

## Lower Great Southern Economic Alliance

---

# MINUTES

---

**City of Albany  
Shire of Denmark  
Shire of Plantagenet**

**Wednesday, 20 September 2018**

Location: City of Albany

## Table of Contents

|   |    |
|---|----|
| 1. DECLARATION OF OPENING.....                                    | 2  |
| 2. RECORD OF ATTENDANCE/APOLOGIES .....                           | 2  |
| 3. DISCLOSURES OF INTEREST .....                                  | 2  |
| 4. PRESENTATIONS .....  | 2  |
| 4.1 REGIONAL WASTE MANAGEMENT .....                               | 2  |
| 4.2 ARTS, CULTURE AND HERITAGE STRATEGY – GREAT SOUTHERN .....    | 3  |
| 5. CONFIRMATION OF MINUTES .....                                  | 3  |
| 6. MAYORAL / SHIRE PRESIDENT UPDATE .....                         | 3  |
| 7. AMAZING SOUTH COAST INC. UPDATE .....                          | 4  |
| 8. CORRESPONDENCE FOR NOTING.....                                 | 4  |
| 8.1 “WE LIVE LIKE THIS: GREAT SOUTHERN STORIES” .....             | 4  |
| 8.2 SHOWCASE WA.....  | 4  |
| 9. FINANCIAL STATEMENTS AND REPORTS – SEPTEMBER 2018.....         | 5  |
| 10. GENERAL BUSINESS.....   | 6  |
| 10.1 REGIONAL COMBINED LOCAL EMERGENCY MANAGEMENT COMMITTEE ..... | 6  |
| 10.2 TOURISM ADVISORY GROUP – FUTURE MANAGEMENT .....             | 9  |
| 11. ALLIANCE ACTION SHEET .....                                   | 11 |
| 12. PRIORITY ACTION LIST QUARTERLY STATUS UPDATE .....            | 11 |
| 13. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS .....  | 13 |
| 14. FUTURE MEETING SCHEDULE.....                                  | 13 |
| 15. CLOSURE .....   | 13 |

**1. DECLARATION OF OPENING**

1.05pm – Cr Greg Stocks assumed the Chair as the Presiding Person and declared the meeting open.

**2. RECORD OF ATTENDANCE/APOLOGIES****Alliance Members (Voting):**

|                                    |                     |
|------------------------------------|---------------------|
| Shire of Denmark (Shire President) | Cr Ceinwen Gearon   |
| City of Albany (Councillor)        | Cr Greg Stocks      |
| City of Albany (Councillor)        | Cr Rebecca Stephens |
| Shire of Denmark (Councillor)      | Cr Peter Caron      |
| Shire of Plantagenet (Councillor)  | Cr Jon Oldfield     |
| Shire of Plantagenet               | Cr Brett Bell       |

**Alliance Member Chief Executive Officers (Non-Voting)**

|                            |               |
|----------------------------|---------------|
| City of Albany             | Andrew Sharpe |
| Shire of Denmark (CEO)     | Bill Parker   |
| Shire of Plantagenet (CEO) | Rob Stewart   |

**Apologies:**

|  |                    |
|--|--------------------|
| City of Albany (Mayor) ( <i>Presiding Person</i> ) | Dennis Wellington  |
| Shire of Plantagenet (Shire President)             | Cr Chris Pavlovich |
| Shire of Denmark (Councillor)                      | Cr Jan Lewis       |
| Shire of Plantagenet (Deputy)                      | Cr Marie O'Dea     |

**Staff in Attendance (Non-Voting):**

|                                      |                 |
|--------------------------------------|-----------------|
| City of Albany                       | Michael Cole    |
| City of Albany                       | Susan Kay       |
| Shire of Denmark (Executive Officer) | Claire Thompson |

**3. DISCLOSURES OF INTEREST**

Nil

**4. PRESENTATIONS****4.1 REGIONAL WASTE MANAGEMENT**

Mr Stewart referred to the attached briefing note regarding regional waste management noting that the Regional Waste Management Working Group needed some guidance from each of the local governments as to how they were intending to deal with waste into the future.

*Members requested an update / report be provided to each Alliance meeting.*

1.23pm – Mr Manning left the room.

Discussion ensued regarding potential sites, future options for waste management, (landfill verses waste to energy), green waste, recycling and previous reports.

1.32pm – Mr Manning returned to the room.

**4.2 ARTS, CULTURE AND HERITAGE STRATEGY – GREAT SOUTHERN**

Susan Kay made a presentation on the Arts, Culture and Heritage Strategy for the Great Southern Region.

*Discussion ensued. A copy of the presentation has been included as an attachment to the Minutes.*

|  |                    |
|--|--------------------|
| <b>DECISION</b>  | ITEM 5.1           |
| MOVED: CR GEARON   | SECONDED: CR CARON |
| That a further report be presented to the Alliance outlining the framework of the Great Southern Region Arts, Culture and Heritage Strategy. |                    |
| CARRIED  |                    |

**5. CONFIRMATION OF MINUTES****5.1 MEETING HELD 21 JUNE 2018**

|   |                     |
|---|---------------------|
| <b>DECISION &amp; OFFICER RECOMMENDATION</b>  | ITEM 5.1            |
| MOVED: CR OLDFIELD  | SECONDED: CR GEARON |
| That Minutes of the meeting held on 21 June 2018 be confirmed as a true and correct records of proceedings. |                     |
| CARRIED   |                     |

**5.2 SPECIAL MEETING HELD 4 JULY 2018**

|  |                       |
|--|-----------------------|
| <b>DECISION &amp; OFFICER RECOMMENDATION</b>   | ITEM 5.2              |
| MOVED: CR CARON  | SECONDED: CR STEPHENS |
| That Minutes of the Special Meeting held on 4 July 2018 be confirmed as a true and correct records of proceedings. |                       |
| CARRIED  |                       |

**6. MAYORAL / SHIRE PRESIDENT UPDATE**Denmark Shire President, Cr Ceinwen Gearon

Cr Gearon provided an update on the following;

- State Government Funding – Bridge Project: had met with Minister MacTiernan requesting consideration be made for the Shire to reallocate the bridge funding towards an alternative project. The Shire was awaiting the outcome and thanks GSDC for arranging the meeting.
- Integrated Planning & Report Framework – CEO working hard to achieve compliance.
- Denmark Surf Life Saving Club – Shire working with the Club to achieve their goal of a new surf club.
- Sport and Recreation Masterplan – currently being advertised for public comment.
- McLean Park Redevelopment – project moving forward.

Plantagenet Shire President, Cr Jon Oldfield

Cr Oldfield provided an update on the following;

- Shire and surrounding districts shocked with recent earthquake and strong wind
- Saleyards – currently looking for a new Manager.

### Albany Deputy Mayor, Cr Greg Stocks

Cr Stocks provided an update on the following;

- Sea Wall at Middleton Beach - \$9m project. Thanks to GSDC for assisting to receive the external funding.
- Former Esplanade Site – seeking Expressions of Interest for redevelopment of the site. No confirming bids received.
- Waterfront Development – have received application for development at the waterfront. 140 rooms, detail to be determined in due course.
- Motoplex – have identified suitable site. Met with Minister and the project is moving along. Possible scheme amendment required and some environmental factors to be worked through.
- Surf Reef – need further funding for detailed design.
- Town Hall – architects engaged to commence design including landscaping.
- Ring Road – Mayor Wellington and Mr Sharpe are exploring all funding opportunities.

## **7. AMAZING SOUTH COAST INC. UPDATE**

Cr Oldfield provided an update on the following;

- Executive Officer – closer to having an Executive Officer on board.
- Interim Managers – Colin Malloy had been employed as the interim Manager for the Denmark Visitor Centre and the Mt Barker Tourism Bureau.

## **8. CORRESPONDENCE FOR NOTING**

### **8.1 “WE LIVE LIKE THIS: GREAT SOUTHERN STORIES”**

Attached is an email received from Monocle received on 13 August 2018.

2.30pm – Cr Oldfield left the room.

*Members liked the concept however noted that given their respective budgets had already been adopted they could not support the project at this time. Mr Parker will prepare a response advising Monocle that they could refer their request to the Amazing South Coast Inc. Board for consideration.*

2.33pm – Cr Oldfield returned to the room.

### **8.2 SHOWCASE WA**

Showcase WA will be an event that will feature the finest selection of WA food, wine, beer and distilled products, complemented by the promotion of WA tourist destinations and exciting business and industry growth opportunities.

Rick Wilson MP and Matt Keogh MP, Convenors Parliamentary Friends of Western Australia will be inviting 5 host regions from various parts of WA to exhibit at the event in Canberra on the 15<sup>th</sup> October 2018.

Attached was some further information on the event and budget considerations.

