



AGENDA

COMMUNITY AND CORPORATE SERVICES COMMITTEE

Tuesday 10 November 2020

6.00pm

Council Chambers

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

VISION

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

VALUES

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

Focused: on community outcomes

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

United: by working and learning together

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

Accountable: for our actions

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

Proud: of our people and our community

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

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

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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	R Hammond
Member	P Terry (Chair)
Member	G Stocks (Deputy Mayor)
Member	M Benson-Lidholm JP
Member	E Doughty
Member	J Shanhun
Member	S Smith (Deputy Chair)
Member	A Goode JP
Member	C Thomson
Member	R Sutton
Member	R Stephens
Staff:	
Chief Executive Officer	A Sharpe
Executive Director Corporate & Commercial Services	D Olde
Acting Executive Director Community Services	N Watson
Meeting Secretary	C Crane
Apologies:	
Member	T Sleeman (Leave of Absence)

4. DISCLOSURES OF INTEREST

Name	Committee/Report Item Number	Nature of Interest
Nil.		

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

6. PUBLIC QUESTION TIME

7. PETITIONS AND DEPUTATIONS - Nil.

8. CONFIRMATION OF MINUTES

DRAFT MOTION

THAT the minutes of the Community and Corporate Services Committee held on 13 October 2020, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

9. PRESENTATIONS Nil.

10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS

CCS302: FINANCIAL ACTIVITY STATEMENT – SEPTEMBER 2020

Proponent	: City of Albany
Attachments	: Statement of Financial Activity
Report Prepared by	: Manager Finance (S Van Nierop)
Responsible Officer	: Executive Director Corporate & Commercial Services (D Olde)

RECOMMENDATION

CCS302: RESPONSIBLE OFFICER RECOMMENDATION

THAT the Financial Activity Statement for the period ending 30 September 2020 be RECEIVED.

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).

BACKGROUND

1. The Statement of Financial Activity for the period ending 30 September 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 yearend 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 source and application of funds, 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);
 - b. budget estimates to the end of the month to which the statement relates;
 - c. actual amounts of expenditure, revenue and income to the end of the month to which the statement relate
 - 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;
 - 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;
 - 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.

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 September 2020 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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CCS303: LIST OF ACCOUNTS FOR PAYMENT – OCTOBER 2020

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

RECOMMENDATION

CCS303: RESPONSIBLE 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 October 2020 totalling \$6,192,525.98.

BACKGROUND

- 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.

DISCUSSION

- The table below summarises the payments drawn from the municipal fund for the period ending 15 October 2020. Please refer to the Attachment to this report.

Municipal Fund	
Trust	\$0.00
Credit Cards	\$7,463.81
Payroll	\$1,350,451.37
Cheques	\$124,454.93
Electronic Funds Transfer	\$4,710,155.87
TOTAL	\$6,192,525.98

As at 15 October 2020, the total outstanding creditors stands at \$727,696.96 and is made up as follows;

Current	\$514,751.72
30 Days	\$28,914.79
60 Days	\$27,991.66
90 Days	\$156,038.79
TOTAL	\$727,696.96
Cancelled Cheques	Nil

STATUTORY IMPLICATIONS

- 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.

4. The Chief Executive Officer has delegated authority to make payments from the municipal and trust fund.
5. 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

6. Expenditure for the period to 15 October 2020 has been incurred in accordance with the 2020/2021 budget parameters.

FINANCIAL IMPLICATIONS

7. Expenditure for the period to 15 October 2020 has been incurred in accordance with the 2020/2021 budget parameters.

CONCLUSION

8. That list of accounts have been authorised for payment under delegated authority.
9. 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.

File Number (Name of Ward)	:	FM.FIR.2 - All Wards
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CCS304: DELEGATED AUTHORITY REPORTS – SEPTEMBER TO OCTOBER 2020

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

BACKGROUND:

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

RECOMMENDATION

CCS304: RESPONSIBLE OFFICER RECOMMENDATION

THAT the Delegated Authority Reports 16 September 2020 to 15 October 2020 be RECEIVED.

COVID-19 IMPACT

- COVID-19 has no impact on this report.

