



AGENDA

COMMUNITY SERVICES COMMITTEE

7 October 2014

5.30pm

City of Albany Council Chambers

**CITY OF ALBANY
COMMUNITY STRATEGIC PLAN (ALBANY 2023)**

VISION

Western Australia's most sought after and unique regional city to live, work and visit.

VALUES

All Councillors, Staff and Volunteers at the City of Albany will be...

Focused: on community outcomes

This means we will listen and pay attention to our community. We will consult widely and set clear direction for action. We will do what we say we will do to ensure that if it's good for Albany, we get it done.

United: by working and learning together

This means we will work as a team, sharing knowledge and skills. We will build strong relationships internally and externally through effective communication. We will support people to help them reach their full potential by encouraging loyalty, trust, innovation and high performance.

Accountable: for our actions

This means we will act professionally using resources responsibly; (people, skills and physical assets as well as money). We will be fair and consistent when allocating these resources and look for opportunities to work jointly with other directorates and with our partners. We will commit to a culture of continuous improvement.

Proud: of our people and our community

This means we will earn respect and build trust between ourselves, and the residents of Albany through the honesty of what we say and do and in what we achieve together. We will be transparent in our decision making and committed to serving the diverse needs of the community while recognising we can't be all things to all people.

TERMS OF REFERENCE

(1) Function:

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

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

(2) It will achieve this by:

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

(3) Chairperson: To be elected from the Committee

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

(5) Meeting Schedule: As required

(6) Meeting Location: Council Chambers

(7) Executive Officer: CEO or nominee

(8) Delegated Authority: None

COMMUNITY SERVICES COMMITTEE
 AGENDA –07/10/2014
 ** REFER DISCLAIMER **

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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 both past and present”.

3. RECORD OF APOLOGIES AND LEAVE OF ABSENCE

Mayor

Mayor D Wellington (Member)

Councillors:

Member

S Bowles (Chair)

Member

A Hortin JP (Deputy Chair)

Member

A Goode JP

Member

N Williams

Member

B Hollingworth

C Dowling

R Hammond

V Calleja JP

R Sutton

G Gregson

J Price

G Stocks

Staff:

Chief Executive Officer

G Foster

Executive Director Community

Services

C Woods

Manager Recreation Services

S Stevens

Minutes

C Crane

Apologies:

4. DISCLOSURES OF INTEREST

Name	Committee/Report Item Number	Nature of Interest

5. REPORTS OF MEMBERS

6. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

7. PUBLIC QUESTION TIME

8. APPLICATIONS FOR LEAVE OF ABSENCE

9. PETITIONS AND DEPUTATIONS

10. CONFIRMATION OF MINUTES

DRAFT MOTION

VOTING REQUIREMENT: SIMPLE MAJORITY

THAT the minutes of the Community Services Committee Meeting held on 4 August 2014, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

11. PRESENTATIONS

12. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS

CS012: COMMUNITY DEVELOPMENT STRATEGY 2014-2018

Proponent : City of Albany
Attachments : Community Development Strategy 2014-2018
Appendices : Community Development Strategy 2008
Prepared By: : Community Development Officer (R Param)
Responsible Officer(s): : Executive Director Community Services (C Woods)

Responsible Officer's Signature:



STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the [City of Albany Strategic Community Plan 2023](#) and [Corporate Business Plan 2013-2017](#):
 - a. **Key Theme:** 3. A Sense of Community.
 - b. **Strategic Objective:** 4.3. To build resilient and cohesive communities with a strong sense of community spirit.
 - c. **Strategic Initiative:** 4.1.2. Community Development.

In Brief:

- Adoption of the City of Albany Community Development Strategy 2014-2018.
- The City's Community Development Strategy will provide a framework for the activities of the Community Development Officers for the next four years.
- The Strategy has been developed through a period of research and extensive community consultation, and builds on the work of previous Strategies to support communities reach and sustain their potential.

RECOMMENDATION

CS012: RESPONSIBLE OFFICER RECOMMENDATION

THAT Council ADOPT the Community Development Strategy 2014-2018 as outlined in Attachment.

