



AGENDA

COMMUNITY AND CORPORATE SERVICES COMMITTEE

Tuesday 10 August 2021

6.00pm

Council Chambers

CITY OF ALBANY
COMMUNITY STRATEGIC PLAN (ALBANY 2023)



Community & Corporate Services Committee
Terms of Reference

Functions: The Committee is responsible for the following functions:

Community Services:

The delivery of “*Community Health & Participation Objectives*” contained in the City of Albany Strategic Plan:

- To build resilient and cohesive communities with a strong sense of community spirit.
- To create interesting places, spaces and events that reflect our community’s identity, diversity and heritage.
- To develop and support a healthy inclusive and accessible community.

Corporate Services:

Monitoring and commenting on the financial health and strategies of Council.

The delivery of “*Leadership Objectives*” contained in the City of Albany Strategic Plan:

- To establish and maintain sound business and governance structures.
- To provide strong, accountable leadership supported by a skilled & professional workforce.
- To engage effectively with our community.

Economic Development:

Considering and recommending to Council ways to strengthen the local Albany economy.

The delivery of “*Smart, Prosperous and Growing Objectives*” contained in the City of Albany Strategic Plan:

- To strengthen and grow our region’s economic base.
- To develop a smart city that supports economic growth.
- To develop and promote Albany as a unique and sought-after visitor location.

Governance:

- Review of Council's policies;
- Supporting Elected Members in their governance role;
- Developing amendments to existing, or new, local laws;
- Consideration of the Council's draft Strategic Plan;
- Consideration of the Council's draft Annual Report;
- Matters pertaining to the conduct of the Council's Annual General Meeting;
- Consideration of the proposed meeting schedule for Council and its Committees;
- Receiving reports from Council representatives on outside bodies, and from other bodies as determined by Council; and
- Considering matters not falling within the terms of reference of any other Council committee.

Service Complaint Internal Review:

- Responsible for reviewing unresolved service complaints, in accordance with the Service Complaints Policy.

It will achieve this by:

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

Membership: Open to all elected members

Meeting Schedule: Monthly

Meeting Location: Council Chambers

Directorates: Corporate & Community Services

Executive Officer(s): Executive Director Corporate & Commercial Services,
Executive Director Community Services

Delegated Authority: None

COMMUNITY AND CORPORATE SERVICES COMMITTEE
AGENDA – 10/08/2021

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1. **DECLARATION OF OPENING**

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

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

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

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

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

Mayor	D Wellington
Councillors:	
Member	P Terry (Chair)
Member	R Hammond
Member	G Stocks (Deputy Mayor)
Member	M Benson-Lidholm JP
Member	E Doughty
Member	J Shanhun
Member	T Sleeman
Member	S Smith (Deputy Chair)
Member	A Goode JP
Member	C Thomson
Member	R Sutton
Staff:	
Chief Executive Officer	A Sharpe
Executive Director Corporate & Commercial Services	D Olde
Executive Director Community Services	N Watson
Bicentenary Coordinator	B Findlay
Meeting Secretary	
Apologies:	
Frederickstown	Vacant

4. DISCLOSURES OF INTEREST

Name	Committee/Report Item Number	Nature of Interest
Executive Director Community Services Mr Nathan Watson	CCS373	Impartiality. The nature of the interest being that Mr Watson is a former financial member of the Emu Point Tennis Club and remains a partially active player using their facilities. Mr Watson's father-in-law is a current office-bearer of the Emu Point Tennis Club.

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

6. PUBLIC QUESTION TIME

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

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

7. PETITIONS AND DEPUTATIONS

8. CONFIRMATION OF MINUTES

DRAFT MOTION

THAT the unconfirmed minutes of the Community and Corporate Services Committee held on 13 July 2021, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

9. PRESENTATIONS Nil.

10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS

CCS365: ALBANY BICENTENARY: GOVERNANCE MODEL

Proponent / Owner	: City of Albany
Attachments	1. Albany Bicentenary Governance Model 2. Terms of Reference – Advisory Group 3. Terms of Reference – Menang Noongar Reference Group 4. Terms of Reference – Community Reference Group 5. Terms of Reference – Commercial and Industry Reference Group.
Report Prepared By	: Bicentenary Coordinator (B Findlay)
Authorising Officer:	: Executive Director Community Services (N Watson)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Community Strategic Plan or Corporate Business Plan informing plans or strategies:

Theme: Leadership, Smart, Prosperous and Growing

Objective:

- To establish and maintain sound business and governance structures.
- Encourage, support and deliver significant events that promote our region and have a positive economic and social benefit.
- To develop and promote Albany as a unique and sought-after visitor location.

