



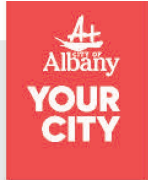
AGENDA

COMMUNITY AND CORPORATE SERVICES COMMITTEE

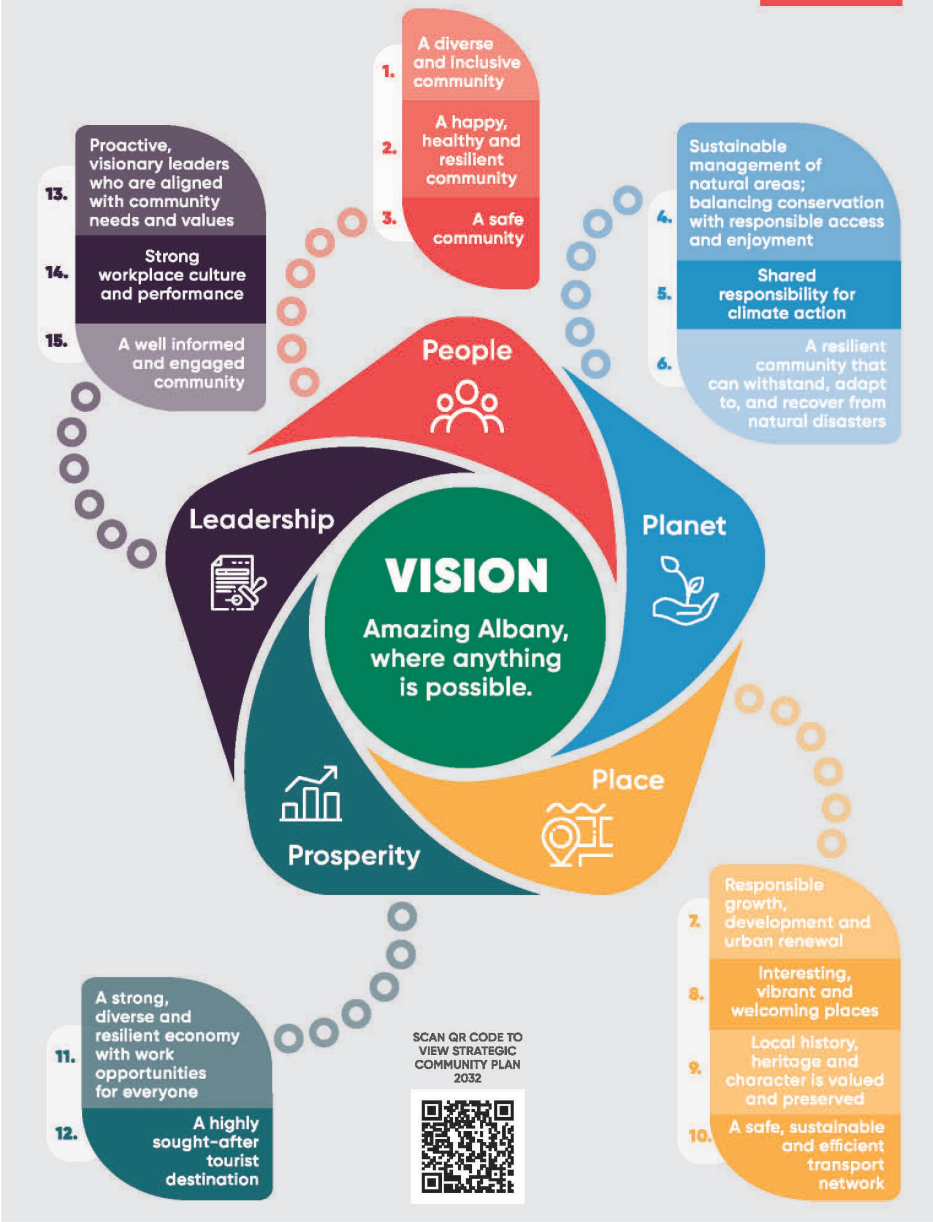
Tuesday 8 February 2022

6.00pm

Council Chambers



STRATEGIC COMMUNITY PLAN 2032



Community & Corporate Services Committee
Terms of Reference

Functions: The Committee is responsible for the following functions:

The Community and Corporate Services Committee is responsible for the following functions:

- **Community Services** – delivery of the outcomes defined in the Strategic Community Plan 2032 under the **People Pillar** and the **Leadership Pillar**:
 - Diverse and inclusive community;
 - Happy, healthy and resilient community; and
 - A well-informed and engaged community.
- **Corporate Services** – delivery of the outcomes defined in the Strategic Community Plan 2032 under the **Leadership Pillar** and **Prosperity Pillar**:
 - A safe community;
 - A resilient community that can withstand, adapt to and recover from natural disasters;
 - A strong diverse and resilient economy with work opportunities for everyone;
 - A highly sought after tourist destination;
 - Proactive, visionary leaders who are aligned with community needs and values; and
 - Strong workplace culture and performance.
- Monitoring and commenting on the financial health and strategies of the City.
- Service Complaint Internal Review.

It will achieve this by:

- Developing policies and strategies;
- Establishing ways to measure progress;
- Receiving progress reports;
- Considering officer advice;
- Debating topical issues;
- Providing advice on effective ways to engage and report progress to the Community; and
- Making recommendations to Council.

Membership:	Open to all elected members
Meeting Schedule:	Monthly
Meeting Location:	Council Chambers
Directorates:	Corporate & Community Services
Executive Officer(s):	Executive Director Corporate & Commercial Services, Executive Director Community Services
Delegated Authority:	None

COMMUNITY AND CORPORATE SERVICES COMMITTEE
AGENDA – 08/02/2022

TABLE OF CONTENTS

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

REPORTS		
CCS406	FINANCIAL ACTIVITY STATEMENT – DECEMBER 2021	7
CCS407	LIST OF ACCOUNTS FOR PAYMENT – DECEMBER 2021	10
CCS408	LIST OF ACCOUNTS FOR PAYMENT – JANUARY 2022	12
CCS409	DELEGATED AUTHORITY REPORTS – NOVEMBER 2021 TO JANUARY 2022	14
CCS410	QUARTERLY TENDER REPORT – OCTOBER 2021 TO DECEMBER 2021	15
CCS411	ASSET SUSTAINABILITY RATIO	16
CCS412	NATIONAL ANZAC CENTRE – Q2 2021-22 REPORT	19
CCS413	PROPOSED NEW COMMUNITY LICENCE – GREAT SOUTHERN DEVELOPMENT PROGRAM WA INC. – YOUTH CHALLENGE PARK	23
CCS414	RESTORING MENANG NOONGAR PLACE NAMES 2	28
CCS415	CORPORATE SCORECARD QUARTER TWO	32
CCS416	COMMUNITY SERVICES BUSINESS REVIEWS	35
11.	MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN	41
12.	MEETING CLOSED TO PUBLIC	41
13.	CLOSURE	41

1. **DECLARATION OF OPENING**

2. **PRAYER AND ACKNOWLEDGEMENT OF TRADITIONAL LAND OWNERS**

“Heavenly Father, we thank you for the peace and beauty of this area. Direct and prosper the deliberations of this Council for the advancement of the City and the welfare of its people. Amen.”

“We would like to acknowledge the Noongar people who are the Traditional Custodians of the Land.

We would also like to pay respect to Elders past, present and emerging”.

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

Mayor	D Wellington
Councillors:	
Member	P Terry (Chair)
Member	A Cruse
Member	G Stocks
Member	M Traill
Member	T Brough
Member	M Benson-Lidholm JP
Member	J Shanhun
Member	D Baesjou
Member	S Smith (Deputy Chair)
Member	A Goode JP
Member	C Thomson
Member	R Sutton

Staff:

Chief Executive Officer	A Sharpe
Executive Director Corporate & Commercial Services	D Olde
Executive Director Community Services	N Watson

Meeting Secretary	H Bell
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Apologies:

COMMUNITY AND CORPORATE SERVICES COMMITTEE
AGENDA – 08/02/2022

4. DISCLOSURES OF INTEREST

Name	Committee/Report Item Number	Nature of Interest

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE Nil.

