



ATTACHMENTS

Community and Corporate Services Committee

Tuesday 13 September 2022

6.00pm

Council Chambers

COMMUNITY & CORPORATE SERVICES COMMITTEE
ATTACHMENTS – 13/09/2022

TABLE OF CONTENTS

Report No.	Description	Page No.
CCS466	FINANCIAL ACTIVITY STATEMENT - JULY	1
CCS467	LIST OF ACCOUNTS FOR PAYMENT - AUGUST	11
CCS468	DELEGATED AUTHORITY REPORTS – JULY TO AUGUST	28
CCS469	REVIEW OF COUNCIL POLICY POSITION	36
CCS470	ADOPTION OF THE BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022	40
CCS472	CSRFF ANNUAL AND FORWARD PLANNING GRANTS.	58
CCS475	PARKING AND PARKING FACILITIES LOCAL LAW – DETERMINATION	249
CCS476	COMMUNICATIONS & ENGAGEMENT STRATEGY – Q4	250



CITY OF ALBANY

MONTHLY FINANCIAL REPORT (Containing the Statement of Financial Activity) FOR THE PERIOD ENDED 31 JULY 2022

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

Compliance Report	
Statement of Financial Activity by Nature or Type	
Basis of Preparation	
Note 1	Explanation of Material Variances
Note 2	Net Current Funding Position
Note 3	Cash Investments
Note 4	Receivables
Note 5	Capital Acquisitions

CITY OF ALBANY
COMPILATION REPORT
FOR THE PERIOD ENDED 31 JULY 2022

Report Purpose

This report is prepared to meet the requirements of Local Government (Financial Management) Regulations 1996, Regulation 34.

Overview

The opening Surplus/(Deficit) position carried forward from FY21/22 is subject to audit. No other significant matters are noted.

Statement of Financial Activity by reporting nature or type

Shows a Closing Funding Position for the period ended 31 July 2022 of \$47,033,254.

Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary.

Preparation

Prepared by: P. Martin
Financial Accountant

Reviewed by: S. Van Nierop
Manager Finance

Date prepared: 31-Aug-2022

**CITY OF ALBANY
STATEMENT OF FINANCIAL ACTIVITY
BY NATURE OR TYPE
FOR THE PERIOD ENDED 31 JULY 2022**

	Ref Note	Original Annual Budget	Revised Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a) /(a)	Var.
		\$	\$	\$	\$	\$	%	
OPERATING ACTIVITIES								
Revenue from operating activities								
Rates		42,130,150	42,130,150	41,781,150	41,792,832	11,682	0%	
Operating grants, subsidies and contributions		4,850,431	4,850,431	15,680	655,116	639,436	4078%	▲
Fees and charges		19,750,395	19,750,395	2,967,725	2,978,064	10,339	0%	
Profit on asset disposal		9,348	9,348	-	-	-		
Interest Earnings		619,802	619,802	19,820	80,693	60,873	307%	
Other Revenue		194,946	194,946	8,898	4,767	(4,131)	(46%)	
		<u>67,555,072</u>	<u>67,555,072</u>	<u>44,793,273</u>	<u>45,511,471</u>			
Expenditure from operating activities								
Employee costs		(30,602,671)	(30,602,671)	(2,364,489)	(1,948,160)	416,329	18%	▼
Materials and contracts		(20,843,395)	(20,843,395)	(1,367,744)	(1,396,602)	(28,858)	(2%)	
Utility charges		(1,808,128)	(1,808,128)	(105,630)	(145,796)	(40,166)	(38%)	
Depreciation on non-current assets		(17,889,792)	(17,889,792)	(1,512,781)	(1,579,909)	(67,128)	(4%)	
Finance costs		(508,471)	(508,471)	(695)	(1,871)	(1,176)	(169%)	
Insurance expenses		(821,692)	(821,692)	(40,594)	(1,865)	38,729	95%	
Loss on asset disposal		(512,080)	(512,080)	(28,320)	-	28,320	100%	
Other expenditure		(3,463,109)	(3,463,109)	(161,532)	(157,319)	4,213	3%	
		<u>(76,449,338)</u>	<u>(76,449,338)</u>	<u>(5,581,785)</u>	<u>(5,231,521)</u>			
Non-cash amounts excluded from operating activities								
Add: Depreciation on assets		17,889,792	17,889,792	1,512,781	1,579,909	67,128	4%	
Add: Loss on disposal of assets		512,080	512,080	28,320	-	(28,320)	(100%)	
Less: Profit of disposal of assets		(9,348)	(9,348)	-	-	-		
Less: Implicit Interest		184,709	184,709	695	1,419	724	100%	
		<u>18,577,233</u>	<u>18,577,233</u>	<u>1,541,796</u>	<u>1,581,327</u>			
Amount attributable to operating activities		<u>9,682,967</u>	<u>9,682,967</u>	<u>40,753,284</u>	<u>41,861,278</u>			
INVESTING ACTIVITIES								
Non-operating grants, subsidies and contributions		28,540,751	28,540,751	500,000	319,909	(180,091)	(36%)	▼
Proceeds from disposal of assets		1,031,000	1,031,000	118,274	61,364	(56,910)	(48%)	
Purchase of property, plant and equipment	5	(13,831,810)	(13,831,810)	(418,192)	(322,523)	95,669	(23%)	
Purchase and construction of infrastructure	5	(42,408,902)	(42,408,902)	(760,974)	(156,717)	604,257	(79%)	▲
Amount attributable to investing activities		<u>(26,668,961)</u>	<u>(26,668,961)</u>	<u>(560,892)</u>	<u>(97,968)</u>			
FINANCING ACTIVITIES								
Repayment of borrowings		(2,020,083)	(2,020,083)	-	-	-		
Proceeds from borrowings		1,495,000	1,495,000	-	-	-		
Proceeds from self-supporting loans		14,163	14,163	-	-	-		
Payments for principal portion of lease liabilities		(189,578)	(189,578)	(15,792)	(15,681)	111	1%	
Transfers to reserves (restricted assets)		(15,012,910)	(15,012,910)	-	-	-		
Transfers from reserves (restricted assets)		26,596,380	26,596,380	-	-	-		
Amount attributable to financing activities		<u>10,882,972</u>	<u>10,882,972</u>	<u>(15,792)</u>	<u>(15,681)</u>			
Surplus/(Deficit) for current financial year		<u>(6,103,022)</u>	<u>(6,103,022)</u>	<u>40,176,600</u>	<u>41,747,630</u>			
Surplus/(Deficit) at start of financial year		6,103,022	6,103,022	6,103,022	5,285,624	(817,398)	(13%)	▼
Surplus/(Deficit): closing funding position		<u>-</u>	<u>-</u>	<u>46,279,622</u>	<u>47,033,254</u>			

CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2022

BASIS OF PREPARATION

BASIS OF PREPARATION

The City has reclassified a small number of accounts for comparative purposes. The impact of these reclassifications are considered minor and immaterial and have been made to improve the reporting alignment of the monthly financial report and the annual financial statements.

REPORT PURPOSE

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996, Regulation 34*. Note: The statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government (Financial Management) Regulations 1996* take precedence over Australian Accounting Standards. Regulation 16 prohibits a local government from recognising as assets Crown land that is a public thoroughfare, such as land under roads, and land not owned by but under the control or management of the local government, unless it is a golf course, showground, racecourse or recreational facility of State or regional significance. Consequently, some assets, including land under roads acquired on or after 1 July 2008, have not been recognised in this financial report. This is not in accordance with the requirements of *AASB 1051 Land Under Roads paragraph 15* and *AASB 116 Property, Plant and Equipment paragraph 7*.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 31 July 2022

SIGNIFICANT ACCOUNTING POLICES

CRITICAL ACCOUNTING ESTIMATES

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements.

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2022

NOTE 1
EXPLANATION OF MATERIAL VARIANCES TO YTD BUDGET IN EXCESS OF \$100,000

	Var. \$	Var. %	Var.	Timing/ Permanent	Explanation of Variance
OPERATING ACTIVITIES					
Revenue from operating activities					
Rates	11,682	0%			No material variance.
Operating grants, subsidies and contributions	639,436	4078%	▲	Permanent	Variance relates to Main Roads grant received totalling \$513k. The grant was budgeted as CAPEX, however the Grant is operational in nature. To be addressed in the next Budget Amendment.
Fees and charges	10,339	0%			No material variance.
Profit on Asset disposal	-				No material variance.
Interest earnings	60,873	307%			No material variance.
Other revenue	(4,131)	-46%			No material variance.
Expenditure from operating activities					
Employee costs	416,329	18%	▼	Timing	The budget incorporates a salary increase in line with the City's offer to staff as part of Enterprise Bargaining, budgeted from 1 July 2022. An agreement has not been reached and bargaining is continuing.
Materials and contracts	(28,858)	-2%			No material variance.
Utility charges	(40,166)	-38%			No material variance.
Depreciation on non-current assets	(67,128)	-4%			No material variance.
Finance costs	(1,176)	-169%			No material variance.
Insurance expenses	38,729	95%			No material variance.
Loss on asset disposal	28,320	100%			No material variance.
Other expenditure	4,213	3%			No material variance.
Non-cash amounts excluded from operating activities					
Add: Depreciation on assets	67,128	4%			No material variance.
Add: Loss on disposal of assets	(28,320)	-100%			No material variance.
Less: Profit of disposal of assets	-				No material variance.
Movement in Value of Investments	-	100%			No material variance.

CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2022

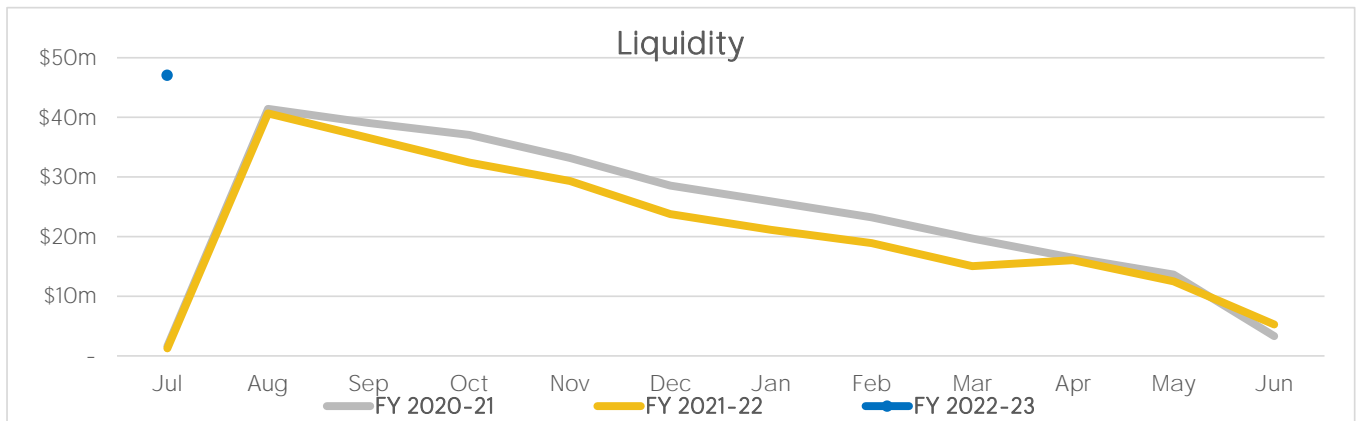
NOTE 1
EXPLANATION OF MATERIAL VARIANCES TO YTD BUDGET IN EXCESS OF \$100,000

	Var. \$	Var. %	Var.	Timing/ Permanent	Explanation of Variance
INVESTING ACTIVITIES					
Non-operating grants, subsidies and contributions	(180,091)	-36%	▼	Permanent	Variance relates to Mains Road grant received totalling \$513k. The grant was budgeted as CAPEX, however it is operational in nature. To be addressed in the next Budget Amendment.
Proceeds from disposal of assets	(56,910)	-48%			No material variance.
Purchase of property, plant and equipment	95,669	-23%			No material variance.
Purchase and construction of infrastructure	604,257	-79%	▲	Timing	Relates to various projects, primarily carried forward projects from the 2021/22 financial year.
FINANCING ACTIVITIES					
Repayment of borrowings	-				No material variance.
Proceeds from borrowings	-				No material variance.
Proceeds from self-supporting loans	-				No material variance.
Payments for principal portion of lease liabilities	111	1%			No material variance.
Restricted Cash Utilised	-				No material variance.
Transfers to reserves (restricted assets)	-				No material variance.
Transfers from reserves (restricted assets)	-				No material variance.
Surplus/(Deficit) at start of financial year	(817,398)	-13%	▼	Permanent	Pending audit/final closing position as at 30 June 2022

REPORT ITEM CCS466 REFERS
CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2022

NOTE 2
NET CURRENT FUNDING POSITION

	Ref Note	FOR THE PERIOD ENDED 31 JULY 2022	FOR THE PERIOD ENDED 30 JUNE 2022	FOR THE PERIOD ENDED 31 JULY 2021
		\$	\$	\$
Current Assets				
Cash - Unrestricted		15,279,630	17,950,336	12,787,604
Cash - Restricted		41,140,807	41,128,658	37,243,396
Trade Receivables - Rates and Rubbish	4	54,281,540	1,361,272	1,194,814
Trade Receivables - Other		1,402,877	1,516,065	690,581
Inventories		712,652	662,784	1,032,175
Grants Receivable		1,599,284	3,026,294	219,000
Other Current Assets		2,129,982	1,068,003	380,178
Other Financial Assets - Self Supporting Loan		14,163	14,163	13,729
		116,560,936	66,727,575	53,561,476
Less: Current Liabilities				
Trade & Other Payables		(15,647,173)	(7,527,064)	(3,438,019)
Contract Liabilities		(6,014,942)	(5,978,898)	(5,786,629)
ROU Liabilities		(173,898)	(189,578)	(167,528)
Borrowings		(2,020,084)	(2,020,084)	(2,413,321)
Provisions		(6,731,969)	(6,800,923)	(5,837,716)
		(30,588,065)	(22,516,548)	(17,643,213)
Adjustments				
Add Back: Borrowings		2,020,084	2,020,084	2,413,321
Add Back: ROU liabilities		173,898	189,578	167,528
Add Back: Head-lease liability amortisation		48	-	-
Add Back: Implicit Interest		1,419	-	-
(Less): Cash Backed Reserves		(41,120,902)	(41,120,902)	(37,224,752)
(Less): Other Financial Assets - Self Supporting Loan		(14,163)	(14,163)	(13,729)
		(38,939,617)	(38,925,403)	(34,657,632)
Net Current Funding Position		47,033,254	5,285,624	1,260,631



COMMENTS:

The increase in liquidity as at 31 July 2022 relative to the same date in 2021 and 2020, is due to the recognition of Rates billing in July for FY2022/23.
Increase in Trade & Other Payables is attributable to ESL Payable & Waste Removal Charges stemming from the issuance of Rates.

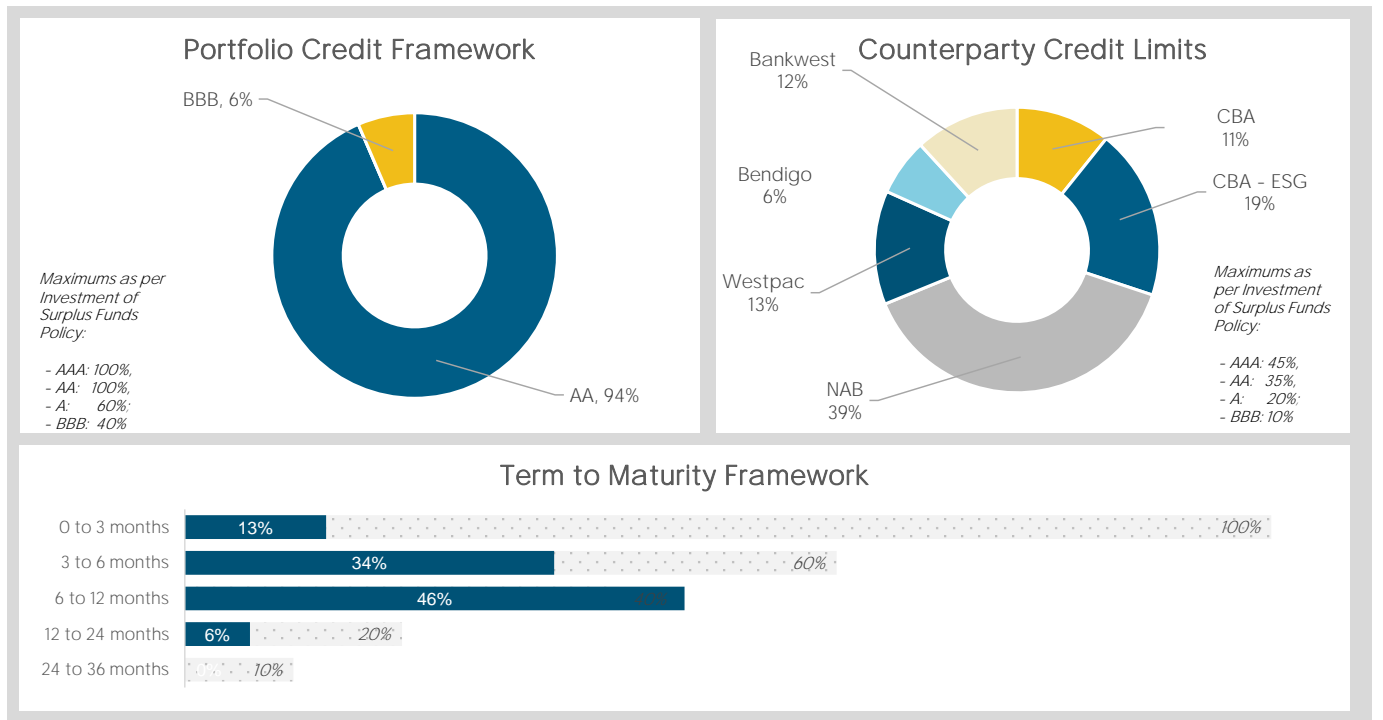
REPORT ITEM CCS466 REFERS
CITY OF ALBANY
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JULY 2022

NOTE 3
CASH INVESTMENTS

Investment Type	Institution	S&P Rating	Interest Rate	Deposit Date	Maturity	Investment Term Category	Amount Invested (\$)	Expected Interest (\$)
General Municipal	Bankwest	AA	0.80%	09-May-22	09-Aug-22	0 to 3 months	2,000,000	4,033
General Municipal	NAB	AA	1.55%	27-May-22	25-Aug-22	0 to 3 months	2,500,000	9,555
General Municipal	CBA - ESG	AA	2.40%	23-Jun-22	21-Oct-22	3 to 6 months	2,000,000	15,781
General Municipal	CBA	AA	3.04%	25-Jul-22	25-Nov-22	3 to 6 months	3,000,000	30,733
							9,500,000	60,102
Restricted	NAB	AA	0.61%	15-Mar-22	12-Aug-22	3 to 6 months	3,000,000	7,521
Restricted	NAB	AA	1.45%	24-May-22	22-Aug-22	0 to 3 months	1,500,000	5,363
Restricted	Bendigo	BBB	1.00%	28-Mar-22	28-Sep-22	6 to 12 months	1,000,000	5,041
Restricted	Westpac	AA	0.42%	30-Nov-21	30-Sep-22	6 to 12 months	4,000,000	13,992
Restricted	Westpac	AA	0.82%	16-May-22	16-Oct-22	3 to 6 months	2,000,000	6,875
Restricted	Bankwest	AA	0.70%	26-Apr-22	26-Oct-22	6 to 12 months	3,500,000	12,284
Restricted	CBA	AA	2.14%	23-May-22	21-Nov-22	3 to 6 months	2,000,000	21,341
Restricted	NAB	AA	2.55%	08-Jun-22	05-Dec-22	3 to 6 months	4,000,000	50,301
Restricted	NAB	AA	2.95%	27-Jun-22	28-Dec-22	6 to 12 months	4,000,000	59,485
Restricted	Bendigo	BBB	2.45%	09-May-22	03-Feb-23	6 to 12 months	2,000,000	36,247
Restricted	CBA - ESG	AA	3.22%	06-Jul-22	06-Jan-23	6 to 12 months	7,000,000	113,626
Restricted	NAB	AA	0.60%	14-Sep-21	14-Sep-23	12 to 24 months	3,000,000	36,000
							37,000,000	368,076

Weighted Average Interest Rate: 1.84%

Total: 46,500,000 428,177



COMMENTS:

Year-on-year movement in cash investment portfolio:

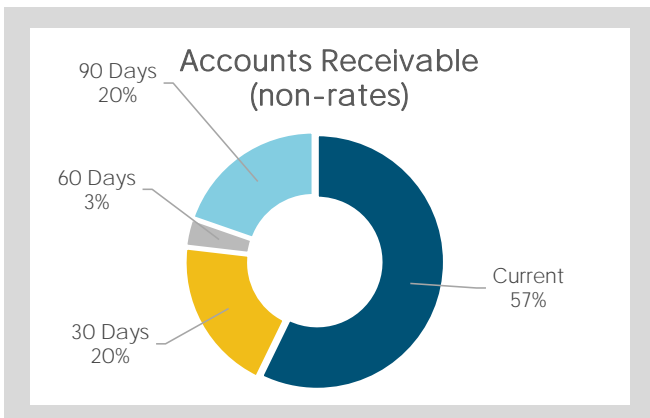
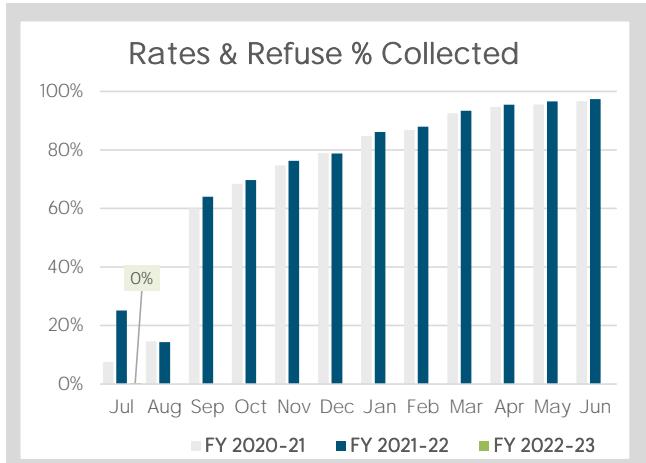
	FY22/23	FY21/22	\$ MVT	% MVT
Municipal	\$9.5m	\$13.5m	-\$4.0m	-30%
Reserve	\$37m	\$26m	\$11m	42%
Total	\$46.5m	\$39.5m	\$7.0m	18%
Average Return	1.84%	0.26%		1.58%

Noted deviations from investment policy for counterparty credit limits & term to maturity are resultant from investment redemption activities. Year-on-year movement in municipal denominated investments of -\$4m is reflective of higher CAPEX & OPEX expenditure recorded in FY21/22, thereby reducing funds available for investment.

CITY OF ALBANY
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 JULY 2022

NOTE 4
 RECEIVABLES

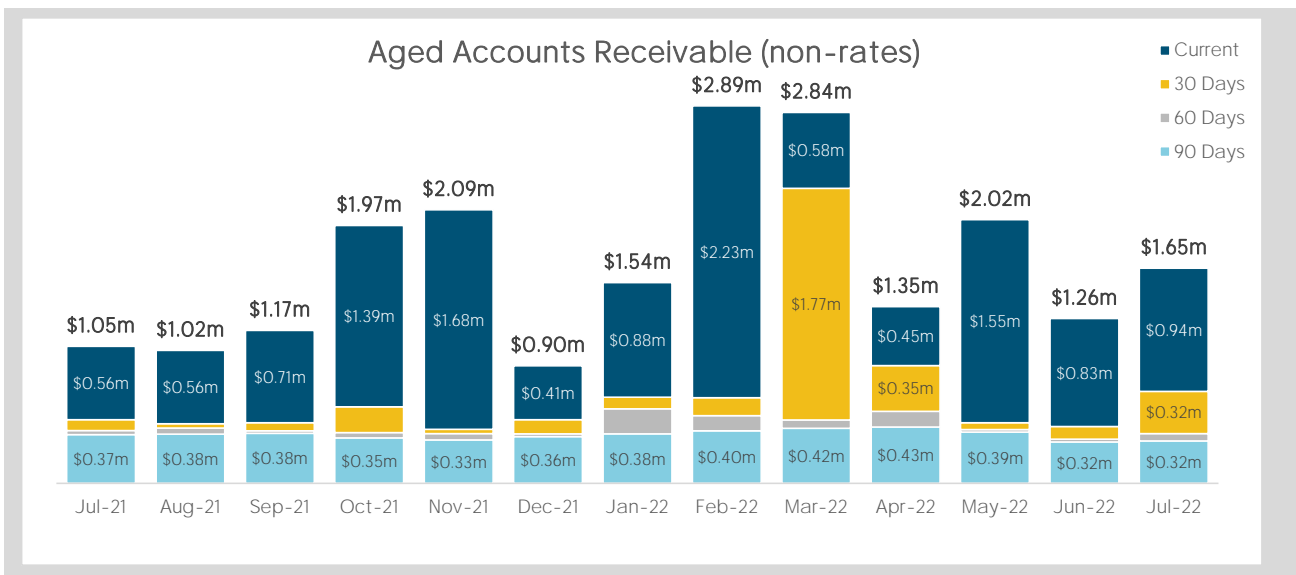
Rates & Refuse % Collected	\$
Opening Arrears Previous Years	1,361,272
Rates Levied	41,792,832
Refuse Levied	7,095,575
ESL Levied	4,205,785
Other Charges Levied	7,274
Amount Levied	54,462,738
(Less): Collections	(181,198)
Total Rates & Charges Collectable	54,281,540
% Collected	0.3%



Accounts Receivable (non-rates)

	\$	%
Current	942,739	57%
30 Days	323,718	20%
60 Days	57,285	3%
90 Days	324,248	20%
Total	1,647,989	100%

Amounts shown above include GST (where applicable)



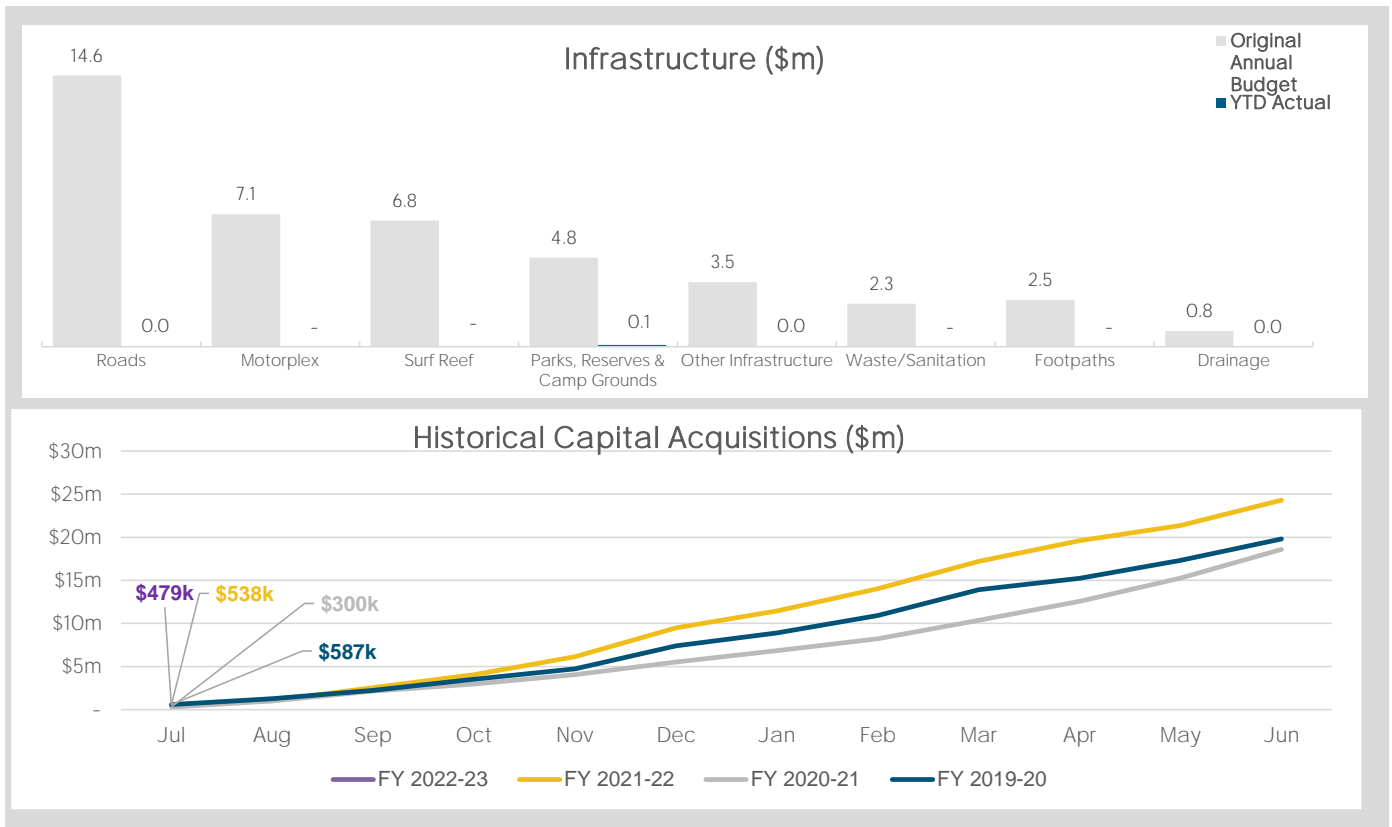
COMMENTS:

Recorded aged receivables of \$1.64m for July FY22/23 is \$0.59m (36%) higher year-on-year, with outstanding aged debtors for July FY21/22 recorded as \$1.05m. This year-on-year movement is largely attributable to a higher number of debtors entering 30+ days & a number of invoices being raised for grants receivable.

CITY OF ALBANY
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 JULY 2022

NOTE 5
 CAPITAL ACQUISITIONS

Capital Acquisitions	Original Annual Budget	Revised Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
	\$	\$	\$	\$	\$	%	
Property, Plant & Equipment Infrastructure*	13,831,810	13,831,810	418,192	322,523	(95,669)	(23%)	
	42,408,902	42,408,902	760,974	156,717	(604,257)	(79%)	▼
Total Capital Acquisitions	56,240,712	56,240,712	1,179,166	479,241	(699,925)	(59%)	▼
Breakdown of Infrastructure							
Roads	14,583,223	14,583,223	118,935	28,196	(90,739)	(76%)	
Motorplex	7,119,502	7,119,502	0	0	0		
Surf Reef	6,781,998	6,781,998	0	0	0		
Parks, Reserves & Camp Grounds	4,788,031	4,788,031	200,357	91,634	(108,723)	(54%)	▼
Other Infrastructure	3,467,697	3,467,697	160,553	28,950	(131,603)	(82%)	▼
Waste/Sanitation	2,310,605	2,310,605	32,681	0	(32,681)	(100%)	
Footpaths	2,515,590	2,515,590	54,000	0	(54,000)	(100%)	
Drainage	842,256	842,256	194,448	7,936	(186,512)	(96%)	▼
Subtotal: Infrastructure	42,408,902	42,408,902	760,974	156,717	(604,257)	(79%)	▼



COMMENTS:
 FY22/23 budget not adopted until OCM 26th July, consequently YTD Capital Expenditure recorded has been minimal.

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 31 JULY 2022**

CREDIT CARD TRANSACTIONS

DATE	PAYEE	DESCRIPTION	AMOUNT
28/06/2022	REGIONAL EXPRESS	Flights - Consultant H Hardcastle - Learning Horizons	\$ 284.11
28/06/2022	SHOPIFY	Subscription - Forts Store Online Postal Shipping Rates	\$ 14.55
28/06/2022	COMMONWEALTH BANK	International Transaction Fee	\$ 0.36
28/06/2022	CANVA	Subscription - Albany Leisure and Aquatic Centre	\$ 164.99
28/06/2022	ANACONDA PTY LTD	Resources - School Holiday Program - Inflatable Pool Toys	\$ 199.96
28/06/2022	WIX.COM	Subscription - Great Southern Creative Exchange Website	\$ 31.85
28/06/2022	COMMONWEALTH BANK	International Transaction Fee	\$ 0.80
28/06/2022	SUPER RETAIL GROUP	Resources - School Holiday Program - Inflatable Pool Toys	\$ 49.00
29/06/2022	MAIN ROADS WA HEAVY VEHICLE	E-Learning Webinar Series - Drains - N Konara	\$ 25.00
29/06/2022	REGIONAL EXPRESS	Flights - Deputy Mayor - ALGWA Mentor Program	\$ 406.76
29/06/2022	LA BOTANIC	Gift - Councillor Goode	\$ 45.40
30/06/2022	YOURMEMBER-CAREERS	Special Purpose Vehicle Period Permit	\$ 242.00
30/06/2022	DEPT OF HEALTH PHARM	Chlorine Gas Licence - Albany Leisure and Aquatic Centre	\$ 127.00
01/07/2022	MAIN ROADS WA HEAVY VEHICLE	Special Purpose Vehicle Period Permit	\$ 25.00
01/07/2022	ALGWA WA	Membership - Deputy Mayor	\$ 51.20
02/07/2022	GOOGLE ADS	Google Advertising - National Anzac Centre	\$ 0.98
04/07/2022	EB WA WORKPLACE HEALTH	Workplace Health and Safety Changes	\$ 44.38
04/07/2022	DEPT OF COMMUN	Fees - Early Childhood Teacher Regulations - Daycare	\$ 116.00
04/07/2022	LOCAL GOVERNMENT MANA	2022-2023 Membership Dues - LG Professionals - N Watson	\$ 531.00
04/07/2022	REZDY	Monthly Subscription - Rezdy - National Anzac Centre	\$ 281.60
05/07/2022	KUSTOM ENGINEER	CAD Design Officer Advertisement	\$ 429.00
05/07/2022	CALYPSO MANAGEMENT	Catering - NAIDOC Week Presentation	\$ 456.00
05/07/2022	MAILCHIMP	Monthly Marketing Plan - Communications	\$ 653.96
06/07/2022	DROPBOX	Monthly Subscription - Incident Management Team	\$ 302.50
06/07/2022	REGIONAL EXPRESS	Flights - Annual Review Consultant H Hardcastle	\$ 142.06
06/07/2022	AUSTRALIAS SOUTH WEST	Membership - National Anzac Centre	\$ 395.00
07/07/2022	ASIC	Company Information Search	\$ 9.00
07/07/2022	SAI GLOBAL	Storage and Handling of Flammable and Combustible Liquids	\$ 301.00
07/07/2022	ARTWORKARCHIVE.COM	2022-2023 Subscription - Artwork Archive Software - COA Art Collection	\$ 1,047.16
07/07/2022	COMMONWEALTH BANK	International Transaction Fee	\$ 26.18
08/07/2022	CAFÉ ESPRESSO ONE	Meeting - CEO and Councillor Traill	\$ 10.00
08/07/2022	FACEBOOK	Facebook and Instagram Advertising	\$ 129.92
08/07/2022	SOUNDTRACK YOUR BRAND	Albany Leisure and Aquatic Centre - Monthly Subscription - Music Service	\$ 36.96
08/07/2022	COMMONWEALTH BANK	International Transaction Fee	\$ 0.92
08/07/2022	WIX.COM	Premium Events Calendar Subscription - National Anzac Centre Website	\$ 7.30
09/07/2022	APPLE.COM/AU	Albany Developer Licence - Albany App	\$ 149.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 31 JULY 2022**

CREDIT CARD TRANSACTIONS

DATE	PAYEE	DESCRIPTION	AMOUNT
11/07/2022	WA GOVERNMENT - DMIRS	New High Risk Licence Application Fee - T Golding	\$ 78.00
11/07/2022	RADICAL FITNESS	Albany Leisure and Aquatic Centre - Monthly Subscription - Music Service	\$ 19.95
12/07/2022	DOLPHIN QUAY APARTMENTS	Accommodation - Coastal Conference	\$ 767.98
12/07/2022	DEPT OF RACING GAMING	Occasional Liquor Licence - Albany Town Hall - Jazz Events	\$ 114.50
13/07/2022	SKYMESH	Internet Provider - Monthly - Cape Riche	\$ 54.95
13/07/2022	REGIONAL EXPRESS	Flights - EDCCS Interview	\$ 517.12
14/07/2022	JO JOE'S DIAL-A-PIZZA	Catering - CEO Presentation to Elected Members	\$ 259.00
14/07/2022	ADOBE	Licence - Adobe Stock Music Track - Bicentenary Promotional Video	\$ 13.19
15/07/2022	DIGICERT INC	Certificate Renewal - Library	\$ 757.17
15/07/2022	COMMONWEALTH BANK	International Transaction Fee	\$ 18.93
18/07/2022	DUXTON HOTEL PERTH	Accommodation - Deputy Mayor - ALGWA - MentorNet Launch	\$ 179.00
19/07/2022	CAFÉ ESPRESSO ONE	Meeting - Mayor, CEO and I Clarke	\$ 18.50
20/07/2022	HEADSPACE	Headspace Mediation	\$ 91.99
20/07/2022	REGIONAL EXPRESS	Flights - S Majidi - Public Libraries WA General Meeting	\$ 519.56
20/07/2022	REZDY	Rezdy Booking Account - Albany Visitors Centre	\$ 25.58
22/07/2022	DWER - WATER	Clearing Permit Application	\$ 400.00
22/07/2022	REGIONAL EXPRESS	Flights - W Turner - Training	\$ 406.76
24/07/2022	YOURMEMBER-CAREERS	Institute of Public Works Engineering Australasia	\$ 242.00
24/07/2022	ZOOM.US	Monthly Charge - Zoom Conferencing and Webinar	\$ 181.94
24/07/2022	Wix.Com	Monthly Subscription - City of Albany Events App Charge	\$ 7.41
25/07/2022	HEADSPACE	Headspace Mediation	\$ 91.99
25/07/2022	FACEBOOK	Advertising - Albany Bicentenary 2026 Community Workshop	\$ 13.20
25/07/2022	AMAZON	Resources - Albany Public Library	\$ 258.45
26/07/2022	WA GOVERNMENT - DMIRS	High Risk Card Renewal - R Spaanderman	\$ 44.00
26/07/2022	NBN CO LIMITED	SES Albany Project - MDU Development	\$ 800.00
26/07/2022	DEPARTMENT OF EDUCATION	Teacher Registration - Early Childhood Teacher - Regulation Requirement	\$ 228.00
27/07/2022	HILTON GARDEN INN ALBANY	Accommodation - EDCCS Interview	\$ 289.28
			\$ 13,136.35

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

PAYROLL TRANSACTIONS

DATE	DESCRIPTION	AMOUNT
20/07/2022	Superannuation	\$ 137,836.03
28/07/2022	Salaries	\$ 705,101.55
03/08/2022	Superannuation	\$ 136,552.83
11/08/2022	Salaries	\$ 710,630.02
		\$ 1,690,120.43

CHEQUE TRANSACTIONS

DATE	CHEQUE	NAME	DESCRIPTION	AMOUNT
32758	21/07/2022	DEPARTMENT OF TRANSPORT	Plate Purchase - Amazing South Coast	\$ 200.00
32759	21/07/2022	WESTERN AUSTRALIAN PLANNING COMMISSION	Subdivision Application Fee	\$ 577.00
32760	28/07/2022	CAROL JOY PETTERSEN	History Talk - Maritime Festival 2022	\$ 300.00
				\$ 1,077.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160656	04/08/2022	4 STEEL SUPPLIES	Grounds Maintenance Materials	\$ 150.00
EFT160389	28/07/2022	56 SOUTH PTY LTD	Identifying Utility/Service Locations on Rufus St	\$ 4,400.00
EFT160418	28/07/2022	A CONDREN	Staff Reimbursement	\$ 87.00
EFT160518	28/07/2022	A VIGAR	Refund	\$ 60.00
EFT160375	28/07/2022	ABA SECURITY AND ELECTRICAL	Security / Electrical Services	\$ 547.46
EFT160380	28/07/2022	ABOUT FACE YOUTH CHOIR	Performance Services / AV Hire	\$ 600.00
EFT160539	04/08/2022	ABOUT FACE YOUTH CHOIR	Performance Services / AV Hire	\$ 900.00
EFT160592	04/08/2022	ACE CAMERA CLUB	Photography Services	\$ 300.00
EFT160251	21/07/2022	ACORN TREES AND STUMPS	Vegetation Management Services C21005	\$ 6,176.50
EFT160376	28/07/2022	ACORN TREES AND STUMPS	Vegetation Management Services C21005	\$ 9,378.00
EFT160536	04/08/2022	ACORN TREES AND STUMPS	Vegetation Management Services C21005	\$ 2,035.00
EFT160377	28/07/2022	ACURIX NETWORKS PTY LTD	Software Licensing / Support	\$ 25,225.20
EFT160252	21/07/2022	AD CONTRACTORS PTY LTD	Plant And Equipment Hire C22008(A)	\$ 31,168.01
EFT160378	28/07/2022	AD CONTRACTORS PTY LTD	Plant And Equipment Hire C22008(A)	\$ 25,085.30
EFT160537	04/08/2022	AD CONTRACTORS PTY LTD	Plant And Equipment Hire C22008(A)	\$ 24,332.00
EFT160687	11/08/2022	AD CONTRACTORS PTY LTD	Plant And Equipment Hire C22008(A)	\$ 30,768.66
EFT160678	04/08/2022	ADAM ARTHUR HARRY WOLFE	Presentation Fees	\$ 300.00
EFT160253	21/07/2022	ADVERTISER PRINT	Printing Services	\$ 138.00
EFT160379	28/07/2022	ADVERTISER PRINT	Printing Services	\$ 44.00
EFT160538	04/08/2022	ADVERTISER PRINT	Printing Services	\$ 499.00
EFT160688	11/08/2022	ADVERTISER PRINT	Printing Services	\$ 1,376.00
EFT160689	11/08/2022	AERODROME MANAGEMENT SERVICES PTY LTD	Electrical Consultancy	\$ 3,931.40
EFT160450	28/07/2022	AFGRI EQUIPMENT AUSTRALIA PTY LTD	Plant Maintenance Supplies	\$ 125.84
EFT160605	04/08/2022	AFGRI EQUIPMENT AUSTRALIA PTY LTD	Plant Maintenance Supplies	\$ 1,497.38
EFT160426	28/07/2022	AL CURNOW HYDRAULICS	Plant Maintenance Services / Supplies	\$ 1,462.87
EFT160729	11/08/2022	AL CURNOW HYDRAULICS	Plant Maintenance Services / Supplies	\$ 558.02
EFT160544	04/08/2022	ALBANY AGRICULTURAL SOCIETY INCORPORATED	Cleaning / Restocking Amenities	\$ 825.00
EFT160390	28/07/2022	ALBANY ALLSOILS LANDSCAPE SUPPLIES	Landscaping Supplies / Firewood	\$ 180.00
EFT160552	04/08/2022	ALBANY ALLSOILS LANDSCAPE SUPPLIES	Landscaping Supplies / Firewood	\$ 37.50
EFT160702	11/08/2022	ALBANY ART CAFE & WORKSHOPS	Catering - Bicentenary Planning	\$ 2,370.00
EFT160310	21/07/2022	ALBANY ASPHALT SERVICES	Kerbing Supply and Install C18010A	\$ 9,737.00
EFT160262	21/07/2022	ALBANY AUTO ONE	Plant And Accessories	\$ 620.00
EFT160276	21/07/2022	ALBANY BITUMEN SPRAYING	Road Repair Materials	\$ 8,569.00
EFT160548	04/08/2022	ALBANY CENTRAL CABINETS PTY LTD	Furniture Repair Services	\$ 434.50
EFT160327	21/07/2022	ALBANY CITY MOTORS	Vehicles/Vehicle Parts/Repairs	\$ 78.02
EFT160464	28/07/2022	ALBANY CITY MOTORS	Vehicles/Vehicle Parts/Repairs	\$ 796.12
EFT160776	11/08/2022	ALBANY CITY MOTORS	Vehicles/Vehicle Parts/Repairs	\$ 844.56
EFT160264	21/07/2022	ALBANY COMMUNITY FOUNDATION	Payroll Deductions	\$ 5.00
EFT160550	04/08/2022	ALBANY COMMUNITY FOUNDATION	Payroll Deductions	\$ 5.00
EFT160257	21/07/2022	ALBANY COMMUNITY HOSPICE	Payroll Deductions	\$ 15.00
EFT160542	04/08/2022	ALBANY COMMUNITY HOSPICE	Payroll Deductions	\$ 15.00
EFT160384	28/07/2022	ALBANY COMMUNITY RADIO	Radio Advertising	\$ 214.80

