



City of Albany
Publication

Recordkeeping Plan 2018

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Introduction

1. This document is presented to the State Records Commission in accordance with Section 28 of the State Records Act 2000 (the Act).
2. Section 28 of the Act requires that no more than five years must elapse between the approval of a government agencies Recordkeeping Plan and a review of that Recordkeeping Plan.
3. State Records Commission (SRC) Standard 1 – Government Recordkeeping, requires that government agencies ensure that records are created, managed and maintained over time and disposed of in accordance with principles and standards issued by SRC.
4. SRC Standard 2 – Recordkeeping Plans is comprised of six recordkeeping principles, each of which contains minimum compliance requirements.
5. The purpose of this Recordkeeping Plan is to govern how records are created by the City of Albany, and how those records are kept. The Recordkeeping Plan provides an accurate reflection of the recordkeeping program within the organisation, including information regarding the City's recordkeeping systems, disposal arrangements, policies and procedures.
6. The Recordkeeping Plan is the primary means of providing evidence of compliance with the requirements of the Act, and the implementation of best practice recordkeeping within the organisation.
7. The objective of the City of Albany Recordkeeping Plan 2018 is to ensure:
 - Compliance with Section 28 of the State Records Act 2000;
 - That recordkeeping within the organisation is moving towards compliance with State Records Commission Standards and Records Management Standard AS ISO 15489;
 - That there are processes in place to facilitate the complete and accurate recording of business transactions and decisions;
 - That recorded information can be retrieved quickly, accurately and cost effectively when required; and
 - The protection and preservation of the organisation's records.

Scope

8. This Recordkeeping Plan applies to all City:
 - Employees;
 - Contractors;
 - Elected Members; and
 - Organisations performing outsourced services on behalf of the City.
9. This Recordkeeping Plan supersedes RKP 2004167 and applies to all records created or received by any of the above parties, regardless of:
 - Physical format;
 - Storage location; or
 - Date created.

10. For the purposes of this Recordkeeping Plan, a record is defined as meaning “any record of information however recorded”, and includes:
- a) Anything on which there is writing or Braille;
 - b) A map, plan, diagram or graph;
 - c) A drawing, pictorial or graphic work or photograph;
 - d) Anything on which there are figures, marks, perforations or symbols having meaning for persons qualified to interpret them;
 - e) Anything from which images, sounds or writings can be reproduced with or without the aid of anything else; and
 - f) Anything on which information has been stored or recorded, either mechanically, magnetically or electronically.
- (State Records Act 2000)

Legislative and Strategic Context

11. This Recordkeeping Plan complies with the State Records Act 2000 and the State Records Commission Standards.

Review Position and Date

12. This Recordkeeping Plan was approved by the Executive Management Team on 21/11/2018.
13. This Recordkeeping Plan must be reviewed every five years, or earlier if considered necessary.

Associated Documents

14. The following documents relate to this Recordkeeping Plan:
- City of Albany Community Strategic Plan and Corporate Business Plan (Attachment 1);
 - City of Albany Records Management Procedure (Records Team) (Attachment 2);
 - Legal Deposit Procedure for Records Team (Attachment 3);
 - Inactive Records Procedures & Destruction Procedures (Records Team Only) (Attachment 4);
 - Recordkeeping Responsibilities for Staff (General Users) (Attachment 5);
 - Provision of Records to Police Procedure (Attachment 6);
 - City of Albany Content Management System and Document Management System User Guide (Attachment 7);
 - Information Management Policy (IT System Security Policy) (Attachment 8);
 - Code of Conduct for Recorded Material Acquired on City of Albany Property (Attachment 9);
 - Business Continuity Planning & Management Plan (Attachment 10);
 - City of Albany Records Disaster Recovery Management Plan;
 - Records Induction Checklist (Attachment 12);
 - Excerpt from 2016-17 Annual Report (Attachment 13); and
 - Copy of Certificate of Destruction and Authorisation Forms (Attachment 14)

Definitions

The following is a list of all key terms and acronyms used in this Recordkeeping Plan:

- State Records Act 2000 (the Act);
- State Records Commission (SRC)
- Electronic Document Records Management System (EDRMS)

Principal One: Proper and Adequate Records

Government organisations are to ensure that records are created and kept which properly and adequately record the performance of the organisation's functions and which are consistent with any written law to which the organisation is subject when performing its functions.

1.1 [Historical Background](#)

Albany is situated on the south coast of WA in Noongar Country, traditionally owned and occupied by the Menang People for over 50,000 years.

The City of Albany was established on 1st July 1998, with the amalgamation of the former Town and Shire of Albany.

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

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

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

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

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

Agriculture and retail are among the region's main industries and tourism is a key growth area thanks to the region's abundance of natural and other attractions. The award winning National Anzac Centre, one of Australia's most important cultural pilgrimages, boutique food and wine, fishing, surfing, whale watching and community events combined with the region's world-recognised biodiversity provides an envious lifestyle for locals and unique experiences for visitors.

1.2 [Strategic Focus and Main Business Activity](#)

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

The City's Corporate Business Plan summarises the current and future resources required to deliver services, projects and programs over the next four years to implement the Community Strategic Plan and is supported by informing strategies and plans that are fully aligned with business plans for each business unit, our long term financial plan, our strategic asset management plans and our people strategy. (Attachment 1)

1.3 [Functions, including those outsourced](#)

The City of Albany outsources the following functions:

- Waste Management Services;
- Document Storage and Destruction; and
- Cleaning services.

1.4 Major Stakeholders

The City of Albany recognises residents, ratepayers, the general public, elected members and employees as its major stakeholders.

1.5 Enabling Legislation

The City of Albany was established under, and operates in accordance with, the Local Government Act 1995.

1.6 Other Legislation

Other legislation and regulations affecting the functions and operations of the City of Albany:

- Argentine Ant Act 1968
- Argentine Ant Regulations (Repealed as at 1 May 2013)
- Builders Registration Act 1939
- Building Regulations 2012
- Building Act 2011
- Bush Fires Act 1954
- Bush Fire (Infringements) Regulations 1978
- Bush Fire Regulations 1954
- Caravan Parks and Camping Grounds Act 1995
- Caravan parks and Camping Grounds Regulations 1997
- Cat Act 2011, Cat Regulations 2012 & Cat (Uniform Local Provisions) Regulations 2013
- Cemeteries Act 1986
- Control of Vehicles (Off-Road Areas Act 1978)
- Criminal Code Act Compilation Act 1913
- Disability Services Regulations 2004
- Dividing Fences Act 1961
- Dog Act 1976
- Dog Regulations 2013
- Dog (Restricted Breeds) Regulations (No. 2) 2002
- Electronic Transactions Act 2011
- Emergency Management Act 2005
- Environmental Protection Act 1986
- Environmental Protection Act Regulations 1987
- Environmental Protection (DEPM-UPM) Regulations 2007
- Equal Employment Opportunity Act 1984
- Evidence Act 1906
- Fines, Penalties and Infringement Notice Enforcement Act 1994
- Fire and Emergency Services Authority of Western Australia Act 1998
- Food Act 2008
- Freedom of Information Act 1992
- Freedom of Information Regulations 1993
- Hairdressing Establishment Regulations 1972
- Public Health Act 2016
- Public Health Regulations 2017
- Health (Air Handling and Water Systems) Regulations 1994
- Health (Aquatic Facilities) Regulations 2007
- Health (Asbestos) Regulations 1992
- Health (ANZ Food Standards Code Adoption) Regulations 2001
- Health (Cloth Materials) Regulations 1985
- Health (Garden Soil) Regulations 1998
- Health Act (Laundries and Bathrooms) Regulations
- Health (Meat Hygiene) Regulations 2001
- Health (Offensive Trade Fees) Amendment Regulations 2014
- Health (Pesticides) Regulations 2011
- Health (Pet Meat) Regulations 1990
- Health (Poultry Manure) Regulations 2001

