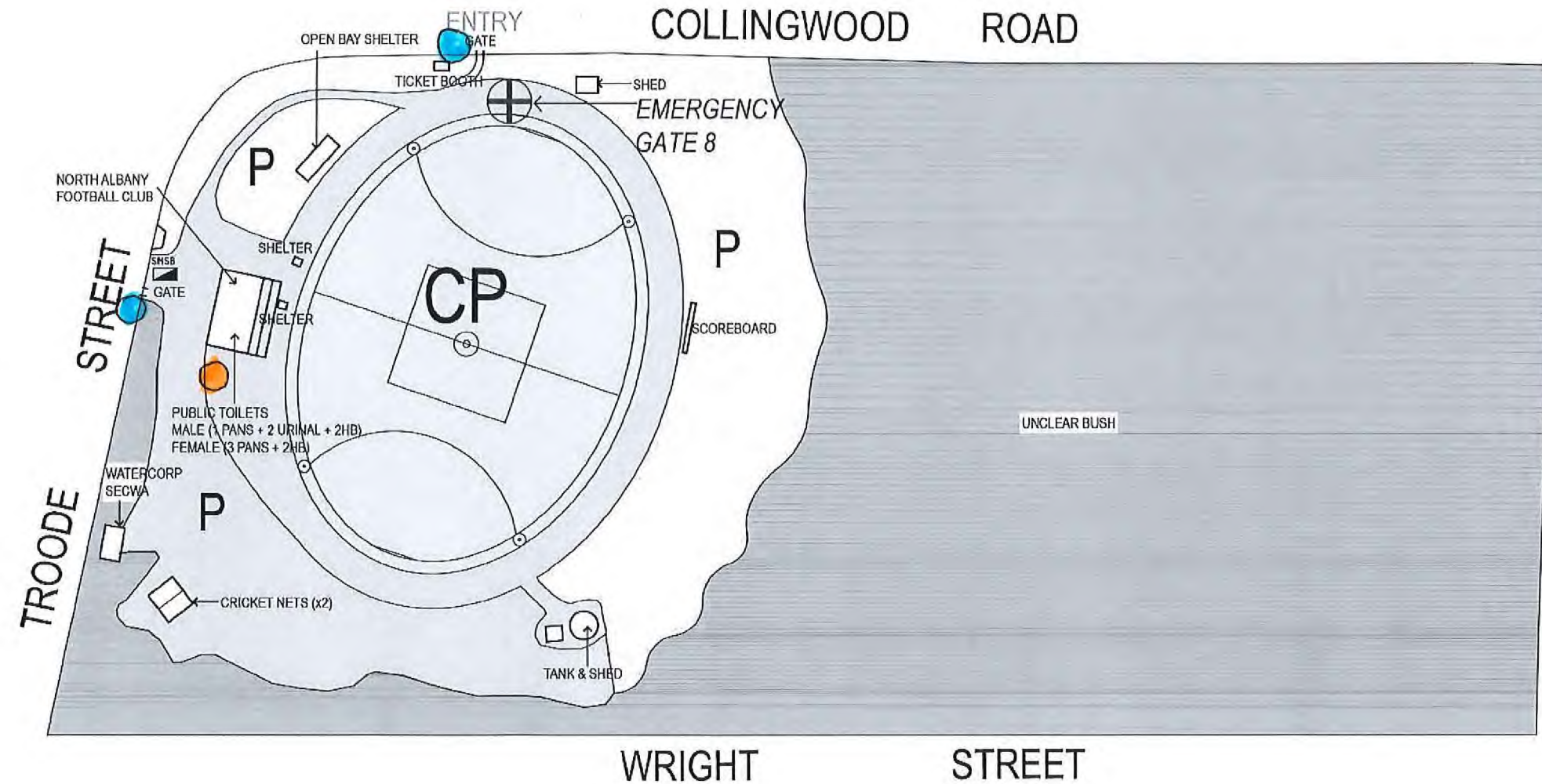
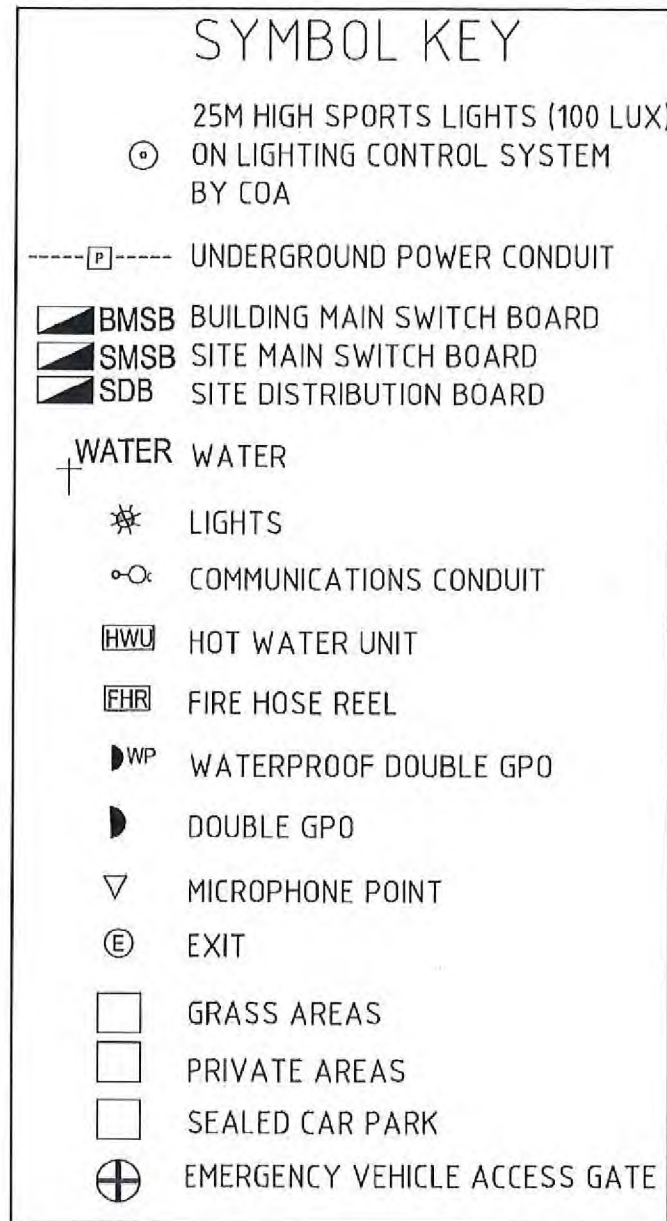
SYMBOL KEY

	25M HIGH SPORTS LIGHTS (100 LUX) ON LIGHTING CONTROL SYSTEM BY COA
	UNDERGROUND POWER CONDUIT
	BMSB BUILDING MAIN SWITCH BOARD
	SMSB SITE MAIN SWITCH BOARD
	SDB SITE DISTRIBUTION BOARD
	WATER WATER
	LIGHTS
	COMMUNICATIONS CONDUIT
	HWU HOT WATER UNIT
	FHR FIRE HOSE REEL
	WP WATERPROOF DOUBLE GPO
	DOUBLE GPO
	MICROPHONE POINT
	EXIT
	GRASS AREAS
	PRIVATE AREAS
	SEALED CAR PARK
	EMERGENCY VEHICLE ACCESS GATE

CENTENNIAL PARK
CENTRAL PRECINCT
WINTER SPORTING FACILITIES

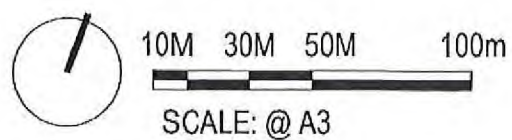


PROPOSED SMOKEFREE SIGNAGE
 PROPOSED DESIGNATED SMOKING AREA



● PROPOSED SMOKEFREE SIGNAGE
 ● PROPOSED DESIGNATED SMOKING AREA

COLLINGWOOD PARK WINTER SPORTING FACILITIES



Support Letters from Sporting Clubs:

-----Original Message-----

From: Great Southern Soccer <registrar.gssa@gmail.com>

Sent: Friday, 10 August 2018 1:47 PM

To: Sara Leeflang <secretary.gssa@gmail.com>; Samantha Stevens

<samanthas@albany.wa.gov.au>; Judith Want <judithw@albany.wa.gov.au>

Subject: Grounds Policies

Hi Sam

The GSSA would like to support two policies for the sport grounds we play and train on:

1. No smoking policy except in designated areas if there needs to be such areas.
2. Dogs must be on leashes at all time and can the city please provide poo bags and bins for dog owners

thank you

On a side note.. can we please get poo bags and a bin at the small park near the hospital

Regards

Jos Pass

GSSA Registrar

--

REPORT ITEM CCS096 REFERS TO

-----Original Message-----

From: Geoff Oldfield <geoff.o@albanyprestigerealty.com.au>
Sent: Wednesday, 15 August 2018 9:16 AM
To: Samantha Stevens <samanthas@albany.wa.gov.au>
Cc: Tiffany Dew <tiffanyd@albany.wa.gov.au>; Judith Want
<judithw@albany.wa.gov.au>
Subject: Smoke Free Zone & Dog bag stations

Hi Sam,

On behalf of the Albany Sharks FC we would like to offer our support in principle to having the Centennial Sporting Complex made a smoke free zone. I would like to see sensible designated smoking areas with butt bins to accommodate smokers away from the main buildings and high use areas.

We also would like to have some sort of dog control in this area as well as we are getting a lot of dog faeces. One of the main areas I have noticed is on the walk way and cycle path in front of our facilities. It's not a good look when people turn up to use the complex and the grass areas besides the paths are covered in dog faeces. Supplying dog bags may fix this or at least limit the extent of the problem. I intend to pick some of this up myself as its all part of keeping our facilities looking good.

Geoff Oldfield

President

--

REPORT ITEM CCS096 REFERS TO

-----Original Message-----

From: AJSA President <president@ajsa.com.au>
Sent: Friday, 10 August 2018 12:44 PM
To: Samantha Stevens <samanthas@albany.wa.gov.au>
Cc: Judith Want <judithw@albany.wa.gov.au>; SECRETARY
<secretary@ajsa.com.au>
Subject: Centennial Precinct - Dogs and smoking

Good afternoon Sam,

It was good to see you the other day regarding the City's update on the continued development of the Centennial Precinct.

Would it be possible for me to ask if the City would give consideration to implementing the following throughout the CP area:

1) SMOKING - Can the grounds be a designated 'no smoking area' when being used for sporting / organised recreational use? I understand that there would need to be signage / wording / designated areas but our main focus would be for smoking to be prohibited around the pitches / clubrooms / canteen when sport is being played

2) DOGS - Can there be signs that dogs are prohibited from the area when sport is being played or training is occurring. The area is a great place for dog walkers especially with the increased pedestrianised areas however they can pose quite a problem when they run onto the fields during play and steal the ball or chase the children. If it is not possible to prohibit them from the area would it be possible for signage to clearly show that they must be on a lead at all times.

We receive quite a few complaints from parents regarding the above two matters each week and it is often hard for us, as an Association and as individuals, to try and stop people from doing it. The stock response is 'well, there's no signs to say I can't' which leaves us quite helpless to act.

If this could be looked into by the City and supported we would greatly appreciate it.

Thank you for your help Sam, I hope you have a great weekend.

Kindest Regards,

Grace

AJSA President



2018 TO 2022

CORPORATE

BUSINESS PLAN

CONTENTS

INTRODUCTION	1
FUTURE CHALLENGES	3
CORPORATE PLANNING (ALIGNMENT WITH STRATEGIC OBJECTIVES)	4
STRATEGIC PRIORITIES (CEO'S KEY PERFORMANCE INDICATORS)	5
BUSINESS PLANNING AND REPORTING	6
FINANCIAL PLANNING AND REPORTING	8
ASSET MANAGEMENT PLANNING & REPORTING	9
WORKFORCE PLANNING & REPORTING	10
COMMUNITY ENGAGEMENT PLANNING & REPORTING	11
RISK & OPPORTUNITY MANAGEMENT PLANNING & REPORTING	12
ASSOCIATED DOCUMENTS	13
REVIEW	13

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..

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



COMMUNITY STRATEGIC PLAN SNAPSHOT

The diagram below provides a snapshot of our Community Strategic Plan and forms the basis for this Corporate Business Plan which explains how we will deliver what is important to our community. Progress against our Corporate Business Plan is summarised in our quarterly City Update which is noted by Council at an OCM and published on our web-site.



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?

REPORT ITEM CCS097 REFERS TO

CORPORATE PLANNING - (ALIGNMENT WITH STRATEGIC OBJECTIVES)

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

REPORT ITEM CCS097 REFERS TO

STRATEGIC PRIORITIES - (CEO'S KEY PERFORMANCE INDICATORS)

The following summarise the strategic priorities set by Council for the next year. These are reviewed and updated annually and reported against in the quarterly City Update.

Theme / Community Aspiration	Deliverable	KPI
Leadership		
We will listen to our community and deliver outcomes that reflect their needs and expectations	Increased satisfaction with the City's services and facilities	Achieve overall community perception satisfaction at or above the State average levels with an above state average result for openness and transparency of Council
	Development of a Council Strategy to improve communication with residents and businesses	Communications Strategy adopted
	Review of Customer Service Charter	Customer Service Charter reviewed and Council briefed
Smart Prosperous & Growing		
We will partner and advocate with relevant stakeholders to diversify our economy, establish a culture of life-long learning to support and grow local employment	Planning for the bicentennial Kinjarling Connect 2026	Establishment of the Kinjarling Connect 2026 Committee
	Linkages are developed with education organisations	Delivery to Council of a draft Education Vision for Albany
Clean, Green & Sustainable		
We will value and maintain the natural beauty of our region and the infrastructure that supports this	City of Albany increases community awareness in reuse and recycling	Working group reports to Council, Participation in the Community Garage Sale trail
	Review and delivery of the Reserves Strategy	Identified high priorities are implemented in 2018/19
	City is a leader in the use of renewable energy	Presentation of a Business Case for City of Albany properties to run on renewable energy
A Connected & Safe Built Environment		
We will develop integrated precincts and neighbourhoods that allow for population growth and enhance the lifestyle of our residents	City of Albany seeks recognition in the Intelligent Community Forum	City of Albany commences actions to be considered for the Intelligent Community Forum and reports to Council on work undertaken to evidence progress towards accreditation
Behavioural		
	The City of Albany values its employees	Council is provided a quarterly HR Report on employee turnover
	Professional advancement undertaking (CEO)	Completion of further professional development with Council's approval
Compliance		
	Development of a major project framework which provides accurate scoping and clear oversight of the project	No variance between projected and actual budget for major projects
	Development of a "project on a page" reporting model for major projects	Report to be provided to Council at least on a quarterly basis

BUSINESS PLANNING AND REPORTING

The following table provides a summary of the services delivered by the City of Albany and the net cost budgeted for each business unit over the next four years. The net cost for each of the service delivery teams includes the reallocation of administrative costs. A delivery plan for each business unit including the administration functions is attached as Appendix 2 and reported against in the quarterly City Update.