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160302	21/07/2022	ALBANY ENGINEERING COMPANY	Plant Maintenance Services	\$ 2,600.00
EFT160741	11/08/2022	ALBANY ENGINEERING COMPANY	Plant Maintenance Services	\$ 1,237.50
EFT160463	28/07/2022	ALBANY EVENT HIRE	Event Hire / Services	\$ 5,718.00
EFT160774	11/08/2022	ALBANY EVENT HIRE	Event Hire / Services	\$ 408.25
EFT160254	21/07/2022	ALBANY FENCING CONTRACTORS	Fencing Repairs	\$ 3,410.00
EFT160690	11/08/2022	ALBANY FENCING CONTRACTORS	Fencing Repairs	\$ 18,293.00
EFT160691	11/08/2022	ALBANY HYDRAULICS	Plant Parts And Repairs	\$ 302.14
EFT160255	21/07/2022	ALBANY INDOOR ADVENTURES PTY LTD	School Holiday Program	\$ 775.00
EFT160258	21/07/2022	ALBANY INDOOR PLANT HIRE AND SALES	Indoor Plant Hire / Maintenance	\$ 424.60
EFT160256	21/07/2022	ALBANY INDUSTRIAL SERVICES PTY LTD	Plant And Equipment Hire C22008(B)	\$ 16,743.00
EFT160692	11/08/2022	ALBANY INDUSTRIAL SERVICES PTY LTD	Plant And Equipment Hire C22008(B)	\$ 4,620.00
EFT160700	11/08/2022	ALBANY IRRIGATION & DRILLING	Reticulation Supplies	\$ 296.58
EFT160261	21/07/2022	ALBANY LANDSCAPE SUPPLIES	Landscape Materials	\$ 1,942.20
EFT160386	28/07/2022	ALBANY LANDSCAPE SUPPLIES	Landscape Materials	\$ 1,521.00
EFT160618	04/08/2022	ALBANY LIGHT OPERA AND THEATRE COMPANY	Event Hire	\$ 1,500.00
EFT160353	21/07/2022	ALBANY LOCK & SECURITY	Locksmith Services / Supplies PSP008	\$ 37,217.19
EFT160659	04/08/2022	ALBANY LOCK & SECURITY	Locksmith Services / Supplies PSP008	\$ 4,152.27
EFT160810	11/08/2022	ALBANY LOCK & SECURITY	Locksmith Services / Supplies PSP008	\$ 840.97
EFT160549	04/08/2022	ALBANY MILK DISTRIBUTORS	Milk Delivery	\$ 376.92
EFT160699	11/08/2022	ALBANY MILK DISTRIBUTORS	Milk Delivery	\$ 289.68
EFT160334	21/07/2022	ALBANY NEWS DELIVERY	Newspaper Delivery	\$ 83.66
EFT160473	28/07/2022	ALBANY NEWS DELIVERY	Newspaper Delivery	\$ 81.18
EFT160631	04/08/2022	ALBANY NEWS DELIVERY	Newspaper Delivery	\$ 94.01
EFT160797	11/08/2022	ALBANY OCEAN ADVENTURES & SILVER STAR CRUISES	AVC Tour Resales	\$ 5,601.50
EFT160263	21/07/2022	ALBANY OFFICE PRODUCTS DEPOT	Stationery / Office Supplies	\$ 277.80
EFT160388	28/07/2022	ALBANY OFFICE PRODUCTS DEPOT	Stationery / Office Supplies	\$ 1,029.50
EFT160546	04/08/2022	ALBANY OFFICE PRODUCTS DEPOT	Stationery / Office Supplies	\$ 1,902.76
EFT160698	11/08/2022	ALBANY OFFICE PRODUCTS DEPOT	Stationery / Office Supplies	\$ 114.20
EFT160696	11/08/2022	ALBANY PANEL BEATERS AND SPRAY PAINTERS	Vehicle Repairs	\$ 410.00
EFT160481	28/07/2022	ALBANY PLUMBING AND GAS	Plumbing Services C21006	\$ 1,151.16
EFT160547	04/08/2022	ALBANY PSYCHOLOGICAL SERVICES	EAP Services	\$ 858.00
EFT160782	11/08/2022	ALBANY RADIO COMMUNICATIONS	Vehicle Maintenance	\$ 244.36
EFT160551	04/08/2022	ALBANY RECORDS MANAGEMENT	Offsite Storage	\$ 1,083.45
EFT160701	11/08/2022	ALBANY RECORDS MANAGEMENT	Offsite Storage	\$ 522.50
EFT160259	21/07/2022	ALBANY RETRAVISION	IT Equipment / Appliances	\$ 3,183.00
EFT160383	28/07/2022	ALBANY RETRAVISION	IT Equipment / Appliances	\$ 38.00
EFT160695	11/08/2022	ALBANY RETRAVISION	IT Equipment / Appliances	\$ 156.00
EFT160260	21/07/2022	ALBANY SCREENPRINTERS	Screen-Printing Services	\$ 56.00
EFT160385	28/07/2022	ALBANY SCREENPRINTERS	Screen-Printing Services	\$ 16.00
EFT160419	28/07/2022	ALBANY SIGNS	Sign Design And Supply - Botanical Gardens	\$ 28,270.00
EFT160578	04/08/2022	ALBANY SIGNS	Sign Design And Supply - Bicentenary Open House	\$ 682.00
EFT160727	11/08/2022	ALBANY SIGNS	Sign Design And Supply - Dog Signs	\$ 1,012.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160545	04/08/2022	ALBANY SKIPS AND WASTE SERVICES PTY LTD	Waste Disposal Services	\$ 310.00
EFT160541	04/08/2022	ALBANY SWEEP CLEAN	Sweeping Services C18007	\$ 9,083.00
EFT160381	28/07/2022	ALBANY TOYOTA	Vehicle Servicing Q20003	\$ 644.00
EFT160365	21/07/2022	ALBANY TYREPOWER	Tyre Supply / Maintenance Q21002	\$ 944.60
EFT160517	28/07/2022	ALBANY TYREPOWER	Tyre Supply / Maintenance Q21002	\$ 1,670.00
EFT160666	04/08/2022	ALBANY TYREPOWER	Tyre Supply / Maintenance Q21002	\$ 946.60
EFT160540	04/08/2022	ALBANY V-BELT AND RUBBER	Plant Maintenance Materials	\$ 188.16
EFT160694	11/08/2022	ALBANY V-BELT AND RUBBER	Plant Maintenance Materials	\$ 1,520.17
EFT160272	21/07/2022	ALBANY VEGETABLES EXPORT GROWERS	Catering Supplies	\$ 100.00
EFT160369	21/07/2022	ALBANY VETERINARY HOSPITAL PTY LTD	Veterinary Services	\$ 100.00
EFT160807	11/08/2022	ALBANY VOLUNTEER STATE EMERGENCY SERVICE UNIT INC	Grant Funding LGGS	\$ 62,509.60
EFT160387	28/07/2022	ALBANY WINDOWS	Glazing Services	\$ 476.00
EFT160265	21/07/2022	ALINTA	Gas Charges	\$ 91.50
EFT160391	28/07/2022	ALINTA	Gas Charges	\$ 32.80
EFT160439	28/07/2022	ALISON GOODE	Mayoral And Councillor Fee	\$ 3,001.67
EFT160423	28/07/2022	AMANDA CRUSE	Mayoral And Councillor Fee	\$ 3,001.67
EFT160704	11/08/2022	AMD AUDIT & ASSURANCE PTY LTD	Auditing Services	\$ 825.00
EFT160282	21/07/2022	AMPOL AUSTRALIA PETROLEUM PTY LTD	Bulk Diesel Delivery	\$ 43,064.60
EFT160411	28/07/2022	AMPOL AUSTRALIA PETROLEUM PTY LTD	Bulk Diesel Delivery	\$ 15,756.82
EFT160571	04/08/2022	AMPOL AUSTRALIA PETROLEUM PTY LTD	Bulk Diesel Delivery	\$ 22,480.36
EFT160719	11/08/2022	AMPOL LIMITED	Fuel Cards	\$ 7,181.99
EFT160393	28/07/2022	ANDIMAPS	Advertising	\$ 750.00
EFT160587	04/08/2022	ANGELA EDWARDS	Cleaning Services Q21020	\$ 1,260.00
EFT160706	11/08/2022	ARCHAE-AUS	Consultancy Services - Point Possession	\$ 15,763.42
EFT160269	21/07/2022	ARTIFICIAL TURF DIRECT	Grounds Improvement Works - Bovell Park	\$ 7,546.00
EFT160555	04/08/2022	ARTIFICIAL TURF DIRECT	Grounds Improvement Works - Bovell Park	\$ 210.00
EFT160394	28/07/2022	ARTS HUB AUSTRALIA PTY LTD	Job Advertising	\$ 77.50
EFT160512	28/07/2022	ARTSOURCE	Membership Fees	\$ 275.00
EFT160268	21/07/2022	ATC WORK SMART	Casual Labour / Apprentices	\$ 2,628.96
EFT160395	28/07/2022	ATC WORK SMART	Casual Labour / Apprentices	\$ 3,516.01
EFT160554	04/08/2022	ATC WORK SMART	Casual Labour / Apprentices	\$ 2,879.74
EFT160707	11/08/2022	ATC WORK SMART	Casual Labour / Apprentices	\$ 2,697.58
EFT160824	11/08/2022	AUSSIE BROADBAND LIMITED	Internet Supply	\$ 328.00
EFT160708	11/08/2022	AUSTRALIA POST	Postage/Agency Fees	\$ 3,054.36
EFT160271	21/07/2022	AUSTRALIAN SERVICES UNION WA BRANCH	Payroll Deductions	\$ 1,673.40
EFT160557	04/08/2022	AUSTRALIAN SERVICES UNION WA BRANCH	Payroll Deductions	\$ 1,673.40
EFT160270	21/07/2022	AUSTRALIAN TAXATION OFFICE	Payroll Deductions	\$ 215,713.00
EFT160556	04/08/2022	AUSTRALIAN TAXATION OFFICE	Payroll Deductions	\$ 201,029.00
EFT160770	11/08/2022	B LOCKER	Rates Refund	\$ 9,795.56
EFT160558	04/08/2022	BAKERS FOOD & FUEL	Fuel Purchase	\$ 417.41
EFT160273	21/07/2022	BAREFOOT CLOTHING MANUFACTURERS	Volunteer Shirts	\$ 53.30
EFT160398	28/07/2022	BARRETT'S MINI EARTHMOVING & CHIPPING	Vegetation Management Services C21005(B)	\$ 4,802.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160559	04/08/2022	BARRETTS MINI EARTHMOVING & CHIPPING	Vegetation Management Services C21005(B)	\$ 1,496.00
EFT160560	04/08/2022	BARRICADES MEDIA PTY LTD	Advertising	\$ 1,499.99
EFT160640	04/08/2022	BASKETBALL RINGLEADER	Sporting Equipment Supply And Install	\$ 5,544.00
EFT160400	28/07/2022	BATTERY WORLD	Maintenance Supplies	\$ 206.20
EFT160274	21/07/2022	BENARA NURSERIES	Purchase of Plants	\$ 935.00
EFT160401	28/07/2022	BENNETTS BATTERIES	Plant Maintenance Supplies	\$ 734.80
EFT160561	04/08/2022	BENNETTS BATTERIES	Plant Maintenance Supplies	\$ 457.60
EFT160711	11/08/2022	BENNETTS BATTERIES	Plant Maintenance Supplies	\$ 1,839.20
EFT160778	11/08/2022	BERNADETTE MCKIRDY	Artistic Services	\$ 4,000.00
EFT160333	21/07/2022	BEST ELECTRICAL ALBANY PTY LTD	Electrical Upgrade / Assessment Works	\$ 92.00
EFT160628	04/08/2022	BEST ELECTRICAL ALBANY PTY LTD	Electrical Upgrade - Manypeaks Hall	\$ 7,244.40
EFT160275	21/07/2022	BEST OFFICE SYSTEMS	Copier Charges C21016	\$ 849.00
EFT160403	28/07/2022	BEST OFFICE SYSTEMS	Copier Charges C21016	\$ 190.00
EFT160565	04/08/2022	BLUE SKY RENEWABLES PTY LTD	Thermal Energy Supply P17026	\$ 41,935.33
EFT160564	04/08/2022	BOND ELECTRICS	Maintenance Services - Airport	\$ 6,044.50
EFT160277	21/07/2022	BROOKS HIRE SERVICE PTY LTD	Plant And Equipment Hire PSP009-022	\$ 8,478.15
EFT160406	28/07/2022	BROOKS HIRE SERVICE PTY LTD	Plant And Equipment Hire PSP009-022	\$ 185.98
EFT160715	11/08/2022	BROOKS HIRE SERVICE PTY LTD	Plant And Equipment Hire PSP009-022	\$ 5,100.27
EFT160278	21/07/2022	BULLIVANTS HANDLING SAFETY	Industrial / Safety Supplies / Inspection Services	\$ 2,724.62
EFT160408	28/07/2022	BULLIVANTS HANDLING SAFETY	Industrial / Safety Supplies / Inspection Services	\$ 820.42
EFT160279	21/07/2022	BULLSEYE PLUMBING & GAS	Plumbing And Gas Services Q21038	\$ 2,310.00
EFT160566	04/08/2022	BULLSEYE PLUMBING & GAS	Plumbing And Gas Services Q21038	\$ 2,800.00
EFT160280	21/07/2022	BUNNINGS GROUP LIMITED	Hardware Supplies / Tools	\$ 341.17
EFT160409	28/07/2022	BUNNINGS GROUP LIMITED	Hardware Supplies / Tools	\$ 702.58
EFT160567	04/08/2022	BUNNINGS GROUP LIMITED	Hardware Supplies / Tools	\$ 591.79
EFT160717	11/08/2022	BUNNINGS GROUP LIMITED	Hardware Supplies / Tools	\$ 956.97
EFT160281	21/07/2022	BURSON AUTO PARTS	Vehicle Parts	\$ 108.90
EFT160568	04/08/2022	BURSON AUTO PARTS	Vehicle Parts	\$ 81.95
EFT160569	04/08/2022	BUSY BLUE BUS	Tour Resales	\$ 306.00
EFT160410	28/07/2022	C & C MACHINERY CENTRE	Plant Parts And Repairs	\$ 573.90
EFT160718	11/08/2022	C & C MACHINERY CENTRE	Plant Parts And Repairs	\$ 386.60
EFT160283	21/07/2022	C BANGI	Crossover Subsidy	\$ 172.05
EFT160728	11/08/2022	C CRAMER	Refund	\$ 70.00
EFT160307	21/07/2022	C FASOLO	Staff Reimbursement	\$ 29.50
EFT160457	28/07/2022	C KNEEBONE	Staff Reimbursement	\$ 109.57
EFT160570	04/08/2022	CALDWELL LAND SURVEYS PTY LTD	Surveying Services	\$ 110.00
EFT160720	11/08/2022	CARAVAN INDUSTRY ASSOCIATION WESTERN AUSTRALIA	Annual Membership	\$ 550.00
EFT160413	28/07/2022	CARROLL AND RICHARDSON FLAGS	Flag Supply	\$ 545.00
EFT160416	28/07/2022	CENTENNIAL STADIUM INC	Electricity Supply	\$ 272.81
EFT160285	21/07/2022	CENTIGRADE SERVICES PTY LTD	Air Conditioning Supply / Maintenance C18014	\$ 15,298.72
EFT160415	28/07/2022	CENTIGRADE SERVICES PTY LTD	Air Conditioning Supply / Maintenance C18014	\$ 1,285.72
EFT160573	04/08/2022	CENTIGRADE SERVICES PTY LTD	Air Conditioning Supply / Maintenance C18014	\$ 2,064.49

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160722	11/08/2022	CENTIGRADE SERVICES PTY LTD	Air Conditioning Supply / Maintenance C18014	\$ 1,320.00
EFT160581	04/08/2022	CGS QUALITY CLEANING	Cleaning Services C20008 / C14036	\$ 30,640.10
EFT160733	11/08/2022	CGS QUALITY CLEANING	Cleaning Services C20008 / C14036	\$ 75,962.89
EFT160286	21/07/2022	CHANDLER MACLEOD GROUP LIMITED	Professional Services	\$ 984.50
EFT160574	04/08/2022	CHANDLER MACLEOD GROUP LIMITED	Professional Services	\$ 1,023.00
EFT160287	21/07/2022	CHEYNES BEACH CARAVAN PARK	Plant and Equipment Hire	\$ 760.00
EFT160288	21/07/2022	CHILD SUPPORT AGENCY	Payroll Deductions	\$ 604.58
EFT160575	04/08/2022	CHILD SUPPORT AGENCY	Payroll Deductions	\$ 604.58
EFT160514	28/07/2022	CHRIS THOMSON	Mayoral And Councillor Fee	\$ 3,001.67
EFT160289	21/07/2022	CIVICA PTY LTD	Licensing Fees P22007	\$ 120,014.00
EFT160723	11/08/2022	CIVICA PTY LTD	Licensing Fees P22007	\$ 968.44
EFT160290	21/07/2022	CLEANAWAY PTY LIMITED	Waste Disposal Services P14021 / P20020	\$ 185,805.08
EFT160543	04/08/2022	COASTAL CRANES ALBANY	Plant And Equipment Hire	\$ 253.00
EFT160697	11/08/2022	COASTAL CRANES ALBANY	Plant And Equipment Hire	\$ 2,508.00
EFT160291	21/07/2022	COLES SUPERMARKETS AUSTRALIA PTY LTD	Groceries / Gift Cards	\$ 89.14
EFT160417	28/07/2022	COLES SUPERMARKETS AUSTRALIA PTY LTD	Groceries / Gift Cards	\$ 200.74
EFT160576	04/08/2022	COLES SUPERMARKETS AUSTRALIA PTY LTD	Groceries / Gift Cards	\$ 226.12
EFT160725	11/08/2022	COLES SUPERMARKETS AUSTRALIA PTY LTD	Groceries / Gift Cards	\$ 362.94
EFT160424	28/07/2022	COLES SUPERMARKETS AUSTRALIA PTY LTD	Groceries	\$ 2,174.60
EFT160292	21/07/2022	COMPRESSED AIR INSTALLATIONS WA PTY LTD	Pressure Vessel Inspection Services	\$ 3,058.00
EFT160579	04/08/2022	CREATIONS HOMES PTY LTD	Construction Works C21015	\$ 42,753.47
EFT160293	21/07/2022	CREATIVE SUPPLIERS	Stock Items - Forts Store	\$ 3,966.30
EFT160580	04/08/2022	CSIRO PUBLISHING	Annual Subscription	\$ 318.00
EFT160730	11/08/2022	CYNERGIC INTERNET	Internet Fees	\$ 1,974.89
EFT160476	28/07/2022	CYNTHIA TRACEY ORR	Stock Items - Town Hall	\$ 13.45
EFT160294	21/07/2022	D & K ENGINEERING	Plant Maintenance Services	\$ 688.60
EFT160731	11/08/2022	D & K ENGINEERING	Plant Maintenance Services	\$ 2,153.80
EFT160412	28/07/2022	D CAMERON	Staff Reimbursement	\$ 25.20
EFT160295	21/07/2022	D LAWRENCE	Crossover Subsidy	\$ 249.75
EFT160525	28/07/2022	D WINCHESTER	Rates Refund	\$ 250.47
EFT160553	04/08/2022	DA CHRISTIE PTY LTD	Landscaping Furniture Supply And Install, Maintenance PSP010	\$ 1,811.98
EFT160703	11/08/2022	DA CHRISTIE PTY LTD	Landscaping Furniture Supply And Install, Maintenance PSP010	\$ 15,789.18
EFT160322	21/07/2022	DAKOTA GREEN	Individual Artist Fee	\$ 500.00
EFT160732	11/08/2022	DANIEL SUSNJAR	Performance Fees	\$ 7,000.00
EFT160794	11/08/2022	DAVID RASTRICK	Performance Fees	\$ 800.00
EFT160421	28/07/2022	DELMA BAESJOU	Mayoral And Councillor Fee	\$ 3,001.67
EFT160523	28/07/2022	DENNIS WELLINGTON	Mayoral And Councillor Fee	\$ 12,020.93
EFT160308	21/07/2022	DEPARTMENT OF FIRE AND EMERGENCY SERVICES	Alarm Monitoring	\$ 5,643.00
EFT160716	11/08/2022	DEPARTMENT OF MINES, INDUSTRY REGULATION AND SAFETY	BSL Levy	\$ 23,245.42
EFT160296	21/07/2022	DEPARTMENT OF PLANNING, LANDS AND HERITAGE	Lease Expenses	\$ 550.00
EFT160734	11/08/2022	DEPARTMENT OF TRANSPORT	DOI Fees	\$ 106.60
EFT160526	28/07/2022	DIANA FORREST WOODBURY	Stock Items - Visitors Centre	\$ 160.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160584	04/08/2022	DISCOVERY BAY TOURISM PRECINCT LTD	AVC Pass Sales	\$ 2,099.00
EFT160297	21/07/2022	DJL ELECTRICAL CONTRACTING	Testing And Tagging Services Q21057	\$ 2,854.49
EFT160428	28/07/2022	DJL ELECTRICAL CONTRACTING	Testing And Tagging Services Q21057	\$ 3,612.29
EFT160585	04/08/2022	DJL ELECTRICAL CONTRACTING	Testing And Tagging Services Q21057	\$ 14,322.00
EFT160736	11/08/2022	DLA PIPER AUSTRALIA	Legal Fees	\$ 8,571.75
EFT160298	21/07/2022	DOG ROCK VETERINARY HOSPITAL	Animal Management Supplies	\$ 81.00
EFT160737	11/08/2022	DOG ROCK VETERINARY HOSPITAL	Animal Management Supplies	\$ 42.60
EFT160429	28/07/2022	DYLAN'S ON THE TERRACE	Catering	\$ 1,095.00
EFT160738	11/08/2022	DYLAN'S ON THE TERRACE	Catering	\$ 2,137.20
EFT160301	21/07/2022	E LIVA	Reusable Nappy Incentive	\$ 100.00
EFT160740	11/08/2022	E VAN BURGEL	Refund	\$ 150.00
EFT160299	21/07/2022	EASI PACKAGING PTY LTD	Payroll Deductions	\$ 10,948.40
EFT160586	04/08/2022	EASI PACKAGING PTY LTD	Payroll Deductions	\$ 10,925.55
EFT160430	28/07/2022	EDEN GATE ESTATE	Stock Items - Visitors Centre	\$ 142.80
EFT160300	21/07/2022	ELLENBY TREE FARM PTY LTD	Plant Supply	\$ 16,134.80
EFT160303	21/07/2022	ENVIRO PIPES PTY LTD	Drainage Repair Materials C18011(B)	\$ 12,197.02
EFT160742	11/08/2022	ENVIROCLEAN VICTORIA	Plant And Equipment Hire	\$ 140.00
EFT160304	21/07/2022	ENVIRONMENTAL INDUSTRIES PTY LTD	Landscape Works C20021	\$ 18,472.97
EFT160431	28/07/2022	ERIC JOHN STEVENSON	Replica Lewis Machine Gun	\$ 2,745.00
EFT160305	21/07/2022	E-STRALIAN PTY LTD	Weekly E-Bike Lease	\$ 155.45
EFT160588	04/08/2022	E-STRALIAN PTY LTD	Weekly E-Bike Lease	\$ 155.45
EFT160743	11/08/2022	EURO DIESEL SERVICES	Plant Parts And Repairs	\$ 2,675.38
EFT160306	21/07/2022	EYERITE SIGNS	Sign Printing / Supply	\$ 541.97
EFT160590	04/08/2022	EYERITE SIGNS	Sign Printing / Supply	\$ 209.00
EFT160534	28/07/2022	FALCON.IO APS	Annual Subscription - Communications	\$ 14,400.00
EFT160432	28/07/2022	FARMERS CENTRE PTY LTD	Plant Maintenance Materials	\$ 48.48
EFT160591	04/08/2022	FARMERS CENTRE PTY LTD	Plant Maintenance Materials	\$ 14.83
EFT160751	11/08/2022	FIRST NATIONAL REAL ESTATE	Storage Fees	\$ 400.00
EFT160434	28/07/2022	FOUNDATION ELECTRICAL PTY LTD	Pool Testing Supplies	\$ 92.00
EFT160744	11/08/2022	FOUNDATION ELECTRICAL PTY LTD	Pool Testing Supplies	\$ 233.90
EFT160435	28/07/2022	FRANGIPANI FLORAL STUDIO	Floral Wreath - Korean War Memorial Service	\$ 85.00
EFT160646	04/08/2022	G & L SHEETMETAL	Maintenance Materials	\$ 63.30
EFT160583	04/08/2022	G AND M DETERGENTS AND HYGIENE SERVICES ALBANY	Cleaning / Hygiene Supplies Q20026	\$ 1,689.89
EFT160735	11/08/2022	G AND M DETERGENTS AND HYGIENE SERVICES ALBANY	Cleaning / Hygiene Supplies Q20026	\$ 1,686.58
EFT160436	28/07/2022	GALLERY WORKS	Framing Services	\$ 195.00
EFT160750	11/08/2022	GHD PTY LTD	Consultancy Services - P21032, Motorsports Planning and Waste Consultancy	\$ 14,500.82
EFT160309	21/07/2022	GIBSON INTERNATIONAL LTD	Memorial Maintenance Services	\$ 2,942.50
EFT160825	11/08/2022	GLENDA WILLIAMS	Welcome to Country	\$ 200.00
EFT160438	28/07/2022	GLOBAL INTEGRATED SOLUTIONS LIMITED	Airport Parking Subscription P16010	\$ 255.35
EFT160595	04/08/2022	GLOBAL SYNTHETICS	Drainage Repair Materials PSP009	\$ 8,487.84
EFT160312	21/07/2022	GREAT SOUTHERN BIO LOGIC	Air Monitoring Services	\$ 2,838.00
EFT160445	28/07/2022	GREAT SOUTHERN BOUNDARIES	Fencing Supply / Install	\$ 18,444.80

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160313	21/07/2022	GREAT SOUTHERN HEAVY DIESEL	Servicing And Repairs - Heavy Plant	\$ 8,096.00
EFT160600	04/08/2022	GREAT SOUTHERN HEAVY DIESEL	Servicing And Repairs - Heavy Plant	\$ 7,147.25
EFT160749	11/08/2022	GREAT SOUTHERN HEAVY DIESEL	Servicing And Repairs - Heavy Plant	\$ 3,542.00
EFT160599	04/08/2022	GREAT SOUTHERN LIQUID WASTE	Liquid Waste Disposal Q22009	\$ 198.00
EFT160747	11/08/2022	GREAT SOUTHERN LIQUID WASTE	Liquid Waste Disposal Q22009	\$ 396.00
EFT160442	28/07/2022	GREAT SOUTHERN PEST & WEED CONTROL	Pest inspection Services Q21021	\$ 2,917.00
EFT160311	21/07/2022	GREAT SOUTHERN SUPPLIES	Cleaning / Hygiene Supplies / Uniforms / PPE Q22002	\$ 442.63
EFT160444	28/07/2022	GREAT SOUTHERN SUPPLIES	Cleaning / Hygiene Supplies / Uniforms / PPE Q22002	\$ 5,322.60
EFT160597	04/08/2022	GREAT SOUTHERN SUPPLIES	Cleaning / Hygiene Supplies / Uniforms / PPE Q22002	\$ 2,071.65
EFT160746	11/08/2022	GREAT SOUTHERN SUPPLIES	Cleaning / Hygiene Supplies / Uniforms / PPE Q22002	\$ 3,258.24
EFT160598	04/08/2022	GREAT SOUTHERN TURF	Turf Supply Q21001	\$ 264.00
EFT160441	28/07/2022	GREEN SKILLS INCORPORATED	Vegetation Management Services C22010(A)	\$ 3,335.00
EFT160506	28/07/2022	GREGORY BRIAN STOCKS	Mayoral And Councillor Fee	\$ 3,001.67
EFT160748	11/08/2022	GSCORE	Service Agreement	\$ 11,000.00
EFT160315	21/07/2022	H HUMMERSTON	Rates Refund	\$ 1,604.09
EFT160465	28/07/2022	H MARTENS	Rates Refund	\$ 472.03
EFT160314	21/07/2022	H+H ARCHITECTS	Architectural Services Q22018	\$ 687.50
EFT160791	11/08/2022	HANSON CONSTRUCTION MATERIALS PTY LTD	Concreting Supplies C22007	\$ 5,221.72
EFT160422	28/07/2022	HARLEY COYNE	Professional Services	\$ 300.00
EFT160752	11/08/2022	HARVEY NORMAN ALBANY	IT Equipment	\$ 845.00
EFT160753	11/08/2022	HAVOC BUILDERS PTY LTD	Construction Services C21014	\$ 5,390.00
EFT160451	28/07/2022	HHG LEGAL GROUP	Legal Fees	\$ 3,065.70
EFT160606	04/08/2022	HHG LEGAL GROUP	Legal Fees	\$ 2,050.40
EFT160757	11/08/2022	HHG LEGAL GROUP	Legal Fees	\$ 155.10
EFT160754	11/08/2022	HIDEWOOD QUALITY PRINTERS	Printing Services	\$ 240.90
EFT160447	28/07/2022	HILTON GARDEN INN ALBANY	Catering Services / Venue Hire	\$ 2,045.00
EFT160602	04/08/2022	HILTON GARDEN INN ALBANY	Catering Services / Venue Hire	\$ 2,200.00
EFT160755	11/08/2022	HISTORY COUNCIL OF WESTERN AUSTRALIA	Membership Renewal	\$ 200.00
EFT160604	04/08/2022	HOBBS PAINTING AND DECORATING	Painting Services / Supplies Q22023	\$ 2,327.16
EFT160425	28/07/2022	HOLCIM PTY LTD	Concreting Supplies	\$ 367.40
EFT160448	28/07/2022	HOLTS EXTERIOR CLEANING	High Pressure Cleaning Services	\$ 1,220.00
EFT160756	11/08/2022	HOLTS EXTERIOR CLEANING	High Pressure Cleaning Services	\$ 1,112.50
EFT160607	04/08/2022	IAN IRISH BRICKLAYING	Bricklaying Services / Materials	\$ 3,609.45
EFT160316	21/07/2022	ICON SPORTS PERTH	Freight Charges	\$ 20.00
EFT160317	21/07/2022	ICS GROUP AUTO ELECTRICAL & AIR CONDITIONING PTY LTD	Plant And Equipment Maintenance	\$ 393.25
EFT160452	28/07/2022	ICS GROUP AUTO ELECTRICAL & AIR CONDITIONING PTY LTD	Plant And Equipment Maintenance	\$ 7,526.81
EFT160453	28/07/2022	INNER VISION STUDIO	Stock Items - Visitors Centre	\$ 595.00
EFT160318	21/07/2022	IPAR REHABILITATION PTY LTD	Medical Services	\$ 328.90
EFT160609	04/08/2022	IPAR REHABILITATION PTY LTD	Medical Services	\$ 328.90
EFT160608	04/08/2022	IRIS CONSULTING GROUP PTY LTD	Training Course Access	\$ 860.00
EFT160610	04/08/2022	IRRIGATION AUSTRALIA LTD	Membership Fees	\$ 780.00
EFT160594	04/08/2022	ISAAC GAFFNEY	Performance Fees	\$ 500.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160820	11/08/2022	IT VISION USER GROUP INC	Membership Renewal	\$ 770.00
EFT160319	21/07/2022	ITR PACIFIC PTY LTD	Plant Maintenance Supplies	\$ 907.09
EFT160758	11/08/2022	ITR PACIFIC PTY LTD	Plant Maintenance Supplies	\$ 907.09
EFT160284	21/07/2022	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services C21004, C17018	\$ 11,453.96
EFT160414	28/07/2022	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services C21004, C17018	\$ 1,947.98
EFT160572	04/08/2022	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services C21004, C17018	\$ 158.40
EFT160721	11/08/2022	J & S CASTLEHOW ELECTRICAL SERVICES	Electrical Services C21004, C17018	\$ 3,120.99
EFT160739	11/08/2022	J EATT	Rates Refund	\$ 558.32
EFT160449	28/07/2022	J HOPKINS	Staff Reimbursement	\$ 9.00
EFT160485	28/07/2022	J RAMSELL	Staff Reimbursement	\$ 24.95
EFT160404	28/07/2022	J. BLACKWOOD & SON PTY LTD	Industrial / Safety Supplies	\$ 2,910.57
EFT160563	04/08/2022	J. BLACKWOOD & SON PTY LTD	Industrial / Safety Supplies	\$ 450.45
EFT160712	11/08/2022	J. BLACKWOOD & SON PTY LTD	Industrial / Safety Supplies	\$ 408.41
EFT160493	28/07/2022	JARGON DESIGNS	Volunteer Museum Visit	\$ 150.00
EFT160454	28/07/2022	JCA CONTRACTING SERVICES	Plant And Equipment Hire C22008(F)	\$ 11,262.50
EFT160759	11/08/2022	JCA CONTRACTING SERVICES	Plant And Equipment Hire C22008(F)	\$ 5,445.00
EFT160760	11/08/2022	JCB CONSTRUCTION EQUIPMENT AUSTRALIA	Plant Parts And Repairs	\$ 460.42
EFT160399	28/07/2022	JENNIFER DENISE BARRETT	Art Sales	\$ 29.10
EFT160489	28/07/2022	JESSICA RUGGERA	Ballet Classes	\$ 100.00
EFT160761	11/08/2022	JO JOES DIAL A PIZZA AND KEBAB	Catering	\$ 84.50
EFT160455	28/07/2022	JOHN KINNEAR AND ASSOCIATES	Surveying Services Q22010(C)	\$ 1,938.75
EFT160492	28/07/2022	JOHN SHANHUN	Mayoral And Councillor Fee	\$ 3,001.67
EFT160373	21/07/2022	JON WOOLF	Animal Collection Services Q21028	\$ 250.00
EFT160527	28/07/2022	JON WOOLF	Animal Collection Services Q21028	\$ 250.00
EFT160679	04/08/2022	JON WOOLF	Animal Collection Services Q21028	\$ 250.00
EFT160828	11/08/2022	JON WOOLF	Animal Collection Services Q21028	\$ 250.00
EFT160724	11/08/2022	JOSHUA CLARK	Photography Services	\$ 330.00
EFT160762	11/08/2022	JUNIPER A UNITING CHURCH COMMUNITY	Facility Hire	\$ 363.00
EFT160611	04/08/2022	JUST A CALL DELIVERIES	Internal Mail Deliveries Q20020	\$ 1,304.82
EFT160320	21/07/2022	JUST SEW EMBROIDERY	Embroidery Services	\$ 143.00
EFT160763	11/08/2022	JUST SEW EMBROIDERY	Embroidery Services	\$ 192.50
EFT160764	11/08/2022	KINSHIP CLEANING CO	Cleaning Services	\$ 176.00
EFT160456	28/07/2022	KLB SYSTEMS	It Equipment C17024(A)	\$ 1,023.00
EFT160613	04/08/2022	KLB SYSTEMS	It Equipment C17024(A)	\$ 11,264.00
EFT160765	11/08/2022	KLB SYSTEMS	It Equipment C17024(A)	\$ 1,138.50
EFT160321	21/07/2022	KMART ALBANY	Daycare Supplies / Decorations	\$ 147.50
EFT160614	04/08/2022	KMART ALBANY	Daycare Supplies / Decorations	\$ 148.25
EFT160766	11/08/2022	KMART ALBANY	Daycare Supplies / Decorations	\$ 166.25
EFT160323	21/07/2022	KRYSTA GUILLE PHOTOGRAPHY	Photography Services	\$ 2,200.00
EFT160615	04/08/2022	KRYSTA GUILLE PHOTOGRAPHY	Photography Services	\$ 192.50
EFT160267	21/07/2022	L PILKINGTON	Reusable Nappy Incentive	\$ 100.00
EFT160458	28/07/2022	LA FREEGARD	Vegetation Maintenance Services	\$ 3,520.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160582	04/08/2022	LANDGATE	Interim Valuations	\$ 1,648.92
EFT160616	04/08/2022	LEADING EDGE HI-FI ALBANY	Plant Parts And Repairs	\$ 12.95
EFT160324	21/07/2022	LGC TRAFFIC MANAGEMENT	Traffic Control C21002(B)	\$ 3,242.25
EFT160459	28/07/2022	LGC TRAFFIC MANAGEMENT	Traffic Control C21002(B)	\$ 17,220.80
EFT160617	04/08/2022	LGC TRAFFIC MANAGEMENT	Traffic Control C21002(B)	\$ 54,518.31
EFT160767	11/08/2022	LGC TRAFFIC MANAGEMENT	Traffic Control C21002(B)	\$ 21,955.76
EFT160472	28/07/2022	LGISWA	Insurance Renewals 2022/2023	\$ 792,203.84
EFT160768	11/08/2022	LILAC LOUNGE BEAUTY BY ALANA	Artistic Supplies	\$ 651.00
EFT160577	04/08/2022	LINCOLN JAMES COOK	Artistic Services	\$ 260.00
EFT160726	11/08/2022	LINCOLN JAMES COOK	Artistic Services	\$ 260.00
EFT160326	21/07/2022	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	Membership / Attendance Fees	\$ 1,767.00
EFT160461	28/07/2022	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	Membership / Attendance Fees	\$ 60.00
EFT160619	04/08/2022	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	Membership / Attendance Fees	\$ 581.00
EFT160769	11/08/2022	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	Membership / Attendance Fees	\$ 770.00
EFT160620	04/08/2022	LOCHNESS LANDSCAPE SERVICES	Landscape Maintenance Services C22009	\$ 8,550.00
EFT160771	11/08/2022	LOWER KING STORE	Refreshments	\$ 458.00
EFT160468	28/07/2022	M & L AUSTRALASIA PTY LTD	Stock Items - Forts Store	\$ 2,869.80
EFT160462	28/07/2022	M AND B SALES PTY LTD	Building Maintenance Materials	\$ 215.39
EFT160621	04/08/2022	M AND B SALES PTY LTD	Building Maintenance Materials	\$ 601.03
EFT160773	11/08/2022	M AND B SALES PTY LTD	Building Maintenance Materials	\$ 220.46
EFT160484	28/07/2022	M PUGH	Rates Refund	\$ 108.69
EFT160772	11/08/2022	M2 TECHNOLOGY PTY LTD	On Hold Service Agreement	\$ 754.01
EFT160420	28/07/2022	MALCOLM TRAILL	Mayoral And Councillor Fee	\$ 3,587.84
EFT160402	28/07/2022	MATT BENSON-LIDHOLM JP	Mayoral And Councillor Fee	\$ 3,001.67
EFT160777	11/08/2022	MAX GROSZEWSKI	Artistic Services	\$ 2,000.00
EFT160521	28/07/2022	MB & EJ WATKINS CONTRACTORS	Lime Sand Delivered	\$ 2,805.00
EFT160328	21/07/2022	MCB CONSTRUCTION PTY LTD	Construction Services	\$ 1,331.11
EFT160466	28/07/2022	MCG ARCHITECTS PTY LTD	Architectural Services	\$ 4,070.00
EFT160427	28/07/2022	MELISSA DAW	Stock Items - Town Hall	\$ 20.00
EFT160329	21/07/2022	MENTAL MEDIA PTY LTD	NAC Audio Technology Q17053	\$ 3,347.30
EFT160623	04/08/2022	MENTAL MEDIA PTY LTD	NAC Audio Technology Q17053	\$ 3,347.30
EFT160624	04/08/2022	MESSAGE4U PTY LTD	Monthly Access Fee	\$ 42.90
EFT160779	11/08/2022	MESSAGE4U PTY LTD	Monthly Access Fee	\$ 42.90
EFT160330	21/07/2022	METCO FARM	Stock Items - Forts Store	\$ 825.00
EFT160625	04/08/2022	METROLL ALBANY	Building Maintenance Materials	\$ 32.69
EFT160780	11/08/2022	METROLL ALBANY	Building Maintenance Materials	\$ 229.36
EFT160488	28/07/2022	MICHAEL PETER ROSE	Performance Services	\$ 750.00
EFT160405	28/07/2022	MILITARY SHOP	Stock Items - Forts Store	\$ 1,333.63
EFT160714	11/08/2022	MILITARY SHOP	Stock Items - Forts Store	\$ 4,353.60
EFT160467	28/07/2022	MINNA ENGINEERING	Building Maintenance Services	\$ 2,420.00
EFT160626	04/08/2022	MINNA ENGINEERING	Building Maintenance Services	\$ 5,764.00
EFT160332	21/07/2022	MINTER ELLISON	Legal Fees	\$ 4,728.74

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160781	11/08/2022	MM DESIGNS	Stock Items - Visitors Centre	\$ 566.25
EFT160627	04/08/2022	MOLONEY ASSET MANAGEMENT SYSTEM	Software Subscription Renewal	\$ 440.00
EFT160629	04/08/2022	NEVILLES HARDWARE & BUILDING SUPPLIES	Hardware Supplies / Tools	\$ 41.70
EFT160630	04/08/2022	NEWMAN'S QUALITY CONCRETE PRODUCTS	Concreting Supply	\$ 2,090.00
EFT160622	04/08/2022	NINE RADIO OPERATIONS PTY LTD	Radio Advertising	\$ 440.00
EFT160632	04/08/2022	NLC PTY LTD	Novated Leases	\$ 1,450.64
EFT160784	11/08/2022	NORDIC FITNESS EQUIPMENT	Cleaning / Hygiene Supplies	\$ 1,217.50
EFT160474	28/07/2022	OBJECTIVE CORPORATION LIMITED	Software Subscription	\$ 7,501.49
EFT160475	28/07/2022	OFFICEWORKS SUPERSTORES PTY LTD	Stationery / Office Supplies	\$ 542.19
EFT160785	11/08/2022	OFFICEWORKS SUPERSTORES PTY LTD	Stationery / Office Supplies	\$ 790.80
EFT160633	04/08/2022	O'KEEFE'S PAINTS	Paint / Painting Supplies	\$ 92.39
EFT160786	11/08/2022	ONEMUSIC AUSTRALIA	Music License Fees	\$ 1,918.47
EFT160382	28/07/2022	OPTEON	Valuation Services	\$ 1,750.00
EFT160693	11/08/2022	OPTEON	Valuation Services	\$ 880.00
EFT160787	11/08/2022	ORIGIN ENERGY	Gas Supply	\$ 7,798.81
EFT160335	21/07/2022	OUR COMMUNITY PTY LTD	Subscription Renewal	\$ 400.00
EFT160336	21/07/2022	OYSTER HARBOUR LANDSCAPE SUPPLIES	Landscape Supplies	\$ 60.00
EFT160446	28/07/2022	P AND P GRIFFITHS	Refund	\$ 12,368.13
EFT160337	21/07/2022	PALMER CIVIL CONSTRUCTION	Plant And Equipment Hire C22008(G)	\$ 47,248.61
EFT160477	28/07/2022	PALMER CIVIL CONSTRUCTION	Plant And Equipment Hire C22008(G)	\$ 18,734.30
EFT160634	04/08/2022	PALMER CIVIL CONSTRUCTION	Plant And Equipment Hire C22008(G)	\$ 13,381.34
EFT160788	11/08/2022	PALMER CIVIL CONSTRUCTION	Plant And Equipment Hire C22008(G)	\$ 19,859.60
EFT160817	11/08/2022	THE TROPHY SHOP ALBANY	Engraving Services	\$ 88.00
EFT160266	21/07/2022	PAPERBARK MERCHANTS	Books / Newspapers	\$ 737.91
EFT160705	11/08/2022	PAPERBARK MERCHANTS	Books / Newspapers	\$ 269.00
EFT160331	21/07/2022	PAUL MEYERS	AV Hire / Support	\$ 3,870.00
EFT160511	28/07/2022	PAUL TERRY	Mayoral And Councillor Fee	\$ 3,001.67
EFT160338	21/07/2022	PAULS PET FOOD	Animal Management Supplies	\$ 50.00
EFT160789	11/08/2022	PENROSE PROFESSIONAL LAWNCARE	Mowing Services	\$ 308.00
EFT160339	21/07/2022	PETER GRAHAM CO	Grounds Management Materials	\$ 264.00
EFT160478	28/07/2022	PETER GRAHAM CO	Grounds Management Materials	\$ 704.00
EFT160479	28/07/2022	PFD FOOD SERVICES PTY LTD	Office Amenities	\$ 414.65
EFT160790	11/08/2022	PFD FOOD SERVICES PTY LTD	Office Amenities	\$ 469.15
EFT160683	04/08/2022	PIVOTEL SATELLITE PTY LIMITED	Spot Tracking / Satellite Phone Charges	\$ 310.00
EFT160684	11/08/2022	PIVOTEL SATELLITE PTY LIMITED	Spot Tracking / Satellite Phone Charges	\$ 333.00
EFT160480	28/07/2022	PLASTICS PLUS	Waste Management Materials	\$ 220.00
EFT160792	11/08/2022	PLASTICS PLUS	Waste Management Materials	\$ 201.30
EFT160482	28/07/2022	PRATT TRANSPORT LOGISTICS	Transport Services	\$ 2,948.00
EFT160635	04/08/2022	PRATT TRANSPORT LOGISTICS	Transport Services	\$ 880.00
EFT160601	04/08/2022	PRIME MEDIA GROUP LTD	Advertising	\$ 655.60
EFT160793	11/08/2022	PRINT AND SIGN CO	Decal Printing Services	\$ 319.00
EFT160636	04/08/2022	PRINTSYNC BUSINESS SOLUTIONS	Photocopier Charges	\$ 124.57

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160340	21/07/2022	PROTECTOR FIRE SERVICES	Fire Equipment Maintenance C20001	\$ 1,675.89
EFT160483	28/07/2022	PROTECTOR FIRE SERVICES	Fire Equipment Maintenance C20001	\$ 15,092.20
EFT160637	04/08/2022	PUBLIC LIBRARIES AUSTRALIA LTD	Annual Membership	\$ 395.00
EFT160638	04/08/2022	PULL-IT TRAILER HIRE	Plant And Equipment Hire	\$ 95.00
EFT160397	28/07/2022	QUALITY SUITES BANKSIA GARDENS ALBANY	Accommodation Charges	\$ 711.45
EFT160710	11/08/2022	QUALITY SUITES BANKSIA GARDENS ALBANY	Accommodation Charges	\$ 1,199.40
EFT160685	11/08/2022	RAC	Roadside Assistance Renewal	\$ 300.00
EFT160486	28/07/2022	R-COM INTERNATIONAL PTY LTD	SIP Services	\$ 170.50
EFT160341	21/07/2022	RECONNECT HEALTH AND WELLBEING	EAP Services	\$ 176.00
EFT160795	11/08/2022	REECE PTY LTD	Pipe and Fittings	\$ 316.69
EFT160487	28/07/2022	REGAL PANELBEATERS & PAINT SPRAYERS	Insurance Excess	\$ 300.00
EFT160639	04/08/2022	REGIONAL CARPENTRY SOLUTIONS	Building Construction Services	\$ 16,849.73
EFT160641	04/08/2022	RMI ENGINEERING & PLASMA CUTTING	Infrastructure Renewal Materials	\$ 1,830.60
EFT160507	28/07/2022	ROBERT SUTTON	Mayoral And Councillor Fee	\$ 3,001.67
EFT160642	04/08/2022	RUSS EARTHMOVING	Plant And Equipment Hire	\$ 990.00
EFT160775	11/08/2022	S MAJIDI	Staff Reimbursement	\$ 79.08
EFT160364	21/07/2022	S TURZER	Rates Refund	\$ 1,004.49
EFT160343	21/07/2022	SALLY C AUSTRALIA	Stock Items - Forts Store	\$ 360.00
EFT160495	28/07/2022	SANDIE SMITH	Mayoral And Councillor Fee	\$ 4,918.25
EFT160437	28/07/2022	SANDRA GILFILLAN	Consultancy Services	\$ 7,980.00
EFT160643	04/08/2022	SANITY MUSIC STORES PTY LTD	DVD's for Library	\$ 345.97
EFT160562	04/08/2022	SARAH BESLY	Maritime Festival Prize Payment	\$ 1,000.00
EFT160644	04/08/2022	SECUREPAY PTY LTD	Securepay Fees	\$ 14.99
EFT160491	28/07/2022	SEEK LIMITED	Job Advertising	\$ 1,512.50
EFT160645	04/08/2022	SEEK LIMITED	Job Advertising	\$ 324.50
EFT160796	11/08/2022	SEEK LIMITED	Job Advertising	\$ 324.50
EFT160589	04/08/2022	SHIRE OF EXMOUTH	Long Service Leave Recoup	\$ 16,617.13
EFT160344	21/07/2022	SIGMA CHEMICALS	Pool Chemicals	\$ 1,459.70
EFT160647	04/08/2022	SIX DEGREES OF SEPARATION	Catering	\$ 1,300.00
EFT160798	11/08/2022	SKILL HIRE WA PTY LTD	Casual Labour / Apprentices	\$ 1,796.85
EFT160345	21/07/2022	SKIPPER TRANSPORT PARTS	Plant Parts And Repairs	\$ 343.11
EFT160799	11/08/2022	SKIPPER TRANSPORT PARTS	Plant Parts And Repairs	\$ 47.31
EFT160346	21/07/2022	SMITHS ALUMINIUM AND 4WD CENTRE	Industrial Materials	\$ 55.00
EFT160494	28/07/2022	SMITHS ALUMINIUM AND 4WD CENTRE	Industrial Materials	\$ 44.00
EFT160648	04/08/2022	SOCIETY CHUTNEY	Stock Items - Visitors Centre	\$ 330.00
EFT160496	28/07/2022	SOFIA BIRD	Art Sales	\$ 21.82
EFT160347	21/07/2022	SOIL SOLUTIONS PTY LTD	Waste Disposal Services C20019 / Landscape Maintenance Materials	\$ 2,354.40
EFT160497	28/07/2022	SOIL SOLUTIONS PTY LTD	Waste Disposal Services C20019 / Landscape Maintenance Materials	\$ 252.00
EFT160649	04/08/2022	SOIL SOLUTIONS PTY LTD	Waste Disposal Services C20019 / Landscape Maintenance Materials	\$ 297.32
EFT160800	11/08/2022	SOIL SOLUTIONS PTY LTD	Waste Disposal Services C20019 / Landscape Maintenance Materials	\$ 52.56
EFT160350	21/07/2022	SOUTH COAST ALLIANCE INCORPORATED	Refund	\$ 1,868.51
EFT160348	21/07/2022	SOUTH COAST CRANE HIRE	Plant And Equipment Hire Q21053	\$ 165.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160500	28/07/2022	SOUTH COAST CRANE HIRE	Plant And Equipment Hire Q21053	\$ 830.50
EFT160652	04/08/2022	SOUTH COAST CRANE HIRE	Plant And Equipment Hire Q21053	\$ 1,518.00
EFT160803	11/08/2022	SOUTH COAST CRANE HIRE	Plant And Equipment Hire Q21053	\$ 654.50
EFT160501	28/07/2022	SOUTH COAST DINGO AND GARDEN SERVICES	Fencing Maintenance	\$ 902.00
EFT160349	21/07/2022	SOUTH COAST ENVIRONMENTAL	Weed Management Services C22010	\$ 2,000.00
EFT160499	28/07/2022	SOUTH COAST NATURAL RESOURCE MANAGEMENT INC	Fencing Services	\$ 3,300.00
EFT160440	28/07/2022	SOUTH REGIONAL TAFE	Staff Training	\$ 62.90
EFT160596	04/08/2022	SOUTH REGIONAL TAFE	Staff Training	\$ 786.84
EFT160745	11/08/2022	SOUTH REGIONAL TAFE	Staff Training	\$ 356.44
EFT160498	28/07/2022	SOUTHCOAST SECURITY SERVICE	Security Services C19018	\$ 489.50
EFT160651	04/08/2022	SOUTHCOAST SECURITY SERVICE	Security Services C19018	\$ 264.00
EFT160802	11/08/2022	SOUTHCOAST SECURITY SERVICE	Security Services C19018	\$ 21,724.08
EFT160669	04/08/2022	SOUTHERLY MAGAZINE	Advertising	\$ 880.00
EFT160502	28/07/2022	SOUTHERN APIARIES	Stock Items - Visitors Centre	\$ 150.80
EFT160490	28/07/2022	SOUTHERN BUS CHARTERS	Bus Charter - Maritime Festival	\$ 2,650.00
EFT160804	11/08/2022	SOUTHERN CROSS AUSTERO PTY LTD	Radio Advertising	\$ 2,079.00
EFT160654	04/08/2022	SOUTHERN MODEL SUPPLIES	Stock Items - Forts Store	\$ 484.12
EFT160443	28/07/2022	SOUTHERN SHARPENING SERVICES	Stock Items - Forts Store	\$ 495.00
EFT160653	04/08/2022	SOUTHERN SITE HIRE	Plant And Equipment Hire	\$ 3,872.00
EFT160650	04/08/2022	SOUTHERN TOOL AND FASTENER CO	Hardware Supplies / Tools	\$ 834.52
EFT160801	11/08/2022	SOUTHERN TOOL AND FASTENER CO	Hardware Supplies / Tools	\$ 451.89
EFT160805	11/08/2022	SPORTSWORLD OF WA	Stock Items - ALAC	\$ 2,942.50
EFT160806	11/08/2022	SPOTLIGHT PTY LTD	Workshop Supplies	\$ 50.17
EFT160352	21/07/2022	ST JOHN AMBULANCE WESTERN AUSTRALIA LTD	First Aid Course / Supplies Q21022	\$ 1,115.10
EFT160658	04/08/2022	ST JOHN AMBULANCE WESTERN AUSTRALIA LTD	First Aid Course / Supplies Q21022	\$ 1,256.12
EFT160809	11/08/2022	ST JOHN AMBULANCE WESTERN AUSTRALIA LTD	First Aid Course / Supplies Q21022	\$ 121.00
EFT160612	04/08/2022	STANS MANJIMUP FARM MACHINERY	Plant Maintenance Supplies	\$ 561.50
EFT160808	11/08/2022	STANTEC AUSTRALIA PTY LTD	Design / Construction Services PSP002	\$ 2,722.50
EFT160503	28/07/2022	STAR SALES AND SERVICE	Plant Maintenance Materials	\$ 22.00
EFT160655	04/08/2022	STAR SALES AND SERVICE	Plant Maintenance Materials	\$ 43.20
EFT160325	21/07/2022	STATE LIBRARY OF WESTERN AUSTRALIA	Better Beginnings Early Family Literacy Program	\$ 2,189.00
EFT160351	21/07/2022	STATEWIDE BEARINGS	Vehicle Parts	\$ 32.86
EFT160504	28/07/2022	STATEWIDE BUILDING CERTIFICATION WA	Building Report Services	\$ 1,331.00
EFT160505	28/07/2022	STIRLING PRINT	Printing Services	\$ 1,830.00
EFT160657	04/08/2022	STIRLING PRINT	Printing Services	\$ 330.00
EFT160783	11/08/2022	SUPA IGA NORTH ROAD	Groceries	\$ 41.72
EFT160660	04/08/2022	SUPERCHEAP AUTOS	Tool Boxes	\$ 346.47
EFT160811	11/08/2022	SUTTON'S CARPET CLEANING	Carpet Cleaning Services	\$ 275.00
EFT160508	28/07/2022	SYNERGY	Electricity Charges	\$ 38,902.16
EFT160661	04/08/2022	SYNERGY	Electricity Charges	\$ 66,781.59
EFT160812	11/08/2022	SYNERGY	Electricity Charges	\$ 208.24
EFT160354	21/07/2022	T & C SUPPLIES PTY LTD	Hardware Supplies / Tools	\$ 393.96