- Health Act (Public Buildings) Regulations 1992
- Health (Section 112(2) Prohibition) Regulations 2006
- Health (Skin Penetration Procedure) Regulations 1998
- Health (Temporary Sanitary Conveniences) Regulations 1997
- Health (Treatment of Sewerage & Disposal of Effluent & Liquid Waste) Regulations 1974
- Health Act (Underground Water Supply) Regulations 1959
- Health (Adoption of Food Standards Code) Regulations 1992
- Health (Food Standards) (Administration) Regulations 1986
- Heritage of Western Australia Act 1990
- Heritage of Western Australia Regulations 1991
- Industrial Relations Commission Regulations 2005
- Industrial Regulations Act 1979
- Interpretation Act 1984
- Land Administration Act 1997
- Land Valuation Tribunals Act 1978
- Library Board of Western Australia Act 1951
- Limitation Act 2005
- Litter Act 1979
- Litter Regulations 1981
- Liquor Licensing Act 1988
- Local Government (Administration) Regulations 1996
- Local Government (Amendment of Part VIA-Employee Superannuation) Regulations 2006
- Local Government Act 1995
- Local Government (Audit) Regulations 1996
- Local Government (Constitution) Regulations 1998
- Local Government (Elections) Regulations 1997
- Local Government (Financial Management) Regulations 1996
- Local Government (Function and General) Regulations 1996
- Local Government (Miscellaneous Provisions) Act 1960
- Local Government Grants Act 1978
- Local Government (Parking for Disabled Persons) Regulations 1988
- Local Government (Uniform Local Provisions) Regulations 1996
- Occupational Safety and Health Act 1984
- Occupational Safety and Health Regulations 1996
- Planning and Development Act 2005
- Planning and Development (Local Government Planning Fees) Regulations 2000
- Radiation Safety Act 1975
- Rates and Charges (Rebates and Deferments) Act 1992
- Retail Trading Hours Act 1987
- Retail Trading Hours Regulations 1988
- Road Traffic Act 1974
- Sewerage (Lighting, Ventilation and Construction) Regulations 1971
- Spear-guns Control Act 1955
- State Records Act 2000
- State Records Principles and Standards 2002
- Strata Titles Act 1985
- Strata Titles General Regulations 1996
- The Privacy Act 1988
- Tobacco Products Control Act 2006
- Tobacco Products Control Regulations 2006
- Town Planning Regulations 1967
- Town Planning and Development (Subdivisions) Regulations 2000
- Transfer of Land Act 1893
- Waste Avoidance and Resource Recovery Act 2007
- Western Australia Disability Services Act 2004
- Workers Compensations and Injury Management Act 1981
- Workers Compensation and Injury Management Regulations 1982

In addition, the City administers the following City of Albany Local Laws:

- Activities in Thoroughfares and Public Places and Trading Local Law 2011
- Animals Local Law 2001
- Dog Local Law 2017
- Health (Food) Local Laws 2009
- Jetties, Bridges and Boat Pens (Amendment) Local Law 2004
- Extractive Industries Local Law 2009
- Fencing Local Law 2010
- Health Local Laws 2001
- Keeping and Welfare of Cats Repeal Local Law 2014
- Local Government Property Local Law 2011
- Local Law Relating to the Former Perth 2001
- Parking and Parking Facilities (Amendment) Local Law 2012-Airport Metered Parking (Amendment 2016)
- Parking and Parking Facilities Amendment Local Law 2012
- Prevention and Abatement of Sand Drift Local Law 2009
- Signs (Amendment) Local Law 2008
- Standing Orders Local Law 2014
- Waste Local Law 2017.

1.7 Major Government Policy and/or Industry Standards

The following government and industry standards and codes of practice have been imposed upon or adopted by the City of Albany:

- Australian Records Management Standard ISO/AS 15489;
- Australian Accounting standards;
- National Competition Policy;
- State Records Commission Principles and Standards;
- WA Government Policy, Premier's Instructions and Public Sector Commissioner's Circulars; and
- Government Disposal Authority for Local Government Records DA2015001]
- Australian Building Codes - standard

Principal Two: Policies and Procedures

Government organisations must ensure that recordkeeping programs are supported by policy and procedures.

2.1 Records Management and Business Information Systems

The City of Albany stores and manages its records using SynergySoft, SynergySoft has been used as the City's electronic document management system since 2001.

2.1.1 Records Management System

The City of Albany's records management system consists of both hard copies and electronic records. Hard copy records are scanned and registered into SynergySoft and electronically allocated to Responsible Officers. Hard copy records are then placed on physical files and stored in a secure Records Room.

Physical files may be loaned to staff. All physical files loaned to staff are recorded electronically in SynergySoft and an audit of those loaned files is conducted twice per year.

Retention and disposal of physical files is managed in accordance with the General Disposal Authority DA2015-001.

Physical files are created using the Keywords for Council Thesaurus, with the exception of Assessment, Subdivision, Strata, Contract and Lease files. These files are created within SynergySoft but are numbered manually.

2.1.2 Business Information Systems

The core business information system used by the City of Albany is SynergySoft, supplied and maintained by IT Vision. The system is a comprehensive Content Records Management System designed specifically for use by local governments.

SynergySoft includes a Records Management Module which is used by all staff as the single repository for records.

Records can be registered manually using the software, and email records can be captured from Outlook and recorded in SynergySoft.

SynergySoft has specific modules for the following functions:

- Customer Service Requests;
- Rate payments;
- Building and Planning Applications;
- Electoral Roll (Owners and Occupiers);
- Payroll;
- Financial Management including Creditors and Debtors;
- Inspections;
- Dog and Cat Registrations; and
- Infringements.

Other business information systems used by the City to capture and record information are:

- Centaman – used by Albany Leisure and Aquatic Centre –contains customer details.
- Intramaps - GIS application. Not used for records.
- Forcefield – Security Access System. Used to administer staff security access.
- Mandalay – Waste Management System. Contains customer details.
- Spydus – Library Management System. Contains customer details.
- Exchanges – Email System. Contains communications exchange.

Microsoft Outlook and Intramaps are integrated with SynergySoft. Other systems are stand alone and specific to business unit requirements.

2.2 Records Management Policy and Procedures

The registration, creation and management of the City’s records is coordinated by the Records Team.

The City’s Recordkeeping Policies and Procedures include:

- City of Albany Records Management Procedure (Records Team) (Attachment 2);
- Legal Deposit Procedure for Records Team (Attachment 3);
- Inactive Records Procedures & Destruction Procedures (Records Team Only) (Attachment 4);
- Recordkeeping Responsibilities for Staff (General Users) (Attachment 5);
- Provision of Records to Police Procedure (Attachment 6);
- City of Albany Content Management System and Document Management System User Guide (Attachment 7);
- Information Management Policy (It System Security Policy) Attachment 8;
- Code of Conduct for Recorded Material Acquired on City of Albany Property (Attachment 9);
- Business Continuity Planning & Management Plan (Attachment 10);
- City of Albany Records Disaster Recovery Management Plan (Attachment 11);
- Records Induction Checklist (Attachment 12); and
- Excerpt from 2016-17 Annual Report (Attachment 13).