Community Priority:

- 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 City regularly hosts significant events and activities which attract positive feedback.
- Encourage, support and deliver significant events that promote our region and have a positive economic and social benefit.

In Brief:

- To seek Council’s support of the governance framework for the planning and delivery of the 2026 Albany Bicentenary.

Covid Impact:

2. Preliminary work was undertaken across 2018-2019 around scoping a high-level discussion paper for 2026, but progress towards strategic planning and engagement for the Bicentenary was stalled by the COVID-19 pandemic.

RECOMMENDATION

CCS365: AUTHORISING OFFICER RECOMMENDATION

THAT the City of Albany Bicentenary Governance Model be ENDORSED.

BACKGROUND

3. Albany is the traditional lands of the Menang Noongar people and, in 1826, became the first European settlement in Western Australia, established three years before the Swan River Colony (now Perth).
4. Within this context, it is fully recognised that place anniversaries in Australia – marking points in time of European history – mean different things to different people.
5. To some, these occasions recognise the foundations of one of the most successful and peaceful western liberal democracies in the world. But for one of the oldest living cultures in the world, it means something very different. With this in mind, planning for the acknowledgement of Western Australia's bicentenary requires a careful and sensitive whole-of-community approach.
6. Albany's Bicentenary in 2026 is a significant opportunity for Albany to realise its potential as a cultural destination in regional WA.
7. Albany has a deeply rooted Aboriginal heritage, proud military history – notably as the departure point for the Anzacs in 1914 – has a strong contribution to music and arts, well-recognised, beautiful and diverse landscapes and coastlines, including access to World Heritage biodiversity hotspots, and historically-significant streetscapes and architecture.
8. Focussed work on the project re-commenced in January 2021 and A governance model has been developed to guide the City's engagement with the community and key stakeholders to develop a scope for the Bicentenary.

DISCUSSION

9. The governance model for the Bicentenary project acknowledges the role of the City of Albany as the key stakeholder and project leader.
10. The purpose of the Terms of Reference which support the governance model is to enable funding advocacy and project partnerships which will lead to the successful delivery of the Bicentenary project.
11. The Terms of Reference may be reviewed as planning progresses to include specific personnel or groups considered vital to the successful delivery of the project.
12. The purpose of the proposed model is to demonstrate the integrated and holistic approach in formulating a suitable response to the Bicentenary. As the project develops, this model may be reviewed to incorporate personnel or groups considered relevant to delivery.
13. Core to the governance structure is engagement and collaboration between the City of Albany and key stakeholder groups within the Community.
14. The Terms of Reference will guide and inform community engagement and consultation for the Bicentenary, and cover the Bicentenary Advisory Group and three specific Reference Groups representing the Menang-Noongar community, Community at large, and the Commercial and Industry sector.
15. Inclusion of a Commercial and Industry Reference Group is a direct response to learnings from the 2014 Anzac Centenary to ensure business and industry is better represented and engaged as part of the planning and delivery of the Bicentenary.

16. The Advisory Committee and Reference Groups will develop an initial scope of works necessary to progress the delivery the Bicentenary. An infographic and Terms of Reference for groups have been developed to provide clarity on the governance arrangements, noting:
- The proposed Key Objectives, General Responsibilities and Membership Arrangements of each group are outlined within the respective Terms of Reference; and
 - A Local Implementation Group will be developed following delivery of a prospectus in order to progress delivery of the Bicentenary.
 - A Bicentenary Book working group and relevant Terms of Reference will be developed to oversee and coordinate the production and publication of a contemporary history of Albany, in the form of a hard cover illustrated book for the Bicentenary, as per the resolution of Council at the Ordinary Council Meeting held on 28 July 2020.
17. Following Council endorsement, the membership of all groups will be finalised consistent with the arrangements detailed within each group's Terms of Reference and a further report will be provided to Council to endorse the membership