OUR SERVICE DELIVERY TEAMS	FY 18/19	FY19/20	FY20/21	FY21/22
Office of CEO				
Office of CEO (Including Members & Alliance)	\$2,089,570	\$2,232,259	\$2,220,941	\$2,653,454
Corporate Services				
Albany Airport	(\$1,047,451)	(\$1,115,077)	(\$935,894)	(\$944,975)
Governance & Risk	\$451,029	\$453,654	\$359,043	\$373,186
Business Development & Tourism	\$355,017	\$469,785	\$565,521	\$760,878
Albany Visitors Centre	\$439,720	\$634,209	\$407,659	\$418,173
Leasing, Procurement & Revenue Development	\$315,009	\$472,170	\$375,629	\$376,388
Infrastructure & Environment				
City Engineering	\$2,725,891	\$2,829,903	\$2,858,850	\$2,960,185
City Operations (including Waste)	\$4,269,382	\$4,308,334	\$4,196,044	\$4,428,841
City Reserves	\$5,155,306	\$4,998,653	\$5,265,654	\$5,430,222
Major Projects	\$961,245	\$1,019,353	\$992,713	\$1,024,245
Community Services				
Albany Public Library & Town Hall	\$1,593,546	\$1,659,142	\$1,706,947	\$1,761,155
Vancouver Arts Centre	\$684,813	\$696,091	\$698,522	\$715,866
Communications & Events	\$1,132,074	\$967,665	\$989,347	\$1,013,823
Community Development & Engagement	\$768,356	\$773,433	\$774,455	\$796,666
Day Care Services	(\$20,045)	(\$30,243)	(\$42,972)	(\$51,841)
National ANZAC Centre	\$487,105	\$505,642	\$592,836	\$618,866
Recreation Services (including ALAC)	\$1,869,839	\$1,847,520	\$1,872,605	\$1,920,232
Development Services				
Building, Health & Compliance	\$1,425,448	\$1,470,169	\$1,529,210	\$1,595,198
Development, Planning & Land Information Services	\$1,577,298	\$1,655,512	\$1,696,362	\$1,832,757
Ranger & Emergency Services	\$1,518,022	\$1,567,181	\$1,607,844	\$1,700,019

REPORT ITEM CCS097 REFERS TO

OTHER REVENUE & EXPENDITURE	FY 18/19	FY19/20	FY20/21	FY21/22
Corporate Governance				
Administration Time Allocated to Members of Council	\$1,776,416	\$1,838,591	\$1,902,941	\$1,969,544
Corporate Services Allocated Back				
Finance	\$1,435,746	\$1,464,764	\$1,508,031	\$1,526,765
Human Resources	\$928,735	\$954,709	\$964,792	\$1,020,092
Information Technology	\$2,368,219	\$2,396,949	\$2,439,959	\$2,486,728
Records	\$573,775	\$592,078	\$611,715	\$633,206
Customer Service	\$506,538	\$522,318	\$539,474	\$558,483
North Road Building Expenses	\$917,070	\$935,667	\$955,012	\$977,338
Less Allocated to Service Delivery Teams	(\$6,730,083)	(\$6,866,485)	(\$7,018,983)	(\$7,202,612)
Other Expenditure				
Depreciation (Excluding Plant, IT & Administration Building)	\$15,626,578	\$15,745,824	\$15,866,031	\$15,987,208
Interest on Loans (Excluding Visitor Centre & Forts Retail Shop)	\$838,000	\$748,787	\$619,667	\$488,352
Rating	\$657,568	\$1,013,442	\$695,775	\$716,882
Other Contributions (AEC, Community Financial Assistance, Brig & Cemetery Contribution)	\$760,057	\$782,680	\$806,124	\$830,419
Corporate Legal Expenses	\$102,500	\$102,500	\$102,500	\$102,500
Organisation Development	\$226,704	\$191,344	\$232,549	\$254,327
Other Revenue				
Rates Revenue	(\$37,120,421)	(\$38,438,621)	(\$39,874,067)	(\$41,416,378)
Other General Purpose Revenue	(\$4,925,816)	(\$5,065,085)	(\$5,216,741)	(\$5,344,449)

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 City Update
- 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
- Progress on capital works and major projects delivery quarterly via the City Update

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**Guiding Principles**

- 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

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:

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

REVIEW

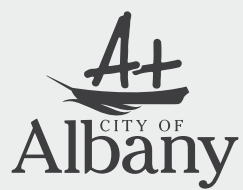
The Corporate Business Plan is to be reviewed and adopted annually by Council.

Document Approval	
Document Development Officer:	Document Owners:
Facilitator Strategy & Improvement	Chief Executive Officer Executive Director Corporate Services
Document Control	
File Number - Document Type:	CM.STD.6 – Management Plan
Document Reference Number:	To be assigned on adoption of plan.
Meta Data: Key Search Terms	Corporate business plan
Status of Document:	Council decision: Adopted
Quality Assurance:	Council, Executive, Strategic Working Groups, Council Committee
Distribution:	Internal Document

Document Revision History			
Version	Author	Version Description	Date Completed
1.0	Facilitator Strategy & Improvement	Adoption Reference: OCM 26/09/2017 Resolution CCS057.	26/09/2017
1.1	Facilitator Strategy & Improvement	Revised, prepared for Council adoption.	27/09/2018









APPENDIX 1

FINANCIAL SUMMARY

2018 - 2022

FINANCIAL SUMMARY | BUSINESS UNIT PLANS

City of Albany Corporate Business Plan 2018 - 2022
Variable Assumptions Underpinning the Plan

	2018/2019	2019/2020	2020/2021	2021/2022
OPERATING REVENUES				
Rates - Annual Increases (Note 1% Rate Increase = \$326k)	2.95%	3.05%	3.25%	3.40%
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)	2.50%	3.00%	3.25%	3.35%
- Superannuation	3.00%	3.00%	3.25%	6.08%
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 REPORT ITEM CCS097 REFERS TO
Corporate Business Plan

Key Performance Indicators

2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
\$	\$	\$	\$

OPERATING SURPLUS RATIO

Operating Revenue	61,705,683	62,982,921	64,686,949	66,553,299
Less Operating Exp incl interest & depreciation	- 66,657,080	- 67,386,647	- 67,676,747	- 69,548,359
= Net Operating Surplus	- 4,951,398	- 4,403,725	- 2,989,798	- 2,995,060
Divided by Own Source Revenue (Excl Grants)	56,181,783	57,982,999	59,657,018	61,711,622
Ratio Target - (+ve) Between 0% and 15%	-8.8%	-7.6%	-5.0%	-4.9%

CURRENT RATIO

Current Assets	27,739,195	25,865,386	27,174,847	27,795,477
Less Restricted Assets	- 18,860,812	- 16,977,613	- 18,126,258	- 18,730,882
= Net Current Assets	8,878,383	8,887,772	9,048,589	9,064,595
Divided by Current Liabilities less Current Liabilities ass'd with Restricted Assets	11,192,892	11,337,284	11,462,920	11,382,517
= Net Current Liabilities	11,192,892	11,337,284	11,462,920	11,382,517
Ratio Target > or = to 1:1	79%	78%	79%	80%

OWN SOURCE REVENUE COVERAGE RATIO

Own source operating revenue	56,181,783	57,982,999	59,657,018	61,711,622
Divided by total expenses	66,657,080	67,386,647	67,676,747	69,548,359
Ratio Target > or = to 40%	84.3%	86.0%	88.1%	88.7%

DEBT SERVICE COVERAGE RATIO

Operating Surplus before Interest & Depreciation = Operating Revenue	61,705,683	62,982,921	64,686,949	66,553,299
Less Operating Expenses Except Interest Expense and Depreciation	-66,657,080	-67,386,647	-67,676,747	-69,548,359
= OSBID	18,229,676	18,266,700	18,264,627	18,261,169
Divided by Principal and Interest	13,278,278	13,862,975	15,274,830	15,266,108
Ratio Target > or = 2	3.88	4.01	4.64	5.00

ASSET SUSTAINABILITY RATIO

Capital Renewal Expenditure	12,515,938	11,770,230	11,175,104	11,209,291
Divided by Depreciation Expense	17,343,216	17,475,337	17,608,515	17,742,760
Ratio Target 90% to 100%	72.2%	67.4%	63.5%	63.2%

ASSET RENEWAL FUNDING RATIO

Net Present Value of Planned Renewal Expenditu	12,515,938	11,770,230	11,175,104	11,209,291
Divided by NPV of Asset Mgmt Plan Projections	12,520,569	12,723,924	12,931,573	13,143,608
Ratio Target 95% to 105%	100%	93%	86%	85%

Financial Statements

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan

**Statement Of Comprehensive Income By Nature & Type
For The Period 2018 To 2022**

	2017/2018 ORIGINAL BUDGET	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
<u>REVENUES</u>					
Rates	35,461,300	36,664,691	37,982,659	39,417,870	40,959,944
Grants & Subsidies - Operating	3,184,285	5,523,899	4,999,922	5,029,931	4,841,677
Interest Earnings	1,134,492	1,159,285	1,159,068	1,158,840	1,158,602
Contributions, Donations & Reimbursements	648,959	507,885	541,359	498,289	523,943
Fees & Charges	17,105,686	17,535,062	17,985,314	18,267,074	18,754,445
Other Revenue	364,522	314,860	314,599	314,945	314,688
	57,899,244	61,705,683	62,982,921	64,686,949	66,553,299
<u>EXPENSES</u>					
Employee Costs	(26,369,593)	(26,736,462)	(27,482,992)	(28,271,949)	(29,283,717)
Materials & Contracts	(17,285,414)	(17,338,395)	(17,011,547)	(16,577,122)	(17,263,475)
Utilities (gas, electricity, water, etc.)	(1,850,099)	(1,892,362)	(1,917,891)	(1,960,469)	(2,038,402)
Insurance	(708,302)	(700,327)	(716,071)	(737,574)	(763,283)
Interest Expenses	(871,085)	(886,459)	(791,364)	(656,113)	(518,408)
Other Expenses	(2,911,281)	(2,416,862)	(2,660,753)	(2,548,019)	(2,638,364)
Depreciation	(16,910,453)	(17,343,216)	(17,475,337)	(17,608,515)	(17,742,760)
Less Allocated to Infrastructure Assets	858,143	657,003	669,308	683,013	700,052
	(66,048,084)	(66,657,080)	(67,386,647)	(67,676,747)	(69,548,359)
OPERATING PROFIT/(LOSS)	(8,148,840)	(4,951,398)	(4,403,725)	(2,989,798)	(2,995,060)
Non-Operating Grants, Subsidies - and Contributions	8,714,879	12,314,071	6,317,000	3,554,030	3,613,857
Profit on Asset Disposals	15,872	-	-	-	-
Loss on Asset Disposals	(608,999)	-	-	-	-
Fair Value Investments Adjustment	-	-	-	-	-
	8,121,752	12,314,071	6,317,000	3,554,030	3,613,857
NET RESULT	(27,088)	7,362,673	1,913,275	564,232	618,797
Other Comprehensive Income	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	(27,088)	7,362,673	1,913,275	564,232	618,797

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan

Statement Of Comprehensive Income By Program
For The Period 2018 To 2022

	2017/2018 ORIGINAL BUDGET	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
REVENUES	\$	\$	\$	\$	\$
General Purpose Funding	38,617,844	41,962,823	43,316,734	44,807,043	46,405,862
Governance	6,700	6,700	6,700	6,700	6,700
Law Order and Public Safety	488,348	476,255	479,517	482,812	481,140
Health	109,000	110,090	111,191	112,303	113,426
Education and Welfare	1,231,575	1,285,638	1,304,172	1,340,662	1,394,211
Community Amenities	8,595,830	8,798,694	8,938,060	9,176,632	9,453,880
Recreation and Culture	2,999,833	3,375,371	2,984,628	2,976,848	3,085,985
Transport	2,064,401	2,114,323	2,154,548	2,195,594	2,229,095
Economic Services	2,796,026	2,488,680	2,497,330	2,454,667	2,230,569
Other Property and Services	989,687	1,087,110	1,190,041	1,133,689	1,152,430
	57,899,244	61,705,683	62,982,921	64,686,949	66,553,299
EXPENSES (Excluding Finance Cost)					
General Purpose Funding	(655,084)	(657,568)	(1,013,442)	(695,775)	(716,882)
Governance	(4,902,571)	(4,745,689)	(4,934,968)	(5,047,694)	(5,339,111)
Law Order and Public Safety	(2,313,234)	(2,648,499)	(2,707,759)	(2,754,026)	(2,856,186)
Health	(724,265)	(767,121)	(790,158)	(815,089)	(842,798)
Education and Welfare	(1,690,744)	(1,875,321)	(1,880,217)	(1,899,525)	(1,960,322)
Community Amenities	(9,764,968)	(9,885,032)	(10,156,235)	(10,143,179)	(10,708,897)
Recreation and Culture	(14,109,502)	(14,695,403)	(14,239,361)	(14,512,365)	(14,900,135)
Transport	(22,538,521)	(22,437,266)	(22,871,414)	(23,203,100)	(23,668,999)
Economic Services	(6,249,621)	(5,523,275)	(5,764,217)	(5,744,579)	(5,933,373)
Other Property and Services	(2,228,489)	(2,535,448)	(2,237,512)	(2,205,302)	(2,103,247)
	(65,176,999)	(65,770,621)	(66,595,283)	(67,020,634)	(69,029,951)
FINANCE COSTS					
Community Amenities	(1,114)	-	-	-	-
Recreation and Culture	(408,356)	(496,639)	(475,578)	(412,161)	(347,487)
Transport	(318,901)	(270,630)	(219,355)	(164,389)	(105,869)
Economic Services	(64,537)	(55,340)	(45,630)	(36,446)	(30,056)
Other Property and Services	(78,177)	(63,851)	(50,801)	(43,116)	(34,996)
	(871,085)	(886,459)	(791,364)	(656,113)	(518,408)
NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS					
Law Order and Public Safety	50,000	-	-	-	-
Recreation and Culture	3,191,940	8,881,000	3,077,000	50,000	-
Transport	4,415,200	3,433,071	3,240,000	3,504,030	3,613,857
Economic Services	1,021,375	-	-	-	-
	8,714,879	12,314,071	6,317,000	3,554,030	3,613,857
PROFIT/(LOSS) ON DISPOSAL OF ASSETS					
Governance	-	-	-	-	-
Law Order and Public Safety	15,872	-	-	-	-
Health	-	-	-	-	-
Community Amenities	(166,000)	-	-	-	-
Recreation and Culture	(115,163)	-	-	-	-
Transport	(319,236)	-	-	-	-
Other Property and Services	(8,600)	-	-	-	-
Profit/(Loss) on Disposal	(593,127)	-	-	-	-
NET RESULT	(27,088)	7,362,673	1,913,275	564,232	618,797
Other Comprehensive Income					
TOTAL COMPREHENSIVE INCOME	(27,088)	7,362,673	1,913,275	564,232	618,797

