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# AGENDA

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## COMMUNITY AND CORPORATE SERVICES COMMITTEE

**Tuesday 13 July 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

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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
<b>Councillors:</b>	
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
<b>Staff:</b>	
Chief Executive Officer	A Sharpe
Executive Director Corporate & Commercial Services	D Olde
Executive Director Community Services	N Watson
Bicentenary Coordinator	B Findlay
Meeting Secretary	H Bell
<b>Apologies:</b>	
Frederickstown	Vacant

**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 08 June 2021, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.**

**9. PRESENTATIONS Nil.**

**10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS**

**CCS359: FINANCIAL ACTIVITY STATEMENT – MAY 2021**

<b>Proponent / Owner</b>	: City of Albany
<b>Attachments</b>	: Financial Activity Statement-May 2021
<b>Report Prepared By</b>	: Manager Finance (S Van Nierop)
<b>Authorising Officer:</b>	: 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**

**CCS359: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT the Financial Activity Statement for the period ending 31 May 2021 be RECEIVED.**

**BACKGROUND**

1. The Statement of Financial Activity for the period ending 31 May 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 April 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.

<b>File Number (Name of Ward)</b>	:	FM.FIR.7 - All Wards
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**CCS360: LIST OF ACCOUNTS FOR PAYMENT – JUNE 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:
  - a. **Theme 1:** Leadership.
  - b. **Objective 1.1:** To establish and maintain sound business and governance structures
  - c. **Community Priority 1.1.1:** Implement systems and controls that ensure the prudent use of rates and ensure value for money in all aspects of Council operations.

**IN BRIEF**

2. 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**

**CCS360: 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 June 2021 totalling \$7,418,847.00.**

**DISCUSSION**

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

<b>Municipal Fund</b>	
Trust	\$0.00
Credit Cards	\$30,989.29
Payroll	\$1,885,114.01
Cheques	\$66,654.54
Electronic Funds Transfer	\$5,436,089.16
<b>TOTAL</b>	<b>\$7,418,847.00</b>

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

Current	\$222,399.43
30 Days	\$361,544.50
60 Days	-\$23,759.68
90 Days	-\$3,768.73
<b>TOTAL</b>	<b>\$556,415.52</b>
<b>Cancelled Cheques</b>	<b>Nil</b>

#### 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 June 2021 has been incurred in accordance with the 2020/2021 budget parameters.

#### FINANCIAL IMPLICATIONS

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

#### CONCLUSION

9. That list of accounts have 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.

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

**CCS361: DELEGATED AUTHORITY REPORTS – MAY 2021 to JUNE 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**

**CCS361: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT the Delegated Authority Reports 16 May 2021 to 15 June 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

**CCS362: WRITE OFF GENERAL DEBT REPORT AS AT 30 JUNE 2021**

**Proponent** : City of Albany  
**Attachments** : Write Off Debtors General Debt  
**Report Prepared by** : Manager Finance (S Van Nierop)  
**Authorising Officer** : Executive Director Corporate & Commercial Services (D Olde)

**RECOMMENDATION**

**CCS362: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT Council RECEIVE the General Debtors Write Off Report as at 30 June 2021.**

**CCS363: RATING SUBSIDY: SPORTING & COMMUNITY ORGANISATION  
RECIPIENT LIST FOR 2020/21**

**Proponent** : City of Albany  
**Attachments** : Rating Subsidy: Sporting & Community Organisations  
Recipient List for 2020/21 financial year.  
**Report Prepared by** : Senior Finance Officer – Rates (G Shephard)  
**Authorising Officer** : Executive Director Corporate & Commercial Services (D Olde)

**RECOMMENDATION**

**CCS363: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT Council RECEIVE the Rating Subsidy: Sporting and Community Organisations  
Recipient List for 2020/21.**

## CCS364: NATIONAL ANZAC CENTRE - LEAGUE OF LOCAL LEGENDS MEMBERSHIP AND PROMOTION

<b>Business Entity Name</b>	: City of Albany
<b>Report Prepared By</b>	: Manager Facilities (L Stone)
<b>Authorising Officer:</b>	: 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