*Mr Sharpe advised that the City of Albany had paid for a booth and the showcase was being coordinated by the City of Albany’s Debbie Clark.*

*Noted.*

**9. FINANCIAL STATEMENTS AND REPORTS – SEPTEMBER 2018**

Prepared by: City of Albany  
 Author: Adam Cousins, Manager Economic Development and Tourism  
 Attachments: Yes

**STRATEGIC IMPLICATIONS**

1. This item relates to:
  - a) The Lower Great Southern Economic Alliance (LGSEA –‘The Alliance’) Strategic Plan and 2017-2018 Business Plan (Operational Plan);
  - b) The LGSEA Priority Action List (Endorsed); and
  - c) The LGSEA FY2018-2019 Budget (Endorsed).

**In Brief:**

The Alliance to note FY2018-2019 Budget vs. Year to Date Actuals as at 31 August 2018.

**DECISION & OFFICER RECOMMENDATION**

ITEM 9

MOVED: CR GEARON

SECONDED: CR BELL

That the Lower Great Southern Economic Alliance (LGSEA) note the status of the FY2018-2019 Budget Actuals as at 31 August 2018 as outlined in Attachment A.

CARRIED

**BACKGROUND**

2. At its 21 June 2018 Meeting the Alliance Adopted a Budget for FY2018-2019.
3. Budget Adoption was contingent on each LGA partner undertaking its own Annual Budget adoption processes.
4. A *Statement of Budget Actuals* for the period ending 31 August 2018 has been prepared and is noted in Attachment A.

**DETAILS**

5. Attachment A documents actual Expenditure and Income as at 31 August 2018 against the Alliance Budget.
6. To date, only minimal Expenditure and Income transactions have occurred, as follows:
  - a) Expenditure:
    - i. Alliance incorporation fee: \$122.00
    - ii. Vanguard Press advertising: \$902.00
  - b) Income:
    - i. Shire of Denmark Cost Share: \$33,768.00
    - ii. Shire of Plantagenet Cost Share: \$33,768.00
7. The Budget is considered on track with the majority of expenditure expected to occur in Q2 and Q3 of FY2018-2019.

**GOVERNMENT & PUBLIC CONSULTATION**

Nil.

**STATUTORY IMPLICATIONS**

Not Applicable.

**POLICY IMPLICATIONS**

Not Applicable.

**RISK IDENTIFICATION & MITIGATION**

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

| Risk   | Likelihood | Consequence | Risk Analysis | Mitigation   |
|--|------------|-------------|---------------|--|
| <p><b><i>FY2018-2019 Budget Adoption Business Operation, Reputation &amp; Financial.</i></b><br/> <i>Should the Finance Report not be endorsed, the following risks have been identified:</i><br/> <i>Risk a): significant delay to projects and initiatives.</i><br/> <i>Risk b): cost escalation as a result of delay.</i><br/> <i>Risk c): reputational damage as a result of inactivity or delays to projects.</i></p> | Possible   | Minor       | Medium        | Engagement with the Alliance and CEO group through meetings and document review. |

**FINANCIAL IMPLICATIONS**

Nil.

**ENVIRONMENTAL CONSIDERATIONS**

Nil.

**ALTERNATE OPTIONS**

8. The Alliance may choose not to NOTE the status of the FY2018-2019 Budget Actuals.
9. In this instance Officers can re-scope work in consultation with the LGA CEO's to meet the Alliance requirements.

**SUMMARY CONCLUSION**

10. The summary of FY2017-2018 Actuals as at 31 August 2018 suggest the Budget is on-track.
11. The majority of Expenditure and Income will fall in Q2 and Q3 of FY2018-2019.
12. It is recommended the Alliance endorse the recommendations of the Report.

**10. GENERAL BUSINESS****10.1 REGIONAL COMBINED LOCAL EMERGENCY MANAGEMENT COMMITTEE**

Prepared by: Shire of Plantagenet  
 Author: Fiona Pengel, Manager Community Services  
 Responsible Officer: Rob Stewart, Chief Executive Officer  
 Attachments: No

**PURPOSE**

The purpose of this report is to recommend that the individual Local Emergency Management Committees (LEMC's) of the City of Albany, Shire of Denmark and Shire of Plantagenet remain separate.

**BACKGROUND**

In accordance to the Emergency Management Act 2005, Section 38 (1) 'A local government is to establish one or more local emergency management committees for the local

*government's district.* Currently each of the Alliance members has a LEMC for their local government (LG) district.

To best prepare for an emergency, critical infrastructure providers such as power, water, and telecommunications should be involved in the development of Local Emergency Management Arrangements (LEMA). Also major industries such as agriculture, transport, and tourism should provide input into the LEMA to ensure the arrangements have taken into consideration impacts to each of these industries in an emergency.

### **EXTERNAL CONSULTATION**

Consultations have taken place between the City of Albany Executive Director Development Services, Shire of Denmark Executive Director of Finance and Community Services and Shire of Plantagenet Manager Community Services.

### **FINANCIAL IMPLICATIONS**

There are no financial implications for this report.

### **STRATEGIC IMPLICATIONS**

The Alliance Strategic Plan provides at Outcome 3. Efficiency and Consistency, the following Strategy:

*'Empower staff from the three local governments to collaborate to identify and implement opportunities for improvements through sharing (information, approaches etc) and efficiencies (ep. Avoiding duplication).'*

Also:

*'Measure/monitor all activities to ensure they are working effectively and achieving the required results. Make modifications where required'*

Accordingly, the recommended outcome for this report aligns with the Alliance Strategic Plan.

### **OFFICER COMMENT**

Key stakeholders such as Water Corporation, Western Power and Telstra and major operators in our region such as transport companies, Arc Infrastructure and CBH also play a key part in the development of LGs' LEMAs. Attendance of critical infrastructure providers is essential for a local government to effectively plan for an emergency incident.

Attendance from these organisations to LG LEMC meetings is poor. The justification provided is lack of resources to attend every LEMC in every Shire across the region.

Bearing in mind the City of Albany is a regional centre, its LEMC also has difficulties getting the appropriate organisations to attend its meetings. However, the attendance of the external organisations is far better than experienced by the smaller shires. The City of Albany LEMC did get an improved response around the time of the ANZAC commemorations.

It should also be noted that in emergency incidents of any magnitude local governments have, and will continue to, assist each other in any way possible. Emergencies do not respect local government boundaries and therefore in sizeable emergencies it is wholly realistic to expect the impact to be shared by our neighbouring local governments. To be familiar with neighbouring LEMAs will enable the Alliance LGs to support each other more effectively.

Investigations with Adam Smith, Executive Officer for the District Emergency Management Committee (DEMC), Office of Emergency Management have revealed that some local governments in other regions do have combined LEMCs.



The options for an Alliance LEMC were:

- a) An informal arrangement where the three LEMCs meet at the same time but each local government has their own LEMA; or
- b) Formalise a combined LEMC to cover the districts of Albany, Plantagenet and Denmark. That will then allow for one single LEMA for all three local governments, but with unique appendices, such as Resource Lists for each local government area.

At the Alliance Meeting held on 12 December 2017, the Alliance resolved:

*'That*

1. *The City of Albany, Shire of Denmark and Shire of Plantagenet work towards holding combined LEMC meetings.*
2. *City of Albany, Executive Director Development Services, Shire of Denmark A/Director of Community and Regulatory Services and Shire of Plantagenet Manager Community Services be requested to develop meeting format and membership of a combined LEMC meeting.'*

In discussions with City of Albany, Executive Director Development Services, and Shire of Denmark Executive Director of Finance and Community Services and Shire of Plantagenet Manager Community Services it became clear that there are some barriers to combining the Alliance member LEMC meetings into one.

The main points of concern are;

1. A combined LEMC Meeting could result in a large number of members that could make the LEMC less effective in its objectives.
2. Issues in regards to the membership of each LEMC and the minimum number of attendees required to make a quorum were complex and unable to be resolved. This was compounded when endeavouring to maintain the individual LG LEMC's whilst also operating a combined LEMC three out of every four meetings.
3. Each LEMC, by its nature, responded to local issues and this could make the meeting overly lengthy, which would possibly impact on the attendance by the external organisations.

With this in mind, it is thought that the proposal for a combine LEMC meeting for the Alliance members had merit, the logistical issues made the proposal unworkable.

To provide the Shires of Denmark and Plantagenet opportunity to access the external organisations of the LEMC, the City of Albany Executive Director Development Services has extended a standing invitation for the Shire of Denmark and Shire of Plantagenet to attend the City of Albany LEMC.

**DECISION & OFFICER RECOMMENDATION**

ITEM 10.1

MOVED: CR STEPHENS

SECONDED: CR GEARON

That the City of Albany, Shire of Denmark and Shire of Plantagenet cease work towards holding combined LEMC meetings.

CARRIED

**10.2 TOURISM ADVISORY GROUP – FUTURE MANAGEMENT**

Prepared by: City of Albany  
 Author: Adam Cousins, Manager Economic Development and Tourism  
 Attachments: No

**STRATEGIC IMPLICATIONS**

1. This item relates to:
  - a) The Tourism Development Strategy, Destination Marketing Strategy and Destination Marketing Organisation Detailed Design.
  - b) Item 2.2 of the Lower Great Southern Economic Alliance (LGSEA – ‘The Alliance’) Priority Action List 2018-2019.