6. PUBLIC QUESTION TIME

In accordance with City of Albany Standing Orders Local Law 2014 (as amended) the following points apply to Public Question Time:

- 5) *The Presiding Member may decide that a public question shall not be responded to where—*
- (a) the same or similar question was asked at a previous Meeting, a response was provided and the member of the public is directed to the minutes of the Meeting at which the response was provided;*
 - (b) the member of the public asks a question or makes a statement that is offensive, unlawful or defamatory in nature, provided that the Presiding Member has taken reasonable steps to assist the member of the public to rephrase the question or statement in a manner that is not offensive, unlawful or defamatory.*

7. PETITIONS AND DEPUTATIONS

8. CONFIRMATION OF MINUTES

DRAFT MOTION

THAT the unconfirmed minutes of the Community and Corporate Services Committee held on 30 November 2021, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

9. PRESENTATIONS Nil.

10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS Nil.

CCS406: FINANCIAL ACTIVITY STATEMENT – DECEMBER 2021

Proponent / Owner	: City of Albany
Attachments	: Financial Activity Statement - December 2021
Report Prepared By	: Manager Finance (S Van Nierop)
Authorising Officer:	: Executive Director Corporate & Commercial Services (D Olde)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcome:** Strong workplace culture and performance.

IN BRIEF

- Under the Local Government Financial Management Regulations, a local government is to prepare on a monthly basis a statement of financial activity that is presented to Council.
- The City of Albany's Statement of Financial Activity for the period ending 31 December 2021 has been prepared and is attached.
- In addition, the City provides Council with a monthly investment summary to ensure the investment portfolio complies with the City's Investment of Surplus Funds Policy.

RECOMMENDATION

CCS406: AUTHORISING OFFICER RECOMMENDATION

THAT the Financial Activity Statement for the period ending 31 December 2021 be RECEIVED.

DISCUSSION

2. The requirement for local governments to produce a Statement of Financial Activity was gazetted in March 2005 to provide elected members with a greater insight in relation to the ongoing financial performance of the local government.
3. In order to fulfil statutory reporting obligations, the Financial Activity Statement prepared provides a snapshot of the City's year to date financial performance. The report provides:
 - (a) Statement of Financial Activity by Nature or Type;
 - (b) Explanation of material variances to year to date budget;
 - (c) Net Current Funding Position;
 - (d) Investment Portfolio Snapshot;
 - (e) Receivables; and
 - (f) Capital Acquisitions.
4. Additionally, each year a local government is to adopt a percentage or value to be used in the Statement of Financial Activity for reporting material variances. Under Council item CCS367, Council approved that a variance between actual and budget-to-date of greater than \$100,000 is considered to be a material variance for reporting purposes in the Statement of Financial Activity for 2021/2022.
5. The Statement of Financial Activity may be subject to year-end adjustments and has not been audited by the appointed auditor.

6. It is noted that rounding errors may occur when whole numbers are used, as they are in the reports that follow. The 'errors' may be \$1 or \$2 when adding sets of numbers. This does not mean that the underlying figures are incorrect."

STATUTORY IMPLICATIONS

7. Section 34 of the *Local Government (Financial Management) Regulations 1996* provides:

34(1) A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22 (1)(d), for that month in the following detail:

- (a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c); and
- (b) budget estimates to the end of the month to which the statement relates; and
- (c) actual amounts of expenditure, revenue and income to the end of the month to which the statement relates; and
- (d) material variances between the comparable amounts referred to in paragraphs (b) and (c); and
- (e) the net current assets at the end of the month to which the statement relates.

34(2) Each statement of financial activity is to be accompanied by documents containing-

- (a) an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets; and
- (b) an explanation of each of the material variances referred to in sub regulation (1)(d); and
- (c) such other supporting information as is considered relevant by the local government.

34(3) The information in a statement of financial activity may be shown –

- (a) according to nature and type classification; or
- (b) by program; or
- (c) by business unit.

34(4) A statement of financial activity, and the accompanying documents referred to in sub regulation (2), are to be –

- (a) presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and
- (b) recorded in the minutes of the meeting at which it is presented.

34(5) Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances

POLICY IMPLICATIONS

8. The City's 2021/22 Annual Budget provides a set of parameters that guides the City's financial practices.
9. The Investment of Surplus Funds Policy stipulates that the status and performance of the investment portfolio is to be reported monthly to Council.

FINANCIAL IMPLICATIONS

10. Expenditure for the period ending 31 December 2021 has been incurred in accordance with the 2021/22 proposed budget parameters.

11. Details of any budget variation in excess of \$100,000 (year to date) is outlined in the Statement of Financial Activity. There are no other known events which may result in a material non recoverable financial loss or financial loss arising from an uninsured event.

LEGAL IMPLICATIONS

12. Nil

ENVIRONMENTAL CONSIDERATIONS

13. Nil

ALTERNATE OPTIONS

14. Nil

CONCLUSION

15. The Authorising Officer's recommendation be adopted
16. It is requested that any questions on specific payments are submitted to the Executive Director Corporate & Commercial Services by 4pm of the day prior to the scheduled meeting time. All answers to submitted questions will be provided at the Committee meeting. This allows a detailed response to be given to the Committee in a timely manner.

Consulted References	:	<i>Local Government (Financial Management) Regulations 1996</i>
File Number (Name of Ward)	:	FM.FIR.7 - All Wards

CCS407: LIST OF ACCOUNTS FOR PAYMENT – DECEMBER 2021

Business Entity Name : City of Albany
Attachments : List of Accounts for Payment
Report Prepared By : Manager Finance (S Van Nierop)
Authorising Officer: : Executive Director Corporate & Commercial Services (D Olde)

STRATEGIC IMPLICATIONS

- This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - Pillar:** Leadership.
 - Outcome:** Strong workplace culture and performance.

IN BRIEF

- Council has delegated to the Chief Executive Officer the exercise of its power to make payments from the City's municipal and trust funds. In accordance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid by the Chief Executive Officer is to be provided to Council.

RECOMMENDATION

CCS407: AUTHORISING OFFICER RECOMMENDATION

THAT the list of accounts authorised for payment under delegated authority to the Chief Executive Officer for the period ending 15 December 2021 totalling \$7,242,399.32 be RECEIVED.

DISCUSSION

- The table below summarises the payments drawn from the municipal fund for the period ending 15 December 2021. Please refer to the Attachment to this report.

Municipal Fund	
Trust	\$0.00
Credit Cards	\$16,234.69
Payroll	\$1,647,172.26
Cheques	\$32,949.14
Electronic Funds Transfer	\$5,546,043.23
TOTAL	<u>\$7,242,399.32</u>

The table below summaries the total outstanding creditors as at 15 December 2021.

Current	\$1,141,621.23
30 Days	\$1,605,246.81
60 Days	\$182,170.89
90 Days	\$18,808.74
TOTAL	<u>\$2,947,847.67</u>
Cancelled Cheques	Nil

STATUTORY IMPLICATIONS

4. Regulation 12(1)(a) of the *Local Government (Financial Management) Regulations 1996*, provides that payment may only be made from the municipal fund or a trust fund if the Local Government has delegated this function to the Chief Executive Officer or alternatively authorises payment in advance.
5. The Chief Executive Officer has delegated authority to make payments from the municipal and trust fund.
6. Regulation 13 of the *Local Government (Financial Management) Regulations 1996* provides that if the function of authorising payments is delegated to the Chief Executive Officer, then a list of payments must be presented to Council and recorded in the minutes.

POLICY IMPLICATIONS

7. Expenditure for the period to 15 December 2021 has been incurred in accordance with the 2021/2022 budget parameters.

FINANCIAL IMPLICATIONS

8. Expenditure for the period to 15 December 2021 has been incurred in accordance with the 2021/2022 budget parameters.

LEGAL IMPLICATIONS

9. Nil

ENVIRONMENTAL CONSIDERATIONS

10. Nil

ALTERNATE OPTIONS

11. Nil

CONCLUSION

12. That the list of accounts have been authorised for payment under delegated authority.
13. It is requested that any questions on specific payments are submitted to the Executive Director Corporate & Commercial Services by 4pm of the day prior to the scheduled meeting time. All answers to submitted questions will be provided at the Committee meeting. This allows a detailed response to be given to the Committee in a timely manner.

Consulted References	:	<i>Local Government (Financial Management) Regulations 1996</i>
File Number (Name of Ward)	:	FM.FIR.2 – All Wards

CCS408: LIST OF ACCOUNTS FOR PAYMENT – JANUARY 2022

Business Entity Name : City of Albany
Attachments : List of Accounts for Payment
Report Prepared By : Manager Finance (S Van Nierop)
Authorising Officer: : Executive Director Corporate & Commercial Services (D Olde)

STRATEGIC IMPLICATIONS

- This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - Pillar:** Leadership.
 - Outcome:** Strong workplace culture and performance.