#### CCS364: RESPONSIBLE OFFICER RECOMMENDATION

**THAT the offer of free entry to the National Anzac Centre for League of Local Legends members only, for a further 12-month promotional period concluding 30 June 2022, be APPROVED.**

### BACKGROUND

2. The National Anzac Centre (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 (NACAG) 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 NAC League of Local Legends program aims to provide the local community with discounted opportunities to access one of our community's most important and nationally significant cultural assets.
6. At the NACAG meeting on September 18, 2020, concerns were raised about the ongoing trend of very low local visitation to the NAC and strategies to improve this.
7. The NACAG recommended Council trial free entry for residents from the Great Southern region for a period of 6 months from 1<sup>st</sup> January 2021 to 30<sup>th</sup> June 2021.

9. At the Ordinary Council Meeting of 24 November 2020 Council considered this subject and endorsed a recommendation to:
1. *APPROVE expanding membership eligibility for the National Anzac Centre's League of Local Legends to residents living within the Great Southern geographical boundary; and*
  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.*
10. The expanded membership region encompasses the 11 local government boundaries of Albany, Denmark, Plantagenet, Jerramungup, Broomehill-Tambellup, Cranbrook, Gnowangerup, Katanning, Kent, Kojonup and Woodanilling.
11. YTD results (up to 31 May 2021) of the expanded membership program were collated and tabled to the NACAG at its most recent meeting in June 2021.

## DISCUSSION

12. A breakdown of the League of Local Legends data collected during the promotional period from 1<sup>st</sup> January 2021 to 31<sup>st</sup> May 2021 is detailed below.
13. Data for June 2021, being the final month of the 6-month promotional period, was not available at the time of compiling this report.

### Visitation Summary (Quarter 3):

14. In August 2020 the NAC changed to new point-of-sale software – from Centaman to Vend. When the League of Local Legends data was transferred over to Vend, the number associated with the program changed from 5,361 memberships (individuals) to 2,736 memberships (households).
15. Vend counts household memberships, not individual people. Individual people that are registered are still counted when visiting the centre, as well as paying visitors accompanying members.
16. As at the conclusion of Quarter 3 (31 March 2021), the League of Local Legends Program had a total of 4,123 memberships / households. This equates to an increase of 1,204 household memberships since the free membership program started.

Number of Memberships	at 31 Mar 2021	at 30 Jun 2021
	4,123	Not yet known

New Memberships Q3	Jan	Feb	Mar	Total
	565	311	328	1204

Visitation Q3	Jan	Feb	Mar	Total
Local Legends	98	174	173	<b>445</b>
Accompanying Visitors	61	35	38	<b>134</b>
<b>Total</b>	<b>159</b>	<b>209</b>	<b>211</b>	<b>579</b>

17. Great Southern visitation to the NAC increased from what has been a steady 1% of overall WA visitation in past years.
18. The free-entry for League of Local Legends members' promotion commenced January 1, 2021, with the visitation during the Jan–Mar 2021 (Quarter 3) period from the Great Southern Region totalling 652 people or 4.4% of Western Australia's overall visitation of 14,723.
19. Great Southern visitation for the same period Jan–Mar in 2020 totalled 288 people, or 3.6% of Western Australia's overall visitation of 7,835 for that period.

20. The visitation data for the quarter indicates the free-entry promotion has significantly contributed to the growth in the below figures for the 3-month period Jan–Mar 2021 compared to the Jan–Mar 2020:

- 11,528 increase in visitors from Western Australia;
- 364 increase in visitors from Great Southern;
- 66 increase in accompanying paying visitors of League of Local Legends members;
- 342 increase in League of Local Legends members visiting; and
- 1,204 new memberships during Jan–Mar 2021 period, 859 more memberships to the same period 2020.

Visitation Summary (Quarter 4):

21. The visitation for April and May below reflects the positive growth achieved in the first 3 months of the League of Local Legends promotion. The final figures for Quarter 4 and the overall figures for the 6-month promotional period will not be known until end of June.
22. Memberships as at end of May are 4,884, representing an increase of 761 memberships since the end of Quarter 3 at March 31.