**CCS305: QUARTERLY REPORT – TENDERS AWARDED – JULY TO
SEPTEMBER 2020**

Proponent : City of Albany
Attachments : Quarterly Report – Tenders Awarded – July to September
2020
Report Prepared by : Senior Procurement Officer (H Hutchinson)
Responsible Officer : Executive Director Corporate & Commercial Services (D Olde)

RECOMMENDATION

CCS305: RESPONSIBLE OFFICER RECOMMENDATION

THAT Council RECEIVE the Quarterly Report – Tenders Awarded – April to June 2020.

CCS306: COMMUNICATIONS & ENGAGEMENT STRATEGY

Proponent / Owner	: City of Albany
Attachments	: City of Albany Communications & Engagement Strategy
Report Prepared By	: Acting Manager Community Development & Engagement (R Param)
Responsible Officers:	: Acting Executive Director Community Services (N Watson)

STRATEGIC IMPLICATIONS

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

- **Theme:** Leadership
- **Objective:** To engage effectively with our community.
- **Community Priority:** Improve community engagement processes and platforms to provide our community with a variety of opportunities to be involved and contribute to decisions;

This item relates to the following elements of the Corporate Business Plan:

- **Key Organisational Criteria:** Develop a Council strategy to improve communication with residents and businesses.

In Brief:

- Note the City of Albany Communications & Engagement Strategy Q1 progress report.

COVID-19 IMPACT

- COVID-19 has impacted on the City's ability to conduct face to face community engagement. In response to this the City has implemented alternate methods of engaging with the community such as telephone and digital contact.

RECOMMENDATION

CCS306: RESPONSIBLE OFFICER RECOMMENDATION

THAT the City of Albany Communications & Engagement Strategy progress report ending September 2020 (Q1) and its endorsement by the Communications & Engagement Advisory Group be NOTED.

BACKGROUND

2. Council adopted the Communications & Engagement Strategy at the May 2019 OCM. The Strategy sets a clear direction for communication and engagement activities by the City. The Strategy is underpinned by an Action Plan.
3. The Strategy implementation and annual action plan is overseen by a Communications and Engagement Advisory Group comprising community representatives, Elected Members and City officers. The Advisory Group is scheduled to meet quarterly to review and endorse the progress report.

DISCUSSION

4. The Advisory Group previously met and endorsed the 2019-2020 Q4 progress report on 13 July 2020, and this was tabled and noted at the OCM of 25 August 2020.
5. Community engagement activity has slowly been reactivated in the post-COVID19 environment, and the Advisory Group endorsed new actions to the plan accordingly.
6. These include commencing early planning for engagement activity around Stirling Terrace and Sanford Road civil works, engagement with the Noongar community around Noongar place names, collaboration between Council and the Youth Advisory Council on a climate change declaration, and early engagement planning towards developing a Regional Arts and Culture Strategy.
7. Communications has continued to support the media, marketing and engagement functions of the City during a period of reduced capacity. The majority of outstanding Communications actions remain on track, with activity undertaken during the reporting period including preparatory work to develop a pre and post-Council meeting electronic newsletter.
8. It is intended to review all completed and ongoing actions and update the action plan accordingly. This will occur at the next meeting, likely to be in February 2021.
9. December 2020 represents the midway point of the Strategy and to this point of the 57 actions, 35 have been completed, 18 remain ongoing or underway, and 4 are on hold.

GOVERNMENT & PUBLIC CONSULTATION

10. Extensive community consultation was undertaken during the development of the Communications & Engagement Strategy and achieved the highest reach of any engagement project undertaken by the City.
11. The progress report has been reviewed and supported by the Advisory Group, which includes members representing community.

STATUTORY IMPLICATIONS

12. Nil

POLICY IMPLICATIONS

13. Nil

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Reputational: If community engagement expectations are not met due to budget, viability, funding agreements, safety or legislative constraints.	Likely	Moderate	High	Clearly define and communicate to community instances where project engagement is constrained by non-negotiable factors.
Reputational: If communications or engagement activity is ad-hoc, untimely, inaccurate or untargeted.	Unlikely	Major	Low	Follow best practice engagement framework and provide timely, informative and accurate communications to the community through effective channels as outlined in the Communications & Engagement Strategy.
Operational: Some aspirations of the Strategy may not be fully realised due to budget, funding or resource constraints.	Possible	Moderate	Medium	Prioritise budget allocation where necessary and explore all options to achieve objectives.
Operational: A severe second wave of Covid-19 that results in re-tightening of community restrictions and impacts City operational priorities.	Possible	Major	High	Follow Federal and State public health directions as informed and re-prioritise actions as necessary to align with City's operational priorities and capacity.