IN BRIEF

- Council has delegated to the Chief Executive Officer the exercise of its power to make payments from the City's municipal and trust funds. In accordance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid by the Chief Executive Officer is to be provided to Council.

RECOMMENDATION

CCS408: AUTHORISING OFFICER RECOMMENDATION

THAT the list of accounts authorised for payment under delegated authority to the Chief Executive Officer for the period ending 15 January 2022 totalling \$9,158,063.31 be RECEIVED.

DISCUSSION

- The table below summarises the payments drawn from the municipal fund for the period ending 15 January 2022. Please refer to the Attachment to this report.

Municipal Fund	
Trust	\$0.00
Credit Cards	\$10,974.84
Payroll	\$12,512,290.6
Cheques	\$1,950.23
Electronic Funds Transfer	\$6,632,847.64
TOTAL	<u>\$9,158,063.31</u>

The table below summaries the total outstanding creditors as at 15 January 2022.

Current	\$214,766.14
30 Days	-\$690.06
60 Days	\$283.90
90 Days	-\$4,975.15
TOTAL	<u>\$209,384.73</u>
Cancelled Cheques	Nil

STATUTORY IMPLICATIONS

4. Regulation 12(1)(a) of the *Local Government (Financial Management) Regulations 1996*, provides that payment may only be made from the municipal fund or a trust fund if the Local Government has delegated this function to the Chief Executive Officer or alternatively authorises payment in advance.
5. The Chief Executive Officer has delegated authority to make payments from the municipal and trust fund.
6. Regulation 13 of the *Local Government (Financial Management) Regulations 1996* provides that if the function of authorising payments is delegated to the Chief Executive Officer, then a list of payments must be presented to Council and recorded in the minutes.

POLICY IMPLICATIONS

7. Expenditure for the period to 15 January 2022 has been incurred in accordance with the 2021/2022 budget parameters.

FINANCIAL IMPLICATIONS

8. Expenditure for the period to 15 January 2022 has been incurred in accordance with the 2021/2022 budget parameters.

LEGAL IMPLICATIONS

9. Nil

ENVIRONMENTAL CONSIDERATIONS

10. Nil

ALTERNATE OPTIONS

11. Nil

CONCLUSION

12. That the list of accounts have been authorised for payment under delegated authority.
13. It is requested that any questions on specific payments are submitted to the Executive Director Corporate & Commercial Services by 4pm of the day prior to the scheduled meeting time. All answers to submitted questions will be provided at the Committee meeting. This allows a detailed response to be given to the Committee in a timely manner.

Consulted References	:	<i>Local Government (Financial Management) Regulations 1996</i>
File Number (Name of Ward)	:	FM.FIR.2 – All Wards

CCS409: DELEGATED AUTHORITY REPORTS – 16 NOVEMBER 2021 TO 15 JANUARY 2022

Proponent / Owner	: City of Albany
Attachments	: Executed Document and Common Seal Report.
Report Prepared By	: PA to the ED Corporate & Commercial Services (H Bell)
Authorising Officer:	: Chief Executive Officer (A Sharpe)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcome:** A well informed and engaged community.

RECOMMENDATION

CCS409: AUTHORISING OFFICER RECOMMENDATION

THAT the Delegated Authority Reports 16 November 2021 to 15 January 2022 be RECEIVED.

BACKGROUND

2. In compliance with Section 9.49A of the *Local Government Act 1995* and Part IV of the *Local Government (Functions and General) Regulations 1996* the attached report applies to the use of the Common Seal and the signing of documents under Council's Delegated Authority:
 - Delegation: 006 - SIGN DOCUMENTS ON BEHALF OF THE CITY OF ALBANY (Chief Executive Officer)
 - Delegation: 009 - GRANT FUNDING, DONATIONS, SPONSORSHIP
 - Delegation: 018 - CHOICE OF TENDER, AWARD CONTRACT

CCS410: QUARTERLY REPORT – TENDERS AWARDED – OCTOBER TO DECEMBER 2021

Proponent	: City of Albany
Attachments	: Quarterly Report – Tenders Awarded – October to December 2021
Report Prepared by	: Senior Procurement Officer (H Hutchinson)
Authorising Officer	: Executive Director Corporate & Commercial Services (D Olde)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcome:** A well informed and engaged community.

RECOMMENDATION

CCS410: AUTHORISING OFFICER RECOMMENDATION

THAT the Quarterly Report – Tenders Awarded – October to December 2021 be RECEIVED.

CCS411: ASSET SUSTAINABILITY RATIO

Business Entity Name : City of Albany
Report Prepared By : Manager Finance (S van Nierop)
Authorising Officer: : Executive Director Corporate & Commercial Services (D Olde)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcomes:** A well-informed and engaged community.

In Brief:

- The Auditor General has identified that the City’s asset sustainability ratio is below the benchmark set by the Department of Local Government, Sport and Cultural Industries’ (“DLGSCI”), and considers this a significant issue.
- Under the Local Government Act, significant issues raised in an audit report need to be addressed.

RECOMMENDATION

CCS411: AUTHORISING OFFICER RECOMMENDATION

THAT Council NOTE that the City’s Asset Sustainability Ratio has been below the Department of Local Government, Sport and Cultural Industries’ standard for the 2018/19, 2019/20 and 2020/21 financial years.

BACKGROUND

2. The Auditor General in the City of Albany’s (“the City’s”) Auditor’s Report for the 2020/21 financial year identified that the City’s Asset Sustainability Ratio was below the DLGSCI standard for the prior three financial years.
3. The Auditor General’s opinion was that this adverse trend is a significant matter.
4. In accordance with Section 7.12A(4) of the *Local Government Act 1995* (“the Act”), the City must prepare a report addressing any matters identified as significant by the auditor in the audit report, and state what action the City has taken or intends to take with respect to each of the matters.

DISCUSSION

5. The purpose of the asset sustainability ratio is to indicate whether a Local Government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.
6. The ratio is calculated by dividing the Capital Renewal and Replacement spend by the Depreciation Expense incurred by the City in a particular year.
7. The City’s Asset Sustainability Ratio has declined over the past three financial years:

Financial Year	FY2018-19	FY2019-20	FY2021-22
Asset Sustainability Ratio	0.85	0.77	0.71

8. These ratios sit below the DLGSCI benchmark of 0.90.

9. The primary reason behind the decline in the ratio is a reduced level of renewal/replacement capital expenditure, combined with an increase in depreciation as a result of the City investing in its infrastructure and plant & equipment assets.
10. A one off factor affecting capital expenditure in the 2020/21 financial year was the decision made by the City's staff and council to reduce working hours across the City. This decision was made in order to offset the financial impacts of closed income generating business units as a result of enforced COVID lockdowns. The reduction in work hours limited the administration's ability to complete the budgeted capital program in the 2020/21 financial year, with many projects carried forward into the following financial year (FY2021/22).
11. The City anticipates that the level of renewal capital expenditure will increase over the coming financial years (relative to the prior three financial years), due to an increase in contract prices resultant from supply and contractor shortages, as well as an increased capital works program as a consequence of carried forward projects.
12. The City also notes that it can only complete a finite number of capital projects each year, and needs to balance the budgeted quantity and value of new/upgrade capital projects with replacement/renewal projects. A greater focus on new/upgrade capital projects is to the detriment of replacement/renewal projects and therefore the Asset Sustainability Ratio.
13. A pitfall of the asset sustainability ratio is that it does not take into account maintenance expenditure. The City spends a considerable amount on the maintenance of its assets, classified as operational and not capital. Maintenance expenditure prolongs the life of the asset and reduces the frequency of capital expenditure required to maintain the said assets.
14. In the current financial year (2021/22), the City's infrastructure and buildings asset classes are due to be re-valued. The revaluation will assess the useful lives of these assets and as such, may result in changes to depreciation rates. The City will closely monitor any changes to depreciation as a result of the revaluation and any associated impact to ratios.
15. Overall, the City does not intend to change its approach to its asset management plans due to the results of the asset sustainability ratio over the past three financial years. The City has well developed asset management plans that determine the optimal timing for renewal spending, and the City is confident that its financial planning strategies are appropriate for sustaining the City's assets into the future.