**In Brief:**

The Alliance to consider the future management of the Tourism Advisory Group (TAG).

*2.47pm – Cr Stephens left the room and did not return.*

|   |                     |
|---|---------------------|
| <b>DECISION &amp; OFFICER RECOMMENDATION</b>  | ITEM 10.2           |
| MOVED: CR BELL  | SECONDED: CR GEARON |
| That the Lower Great Southern Economic Alliance (LGSEA) authorise the Alliance Chief Executive Officers to:   |                     |
| <ol style="list-style-type: none"> <li>a. Advise the Tourism Advisory Group (TAG) in writing that the Alliance will no longer be convening or corresponding with the TAG, and that the Alliance has requested the Amazing South Coast Inc. make a determination as to the future management or continuation of the TAG.</li> <li>b. Advise the Amazing South Coast Inc. in writing that the Alliance will no longer be convening or corresponding with the TAG, and request that the Amazing South Coast Inc. make a determination as to the future management or continuation of the TAG.</li> </ol> |                     |
| CARRIED   |                     |

**BACKGROUND**

2. The City of Albany established the TAG in May 2017 as part of an industry consultation process.
3. The purpose of the TAG was to provide feedback to the City (and the Alliance) on a suite of tourism industry development initiatives including:
  - a) Tourism Development Strategy (TDS);
  - b) Destination Marketing Strategy (DMS);
  - c) Development of a new brand-mark – The Amazing South Coast (ASC)
4. An ancillary purpose of the Tourism Advisory Group (TAG) was that members would communicate, canvass and engage with the industry related to the above initiatives outlined in point 2 a, b and c.
5. The TAG was finally engaged to provide feedback to the Detailed Design of a Destination Marketing Organisation (DMO) – The Amazing South Coast Inc.

**DETAILS**

6. In response to industry feedback that the TAG was not acting as a conduit to the industry for Tourism Development initiatives and that the TAG was not representative of

‘Business’—in October 2017 the TAG was disbanded with new members called for in a public process under a revised terms of reference. The City of Albany additionally undertook extensive direct engagement with tourism stakeholders as an interim measure with workshops and meetings held in Denmark, Plantagenet, the Porongurup’s and Albany.

7. A new TAG was formed in late 2017 with a revised membership.
8. The Destination Marketing Organisation (DMO) was established in June 2018, effective from 01 July 2018.
9. Currently the DMO operates with co-opted LGA councillors on an Interim Board and support from the City of Albany to both convene and secretariat meetings, as well as manage the TAG.
10. The Detailed Design of the DMO recommended a model in which the DMO establish sub-regional industry representation groups (Denmark, Plantagenet and Albany), to best serve and communicate with the industry.
11. The current TAG management model does not provide clarity for the industry (or stakeholders) as to who is responsible for the management of the TAG —The DMO, City of Albany, or the Alliance. Further, some of the members of the Interim DMO Board are also members of the TAG, enhancing confusion.
12. Given the DMO has now been established as the chief organisation representing Tourism across the Alliance municipalities, the DMO should determine (and facilitate) whether it is useful or appropriate to create, host or convene an industry advisory stakeholder group.

**GOVERNMENT & PUBLIC CONSULTATION**

Nil.

**STATUTORY IMPLICATIONS**

Not Applicable.

**POLICY IMPLICATIONS**

Not Applicable.

**RISK IDENTIFICATION & MITIGATION**

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

| Risk  | Likelihood | Consequence | Risk Analysis | Mitigation  |
|---|------------|-------------|---------------|---|
| <p><b>Reputation</b><br/>Should the Alliance choose to Disband the TAG and the DMO do not reconvene an industry stakeholder engagement group the following risks have been identified:<br/>Risk a): reputational damage as a result of inactivity, poor communication and absence of sector engagement.</p> | Possible   | Minor       | Medium        | Clearly advise the DMO of intent to disband the group and indicate it is the strong view of the Alliance this group should continue under management from the DMO. Engagement with the Alliance and CEO group through meetings and document review. |

**FINANCIAL IMPLICATIONS**

The Alliance has not budgeted or resourced for the ongoing management of the Tourism Advisory Group (TAG). Should this continue suitable funding and resources will be required to be sourced.

**ENVIRONMENTAL CONSIDERATIONS**

Nil.

**ALTERNATE OPTIONS**

The Alliance may choose not to support the recommendation to no longer manage the TAG.

In this instance, the TAG will continue to be managed and convened by the City of Albany on behalf of the Alliance or be disbanded.

**SUMMARY CONCLUSION**

The TAG was specifically convened for the development of the Tourism Development Strategy, Destination Marketing Strategy and Brand-mark development. These projects and initiatives are now complete.

A Destination Marketing Organisation (The Amazing South Coast) has now been established as the chief organisation representing Tourism across the Alliance municipalities. Should the DMO deem it useful or appropriate to create, host or convene an industry advisory stakeholder group this should be determined and facilitated through the DMO.

It is no longer considered appropriate for the City of Albany (on behalf of the Alliance) to directly coordinate the TAG.

Transferring management of the TAG to the DMO will provide the industry with clarity as to ownership and leadership of destination marketing for the region.

**11. ALLIANCE ACTION SHEET**

*Members reviewed the Action Sheet and agreed that they would seek to meet with the Albany Chamber of Commerce and Regional Development Australia at the same meeting sometime in 2019.*

*Mr Cole provided an update on items 9 – 14. Refer attached Action Sheet.*

**12. PRIORITY ACTION LIST QUARTERLY STATUS UPDATE**

Prepared by: City of Albany  
 Author: Adam Cousins, Manager Economic Development and Tourism  
 Attachments: Yes

**STRATEGIC IMPLICATIONS**

1. This item relates to:
  - a) The Lower Great Southern Economic Alliance (LGSEA –‘The Alliance’) Strategic Plan and 2017-2018 Business Plan (Operational Plan); and
  - b) The LGSEA Priority Action List (Adopted 21 June 2018).

**In Brief:**

The Alliance **NOTE** the Priority Action List Quarterly Status Update in Attachment A.

|  |                     |
|--|---------------------|
| <b>DECISION &amp; OFFICER RECOMMENDATION</b>   | <b>ITEM 12</b>      |
| MOVED: CR CARON  | SECONDED: CR GEARON |
| That the Lower Great Southern Economic Alliance (LGSEA) note the Priority Action List Quarterly Status Update in Attachment A. |                     |
| CARRIED  |                     |

## BACKGROUND

2. At its 08 February 2018 meeting the LGSEA resolved to undertake a Business Planning Workshop in April 2018 to update its existing Business Plan.
3. On Thursday 04 April 2018 the Alliance undertook a *Planning Workshop* to identify priorities for the forward period.
4. At its 21 June 2018 Meeting the Alliance ENDORSED the Priority Action List for the financial year 2018-2019 as outlined in Attachment A.

## DETAILS

5. The 2018-2019 Priority Action List is aligned to the Alliance key themes of Advocacy, Economic Development and Tourism, and Efficiency and Consistency.
6. Priority Actions and Key Performance Indicators were developed with Alliance Members at the Planning workshop held in April 2018.
7. See Attachment A for a Quarterly Status Update against Key Performance Indicators.
8. Key items to note include:
  - a) Incorporation of the Alliance is complete. Operational processes and changes now require implementation as per the timeline endorsed at the 21 June 2018 Alliance meeting.
  - b) Quotes were sought from suitably qualified consultants to commission a Sub-Regional Economic Development Plan. Contracting of a preferred consultant is pending.
  - c) The first meeting of a Renewable Energy Working Group was held on Monday 27 August 2018. With all Alliance CEO's (or A/CEO's) in attendance.

## GOVERNMENT & PUBLIC CONSULTATION

Not Applicable

## STATUTORY IMPLICATIONS

Not Applicable.

## POLICY IMPLICATIONS

Not Applicable.

## RISK IDENTIFICATION & MITIGATION

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

| Risk   | Likelihood | Consequence | Risk Analysis | Mitigation   |
|--|------------|-------------|---------------|--|
| <p><b><i>Business Operation, Reputation &amp; Financial.</i></b><br/> <i>Should the Priority Action List Status Update not be noted, the following risks have been identified:</i><br/>           Risk b): the operational effectiveness of the Alliance may be reduced through a lack of clarity related to tasks and deliverables.</p> | Possible   | Moderate    | Medium        | Engagement with the Alliance and CEO group through meetings and document review. |

**FINANCIAL IMPLICATIONS**

The Priority Action List 2018-2019 was underpinned by the Alliance 2018-2019 Budget that was adopted at the 21 June 2018 Alliance Meeting. This Budget was contingent on all Alliance LGA partners undertaking and adopting their individual annual budgets—which has now occurred.

**LEGAL IMPLICATIONS**

Nil.