FINANCIAL IMPLICATIONS

15. Nil.

LEGAL IMPLICATIONS

16. Nil.

ENVIRONMENTAL CONSIDERATIONS

17. Nil.

ALTERNATE OPTIONS

18. Nil.

CONCLUSION

- 19. The Communications & Engagement Strategy is overseen by an Advisory Group comprising community, Elected Member and City staff representatives.
- 20. Community representation on the Advisory Group ensures community needs and priorities remain central to the implementation of the Communications and Engagement Strategy.
- 21. A quarterly progress report of achievements against the Strategy is endorsed by the Advisory Group and submitted to Council for information. The progress report against the Strategy's Action Plan for Q1 of 2020-2021 is submitted to Council.

Consulted References	:	City of Albany Communication and Engagement Strategy 2019
File Number (Name of Ward)	:	All Wards
Previous Reference	:	OCM August 2020, Resolution CCS281

CCS307: NATIONAL ANZAC CENTRE – Q1 2020-21 REPORT

Proponent	: City of Albany
Attachments	: National Anzac Centre (NAC) – Quarter 1 (Q1) 2020/21 Operational Report
Report Prepared By	: Manager Facilities (L Stone)
Responsible Officer	: Acting 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
 - **Key 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 Q1 2019-20 performance of the NAC.

COVID-19 IMPACT:

- Whilst there was a significant impact with the closure of the NAC due to the State of Emergency requirements, the NAC has experienced visitor numbers in excess of the same period in 2019.
- The increase in visitation to the NAC could anecdotally be attributed to the hard border closure and an increase in intrastate travel.

RECOMMENDATION

CCS307: RESPONSIBLE OFFICER RECOMMENDATION

THAT the NAC Operational Report for Q1 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-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 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 April 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. Q1 2020/21 took overall total visitation numbers to the NAC to 368,808 visitors since opening in November 2014. This equates to an average annual visitation of 62,328 visitors per year.
10. Total visitation for Q1 2020/21 increased by 758 visitors compared to the same period in 2019/20.
11. The visitation in Q1 2020/21 from the Great Southern Region totalled 537 people, equating to 5% of Western Australia's overall visitation.
12. The total visitation in Q1 2020/21 originated from Western Australia (99%) and interstate (1%).
13. Of the 121 visitors from other States and Territories, these consisted of 27% from QLD, 24% from NSW, 24% from VIC, 13% from SA, followed by TAS, ACT and NT all with similar figures between 1-6%.
14. Revenue generated in Q1 2020/21 by the NAC was \$23,155 more compared to the same period in 2019/20. The Forts Store revenue of \$97,405 saw a minor decrease of \$1,447 compared to the same period in 2019/20.
15. Fort Store revenue for July alone of \$35,444 was an increase of \$8,902 from the same month in 19/20 and an increase of \$13,072 compared to 18/19.
16. As at the end of Q1 2020/21, 5,361 local residents were members of the NAC League of Local Legends program.
17. In Q1 2020/21, further progression was achieved of phase one of the NAC refresh. The Viewing Hall was completed with interpretation, photographic panels, new convoy table and showcase. Annex room carpentry works are underway, and the theatre space is on track for viewing to commence late November.
18. In Q1 2020/21, the Hidden Stories of the Fortress grant works for Princess Royal Fortress were completed and officially opened to the public on 26th September 2020.
19. During Q1 2020/21, 116 people took part in Princess Royal Fortress Tours, compared to 1013 in the same period in 19/20. This was largely due to the temporary cessation of volunteer services within the site due to COVID19. The opening of the newly renovated Barracks Building and return of the volunteer services has been embraced by visitors favourably since 26th September.

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 September 30, 2020.

a. Full year operating expenditure budget includes:

- i. \$221,000 of costs from accounts that are “shared” across the AHP. A total of \$869,000 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 \$869,000 across the four areas. Significant shared expenses attributed to the NAC include shared employee costs (\$90,000 of the \$221,000), marketing, ground maintenance, internal service delivery, security, electricity, and insurance.