GOVERNMENT & PUBLIC CONSULTATION

16. Nil.

STATUTORY IMPLICATIONS

17. Section 7.12A of the *Local Government Act 1995* states:
 - (1) A local government is to do everything in its power to —
 - (a) assist the auditor of the local government to conduct an audit and carry out the auditor's other duties under this Act in respect of the local government; and
 - (b) ensure that audits are conducted successfully and expeditiously.
 - (2) Without limiting the generality of subsection (1), a local government is to meet with the auditor of the local government at least once in every year.
 - (3) A local government must —
 - (aa) examine an audit report received by the local government; and
 - (b) determine if any matters raised by the audit report, require action to be taken by the local government; and
 - (c) ensure that appropriate action is taken in respect of those matters.

(4) A local government must —

(a) prepare a report addressing any matters identified as significant by the auditor in the audit report, and stating what action the local government has taken or intends to take with respect to each of those matters; and

(b) give a copy of that report to the Minister within 3 months after the audit report is received by the local government.

(5) Within 14 days after a local government gives a report to the Minister under subsection (4)(b), the CEO must publish a copy of the report on the local government's official website.

POLICY IMPLICATIONS

18. Nil.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Compliance Risk: <i>There is a risk that by not reporting on the significant matter identified by the City's auditor, the City would be in breach of the Local Government Act.</i>	<i>Almost Certain</i>	<i>Moderate</i>	<i>High</i>	<i>Report on the significant matter identified and provide a copy to the Minister.</i>

FINANCIAL IMPLICATIONS

20. It is advised that the City does not spend on replacement/renewal capital projects at a certain level/amount for the sole purpose of achieving the DLGSCI's recommend ratio. Instead, the City will continue to invest in line with its well-developed asset management plans that determine the optimal timing for renewal spending.

LEGAL IMPLICATIONS

21. Nil

ENVIRONMENTAL CONSIDERATIONS

22. Nil.

ALTERNATE OPTIONS

23. The City is required to report on a significant matter under section 7.12A of the *Local Government Act*.

CONCLUSION

24. The Authorising Officer's recommendation be adopted

Consulted References	:	<i>Local Government Act 1995</i>
File Number (Name of Ward)	:	FM.FIR.7 - All Wards
Previous Reference	:	N/A

CCS412: NATIONAL ANZAC CENTRE – Q2 2021/22 REPORT

Proponent / Owner	: City of Albany
Attachments	: National Anzac Centre (NAC) – Quarter 2 (Q2) 2021/22 Operational Report
Report Prepared By	: Manager Facilities (L Stone)
Authorising Officer:	: Executive Director Community Services (N Watson)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan 2032 or Corporate Business Plan informing plans or strategies:
 - a. **Pillar:** Prosperity.
 - b. **Outcomes:** A highly sought-after tourist destination.
 - c. **Objectives:** Create a competitive and sustainable tourism offer.

In Brief:

- To provide Council with update on Q2 2021/22 performance of the NAC.

RECOMMENDATION

CCS412: AUTHORISING OFFICER RECOMMENDATION

THAT the NAC Operational Report for Q2 2021/22 be RECEIVED.

BACKGROUND

1. The NAC is the City of Albany's most significant tourism asset.
2. The NAC represents a \$10.6 million dollar investment from the Federal and State Government with an additional \$1.5 million invested by Wesfarmers for the construction of the Convoy Walk and Lookout.
3. The City of Albany manages this national museum and understands the importance of generating economic outcomes for the region using the NAC and the Albany Heritage Park (AHP) assets to encourage increased visitation and extended stays to the region.
4. The City established an independent NAC Advisory Group during the 2016/17 financial year to meet quarterly and assist in the further development of both the NAC and AHP, to ensure the assets continue to evolve, aligned with contemporary museum standards.
5. The NAC Advisory Group agreed in November 2018 that the group would meet twice a year. The next meeting is scheduled for May 2022.
6. Council has budgeted a subsidy of \$250,000 annually for the operations of the NAC and the AHP and has established a reserve on the understanding that any surplus funds be reinvested and used to leverage additional grant funding to improve the asset.
7. This report template is reviewed regularly to ensure that the Community & Corporate Services Committee and the NAC Advisory Group receive all relevant information to assess its performance.

DISCUSSION

8. Q2 2021/22 achieved overall total visitation numbers of 439,639 visitors to the NAC since opening in November 2014. This equates to an average annual visitation of 61,355 visitors per year.
9. NAC Visitation of 13,720 is the lowest Q2 since opening, with same period in 2020/21 recording 14,728, a decrease of 1,008 visitors.
10. November NAC visitation numbers of 3,985 is the highest November for three years.
11. The visitation in Q2 2021/22 from the Great Southern Region totalled 549 people, equating to 4.8% of Western Australia's overall visitation of 11,528. (1.7% decrease from previous quarter).
12. The total visitation in Q2 2021/22 originated from Western Australia (86%) and interstate (14%).
13. Visitors from other States and Territories consisted of 29% from QLD, 21% from SA, 20% from NSW, 19% from VIC, followed by TAS 6%, NT and ACT all on 0-4%.
14. Queensland visitation of 561 (29% of overall visitation) is the highest for the past 3 years.
15. Revenue generated in Q2 2021/22 by the NAC was \$22,600 less compared to the previous Q2 quarter in 2020/21.
16. The Forts Store revenue of \$126,432 is the highest compared to the same Q2 period in 2020/21 and 2019/20.
17. As at the end of Q2 2021/22, 6,553 households hold memberships to the NAC League of Local Legends program, an increase of 534 from the previous quarter.
18. The free-entry membership promotion for residents from the Great Southern region runs until the 30 June 2022.
19. NAC achieved the Silver Award at the 2021 Perth Airport WA Tourism Awards.
20. A Takeaway Coffee option was activated from January 2022 for a trial period until 31st May 2022 at the recommendation of the NAC Advisory Group.

GOVERNMENT & PUBLIC CONSULTATION

21. Not Applicable.

STATUTORY IMPLICATIONS

22. Not Applicable.

POLICY IMPLICATIONS

23. Not Applicable.

RISK IDENTIFICATION & MITIGATION

24. Nil.

RISK IDENTIFICATION & MITIGATION

25. Nil.

FINANCIAL IMPLICATIONS

26. Refer to the financial summary below for the National Anzac Centre full year budget and YTD position as at 31 December 2021.

27. Full year operating expenditure budget includes:

- a. \$199,000 of costs from accounts that are “shared” across the AHP. A total of \$774,000 of budgeted costs reported under the AHP have been deemed to be a shared cost, across the four reporting areas under the AHP (NAC, Retail, Forts, and AHP Precinct). For the purpose of presenting a standalone view of the NAC, managers have used their best judgement to notionally allocate the \$774,000 across the four areas. Significant shared expenses attributed to the NAC include shared employee costs (\$77,000 of the \$199,000), marketing, ground maintenance, internal service delivery, security, electricity, and insurance.

National ANZAC Centre	FY2021/22 Budget	YTD Budget	YTD Actual	YTD Variance
Operating Income	\$875,000	\$437,328	\$405,507	\$(31,821)
Operating Expenditure	\$(558,163)	\$(279,038)	\$(193,942)	\$85,096
Net Operating Income/(Expense) before Indirect Costs	\$316,837	\$158,290	\$211,565	\$53,275
Indirect Expenses	\$(231,492)	\$(114,472)	\$(91,418)	\$23,053
Net Operating Income/(Expense)	\$85,345	\$43,819	\$120,147	\$76,328
Capital Expense	\$(373,835)	0	0	0
Total	\$(288,490)	\$43,819	\$120,147	\$76,328

LEGAL IMPLICATIONS

28. Nil.

ENVIRONMENTAL CONSIDERATIONS

29. Nil.

ALTERNATE OPTIONS

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

CONCLUSION

31. Overall, Q2 2021/22 has shown lower visitation to the NAC, but this is in line with previous years and remains consistent with the trend for Q2 for the previous 2 years. Q2 visitation has primarily been from West Australian visitors.

32. The assumption remains that visitation from within our State is higher due to ongoing State border closures/restrictions, and the success of the League of Local Legends program membership promotion to all Great Southern residents.

33. Group bookings for bus tours are increasing for 2022 and enquiries are being received from interstate companies. Currently have 60 bus group bookings.