**ENVIRONMENTAL CONSIDERATIONS**

Nil.

**ALTERNATE OPTIONS**

9. The Alliance may choose not to Note the Priority Action List Status Update.
10. In this instance (point 15) Officers can review the Status Update with the Alliance CEO's to meet the Alliance requirements.

**SUMMARY CONCLUSION**

11. The Status Update against the Priority Action List represents the current status of Alliance projects, initiatives and programs for 2018-2019.
12. It is considered that achievement of Key Performance Indicators is on track.
13. It is recommended the Alliance Note the Status Report.

2.53pm – Cr Hall left the room and did not return.

**13. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS**

Nil

**14. FUTURE MEETING SCHEDULE**

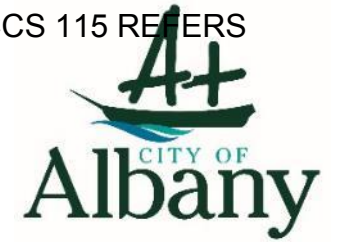
| Date   | Time   | Location                     |
|--|--------|------------------------------|
| Thursday, 20 December 2018                       | 1.00pm | Denmark Council Chambers     |
| Thursday, 21 March 2019                          | 1.00pm | Plantagenet Council Chambers |
| Thursday, 20 June 2019                           | 1.00pm | City of Albany               |
| <i>October 2019 – Local Government Elections</i> |        |                              |
| Thursday, 19 December 2019                       | 1.00pm | Denmark Council Chambers     |

*Cr Gearon noted that the 20 December meeting was very close to Christmas and advised that she would be proposing an alternative date. This was noted by the meeting.*

*Mr Cole advised that the next meeting of the alliance would be under their new incorporated entity being the South Coast Alliance Inc. and that this would require the appointment of office bearers. This was noted by the meeting.*

**15. CLOSURE**

2.56pm – *There being no further business to discuss Deputy Mayor, Cr Stocks declared the meeting closed.*



# Proposal

## Great Southern Arts, Culture and Heritage Strategy

Susan Kay - Executive Director Community Services - City of Albany



## Creative Industries Great Southern (GS)

- High number of creative people in the GS compared to State and National Averages particularly Denmark and Albany
- Higher return on investment than metro
- Contributes significantly to community health and wellbeing – part of our community strategic plans
- High level of attendance and significantly valued by the community
- Important for children to access
- Believe Government should invest
- A whole of region Arts, Heritage and Cultural strategy will help to identify the opportunities for investment and support of these creative and cultural industries and allow for an integrated approach to planning.





## GS Arts, Cultural & Heritage Strategy

- Significant investment in our physical assets
- Multiple creative groups and organisations competing for limited funding and support
- Multiple venues of varying standards
- Albany Entertainment Centre



## Regular Events Across the Calendar Year

- Denmark Festival of Voice
- Albany Art Prize
- Great Southern Art and Craft trail
- Great Southern Art Award
- Katanning Harmony Festival
- Albany Arts Festival (to replace the Great Southern Festival which is no longer funded by Perth International Arts Festival)
- Local governments across the Great Southern also fund and support many local and touring exhibitions



## Noongar Culture

- Oldest living culture, hunger to learn and increase understanding, share stories
- The GS has an active Noongar arts community presenting works across many arts forms.
- This needs to be formally supported to strengthen cultural experiences, tourism and business development for the Noongar community across the region.



## Heritage

- Rich heritage experiences across the region
- Many historic buildings and exhibitions
- National Anzac Centre
- Great Southern Museum
- Provide locals and tourists with world class exhibitions celebrating our cultural heritage while acknowledging the past including successes and tragedies



## Potential

- Many creative activities ready for development in all areas of the sector
- For example: The GS has an active contemporary music sector, previously identified in the Create Great Southern Report as ready.
- Film opportunities – location and talent
- Innovation, creative hubs
- Online engagement increasing



## Why do we need a GS Strategy?

- Disadvantaged by distance and isolation
- Smaller populations
- Higher costs, lower wages
- Reliance and high participation by volunteers
- Ad hoc planning or no planning – reactive
- Isolated events - no leveraging
- Difficult to attract funding
- Supply focused
- No plan for maximising investment across the region
- Inequity -less capacity in smaller communities to program regular events
- Any investment needs to be targeted to get best return and outcomes for community



- Nearly 70% of arts centres are owned and operated by local government
- Discretionary services but highly valued by the community
- Contributes to liveability and cohesion
- Pathway to more sustainable and productive sector
- Contribute to the economy –
  - ✓ Destination for physical and cultural excellence
  - ✓ Contemporary
  - ✓ Local job creation
- Make the most of our valuable assets – creative community/artists and have this recognised
- Set regional priorities
- Celebrate our diversity and inclusiveness
- Equity – access for all the community



## Cultural Tourism

- Cultural tourists spend more and stay 24% longer than the average tourist.
- 54% of all international visitors participate in cultural and heritage activities
- Potential to leverage our current arts and cultural assets to promote cultural tourism opportunities across the region.
- A whole of region Arts and Cultural strategy will increase the opportunities for connected cultural tourism experiences, events and festivals that can drive the growth of new visitor experiences and tourism products across the region.





## GS Arts, Culture & Heritage Strategy Focus

- Opportunity to consult across the region and look to the future – tell our stories, what we want to do collectively
- Hear from our creative community – increased understanding between artists and local government
- Increase collaboration
- Networked programming and shared resources



## GS Arts, Culture & Heritage Strategy Focus

- Sustainability
- Professional development and career opportunities for our creative community
- Increased access to contemporary art and cultural practice
- Support the GS as a destination
- Support implementation of the DLGSCI State strategies and plan to benefit region
- Framework to guide/influence/lobby government and community investment



## GS Arts, Culture & Heritage Strategy

- Peel and Goldfields - WA regions with a strategy
- Peel region been able to leverage funding and develop a dynamic creative culture over last 4-5 years
- Advice is that regional strategy will be required to attract significant funding and to ensure integrated planning
- Great interest in the GS arts, culture and heritage but we are competing other regions such as South West as a cultural and recreational tourism destination
- Small investment from local governments, Department of Local Government, Sporting and Cultural Industries and other partners would allow development of 5 year strategy this financial year



## GS Arts, Culture & Heritage Strategy

- Centenary of ANZAC – national significance
- Breath - Tim Winton
- Field of Light – partnership with FORM
- The 200<sup>th</sup> year anniversary of first European settlement in Western Australia in the 2026

### Long Term Planning

- Regular long term planning - long lead time, better return on investment, tap into State and Federal funds to maximise the benefit across the region.

## Feedback

- Is there a need?
- Would GS local governments support development of a regional wide strategy with other partners
  - Funding - willingness to contribute?
  - Other support

**Claire Thompson**

---

**Subject:** FW: Great Southern region book project

---

**From:** Claire Hanson [<mailto:claire@monocled.com.au>]  
**Sent:** Monday, 13 August 2018 10:50 AM  
**To:** Bill Parker <[CEO@denmark.wa.gov.au](mailto:CEO@denmark.wa.gov.au)>  
**Subject:** Re: Great Southern region book project

Hi Bill and thanks for your reply.

Great to catch up at the DCCI BAH last week. Have you received any feedback from the Alliance at all as to the project?

Thanks and best, Claire



Claire Hanson | Director  
t: 0420 760 895  
e: [claire@monocled.com.au](mailto:claire@monocled.com.au)  
w: <http://www.monocled.com.au>

---

**From:** Bill Parker <[CEO@denmark.wa.gov.au](mailto:CEO@denmark.wa.gov.au)>  
**Date:** Monday, 6 August 2018 1:07 PM  
**To:** Claire Hanson <[claire@monocled.com.au](mailto:claire@monocled.com.au)>  
**Subject:** RE: Great Southern region book project

Hi Claire,

Thanks for your email. Our budget process for 2018/19 has been completed and adopted by Council. Unfortunately, I don't have any discretionary funds that I can apply to this great initiative. I have discussed the issue with the Alliance to see if we could make it an Alliance project.

Regards

**Bill Parker**

Chief Executive Officer, Shire of Denmark, PO Box 183, Denmark WA 6333

☎ (08) 9848 0300 📞 0419 580 825 ✉ [ceo@denmark.wa.gov.au](mailto:ceo@denmark.wa.gov.au) 🌐 [www.denmark.wa.gov.au](http://www.denmark.wa.gov.au)

Please consider the environment before printing this email.

*Disclaimer:*

This email message and any attached files may contain information that is confidential and subject of legal privilege intended only for use by the individual or entity to whom they are addressed. If you are not the intended recipient or the person responsible for delivering the message to the intended recipient be advised that you have received this message in error and that any use, copying, circulation, forwarding, printing or publication of this message or attached files is strictly forbidden, as is the disclosure of the information contained therein. If you have received this message in error, please notify the sender immediately and delete it from your Inbox. The views expressed in this email are those of the author, and do not represent those of the Shire of Denmark unless this is clearly indicated. You should scan this email and any attachments for viruses. The Shire of Denmark accepts no liability for any direct or indirect damage or loss resulting from the use of any attachments to this email.