New Memberships	Apr	May	Total
	428	333	761

23. With a month of data (June) for the quarterly reporting period still unavailable, visitation from League of Local Legends members for Quarter 4 has already exceeded the total membership visitation recorded in Quarter 3.

Visitation	Apr	May	Total
Local Legends	335	305	660
Accompanying Visitors	129	53	182

24. The below table shows the YTD figures of the memberships and visitations, with Q3 and Q4 attributed to the League of Local Legends promotional period.

Memberships & Visitation 20/21	Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-May ONLY	Total
Household Memberships	86	94	1,204	761	2,145
Visits by League of Local Legends	137	43	445	640	1,265
Accompanying Paying Visitors	79	53	134	167	433
Great Southern Visitation	537	373	652	760	2,322

NACAG Recommendation

25. The NACAG has recommended Council consider extending the free entry promotion for League of Local Legends Members for a further 12-month period, from 1<sup>st</sup> July 2021 to 30<sup>th</sup> June 2022.
26. Given the ongoing support for the program and positive increase in visitation numbers, it was considered that extending the free entry membership offer would not have any material negative impact on entry income from the NAC across the recommended period, and would make the museum more accessible to residents from our region.
27. The extended free entry membership offer is recommended by NACAG to indicate whether significant growth in local visitation from the Great Southern can continue to be achieved, and what impact this will have on paying visitation numbers from outside the region.



28. The NACAG recommendation did consider the new visitation statistics for Q1, Q2, Q3 and YTD data for Q4 of 2020-21. Data for the final month of Quarter 4 (June 2021) was unavailable at the time, but it is not expected it would have made a material difference to the NACAG's considerations.

### GOVERNMENT & PUBLIC CONSULTATION

29. N/A

### STATUTORY IMPLICATIONS

30. 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.

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

**Condition of Delegation:**

(a) This authorisation:

- does not extend to statutory charges, the municipal rate or service charges incorporated within the rate notice.
- is subject to:
  - Conditions contained in Council Policies;
  - Funding being allocated in the City's Annual Budget; and
  - Reporting:
    - Funding/Donations limited to \$10,000.
    - Funding/Donations above \$10,000 must be reported to Council.

(b) Any waiver, reduction or refund of a fee shall be based on the following criteria:

- 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

32. N/A

### RISK IDENTIFICATION & MITIGATION

33. To ensure appropriate decisions are made with quality information, stakeholder consultation and research, Council must be informed of the risk the City faces as a result of its decision making.

34. Risk identification and mitigation advice assists Council maximise opportunity and minimise risks and hazards that may impact upon the effective and efficient management of City assets, functions and services.
35. The risk identification and categorisation relies on the City’s Enterprise Risk and Opportunity Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<b>Financial:</b> 12-month promotional period results in loss of ticket revenue from existing annual local visitor intake to the NAC, adversely impacting budgeted revenue.	Unlikely	Minor	Low	Continue to monitor budgeted revenue versus actuals this financial year and inform Council of any anticipated material adverse impact on budget.
<b>Financial:</b> There is expectation that free entry for Great Southern residents will continue, or be available to any visitor.	Possible	Minor	Medium	Clearly communicate the terms and timing of the free entry membership offer.
<b>Legal and Compliance:</b> A visitor attempts to gain free entry fraudulently by providing false residential details on presentation at the NAC.	Unlikely	Minor	Low	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 also request proof of ID, such as a Drivers Licence.

#### FINANCIAL IMPLICATIONS

36. Offering free entry for League of Local Legends members is not expected to result in any significant loss of ticket revenue as it is attracting visitors to the NAC that were otherwise not engaging with the museum.
37. In fact, there has been an increase in accompanying paying visitors during the promotional period of more than 200% compared to the first two quarters of 2020-2021, bringing additional ticket revenue that may not have otherwise been achieved.
38. Revenue from NAC ticket sales achieved in the 2019-2020 financial year was approximately \$753,000, and as at the time of writing this report was at \$998,442 for 2020-2021.
39. This remains lower than the \$1.185 million in 2018-2019 and is credited to Covid restrictions reducing interstate and international visitation.
40. A full non-discounted or non-concession entry fee to the NAC is \$25. Prior to adopting the free-entry promotion for members, League of Local Legends visitors would receive a 50% discount if visiting the NAC with a paying visitor.