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan

Rate Setting Statement For The Period 2018 To 2022

	2017/2018 ORIGINAL BUDGET	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
Operating Revenue					
Rate Levies (Under adopted assumptions)	35,461,300	36,664,691	37,982,659	39,417,870	40,959,944
Grants & Subsidies - Operating	3,184,285	5,523,899	4,999,922	5,029,931	4,841,677
Interest Earnings	1,134,492	1,159,285	1,159,068	1,158,840	1,158,602
Contributions, Donations & Reimbursements	648,959	507,885	541,359	498,289	523,943
Fees & Charges	17,105,686	17,535,062	17,985,314	18,267,074	18,754,445
Profit on Asset Disposals	15,872	-	-	-	-
Other Revenue	364,522	314,860	314,599	314,945	314,688
	57,915,116	61,705,683	62,982,921	64,686,949	66,553,299
Operating Expenditure					
Employee Costs	(26,369,593)	(26,736,462)	(27,482,992)	(28,271,949)	(29,283,717)
Materials & Contracts	(17,285,414)	(17,338,395)	(17,011,547)	(16,577,122)	(17,263,475)
Utilities (gas, electricity, water, etc.)	(1,850,099)	(1,892,362)	(1,917,891)	(1,960,469)	(2,038,402)
Insurance	(708,302)	(700,327)	(716,071)	(737,574)	(763,283)
Interest Expenses	(871,085)	(886,459)	(791,364)	(656,113)	(518,408)
Other Expenses	(2,911,281)	(2,416,862)	(2,660,753)	(2,548,019)	(2,638,364)
Depreciation	(16,910,453)	(17,343,216)	(17,475,337)	(17,608,515)	(17,742,760)
Loss on Asset Disposals	(608,999)	-	-	-	-
Less Allocated to Infrastructure Assets	858,143	657,003	669,308	683,013	700,052
	(66,657,083)	(66,657,080)	(67,386,647)	(67,676,747)	(69,548,359)
Contributions for the Development of Assets					
Grants and Contributions	8,714,879	12,314,071	6,317,000	3,554,030	3,613,857
Net Operating Result	(27,088)	7,362,673	1,913,275	564,232	618,797
Funding Balance Adjustment					
Add Back Depreciation	16,910,453	17,343,216	17,475,337	17,608,515	17,742,760
Adjust (Profit)/Loss on Asset Disposal	593,127	-	-	-	-
	17,503,580	17,343,216	17,475,337	17,608,515	17,742,760
Funds Demanded From Operations	17,476,492	24,705,889	19,388,611	18,172,747	18,361,557
Capital Revenues					
Proceeds from Sale of Assets	694,888	576,388	712,500	511,700	536,550
Acquisition of Fixed Assets					
Land & Buildings	(8,105,196)	(4,452,300)	(1,410,800)	(1,547,853)	(1,670,380)
Plant & Equipment	(3,348,782)	(1,902,988)	(2,712,800)	(2,388,525)	(2,523,138)
Furniture & Equipment	(636,900)	(732,900)	(523,125)	(526,516)	(505,179)
Infrastructure Assets	(12,800,348)	(17,260,900)	(14,682,469)	(10,452,972)	(11,071,260)
	(24,891,226)	(24,349,088)	(19,329,194)	(14,915,865)	(15,769,956)
Financing/Borrowing					
Debt Redemption	(2,216,361)	(2,532,618)	(2,668,015)	(2,633,244)	(2,537,256)
Loan Drawn Down	2,120,000	1,000,000	-	-	-
Sporting Club Advance Repayment	12,120	12,504	12,899	13,307	13,729
	(84,241)	(1,520,114)	(2,655,116)	(2,619,937)	(2,523,527)
Restricted Funding Movements					
Opening Funds Surplus/(Deficit)	2,230,734	-	-	-	-
Transfer from Restricted Funds - Loans	547,125	-	-	-	-
Transfer to Reserves	(11,901,803)	(12,572,954)	(13,746,134)	(13,445,570)	(13,770,270)
Transfer from Reserves	15,928,031	13,159,879	15,629,333	12,296,924	13,165,646
	6,804,087	586,925	1,883,199	(1,148,645)	(604,624)
Closing Funds Surplus/(Deficit)	-	-	-	-	-

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan

Statement of Cash Flows for the Period 2018 To 2022

	2017/2018 ORIGINAL BUDGET	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>					
Receipts					
Rates	35,496,300	36,664,691	37,982,659	39,417,870	40,959,944
Grants, Subsidies & Contributions(Operating)	3,184,285	5,523,899	4,999,922	5,029,931	4,841,677
Interest Earnings	1,154,537	1,159,285	1,159,068	1,158,840	1,158,602
Contributions, Donations and Reimbursements	659,558	507,885	541,359	498,289	523,943
Fees & Charges	17,105,686	17,535,062	17,985,314	18,267,074	18,754,445
Goods and Services Tax	400,000	406,000	412,090	418,271	424,545
Other Revenue	364,522	314,860	314,599	314,945	314,688
	58,364,888	62,111,683	63,395,011	65,105,221	66,977,844
Payments					
Employee Costs	(26,523,593)	(26,736,462)	(27,482,992)	(28,271,949)	(29,283,717)
Materials, Contracts & Suppliers	(17,940,290)	(17,338,395)	(17,011,547)	(16,577,122)	(17,263,475)
Utilities (gas, electricity, water, etc.)	(1,850,099)	(1,892,362)	(1,917,891)	(1,960,469)	(2,038,402)
Insurance	(708,302)	(700,327)	(716,071)	(737,574)	(763,283)
Interest	(871,085)	(886,459)	(791,364)	(656,113)	(518,408)
Goods and Services Tax	(400,000)	(406,000)	(412,090)	(418,271)	(424,545)
Other	(2,845,905)	(2,416,862)	(2,660,753)	(2,548,019)	(2,638,364)
Less Allocated to Infrastructure Assets	858,143	657,003	669,308	683,013	700,052
	(50,281,131)	(49,719,864)	(50,323,400)	(50,486,504)	(52,230,144)
Net Cash Provided by Operating Activities	8,083,757	12,391,818	13,071,611	14,618,717	14,747,700
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>					
Payments					
Purchase Land & Buildings	(7,969,596)	(4,452,300)	(1,410,800)	(1,547,853)	(1,670,380)
Purchase Plant & Equipment	(636,900)	(1,902,988)	(2,712,800)	(2,388,525)	(2,523,138)
Purchase Furniture & Equipment	(3,468,782)	(732,900)	(523,125)	(526,516)	(505,179)
Purchase Infrastructure Assets	(12,881,324)	(16,760,900)	(14,632,469)	(10,402,972)	(11,021,260)
Payment for the Purchase and Construction of Assets					
	(24,956,602)	(23,849,088)	(19,279,194)	(14,865,865)	(15,719,956)
Receipts					
Proceeds from Sale of Assets	694,888	588,892	725,399	525,007	550,279
Contributions for the Development of Assets	8,714,879	11,814,071	6,267,000	3,504,030	3,563,857
	9,409,767	12,402,963	6,992,399	4,029,037	4,114,136
Net Cash Used in Investing Activities	(15,546,835)	(11,446,125)	(12,286,795)	(10,836,828)	(11,605,820)
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>					
Council					
Repayment of borrowing	(2,216,361)	(2,532,618)	(2,668,015)	(2,633,244)	(2,537,256)
Proceeds from Borrowing	2,120,000	1,000,000	-	-	-
Sporting Club Advance Repayment	12,120	12,504	12,899	13,307	13,729
Net Cash (Used in)/Provided by Financing Activities	(84,241)	(1,520,114)	(2,655,116)	(2,619,937)	(2,523,527)
Net Increase/(Decrease) in Cash Held	(7,547,319)	(574,421)	(1,870,300)	1,161,953	618,353
Cash at Beginning of Year	31,438,411	23,945,955	23,371,535	21,501,235	22,663,187
Cash and Cash Equivalents at End of the Year	23,891,092	23,371,535	21,501,235	22,663,187	23,281,540

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Statement of Financial Position for the Period 2018 To 2022

	2017/2018 ORIGINAL BUDGET	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
<u>CURRENT ASSETS</u>					
Cash and Cash Equivalents	23,891,092	23,371,535	21,501,235	22,663,187	23,281,540
Trade & Other Receivables	3,636,608	3,382,055	3,458,546	3,606,055	3,608,332
Inventories	870,964	780,000	700,000	700,000	700,000
Other Financial Assets	229,609	205,605	205,605	205,605	205,605
TOTAL CURRENT ASSETS	28,628,273	27,739,195	25,865,386	27,174,847	27,795,477
<u>NON CURRENT ASSETS</u>					
Other Receivables	571,929	559,914	557,187	538,628	489,310
Infrastructure	156,019,126	173,047,751	171,685,909	170,299,201	169,081,230
Intangible Assets	451,398,358	457,957,308	460,460,507	458,642,865	457,351,482
TOTAL NON CURRENT ASSETS	607,989,413	631,564,973	632,703,603	629,480,694	626,922,022
TOTAL ASSETS	636,617,686	659,304,168	658,568,989	656,655,541	654,717,499
<u>CURRENT LIABILITIES</u>					
Trade & Other Payables	5,330,335	4,660,274	4,609,269	4,708,777	4,662,547
Provisions	3,810,988	4,000,000	4,060,000	4,120,900	4,182,714
Current Portion of Long Term Borrowings	2,480,399	2,532,618	2,668,015	2,633,244	2,537,256
TOTAL CURRENT LIABILITIES	11,621,722	11,192,892	11,337,284	11,462,920	11,382,517
<u>NON CURRENT LIABILITIES</u>					
Provisions	623,489	643,490	653,144	643,451	602,446
Long Term Borrowings	13,449,145	13,435,494	10,632,992	8,039,371	5,603,939
TOTAL NON CURRENT LIABILITIES	14,072,634	14,078,983	11,286,137	8,682,821	6,206,385
TOTAL LIABILITIES	25,694,356	25,271,875	22,623,421	20,145,741	17,588,902
NET ASSETS	610,923,330	634,032,293	635,945,568	636,509,800	637,128,597
<u>EQUITY</u>					
Retained Surplus	310,422,502	317,260,777	321,057,251	320,472,838	320,487,011
Reserves - Cash Backed	19,270,356	18,860,812	16,977,613	18,126,258	18,730,882
Revaluation Surplus	281,230,472	297,910,704	297,910,704	297,910,704	297,910,704
TOTAL EQUITY	610,923,330	634,032,293	635,945,568	636,509,800	637,128,597

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan

Statement of Changes in Equity for the Period 2018 To 2022

	2017/2018 ORIGINAL BUDGET	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$	\$
RETAINED SURPLUS					
Balance as at 1 July	306,423,362	309,311,179	317,260,777	321,057,251	320,472,838
Net Result	(27,088)	7,362,673	1,913,275	564,232	618,797
Transfer from Reserves	15,928,031	13,159,879	15,629,333	12,296,924	13,165,646
Transfer to Reserves	(11,901,803)	(12,572,954)	(13,746,134)	(13,445,570)	(13,770,270)
Balance as at 30 June	310,422,502	317,260,777	321,057,251	320,472,838	320,487,011
RESERVES - CASH BACKED					
Balance as at 1 July	23,296,584	19,447,737	18,860,812	16,977,613	18,126,258
Transfer from Accumulated Surplus	11,901,803	12,572,954	13,746,134	13,445,570	13,770,270
Transfer to Accumulated Surplus	(15,928,031)	(13,159,879)	(15,629,333)	(12,296,924)	(13,165,646)
Balance as at 30 June	19,270,356	18,860,812	16,977,613	18,126,258	18,730,882
RESERVES - ASSET REVALUATION					
Balance as at 1 July	281,230,472	297,910,704	297,910,704	297,910,704	297,910,704
Changes on Revaluation of N/C Asset	-	-	-	-	-
Balance as at 30 June	281,230,472	297,910,704	297,910,704	297,910,704	297,910,704
TOTAL EQUITY	610,923,330	634,032,293	635,945,568	636,509,800	637,128,597

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan

Reconciliation of the Closing Position for the Period 2018 to 2022

	2018/2019	2019/2020	2020/2021	2021/2022
	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE
	\$	\$	\$	\$
Current Assets				
Cash and Cash Equivalents	23,371,535	21,501,235	22,663,187	23,281,540
Trade and Other Receivables	3,382,055	3,458,546	3,606,055	3,608,332
Inventories	780,000	700,000	700,000	700,000
Other Financial Assets	205,605	205,605	205,605	205,605
Total Current Assets	27,739,195	25,865,386	27,174,847	27,795,477
Current Liabilities				
Trade and Other Payables	4,660,274	4,609,269	4,708,777	4,662,547
Provisions	4,000,000	4,060,000	4,120,900	4,182,714
Current Portion of Long - - Term Borrowings	2,532,618	2,668,015	2,633,244	2,537,256
Total Current Liabilities	11,192,892	11,337,284	11,462,920	11,382,517
Net Current Asset Position	16,546,303	14,528,102	15,711,927	16,412,961
Adjustments				
Add back				
Loan Borrowings	2,532,618	2,668,015	2,633,244	2,537,256
Less				
Cash Backed Reserves	18,860,812	16,977,613	18,126,258	18,730,882
Sporting Club Cash Advance Repayment	12,504	12,899	13,307	13,729
LG Unit Trust Shares	205,605	205,605	205,605	205,605
Land held for Resale	-	-	-	-
Estimated Closing Funds Surplus/(Deficit)	-	-	-	-

Supplementary and Supporting Information

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Reserve Funds For The Period 2018 To 2022

RESERVE FUND DETAILS	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$
Airport Reserve				
<i>Purpose: To facilitate the future development and improvements at the Albany Airport.</i>				
Opening Balance	2,131,175	1,838,822	1,976,986	2,365,957
Transfer from Accumulated Surplus	2,275,235	2,297,036	2,086,623	2,378,325
Transfer to Accumulated Surplus	(2,567,588)	(2,158,871)	(1,697,653)	(2,240,554)
Closing Balance	1,838,822	1,976,986	2,365,957	2,503,727
Albany Entertainment Centre				
<i>Purpose: To provide for future funding requirements of the Albany Entertainment Centre</i>				
Opening Balance	408,570	358,570	358,570	383,570
Transfer from Accumulated Surplus	Nil	Nil	25,000	25,000
Transfer to Accumulated Surplus	(50,000)	Nil	Nil	Nil
Closing Balance	358,570	358,570	383,570	408,570
Albany Leisure And Aquatic Centre – Synthetic Surface “Carpet” Reserve				
<i>Purpose: To provide a replacement of the synthetic surface "carpet"</i>				
Opening Balance	51,124	76,124	101,124	121,198
Transfer from Accumulated Surplus	25,000	25,000	20,074	1,633
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
Closing Balance	76,124	101,124	121,198	122,831
Albany Classic Barriers				
<i>Purpose: To provide funding for the roadside barriers for the Albany Classic Event.</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
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	151,146	151,146	151,146	151,146
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
Closing Balance	151,146	151,146	151,146	151,146
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	201,830	101,830	126,830	126,830
Transfer from Accumulated Surplus	Nil	25,000	Nil	20,000
Transfer to Accumulated Surplus	(100,000)	Nil	Nil	Nil
Closing Balance	101,830	126,830	126,830	146,830
Emu Point Boat Pens Development Reserve				
<i>Purpose: To provide for the development/redevelopment of the Emu Point Boat Pens.</i>				
Opening Balance	462,351	407,826	373,805	340,245
Transfer from Accumulated Surplus	92,000	92,920	93,849	94,788
Transfer to Accumulated Surplus	(146,525)	(126,941)	(127,410)	(128,006)
Closing Balance	407,826	373,805	340,245	307,026

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Reserve Funds For The Period 2018 To 2022