GOVERNMENT & PUBLIC CONSULTATION

18. The proposed model is intended to ensure broad consultation and collaboration with the community surrounding the Bicentenary project.
19. The Advisory Group and dedicated Reference Groups are intended to support the City of Albany as key advocates for the Bicentenary.
20. Members will work in collaboration with the City of Albany to collate the ideas, aspirations and needs of their communities or sectors.
21. City officers have sought advice from members of the Advisory Group regarding the governance model and nomenclature.
22. Following feedback from Council, officers have revised the infographic to better reflect the collaborative intent of the proposed model.

STATUTORY IMPLICATIONS

23. Nil.

POLICY IMPLICATIONS

24. Nil.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Operational. <i>Risk: The governance model and Terms of Reference are not adopted</i>	Possible	Major	High	Review the governance model and Terms of Reference in consultation with elected members and the Advisory Group and re-present to Council for their consideration.
Reputational. <i>Risk: The opportunity to achieve broader cultural acknowledgement and reconciliation as key outcomes of 2026 is missed.</i>	Possible	Major	High	Establish a framework that fosters collaboration with the Menang Noongar community and facilitates Noongar engagement and involvement in 2026 outcomes.
Reputational. <i>Risk: The Bicentenary project does not meet community expectations.</i>	Possible	Major	High	Ensure that the governance model and Terms of Reference facilitate engagement

				<i>and collaboration with all sectors of the community to create defined outcomes for the Bicentenary.</i>
Opportunity: <i>To formalise a governance structure that enables the involvement of community and key stakeholders in achieving coordinated and collaborative planning and delivery of the 2026 Albany Bicentenary.</i>				

FINANCIAL IMPLICATIONS

26. A budget allocation of \$150,000 per financial year for operational planning of the Bicentenary project has been included in the City of Albany's long-term financial planning.
27. A budget allocation of \$30,000 has been included in the 2021-2022 Budget for the production and publication of a book for the Bicentenary, as resolved by Council at the Ordinary Council Meeting held on 28 July 2020.
28. The City of Albany's long term financial plan includes annual allocations to a Reserve for delivery of the Bicentenary in 2026 and will be used to leverage additional State and Federal funding at the appropriate time.
29. A funding application was submitted under Round 5 of the Building Better Regions Fund to resource the consultation phase of the project. An outcome on this application is expected by August 2021.

LEGAL IMPLICATIONS

30. Nil.

ENVIRONMENTAL CONSIDERATIONS

31. Nil.

ALTERNATE OPTIONS

32. Council may choose not to endorse the Governance Model and associated Terms of Reference.
33. Council may choose to revise and amend the Governance Model and associated Terms of Reference.

CONCLUSION

34. The 2026 Bicentenary presents an opportunity for Albany to lead the way in large scale, collaborative community projects and achieve greater cultural acknowledgement and inclusion as legacy outcomes of the significant Bicentennial milestone.
35. This Governance Model has been developed to support and facilitate consultation, engagement and collaboration with the Albany community and achieve input from key stakeholder groups into the scope for 2026.
36. The proposed Model and Terms of Reference will be reviewed as required as the project develops.
37. Officers are seeking Council's endorsement of the Governance Model for the Albany Bicentenary in order to progress the project and resolve full membership of all the groups.

Consulted References	:	Nil
File Number (Name of Ward)	:	All wards
Previous Reference	:	15.2 OCM 28/07/2020

CCS368: FINANCIAL ACTIVITY STATEMENT – JUNE 2021

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

COVID-19 IMPACT

- Impacts to the financial performance of the City are detailed in the 'Explanation of Material Variances to the YTD Budget in Excess of \$100,000' (Note 1) of the Attachment to this report (Statement of Financial Activity).

RECOMMENDATION

CCS368: AUTHORISING OFFICER RECOMMENDATION

THAT the Financial Activity Statement for the period ending 30 June 2021 be RECEIVED.

