



AGENDA

COMMUNITY AND CORPORATE SERVICES COMMITTEE

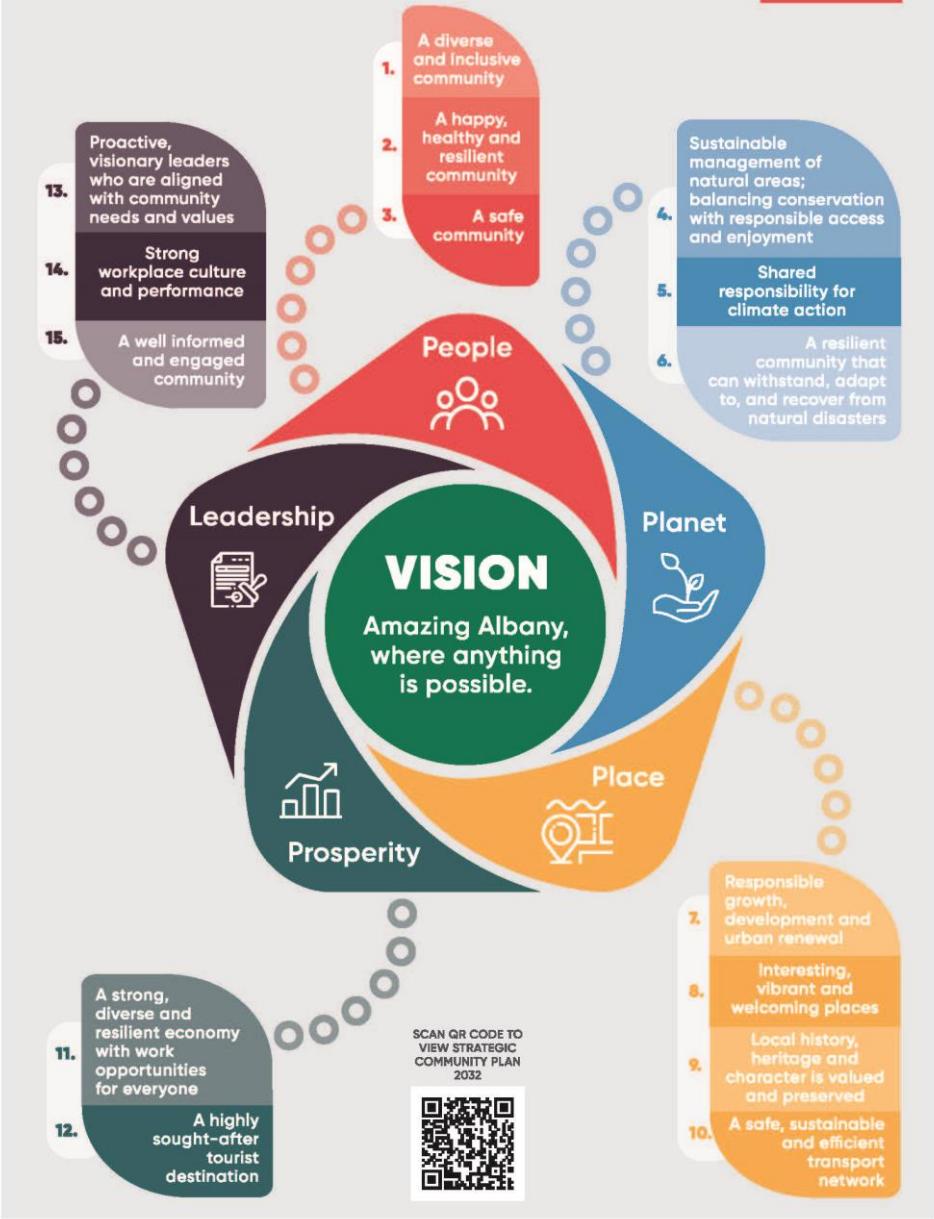
Tuesday 10 May 2022

6.00pm

Council Chambers



STRATEGIC COMMUNITY PLAN 2032



Community & Corporate Services Committee
Terms of Reference

Functions: The Committee is responsible for the following functions:

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

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

It will achieve this by:

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

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

COMMUNITY AND CORPORATE SERVICES COMMITTEE
AGENDA – 10/05/2022

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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	A Cruse
Member	G Stocks
Member	M Traill
Member	T Brough
Member	M Benson-Lidholm JP
Member	J Shanhun
Member	S Smith (Deputy Chair)
Member	A Goode JP
Member	C Thomson
Member	R Sutton
Staff:	
Chief Executive Officer	A Sharpe
Executive Director Community Services	N Watson
Executive Director Corporate & Commercial Services	D Olde
Manager Finance	S Van Nierop
Meeting Secretary	C Crane

Apologies:

4. DISCLOSURES OF INTEREST

Name	Committee/Report Item Number	Nature of Interest

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil.