34. Great Southern visitation to the NAC was 4.1% of overall WA visitation during the Oct – Dec period in Q2 2021/22.

35. This is lower than the previous quarter (Q1 of 2020/21) but reflects the slower visitation period, however, remains significantly higher than the average 1% of overall WA visitation prior to the League of Local Legends free-entry membership promotion.

36. Interest in the Princess Royal Fortress and exhibitions was higher than previous Q1 periods, with 930 people taking part in Princess Royal Fortress Tours.
37. Overall Q2 generated lower figures in the NAC and higher in the Fort Store sales, which could be attributed to the effects of the pandemic on interstate and international visitation. The Forts Store November revenue increased by \$13,777 compared to the same time in 2020/21.
38. The Fort Store overall Q2 revenue increased by \$13,713 compared to the same quarter period in 2020/21.

Consulted References	:	Nil.
File Number (Name of Ward)	:	All Wards
Previous Reference	:	CCS392 OCM - 23/11/2021

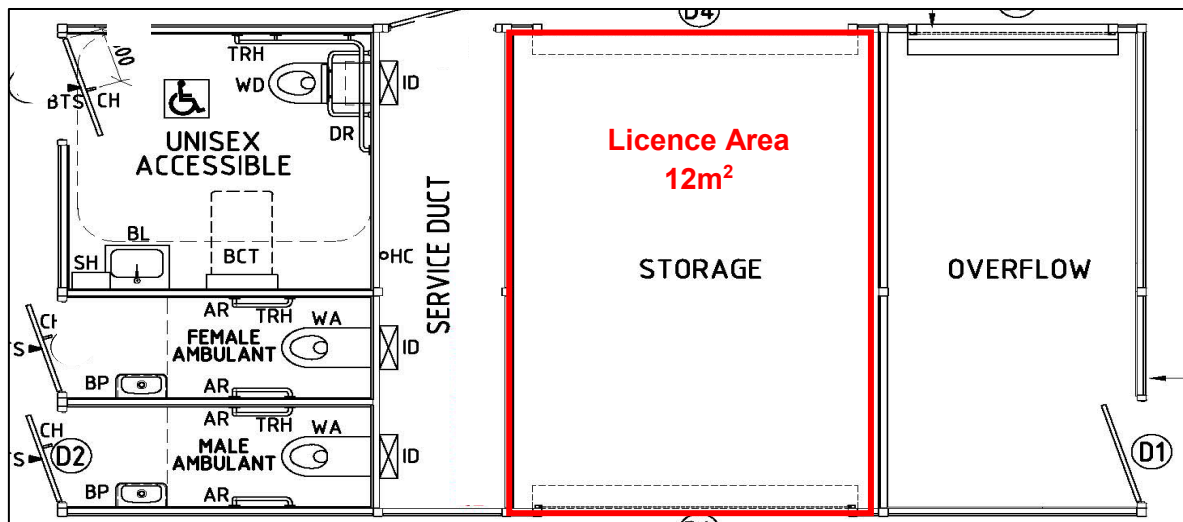
CCS413: PROPOSED NEW COMMUNITY LICENCE – GREAT SOUTHERN DEVELOPMENT PROGRAM WA INC. – YOUTH CHALLENGE PARK

- Land Description** : Crown Reserve 18552, Lot 746 on Deposited Plan 144755 the subject of Certificate of Crown Land Title Volume LR3008 Folio 659, Sanford Road, Centennial Park
- Proponent** : Great Southern Development Program WA Inc.
Andrew Walsh – President, Wing Kuen Wee – Vice President
Jon Smith – Treasurer, Ingrid King – Secretary
- Owner** : Crown (City of Albany under Management Order)
- Report Prepared By** : Team Leader Property & Leasing (T Catherall)
- Authorising Officer:** : Executive Director Corporate & Commercial Services (D Olde)

STRATEGIC IMPLICATIONS

- This item relates to the following elements of the City of Albany Strategic Community Plan:
 - Pillar:** People
 - Outcome:** A happy, healthy and resilient community.

Maps and Diagrams:



In Brief:

- Council is requested to consider a new community licence over portion of recently constructed amenities building within the Youth Challenge Park located in Centennial Park to Great Southern Development Program WA Inc. (GSDP).
- The proposed licence term being up to 10 years for the purpose of storing sporting equipment.
- To satisfy the City's agreed commitments to GSDP, it is recommended that Council approve the new licence.

RECOMMENDATION

CCS413: AUTHORISING OFFICER RECOMMENDATION

THAT Council APPROVE a new community licence over portion of the amenities building located at the Youth Challenge Park within Reserve 18552 to Great Southern Development Program WA Inc., subject to:

- a) Licence purpose being "Storage facility for sporting equipment in accordance with and limited by the Management Order over the Land".**
- b) Licence term being five years, with an option for a further 5 year term, commencing as soon as practicable.**
- c) Licence area being approximately 12m² subject to survey.**
- d) Licence rent being \$533.50 plus GST pa based on 50% of the minimum rate determined by Council annually.**
- e) Licence being conditional on Minister for Lands consent pursuant to Section 18 of the *Lands Administration Act 1997*.**
- f) All costs associated with the ongoing operations of the licence area being payable by the tenant.**
- g) All costs associated with the preparation, execution and completion of the licence documentation being payable by the tenant.**
- h) Licence being consistent with Council Policy – Property Management (Leases and Licences).**

BACKGROUND

2. Crown Reserve 18552 is under management order issued to the City of Albany with the power to lease, sublease or licence for any term not exceeding 21 years for the purpose of "Recreation".
3. The C-class reserve, an area of approximately 2.9 hectares, is located at Sanford Road, Centennial Park.
4. Council at its meeting in October 2020 approved the construction of the Skate Plaza, Pump Track and Jump Park at the Youth Challenge Park on Crown Reserve 18552, Sanford Road Centennial Park.
5. It is understood the project included an amenities building comprising of public toilets, service duct, proposed canteen area and the subject storage area.
6. However, due to funding constraints the amenities building was later funded from Local Roads and Community Infrastructure Round 2 grants in December 2020.

DISCUSSION

7. Following discussions with City staff, GSDP have requested a licence over the storage area in the recently constructed amenities building for storing sporting equipment.
8. Negotiations with GSDP arrived at an agreed initial rental of \$533.50 pa + GST based on 50% of minimum rate set by Council each year.
9. It is noted that annual rental in line with the City's Leasing Policy would be the equivalent to minimum rate, currently \$1,067 pa. However a 50% reduction is supported, subject to Council approval, given the small size of the storage space and GSDP is a not for profit organisation operating on a cost recovery basis. It also provides a presence in this location.
10. In addition, the proposed rental is in line with the fee paid by both the Albany Triathlon and Albany Cycling Clubs for storage space in the Eastern Pavilion, previously agreed by Council.
11. GSDP are a not for profit association whose objective is to provide quality soccer development to the Great Southern.
12. Soccer is the fastest growing sport in the region across both male and female participation. GSDP is considered essential in supporting the growth of the game.
13. GSDP currently hire the multi-purpose oval adjacent to the amenities building on a weekly basis, for the period of February to November 6pm – 9pm paying a standard hire fee of \$87.10 per week. It is understood a small fee is charged to soccer training participants to recoup these fees.
14. The table below summarises the essential terms of the proposed licence:

TERM	DETAILS
Tenant	Great Southern Development Program Inc. WA
Land Description	Crown Reserve 18552, Lot 746 on Deposited Plan 144755 the subject of Certificate of Crown Land Title Volume LR3008 Folio 659, Centennial Park.
Licence Area	Approx. 12m ²
Land Ownership	Crown (City of Albany under Management Order)
Building Ownership	City of Albany
Permitted Use	Storage facility for sporting equipment
Term	5 years with a further term option of 5 years
Initial Rent	\$533.50 plus GST pa being the equivalent of 50% of the minimum rate set by Council each year and reviewed annually
Outgoings	Tenant responsible for all outgoings, including insurance
Maintenance	City responsible for structural maintenance, electrical wiring, planned and programmed maintenance and annual services of City's asset Tenant responsible for cleaning, preventative maintenance and consumables
Special Condition	Tenant to comply with City of Albany Sporting Precincts Grounds User Guide.

15. GSDP has agreed with the above terms, subject to Council and Minister for Lands approval.

GOVERNMENT & PUBLIC CONSULTATION

16. The Department of Planning, Lands and Heritage consent will be sought for the proposed licence, as required under Section 18 of the *Land Administration Act 1997*.
17. Section 3.58 of the *Local Government Act 1995* (Act) prescribes the processes by which the City can dispose of property.