BACKGROUND

1. The Statement of Financial Activity for the period ending 30 June 2021 has been prepared and is attached.
2. In addition to the statutory requirement to provide Council with a Statement of Financial Activity, the City provides Council with a monthly investment summary to ensure the performance of the investment portfolio is in accordance with anticipated returns and complies with the Investment of Surplus Funds Policy.

DISCUSSION

3. In accordance with section 34(1) of the *Local Government (Financial Management) Regulations 1996*, the City of Albany is required to prepare each month a Statement of Financial Activity reporting on the revenue and expenditure of the local authority.
4. The requirement for local governments to produce a Statement of Financial Activity was gazetted in March 2005 to provide elected members with a greater insight in relation to the ongoing financial performance of the local government.
5. Additionally, each year a local government is to adopt a percentage or value to be used in Statements of Financial Activity for reporting material variances. Variations in excess of \$100,000 are reported to Council.
6. These financial statements are still subject to further year-end adjustments and have not been audited by the appointed auditor.

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

STATUTORY IMPLICATIONS

7. Section 34 of the *Local Government (Financial Management) Regulations 1996* provides:
- I. A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22 (1)(d), for that month in the following detail:
 - a. annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c); and
 - b. budget estimates to the end of the month to which the statement relates; and
 - c. actual amounts of expenditure, revenue and income to the end of the month to which the statement relates; and
 - d. material variances between the comparable amounts referred to in paragraphs (b) and (c); and
 - e. the net current assets at the end of the month to which the statement relates.
 - II. Each statement of financial activity is to be accompanied by documents containing –
 - a. an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets; and
 - b. an explanation of each of the material variances referred to in sub regulation (1)(d); and
 - c. such other supporting information as is considered relevant by the local government.
 - III. The information in a statement of financial activity may be shown –
 - a. according to nature and type classification; or
 - b. by program; or
 - c. by business unit.
 - IV. A statement of financial activity, and the accompanying documents referred to in sub regulation (2), are to be –
 - a. presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and
 - b. recorded in the minutes of the meeting at which it is presented.
 - V. Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances

POLICY IMPLICATIONS

8. The City's 2020/21 Annual Budget provides a set of parameters that guides the City's financial practices.
9. The Investment of Surplus Funds Policy stipulates that the status and performance of the investment portfolio is to be reported monthly to Council.

FINANCIAL IMPLICATIONS

10. Expenditure for the period ending 30 June 2021 has been incurred in accordance with the 2020/21 proposed budget parameters.
11. Details of any budget variation in excess of \$100,000 (year to date) follow. There are no other known events which may result in a material non recoverable financial loss or financial loss arising from an uninsured event.

File Number (Name of Ward)	:	FM.FIR.7 - All Wards
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CCS369: LIST OF ACCOUNTS FOR PAYMENT – JULY 2021

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

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan:

Theme: Leadership.

Objective: To establish and maintain sound business and governance structures

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

IN BRIEF

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

RECOMMENDATION

CCS369: AUTHORISING OFFICER RECOMMENDATION

THAT the list of accounts authorised for payment under delegated authority to the Chief Executive Officer for the period ending 15 July 2021 totalling \$9,740,856.90 be RECEIVED.

DISCUSSION

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

Municipal Fund	
Trust	\$0.00
Credit Cards	\$28,407.17
Payroll	\$2,295,328.36
Cheques	\$35,468.16
Electronic Funds Transfer	\$7,381,653.21
TOTAL	\$9,740.856.90

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

Current	\$231,071.92
30 Days	\$8,200.00
60 Days	\$9,271.59
90 Days	-\$50,097.43
TOTAL	\$198,446.08
Cancelled Cheques	Nil

STATUTORY IMPLICATIONS

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

POLICY IMPLICATIONS

7. Expenditure for the period to 15 July 2021 has been incurred in accordance with the 2020/2021 budget parameters & the 2021/2022 DRAFT budget parameters.

FINANCIAL IMPLICATIONS

8. Expenditure for the period to 15 July 2021 has been incurred in accordance with the 2020/2021 budget parameters & the 2021/2022 DRAFT budget parameters.