#### LEGAL IMPLICATIONS

41. N/A.

#### ENVIRONMENTAL CONSIDERATIONS

42. N/A

#### ALTERNATE OPTIONS

43. Council may choose not to approve the responsible officer’s recommendation and return to the status-quo League of Local Legends membership eligibility and incentives that were in place prior to the promotional program.

44. Council may choose to amend the recommended timeframe for the extension of the membership promotional offer.

**CONCLUSION**

45. During the promotional period up to 31 May 2021:
- a. the rate of new League of Local Legends memberships has increased more than 10x compared to the first two quarters of the financial year;
  - b. Visitation by League of Local Legends members has increased more than 600% compared to the first two quarters of the financial year;
  - c. Accompanying paying visitors has increased by more than 200% compared to the first two quarters;
  - d. Overall Great Southern visitation has increased by about 55% compared to the first two quarters, indicating the promotional campaign has attracted significant additional local visitation.
46. Noting these results do not include June, the data as it stands indicates the initiative has been very successful in achieving the desired outcome.
47. The expanded League of Local Legends program will continue to offer membership to the whole Great Southern region, irrespective of whether a discounted entry fee is reinstated or not.
48. The additional local visitation generated has not previously been captured and therefore has had minimal impact on overall ticket revenue at the NAC.
49. Year-to-date actuals for ticket sales at the NAC is currently around \$190k over budget in a Covid-19 compromised tourism market with significantly increased Great Southern visitors entering for free since 1 January, 2021.
50. Given the additional local visitation generated, and minimal impact the program has on overall ticket revenue for the NAC, there is justification to consider continuing to offer free membership for League of Local Legends members for a further term.
51. During this time, further analysis will be undertaken and reported back to Council through existing reporting mechanisms.

<b>Consulted References</b>	:	Local Government Act 1995
<b>File Number (Name of Ward)</b>	:	All Wards
<b>Previous References</b>	:	<ul style="list-style-type: none"> <li>• OCM November 2020, Resolution CCS308 - National Anzac Centre – League of Local Legends Membership and Promotion - – Briefing Note NACAG June 2021.</li> <li>• OCM August 2020, Resolution CCS279 - National Anzac Centre – Q4 Report.</li> </ul>

## CCS365: ALBANY BICENTENARY: PROVISIONAL GOVERNANCE MODEL

<b>Proponent / Owner</b>	: City of Albany
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. Albany Bicentenary Provisional Governance Model</li><li>2. Terms of Reference – Advisory Group</li><li>3. Terms of Reference – Indigenous Reference Group</li><li>4. Terms of Reference – Community Reference Group</li><li>5. Terms of Reference – Commercial and Industry Reference Group.</li></ol>
<b>Report Prepared By</b>	: Bicentenary Coordinator (B Findlay)
<b>Authorising Officer:</b>	: 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 1:** Leadership, Smart, Prosperous and Growing

**Objective 1.1:** To establish and maintain sound business and governance structures.

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

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

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

**Theme 2:** Smart, Prosperous and Growing

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

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

#### In Brief:

- To seek Council's in-principle support of the governance framework for the planning and engagement of the 2026 Albany Bicentenary.

### RECOMMENDATION

#### CCS365: RESPONSIBLE OFFICER RECOMMENDATION

**THAT Council ENDORSE the City of Albany Bicentenary Provisional Governance Model.**

### BACKGROUND

2. 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).
3. 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. To some, these occasions recognise the foundations of one of the most successful and peaceful western

liberal democracies in the world. For others, these anniversaries mark the decimation of one of the oldest living cultures in the world. With this in mind, planning for the acknowledgement of Western Australia's bicentenary requires a careful and sensitive whole-of-community approach.

4. Albany's Bicentenary in 2026 is an ideal opportunity for Albany to realise its potential of being a cultural destination in regional WA. The city 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.
5. 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 pandemic.
6. Focussed work on the project re-commenced in January 2021 and a provisional governance model has been developed toward 2026 to establish a partnership with the Menang-Noongar community and collaborate with key stakeholders and community to develop a scope for the Bicentenary.