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160509	28/07/2022	T & C SUPPLIES PTY LTD	Hardware Supplies / Tools	\$ 1,284.42
EFT160662	04/08/2022	T & C SUPPLIES PTY LTD	Hardware Supplies / Tools	\$ 1,687.74
EFT160813	11/08/2022	T & C SUPPLIES PTY LTD	Hardware Supplies / Tools	\$ 1,299.18
EFT160356	21/07/2022	T PATEL	Refund	\$ 150.00
EFT160510	28/07/2022	TEEDE & CO	Catering	\$ 572.00
EFT160814	11/08/2022	TEEDE & CO	Catering	\$ 572.00
EFT160535	28/07/2022	TELSTRA	Mobile Phone Usage Charges	\$ 24,950.35
EFT160686	11/08/2022	TELSTRA	Mobile Phone Usage Charges	\$ 288.05
EFT160470	28/07/2022	TESSA MONCRIEFF	Artistic Workshops	\$ 620.00
EFT160357	21/07/2022	THE 12 VOLT WORLD	Auto Electrical Supplies	\$ 65.00
EFT160513	28/07/2022	THE 12 VOLT WORLD	Auto Electrical Supplies	\$ 27.00
EFT160663	04/08/2022	THE 12 VOLT WORLD	Auto Electrical Supplies	\$ 133.00
EFT160392	28/07/2022	THE ANCHORMEN	Performance Services	\$ 2,500.00
EFT160713	11/08/2022	THE BOTTLE-O NORTH ROAD	Refreshments	\$ 153.00
EFT160460	28/07/2022	THE LITERATURE CENTRE INC	Onsite Parking	\$ 25.00
EFT160471	28/07/2022	THE MUFFIN QUEEN	Catering	\$ 572.00
EFT160342	21/07/2022	THE ROYAL LIFE SAVING SOCIETY WA INC	Call Centre Fees	\$ 318.78
EFT160359	21/07/2022	THE TOFFEE FACTORY	Stock Items - Forts Store	\$ 984.59
EFT160366	21/07/2022	THE UNIVERSITY OF WESTERN AUSTRALIA	Stock Items - Visitors Centre	\$ 539.92
EFT160674	04/08/2022	THE WEST AUSTRALIAN NEWSPAPERS LIMITED	Newspaper Subscriptions / Sponsorship Payments	\$ 362.41
EFT160823	11/08/2022	THE WEST AUSTRALIAN NEWSPAPERS LIMITED	Newspaper Subscriptions / Sponsorship Payments	\$ 5,500.00
EFT160358	21/07/2022	THINKWATER ALBANY	Reticulation Supplies	\$ 1,079.54
EFT160815	11/08/2022	THINKWATER ALBANY	Reticulation Supplies	\$ 121.87
EFT160407	28/07/2022	THOMAS BROUGH	Mayoral And Councillor Fee	\$ 3,001.67
EFT160433	28/07/2022	TIMBRE LIVE & STUDIO	Audio Equipment Hire	\$ 350.00
EFT160593	04/08/2022	TIMBRE LIVE & STUDIO	Audio Equipment Hire	\$ 790.00
EFT160360	21/07/2022	TOLL TRANSPORT	Freight Charges	\$ 2,362.84
EFT160816	11/08/2022	TOLL TRANSPORT	Freight Charges	\$ 598.93
EFT160515	28/07/2022	TOTALLY SOUND	Audio-Visual Hire / Services	\$ 2,816.00
EFT160664	04/08/2022	TOWN OF VICTORIA PARK	Long Service Leave Recoup	\$ 44,294.86
EFT160355	21/07/2022	T-QUIP	Vehicle Parts	\$ 63.65
EFT160361	21/07/2022	TRAILBLAZERS	Maintenance Equipment / PPE	\$ 211.60
EFT160516	28/07/2022	TRAILBLAZERS	Maintenance Equipment / PPE	\$ 432.40
EFT160363	21/07/2022	TRUCK CENTRE WA PTY LTD	Vehicle Parts	\$ 77.50
EFT160362	21/07/2022	TRUCKLINE	Plant Maintenance Supplies	\$ 564.03
EFT160665	04/08/2022	TRUCKLINE	Plant Maintenance Supplies	\$ 772.72
EFT160818	11/08/2022	TRUCKLINE	Plant Maintenance Supplies	\$ 350.00
EFT160396	28/07/2022	TUTT BRYANT EQUIPMENT	Vehicle / Plant Parts	\$ 559.42
EFT160709	11/08/2022	TUTT BRYANT EQUIPMENT	Vehicle / Plant Parts	\$ 647.14
EFT160368	21/07/2022	ULTRA VIOLET PRODUCTS PTY LTD	Cleaning Equipment	\$ 1,556.50
EFT160367	21/07/2022	UNITED TOOLS ALBANY	Hardware Supplies / Tools	\$ 78.20
EFT160667	04/08/2022	UNITED TOOLS ALBANY	Hardware Supplies / Tools	\$ 209.00

**CITY OF ALBANY
TRUST, CHEQUES AND ELECTRONIC FUND TRANSFER PAYMENTS
FOR THE PERIOD ENDING 15 AUGUST 2022**

ELECTRONIC FUND TRANSFER PAYMENTS

EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT160603	04/08/2022	V HINDGE	Crossover Subsidy	\$ 294.15
EFT160819	11/08/2022	VANCOUVER WASTE SERVICES PTY LTD	Waste Removal Services	\$ 769.29
EFT160519	28/07/2022	VOEGELER CREATIONS	Stock Items - Visitors Centre	\$ 442.50
EFT160668	04/08/2022	VOLUNTEERING WA	Membership Renewal	\$ 290.00
EFT160469	28/07/2022	WA RANGERS ASSOCIATION INC	Ranger Badges	\$ 189.50
EFT160370	21/07/2022	WATER CORPORATION	Water Charges	\$ 448.52
EFT160520	28/07/2022	WATER CORPORATION	Water Charges	\$ 870.67
EFT160670	04/08/2022	WATER CORPORATION	Water Charges	\$ 6,129.45
EFT160821	11/08/2022	WATER CORPORATION	Water Charges	\$ 10,032.85
EFT160522	28/07/2022	WCP CIVIL PTY LTD	Supply And Lay Asphalt C18010(C) / Traffic Control C21002(C)	\$ 188,182.25
EFT160671	04/08/2022	WCP CIVIL PTY LTD	Supply And Lay Asphalt C18010(C) / Traffic Control C21002(C)	\$ 4,897.20
EFT160822	11/08/2022	WCP CIVIL PTY LTD	Supply And Lay Asphalt C18010(C) / Traffic Control C21002(C)	\$ 404.80
EFT160528	28/07/2022	WESFARMERS LTD	Uniforms / PPE	\$ 583.11
EFT160680	04/08/2022	WESFARMERS LTD	Uniforms / PPE	\$ 858.08
EFT160829	11/08/2022	WESFARMERS LTD	Uniforms / PPE	\$ 909.74
EFT160676	04/08/2022	WEST COAST ANALYTICAL SERVICES	Water Monitoring Services	\$ 10,239.10
EFT160673	04/08/2022	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION T/A	Association Membership	\$ 76,811.30
EFT160371	21/07/2022	WESTRAC EQUIPMENT PTY LTD	Plant Parts And Repairs	\$ 2,262.22
EFT160524	28/07/2022	WESTRAC EQUIPMENT PTY LTD	Plant Parts And Repairs	\$ 1,316.06
EFT160672	04/08/2022	WESTRAC EQUIPMENT PTY LTD	Plant Parts And Repairs	\$ 12.69
EFT160675	04/08/2022	WESTSHRED DOCUMENT DISPOSAL	Disposal Services / Materials	\$ 866.80
EFT160677	04/08/2022	WHALE WATCH WESTERN AUSTRALIA	Rezdy Tour Sales	\$ 2,418.25
EFT160827	11/08/2022	WOODLANDS DISTRIBUTORS AND AGENCIES	Compostable Bags PSP010	\$ 10,137.60
EFT160372	21/07/2022	WOODSLANE PTY LTD	Books, Souvenirs And Stationery	\$ 1,060.44
EFT160826	11/08/2022	WOOLWORTHS GROUP LIMITED	Groceries	\$ 22.34
EFT160529	28/07/2022	WREN OIL	Oil Waste Disposal Services	\$ 451.00
EFT160681	04/08/2022	WREN OIL	Oil Waste Disposal Services	\$ 33.00
EFT160830	11/08/2022	WREN OIL	Oil Waste Disposal Services	\$ 16.50
EFT160530	28/07/2022	WURTH AUSTRALIA PTY LTD	Plant Parts	\$ 349.00
EFT160531	28/07/2022	YARALLA PASTORAL COMPANY	Gravel Royalty Payment	\$ 24,290.20
EFT160532	28/07/2022	YUNGATHA PTY LTD	Signage Printing / Supply	\$ 3,228.50
EFT160831	11/08/2022	YUNGATHA PTY LTD	Signage Printing / Supply	\$ 5,104.00
EFT160374	21/07/2022	ZENITH LAUNDRY	Laundry Expenses	\$ 15.54
EFT160533	28/07/2022	ZENITH LAUNDRY	Laundry Expenses	\$ 87.54
EFT160682	04/08/2022	ZENITH LAUNDRY	Laundry Expenses	\$ 111.49
EFT160832	11/08/2022	ZENITH LAUNDRY	Laundry Expenses	\$ 27.71

\$ 3,831,827.02

EXECUTED DOCUMENT & COMMON SEAL RECORD

Document Number	Description	Date Sent / Received
EDR22151210	<p>Copy of Executed Document Item: N/A Re: Participation agreement and cover letter for participating LG's for 2022-2023 to 2027-2028 contract term for Southern WA Library Consortium. Parties: shires of Broomehill-Tambellup; Cranbrook; Denmark; Gnowangerup; Jerramungup; Katanning; Kojonup; Murray; Plantagenet. Signed by: Andrew Sharpe Chief Executive Officer (10 copies)</p>	18/07/2022
EDR22151235	<p>Copy of Executed Document Item: N/A Re: Application only - Foundation for Rural and Regional Renewal - grant amount of \$4,664 for the Allies project. The project will collect stories on how to support someone who is LGBTQIA+ within a regional setting. Stories will be collected by young people from a diverse range of ages and backgrounds to create a podcast available to anyone that wishes to know how they can be a supportive ally. The project is supported by Albany Pride and ABC reporter Katie Mcallister. Parties: Application only Signed by: Andrew Sharpe Chief Executive Officer (1 copy)</p>	18/07/2022
EDR22151385	<p>Copy of Executed Document Item: N/A Re: Public Regional Galleries improvement fund grant application for plinths and hooks/wires for Town Hall Art gallery \$11,847.92 Parties: Application only Signed by: Andrew Sharpe Chief Executive Officer (online)</p>	20/07/2022
EDR22151421	<p>Copy of Executed Document Item: N/A Re: Application only to the Department of Transport, Westcycle for bike month events grants \$2,000. Parties: Application only Signed by: Andrew Sharpe Chief Executive Officer (online)</p>	21/07/2022

EXECUTED DOCUMENT & COMMON SEAL RECORD

Document Number	Description	Date Sent / Received
EDR22151422	Copy of Executed Document Item: N/A Re: Letter of support for preparation of Woolstores local structure plan - Frenchman Bay Road, Woolstores Place Parties: N/A Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	21/07/2022
EDR22151423	Copy of Executed Document Item: N/A Re: Purchase order #134575 for contract C20019 - processing of Fogo for 2022/23. Total value \$918,000.00 incl. gst. Parties: Soil Solutions Pty Ltd Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	21/07/2022
EDR22151424	Copy of Executed Document Item: N/A Re: Request for assistance from Main Roads for delivery of design and construction of bridges in 2023/2024. Parties: Main Roads WA Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	21/07/2022
EDR22151425	Copy of Executed Document Item: N/A Re: 5 x purchase orders under contract P14021 - Cleanaway for domestic waste charges in 2022/2023: #134576, #134583, #134606, #134608 and #134613. Total value \$3,657,743.98 incl. gst Parties: Cleanaway Pty Limited Signed by: Andrew Sharpe Chief Executive Officer (2 copies)	21/07/2022
EDR22151426	Copy of Executed Document Item: N/A Re: Insurance policy renewal invoices - period of protection, 30/6/2022 to 30/6/2023 Parties: N/A Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	21/07/2022

EXECUTED DOCUMENT & COMMON SEAL RECORD

Document Number	Description	Date Sent / Received
EDR22151499	Copy of Executed Document Item: N/A Re: Completing the consent to apply form will allow Ayton planning (on behalf of Martin Shuttleworth) to implement the subdivision related matters determined in CCS438 - OCM 21/6/2022. Parties: N/A Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	22/07/2022
EDR22151560	Copy of Executed Document Item: N/A Re: State Road Traffic Management company registration scheme. Parties: Main Roads WA. Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	26/07/2022
EDR22151751	Copy of Executed Document Item: N/A Re: Application only round 27 recreational boating facility 2023 - grant for \$375,000 (75% of project cost) for replacement of The Little Grove timber finger jetty with floating pontoon system, replacement of existing concrete boat ramp and construction of a second concrete boat ramp adjacent to the new pontoon. Parties: Application only Signed by: Andrew Sharpe Chief Executive Officer (online)	29/07/2022
EDR22151752	Copy of Executed Document Item: N/A Re: Application only Southern Ports 2022 Christmas Pageant grant \$5,000 Parties: Application only Signed by: Andrew Sharpe Chief Executive Officer (online)	29/07/2022
EDR22151753	Copy of Executed Document Item: N/A Re: Application only to Southern Ports for NYE 2022 for \$5000 - total budget \$60,000 Parties: Application only Signed by: Andrew Sharpe Chief Executive Officer (online)	29/07/2022

EXECUTED DOCUMENT & COMMON SEAL RECORD

Document Number	Description	Date Sent / Received
EDR22151755	Copy of Executed Document Item: N/A Re: Application only to Southern Ports for \$5000 for Australia Day festival 2023 - total budget \$70,000. Parties: Application only Signed by: Andrew Sharpe Chief Executive Officer (online)	29/07/2022
EDR22151929	Copy of Executed Document Item: N/A Re: Good Things Foundation (be connected) get online week 2022 grant for \$1,000. Get Online week grants help organisations to host an event during get online week, 17-23 October 2022 to promote your organisation and reach new people in your community. Get online week is an international digital inclusion campaign organised by Good Things Foundation. Parties: Good Things Foundation Signed by: Andrew Sharpe Chief Executive Officer (application only)	03/08/2022
EDR22151933	Copy of Executed Document Item: N/A Re: MOU with Albany Surf Life Saving Club setting out roles and responsibilities - COA to administer \$1.6m DLGSCI grant; contribute \$300k cash and \$100k in kind support; ASLSC to administer Lotterywest grant of \$704k, contribute \$150k cash - total project \$2,754,000 Parties: Albany Surf Life Saving Club Signed by: Andrew Sharpe Chief Executive Officer (online)	03/08/2022
EDR22152117	Copy of Executed Document Item: N/A Re: Agreement for 12 month trial for Worklink Inc to use space in Fossicker's shed at Hanrahan Road waste facility for training purposes in the area of repair/upcycling, consistent with purpose of the shed. Includes donation of items where appropriate. Parties: Worklink Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	05/08/2022

EXECUTED DOCUMENT & COMMON SEAL RECORD

Document Number	Description	Date Sent / Received
EDR22152382	Copy of Executed Document Item: N/A Re: Development approval application - Albany Surf Lifesaving Club. Proposed alterations and additions. Parties: Albany Surf Lifesaving Club. Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	10/08/2022
EDR22152494	Copy of Executed Document Item: N/A Re: Albany Classic Motor event - financial assistance agreement - 1 July 2022 - 30 June 2027. Parties: Albany Classic Motorsport Club Inc and Vintage Sports Car Club Of WA Inc. Signed by: Andrew Sharpe Chief Executive Officer (2 copies)	12/08/2022
EDR22152585	Copy of Executed Document Item: N/A Re: Application only. First light at Binalup - 9 August 2023 Grant to Lotterywest for \$100,000. COA \$100k \$93k in kind Parties: Application only Signed by: Andrew Sharpe Chief Executive Officer (online)	15/08/2022
EDR22464003	Copy of Executed Document Item: N/A Re: Contractor purchase order 22/23 carry over for balance of works at the Albany Leisure and Aquatic Centre Parties: Perdaman Advanced Energy Signed by: Andrew Sharpe Chief Executive Officer (1 copy)	26/07/2022
NCSR22151952	Copy of Common Seal Document Item: N/A Re: Signing for contracts C22004 - Designer services - race track precinct. Parties: GOD Pty Ltd Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (2 copies)	03/08/2022

EXECUTED DOCUMENT & COMMON SEAL RECORD

Document Number	Description	Date Sent / Received
NCSR22151954	<p>Copy of Common Seal Document Item: N/A Re: Surrender of lease to allow for new community lease for Albany Motorsport Venue inc. For multipurpose Motorsport Park at 54 Down Road South, Drome. Parties: Lindsay Black and Joy Black Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (2 copies)</p>	03/08/2022
NCSR22151957	<p>Copy of Common Seal Document Item: N/A Re: Deed of variation of lease for University of Western Australia leases over portion of reserve 42792 and 42793 Proudlove Parade. Variation to include early termination clause. Early termination clause to come into effect 6 months from written notice that UWA no longer have funding for wave energy research centre. Deed of variation prepared by city legal at no cost to council. Parties: University of Western Australia Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (4 copies)</p>	03/08/2022
NCSR22151959	<p>Copy of Common Seal Document Item: N/A Re: Signing of contracts for C22008 (h) - panel - construction plant and equipment Parties: River Hill WA Pty Ltd Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (2 copies)</p>	03/08/2022
NCSR22152124	<p>Copy of Common Seal Document Item: N/A Re: Signing of contracts for C22010(c) - provision of maintenance support services - environmental works. Parties: South Coast Environmental Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (2 copies)</p>	05/08/2022

EXECUTED DOCUMENT & COMMON SEAL RECORD

Document Number	Description	Date Sent / Received
NCSR22152125	Copy of Common Seal Document Item: N/A Re: Restrictive covenant as per condition of subdivision - WAPC 153009. Parties: N/A Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (1 copy)	05/08/2022
NCSR22152130	Copy of Common Seal Document Item: N/A Re: Restrictive covenant as per condition of subdivision - WAPC 153009 Parties: N/A Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (1 copy)	05/08/2022
NCSR22152131	Copy of Common Seal Document Item: N/A Re: Notification under section70a as per condition of subdivision WAPC 153009. Parties: N/A Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (1 copy)	05/08/2022
NCSR22152132	Copy of Common Seal Document Item: N/A Re: Easement as per condition of subdivision WAPC 153009. Parties: N/A Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (1 copy)	05/08/2022
NCSR22152133	Copy of Common Seal Document Item: N/A Re: Restrictive covenant as per condition of subdivision WAPC 153009. Parties: N/A Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (1 copy)	05/08/2022

EXECUTED DOCUMENT & COMMON SEAL RECORD

Document Number	Description	Date Sent / Received
NCSR22152134	Copy of Common Seal Document Item: N/A Re: Easement as per condition of subdivision WAPC 153009. Parties: N/A Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (1 copy)	05/08/2022
NCSR22152136	Copy of Common Seal Document Item: N/A Re: Easement as per condition of subdivision WAPC 153009. Parties: N/A Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (1 copy)	05/08/2022
NCSR22152487	Copy of Common Seal Document Item: N/A Re: Council at its meeting on 21 June 2022 approved a new lease for the Albany Motorsport Park at Down Road South, Drome. Lease term 20 years commencing 10 August 2022. Lease rental of \$10 + gst per annum. Parties: Albany Motorsport Venue Inc. Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (2 copies)	12/08/2022
NCSR22152493	Copy of Common Seal Document Item: N/A Re: Notification under section 70a (transfer of land act) to satisfy condition of subdivision WAPC 155591 lot 9005 Hereford Way Milpara. Parties: N/A Signed by: Andrew Sharpe, Chief Executive Officer and Dennis Wellington, Mayor (1 copy)	12/08/2022

Buy Local Policy (Regional Price Preference)

Objective

1. To seek to maximise the use of competitive local businesses in goods, services and works purchased or contracted on behalf of the City of Albany.

Scope

2. The Policy is to apply to quotations of \$30,000 value or greater (Major Quotations), and all Tenders invited by the City of Albany, for the supply of goods and services and construction (building) services, unless Council resolves that this policy not apply to a particular tender. Major Quotations and Tenders are dealt with jointly by the Responsible Officer for that Quotation/Tender (various departments across the organisation) and Procurement Officer (Corporate & Commercial Services).

Policy Statement

3. A price preference will apply to quotations of \$30,000 value or greater, and all tenders invited by the City of Albany, for the supply of goods and services and construction (building) services, unless Council resolves that this policy not apply to a particular quotation or tender.
4. The following levels of preference will be applied under this policy:
 - a. Goods or Services up to a maximum price reduction of \$50,000: 10% to businesses located within the municipal areas of Albany, Denmark, Plantagenet, Jerramungup and Gnowangerup (Prescribed Area).
 - b. Construction (building) services up to a maximum price reduction of \$50,000: 5% to businesses located within the Prescribed Area.
 - c. Goods or Services, including construction (building) services, up to a maximum price reduction of \$500,000, if Council is seeking tenders for the provision of those goods or services for the first time, due to those goods or services having been, until then, undertaken by Council: 10% to businesses located within the Prescribed Area.
5. The levels of preference outlined in (4) above, will be applied as either a regional business preference or as a regional content preference.
6. Although the buy local policy applies for purchases of \$30,000 or greater, the principles of this policy can apply to all purchases across the City of Albany and should be applied wherever possible

Regional Business Preference

7. This preference enables businesses/contractors within the Prescribed Area to claim a price preference for their whole bid, regardless of the origin of the labour or materials, as all labour and materials are deemed to be regional content.
8. To qualify as a local business/contractor, a supplier must meet the following conditions:
 - a. A permanent office in the Prescribed Area for at least six (6) months prior to bids being sought.
 - b. Permanent staff based in the Prescribed Area.
 - c. That bidding and management/delivery of the majority of the quotation/contract outcomes will be carried out from their business location in the Prescribed Area.

9. The price of the bids from the local businesses/contractors will be reduced (for evaluation purposes only), by the amounts set out in section (4) of this policy.

Regional Content Preference

10. This preference provides an incentive for businesses/contractors outside the Prescribed Area to purchase goods, services and construction from within the Prescribed Area. The preference applies to the value of the goods, materials or services purchased and used in the Albany region, and are referred to as “Regional Content”. The preference percentages are as set out in section (4) of this policy.
11. Travel and accommodation costs associated with sending staff and/or sub-contractors from outside the Prescribed Area to work on a regional contract, are not considered regional content and are not eligible for the “Regional Content Preference”.

Claiming a Preference

12. Businesses wishing to claim any of the above price preferences, must complete a preference questionnaire/response form that is distributed with each quotation of \$30,000 value or greater, and is also included in tender documentation. Eligible businesses within the Prescribed Area must clearly state their full business location and postal address.
13. Businesses outside the Prescribed Area, who claim that they will use regional businesses (Regional Content) in the delivery of the contract outcomes, may be required, as part of the contract conditions, to demonstrate that they have actually used them.
14. It should be noted that price is only one factor to be considered when the City of Albany assesses quotations and tender submissions. Value for money principles will be used to achieve the best possible outcome for every dollar spent by the City of Albany. This is achieved by assessing against weighted evaluation criteria rather than simply selecting the lowest purchase price.

Examples of the Application of the Policy

15. **Example 1:** Consider a scenario where the following three tenders, to supply goods or services, are received by a local government that has chosen a 10% rate of preference.
 - Tender 1 is from a regional tenderer, as defined by the Council in its policy.
 - Tender 2 is from a metropolitan based firm and uses goods and services sourced from the metropolitan area.
 - Tender 3 is from a metropolitan based firm which uses \$50,000 worth of goods and services sourced from the region defined in the local government’s regional price preference policy.

Tenders Received	Price of Tender	Price Reduction at 10% rate of preference	Adjusted price used for evaluation purposes
Tender 1	\$100,000	\$10,000 (10% of \$100,000)	\$90,000 (i.e. \$100,000 less \$10,000)
Tender 2	\$95,000	No preference applicable	\$95,000
Tender 3	\$97,500	\$5,000 (10% of \$50,000)	\$92,500 (i.e. \$97,500 less \$5,000)

In terms of price, the tender from the regional tenderer (Tender 1) is the most advantageous once the preference has been applied.

16. **Example 2:** This example highlights how the maximum price reduction affects the assessment of tenders. The following is a scenario where tenders are called to supply construction (building) services by a local government that has chosen a 5% rate of preference.

- Tender 1 is from a regional tenderer.
- Tender 2 is from a metropolitan based firm that sources materials from the metropolitan area.

Tenders Received	Price of Tender	Price Reduction at 5% rate of preference	Adjusted price used for evaluation purposes
Tender 1	\$1,200,000	Less 5% of \$1,200,000 = \$60,000. However the maximum price reduction is limited to \$50,000	\$1,150,000 (i.e. \$1,200,00 less \$50,000)
Tender 2	\$1,145,000	No preference applicable	\$1,145,000

In terms of price alone, Tender 2 is the most advantageous in this case.

It is important to emphasise that price is only one of the criteria used to determine a successful tenderer. However, when the tenders are assessed against all the evaluation criteria, the adjusted price is the one to be used for evaluation purposes (the price following the application of any preference).

Legislative and Strategic Context

17. In February 2000, the Local Government (Functions and General) Regulations 1996 were amended to allow non-metropolitan local governments to offer a price preference to regional suppliers when deciding which Quotation/Tender to accept. A price preference can only be applied if a local government authority has adopted a regional price preference policy.

Review Position and Date

18. This policy is to be reviewed by the document owner every two (2) years.

Associated Documents

19. Related documents that have a bearing on this policy and that may be useful reference material for users of this policy, include:
- Local Government Act 1995
 - Local Government (Functions and General) Regulations 1996
 - Tender Procedure
 - Quotation Procedure
 - Evaluation Procedure (Tenders and Quotes)
 - Purchasing Policy (Tenders and Quotes)

Document Approval

Document Development Officer:		Document Owner: (Member of Executive Management Team)	
Manager Finance Senior Procurement Officer		Executive Director Corporate & Commercial Services	
Document Control			
File Number - Document Type:	CM.STD.7 – Policy		
Synergy Reference Number:	NP22150970		
Status of Document:	Council decision:		
Quality Assurance:	Procurement Team, Executive Management Team, Council Committee, Council		
Distribution:	Public Document		
Document Revision History			
Version	Author	Version Description	Date Completed
1.0	CEO	Original Policy adopted 18/07/01. Revised by Audit & Finance Committee on 26/11/12. Presented and adopted by Council. Adoption Ref: OCM 19/02/13 Report Item 1.1	19/02/2013
2.0	Manager Governance & Risk	Reformatted for review by Procurement Team and Document Owner	28/04/2014
3.0	Deputy CEO	Minor amendment. Reviewed and approved under delegation by CEO.	16/03/2015
3.1	Executive Director Corporate Services	Reviewed by Procurement Team/EDCS	19/02/2016
4.0	Executive Director Corporate Services	Presented to and endorsed by Council. Adoption Ref: OCM 28/06/2016 CSF247	28/06/2016
5.0	Manager Governance & Risk	Reviewed by Council OCM 23/05/2017 Resolution CCCS028.	13/06/2017
6.0	Executive Director Corporate Services	Workshop held with Elected Members. No amendments made.	20/10/2020
6.1	Manager Finance	Reformatted. Reviewed by Senior Procurement Officer, Manager Finance, EDCCS. Approved by EMT.	26/07/2021
7.0	Manager Finance/Senior Procurement Officer	Addition of wording under point 6. Change to review date. Reviewed by Senior Procurement Officer, Manager Finance, EDCCS. Approved by EMT.	TBA

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

	Page No.
Statement of Budget Review by Nature and Type	1
Statement of Budget Review by Program	2
Details	
- Budget Review General Works/Variations Variations of Income and expenditures which are materially different to the adopted Budget require councils endorsement. These variations are detailed in this section of the review.	3 - 7
- 2021/22 Carry Forward Adjustments Included in the 2022/2023 Budget are uncompleted 2021/2022 projects carried forward. Balances shown as forecast at the time of budget preparation and are subject to final adjustments. Adjustments have now been finalised and seeking Council's endorsement.	8 - 16
- Opening Funds Reconciliation This note demonstrates the calculation in the opening position 1 July 2022.	17

CITY OF ALBANY
STATEMENT OF BUDGET REVIEW
BY NATURE OR TYPE
BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

	Original Annual Budget	Revised Annual Budget	YTD Actual	Variance (b)-(a)	Variance (b)-(a)
	(a) \$	(b) \$	\$	\$	%
OPERATING ACTIVITIES					
Revenue from operating activities					
Rates	42,130,150	42,130,150	41,792,832	-	
Operating Grants and Subsidies	3,390,896	4,170,698	515,713	779,802	23%
Fees and charges	19,750,395	19,779,592	1,830,741	29,197	
Profit on asset disposal	9,348	9,348	-	-	
Contributions, Donations & Reimbursements	1,459,535	1,459,535	37,436	-	
Interest Earnings	619,802	1,249,802	80,693	630,000	102%
Other Revenue	194,946	194,946	4,767	-	
	<u>67,555,072</u>	<u>68,994,071</u>	<u>44,262,182</u>	<u>1,438,999</u>	2%
Expenditure from operating activities					
Employee costs	(30,602,671)	(30,681,671)	(1,947,972)	(79,000)	
Materials and contracts	(22,237,172)	(22,360,785)	(1,459,490)	(123,613)	1%
Utility charges	(1,808,128)	(1,808,128)	(87,232)	-	
Depreciation on non-current assets	(17,889,792)	(17,889,792)	(1,512,781)	-	
Finance costs	(508,471)	(508,471)	(1,871)	-	
Insurance expenses	(821,692)	(821,692)	(1,865)	-	
Loss on asset disposal	(512,080)	(512,080)	-	-	
Other expenditure	(3,463,109)	(3,438,109)	(155,575)	25,000	(1%)
Less Allocated to Infrastructure Assets	1,393,777	1,393,777	13,787	-	
	<u>(76,449,338)</u>	<u>(76,626,951)</u>	<u>(5,152,999)</u>	<u>(177,613)</u>	
Non-cash amounts excluded from operating activities					
Add: Depreciation on assets	17,889,792	17,889,792	1,512,781	-	
Add: Loss on disposal of assets	512,080	512,080	-	-	
Less: Profit of disposal of assets	(9,348)	(9,348)	-	-	
Add: Implicit Interest	184,709	184,709	1,419	-	
	<u>18,577,233</u>	<u>18,577,233</u>	<u>1,514,200</u>	<u>-</u>	
Amount attributable to operating activities	9,682,967	10,944,353	40,623,383	1,261,386	13%
INVESTING ACTIVITIES					
Non-operating grants, subsidies and contributio	28,540,751	28,075,038	64,909	(465,713)	(2%)
Proceeds from disposal of assets	1,031,000	1,031,000	61,364	-	
Purchase of property, plant and equipment	(13,831,810)	(13,276,899)	(321,796)	554,911	(4%)
Purchase and construction of infrastructure	(42,408,902)	(40,895,924)	(156,317)	1,512,978	(4%)
Amount attributable to investing activities	(26,668,961)	(25,066,785)	(351,840)	1,602,176	(6%)
FINANCING ACTIVITIES					
Repayment of borrowings	(2,020,083)	(2,020,083)	-	-	
Proceeds from borrowings	1,495,000	1,495,000	-	-	
Proceeds from self-supporting loans	14,163	14,163	-	-	
Payments for principal portion of lease liabilities	(189,578)	(189,578)	(15,681)	-	
Transfers to reserves (restricted assets)	(15,012,910)	(17,046,421)	-	(2,033,511)	14%
Transfers from reserves (restricted assets)	26,596,380	26,583,726	-	(12,654)	
Amount attributable to financing activities	10,882,972	8,836,807	(15,681)	(2,046,165)	(19%)
Surplus/(Deficit) for current financial year	(6,103,022)	(5,285,625)	40,255,862	817,397	(13%)
Surplus/(Deficit) at start of financial year	6,103,022	5,285,625	5,285,625	(817,397)	(13%)
Surplus/(Deficit): closing funding position	-	-	45,541,487	-	

CITY OF ALBANY
STATEMENT OF BUDGET REVIEW
BY STATUTORY REPORTING PROGRAM
BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

	Original Annual Budget	Revised Annual Budget	YTD Actual	Variance (b)-(a)	Variance (b)-(a)
	(a) \$	(b) \$	\$	\$	%
Operating Revenues					
General Purpose Funding	44,026,956	44,656,956	41,877,132	630,000	1%
Governance	4,893	4,893	-	-	
Law, Order and Public Safety	539,175	791,753	6,709	252,578	47%
Health	168,363	168,363	571	-	
Education and Welfare	1,665,515	1,665,515	79,360	-	
Community Amenities	10,396,383	10,396,383	751,733	-	
Recreation and Culture	4,472,448	4,516,115	433,074	43,667	1%
Transport	2,315,291	2,828,045	697,096	512,754	22%
Economic Services	2,182,620	2,182,620	151,035	-	
Other Property and Services	1,783,428	1,783,428	265,472	-	
	<u>67,555,072</u>	<u>68,994,071</u>	<u>44,262,182</u>	<u>1,438,999</u>	<u>2%</u>
Operating Expenses					
General Purpose Funding	(805,104)	(805,104)	(41,056)	-	
Governance	(4,284,482)	(4,284,482)	(290,906)	-	
Law, Order and Public Safety	(3,039,547)	(3,292,125)	(208,240)	(252,578)	8%
Health	(937,095)	(937,095)	(65,090)	-	
Education and Welfare	(2,487,245)	(2,486,201)	(132,253)	1,044	
Community Amenities	(13,341,876)	(13,341,876)	(818,756)	-	
Recreation and Culture	(20,317,327)	(20,270,674)	(1,242,123)	46,653	
Transport	(23,341,677)	(23,348,777)	(1,909,323)	(7,100)	
Economic Services	(5,228,627)	(5,228,627)	(300,523)	-	
Other Property and Services	(2,666,358)	(2,631,990)	(144,729)	34,368	(1%)
	<u>(76,449,338)</u>	<u>(76,626,951)</u>	<u>(5,152,999)</u>	<u>(177,613)</u>	
Contributions for the Development of Assets					
Law, Order and Public Safety	2,254,113	2,007,709	-	(246,404)	(11%)
Recreation and Culture	13,576,197	13,842,179	-	265,982	2%
Transport	10,178,747	9,693,456	64,909	(485,291)	(5%)
Economic Services	77,694	77,694	-	-	
Other Property and Services	2,454,000	2,454,000	-	-	
	<u>28,540,751</u>	<u>28,075,038</u>	<u>64,909</u>	<u>(465,713)</u>	<u>(2%)</u>
Net Operating Result	19,646,485	20,442,158	39,174,092	795,673	4%
Funding Balance Adjustment					
Add Back Depreciation	17,889,792	17,889,792	1,512,781	-	
Adjust (Profit)/Loss on Asset Disposal	502,732	502,732	-	-	
Add: Implicit Interest	184,709	184,709	1,419	-	
Funds Demanded From Operations	38,223,718	39,019,391	40,688,292	795,673	2%
Capital Revenues					
Proceeds from Disposal of Assets	1,031,000	1,031,000	61,364	-	
	<u>1,031,000</u>	<u>1,031,000</u>	<u>61,364</u>	<u>-</u>	
Acquisition of Fixed Assets					
Purchase of property, plant and equipment	(13,831,810)	(13,276,899)	(321,796)	554,911	(4%)
Infrastructure	(42,408,902)	(40,895,924)	(156,317)	1,512,978	(4%)
	<u>(56,240,712)</u>	<u>(54,172,823)</u>	<u>(478,113)</u>	<u>2,067,889</u>	<u>(4%)</u>
Financing/Borrowing					
Repayment of Borrowing	(2,020,083)	(2,020,083)	0	-	
Proceeds from Borrowing	1,495,000	1,495,000	0	-	
Principal Portion of Lease Liabilities	(189,578)	(189,578)	(15,681)	-	
Self-Supporting Loan Principal	14,163	14,163	0	-	
	<u>(700,498)</u>	<u>(700,498)</u>	<u>(15,681)</u>	<u>-</u>	
Demand for Resources	(17,686,492)	(14,822,930)	40,255,862	2,863,562	(16%)
Restricted Funding Movements					
Opening Funding Surplus(Deficit)	6,103,022	5,285,625	5,285,625	(817,397)	(13%)
Restricted Cash Utilised - Loan					
Transfer to Reserves	(15,012,910)	(17,046,421)	0	(2,033,511)	14%
Transfer from Reserves	26,596,380	26,583,726	0	(12,654)	
	<u>17,686,492</u>	<u>14,822,930</u>	<u>5,285,625</u>	<u>(2,863,562)</u>	<u>(16%)</u>
Closing Funding Surplus(Deficit)	-	-	45,541,487	-	

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

This Review Maintains Council's Budget in a Balanced Position

GENERAL WORKS/VARIATIONS. (Additional Funds Required)		\$
		(553,259)
FUNDED BY		
- Reduction in Expenditure	1,020,612	
- Adjustment in Grant/Contributions Funding	470,657	
- Adjustment in Revenue	659,197	
- Restricted Cash Adjustments	(2,045,758)	
	<u>104,708</u>	
Balance		<u><u>(448,551)</u></u>
Budgeted Opening Position	6,103,022	
Carry Forward Adjustments From 2021/22 Financial Year (Pg's 8 - 16)	(1,265,948)	
	<u>4,837,074</u>	
Actual Opening Position (Pg 17)	5,285,625	448,551
2022/23 Budgeted Closing Position		<u><u>-</u></u>

CITY OF ALBANY
BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

SECTION						REQUESTED BY - PAUL CAMINS		DIRECTORATE - INFRASTRUCTURE & ENVIRONMENT	
MAJOR PROJECTS/ENGINEERING									
ALIAS or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2022/23		PROPOSED BUDGET 2022/23		BUDGET REVIEW CONSIDERATION		EXPLANATION	
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME		
	<u>Parks and Reserves</u>								
3018	DFES Mitigation Treatments	-		252,578		252,578		Successful application for the Mitigation Activity	
17043	Emergency Management - Income		-		252,578		252,578	Fund Grants Program 2022/23 Round 1.	
	<u>Engineering</u>								
13415	Direct Grants		500,000		-		(500,000)	Amending budget to actual allocation and changing	
12413	Direct Grants		-		512,754		512,754	the reporting requirements from capital income to operating income.	
13385	Works Contribution Current Year		-		140,325		140,325	Rufus Street developer contributions transferred from reserve end of 2021/22 into current liability to be recognised in 2022/23.	
71152	Parking - Review	-		7,100		7,100		Complete works from the 2021/22 Financial Year. City of Albany Parking and Wayfinding Strategy Variation.	
0736	Barnesby Road - Parking & path imp.	-		159,495		159,495		Complete works from the 2021/22 Financial Year.	
13485	Regional Road Group Funding		3,059,157		3,124,157		65,000	To bring to account 2021/22 two carry forwards overlooked.	
2594	Old Post Office - Repair water ingress	-		25,086		25,086			
	TOTAL :	-	3,559,157	444,259	4,029,814	444,259	470,657		

CITY OF ALBANY
BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

SECTION						REQUESTED BY - PAUL CAMINS		
ENGINEERING						DIRECTORATE - INFRASTRUCTURE & ENVIRONMENT		
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2022/23		PROPOSED BUDGET 2022/23		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
2021/22 Carry forward works reduced funding requirements or not to proceed in the 2022/23 financial year to be transferred to the relevant cash backed reserves								
	Building Restoration							
2476	Town Hall HVAC to Multi Use Area	103,100		-		(103,100)		Insufficient budget to be re-budgeted in 2023/24
	Roadwork's and Drainage							
2511	South Stirling Road 0.0-4.47	423,280		229,895		(193,385)		Surplus to requirement
3632	Kerbing Renewal	291,269		150,000		(141,269)		Surplus to requirement
3907	Admiral Street - Drainage renewal	165,620		-		(165,620)		Project complete
3269	Bus Shelter Replacement Programme	182,071		80,071		(102,000)		Surplus to requirement
	Parks, Recreation Grounds and Trails							
2473	Cheyne Beach Improvement Plan	36,278		24,031		(12,247)		Project complete
2664	Trails Strategy Recreation Services	223,188		-		(223,188)		Retrieve from reserve when required.
18628	Building Restoration Reserve	125,000		228,100		103,100		Transfer to Reserves
13244	Roadwork's and Drainage Reserve	998,690		1,627,362		628,672		Transfer to Reserves savings in this section of review
13244	Roadwork's and Drainage Reserve	1,627,362		2,075,913		448,551		Transfer to Reserves 2021/22 Surplus
18348	Parks, Recreation Grounds & Trails Reserve	10,000		233,188		223,188		Transfer to Reserves
17189	Cheyne Beach Reserve		80,000		67,753		(12,247)	Transfer From Reserves
	TOTAL :	4,185,858	80,000	4,648,560	67,753	462,702	(12,247)	

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

CARRY FORWARD ADJUSTMENTS

CARRY FORWARD WORKS ADJUSTMENTS MUNICIPAL FUNDS. Reduction/(Increase) in Funding Required		\$
		1,422,923
FUNDED BY		
- Movement in Grant Funding	(156,568)	
- Restricted Loan Funds Movement	-	
- Increase/(Decrease) in Municipal opening funds	(1,265,948)	
- Adjustment from Reserve Funding	(407)	(1,422,923)
		<hr/> <hr/> -

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

SECTION: CARRY FORWARD ADJUSTMENTS		REQUESTED BY - LIBBY HARDING DIRECTORATE - CORPORATE & COMMERCIAL SERVICES
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JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2022/23		AMENDED BUDGET 2022/23		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
	Library							
34867	Brandenburg Projects	38,595		40,595		2,000		Carry Forward Amendment based on 2021/22 Actuals
	Vancouver Arts Centre							
76362	Cultural Plan (VAC)	8,962		8,197		(765)		Carry Forward Amendment based on 2021/22 Actuals
3097	Wearable Art Project	42,830		41,080		(1,750)		Carry Forward Amendment based on 2021/22 Actuals
75213	VAC - Minor Art Program Grants		42,830		57,300		14,470	Carry Forward Amendment based on 2021/22 Actuals
	Albany Heritage Park							
75434	National Anzac Centre - Refresh Capital	373,835		373,835		-		No amendment required
17459	T/F from National ANZAC Centre Reserve		373,835		373,835		-	No amendment required
	Recreation							
18694	Centennial Park Upgrade	57,986		29,372		(28,614)		Carry Forward Amendment based on 2021/22 Actuals
78216	Trails Hub Strategy - Visitor Experience Projects	60,884		60,892		8		Carry Forward Amendment based on 2021/22 Actuals
78206	Recreation - Strategic Planning	173,717		173,717		-		No amendment required
78712	Seed Funding for Sporting Clubs	149,233		149,233		-		No amendment required
19879	T/F from Seed Funding for Sporting Clubs Reserve		149,233		149,233		-	No amendment required
15834	Contribution - Tennis Centre	542,000		542,000		-		No amendment required
74046	Contribution - Railways Football Club Building	315,000		315,000		-		No amendment required
2664	Trails Strategy Recreation Services	237,188		223,188		(14,000)		Carry Forward Amendment based on 2021/22 Actuals
	Community Development							
71022	Speaker/Lecture Series	6,679		6,679		-		No amendment required
70737	Aboriginal Engagement (Dual Naming)	115,999		114,705		(1,294)		Carry Forward Amendment based on 2021/22 Actuals
71312	COVID-19 Community Recovery Program	43,470		43,470		-		No amendment required
34992	Youth Strategy Initiatives	5,000		1,956		(3,044)		Carry Forward Amendment based on 2021/22 Actuals

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

SECTION		CARRY FORWARD ADJUSTMENTS				REQUESTED BY - LIBBY HARDING		DIRECTORATE - CORPORATE & COMMERCIAL SERVICES	
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2022/23		AMENDED BUDGET 2022/23		BUDGET REVIEW CONSIDERATION		EXPLANATION	
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME		
	Buildings								
0207	ALAC Gym Shower Facilities	45,000		45,000		-		No amendment required	
0220	ALAC Refurbish Poolside Changerooms	110,000		110,000		-		No amendment required	
0219	ALAC Replace lighting with LED	55,149		47,375		(7,774)		Carry Forward Amendment based on 2021/22 Actuals	
2543	ALAC Water tanks	90,789		90,789		-		No amendment required	
4155	Youth Challenge Park - Public toilet	23,835		23,835		-		No amendment required	
2476	Town Hall HVAC to Multi Use Area	103,100		103,100		-		No amendment required	
0216	Mercer Offices External Upgrades	48,075		47,474		(601)		Carry Forward Amendment based on 2021/22 Actuals	
2598	Depot Stage 1	65,582		52,920		(12,662)		Carry Forward Amendment based on 2021/22 Actuals	
1631	North Road Administration Building Alterations	79,260		78,925		(335)		Carry Forward Amendment based on 2021/22 Actuals	
2597	Bond Store stump replacement	44,181		44,181		-		No amendment required	
1987	Lotteries House	24,609		24,609		-		No amendment required	
3299	UWA and University clock mechanisms	32,000		32,000		-		No amendment required	
7978	Surf Lifesaving Club - Middleton Beach	288,625		287,425		(1,200)		Carry Forward Amendment based on 2021/22 Actuals	
2481	Daycare Infants Soft Fall	15,000		15,000		-		No amendment required	
	Drainage								
2455	David Street / RAAFA Design	5,000		5,000		-		No amendment required	
3697	Whidby Street Basin Reshape Design	82,450		82,450		-		No amendment required	
2457	Adelaide Cres/Golf Links Rd/Garden St	27,835		27,835		-		No amendment required	
2458	Carbine St/Minor Rd	49,416		49,416		-		No amendment required	
2526	Le Grand Basin design	56,625		56,625		-		No amendment required	
3907	Admiral Street - Drainage renewal	165,620		165,620		-		No amendment required	
2547	Lancaster Road drainage improvement works	40,523		22,597		(17,926)		Carry Forward Amendment based on 2021/22 Actuals	

CITY OF ALBANY

BUDGET REVIEW FOR THE PERIOD ENDING 31 JULY 2022

SECTION CARRY FORWARD ADJUSTMENTS						REQUESTED BY - LIBBY HARDING DIRECTORATE - CORPORATE & COMMERCIAL SERVICES		
JOB or GENERAL LEDGER	ACCOUNT DESCRIPTION	BUDGET 2022/23		AMENDED BUDGET 2022/23		BUDGET REVIEW CONSIDERATION		EXPLANATION
		EXPEND	INCOME	EXPEND	INCOME	EXPEND	INCOME	
	Roadwork's							
2774	Albany Highway Left and Right slk 1.95-2.4	790,920		787,820		(3,100)		Carry Forward Amendment based on 2021/22 Actuals
2435	Millbrook Road slk 10.6-12.5	12,930		12,830		(100)		Carry Forward Amendment based on 2021/22 Actuals
2775	Anson Road	96,805		96,805		-		No amendment required
2513	Pretious Street 0.2-0.3	238,170		238,170		-		No amendment required
2493	Replace Guardrails	100,000		100,000		-		No amendment required
2575	Sanford Road	497,744		39,031		(458,713)		Carry Forward Amendment based on 2021/22 Actuals
2769	Sanford Road Drainage Graham St to Albany Hwy	49,787		-		(49,787)		Carry Forward Amendment based on 2021/22 Actuals
1798	Barnesby Drive/North Road connection to Barker	576,496		573,245		(3,251)		Carry Forward Amendment based on 2021/22 Actuals
2525	Range Road/Barnesby Road External Design Costs	198,182		170,207		(27,975)		Carry Forward Amendment based on 2021/22 Actuals
3008	Mindijup (2) 5.60 - 6.23 Reconstruct, Seal & Widen	241,584		170,991		(70,593)		Carry Forward Amendment based on 2021/22 Actuals
2511	South Stirling Road 0.0-4.47 Partial reconstruction	429,895		423,280		(6,615)		Carry Forward Amendment based on 2021/22 Actuals
2269	Mueller Street pavement repairs	46,873		46,355		(518)		Carry Forward Amendment based on 2021/22 Actuals
2549	Drome Road pavement repairs	127,298		126,452		(846)		Carry Forward Amendment based on 2021/22 Actuals
2766	Rutherwood Road SLK 0-3	35,867		-		(35,867)		Carry Forward Amendment based on 2021/22 Actuals
13485	Regional Group Road Funding		1,225,257		1,225,257		-	No amendment required
	Paths							
7924	Collie Street - UWA Housing to Grey Street West	60,000		60,000		-		No amendment required
2761	Cockburn Rd & Lockyer Ave Path	11,590		11,590		-		No amendment required
2468	Cooma Court to Barnesby	54,000		54,000		-		No amendment required
	Kerbing							
3632	Kerbing Renewal	294,019		291,269		(2,750)		Carry Forward Amendment based on 2021/22 Actuals
	Parking Facilities							
2492	Depot electronic gate, fencing etc	99,436		99,436		-		No amendment required
2156	CBD Zone E - Construct behind Premier Hotel	119,229		119,229		-		No amendment required
2773	Youth Challenge Park: Carpark	7,986		7,986		-		No amendment required

RECONCILIATION OF OPENING FUNDS AS AT 1 JULY 2022

	(a)	(b)			
	ORIGINAL BUDGET 1-Jul-22	BUDGET REVIEW	VARIANCE (b) - (a)	VARIANCE	NOTE
		\$	\$	%	
Current Assets					
Cash and Cash Equivalents	4,381,817	17,950,336	13,568,519	309.7	
Other Financial Assets	52,539,347	41,128,658	(11,410,689)	-21.7	
Trade Receivables	3,825,594	2,877,337	(948,257)	-24.8	
Inventories	900,000	662,784	(237,216)		
Grant Receivables	-	3,026,294	3,026,294		
Other Current Assets	749,998	1,082,166	332,168	44.3	
Total Current Assets	62,396,756	66,727,575	4,330,819	6.9	
Current Liabilities					
Trade & Other Payables	4,500,000	7,527,064	3,027,064	67.3	
Contract Liabilities	3,498,733	5,978,898	2,480,165	70.9	
Lease Liabilities	189,578	189,578	-		
Provisions	6,713,455	6,800,923	87,468	1.3	
Current Portion of Long - - Term Borrowings	2,020,082	2,020,084	2	0.0	
Total Current Liabilities	16,921,848	22,516,547	5,594,699	33.1	
Net Current Asset Position	45,474,908	44,211,028	(1,263,880)	-2.8	
Adjustments					
Add back					
* Loan Borrowings	2,020,082	2,020,084	2	0.0	*
* Payments for principal portion of lease liabilities	189,578	189,578	-		*
Less					
Cash Backed Reserves	41,567,817	41,120,902	(446,915)	-1.1	
Repayment of Cash Advance's	13,729	14,163	434		
Opening Funds Surplus/(Deficit)	6,103,022	5,285,625	(817,397)	-13.4	

* (Add back loan repayments and principal portion of lease liabilities as they represent a current liability for payments to be made over the next twelve months already reflected as expenditure in the Budget)



Government of **Western Australia**
 Department of **Local Government, Sport
 and Cultural Industries**

Office Use Only
TRIM: _____
Grant No: _____
Project Coordinator: _____

CSRFF Grant Application Form

Year 2023/24 – 2025/26 Triennium

This application form can only be used for applications to be submitted in the 2023/24 funding round. No other forms will be accepted.