CONCLUSION

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

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

CCS370: DELEGATED AUTHORITY REPORTS – JUNE 2021 to JULY 2021

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

RECOMMENDATION

CCS370: AUTHORISING OFFICER RECOMMENDATION

THAT the Delegated Authority Reports 16 June 2021 to 15 July 2021 be RECEIVED.

BACKGROUND

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

CCS371: WRITE-OFF RATES DEBT REPORT AS AT 30 JUNE 2021

Proponent / Owner : City of Albany
Attachments : Write Off Rate Debt Report as at 30 June 2021.
Report Prepared By : Senior Finance Officer – Rates (G Shephard)
Authorising Officer: : Executive Director Corporate & Commercial Services (D Olde)

RECOMMENDATION

CCS371: AUTHORISING OFFICER RECOMMENDATION

THAT the Write off Rates Debt Report as at 30 June 2021 be RECEIVED.

CCS372 : NATIONAL ANZAC CENTRE – Q4 2020-21 REPORT

Proponent / Owner	: City of Albany
Attachments	: National Anzac Centre (NAC) – Quarter 4 (Q4) 2020/21 Operational Report
Report Prepared By	: Manager Facilities (L Stone)
Authorising Officer:	: Executive Director Community Services (N Watson)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:

Theme: Smart Prosperous and Growing

Strategic Objectives:

- To strengthen our region's economic base; and
- To develop and promote Albany as a unique and sought after destination.

Community Priorities:

- Strengthen our economy by supporting business innovation and diversity; and
- Promote the Albany region as a sought after and iconic tourism destination.

In Brief:

- To provide Council with update on Q4 2020-21 performance of the National Anzac Centre (NAC).

RECOMMENDATION

CCS372: AUTHORISING OFFICER RECOMMENDATION

THAT the NAC Operational Report for Q4 2020-21 be RECEIVED.

BACKGROUND

2. The NAC is the City of Albany's most significant tourism asset.
3. The NAC represents a \$10.6 million investment from the Federal and State Government with an additional \$1.5 million invested by Wesfarmers for the construction of the Convoy Walk and Lookout.
4. The City of Albany manages this national museum and understands the importance of generating economic outcomes for the region using the NAC and the Albany Heritage Park (AHP) assets to encourage increased visitation and extended stays to the region.
5. The City established an independent NAC Advisory Group during the 2016/17 financial year to assist in the further development of both the NAC and AHP, to ensure the assets continue to evolve, aligned with contemporary museum standards. The NAC Advisory Group has been meeting quarterly since convening.
6. It was agreed in November 2018 that the NAC Advisory Group would now meet twice a year. The next meeting is planned for Oct 2021.
7. Council has budgeted a subsidy of \$250,000 annually for the operations of the NAC and the AHP and has established a reserve on the understanding that any surplus funds be reinvested and used to leverage additional grant funding to improve the asset.

8. This report template is reviewed regularly to ensure that the Community & Corporate Services Committee and the NAC Advisory Group receive all relevant information to assess its performance.

DISCUSSION

9. Q4 2020/21 achieved overall total visitation numbers of 415,171 visitors to the NAC since opening in November 2014. This equates to an average annual visitation of 62,275 visitors per year.
10. April NAC visitation numbers of 7,426 are in line with all previous years, outside of opening years and Field of Light.
11. May NAC Visitation of 4,226 is the second highest since opening, with May recording 5,707 in 2015.
12. June NAC visitation of 3,400 is the second highest since opening, with June recording 3,420 in 2015.
13. Total visitation for Q4 2020/21 decreased by 1,175 visitors compared to the same period in 2018/19, but was an increase of 13,401 compared to 19/20 due to the April-May closure related to COVID restrictions last year.
14. The visitation in Q4 2020/21 from the Great Southern Region totalled 1,193 people, equating to 11% of Western Australia's overall visitation of 10,951. (6.4% increase from previous quarter).
15. The total visitation in Q4 2020/21 originated from Western Australia (75%) and interstate (25%).
16. Visitors from other States and Territories consisted of 32% from NSW, 25% from VIC, 16% from SA, 17% from QLD, followed by TAS, ACT and NT all on 2-3%.
17. Revenue generated in Q4 2020/21 by the NAC was \$18,175 less compared to the previous quarter (Q3) in 2020/21. The Forts Store revenue of \$123,958 saw a minor decrease of \$1,715 compared to the Q3 period in 2020/21.
18. As at the end of Q4 2020/21, 5,311 households hold memberships to the NAC League of Local Legends program, an increase of 1,188 from the previous quarter.
19. The increase in memberships in Q4 of 2020/21 is directly attributed to the free-entry membership promotion for Great Southern residents offered from 1st January 2021 to 30th June 2021.