RESERVE FUND DETAILS	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$
Master Plan Funding Reserve				
<i>Purpose: To provide for funding of asset masterplans.</i>				
Opening Balance	146,621	56,621	56,621	56,621
Transfer from Accumulated Surplus	Nil	Nil	Nil	Nil
Transfer to Accumulated Surplus	(90,000)	Nil	Nil	Nil
Closing Balance	56,621	56,621	56,621	56,621
Plant & Equipment Reserve				
<i>Purpose: To provide for the future replacement of plant, and reduce dependency on loans for this purpose.</i>				
Opening Balance	1,471,094	1,636,331	1,171,081	1,270,627
Transfer from Accumulated Surplus	175,237	84,750	599,546	209,385
Transfer to Accumulated Surplus	(10,000)	(550,000)	(500,000)	(350,000)
Closing Balance	1,636,331	1,171,081	1,270,627	1,130,012
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	2,337,032	2,486,495	2,537,026	2,787,250
Transfer from Accumulated Surplus	7,285,753	7,389,717	7,586,703	7,815,709
Transfer to Accumulated Surplus	(7,136,289)	(7,339,186)	(7,336,479)	(7,754,815)
Closing Balance	2,486,495	2,537,026	2,787,250	2,848,143
Waste Management Reserve				
<i>Purpose: To facilitate the funding of future waste management the rehabilitation, redevelopment and development of refuse sites.</i>				
Opening Balance	2,824,774	3,646,728	2,555,756	3,153,605
Transfer from Accumulated Surplus	1,042,954	1,069,028	1,101,099	1,139,637
Transfer to Accumulated Surplus	(221,000)	(2,160,000)	(503,250)	(950,750)
Closing Balance	3,646,728	2,555,756	3,153,605	3,342,492
Roadwork's Reserve				
<i>Purpose: To facilitate Road and Drainage Works Associated with Roads</i>				
Opening Balance	1,145,826	1,000,826	1,250,826	1,160,826
Transfer from Accumulated Surplus	55,000	250,000	100,000	166,815
Transfer to Accumulated Surplus	(200,000)	Nil	(190,000)	Nil
Closing Balance	1,000,826	1,250,826	1,160,826	1,327,641
Building Restoration Reserve				
<i>Purpose: To receipt funds for the ongoing Building Renewal and Expansion Projects.</i>				
Opening Balance	954,552	574,431	805,449	980,836
Transfer from Accumulated Surplus	19,879	231,018	175,387	208,512
Transfer to Accumulated Surplus	(400,000)	Nil	Nil	Nil
CLOSING BALANCE	574,431	805,449	980,836	1,189,348
Debt Management Reserve				
<i>Purpose: To receipt funds for the Long Term Debt Strategy.</i>				
Opening Balance	3,238,374	2,373,817	1,666,635	950,061
Transfer from Accumulated Surplus	374,358	471,740	409,279	420,307
Transfer to Accumulated Surplus	(1,238,914)	(1,178,922)	(1,125,852)	(939,018)
CLOSING BALANCE	2,373,817	1,666,635	950,061	431,349

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Reserve Funds For The Period 2018 To 2022

RESERVE FUND DETAILS	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$
Coastal Management Reserve				
<i>Purpose: To receipt funds to facilitate future costal works.</i>				
Opening Balance	563,817	563,817	113,817	143,817
Transfer from Accumulated Surplus	Nil	550,000	30,000	10,000
Transfer to Accumulated Surplus	Nil	(1,000,000)	Nil	Nil
CLOSING BALANCE	563,817	113,817	143,817	153,817
Information Technology				
<i>Purpose: To receipt funds for the Long Term Information technology changes and licensing.</i>				
Opening Balance	420,623	260,623	260,623	300,623
Transfer from Accumulated Surplus	Nil	Nil	40,000	33,730
Transfer to Accumulated Surplus	(160,000)	Nil	Nil	Nil
CLOSING BALANCE	260,623	260,623	300,623	334,353
Anzac Interpretive Centre Reserve				
<i>Purpose: To receipt funds for the ongoing Management and Building Renewal for (AIC).</i>				
Opening Balance	982,145	982,145	842,145	852,145
Transfer from Accumulated Surplus	10,000	10,000	10,000	10,000
Transfer to Accumulated Surplus	(10,000)	(150,000)	Nil	Nil
CLOSING BALANCE	982,145	842,145	852,145	862,145
Parks and Recreation Grounds				
<i>Purpose: To receipt funds for the future development of parks and recreation grounds.</i>				
Opening Balance	193,574	228,574	274,684	300,747
Transfer from Accumulated Surplus	35,000	46,110	26,063	41,672
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
CLOSING BALANCE	228,574	274,684	300,747	342,419
Land Acqasition 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	621,345	681,345	746,345	731,345
Transfer from Accumulated Surplus	80,000	80,000	Nil	Nil
Transfer to Accumulated Surplus	(20,000)	(15,000)	(15,000)	Nil
CLOSING BALANCE	681,345	746,345	731,345	731,345
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

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Reserve Funds For The Period 2018 To 2022

RESERVE FUND DETAILS	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 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	143	158,732	153,230	313,518
Transfer from Accumulated Surplus	158,589	144,497	160,288	195,702
Transfer to Accumulated Surplus	Nil	(150,000)	Nil	Nil
CLOSING BALANCE	158,732	153,230	313,518	509,220
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	191,606	186,606	196,606	206,606
Transfer from Accumulated Surplus	5,000	10,000	10,000	25,000
Transfer to Accumulated Surplus	(10,000)	Nil	Nil	Nil
CLOSING BALANCE	186,606	196,606	206,606	231,606
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	762,372	762,372	762,372	762,372
Transfer from Accumulated Surplus	762,372	762,372	762,372	762,372
Transfer to Accumulated Surplus	(762,372)	(762,372)	(762,372)	(762,372)
CLOSING BALANCE	762,372	762,372	762,372	762,372
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	170,069	261,388	354,990	450,932
Transfer from Accumulated Surplus	91,319	93,602	95,942	98,341
Transfer to Accumulated Surplus	Nil	Nil	Nil	Nil
CLOSING BALANCE	261,388	354,990	450,932	549,273
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	16,574	63,642	137,947	211,383
Transfer from Accumulated Surplus	84,258	112,344	112,344	112,344
Transfer to Accumulated Surplus	(37,190)	(38,040)	(38,908)	(40,130)
CLOSING BALANCE	63,642	137,947	211,383	283,596
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 infrastructure projects.</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	19,447,737	18,860,812	16,977,613	18,126,258
Total transfers from Accumulated Surplus	12,572,954	13,746,134	13,445,570	13,770,270
Total transfers to Accumulated Surplus	(13,159,879)	(15,629,333)	(12,296,924)	(13,165,646)
Total Reserves as at 30th June	18,860,812	16,977,613	18,126,258	18,730,882

**REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Loan Facilities**

LOAN NO	PARTICULARS	Principal Outstanding as at 30 June 2018	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
		\$	\$	\$	\$	\$
Interest Repayments Due						
<u>Recreation and Culture</u>						
30	ALAC Redevelopment	1,529,143	106,769	97,588	87,746	77,194
32	ALAC Redevelopment	1,506,567	116,412	108,067	99,057	89,328
33	Town Square Community Space	326,310	16,118	13,638	11,030	8,288
35	Forts Cafe/Retail Store Relocation	391,573	19,342	16,366	13,236	9,945
36	Anzac Centre Memorial Gardens	326,310	16,118	13,638	11,030	8,288
37	Centennial Park Stage 1	1,471,903	60,114	50,733	40,923	30,667
38	Centennial Park Stage 2	366,166	12,584	8,229	3,714	-
39	ALAC - Heat Exchange Unit	272,428	13,093	8,612	3,903	-
40	Centennial Park Stage 3	552,654	22,652	19,709	16,642	13,446
41	Centennial Park Stage 4	410,392	12,125	9,083	5,946	2,712
45	ALAC Gym Equipment		59,205	56,213	53,108	49,887
46	Emu Point Boat Pens		-	36,227	33,078	29,812
<u>Transport</u>						
21A	Roadwork's - Asset Upgrade	764,751	57,824	47,335	36,007	23,773
22C	Roadwork's - Interest Only (2003)	825,918	37,423	30,214	22,663	14,751
23	Roadwork's - 03/04	354,312	22,600	19,401	15,711	11,888
28	Roadwork's - 04/05	972,611	47,685	41,598	35,197	28,466
29	Roadwork's - 06/07	1,372,452	92,203	69,896	45,987	20,361
34	Stirling Terrace Upgrade	261,050	12,895	10,911	8,824	6,630
<u>Economic Services</u>						
3	Saleyards	102,283	6,880	3,053	-	-
43	Visitor Information Centre	913,834	29,118	26,211	23,210	20,111
<u>Other Property & Services</u>						
25	Admin Building 2004/05	554,198	35,421	31,092	26,474	21,550
26d	Admin Building 2A	180,862	5,778	-	-	-
42	Lot 20 Lake Warburton Road	422,646	12,109	9,742	7,305	4,795
TOTAL INTEREST PAYABLE			814,468	727,554	600,791	471,892

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Loan Facilities

LOAN NO	PARTICULARS	Principal Outstanding as at 30 June 2018	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
		\$	\$	\$	\$	\$
Principal Repayments Due						
Recreation and Culture						
30	ALAC Redevelopment	1,529,143	127,422	136,603	146,445	156,997
32	ALAC Redevelopment	1,506,567	104,667	113,012	122,022	131,751
33	Town Square Community Space	326,310	48,114	50,594	53,202	55,945
35	Forts Cafe/Retail Store Relocation	391,573	57,737	60,713	63,843	67,134
36	Anzac Centre Memorial Gardens	326,310	48,114	50,594	53,202	55,945
37	Centennial Park Stage 1	1,471,903	205,698	323,837	224,889	235,146
38	Centennial Park Stage 2	366,166	118,565	122,920	126,873	-
39	ALAC - Heat Exchange Unit	272,428	88,518	92,999	93,568	-
40	Centennial Park Stage 3	552,654	70,018	72,961	76,027	79,223
41	Centennial Park Stage 4	410,392	98,355	101,398	104,534	107,768
44	Town Hall/Alison Hartman Gardens	2,000,000	219,120	227,302	235,790	244,595
45	ALAC Gym Equipment	1,620,000	80,148	83,141	86,246	89,467
46	Emu Point Boat Pens	-	-	84,323	87,472	90,738
47	Middleton Beach Coastal Enhancer	-	-	-	-	-
Transport						
21A	Roadwork's - Asset Upgrade	764,751	131,222	141,711	153,039	165,272
22C	Roadwork's - Interest Only (2003)	825,918	151,263	158,471	166,023	173,935
23	Roadwork's - 03/04	354,312	49,929	53,128	56,817	60,641
28	Roadwork's - 04/05	972,611	118,084	124,171	130,572	137,303
29	Roadwork's - 06/07	1,372,452	310,474	332,781	356,690	376,681
34	Stirling Terrace Upgrade	261,050	38,491	40,475	42,562	44,756
Economic Services						
3	Saleyards	102,283	49,684	53,511	-	-
43	Visitor Information Centre	913,834	88,981	91,887	94,888	97,988
Other Property & Services						
25	Admin Building 2004/05	554,198	65,135	69,464	74,081	79,005
26d	Admin Building 2A	180,862	183,227	-	-	-
42	Lot 20 Lake Warburton Road	422,646	79,652	82,019	84,457	86,967
TOTAL PRINCIPAL PAYABLE			2,532,618	2,668,015	2,633,244	2,537,256
New Loans						
47	Middleton Beach Coastal Enhancement		1,000,000			
TOTAL PRINCIPAL OUTSTANDING			15,965,746	13,297,731	10,664,487	8,127,231

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Depreciation Schedule

DESCRIPTION OF ASSET CLASSES

	2018/2019 FINANCIAL ESTIMATE	2019/2020 FINANCIAL ESTIMATE	2020/2021 FINANCIAL ESTIMATE	2021/2022 FINANCIAL ESTIMATE
	\$	\$	\$	\$
LAND AND BUILDINGS				
Land Held for Resale	-			
Book Value of Land	64,525,400			
Land Acquisition	-	-	-	-
Land Disposed	-	-	-	-
Total Land	64,525,400	64,525,400	64,525,400	64,525,400
Book Value of Buildings	85,518,986			
Buildings Acquired	4,452,300	1,410,800	1,547,853	1,670,380
Buildings Disposed (Historical Costs)	-	-	-	-
Total Buildings	89,971,286	91,382,086	92,929,939	94,600,319
Depreciation	(2,550,181)	(2,570,988)	(2,592,005)	(2,613,237)
Book Value of Buildings	87,421,105	88,811,098	90,337,933	91,987,082
PLANT AND EQUIPMENT				
Existing Plant & Equipment	17,153,175			
Plant & Equipment Acquisition	1,902,988	2,712,800	2,388,525	2,523,138
Plant & Equipment Disposal (Historical Costs)	(576,388)	(712,500)	(511,700)	(536,550)
Total Plant & Equipment	18,479,775	18,730,278	18,844,182	19,054,627
Depreciation	(1,749,797)	(1,762,921)	(1,776,142)	(1,789,464)
Book Value of Vehicles Plant & Equipment	16,729,978	16,967,357	17,068,040	17,265,164
FURNITURE AND EQUIPMENT				
Existing Furniture & Equipment	4,593,001			
Furniture and Equipment Acquired	732,900	523,125	526,516	505,179
Furniture and Equipment Disposed (Historical Costs)	-	-	-	-
Total Furniture & Equipment	5,325,901	4,894,393	4,458,750	3,994,175
Depreciation	(954,633)	(962,159)	(969,753)	(977,416)
Book Value of Furniture & Equipment	4,371,268	3,932,234	3,488,997	3,016,759
TOTAL PROPERTY PLANT AND EQUIPMENT				
New Property Plant and Equipment		3,934,225	3,951,193	4,162,146
Total	178,302,362	176,981,976	175,637,102	174,461,347
Depreciation	(5,254,611)	(5,296,067)	(5,337,901)	(5,380,117)
Fair Value Adjustment	-	-	-	-
Book Value	173,047,751	171,685,909	170,299,201	169,081,230

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan
Depreciation Schedule

DESCRIPTION OF ASSET CLASSES

INFRASTRUCTURE (ALL)

	2018/2019 FINANCIAL ESTIMATE \$	2019/2020 FINANCIAL ESTIMATE \$	2020/2021 FINANCIAL ESTIMATE \$	2021/2022 FINANCIAL ESTIMATE \$
Existing Infrastructure	452,785,013			
New Infrastructure Developed	17,260,900	14,682,469	10,452,972	11,071,260
Total Infrastructure	470,045,913	472,639,777	470,913,479	469,714,125
Depreciation	(12,088,605)	(12,179,270)	(12,270,614)	(12,362,644)
Fair Value Adjustment	-	-	-	-
Book Value Infrastructure	457,957,308	460,460,507	458,642,865	457,351,482
Total Assets	631,005,059	632,146,416	628,942,066	626,432,712
Total Depreciation	(17,343,216)	(17,475,337)	(17,608,515)	(17,742,760)

REPORT ITEM CCS097 REFERS TO
City of Albany
Corporate Business Plan

Four Year Capital Works Program

	2018/2019	2019/2020	2020/2021	2021/2022
	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE	FINANCIAL ESTIMATE
	\$	\$	\$	\$
Plant				
Renewal	1,827,988	2,587,800	2,288,525	2,503,138
Information Technology/Office Equipment				
Renewal	607,900	483,125	486,516	465,179
ALAC Improvements				
Renewal	552,000	330,000	375,000	732,000
Centennial Park and Other Recreational Improve.				
Renewal	751,800	75,000	75,000	75,000
Upgrade	676,800	-	-	-
Expansion	3,158,400	-	-	-
Aerodromes				
Renewal	1,027,300	500,000	-	500,000
Roads				
Renewal	4,355,300	4,807,273	5,315,944	4,881,835
Upgrade	604,600	363,563	526,909	1,737,375
Expansion	275,000	2,100	-	31,500
Drainage				
Renewal	90,200	800,755	822,100	674,000
Upgrade	185,000	347,000	839,250	686,250
Expansion	143,800	28,525	21,625	283,000
Paths				
Renewal	164,950	350,762	290,029	315,000
Upgrade	26,450	95,128	-	-
Expansion	640,000	534,905	834,260	539,700
Reserves				
Renewal	343,500	357,365	454,263	322,510
Upgrade	238,500	274,494	505,342	254,340
Expansion	240,600	190,600	240,000	280,000
Buildings				
Renewal	1,601,500	340,650	760,228	313,130
Upgrade	111,500	60,150	111,000	20,000
Expansion	160,000	-	51,625	105,250
Waste				
Renewal	116,000	125,000	125,000	375,000
Upgrade	20,000	-	-	210,500
Expansion	60,000	2,030,000	103,250	105,250
Other				
Renewal	77,500	212,500	182,500	52,500
Upgrade	175,000	160,000	270,000	110,000
Expansion	1,117,500	272,500	237,500	197,500
TOTALS				
Renewal	12,515,938	11,770,230	11,175,104	11,209,291
Upgrade	3,037,850	2,100,334	2,252,501	3,018,465
Expansion	8,795,300	5,458,630	1,488,260	1,542,200