6. PUBLIC QUESTION TIME

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

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

7. PETITIONS AND DEPUTATIONS

8. CONFIRMATION OF MINUTES

DRAFT MOTION

THAT the unconfirmed minutes of the Community and Corporate Services Committee held on 12 April 2022, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

9. PRESENTATIONS – Nil.

10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS – Nil.

CCS433: FINANCIAL ACTIVITY STATEMENT – MARCH 2022

Proponent / Owner	: City of Albany
Attachments	: Financial Activity Statement - March 2022
Report Prepared By	: Manager Finance (S Van Nierop)
Authorising Officer:	: Executive Director Corporate & Commercial Services (D Olde)

STRATEGIC IMPLICATIONS

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

IN BRIEF

- Under the Local Government Financial Management Regulations, a local government is to prepare on a monthly basis a statement of financial activity that is presented to Council.
- The City of Albany's Statement of Financial Activity for the period ending 31 March 2022 has been prepared and is attached.
- In addition, the City provides Council with a monthly investment summary to ensure the investment portfolio complies with the City's Investment of Surplus Funds Policy.

RECOMMENDATION

CCS433: AUTHORISING OFFICER RECOMMENDATION

THAT the Financial Activity Statement for the period ending 31 March 2022 be RECEIVED.

DISCUSSION

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

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

STATUTORY IMPLICATIONS

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

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

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

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

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

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

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

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

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

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

POLICY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

10. Expenditure for the period ending 31 March 2022 has been incurred in accordance with the 2021/22 proposed budget parameters.
11. Details of any budget variation in excess of \$100,000 (year to date) is outlined in the Statement of Financial Activity. There are no other known events, which may result in a material non-recoverable financial loss or financial loss arising from an uninsured event.

LEGAL IMPLICATIONS

12. Nil

ENVIRONMENTAL CONSIDERATIONS

13. Nil

ALTERNATE OPTIONS

14. Nil

CONCLUSION

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

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

CCS434: LIST OF ACCOUNTS FOR PAYMENT – APRIL 2022

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

STRATEGIC IMPLICATIONS

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

IN BRIEF

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

RECOMMENDATION

CCS434: AUTHORISING OFFICER RECOMMENDATION

That Council RECEIVE the list of accounts authorised for payment under delegated authority to the Chief Executive Officer for the period ending 15 April 2022 totalling \$8,804,615.61.

DISCUSSION

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

Municipal Fund	
Trust	\$0.00
Credit Cards	\$4,968.46
Payroll	\$1,816,003.68
Cheques	\$28,312.77
Electronic Funds Transfer	\$6,955,330.70
TOTAL	<u>\$8,804,615.61</u>

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

Current	\$6,771.56
30 Days	-\$230.40
60 Days	\$293.12
90 Days	-\$5,194.82
TOTAL	<u>\$1,639.47</u>
Cancelled Cheques	Nil

STATUTORY IMPLICATIONS

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

POLICY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL IMPLICATIONS

10. Nil

ENVIRONMENTAL CONSIDERATIONS

11. Nil

ALTERNATE OPTIONS

12. Nil

CONCLUSION

13. That the list of accounts have been authorised for payment under delegated authority.
14. 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

CCS435: DELEGATED AUTHORITY REPORTS – 16 MARCH 2022 to 15 APRIL 2022

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

STRATEGIC IMPLICATIONS

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

RECOMMENDATION

CCS435: AUTHORISING OFFICER RECOMMENDATION

THAT the Delegated Authority Reports 16 March 2022 to 15 April 2022 be RECEIVED.

BACKGROUND

2. In compliance with Section 9.49A of the *Local Government Act 1995* 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

CCS436: ALBANY VISITORS CENTRE OPERATIONS (AVC)

Proponent / Owner	City of Albany
Report Prepared By	: Executive Director Corporate & Commercial Services (D Olde)
Authorising Officer:	: Executive Director Corporate & Commercial Services (D Olde)

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:
 - **Pillar:** Prosperity.
 - **Outcome:** A highly sought-after tourist destination.

In Brief:

- Report prepared to review AVC operations following the capping of cash subsidy, and implementation of operational changes.