<p>You <u>MUST</u> discuss your project with an officer from your nearest Department of Local Government, Sport and Cultural Industries office before completing and submitting your application. Failure to do so will render your project ineligible.</p> <p>All applications <u>MUST</u> be submitted to your local government. Contact your local government to determine the cut off date for the submission of applications.</p>		
DLGSC Contact: Mel Eastough	Date: 18/8/2022	Office: Great Southern
TYPE OF GRANT:		
<input type="checkbox"/>	<p>ANNUAL GRANT \$100,000 – \$166,666 (Up to \$250,000 with development bonus) The total project cost (GST exclusive) is between \$300,001 and \$500,000.</p>	
<input checked="" type="checkbox"/>	<p>FORWARD PLANNING GRANT \$166,667–\$2 million The total project cost (GST exclusive) exceeds \$500,000. Note: Where the grant requested is \$166,667 or less but the total project cost is over \$500,000, applicants are to follow the criteria for a Forward Planning grant but will be funded as an Annual grant.</p>	
<p>Year of Claim (Applicable to forward planning grants only): Please indicate the year that you would prefer to claim a grant, taking into account the CSRFF Acquittal Requirements. Only indicate first preference for funding in 2023/24 if all planning is finalised and the project will be completed before 1 June 2024.</p>		
<input checked="" type="checkbox"/> 2023/24	<input type="checkbox"/> 2024/25	<input type="checkbox"/> 2025/26

Would the project proceed if funding was allocated in a later year? Yes No

- If yes, how would the project be impacted (e.g. – delayed etc)?
- The project is reliant upon state funding for the project to be fully realised. Delays to funding and construction will continue to impact on the quality and safety of the facilities, and participation numbers (juniors).
- The existing Merrifield Park and Lawley Park Tennis Club facilities are rapidly degrading. Although remedial work has been completed on an occasional basis to maintain some functionality, the facilities are significantly aged, limit further expansion, and are beyond their practical end of life. This has been hampering participation numbers and membership growth in past years, and generally limits the growth of tennis as a sport in the Great Southern. Notably a lack of floodlighting impacts on participation and growth.
- As long as the current plans for the Albany Community Tennis Centre are being investigated, the Department has informed the clubs that no public funding can be attracted to upgrade the existing facilities. Without the development of such facilities, tennis infrastructure within Albany will continue to degrade and growth in tennis within the region will be impacted.
- The Tennis Centre Working Group are highly committed to realisation of the project vision and if funding were to be delayed the group would continue to investigate options to see development commence. A successful application (even delayed) is necessary to assist with the successful leveraging of the final funding required from the federal government to see the project proceed.
- Potentially delays in funding may result in escalation of cost to tender, consequently reducing overall cost benefit and delaying the realisation of the significant identified social and economic benefit identified within the supporting business case (see Section 3 and Section 7).

- **How would the resulting cost escalation be funded?**
- An escalation to tender has been included in the QS estimates, however further construction (5%) and design (10%) contingencies are also included in the estimates for unforeseen escalations or additional costs. It is expected that these contingencies would be sufficient to cover any escalations due to delays in funding.
- Any further shortfalls would be covered by a self-supporting loan and/or available club reserves.
- The Tennis Centre Project Working Group are highly committed to this project and will make every effort to ensure it is implemented as soon as possible whilst minimising timing and budget inefficiencies

Applicant's Details:

Organisation Name:	City of Albany on behalf of Merrifield's and Lawley Park Tennis Clubs				
Postal Address:	PO BOX 484				
Suburb:	ALBANY	State:	WA	Postcode:	6330
Street Address:	52-70 BARKER ROAD				
Suburb:	ALBANY	State:	WA	Postcode:	6330

Preferred Contact Person:

All application correspondence will be directed to this person

Name:	Mitchell Green	Title:	Dr <input type="checkbox"/> Mr <input checked="" type="checkbox"/> Mrs <input type="checkbox"/> Ms <input type="checkbox"/>
Position Held:	Manager Recreation Services		
Business Phone:	(08) 6820 3437	Facsimile:	
Mobile Phone:	0450 472 208	Email:	mitchell.green@albany.wa.gov.au

Organisation Business Details:

Does your organisation have an ABN?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	ABN: 94 717 875 167	
Is your organisation registered for GST?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	* Note, in order to be eligible for funding you must attach a copy of the Incorporation Certificate. LGAs exempt.	
Is your organisation not-for-profit?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Is your organisation incorporated?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Incorporation #: N/A – LGA Applicant *	
Bank details:	Bank: Commonwealth	BSB: 066 500	A/c: 101 627 96

Local Government Authority Details:

LGA:	City of Albany		
Contact:	Mitchell Green	Title:	Dr <input type="checkbox"/> Mr <input checked="" type="checkbox"/> Mrs <input type="checkbox"/> Ms <input type="checkbox"/>
Position Held:	Manager Recreation Services		
Business Phone:	(08) 6820 3437	Facsimile:	
Mobile Phone:	0450 472 208	Email:	mitchell.green@albany.wa.gov.au

PROJECT DETAILS

Project Title (brief and specific): Albany Community Tennis Centre
Project Description:
<p>The overarching vision for the project is to develop a 16-court regional tennis centre in the Eastern Precinct of the Centennial Park Sporting Complex within the City of Albany. The project will involve the construction of 16-courts in total, 500 lux floodlighting and extension of the existing community facility.</p> <p>Tennis in Albany is now at crisis point, with the condition of courts at both Merrifield and Lawley Park deteriorating rapidly. Given the critical nature of the condition of these courts and the need to ensure quality tennis facilities are still provided within the region the Tennis community have reconsidered the scope of their project to meet their funding constraints.</p> <p>Stage 1 of the larger project (this application) will see the development a 6-court community tennis centre in the Eastern Precinct of the Centennial Park Sporting Complex within the City of Albany. As part of the project, Merrifield Park Tennis Club and Lawley Park Tennis Club will amalgamate to form the Albany Tennis Club and co-locate in the existing clubroom building with the Lower Great Southern Tennis Association and junior football, cycling and triathlete club users. An MOU has been signed by both clubs confirming the amalgamation (attached). Whilst the South Coast Tennis Club and Emu Point Sporting Club (tennis segment) will remain at the current sites to meet specialised markets they will also make regular use of the facility.</p> <p>The Centennial Park Sporting Precinct is the premier sporting precinct in the Great Southern, catering for a wide range of indoor and outdoor sports and is considered a regional sporting precinct. The addition of the high-quality tennis sporting surface and infrastructure, including the capacity for mobile hot-shots courts and Book a Court software would continue to position the precinct and the Albany Tennis Centre as the regional facility for tennis in the Great Southern.</p> <p>The project will involve the construction of 6 courts in total. The existing facilities on-site is a basic shed structure constructed in early 2019 as part of the wider Centennial Park Precinct developments; housing a canteen, change rooms, showers, toilets, and three storage rooms (the largest of which is used by junior football). The facility, and two other storerooms, are also shared by cycling club and triathlon club.</p> <p>Consequently, with the addition of the summer tennis tenants, the Eastern Precinct facilities will be activated all year round (currently dominated by winter sports activity), and spaces and existing facility use will be maximised without duplication. Indeed, rather than building any additional extensive facilities, it is intended that tennis clubs and other facility users would utilise the adjacent purpose-built Centennial Stadium facility, a large, centralised hub for a variety of sporting and social events constructed as part of the \$27 million redevelopment of Centennial Park. Further, the proposed project will increase the visibility of Albany’s tennis clubs, provide a more central and appropriate location, improve proximity to schools and encourage</p>

associated usage, facilitate and encourage wide scale co-location and collaboration, complement and enhance a well-developed sporting precinct which caters for a huge variety of sport and recreational pursuits, and make the best use of public funds and investment toward developing the wider Centennial Park Precinct to date.

Importantly, the final concept to maximise use of existing Centennial Park Precinct infrastructure and intentions to amalgamate two clubs into the Albany Tennis Club to facilitate sustainable club operations and viable facility asset management are well aligned to identify strategies to combat COVID-19 related impacts. In particular, the project makes the best use of and complements previous public expenditure to deliver against the robust need for modern floodlit tennis facilities and enhanced community spaces accessible to all. The project ensures the existing areas and facilities are utilised year-round, promoting healthy and active ageing, inclusivity and community cohesion.

Key project developments are identified as follows:

- (1) 6 x Plexi Pave consistent surfaces to attract tournaments and to ensure equity of experience in playing, coaching and game competition
- (2) ITF minimum standards for all 6 courts
- (3) Capacity to accommodate mobile hot-shot courts to facilitate junior participation
- (4) Associated nets, poles/winders and fencing for all 6 courts.
- (5) A Book a Court system (enabling the community to book courts via a mobile application at any time.

Project location:	Centennial Park - Eastern Precinct, Albany, WA 6330 (-35.011910, 117.890665)		
Land ownership:	Who owns the land on which your facility will be located? City of Albany Lease Expiry (if applicable): N/A		
Planning approvals	If no, provide the date it will be applied for:		
Where applicable, has planning permission been granted? (LGA)	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	___/___/___	
Aboriginal Heritage Act?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	___/___/___	
Department of Biodiversity, Conservation and Attractions? (Environmental, Swan River)	Yes <input type="checkbox"/> No <input type="checkbox"/>	___/___/___	
Native Vegetation Clearing Permit?	Yes <input type="checkbox"/> No <input type="checkbox"/>	___/___/___	
Please list any other approvals that are required? Approvals have been fully investigated and are defined in the business case (Section 9.3). Of those required, City planning scheme consent and building licence remain to be initiated and will be determined by the City of Albany. The process is not anticipated to take longer than six weeks and no foreseen issues exist. There are no requirements for environmental approvals, Aboriginal heritage approvals or heritage building approvals. The City of Albany will coordinate the approvals required for the site and construction. The City of Albany has approved the use of the site for the purpose of the Albany Tennis Centre.	Yes <input type="checkbox"/> No <input type="checkbox"/>	___/___/___	
What discussions have been held with adjoining local authorities? The bordering Shires of Plantagenet, Denmark and Jerramungup, including the various tennis clubs within, have been consulted regularly throughout the feasibility and planning phases of the project. The project is noted as the priority project for the Great Southern Sport and Recreation Strategic Plan			
Approximate distance from proposed project to nearest adjoining council boundary:	40 km		
Have you discussed this project with Department of Infrastructure and Regional Development (Federal Government)?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
If so, are you seeking funding from them?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Contact:			

How will your project increase physical activity?

- Tennis in the Great Southern has experienced relatively slow growth to date with the current state of the facilities noted as the primary barrier. This includes a lack of floodlighting to enable evening facility usage and the court surfaces are cracked and in a state of disrepair impacting on the quality of play and enjoyment of the game. This is particularly true for the facilities at Merrifield Park and Lawley Park Tennis Clubs, who will amalgamate to form the Albany Tennis Club as part of the proposed project.
- The Albany Community Tennis Centre development will provide the required facility and lighting to overcome a number of critical barriers to grow the sport. Membership and associated participation in tennis as a sport is expected to significantly increase as a result of the project, overcoming current stagnation and growing in line with population projections. Current forecasts estimate between 1.9% and 3.31% per annum increase in membership and associated participation for the Albany Tennis Club once formed. The base case for analysis assumes a more conservative 2.6% increase, which would see a 184% increase in tennis participation throughout the 30 year facility lifecycle (reaching 525 members in 2051).
- Additional participation increase will occur through Emu Point Sporting Club and South Coast Tennis Club facilities as a direct result of facility availability and usage, as well as non-member participation increases (currently approximately 900 persons play tennis in Albany, but only 300 belong to the primary three clubs). Such increases in participation are harder to accurately quantify, however.

Do you share your facility with other groups? Yes No If so, who:

- Junior Football, Cycling and Triathlon users/clubs all currently utilise the existing facilities, toilets, storage, carpark, footpaths.
- This project will continue to build on and activate the Eastern Precinct of Centennial Park for an all year-round physical activity outcomes, where at present it is currently dominated by winter-based sports.

REPORT ITEM CCS472 REFERS

List up to three sport and recreation activities which will **directly benefit** from your proposal. Please indicate the approximate % usage of the facility (or part of the facility relating to this proposal).

Sport/community organisation	% use of the facility	Hours per week
Tennis (Merrifield & Lawley Park Clubs)	60%	26/28
Southern Districts Junior Association	39%	18/26
Albany Cycling & Triathlon Clubs	1%	2/7

Activity/sport **capitated membership** numbers over the past three years relevant to your project. For example, if a bowls project, golf members not relevant; **Social membership numbers not applicable**.

Note: if membership is not applicable, ie recreation facility or aquatic centre, please enter the number of users of the facility with evidence of how you arrived at the figure.

2019/20	185	2020/21	187	2021/22	187
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State Sporting Associations are involved in the assessment of applications and may be able to provide valuable information when planning your project, particularly in relation to technical design issues. They should be consulted as part of the application process. A complete list of State Sporting Associations and their contact details are available on the departments website: <https://www.dlgsc.wa.gov.au/sport-and-recreation/state-sporting-associations>

What is the name of the State Sporting Association for your activity/sport?	
Tennis West	
Have you discussed your project with your State Sporting Association? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Contact Name: Olivia Birkett – Member of the Albany Community Tennis Centre Project Working Group	Date of contact: Regular ongoing since 2019

PLANNING

You need to demonstrate that you have undertaken an appropriate level of planning for your project. Questions 1 – 24 must be completed for all applications. Forward Planning grant applications must complete all the questions in detail. Annual grant applications must provide responses where appropriate and relative to the project.

Attach your responses (in numerical order) to the application form. If you believe that you have a valid reason for answering in the negative to a question please detail that reason.

Ensure that you have addressed the Key Principles of Facility Provision (see Guidelines for a CSRFF application), as they apply to your project. Questions 1 to 24 below relate directly to these principles.

You are expected to provide detail on the planning, management and financial viability of your project. Where research findings are used to justify a project a range of research techniques should be evident in the methodology used. When using comparative analysis local conditions must be considered.

All assumptions must be clearly stated. Please do not solely refer to attachments in the answers below – please summarise the content in the section provided.

1.	<p>When did you complete your needs assessment? (This is a formal analysis required for projects over \$500,000).</p> <ul style="list-style-type: none"> • Needs Assessment and Feasibility Study (Lanfear Report)– 02/12/2019 • Albany Tennis Centre Supplementary Report • Albany Tennis Centre Business Case Staged Approach (updated/expanded needs assessment) – 10/08/2020 • All documents attached and included in the application
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How has the need for your project been identified and assessed?

- The project was identified in 2017 by the clubs and an assessment from the City of Albany (Community Services Recreation Team and Works Services Assets Team) assisted to confirm that an initial need existed. In 2018 the City of Albany applied and received funding from the Department of Sport and Recreation to undertake a more detailed needs and feasibility study to investigate scope and feasibility.
- The needs and feasibility study were undertaken by external consultant Dave Lanfear Consulting and completed in December 2019 clearly demonstrating need and a positive feasibility result.
- Following the Lanfear Report the clubs and the City of Albany engaged external consultant, Keston Economics, to further evaluate need, identify project impact and benefit, and to develop an affordable business case for the project.
- Once need was clearly established the project was tested in the regional context and included in the Great Southern Sport and Recreation Strategic Plan. The project is noted as the priority project for the Great Southern.
- Since project conceptualisation and the feasibility study process in 2019, the needs analysis and supporting documents have been regularly reassessed and updated to ensure both suitability and viability (see supporting documents).
- Latest Tennis West club reports (State of Play August 2021) for both Lawley Park and Merrifield highlight the current conditions, ongoing issues and poor standards noting the need for a complete rebuild. (Attached)

	<p>Is the need or a part of the need that you have identified already being catered for?</p> <ul style="list-style-type: none"> • There are three primary and two small community tennis clubs within Albany, including Merrifield Park Tennis Club, Lawley Park Tennis Club, Emu Point Sporting Club, Napier Tennis Club and South Coast Tennis Club. • These clubs all provide for their individual members needs with varying quality of facilities. • Emu Point Sporting Club are (in general) satisfied with the facilities they currently occupy but have expressed support and interest in using the proposed Albany Community Tennis Centre on occasion once developed. • Napier and South Coast cater for the needs of the rural communities within the City of Albany. Located with the local fire brigades these community tennis facilities provide important basic recreational amenities to support participation, physical activity and social cohesion in the City's rural communities. • However, Merrifield Park and Lawley Park Tennis Club facilities have reached the end of their life and require urgent replacements of courts and other infrastructure. Any works for these facilities would only address surface issues and would not enable further growth in membership or limited growth in participation. Further, there are inefficiencies in the way these clubs are operating, limiting available capital for repairs/maintenance and impacting on volunteers. Whilst the Albany Community Tennis Centre project is under investigations, the Department has confirmed that there is no capacity to attract external funding. Amalgamation of the two clubs and the proposed new operational structure overcome all identified inefficiencies providing a strong foundation for the future of tennis in Albany. • A key factor across all of the sites is the lack of floodlighting and enhanced physical activity opportunities for both junior and senior participation. The closest floodlit courts are 50km away in Mount Barker. • With such basic facilities there is very limited capacity for clubs to attract interregional or state events of any kind, detracting from the sports contribution to economic development in the region. • The proposed project will better address the immediate needs of tennis through the centralisation of tennis activity providing high-quality infrastructure that meets ITF standards and will attract regional and state level events. • The full project need assessment and expected impacts are further detailed in the Business Plan. Please see Section 3. Project Need and
2.	<p>Have you undertaken a feasibility study? (must be included with Forward Planning applications).</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
	<p>If not, how have you assessed the feasibility of your project?</p>

3.	<p>What alternatives were considered and why were they rejected? (This should include a 'do nothing' option)</p> <ul style="list-style-type: none"> • The feasibility studies audit of current tennis infrastructure highlighted the significant quality and functionality issues associated with existing tennis court provision at all of the clubs, which included a lack of floodlighting and ageing court surface infrastructure which needed replacement. Problems associated with the infrastructure in part related to a variety of legacy issues including, in part, a lack of asset management and ongoing maintenance. As a result, this has impacted on membership numbers and the ability of each to generate sufficient income to invest in the ongoing management and replacement of infrastructure. • Significant benefits for co-location were identified in the benchmarking analysis, including the sharing of resources (equipment, facilities and limited volunteer time); consolidation of the junior coaching program on one site; avoidance of duplication of provision and the ability to establish a different management model which could focus on the long-term security of the sport within the region. • The feasibility study evaluated four potential site options, including Collingwood Park (also the home to North Albany Football Club), 8.06h at Lower King Road, Emu Point Tennis Club, and Centennial Park Central Precinct. All sites were assessed, and although Centennial Park initially emerged as the preferred option, the site which offered the optimum opportunity for development was identified as Collingwood Park. • However, plans identified for the regional tennis centre as part of the feasibility study were excessive and costly due to several unknowns, and, when the Albany Regional Tennis Centre feasibility study report was originally presented to Council in March 2020 City officers were requested to re-work the project scope, review the sites and explore possible co-location partners. • The decision was also impacted by the current and ongoing Covid-19 pandemic, with a view to limit unnecessary public expenditure whilst still catering for identified need and continuing to drive community and economic development. • The reworked project scope was then presented to council in September 2020. The reworked scope was endorsed in line with the guidelines for a Large Community Tennis Centre with provision of up to 16 courts. • At the September 2020 meeting, council also endorsed the Centennial Park Sporting Precinct – Eastern Precinct (CPEP) as the site for the Albany Regional Tennis Centre. A co-located amalgamation was supported as the most viable option. • The overarching purpose of the project is to develop a 16-court tennis centre in the Eastern Precinct of the Centennial Park Sporting Complex, Albany, as a two-stage project (Albany Regional Tennis Centre). • In order to address priority court surface concerns, the first stage of the project will include 6 courts as a like for like replacement of existing end-of-life and degraded infrastructure at current Merrifield Park Tennis Club and Lawley Park Tennis Club sites and 'Book a Court' infrastructure to extend capacity and increase participation in the region. • The 6 courts in stage 1 will have the capacity to facilitate mobile hot shot courts, to further support junior participation and development • The second stage will include addition courts, floodlighting and an extension to existing shared clubroom facilities at the site. <p>Did you consider sharing with another group? (Please detail).</p> <p>Yes, the collocation options with several other groups considerably increased the viability of the project:</p> <p>As part of the project, Merrifield Park Tennis Club and Lawley Park Tennis Club will amalgamate to form the Albany Tennis Club and co-locate in the existing clubroom building with the Lower Great</p>
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Southern Tennis Association and the Albany Junior Football Association. This model will centralise tennis, maximise the facility and infrastructure usage throughout the year.

During the Feasibility Study and subsequent processes, the Merrifield Tennis Club and Lawley Park Tennis Club have confirmed in-principal support to relocate and amalgamate the two clubs into one new club – The Albany Tennis Club. A significant advancement, this has resulted in a signed Memorandum of Understanding. The Business Case reviewed the local benefit and several case studies, and it is anticipated that the merger will provide the following benefits:

- a) Rationalisation of assets/sites – two sites decommissioned including club houses, ablutions etc. into one facility reducing the financial burden on the Albany Community; Reduced volunteer burden – amalgamation of two clubs into one would result in one executive workload rather than two;
- b) Improved Governance and Management Protocols – One club executive will address the challenges noted in the Feasibility Study associated with two separate clubs maintaining identity and equitable access. The two clubs are proposing a simple standard volunteer incorporated club structure to manage the facility.
- c) An increase in membership (partly due to the merging of memberships and partly related to new memberships).
- d) Greater opportunities to evolve and develop the club through existing volunteers who were able to be more effective and efficient across one consolidated club, rather than focusing on their under-performing clubs.
- e) More effective planning and maintenance of courts.
- f) An increased social component.
- g) Greater financial capabilities and potential to invest in one consolidated site.

The newly formed Albany Tennis Club would enter into the following agreements and responsibilities:

- (i) Facility - A standard License Agreement and maintenance in line with the model for the Western Precinct Pavilion.
- (ii) Sports Surface and Lighting - The management, maintenance and replacement of the courts, lighting and court fencing would fall under the full responsibility of the Albany Tennis Club and utilise the new Book a Court Software management system. The Business Planning Process and Life Cycle Cost Analysis would assist the clubs to work through this including establishing a sinking fund with a regular annual contribution to offset future maintenance and replacement reducing any future burden on the City of Albany.

Due to the substandard quality of the courts at Merrifield Park, the club has commenced playing some of the 2021 winter season at Lawley Park Tennis Club. Both clubs are looking forward to creating a positive opportunity to pilot the colocation model in the upcoming 21 / 22 summer season.

Did you consider the whole of life cost when assessing the viability of these options to ensure that the preferred project was both affordable and cost-effective? (Please detail).

1. The feasibility study initially modelled the 10 year viability of the preferred option at Collingwood Park. It was deemed unnecessary to model viability for all options as other qualitative and quantitative factors clearly demonstrated that these options were not appropriate. Collingwood Park option was viewed as too ambitious, and the project was downsized.
2. The re-scoping of the works identified a new preferred location and significant cost reductions for facility development (extension and maximised use of existing facilities rather than new large-scale build).
3. The LCA was completed in August 2020 and is for 16 courts. It was not updated to reflect the rescoping of the project to 6 courts but it remains relevant as we anticipate the further expansion to 16 courts and clubrooms at a later date.
4. Centennial Park Eastern Precinct - In order to analyse sustainability and viability, a twenty-five-year forward planning budget has been developed for the period from 2023 to 2048. The model shows a cumulative surplus of \$3.95 million, with 60% of this surplus reserved in an asset replacement sinking fund for end-of-life court redevelopment or replacement (e.g.

	<p>reaching \$2.15m at the end of a 29-year operational period, including consideration to 10-yearly court resurfacing).</p> <p>5. The City of Albany and Albany Tennis Club fully understand that new facilities require varied levels of asset and operations management and sufficient capital to ensure the ongoing viability of the building and club, which may differ significantly to that of the current building and operations. As such, the project partners and consultants have estimated asset management and operations costs based on a number of factors, including past experience with the current facilities, industry standard measures of new building maintenance and management, tennis court and ancillary item replacement and maintenance costs (Tennis West), City of Albany experience with asset management and operations, and external advice (architects, engineers and associate electrical and hydraulic consultants).</p>
<p>4.</p>	<p>How does your project fit into your:</p> <p>Club's strategic plan or development plan?</p> <ul style="list-style-type: none"> Both Lawley Park and Merrifield Park Tennis Clubs have not revisited strategic planning in the past 4 years due to the current state of facilities/infrastructure and desire to provide more adequate facilities that could not be accommodated within current sites. These clubs adopted a 'wait and see' approach whilst initiating discussions between clubs, with the Lower Great Southern Tennis Association, and with the City of Albany to identify options that resulted in concept development, feasibility study and rescoping works resulting in the proposed project. The project is expertly aligned with the Lower Great Southern Tennis Association Strategic Plan 2018-2022 in its vision to create a thriving tennis culture in the Lower Great Southern Region of Western Australia. In particular, the project addresses a number of identified strategies to deliver more events and make a decision regarding the development of a regional tennis centre. The feasibility study process and established plans for next steps are identified strategies for tennis centre development within the Strategic Plan <p>State Sporting Association's strategic or development plan?</p> <ul style="list-style-type: none"> The proposed project is well aligned with Tennis West's Strategic Facilities Plan: A roadmap for the future of tennis facilities – 2018 and beyond, and Tennis West Strategic Plan 2016-2020. The Strategic Facilities Plan aims to provide Tennis West and its stakeholders with a clear itinerary and road map for the future planning, funding and development of tennis facilities and infrastructure across Western Australia. Key strategic priorities aligned with the Albany Community Tennis Centre project include: (i) increasing venue access and usage; (ii) enhancing venue capacity; developing stakeholder partnerships; and (iv) prioritising infrastructure investment. The Strategic Plan includes aligned objectives to: (i) grow the number of sustainable clubs via effective management models; (ii) deliver world-class athlete development pathways; and (iii) increase participation, providing more people with a positive experience in tennis more often. <p>Local authority's strategic or development plan?</p> <ul style="list-style-type: none"> The project directly aligns with the City of Albany 2030 Community Strategic Plan, particularly objectives: (2.3) To develop and promote Albany as a unique and sought-after visitor location; (2.3.1) Encourage, support and deliver significant events - a positive economic and social benefit; (4.3) To develop and support a healthy, inclusive and accessible community; and (4.3.1) Develop activities/facilities that connect people, promote health and are appropriate for all ages. The project aligns with the Albany Local Planning Strategy, Corporate Business Plan, Public Health Plan and Youth Friendly Albany Strategy. Specific Details of alignment to these plans can be found in Section 2.3 of the supporting business case. The project is identified in the Great Southern Sport and Recreation Strategic Plan as the priority facility development for the region.

<p>5.</p>	<p>What impact is your project likely to have on other facilities and services in your local and regional area?</p> <ul style="list-style-type: none"> • Extension of the current facility and development of courts meeting ITF standards are expected to attract additional members and develop further interest in tennis and somewhat in junior football, cycling and triathlon (other facility users through enhanced amenity). Consequently, increased membership will ensure associated facilities and infrastructure are utilised to their maximum capacity (e.g. other football fields and clubhouses, other tennis courts and clubhouses, etc.). • The project is located within the Centennial Park Precinct, complementing other sports and recreational infrastructure developments made throughout the precinct over the last decade (cricket, football, soccer, hockey, etc.) further positively embedding its reputation as the premier site for sport and recreation in the Great Southern. • It is also a direct intention of the project and Albany Tennis Club to maximise use of neighbouring facilities, such as the recently completed Centennial Park Stadium facility. Rather than replicate large-scale facilities such as this, the Albany Tennis Club will make use of and share the existing infrastructure. Further, the project maximises use of the Eastern Precinct, which is largely dominated by winter sports, thereby activating the precinct all year round and increasing viability. • Although other tennis clubs use various other facilities throughout Albany and the region, there are not anticipated to be any direct negative impacts on these facilities. The retention of the Emu Point Tennis Club is an important alternative and offering for the community to assist with supporting participation. It is more likely that the various quality options will only increase competition and the interest in tennis will benefit all regional facilities as the sport develops.
<p>6.</p>	<p>Is your facility multi-purpose (i.e. caters for a variety of activities at one time)? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, does it service more than one LGA?</p> <ul style="list-style-type: none"> • Whilst the tennis courts themselves are not multi-purpose. The Centennial Park Sporting Precinct is the premier sporting precinct in the Great Southern, catering for a wide range of indoor and outdoor sports and is considered a regional sporting precinct servicing the full region. • The addition of the high-quality tennis sporting surface and infrastructure, including the capacity for mobile hot-shots courts and Book a Court software would continue to position the precinct and the Albany Tennis Centre as the regional facility for tennis in the Great Southern.
<p>Site and locality maps should be included with all applications outlining where the proposed facility is located in relation to other sport and recreation infrastructure (where applicable).</p>	

7.	<p>Describe the consultation process undertaken for the project. For example, have you invited public submissions, conducted a survey, held stakeholder or public forums etc.:</p> <p>Extensive consultation has been undertaken at various stages towards this project’s development. A full detailed outline of the consultation, issues and challenges is provided in the Business Case Section 4 Consultation and Partnerships pg.29.</p> <p>In summary a range of activities were undertaken to ensure engagement and key stakeholders were targeted and engaged to ensure a clear understanding of the issues and challenges to be addressed. As each staged was progressed and decisions made further engagement was undertaken to ensure suitability of the proposed solutions.</p> <p>In summary there was a range of strategies to help build the supporting documentation, establish need and understanding for the proposed infrastructure provision:</p> <ol style="list-style-type: none"> (1) Audits of Current Tennis Infrastructure. The most latest being August 2021. (2) Public Forums facilitated by Tennis West and the Clubs. (3) Committee Meetings and Consultations. (4) Club Meetings and Member Surveys. (5) Ongoing Project Working Group with broad representation to guide the project. <p>Consultation was undertaken with a large range of local, state and federal stakeholders:</p> <ul style="list-style-type: none"> • Merrifield Tennis Club, Lawley Park Tennis Clubs, Emu Point Tennis Club, Napier Tennis Club and South Coast Tennis Club • Lower Great Southern Tennis Association • Shire of Denmark, City of Albany and Shire of Plantagenet • Lower Great Southern Hockey Association and North Albany Football Club • Southern Districts Junior Football Association • Department of Local Government Sport and Cultural Industries. • Tennis West and Tennis Australia <p>Additional consultation was completed with Dave Lanfear Consulting (Needs and Feasibility Study), Keston Economics (Business Case Development and Lifecycle Costings), Roberts Gardiner Architects (concept plan and QS Engagement) and a Site Classification Report was compiled by Great Southern Geotechnics in July 2018 for the site proposed for the Albany Tennis Centre. The technical engagement provided important feedback on business directions, forecasting, design and practical operations to ensure viability as well as need.</p> <p>A range of resources regarding the development of sporting facilities are available on the website. DLGSC’s Decision-Making Guide for Community Facilities and Services is useful to assist in determining the need for, and feasibility of, community and recreation services. The Guide is designed in such a way that it can be entered at any point in the planning process and used by planners for user groups with a range of skills and experiences.</p>
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MANAGEMENT

8.	<p>Have you developed a management plan for your facility? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>Please attach a copy with this application.</p> <p>If not, please explain how you plan to address management issues i.e. attracting new members, building maintenance and repairs, replacement of broken or stolen items and/or raise sufficient revenue to cover operating costs? An asset management plan detailing provisions for life of asset costs should be provided for projects over \$500,000.</p>
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9.	<p>How have you catered for management needs in your design (if required)? Consider access, usage and supervision.</p> <ul style="list-style-type: none"> • Stage 1: The installation of the Book a Court system into the capital build will ensure ease of management and accessibility by the community, clubs and users. The Book a Court system enables the community to book courts via a mobile application at any time ensuring ease of access and management to maximise income returns. • Detailed design will form part of the next stage. A qualified project manager will be engaged as superintendent to manage all construction activities including ensuring the building meets access and ease of supervision. Details of Project Governance and Project Implementation, including specific roles and responsibilities, are included in Section 9 and Section 10 of the supporting business case. • Ongoing facility management will be the responsibility of the Albany Tennis Club (once formed) and will be conducted in line with an enhanced model of governance to ensure ongoing sustainable and viable operations. A number of areas in the proposed buildings have been specifically designed for management of the club and to ensure safety of its members and the general public, including dedicated office spaces and first aid areas. • Stage 2 Extension of the Facility: Whilst not forming part of this application, the future extension to the building has been considered at this early stage and concept designs reflect a commitment to ensuring low-cost ongoing operational needs. Built on similar principles to the infrastructure already in place the building will be robust and basic to minimize any potential damage and operational costs. The design and orientation of the new build office and club rooms meets the needs for club days and events. Advice was taken from Tennis West, Clubs and coaches in the design. The City of Albany would also continue to provide advice and mentoring on contemporary approaches to asset and operational management.
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10. **Was an experienced facility manager, builder or technical expert involved in planning the design of your project?** Please outline their experience.

The following facility managers and technical expert advice was sort and provided input into the project:

- Facility managers from the City of Albany were on the working group and contributed to the project. Both the Merrifield and Lawley Park Tennis Club current volunteer facility managers provided input into the concept deign planning process. Expert advice on the facility design was also sort from Tennis West (site visit and review of concept designs, key member of the working group)
- Roberts Gardiner Architects provided the technical concept design expertise. A progressive and diversified Albany-based Architectural company. The practice formally commenced in January 2006 following the merger of the individual practices of Michael Roberts Architect and Scott Gardiner Architect.
- Prior to the merger of the two practices, both Michael and Scott have produced many significant projects in the region covering the fields of public buildings, commercial and retail developments, tourism, education, housing and health.
- Michael Roberts and Scott Gardiner have completed works with major government agencies, and corporations as well as many private sector clients on a variety of tasks including master planning, feasibility studies, architecture, interior design and contract administration.

Additionally:

- The project management process, illustrated in Section 9 of the business case, includes key stages of project initiation, project scoping, planning and design, approvals, procurement, construction, practical completion and finalisation. The project will be managed by the City of Albany Major Projects Team and will include a Project Manager and Project Control Group (PCG). A Project Manager will be appointed to administer the construction contract and will have the overall responsibility for ensuring that the project meets the objectives set, dealing with operational day to day project-related issues. The management of the project will be supported by the use of IT tools to facilitate project management, co-ordination and dissemination of information among the project's governance structure and key stakeholders.
- Procurement will be undertaken in line with the City of Albany procurement plan (Section 9.5 & Appendix F of the business case). The process will include preparation of a Superintendent brief and quotation documents, sending out for quotation and award contract for Superintendent/Project Manager, preparing construction tender documentation, advertising tender, evaluating submissions and awarding construction contract, and ensuring the timeline (Gantt Chart) is up to date. The procurement policy will attempt, where possible, to source construction materials and services from local providers with an aim to re-invest in the regional economy.
- Construction will entail holding a start-up meeting and collecting all management plans from the contractor(s). Construction works will be monitored fortnightly through meetings with the contractor and the Superintendent/Project Manager. All financial information and invoices will be recorded, along with any variations. The risk register will be maintained and kept up to date. For practical completion, a Practical Completion inspection will be undertaken and a Practical Completion certificate obtained. A defects register will be maintained for the defect liability period.
- Finalisation will include completing any acquittals required for funding money, completing a Project Evaluation Report. There will also be a defects inspection at the end of the defects liability period to ensure all defects are rectified.
- All changes to scope will be fully evaluated to consider such things as risk, user needs, benefits, costs and effect on the project schedule and budget. Any substantive changes will be reported to the Project Control Group as appropriate.

	<ul style="list-style-type: none"> • Full and accurate records will be created and kept, in the appropriate format, of the business decisions and transactions in the project in order to meet all legislative, business, administrative, financial, evidential and historical requirements. 															
11.	<p>If you propose to share a facility, have other groups been asked what features they need?</p> <p>List these needs and describe how they will be accommodated, either through your project's location, design or the way in which it will be managed.</p> <ul style="list-style-type: none"> • The extension to the facility will occur in Stage 2. However the planning for this has occurred at this stage to ensure engagement and appropriate design considerations. • All current and prospective user of the current facility have been consulted for their input into the design of proposed extensions. The Southern District Junior Football Association was consulted and provided positive feedback on the design of the facility. • The entire facility has and will be designed with universal access and inclusive community spaces in mind that cater for all user groups and individuals, irrespective of their differences, visions or aspirations. 															
12.	<p>Have you considered:</p> <table border="1"> <tr> <td>• child care facilities</td> <td>Yes <input type="checkbox"/></td> <td>No <input checked="" type="checkbox"/></td> </tr> <tr> <td>• access for low income earners</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> <tr> <td>• access for people with a disability</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> <tr> <td>• access for seniors</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> <tr> <td>• access on a casual and short-term basis</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> </table> <p>Please attach a copy of the proposed fee structure.</p>	• child care facilities	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	• access for low income earners	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	• access for people with a disability	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	• access for seniors	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	• access on a casual and short-term basis	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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• access for seniors	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>														
• access on a casual and short-term basis	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>														

DESIGN

Grant applications are required to provide a **locality map, site map** and **building plans**. Plans are to be submitted in **A3 format**.

13.	<p>Have you written a design brief for your project? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please respond to the following points:</p>
	<p>Describe the process used to obtain an estimate of construction cost.</p> <ul style="list-style-type: none"> • Stage 1: The associated groundworks and construction costs for the courts and lighting were developed through seeking quotes (2) of each service required. These were incorporated and feed into the final QS process. • Stage 2: For the extension of the facility. A concept plan was developed by local Architects Roberts Gardiner and a QS estimate including groundworks and electrical services to the site was provided by O'Keefe's Surveying services
	<p>An estimate from a qualified consultant in the building industry (e.g. architect, quantity surveyor, builder, engineer, etc.) must be provided with your application.</p>
14.	<p>What design features will allow your facility to meet changing needs over time?</p> <ul style="list-style-type: none"> • The site and groundworks will allow for expansion and development to a full 16 courts meeting the population increase and demand over time. • Each court can be reconfigured into 4 hot shot courts catering for the future junior participation needs. • Ground works will include the laying of conduit for future flood lighting needs. • The site also allows for a modest expansion of the facilities to accommodate an office, meeting space and game day officiating. This space would be shared with the junior football association.
	<p>Is your current proposal likely to limit any future development on your site? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, how?</p> <ul style="list-style-type: none"> • The assets and land are held under freehold by the City of Albany. The City of Albany is responsible for the future strategic planning and development of the site. • It is anticipated that the site will be continued to be developed over time to meet the changing needs of the community. • The site purpose is for sport and recreation. • The current proposal will not limit any future developments on Centennial Park Sporting Precinct.
15.	<p>How have you determined the most appropriate technical specification for the equipment and systems for your facility (i.e. filtration, lighting, water heating, air quality – as required)?</p> <ul style="list-style-type: none"> • Tennis West, the clubs and the Department have all provided input into the technical lighting requirements for the development. • Roberts Gardiner Architects has extensive experience and well-developed track record in building design, including for sport and recreation club facilities. Roberts Gardiner built the existing facilities at the site, and they have provided the concept drawings and technical advice for the building extension. • Detailed designs will be undertaken once funding is received and in preparation for construction. This will involve the engagement of suitably qualified technical support, including engineers, surveyors etc.

	Do they meet Australian Design Standards for your sport or recreation needs? This will be an assessment factor. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Please refer to DLGSC’s Asset Management Guide on the website for a list of common standards and note that projects that do not meet Australian Design Standards are ineligible for funding.
16.	What energy and water efficient products or design considerations will be included in your facility or project? (e.g. solar hot water, natural light, geothermal, water recycling etc.). <ul style="list-style-type: none"> • The preferred surface is a technologically advanced, seamless cushioned court system manufactured utilising 60%+ renewable resources.
17.	If your project involves floodlighting, have you determined whether there is a need to upgrade your power supply? If so, is this allowed for in your application? N/A

FINANCIAL VIABILITY

It is understood that some facilities will operate at a loss. It is not necessary to suggest that all facilities will break even or make a profit. The intent of this assessment is to be sure that applicants have a realistic understanding of the impact of their project on the operational budget, membership costs or entry fees and an appreciation of the funding requirements over the life of the facility.

18.	Have you applied a Life Cycle Cost Analysis to your project? This is mandatory for projects that have a total project cost over \$500,000. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No The LCA was completed in August 2020 and is for 16 courts. It was not updated to reflect the rescoping of the project to 6 courts but it remains relevant as we anticipate the further expansion to 16 courts and clubrooms at a later date.
DLGSC’s Life Cycle Cost Guidelines are available on the website. Developing a life cycle cost approach when considering your project’s parameters will assist to make effective financial, economic and operationally sustainable decisions. Applicants may use alternative computer programs to demonstrate compliance.	
19.	Is your organisation able to meet the ongoing operating costs of your project? (e.g. wages, power) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
For Annual Grant applications please attach a projected income and expenditure statement for the first year of operation, detailing operating costs, and user fees.	
Forward Planning applications are to provide income and expenditure statements for the first three years of operation, and include an assessment of the potential impact on the project of social trends, competition, the strategic plans of neighboring local authorities and other factors. Applicants are to consider the financial impact the development of the project will have on existing facilities within the identified catchment area. Applications to include details of a number of scenarios related to projected income and expenditure. This type of sensitivity analysis based on worst, average, and best-case performance should be used to inform proponents of the project development to the variables and consequent implications. A list of assumptions should be included with all analyses. Attach your audited income and expenditure statements for the last three years (LGAs exempted).	
20.	Who will be responsible for any operational costs and how will it be funded (include evidence as required)? The Albany Tennis Club will be responsible for ongoing costs, offset by income such as through sponsorships, subsidies and funding from external agencies as currently received, as well as through canteen, advertising, fundraising and other appropriate income streams. Details of current and future operational income and expenditure are included in Section 12.4 of the business case and Section 4 of the life cycle cost analysis. This includes projections over the thirty year operational life of the building, and considers base case (most conservative estimates), best case and worst case scenarios.

21.	<p><u>WHERE A CLUB/ASSOCIATION IS THE APPLICANT</u></p> <p>Will a formal Asset Replacement Fund be created to ensure the ongoing maintenance of the facility? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>If yes, how have you determined the required annual contributions? If no, why not?</p> <ul style="list-style-type: none"> • The projections have been based on the full project vision and include both a repairs and maintenance allowance and an asset replacement sinking fund. The repairs and maintenance allowance is expected to cover all general maintenance and replacement of certain building infrastructure as required (e.g. lighting, hot water system, HVAC systems, etc.), and includes consideration to the larger space. Estimates are based on a conservative \$12/m2, or approximately \$6,000 per annum with a 1.8% per annum increase for inflation (past 30 year average CPI). • Projected reserves are expected to cover any shortfall in repair or maintenance requirements and equipment replacement, though the conservative approach in the analysis should negate any such unforeseen costs arising. • The asset replacement sinking fund is not intended to fully cover depreciated building costs and full replacement at end of life, but rather to act as a sizeable contribution to future funding applications (e.g. new build at end of life or refurbishment to extend life). The selected amount is a large proportion of available reserves which is expected to allow considerable flexibility in club operations and reinvestments. Fund contributions will grow five yearly, alongside projected revenue and profit growth.
	<p>Where the facility is owned by an LGA, how will the funds be accounted for and what agreement exists with the council?</p> <ul style="list-style-type: none"> • The City of Albany own the land, facilities and infrastructure associated with the Albany Tennis Centre Project and will formally lease them to the Albany Tennis Club (once formed) at a peppercorn rate. Please see attached the draft lease agreement. • The management and operations of the asset will be undertaken in line with the City of Albany Asset Management Policy. Albany Tennis Club will be responsible for the cost and logistics of basic ongoing maintenance of the facility, which has also been factored into the forward planning budget (see Section 12.4 of the supporting business case). • To ensure that the City of Albany and Albany Tennis Club undertake asset management activities in a structured and coordinated way to attain optimum value from investment, the key principles behind this objective include: (i) the provision and maintenance of sustainable assets; (ii) a consistent cross-functional approach that reflects best practice; and (iii) ensuring that asset management remains a business imperative.
	<p><u>WHERE A LGA IS THE APPLICANT</u></p> <p>Will a formal Asset Replacement Fund be created to ensure the ongoing maintenance of the facility? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Will the facility be listed in your Council’s Asset Management Plan and has Council accepted the ongoing cost of maintaining the asset? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Comments: The facility will be listed on the Council’s Asset Management Plan, however the Albany Tennis Club will be responsible for facility management/maintenance and end-of-life replacement.</p>

PROJECT DELIVERY

22. **Please indicate key milestones of your project.**
 The key milestones need to be realistic and demonstrate that the project can be delivered in the timeframe. Please consider these milestones as they will determine the financial years in which any grant will be offered. Please be conservative with the time required to complete the design and approval phase of the project prior to going to tender.

Task	Date
Attainment of all required approvals	31/03/2023
Preparation of tender/quotes for the major works contract	31/03/2023
Issuing of tender for major works	01/04/2023
Signing of major works contract	31/05/2023
Site works commence	01/06/2023
Construction of project starts	June 2023
Project 50% complete	September 2023
Project Completed	December 2023
Project hand over and acquittal	January 2023

23. **Are there any operational constraints that would impact on the construction phase of your project?** (such as your sporting season or major annual event, i.e. if your sport is a winter sport, when will the project commence to ensure that inclement weather does not hinder progress) – provide details. Projects that are delayed due to undeclared known constraints are not eligible for a deferral.