---

**From:** Claire Hanson [<mailto:claire@monocled.com.au>]  
**Sent:** Monday, 6 August 2018 10:07 AM  
**To:** Bill Parker <[CEO@denmark.wa.gov.au](mailto:CEO@denmark.wa.gov.au)>  
**Subject:** Re: Great Southern region book project

Morning Bill

A courtesy follow-up to my earlier email below. May I please trouble you for your thoughts on this proposal?

Please do get in touch with any questions or queries. I look forward to hearing from you.

Best regards, Claire

MONOCLE.COM

Claire Hanson | Director

t: 0420 760 895

e: [claire@monocled.com.au](mailto:claire@monocled.com.au)

w: <http://www.monocled.com.au>

---

**From:** Claire Hanson <[claire@monocled.com.au](mailto:claire@monocled.com.au)>

**Date:** Monday, 30 July 2018 10:27 AM

**To:** "[ceo@denmark.wa.gov.au](mailto:ceo@denmark.wa.gov.au)" <[ceo@denmark.wa.gov.au](mailto:ceo@denmark.wa.gov.au)>

**Subject:** Great Southern region book project

Dear Bill

Your contact has been provided to me by Bruce Manning of the GSDC.

I am pleased to advise that the GSDC, Australia's South West (ASW) and the City of Albany have all pledged support for a high-spec editorial book project to showcase the people of the Great Southern region which can be utilised as a marketing tool by supporting parties.

Please see below the capsule business case and schedule for ***We Live Like This***.

Please note that this proposal is commercial-in-confidence and subject to copyright.

We are proposing to include inspirational personalities from all of the LGAs in the GS region in the book, including yours. If this is something that you feel the Shire can get behind, please do confirm your intention to me by reply email by 6 August.

The three funders have pledged \$2,000 each. For reasons of balance and fairness, we would request the same from all funding partners. We require a minimum of \$15k to get the project off the ground, and possibly additional funding for publishing, printing and transport. Only when we achieve the \$15k commitment goal, will we proceed.

If you are keen to proceed, funds would be disbursed to the ASW, who would develop an MOU with me for the book's production.

For confirmation, please do contact Bruce via [bruce.manning@gsdc.wa.gov.au](mailto:bruce.manning@gsdc.wa.gov.au)

I look forward to hearing from you.

Best regards, Claire

**Capsule Business Case: *We Live Like This* ©**

1. **Concept:** Large-format soft-cover coffee table book, *We Live Like This* showcasing stories of the Great Southern including those of (for example) farmers and growers, fishers, Indigenous elders, cooks/chefs, winemakers, beer brewers, artisans, surfers, swimmers, baristas, writers, musicians, educators, surf lifesavers, ex-whalers, retailers, tugboat skippers, port workers, timber workers and others. Storytelling about the people of the Great Southern, how they live here and came to live here, what they do here, their (capsule) histories and why they love living here. Strong food/wine/tourism focus. Content to include: narrated first-person stories, photographic portraits (primary visual content), recipes, maps, mementos, landscapes, people in situ in their environment in the Great Southern. Visually-driven, *We Live Like This* is a portrait of the Great Southern region through the individual stories of its people. It is not unlike a Humans of the Great Southern approach.

## REPORT ITEM CCS 115 REFERS

2. **Expertise/authority:** See attached. I am a journalist and writer of 16-years experience in high end magazine production. Having lived in Albany for 10 years and worked at Great Southern Grammar for five years (following four years at HEM), I am rebuilding my micro-agency, Monocle, into a publishing/PR/branding operation. This is one of my key projects of 2018/9.
3. **Sample chapters:** Storytelling, told in alpha order by name and category (e.g. Tom Hill, fisher; Trish Smith, farmer; Will Hand, surfer etc)
4. **Title/subtitle:** We Live Like This: Great Southern Stories
5. **Evidence of Need:** Confirmation of need for a product such as this to market the region to those considering moving to the region to live/work. It represents a strong fit with the GSDC Blueprint's Destination of Natural Choice and Strong Communities platforms, as well as the role of the GSDC in building the economy and promoting the growth in the region. GSDC, ASW and the City of Albany have pledged funding.
6. **Genre/Category:** Non-Fiction. Hard copy sold in major outlets across the region, as well as in key outlets in Perth. Available for sale online. Funders to receive gratis copies (units per funder TBC).
7. **Authorship:** Claire Hanson (editor/author), partnered by photographer (Lee Griffith), stylist and graphic designer.
8. **Publisher:** Preliminary discussions with UWA Publishing undertaken with support to date.
9. **Marketability/Target market:** All visitors to the region through Visitors Centres, cruise ships, bookstores. Cover price determined by level of funding support.
10. **Marketing plan:** Publish summer March 2019; hard copy launch with Tourism Minister; digital media launch; social media platform (Facebook/Instagram) including online sales; VIP gifting through local and state government agencies, promotion through Tourism WA.
11. **Page count:** 240pp
12. **Stock:** Matt, full colour



Claire Hanson | Director  
t: 0420 760 895  
e: [claire@monocled.com.au](mailto:claire@monocled.com.au)  
w: <http://www.monocled.com.au>





REPORT ITEM CCS 115 REFERS

# Parliamentary Friends of Western Australia



## Rick Wilson MP and Matt Keogh MP Convenors Parliamentary Friends of Western Australia

**PROSPECTUS- SHOWCASE WA PARLIAMENTARY EVENT –Mural Hall, APH, Canberra**

**MONDAY 15<sup>th</sup> October 2018**

**6:00pm - 8:00pm**

Western Australia is well known for its resources industry, however it is an incredibly diverse and unique part of the world. We have strong agriculture, manufacturing, defence, tourism and hospitality industries that people from the Eastern States and overseas often overlook.

We want to *Showcase WA* and hope you will to join us in supporting this event.

We are developing an event that will feature the finest selection of WA food, wine, boutique beers and distilled products, complemented by the promotion of our fantastic tourist destinations and exciting business and industry growth opportunities.

We envisage the attendance of over 300 Parliamentary Ministers, Senators, MP's and advisory staff as well as Canberra-based foreign diplomats, policy-makers and industry peak bodies at this event, which will be held in the exclusive Mural Hall of Parliament House.

We are sourcing iconic produce, exhibitors and sponsors for this event, and reach out to you as a strong and recognisable brand for Western Australia to help us *Showcase WA*.

Please find accompanying some further details about the venue and the event.

We look forward to your involvement in this *Showcase WA* event.

Yours sincerely,

**RICK WILSON MP**  
Member for O'Connor

**MATT KEOGH MP**  
Member for Burt



REPORT ITEM CCS 115 REFERS

# Parliamentary Friends of Western Australia



## Rick Wilson MP and Matt Keogh MP Convenors Parliamentary Friends of Western Australia

**Showcase WA event- 15<sup>th</sup> October 6pm-8pm  
Mural Hall, Parliament House, Canberra**

**HOST REGION EXHIBITION BOOTHS: \$1000 per booth**

**Host regions receive a special discount for contributing food/drink/products for the event.**

We will be inviting FIVE (5) host regions from various parts of WA who will have in the Mural Hall:

- White skirted 1.8m x 0.8m trestle table(s) for:
  - Display of advertising or other promotional material
  - Showcasing of edible produce which does not require pre-preparation by chef- eg: biscuits or crudites with dipping sauces, edible oils, cheese, olives etc
  - Gift bags or other giveaways.
- Space to display one pull-up banner to promote their particular organisation, industry or region
- Capacity to set up audio-visual display promoting their industry or region, as long as it can be housed on trestle table (Parliamentary AV services at extra cost).
- The Parliamentary Chef will produce iconic food from the host location in coordination and collaboration with produce provider to allow for the best showcase of this produce.
- Wait staff will circulate food produced by the Parliamentary Chef with signage or event host indicating produce provider.
- Host regions will provide representation from their region who will attend function and promote their regional produce, tourism and business opportunities.

In addition, we will assist with any ancillary meetings in Canberra to help promote the produce, industry, commerce and tourism opportunities of the host region.

*Costs that are not included:*

- Transportation of representatives from region to Canberra.
- Accommodation and transport in and around Canberra
- Transportation of produce from Western Australia to Parliament House in accordance with hazard certification and APH requirements.