2.2.1 Hard Copy Records

The creation and management of hard copy records is carried out by all staff, including the Records Team.

Recordkeeping Activities for the management of hard copy records	YES	NO
Correspondence capture and control - including incoming and outgoing mail registration; responsibilities assigned for classifying, indexing and registration; file titling and file numbering conventions.	✓	
Mail distribution - including frequency, tracking mechanisms and security measures.	✓	
File creation and closure - including assigned responsibility and procedures for file creation.	✓	
Access to corporate records - procedures for access to and security of corporate records.	✓	
Authorised disposal of temporary records and transfer of State archives to the State Records Office (SRO) - responsibilities assigned and a regular disposal program is in place.	✓	

2.2.2 Electronic Records

The creation and management of the City's digital records, including digital mail, is carried out by all users.

The Procedure for End Users, which details the following recordkeeping activities, is detailed at Attachment 3.

Recordkeeping Activities for the Management of electronic records	YES	NO
Electronic records management – including the organisation's approach and methodology for the capture and management of its electronic records (e.g. print and file, identification of the official record, use of EDRMS, hybrid system etc.). <i>Records Management Procedure-End Users, Records Team Procedure for Records Management.</i>	✓	
Email management - including the capture, retention and authorized disposal of email messages to ensure accountability Should indicate whether the organisation is utilising a document management system or hard copy records system (e.g. print and file, identification of the official record, use of EDRMS, hybrid system etc. <i>Records Team Procedure for Records Management, Records Management Procedure-End Users</i>	✓	
Website management- including the purpose of the site, capture of all the information published to the website within the corporate system, and mechanisms for recording website amendments. The City of Albany's websites are maintained by the Website Coordinator and are the responsibility of the Manager of the specific area of the business. There is no specific Policy for the management of the website but there is a Content Management System (CMS) that controls access to the different pages on the websites. The CMS includes a Document Manager that controls the update, approval and publishing of documents. The Document Manager also manages the release of quotes and tenders. <i>Content Management System (CMS) and Document Management System (DMS) User Guide</i>	✓	
Metadata management – including authority for the capture and control of metadata. <i>City of Albany Delegations Register 2018</i>	✓	
System/s management - including any delegations of authority for the control and security of systems utilised by the organisation. <i>City of Albany Delegations Register 2018, Information Management Policy</i>	✓	
Migration strategy - strategies planned or in place for migrating electronic records (and any assigned responsibilities) for long-term retention and access. See Public Records Policy: 8 - Policy for the ongoing management of electronic records designated as having archival value. <i>City of Albany Migration Action Plan.</i>	✓	

The City has created the following Procedures:

- Records Team Procedure for Records Management;
- Records Management Procedure-End Users
- Records Team Procedure for Processing Inactive Files and Destruction;
- Records Induction Check List Form;
- Legal Deposit Procedure for Records Team; and
- Provision of Records to Police Procedure.

These procedures encompass the following activities:

- Correspondence capture and control – including incoming and outgoing mail registration; responsibilities assigned for classifying, indexing and registration; file titling and file numbering conventions;
- Mail distribution – including frequency, tracking mechanisms and security measures;
- File creation and closure – including assigned responsibility and procedures for both physical and automated file creation;
- Access to corporate records – including procedures for access to and security of corporate records;
- Authorised disposal of temporary records;
- Digital records management – including the organisation's approach and methodology for the capture and management of its digital records (e.g. print and file, identification of the official record, use of EDRMS, hybrid system etc.);
- Email management – including the capture of email correspondence.

The City's Intranet contains Corporate Documents. The use of the Intranet is governed by the Corporate Document Policy, to ensure that corporate documents are relevant, uniform, accessible and user friendly.

All corporate documents are developed and reviewed in accordance with the Corporate Document Development and Review Policy, which ensures that Corporate Documents are written in a standardized and accessible manner, are developed in consultation with relevant stakeholders, are adopted and that mechanisms are established to support their implementation and review.

The City has the following websites:

- www.albany.wa.gov.au
- <http://www.nationalanzaccentre.com.au/>
- <https://www.theamazingsouthcoast.com>

The City of Albany website is transactional in addition to providing access to information. The following functions can be accessed through www.albany.wa.gov.au:

- Pay your Rates-online rate payments. These transactions are captured in the Rates module of SynergySoft;
- Online lodgement of Building Applications, including a tracking function to track the progress of your application. These applications are captured in the Building module of SynergySoft.

Metadata management – including requirements for capture of metadata in information systems, whether automatic or manual; Capturing metadata into the City's EDRM is the responsibility of all staff and is done manually.

System/s management is guided by the Information Management (IT System Security) Policy. This is an overarching policy that defines the access to the City's Electronic Business Systems in order to protect public and/or commercial information.

Delegated authority for the control and security of systems utilised by the organisation (e.g. provision of access to systems through individual logins and passwords, protection of servers etc.) is governed by the City of Albany Delegations Register, which is reviewed and adopted annually by Council.

The City's Executive Management Team have endorsed the Digital Records Migration Action Plan Briefing Note on 18 July 2018. The Migration Action Plan is being progressed through the City's ICT Steering Committee, including scoping of the project to migrate TIF files, Zip Files and information stored on CD's or DVD's to an open format. The priority records for migration will be valuable or at risk records.

This is an ongoing project, subject to staffing and budget provision.

In addition, the City is in the process of identifying valuable or at risk records which are not currently held in digital format.

2.3 Certification of Policies and Procedures

Each of the City's Policies and Procedures contains a Document Approval and Document Revision History which details the method of approval i.e. either approved by the Executive Management Team or adopted by Council.

2.4 Evaluation of Policies and Procedures

The recordkeeping Policies and Procedures for the City of Albany cover all categories identified in Principle 2 of SCR Standard 2 and are deemed appropriate and effective. The City promotes continuous improvement in all policies and procedures to ensure that they are contemporary, relevant and effective, and that the City keeps pace with the changing corporate environment.

Principal Three: Language Control

Government organisations ensure that appropriate controls are in place to identify and name government records.

3.1 Keyword AAA Thesaurus Implemented

The City of Albany has adopted and implemented the Keyword AAA Thesaurus which guides and informs the classification, titling and indexing of the City's records.

3.2 Assessment of its Effectiveness

The Thesaurus enables effective recordkeeping by ensuring consistency in the classification, titling and indexing for both administrative and functional activities of the City of Albany, not only for registration/capture of records, but for retrieval of records.

3.3 Identified Areas for Improvement

Particular areas for improvement have been identified:

- Improved short title contents and metadata (search terms); and
- Correct file selection.

Principal Four: Preservation

Government organisations ensure that records are protected and preserved.

For the City of Albany Records Disaster Recovery Management Plan refer to Attachment 4.

4.1 Assessment of Risks

4.1.1 On Site Storage

The City of Albany has its current, non-current, permanent and archival records located in on site storage at 102 North Road, Albany. This storage facility includes:

- Metal shelving with core flute board placed on the shelves;
- MDF shelving with core flute board placed on the shelves;
- Secure premises with swipe key access limited to Records Staff and Team Leader Records;
- Fire detection system, smoke alarms, fire proof door and a hand held fire extinguisher;
- Climate control air conditioning for 24 hours per day at a controlled temperature of 20 degrees Celcius;
- Disaster Recovery Kit;
- Compactum housing vital records;
- Large metal lockable container containing title deeds; and
- Secure Server Rooms (2), both are secured rooms with access restricted to authorised staff.