## DISCUSSION

7. Provision of a Governance Model for the 2026 Bicentenary project is a Key Performance Indicator for the City of Albany CEO.
8. The purpose of the proposed model is to demonstrate the broad role of each tier 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.
9. Core to the governance structure is establishing a partnership with the Menang-Noongar community to work collaboratively on project outcomes, and the proposed model is intended to ensure broad consultation with the community surrounding the Bicentenary project.
10. The proposed model and various Terms of Reference will be refined as required once full membership of the Advisory Group is established to ensure the Menang-Noongar community is represented and has input into the final framework.
11. Officers are seeking Council endorsement of the Albany Bicentenary Provisional Governance Model in order to progress the project.
12. The aim of the proposed governance model is to ensure the project and its outputs are well managed and retain core objectives and strategies toward the 2026 Bicentenary.
13. As well as recognising the core aim of 2026 being a partnership between the City of Albany and local Menang Community, a dedicated Advisory Group, a Local Implementation Group (a subgroup of the Advisory Group), and various Reference Groups are proposed.
14. A key focus of the Bicentenary Discussion Paper and Business case is the need for a comprehensive model which will form the basis for project and funding advocacy, project partnerships and implementation.
15. An infographic and Terms of Reference for groups has been developed to provide clarity on governance arrangements, noting:
  - a. The proposed Key Objectives, General Responsibilities and Membership Arrangements of each group are outlined within the respective draft Terms of Reference; and
  - b. Terms of Reference for the Local Implementation Group will be developed following delivery of a prospectus by the Advisory Group in order to align membership with the skills required for implementation.
  - c. A focussed Bicentenary Book working group and relevant Terms of Reference 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, will be progressed concurrent to the implementation of the broader working groups.

16. As the project develops, the governance model may be reviewed to incorporate personnel or groups considered relevant to delivery.

### GOVERNMENT & PUBLIC CONSULTATION

17. City officers have sought advice from members of the Advisory Group regarding the provisional governance model and nomenclature.
18. The proposed model is intended to ensure broad consultation with the community surrounding the Bicentenary project.
19. Further consultation on the model and terms of reference will follow establishment of the membership of all groups.

### STATUTORY IMPLICATIONS

20. Nil.

### POLICY IMPLICATIONS

21. Nil.

### RISK IDENTIFICATION & MITIGATION

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

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<p><b>Reputational.</b> <i>Risk: The opportunity to achieve broader cultural acknowledgement and reconciliation as key outcomes of 2026 is missed.</i></p>	Possible	Major	High	Establish a framework that fosters a partnership with the Menang-Noongar community and ensures Noongar engagement and involvement in 2026 outcomes.
<p><b>Reputational.</b> <i>Risk: The Bicentenary project does not meet community expectations.</i></p>	Possible	Major	High	Ensure there is strong cross-representation of stakeholders within working groups membership and undertake broad consultation to achieve community input into 2026 scope.
<p><b>Operational.</b> <i>Risk: No governance model, or an inadequate model, is adopted to guide the project and deliver objectives.</i></p>	Possible	Major	High	Adopt provisional governance model to support the project progressing in a structured and collaborative manner, on the basis of further consultation and refinement once full membership is finalised.
<p><b>Opportunity:</b> <i>To formalise a governance structure that enables the involvement of partners and stakeholders in achieving coordinated and collaborative planning and delivery of the 2026 Albany Bicentenary.</i></p>				

### FINANCIAL IMPLICATIONS

23. A budget allocation of around \$150,000 per financial year for operational planning of the Bicentenary project has been factored into the City of Albany's long-term financial planning.

24. A budget allocation of \$30,000 has been included within the draft 2021-2022 Budget towards the production and publication of a book for the Bicentenary, as resolved by Council at the OCM on 7<sup>th</sup> July 2020.
25. The City of Albany's long term financial plan includes annual allocations to a reserve towards the delivery of the Bicentenary in 2026 and will be used to leverage additional State and Federal funding at the appropriate time.
26. 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.