National ANZAC Centre	FY20/21 Budget	YTD Budget	YTD Actual	YTD Variance
Operating Income	\$457,500	\$83,500	\$216,520	\$133,020
Operating Expenditure	\$(529,001)	\$(128,300)	\$(88,805)	\$39,495
Net Operating Income/(Expense) before Indirect Costs	\$(71,501)	\$(44,800)	\$127,715	\$172,515
Indirect Expenses	\$(199,077)	\$(49,829)	\$(45,795)	\$4,034
Net Operating Income/(Expense)	\$(270,578)	\$(94,629)	\$81,920	\$176,550
Capital Expense	\$(415,461)	\$(100,000)	\$(84,384)	\$15,616
Total	\$(686,039)	\$(194,629)	\$2,463	\$192,166

LEGAL IMPLICATIONS

25. Nil.

ENVIRONMENTAL CONSIDERATIONS

26. Nil.

ALTERNATE OPTIONS

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

SUMMARY CONCLUSION

28. Overall, despite the impact and uncertainty of the COVID19 pandemic, Q1 2020/21 visitation to the NAC has remained strong. Q1 has shown the highest numbers for the July-Sept period since 17/18. The assumption being visitation from within our state is higher due to state border closures/restrictions.
29. Great Southern visitation to the NAC has increased from what has been a steady 1%-2% of overall WA visitation in the past, to an all-time high of 5% during July-Sept period. This significant increase in 3 months would anecdotally be due to interstate and international travel restrictions and Great Southern residents exploring their own backyards. With Albany's busiest holiday season approaching, it is anticipated this increase in local visitation will continue.
30. Interest in the Princess Royal Fortress tours and exhibitions has only decreased during Q1 due to COVID19 and volunteer services not re-commencing until late September.
31. NAC ticket sales and Fort Store retail sales were higher than expected for Q1, with July being our highest July in retail since opening. Visitation and figures for the full period July-Sept remain relatively in-line with all previous years which is a positive outcome during this COVID19-affected period.

Consulted References	:	Nil.
File Number (Name of Ward)	:	All Wards
Previous Reference	:	Report Item: CCS279 OCM - 25/08/2020

CCS308: NATIONAL ANZAC CENTRE – LEAGUE OF LOCAL LEGENDS MEMBERSHIP & PROMOTION

Business Entity Name : City of Albany
Report Prepared By : Manager Facilities (L Stone) &
Acting Executive Director Community Services (N Watson)
Responsible Officers: : Acting 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
 - **Objective:** To strengthen our region's economic base; and
 - To develop and promote Albany as a unique and sought after destination.
 - **Community Priority:** 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 consider a recommendation from the National Anzac Centre Advisory Group to trial free entry for Great Southern residents as a strategy to increase local visitation.

RECOMMENDATION

CCS308: RESPONSIBLE OFFICER RECOMMENDATION VOTING REQUIREMENT: ABSOLUTE MAJORITY

THAT Council:

- (1) **APPROVE expanding membership eligibility for the National Anzac Centre's League of Local Legends to residents living within the Great Southern geographical boundary;**
- (2) **APPROVE offering free entry to the National Anzac Centre for League of Local Legends members for a promotional period commencing 1st January 2021 and concluding 30th June 2021.**

BACKGROUND

2. The NAC is the City of Albany's most significant tourism asset.
3. 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.
4. 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.
5. The National Anzac Centre League of Local Legends program aims to provide the Amazing South Coast community with discounted opportunities to access one of our community's most important and nationally significant cultural assets - the award winning National Anzac Centre.

6. Local Legends is free to join for residents within the municipal boundaries of the City of Albany, Shire of Plantagenet, Shire of Denmark or Shire of Jerramungup, and ratepayers of the City of Albany currently.