APPENDIX 2

BUSINESS UNIT PLANS

2018 - 2022

FINANCIAL SUMMARY | BUSINESS UNIT PLANS

2018/19 Business Unit Plans



Office of CEO
1 Office of CEO
Corporate Services
2 Albany Airport
3 Governance, Risk & Records
4 Economic Development
5 Albany Visitors Centre
6 Finance & Corporate Support
7 Human Resources
8 Information Technology
Infrastructure & Environment
9 City Engineering
10 City Operations (including Waste)
11 City Reserves
12 Major Projects
Community Services
13 Precinct
14 Albany Public Library
15 Vancouver Arts Centre
16 Communications & Events
17 Community Development & Engagement
18 Day Care Services
19 National ANZAC Centre
20 Recreation Services (including ALAC)
Development Services
21 Building, Health & Compliance
22 Development, Planning & Land Information Services
23 Ranger & Emergency Services

Business Plan: Office of CEO

Reporting Directorate: Office of CEO



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
✓	✓	✓	✓	✓

PURPOSE STATEMENT

To provide a high level of professional support to the Office of the CEO and create a team environment based on team values.”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
CEO Support	Ensure implementation of Office of the CEO Services – Lead, coach and support the team to ensure the highest standard of internal and external customer service is delivered	
	Support the CEO develop and maintain effective professional relationships with a variety of external stakeholders including: <ol style="list-style-type: none"> 1. Government Agencies 2. Politicians (State/Federal) 3. Local Government Sector (State / Other) 4. LGMA 5. Community Groups 6. Business Groups 	
	Review and keep updated the Office of the CEO team plan	
EMT Support	Lead executive support activities of EMT	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Office of CEO

Reporting Directorate: Office of CEO



SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Mayor and Councillor Support	Support Mayor and Councillors by: 1. Managing Appointments 2. Coordination with internal and external key stake holders 3. Arranging attendance at functions for Mayor and Councillors, and arranging for deputy/proxy attendance when unavailable.	
	Deliver Civic events: including Citizenship ceremonies	
	Coordinate correspondence on behalf of the Mayor	
	Coordinate and organise conference and seminar bookings for Mayor and Councillors (ie individual WALGA training, attendance at Local Govt Week, etc)	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Albany Airport

Reporting Directorate: Corporate Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PURPOSE STATEMENT

“Provide the highest quality of service and facilities that meets the needs of its patrons and community.”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
--------------------	------------------------	--------

Airport Operations		
<p>CASA Compliant & Safe Airport: Ensure Safe & CASA Compliant Airport Operations. Note: Outstanding CASA Non-Compliance Notice:</p> <ul style="list-style-type: none"> • 717038 – Cross Over Runway: 05/23. Scheduled works planned Oct/Nov 2018. 	CASA Compliant Airport	
<p>Best Practice Airport Operations: Responsive to stakeholder needs (business, tourism, employment growth, increased services). Note:</p> <ul style="list-style-type: none"> • RPT Operator (Rex) • Jet Charter (Virgin) • General Aviation • Airport Associated Services (Local Aviation Mechanic, Agriculture, Aviation Trainers, Rental Car Companies, Tourism Services) 	Positive Industry Feedback	

Status Legend

Complete
 On Track
 Monitor
 On Hold

Business Plan: Albany Airport

Reporting Directorate: Corporate Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
<p>Airport Operations:</p>		
<p>Fully Revised Airport Master Plan Develop an up to date Airport Master Plan (2018 to 2023) and seek endorsement from internal and external stake-holders and approval from Council.</p>	<p>Adopted Airport Master Plan by June 2019.</p>	
<p>Airport Lease Arrangements</p>		
<p>Currently if Council is approached by a prospective lessee, the terms offered to the lessee are perceived to be heavily in favour of Council. The terms generally require the lessee to fund development of any infrastructure (i.e. hangars) and then lock into a five year lease that is duplicated a number of times to result in a lease ranging anywhere up to 30 years. At the conclusion of the final lease, the infrastructure must be removed and the site made good by the lessee.</p> <p>An alternative way of accommodating a prospective lessee's request is for the lessee to enter into a Public – Private Partnership (PPP) with Council (To be explored).</p> <p>These challenges have been viewed as a barrier in the past</p>	<p>Increase in the number of leases and leasing income</p>	
<p>Aviation Services</p>		
<p>Proactively work with REX to progress strategies to increase passenger numbers.</p>	<p>Increase in REX passenger numbers</p>	
<p>Flight School (Qantas or others) Proactively work with Great Southern Development Commission, State/Federal Government to secure flight school in Albany.</p>	<p>Quality of Submission / Feedback</p>	
<p>Fly-In Fly-Out (FIFO)</p>		
<p>This sector of passenger transport offers an immediate opportunity for the expansion of current businesses. A small number of existing services occur at the airport, however for many years no specific focus has been placed on attracting additional patronage. The most common industry this service has focused on is the mining industry.</p> <p>A targeted marketing campaign within the mining industry would need to be undertaken with the aim that one of our existing airport tenants (i.e REX or Virgin) would be able to form a commercial agreement with a mining company.</p> <p>It is recommended that Council continues to play a proactive role in future.</p>	<p>Increase in FIFO activities (services and passengers)</p>	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Governance, Risk & Records

Reporting Directorate: Corporate Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“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.”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Governance, Risk & Insurance		
Insurance: Ensure the city is adequately covered for potential downside risks whilst looking for potential savings in premiums and a reduction in claims.	Compliant. Reduction in premiums realised.	
Risk Management: Support the identification, mitigation and reporting of risks and opportunities as per the Risk and Opportunity Management Framework.	Improvement Required: Additional education and engagement of all staff responsible for managing high risk activities.	
Governance: Oversee the administration of delegations and policies ensuring that statutory requirements and timelines are met.	Statutory: Compliant. Policy Awareness/Application: Improvement Required.	
Records		
Records Management: Compliant and best practice management practices.	Statutory: Compliant Process: Improvement needed.	
Records Service Improvement: Responsive internal and external stakeholder customer service.	Statutory: Compliant Process: Improvement needed.	

Status Legend



Business Plan: Governance, Risk & Records

Reporting Directorate: Corporate Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Governance, Risk & Insurance		
<ul style="list-style-type: none"> Local law review for ALL City of Albany local laws. 	To be completed by January 2019.	
<ul style="list-style-type: none"> Fully revised insurance schedule. 	To be completed by June 2018.	
<ul style="list-style-type: none"> Imbedding of Risk and Improved Evaluation, Analysis and & Reporting. 	Improved recording of risk mitigation actions/lessons learnt in Corporate Risk Register. Reduced exposure to risk not managed well in previous reporting period. (i.e. Project Overrun's).	
Records		
<ul style="list-style-type: none"> Determination of Electronic Document Management System Implementation Strategy 	To be completed by August 2018.	
<ul style="list-style-type: none"> Online Training (Induction) 	To be completed by August 2018.	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Economic Development

Reporting Directorate: Corporate Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			

PURPOSE STATEMENT

Deliver initiatives that support the growth and resilience of Albany's economy.

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Work collaboratively with industry stakeholder groups to grow tourism visitation to the region.	Destination Marketing delivered for the Region.	
Mange the operations of the Albany Visitor Centre	As per AVC business plan.	

IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Contribute to the development of a regional economic development strategy in partnership with the Lower Great Southern Economic Alliance.	Strategy endorsed by council.	
Contribute to the establishment and administration of a Renewable Energy Working Group	Working Group established and operational.	
Support the ongoing operations of the Lower Great Southern Economic Alliance	Support delivery of LGSEA action plan.	
Work collaboratively with business and commercial stakeholders and groups to foster Regional Development.	Attendance at relevant forums, meetings and industry workshops.	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Albany Visitor Centre

Reporting Directorate: Community Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“To deliver a service of international standard to both visitors and clients that is valuable, engaging, innovative and financially sustainable, positioning the Albany Visitor Centre as the exemplar of visitor servicing in WA”

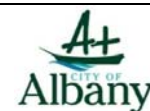
SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Visitor Servicing	Delivered in line with Tourism Council Western Australia and Australian Tourism Accreditation requirements (Trust the Tick Accreditation).	
Booking of Accommodation and Experiences		
Advertising of local tourism product		
Brochure racking and facility services		
Retail Sales		
Cruise Ship Support		

Status Legend

Complete
 On Track
 Monitor
 On Hold

Business Plan: Albany Visitor Centre

Reporting Directorate: Community Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
<p>Diversify revenue streams to achieve sustainable growth in sales revenue.</p> <ul style="list-style-type: none"> • Improve the quality and range of retail merchandising with a focus on showcasing local products. • Leverage technology based systems and hardware to increase volume of commissionable product sales. • Provide creative and innovative advertising opportunities for local tourism operators. 	<ul style="list-style-type: none"> • Increased retail sales • Increased booking volumes • Increased advertising revenue 	
<p>Achieve operational efficiencies and greater financial sustainability through leveraging new state of the art facilities.</p> <ul style="list-style-type: none"> • Optimise fit out/layout to reduce staffing overhead. • Utilise meeting space being made available in the new facility as a revenue generation opportunity. • Make commercial space available to a private operator under a commercial lease arrangement. 	<ul style="list-style-type: none"> • Reduce operating subsidy to under \$300k • Achieve venue hire revenue of over \$1k • Achieve sub-lease revenue of over \$20k 	
<p>Increase the capacity of the Albany Visitor Centre team to work collaboratively, add value to the visitor experience and contribute to continuous improvement.</p> <ul style="list-style-type: none"> • Deliver relevant customer service and systems training for all front line staff. • Engage with local tourism operators on a regular basis via familiarisations to ensure up to date product knowledge • Implement new systems and processes that reduce staff time required to process bookings and carry out administrative tasks. • Build capacity by facilitating the transfer of knowledge between team members and providing the opportunity to deliver new tasks. 	<ul style="list-style-type: none"> • Reduction in booking time to under 15 mins • Increased booking volume • Increase in famils held to over 10 per year • Annual professional development plan 	
<p>Position the Albany Visitor Centre as a destination in its own right, and the first port of call for visitors to Albany.</p> <ul style="list-style-type: none"> • Leverage virtual reality based technology to deliver a visitor experience that showcases the region from within the Visitor Centre. • Develop and deliver a marketing strategy for the Visitor Centre and the services it offers. • Activate adjoining public spaces through delivering mobile visitor servicing and other relevant programming. 	<ul style="list-style-type: none"> • Increase visitation numbers to over 120k • Improve Trip Advisor rating to 5 stars • Increased volume of phone enquiries 	

Status Legend

**Complete**

On Track



Monitor



On Hold

Business Plan: Finance & Corporate Support

Reporting Directorate: Corporate Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>				

PURPOSE STATEMENT

- Finance:** *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.*
- Customer Service:** *To provide quality customer services that is responsive to the needs of the community, business units and key internal staff.*
- Procurement:** *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.*
- Properties and Leasing:** *To manage and maintain the City’s Leasing Portfolio to maximise the overall return to the community.*
- Revenue Development:** *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.*

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Finance: Payroll services/transactional accounting services	Process employee pays on time, manage other reporting requirements (ATO, superannuation). Debtors and creditor transactions processed accurately, efficiently and effectively.	
Finance: Rating Services	Rate transactions processed and maintained accurately, efficiently and effectively.	
Finance: Managerial accounting services	Statutory requirements met (budget, monthly and annual reporting).	
Procurement	Purchasing policy and legislative requirements met.	
Property & Leasing	Manage the City’s Leasing Portfolio to maximise the overall return to the community.	
Customer Service	Provide quality customer service in line with our customer service charter.	
Revenue Development	Continue to source external funding, acquit funding as required, and work with internal and external stakeholders to progress funding opportunities.	

Status Legend

- Complete
- On Track
- Monitor
- On Hold

Business Plan: Human Resources

Reporting Directorate: Corporate Services



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>

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>				

PURPOSE STATEMENT

- “To serve our customers:*
- Providing HR’s best thinking and practises, advice and counsel;*
 - Delivering timely service.*
- To provide service and support that is:*
- Respectful, responsive, timely and accountable;*
 - Solution-oriented, flexible, creative and resourceful;*
 - Highly knowledgeable, informative and accurate.”*

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Workers Compensation and Injury Management	Provided as required	
Recruitment and Exit Surveys	Provided as required	
Employee Engagement Surveys	Provided annually	
Professional and Leadership Development	Annual and as required	
OSH Advice	Provided as required	
Performance Management and Reviews	Annual and as required	
Health and Wellbeing	Provided annually through health and wellbeing program initiatives	
Internal Newsletter	Provided monthly	
Employee Assistance Program	Provided as required	
Dispute Resolution and Mediation	Provided as required	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Human Resources

Reporting Directorate: Corporate Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Skills Analysis: To cover core skills, management capability and technical capability.	Develop capacity to Identify difficult to replace roles and key skills.	
Implement an internal audit program to align with 3 year LGIS audit cycle.	Undertake bi annual internal OSH audits based off standard used for LGIS audit program.	
ELMO Induction	Rolled out organisation wide by 1 April 2018	
ELMO Leadership	Rolled out organisation wide by 1 July 2018	
ELMO OSH including Injury Management	Rolled out organisation wide by 1 July 2018	
ELMO – Other Courses	Rolled out organisation wide by the end of 2019 and on an on-going basis as gaps are identified.	
ELMO Performance	Soft roll out organisation wide by end Jan 2019. Feedback from first rollout received by end July 2018.	
ELMO Recruitment	Rolled out organisation wide by end April 2018	
Reduction in workers compensation duration	Reduction from previous fin year	
HR attends toolbox meetings at every business unit	Staff have updated knowledge on key policies and procedures	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Information Technology (IT)

Reporting Directorate: Corporate Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>				

PURPOSE STATEMENT

“Provide leadership by supporting and maintaining 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.”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Network Infrastructure *	Secure network infrastructure provided to enable all business areas to function	
Email *		
Desktops *	Desktops provided to staff as requested. Spare Desktops available in the event of failure.	
Business Applications	Business applications updates	
Mobile Devices *		
Intranet & Websites *	Technical (not-content)	
CoA & Public CCTV System *	CoA & Public CCTV System monitored and managed by the IT Team.	
Business Support	IT Manager meets with CoA Business Stakeholders regularly & IT Team assist business areas with IT related projects.	
IT Helpdesk Support	IT Help Support provided during business hours by the IT Team. Out of Business Hours support provided by the IT Team on a best endeavours basis.	

* Deliver (or management of) the procurement, installation, configuration and maintenance.