**LEGAL IMPLICATIONS**

27. Nil.

**ENVIRONMENTAL CONSIDERATIONS**

28. Nil.

**ALTERNATE OPTIONS**

29. Council may choose to not endorse the Provisional Governance Model.

**CONCLUSION**

30. 2026 presents an opportunity for Albany to lead the way in achieving greater cultural acknowledgement and inclusion as legacy outcomes of the significant Bicentennial milestone.
31. This Provisional Governance Model has been developed to support establishing a partnership with the Menang-Noongar community and achieve broad community input through consultation into the scope for 2026.
32. It responds to the Key Performance Indicator of the CEO.
33. The proposed governance model and various Terms of Reference will be refined as required once full membership of the Advisory Group is established to ensure the Menang-Noongar community is represented and has input into the final framework.
34. Officers are seeking Council's endorsement of the Provisional Governance Model for the Albany Bicentenary in order to progress the project and resolve full membership of all the groups.

<b>Consulted References</b>	:	
<b>File Number (Name of Ward)</b>	:	All wards
<b>Previous Reference</b>	:	N/A

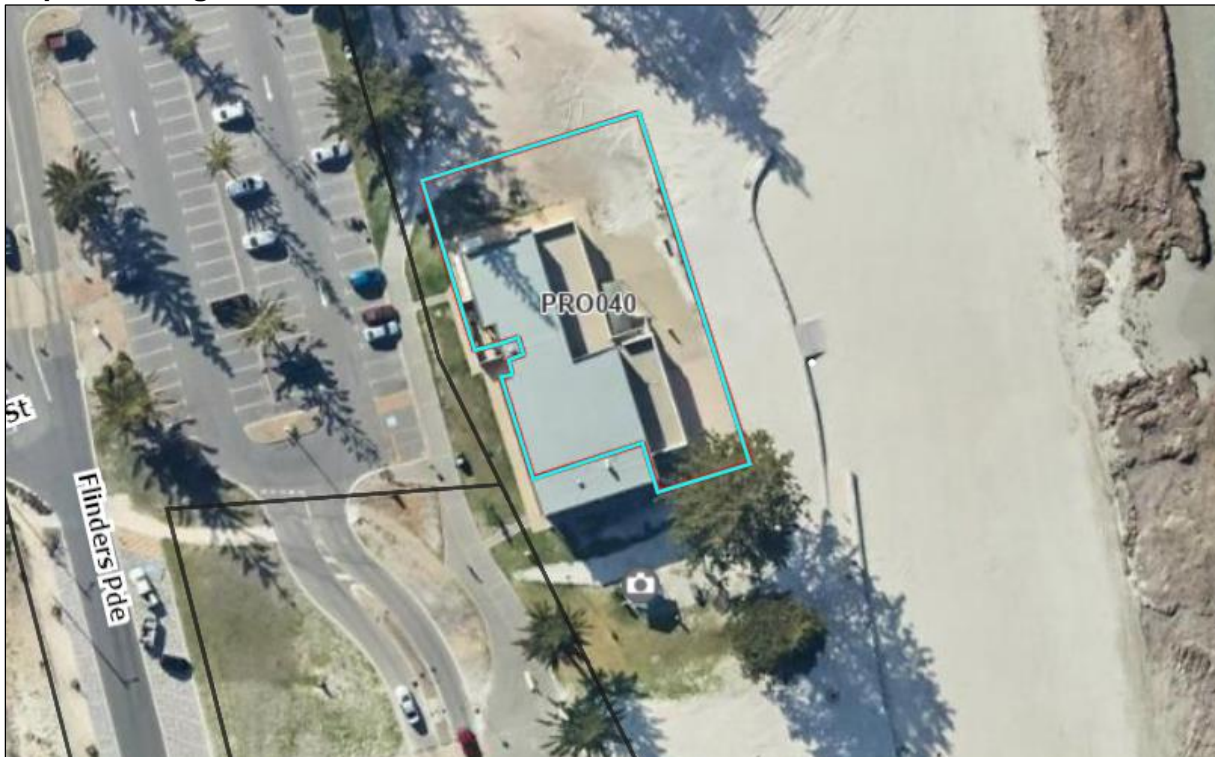
## CCS366: ALBANY SURF LIFESAVING CLUB EXPANSION PROPOSAL