The City also holds current active files in two large compactum and a lockable filing cabinet in the Records Room, with swipe key access to this room allocated only to Records Team, Team Leader Records and cleaners. Climate control air conditioning runs for 12 hours per day.

Records are at risk of damage or destruction from fire, flood and rain. The City has undertaken the measures detailed above to mitigate risk. The twice yearly audit of loaned files is to mitigate the risk of lost files.

4.1.2 Offsite Storage

Records held offsite are located in a commercial storage facility, operated by Albany Records Management. Albany Records Management were evaluated in accordance with the City's Procurement Policy and were chosen as the most suitable offsite storage facility, offering storage, retrieval and destruction of hard copy records, at a climate controlled secure facility.

Records of temporary value have been sent offsite. There may in the future be a need to send permanent records offsite but this will be reviewed when necessary.

Security of premises

Albany Records Management facility is fitted with an Intruder alarm system, including Reed Switches on the doors, glass break detectors on the frontage and Passive Infrared motion detectors throughout the offices and the warehouse.

CCTV covers the front of the building, the reception and the rear loading dock/driveway. Access is regulated by keyed external doors and electronic access control on internal access doors.

The service area/hard-stand at the rear of the premises is covered and gated at both ends. Motion activated security lights operate throughout.

Fire detection / suppression system

Smoke detectors are incorporated into the Security Alarm System, this system is direct dial to first responders. The rear roller door is an automated fire shutter with incorporated fire sprinklers. Hose reels service the premises in conjunction with portable fire appliances.

Air conditioning

No specific programming – subject to external conditions. The warehouse is maintained at 22 degrees Celsius, the storage environment is operated with stability being the main objective (temperature changes no more than 2 degrees and relative humidity changes no more than 5% in any 24 hour period).

Type of Shelving

The warehouse is equipped primarily with Dexion pallet racking lined with 19mm chipboard or 22mm MDF sheeting.

4.1.3 Data Centre and Cloud Storage

The City of Albany has entered into an arrangement with third parties to store electronic data/digital information and records in data centres or cloud storage facilities as detailed in the table below. A risk assessment was undertaken prior to the commencement of the data storage arrangement.

Information system/ categories of records	Name of service provider	Geographic location of cloud	Geographic location of backups	Risk assessed Y/N
Library Customer Records	Spydus	Australia	Australia	YES
Social Media Archive	Brolly	Melbourne, Victoria, Australia	Melbourne, Victoria, Australia	YES
Cloud HR and Payroll	ELMO	Australia	Australia	YES

4.1.4 Storage of Archives

The City of Albany holds State Archive Records in its archive storeroom, which has secure, restricted access and a 24 hour temperature control of 20 degrees Celsius. The City of Albany has transferred approximately 50 percent of its Archival Records into acid free boxes to preserve and protect the records. Some of these records have been captured electronically, whilst the remainder are hard copy only.

Electronic records in the City's EDRM are backed up on a daily basis.

4.1.5 Storage of Backups

Electronic backups of the City's electronic information are held offsite at the Albany Leisure and Aquatic Centre and transferred there on a daily basis. Traditional backup tapes are not used. The City uses two mechanisms to back up the servers:

- ShadowProtect-takes daily images of the servers; and
- Avamar-backs up the servers daily to offsite data storage.

4.1.6 Quantity of Records

The City of Albany has custody of:

- 656 linear metres of temporary, permanent and archival hard copy records stored onsite;
- 12 linear metres of temporary hard copy records stored offsite; and
- 10 Tb of digital records/information/data.

4.1.7 Security and Access

The City has two main Server Rooms. Both are secure rooms with access restricted to approved staff only.

A risk assessment has been undertaken as part of the City's Business Continuity Plans and Disaster Recovery Plan to ensure that the City can continue to operate in a crisis situation. Please refer to Attachment 2.

4.2 Assessment of Impacts of Disasters

A risk assessment has been undertaken regarding the risk of a disaster occurring which may affect the records of the City. This likelihood of a disaster has been rated as *Possible*.

The impact of a disaster affecting the City's records has been assessed as *Medium (9)*. The City considers that there are sufficient strategies in place to ensure that the business activities of the organisation will be managed appropriately in the event of a business interruption due to a disaster.

4.3 Strategies in Place for Preservation and Response

The following strategies have been developed by the City in order to mitigate the impacts of a disaster, including a response strategy.

4.3.1 Vital Records

Vital records in hard copy are stored in a compactus in the archive storeroom. To mitigate the risk of loss, these records have been scanned and captured in the City's EDRMS. The digital copies are used for all normal business activities.

4.3.2 Back Up Procedures for Electronic Records

Electronic records are backed up daily. The backups are stored offsite. The City uses two mechanisms to back up the servers:

- ShadowProtect which takes daily images of the servers; and
- Avamar which backs up the servers daily to offsite data storage.

4.3.3 Preservation of Electronic Records

The City has implemented the following processes to ensure that electronic records are accessible and readable into the future:

- a) Electronic records are maintained on hard disk arrays connected to the City's file servers. The City does not archive data to removable storage devices. The hard disk arrays are replicated for disaster recovery purposes and file servers are backed up as images. The physical disk arrays are replaced before they are regarded as 'end of life'.
- b) A Migration Strategy is being developed and will enable migration of digital records currently assessed as at risk or of high value to an open format to ensure accessibility and readability into the future.

4.3.4 Security

The following security measures have been implemented by the City to prevent unauthorised access to records:

- a) Hard copy records are stored in a secure room accessible only to approved staff. Currently the Records Team, Team Leader Records and cleaning staff have access to this secure room.
- b) Physical files loaned to staff are tracked electronically through SynergySoft, and a physical twice yearly audit is conducted.
- c) Hard copy records stored offsite at Albany Records Management are located in a secure facility.
- d) Digital records have access levels determined in accordance with file structure and staff key responsibilities. This access is reviewed twice yearly by the Records Coordinator and Team Leader Records in conjunction with the Executive Management Team to ensure that access is appropriately allocated.
- e) Access to Server Rooms is restricted to authorised staff only.
- f) All access to secure areas such as the Records Room, Archive Room and Server Rooms is logged on the City's access database.

4.3.5 Storage Reviews

The records storage facilities utilised by the City are reviewed every six months to ensure that conditions are appropriate for the organisations records. There are no plans to expand on site storage as the offsite storage currently utilised by the City is considered appropriate for the organisations needs. This will be assessed on a yearly basis.

4.3.6 Recovery of Lost Information

The City has developed a set of quick response strategies to recover lost information in all formats should a disaster occur:

- a) Core Servers are replicated offsite so that in the event of a disaster, the replicated servers can be activated through a script. This process ensures that there is a maximum loss of 15 minutes of data entry.
- b) A Disaster Recovery Kit is located on site in the Archive Room and the Records Room to assist in the recovery of hard copy records. In addition, the City also has in place a Records Disaster Recovery Management Plan (Attachment 3).