---

**Rick Wilson MP** - (08) 9021 2044 or [rick.wilson.mp@aph.gov.au](mailto:rick.wilson.mp@aph.gov.au)

**Matt Keogh MP** - (08) 9390 0180 or [matt.keogh.mp@aph.gov.au](mailto:matt.keogh.mp@aph.gov.au)

## Lower Great Southern Economic Alliance - ACTION LIST

| Item No | Meeting Date | Action   | Responsible Officer        | Status   | Date Completed    |
|---------|--------------|--|----------------------------|--|-------------------|
| 1       |              | Regional Waste Management (presented by Matthew Thomson) Updates to be included as a standing agenda item.   | Secretariat                | Next presentation to be scheduled 13 December 2018   |                   |
| 2       |              | Regional Local Emergency Management Committee (LEMC) – Progress to be reported back to the Alliance  | Rob Stewart                | Report included in the 20 September 2018 LGSEA Agenda  | 20 September 2018 |
| 3       |              | Letter from Albany CEO dated 31/5/2018 to Minister for Regional Development: Hon Alannah MacTiernan re status of Regional Centres Development Plan Stage 2 and invitation to attend a meeting of the LGSEA.  | Andrew Sharpe              | Minister MacTiernan's office have lodged the letter with a Policy Advisor to respond. City of Albany advised that this could take some time and no time expectancy was given. Albany to follow up response.  |                   |
| 4       |              | Alliance Incorporation – Progress to be reported back to Alliance  | Mike Cole                  | Application for incorporation submitted on-line 6 July 2018. Incorporation approved 13 July 20148.   | 6 July 2018       |
| 5       |              | Strategic Plan/Business Plan/Priority Action List  | Adam Cousins               | Ongoing  | Ongoing           |
| 6       |              | Invite the Albany Chamber of Commerce to present at a future meeting(s) of the Alliance.   | Claire Thompson            | 20 Sept 18 - LGSEA agreed to hold over until early 2019  |                   |
| 7       |              | Invite Regional Development Australia to present at a future meeting(s) of the Alliance.   | Claire Thompson            | 20 Sept 18 - LGSEA agreed to hold over until early 2019  |                   |
| 8       |              | The Shire of Denmark and Plantagenet to report back with nominations to the DMO Board by Wednesday, 11 July 2018. The next meeting of the DMO Board is Friday  | Bill Parker<br>Rob Stewart | Shire of Denmark nominated Cr Gearon - ASC advised<br>Shire of Plantagenet Cr Oldfield - ASC Advised   | 10 July 2018      |
| 9       | Jul-18       | Recommend that the City of Albany on behalf of the Alliance inform the DMO interim Board of their intention to appoint a marketing agency immediately to commence delivery on the marketing plan to ensure compliance with State Government funding agreement. | Mike Cole                  | Proposal sought from Marketforce and Squid Productions (Sarah Coote) considered by ASC Board on Friday 14 September. Endorsed Squid Productions proposal. Focus on social media campaign in the first instance pending commencement of Exec Officer Peter Grigg. | 14 September 2018 |
| 10      | Jul-18       | Continue development of website to ensure product is ready for members.  | Hamish Fell                | Hamish progressing improvements to the website. Meeting of ASC working held 19 September to review progress. Positive response received.   |                   |
| 11      | Jul-18       | DMO operational requirements to be set up, such as bank accounts, by City of Albany  | Mike Cole                  | Operational matters such as bank accounts arranged by ASC.   | 14 September 2018 |
| 12      | Jul-18       | Recommend that the interim DMO Board invite the Tourism Advisory Groups for their input.   | Mike Cole                  | ASC representatives met with TAG and provided update. Future of TAG reporting to ASC included in Alliance Support Contract. To be considered by ASC at next meeting 28 September 2018.   |                   |
| 13      | Jul-18       | Recommend that the interim DMO Board refine the member packages in collaboration with industry.  | Mike Cole                  | ASC finalised membership packages and they are in the market. Membership drive up and running.   | 14 September 2018 |
| 14      | Jul-18       | City of Albany to seek clarification as to which organisation would be facilitating the next Taste Great Southern event.   | Mike Cole                  | Confirmed ASC is facilitating Taste Great Southern. CMS Events appointed to manage event on behalf of ASC. TWA contract for funding is with ASC.   | 14 September 2018 |
| 15      | Jul-18       | The Shire of Denmark's annual contribution to the DMO is partially used to allow Denmark Tourism Inc. to continue operating until the DMO is operational.  | Bill Parker                | Email sent to DTI advising of outcome and requesting monthly invoicing.  | 16 July 2018      |
| 16      | Sep-18       | Liaise with ASC regarding possibility winding up of the Amazing South Coast Events Inc. and the Amazing South Coast Operations Inc.  | Mike Cole                  |  |                   |
| 17      | Sep-18       | DMO funding agreement to be reviewed.  | Mike Cole                  |  |                   |
| 18      | Sep-18       | Change the date of the 20 December 2018 meeting  | Claire Thompson            | Cr Gearon has proposed 13 December 2018. Members to be advised and calendar to be updated.   |                   |

## REPORT ITEM CCS 115 REFERS

|    |        |   |               |  |  |
|----|--------|---|---------------|--|--|
| 19 | Sep-18 | Monocle - "We Live Like This: Great Southern Stories" proposal  | Bill Parker   | Response to be provided back to Monocle advising them that they could refer their request to the Amazing South Coast Inc. Board for consideration. |  |
| 20 | Sep-18 | That a further report be presented to the Alliance outlining the framework of the Great Southern Region Arts, Culture and Heritage Strategy.  | Andrew Sharpe |  |  |
| 21 | Sep-18 | <p>That the Lower Great Southern Economic Alliance (LGSEA) authorise the Alliance Chief Executive Officers to:</p> <p>a. Advise the Tourism Advisory Group (TAG) in writing that the Alliance will no longer be convening or corresponding with the TAG, and that the Alliance has requested the Amazing South Coast Inc. make a determination as to the future management or continuation of the TAG.</p> <p>b. Advise the Amazing South Coast Inc. in writing that the Alliance will no longer be convening or corresponding with the TAG, and request that the Amazing South Coast Inc. make a determination as to the future management or continuation of the TAG.</p> | Bill Parker   |  |  |