GOVERNMENT & PUBLIC CONSULTATION

20. Not Applicable.

STATUTORY IMPLICATIONS

21. Not Applicable.

POLICY IMPLICATIONS

22. Not Applicable.

RISK IDENTIFICATION & MITIGATION

23. Nil.

FINANCIAL IMPLICATIONS

24. Refer to the financial summary below for the National Anzac Centre full year budget and YTD position as at June 30, 2021.

25. Full year operating expenditure budget includes:

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

National ANZAC Centre	FY20/21 Budget	YTD Budget	YTD Actual	YTD Variance
Operating Income	\$805,500	\$805,500	\$1,016,016	\$210,516
Operating Expenditure	\$(529,001)	\$(529,001)	\$(399,638)	\$129,363
Net Operating Income/(Expense) before Indirect Costs	\$276,499	\$276,499	\$616,378	\$339,879
Indirect Expenses	\$(199,077)	\$(199,077)	\$(183,069)	\$16,008
Net Operating Income/(Expense)	\$77,422	\$77,422	\$433,309	\$355,888
Capital Expense	\$(492,882)	\$(492,882)	\$(119,047)	\$373,835
Total	\$(415,460)	\$(415,460)	\$314,262	\$729,722

LEGAL IMPLICATIONS

26. Nil.

ENVIRONMENTAL CONSIDERATIONS

27. Nil.

ALTERNATE OPTIONS

28. Council can request further development and refinement of the quarterly reporting tool including both content and frequency of reporting.

SUMMARY CONCLUSION

29. Overall Q4 2020/21 has shown a steady hold in numbers visiting the NAC, this is pleasing after the unknown impact on visitation from COVID.

30. Q4 has shown the highest numbers for May and June since 2014/15. The assumption being visitation from within our State is higher due to State border closures/restrictions, and the success of the League of Local Legends program membership promotion to all Great Southern residents. Lower numbers in group bookings from bus tours and no Cruise ships is having an impact for this time of year

31. Great Southern visitation to the NAC has increased from what has been a steady 1% of overall WA visitation in the past, to 11% during April – June period in Q4 2020/21. This increase is credited to the expansion and promotion of the League of Local Legends program, and travel restrictions encouraging more Great Southern residents to explore their own backyards.

32. Interest in the Princess Royal Fortress and exhibitions has remained steady during Q4, with 910 people taking part in Princess Royal Fortress Tours.
33. Overall Q4 generated steady figures of attendance in the NAC and Fort Store sales, given the ongoing impact of interstate and international visitation.

Consulted References	:	Nil.
File Number (Name of Ward)	:	All Wards
Previous Reference	:	Nil.

CCS374: COMMUNITY STRATEGIC PLAN 2032

Attachments	:	Strategic Community Plan 2032 Corporate Business Plan 2021-2025
Report Prepared By	:	Business Planning and Performance Coordinator (A Olszewski)
Authorising Officer:	:	Chief Executive Officer (A Sharpe) Manager People and Culture (L Harding)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Theme:** Leadership.
 - **Objective:** To engage effectively with our community.
 - **Community Priority:** 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, and;
Improve community engagement processes and platforms to provide our community with a variety of opportunities to be involved and to contribute to decisions.

In Brief:

- The new Strategic Community Plan (SCP) and Corporate Business Plan (CBP) (collectively 'the revised Plans') have now been completed having recently undergone a major review as required every four years.
- The major review process included a comprehensive program of community engagement, involving over 1400 survey and workshop participants.
- Comprehensive community feedback was received through the biennially commissioned community survey.
- The focus of the revised Plans is to ensure this feedback directly informs the City's strategic direction into the future.