4.4 Identified Areas for Improvement

A large volume of hard copy records held by the City are not scanned and held as digital records. These records are largely historic and relate to the former Town of Albany and Shire of Albany. Although the risk to these records in a disaster event is considered low, the loss of information could be significant.

The back scanning of these records will be undertaken as a project, utilising a project team. This project has already begun.

Ongoing Records Awareness Training across the organisation to address the number of records being stored on network drives is being undertaken. This has resulted in an increase in the number of records of this type being captured on the City's EDRMS. This training and awareness will continue into the future.

A Records Self-Assessment Checklist has also been developed for use across the organisation to identify training needs.

Principal Five: Retention and Disposal

Government organisations ensure that records are retained and disposed of in accordance with an approved disposal authority.

5.1 General Disposal Authority for Local Government Records

The City uses the Retention and Disposal Schedule DA2015-001 relating to all functional records held by the City, which was released by State Records in June 2016.

This Schedule replaces the previous General Disposal Authority RD2010046.

5.2 Existing Ad Hoc Disposal Authorities

The City of Albany does not use any Ad Hoc disposal authorities.

5.3 Existing Disposal Lists

The City of Albany does not have any Disposal Lists.

5.4 Restricted Access Archives

The City does not hold any archival records which would require restricted access when transferred to the SRO.

5.5 Transfer of Archives

An Archives Transfer Request form has *not* been submitted to the SRO. The City will transfer State Archives to the State Archives Collection for permanent preservation when requested by the SRO.

5.6 Non-Transfer of Archives

SRC Standard 7: *State Archives retained by Government Organisations* provides for organisations to retain State archives older than 25 years. The City has not identified any State Archives that will not be transferred to the SRO for permanent preservation.

5.7 Disposal Program Implemented

The City conducts a regular twice yearly (June and December) disposal program. The City of Albany's Retention and Disposal Schedule DA2015-001 and the *General Disposal Authority for State Government Information* have been fully implemented within the organisation.

5.8 Authorisation for Disposal of Records

Before any records are destroyed or transferred to the SRO, a list of the records due for destruction or transfer is provided to the Responsible Officer for each City business unit. This process allows for the review of documents due for destruction. Officers may request any records which are not held in digital format to be scanned prior to destruction or re-sentenced for a longer period. The Destruction Schedule can then be authorised by the Records Coordinator, Executive Director Corporate Services and the Chief Executive Officer.

5.9 Identified Areas for Improvement

The City has not identified any areas for improvement relating to the current scheduled disposal/destruction of hard copy records. However, with the City moving towards the Born Digital Strategy, we will need to consider the destruction/disposal of digital records.

Principal Six: Compliance

Government organisations ensure their employees comply with the record keeping plan.

6.1 Staff Training, Information Sessions

The City has implemented the following activities to ensure that all staff are aware of their recordkeeping responsibilities and receive appropriate training to enable compliance with the Recordkeeping Plan:

- Induction for new employees.
- Self-Assessment Checklist as part of the induction process for employees to identify further training needs.
- In house one to one Records Awareness training as required for all staff members and business units.
- Advanced group training using external training providers.
- 'Power Users' within the organisation who provide support within their teams.
- Online Records Awareness training for employees using a training module in ELMO.
- Tutorials on the City's Intranet, including quick reference and 'Cheat Sheets'.
- Ongoing professional development for Records Team staff members, including off site training and conferences.

6.2 Induction Programs

New employees are required to participate in an initial induction which introduces them to the City's EDRMS SynergySoft. As part of this induction, employees are provided with the End User Procedures for Recordkeeping and Quick Reference Guide. In addition they are provided with a Self-Assessment Check List which they can use to identify areas in which they require further training and support. Please refer to Attachment 4.

As part of the induction process, new employees will complete the Records Awareness online training module in ELMO. Online tutorials are also available on the City's intranet.

Ongoing support and one to one training is always available upon request. 'Power Users' within each business unit can also provide on the spot support and training as required.

All Records Officers and the Records Coordinator can participate in the Induction of new employees, and provide ongoing training and support.

6.3 Performance Indicators

A set of Key Performance Indicators have been developed to monitor the City's recordkeeping performance. These KPI's are contained in the City's Corporate Scorecard, which is reported on a quarterly basis to Council for endorsement. This Corporate Scorecard also enables continuous monitoring of recordkeeping efficiencies across the organisation.

6.4 Agency's Evaluation

The monitoring tool provided by the Corporate Scorecard enables the City to evaluate on a quarterly basis the performance and compliance functions of recordkeeping. The City aims for continuous improvement in all functions across the organisation, and does not consider that additional monitoring is required at this time.

6.5 Annual Report

An excerpt from the City of Albany Annual Report 2016-17 is attached, demonstrating the organisation's compliance with the Act, its Recordkeeping plan and training requirements for staff. Please refer to Attachment 5.

6.6 Identified Areas for Improvement

The City is committed to continuous improvement in both our recordkeeping systems and procedures, and records awareness training across the organisation.

The City will continue to evaluate and assess our current recordkeeping system to ensure that recordkeeping systems within the organisation are compliant and effective.

Training and induction across the organisation will be conducted in accordance with the most current information available to us.

Ongoing training is provided across the organisation to improve records awareness. Introduction of "ELMO", a cloud based product which delivers online training across the City, including records awareness. The Records Team have also developed a Self-Assessment Form which has been implemented, and will identify training requirements/opportunities for staff across the organisation.

7- SRC Standard 6- Outsourced Functions

The purpose of this Standard, established under Section 61(1)(b) of the State Records Act 2000, is to define principles and standards governing contracts or arrangements entered into by State organisations with persons to perform any aspect of record keeping for the organisation.

State organisations may enter into contracts or other arrangements whereby an individual or an organisation is to perform a function or service for the State organisation, or act as the State organisation's agent to deliver services to clients, or for the State organisation's own use. The general term 'outsourcing' is used for such arrangements.

Contractual arrangements should provide that the contractor create and maintain records that meet the State organisation's legislative, business and accountability requirements.

7.1 Outsourced Functions Identified

Outsourced functions of the City have Albany are listed in 1.5.

7.2 Recordkeeping Issues Included in Contracts

The City of Albany includes the creation and management of proper and adequate records of the performance of outsourced functions in the planning process for the outsourced functions. These requirements are included in the signed contract/agreement, and ensures that records created and controlled by a contractor are managed in accordance with contemporary record keeping standards stipulated by the City of Albany.

The following clause is included in all contract documents and addresses recordkeeping responsibilities for contractors:

Recordkeeping

All manuals, drawings, computer programs or other records supplied by the Principal to the Contractor during the course of the Contract shall be returned to the Principal upon termination or completion of the Contract.

The Contractor shall ensure that all records relevant to, or created in the course of this Contract are held in a safe and secure manner, in line with industry best practice; i.e. backups completed, paper records held in a fire proof environment.

The Principal will be provided access to all records held by the Contractor associated with this Contract within twenty four (24) hours of written request. Such requests will be in the support of Contract performance measuring, general information resource for the Principal or to meet Freedom of Information legislation requirements.

7.2.1 Planning

The City includes the creation and management of proper and adequate records of the performance of the outsourced functions detailed in 1.5, in the planning process for the outsourced functions. This includes Tender Documents and Contracts.

Ownership

The City includes in all contracts a clarification that ensures the ownership of State records is addressed and resolved during outsourcing exercises. This clause is included in the signed contract/agreement.