18. Clause 30 of the *Local Government (Functions & General) Regulations 1996* describes those dispositions with are exempt from Clause 3.58 of the Act. This includes disposal to an organisation or body whose objects are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature.
19. On this basis, the proposed licence is considered exempt from public notice requirements.

STATUTORY IMPLICATIONS

20. Section 3.58 of the *Local Government Act 1995* allows for the disposal of property including leased/licensed land and buildings.
21. The land is contained within Crown Reserve 18552, with the Management Order granted to the City with power to lease and licence. As such, under section 18 of the *Land Administration Act 1997*, the Ministers consent must be obtained prior to finalisation of the licence.

POLICY IMPLICATIONS

22. The City's Property Management (Leases and Licences) Policy aims to support the equitable access, and the efficient and effective management of City owned and managed properties in line with statutory procedures.
23. The Policy provides that community leases and licences rent in City owned buildings be determined by minimum rate as determined by Council each year.
24. A reduction in the standard rent is proposed on the basis that the licence area is small (12m²) and in line with similar storage arrangements within the precinct.
25. The remaining terms of the licence agreement will align with the Policy.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Reputation: Licence not approved	Unlikely	Minor	Low	Key terms have been agreed in principle. Seek to negotiate terms to Council satisfaction.
Reputation: Licence not approved – facility will remain vacant until new occupants sought	Possible	Minor	Medium	Seek to negotiate terms to Council satisfaction.
Opportunity: To demonstrate the City's commitment to sport by providing a space to store equipment within the Centennial Park Sporting Precinct.				
Opportunity: This licence is consistent with the City's Strategic Community Plan 2032 objective to improve access to sport, recreational and fitness facilities and programs.				

FINANCIAL IMPLICATIONS

27. All costs associated with the development and finalisation of the licence documentation will be met by the tenant.

LEGAL IMPLICATIONS

28. The licence documentation will be prepared by City's lawyers with enforceable terms and conditions, at tenant cost.

ENVIRONMENTAL CONSIDERATIONS

29. There are no environmental considerations.

ALTERNATE OPTIONS

30. Given the existing commitments made to GSDP it is not considered that there is an alternate option. The proposed licence will formalise the intention for the space in the facility.

31. Council may however decline the request for rental reduction as proposed, being 50% on minimum rate, although it is understood this may provide financial concerns for GSDP.

SUMMARY CONCLUSION

32. GSDP have requested a licence to secure the storage space within the newly constructed amenity building within the Youth Challenge Park, Sanford Rd for storage of sporting equipment.

33. GSDP are a not for profit association whose objective is to provide quality football (soccer) development in the Great Southern.

34. To satisfy the City’s agreed commitment to GSDP, it is recommended the proposed new licence be supported.

Consulted References	:	<ul style="list-style-type: none"> • Property Management (Leases and Licences) Policy • <i>Local Government Act 1995</i> • <i>Land Administration Act 1997</i>
File Number (Name of Ward)	:	PRO465, A74188 (Yakamia ward)
Previous Reference	:	OCM 27/10/2020 Item DIS234 & DIS235

CCS414: RESTORING MENANG-NOONGAR PLACE NAMES 2

Proponent / Owner	: City of Albany
Attachments	: Attachment A: Ministerial Letter re place naming Attachment B: Community Engagement Report Attachment C: Aboriginal and Place Naming Guidelines Attachment D: Consultant's Research and Engagement Report Attachment E: Locality maps showing proposed places and geographic features for naming or dual naming Attachment F: Letters of Support
Report Prepared By	: Lands Officer (A Veld) Manager Community Relations (L Paterson)
Authorising Officer:	: Executive Director Community Services (N Watson)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** People.
 - **Outcomes:** A diverse and inclusive community.

In Brief:

- Council is asked to consider supporting a second submission to Landgate that will restore the Menang-Noongar names to places within the City of Albany municipality that were unable to be included in the first application.

RECOMMENDATION

CCS414: AUTHORISING OFFICER RECOMMENDATION

THAT Council REQUEST the CEO prepare a submission to Landgate for the naming and dual naming of the geographic features listed in Attachment E to restore Menang-Noongar names to these places.

BACKGROUND

2. At the Ordinary Council Meeting held on 22 June 2021 Council resolved to;
 - a. Endorse a Community Engagement Report detailing the outcomes of the Restoring Menang-Noongar Place Names community consultation and engagement activities and;
 - b. Request the CEO prepare a submission to Landgate for the naming and dual naming of the reserves, waterways and geographic features to restore Menang-Noongar names to 28 places listed in the locality maps, showing proposed places and geographic features for naming or dual naming.
 - c. Note that City staff will continue to work with stakeholders associated with the remaining agreed place names to progress these for future consideration
3. These 28 places were predominantly on land under the City's management.
4. This next round of Menang-Noongar place names are on land owned or managed by other management authorities or private landowners.

DISCUSSION

5. The previous Landgate submission included 28 Aboriginal and dual names which were approved for use on 4 August 2021.
6. Eleven of the remaining 38 place names are in existing use and do not need Landgate approval.
7. Thirteen place names are located on land managed by the Department of Biodiversity Conservation & Attractions who intend to pursue their own Aboriginal and dual naming submission to Landgate at a later stage.
8. Two share the municipal boundary with the Shire of Denmark and one needs further consultation with the Menang-Noongar community.
9. This leaves 11 remaining place names that are on land owned or managed by other management authorities or private landowners.
10. The City wrote to 3 management authorities and 17 landowners in November 2021, seeking letters of support to progress these Menang-Noongar place names.
11. Six letters were received by the City of Albany. Three were from management authorities, in support of applying the Aboriginal or dual name for the places located on the land they manage. Three letters were from landowners objecting to the proposal.
12. In summary, 5 of the remaining 11 place names have support from the landowners or management authorities to progress an Aboriginal and dual naming submission to Landgate.
13. The places proposed for Aboriginal and dual naming are:
 - a. Geographic feature Geake Point (*Narrinyup / Geake Point*),
 - b. Geographic feature King George Sound (*Mammang Koort / King George Sound*),
 - c. Geographic feature Torbay Inlet (*Yeerup / Torbay Inlet*),
 - d. Geographic feature unnamed lake (*Manarup*),
 - e. Reserve 38132 (*Talyenup*).

GOVERNMENT & PUBLIC CONSULTATION

14. The endorsed Consultant's Research & Engagement Report and Community Engagement Report presented at the 22 June 2021 Ordinary Council Meeting details the consultation undertaken for this proposal.
15. The City of Albany wrote to the management authorities and landowners of the 11 remaining Aboriginal and dual names, seeking letters of support to progress these place names in a submission to Landgate.
16. Only those place names that have letters of support from these management authorities or landowners are being considered for Aboriginal and dual naming.

STATUTORY IMPLICATIONS

17. Section 26 and 26A of the *Land Administration Act 1997* Western Australia the practice of officially naming features, localities and roads relates to this item.

POLICY IMPLICATIONS

18. The City of *Albany Aboriginal Accord 2003* relates to this item.
19. The *Albany Local Planning Strategy 2019* (part 2), sections 2.5.1 and 2.5.2 relate to this item.

20. The City of Albany Policy and Procedure: *Welcome to Country, Acknowledgement of People and Country and Cultural Performances 2017* relates to this item.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Reputational: Landowners and management authorities of property directly affected by the proposed places for Aboriginal or dual naming are unaware of the proposal.	Rare	Major	Low	The City contacted all landowners & management authorities affected by the proposal. Only those place names that have letters of support will be considered for Aboriginal or dual naming
Reputational: Landgate rejects the Council endorsed submission.	Rare	Major	Low	The City will work with Landgate to resubmit the proposal in an acceptable format.
Financial: External grant funding is not able to be sourced for new interpretive infrastructure.	Possible	Moderate	Medium	Prioritise budget allocation where necessary and explore all options to achieve objectives.
Opportunity: The proposal has the potential to see more places and geographic features identified for Aboriginal and dual naming, promoting Menang-Noongar language, culture and history.				
Opportunity: The proposal promotes the correct Aboriginal and Dual Naming Guidelines naming protocols being for the Aboriginal name to be shown first followed by the European name (if applicable)				
Opportunity: As the public becomes more familiar with dual-named places over time, the Menang name will likely become the preferred name for these places.				