- The site does host Winter sport including Junior and Senior AFL. However, the construction site can be fenced off and managed without impacting on the AFL season.
- The site also hosts the annual Albany Agricultural Society Show (November) and the show can be configured and managed around the construction without impact.
- The site works and construction will most likely take place over the summer months to avoid the wet winter impacts.
- Based on what we know of the site and can be forecasted there are unlikely to be any foreseeable operational constraints that will impact negatively on the construction phase.

24. **How many construction and/or ongoing jobs will your project create?** (Only applicable if your project is over \$1 million)

- A full consideration of the economic benefits that will accrue from the total project (all stages) is provided in the associated business case (Section 6). Of these, the principal economic benefits considered in the cost-benefit analyses are: (i) The primary economic benefits from an increase in volunteering as a result of membership increase facilitated by the new club capacity; (ii) The ability to attract visitor from outside the region for new events attracted to the facility (e.g. exhibition matches); and (iii) Indirect benefits through the 'ripple' effect.
- Additional economic benefits not considered in the cost benefit analysis are expected through public realm enhancement, physical activity and healthy and active ageing. Other benefits could potentially be included in the cost benefit analysis, such as: (i) social benefits, including contribution to community wellbeing, cohesion and quality of life, particularly in recovering from COVID-19 related community impacts; (ii) environmental benefits, such as increased physical activity and levels of public fitness that encourages active transportation modes (e.g. walking and cycling) rather than carbon emitting vehicles; and (iii) the balanced integration of social and economic dimensions, which is a vital first step towards community wellbeing and sustainability. However, it is difficult to

	<p>estimate these in monetary terms in a robust way. Although estimates can be developed, they have not been included in the cost-benefit analysis, which focuses on the 'harder' economic benefits.</p> <ul style="list-style-type: none"> • The cost-benefit calculations have been performed in order to assess the attractiveness of the proposed development relative to the 'do nothing' option (Section 6.1 of the supporting business case). The calculations demonstrate a net present value of \$6.8m and benefit cost ratio of 3.57, predominantly deriving from the high level of additional visitor spend and indirect benefits of tourism. Sensitivity analysis was also undertaken to understand the nature of the benefit should certain variables be changed. The key conclusions from these sensitivity analyses are: <ol style="list-style-type: none"> (1) The analysis is most highly affected by the number of events attracted and number of visitors from outside the region. However: (i) Calculations remain positive if only 1 medium event is held every two years and no large-sized events are held (NPV\$778k; BCR1.29); and (ii) Calculations remain positive if no events are held at all (i.e. benefits from volunteering alone are sufficient to demonstrate value for money (NPV\$108,531; BCR1.04). (2) Even without any volunteering benefits, the results remain positive; i.e. the benefits of events alone are enough to indicate positive economic benefit (NPV\$4.05m; BCR2.53). • The above points demonstrate that the public investment is substantially de-risked. The project has a range of benefits (with only some of these included in the cost-benefit analysis), but a positive return on public investment does not rely on all of the benefits occurring. • Notably job creation will benefit from both the construction phase and the operational phase. For construction, investment in this project would be expected to create 13.7 FTE years of direct jobs in the construction industry and 38.8 FTE years of jobs in the wider local economy (include direct). During the operational phase, no new direct jobs will be created as the newly formed Albany Tennis Club will continue to be run in full by volunteers. Indirect jobs will be created through the value of additional visitor spend associated with event attraction. 7.0 FTE jobs are estimated based on the results of the cost benefit analysis. Indigenous jobs are not directly considered; however, the Albany Tennis Club, City of Albany and wider community have strong relationships with Aboriginal communities and groups, and well-developed equal opportunity policies. It is expected that 3.3% of all direct and indirect jobs created through the project will be for Indigenous person, in line with the associated proportion of the population. Further detail and supporting evidence for job creation values is provided in Section 7.3 of the supporting business case. • Wider analysis of economic benefits is also included in Section 7.1 of the supporting business case.
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GST

Grant payments are payable to the applicant/grantee only. This may have taxation implications for grantees. If grantees wish specific advice relating to their grant, this can be obtained from the Australian Taxation Office (ATO). Please note depending upon the value of the project and/or grant, the ATO may require an organisation be registered for GST. If the applicant is registered for GST, the grant is grossed up with the GST amount.

PRIVACY STATEMENT AND STATEMENT OF DISCLOSURE

The Organisation acknowledges and agrees that this Application and information regarding it is subject to the *Freedom of Information Act 1992* and that the Grantor may publicly disclose information in relation to this Application, including its terms and the details of the Organisation.

Any information provided by you to DLGSC can be accessed by you during standard office hours and updated by writing to DLGSC or calling (08) 9492 9700. All information provided on this form and gathered

throughout the assessment process will be stored on a database that will only be accessed by authorised departmental personnel and is subject to privacy restrictions.

DLGSC may wish to provide certain information to the media for promotional purposes. The information will only include the applicant's club name, sport, location, grant purpose and grant amount.

APPLICANT'S CERTIFICATION

I certify that the information supplied is to the best of my knowledge, true and correct.

Name: Mr. Andrew Sharpe Mr. Rex Beach Mr. Will Richards

CEO City of Albany

Position Held: President Merrifield Tennis Club

President Lawley Park Tennis Club

Signature: _____

Date: _____

Signature: _____

Date: _____

Signature: _____

Date: _____

LODGEMENT OF YOUR APPLICATION

- Applications including all attachments are to be received electronically and officially submitted to csrff@dlgsc.wa.gov.au by the cut-off date. A hard copy can also be provided and should be clipped at the top left-hand corner, please do not bind.
- It is recommended that you **retain your completed application form**, including attachments for your own records and future audit purposes.
- All **attachments** and supporting documentation (see next section) should be **clearly named and identified** and submitted with the application form.
- **Applications must be submitted to your Local Government Authority** by the Local Government's advertised cut-off date to ensure inclusion at the relevant Council Meeting.

The following documentation **MUST** be included with your application. Applicants may wish to supply additional RELEVANT information.

<input type="checkbox"/>	Application form (including any attachments).
<input type="checkbox"/>	Incorporation Certificate.
<input type="checkbox"/>	Two written quotes. Quantity Surveyor costs will be accepted; however the responsibility lies with the applicant to ensure the validity of the information. DLGSC accepts no responsibility for cost variations to projects that were provided a grant based on submitted Quantity Surveyor costs.
<input type="checkbox"/>	If your project involves the upgrade of an existing facility, include photograph/s of this facility.
<input type="checkbox"/>	Locality map, site map and building plans (in relevant constructions projects), including where the proposed facility is located in relation to other sport and recreation infrastructure.
<input type="checkbox"/>	Income and expenditure statements for the current and next financial years. (LGAs exempted).
<input type="checkbox"/>	Written confirmation of financial commitments from other sources including copies of council minutes . (If a club is contributing financially then evidence of their cash at hand must be provided).
<input type="checkbox"/>	For resurfacing projects, a written guarantee from the supplier of the product that clearly identifies the product's life expectancy.
<input type="checkbox"/>	Itemised project cost for components and identified on the relevant quote for each (including cost escalation). Also construction signage costs if relevant.
<input type="checkbox"/>	For projects involving floodlighting, a lighting plan must be supplied showing lux, configuration and sufficient power supply
<input type="checkbox"/>	Formal Needs assessment*
<input type="checkbox"/>	Management plan*
<input type="checkbox"/>	Locality map, site map and building plans (in relevant constructions projects) in AutoCAD or similar format with an additional electronic version*
<input type="checkbox"/>	Feasibility study*
<input type="checkbox"/>	Concept design*
<input type="checkbox"/>	Life Cycle Cost Analysis*

***Only essential for requests where the total project cost exceeds \$500,000**

Your application will be considered not eligible if:

- You have not discussed your project with the Department of Local Government, Sport and Cultural Industries and your State Sporting Association.
- You do not meet the eligibility criteria for the grant category to which you are applying.
- You have not included with your application all the relevant required supporting documentation. There is no onus on department staff to pursue missing documentation.
- Applicants/projects that have received a CSRFF grant in the past and have not satisfactorily acquitted that grant. In some cases this may apply to localities where other significant projects have not been progressed or have not completed a previous project in accordance with the conditions of the grant provided. An assessment will be made and if no physical progress has occurred, new applications may not be recommended.
- It is not on the 2023/24 CSRFF application form.
- The project for which the application is made is specifically excluded from receiving CSRFF support.

DEVELOPMENT BONUS APPLICANTS ONLY

If you applied for a CSRFF grant for more than one third of the cost of the project, please provide evidence of meeting at least one of the following criteria.

You MUST contact your local DLGSC office to determine eligibility before applying.

Category		Details
Geographical location	<input type="checkbox"/> Regional/Remote location <input type="checkbox"/> Growth Local Government	
Co-location	<input type="checkbox"/> New <input type="checkbox"/> Existing	
Sustainability initiative	<input type="checkbox"/> Water saving <input type="checkbox"/> Energy reduction <input type="checkbox"/> Other	
Increased participation	<input type="checkbox"/> New participants <input type="checkbox"/> Existing participants – higher level <input type="checkbox"/> Special interest <input type="checkbox"/> Other	

PROJECT BUDGET

ESTIMATED EXPENDITURE

Please itemise the components of your project in the table below, indicating their cost and which quote or part of quote was used to estimate this. Quantity Surveyor costs will be accepted however the responsibility lies with the applicant to ensure the validity of the information. A contingency allowance is considered an acceptable component. *PLEASE ITEMISE BY COMPONENT (e.g. changerooms, storage, kitchen) rather than materials (electrician, plumber, finishings).*

Project Description (detailed breakdown of project to be supplied)	\$ Cost Ex GST	\$ Cost Inc. GST	Quote Used (list company name and quote no)
Preliminaries	119,565.00		Chris O'Keefe – Cost Estimate
Earthworks	210,720.00		Chris O'Keefe – Cost Estimate
Siteworks	666,165.00		Chris O'Keefe – Cost Estimate
Hydraulic Services	87,800.00		Chris O'Keefe – Cost Estimate
Electrical Services	10,150.00		Chris O'Keefe – Cost Estimate
Booking System	21,600.00		Chris O'Keefe – Cost Estimate
Professional Fee Allowance	61,400.00		Chris O'Keefe – Cost Estimate
Design Contingency	111,600.00		Chris O'Keefe – Cost Estimate
Project Management	100,000.00		City of Albany Expense
Donated materials (Cost breakdown must be attached)			
Volunteer Labour (Cost breakdown must be attached)			
Sub Total	1,389,000.00		Chris O'Keefe – Cost Estimate
Cost escalation	77,000.00		Chris O'Keefe – Cost Estimate
a) Total project expenditure	<u>\$ 1,466,000.00</u>	<u>\$ 1,612,600.00</u>	Chris O'Keefe – Cost Estimate

- At least **two written quotes** are required for each component.
- If your project include's a floodlighting installation or upgrades, please ensure that the power supply is sufficient and no upgrade will be required. If upgrade is required and not budgeted for, the grant will immediately be withdrawn. A **lighting plan** must be supplied showing lux and configuration.
- Projects that do not meet **Australian Standards** are ineligible for funding.

PROJECT FUNDING

Source of funding	\$Amount ex GST	\$ Amount Inc. GST		Funding confirmed Y / N	Comments to support claim (please attach relevant support)
Local government	542,000	596,200	LGA cash and in-kind	Y	CoA - Council Item
Applicant cash	62,333	68,567	Organisation's cash	Y	Letter of Commitment - LGSTA
Volunteer labour	0	0	Cannot exceed applicant cash and LGA contribution – max \$50,000		
Donated materials	100,000	110,000	Cannot exceed applicant cash and LGA contribution		CoA - Project Management
Other State Government funding	200,000	220,000			Election Commitment
Federal Government funding					
Other funding – to be listed	73,000	80,300	Loans, sponsorship etc		Tennis Australia - NCR
CSRFF request (No Development Bonus)	488,667	537,533	up to 1/3 project cost	N	
or CSRFF request (Development Bonus)			Up to ½ project cost	N	
b) Total project funding	1,466,000	1,612,600	<i>This should equal project expenditure as listed on the previous page</i>		

REQUIRED: If the funding approved is less than funding requested for this project, or the project is more expensive than indicated, where would the extra funds be sourced from? Is this funding confirmed? If the project scope would be reduced, which components would be revisited?

If funding approved is less than the funding requested, or the project is more expensive the following options will be explored by the clubs including a self-supporting loan to cover additional costs or rescoping of the project with the sports lighting element of the courts being revisited and possibly reduced to enable the project to progress.

GST

Grant payments are payable to the applicant/grantee only. This may have taxation implications for grantees. If grantees wish specific advice relating to their grant, this can be obtained from the Australian Taxation Office (ATO). Please note depending upon the value of the project and/or grant, the ATO may require an organisation be registered for GST. If the applicant is registered for GST, the grant is grossed up with the GST amount.

PROJECT ASSESSMENT SHEET

This page is for the use of the relevant Local Government Authority to be used for both community and LGA projects. Please **attach copies of council minutes** relevant to the project approval.

Name of Local Government Authority:
Name of Applicant:

Note: The applicant’s name cannot be changed once the application is lodged at DLGSC.

Section A

The CSRFF principles have been considered and the following assessment is provided:
(Please include below your assessment of how the applicant has addressed the following criteria)

All applications

	Satisfactory	Unsatisfactory	Not relevant
Project justification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planned approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community input	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access and opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial viability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-ordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential to increase Physical activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B

Priority ranking of no of applications received	of applications received
Is this project consistent with the	<input type="checkbox"/> Local Plan <input type="checkbox"/> Regional Plan
Have all planning and building approvals been given for this project?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, what approvals are still outstanding?	

Project Rating (Please tick the most appropriate box to describe the project)

- A Well planned and needed by municipality
- B Well planned and needed by applicant
- C Needed by municipality, more planning required
- D Needed by applicant, more planning required
- E Idea has merit, more planning work needed
- F Not recommended

Please complete the questions attached. This assessment is an important part of the CSRFF process and your answers to these questions assist the committee make their recommendations, even if you are the applicant. Please provide a summary of any attachments in your assessment, rather than referring to attachments or external documents such as Council Minutes.

<p>1. Please confirm your contribution to the project, whether it has been formally approved (including financial year for which it is approved) and any conditions on the funding. If no funding has been provided, why not?</p>
<p>2. A) <i>If a community group application:</i> Do you believe the project is financially viable, including the applicant's ability to provide upfront contributions, ongoing payments and contributions to an asset replacement fund. Does council commit to underwriting any shortfalls as the ultimate asset owner?</p> <p>B) <i>If a council application:</i> Is Council fully aware of the ongoing cost of operating and maintaining this facility and does your organisation have the capacity to service it into the future? How are the user groups contributing to the ongoing cost of operating the facility?</p>
<p>3. Please provide any additional comments regarding this applications merit against the assessment criteria to support your project rating and ranking.</p>

Signed

Position

Date

Applications for CSRFF funding must be submitted to the Department of Local Government, Sport and Cultural Industries by **4pm on 30 September 2022**. Late applications cannot be accepted in any circumstances.

DLGSC OFFICES

PERTH OFFICE

246 Vincent Street
Leederville WA 6007
GPO Box 8349
Perth Business Centre WA 6849
Tel: (08) 6552 7300
CSRFF@dlgsc.wa.gov.au

MID-WEST

Level 1, 268-270
Foreshore Drive
PO Box 135
Geraldton WA 6531
Tel: (08) 9956 2100
midwest@dlgsc.wa.gov.au

PILBARA

Karratha Leisureplex
Dampier Hwy, Karratha
PO Box 941
Karratha WA 6714
Tel: (08) 9182 2100
pilbara@dlgsc.wa.gov.au

GASCOYNE

15 Stuart Street
PO Box 140
Carnarvon WA 6701
Tel: (08) 9941 0900
Gascoyne@dlgsc.wa.gov.au

KIMBERLEY – Broome

Unit 2B, 23 Coghlan Street
PO Box 1476
Broome WA 6725
Telephone (08) 9195 5749
Mobile 0438 916 185
kimberley@dlgsc.wa.gov.au

SOUTH WEST

80A Blair Street
PO Box 2662
Bunbury WA 6231
Tel: (08) 9792 6900
southwest@dlgsc.wa.gov.au

GOLDFIELDS

Suite 1, 349-353 Hannan Street
Kalgoorlie WA 6430
PO Box 1036
Kalgoorlie WA 6430
Tel: (08) 9022 5800
goldfields@dlgsc.wa.gov.au

KIMBERLEY – Kununurra

Kununurra Youth Hub
Rod Hodnett Drive
Kununurra WA 6743
PO Box 1476
Broome WA 6725
Telephone 08 9195 5750
kimberley@dlgsc.wa.gov.au

WHEATBELT - Northam

298 Fitzgerald Street
PO Box 55
Northam WA 6401
Tel: (08) 9690 2400
wheatbelt@dlgsc.wa.gov.au

GREAT SOUTHERN

22 Collie Street
Albany WA 6330
Tel: (08) 9892 0100
greatsouthern@dlgsc.wa.gov.au

PEEL

Suite 94
16 Dolphin Drive
PO Box 1445
Mandurah WA 6210
Tel: (08) 9550 3100
peel@dlgsc.wa.gov.au

WHEATBELT – Narrogin

50 Clayton Road
Narrogin WA 6312
PO Box 55
Northam WA 6401
Telephone 0429 881 369
wheatbelt@dlgsc.wa.gov.au



Albany Tennis Centre

- Albany WA -











Business Case

March 2021



Acknowledgments

Keston Economics would like to acknowledge a number of organisations that have directly contributed to the development of this business case.

	<p>Member of the Tennis Centre Project Working Group, concept development and rescoping, feasibility study assistance and consultations, business case development and funding, project financial contribution, co-location in new Albany Tennis Centre once developed.</p>
	<p>Member of the Tennis Centre Project Working Group, concept development and rescoping, feasibility study assistance and consultations, business case development and funding, merging into single Albany Tennis Club with Merrifield Park Tennis Club in new Albany Tennis Centre once developed.</p>
	<p>Member of the Tennis Centre Project Working Group, concept development and rescoping, feasibility study assistance and consultations, business case development and funding, merging into single Albany Tennis Club with Lawley Park Tennis Club in new Albany Tennis Centre once developed.</p>
	<p>Initial concept development, feasibility study assistance and consultations, business case development and funding, regular use of Albany Tennis Community Centre once developed.</p>
<p>South Coast Tennis Club</p>	<p>Initial concept development, feasibility study assistance and consultations, business case development and funding, regular use of Albany Tennis Centre once developed.</p>
	<p>Member of the Tennis Centre Project Working Group, concept development and rescoping, feasibility study assistance and consultations.</p>
	<p>Member of the Tennis Centre Project Working Group, concept development and rescoping, feasibility study assistance and consultations.</p>
	<p>Member of the Tennis Centre Project Working Group, concept development and rescoping, feasibility study assistance and consultations, business case facilitation, project coordination.</p>
	<p>Albany Tennis Centre concept designs and Quantity Surveyor estimates.</p>
	<p>Business case development.</p>
	<p>Feasibility study development.</p>

DISCLAIMER

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Prepared by:

Keston Economics Pty Ltd.

Albany:

First Floor, York House, 133-135 York Street, Albany, WA 6330

Tel: (08) 98411 786

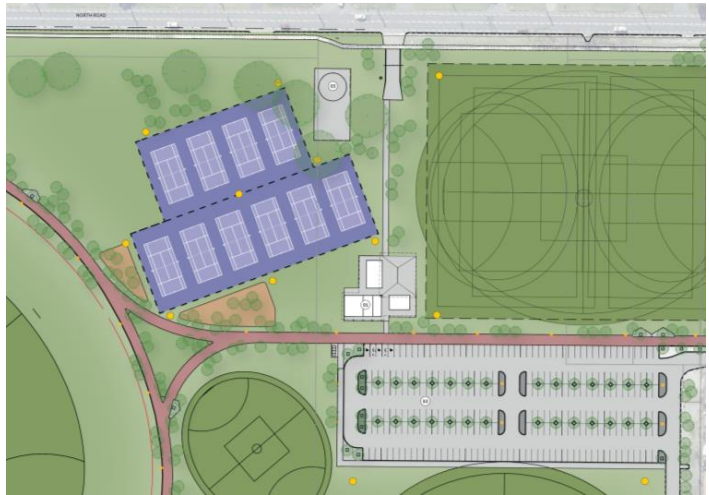
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Executive Summary

A concept for a community tennis centre...

The overarching purpose of the project is to develop a 10-court community tennis centre in the Eastern Precinct of the Centennial Park Sporting Complex within the City of Albany (the Albany Tennis Centre). The project provides a like-for-like replacement of significantly degraded end-of-life courts at Merrifield Park Tennis Club and Lawley Park Tennis Club. As part of the project, Merrifield Park Tennis Club and Lawley Park Tennis Club will amalgamate to form the Albany Tennis Club and co-locate in the building with the Lower Great Southern Tennis Association. The newly formed Albany Tennis Club will utilise an existing facility as its clubrooms at the Centennial Park site, co-locating with junior football, cycling and triathlete club users. South Coast Tennis Club and Emu Point Sporting Club (tennis segment) will also make regular use of the courts. Key project developments are identified as follows:



Area	Components
Additional tennis infrastructure	<ul style="list-style-type: none"> • 10 Laykold Gelcoat consistent surfaces to attract tournaments and to ensure equity of experience in playing, coaching and game competition • ITF minimum standards for all 10 courts • Capacity to accommodate 40 mobile hot-shot courts to facilitate junior participation • Floodlighting for all 10 courts, with the staged option for Recreational (district competition (350 lux) to state competition (500 lux) lighting levels. • Associated nets, poles/winders and fencing for all 10 courts. • A Book a Court system (enabling the community to book courts via a mobile application at any time.
Existing clubroom facilities	<ul style="list-style-type: none"> • Large undercover alfresco area • Small kiosk / canteen • Changerooms and toilets / showers, including universal access facilities • Junior football storage area • Cycle storage area • Triathlete storage area

The Centennial Park Sporting Precinct is the premier sporting precinct in the Great Southern catering for a wide range of indoor and outdoor sports facilities and is considered a regional sporting precinct. The addition of the high quality tennis sporting surface and infrastructure, staged lighting controls to 500 lux and Book a Court software would continue to position the precinct and the Albany Tennis Centre as the regional facility for Tennis in the Great Southern. Importantly, the 10-court development provides the capacity to accommodate 40 mobile hot-shot courts; essential for junior participation and growth in tennis as a sport in the region.

...driven by significant regional need...

A number of local and regional challenges have been identified, including a growing and ageing population, the outmigration of youth, increasing multiculturalism, lower personal incomes than state and Greater Perth averages, volatile rates of unemployment, relatively low GRP, a lack of industry diversity. Heavy state-wide competition in the tourism sector, and significant impacts associated with the current and ongoing COVID-19 pandemic, including border closures and business trading restrictions. However, these challenges represent significant opportunities to be addressed through the project, particularly in diversification of activity for residents and visitors. More specific need and project drivers were identified as follows:

- Existing Merrifield Park and Lawley Park Tennis Club facilities are rapidly degrading. Although remedial work has been completed on an occasional basis to maintain some functionality, the facilities are significantly aged, limit further expansion, and are beyond their practical end of life.
- The state of current facilities is stifling membership growth, and generally limits the growth of tennis as a sport in the Great Southern. For example, many young players with an interest currently travel long distances to Perth to get the facilities and level of training required to compete at a state, national or international level.
- No court in Albany is floodlit, limiting evening activity.

- There are no hot shots courts in the region, with the closest 347 km away in Cowaramup in the South West, significantly affecting junior uptake of tennis in the region.
- Without the development of such facilities, tennis infrastructure within Albany will continue to degrade and growth in tennis within the region cannot be fully realised.

...with significant socio-economic benefits...

The Albany Tennis Centre is expected to significantly increase participation in the Great Southern region. Early indicators suggest a minimum immediate 151% increase in facility usage over current Merrifield Park and Lawley Park Tennis Clubs. Further, the provision of high quality tennis infrastructure at international standards and inclusion of the Book a Court system will significantly increase unstructured participation in tennis. Growth in Albany Tennis Club membership is expected at a conservatively estimated 3.31%, leading to an indicative member participation increase of 34% over 10-year viability assessment period. Given the current 75% rate of member volunteering, this also provides significant opportunities for associated community benefits.

In addition, the proposed facility enables tennis activities to continue into the evenings and allows Albany to host major junior and senior tournaments and events, which is currently heavily restricted by the need to send competitors in three different directions to three different clubs on three different types of surfaces. These impacts translate into increased spectator visitation from outside the region and associated flow-on community and economic benefits. Cost benefit calculations have been undertaken, demonstrating a net present value of \$6.8m and benefit cost ratio of 3.57, predominantly deriving from the high level of additional visitor spend and indirect benefits of tourism. Further, the project will create 13.7 FTE years of direct jobs in the construction industry and 38.8 FTE years the wider local economy (during construction) and 7.0 sustainable, long-term FTE jobs in the region based on the additional direct tourism spend.

...delivered through a viable implementation plan...

The overall deliverable from the project will be a completed Albany Tennis Centre, delivered on time and within budget. The total capital development budget, estimated by quantity surveyor Chris O'Keefe Construction Consultant, is \$2,832,000 (excluding GST). The funding request is for \$990,000 (35% of total project costs) through the Building Better Regions Fund to support the confirmed contributions from the City of Albany and local tennis clubs, and supplementary funding through Tennis West and the Government of Western Australia.

The start date is assumed to be July 2021, subject to securing funding and executing the grant agreement. It is anticipated that the construction time will take approximately 12 months following the achievement of planning scheme consent, building licence approvals and tender procedures. Pre-project activities have already begun in order to ensure project shovel readiness upon execution of the grant agreement. Sufficient contingencies have been built into timing of construction activities, as per risk management planning.

A full Project Management Plan and Risk Management Plan have been prepared for the project and a robust governance mechanism defined. The project will have a management team comprising a Project Manager and Project Control Group (PCG). A Project Manager will be appointed to administer the construction contract and will have the overall responsibility for ensuring that the project meets the objectives set, dealing with operational day to day project-related issues. The management of the project will be supported by the use of IT tools to facilitate project management, co-ordination and dissemination of information among the project's governance structure and key stakeholders.

...to provide sustainable facilities.

Financial viability modelling has been undertaken to identify the likely operational income and expenditure based on various conservative assumptions. This analysis, conducted over a 10-year period, shows a cumulative surplus of \$3.95 million, with 60% of this surplus reserved in an asset replacement sinking fund for end-of-life facility redevelopment or replacement. Costs are fully understood, with Tennis West life cycle cost guidelines used to identify scheduled repairs and replacements to key court infrastructure. The sinking fund is used at key periods during the buildings lifecycle to cover these expected costs (longer-term assessment period). Worst and best-case models have also been undertaken. Even in the worst case, with significant and unlikely variations to income and expenditure, the Albany Tennis Centre remains viable and sustainable.

Contents

Acknowledgments	i
Executive Summary	ii
1 Introduction.....	1
1.1 Project Concept	1
1.2 Project Objectives.....	2
1.3 Project Background	2
1.4 Strategic Partnerships	8
1.5 Funding Implications	8
1.6 Project Progress and Current Status.....	9
2 Context and Specific Regional Need	9
2.1 Demographic Challenges and Opportunities	10
2.2 Economic Challenges and Opportunities	10
2.3 Policy and Strategic Framework.....	11
3 Project Need and Expected Impact.....	16
3.1 Current Sporting Participation and Trends	16
3.2 The Impact of Sports and Recreation	20
3.3 Other Industry Trends and Identified Need for Tennis Infrastructure	24
3.4 Direct Identified Need for Albany Tennis Centre (Feasibility Study Process).....	27
4 Consultation and Partnerships	29
4.1 Feasibility Study Consultations Process.....	29
4.2 Post-feasibility and Advance Planning Phase Consultations	30
4.3 Other Consultations.....	31
5 Designs and Development	32
5.1 Audit of Current Tennis Infrastructure	32
5.2 Tennis Centre Project Working Group Rescoping.....	36
5.3 Proposed Capital Development Works.....	39
6 Budget and Funding Strategy	41
6.1 Detailed budget	41
6.2 Programme funding requirements	41
6.3 Funding Implications – Impact of Non-Delivery.....	41
7 Economic and Financial Implications	42
7.1 Key Economic Factors.....	42
7.2 Cost Benefit Analysis	47
7.3 Job Creation	52
8 Benefit Realisation Plan	52
9 Implementation Programme	54
9.1 Project Management Process	54
9.2 Time Management	54
9.3 Approvals Management	55
9.4 Communication Plan	56
9.5 Procurement Strategy	58
9.6 Quality Management Plan.....	59
10 Project Governance.....	60
10.1 Project Control Group.....	60
10.2 Project Manager.....	62
10.3 Project Working Group	62
10.4 Reporting Requirements.....	62
11 Risk Management Plan	63
12 Asset Management and Operations Plan	66
12.1 Asset Management Policy	66
12.2 Insurance	68
12.3 Operational Management	68
12.4 Financial Viability and Sustainability	69
13 Project Evaluation Plan	74
14 Project Closure	76
Appendix A: Detailed Regional Context	77
Appendix B: Community Tennis Infrastructure – Compare and Contrast.....	97
Appendix C: LGSTA 2019-20 Sunsmart Events Calendar.....	98
Appendix D: Detailed Project Budget.....	99
Appendix E: Background to cost-benefit analysis.....	104
Appendix F: City of Albany Procurement Planning.....	106
References	113

1 Introduction

1.1 Project Concept

The overarching purpose of the project is to develop a 10-court community tennis centre in the Eastern Precinct of the Centennial Park Sporting Complex within the City of Albany (the Albany Tennis Centre). As part of the project, Merrifield Park Tennis Club and Lawley Park Tennis Club will amalgamate to form the Albany Tennis Club and co-locate in the existing clubroom building with the Lower Great Southern Tennis Association and junior football, cycling and triathlete club users. South Coast Tennis Club and Emu Point Sporting Club (tennis segment) will also make regular use of the facility.

The Centennial Park Sporting Precinct is the premier sporting precinct in the Great Southern, catering for a wide range of indoor and outdoor sports, and is considered a regional sporting precinct. The addition of the high quality tennis sporting surface and infrastructure, including the capacity for 40 mobile hot-shots courts, staged lighting controls to 500 lux and Book a Court software would continue to position the precinct and the Albany Tennis Centre as the regional facility for tennis in the Great Southern.

The project will involve the construction of 10 courts in total, 500 lux floodlighting. The existing clubroom facility on-site is a basic shed structure constructed in early 2019 as part of the wider Centennial Park Precinct developments; housing a canteen, changerooms, showers, toilets, and three storage rooms (the largest of which is used by junior football). The facility, and two other storerooms, are also shared by cycling club and triathlon club.

Consequently, with the addition of the summer tennis tenants, the Eastern Precinct facilities will be activated all year round (currently dominated by winter sports activity), and spaces and existing facility use will be maximised without duplication. Indeed, rather than building any additional extensive facilities, it is intended that tennis clubs and other facility users would utilise the adjacent purpose-built Centennial Stadium facility, a large centralised hub for a variety of sporting and social events constructed as part of the \$27 million redevelopment of Centennial Park. Further, the proposed project will increase the visibility of Albany's tennis clubs, provide a more central and appropriate location, improve proximity to schools and encourage associated usage, facilitate and encourage widescale co-location and collaboration, complement and enhance a well-developed sporting precinct which caters for a huge variety of sport and recreational pursuits, and make the best use of public funds and investment toward developing the wider Centennial Park Precinct to date.

The current and final project concept has evolved from investigation undertaken as part of a 2019 feasibility study for a larger regional tennis centre. The feasibility studies audit of current tennis infrastructure highlighted the significant quality and functionality issues associated with existing tennis court provision at all of the clubs, which included a lack of floodlighting and ageing court surface infrastructure which needed replacement. Problems associated with the infrastructure in part related to a variety of legacy issues including, in part, a lack of asset management and ongoing maintenance. As a result, this has impacted on membership numbers and the ability of each to generate sufficient income to invest in the ongoing management and replacement of infrastructure.

Significant benefits for co-location were identified in the benchmarking analysis, including the sharing of resources (equipment, facilities and limited volunteer time); consolidation of the junior coaching program on one site; avoidance of duplication of provision and the ability to establish a different management model which could focus on the long-term security of the sport within the region.

The feasibility study evaluated four potential site options, including Collingwood Park (also the home to North Albany Football Club), 8.06h at Lower King Road, Emu Point Tennis Club, and Centennial Park Central Precinct. All sites were assessed, and although Centennial Park initially emerged as the preferred option, the site which offered the optimum opportunity for development was identified as Collingwood Park. However, plans identified for the regional tennis centre as part of the feasibility study were excessive and costly due to a number of unknowns, and the City of Albany Council determined to re-evaluate the scope of the project and run the model again in collaboration with the tennis community. The decision was also impacted by the current and ongoing COVID-19 pandemic, with a view to limit unnecessary public expenditure whilst still catering for identified need and continuing to drive community and economic development.

The Tennis Centre Project Working Group, originally formed to oversee the feasibility study, determined the most effective option would be to develop a district community facility with 10 courts and the space to increase to the 16-court preference over time, replacing the current end-of-life and fragmented tennis infrastructure in Albany and catering for regional needs and growth of the sport. Eleven site criteria were identified and assessed, resulting in a clear preference for the newly identified Centennial Park Eastern Precinct, which offered the best mix of available area, car accessibility, public transport, walk and/or cycle accessibility, proximity to residential development, proximity to existing infrastructure, current usage, level of stakeholder support, potential for shared use opportunities and co-location, proximity to current membership, affordability, and potential to increase the sport's visibility, profile and membership.

Concept plans have subsequently been developed and QS estimates providing a significantly more affordable and appropriate concept to meet all needs identified in the feasibility study process.

Importantly, the final concept to maximise use of existing Centennial Park Precinct infrastructure and intentions to amalgamate two clubs into the Albany Tennis Club to facilitate sustainable club operations and viable facility asset management are well aligned to identified strategies to combat COVID-19 related impacts. In particular, the project makes the best use of and complements previous public expenditure to deliver against the robust need for modern floodlit tennis facilities and enhanced community spaces accessible to all. The project ensures the existing areas and facilities are utilised year-round, promoting healthy and active ageing, inclusivity and community cohesion.

1.2 Project Objectives

As above, the primary objective of this project is to develop a floodlit 10-court community tennis centre. Specific project objectives can be defined as follows:

- Acquire funding from suitable sources to enable development;
- Construct 10 floodlit courts with the capacity to accommodate 40 mobile hot-shots courts;
- Facilitate and maximise opportunity for co-location and collaboration;
- Maximise usage of the facility and wider Centennial Park Precinct throughout the year;
- Complement and build on public investment in significant and well-developed sporting infrastructure throughout the Centennial Park Precinct; and
- Further develop local community spirit, pride, participation and activity.

1.3 Project Background

1.3.1 General Tennis Provision and Issues

Albany differs from other major regional centres such as Bunbury, Geraldton, Busselton, and Kalgoorlie, which all have one large tennis facility each. Albany has many fragmented clubs and ageing facilities scattered throughout the city. The pursuit to see a single large community tennis venue built in Albany has been underway for around 40 years, but has until now been hampered by a lack of leadership and collaboration. Money that would otherwise be spent renovating the various clubs in Albany will now instead be used to build a large facility to accommodate all clubs and provide significant improvements to asset management and operations.

Further, existing clubs have issues with rapidly degrading courts and facilities (Lawley Park and Merrifield Park Tennis Clubs), limited or no junior tennis or junior coaching, a consequent lack of younger tennis players, and no floodlighting for any club in Albany. The only court with floodlights Albany players can access is 50km away in Mount Barker. All modern tennis facilities throughout the state have lights and are available until 9pm or 10pm at night, weekdays, weekends and for coaching purposes, however Albany cannot currently do so.

The proposed Albany Tennis Centre will address all of these concerns, enabling tennis activities to continue into the evenings and allowing Albany to host major junior and senior tournaments and events, which is currently heavily restricted by the need to send competitors in three different directions to three different clubs on three different types of surfaces.

1.3.2 Centennial Park Sporting Precinct

Centennial Park Sporting Precinct consists of four main sporting precincts - Central, Collingwood Park, Eastern and Western. The sporting grounds within these precincts are utilised by different user groups depending on the sporting season at that time.

The summer sporting season commences on 1 October and continues through until 31 March featuring junior and senior Athletics, Cricket and Touch Rugby. The winter sporting season begins on 1 April and continues through until 30 September featuring junior and senior AFL, Hockey, and Soccer.

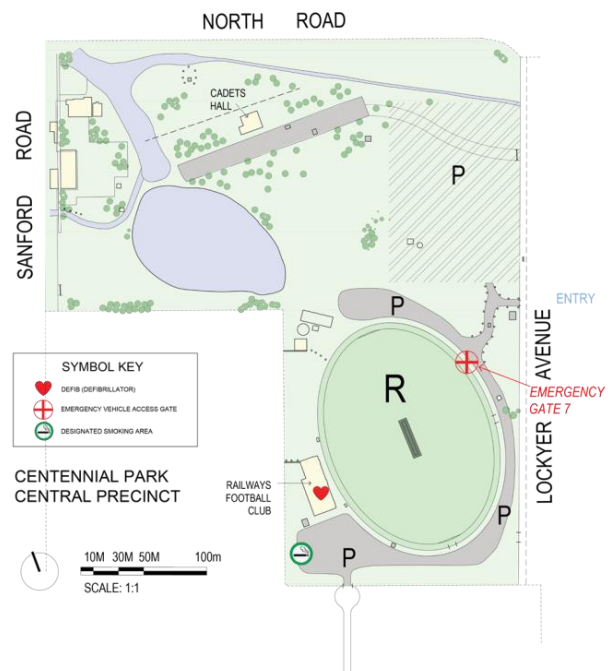
Depending on the season, the grounds within each precinct are identified by a letter and/or a number. The naming of each space in this way assists with the bookings process and identifying the correct space when allocating a field or maintenance is required. A map of each precinct showing both summer and winter layouts is available within the following headings.

Central Precinct

Central Precinct relates to the grounds locally known as Railways Oval bordered by Lockyer Avenue and North Road. Within Central precinct, there is an oval, cricket nets, areas for overflow parking, a small lake used by electric sail boating enthusiasts and some open space. The oval is predominantly used in the summer season for cricket fixtures and cricket training. Some development programs for other sports make use of this space during the week when available.

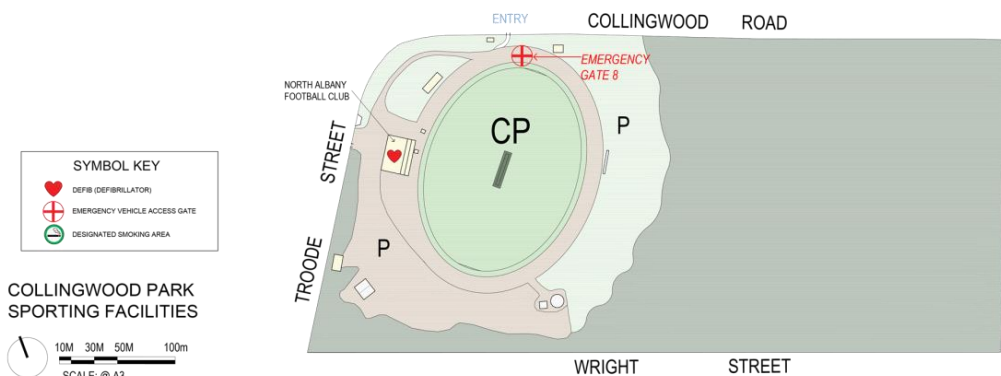
During the winter season, AFL is the main sport played on the oval. Trainings and junior AFL fixtures are played here at various times throughout the week. Lighting at the oval was replaced during 2016 and increased to 100 lux enabling night games and late training to take place in a safe, well lit environment.

The oval is often utilised when a large school carnival is taking place as it is centrally located to both Eastern and Western precincts.



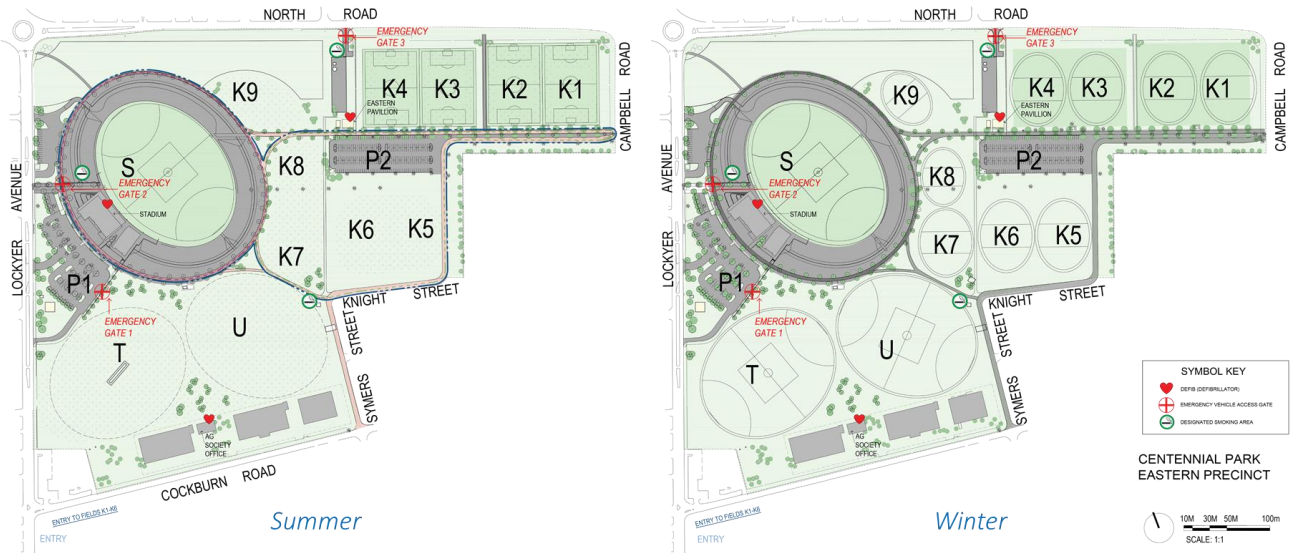
Collingwood Park

Collingwood Park is located approximately 6 kms from Centennial Park and is situated on Troode Street. The grounds feature an oval that sees both cricket and touch rugby played during the summer months and AFL during the winter. The previous 20-lux lights at Collingwood Park were replaced at the end of the 2017 winter season, now seeing the oval lit by 100 lux lighting.



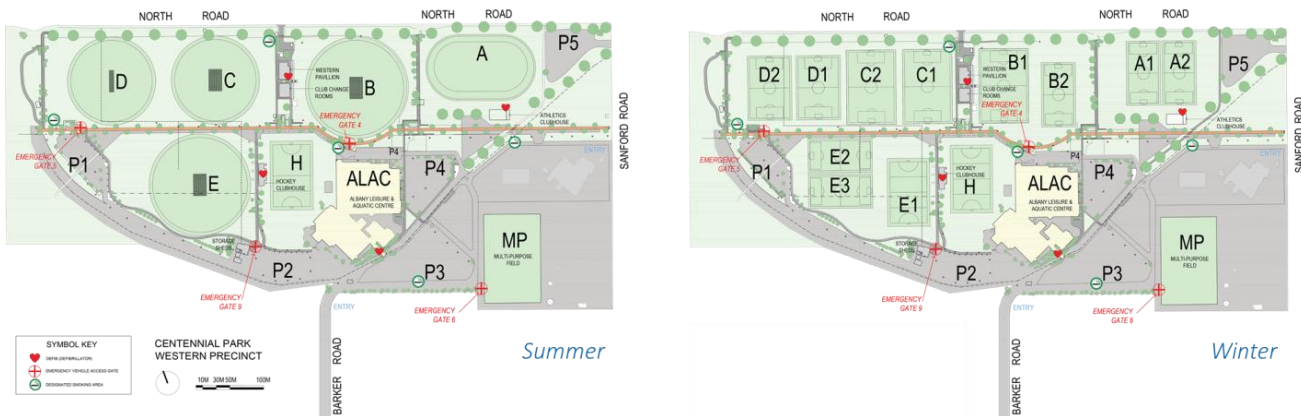
Eastern Precinct

The Eastern Precinct, the proposed site for the Albany Tennis Centre, includes Albany's new Major Stadium, sporting arena and several grassed multi-use areas. This large precinct is bordered by Lockyer Avenue, North and Campbell roads. Completed in 2017, the Major Stadium overlooks the main oval and the grandstand provides the perfect viewing point for local sport played here most weekends. The lighting installed at the grounds is 200 lux and along with the measurements of the actual playing surface is compliant with strict AFL guidelines to ensure Albany can offer to host future AFL fixtures. The large open space around the main ground can and has been utilised in many ways hosting Caravan and Camping Shows, the Albany Agricultural Show, junior AFL fixtures and training and other smaller City of Albany approved events.



Western Precinct

The Western Precinct comprises the athletics track and playing fields situated along North Road along with a multi-purpose playing field and synthetic hockey turf. The Albany Leisure and Aquatic Centre is also located within the Western Precinct. A large number of the playing fields in the Western Precinct have lighting available and are well patronised in the winter season with soccer a major user group. The hockey turf is the only synthetic surface available in Albany and sees a large number of teams playing and training most nights of the week in winter. The multipurpose field is available for a variety of sports and has hosted Night Frisbee, Junior Rugby, Sheepdog Trials and a Colour Run. The Albany Leisure and Aquatic Centre Aquatics area consists of two heated 25m pools - one is predominantly used as a lap pool with a 1.8m depth and the other as a 1.2m deep leisure pool. A water slide, beach entry and toddler pool keep the children entertained. ALAC also boasts two large stadiums housing a total of seven indoor courts patronised throughout the year by badminton, basketball, netball, roller-skating, indoor soccer, tennis and volleyball players alike.



1.3.3 Club Histories

A background to the two clubs that will amalgamate as the Albany Tennis Club (primary facility users/operators) is provided below.

Lawley Park Tennis Club

Lawley Park was officially opened on 6 March 1912 as the Albany Tennis Club before the name was changed to Lawley Park Tennis Club in 1960. There was a grandstand to the south of the courts which burnt down in the 1960s and all records to that date were lost. Originally there were 4 courts, which was increased to 6 in early 1970s. The State hardcourt championships were held at Lawley in 1955.

The first major upgrade to the courts was 2005 (blue courts – red surrounds) followed by another in 2012, completed in time for the centenary celebrations and painted in Aussie Open blue.

The club celebrated its centenary year in March 2012 with the upgrading of its courts. The WA State Masters Games tennis doubles was held in 2012 and the inaugural Patrons Plate competition. In 2013 Lawley won the “WA Club of the Year” at the 2013 WA Tennis Industry Awards.



Figure 1. Lawley Park current facilities - aerial

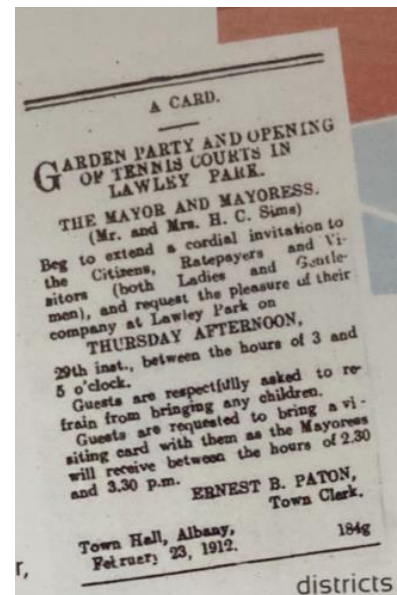


Figure 2. Lawley Park grand opening invitation (Albany City Mayor 1912)



Figure 3. Clearing for the courts - 1911



Figure 4. Early members - 1912



Figure 5. Lawley Park courts - early 1900s



Figure 6. Lawley Park workers - early 1900s

Merrifield Park Tennis Club

Merrifield Park Tennis Club was formed in 1959. The land on which the club stands was sold to the club by a local real estate agent, Mr R.B.Merrifield, at a nominal price for the express purpose of building a tennis club. The club members worked extremely hard on fundraising money to pay back Mr Merrifield over an 8-year period.

In 1959 the club started out with 2 courts that were built entirely by club members. With membership numbers growing in the mid 1960's, a 3rd court was built and by the mid 1970's a 4th court was added to accommodate a growing member base, resulting in the courts available today.



The current clubhouse is the 3rd the club has had. With the exception of a few small monetary grants from local and state government over the life of the club, all court extensions and resurfacing, as well as replacement clubhouses and any other repairs and general maintenance have been carried out by members and financed through fundraising events such as cake stalls, quiz nights and raffles. Over the last 13 years the club's major fundraiser is the annual lamington drive. This year, with over 40 members on hand at the club rooms, Merrifield Park produced 585 dozen lamingtons (all pre-sold) over a 2-day period.