Status Legend



Business Plan: Information Technology (IT)

Reporting Directorate: Corporate Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Upgrade all Desktops to Windows 10	All Desktops Upgraded	
Upgrade Microwave Radio Network	Microwave Radio Network Upgraded	
CCTV Budget Projects (as agreed with key stakeholders)	CCTV Projects Completed	
Web Budget Projects (as agreed with key stakeholders)	Web Projects Completed	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: City Engineering

Reporting Directorate: Infrastructure & Environment



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“To Develop, Maintain and Enhance City Infrastructure and its Natural Environment to maximise its benefit to the community”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
--------------------	------------------------	--------

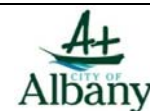
Asset Management: <i>To improve asset network condition trending.</i>		
Undertake asset and financial modelling and provide meaningful information to elected members. Field proofed inputs and analysis out the modelling outputs to gain confidence in data outputs.	Up to date financial modelling including field proofing of outputs with annual presentation to elected members.	
Develop integrated long term financial plans for capital works and ensure asset management principles are understood and considered in planning.	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>		
Develop forward capital works which are informed by robust prioritisation models.	Evidence that projects are prioritised as per condition intervention points in the AMP's.	
Design: <i>To deliver high quality and cost effective Civil infrastructure design.</i>		
Undertake internal civil design work to contemporary standards.	External Design fees to be <1.5% of Construction Budget.	
Ensure functionality and quality consideration are appropriate in each instance.		
Design with consideration to best whole of life cost outcomes.		

Status Legend



Business Plan: City Engineering

Reporting Directorate: Infrastructure & Environment



Project Management: <i>To deliver the capital works program on time on budget.</i>		
Schedule projects and deliver through external contractors and internal construction team and report project progress of all capital works	90% of projects delivered in nominated financial year +/- 10% Budget.	
Provide quality assurance and ensure standards are met including a high level of safety compliance.	Zero Worksafe Notices. Complete QA on all external delivered projects.	
Environmental Sustainability: <i>To implement the City's Carbon Footprint Strategy and reduce energy use in public buildings and spaces.</i>		
Deliver actions in the Carbon Footprint Reduction strategy.	Action plan delivered within stated timeframes.	
Reduction in energy use in public buildings and space and be water wise	Trends showing a reduction in energy use.	
Improve public and corporate awareness of sustainability issues.		
Communication:		
Respond to External Customer service requests within designated timeframe.	95% of Requests responded to within designated timeframe.	

IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Asset Management Develop an accurate and reliable asset inventory through ongoing data collection.	Improve confidence across all Asset Classes.	
Forward Works Programming and Budget Preparation Prepare concepts of forward works to enable accurate cost analysis.	Minimum class 3 estimates for all budget control.	
Civil Design Reduction in external consultant Civil Design fees	External Civil Design fees to be <1.5% of Construction Budget.	
Contract Management and Superintendence Reduction in external consultant fees for all capital works delivered	External Superintendence and contract management fee to be <1.5% of Construction Budget.	
People and Process Develop a programme for staff to visit innovative and progressive metropolitan LGAs. Develop structured review process for internal design projects to expose inside and outside staff to different projects	Process developed and implemented	
Community Consultation Develop contemporary community consultation processes including the use of social media in line with the Local Government Act requirements and City of Albany consultation framework	Improved process implemented by August 2018 and reviewed annually	

Status Legend



Complete



On Track



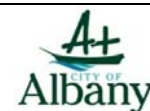
Monitor



On Hold

Business Plan: City Operations

Reporting Directorate: Corporate Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“To deliver quality construction, maintenance and City services through innovation and best practice”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Maintenance: <i>Effective preventive maintenance programs and completion of customer service requests within agreed timeframe.</i>		
Preventive maintenance scheduled and undertaken to a high quality.	<i>Maintenance schedules met.</i>	
Reactive maintenance based on Customer Service Request undertaken in accordance with customer service charter.	80% or more CSR's closed out or acted upon within agreed timeframe.	
Construction: <i>Delivery of capital works projects (internally delivered) on time and within budget.</i>		
Deliver capital projects in house. Continue to build in house capacity by delivering challenging projects.	Projects delivered plus or minus 10% budget.	
Provide effective supervision ensuring works are carried out safely and delivered on time.	Projects delivered plus or minus 10% budget	
Maintain a professional image by having worksites which are managed appropriately catering for the community needs.	Regular inspections with zero work safe improvement notices.	
Waste: <i>Effective waste management practices and implementation of Strategic Waste Strategy priorities.</i>		
Effective management of the City's Waste Contract.	Community Perception rating above LG average	

Status Legend



Business Plan: City Operations

Reporting Directorate: Corporate Services



Provide best practice management of landfill sites to meet all regulatory requirements.	Compliance with annual DER reporting and inspection.	
Deliver actions in the City's Strategic Waste Management Plan.	Strategic plan actions delivered within stated timeframe.	
Depot Services: <i>Continual improvement in cost effectiveness of service delivery.</i>		
Effective administration and procurement practices that ensure value for money.	Annual internal customer service survey.	

IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
New Waste Facility Site Selection Study Review of available land in a 35 km radius of Albany to propose and determine the suitability of a number of preferred sites for development as a new landfill.	<ul style="list-style-type: none"> Investigation and analysis completed. Shortlist of preferred sites. 	
Tip Shop Extension The re-use of a shed disassembled from the Centennial Oval redevelopment to be used as a workshop area for social enterprise projects involving the reuse of materials destined for landfill.	<ul style="list-style-type: none"> Construction completed. Building commissioned. 	
Food Scrap Kerbside Collection Trial Undertake a food scrap collection trial to help gather information in preparation for a City wide service.	<ul style="list-style-type: none"> Project planning completed. Trial implementation. Review and analysis completed. 	
Roads Capital Works Projects Designated works from the annual capital works program.	<ul style="list-style-type: none"> Project planning completed. Projects delivered plus or minus 10% budget. 	
Paths Capital Works Projects Designated works from the annual capital works program.	<ul style="list-style-type: none"> Project planning completed. Projects delivered plus or minus 10% budget. 	
Drainage Capital Works Projects Designated works from the annual capital works program.	<ul style="list-style-type: none"> Project planning completed. Projects delivered plus or minus 10% budget. 	
Buildings Capital Works Projects Designated works from the annual capital works program.	<ul style="list-style-type: none"> Project planning completed. Projects delivered plus or minus 10% budget. 	

Status Legend

Complete
 On Track
 Monitor
 On Hold

Business Plan: City Reserves

Reporting Directorate: Corporate Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“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”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
--------------------	------------------------	--------

Service Delivery: Continual improvement in cost effectiveness of service delivery.

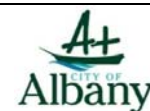
Undertake Environmental impact assessments and issue permits.	Planning requirements met for capital works program.	
Undertake fuel reduction planning for City controlled land including the assessment and facilitation of controlled burns and by undertaking mechanical mitigation control measures.	Minimum of 10 controlled burns completed per annum.	
Develop and deliver management and improvement plans for reserves.	Provide for protection of natural assets whilst providing recreational opportunities	
Reactive maintenance based on Customer Service Request undertaken in accordance with customer service charter.	80% or more CSR's closed out or acted upon within agreed timeframe.	
Preventive maintenance scheduled and undertaken to a high quality.	Maintenance schedules met.	
Continual improvement in cost effectiveness of service delivery.	5 new initiatives implemented.	

Status Legend



Business Plan: City Reserves

Reporting Directorate: Corporate Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Beach Emergency Numbers Submit funding application in conjunction with DBCA to install emergency signage to strengthen emergency measures in coastal risk zones.	<ul style="list-style-type: none"> • Gain funding • Install signage at sites identified in the Visitor Risk Assessment – Coastal Areas and other isolated beaches 	
Camping Strategy Investigate methods for collecting fees and management of camping sites	<ul style="list-style-type: none"> • Identify the best method for collecting fees • Planning and design for camp ground enhancement and improvements 	
Natural Reserves Strategy Deliver actions and new initiatives identified in strategy	<ul style="list-style-type: none"> • Review Environmental Code of Conduct • Review and install interpretative signage • Develop dieback hygiene plans • Implement recommendations from Visitor Risk Assessment • Camp Host Program 	
Review Local Laws Property Local Law	<ul style="list-style-type: none"> • Assess options to provide areas for off-road vehicles within natural reserves 	
Open Space Levels Of Service Implement actions and recommendations including support levels for rural town site enhancement	<ul style="list-style-type: none"> • Community consultation • Update and deliver against plan 	
Developed Reserves Capital Works program Designated works from the annual capital works program	<ul style="list-style-type: none"> • Project planning completed. • Projects delivered plus or minus 10% budget. 	
Natural Reserves Capital Works program Designated works from the annual capital works program	<ul style="list-style-type: none"> • Project planning completed. • Projects delivered plus or minus 10% budget. 	

Status Legend



Complete



On Track



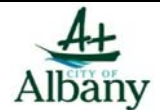
Monitor



On Hold

Business Plan: Major Projects

Reporting Directorate: Infrastructure & Environment



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
✓	✓	✓	✓	✓

PURPOSE STATEMENT

Provide a leadership role within City of Albany, supporting Directorates to advocate, facilitate and coordinate the development and delivery of strategic projects that will have a major impact on the economic and social development of Albany. We are project focused, outcomes focused, community focused.

Team Behaviours:

- **Implement:** we move forward, get the job done with an emphasis on quality, cost, value for money and creating a culture of excellence
- **Deliver:** we strive to deliver respecting constraints and we share our knowledge and experience and expertise to assist the organisation and deliver positive outcomes
- **Support:** we back each other and work together as a team to facilitate outcomes
- **Engage:** we actively communicate, collaborate, listen and respond to our colleagues and wider community
- **Energise:** we are dynamic and flexible, work with a sense of urgency and vibrancy, maintaining momentum
- **Innovate:** we challenge the norm, development of the new, provide net additional value, contribute to community aspirations, have a creative approach to problem solving, always looking forward, socially and environmentally responsible
- **Integrity:** we are honest and respectful, open and transparent in all our dealings
- **Reward:** we acknowledge effort, celebrate our success and learn from our mistakes
- **Excellence:** we take pride and pleasure in what we do

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
<p>Project Management: Implementation & Delivery</p>	<ul style="list-style-type: none"> • In collaboration with all directorates, deliver project to agreed time, budget, scope and required specification • Successfully commission and handover asset to operator/owner • Adequacy report to funding sponsors/partners/stakeholders, executive and Council 	
<p>Strategic Projects: Feasibility & Planning Services</p>	<ul style="list-style-type: none"> • In collaboration with all directorates advance planning and design processes to address City and community priorities and core issues and develop short, medium and long strategies with the aim of enabling projects and facilitating outcomes • Progress the viability of the project, advance funding applications if required 	

Status Legend

- Complete
- On Track
- Monitor
- On Hold

Business Plan: Major Projects

Reporting Directorate: Infrastructure & Environment



<p>Business and Economic Development</p>	<ul style="list-style-type: none"> • Aligned with strategic plan and priorities, provide a leadership role in the organisation that will enhance the City's reputation, encourage economic and business development and strengthen key stakeholder relationships • Identify new opportunities for lobbying for new project funding sources • Advance funding applications / business case / design packages, if required • Continue to lobby and advocate State and Federal Government's and other funding bodies to ensure that commitments are delivered to the community 	
<p>Operational Development & Internal Support</p>	<ul style="list-style-type: none"> • Working collaboratively on strategic priorities to achieve outcomes • Continued development and mentoring of my team to achieve personal development plans • Establish and maintain effective professional networks and relationships with external stakeholders, project partners and authorities • Provision, advice, application and mentoring of specialist design, management and technical services • Continued development of efficient project management quality tools and processes (enhance service delivery) • Promote and facilitate a culture of excellence, strengthening work practices, promoting innovation and continual improvement 	

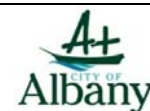
<p>IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)</p>	<p>MEASURABLE OUTCOMES (to be achieved in 2018/19)</p>	<p>STATUS</p>
<p>Town Hall Enhancement</p>	<ul style="list-style-type: none"> • Advance planning and development • In collaboration with all directorates, deliver project packages to agreed time, budget, scope and required specification • Successfully complete design process and procurement process, commence implementation • Report to funding sponsors/partners/stakeholders, executive and Council 	
<p>Centennial Park Sporting Precinct (stage 2): Public Realm and Building Facilities _Eastern Precinct _Central Precinct _Western Precinct</p>	<ul style="list-style-type: none"> • Advance planning and development • In collaboration with all directorates, deliver project packages (staged sequence) to agreed time, budget, scope and required specification • Successfully commission and handover assets to operator/owner • Report to funding sponsors/partners/stakeholders, executive and Council 	
<p>Alison Hartman Gardens Enhancement</p>	<ul style="list-style-type: none"> • Advance planning and development • In collaboration with all directorates, deliver project packages to agreed time, budget, scope and required specification • Successfully commission and handover asset to operator/owner • Report to funding sponsors/partners/stakeholders, executive and Council 	

Status Legend

 **Complete**
 **On Track**
 **Monitor**
 **On Hold**

Business Plan: Major Projects

Reporting Directorate: Infrastructure & Environment



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Albany Mounts Master Plan	<ul style="list-style-type: none"> • Advance strategic planning aiming to provide a comprehensive long-term vision of the precinct, establishing a flexible and overarching framework to identify strategies and inform decision making to guide sustainable investment and management over time • In collaboration with all directorates, deliver project to agreed time, budget, scope and required specification • Engage with community and key stakeholders according to plan • Report to key stakeholders, executive and Council 	
Emu Point to Middleton Beach Coastal Adaption & Protection Strategy _Coastal Hazard, Risk, Management & Adaption Plan (CHRMAP) _MB Foreshore Management Plan	<ul style="list-style-type: none"> • Advance strategic planning aiming to establish a flexible and overarching framework to identify strategies and inform decision making to guide sustainable investment and management over time • In collaboration with all directorates, deliver project to agreed time, budget, scope and required specification • Engage with community and key stakeholders according to plan • Report to funding sponsors/partners, executive and Council 	
Middleton Beach Surf Reef Design Development	<ul style="list-style-type: none"> • Continue to actively progress the viability of the project, advance funding applications • Continue to lobby and advocate with State to ensure that commitments are delivered to the community • Advance planning and design development (subject to funding) • In collaboration with all directorates, deliver project to agreed time, budget, scope and required specification • Engage with community and key stakeholders according to plan • Report to funding sponsors/partners, executive and Council 	
Various Capital Works Projects Including; _Albany Public Library Enhancement _SES Facility _Bush Fire Brigade Facilities	<ul style="list-style-type: none"> • Advance planning and development • In collaboration with all directorates, deliver project packages to agreed time, budget, scope and required specification • Successfully commission and handover asset to operator/owner • Report to funding sponsors/partners/stakeholders, executive and Council 	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: City Centre Precinct (Library, VAC & Town Hall)

Reporting Directorate: Community Services



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 	
ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN				
<p>The Business Unit provides services that significantly contribute to the following strategic themes</p>				
Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
PURPOSE STATEMENT				
<p><i>To develop and manage a thriving central precinct that attracts residents and visitors to the City and captures the cultural identity and spirit of Albany</i></p>				

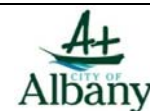
IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Lead role Town Hall re-purposing (Construction)	<ul style="list-style-type: none"> • Construction commenced • Community Reference Group active 	
Vancouver Arts Centre and Town Hall Operational Plan (Service Delivery)	Plan developed, endorsed and ready for Town Hall opening	
Develop Precinct-wide approach to service delivery (Cross-Directorate project: Events/Communications; Community Engagement; Business/Economic Development)	<ul style="list-style-type: none"> • Library/VAC Teams & Services • Town Hall, Town Square, Sea container, Alison Hartman Gardens management transition 	
Develop Arts, Culture & Heritage Strategic Plan	Draft Plan endorsed	
Investigate avenues for Precinct to add to Tourism and Economic Development	Scope Lower Great Southern Alliance opportunities for Library & Arts	

Status Legend

Complete
 On Track
 Monitor
 On Hold

Business Plan: Albany Public Library

Reporting Directorate: Community Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“Our key purpose is to foster a love of literature; lifelong learning and the free flow of information. We will focus on continuing to provide outstanding customer service. We will achieve this by being a conduit of knowledge and cultivating a space that promotes social inclusion within the community.”