FINANCIAL IMPLICATIONS

22. Existing interpretive infrastructure will be replaced under operational budget allocation.
23. Further external grant funding will be sought to progress new interpretive infrastructure for the places included within this current dual-naming proposal and the previously approved names.

Regulatory Cost Implications:

24. There are no regulatory cost implications relating to this item.

LEGAL IMPLICATIONS

25. There are no legal implications relating to this item.

ENVIRONMENTAL CONSIDERATIONS

26. There are no environmental considerations in relation to this item.

ALTERNATE OPTIONS

27. Council may choose not to support the application to Landgate to apply the Aboriginal or dual names to the proposed places in this report. This is not recommended as it would compromise trust built with the Noongar community that the City engaged in good faith about restoring traditional place names in agreed locations

CONCLUSION

28. Aboriginal place naming has been a priority of the Noongar community since at least 2003 and there have been important pieces of work undertaken locally since then to progress this.
29. Significant consultation with the Noongar community has informed the Restoring Menang-Noongar Place Names project, resulting in community identification and agreement of 66 places and place names across the Albany local government area.

30. The City progressed 28 of these places for official place naming through Landgate.
31. The 5 place names presented in this report have the support of the landowner or management authority to progress with a submission to Landgate to apply the Aboriginal or dual name to these places.
32. The remaining place names are under the control of management authorities or landowners who have not supported the City progressing them in a submission to Landgate at this time.

Consulted References	:	City of Albany Aboriginal Accord 2003 <i>Land Administration Act 1997</i> Policies and Standards for Geographical Naming in Western Australia (version 01:2017) Aboriginal and Place Naming Guidelines 2020
File Number (Name of Ward)	:	CR.COC.70 (All Wards)
Previous Reference	:	CCS357: OCM 22/6/2021

CCS415: CORPORATE SCORECARD

- Attachments** : Attachment – ‘CS Dashboard: Q2 2021-22’
- Report Prepared By** : Business Planning and Performance Coordinator
(A Olszewski)
- Authorising Officer:** : Manager People & Culture (L Harding)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany’s Strategic Community Plan 2032 or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcome:** Proactive, visionary leaders who are aligned with community needs and values.

In Brief:

- The Strategic Community Plan 2032 (SCP) and Corporate Business Plan 2021-2025 (CBP) were adopted by Council in August 2021.
- The CBP outlines a comprehensive suite of actions that effectively form Council’s priority commitments to the community.
- The Corporate Scorecard (CS) Dashboard concept was developed to provide a quarterly update to Council on the status of these actions.

RECOMMENDATION

CCS415: AUTHORISING OFFICER RECOMMENDATION

THAT the Corporate Scorecard Dashboard be NOTED.

BACKGROUND

2. The SCP establishes the results the community expects Council to achieve through the City, while the CBP describes the specific actions necessary to achieve those results.
3. These actions are monitored through Business Unit Plans, which define (on a minimum quarterly basis) associated service levels and enable assignment of a simple ‘traffic light’ status to each action.
4. The first iteration of the CS Dashboard was presented to Council at the November 2021 CCS Committee meeting for feedback, and subsequently endorsed at the December OCM.

DISCUSSION

5. The ‘CS Dashboard: Q2 2021-22’ (attached) provides an update on the status of CBP actions for the October – December 2021 quarter, and per Council’s request, now identifies those actions potentially ‘at-risk.’
6. ‘At-risk’ actions include those assigned with a traffic light status of either:
 - Red (a service *not meeting* the defined service level, or a project *not on track*), or;
 - Orange (a service *under strain*, or a project that has *stalled*).

GOVERNMENT & PUBLIC CONSULTATION

7. N/A.

STATUTORY IMPLICATIONS

8. There are no direct statutory implications, however the CS Dashboard supports the City's obligations under *Local Government (Administration) Regulations 1996*, regulation 19DA in relation specifically to the Corporate Business Plan:

Corporate Business Plan means a plan made under regulation 19DA that, together with a strategic community plan, forms a plan for the future of a district made in *accordance with section 5.56*, which states:

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to —*
 - (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
 - (b) *Govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
 - (c) *Develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*
- (4) *A local government is to review the current corporate business plan for its district every year.*
- (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*
- (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications. ***Absolute majority required.***
- (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

POLICY IMPLICATIONS

9. N/A.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Reputational/Business Operations: Loss of reputation from not following through on commitments outlined in CBP.	Likely	Minor	Moderate	Staff to review and address areas of concern prior to reconsideration by Council.
Opportunity: Significantly enhanced oversight of CBP Actions, leading to improved community perception of Council leadership.				

FINANCIAL IMPLICATIONS

11. N/A.

LEGAL IMPLICATIONS

12. N/A.

ENVIRONMENTAL CONSIDERATIONS

13. N/A.

ALTERNATE OPTIONS

14. Council may choose not to review progress of commitments made in the CBP though the proposed CS Dashboard, and delegate this oversight to the City's Executive.

CONCLUSION

15. It is recommended the CS Dashboard be noted.

Consulted References	:	<ul style="list-style-type: none">• <i>Local Government Act 1995, s5.56</i>• <i>Local Government (Administration) Regulations 1996, Reg. 19D</i>• <i>IPR Framework and Guidelines 2019</i>
File Number (Name of Ward)	:	All Wards
Previous Reference	:	<ul style="list-style-type: none">• OCM 24/08/2021 - Report Item CCS374• CCS 30/11/2021 – Report Item CCS398

CCS416: COMMUNITY SERVICES BUSINESS REVIEWS

Proponent / Owner	: City of Albany
Attachments	: Albany Regional Day Care Business Analysis report and Albany Leisure and Aquatic Centre Gymnasium Business Analysis report-CONFIDENTIAL
Report Prepared By	: Executive Director Community Services (N Watson)
Authorising Officer:	: Chief Executive Officer (A Sharpe)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan:
 - **Pillar:** People
 - **Outcome:** A diverse and inclusive community
 - **Outcome:** A happy, healthy and resilient community

In Brief:

- To accept the independent business analysis reports on the Albany Regional Day Care and Albany Leisure & Aquatic Centre Gymnasium prepared by NAJA Business Consulting Services.

RECOMMENDATION

CCS416: AUTHORISING OFFICER RECOMMENDATION

THAT Council:

1. **NOTE** the independent business analysis reports presented by NAJA Business Consulting Services on the Albany Regional Day Care Centre and Albany Leisure & Aquatic Centre Gymnasium.
2. **ENDORSE** the City of Albany continuing to deliver Day care and gymnasium services to the community; and
3. **SUPPORT** the actions outlined within this report in response to the business improvement recommendations.

BACKGROUND

2. The City of Albany at the request of Elected Members engaged a consultant to undertake independent business reviews of the Albany Regional Day Care and Albany Leisure & Aquatic Centre Gymnasium.
3. This followed the presentation of internal business reviews undertaken by officers and presented to the Elected Member Strategic Workshop in April 2021.
4. Elected Members sought to gain a better understanding of the chosen businesses through analysing current service standards, delivery models and financials to ensure it was best placed to make more informed strategic decisions about the City's future service levels.
5. The independent business reviews sought to achieve this through stakeholder engagement, case studies, benchmarking, service level review, detailed budget analysis, and assessing current market supply and demand.
6. NAJA Business Consulting Services was the successful consultant appointed to undertake the reviews through an RFQ process.
7. Principal of NAJA Business Consulting Services Paul Rosair attended the Elected Member Strategic Workshop of 7th December 2021 to present and discuss the review findings and recommendations with Elected Members and senior officers.
8. At the conclusion of this workshop, officers committed to present Elected Members with a formal report on the reviews in early 2022 for Council's consideration.