7.2.2 Control

Any contractor undertaking outsourced functions on behalf of the City must ensure that records created and controlled by them in either hard copy or digital format are stored in accordance with the recordkeeping standards, policies, procedures and guidelines stipulated by the City.

7.2.3 Disposal

The disposal of all State Records which are the product of or are part of any contract/agreement between the City and a contractor/agent will be disposed of in accordance with the *General Disposal Authority for State Government Information* published by the State Records Office.

7.2.4 Access

Conditions for the provision of access to any State records produced in the course of a contract/agreement for outsourced functions are detailed in the signed contract/agreement.

7.2.5 Custody

Custody of documents which are the product of or are part of any contract/agreement between the City and a contractor/agent for State records are specified in the signed contract/agreement.

7.2.6 Contract Completion

All arrangements regarding record custody, ownership, disposal and transfer upon completion of the contract/agreement are specified in the signed contract/agreement.

7.3 Identified Areas for Improvement

The City has identified outsourced functions and recordkeeping requirements which have been addressed in contracts for outsourced functions in accordance with requirements of the Act. The City will continue to update the requirements to be addressed in contracts for outsourced functions in accordance with the most recent requirements under the Act.



ALBANY 2030

COMMUNITY

STRATEGIC PLAN

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INTRODUCTION

ACKNOWLEDGEMENT OF PEOPLE & COUNTRY

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



EXECUTIVE MESSAGE

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

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

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

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

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

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

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

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

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

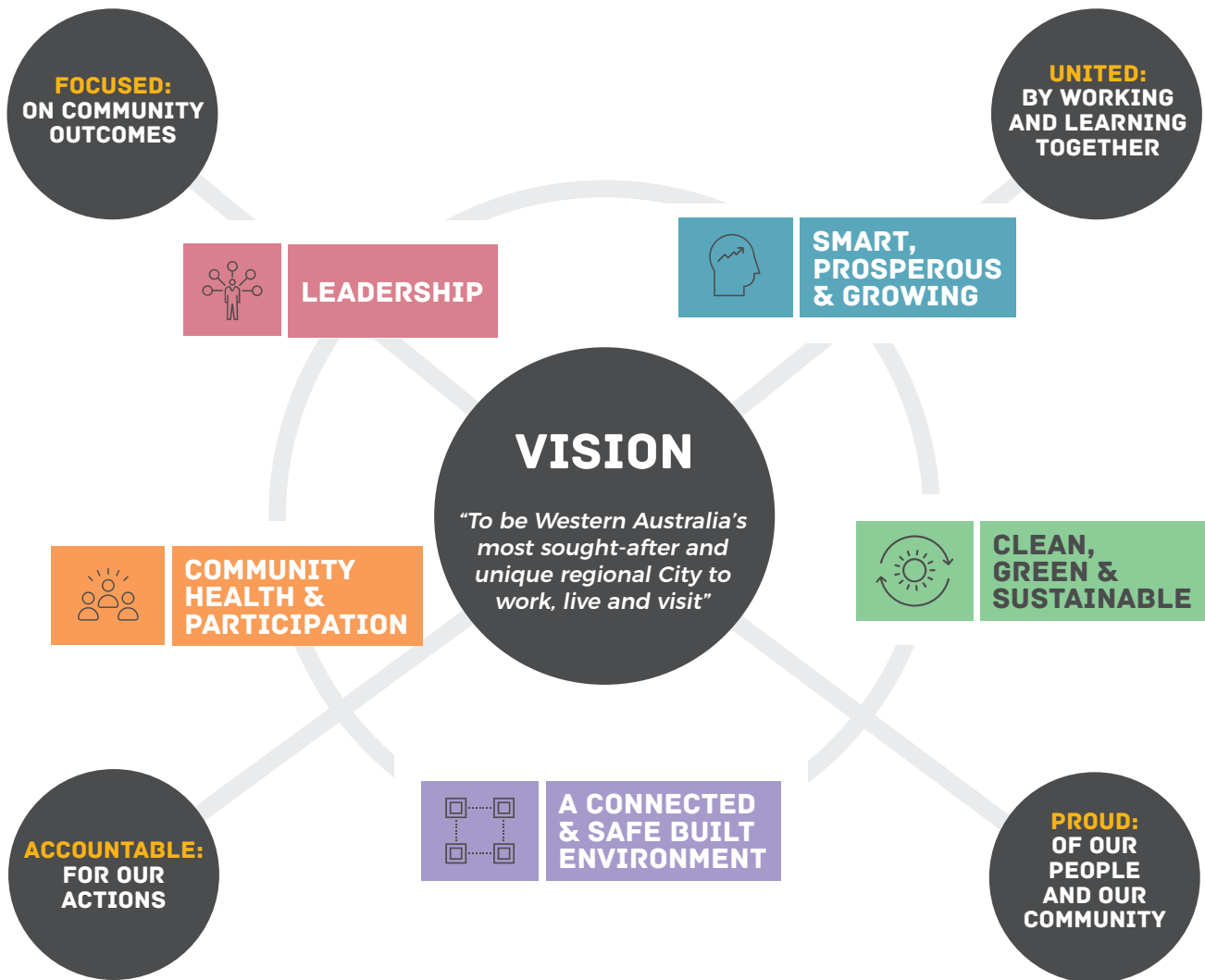
Albany 2030 is an extension of our ongoing conversation with the community. More than 1,890 people directly participated in the review of this Community Strategic Plan by attending workshops, pop-up cafes, completing surveys and making submissions during the public comment period.

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

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

DENNIS WELLINGTON,
MAYOR

ANDREW SHARPE,
CHIEF EXECUTIVE OFFICER



OUR COMMUNITY STRATEGIC PLAN

THE KEY PRINCIPLES THAT GUIDE THIS PLAN ARE:

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

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

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

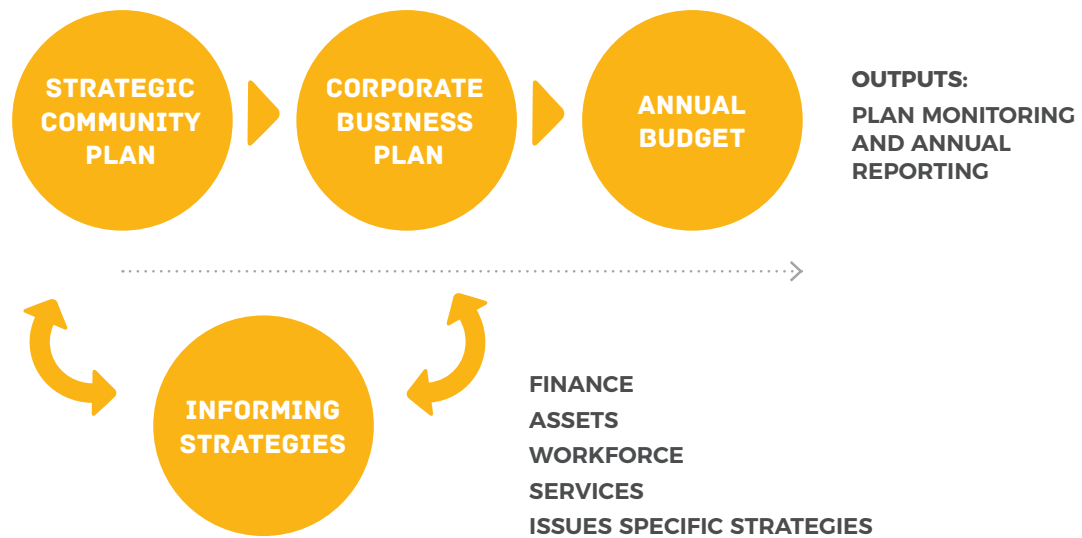
THE KEY PARTNERS TO THIS PLAN ARE:

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

OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

COMMUNITY ENGAGEMENT

MEASUREMENT AND REPORTING



COMMUNITY PLAN

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

CORPORATE BUSINESS PLAN

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

ANNUAL BUDGET

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

SCHEDULED REVIEWS

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

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



OUR COMMUNITY

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

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

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

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

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

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

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

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

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

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



OUR POPULATION AND ECONOMIC PROFILE

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



CENSUS TRENDS

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

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

**HOW WE DEVELOPED OUR
COMMUNITY STRATEGIC PLAN**

PRELIMINARY RESEARCH

COMMUNITY CONSULTATION

COUNCIL DIRECTION

PREPARE DRAFT

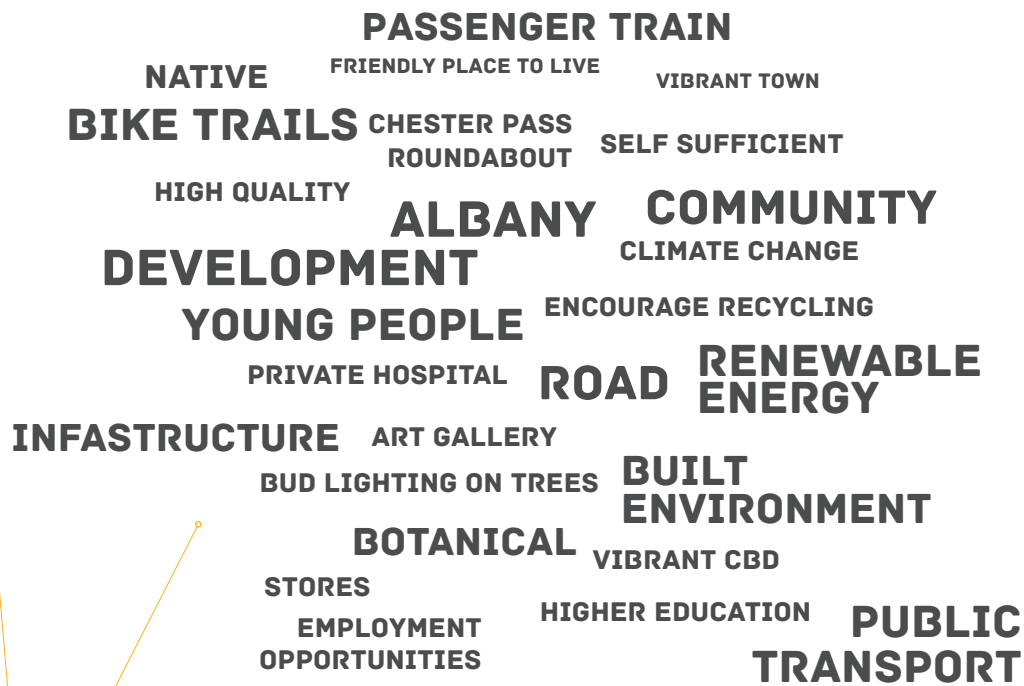
PEER REVIEW

**PUBLIC COMMENT AND
COUNCIL ADOPTION**



COMMUNITY ENGAGEMENT PARTICIPATION

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



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

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

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

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

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



ALBANY 2030

THEME 1: LEADERSHIP

WHAT OUR COMMUNITY SAID

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

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

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

Our Aspiration:

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

Objective 1.1: To establish and maintain sound business and governance structures**Community Priorities****We know we are succeeding when**

1.1.1 Implement systems and controls that ensure the prudent use of rates and ensure value for money in all aspects of Council operations.

Our community believe we are providing value for money.

1.1.2 Provide informed and transparent decision making that is consistent with our strategic direction, meets our legal obligations, reflect the level of associated risk and are adequately explained to community.

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

Objective 1.2 To provide strong, accountable leadership supported by a skilled & professional workforce**Community Priorities****We know we are succeeding when**

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

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

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

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

Objective 1.3 To engage effectively with our community**Community Priorities****We know we are succeeding when**

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

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

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

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

We will measure community satisfaction with**We will also monitor**

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

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



THEME 2:

SMART PROSPEROUS & GROWING

WHAT OUR COMMUNITY SAID

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

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

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



Our Aspiration:

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

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

Community Priorities

We know we are succeeding when

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

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

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

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

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

Community Priorities

We know we are succeeding when

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

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

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

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

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

Community Priorities

We know we are succeeding when

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

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

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

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

We will measure community satisfaction with

We will also monitor

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

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



THEME 3:

CLEAN, GREEN & SUSTAINABLE

WHAT OUR COMMUNITY SAID

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

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

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

Our Aspiration:

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

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

Community Priorities

We know we are succeeding when

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

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

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

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

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

Community Priorities

We know we are succeeding when

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

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

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

City assets continue to function effectively as they age.

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

Community Priorities

We know we are succeeding when

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

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

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

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

We will measure community satisfaction with

We will also monitor

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

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



THEME 4

COMMUNITY HEALTH & PARTICIPATION

WHAT OUR COMMUNITY SAID

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

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

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

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



Our Aspiration:

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

Objective 4.1: To build resilient and cohesive communities with a strong sense of community spirit**Community Priorities****We know we are succeeding when**

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

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

4.1.2 Promote and develop an authentic sense of community by developing programs and providing services that make people feel welcome, involved and connected to each other

Increasing numbers actively participating in community and civic life.

Objective 4.2: To create interesting places, spaces and events that reflect our community's identity, diversity and heritage**Community Priorities****We know we are succeeding when**

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

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

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

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

Objective 4.3: To develop and support a healthy inclusive and accessible community**Community Priorities****We know we are succeeding when**

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

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

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

Volunteering and participation in community organisations increases.

We will measure community satisfaction with**We will also monitor**

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

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



THEME 5

A CONNECTED AND SAFE BUILT ENVIRONMENT

WHAT OUR COMMUNITY SAID

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

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

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

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

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



Our Aspiration:

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

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

Community Priorities

We know we are succeeding when

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

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

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

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

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

Community Priorities

We know we are succeeding when

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

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

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

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

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

Community Priorities

We know we are succeeding when

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

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

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

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

We will measure community satisfaction with

We will also monitor

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

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

IMPLEMENTATION AND REPORTING

HOW YOU CAN CONTRIBUTE

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

HOW WE WILL REPORT PROGRESS

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

ASSOCIATED DOCUMENTS

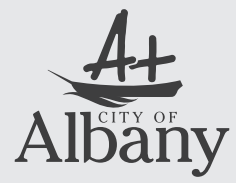
The following strategies, references, or other documents have a bearing on the Community Strategic Plan:

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

DOCUMENT CONTROL

Document Reference Number: NS1769867

Council Adoption Date: 26/09/2017





2017 TO 2021

CORPORATE

BUSINESS PLAN

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INTRODUCTION

ACKNOWLEDGEMENT OF PEOPLE & COUNTRY

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



EXECUTIVE MESSAGE

THE CITY OF ALBANY'S CORPORATE BUSINESS PLAN FOR FINANCIAL YEARS 2017-2021 OUTLINES THE CITY'S FOUR YEAR SERVICE AND DELIVERY PROGRAM. IT HAS BEEN DEVELOPED AS PART OF THE CITY'S INTEGRATED PLANNING AND REPORTING FRAMEWORK, AND ALIGNS WITH THE CITY'S ASPIRATIONS, OBJECTIVES AND COMMUNITY PRIORITIES AS IDENTIFIED IN THE CITY'S COMMUNITY PLAN - ALBANY 2030.