RECOMMENDATION

CCS436: AUTHORISING OFFICER RECOMMENDATION

That Council:

- (1) **SUPPORT the continued operation of the Albany Visitors Centre (AVC);**
- (2) **ENDORSE the ongoing cap on the Budgeted cash subsidy to \$350,000 annually, through the standard Annual Budget allocation process, and;**
- (3) **NOTE that any additional activity outside the current scope of the AVC may require additional budget allocation.**

BACKGROUND

2. The Albany Visitors Centre (AVC) has been operated by the City in full since mid-2011. Prior to that, elements of the booking service had been operated by a private operator for a number of years.
3. In March 2018, the AVC moved to its current site. Extensive modifications and extensions were made to the old library specifically to accommodate the AVC as part of the Albany Tourism and Information Hub project.
4. This also involved modifications to the parking in York St, to accommodate large visitor Recreation Vehicles (RV), Caravans and Tourism Operator buses.
5. The Albany Tourism and Information Hub was funded by the City of Albany, Federal Government and Tourism WA.

DISCUSSION

6. The subsidy that the AVC receives has fluctuated widely over the past 5 years.
7. The table below summarises the cash subsidy of the AVC for past few years.

Year	Subsidy (excluding internal service delivery cost)	Comments
2015/16	\$412,887	
2016/17	\$304,377	
2017/18	\$501,753	Moved to the new site in March 2018. Additional costs incurred as a result of project fit out costs (physical layout, IT systems, staff wages as a result of the EBA costs etc.)
2018/19	\$537,916	Impacted with extra staffing required for Field of Light (Nov 2018 – Apr 2019). Staffing required to be increased as a result of the unexpected success of this event and significant increase in visitor numbers.
2019/20	\$618,701	Significantly impacted by COVID-19. March income significantly reduced, and almost Nil income for April and May.
2020/21	\$309,745	Actual subsidy below the \$350,000 subsidy approved by Council.
2021/22	\$186,340 (to 31 March 2022) \$270 - \$300,000 (estimated)	The last quarter (Apr-June) is usually lower in sales to the other quarters.

Operating Hours

8. Review of operating hours. As previously advised, the opening hours during the COVID lockdown and subsequent City response to temporarily reduce employee hours has seen a significant reduction to the baseline operating costs of the AVC.
9. The operating hours of the AVC have been permanently reduced, with no significant reduction in service.
10. Preliminary draft budget (2022/23) has been set based on the reduced opening hours, and lower employee costs.

Review of Income Streams

11. The traditional major income source of accommodation booking commissions has been eroded over the past few years.
12. While the many increasing options for online booking have impacted heavily over the past 3 or 4 years, there is a demonstrated base of accommodation providers (generally smaller, family owned and run) who prefer a locally managed booking option through the AVC. While the past 2 years have been very turbulent, the income from commissions has stabilised somewhat at about \$100 000 p.a. over the past 3 years.

Current and future income streams

13. The short-term focus area for income has been on the packaged holiday products.
14. This has proven to be successful, but fluctuated wildly with the changes in government COVID restrictions, and the uncertainty that existed with the lifting of border restrictions in early March 2022.
15. The AVC is currently expanding this offer with a digital pass. This will be a portfolio of products, and customers can pre-purchase a set number of products. For example, one package may be 3, 5 or 7 products from the suite of products.
16. AVC staff are currently working with local businesses and building this portfolio, and this will be the first location in regional Australia to be part of this program. To illustrate how this operates, the Sydney pass has over 30 attractions, including the Sydney Opera House, jet-boat tours and museum tours all available to mix and match to personal preference.
17. The Amazing South Coast pass, which gives discounted entry to the National Anzac Centre, Tree Top Walk and Discovery Bay, has proven to appeal to many visitors of packaged products.
18. The virtual reality (VR) headsets had been a key attraction for customers to visit the AVC prior to COVID pandemic. Due to the health response, these headsets have been in storage for the past 2 years. AVC staff are currently investigating the re-commissioning of this attraction, with appropriate sterilisation and cleaning protocols.

Budget Discipline

19. To contain costs at the current level will take ongoing budgetary discipline.
20. The risk of a tight (inflexible/restrained) employee roster is the very limited ability to extend operating hours and increase customer services staffing to meet the demands resulting from:
 - a. unscheduled cruise ship arrivals; and
 - b. festivals and events that draw increased visitor numbers beyond what was forecast.
21. It is unlikely that a substantial further reduction in employee costs is achievable at the current service level and opening hours.
22. Staff are encouraged to suggest new ideas for increase revenue and cost control, which has seen the development of the digital pass, described above.
23. The regional destination marketing organisation, The Amazing South Coast (ASC), ceased operation in July 2021. The digital assets of this organisation have been transferred to the City. These assets are now being updated by AVC staff, to promote local tourist attractions, and drive sales and traffic through the Centre.
24. At this moment, the Albany Visitors Centre (AVC) is really the only fully functioning tourism service of any kind in the region.
25. Any additional activity outside the current scope of the AVC may require additional budget allocation. For example, any increase in city or regional tourism promotional activity, extensive staff support for significant events (i.e. Field of Lights), and possible Bicentenary activity requiring AVC support. This can be addressed at the time of consideration of new activity.