2018/19 Focus Area – Library Enhancement and Tourism and Information Hub operation

The Tourism and Information Hub was opened in Easter 2018. In conjunction, the Library has undergone a significant transformation in replacing all shelving and furniture, major re-orientation within the building and implemented RFID. In light of this and opening of Visitor Centre onsite, this year will see a focus on observing usage, responding to the new environment and making operational adjustments as required.

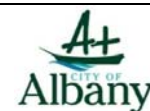
SERVICES DELIVERED	CURRENT SERVICE LEVELS *2016/17 EOFY Results	TREND/RESULT
Issues	352,793	3% up on 2015/16! <i>Up 5th highest Issues in WA; 1st Regional Library by over 100,00 items – in 2015/16</i>
Members	11,567 / 26,190. 3060 New members	Consistent
Visitor Numbers	223,026	10% down on 2015/16. <i>2nd highest in WA! (Vincent 296K)</i>
Online Services	<p>Computer Services:</p> <ul style="list-style-type: none"> • free internet & wifi access; Printing, scanning, emailing <p>'e' services</p> <ul style="list-style-type: none"> • eBooks, eAudio & eMagazines lending; Other eResource Usage; Website traffic; eNewsletter; Facebook 	<p>Computer Services:</p> <ul style="list-style-type: none"> • Consistent levels <p>'e' services</p> <ul style="list-style-type: none"> • eBooks, eAudio & eMagazines lending Website traffic – sustained high growth • eNewsletter & Facebook - steady growth
Enquiries	14,584	12% up on 2015/16
General Programs/Events	1941* reduced programming	40% down on 2015/16. <i>Consistent over past 4 years</i>
Junior Programs/Events	7008 * reduced programming	20% down on 2015/16. <i>Consistent over past 3 years</i>

Status Legend



Business Plan: Albany Public Library

Reporting Directorate: Community Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
<i>To create an engaging, accessible and inspiring "home away from home" - a physical and virtual 'community hub'</i>		
<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. 	
<i>To be a place that celebrates knowledge and learning; and provides life-long learning opportunities</i>		
<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. 	
<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, Beryl Grant Centre 	
<i>To collect and preserve our social and documentary heritage for current and future generations</i>		
<ul style="list-style-type: none"> Undertake review of Albany History Collection, including COA Archive/Heritage Strategy 	<ul style="list-style-type: none"> Options paper endorsed and delivered 	
<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, as part of review 	
<i>To collaborate and build strong partnerships within the wider community</i>		
<ul style="list-style-type: none"> Continued improvement in working across City Business Units. 	<ul style="list-style-type: none"> Meetings attended, joint projects delivered, information and policy sharing Precinct-wide approach to service delivery 	
<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 and City Business Units. 	<ul style="list-style-type: none"> 4 per year. 	
<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 Future staged enhancement schedule in place post-BBRF application Enhanced Sustainability and Environmental Practise 	
<ul style="list-style-type: none"> Maximise use of current Library technologies 	<ul style="list-style-type: none"> One service enhancement per year for Spydus, RFID, Public internet & wifi 	

Status Legend

**Complete**

On Track



Monitor



On Hold

Business Plan: Vancouver Arts Centre

Reporting Directorate: Community Services



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>

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“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.”

2018/19 Focus Area – Town Hall Repurposing and Vancouver Arts Centre Transitional Operations

In 2018/19 Town Hall re-purposing (Construction) will begin. In conjunction, detailed planning (including community consultation) for Service Delivery for both the Vancouver Arts Centre and Town Hall will be finalised ahead of scheduled re-opening of Town Hall in 2019/20 year.

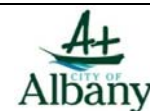
SERVICES DELIVERED	CURRENT SERVICE LEVELS *2016/17 EOFY Results	TREND/RESULT (2017/2018) at Dec 17
Audience	<ul style="list-style-type: none"> 31,347 individuals attended arts events, festivals, exhibitions, music gigs and small performances 	<ul style="list-style-type: none"> 10,505 individuals attended arts events, festivals, exhibitions, music gigs and small performances
Participants	<ul style="list-style-type: none"> 8,928 individuals participated in regular workshops, community cultural development projects, performances, exhibitions etc 	<ul style="list-style-type: none"> 3,750 individuals participated in regular workshops, community cultural development projects, performances, exhibitions etc
Organisations/ arts groups accommodated	<ul style="list-style-type: none"> 40 organisations/artists/groups hiring venue 67 individuals accommodated at Mary Thomson House 	<ul style="list-style-type: none"> 36 organisations/artists/groups hiring venue 63 individuals accommodated at Mary Thomson House
Regional Artist employment	<ul style="list-style-type: none"> 123 employment opportunities created for regional artists 	<ul style="list-style-type: none"> 47 employment opportunities created for regional artists
In-kind support provided to community	<ul style="list-style-type: none"> \$15,205 worth of in-kind support provided (venue hire, accommodation, equipment hire, staff admin and marketing support) 	<ul style="list-style-type: none"> \$6,822 worth of in-kind support provided (venue hire, accommodation, equipment hire, staff admin and marketing support)
General Exhibitions	<ul style="list-style-type: none"> 19 exhibitions comprising of local exhibitions, community exhibitions, touring exhibitions and curated exhibitions 	<ul style="list-style-type: none"> 20 exhibitions comprising of local exhibitions, community exhibitions, touring exhibitions and curated exhibitions
Artist Residencies/Workshops/Forums	<ul style="list-style-type: none"> 27 arts workshops, visiting and local artists in residence, artist talks etc 	<ul style="list-style-type: none"> 33 arts workshops, visiting and local artists in residence, artist talks etc
Performances	<ul style="list-style-type: none"> 3 presentations of performing arts experiences 	<ul style="list-style-type: none"> 3 presentations of performing arts experiences
Festivals / Events	<ul style="list-style-type: none"> 2 arts Festivals/Events including music gigs 	<ul style="list-style-type: none"> 5 arts festivals/events including music gigs

Status Legend



Business Plan: Vancouver Arts Centre

Reporting Directorate: Community Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
<i>Artistic Program Delivery</i>		
<ul style="list-style-type: none"> Visual Arts 	<ul style="list-style-type: none"> Scope and develop project plan for the Albany Art Prize replacement exhibition 	
<ul style="list-style-type: none"> Music 	<ul style="list-style-type: none"> Deliver technical capacity building PD for the music sector and continue to implement the Music Development Project Plan 	
<ul style="list-style-type: none"> Performing Arts 	<ul style="list-style-type: none"> Continue development of local performing arts sector through Penelope and Marlin, FAR festival and PVI Deviator project 	
<ul style="list-style-type: none"> Festivals 	<ul style="list-style-type: none"> Review arts Festival program (Vancouver Street Festival) 	
<i>Cross-Directorate Program Delivery</i>		
<ul style="list-style-type: none"> Anzac Centenary 	<ul style="list-style-type: none"> Contribute to ancillary programming for Anzac Centenary 	
<ul style="list-style-type: none"> Youth engagement 	<ul style="list-style-type: none"> Support delivery of Youth Engagement Strategy 	
Future Focus		
<ul style="list-style-type: none"> Staff Development 	<ul style="list-style-type: none"> Upskill casual and support staff in exhibition presentation and gallery installation 	
<ul style="list-style-type: none"> Customer Service 	<ul style="list-style-type: none"> Monitor customer service standards through seeking regular feedback from customers 	
<ul style="list-style-type: none"> Strategic Direction 	<ul style="list-style-type: none"> Develop 3 year strategic plan for VAC/Town Hall/Arts and Cultural Services 	
<ul style="list-style-type: none"> Funding and Revenue 	<ul style="list-style-type: none"> Secure project funding for FAR festival 2019 and Penelope and Marlin performing arts development project Seek and secure next round of State triennial funding 	
Communication and Marketing		
<ul style="list-style-type: none"> Online marketing 	<ul style="list-style-type: none"> Utilise Amazing South Coast website as primary online marketing tool for events and programs 	
<ul style="list-style-type: none"> Consultation 	<ul style="list-style-type: none"> Support consultation process around development of City Arts, Culture and Heritage Strategy 	
Facilities and Technology:		
<ul style="list-style-type: none"> VAC/Town Hall 	<ul style="list-style-type: none"> Contribute to Town Hall PCG and Town Hall Community Advisory Group Contribute to development of business / operational model for Vancouver Arts Centre and Albany Town Hall 	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Communications & Events

Reporting Directorate: Community Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

PURPOSE STATEMENT

To foster civic pride in the City of Albany through excellence in communications and delivering engaging events that celebrate our community.”

EVENTS

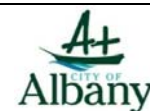
SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Event Approvals	Manage event approval processes and issue approvals for internal and external events	
Community Events Delivery	Christmas Pageant, New Year’s Eve, Australia Day & Middleton Beach Festival	
Regional Events Sponsorship	Coordinate and administer annual sponsorship program for regional events	
Events Funding	Coordinate applications & acquittals of external Event funding and sponsorship	
CBD Programming	Coordinate activations for civic spaces within CBD during peak periods as required	
Town Square & Sea Container	Assist with public bookings for use of Town Square and Sea Container and support transition to new Precinct structure	
RSL Support	Assistance to organise and deliver annual schedule of public commemorative services	

Status Legend

- Complete
- On Track
- Monitor
- On Hold

Business Plan: Communications & Events

Reporting Directorate: Community Services



COMMUNICATIONS		
SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Media Management	Media releases, responses, interview opportunities & key messages; advertising bookings	
Digital Promotions & Marketing	Website content, internal & external e-newsletters; social media management, email signatures	
Event Marketing	Coordinate and deliver marketing program for City-run events	
Publications & collateral	Annual Report, Community Calendar, documents; posters, flyers	
Graphic design	Internal & external design support for publications & collateral	
Document Management	Review and approval of online documents through CMS	
Brand Management	Custodianship of City logos and branding, usage approvals	
Copy writing	Letters, speech writing, general copy writing, proof reading & editing	
Photo archive	Collation and archiving of City images	
Phone messages	Manage and update Messages On Hold	
EVENTS		
IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Anzac Albany 2018 <ul style="list-style-type: none"> Field of Light Anzac Day programming Community programming Remembrance Day Programming 	Successful delivery and funding acquittal of 2018 event program	
Review Regional Events Sponsorship Policy	Updated funding policy adopted	
Community Events Engagement	Survey and feedback report identifying improvement or event gap opportunities that inform 19/20 Business Plan / Budget	
COMMUNICATIONS		
'Your City' campaign <ul style="list-style-type: none"> Year-long campaign promoting City services & people 	<ul style="list-style-type: none"> Target social media reach exceeding 50,000 over duration of campaign Analytics Report detailing reach & engagement post campaign 	
Revised Communications Strategy <ul style="list-style-type: none"> Combine Communications & Engagement into one strategy 	Council adopted Strategy	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Community Development & Engagement

Reporting Directorate: Community Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“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”

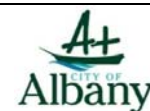
SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Community Engagement	Continue to support and engage community engagement across organisation on a daily basis	
Noongar Engagement	Support, monitor, review the transition of Noongar engagement across all City of Albany services in liaison with agencies and key stakeholder groups, as required	
Access & Inclusion Strategy	Engage to deliver on an action plan, as scheduled	
Connected Communities Strategy	Engage to review strategy annually	
Community Safety	Engage and deliver on community safety action plan, as scheduled	
Public Health Plan(PHP)/Healthy Albany	Continue to co-lead and support the delivery of Healthy Albany to the end of the MOU agreement and transition to sustainable model of CoA Public Health Plan governance, coordination, and annual reporting.	
Grants/Funding	Continue to seek innovation ways to leverage additional funding to support service delivery, and implement action plans/strategies, as required	

Status Legend

Complete
 On Track
 Monitor
 On Hold

Business Plan: Community Development & Engagement

Reporting Directorate: Community Services



Communications	Increase community awareness and education of team initiatives and achievement through internal and external news, monthly	
Asset Management	Manage the operations of Albany Lotteries House, annually and as required.	
CCTV	Continue to review grant reporting and acquittals in liaison with IT to coordinate the CCTV network	
Youth Development	Continue meet partnership agreement milestones, reporting, review of with Rio Tinto partnership grant.	

IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Community Engagement	Integrate Community engagement into the communications strategy. Better Connect project to support ongoing improvement in engagement across organisation	
Healthy Albany Public Health Plan	Review and re-design of CoA Public Health Plan and identification of opportunities for CoA/regional public health planning collaboration.	
Grants/Funding	All of organisation review of funding programs to improve and streamline	
Connected Communities	Online community directory available to community groups	
Organisational Customer Service Levels	Customer Service Charter including a toolbox to support staff across organisation	
Noongar Engagement	An updated action plan to build strong relationships and enhanced respect between Noongar peoples and other Australians within the City's sphere of influence. An internal working group to drive actions	
Aged Care Charter Partnership	A partnership agreement with WA Primary Health Alliance (WAPHA)	
Compassionate Communities Partnership	A partnership agreement with WA Primary Health Alliance (WAPHA)	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Facilities – Albany Regional Daycare

Reporting Directorate: Community Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

PURPOSE STATEMENT

Day Care: “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.”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Deliver Curriculum - embracing & implementing National Quality Standards & Early Years Learning Framework	Positive audit & spot check results. Nationally rated at ‘Exceeding’	
Promote benefits of school holiday program in child care setting. Consistent educational curriculum and full day hours with additional events/activities.	Supports working families and out of school closures. Engages outside community visiting the centre for ‘special’ activities.	
Children’s Health and Wellbeing programs delivered weekly	High participation and enrolment levels	
Engage and deliver community initiatives in children’s learning.	Achieved four initiatives per year nominated by families, staff and children	
Collaborative partnership with aged care facility developing relationship with childcare and elderly.	Facilitating minimum of 2 onsite visits.	
Centre Supports enrolments of all family dynamics and commitment to an inclusive centre culture.	Enrolments consist of working, respite, cultural, high risk and additional needs.	
Provide quality service playgrounds and building facilities.	Complies consistently with inspections and auditing from regulatory authorities.	