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

While resourcing requirements are expressed in these informing plans and strategies they are indicative and

commitments only arise through adoption of the City's annual budget. The City's performance is reported each year through the publication of our Annual Report.

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

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

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

DENNIS WELLINGTON,
MAYOR

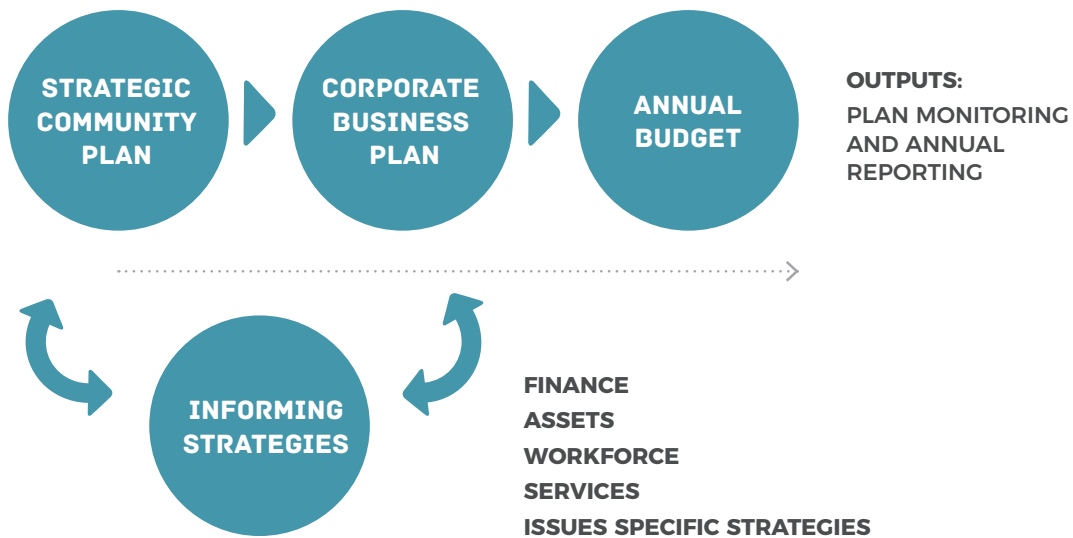
ANDREW SHARPE,
CHIEF EXECUTIVE OFFICER



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

COMMUNITY ENGAGEMENT

MEASUREMENT AND REPORTING



COMMUNITY PLAN

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

CORPORATE BUSINESS PLAN

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

ANNUAL BUDGET

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

CORPORATE PLANNING

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

FUTURE CHALLENGES

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



1 - Leadership

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



2 - Smart, Prosperous & Growing

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



3 - Clean, Green & Sustainable

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



4 - Community Health & Participation

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



5 - A Connected and Safe Built Environment

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

STRATEGIC PRIORITIES

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

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

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

BUSINESS PLANNING AND REPORTING

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

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

FINANCIAL PLANNING AND REPORTING

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

Purpose

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

Guiding Principles

Seek Long Term Financial Sustainability.

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

Maintain a Balanced Budget.

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

Prudent Use of Borrowings.

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

Prudent Use of Reserves.

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

Key Inputs

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

How Reviewed

- Twice annually via the budget review process

How Reported

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

ASSET MANAGEMENT PLANNING & REPORTING

Strategic Asset Management Plans

Seek to:

Purpose

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

Guiding Principles

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

Key Inputs

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

How Reviewed

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

How Reported

- Asset ratios in the 10 year financial plan

WORKFORCE PLANNING & REPORTING

People (Workforce) Strategy

Purpose

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

Guiding Principles

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

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

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

Key Inputs

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

How Reviewed

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

How Reported

- Quarterly via the HR Dashboard

COMMUNITY ENGAGEMENT PLANNING & REPORTING

Community Engagement Policy, Guideline and Toolkit

Purpose	To share information, gather views and opinions, develop options, build consensus and make effective decisions that take into account stakeholder input.
Guiding Principles	<p>Guiding Principles (iap2 seven drivers of contemporary engagement practice):</p> <ul style="list-style-type: none"> • Public participation is based on the belief that those who are affected by a decision have the right to be involved in the decision-making process. • Public participation includes the promise that the public's contribution will influence the decision. • Public promotion promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers. • Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision • Public participation seeks input from participants in designing how they participate. • Public participation provides participants with the information they need to participate in a meaningful way. • Public participation communicates to participants how their input affected the decision.
Key Inputs	<ul style="list-style-type: none"> • Various engagement techniques that are identified as for each engagement activity such as Community and Stakeholder workshops, Surveys, Social Media, Face to Face Interviews, Submissions, Pop up engagement hubs.
How Reviewed	<ul style="list-style-type: none"> • The policy, guideline and toolkit is reviewed annually with each major engagement activity subjected to a lessons learnt review to consider better ways to engage into the future.
How Reported	<ul style="list-style-type: none"> • Engagement Reports that are appended to Officer reports to Council. • Summary of key engagement activities in the Annual Report.

RISK & OPPORTUNITY MANAGEMENT PLANNING & REPORTING

Risk & Opportunity Framework (Council Strategy & Policy Position)

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

Seek to:

Purpose

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

Guiding Principles

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

Key Inputs

- Officer Reports, Risk Reporting, Project / Action Evaluation

How Reviewed

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

How Reported

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

ASSOCIATED DOCUMENTS

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

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

REVIEW

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

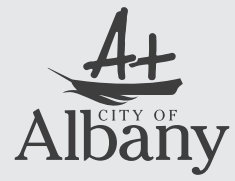
DOCUMENT CONTROL

Document Reference Number: NS1769867

Council Adoption Date: 26/09/2017







APPENDIX 1

FINANCIAL SUMMARY

2017 - 2021

FINANCIAL SUMMARY | BUSINESS UNIT PLANS



City of Albany Corporate Business Plan 2017 - 2021

Variable Assumptions Underpinning the Plan

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

City of Albany Corporate Business Plan

Key Performance Indicators

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

Financial Statements

City of Albany
Corporate Business Plan

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

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

City of Albany
Corporate Business Plan

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

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

City of Albany
Corporate Business Plan

Rate Setting Statement For The Period 2017 To 2021

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

City of Albany
Corporate Business Plan

Statement of Cash Flows for the Period 2017 To 2021

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

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

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

City of Albany
Corporate Business Plan

Statement of Changes in Equity for the Period 2017 To 2021

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

**City of Albany
Corporate Business Plan**

Reconciliation of the Closing Position for the Period 2017 to 2021

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

Supplementary and Supporting Information

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

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

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

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

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

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

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

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

City of Albany
Corporate Business Plan
Loan Facilities

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

City of Albany
Corporate Business Plan
Loan Facilities

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

City of Albany
Corporate Business Plan
Depreciation Schedule

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

**City of Albany
Corporate Business Plan
Depreciation Schedule**

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

City of Albany
Corporate Business Plan

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