The club has always prided itself on having the enviable reputation of being the region's most family friendly club. Membership reflects this with players ranging from 7 to 84 years of age.

The culture of the club has always been for members to play their tennis in a social atmosphere with the emphasis on having fun and enjoying each other's company, which will be carried over to the new facility.

1.3.4 Feasibility Study Phase

The City received funding from the Department of Local Government, Sport and Cultural Industries to assess the feasibility of developing a regional tennis centre in Albany as the regional hub. The City also contributed funds to engage a consultant, Dave Lanfear Consulting to carry out the study.

A project working group consisting of tennis clubs (Emu Point Tennis Club, Merrifield Tennis Club, and Lawley Park Tennis Club), the Lower Great Southern Tennis Association, Tennis West, Department of Local Government, Sport and Cultural Industries and City officers was convened to oversee the project.

The study, completed in 2019, aimed to establish a regional context with the prime focus being on the City and its immediate surrounds due to the population density and associated services which create the best opportunity to sustain a viable business model. A focus of the feasibility study was the social and economic viability of tennis in general and the relative support for a community tennis centre, having regard for potential asset consolidation, colocation, multi-use, as well as the potential of combining with appropriate partners. The need for the feasibility assessment emerged following the convergence of the following factors:

- The existing tennis facilities in Albany are unable to expand due to current site locations.
- Courts within the City of Albany are currently in poor condition and lack lighting that support increased participation.
- The current court configurations across all clubs are unable to host state competitions or be considered as a venue for regional competitions or tournaments.
- There is limited capacity to grow the sport in the region.

The City was approached by the Lower Great Southern Tennis Association to assist in the development of a site with the potential to address these issues, thereby meeting the growing future needs of the sport.

The current combined tennis membership of approximately 300 in Albany and 470 in the Great Southern (*source: Tennis West*), highlighted that there was a broad rationale for a regional tennis facility that could potentially include the following facility mix:

- 16 courts (with a member capacity of 540, eight courts constructed to ITF standard, and eight courts to community standard) including floodlighting.
- Club amenities building with the Building Code of Australia (BCA) compliant change rooms and toilets; kiosk/café; social amenity/club area and tournament facilities, tournament office; physiotherapy/allied health suite; player lounge; player equipment storage; coaches area; administration space for club(s); parking for 100 cars and the installation of *Book a Court* technology.

Whilst the facility mix was indicative, there was a need to test the assumptions and provide the rationale for a level of tennis infrastructure which is likely to be sustainable for the City, whilst recognising long-term growth potential and changing demographic circumstances. This required a considered approach to both the development of tennis in the Lower Great Southern and also a recognition that the development of a regional centre for one sport is unlikely to achieve state and federal government funding. Therefore, the provision of tennis infrastructure needed to be aligned to other sport and potential community opportunities.

The development of feasibility study was undertaken in a series of discrete phases to:

- Establish the current situation with regard to the provision of sport and recreation facility infrastructure within the City, and more specifically the current facilities associated with tennis.
- Undertake a review of potential sites and their capability (or otherwise) to cater for the development of a community tennis centre and potential additional sporting infrastructure. This included an assessment and preferred site location for the clubs, together with an internal assessment by the City on the site opportunities and viability.
- Undertake detailed consultations with respective stakeholders. This was undertaken on a one to one basis and also through the Project Working Group (PWG).
- To develop a series of concepts against which the community tennis centre and associated infrastructure can be assessed for functionality and viability.
- Undertake a risk assessment, both with the tennis clubs/proponents and the City of Albany.
- Determine, through reference to existing financial performance and key assumptions, the potential income and expenditure associated with a multi-functional regional level facility. As the project developed, this also included incorporation of potential partner clubs related to hockey and football.
- Consider management options having regard to known current benchmarks and the capability of developing an appropriate management structure within Albany. This needed to consider the impact of projected future population growth and potential participation levels across the sport and in relation to other partners.

- Provide a series of recommendations for the future development of a community tennis centre and potential implementation timescale.

The report prepared some very high-level concept plans and costs estimates based on significant unknowns (undeveloped site etc.) and, as a result of the unknowns, the initial financial costs are high. As a result of the high costs noted in the report and recent more affordable tennis facility developments in other local government areas (i.e. City of Busselton) the proposal for a regional facility at the identified site was questioned by the local community, City Officers and Council.

The DLGSCI Decision-Making Guide (Section 9, page 14) notes the choices at this junction point are to: (a) Terminate the project on the basis of no need; or (b) Re-evaluate the scope of the project and re-run the model again. As the gap in provision and need has been clearly justified, it was decided that the project would benefit from actioning Option B. This entailed further investigation into alternate models including re-scoping the project and re-running the model for a district provision that focuses on meeting district tennis and community needs only as opposed to a regional and elite competition sporting provision. A review of the sites and colocation partners was appropriate as part of the review process.

Based on the Council Resolution, the Tennis Centre Project Working Group commenced the work required with the rescoping, including identification of a new site that can accommodate up to 16 courts and a small supporting facility (building on the current infrastructure already in place). Eleven new site criteria were developed and assessed, resulting in a clear preference for the Centennial Park Eastern Precinct.

1.4 Strategic Partnerships

The project leverages significant strategic partnership toward delivering the identified preferred option of a 10-court facility in the Eastern Precinct of Centennial Park. The feasibility study and present concept have been driven by the Tennis Centre Project Working Group, consisting of the City of Albany, Department of Local Government, Sport and Cultural Industries, Tennis West, Lower Great Southern Tennis Association, Merrifield Park Tennis Club, Lawley Park Tennis Club, Emu Point Tennis Club and South Coast Tennis Club.

Following the project the City of Albany will assume ownership of the assets, which will be added to the City of Albany Asset Register, and lease them to the Albany Tennis Club. The Albany Tennis Club will be formed through the amalgamation of Lawley Park Tennis Club and Merrifield Tennis Club, and will assume responsibility for ongoing operations and general maintenance and repairs of the infrastructure and facilities (see Section 12).

Ongoing partnerships will exist between the newly established Albany Tennis Club and Emu Point and South Coast Tennis Clubs, whom have a direct desire to utilise the Albany Tennis Centre facilities on a regular basis. Further, the facility will be shared with junior football, cycling and triathlon users, activating the facility year-round.

1.5 Funding Implications

Existing Merrifield Park and Lawley Park Tennis Club facilities are rapidly degrading. Although remedial work has been completed on an occasional basis to maintain some functionality, the facilities are significantly aged, limit further expansion, and are beyond their practical end of life. Full details and images of current Albany tennis facility quality can be found in Appendix D of the supporting feasibility study (Visual Audit). This has been hampering membership growth in past years, and generally limits the growth of tennis as a sport in the Great Southern. It is noted that many young players with an interest currently travel long distances to Perth to get the facilities and level of training required to compete at a state, national or international level. Further, no court in Albany is floodlit, limiting evening activity.

As long as the current plans for the Albany Tennis Centre are being investigated, no public funding can be attracted to upgrade the existing facilities, which may only have a year or two left in terms of functional court surface quality. Without the development of such facilities, tennis infrastructure within Albany will continue to degrade and growth in tennis within the region cannot be fully realised or may decline.

However, the Tennis Centre project Working Group are highly committed to realisation of the project in its current form, and would continue to investigate options to see its development if funding through BBRF was not awarded. This may be through future rounds of CSRFF, other State Government funding opportunities, Sport Australia, subsequent rounds of the Building Better Regions Fund, or other Commonwealth Government funding opportunities. Delays in funding will result in escalation of cost to tender, currently estimated at 3.7% per annum, consequently reducing overall cost benefit and delaying the realisation of the significant identified social and economic benefit identified within this business case (see Section 3 and Section 7).

1.6 Project Progress and Current Status

This section details the current status of project development. It serves also as a summary to the accompanying Implementation Programme (Section 9) and Asset Management and Operations (Section 12) Plans, which contain further detail of approval procedures and infrastructure management strategies. Comprehensive analysis has been undertaken in several areas critical to the ongoing viability of the proposed project, serving to ensure project readiness upon grant agreement. Subject to successful applications, the Tennis Centre Project Working Group are confident in their ability to commence the project within 12 weeks of executing the final grant agreement.

The Tennis Centre Project Working Group and key stakeholders have engaged a number of expert consultants during planning and conceptual design phases of the project, including in the development of the feasibility study, rescoping work, this business case and supporting social, economic, life cycle and cost benefit analyses, which have all indicated strong project benefits and outcomes for Albany and Great Southern regional communities and economic development.

Standard local government planning approvals will be required prior to development. Upon execution of the final required grant agreement, the Tennis Centre Project Working Group will immediately engage the City of Albany to begin processing approvals, which is expected to take no longer than 6 weeks. Approvals required for the development have been fully investigated, with key outcomes as follows:

- The land is held under freehold by the City of Albany, and there are therefore no issues to be escalated further regarding land ownership.
- No Aboriginal Sites are located on or adjacent to the site. No Aboriginal approvals are therefore required.
- No DPLH approvals are required. Works will not impact any buildings or features on the state heritage register.
- No environmental approvals are required as there will be no significant impact to relevant environmental factors and the site is appropriately zoned and suited for the activities proposed.
- Planning approval by the City of Albany is likely to be supported as the project aligns with local and regional policies and strategic objectives for sport and recreational infrastructure, community and economic development. The City of Albany are also a project partner and member of the Tennis Centre Project Working Group, with strong aspirations to see the facility developed at the selected location.

2 Context and Specific Regional Need

In order to accurately define broader need and anticipated impacts of the project, it is important to first identify Albany in its regional context and the existing challenges and opportunities within the Great Southern region. A summary of challenges, associated needs and opportunities, as well as the relevance to the project, is provided below.

Additional challenges and influences include geographical distance from Perth and relatively poor transport links, which are mitigated or addressed by diversifying the tourism packages and experiences for both residents and visitors, increasing the profile of Albany and the region, and its attractiveness as a place to live, study, work, visit and invest.

A more detailed review of these factors is presented in Appendix A, which is based on regular and comprehensive review of available demographic and economic datasets, for example through the Australian Bureau of Statistics, Department of Industry, Science, Energy and Resources or Department of Employment, Skills, Small and Family Business.

2.1 Demographic Challenges and Opportunities

Table 1. Demographic challenges and opportunities

Challenges
<ol style="list-style-type: none"> 1. A growing population – Balancing the management of growth in coastal towns with improving the sustainability of northern and eastern rural communities represents a major challenge for the region. 2. An ageing population – Leading to increased demand in the aged care, housing, retail, recreation and lifestyle industries. It will also require a skilled service sector workforce, drawn from existing unemployed or under-employed residents and from attracting additional workers to move into Albany and the region. 3. The outmigration of youth – Reducing the availability of worker capital to support ageing populations and future skills needed for future growth and innovation. 4. Increasing multiculturalism – With some immigrant cohorts being poorly skilled, having minimal English, continuing to experience health issues, and struggling to become active members of the community. 5. Lower personal incomes than state and Greater Perth averages, but comparable costs of living – Contributing to disadvantage. 6. Volatile rates of unemployment compared to state and national averages – Creating uncertainty that may, for example, exacerbate disadvantage and outmigration of youth. 7. COVID-19 impacts – Stimulating employment and capitalising on state, national and international migration trends and drivers.
Need
<ol style="list-style-type: none"> 1. Continued growth in Albany and the region requires concomitant growth in the economy and employment prospects to cater for the growth, together with social development. 2. An ageing population demands differing levels of infrastructure and services compared with a younger demographic, such as recreational needs, aged care services and healthcare. 3. There is a strong need to attract and retain youth, not only to refresh an ageing workforce, but also to provide ongoing critical support services to an ageing population. This requires appropriate infrastructure and services. 4. Suitable and diverse infrastructure and services need to be provided in order to attract and retain younger people. 5. Infrastructure and services also need to cater for increasing multiculturalism, with diversified cultures presenting differing needs and desires and to reduce community discrimination. 6. Lower incomes and volatile unemployment present significant hindrances, particularly as the cost of living in Albany and the wider Great Southern is comparable to that of metropolitan areas. 7. Enhance prospects for recovery from COVID-19 related impacts; e.g. unemployment and migration.
Opportunity
<ol style="list-style-type: none"> 1. An ageing population presents new opportunities for employment, for example in recreational fields and healthcare. 2. Diversified recreational, cultural and educational infrastructure and assets could serve to attract and retain a younger age demographic, acting to reduce youth outmigration and cater for the multicultural community. 3. Diversified recreational and community infrastructure and assets provide diversified experiences for a multicultural community, also acting to attract a more diverse and vibrant population and to bolster regional population growth. 4. Diversification of the region's economy and stimulation of sectors such as recreation, culture, and tourism could help address comparative disadvantage in incomes and reduce the rate of unemployment. 5. Capitalise on global projected trends and drivers for desires to migrate to less densely populated areas in response to the COVID-19 pandemic.
Project Component
<ol style="list-style-type: none"> 1. The project will provide diversified recreational experiences to Great Southern regional residents and visitors, for example through regular club participation and/or special event participation or attendance. 2. The project will provide enhanced space for community recreational purposes, including sports or leisure activities, public and private events and functions. 3. The enhanced facilities will allow universal access and opportunities for inclusion of a wider community base not currently facilitated at current clubs. 4. Improved sports and recreational infrastructure are well placed to attract and service younger and/or more diverse populations, including opportunities for enhanced community involvement, social inclusion and community cohesion.

2.2 Economic Challenges and Opportunities

Table 2. Economic challenges and opportunities

Challenges
<ol style="list-style-type: none"> 1. Per capita GRP is lower than in WA as a whole, and of all other regions apart from Peel. 2. Industry is dominated by agriculture and construction.

3. Competition in the tourism sector is increasing regionally (particularly with the South West), and internationally.
4. Albany’s and the region’s population is ageing, with potentially profound and far reaching impact on the longer-term outlook, including productivity declines as the workforce retires, increased costs of health and welfare services, and potential for a long-run population decline.
5. Current transport infrastructure limits industry and business growth, particularly related to visitation and export markets.
6. Young people in regional Australia are less likely to aspire to higher education than their urban counterparts, and if they do decide to continue their education, many leave the regions in order to do so. In Albany and the Great Southern, this is in part due to perceived gaps in the region’s secondary and higher education sector infrastructure.
7. Rapid changes in technology will require concomitant upgrades to infrastructure to support them.
8. COVID-19 impacts – Stimulating tourism sectors, construction and employment, and capitalising on state, national and international visitation trends and drivers.

Need

1. Diversification of industry is required to boost performance and to provide support in times when certain industries experience downturns.
2. Strong competition in the tourism sector within WA necessitates an integrated, differentiated tourism package offering.
3. There is a need to encourage new investment and expenditure within Albany and throughout the region, where the Great Southern currently tends to circulate existing capital or leak it to other regions and states.
4. Albany and the region need to provide visitors with adequate access to its unique culture and heritage, which will in turn stimulate spending within the local economy.
5. Diversified infrastructure and assets are needed to attract and retain younger age people in the population and bolster tertiary educational enrolments.
6. Continued enhancement of technology and communication infrastructure is required to support growth in diverse demographic groups.
7. Resilience support for the industries worst hit by COVID-19, or those that are projected to have a slower (medium- to long-term) recovery.
8. New jobs and innovative measures to increase employment prospects for those affected by COVID-19.
9. New measure to foster cohesive and inclusive communities, providing critical peer to peer support structures that overcome challenges faced by the community in response to COVID-19 impacts.

Opportunity

1. Albany and the Great Southern region host a great number and diversity of events, with strong opportunities to enhance and better promote the region as an important historic and cultural hub of activity.
2. The region is home to a diversity of experiences and opportunities, whether within the creative, educational, natural or recreational sectors, all serving to diversify experiences and economic performance.
3. When well delivered, diversified experiences, infrastructure and assets can serve to attract and retain diversified demographics, including younger generations, and may contribute to enhanced performance in other sectors.
4. Well-connected and promoted cultural and recreational assets and infrastructure can act as key attractors for residents, tourists, students and businesses.
5. Significant domestic tourism markets, enabling capitalisation on the short- to medium-term closure of international and interstate borders.

Project Component

1. The project will create an enhanced staging point for events and recreational activity, stimulating visitation, visitor spend, youth retention and new business opportunities, particularly in complementing the numerous other sport and recreational infrastructure and activities surrounding the Centennial Park Precinct.
2. Diversifying visitor experiences, encouraging repeat visitation, and enhancing and promoting the Great Southern as a place to visit, work and invest.
3. Diversification of industry contributions to GRP, and subsequently enhanced economic security, resiliency and sustainability.
4. Attraction and retention of young demographics to live, work and study in the region, enhancing tertiary enrolments and providing critical employment stock for key goods and service industries.
5. Enhancing physical activity to reduce the well understood economic burden of otherwise poor health outcomes and non-communicable diseases such as obesity, cardiovascular disease and type 2 diabetes.
6. Providing new opportunities for volunteering, with associated socio-economic value, including engagement, inclusion, community development, pride, and direct economic value (see Section 3 and Section 7).

2.3 Policy and Strategic Framework

Albany is the principal population centre of the Great Southern and is its educational, cultural, commercial and recreational hub. A number of challenges face the region over the coming decades and Albany needs to take a

leadership role in helping the region and its towns to meet these challenges. The attraction and retention of residents and visitors, tackling the out-migration of youth and diversification of the region’s economy are all essential to future prosperity if the Great Southern is to play its full part in the growth of WA and the nation as a whole. The Albany Tennis Centre project therefore aligns strongly with a number of policies and strategies aimed at addressing these challenges. The most relevant policy and strategic objectives, and their alignment with the project, are summarised in the tables below.

Table 3. National policy and strategic context

Strategy/Policy	Overview	Project Alignment
Sustainable Australia - Sustainable Communities	Outlines the Government’s framework for a sustainable Australia to help to ensure that future population change is compatible with the economic, environmental and social wellbeing of Australia.	<ul style="list-style-type: none"> Enhancing private investment & regional economic growth. Enhancing the public realm & community & visitor amenity. Diversifying experience to support varied demographic needs & interests. Creating sense of place, pride, ownership & engagement. Increasing participation & physical activity
Regional Australia Standing Council Framework for Regional Economic Development	Promotes timely, evidence-based and coordinated delivery of regional economic development activities across all levels of government that responds to the needs of a well engaged local community.	<ul style="list-style-type: none"> Encouraging private investment & development to support regional population & resilient, sustainable economic growth. Engaging residents & visitors, encouraging increased participation & active, healthy lifestyles. Connecting people to the recreational, cultural & heritage experiences. Public realm enhancement & amenity.
National Sport and Active Recreation Policy Framework	A guide for the development and alignment of policies, strategies and programs by governments within their own jurisdictions in pursuit of a high performing sport and active recreation system that delivers: (i) increased participation; (ii) success in international competition; (iii) strong national sporting competition; and (iv) and contributes to whole of government objectives including improved health and education outcomes (including sport in schools and higher education institutions), enhanced social inclusion and community development.	<ul style="list-style-type: none"> Increased participation in tennis, football (junior) and other sport and recreation activity where relevant. Healthy & active ageing. Social inclusion, pride & belonging. New state & national event opportunities. Longer-term international event & participation opportunities. Improved infrastructure to enhance training & skill development of sports participants, & subsequently improve performance & competitiveness at state, national & international levels. Promoting positive physical & mental health outcomes.

Table 4. State policy and strategic context

Strategy/Policy	Overview	Key Project Alignment
State Planning Strategy	Promoting sustained prosperity through diversity, liveability, connection and collaboration with principles in community, economy, environment, infrastructure, regional development and governance.	<ul style="list-style-type: none"> Public realm enhancement. Community amenity. Encouraged private investment. Sustainable economic growth. Supporting population increases & identified regional challenges.
Regional Development Strategy 2016-2025	The Regional Development Strategy, in conjunction with the Regional Investment Blueprints, directs regional development effort and investment towards building vibrant regions with strong economies, with a diverse range of priorities in three key focus areas: establishing foundations for development; driving growth and new investment; and an ongoing commitment to communities.	<ul style="list-style-type: none"> Identifying & addressing specific regional priorities, as identified in the Great Southern Regional Investment Blueprint and Draft Strategic Economic Development Plan. Public realm enhancement. Encouraged private investment. Community infrastructure & amenity development. Protection of supporting assets & infrastructure. Long-term strategies for sustainable growth.

Strategic Community Plan	Outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities.	<ul style="list-style-type: none"> • Community amenity enhancement. • Supporting & developing community pride & ownership. • Encouraging participation & social engagement. • Encouraging healthy, active lifestyles.
Hope for the future: The Western Australian State Sustainability Strategy	The State Sustainability Strategy is based on a Sustainability Framework of eleven sustainability principles, six visions for WA and six goals for government.	<ul style="list-style-type: none"> • Sustainable economic development. • Long-term strategies to address future risks & protect critical infrastructure & assets. • Supporting community engagement & participation.
CEDA State of the Regions Series: Regional development in WA	A platform for robust discussion on economic diversification and growth opportunities within WA's regional economies.	<ul style="list-style-type: none"> • Transformational investment project aligning with state-wide priorities. • Identifying & capitalising on regional comparative advantage.
SD6: Strategic Directions for the Western Australian Sport and Recreation Industry	Developed to provide vision and direction for WA's Sport and Recreation Industry. Aims for outcomes of increased participation, improved performance enhanced social capital and organisational capability, and enhanced wellbeing.	<ul style="list-style-type: none"> • Increased participation in tennis, football (junior) and other sport and recreation activity where relevant. • Social inclusion, pride & belonging. • Improved infrastructure to enhance training & skill development of sports participants, & subsequently improve performance & competitiveness at state, national & international levels. • Promoting positive physical & mental health outcomes.
Active Living for All – 2017 to 2019	Represents the strategic direction for increasing and improving opportunities for physical activity and reducing sedentary behaviour in WA.	<ul style="list-style-type: none"> • Increase physical activity and improve community opportunities for participation. • Improved access to quality sporting and recreational infrastructure and assets. • Promoting physical and mental health. • Encouraging social and sporting club growth.

Table 5. Local policy and strategic context

Strategy/Policy	Overview	Key Project Alignment
Great Southern Regional Investment Blueprint	The Great Southern Regional Blueprint seeks to plot the region's future out to 2040. It sets out an aspirational vision with short, medium and long-term ambitions, including ways to measure progress towards these. It is based on a great deal of research and consultation with various stakeholder groups and individuals.	<ul style="list-style-type: none"> • Public realm enhancement. • Economic diversification & stimulation. • Sustainable growth. • Enhanced recreational opportunities. • Attraction & retention of young people & students. • Long-term strategies for identified challenges & risks. • Community engagement & activation. • Healthy, active lifestyles.
Great Southern Regional Sport and Recreation Plan	Developed to consolidate priorities for resourcing and investing in sport and recreation infrastructure and to provide a high-level planning tool for each of the partnering local governments.	<ul style="list-style-type: none"> • The provision of sport and recreation infrastructure is identified as critical to the economic future of the region. • Establishing financially viable facilities. • Sport & recreation opportunity enhancement. • Active participation • Social inclusion.
Great Southern Regional Planning and Infrastructure Framework	Defines a strategic direction for the future development of the Great Southern region over the next 20 years. Notes importance of recreational infrastructure to attract visitors and new residents, and to support existing demographics and identified challenges.	<ul style="list-style-type: none"> • Diversified recreational opportunities for growing & ageing populations. • Attraction & retention of youth / minimising outmigration. • Exploiting recreational advantages (high interest & participation in sports). • High quality recreational facilities that support sustainable communities.

		<ul style="list-style-type: none"> • Attraction & retention of skilled labour & their families through the provision of a choice of recreational & cultural attractions across the region.
Albany Local Planning Strategy	Consistently emphasises a strong need to retain existing and facilitate new tourism and recreational infrastructure developments and encourages promotion of iconic attractions near tourist destinations.	<ul style="list-style-type: none"> • Recreational infrastructure development. • Economic diversity, stimulation and growth. • Attracting private investment.
Albany 2030 Community Strategic Plan	Provides an ambitious long-term vision for the City of Albany, setting out the City's vision, aspirations, objectives and community priorities into the future and is our principal strategy and planning document. Notes relevant emerging themes such as improved communication, improved health and wellbeing, jobs, youth, health, education and the need for the City and Council to explain decisions that have been made.	<ul style="list-style-type: none"> • Objective 2.3: To develop and promote Albany as a unique and sought-after visitor location • 2.3.1 Encourage, support and deliver significant events - a positive economic and social benefit. • Objective 4.3: To develop and support a healthy, inclusive and accessible community. • 4.3.1 Develop activities/facilities that connect people, promote health and are appropriate for all ages.
City of Albany Corporate Business Plan 2017-2021	Outlines how new projects and operational services will be delivered to support the implementation of the strategies set out in the Strategic Community Plan for the next four years.	<ul style="list-style-type: none"> • Provide a diverse and affordable range of quality sport and recreational opportunities to all members of our community in a safe, friendly, and fun environment which is financially sustainable for the rate payers of the City of Albany. • Tennis is identified as key a development requiring improved facilities.
Public Health Plan 2016-2020 (City of Albany 2016)	Establishes a range of development considerations to improve the health and wellbeing of its resident population.	<ul style="list-style-type: none"> • Providing high quality public infrastructure. • Supporting and encouraging community participation in activities that promote good health and wellbeing, such as sport and recreation.
Youth Friendly Albany Strategy 2017-2020	Documents the priorities of Albany's young people now and guide Council's activity across the organisation in the youth sector across four key areas, including youth, engagement and inclusion, youth spaces and places, events and social opportunities, employment, education and training.	<ul style="list-style-type: none"> • New opportunities for young people with enhanced diversity of recreational experiences. • Improved amenity. • Enhanced public realm. • Community development. • Community engagement & inclusion. • Participation & promotion & support for healthy, active lifestyles.
Lower Great Southern Economic Alliance Tourism Development Strategy	Outlines recommendations and strategic actions required to increase visitation to the Lower Great Southern area (bounded by the City of Albany, Shire of Denmark and Shire of Plantagenet) and in turn increase spend in the region.	<ul style="list-style-type: none"> • Tourism/visitation enhancement. • Improved amenity. • Attracted private investment. • Economic diversification and sustainable growth. • Supporting and encouraging population growth.
Tourism Development Strategy for the Lower Great Southern	The purpose of the Tourism Development Strategy is to outline recommendations and strategic actions required to increase visitation to the Lower Great Southern area and in turn increase spend in the region.	<ul style="list-style-type: none"> • Tourism/visitation enhancement. • Improved amenity. • Attracted private investment. • Economic diversification and stimulation. • Sustainable growth.
Lower Great Southern Region Destination Marketing Strategy	Aiming to develop a unique unifying brand identity for the Region that will increase brand awareness and motivation to visit the region. This brand identity will represent the areas of City of Albany, Shire of Denmark and Shire of Plantagenet.	<ul style="list-style-type: none"> • Enhanced connections and visibility within the lower Great Southern. • Regional tourism/visitation enhancement. • Visitors to the Albany encouraged to visit other coastal Great Southern towns and attractions. • Enhanced visitor experiences, length of stay and word of mouth promotion.
Regional Development	Assisting the alignment of local, state and federal government planning initiatives, so that priority projects can be undertaken to	<ul style="list-style-type: none"> • Tourism development. • Economic diversification and stimulation. • Sustainable growth.

Australia Great Southern	build more resilient and diversified regional economies.	<ul style="list-style-type: none"> • Long-term strategies for identified challenges and risks. • Community engagement and activation. • Healthy, active lifestyles.
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Table 6. Peak sporting body strategic context

Document	Overview / Alignment
Tennis West Strategic Facilities Plan	<p>The strategy was formally adopted by Tennis West in 2018. The document specifically references the Lower Great Southern Region and identifies the following sporting provision and participation indicators:</p> <ul style="list-style-type: none"> • There are 10 affiliated clubs and venues • Within these venues there are 48 courts (21 acrylic, 19 synthetic grass, eight other courts) • 10 lit courts (21%) • 470 affiliated members • 6% membership increase since 2015 • Senior players (82%), junior players (14%), non-playing (4%) • 53% male / 47% female <p>Specific to Albany:</p> <ul style="list-style-type: none"> • Albany contributes 72% of the total population but has no lit courts • Four suburban clubs exist within Albany with at least three of these investigating a potential merger • 21 courts – None lit – All rated poorly • 297 members with a Member to court ratio 14:1 and Resident to court ratio 1,777:1 • Population Growth to 2026 – 37,310 to 41,270 <p>Recommendations include: Support for the ongoing planning and development of a community tennis centre and recommend facilities be developed to ITF standard to enable tournament play. It advocates partnering with local clubs and the City of Albany to prioritise the implementation of floodlighting on existing courts to support night and winter participation opportunities. The option of club amalgamations is also referenced.</p>
Tennis 2020: Facility Development and Management Framework for Australian Tennis	<p>The framework states that the future foundation for Australian Tennis will be:</p> <ul style="list-style-type: none"> • Better planning • More and better national infrastructure • Better management practices <p>The document identifies key challenges for clubs as ongoing maintenance and replacement of court surfaces. Traditional revenue models (membership fee reliance) are identified as not providing sufficient income to recover maintenance and replacement cost obligations.</p> <p>A regional tennis centre is identified as having 16+ courts. A large community tennis centre is identified as sub-regional and providing 12+ courts.</p>
Tennis Australia – National Facility Planning and Development Guide	<p>The guide provides information and processes for a range of typical tennis club and centre facility projects. The priorities for Tennis Australia are to:</p> <ul style="list-style-type: none"> • objectively understand and support club performance • plan and build new venues according to relative supply • partner with regional venues as premier destinations of tennis • drive public/private partnerships to progress our largest tennis assets • grow communities through tennis <p>Other supporting documents produced by Tennis Australia (and referenced in Appendix A) are utilised to inform this feasibility study and include:</p> <ul style="list-style-type: none"> • Tennis Australia – Feasibility Guidelines • Clubhouse Information Sheet to establish necessary design elements of any new tennis clubhouse development • Tennis Venue Management Models (Source: Tennis Victoria)
ANZ Tennis Hot Shots Court Development Guide (Tennis Australia)	<p>This guide highlights the court requirements for Tennis Australia’s official development program for children. It advocates the provision of dedicated courts for junior development to provide the appropriate skill and confidence development.</p>

ITF Facility Standards for indoor and outdoor court provision	<p>These guidelines, available on the web, provide the minimum ITF standards expected to operate a range of activities from club/recreational use to Federation Cup and Davis Cup World Group ties.</p> <p>Court dimensions are similar to that provided within Additional Tennis Australia and Department of Local Government, Sport and Cultural Industries.</p>
Federation Cup Bid Document Guidelines for Operating and Running the Event (ITF)	<p>The Guide, produced by United States Tennis Association (USTA) confirms the following facility use requirements:</p> <ul style="list-style-type: none"> • Period: 8 days • Load-In: 1 – 2 days • Practice: 5 days • Days of Play: 2 days (Saturday/Sunday – unless weather delays) • Strike: 1 day (Monday – unless weather delays) <p>Specific event requirements are also identified and need to be factored into the development of a regional tennis centre, if it is to provide the capacity to deliver similar events. One stadium court is essential with a capacity of 4,000.</p>

3 Project Need and Expected Impact

3.1 Current Sporting Participation and Trends

The positive impact of increased participation in sport, particularly in regional communities, is well recognised:

“The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flows from participation in organised sport and recreation is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important.”¹

Participation in sport may also have a positive impact on the local economy. For example, “More than Winning: the real value of sport and recreation in WA”² recognises that *“sport contributes to economic growth through business investment and employment and helps sustain the environment through protecting open space and natural areas.”*

The Future of Sport in Australia³, a Federal Government initiative, investigated the reforms required to *“ensure Australian Sporting systems remain prepared for future challenges at both the community and elite levels.”* The panel recommended that priority should be given to those sports played that encourage wide participation around the country and even more to those sports that engage their members through their lifetime. The Panel also found that there is no coherent approach to building community sports and the physical facilities that are required. The report indicated that governments at all levels need to increase their investment in community facilities if grass roots sport is to flourish, and that instead of a primarily top-down approach to national sporting organisations and state sporting organisations, a more holistic approach, which includes investment at a local level, is needed. The report also recognises that sport can make a significant contribution to improving the health and well-being of the community, and **strongly recommends the development of community-based sporting projects that can engage broad sections of the community**, such as the multi-use Albany Tennis Centre.

3.1.1 General Sporting Participation Trends

Australian Sports Commission (AusPlay) data⁴ for national and Western Australian participation in physical activity can be broken down as shown in Table 7 and Table 8.

Table 7. National participation rates in physical activity

Age Group	1+ per year			1+ per week			3+ per week		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Children (0-14)									
0-4	47.1%	52.3%	49.9%	No Data	No Data	No Data	No Data	No Data	No Data
5-8	85.0%	83.9%	84.5%	No Data	No Data	No Data	No Data	No Data	No Data
9-11	91.8%	91.2%	91.5%	No Data	No Data	No Data	No Data	No Data	No Data

12-14	85.6%	86.3%	86.0%	No Data	No Data	No Data	No Data	No Data	No Data
Adults (15-65+)									
15-17	96.2%	91.3%	94.1%	86.8%	79.6%	83.7%	64.2%	57.0%	61.2%
18-24	90.9%	92.0%	91.5%	81.1%	83.9%	82.5%	59.5%	63.1%	61.3%
25-34	91.1%	90.5%	90.8%	80.1%	84.6%	82.3%	57.9%	65.2%	61.6%
35-44	90.0%	90.8%	90.4%	78.6%	83.2%	80.9%	54.0%	62.8%	58.4%
45-54	91.0%	92.1%	91.6%	80.7%	86.6%	83.7%	58.4%	70.3%	64.4%
55-64	88.2%	89.6%	88.9%	80.5%	84.5%	82.5%	62.5%	69.4%	66.0%
65+	87.8%	88.1%	88.0%	80.8%	83.5%	82.2%	65.1%	67.3%	66.2%

Table 8. Western Australian participation rates in physical activity (no age data breakdown available for children)

Age Group	1+ per year			1+ per week			3+ per week		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Children (0-14)									
0-4	51.2%	46.9%	49.2%	No Data	No Data	No Data	No Data	No Data	No Data
5-8	84.8%	84.2%	84.5%	No Data	No Data	No Data	No Data	No Data	No Data
9-11	90.2%	86.4%	88.5%	No Data	No Data	No Data	No Data	No Data	No Data
12-14	93.6%	74.2%	83.0%	No Data	No Data	No Data	No Data	No Data	No Data
Adults (15-65+)									
15-17	91.9%	86.9%	89.5%	78.1%	68.5%	73.5%	68.3%	46.2%	57.8%
18-24	90.1%	97.3%	93.6%	78.2%	88.9%	83.3%	58.3%	63.6%	60.9%
25-34	93.8%	86.1%	90.1%	83.3%	81.6%	82.5%	60.8%	66.7%	63.6%
35-44	88.1%	89.9%	89.0%	76.8%	82.6%	79.7%	51.9%	62.9%	57.4%
45-54	89.4%	91.5%	90.4%	79.5%	86.2%	82.8%	59.7%	70.4%	64.9%
55-64	89.7%	89.7%	89.7%	82.2%	86.3%	84.2%	64.0%	74.2%	69.1%
65+	90.3%	85.0%	87.5%	82.7%	81.4%	82.0%	66.0%	66.9%	66.5%

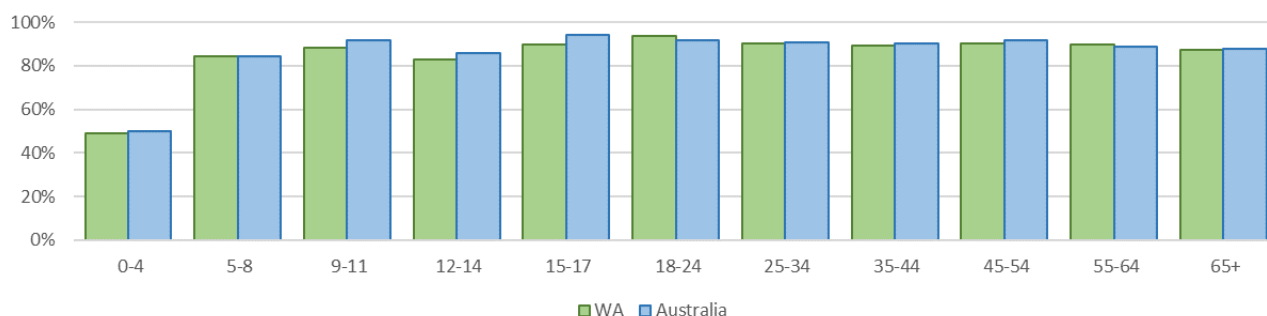


Figure 7. Participation rates in physical activity by age groups (at least once per year)

As shown in Figure 7 above, participation rates across most age groups are slightly lower than the national average. The main exceptions to this are in the 18-24 and 55-64 year age brackets.

3.1.2 National Physical Activity by Type

Nationally, the top ten activities for participation by children (0-14) in organised activity were as follows (Table 9). Importantly, tennis is ranked 8th in the top ten organised physical activities for children 0-14, indicating a strong need to facilitate and attract younger members.

Table 9. Top ten organised physical activities for children 0-14 (Australia)

Activity	Participation Rate
1 Swimming	34.5%
2 Football/soccer	14.6%
3 Dancing (recreational)	10.1%
4 Gymnastics	10.1%
5 Australian football	8.1%
6 Netball	7.4%
7 Basketball	6.7%
8 Tennis	6.4%

9	Athletics, track and field (*includes jogging & running)	5.7%
10	Cricket	5.4%

Physical activity types for adults vary slightly, with fitness/gym taking the lead by a large margin at 29%. Tennis again comes in at number 8 with a 2.8% participation rate.

Table 10. Top 10 organisations/venue physical activities for adults 15-65+ (Australia)

Activity		Participation Rate
1	Fitness/Gym	29.0%
2	Swimming	8.4%
3	Golf	3.9%
4	Yoga	3.9%
5	Athletics, track and field (includes jogging and running)	3.4%
6	Football/soccer	3.3%
7	Pilates	3.0%
8	Tennis	2.8%
9	Australian football	2.3%
10	Netball	2.2%

3.1.3 Western Australian Physical Activity by Type

At a state level, the top ten activities for participation by children (0-14) were as follows. There are slight differences in the level of participation for certain activities, for example with Australian football participation higher and dancing and gymnastics lower in WA than at a national level. Tennis is still a top point for Western Australian children, coming it at 9th with a 5.9% participation rate.

Table 11. Top ten organised physical activities for children 0-14 (WA)

Activity		Participation Rate
1	Swimming	27.7%
2	Football/soccer	13.0%
3	Australian football	9.9%
4	Dancing (recreational)	8.9%
5	Gymnastics	8.3%
6	Basketball	7.3%
7	Cricket	6.6%
8	Netball	6.1%
9	Tennis	5.9%
10	Hockey	5.4%

Physical activity types for adults in WA also varied from children and national level adult statistics. Participation in tennis for adults is in the 8th position at 2.5%, in line with national statistics.

Table 12. Top 10 organisations/venue activities for adults 15-65+ (WA)

Activity		Participation Rate
1	Fitness/Gym	28.9%
2	Swimming	9.2%
3	Yoga	3.7%
4	Australian football	3.7%
5	Football/soccer	3.1%
6	Golf	2.9%
7	Pilates	2.6%
8	Tennis	2.5%
9	Cricket	2.5%
10	Athletics, track and field*	2.5%

AusPlay also provide data for WA adults not available at a national level or for children, which includes a breakdown of top 15 club sports. In this case, Australian football, cricket and tennis all rank in the top six, with netball and hockey also amongst the top 15 club-based activities.

This demonstrates the importance of multi-use facilities in Western Australia for these club-based sports, such as the proposed Albany Tennis Centre and its colocation with junior football, cycling and triathlon users, as well as wider precinct alignment and cohabitation with football, cricket, soccer, hockey, etc.

Table 13. Top 10 club-based activities for adults 15-65+ (WA)

Activity	Participation Rate
1 Swimming	9.2%
2 Australian football	3.7%
3 Football/soccer	3.1%
4 Golf	2.9%
5 Tennis	2.5%
6 Cricket	2.5%
7 Athletics, track and field (includes jogging and running)	2.5%
8 Basketball	2.3%
9 Netball	1.9%
10 Volleyball (indoor and outdoor)	1.5%

3.1.4 Tennis State of Play Report

SportAus have also released a 2019 state of play report focused on tennis at a national level⁵. The report finds that the annual population estimate for Adults 15+ participating in Tennis was 911,400 (or 4.5% of the Adult 15+ population). Adult participation was slightly skewed towards males (523,118 or 5.3% of the male population), with males accounting for 57% of participation. However, Tennis participation was also high among females (388,282 or 3.8% of the female population). Two thirds (64%) of Adult participation in Tennis was organised, with the majority of organised participation (70%) in sport clubs.

AusPlay estimates that 290,611 Children 0-14 participated in organised Tennis out-of-school. Children’s participation was also skewed towards males (63%). Participation rates for organised Tennis were steady from 5-14 years of age, without any noticeable drop throughout childhood and early adolescence. Compared to other sports, Tennis had one of the best retention rates past 11 years of age, especially among males. Although the peak participation rates among Adults 15+ were in 15-17 year olds, Tennis was less exposed to the age related decline in participation experienced by many other sports.

Adults 15+ who participated in Tennis had a median frequency of 26 sessions per annum (about once every two weeks) and the median session duration was 90 minutes. The pool of Adults 15+ who considered Tennis the sport they most strongly associate with was strong, and slightly higher than current Adult participation numbers.

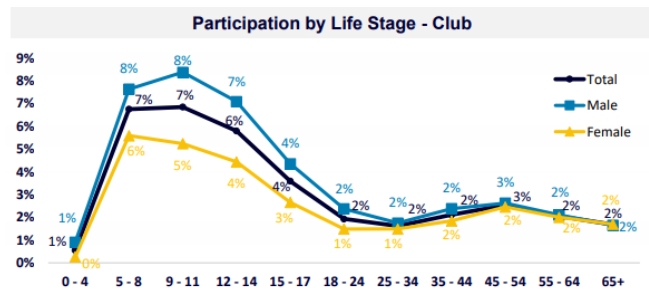
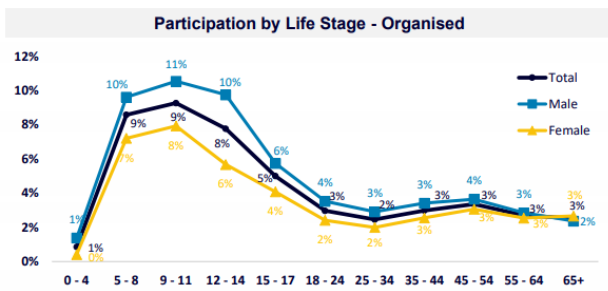
A total of over \$165 million per annum was spent on Adult 15+ Tennis participation. Median annual spend was \$170 per Adult participant. A total of more than \$124 million per annum was spent on Children 0-14 participation in Tennis, with a median annual spend of \$220 per Child participant. There was, however, large variation in the cost for participation in Tennis, with the average annual spend per Child participant (\$528) much higher than the median.

The dominant motivation to participate in Tennis was ‘Fun/enjoyment’ (47%), however ‘Social reasons’ (42%) and ‘Physical health or fitness’ (37%) were also strong motivators. The dominant reason for dropping out of Tennis participation was ‘Not enough time/too many other commitments’ (31%). ‘Poor health or injury’ (17%) was also a factor, albeit to a lesser extent.

Table 14. Engagement & participation by state

Engagement & Participation	Total	NSW	VIC	QLD	SA	WA	ACT	NT	TAS
Is most strongly associated sport (%)	5.0%	5.4%	5.9%	4.7%	5.3%	3.2%	3.6%	1.1%	2.7%
Is most strongly associated sport (#)	1,003,945	341,479	269,997	189,719	76,739	73,025	11,986	2,206	11,794
Participation (%)	4.5%	5.1%	5.0%	3.9%	4.2%	3.7%	4.8%	3.3%	2.9%

Participation (#)	911,400	320,789	251,442	159,243	60,708	83,935	16,025	6,579	12,678
Average frequency per annum	46	42	46	49	55	47	42	25	62



3.2 The Impact of Sports and Recreation

Studies in not only Australia, and WA in particular, but also Canada and the UK recognise the contribution sport makes to the building of national pride, plus go further in illuminating what the additional benefits are that sporting activities bring to societies. The Canadian Study⁶, ‘*Strengthening Canada – The Socio-economic Benefits of Sports Participation in Canada*’, and the Western Australian Department of Sport and Recreation’s ‘*More than Winning – The Real Value of Sport and Recreation in Western Australia*’ verify these impacts and benefits of sport participation and facilities on individuals and communities, and on the nation’s economy and society. The most significant are the following:

- Sport changes individuals—including their health and well-being, their social networks and sense of social connection and social inclusion, and their skills.
- It affects communities—including the social cohesion and social capital of communities. Sport can help address anti-social behaviour and can support education plus help sustain the environment through protecting open space and natural areas.
- It has an impact on the economy—by attracting business investment, creating jobs and providing work for thousands.
- It helps to shape national and cultural identities. According to Kelley and Evans (1998) sport has been identified as being ‘the most important element contributing to our feelings about our nation’.⁷

The major benefits of sport participation are:

- Improved physical fitness and health.
- Fun, recreation and relaxation.
- Sense of achievement.
- More opportunities for shared family and household activities.
- Improved social, analytical and life skills.
- Opportunities to socialize and make new friends.

3.2.1 Healthy and Active Ageing

Active participants attach very high levels of importance to sport as a source of relaxation, fun and recreation; physical fitness; improved quality of life due to better health; and stress relief. Individuals can gain significant health benefits from physical activity through sport (or other means) by achieving the right levels of frequency, duration and intensity of activity.

Improving health through sport and other forms of physical activity would significantly reduce health-care costs. In Canada, estimates of health-care spending due to physical inactivity range from CAN\$2.1 billion to CAN\$5.3 billion annually, representing as much as 4.8% of total health-care costs. In Australia, increased participation in sport (and recreation) provides substantial returns to the public and private sectors through improved health. Research done by Econtech, commissioned by Medibank Private (2007)⁸, stated: ‘If more Australians were physically active for just 30 minutes a day the Australian healthcare system could save \$1.5 billion a year’. According to Access Economics (2006) the total economic cost of obesity alone in Australia in 2005 was \$21 billion, with the cost to the Western

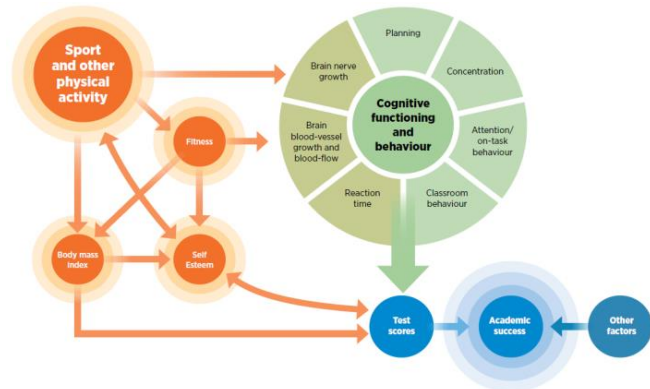
Australian economy \$2.1 billion. Nationally, this was expected to increase to \$34.6 billion in 2008. On this basis, increasing sport participation could significantly reduce national health-care costs.

3.2.2 Physical Activity and Education

Sport participation develops a wide range of skills and attitudes, including teamwork, leadership, problem-solving, decision-making, communications, personal management and administrative skills. Sport also builds character and personal qualities, such as courage and the capacity to commit to a goal or purpose, as well as values, such as respect for others, self-discipline, a sense of fair play and honesty. Young people find sport enables them to channel their energy, competitiveness and aggression in socially beneficial ways. For the vast majority of active participants, volunteers and attendees sport is an important source of skills that they can apply away from sport. These skills also help people to play a more positive role in their communities and family life. As detailed by the WA Department of Local Government, Sport and Cultural Industries in the 2015 Brain Boost report⁹, sport and physical activity participation are generally promoted for their positive impacts on children’s physical and mental health. However, the overall picture is greater than that, with researchers finding that, with children, increased participation in sport and other forms of physical activity also enhances cognitive functioning (information processing), memory, concentration, behaviour and academic achievement.

There is a clear positive link between children being active and playing sport and their ability to get better marks at school, but the opposite can also be true. Inactivity in children can negatively impact brain health and aspects of cognition known as executive control (also called cognitive control in adults). These negative impacts can involve inhibition (the ability to resist distractions and maintain focus), working memory (mentally holding and manipulating information) and cognitive flexibility (multi-tasking) – which are considered vital to success at school, at work and in life. For reasons such as these, the link between physical activity and academic achievement in children is of increasing interest in the fields of education and sport.