Status Legend



Business Plan: Facilities – Albany Regional Daycare

Reporting Directorate: Community Services



SERVICES DELIVERED		CURRENT SERVICE LEVELS	STATUS
Serve 3 nutritional meals based on daily dietary guidelines for child nutrition. Accommodate cultural and allergy dietary needs promoting inclusive eating environments		Recipes and education communicated to families to reinforce good health	
Fees benchmarked to regional areas and service provided.		Remain competitive annually	
IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)		MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Participate in Rating and assessment process on expiry of existing status in Dec 2018. Assessed against the updated National Quality Standards as of Feb 2018.		Rated at a level that recognises the service delivered.	
'Open Day' to the public for viewing of our facility and services we offer. Educate and communicate the importance of quality childcare and school transitions. Community able to engage in conversations with qualified educators and opportunity to consider enrolment.		High Attendance from community to share knowledge and advice on the importance Early Childhood – activates more enrolments.	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Facilities - National ANZAC Centre

Reporting Directorate: Community Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

PURPOSE STATEMENT

National ANZAC Centre: “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.”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Albany Local Ambassador Program	Support and promote local community to continue to engage in visiting NAC precinct.	
Operate NAC at high standard inclusive of customer service	Make available the NAC for local and tourist visitation between agreed operating hours.	
Support Business & Tourism team in delivering marketing	Work collaboratively to achieve outcomes in benefiting the AHP.	
Operate Forts Store	Make available variety of merchandise for retail.	
Operate Princess Royal Fortress	Deliver free rotational exhibitions to local and tourist visitors.	
Maintain external Stakeholder connections	Identify new partners and maintain existing.	
Maintain high number of volunteer members	Manage and support the co-ordination of volunteer group, delivering knowledgeable information enhancing visitor experience.	
Quality precinct grounds	Maintain presentation of National ANZAC Precinct, Princess Royal Fortress and Fort Store. Delivery basic upkeep and maintenance.	

Status Legend



Business Plan: Facilities - National ANZAC Centre

Reporting Directorate: Community Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Collaborate with ANZAC Albany Project team.	Increase visitation in November 2018 on previous year and activate precinct.	
Develop 'Avenue of Honour Cards' to further the experience for visitors viewing Apex Drive and the link to an exhibition of Albany identities recognised on the Avenue of Honour.	Visitation increase following the link of Apex Drive - PRF exhibition – Field Of Light	
Implement online bookings, ticket and retail purchasing capability.	Tickets purchased online. Bookings made online. Forts store revenue increased by 20%	
Develop events policy for AHP.	Policy adopted by council.	
Make available a package for AHP as a venue for meeting and event hire.	Revenue generated through event hire.	
Deliver a curriculum aligned education program and a AHP events program to regularly engage with local community and visitors.	Increase in school visitation by 10% Increase local visitation to the park by 10%	

Status Legend

**Complete**

On Track



Monitor



On Hold

Business Plan: Recreation Services (including ALAC)

Reporting Directorate: Community Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“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 fosters an appreciation for a healthy and balanced lifestyle”

SERVICES DELIVERED STATUS

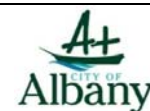
	2017 - 2018	2018 - 2019	
<p>ALAC Health & Fitness Delivery of the ALAC Gym, Group Fitness and Personal Training programs catering for all ages and fitness levels.</p>	<p>a) Memberships:1283 b) Installation of the gym and cardio equipment</p>	<p>a) Memberships:1300 b) Develop an off peak membership package that caters for low income seniors.</p>	
<p>ALAC Swim School Delivery of the ALAC Swim2Survive accredited swim school providing learn to swim, water safety and skills for life.</p>	<p>a) Enrolments: 3200 b) Occupancy: 83% average</p>	<p>a) Enrolments: 3200 b) Occupancy: 90% average</p>	
<p>ALAC and CPSP Operations Facilities Delivery of high quality sport and recreation facilities that supports clubs and residents.</p>	<p>a) Delivered the annual maintenance and capital works program</p>	<p>a) Annual review of the business plan and participation in state industry benchmarking to ensure sustainable and quality facilities. b) Delivery of the annual Maintenance and Capital Works program and quality asset management.</p>	

Status Legend



Business Plan: Recreation Services (including ALAC)

Reporting Directorate: Community Services



SERVICES DELIVERED	2017-18	2018-19	STATUS
<p>Recreation Programs</p> <p>Offer the community a range of diverse and affordable activities, competitions, groups and workshops designed to bring people together, promote volunteering and sustain healthy and active lifestyle.</p>	<ul style="list-style-type: none"> a) Active Albany Launch: Four Term Programs (700 enrolments) b) Holiday Programs Reshaped: Four Term Programs (707 enrolments) c) Social Competition: Summer and Winter Mixed and Social Netball – 51 teams 	<ul style="list-style-type: none"> a) Active Albany: Four Term Programs (700 enrolments) b) Holiday Programs: Four Term Programs (800 enrolments) c) Social Competition: Summer and Winter Mixed and Social Netball – 60 teams 	
<p>Club Development</p> <p>Provide a quality club development service that links and builds the capacity of clubs to deliver vital competitions and activities for positive social change.</p>	<ul style="list-style-type: none"> a) CPSP Participation Numbers: 5000 participants b) Stadium Participation Numbers: 3500 participants 	<ul style="list-style-type: none"> a) CPSP Participation Numbers: 5500 participants b) Stadium Participation Numbers: 3500 participants 	
<p>Cycle City Albany</p> <p>Delivery of a quality travel smart program that encourages alternative active modes of transport to improve health and wellbeing whilst reducing pollution and congestion.</p>	<ul style="list-style-type: none"> a) Number of Community Programs: 15 b) Number of School Visits: 16 c) Number of Workplace Programs: 5 d) Number of other Events: 11 	<ul style="list-style-type: none"> a) Complete and review the current funding agreement. b) Number of Community Programs: 15 c) Number of School Visits: 16 	
<p>Albany Trails Hub Strategy</p>	<ul style="list-style-type: none"> a) AHP Trails Concept Plan endorsed by City of Albany Council. 	<ul style="list-style-type: none"> a) Integrated planning with the AHP Master Planning process. 	
<p>Recreation Services</p>	<p>Tennis Feasibility Study: Grant acquisition and tenders awarded.</p> <p>CPSP Stage 1 Redevelopment - Governance and Precinct Management Completed</p>	<ul style="list-style-type: none"> a) Tennis Feasibility Study Completed. b) CPSP Stage 2 Redevelopment - Governance and Precinct Management c) Synthetic Hockey Turf Installation 	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Recreation Services (including ALAC)

Reporting Directorate: Community Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
<p>Operating System Replace Centaman Software and legacy turnstiles with a Leisure Management System that is fit-for-purpose and enables ALAC and Rec Services to deliver community services effectively with improved customer satisfaction. Includes Online Booking and Payment System</p>	<p>Investigation and analysis completed. Tender process completed. Training and replacement software/hardware implemented. Review completed.</p>	
<p>Active Albany: Equipment Investment Upgrade the centre's sport and recreation equipment to deliver innovative sustainable programming that engages new populations to assist with meeting the City's Public Health Plan and Age Friendly Albany Plan.</p>	<p>Planning Program Implementation Review and analysis completed.</p>	
<p>Customer Satisfaction Review the leisure industry benchmarking and customer satisfaction survey tools available (CERM, yardstick) and establish the most suitable industry KPI's for the centre to assist with improved decision making. Incorporate the outcomes and recommendations into the annual business planning process.</p>	<p>Investigation and analysis completed. Incorporated into the annual business planning process.</p>	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Building, Health & Compliance

Reporting Directorate: Development Services



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>Value for Money Continuous Improvement Sustainability Commitment to Quality</p>

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“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.”

SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
--------------------	------------------------	--------

Service Delivery: Building: To provide a high level technical service to internal and external customers.

Customer Service	Accurately process permits, review plans, provide building advice, site visits & inspections; while providing a consistent approach from within the team.	
Education	Assist, educate and promote to our customers how to meet the codes and the permit process.	
Regional Support	Continue to provide Regional Support and Focus with consideration of available resources.	

Service Delivery: Health: To provide a high level technical service to internal and external customers.

Public Health Plan(PHP)/ Healthy Albany	Support the delivery of Healthy Albany with a sustainable model of the CoA Public Health Plan, by giving ongoing information on Environmental Health’s role.	
Education	Aim to deliver a proactive and educational service.	

Status Legend



Business Plan: Building, Health & Compliance

Reporting Directorate: Development Services



Service Delivery: Compliance: *To resolve issues of non-compliance in an effective and timely manner.*

<p>Case Management</p>	<p>Support the implementation of an approved Case Management System, to better manage compliance cases and increase effectiveness of investigations and prosecutions.</p>	
<p>Policy / Procedures</p>	<p>Develop procedures and policy documents to ensure a consistent service is provided</p>	

<p>IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)</p>	<p>MEASURABLE OUTCOMES (to be achieved in 2018/19)</p>	<p>STATUS</p>
<p>Development of Policies and Procedures</p>	<p>Policies and procedures developed to better guide and support staff through their work, particularly in regards to compliance cases which will be based on the CoA's compliance policy, and approved by July 2019.</p>	
<p>Grants/Funding</p>	<p>Review funding opportunities for various work programs or projects, with aim to apply for one specific funding opportunity per Fin. Yr.</p>	
<p>Collaboration</p>	<p>Partnership arrangements discussed and agreed in principle, to work with other relevant agencies to improve work outputs and achieve desired outcomes by July 2019.</p>	
<p>Advocacy</p>	<p>Review and provide feedback of legislative or operational changes which have an impact on our work (i.e. health regs, building commission, etc.) as required.</p>	
<p>Resources</p>	<p>Provide staff with best possible resources to support them in their work (i.e. Case Management Systems, etc.) on an ongoing basis.</p>	
<p>Training</p>	<p>Ensure staff receive adequate training to keep up to date with legislative changes and customer service techniques.</p>	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Development, Planning and Land Information Services Reporting Directorate: Development Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>

PURPOSE STATEMENT

“To Provide ;

- *A friendly & professional advice & support service in a timely manner to all internal & external customers.*
- *high quality decisions, on statutory, strategic planning matters, development engineering & land administration matters, while involving all stakeholders throughout the process and meeting all statutory requirements”*

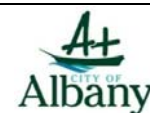
SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Process statutory planning applications and Provide planning advice to Stakeholders.	Informed decisions within statutory time frames.	
Develop & review Town Planning Scheme policies	Develop new policies as required & review existing policies every 3 years.	
Review, implement and monitor actions from the Albany Local Planning Strategy.	Complete review by mid-2018.	
Commence with the review of Town planning Scheme No 1. In accordance with ALPS	Complete draft document by end-2018.	
Provide a Development Services Administration, information / customer service function.	Respond to external customer enquiries and service requests within 3 days for 90% if not possible, advice when answer can be expected. Reports prepared & distributed within 2 – 3 days after end of each month.	
Proactively Manage the corporate GIS of City of Albany.	Upgrade and maintain the system to ensure that Spatial data is accessible and accurate.	
Investigate, action & resolve Land Administration matters effectively & in a timely manner.	Process matters within budget on prioritised L& Administration matters.	

Status Legend

Complete
 On Track
 Monitor
 On Hold

Business Plan: Development, Planning and Land

Information Services Reporting Directorate: Development Services



SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Provide engineering advice on land development to internal teams & external stakeholders.	Respond to 90% within 4 days, if not possible, advice when answer can be expected. Within 2 days.	
Support, train & develop staff to maintain the highest possible standard of planning, organization & customer service.	Development planned via the performance review process with at least 1 training opportunity per staff member per year.	
Respond to external customer enquiries and service requests within designated timeframe.	95% of Requests responded to within 10 working days.	

IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
Review Subdivision & Development guidelines.	Completed by June 2018.	
Investigate potential expansion of GIS services within the organisation & Great Southern region including most appropriate GIS platform.	Investigate & prepare a direction paper for the Corporate GIS by end of 2018	
Review Bush Fire Prone Mapping for Albany.	Acquire Spatial Data & review map by April 2018.	
Advocate for the upgrade of the GIS to the ESRI platform	Complete by April 2019	
Develop Town Planning Scheme policy or guideline to clarify planning Scheme and bushfire act requirements for fire mitigation work.	Develop policy or guideline by October 2018	
Prepare Precinct / Structure Plan for Centennial Park.	Complete Draft Precinct/Structure Plan by end 2018.	
Prepare 2 heritage / character area plans e.g. Duke & Cuthbert Street.	Complete Draft Precinct/Structure Plan by end 2018.	
Proactively Manage, educate & promote the use of GIS tools within the City of Albany.	Four training sessions developed & conducted by June 2019, including Intramaps 'how to' videos.	

Status Legend



Complete



On Track



Monitor



On Hold

Business Plan: Ranger and Emergency Services

Reporting Directorate: Development Services



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

ALIGNMENT WITH THE COMMUNITY STRATEGIC PLAN

The Business Unit provides services that significantly contribute to the following strategic themes

Leadership	Smart, Prosperous & Growing	Clean, Green & Sustainable	Community Health & Participation	A Connected & Safe Built Environment
<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

PURPOSE STATEMENT

"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 "

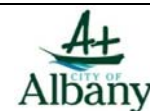
SERVICES DELIVERED	CURRENT SERVICE LEVELS	STATUS
Regulatory Compliance and enforcement	Undertake a range of compliance and enforcement activities for 20 State and 8 Local laws, using the principles of an adopted public interest test and the rules of evidence to conduct appropriate investigations and secure successful outcomes, in line with Council's Regulatory Compliance Policy.	
Education	Facilitate and deliver proactive information and support services to internal and external stakeholders, including all levels of government, emergency response agencies and the community.	
Emergency prevention and preparedness	Create, review, test and update local emergency management arrangements for the municipality, Facilitate an active Local Emergency Management Committee and Bush Fire Advisory Committee to ensure the highest level of community preparedness for emergencies.	
Volunteer Bush Fire Brigades	Administer and provide logistical support to the City's 16 Bush Fire Brigades and 874 volunteer members, including sourcing and administration of appropriate funding and equipment to ensure operational preparedness.	

Status Legend

Complete
 On Track
 Monitor
 On Hold

Business Plan: Ranger and Emergency Services

Reporting Directorate: Development Services



IMPROVEMENTS & PROJECTS (to be delivered in 2018/19)	MEASURABLE OUTCOMES (to be achieved in 2018/19)	STATUS
1. Deliver an internal priority system and triage process to guide the efficient use of resources when responding to the core regulatory functions of compliance, enforcement and prosecution.	Enforcement and prosecution trends. Priority system to be established by August 2018.	
2. Design and implement a regular Council activity report of Ranger and Emergency Service activities and outcomes to communicate, enhance and build team function and profile.	(a) Quarterly report to be developed and implemented by September 2018 (b) Budget submissions reflective of actual City functionality in compliance and enforcement responsibilities prepared for 2019/2020 financial period. (c) Work with the Human Resources Team to draw distinction between the provision of customer service and regulatory compliance – August 2018.	
3. Under the guidance of Council's Regulatory Compliance Policy, develop an enhanced and evidence-based infringement/prosecution review process.	Process implemented by September 2018.	
4. Examine team role and functionality in relation to a diverse and changing environment of internal and community expectations for the purpose of establishing future direction and determining required resources.	Executive summary and business case by December 2018.	
5. Develop and implement Ranger guidelines for productivity improvement.	Introduced by October 2018.	
6. Develop, distribute and enforce the annual Fire Management Notice and effect targeted compliance throughout the community.	Inspection trends.	
7. Reduce the frequency of minor breaches of pet-related legislation through a proactive and educational series of strategies, including the implementation of a second pet registration amnesty and improved website information and social media promotions.	Increase total pet registrations by 10%, commencing October 2018.	
8. Support the City Planning Team in their development of a Council Policy position to address conflicting fire management requirements between written law and the Local Planning Scheme.	(a) Overarching Council policy to be adopted prior to 18/19 High Fire Season (b)	
9. Conduct an audit and implement ongoing electronic management of Emergency Management and volunteer Bush Fire Brigade assets to ensure appropriateness and adequacy.	Commencement prior to High Fire Season and completed by April 2019.	
10. Assist Infrastructure and Environment Team members to commission new volunteer Bush Fire Brigade facilities at Wellstead and King River.	Completed and acquitted by June 2019	

Status Legend

**Complete**

On Track



Monitor



On Hold