GOVERNMENT & PUBLIC CONSULTATION

26. Nil

STATUTORY IMPLICATIONS

27. The voting requirement of Council is Simple Majority.

POLICY IMPLICATIONS

28. Nil

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Business Operation & Financial. Risk: There is a risk that by not establishing clear parameters for the operations of the AVC, the financial cost of the AVC will continue to increase.	Likely	Moderate	High	If the proposed recommendation not endorsed, staff will review and address areas of concern.
Reputational. Risk: There is a risk that ceasing or significantly reducing the service offered at the AVC, without industry or community consultation, will result in reputational damage.	Almost certain	Major	Extreme	Endorse the ongoing operations of the AVC with the budget restraints as recommended, and permit staff to continue to seek increase revenue and reduced costs.
Opportunity: Consistency and understanding of opportunities for business improvement for both councillors and staff within the financial and operational constraints on the AVC.				

FINANCIAL IMPLICATIONS

30. The AVC has operated with a cash subsidy of between \$300,000 and \$620,000 over the past 5 years.
31. The 2019/20 financial year was hit hard with revenue.
32. The 2020/21 financial year saw the subsidy reduce to \$309 745.
33. The 2021/22 financial year is on track to again be under the \$350 000 cash subsidy.
34. The 2022/23 budget will be set under the \$350 000 cash subsidy.
35. As with all City operations, Council undertakes the review and endorsement of the Annual Budget every year. This is the opportunity to review any City business units and the cost of maintaining those, including the AVC.

LEGAL IMPLICATIONS

36. There are no legal implications related to report.

ENVIRONMENTAL CONSIDERATIONS.

37. There are no direct environmental considerations related to this item.

ALTERNATE OPTIONS

38. Council may consider terminating visitor servicing altogether.
39. Council may choose to provide more or less funding to the AVC business unit.

CONCLUSION

40. That the Authorising Officer Recommendation be supported.

Consulted References	:	<ul style="list-style-type: none"> • Local Government Act 1995 • Confidential – Briefing Note – Business Unit Review – Albany Visitors Centre – presented to Council Strategic Workshop 23 February 2021.
File Number (Name of Ward)	:	All Wards
Previous Reference	:	CCS335 – 21 April, 2021 OCM Confidential – Briefing Note – Business Unit Review – Albany Visitors Centre – presented to Council Strategic Workshop 23 February 2021.

CCS437 NATIONAL ANZAC CENTRE – Q3 2021-22 REPORT

Proponent / Owner	: City of Albany
Attachments	: National Anzac Centre (NAC) – Quarter 3 (Q3) 2021/22 Operational Report
Report Prepared By	: Manager Facilities (L Stone)
Authorising Officer:	: Executive Director Community Services (N Watson)

STRATEGIC IMPLICATIONS

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

In Brief:

- To provide Council with update on Q3 2021/22 performance of the NAC.

RECOMMENDATION

CCS437: AUTHORISING OFFICER RECOMMENDATION

THAT the NAC Operational Report for Q3 2021/22 be RECEIVED.