DISCUSSION

Albany Regional Day Care

9. In summary, the independent Business Service Review of Albany Regional Day Care (ARDC) determined that:
- ARDC aligns with the City's Strategic Community Plan 2032 Objective 1.1 to "provide facilities and services to meet the needs of families and young children", and Action 1.1.2 to "Facilitate improved access to child development, care and support programs for families".
 - ARDC meets National Quality Standards and has a high level of performance based on benchmarking with other providers;
 - Day care provides important economic, educational, health and social interaction, language development and communication benefits for the community and individuals;
 - ARDC service levels are almost at capacity;
 - Demand is exceeding supply, with waitlists for most day care centres in Albany including ARDC;
 - Compared with other Day care centres with similar services in Albany, ARDC average cost (fees & charges) is the lowest;
 - Annually the ARDC incurs a deficit when internal allocations are included and this is subsidised by the City of Albany.
10. Demand for Day care services locally combined with the overall strong performance of ARDC and the role it plays in providing economic, education and training, and social outcomes culminated in a recommendation to continue ARDC's existing service levels.
11. Several strategic business improvement opportunities were recommended in the review and officers propose to undertake the following actions in response to those recommendations:
- a. Review fees & charges and allocate any surplus revenue to a reserve fund to allow for future capital expenses;
Action: Review fees & charges and adoption of a Day care reserve fund as part of the 2022-2023 Budget adoption process.
 - b. Develop a Day care Policy outlining the reasons for the Council operating a day care;
Action: Draft a Day care Policy for Council's consideration and report back through the City's Audit & Risk Committee by June 2022.
 - c. Structure the ARDC Policy and Procedures Manual to mirror the Quality Areas 1-7 of the National Quality Framework;
No Action: Most if not all policies directly link back to more than one quality area. The ARDC's current policy structure aligns to the Education and Care Regulatory Unit and National Quality Standards and is structured in set areas that Educators work and refer to regularly.

Albany Leisure & Aquatic Centre Gymnasium

12. In summary, the independent Business Service Review of Albany Leisure & Aquatic Centre (ALAC) Gymnasium (Gym) determined that:
- The ALAC Gym aligns with multiple outcomes and objectives of the City's Strategic Community Plan 2032;
 - Supply of gym services in Albany exceeds demand, however there is a need for low-cost services aimed at certain community groups that is not otherwise being met;
 - The ALAC Gym services, facilities and fees are overall well-rated by the users;

- Health associations confirm that provision of public facilities that encourage and support health and fitness is appropriate, especially when it targets certain community groups;
 - The ALAC Gym supports valuable economic, educational, health and social outcomes within the community and specific demographics, such as seniors;
 - Some group classes are running at capacity, however there is room for membership growth in the ALAC Gym;
 - Benchmarking indicates the ALAC Gym services are cheaper in some areas but more expensive in others compared to other local governments, but is also comparable with other local gyms;
 - The City's running of a gym should not be subjected to competitive neutrality considerations on the grounds it provides benefits for a class of consumers, when all costs are accounted for there is a negative net advantage, and the gym does not constitute a significant government business activity according to its turnover or asset base. It is also not a statutory requirement for Local Government.
 - Annually the ALAC Gym incurs a deficit and this is subsidised by the City of Albany.
13. The information gathered within the business review, and cost benefit to community of supporting improved health and wellbeing outcomes especially within certain demographics, supports the continuation of gym services at ALAC.
14. Several strategic business improvement opportunities were recommended in the review and officers propose to undertake the following actions in response to those recommendations:
- a. Assess appropriate fee increases and separating the business units;
Action: Review the membership structure and fees & charges for ALAC Gym as part of the 2022-2023 Budget process, including consideration of separation of business units;
 - b. Continue to provide programs for targeted community groups;
Action: Continue to deliver the Long Live You program and explore opportunities to provide programs for other targeted community groups. This will be actioned via operations of the business unit;
 - c. Continue to increase operational efficiencies;
Action: Identify and implement additional operational efficiencies where possible. This will be actioned via operations of the business unit;
 - d. Clarify level of marketing and promotion of gym services;
Action: Subject to Council's endorsement of the recommendation to continue to deliver gym services, develop and implement marketing strategies that promote the service and seek to grow memberships. This will be actioned via operations of the business unit;
 - e. Write a policy regarding Competitive Neutrality;
No action: The business review concluded that the City's running of a gym facility should not be subjected to competitive neutrality considerations on several grounds. Implementation of the recommended business improvements – especially with regards to fees & charges and developing programs for targeted community groups – addresses competitive neutrality from a position of best practice.
 - f. Review the gym performance at the end of the 2022-2023 year;
Action: Report back to Council on the gym's financial performance through the City's annual financial reporting processes.

Covid Impact

15. The success of the intended business improvements are subject to any Covid impact that may occur and is outside the City of Albany’s control. This is also addressed in the Risk Identification & Mitigation table within this report (point 25).
16. There remains uncertainty around the opening date for WA’s hard border, but it is known that vaccination mandates and proof of vaccination requirements apply to range of venues which could result in changes to normal operations and place pressure on existing resources.
17. Covid could also affect the number of placements within Albany Regional Day Care, and membership numbers at the ALAC Gymnasium.
18. The City of Albany will continue to follow State Government health directions in relation to the Covid pandemic and keep Council informed of any resulting operational impact.

GOVERNMENT & PUBLIC CONSULTATION

19. Extensive stakeholder and customer engagement was undertaken by NAJA Business Consulting Services as part of the business reviews.
20. Full details of the stakeholder engagement and customer surveys are included within the consultant’s reports.
21. Stakeholders engaged included industry and regulatory bodies, other local and local government operators, educational institutions and local service providers who engage with Albany Regional Day Care and ALAC Gym, and health service providers.
22. An online survey distributed to Albany Regional Day Care users returned 71 responses and were very complimentary of the service. They value the service and care provided to their children and the responses reinforce that the Day care has a good reputation.
23. An online survey distributed to ALAC Gym users returned 308 responses and indicated the Long Live You program is popular among ageing members. Overall, users were positive of ALAC with staff, accessibility, appearance of facilities, safety, opening hours and customer service being rated good to excellent.

STATUTORY IMPLICATIONS

24. Nil.

POLICY IMPLICATIONS

25. This item aligns with the Council’s adopted policy position: Community Engagement Policy.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<i>Financial: Reductions in enrolments or memberships impacts annual revenue and increases the City of Albany’s subsidy for existing service levels.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Monitor supply and demand and actively promote memberships, reporting any significant variations to Council through the usual reporting and budgeting processes.</i>

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Financial: Loss of enrolments or memberships due to changes to fees and charges.	Possible	Moderate	Medium	Undertake a review of fees and charges and present a proposal to Council for consideration as part of its 2022-2023 budget deliberations.
Operational: Covid exposure, restrictions and mandates impact normal business operations and resource capacity.	Likely	Major	High	Follow State Government health directions, review business continuity planning and keep Council and community informed of any major disruptions to service delivery.
Reputational: Local businesses perceive that the City of Albany is directly competing with the local market.	Possible	Minor	Low	Implement the actions outlined within this report in response to the independent business reviews.

FINANCIAL IMPLICATIONS

27. The City of Albany currently subsidises the service delivery of Albany Regional Day Care and ALAC Gym.
28. The business reviews have recommended a review of fees and charges should Council wish to reduce or neutralise the subsidy amount, and officers are supportive of this recommendation.
29. Officers will undertake a review of fees and charges and develop a proposal for Council's consideration as part of the 2022-2023 Budget process.
30. It is intended to provide improved financial reporting for ARDC and ALAC Gym to allow clearer transparency of the actual cost of service delivery and bottom line financial performance. This will include establishing a reserve fund for ARDC.

LEGAL IMPLICATIONS

31. Nil.

ENVIRONMENTAL CONSIDERATIONS

32. Nil.

ALTERNATE OPTIONS

33. Council may choose not to accept the independent business analysis reports on the Albany Regional Day Care Centre and Albany Leisure & Aquatic Centre Gymnasium.
34. Council may choose to adopt business improvement strategies other than those recommended within this report in response to the reviews.

CONCLUSION

35. The independent business reviews have confirmed that Albany Regional Day Care and ALAC Gym are high-performing business units that are well regarded by users.
36. The businesses support economic, educational, social, and health and wellbeing outcomes in our community and while there is an annual subsidy to deliver these services, there is a greater cost benefit to the community through these outcomes.

37. The reviews have made a range of recommendations for business improvements and staff have proposed actions to respond to these in preparation for the 2022-2023 Financial Year.

Consulted References	:	City of Albany Strategic Community Plan 2032 City of Albany – Albany Regional Day Care Business Analysis City of Albany – Business Analysis of the Albany Leisure & Aquatic Centre Gymnasium Operations
File Number (Name of Ward)	:	All Wards
Previous Reference	:	N/A

11. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

12. MEETING CLOSED TO THE PUBLIC

13. CLOSURE