Figure 8. Move to Learn, theoretical pathways linking physical activity, cognitive functioning and academic success



The large majority of university-based, internationally published research in this field has found a positive association between children’s physical activity participation and academic achievement. For instance, intervention and longitudinal studies have concluded that:

- Short bouts of exercise benefit executive control/function
- Greater vigorous physical activity out of school results in higher test scores
- The average academic achievement of children who received extra physical education is significantly higher than children who were in a control group which did not receive extra physical education
- Reading comprehension improves
- Physical activity intervention leads to significant improvements in children’s maths scores
- Cognitive benefits are maintained over time

Correlation studies (which explore the relationship between sport, physical activity or fitness and academic achievement retrospectively) have also found:

- A linear relationship between academic performance and physical activity with sport/physical activity a significant positive predictor of academic achievement with higher physical fitness, physical capacity and physical activity being associated with higher school ratings of scholastic ability.
- Students who reported a greater level of exercise spent more time in sport and achieved higher grade point averages
- Greater physical activity level was associated with positive achievement orientation

- Boys who were in the Healthy Fitness Zone (HFZ) for aerobic fitness or muscular endurance were found to be 2.5 to 3 times more likely to pass maths/reading exams. Girls who were in the Healthy Fitness Zone (HFZ) for aerobic fitness were 2 to 4 times as likely to meet or exceed reading and maths standards

Evidence of the physiological effects of physical activity on the brain assist in explaining this relationship. Exercise can increase levels of a brain growth factor (brain-derived neurotrophic factor), stimulate nerve growth and development in the brain and increase the brain's resistance to injury, reduce plasma noradrenaline (a vasoconstrictor), increase blood flow to the cortex of the brain. This evidence indicates that regular physical activity is likely to provide children with the optimum physiological condition for maximising learning.

3.2.3 Social Connection and Cohesion

The Australian Bureau of Statistics reported that participation in social activities declines with age, and 4% of people aged 18-24 years report no social or sporting participation in a three month period compared with 21% of those over 75 years. Sport and recreation improve social cohesion with participants experience a high degree of interaction with other individuals, which improves interpersonal relationships, establishes the basis for trust and builds teamwork skills that generate gains in social cohesion. Social cohesion, in turn, is fundamental to building 'social capital', which is the 'social fabric or glue that ties members together in a given locality. According to Putnam (2000) sports clubs and community organisations are important conduits for developing such capital and are good barometers of community strength.

Sport and recreational activities work by constructing associations of people – participants, volunteers and supporters - that constitute social networks with a defined purpose. These networks generate trust and a willingness to interact with others outside of sport. This willingness can be harnessed to social and economic advantage. Sport participation strongly encourages individuals from different backgrounds to work and play together in a positive way. It gives individuals of all ages good opportunities to be actively involved in their communities, which help them learn positive lessons about responsibility and respect for others and gives them the chance to give back to their communities. Dempsey (1999) highlighted the importance of sport in his 17-year study of a Victorian rural community. His study found that sport and sporting clubs enabled all members of a community to be linked by a common bond: their participation in that club. Similarly, Mahoney (as cited in Townsend, et al., 2002) found in a study of two small Victorian rural communities that at a times of economic hardship, when other institutions and structures were disappearing, physical activity and organised sporting clubs remained, providing a focus within the communities and a sense of community cohesion.

Investment in sports and recreational infrastructure, activities and programs can bolster a community's perception of their local area, restoring pride in their region and improving future social and economic possibilities.

3.2.4 Mental Health

As described by the Curtin University Mentally Healthy WA Centre for Behavioural Research in Cancer Control¹⁰, a review of current literature indicates that people who participate in sports clubs and organised recreational activity enjoy better mental health, are more alert, and more resilient against the stresses of modern living. Participation in recreational groups and socially supported physical activity is shown to reduce stress, anxiety and depression, and reduce symptoms of Alzheimer's disease. According to the Curtin study on the relationship between organised recreational activity and mental health:

- Around 8 in 10 Western Australians believe it's important for sport and active recreation to help us feel good about ourselves and build our confidence and self-esteem.
- More than 8 in 10 Western Australians feel it's important and agree that sport and active recreation creates close friendships.
- Participation in sport and recreation activities can reduce stress, anxiety and depression.
- Participation in group recreation provides a sense of value, belonging and attachment.
- According to Bandura's social cognitive theory, behaviour is shaped by interaction between individual and environmental factors. This theory emphasizes the influence of social interaction in relation to behaviour. There are both direct and indirect links between participation in group activity and mental health.

The study also notes the following links between recreational activity and mental health and wellbeing.

Direct links: Numerous studies and reviews demonstrate associations between social interaction and mental wellbeing. The Whitehall Study in the United Kingdom found that people without good social support were five times more likely to have a mental illness than those with good support. There were significant associations between social isolation and low mental health scores in a cross section of the population in rural and regional Victoria. There were similar findings in a random sample of the population in suburban Adelaide. A significant association between depression and loneliness has been found in middle to older age adults in the United States, using both cross-sectional and longitudinal analyses. A prospective cohort study into psychosocial factors and mortality in Norway found that both social participation and social support are predictors of a long life, and social support helps in the handling of stressful life situations. An evidence-based intervention strategy designed for older adults in the USA advocates social participation as a means to maintain cognitive vitality. The Mayo Clinic in Rochester, Minnesota, USA recommends joining a community group or becoming a volunteer in order to buffer the effects of stress. Another benefit to community wellbeing is shown in a study by the Australian Institute of Criminology in which a ten percent increase in community participation was related to a statistically significant 1.9% decline in violent crime rates. A decrease in criminal behaviour can lead to a further increase in social participation as people feel safer in their community environment. The Australian Government promotes social participation and social capital in the Stronger Families and Community Strategy.

Indirect Links: Extensive evidence shows that social participation and social support increases participation in physical activity and engagement in physical activity is strongly associated with mental health. Evaluations have shown that social support such as “buddy” systems increases feelings of well-being and people’s intention to begin or continue participating in physical activity. A study of older adults showed that these positive effects were highest amongst subjects with high baseline self-efficacy and in those who exercised more frequently. However, those with lower baseline self-efficacy showed a greater upward trend over six months, attributed to the creation of “buddy groups” within the program. The National Heart Foundation’s ‘Just walk It’ program identified social cohesion as the main predictor of adherence to walking programs and as an important component for creating positive attitudes toward physical activity. The 2003 Child and Adolescent Physical Activity and Nutrition Survey in Western Australia identified one of the barriers to participation in physical activity as “no one to be active with”. A recent review of dog ownership literature suggests that “buddies” need not be limited solely to the human variety, as the social support gained from dogs was also shown to encourage increased physical activity. Recent research also indicates an association between obesity and depression. Many depressed persons are inactive and gain weight and physical activity is listed as a potential mediating variable for depression. Participation in recreational groups and socially supported physical activity assists people to initiate and sustain physical activity programs. Decreased physical activity amongst children and adolescents is believed to have contributed to the prevalence of overweight and obesity doubling in the past two decades. There is clear evidence of the benefits of physical activity in preventing and treating obesity.

3.2.5 Volunteering Opportunities

Merrifield Park and Lawley Park Tennis Clubs already support a wide range of volunteer activities through members and user groups. For example, across all clubs/user groups, approximately 75% of members volunteer their time each week, with each volunteer providing an average of approximately 40 hours per year. The proposed enhancements offer new opportunities to attract a wider member and user base, and consequently provides significant avenues for additional volunteer involvement. This could include advocacy and planning, running clubs and groups, delivering events, fundraising, maintenance, etc. The value of volunteering to individuals, communities and the economy is considerable and can develop skills, boost self-confidence, give a sense of identity, provide fun and fulfilment and create and strengthen relationships and networks. Volunteering opportunities that emerge from the project are expected to create significant positive outcomes for those engaged, with well documented physical and mental health benefits. Volunteer Australian¹¹ outline the following key benefits and social impact of volunteering, accumulated from a great number of sources:

- Volunteers are happier, healthier and sleep better than those who do not volunteer
- 96% of volunteers say that it makes people happier.
- 95% of volunteers say that volunteering is related to feelings of wellbeing.
- Volunteering results in a “helper’s high”, a powerful physical and emotional feeling experienced when directly helping others.

- Just a few hours of volunteer work make a difference in happiness and mood.
- Sustained volunteering is associated with better mental health.
- Altruistic emotions and behaviours are associated with greater well-being, health, and longevity.
- A strong correlation exists between the well-being, happiness, health, and longevity of people who are emotionally kind and compassionate in their charitable helping activities.
- Experiences of helping others provide meaning, a sense of self-worth, a social role and health enhancement.
- Volunteering is highly associated with greater health and happiness.
- Volunteering is a form of civic participation that creates ‘bridging networks’ (i.e. broad networks of loose connections to people from diverse backgrounds), which generate positive social practices that strengthen communities (by fostering positive social norms; spreading information and innovation; and providing the mechanism for collective problem solving).
- Volunteering mediates the negative psychological effect of disadvantage, with volunteers from disadvantaged backgrounds having similar levels of psychological well-being as professional, educated non-volunteers.
- Volunteering is important for connecting people to career paths and labour markets that are better paid and more stable.
- Volunteering builds collective efficacy by bestowing a sense of altruism and citizenship; developing political and negotiation skills; and inspiring people to work together to solve problems and take action to improve community life.

3.3 Other Industry Trends and Identified Need for Tennis Infrastructure

3.3.1 Unorganised -vs- Organised Sport

General trends across sport and recreation provision indicate a declining participation rate in organised sporting activity and a greater interest in non-organised activities which is adversely impacting club development and competition structures. The latest participation data for sport and recreational pursuits in Australia (AusPlay) indicates the following:

- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men.
- Men are more motivated by fun/enjoyment and for social reasons than are women.
- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Sport clubs are the primary avenues for children to be active (except for children aged 0–4, who are more likely to be active through other organisations).
- Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over.

Club-based infrastructure and structured training and education is essential in the formative years for children to be able to learn and develop. It provides the opportunity to gain access to a variety of skills and capabilities which can inform sport and active recreation choices later in life. Clubs are important to maintain a competitive structure and for the development as social hubs and community gathering points.

3.3.2 Sport Events

Sporting events are acknowledged as providing economic development opportunities if coordinated and aligned to other visitor experiences. There has been a push to develop a unique set of circumstances which will attract visitors to regional areas to assist in developing the economy and sustaining a viable local workforce.

The City of Albany (through the Community Strategic Plan and economic development approaches within the City, and with partner agencies/organisations) has identified sporting and recreational events as having a significant contribution to play for both the local and regional population and to diversify opportunities for visitors and residents alike. These may occur as annual events or one-off activities. Increased provision of sites dedicated to the provision of events, if coordinated within a broader tourism strategy, could be highly-beneficial to the region and sub-regional area.

3.3.3 Increased Female Participation in Previously Male Dominated Sports

Within the past decade, a significant growth has occurred in women’s competitive sport. This has been particularly noticeable in the ‘non-traditional’ sports including soccer, cricket and football where new competitions have emerged and supported by prime-time televised games at the elite level, as new leagues have emerged. The consequence of this has been the greater demand for sporting infrastructure (pitch infrastructure and changing facilities) which can accommodate female participation.

Current legacy changing facilities and ablutions associated with most sports are focused on male use and need to be adapted. For male and female use, new infrastructure is being developed which reflects this change in participation and these facilities are being developed as unisex dual compatibility structures (i.e. changing, shower and toilet cubicles and no urinals). Facility guidelines produced by the national peak sporting bodies have been adapted to recognise these changes.

3.3.4 Age Friendly Communities

The importance of developing infrastructure which meets the needs of all ages is becoming more prevalent. The Age Friendly Communities; Age Friendly WA Toolkit and Seniors Strategic Planning Framework (the Department of Communities 2016) provides a direct response to the needs of Western Australian seniors as identified through extensive consultation. Of the intervention measures identified the following is important:

- Continued expansion of the range of affordable recreational, cultural and creative pursuits available through discounts linked to the WA Seniors Card.
- Continued support for seniors' participation in sport and recreation activities designed to meet the unique needs of seniors.
- Programs that build social and community connectedness such as funding to Community and Neighbourhood Houses and Learning Centres; Men's Sheds; support for volunteering and community events and festivals that bring people together at a local level.

3.3.5 Technology used in sport and recreation

The emergence of a variety of technologies in sport has impacted upon the need for and provision of sport and recreational pursuits. In particular:

- Young people make extensive use of digital platforms to organise and live their lives. Their offline lives are subject to greater parental supervision, particularly for younger teens.
- Their online presence is becoming increasingly controlled with a greater focus on curating their own experiences and less ‘showing off’.
- The use of technology for sport or physical activity is popular with 39% of the Australian adult ‘playing’ population. Apps for tracking activity and wearable technology are the most common types of technology used by participants (AusPlay 2016).

Tennis West has adopted the use of technology to open up the book-a-court system for broad community access.

3.3.6 Water Management

Water Allocation Strategies are increasingly directing a greater control of water resources by irrigating active surfaces only and not to surrounds. The declining trend in rainfall and increasing extractions of groundwater has led to falling groundwater levels which has further led to alternative water options being considered.

As a result of changes in water use, it is likely alternatives to soft landscaping such as synthetic turf, liquid limestone, mulching or ferracrete, will be used in future. This is an emerging trend in the eastern states which is gradually impacting on the market in Western Australia.

3.3.7 Asset Management

The importance of fully costing out asset management plans and future-proofing expenditure (including lifecycle costing) is becoming more critical. There is a greater focus on financial viability of all sport and recreation infrastructure and potential rationalisation to ensure a greater return on investment.

The key aspect pertinent to the development of a community tennis centre is the management of assets for current and future generations. The City currently has a range of ageing assets which are being managed and maintained effectively under a new regime and have addressed a number of previous deficiencies. This also needs to be part of the future planning process to offset ongoing costs and ensure all partners are aware of their obligations.

3.3.8 Planning Trends

Current trends in the provision of community infrastructure is based on very explicit design and development trends. The development of community infrastructure (and, in particular, sporting infrastructure) is no longer viable for single user groups. All new development should consider multiple users, shared use and co-location of sports. As a general rule the following requirements are considered as being fundamental to the design and development process:

- A coordinated network of facilities
- Central to catchment and equitable access
- Located to promote visibility and accessibility
- Integrated/co-located
- Multiple-use
- Responding to social needs
- Inclusive and welcoming
- Contributing to the public domain and sense of place
- Close proximity to open space for activities and events
- Connected to public transport, pedestrian and cycling network
- Be of sufficient size and design to enable expansion and adaptation
- Financial and environmental sustainability
- Safety and security
- Master planned

3.3.9 Tennis Infrastructure Trends

Guidelines produced by Tennis Australia identify optimum facility provision. It is not the intention to produce the guidelines here, but rather to identify the two aspects of the facility development which were raised through the consultation and feasibility study process; namely:

- The structure and facility composition of community tennis centres and their management;
- The potential implications of club amalgamations.

Appendix E of the feasibility study references case studies in relation to both these. A summary of the key considerations is provided below:

Regional and International Tennis Centre Case Studies: Management

There are a variety of management models which have been put in place to operate tennis centres across Australia. Key themes are:

- Facilities are managed by a range of commercial operators which lease from local governments. This includes Playford Tennis Centre (South Australia), Shaw Park Tennis Club (Brisbane), Hume Tennis Centre (Vic), Darwin International Tennis Centre (NT), The Launceston Regional Tennis Centre (Tasmania) and Cairns International Tennis Centre (Queensland).
- Facilities range in size but generally include one main surface for competition use. The main competition surface needs the capability to accommodate temporary grandstands for spectators to enable any major event to be accommodated.
- The provision of dedicated *Hotshot* courts is generally provided at new regional venues to facilitate more effective junior coaching.
- The majority of facilities incorporate a large function room, kitchen, bar, kiosk, pro-shop, restaurant, conference rooms, offices, physio room and meeting rooms.
- The funding mix incorporated local, state, federal and Tennis Australia contributions for the project.

- The majority of centres are within sporting precincts or are an extension to existing sport and recreation facilities (hub) where a number of common facilities are shared with other sporting user groups.

Club Merger Case Studies

The case studies identified the issues, solutions and successes/challenges of merging a variety of tennis clubs. The following is a summary of the key considerations for the merger of Merrifield Park and Lawley Park Tennis Clubs when pursued:

- In all cases, the mergers have occurred as a result of low membership numbers and/or lack of certainty with regard to the future of their facilities. In a number of cases the lack of financial capability of the club has been raised as an issue, as well as the lack of forward budget planning to deal with ongoing maintenance obligations. Often these were legacy issues related to the lack of awareness of asset management obligations.
- The lack of, or diminishing, volunteer management structure within each club was also identified as an issue.
- The solution was reached by clubs negotiating and agreeing a set of parameters which needed to be adhered to prior to any merger taking place. This included:
 - Fair and equitable governance and committee structures.
 - Where appropriate, the retention of each individual club's identity.
 - Agreed strategies for increasing membership and usage.
 - Consideration of alternative management models which enable the clubs to focus on delivering the sport, and independent managers to focus on venue operational matters.
- The approach to merger in some cases resulted in additional funding being realised from local and state government to improve and enhance venues.
- The outcome in the case studies saw:
 - An increase in membership (partly due to the merging of memberships and partly related to new memberships).
 - Greater opportunities to evolve and develop the club through existing volunteers who were able to be more effective and efficient across one consolidated club, rather than focusing on their under-performing clubs.
 - More effective planning and maintenance of courts.
 - An increased social component.
 - Greater financial capabilities and potential to invest in one consolidated site.

3.4 Direct Identified Need for Albany Tennis Centre (Feasibility Study Process)

3.4.1 Strategic Positioning

- The City of Albany has consistently identified a need to explore the development of a community tennis centre due to the poor state of existing infrastructure within the City.
- The development of one co-located facility providing for the needs of tennis is likely to be more cost effective than investing in three or four local tennis facilities which are currently all in need of upgrading and modernising.
- The approach of co-locating infrastructure with other sports is consistent with the policy objectives of the City and is consistent with the approach taken in developing the Centennial Sporting Precinct.
- The opportunity to provide infrastructure which has the capability to attract events is promoted across a number of regional plans and City documents.
- Tennis West has identified Albany, in particular, as being in need of attention in the short-term to develop floodlighting on existing courts and in the longer-term to develop a centre for all clubs to be located and from which the regional coaching program can operate.

3.4.2 Current Needs of the Lower Great Southern Tennis Association and Clubs

- The LGSTA has identified, within its Strategic Plan, the need to develop a community tennis centre and to plan towards moving to a shared venue across all clubs.
- The three clubs have a combined membership of approximately 275 members, even without floodlit tennis opportunities and having regard to the relatively poor quality of facilities.

- Based on a 20:1 ratio of unlit courts per user, this would require 14 courts to service the current need. Based on a ratio of 30:1 for floodlit courts, this would drop down to a need for approximately 10 courts. A regional tennis facility would not be supported without the provision of floodlit hard tennis courts.
- To cater for junior coaching, there is a need to provide purpose-built Hot Shots courts. Currently there is none in the area.
- The current age of infrastructure and poor-quality surfaces is impacting on the ability to grow the sport. The addition of floodlights to the current court infrastructure is unlikely to increase demand significantly as the base level of provision is so poor.
- If Emu Point was to remain in its current location, the demand for additional courts would potentially be reduced by six. However, this could be overcome by a more progressive and innovative management model which replicates those managing eastern state facilities.
- The current club membership models associated with the three clubs indicates a relatively low level of income generation. This would not be sufficient to manage and maintain existing facilities to the level required by Tennis Australia.

3.4.3 Junior and Club Development Requirements

- Currently there are limited pennant opportunities in the summer. This is currently not seen as a priority but potentially significantly harms the opportunity to participate in the sport.
- Current coaching is split across sites without a home base. This, whilst manageable, is not the preferred option given the limitations of the current courts.

3.4.4 Population Projections and Potential Usage (latent demand)

- The projected population growth indicates a slow and steady growth over the next ten years.
- Current participation rates identified in AusPlay indicate the adult participation rate is 2.5% and junior 5.9% for tennis. Based on current population levels, the market for tennis could account for approximately 900 residents currently and 1,000 to 1,100 residents by 2026.
- The number of players actively seeking tennis opportunities will only increase when there is adequate infrastructure in place and such infrastructure is readily accessible.

3.4.5 Current use across sites

A summary of current use at all tennis clubs is provided below:

Table 15. Day Club Use

Day	Club Use
Monday	LPTC & MPTC– Junior & Senior coaching/Fitness classes
Tuesday	LPTC & MPTC coaching-Juniors & Seniors/Ladies Pennant Comp
Wednesday	LPTC & MPTC coaching-Junior & Senior
Thursday	LPTC & MPTC coaching - Junior & Senior/Afternoon social
Friday	LPTC & MPTC coaching- Junior/Senior/ Ladies morning social
Saturday	LPTC & MPTC <ul style="list-style-type: none"> • Morning (coaching) • Afternoon Social Tennis (all year)
Sunday	Merrifield Tennis Club – Afternoon Social Tennis (summer)

- It is evident from the above that there is significant capacity availability of all tennis club sites. The only time where there is likely to be a conflict is on Saturdays where the majority of social tennis occurs.
- The current usage also highlights the need to potentially rationalise the number of courts available and potentially focus on extending hours of available playing use (through the addition of floodlighting). This would enable potential conflicts to be managed more effectively through increased availability.
- The age profiling of current tennis club members and players will need to be addressed. Future provision needs to reflect current use and the need to be realistic with regard to future use. The growth within the City of Albany

will need to be in junior coaching and development, which ideally would feed into the club membership and social/competition structures.

4 Consultation and Partnerships

Extensive consultation has been undertaken at various stages toward this project’s development. The following subsections outline associated consultations undertaken in the development of the feasibility study, key concepts, and this business case.

4.1 Feasibility Study Consultations Process

4.1.1 City of Albany Tennis Clubs and Tennis West

Consultation was undertaken with the three main tennis clubs and the Lower Great Southern Tennis Association. The main points are reflected in the table below.

Table 16. Overview of neighbouring local government key strategic issues/challenges

Consultee	Key Information
Lower Great Southern Tennis Association	<ul style="list-style-type: none"> Approximate membership of the three tennis clubs within the association is 275. The main focus is on social activity and children’s coaching through the Albany Tennis Academy which operates from Lawley Park and Merrifield Tennis Clubs, coaching up to 250 children annually. The retention of good coaches is always going to be an issue due to limitations placed on the courts and quality of facility infrastructure. The growth of the sport is hampered by lack of floodlighting.
Merrifield Tennis Club	<ul style="list-style-type: none"> Membership has remained reasonably static for a number of years which has been impacted upon by access to only four courts which limits social tennis. They are a Saturday afternoon club throughout the year. Sundays are popular in summer. Friday is Ladies Club. Saturday mornings and evenings provide opportunities for coaching – due to the limited number of courts there is no option to extend this further. Aspiration for a regional centre is that it must be centrally-located with a function centre similar to that at Centennial Park. Current memberships of each club need to be protected within an amalgamated structure. Indoor covered courts would be a benefit due to the climate in Albany.
Emu Point Tennis Club	<ul style="list-style-type: none"> It mainly provides for older, retired people (age range is late 30s to late 70s). Players generally re-engage with tennis later in life and this has resulted in more growth within the club over the last few years. Saturday afternoon is the main day. Women’s/Ladies Day is Wednesday and Men’s Day is Thursday. The surface is 11 years old and will come to the end of its useful life within the next three years. The club would like to develop two additional courts on the upper car park. They have had approval, in principle, for the feasibility. The land area has been reduced from the lease by the council. It is, however, believed that 12 courts could be fitted within the area. Members’ views are that there is a degree of opposition to relocation and amalgamation due to a loss of identity.
Lawley Park Tennis Club	<ul style="list-style-type: none"> The club has just revised its Constitution. Currently on council land and the lease expires on 31 May 2022. Majority of members support co-location and a move to a new multifunctional venue. A full merger is required with involvement on the committee from all clubs. Coaching occurs on Mondays (juniors) and Thursdays (social afternoons and coaching). Saturdays are social tennis days. The club does not operate any sessions on Fridays and Sundays. Any new facility will be required to be managed by someone. It should not be located at the back of North Albany but within the centre, if possible, where accessibility is maximised.
Tennis West	<ul style="list-style-type: none"> The State Sporting Association (SSA) considers this project to be one of its top priorities within the state. The lack of floodlighting is seen as a major deficit for the growth of tennis in the region and, as a minimum, this aspect needs to be addressed.

	<ul style="list-style-type: none"> • Ideally, a 16-court facility with clubhouse would meet ITF standard. • The management of the regional facility is critical, as is the financial modelling. It is important to establish from the outset the obligations of the clubs, independent management body and the City, irrespective of which management solution is decided upon. • There are currently 21 courts in Albany – 297 members (resident to court ratio of 1-700 (1-2,000 is optimal). A 10-court venue would sustain these numbers.
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4.1.2 Other Consultees

In addition to the Lower Great Southern Tennis Association and its members, additional consultation was held with the Shire of Denmark and two potential partner clubs. These are identified in Table 17.

Table 17. State sporting association requirements

Representative Body	Key Information
Shire of Denmark	<ul style="list-style-type: none"> • The shire currently has sufficient courts to meet its demands – both now and for projected growth. • Their priority for investment is floodlighting existing courts. • The Hotshot’s Program has proved to be very successful but lacks direct progression through to senior club tennis. • Potential co-location is a viable idea, but there needs to be a clear access and management structure put in place. The shire club would benefit from access to regional level infrastructure.
Lower Great Southern Hockey Association	<p>The club was contacted due to the potential opportunity to relocate to a site which would permit growth opportunities (its site is currently landlocked on all sides with no potential for growth). Comments were made without prejudice:</p> <ul style="list-style-type: none"> • Co-location is a good idea subject to the management arrangements being resolved. • Managing hockey and football at both sites needs to be considered carefully due to fixturing and management of the clubhouse. Fixturing would be every Saturday and there may be conflict. • It is important to identify what the proposals are, and this ideally should come from hockey. • Current membership is 850 plus. They have to cut games short to ensure all have use of the turf. • A second turf is ‘a must’, if the club intends to grow its numbers in membership. • The current clubrooms, external viewing area and changerooms are small and of low quality. • After hockey and football games, there is high demand for the showers, with both teams wanting to shower and change at the same time. • The external covered area is small and becomes very crowded during poor weather. <p>Details were provided on the level of facility infrastructure desired which accords with facility design guideline advice.</p>
North Albany Football Club	<p>The club was contacted due to the potential opportunity to redevelop at its current Collingwood Park site. Comments were made without prejudice:</p> <ul style="list-style-type: none"> • They could potentially work co-location, although there would be a fixturing issue with Saturdays which would require resolving. • The current oval is the best drained oval in the Great Southern due to the ground having been raised by 150mm previously. • The key issue will be ongoing management. Currently, changing rooms are small, storage is a concern and there is limited disability access. • Cricket nets need major work and there may be an issue with the cricket deck which needs addressing. The Shed is also coming towards the end of its useful life. • Throughout the season, the oval accommodates 28-32 games and a final (1 in 5 years). • The club’s 10-year maintenance plan indicates a need to expend \$116,500 to upgrade the showers, bar area, support rooms, change rooms and upstairs clubroom over the next five years. • Membership numbers have increased over the past three years, largely due to the introduction of a women’s team and year-on-year junior development growth.

4.2 Post-feasibility and Advance Planning Phase Consultations

Building upon the extensive consultation undertaken during the feasibility study process, the Tennis Centre project Working Group rescoped the concept, including the provision of 16 floodlit courts and a smaller facility that

complements existing infrastructure and co-locates with other sporting pursuits. Following this the Tennis Centre Project Working Group engaged Roberts Gardiner Architects to develop concept designs and costings, and Keston Economics to develop the business case and supporting documents for funding applications. The following table summarises the involvement for each party.

Organisation	Personnel	Involvement	
City of Albany	<ul style="list-style-type: none"> Andrew Sharpe – CEO Nathan Watson – Acting Executive Director Community Services Paul Camins – Executive Director Infrastructure and Environment Samantha Stevens – Manager Recreation Services Judith Want – Club Development Officer Annabel Paulley – minute-taker 	<ul style="list-style-type: none"> Tennis Centre Project Working Group Concept development / rescoping Project coordination 	
Department of Local Government, Sport and Cultural Industries	<ul style="list-style-type: none"> Chris Thompson – Regional Manager Great Southern 		
Tennis West	<ul style="list-style-type: none"> Olivia Birkett – Places to Play & Government Relations Manager Greg Wood – Regional Lead – South 		
Lower Great Southern Tennis Association	<ul style="list-style-type: none"> Les Bairstow – President Vanessa Hillman – Treasurer Jacalyn Brennan – Secretary Vincent Brochard – Regional Coach 		
Merrifield Park Tennis Club	<ul style="list-style-type: none"> Eileen Bairstow – Vice Captain 		
Lawley Park Tennis Club	<ul style="list-style-type: none"> Jenny Rickerby – Secretary John Corson – member 		
Emu Point Sporting Club	<ul style="list-style-type: none"> Mark Loveridge – member Colin Veale – Tennis President 		
Roberts Gardiner Architects	<ul style="list-style-type: none"> Michael Roberts – Director Scott Gardiner – Director 		<ul style="list-style-type: none"> Concept plans and QS engagement / provision of indicative cost estimates
Keston Economics	<ul style="list-style-type: none"> Richard Ball – Director Michael Keeler – Director 		<ul style="list-style-type: none"> Business case development Life Cycle Cost Analysis development

4.3 Other Consultations

A Site Classification Report was compiled by Great Southern Geotechnics in July 2018 for the site proposed for the Albany Tennis Centre. The field investigation consisted of three boreholes excavated on-site to depths of up to 1.5m using a 100mm Hand Auger. These test holes were located across the proposed building envelope. All soil layers encountered were visually assessed and classified on-site.

The Characteristic Surface Movement (Ys) that the site may experience due to variations in subsurface moisture conditions during normal climatic changes was calculated to be 0mm - (refer to AS2870 – Section 2).

This Ys value indicates that the underlying soil profile has little to no potential to swell/shrink under normal climatic changes. This swelling &/or shrinking of the soils, particularly clay soils, is attributed to the absorption &/or loss of moisture.

The site classification was determined by visual assessment of relevant site conditions, analysis of the soil profiles revealed by the Test Pit logs, and laboratory testing of samples taken from the boreholes.

In accordance with Australian Standard 2870 (2011) Residential slabs and footings, the area showing the proposed location of the Albany Tennis Centre - Centennial Park, Albany 6330 is classified as Class A.

5 Designs and Development

The final concept has been determined through various project stages, including detailed consultation, current infrastructure audit and feasibility study by external consultant Dave Lanfear Consulting, concept rescoping work by the Tennis Centre Project Working Group, and final concept designs by Roberts Gardiner Architect. The following subsections outline the outcomes from each of these key stages.

5.1 Audit of Current Tennis Infrastructure

5.1.1 Feasibility Study Audit

In order to understand the current issues related to existing infrastructure, a visual audit was undertaken of each venue as part of the feasibility study process. Images and a detailed appraisal are attached at Appendix D of the supporting feasibility study. A summary is provided in Table 18 below.

Table 18. Visual Audit Outcomes for City of Albany Tennis Infrastructure – Dave Lanfear Consulting

Facility	Audit Outcomes
Emu Point Sporting Club and Tennis Section	<ul style="list-style-type: none"> • Emu Point Sporting Club consists of two bowling greens (and a third which is currently out of commission and used as an informal play area) and six tennis courts (synthetic grass base on a hard-concrete surface). • A series of buildings, including the main sporting clubhouse, are located on site. • A tennis shelter (including administrative office and roller shutter doors to the pavilion area) lies to the south of the tennis courts and to the northeast of the main sporting club facility. Additional detached storage is provided and maintenance equipment is stored in the facility. • The site area covers 1.75ha. Due to the extent of bushland and residential development surrounding the site, it is relatively constrained. • The tennis courts are surrounded by high chain link fencing with a good level of available shade and a viewing shelter. There are, however, no floodlights to facilitate evening use. • Signage on the courts indicates visitors are welcome and club tennis operates from 12:30 on Saturdays, with Ladies from 1.00pm on Wednesdays and Men’s from 1.00pm on Thursdays. • Direct access to the sporting club from the tennis section is via a series of steps and handrails to the north. • Overall, the condition of the facility (tennis club infrastructure) is reasonable. The sporting club is showing signs of ageing and there are areas in need of investment to enhance the built asset.
Lawley Park Tennis Club	<ul style="list-style-type: none"> • Lawley Park Tennis Club is located overlooking Albany Port within a parkland setting. The park extends up a steep bank to the main west to east access road (Brunswick Road) from Albany to the ANZAC Centre and Middleton Beach. • The tennis club consists of six hard courts with no floodlighting to facilitate night time use. • To the eastern side of the courts (and to the north of three of the courts) is the clubhouse facility, which is built into the banking and extends two storeys in height. A series of smaller buildings surround the main clubhouse structure for players/ competition administration and storage/maintenance equipment. • The buildings need investment and there are signs of water inundation in areas. The drainage around the site also highlighted issues with debris blocking access pipes. • The tennis courts are showing signs of wear and are ageing with the surface in some areas requiring re-surfacing. This is hampered by a number of mature trees which surround the facility and within the parkland. Whilst these provide shelter from the wind, they also have the potential to impact on the surface through wind-blown debris, root system and additional moisture.
Merrifield Park Tennis Club	<ul style="list-style-type: none"> • Merrifield Park Tennis Club is located to the south of Wolfe Road to the east of its junction with Little Oxford Street. It is located some 5km north west of Lawley Park Tennis Club. The site provides four unlit hard tennis courts which are placed side by side along the road frontage with a clubhouse building and car park (unmade) to the east. • The surface is showing signs of degradation being cracked in areas and water pooling on the surface. The surface, if not treated, will only degrade further and result in serious trip hazards for players. • The clubhouse building is constructed of colourbond. Investment has recently been provided to the club to upgrade the kitchen area which looks in good condition. The facility is basic, but functionally sound for the needs of a local tennis club.
South Coast Tennis Club	<ul style="list-style-type: none"> • The South Coast Tennis Club is located some 6km south of Merrifield Tennis Club to the west of Bay View Drive. It comprises three unlit tennis courts, of which two were functioning at the time

	<p>of the visit. A clubhouse building/storage building is located on the north west side of the courts with roller shutters opening up to create a view over the courts. It is a small colourbond building accessed directly off Bay View Drive.</p> <ul style="list-style-type: none"> • The site is surrounded by mature trees and this gives rise to debris being present on the surface. The courts are not in a good condition and the surface, whilst upgraded on two of the courts, is uneven and worn. • The absence of floodlighting limits the capability of the courts to provide for extended night time use. Social tennis operates on Saturday afternoon from 1:30pm.
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5.1.2 Additional Condition and Club Audit – December 2019

A separate audit was also carried out in December 2019 by the City of Albany. Key findings are as follows:

South Coast Tennis Club

The South Coast Tennis Club memberships are steady at 18 members with reported interest shown by potential members on a regular basis.

The existing surface is a bitumen seal with a coarse sand aggregate with varying degrees of wear and degradation across the three courts. Court 3 received a bitumen resurfacing in 2017 that was fully funded by the Club. At the same time the area bordering all three courts was resurfaced.

The top surface of bitumen on Courts 1 & 2 is wearing and exposing the previous blue acrylic treatment. The cracking in Court 1 is flush with the surrounding surface and inconsistent in its direction. This could be due to excessive fines (clay) in the pavement material causing the expansion and contraction of the pavement which is showing at the surface. Further geotechnical investigations would be required to confirm this.

The line marking at this facility has been renewed numerous times. This has led to the newer paint adhering to the existing lines and when drying it contracts slightly to lift the outer edges of the paint. The outer edges of the paint are significantly raised from the playing surface with the lines now causing a tripping hazard to users of the courts. The lines are deteriorating and breaking up when impacted by the users of the courts or the tennis ball itself.

The South Coast Tennis Club has managed their limited membership fees well to date. The club has made proactive decisions with the sole desire of maintaining and maximising the use of their facility.

A crack sealing exercise must be undertaken on Court 1 in the very near future to ensure that water is not able to reach the pavement layers beneath the playing surface. Water ingress to the pavement layers will decrease the life of the court.

The City engages a contractor each year to undertake sealing exercises on the City’s road network. The South Coast Tennis Club may benefit from aligning a court resealing exercise with the City’s road resealing program. It is recommended that the Club contact the City when they have a schedule of works to see what can be done to reduce costs of sealing.

The layers upon layers of paint is causing a raised tripping hazard. The line marking needs to be removed back to flush with the surrounding playing surface prior to a resealing or further line marking.

<p>Significant cracking evident.</p> <p>Past crack sealing exercises have been undertaken.</p> <p>Previous acrylic surfaces are becoming exposed through the degradation of the bitumen top surface.</p>	<p>Nil cracking evident.</p> <p>Past crack sealing exercises have been undertaken.</p> <p>Previous acrylic surfaces are becoming exposed through the degradation of the bitumen top surface.</p>	<p>Nil cracking evident</p> <p>Received recent bitumen resealing.</p>
<p>COURT 1</p>	<p>COURT 2</p>	<p>COURT 3</p>

Figure 9. South Coast Tennis Club - Observations 11 December 2019

Merrifield Park Tennis Club

The Merrifield Park Tennis Club looks to have managed their membership fees well to date. There appears to be a significant portion of their fees spent on maintaining their playing surfaces and club house building and surrounds.

The existing surface is asphalt with an acrylic playing surface. The two most western courts are the original courts that were constructed in 1959 using cinders. The two eastern courts were constructed using more traditional materials in 1979. All four courts received an asphalt overlay in 1995 with a green acrylic playing surface.

The cracking in the surface of Courts 3 & 4 is inconsistent in its direction. Typically, there would be some cracking at the junction of the white lines and the green playing surface due to the temperature differences, not so in this case. The inconsistent cracking and the age of the asphalt indicates that the asphalt is losing its elasticity or malleability.

The cracking in the surface of Courts 1 & 2 are also inconsistent leading to the same conclusion that the asphalt is losing its elasticity. It is evidenced by calcium staining that water is being pumped through the cracks to the playing surface of Courts 1 & 2. The cracking is slightly proud of the surface leaving a tripping hazard. Courts 3 & 4 are not experiencing the water pumping through to the playing surface which, considering the lie of the land being relatively flat and consistent, is indicating that the cinder foundation may be contributing to the water issue.

The Club has made proactive surface maintenance decisions by undertaking 12 monthly rolling and painting exercises which extends the surfaces useable life. The Club engages a local contractor to roll smooth the surface then repaints the surface themselves. This has been an effective use of the clubs maintenance funds and has extended the life of the surface.

A crack sealing exercise must be undertaken across all four courts in the very near future. This will only assist in extending the life of the surface. There are silicon based sealants designed for tennis courts that would be suitable for use on Courts 3 & 4 where the pavement below is structurally sound and the cracking is in the asphalt surface only.

Courts 1 & 2 have the additional issue of water being pumped through the cracks to the surface. The recommendation for these courts is a reconstruction to remove the cinder foundation with the new pavement to include sub-soil drainage. A solution such as this would need further pavement design in order to achieve the best results.

<p>Heavy cracking evident</p> <p>Subsurface water is being pumped through to the playing surface as evidenced by the calcium staining.</p> <p>Multiple rolling and crack sealing exercises have been undertaken.</p>		<p>Significant cracking evident.</p> <p>Multiple rolling and crack sealing exercises have been undertaken</p>	
<p>COURT 1</p>	<p>COURT 2</p>	<p>COURT 3</p>	<p>COURT 4</p>

Figure 10. Merrifield Park Tennis Club - Observations 11 December 2019

Lawley Park Tennis Club

The Lawley Park Tennis Club has spent a significant sum in resurfacing all 6 courts in 2012. The resurfacing included the placement of asphalt incorporating geotextile then surfacing with a blue acrylic. Since this resurfacing there has been very little maintenance required on the playing surface.

Courts 5 & 6 are experiencing some inconsistent cracking, which is a sign of expansion and contraction in the pavement layers beneath. It was reported that these two courts were constructed on a clayey material. The pavement material is likely the cause of this cracking.

Courts 1 through 4 do have some sparse, minor cracking. A watch and act approach to this minor cracking is advised. Courts 1 & 2 experience heavy leaf litter from the nearby pine trees. The pine needles have stained these courts. The removal of the staining has been done using chemical and mechanical cleaning methods. Using these methods has resulted in the removal of some of the surface texture from these courts.

A crack sealing exercise must be undertaken across Courts 5 & 6 in the very near future. This will only assist in extending the life of the surface. There are silicon based sealants designed for tennis courts that would be suitable for use on these courts. In order to penetrate the minor cracks a less viscous material will be needed. The material will need to be recommended by a court surface specialist.

A watch and act should be placed on the minor cracking across the entire playing surface. Consider the establishment of an intervention level based on the width of a crack.

Regular cleaning of the court surface, including through the off-season, will assist in keeping the staining at bay. Minimising the water blasting of the surface will reduce further loss of texture. Continual blasting of the surface will ultimately result in the requirement to renew the acrylic playing surface.

Light cracking evident Some surface staining caused by pine needles. The removal of the staining through mechanical and chemical cleaning has resulted in the reduction of texture on the playing surface.		Light cracking evident Adequate surface texture.		Moderate cracking showing through the playing surface. Advised that this court was constructed of poor pavement material containing significant fines. The style of cracking lends itself to the expansion and contraction of the pavement supporting the playing layer	
COURT 1	COURT 2	COURT 3	COURT 4	COURT 5	COURT 6

Figure 11. Lawley Park Tennis Club - Observations 11 December 2019

5.2 Tennis Centre Project Working Group Rescoping

5.2.1 Background

Following the presentation of the Regional Tennis Centre Feasibility Report to Council (March 2020) City Officers were asked to:

1. Rework the scope of the project and re-run the model again in line with a district provision that focuses on meeting district tennis and community needs only as opposed to a regional and elite competition sporting provision.
2. Review the sites and co-location partners to ensure good fit.
3. Review the Feasibility Study Recommendations and update to reflect the new model.
4. Develop high level concept plans and costings to assist with future decision making.

The project working group, consisting of tennis clubs (Emu Point Tennis Club, Merrifield Tennis Club, and Lawley Park Tennis Club), the Lower Great Southern Tennis Association (LGSTA), Tennis West (TW), Department of Local Government, Sport and Cultural Industries (DLGSC) and City officers, was re-convened to oversee the project and reworking of the model.

Additionally, DLGSC advised that site planning, even for a district facility, would need to provide for future expansion and provision (up to 16 courts) for the sport to develop.

5.2.2 Reworked Project Scope

To assist with understanding a reduced scope and impacts, the Project Working Group (PWG) reviewed the Tennis 2020 Facility Development and Management Framework for Australian Tennis - Hierarchy of Facilities (Document 1). Using a compare and contrast model, the PWG reviewed the facility hierarchy requirements for a Regional Tennis Centre vs Large Community Tennis Centre vs District Tennis Centre. During this process the DLGSC representative noted the need for planning to accommodate up to 16 courts to address current need and future proof the sport.

On review, the Large Community Tennis Centre requirements with provision of up to 16 courts were assessed as a more suitable fit to meet the needs of the regional tennis community whilst providing opportunity to host competition.

Court Requirements

- Minimum 10 courts with at least 80% mix of ITF surface codes (acrylic, clay, grass), with space on-site for up to 16 courts.
- Floodlit ITF club competition standards (staged to 500 lux) - 500 lux is a key point of difference positioning Albany Community Tennis Club as the regional tennis centre.
- Main Court that can support seating (either fixed or mobile) for local and regional tournaments.

- Capacity for hot-shot courts – there are no hot shot courts in the region, with the closest located 347 km away in Cowaramup in the South West.

Clubhouse Requirements

- Male and female change rooms including showers.
- Café/kiosk & preferably licensed social facilities.
- Administration office.
- Outdoor shaded social areas for events and social nights.
- Floodlit sealed parking.

5.2.3 Post-Feasibility Site Evaluation

Although the feasibility study determined Collingwood Park to be the preferred location based on various unknowns and issues with the previously selected Centennial Park site option (originally constrained by land availability issues), the Tennis Centre Project Working Group were tasked with rescoping the project due to the high costs of initial options and in line with recommendations from the State Government and City of Albany Council Resolution CCS233. In doing so, the Working Group reevaluated the site options based on 11 strict criteria and including a new option for the Centennial Park Eastern Precinct, in light of the original cultural and land availability issues associated with the Central Precinct. The criteria included:

1. Size of available area;
2. Accessibility by car;
3. Ease of access to the site (walk, cycle, public transport);
4. Proximity to residential development (loss of residential amenity);
5. Proximity to existing infrastructure;
6. Current usage;
7. Level of stakeholder support;
8. Potential for shared use opportunities and co-location;
9. Proximity to current membership;
10. Affordability; and
11. Potential to increase the sport’s visibility, profile and membership.

Outcomes from the evaluation are identified in the following tables.