COVID Impact Statement:

- There were no COVID-related impacts on the development and delivery of the revised Plans.

RECOMMENDATION

CCS374: AUTHORISING OFFICER RECOMMENDATION

THAT the Strategic Community Plan 2032 and Corporate Business Plan 2021-2025 be ADOPTED.

BACKGROUND

2. It is a regulatory requirement under s5.56 of the *Local Government Act 1995* that the City completes a major review of our SCP, CBP, and other core informing strategies that comprise the Integrated Planning and Reporting (IPR) Framework (namely the Asset Management, Workforce, and Long Term Financial Plans) every four years.
3. As part of this review process, the City has commissioned a community survey every two years since 2013, with the last survey being conducted in 2019, to receive community feedback on the City's performance, services and facilities.

4. This community survey process has been undertaken by Perth-based consultancy firm Catalyse, who were engaged in an expanded capacity this year to assist with the development of the revised Plans as well.
5. The revised Plans, once adopted by Council, will inform the development of the other core components of the IPR Framework (listed in point 2 above) throughout the rest of the year.

DISCUSSION

6. A high level summary of the key changes made in both documents are as follows:

Strategic Community Plan	Reason
Title changed from 'Community Strategic Plan' to ' Strategic Community Plan '	Complies with legislation/standard terminology
Vision changed from " <i>To be Western Australia's most sought-after and unique regional city to work, live and visit</i> " to " Amazing Albany, where anything is possible "	Brings into line with evolving community sentiment, as understood by Council, without losing traditional association with 'Amazing' branding
'Strategic Themes' changed to ' Pillars '	Simplifies and improves line of sight over related actions
Aspiration statements paired back/simplified	Provides concise description of Pillars
Community Scorecard integrated	Provides specific measure of City's performance as perceived by the community, as well as additional, detailed context under ' <i>Current situation</i> ' section for each Pillar
Sustainable Development Goals integrated	Introduces best practice performance framework for external partners in line with Australian Government endorsement
' What we will do ' section added	Provides community with understanding of what the City has committed to doing (without having to reference full action list in CBP)
Corporate Business Plan	Reason
'Strategic Priorities' consolidated as ' Actions ' and significantly expanded upon	New suite of Actions provides and assigns strategic priorities across the City, as informed by community and staff through survey and workshop process
' Responsible Office ' added	To establish responsible office for completion of the Action (from Manager level upwards)
' Timing ' expanded upon to include four year term of CBP	To support ongoing monitoring and accountability
Financial detail has been removed	The revised Plans were developed out of the established budget cycle, and so included actions are only those currently (2021-22) fully or partially budgeted for (with clear distinction made). Next year's mandatory review of the CBP will be undertaken in parallel with the budget process, which will allow currently new actions from the community engagement process to be considered for resourcing, with due regard given to available funds, relative community priority, and the City's sphere of influence.

GOVERNMENT & PUBLIC CONSULTATION

7. Community Engagement

Type of Engagement	Method of Engagement	Engagement Dates	Participation (Number)	Statutory Consultation
Collaborate (Gov.)	Council Workshops	1 May, 1 July & 20 July 2021	~13	No.
Collaborate (Gov.)	EMT/Manager Workshops	29 April and 19 July 2021	~16	
Consult (Public)	Survey by Mail Out / E mail / In-person	8-26 March 2021	1429	Reg.19C of the <i>Local Government (Administration) Regulations 1996</i> .
Consult (Public)	Community Workshops	5-6 May 2021	78	

STATUTORY IMPLICATIONS

8. **Local Government Act 1995:** Section 5.56(1) and (2) of the *Local Government Act 1995* requires that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations.
9. **Local Government (Administration) Regulations 1996**, regulation 19DA, Note:
- **Corporate Business Plan** means a plan made under regulation 19DA that, together with a strategic community plan, forms a plan for the future of a district made in accordance with section 5.56;
 - **Strategic Community Plan** means a plan made under regulation 19C that, together with a corporate business plan, forms a plan for the future of a district made in accordance with section 5.56.
- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
 - (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
 - (3) A corporate business plan for a district is to —
 - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
 - (b) Govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
 - (c) Develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
 - (4) A local government is to review the current corporate business plan for its district every year.
 - (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.