<b>Land Description</b>	: Part of the land in Crown Reserve 14789 and portion of Lot 1474 on Deposited Plan 219850, the subject of Certificate of Title LR3111 Folio 83, Middleton Beach.
<b>Proponent / Owner</b>	: Albany Surf Life Saving Club Inc. Crown (City of Albany under Management Order)
<b>Supplementary Information &amp; Councillor Workstation</b>	:
<b>Report Prepared By</b>	: Executive Director Community Services (N Watson) Executive Director Infrastructure, Development & Environment (P Camins)
<b>Authorising Officer:</b>	: Chief Executive Officer (A Sharpe)

### STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the Community Strategic Plan or Corporate Business Plan informing plans and strategies:
  - a. **Theme 4: Community Health & Participation**
  - b. **Strategic Objectives:**
    - **4.2:** To create interesting places, spaces and events that reflect our community's identity, diversity and heritage; and
    - **4.3:** To develop and support a healthy inclusive and accessible community;
  - c. **Community Priorities:**
    - **4.2.2:** To maintain infrastructure and deliver programs that promote Albany's unique heritage, engender civic pride and leave a lasting memory; and
    - **4.3.1:** Develop a range of activities and facilities that connect people, promote a healthy community and are appropriate for all ages.

### Maps and Diagrams:





**In Brief:**

- To update Council on the progress of the Albany Surf Life Saving Club Expansion Proposal.
- Seek Council's endorsement of the project, including a City of Albany financial commitment and support for the Albany Surf Life Saving Club to progress the project to the next stages including the Club seeking additional funding.
- Council have previously received briefings and documentation on this project from Albany Surf Life Saving Club representatives and toured the facility.

**RECOMMENDATION**

**CCS366: RESPONSIBLE OFFICER RECOMMENDATION**

1. That Council provide in principle support for the Albany Surf Life Saving Club Expansion Project.
2. That the following City of Albany contribution to the Albany Surf Lifesaving Club Expansion Project be included in the 2021/2022 draft Annual Budget for Council consideration when the Budget is adopted:
  - \$100,000 as Council's in-kind contribution for project management, which is provided for within existing operational allocations;
  - \$300,000 from the Debt Management Reserve be allocated to the project as Council's financial contribution.
3. Council notes that a further report will be presented to Council to consider a variation to the current lease boundary to facilitate the proposed Albany Surf Lifesaving Club Expansion Project.

**BACKGROUND**

2. The Albany Surf Life Saving Club (ASLSC) operates from purpose-built facility on Crown Reserve 14789, Middleton Beach.
3. ASLSC has outgrown its current facility, recording a 42% membership increase over the past five years. This situation has caused a number of significant challenges for the club and how it services the community including:
  - Safety issues posing a serious risk to members and public safety due to design limitations with rescue craft, vehicle interactions and fuel with pedestrians;
  - Inadequate storage space;
  - Insufficient education and training facilities; and
  - Growing demand to utilise the surf club for community events and community groups within the precinct.
4. ASLSC provides a highly valued community service for Albany and the Great Southern in the fields of lifesaving, first aid, emergency response, education and training, and intergenerational sport and recreation.
5. With recent support of long term planning, design and infrastructure in Middleton Beach provided by all levels of government led by City of Albany, ASLSC has undertaken a review of its own vision for the future, and capacity to meet current and future community demand.
6. Further to this review, a clubhouse expansion project has been identified which would significantly improve the safety, efficiency and capacity of service delivery, and create new platforms for stronger links to the broader and beach going communities.

7. The ASLSC are seeking to partner with the City to deliver this project. ASLSC are seeking both a financial commitment of \$300,000 plus additional in-kind support for project management in the vicinity of \$100,000 from the City in order to deliver the facility expansion project.