DISCUSSION

7. At the most recent meeting of the National Anzac Centre Advisory Group (NACAG) on September 18, 2020, concerns were raised about the ongoing trend of very low local visitation to the NAC and strategies to improve this.
8. Overall visitation to the NAC in 2019-2020 was 42,353, with only 970 of these – or around 2% - being residents from the Great Southern. This percentage set a new high benchmark for local visitation in a financial year.
9. 369 Local Legends members visited the NAC in 2019-2020. This represents about 7% of the total Local Legends members and less than 1% of the overall visitation to the NAC.
10. From the Local Legends visitation incentives, an additional 540 paying visitors was achieved, which is just over 1% of the overall visitation to the NAC.
11. These statistics show local visitation from the Great Southern region represents a significant market gap, despite the NAC being an award-winning museum of national significance.
12. Visitation data for the NAC from the first quarter of 2020-2021 confirms recent anecdotal evidence of a significant uplift in intrastate visitors, which has translated to an increase in local visitors but this remains a very low portion of overall visitation.
13. Of the 99% intrastate visitation achieved for the quarter, local visitation from the Great Southern represented 5%, or 537 visitors. This is the highest percentage of local visitation the NAC has recorded in a single quarter to date.
14. With Albany's two busiest holiday periods occurring in the 2nd and 4th quarters this financial year, and renewed interest in intrastate holidays due to Covid, there is opportunity to realise further growth in local visitation this year.
15. Local visitors are valuable, untapped ambassadors for the NAC who can leverage additional general visitation by personally recommending the experience to family and friends.

NACAG Recommendation

16. The NACAG has recommended Council trial free entry for residents from the Great Southern region for a period of 6 months from 1st January 2021 to 30th June 2021.
17. Given the ongoing low local visitation and minimal percentage of the NAC's paying visitors coming from the Local Legends incentives, it was considered that free entry would not have any material impact on entry income from the NAC across the trial period and would make the museum more accessible to residents from our region.
18. The free entry trial is recommended by NACAG to indicate whether significant growth in local visitation from the Great Southern can be achieved, and what impact this will have on paying visitation numbers from outside the region.
19. The NACAG recommendation did not consider the new visitation statistics for Q1 of 2020-21 as this data was unavailable at the time, but it is not expected it would have made a material difference to the Advisory Group's considerations.

LEAGUE OF LOCAL LEGENDS

20. The League of Local Legends program was established in 2017 and currently has 5,361 members, an increase of 1,540 members since June 2020 due to a range of promotional initiatives.
21. This has included expanding membership eligibility to residents from all South Coast Alliance local government partners, i.e. Albany, Plantagenet, Denmark and Jerramungup.

22. Joining the League of Local Legends currently entitles the member to the following benefits:
- 50% discount on standard entry prices to the NAC;
 - Free entry to the NAC if chaperoning a paying visitor;
 - Paying visitors chaperoned by a member get a 10% discount on entry to the NAC;
 - 10% discount on purchases at the Forts Store Boutique;
 - Email updates about exciting events and programs for Local Legends members.
23. Considerable time and resources has been invested in developing and expanding the existing Local Legends program, and officers believe there would be value in adopting a promotional offer through this program that supports the aims of the NACAG recommendation.
24. It is recommended to expand the existing eligibility of the Local Legends to the 11 local government municipalities with the geographic boundary of the Great Southern region, and include Jerramungup as an Alliance partner, and Walpole as fringe south coast community.
25. To promote expanded membership into the whole region, it is proposed to offer free entry on standard entry prices to the NAC for members only, for the duration of the NACAG's proposed trial period, as follows:
- Free entry to the NAC (1st January 2021 – 30th June 2021 only);
 - Paying visitors chaperoned by a member get a 10% discount on entry to the NAC;
 - 10% discount on purchases at the Forts Store Boutique;
 - Email updates about exciting events and programs for Local Legends members.
26. The existing incentive structure could be reinstated at the end of the promotional period.

GOVERNMENT & PUBLIC CONSULTATION

27. Not Applicable

STATUTORY IMPLICATIONS

28. The Local Government Act 1995:

Section 6.12. Power to defer, grant discounts, waive or write off debts

- (1) Subject to subsection (2) and any other written law, a local government may —
- (a) when adopting the annual budget, grant* a discount or other incentive for the early payment of any amount of money; or
 - (b) waive or grant concessions in relation to any amount of money; or
 - (c) write off any amount of money,
- which is owed to the local government.

*** Absolute majority required.**

- (2) Subsection (1)(a) and (b) do not apply to an amount of money owing in respect of rates and service charges.