BACKGROUND

2. The City's first Community Development Strategy was adopted by Council in 2005. The Strategy was developed following survey feedback from elected members. The Strategy was reviewed in 2007, and a revised Strategy was adopted by Council in May 2007. A minor revision to the Strategy was approved by the City's then Community and Economic Development Strategy and Policy Committee, with the final Strategy adopted by Council in May 2008.

3. The current Strategy has the following Strategic Focus Areas:
 - Seniors;
 - Youth;
 - Disability;
 - Indigenous.
4. The City has undertaken extensive community consultation over a four month period to update the Strategy to align with current community, stakeholder and organisational priorities.

DISCUSSION

5. Community development is a continual process designed to create conditions of economic and social progress for the whole community. Successful community development activities rely on community initiative and participation to people's fullest capacity.
6. Effective, sustained community development activity aims to strengthen social capital. Social capital refers to the network of relationships between people who live in a particular community, thereby enabling that community to function effectively.
7. Communities with high social capital have lower transaction costs of conducting business, lower levels of crime, enhanced community participation and wellbeing, and improved economic prosperity. Community development therefore represents an integral function of local governments, and can complement or enhance activities in other core functional areas.
8. At the City of Albany community development activity occurs across the organisation. The Community Development Strategy however, will direct the activities of the Community Development Officers over the next four years.
9. There was strong community engagement with the review process, with substantial input received which far exceeded the expected response. The City utilised a 'visioning' process whereby people were asked to identify features of their ideal community, what 'assets' existed in their ideal community, and what changes or resources could be harnessed to realise their vision.
10. City of Albany staff reviewed the stakeholder submissions, analysed the survey and focus group data, and categorised the feedback into broad themes, notably:
 - Community safety;
 - Social inclusion;
 - Improved connection;
 - Sustainability.
11. City staff then identified key strategies which are detailed in the Community Development Strategy.
12. The Strategy was reviewed by key City staff and business units.
13. The Community Development Strategy remains a working document with achievement of the objectives and strategies linked to the annual budget and workplan review cycles. This

process of annual review of achievements will ensure that the Strategy remains a 'living document', ensuring ongoing performance monitoring.

14. Once adopted, the Strategy will require graphic design and formatting for public distribution.

GOVERNMENT & PUBLIC CONSULTATION

15. The City sought written submissions from a range of stakeholders across Albany. Written submissions were received from the following government agencies:
 - Great Southern Institute of Technology;
 - Department of Transport;
 - Great Southern Development Commission;
 - Western Australian Museum;
 - Great Southern Human Services Forum (a bi-monthly forum of various state, federal and local government agencies, as well as key non-government organisations);
 - Western Australian Police; and
 - Department of Sport and Recreation.
16. The City conducted extensive public consultation over a four month period. The public had numerous opportunities to contribute to the consultation through surveys, postcards, displays and stalls at public events, focus groups and stakeholder workshops.
17. A total of 322 surveys were received, 65 quick ideas postcards, and 92 people participated in a total of 9 focus groups and stakeholder workshops. These methods produced a rich and abundant source of community feedback/data.
18. Additional opportunities to connect with the consultation process included three rural movie nights, one in Bornholm where around 30 people attended, one in Redmond where around 80 people attended, and the last in Wellstead where around 15 people attended. A display at Albany Public Library remained throughout the consultation period, and further opportunities for the public were provided via stalls at Albany Farmers Market (three Saturdays), a stall at Albany Public Library (one Saturday), and attendance by City staff at the youth drop in service (two Friday evenings).

STATUTORY IMPLICATIONS

19. Nil.

POLICY IMPLICATIONS

20. The Community Development Strategy 2014-2018 is a City-wide Plan, and as such may apply to other departments across the organisation. The policy implications in relation to this item are set out in the Strategy, including relevant areas of the organisation which may be implicated.