Completed items - to be archived following update to Alliance

## ATTACHMENT A

| LOWER GREAT SOUTHERN ECONOMIC ALLIANCE – PRIORITY ACTION LIST: FY2018-2019  |  |                         |                       |   |  |
|---|--|-------------------------|-----------------------|---|--|
| <b>VISION</b>   | 'The Lower Great Southern sub-region: leading sustainable growth through collaboration'  |                         |                       |   |  |
| <b>GUIDING PRINCIPLES</b>   | <ul style="list-style-type: none"> <li>→ Always ask, 'can we do this better together?'</li> <li>→ Exercise 'co-opetition' - co-operate to compete with the rest of the world, not each other or our neighbours in the wider region or State</li> <li>→ Respect our differences and refrain from involvement in each other's governance</li> <li>→ Only act where there is a clear, net benefit, and no harm or undue risk</li> <li>→ Be open and Transparent to our communities</li> </ul>   |                         |                       |   |  |
| <b>BACKGROUND</b>   | The 'Alliance' is comprised of representatives from the City of Albany, Shires of Denmark and Plantagenet. It was established in late 2015 to promote collaborative economic development in the region. Since establishment the Alliance has: adopted a Strategic Plan and set of Governance Arrangements; convened on a regular basis; and had oversight of a number of strategic projects—including Tourism Development.   |                         |                       |   |  |
| <b>FY2017-2018 REVIEW</b>   | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;"><b>KEY ACHIEVEMENTS</b></th> <th style="width: 50%;"><b>KEY CHALLENGES</b></th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> <li>→ Adoption of Tourism Development Strategy (TDS) and Destination Marketing Strategy (DMS)</li> <li>→ Securing Funding for Destination Marketing Activities (delivery) - \$1Mil over 4 years</li> <li>→ Delivery of Year 1 Destination Marketing Program</li> <li>→ Commission and Adopt Detailed Design of Regional Destination Marketing Organisation (DMO)</li> <li>→ Support Establishment of DMO</li> <li>→ Investigate and prepare framework for Incorporation of the Alliance</li> <li>→ Regional Waste Strategy - preliminary scoping work undertaken</li> <li>→ Preliminary Regional Resource sharing arrangements - Pilot and Implementation</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>→ Governance and Administration Arrangements</li> <li>→ Tourism Development - Industry &amp; Stakeholder management</li> <li>→ Changes to Funding Arrangements (Growth Plan Funding)</li> <li>→ Stakeholder Expectations Management</li> </ul> </td> </tr> </tbody> </table>  | <b>KEY ACHIEVEMENTS</b> | <b>KEY CHALLENGES</b> | <ul style="list-style-type: none"> <li>→ Adoption of Tourism Development Strategy (TDS) and Destination Marketing Strategy (DMS)</li> <li>→ Securing Funding for Destination Marketing Activities (delivery) - \$1Mil over 4 years</li> <li>→ Delivery of Year 1 Destination Marketing Program</li> <li>→ Commission and Adopt Detailed Design of Regional Destination Marketing Organisation (DMO)</li> <li>→ Support Establishment of DMO</li> <li>→ Investigate and prepare framework for Incorporation of the Alliance</li> <li>→ Regional Waste Strategy - preliminary scoping work undertaken</li> <li>→ Preliminary Regional Resource sharing arrangements - Pilot and Implementation</li> </ul> | <ul style="list-style-type: none"> <li>→ Governance and Administration Arrangements</li> <li>→ Tourism Development - Industry &amp; Stakeholder management</li> <li>→ Changes to Funding Arrangements (Growth Plan Funding)</li> <li>→ Stakeholder Expectations Management</li> </ul>  |
| <b>KEY ACHIEVEMENTS</b>   | <b>KEY CHALLENGES</b>  |                         |                       |   |  |
| <ul style="list-style-type: none"> <li>→ Adoption of Tourism Development Strategy (TDS) and Destination Marketing Strategy (DMS)</li> <li>→ Securing Funding for Destination Marketing Activities (delivery) - \$1Mil over 4 years</li> <li>→ Delivery of Year 1 Destination Marketing Program</li> <li>→ Commission and Adopt Detailed Design of Regional Destination Marketing Organisation (DMO)</li> <li>→ Support Establishment of DMO</li> <li>→ Investigate and prepare framework for Incorporation of the Alliance</li> <li>→ Regional Waste Strategy - preliminary scoping work undertaken</li> <li>→ Preliminary Regional Resource sharing arrangements - Pilot and Implementation</li> </ul> | <ul style="list-style-type: none"> <li>→ Governance and Administration Arrangements</li> <li>→ Tourism Development - Industry &amp; Stakeholder management</li> <li>→ Changes to Funding Arrangements (Growth Plan Funding)</li> <li>→ Stakeholder Expectations Management</li> </ul>  |                         |                       |   |  |
| <b>FY2018-2019 PLANNING</b>   | <p><b>OVERVIEW</b></p> <p>The Alliance adopted a set of high level priority actions for FY2017/2018. To assist in resetting priorities and actions for FY2018/2019 as well as prepare budgets, a planning workshop was convened in April 2018.</p> <p>At the April Workshop Alliance members and observers were invited to participate in a review of Achievements and Challenges to date. This was followed by an exploration of what measures of success could (or should) be explored for the future, as well as the key barriers to success. A summary of <i>Success</i> and <i>Barriers</i> from the workshop is outlined below. Members were then invited to explore opportunities under the three strategic themes as adopted in the Alliance Strategic Plan, being: Advocacy, Economic Development and Tourism; Efficiency and Consistency. Finally, a review of opportunities was undertaken with the group identifying its key priority areas for potential inclusion in the FY2018/2019 Action List.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;"><b>SUCCESS</b></th> <th style="width: 50%;"><b>BARRIERS</b></th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> <li>→ 100% sustainable/renewable power</li> <li>→ 5% increase in population with record low unemployment</li> <li>→ Local Government Service delivery has been transformed</li> <li>→ Delivered innovated waste solutions</li> <li>→ Region recognised as a healthy food bowl</li> <li>→ Increase in visitor numbers in a co-ordinated, co-operative, supporting sector.</li> <li>→ High levels of collaboration and trust</li> <li>→ Region wins international award for nature based tourism</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>→ Politics &amp; absence of trust from partners and local electors</li> <li>→ Resourcing and commitments</li> <li>→ Funding, logistics and marketing</li> <li>→ Self-interest and parochialism</li> <li>→ Knowledge loss through change of officers, councillors etc.</li> <li>→ Suitable sites and resources for projects</li> <li>→ Attraction human Capital, resources and funding</li> <li>→ Relationships with the rest of the region</li> </ul> </td> </tr> </tbody> </table> | <b>SUCCESS</b>          | <b>BARRIERS</b>       | <ul style="list-style-type: none"> <li>→ 100% sustainable/renewable power</li> <li>→ 5% increase in population with record low unemployment</li> <li>→ Local Government Service delivery has been transformed</li> <li>→ Delivered innovated waste solutions</li> <li>→ Region recognised as a healthy food bowl</li> <li>→ Increase in visitor numbers in a co-ordinated, co-operative, supporting sector.</li> <li>→ High levels of collaboration and trust</li> <li>→ Region wins international award for nature based tourism</li> </ul>  | <ul style="list-style-type: none"> <li>→ Politics &amp; absence of trust from partners and local electors</li> <li>→ Resourcing and commitments</li> <li>→ Funding, logistics and marketing</li> <li>→ Self-interest and parochialism</li> <li>→ Knowledge loss through change of officers, councillors etc.</li> <li>→ Suitable sites and resources for projects</li> <li>→ Attraction human Capital, resources and funding</li> <li>→ Relationships with the rest of the region</li> </ul> |
| <b>SUCCESS</b>  | <b>BARRIERS</b>  |                         |                       |   |  |
| <ul style="list-style-type: none"> <li>→ 100% sustainable/renewable power</li> <li>→ 5% increase in population with record low unemployment</li> <li>→ Local Government Service delivery has been transformed</li> <li>→ Delivered innovated waste solutions</li> <li>→ Region recognised as a healthy food bowl</li> <li>→ Increase in visitor numbers in a co-ordinated, co-operative, supporting sector.</li> <li>→ High levels of collaboration and trust</li> <li>→ Region wins international award for nature based tourism</li> </ul>  | <ul style="list-style-type: none"> <li>→ Politics &amp; absence of trust from partners and local electors</li> <li>→ Resourcing and commitments</li> <li>→ Funding, logistics and marketing</li> <li>→ Self-interest and parochialism</li> <li>→ Knowledge loss through change of officers, councillors etc.</li> <li>→ Suitable sites and resources for projects</li> <li>→ Attraction human Capital, resources and funding</li> <li>→ Relationships with the rest of the region</li> </ul>   |                         |                       |   |  |
| <b>FY2018-2019 KEY FOCUS AREAS</b>  | <ul style="list-style-type: none"> <li>→ <b>GOVERNANCE:</b> Review and Develop Governance and Administration Arrangements, Resources and Systems</li> <li>→ <b>STRATEGY:</b> Deliver Sub-Regional Economic Development Strategy/Plan</li> <li>→ <b>TOURISM:</b> Confirm and Deliver Tourism Development Commitments, &amp; Monitor Tourism Development: TDS, DMS and DMO.</li> </ul>   |                         |                       |   |  |

## ATTACHMENT A

## PRIORITY ACTION LIST: FY2018-2019

| STRATEGIC THEMES                                | OBJECTIVE  | PRIORITY ACTIONS | KEY PERFORMANCE INDICATOR  | STATUS  |  |
|---|--|------------------|--|---|--|
| <b>1.0<br/>ADVOCACY</b>                         | Maximise the States and Commonwealths Governments awareness of the benefits to the region state and nation of investing in the Lower Great Southern Region's (and wider regions) economic future.  | <b>1.1</b>       | Alliance Governance to change to an Incorporated Association.  | → Adopted/Enacted: December 2018  | - Incorporation Complete.<br>- Implementation to be aligned to Incorporation Report timeline as per Minutes of 21 June Meeting: Report AR001   |
|   |  | <b>1.2</b>       | Review & refresh Corporate Document Suite – Including: Strategic Plan, Corporate Plan & Governance/Constitution.   | → Adopted: June 2019  | - No action/ongoing  |
|   |  | <b>1.3</b>       | Develop & Adopt an Operational Framework & supporting materials & systems:Resourcing & Project Model, Budget Model; Reporting Model, Agenda Settlement & Administration Model; Communications Model. | → Adopted: June 2019  | - No action/ongoing  |
|   |  | <b>1.4</b>       | Direct Government (Federal, State, Local) Regional Advocacy.<br>Direct Industry Regional Advocacy.   | → Relevant Federal Minister to attend 1 x Alliance Meetings: June 2019<br>→ Relevant State Minister to attend 1 x Alliance Meetings: June 2019<br>→ Relevant analogous LGA Body to attend 1 x Alliance Meeting: June 2019<br>→ Priority Industry Representatives to attend 3 x Alliance Meetings: June 2019   | - No action/ongoing  |
| <b>2.0<br/>ECONOMIC DEVELOPMENT AND TOURISM</b> | Encourage investment and business development, support job growth, increase visitor nights to 3million by 2021 and promote the region with a single voice.   | <b>2.1</b>       | Commission & Adopt Sub-Regional Economic Development Strategy/Plan   | → Adopted by Alliance and Member Councils: March 2019   | - Request for Quote Complete.<br>- 7 Submissions Received<br>- CEO Assessment complete<br>- Contracting of preferred consultant pending.       |
|   |  | <b>2.2</b>       | Monitor, Address & Report against Tourism Industry Development   | → Note Tourism Western Australia (TWA) Destination Marketing funding Acquittal/Report for FY2017-2018): September 2018<br>→ Note Annual Marketing/Media Plan for YR2 (FY2018/2019) of Tourism Western Australia's (TWA) Destination Marketing Funding: September 2018<br>→ Develop Reporting Model for the new Destination Marketing Organisation Performance: October 2018 | - Acquittal report pending.<br>- YR2 Marketing Plan endorsed by TWA and DMO.<br>- DMO reporting model pending finalised agreements with LGA's. |
|   |  | <b>2.3</b>       | Renewable Energy Development   | → Receive a status report on work undertaken to date by the City of Albany: October 2018<br>→ Adopt an Alliance Policy Position on Regional Renewable Energy: June 2019   | - Working Group Meeting #1 complete<br>- Status report to Dec 2018 Alliance meeting.<br>- Regional Policy position: No action/ongoing          |
| <b>3.0<br/>EFFICIENCY AND CONSISTENCY</b>       | Achieve effective and efficient regional solutions for agreed priority issues that require large scale investments<br><br>Identify and implement opportunities for smaller scale improvements through operational level sharing and efficiencies | <b>3.1</b>       | Review Regional Waste Management Solution(s)   | → Receive Status Report/Presentation on regional Waste Strategy: July 2018  | - Presentation/update to September Alliance Meeting  |
|   |  | <b>3.2</b>       | Explore ICT Business & Systems Collaboration between the 3 LGA partner organisations   | → Establish Collaborative 'IT User Group' across the 3 LGA partner organisations: July 2018<br>→ Biannual Report to Alliance on status of 'IT User Group' Projects And Initiatives: Report 1 December 2018, Report 2 July 2019.   | - IT user Group Active.<br>- Report 1 to Dec Alliance meeting.   |