29. The delegated authority to waive fees and charges, does not extend to the writing off of admission fees, noting the condition of delegation states:

<p>Condition of Delegation:</p> <p>(a) This authorisation:</p> <ul style="list-style-type: none"> • does not extend to statutory charges, the municipal rate or service charges incorporated within the rate notice. • is subject to: <ul style="list-style-type: none"> ○ Conditions contained in Council Policies; ○ Funding being allocated in the City’s Annual Budget; and ○ Reporting: <ul style="list-style-type: none"> ▪ Funding/Donations limited to \$10,000. ▪ Funding/Donations above \$10,000 must be reported to Council. <p>(b) Any waiver, reduction or refund of a fee shall be based on the following criteria:</p> <ul style="list-style-type: none"> • The proposal not being intended to be a money making venture for the benefit of the entity. • The cost of in-kind support and work undertaken by the City of Albany. • The application is on behalf of a non-profit or charitable organisation or be reflective of the benefit of the proposal to the community.

POLICY IMPLICATIONS

30. Not Applicable

RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Financial: <i>6-month promotional period results in loss of ticket revenue from existing annual local visitor intake to the NAC, adversely impacting budgeted revenue.</i>	<i>Unlikely</i>	<i>Minor</i>	<i>Low</i>	<i>Continue to monitor budgeted revenue versus actuals this financial year and inform Council of any anticipated material adverse impact on budget.</i>
Financial: <i>There is expectation that free entry for Great Southern residents will continue, or be available to any visitor.</i>	<i>Possible</i>	<i>Minor</i>	<i>Medium</i>	<i>Clearly communicate the terms and timing of the free entry promotional offer.</i>
Legal and Compliance: <i>A visitor attempts to gain free entry fraudulently by providing false residential details on presentation at the NAC.</i>	<i>Unlikely</i>	<i>Minor</i>	<i>Low</i>	<i>Utilising the existing League of Local Legends program requires residents to provide their contact details – and these are retained on records – as part of the sign-up process. Officers may also request proof of ID, such as a Drivers Licence.</i>

FINANCIAL IMPLICATIONS

- 32. Revenue from NAC ticket sales achieved in the 2019-2020 financial year was over \$753,000, and in the first quarter of 2020-21 was \$216,520.
- 33. A full non-discounted or non-concession entry fee to the NAC is \$25.
- 34. Due to entry incentives for members, family entry packages and concession rates, it is difficult to calculate accurate figures of the amount of direct income generated from current Great Southern visitation.
- 35. However, given the trend for low local visitation, concessions and the free or 50% discount entry already provided to Local Legends members, the percentage of income from local visitation would be minimal.
- 36. Offering stand-alone free entry to all Great Southern residents as recommended by NACAG would be difficult to implement consistently. For example, it cannot be applied to a local visitor purchasing The Amazing South Coast Pass – a discounted entry ticket for 3 local attractions – given it includes existing arrangements with partner attractions, and the online point of sale for these passes does not have the capability of verifying a local purchaser.
- 37. The League of Local Legends membership applies to visitation of the NAC as a single attraction only and the officers’ recommendation avoids complications in administering the three-way pass and maintains existing partner relationships.

LEGAL IMPLICATIONS

- 38. NIL

ENVIRONMENTAL CONSIDERATIONS

- 39. NIL

ALTERNATE OPTIONS

- 40. Do not approve the responsible officer’s recommendation and maintain the status-quo League of Local Legends membership eligibility and incentives.
- 41. Approve a 6-month trial of free entry for Great Southern residents, monitoring growth and member visitation numbers, noting the current League of Local Legends program would be placed on hold and potentially challenging to resurrect when the trial ends.

CONCLUSION

- 42. Extending membership eligibility for the League of Local Legends to all Great Southern residents and promoting this with a 6-month free entry offer will meet the aims of the NACAG recommendation and potentially attract a new wave of local visitors who can experience the legend and advocate to friends and family to visit the site.
- 43. Visitation figures to date clearly show that local visitation is a very small portion of overall numbers visiting the NAC, despite the encouraging increase in visitation during Q1 this financial year.
- 44. It is anticipated that the free entry promotion for Local Legends will be well received by Great Southern communities and encourage more Great Southern residents to visit and enjoy the Albany Heritage Park experience.

Consulted References	:	Local Government Act 1995
File Number (Name of Ward)	:	All Wards
Previous Reference	:	OCM August 2020, National Anzac Centre – Q4 Report – Report CCS279

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