## DISCUSSION

8. The expansion project is of high strategic importance to the ASLSC with the support of its rapidly growing membership base. ASLSC looks forward to continuing to work with the local community, City of Albany, and both State and Federal governments to deliver the highest standard of community service and to make the club redevelopment vision become a reality.
9. The expansion will:
  - Improve the safety, function and efficiency of core delivery spheres – lifesaving, emergency services, training and education, surf sports and competition;
  - Make the club more accessible and connected to the community; and
  - Assist the ASLSC to meet current community demand at Middleton Beach and build capacity for future growth and development of surf lifesaving services.
10. The concept will be achieved through the following initiatives:
  - a. **Relocation** of motorised water safety storage and operations into a new building extension to the northern end of the current lease to separate pedestrian use zones from vehicle movements. This will mitigate risk of injury to pedestrians and enhance the safety of operations.
  - b. **Expanded** and dedicated lifesaving hub to consolidate into a single central location. This further separates motorised and non-motorised club functions and brings lifesaving front and centre to the club.
  - c. **A new** community meeting and events space to support a number of user groups of both the facility and precinct. The multipurpose space will be managed by ASLSC and offered free of charge to community groups.
  - d. **A new** education and training space to improve the capacity of ASLSC to cater for concurrent training, education and community uses. It is envisaged that community groups will be able to hire this space at minimal cost, rather than booking the whole venue.

## Funding Opportunities

11. The estimated \$2.5M project has secured a \$1.6M election commitment from the current State Government and a financial contribution from the ASLSC. Additional funding opportunities with Lotterywest and other sponsors are being actively progressed by ASLSC.
12. It is noted that Lotterywest have previously indicated potential funding, however this is conditional on a City contribution to the project.

## STATUTORY IMPLICATIONS

13. The City's contribution is conditional on the additional funding requested by the ASLSC being included in 2021-2022 Budget and the ASLSC securing the funding required to complete the project.

## POLICY IMPLICATIONS

14. Nil.

## RISK IDENTIFICATION & MITIGATION

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

<b>Risk</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Analysis</b>	<b>Mitigation</b>
<b>Financial:</b> Lack of available finance.	Possible	Moderate	Medium	Development of a funding strategy Re-scope the project design to achieve an outcome within available funding
<b>Financial &amp; Reputational:</b> Failure to secure a workable solution may result in the condition of the ASLSC existing amenities deteriorating to an unsafe condition and not providing a safe facility for members and patrons.	Possible	Moderate	Medium	Work with ASLSC and community partners to seek alternate solutions for a safe facility, such a re-scoping the project
<b>Financial and Reputational:</b> Current State Government commitments and priorities for the development may be at risk if further funding support is not provided by the City and other sponsors.	Possible	Moderate	Medium	Request Council to consider supporting the project and advocating for the project delivery.

## FINANCIAL IMPLICATIONS

16. The total cost estimate for the proposed facility expansion project is \$2.5 million.
17. Subject to Council endorsing the recommendations within this report, \$300,000 will be included in the 2021-2022 draft Annual Budget for Council consideration.
18. In addition to the financial contribution, the City of Albany will act as the lead agency for the project development and provide project management support as its in-kind contribution estimated at \$100,000. An additional budget allocation is not required for the in-kind contribution, as this can be provided for within existing City operational allocations.

## LEGAL IMPLICATIONS

19. Not applicable to this report.

## ENVIRONMENTAL CONSIDERATIONS

20. Not applicable to this report.

## ALTERNATE OPTIONS

21. Council may:
- Determine an alternate amount of cash and in-kind contribution; or
  - Decline the request for cash and in-kind contribution, noting that this may affect ASLSC's ability to deliver the project and leverage other funding, as other funding streams maybe conditional on the City contributing to the project.

**SUMMARY CONCLUSION**

23. The proposed ASLSC facility expansion will create a community facility with greater capacity to benefit the wider community through improved access to lifesaving, water safety operations, new training and education spaces.
24. Council is asked to support the financial and in-kind contribution as outlined within this report.

<b>Consulted References</b>	:	Nil
<b>File Number (Name of Ward)</b>	:	PRO040, A90251 (Frederickstown)
<b>Previous Reference</b>	:	Nil

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