BACKGROUND

2. The NAC is the City of Albany's most significant tourism asset.
3. The NAC represents a \$10.6 million dollar investment from the Federal and State Government with an additional \$1.5 million invested by Wesfarmers for the construction of the Convoy Walk and Lookout.
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 meet quarterly and assist in the further development of both the NAC and AHP, to ensure the assets continue to evolve, aligned with contemporary museum standards.
6. The NAC Advisory Group agreed in November 2018 that the group would meet twice a year. The next meeting is scheduled for May 2022.
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. Q3 2021/22 achieved overall total visitation numbers of 452,951 visitors to the NAC since opening in November 2014. This equates to an average annual visitation of 61,072 visitors per year.
10. NAC Visitation of 13,312 is the lowest Q3 since opening, with same period in 2020/21 recording 16,583.
11. January, February and March NAC visitation numbers were the lowest performing figures for all 3 months since opening.
12. Total visitation for Q3 2021/22 decreased by 3,271 visitors compared to the same period in 2020/21.
13. The visitation in Q3 2021/22 from the Great Southern Region totalled 506 people, equating to 4.1% of Western Australia's overall visitation of 12,397 (0.7% decrease from previous quarter).
14. The total visitation in Q3 2021/22 originated from Western Australia (94%) and interstate (6%)
15. Visitors from other States and Territories consisted of 30% from NSW, 27% from QLD, 23% from VIC, 11% from SA, followed by TAS 4%, NT and ACT all on 1-2%.
16. Interstate visitation of 740 (5.6% of overall visitation) is the lowest for the 2021/22 year to date.
17. Revenue generated in Q3 2021/22 by the NAC was \$53,759 less compared to the previous Q3 quarter in 2020/21.
18. The Forts Store revenue of \$105,279 is the highest compared to the same Q3 period in 2020/21 and 2019/20.
19. As at the end of Q3 2021/22, 6,784 households hold memberships to the NAC League of Local Legends program, an increase of 231 from the previous quarter.
20. The free-entry membership promotion for residents from the Great Southern region runs until the 30 June 2022.
21. NAC has become a Children's University learning destination. Children aged seven to 14 from partnering primary schools can now participate in unique learning activities while exploring the award-winning site, as part of the UWA program.
22. A Takeaway Coffee option has been activated since January 2022 for a trial period until 31st May 2022

GOVERNMENT & PUBLIC CONSULTATION

23. Not Applicable.

STATUTORY IMPLICATIONS

24. Not Applicable.

POLICY IMPLICATIONS

25. Not Applicable.

RISK IDENTIFICATION & MITIGATION

26. Nil.

RISK IDENTIFICATION & MITIGATION

27. Nil.

FINANCIAL IMPLICATIONS

28. Refer to the financial summary below for the National Anzac Centre full year budget and YTD position as at 31 March 2022.

29. Full year operating expenditure budget includes:

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

National ANZAC Centre	FY2021/22 Budget	YTD Budget	YTD Actual	YTD Variance
Operating Income	\$875,000	\$655,992	\$651,703	\$(4,289)
Operating Expenditure	\$(558,163)	\$(415,640)	\$(335,267)	\$80,373
Net Operating Income/(Expense) before Indirect Costs	\$316,837	\$240,352	\$316,436	\$76,084
Indirect Expenses	\$(231,492)	\$(170,510)	\$(146,111)	\$24,399
Net Operating Income/(Expense)	\$85,345	\$69,842	\$170,325	\$100,483
Capital Expense	\$(373,835)	\$(200,000)	0	200,000
Total	\$(288,490)	\$(130,158)	\$170,325	\$300,483

LEGAL IMPLICATIONS

30. Nil.

ENVIRONMENTAL CONSIDERATIONS

31. Nil.

ALTERNATE OPTIONS

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

CONCLUSION

33. Overall, Q3 2021/22 has shown lower visitation to the NAC, but this is in line with previous years and remains consistent with the trend for Q3 for the previous 2 years. Q3 visitation has primarily been from West Australian visitors.

34. The assumption remains that visitation from within our State has been higher due to ongoing State border closures/restrictions, and the success of the League of Local Legends program membership promotion to all Great Southern residents. However, with Covid restrictions easing and borders open we expect to see interstate and international visitation increasing next year.

35. Group bookings for bus tours are increasing for 2022 and enquiries are being received from interstate companies weekly. Currently have 87 bus groups' bookings, up by 27 from previous quarter.
36. Great Southern visitation to the NAC was 4.1% of overall WA visitation during the Jan - March period in Q3 2021/22.
37. This is slightly lower than the previous quarter (Q2 of 2021/22) but reflects the slower visitation period, however, remains significantly higher than the average 1% of overall WA visitation prior to the League of Local Legends free-entry membership promotion.
38. Interest in the Princess Royal Fortress and exhibitions was higher than previous 2 quarters of 2021/22, with 1,103 people taking part in 117 Princess Royal Fortress Tours.
39. Overall Q3 generated lower figures in the NAC and higher in the Fort Store sales, which could be attributed to the effects of the pandemic on interstate and international visitation, but it is hoped this will begin to change. The Forts Store February revenue increased by \$5,393 compared to the same time in 2020/21.
40. The Fort Store overall Q3 revenue increased by \$1,125 compared to the same quarter period in 2020/21.

Consulted References	:	Nil.
File Number (Name of Ward)	:	All Wards
Previous Reference	:	CCS412 OCM -22/02/22

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