Lower Great Southern Economic Alliance 2018-2019 Budget vs. Actuals as @ 04 September 2018 ATTACHMENT A

|                                     |   |   | 2018-2019 Budget     | September YTD Actuals as @ 04 September 2018 | September YTD Notes          | 2018-2019 Notes (from Budget Adoptio)                       |
|-------------------------------------|---|---|----------------------|--|------------------------------|---|
| <b>INCOME</b>                       |   |   |                      |  |                              |   |
| <b>LGA General Appropriations</b>   |   |   |                      |  |                              |   |
|                                     | City of Albany - Cash                   |   | \$ 34,108.14         | \$ 34,108.14                                 | Allocated at Budget Adoption | See notes to budget in report FSR001 June 2018              |
|                                     | City of Albany - In-kind                |   | \$ 96,992.81         | \$ 24,248.20                                 | Applied on a quarterly basis | See notes to budget in report FSR001 June 2018              |
|                                     | City of Albany - Total cash and In-kind |   | \$ 131,100.95        |  |                              | See notes to budget in report FSR001 June 2018              |
|                                     | Shire of Denmark - Cash                 |   | \$ 33,768.43         | \$ 33,768.00                                 | Invoiced and paid            | See notes to budget in report FSR001 June 2018              |
|                                     | Shire of Plantagenet - Cash             |   | \$ 33,768.43         | \$ 33,768.00                                 | Invoiced and paid            | See notes to budget in report FSR001 June 2018              |
|                                     | Other LGA's                             |   | \$ -                 | \$ -   |                              |   |
| <b>Grants / Funding</b>             |   |   |                      |  |                              |   |
|                                     | 2.2 Tourism Development                 | DMS Marketing Campaign - TWA              | \$ 250,000.00        | \$ -   |                              | Yr 2 TWA Funding  |
|                                     | Other                                   | Neighbour LGA's, DMO, Sponsorship         | \$ -                 |  |                              |   |
| <b>Commissions/Sales</b>            |   |   |                      |  |                              |   |
|                                     | Website Sale Commissions                |   | \$ -                 |  |                              |   |
|                                     |   | <b>TOTAL INCOME</b>                       | <b>\$ 448,637.81</b> | <b>\$ 125,892.34</b>                         |                              |   |
| <b>EXPENSES</b>                     |   |   |                      |  |                              |   |
| <b>General Operational Expenses</b> |   |   |                      |  |                              |   |
|                                     | Telephone/Portable Computing            | Telephone/Portable Computing              | \$ -                 | \$ -   |                              |   |
|                                     |   | Minor Asset Purchases                     | \$ -                 | \$ -   |                              |   |
|                                     |   | Meeting Expenses                          | \$ 3,900.00          | \$ -   |                              | Generic allocation from CoA annual Budget                   |
|                                     |   | Refreshments                              | \$ 300.00            | \$ -   |                              | Generic allocation from CoA annual Budget                   |
|                                     |   | Accommodation and Travel                  | \$ -                 | \$ -   |                              |   |
|                                     |   | Audit Fees                                | \$ 2,800.00          | \$ -   |                              | Generic allocation from CoA annual Budget                   |
|                                     |   | Legal fees                                | \$ 8,000.00          | \$ -   |                              | Generic allocation from CoA annual Budget                   |
| <b>Project Expenses</b>             |   |   |                      |  |                              |   |
|                                     | 1.1 Incorporation                       |   |                      |  |                              |   |
|                                     |   | Application Fee                           | \$ 145.00            | \$ 122.00                                    | Incorporataion Fee           | As noted in Report AR001 June 2018                          |
|                                     |   | Miscellaneous start-up costs              | \$ 500.00            | \$ -   |                              | Unallocated costs for initial requirements of incorporation |
|                                     | 1.2 Refresh Corporate Document Suite    |   |                      |  |                              |   |
|                                     |   | Consultant Fees Miscellaneous             | \$ 2,500.00          | \$ -   |                              | Consultant fee - Potential to combine project with 1.3      |
|                                     |   | Design & Printing & Digital               | \$ 1,000.00          | \$ -   |                              | As above  |
|                                     | 1.3 Operational Framework Materials     |   |                      |  |                              |   |
|                                     |   | Consultant Fees Miscellaneous             | \$ 2,500.00          | \$ -   |                              | Consultant fee - Potential to combine project with 1.3      |
|                                     |   | Design & Printing & Digital               | \$ 1,000.00          | \$ -   |                              | As above  |
|                                     | 1.4 Government & Regional Advocacy      |   |                      |  |                              |   |
|                                     |   | Disbursements & Miscellaneous             | \$ 500.00            | \$ -   |                              | Meetings, Events and Programs                               |
|                                     |   | Communication & Engagement                | \$ 500.00            | \$ -   |                              | As above  |
|                                     | 2.1 Economic Development Plan           |   |                      |  |                              |   |
|                                     |   | Consultant Fees & Commissioning           | \$ 37,500.00         | \$ -   |                              | Indicative fee  |
|                                     |   | Disbursements & Miscellaneous             | \$ 3,500.00          | \$ -   |                              | Meetings and transfers                                      |
|                                     |   | Design & Printing & Digital               | \$ 7,500.00          | \$ -   |                              | Digital Dashboard and Printing                              |
|                                     |   | Communication & Engagement                | \$ 1,500.00          | \$ -   |                              | Stakeholder engagement                                      |
|                                     |   | Contingency (10%)                         | \$ 5,000.00          | \$ -   |                              | Less than 20% contingency                                   |
|                                     | 2.2 Tourism Development                 |   |                      |  |                              |   |
|                                     |   | DMS - Marketing Campaign                  | \$ 250,000.00        | \$ -   |                              | Yr 2 TWA Funding media and marketing plan                   |
|                                     |   | Visitor Centres Servicing                 | \$ -                 | \$ -   |                              |   |
|                                     |   | DMO - Support                             | \$ -                 | \$ -   |                              |   |
|                                     |   | TDS Deliverables                          | \$ 20,000.00         | \$ 902.00                                    | Vanguard Press               | Unallocated Contingency                                     |
|                                     | 2.3 Renewable Energy Development        |   |                      |  |                              |   |
|                                     |   | Disbursements & Miscellaneous             | \$ 500.00            | \$ -   |                              | Meetings and Events   |
|                                     |   | Communication & Engagement                | \$ 500.00            | \$ -   |                              | Stakeholder Engagement and Materials                        |
|                                     | 3.1 Regional Waste Strategy             |   |                      |  |                              |   |
|                                     |   | Disbursements & Miscellaneous             | \$ 1,000.00          | \$ -   |                              | Meetings and Events   |
|                                     | 3.2 ICT Strategy                        |   |                      |  |                              |   |
|                                     |   | Disbursements & Miscellaneous             | \$ 1,000.00          | \$ -   |                              | Meetings, Reporting   |
| <b>In-Kind Expenses</b>             |   |   |                      |  |                              |   |
|                                     | Overhead - City of Albany               |   | \$ 22,383.00         | \$ 5,595.75                                  | Applied on a quarterly basis | See Proportional Cost Share Review Attachment B FSR001      |
|                                     | Project Resourcing - City of Albany     |   | \$ 74,609.81         | \$ 18,652.45                                 | Applied on a quarterly basis | See Proportional Cost share Review Attachment B FSR001      |
|                                     |   | <b>TOTAL EXPENSES: CASH AND IN-KIND</b>   | <b>\$ 448,637.81</b> | <b>\$ 25,272.20</b>                          |                              |   |
|                                     |   | <b>FINAL CASH AND INKIND NET POSITION</b> | <b>\$ -</b>          | <b>\$ 100,620.14</b>                         |                              |   |