RISK IDENTIFICATION & MITIGATION

21. The risk identification and categorisation relies on the City’s [Enterprise Risk Management Framework](#). The risk identification and categorisation relies on the City’s Risk Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<i>Community/Reputation: Council does not adopt the Community Development Strategy which undermines the public goodwill and community buy-in generated by the review process.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Treat: Council adopts the Community Development Strategy, or adopts a modified strategy in a time period that does not undermine the public goodwill and buy-in to the review process.</i>

FINANCIAL IMPLICATIONS

22. The Community Development Strategy will be implemented by the two FTE Community Development Officers.
23. Achieving some of the identified strategies will have budget implications, which will be put to council for consideration in future financial years.
24. Where possible, the City will seek external funding to achieve the strategies which have financial implications.

LEGAL IMPLICATIONS

25. Nil.

ENVIRONMENTAL CONSIDERATIONS

26. Nil.

ALTERNATE OPTIONS

27. Council may choose not to adopt the Community Development Strategy.

SUMMARY CONCLUSION

28. The City has undertaken considerable community engagement activity to seek people’s vision for their community. The response to this engagement process far exceeded expectations.
29. The draft Community Development Strategy has been updated following this consultation with the target community, as well as input from Executive Directors and Business Unit Managers across the organisation.
30. The Community Development Strategy will direct the activities of the City’s Community Development Officers for the next four years.

Consulted References	:	City of Albany Community Development Strategy 2014-2018
File Number (Name of Ward)	:	CS.PLA.2 (All Wards)
Previous Reference	:	OCM 20/5/08 - Item 12.8.1

CS015: CITY OF ALBANY SPORT AND RECREATION FUTURES PLAN (2015 – 2030) ENDORSEMENT OF PROJECT SCOPE AND METHODOLOGY

Owner : City of Albany
Attachments : Scoping Paper
Report Prepared by : Manager Recreation Services (S Stevens)
Responsible Officer : Executive Director Community Services (C Woods)

Responsible Officer's Signature:



STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan 2023 and Corporate Business Plan 2014-2018:
 - a. **Key Theme:** 4. A Sense of Community
 - b. **Strategic Objective:** 4.2 – To create interesting places, spaces and events that reflect our community's identity, diversity and heritage.
 - c. **Strategic Initiative:** 4.2.1 Sport & Recreation Infrastructure

In Brief:

- The current Recreation Planning Strategy (2008 – 2013) has now expired. This strategy excluded facilities outside the main precinct, recreation program delivery, paths, trails, parks and reserves and volunteering.
- The City of Albany to develop a comprehensive and integrated City of Albany Sport and Recreation Futures Plan (2015 – 2030) which will guide strategic planning for the City of Albany sport and recreation facilities and programs for the next 15 years.
- This plan will include elements of the Centennial Park Sporting Precinct Master Plan, and other precinct plans to be identified.

RECOMMENDATION

CS015: RESPONSIBLE OFFICER RECOMMENDATION

THAT Council ENDORSE the scope and methodology developed for the City of Albany Sport and Recreation Futures Plan (2015 – 2030) which guides strategic planning for the City of Albany sport and recreation facilities and programs for the next 15 years.

BACKGROUND

2. The City of Albany has made a considerable investment in the provision of sport and recreation facilities and supporting infrastructure and acknowledges the key role those provisions play in influencing health, well being and quality of life at a local level.
3. In 2013, the City of Albany reinstated the Recreation Services team which included a Club Development Officer. Funded by the Department of Sport and Recreation the Club Development scheme had been in place for over ten years before the City signed up to the agreement.