(6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.

***Absolute majority required.**

(7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

POLICY IMPLICATIONS

10. While there are no specific policy implications known at this time, the revised Plans will form the primary source of reference for the development of the remaining core components of the IPR Framework per point 5 above.

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Reputation Risk: The Community Strategic Plan and Corporate Business Plan are not adopted.	Unlikely	Moderate	Medium	Facilitate review and re-present for adoption.
Opportunity: The revised Plans present a significant opportunity to mature the City's strategic reporting and performance framework, improving transparency and accountability.				

FINANCIAL IMPLICATIONS

12. There are no direct financial implications in relation to this item.

13. The revised Plans will assist with informing the Long Term Financial Plan for 2022-23 (refer to table in point 6 above).

LEGAL IMPLICATIONS

14. N/A

ENVIRONMENTAL CONSIDERATIONS

15. The revised Plans outline a series of strategic actions relating to climate change mitigation, environmental conservation, and waste minimisation initiatives.

ALTERNATE OPTIONS

16. Council may choose not to adopt the Strategic Community and Corporate Business Plans.

RECOMMENDATION

17. It is recommended that the Strategic Community Plan 2032 and Corporate Business Plan 2021-2025 be adopted.

Consulted References	:	<ul style="list-style-type: none"> Local Government Act 1995, s5.56 Local Government (Administration) Regulations 1996, Reg. 19C IPR Framework and Guidelines 2019
File Number (Name of Ward)	:	All Wards
Previous Reference	:	OCM 26/09/2017 – Report Item CCCS057 OCM 25/05/2021 - Report Item CCS352

CCS375: REQUEST FOR ENDORSEMENT OF APPOINTMENT OF COUNCILLOR SHANHUN TO THE MUSEUM OF THE GREAT SOUTHERN ADVISORY COMMITTEE

- Attachments** : Correspondence from Museum of the Great Southern requesting endorsement of Councillor Shanhun’s appointment.
- Report Prepared By** : Senior Team Leader Records/Council Liaison (J Williamson)
- Authorising Officer:** : Chief Executive Officer (A Sharpe)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Theme:** Leadership and Community Health and Participation
 - **Objective:**
 - To provide strong, accountable leadership supported by a skilled and professional workforce.
 - To build resilient and cohesive communities with a strong sense of community spirit.
 - **Community Priority:**
 - Provide positive leadership that delivers community outcomes and gains a reputation for doing what is good for Albany and the surrounding region.
 - 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.

In Brief:

- The City has received a request from the Museum of the Great Southern Advisory Committee to endorse the appointment of Councillor Shanhun as an ex-officio representative of Council to that committee.

RECOMMENDATION

CCS375: AUTHORISING OFFICER RECOMMENDATION
THAT the appointment of Councillor Shanhun to the Museum of the Great Southern Advisory Group be ENDORSED.

BACKGROUND

2. The City has received a written request from the Museum of the Great Southern Advisory Committee to endorse the appointment of Councillor Shanhun as an ex-officio member of the Committee.
3. The Regional Manager of the Museum of the Great Southern has approached Councillor Shanhun to extend the invitation, and Councillor Shanhun has accepted the appointment subject to endorsement by Council.

DISCUSSION

4. The appointment of Councillor Shanhun as a Council representative is recognition of the City of Albany’s role as a key stakeholder and major partner with the Museum of the Great Southern.
5. Ex officio positions on the committee do not have a fixed term of appointment and the Committee is an advisory body only and has no delegated powers.

FINANCIAL IMPLICATIONS

6. There are no financial implications related to this report.

CONCLUSION

7. It is recommended that Councillor Shanhun's appointment to the Museum of the Great Southern Advisory Committee be endorsed.

11. **MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN Nil.**
12. **MEETING CLOSED TO THE PUBLIC Nil.**
13. **CLOSURE**