4. The City has started to work in partnership with sport and recreation groups that deliver sport and recreation on a seasonal basis, and collaborate with other key agencies to ensure the best facilities and programs are supported.
5. The current Recreation Planning Strategy (2008 – 2013) has now expired. This strategy excluded facilities outside the main precinct, recreation program delivery, paths, trails, parks and reserves and club volunteering.
6. The Community Sport and Recreation Facilities Fund (CSRFF) administered by the Department of Sport and Recreation (DSR) provide financial assistance to local government and community sporting groups to develop basic infrastructure for sport and recreation.
7. The City of Albany, for a number of years, had in place a moratorium on all contributing funds to the CSRFF program. This was lifted in 2013 and the City developed a capital seed fund for sporting clubs to leverage CSRFF.
8. As clubs gain awareness of the funding, the City is starting to receive numerous requests for the funding. At present there is no strategic direction or policies to assist with identifying the priority projects for the capital seed funding and how best to leverage funding for the community.
9. The City has received ongoing and consistent requests to address facility demands from the community (e.g. Tennis, Kite boarding and the Albany Waterski Club) without a clear understanding of the priorities of the whole community, and in the absence of any guiding principles from Council.
10. There is a growth of private commercial operators (fitness instructors and adventure sport companies) and the City has not yet developed the process to consistently and equitably deal with these groups and individuals.
11. There are current inadequacies to the existing user groups leasing, management of and utilisation of community property. Existing lease agreements differ in length, scope and the fees applied. To enable greater transparency and equity a review of current arrangement should be undertaken with a view to providing a clear way forward to existing and potential users groups to access, maintain and manage facilities.
12. The planned upgrade of the Centennial Park Sporting Precinct (CPSP) whilst providing clear direction for a wide range of indoor and outdoor facilities, and user groups has also raised the need for other precinct planning (Collingwood Park) to address the growing population and other sports needs.

DISCUSSION

13. To adequately and appropriately plan, invest in and support the sport and recreation needs for our community over the next 15 years the City will require strong strategic direction and clear and realistic planning.
14. Attached is the scoping paper outlining the rationale, project outcomes, process and resources required to deliver the City of Albany Sport and Recreation Futures Plan.
15. The City of Albany Sport and Recreation Futures Plan will provide a strategic planning framework and include:
 - An audit on current sport and recreation facility infrastructure within the City of Albany and sport and recreation programs delivered by City of Albany;
 - Identify growth patterns and trends which may impact on future sport and recreation needs;
 - Identify future facility requirements and program support including equitable and sustainable funding models for the next 15 years (to 2030);

- Review all current management arrangements and move towards standardized arrangements and documentation;
- Develop relevant policies that enable Council to plan and respond to community needs in a systematic, equitable and planned manner;
- Develop processes and procedures for two way integration of the Sport and Recreation Future Plan within all key City of Albany strategic documents

GOVERNMENT & PUBLIC CONSULTATION

- 16. Initial Consultation with key user groups to assist with gathering baseline data and raising project awareness.
- 17. Establish a Project Control Group to provide strategic advice.
- 18. Targeted engagement through a planned approach, with identified internal and external communities.

STATUTORY IMPLICATIONS

- 19. Nil.

POLICY IMPLICATIONS

- 20. City currently has limited policies to assist with sport and recreation planning, it is envisaged that a suite of policies and guidelines will be developed as part of this project.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<i>Community / Reputation: Sport and Recreation Futures Plan scope and methodology is not adopted by Council.</i>	<i>Unlikely</i>	<i>Moderate Reputation, Organisational Operations & Finance</i>	<i>Medium</i>	<i>Mitigation entirely dependent on Council. Council adopts the Sport and Recreation Futures Plan scope and methodology.</i>
<i>Community: The Sport and Recreation Futures Plan raises community expectations</i>	<i>Possible</i>	<i>Moderate Reputation, Community & Organisational Operations</i>	<i>Medium</i>	<i>Media and Communication Strategy to manage community expectations A realistic implementation plan is developed and managed Funds are allocated in forward budgets to accommodate projects identified in the plan.</i>
<i>Financial: Lack of resources to support the development of the Plan</i>	<i>Unlikely</i>	<i>Major Organisational Operations Finance</i>	<i>Medium</i>	<i>Funds are allocated to cover resources</i>
<i>Legal and Compliance: Inconsistent decision making occurs prior to Council's adoption.</i>	<i>Likely</i>	<i>Moderate Reputation, & Finance</i>	<i>High</i>	<i>1. In the interim the PCG advises and provides recommendations to Council on any key decisions. 2. PCG and City Staff develop an interim policy to assist with prioritizing the capital seed funding and leveraging CSRFF. 3. Council to resource and prioritise the completion of the plan.</i>
<i>Reputation: Time frames to deliver Plan are unrealistic due to competing council priorities</i>	<i>Likely</i>	<i>Minor Reputation, Organisational Operations Finance</i>	<i>Medium</i>	<i>A realistic implementation plan is developed and managed</i>

FINANCIAL IMPLICATIONS

22. Without a clear strategic direction and established priorities the City is at risk of unsuccessful funding applications and maximizing community outcomes.
23. The Sport and Recreation Futures plan encompasses a 15 year period from 2015 – 2030. This provides an opportunity to integrate with the City of Albany Financial Plans in 5 year projections.

LEGAL IMPLICATIONS

24. All new policies and documentation such as leases, licences and Memorandum of Understandings will be reviewed and assessed for their legal implications.

ENVIRONMENTAL CONSIDERATIONS

25. Some of the City's sport and recreation facilities have historically been inappropriately positioned, with potential environmental impacts that may need to be addressed.
26. The emerging influence of climate change may affect low-cost, regular community-based sport and recreation participation. The only certainty associated with climate change is that there will be greater uncertainty. It is vital that urban green spaces are recognised as underpinning the very fabric of our sport, leisure and recreational industries and that water used to maintain them is considered to be necessary.

ALTERNATE OPTIONS

27. The Committee can choose to amend the Project Scoping document.

SUMMARY CONCLUSION

28. The current Recreation Planning Strategy (2008 – 2013) has now expired.
29. The City is currently experiencing a range of impacts that is making decision making in the sport and recreation portfolio difficult and inconsistent.
30. Similar to other local governments, there are limited and scarce resources available. Without a clear strategic direction and priorities the City runs the risk of lost funding opportunities and maximizing community outcomes.
31. The endorsement of the scope and methodology to develop the City of Albany Sport and Recreation Futures Plan (2015 – 2030) will assist with guiding strategic planning for the City of Albany sport and recreation facilities and programs for the next 15 years.

32.

Consulted References	<p><i>Local Government Act 1995</i></p> <p>Dept of Health 2010, <i>Pathway to a healthy Community A guide for councillors</i>, South Metropolitan Public Health Unit, Perth</p> <p>Department of Sport and Recreation, 2011 <i>SD5 Strategic Directions for the Western Australian Sport and Recreation Industry 2011 – 2015</i>, Western Australia</p> <p>Department of Sport and Recreation, 2011, <i>SD5 Strategic Directions for the Western Australian Sport and Recreation Industry 2011 – 2015</i>, Western Australian Government</p> <p>Alexandre Kalache, <i>the Longevity Revolution – creating a society for all ages</i>, SA Government, 2013</p> <p>Peter Watson, 2008, <i>Review of Sport and Recreation in Regional WA</i>, Western Australian Government</p> <p>Department of Sport and Recreation, 2007, <i>Climate Change – How climate change could affect sport and recreation now and in the future</i>, Western Australian Government</p> <p>T Mullholland & A Piscicelli, 2012, <i>Western Australia Tomorrow, Population report No 7 2006 to 2026 Local Government Areas of WA</i>, Department of Planning</p> <p>Coffey Sport and Leisure, 2012 Master Plan and Feasibility Study for Centennial Park Recreation Precinct, WA</p> <p>CSIRO, 2013, <i>The Future of Australian Sport – Megatrends shaping the sports sector over coming decades</i>, Australian Sports Commission</p>
File Number (Name of Ward)	All Wards
Previous Reference	Nil

COMMUNITY SERVICES COMMITTEE
AGENDA – 07/10/2014
REFER DISCLAIMER

14. **NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF COUNCIL**
15. **MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN.**
16. **REPORTS OF CITY OFFICERS**
17. **MEETING CLOSED TO PUBLIC**
18. **CLOSURE**