Table 19. Tennis Feasibility Study – Tennis Centre Site Assessment – Collingwood Park

Assessor	Assessment Criteria												Comments
	1	2	3	4	5	6	7	8	9	10	11	Ave.	
Dept LGSCI - State Government	9	9	3	6	7	8	6	6	3	2	3	5.6	
Emu Point TC	8	6	7	4	8	10	4	5	1	2	3	5.3	Positioning to North - South
Lawley Park TC	10	6	3	4	9	9	3	4	2	1	2	4.8	Wind factor 5
LGSTA - Regional Body	8	4	3	4	5	7	7	4	5	1	2	4.5	Undeveloped site. It will require major groundworks & infrastructure at a high costs. Site deemed as lacking public visibility & not readily accessible via walking, cycling & public transport.
Merrifield TC	8	4	1	4	6	7	7	4	4	1	1	4.3	Expensive \$20M+. No traffic/public visibility. 1 small primary school close by. Not close to CBD. Close to existing EPTC. Building this would be a fail.
Tennis West - State Body	8	5	6	4	7	7	3	6	6	2	7	5.5	Move to a North-South orientation. Limited car park quantity and poor bus access for whole site. Significant costs for capital works. Moderately desirable location regarding proximity to some schools and major roads.
Average	8.5	5.7	3.8	4.3	7.0	8.0	5.0	4.8	3.5	1.5	3.0	5.0	

Table 20. Tennis Feasibility Study – Tennis Centre Site Assessment – Emu Point (2a)

Assessor	Assessment Criteria												Comments
	1	2	3	4	5	6	7	8	9	10	11	Ave.	
Dept LGSCI - State Government	3	1	8	6	3	8	7	5	4	7	3	5.0	

REPORT ITEM CCS472 REFERS

Business Case – Albany Tennis Centre

Emu Point TC	8	6	9	9	7	10	9	9	8	8	6	8.1	Relatively protected from the work of the prevailing winds/weather
Lawley Park TC	4	3	4	4	2	4	2	4	1	3	2	3.0	Wind Factor Rating 7
LGSTA - Regional Body	2	4	3	4	3	4	4	2	4	4	2	3.3	Considered impractical due to relatively secluded location, overloading of site (particularly during the summer months) and existing high levels of residential / retirement / elderly citizens & holiday accommodation businesses.
Merrifield TC	1	4	4	4	4	4	7	2	4	4	1	3.5	Addition to existing club/courts. 2 summer sports together. Noise and Lighting concerns. Not near to schools or town central.
Tennis West - State Body	8	3	5	7	3	8	4	5	4	6	3	5.1	Site is limited by aged care facility, small car park and road boundaries. Existing club house not within line of site of proposed courts (spectators and comps/tournaments). Lights & PA system difficult with residential site.
Average	4.3	3.5	5.5	5.7	3.7	6.3	5.5	4.5	4.2	5.3	2.8	4.7	

Table 21. Tennis Feasibility Study – Tennis Centre Site Assessment – Centennial Park Central Precinct (4a)

Assessor	Assessment Criteria												Comments
	1	2	3	4	5	6	7	8	9	10	11	Ave.	
Dept LGSCI - State Government	8	9	10	4	10	8	8	9	7	3	9	7.7	
Emu Point TC	5	4	8	6	9	8	5	5	1	5	6	5.6	Substantial fill required to avoid rising water levels at certain time of the year.
Lawley Park TC	6	8	9	7	9	7	4	7	5	5	9	6.9	Wind Factor Rating 1
LGSTA - Regional Body	9	7	9	4	9	10	10	9	10	3	10	8.2	very sound location. Highly visible & accessible however infrastructure costs perceived to be particularly high.
Merrifield TC	9	8	9	4	9	7	8	8	8	8	8	7.8	Great site, costs to develop would be more than site below.
Tennis West - State Body	4	7	9	8	10	8	7	5	8	2	9	7.0	Orientation of tennis courts to north-south. Land close to water/swamp and limited for expansion Cross dual carriage-way to get to amenities. Good accessibility and proximity to existing tennis members and schools.
Average	6.8	7.2	9.0	5.5	9.3	8.0	7.0	7.2	6.5	4.3	8.5	7.2	

Table 22. Tennis Feasibility Study – Tennis Centre Site Assessment – Centennial Park Eastern Precinct (9)

Assessor	Assessment Criteria												Comments
	1	2	3	4	5	6	7	8	9	10	11	Ave.	
Dept LGSCI - State Government	10	9	10	9	8	9	8	9	7	9	9	8.8	
Emu Point TC	8	8	9	9	8	10	6	7	1	7	8	7.4	Some concerns re; exposure to the prevailing winds/weather at certain times of the year.
Lawley Park TC	7	10	9	9	9	9	8	9	5	8	9	8.4	Wind Factor Rating 3
LGSTA - Regional Body	10	10	10	9	9	10	10	9	10	9	10	9.6	Excellent location. Highly visible & accessible by all forms of conveyance. Proximity to 14 schools within a 6km radius. High level of existing infrastructure already in place. Modest additions to existing infrastructure required at estimate minimal cost.
Merrifield TC	10	10	10	10	9	10	9	10	10	9	10	9.7	Perfect site. Needs only a small clubhouse added. \$1.4M for 16 courts. A site that has been very attractive from the start. Links with

														the centennial stadium well. Close to school and bus route. Visible to the public. Winter/Summer sport 10/10
Tennis West - State Body	8	8	10	7	10	8	10	6	8	4	9	8.0	Space for required number of courts. Good accessibility and proximity to existing tennis members and schools. Multi use facilities to be expanded on to suit the needs of tennis.	
Average	8.8	9.2	9.7	8.8	8.8	9.3	8.5	8.3	6.8	7.7	9.2	8.7		

Table 23. Tennis Feasibility Study - Tennis Centre Site Assessment - Averages

Site	1 Size of available area	2 Current usage	3 Accessibility by car	4 Ease of access to the site (walk, cycle, public transport)	5 Proximity to residential development (loss of residential amenity)	6 Proximity to existing infrastructure	7 Level of stakeholder support	8 Potential for shared use opportunities and co-location	9 Proximity to current membership	10 Affordability	11 Potential to increase the sport's visibility, profile and membership	Average	Rank
Collingwood Park	8.5	5.7	3.8	4.3	7	8	5	4.8	3.5	1.5	3	5	3
Emu Point (2A)	4.3	3.5	5.5	5.7	3.7	6.3	5.5	4.5	4.2	5.3	2.8	4.7	4
Centennial Park Central Precinct (4A)	6.8	7.2	9	5.5	9.3	8	7	7.2	6.5	4.3	8.5	7.2	2
Centennial Park Eastern Precinct (9)	8.8	9.2	9.7	8.8	8.8	9.3	8.5	8.3	6.8	7.7	9.2	8.7	1

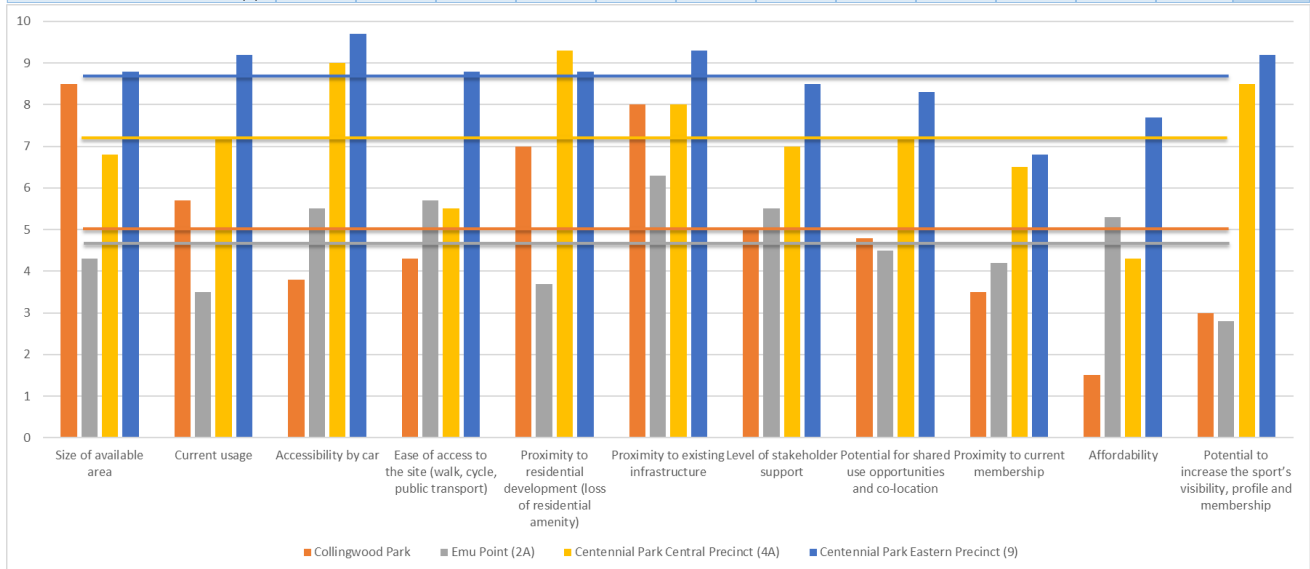


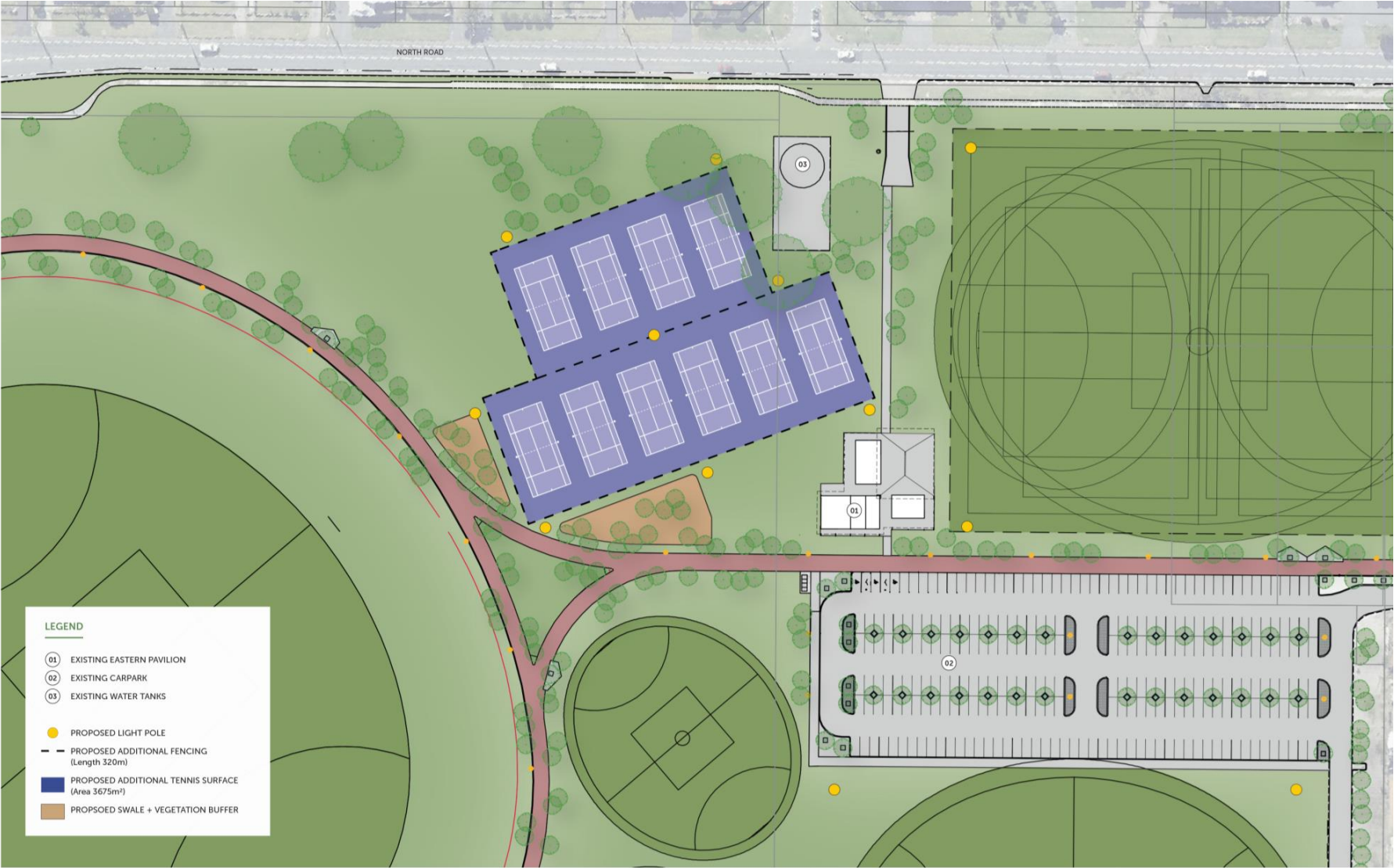
Figure 12. Tennis centre assessment summary

5.3 Proposed Capital Development Works

The proposed concept will see the development of tennis infrastructure to support the newly formed Albany Tennis Club, including:

- 10 Laykold Gel Coat consistent surfaces to attract tournaments and to ensure equity of experience in playing, coaching and game competition.
- International Tennis Federation minimum standards for all 10 courts.
- Capacity for 40 mobile hot-shots courts – a key factor positioning the facility as a regional tennis centre and facilitating enhanced junior tennis participation.
- Floodlighting for all 10 courts, with the staged option for Recreational (district competition (350 lux) to state competition (500 lux) lighting levels – 500 lux lighting is a key point of difference positioning the facility as a regional tennis centre.
- A Book a Court system (enabling the community to book courts via a mobile application at any time – another key factor to position the facility as a regional tennis centre.

The facility already provides ample parking, universal access ablutions and a kiosk. Temporary seating will be tailored for the individual event and capacity required.



LEGEND

- 01 EXISTING EASTERN PAVILION
- 02 EXISTING CARPARK
- 03 EXISTING WATER TANKS
- PROPOSED LIGHT POLE
- - - PROPOSED ADDITIONAL FENCING (Length 320m)
- PROPOSED ADDITIONAL TENNIS SURFACE (Area 3675m²)
- PROPOSED SWALE + VEGETATION BUFFER

ALBANY COMMUNITY TENNIS CENTRE - CONCEPT PLAN
CENTENNIAL PARK : EASTERN PRECINCT

1:1000 @ A3



LAST UPDATED: 02.02.2021

6 Budget and Funding Strategy

6.1 Detailed budget

The total capital development budget is \$2,832,800 (excluding GST) and has been estimated by quantity surveyor Chris O’Keefe based on standard construction and materials rates and a number of quotations received for floodlighting, courts and the Book a Court system. The following table breaks down key components of the budget, with detailed breakdowns included in Appendix D.

Table 24. Part A capital development budget

Item	Cost (\$)
Preliminaries	179,470
Earthworks	226,255
Siteworks	1,037,475
Hydraulic services	122,300
Electrical services (including 500 lux floodlighting and power supply upgrade)	590,000
Booking system	18,000
Subtotal (Total Cost from Summary)	2,173,500
Design Contingency (10%)	217,350
Professional Fees Allowance	239,150
City of Albany Costs	100,000
Escalation to Tender Allowance	102,000
Subtotal	2,832,000
GST	283,200
TOTAL INDICATIVE COST ESTIMATE	3,115,200

6.2 Programme funding requirements

Funding is requested through the Building Better Regions Fund to support the \$2.8m (exc. GST) capital development works and support contributions from the City of Albany, local clubs, Tennis West and Government of Western Australia. The City of Albany will commit an additional \$100,000 of in-kind project management.

Table 25. Funding request (excluding GST)

Funding Body	Funding Amount (exc. GST)	% Total	Status
Building Better Regions Fund	\$990,000	35.0%	Requested
Tennis West / Tennis Australia	\$200,000	7.1%	Funding for 15% or up to \$200,000 of court infrastructure in regional communities - confirmed in principle
Lower Great Southern Tennis Association	\$100,000	3.5%	Confirmed
City of Albany	\$542,000	19.1%	Confirmed
Government of Western Australia	\$1,000,000	35.3%	Election promises - \$1m from Liberals and Nationals, and \$200k from Labor
Total	\$2,832,000	100%	-

6.3 Funding Implications – Impact of Non-Delivery

The Tennis Centre Project Working Group consider the Albany Tennis Centre development as a priority infrastructure and community development project, particularly in addressing significant gaps in the market to grow tennis as a sport and to address ageing infrastructure issues across Albany’s fragmented facilities.

The project is expected to have a strong economic impact (Section 7), as well as helping to address Albany and Great Southern regional challenges (Section 2 and 3). The Tennis Centre Project Working Group have strong ambitions to fulfil all associated objectives and realise identified benefits. As such, if the requested funds were not received, the project would remain a priority and alternative sources would be sought, however with considerable cost and timing inefficiencies that would reduce the potential impact of the project.

Table 26. Impact of non-delivery

Financial	Result in cost inefficiencies, such as forced staged breakdown and development, escalation to tender, etc.
Economic	Reduced or delayed economic diversification and stimulation associated with community use, events, tourism, participation, public realm enhancements, volunteering, etc.
Social/Community	Unmet need. Reduced participation and subsequent reduction in outcome potential for physical and mental health and social cohesion. Reduced opportunity and access to diversified experiences.
Government	Increased pressure on government from stakeholder groups demanding improvements or additions to sport and recreation infrastructure.

7 Economic and Financial Implications

7.1 Key Economic Factors

According to a 2018 Australian Sports Commission and KPMG report on the value of community sport infrastructure¹², the annual value supported by community sport infrastructure in Australia is at least \$16.2 billion, used by 18 million people annually and supported by 56.5 million hours of volunteer time annually. Sport infrastructure in Australia also employs 57,000 people and prevents 24,000 (disability adjusted life years) DALYs annually. The total estimated annual value of community sport infrastructure can be broken down to \$6.3 billion worth of economic benefit, \$4.9 billion worth of health benefit and \$5.1 billion worth of social benefit.

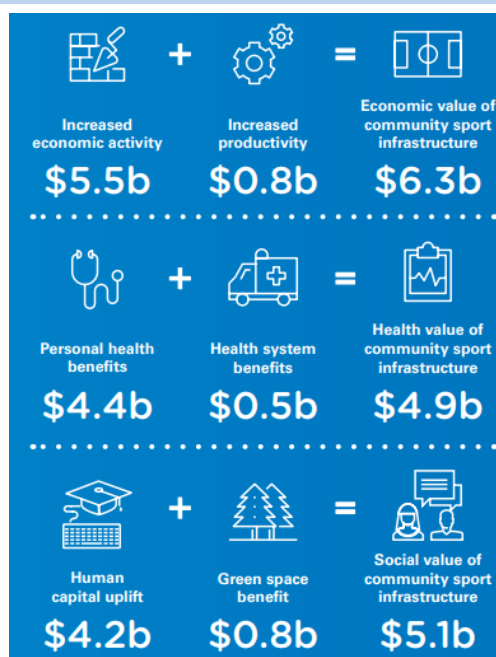
The \$6.3 billion worth of economic benefit includes the economic activity associated with the construction, maintenance and operation of community sport infrastructure and the increased productivity of those who are physically active as a result of such infrastructure.

The \$4.9 billion worth of health benefit includes personal benefits to those who are less likely to contract a range of health conditions which are known to be associated with physical inactivity and the benefits to the health system from a healthier population.

The \$5.1 billion worth of social benefit includes the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the broader community benefits of providing “green space” (e.g. sports fields). In addition, community sport infrastructure is a key driver and enabler of a range of other benefits which can only be considered on a qualitative basis at this point in time, such as social inclusion and community pride, as explored in Section 3 above.

Without community sport infrastructure, delivery of the combined health, social and economic benefits outlined in this report would not be achieved. Positive social and health outcomes occur through participation in recreation-based activities, however community sport infrastructure is a critical factor that amplifies outcomes across the participation spectrum; from volunteers and officials to team members and social supporters. Importantly, community members do not need to be active sport participants to derive value and benefit from community sport infrastructure. These facilities draw communities together by providing a gathering place for a broad range of events, celebrations and meetings. Community sport infrastructure also supports greater amenity within local communities, enhances connectedness and community pride, and provides safe spaces for responses to disaster and security threats.

Looking more closely at the more direct and quantifiable economic impacts of the Albany Tennis Centre project, the following sections of this business case explore the benefits of general public realm enhancements, event attraction, physical activity and health outcomes, and volunteering.



7.1.1 Public Realm and Mixed-use Community Infrastructure Enhancement

In assessing the economic impacts that will accrue from public realm revitalisation, it is important to recognise the inter-related social and environmental impacts as well as the wider regional impacts that would accrue.

"...As towns increasingly compete with one another to attract investment, the presence of good parks, squares, gardens and other public spaces becomes a vital business and marketing tool..."¹³

A high-quality pedestrian environment and public realm is considered an essential component of the right business environment¹⁴. There is a range of evidence that investment in the public realm can have a positive economic effect, through¹⁵:

- Stimulating the local economy and generating above average private sector returns.
- Having a positive impact on perceptions of the area, especially non-local ones.
- Retaining and attracting workers.
- Attracting more customers and increased consumer spending.
- Increased tourism.
- Increased investment in local business.
- Improved image of businesses.

A high quality public realm has a fundamental role to play in ensuring that regeneration projects are sustainable in the long term. Integral to the success of the public realm is good urban design. CABE's Value Handbook sets out the economic benefits of good urban design in relation to local character, connections, mixed use and high quality public areas¹⁶:

- **Local character** - helps promote and give identity to towns and regions; contributes a competitive edge by offering difference.
- **Connections** - increases the success of local service shops and facilities; makes a site or area easier to access, increasing land values.
- **Mixed use** - increases value for those preferring a mixed-use neighbourhood; uses parking and transport networks more efficiently; increases the success of local shops and facilities; lowers spending on transport.
- **High quality public areas** - attracts people and activity leading to an improved economy.

The literature shows that there is a clear typology of economic benefits and impacts arising from improvements to the public realm:

- **Attracting investment** - The quality of the streetscape is important to the ability to attract customers or tenants and is a key factor in occupier decision making¹⁷. Investment in the public realm can not only attract businesses but also retain them.¹⁸
- **Increasing land and property values** - a high quality public realm contributes to adding value to land and property prices within an area.
- **Attracting visitors** - a high quality public realm in attracting visitors and increasing retail and leisure spend¹⁹. People are more likely to want to shop in a well-designed and more aesthetic environment. Consumers now have much higher demands and expectations and will subsequently seek a high-quality environment in which to spend their leisure time (shopping, eating out, etc.). Therefore, urban areas need to provide an appealing offer in order to successfully compete for customers (residents, businesses, visitors) and subsequently contribute to economic growth.
- **Increasing tourism** - Tourism is particularly reliant on a high quality public realm in order to attract visitors.
- **Improving productivity** - better designed environments beneficially impact on the productivity and the health and satisfaction of the workforce.
- **Enhancing image** - There is recognition that a high quality public realm can help businesses build a good image and reputation which will provide a basis for growth¹⁸.

These impacts will translate into investment flows and expenditure flows generated by both consumers and businesses which in themselves will generate the potential for further positive benefits (e.g. additional investment and consumer expenditure supporting further business development and job creation).

The public realm clearly demonstrates the characteristic of a public good; consumers cannot easily be excluded from public space and so are unlikely to be willing to pay in order to enjoy the consumption of it. With no financial return being provided through the price mechanism, producers have little incentive to invest in the public realm.

As with other public goods, intervention by the public sector is justified in order to ensure the more effective supply of publicly accessible space within towns. In addition, positive externalities will arise from investment in the public realm as investment in one area will provide the opportunity to secure spill-over benefits across a wider area and for producers and consumers that are not direct users of the area that has been improved.

Similarly, if investment in the public realm is not undertaken and the supply and quality of public open space deteriorates, this may bring negative externalities or spill-over costs across a wider area and to other producers and consumers.

The following diagram illustrates both the economic and social benefits that will accrue from the project in the context of a ‘theory of change’ model, i.e. “...a systematic and cumulative study of the links between activities, outcomes and context of an initiative.”²⁰ It shows how and why the project will cause an effect through economic benefit flows that will translate into further expenditure flows and investment flows by both business and consumers.

Economic development is part of community development, which seeks to build all five community capitals: economy, environment, social structures, attitudes and assets. Economic wealth is at the core of secure, sustainable environments for people and business to trust each other and reduce disadvantages.

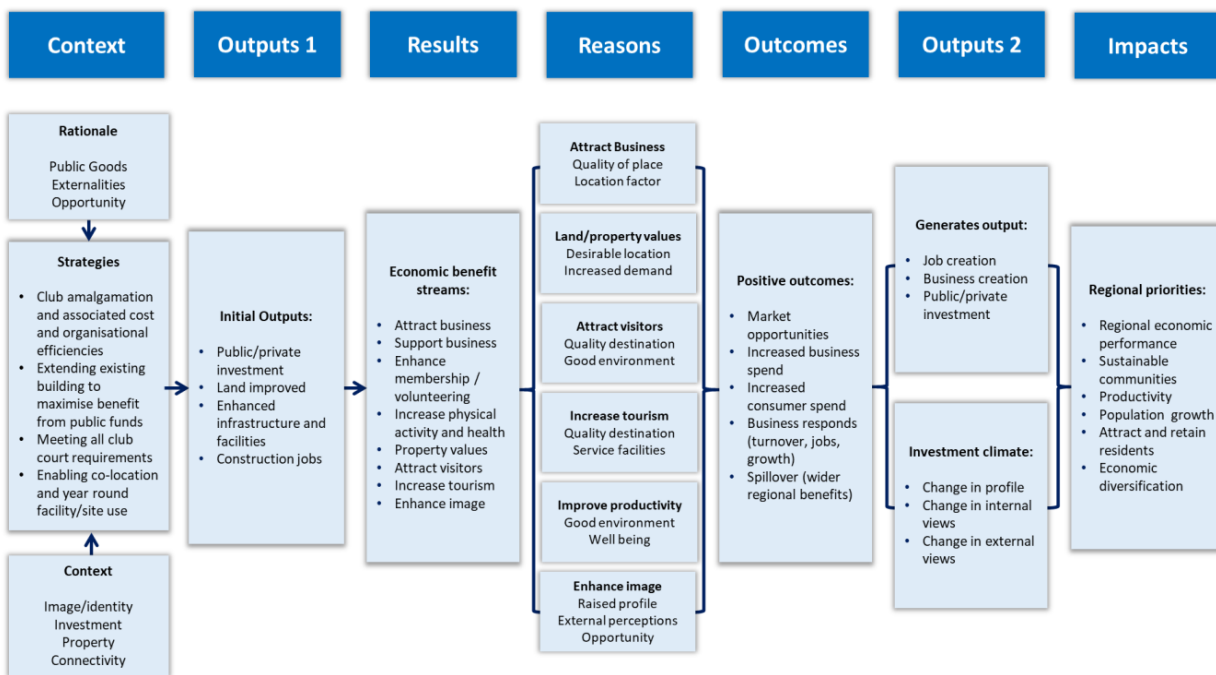


Figure 13. Theory of change model

Regional development, when properly implemented, can be very beneficial to increasing the population and bringing economic growth and sustainability by: (i) promoting regions as a place to invest, work and live; (ii) creating and promoting attractions and activities to attract and retain the population or visitors; and (iii) fostering a positive business environment for business and industry. Albany and the region must address the needs of attracting investment, improving living conditions, reducing disadvantage, creating a secure environment for people and

business, motivating people whilst encouraging active citizenship and skills improvement, reducing barriers to learning opportunities and raising people’s aspirations. This will all be based on developing and improving the existing assets in the community.

7.1.2 Participation, Physical Activity and Health Outcomes

According to The Department of Health and Australian Bureau of Statistics results from the 2011-12 Australian Health Survey²¹, 2.6% of the total disease burden in Australia was due to physical inactivity. It goes on to state that if all Australians did an extra 15 minutes of brisk walking for at least five days each week, this would reduce disease burden due to physical inactivity in the population by approximately 13%, By increasing this to 30 minutes, the burden of disease attributed to physical inactivity could be reduced by 26%.

A 2008 Medibank Private report on the cost of physical inactivity²² finds that the direct net cost of physical inactivity in Australia was estimated to be \$719 million per annum. Including productivity (\$9.3b) and mortality (\$3.8b) costs the total is brought to \$13.8 billion. Ignoring the well documented increase in attributable non-communicable disease since 2008, the relative cost of physical inactivity in 2016 can be estimated against the consumer price index (CPI) as \$16.4 billion. This represents total change in cost is 18.9 percent, over 8 years, at an average annual inflation rate of 2.2 per cent (ABS CPI calculator).

Assuming the rate of burden is relative across Australia, and ignoring the underlying demographic profile of Albany and the region (e.g. age profile and socio-economic factors which are likely to increase the rates of NCDs and physical inactivity compared to other areas such as capital cities and larger regional centres), Albany’s share of costs related to physical inactivity would be 0.16% of the national total, or approximately \$25.6 million. This is relative to Albany’s share of the national population (ABS 2016).

For the purpose of quantifying economic impact, only residential participation increases are considered. If all residents of Albany were to engage in additional physical activity, based on Department of Health and ABS observations, this would result in the following cost savings, depending on the level of physical activity. Over at least the next decade, the project developments are expected to encourage and engage an additional 1% of the population (c.320 persons) to participate in regular physical activity. The table below is therefore further broken down to indicate the tangible anticipated benefit of the additional persons engaging in regular physical activity as a result of the project.

Table 27. Potential cost savings from encouragement of greater physical exercise.

	15 minutes physical activity (at least 5x per week)	30 minutes physical activity (at least 5x per week)
Cost saving for 100% of the population (baseline)	\$3.33 million	\$6.65 million
Cost saving for assumed 1% of the population engaging in additional regular physical activity due to the clubroom enhancements.	\$33,280	\$66,560

This would also equate to a final attributable cost saving of \$180 per person who can be encouraged to engage in regular physical activity.

Significant increases in facility usage is expected in Albany as a result of the project. The following tables provide a breakdown of current Merrifield Park Tennis Club (MPTC) and Lawley Park Tennis Club (LPTC) usage compared with expected Albany Tennis Centre usage.

Table 28. MPTC and LPTC current facility usage

Day	Club Use	Approx. Numbers
Monday	LPTC & MPTC– Junior & Senior coaching/Fitness classes	60
Tuesday	LPTC & MPTC coaching-Juniors & Seniors/Ladies Pennant Comp	75
Wednesday	LPTC & MPTC coaching-Junior & Senior	45
Thursday	LPTC & MPTC coaching - Junior & Senior/Afternoon social	60
Friday	LPTC & MPTC coaching- Junior/Senior/ Ladies morning social	55
Saturday	LPTC & MPTC	140

	<ul style="list-style-type: none"> • Morning (coaching) • Afternoon Social Tennis (all year) 	
Sunday	Merrifield Tennis Club – Afternoon Social Tennis (summer)	35

Table 29. Expected Albany Tennis Centre facility usage

Day	Club Use	Approx. Numbers
Monday	Coaching - Junior & Senior/Fitness classes/ Tennis In Schools/Training squads/Member use	170+
Tuesday	Coaching - Junior & Senior/Tennis in Schools/Corporate tennis/Training squads/Member use	170+
Wednesday	Coaching - Junior & Senior/Tennis in Schools/Night pennant comp/Member use	170+
Thursday	Coaching - Junior & Senior/ Tennis in Schools/Night pennant comp/Training squads/ Member use	170+
Friday	Coaching - Junior & Senior/Tennis in Schools/ Ladies Day social/Evening Junior Club / Member use	170+
Saturday	Coaching - Junior & Senior/Day social tennis/Member use after hours	230+
Sunday	Social Tennis	100+

7.1.3 Event Attraction

As described in Section 1 and 3, the current facilities heavily restrict the ability to host events of any significance. This is most notably due to the lack of floodlighting, the current quality of playing surfaces, the lack of spectator areas, and the disparate nature of three separate clubs and facilities in three separate locations with different types of playing surfaces. The proposed Albany Tennis Centre will address all of these concerns and enable an estimated one high-level state event every two years and one medium-sized regional/state level events per annum. Additionally, the new facility may attract higher profile events, such as national level exhibition matches; however this has not been factored into the analysis to allow more conservative assessment and consider the potential for long-term disruption to intrastate and international travel associated with COVID-19.

As identified in Section 3, sporting events are acknowledged as providing economic development opportunities if coordinated and aligned to other visitor experiences. There has been a push to develop a unique set of circumstances which will attract visitors to regional areas to assist in developing the economy and sustaining a viable local workforce.

It is the aspect of the project that will also deliver part of the principal economic benefits that are considered in this business case and the cost benefit analysis. Additional quantifiable benefits included in the analysis are those from increases in physical activity participation and volunteerism (see above and below). Further sport and community benefits could be included in the analysis, such as the value of increased educational attainment as a result of participation increases, or improved walkability/cyclability and public realm enhancements that encourage reduced motor vehicle use and subsequent emissions reductions, but these are more difficult to quantify in a robust and tangible manner. There are also non-economic benefits that flow from increased expenditure on culture which by their nature are not easily measurable, such as giving people a sense of identity, encouraging self-expression and creativity, creating and preserving Australia's heritage and traditions, as well as providing an enjoyable experience. Without quantifying these benefits however, those included in the analysis are sufficient alone to demonstrate a positive net present value and strong support for the proposed developments.

For the hosting of events, there is a great deal of evidence that enables robust estimation of the economic impacts and to use these to develop a cost-benefit analysis to assess the attractiveness of the project as a public investment. To do this, it is necessary to estimate:

1. The market demand for events of a size/scale that are insufficiently accommodated in Albany.
2. The likely visitors from outside the region that would attend such events.
3. The economic benefit from increased visitation.
4. Targets for likely numbers of each type of event that will be attracted, per year.

Sports Marketing Australia state that \$244 per person per day for sports tourism events is the average additional spend that is attracted to the region through such events. In particular, they estimate that such events attract 1.8 visitors to every participant for juniors, 1:1 for adults (18-35yo) and for Masters events, it is 7:1. For more general events, such as conventions and exhibitions, Tourism Research Australia has estimated that \$1 million worth of tourism consumption in the Accommodation, Cafes and Restaurants industry generates \$2.042 million worth of goods and services production (throughout the economy) which, in turn, generates around 19.2 jobs²³, i.e. a multiplier of 2.042. Other analysis by the Australian Government’s Department of Resources, Energy and Tourism (RET) on the contribution of the tourism sector to the economy estimates the multiplier as 1.91, larger than other industries such as mining (1.67), retail trade (1.80) and education and training (1.38)²⁴. The latter work estimates a total employment multiplier of 11.4 per \$1 million of spend. For the cost-benefit analyses, the more conservative estimates of multipliers will be adopted.

7.1.4 Volunteering

The proposed Albany Tennis Centre provides significant additional avenues for volunteer involvement, such as through advocacy and planning, running clubs and groups, delivering events, and fundraising and maintenance. Growth in volunteering is expected in line with projected growth in membership. The value of volunteering to individuals, communities and the economy is considerable and can develop skills, boost self-confidence, give a sense of identity, provide fun and fulfilment and create and strengthen relationships and networks (see Section 3.2).

As an example, approximately 75% of Lawley Park and Merrifield Park Tennis Clubs’ members volunteer some of their time to club and wider community activities, with the average volunteer providing approximately 40 hours per year. This translates to approximately 5,550 hours of current volunteer activity per annum. Increases in participation and membership as a result of the project will have an even greater impact on volunteer contributions. The wider clubroom user base (e.g. junior football, cycling and triathlon) is also expected to contribute significant volunteer hours, however the quantification of provided time for these groups has been more difficult to estimate.

Two forms of benefits can be considered from volunteer work: output benefits, which are transferrable to others and represent the objective purpose of the volunteer work (for example, the activities undertaken for a club or its members) and process benefits (or costs), which accrue to the volunteer as a direct result of the volunteering activities (social interaction, sense of pride, other pleasurable experiences and so on). Process activities are important but lack clear ways of objective measurement and so value calculations of volunteering have generally focused on output benefits, which are easier to measure in economic terms. Output benefits could in theory be measured by examining cost of inputs and outputs at market rates of each volunteering processes and determining the “value added”, however this is impractical given the available data. An alternative approach is to place a market value on the time volunteers allocate to volunteering, and whilst this does not consider productivity or efficiency of volunteering activities, it does provide a more workable means.

Volunteering Australia provide advice on the base value of a volunteer hour which includes both the time value of money and other volunteer inputs such as travel time, car and phone use, use of personal items for volunteer activity, etc. Clarification was sought and provided from Volunteering Australia in February 2019 with the following outcomes: (i) The replacement cost for a volunteer aged 25-34 doing 1 hour a week, is \$2,132pa, or \$41 per hour (before any add on costs); and (ii) Social, cultural and economic value to an organisation of one hour of volunteer time per week is equivalent to \$3,981 pa, or \$76.58 per hour.

Given the above, and with 5,550 volunteer hours calculated for Lawley Park and Merrifield Park over the 2019/20 financial year, the current value of volunteering is \$652,569 per annum. Each new volunteer generated through enhanced amenity, membership and community use growth as a result of the project would be valued at approximately \$4,703 per annum.

7.2 Cost Benefit Analysis

7.2.1 Introduction

Cost-benefit analysis is a useful economic tool to evaluate the case for a project or proposal against the *status quo*. Importantly, it allows for an assessment in economic terms of intangible values. The impacts of a proposal for

investment or intervention in a market are measured in terms of the economic, social and environmental costs and benefits. Costs represent the public's willingness-to-pay to avoid the resulting consequences of the intervention, whereas benefits reflect the public's willingness-to-pay for the consequences. The evaluation of a particular proposal considers the effects on the community as a whole, in order to give a 'global' perspective. As far as possible, costs and benefits are expressed in monetary terms, although assigning monetary values to some intangible effects can prove difficult. The primary purpose of the analysis is to identify the social net benefit of a specific intervention or investment proposal. Essentially, the cost-benefit process aims to determine whether the total estimated benefits resulting from a proposal exceed the estimated costs, and therefore, whether the project would result in an economically efficient allocation of resources. Further background to cost-benefit analysis is provided in Appendix E.

7.2.2 Benefits in the Cost-Benefit Analyses

Quantifying the total benefits to an economy resulting from an increase in investment or direct spending can be a difficult task. The key benefits included in cost-benefit analyses are:

- The primary economic benefits from an increase in volunteering as a result of membership increase facilitated by the new club capacity;
- The ability to attract visitor from outside the region for new events attracted to the facility (e.g. exhibition matches); and
- Indirect benefits through the 'ripple' effect.

Other benefits could potentially be included, such as:

- Social benefits, including contribution to community wellbeing, cohesion and quality of life, particularly in recovering from COVID-19 related community impacts.
- Environmental benefits, such as increased physical activity and levels of public fitness that encourages active transportation modes (e.g. walking and cycling) rather than carbon emitting vehicles.
- The balanced integration of social and economic dimensions, which is a vital first step towards community wellbeing and sustainability.

However, it is difficult to estimate these in monetary terms in a robust way. Although estimates can be developed, they have not been included in the cost-benefit analysis, which focuses on the 'harder' economic benefits. Additional economic benefits could have been included associated with quality of life improvements (increased physical exercise and fitness). However, the economic value of these benefits is relatively low, and their inclusion is unnecessary to demonstrate a positive impact of the project overall.

Volunteering

As detailed in Section 7.1, the value of volunteering is \$117.58 per person per hour. This is based on Volunteering Australia advice obtained in February 2019, which includes the direct value of time, as well as other inputs such as social and cultural value, travel time, car and phone use, use of personal items for volunteer activity, etc. Given this, and with 5,550 volunteer hours calculated for Merrifield Park and Lawley Park over the 2019/20 financial year, the current value of volunteering is \$652,569 per year. Each new volunteer generated through enhanced amenity, membership and community use growth as a result of the enhancement project would be valued at approximately \$4,703 per annum.

In line with feasibility study estimates for growth in participation in tennis (i.e. based on population forecasts and current participation rates), a conservative growth in club membership of 3.31% per annum is assumed. Associated growth in volunteering is therefore beginning at approximately five per annum (184 additional hours) increasing to approximately seven new volunteers per annum over the 25 year analysis period (270 additional hours).

Event Attraction and Visitation from Outside the Region

The principal impacts from the events aspect of the proposed Albany Tennis Centre will be the provision of facilities and infrastructure that can attract and accommodate increased medium-scale events for the benefit of the region's community. For the purpose of this analysis, only the economic value of medium and large-scale sporting events

that have the potential to attract visitation from outside the region are considered. Tangible effects of more community-based functions and events can be difficult to ascribe a robust and fully justified economic value, and the value of medium and large-scale sporting or similar events coupled with the value of increased volunteering are sufficient alone to demonstrate a significant benefit cost ratio and net present value.

Approximately one new medium-scale regional/state level sporting events (e.g. attracting ca. 500 spectators including friends and family of entrants) is expected to be attracted each year, and one larger scale state level event (e.g. attracting ca. 2,000 spectators including friends and family of entrants) each two years (0.5 per annum in the analysis). Of these, an estimated 30% and 60% of the attracted spectators are assumed to be visiting from outside the region, respectively. This is an important distinction as projected additional spend in the region is only applicable to these attendees. As previously, Sports Marketing estimate \$244 per person per day for sports tourism events as the average additional spend attracted to the region.

It is noted that, due to the nature of events, these **visitors are predominantly expected to be intrastate, and the model is therefore unaffected by ongoing COVID-19 state and national border closures and other travel disruptions**. In fact, shorter-term intrastate domestic visitation to Albany and the region is projected to significantly increase due to inability of the local market to travel throughout Australia or internationally. Such additional benefits have not been calculated as the model already demonstrates a positive case for investment. There is additional capacity to attract large scale national events, such as exhibition matches, however the current border closures/restrictions will heavily affect this market and the benefit of such is therefore been excluded from the analysis.

Indirect impacts

In addition to the primary economic benefits, there is a multiplier effect to be expected. That there is a 'flow-on' effect in the economy is self-evident and using the direct tourism contribution alone will under-estimate the total contribution of tourism to the economy. The flow-on or indirect effects are the changes in supply that result from spending of the tourism industry's receipts on goods and services from other industries. However, the quantification of the level of the effect is tricky, exacerbated by the fact that tourism is not an industry in the conventional sense and is defined in the ABS tourism satellite account as an amalgam of other industries including transport, accommodation, food service provision, retail trade, entertainment and education²⁵.

Tourism Research Australia has estimated that \$1 million worth of tourism consumption in the Accommodation, Cafes and Restaurants industry generates \$2.042 million worth of goods and services production (throughout the economy) which, in turn, generates around 19.2 jobs²⁶, i.e. a multiplier of 3.042. Other analysis by the Australian Government's Department of Resources, Energy and Tourism (RET) on the contribution of the tourism sector to the economy estimates the multiplier as 1.91, larger than other industries such as mining (1.67), retail trade (1.80) and education and training (1.38)²⁷. The latter work estimates a total employment multiplier of 11.4 per \$1m of spend.

7.2.3 Costs in the Cost-Benefit Analyses

The costs in the analyses include: the capital costs for the project, phased in line with the plan. Additional costs are associated with resurfacing courts once every 10 years. Although no benefits consider time value of money increases, costs for resurfacing have been scaled in line with a moderate inflation of 1.8% per annum, allowing more conservative estimates of net present value and benefit cost ratio. The estimated costs are based on a 2019 quote for court resurfacing at approximately \$7,560 per court. At today's dollar value, 10 courts would therefore cost approximately \$75,600 to resurface. At year 12 and year 22 of the model (ten-year operational replacement periods), the cost is estimated at \$111,021 and \$149,203, respectively.

7.2.4 Assumptions

The principal assumptions for the **base case** in the cost-benefit analyses are as follows:

1. The new facility will provide new opportunities for volunteering, attracting a baseline of nine new members per year, with 75% volunteering some of their time.
2. Each volunteer will contribute an average of 40 hours per year to volunteer activity.
3. Approximately one new medium scale events will be attracted per annum (with ca. 500 spectators each) and one larger scale state level event every two years (ca. 2,000 spectators).

4. 30% of spectators attracted to events will be from outside the region for medium scale events and 60% for larger events, and each will stay an average of two nights.
5. The average spend for visitors from outside the region attending sporting events per night of stay is \$244.
6. Court resurfacing will be required every 10 years, costing approximately \$111,021 and \$149,203, respectively.
7. A multiplier of 1.91 is applied to the additional spend by visitors.
8. Benefits are not realised until after construction and it takes three years after construction has been completed to reach steady state.
9. The discount rate is 7%. This is in line with the Office of Best Practice Regulation 2014 cost benefit analysis guidelines that require use of an annual real discount rate of 7%²⁸.
10. The calculations are performed over 30 years.

7.2.5 Calculations

Cost-benefit calculations have been performed in order to assess the attractiveness of the proposed development relative to the ‘do nothing’ option. The results are shown in Table 30.

The calculations demonstrate a positive NPV of \$6.8m (BCR of 3.57), predominantly deriving from the high level of additional visitor spend and indirect benefits of tourism.

Table 30. Cost-benefit analysis

Albany Tennis Centre															
New members						Additional Events									
Average new members per annum	9					Number of new events attracted per year		Medium		Large					
Percentage volunteering	75.0%					Average event attendance		1		0.5					
Hours per volunteer per year	40					Visitors from outside region		500		2,000					
Value of volunteering/hour	\$ 117.58					Average nights stayed		30%		60%					
Number of years to steady state	3					Spend per night		\$ 244		\$ 244					
						Percentage of baseline events		100%		100%					
Year	Capital (\$)	Number of new members per year	Cumulative new members	Number of new volunteers (cumulative)	Number of new volunteering hours per year	Value of volunteering	Additional medium-scale events	Additional large-scale events	Additional visitors from outside region	Additional spend	Community benefit (\$) from tourism	Total Benefits (\$)	Net Benefits (\$)	Discounted Net Benefits (\$)	
1 2021/22	\$ 1,416,000	-	-	-	-	\$ -	-	-	-	\$ -	\$ -	\$ -	-\$1,416,000	-\$1,323,364	
2 2022/23	\$ 1,416,000	-	-	-	-	\$ -	-	-	-	\$ -	\$ -	\$ -	-\$1,416,000	-\$1,236,789	
3 2023/24	\$ -	6	6	5	180	\$ 21,164	1	0	500	\$ 244,000	\$222,040	\$487,204	\$487,204	\$397,704	
4 2024/25	\$ -	9	15	11	450	\$ 52,911	1	1	750	\$ 366,000	\$333,060	\$751,971	\$751,971	\$573,675	
5 2025/26	\$ -	9	24	18	720	\$ 84,658	1	1	750	\$ 366,000	\$333,060	\$783,718	\$783,718	\$558,780	
6 2026/27	\$ -	9	33	25	990	\$ 116,404	1	1	750	\$ 366,000	\$333,060	\$815,464	\$815,464	\$543,378	
7 2027/28	\$ -	9	42	32	1,260	\$ 148,151	1	1	750	\$ 366,000	\$333,060	\$847,211	\$847,211	\$527,600	
8 2028/29	\$ -	9	51	38	1,530	\$ 179,897	1	1	750	\$ 366,000	\$333,060	\$878,957	\$878,957	\$511,561	
9 2029/30	\$ -	9	60	45	1,800	\$ 211,644	1	1	750	\$ 366,000	\$333,060	\$910,704	\$910,704	\$495,363	
10 2030/31	\$ -	9	69	52	2,070	\$ 243,391	1	1	750	\$ 366,000	\$333,060	\$942,451	\$942,451	\$479,094	
11 2031/32	\$ -	9	78	59	2,340	\$ 275,137	1	1	750	\$ 366,000	\$333,060	\$974,197	\$974,197	\$462,834	
12 2032/33	\$ 111,021	9	87	65	2,610	\$ 306,884	1	1	750	\$ 366,000	\$333,060	\$1,005,944	\$894,923	\$397,356	
13 2033/34	\$ -	9	96	72	2,880	\$ 338,630	1	1	750	\$ 366,000	\$333,060	\$1,037,690	\$1,037,690	\$430,605	
14 2034/35	\$ -	9	105	79	3,150	\$ 370,377	1	1	750	\$ 366,000	\$333,060	\$1,069,437	\$1,069,437	\$414,746	
15 2035/36	\$ -	9	114	86	3,420	\$ 402,124	1	1	750	\$ 366,000	\$333,060	\$1,101,184	\$1,101,184	\$399,120	
16 2036/37	\$ -	9	123	92	3,690	\$ 433,870	1	1	750	\$ 366,000	\$333,060	\$1,132,930	\$1,132,930	\$383,763	
17 2037/38	\$ -	9	132	99	3,960	\$ 465,617	1	1	750	\$ 366,000	\$333,060	\$1,164,677	\$1,164,677	\$368,707	
18 2038/39	\$ -	9	141	106	4,230	\$ 497,363	1	1	750	\$ 366,000	\$333,060	\$1,196,423	\$1,196,423	\$353,979	
19 2039/40	\$ -	9	150	113	4,500	\$ 529,110	1	1	750	\$ 366,000	\$333,060	\$1,228,170	\$1,228,170	\$339,599	
20 2040/41	\$ -	9	159	119	4,770	\$ 560,857	1	1	750	\$ 366,000	\$333,060	\$1,259,917	\$1,259,917	\$325,586	
21 2041/42	\$ -	9	168	126	5,040	\$ 592,603	1	1	750	\$ 366,000	\$333,060	\$1,291,663	\$1,291,663	\$311,954	
22 2042/43	\$ 149,203	9	177	133	5,310	\$ 624,350	1	1	750	\$ 366,000	\$333,060	\$1,323,410	\$1,174,207	\$265,034	
23 2043/44	\$ -	9	186	140	5,580	\$ 656,096	1	1	750	\$ 366,000	\$333,060	\$1,355,156	\$1,355,156	\$285,866	
24 2044/45	\$ -	9	195	146	5,850	\$ 687,843	1	1	750	\$ 366,000	\$333,060	\$1,386,903	\$1,386,903	\$273,423	
25 2045/46	\$ -	9	204	153	6,120	\$ 719,590	1	1	750	\$ 366,000	\$333,060	\$1,418,650	\$1,418,650	\$261,385	
Disc. Rate:	7.0%					Multiplier (tourism):							1.91		
NPV:	\$6,800,958	BCR:					3.57							Community Benefit:	100.0%
IRR:	24.8%														

The above assumptions and calculations will also be used as a benchmark to measure direct project outputs and ensure targets for participation, visitation and volunteering are being met. The cost benefit analysis will therefore be a useful tool on an ongoing basis and tangible economic value will be confirmed over time based on these outputs. The sensitivity analysis below demonstrates project value if certain expected outputs were to have poorer or greater outcomes.

7.2.6 Sensitivity Tests

Key areas of sensitivity are:

- The number of new members/volunteers per year,
- The hours committed by volunteers each year,
- The number of attracted events,
- The proportion of visitors from outside the region,
- Average number of nights stayed by visitors from outside the region,
- The average visitor spend per night,
- Number of years to steady state,
- Multiplier effect, and the discount rate.

The results of the sensitivity tests are given in Table 31.

Table 31. Sensitivity tests on the cost-benefit analyses

Variable	Value	BCR	NPV (\$000)
Number of new members (affecting the number of volunteers)	3	2.88	+4,967
	9	3.57	+6,801
	15	4.27	+8,635
Volunteer hours committed	20	3.05	+5,425
	40	3.57	+6,801
	60	4.09	+8,177
The number of attracted events	0.5 medium : 0 large	1.29	+778
	1 medium : 0.5 Large	3.57	+6,801
	2 medium : 1 large	6.11	+13,493
The proportion of visitors from outside the region	20% medium : 40% large	2.73	+4,570
	30% medium : 60% large	3.57	+6,801
	40% medium : 80% large	4.42	+9,032
Average number of nights stayed by visitors from outside the region	1	2.31	+3,455
	2	3.57	+6,801
	3	4.84	+10,147
Spend by visitors per night	\$150	2.60	+4,223
	\$244	3.57	+6,801
	\$300	4.15	+8,337
The number of years to steady state	0	4.04	+8,046
	3	3.57	+6,801
	5	3.30	+6,085
	10	2.66	+4,398
	15	2.15	+3,029
Multiplier effect	1.0 (no effect)	2.37	+3,612
	1.5	3.03	+5,364
	1.91	3.57	+6,801
Discount rate	4%	4.90	+10,937
	7%	3.57	+6,801
	10%	2.70	+4,258

- The analysis is most highly affected by the number of events attracted and number of visitors from outside the region. However:
 - Calculations remain positive if only 1 medium event is held every two years and no large-sized events are held (NPV\$778k; BCR1.29)
 - Calculations remain positive if no events are held at all (i.e. benefits from volunteering alone are sufficient to demonstrate value for money (NPV\$108,531; BCR1.04)
- Even without any volunteering benefits, the results remain positive; i.e. the benefits of events alone are enough to indicate positive economic benefit (NPV\$4.05m; BCR2.53)

Further tests looked at the sensitivity of the results to the discount rate. The rate assumed in the cost-benefit analyses (7%) may not reflect the true social opportunity cost of capital. However, even with a discount rate of 10%, the conclusions of the analyses remain unchanged.

7.3 Job Creation

The Albany Tennis Centre project is expected to create a number of direct and indirect jobs through both the construction and operational phases of the project. The following subsection provide a breakdown of expected FTE jobs as a result of the project.

7.3.1 Construction phase

In the construction phase, the most recent input-output tables available from ABS are for data relating to 1996-97²⁹. These show that, for every \$1m spent on construction output (houses, non-residential buildings, etc.) in 1996-97, nine jobs are created in the construction industry (the initial employment effect), and 37 jobs in the economy as a whole from all effects. Although these data are quite old, they are still being used in recent studies and position papers from the property industry. However, it is sensible to adjust this by a measure of inflation over the past 20 years. Using a figure of 4.4% pa escalation, the \$1m equates to \$2.366m, or \$1m expenditure in 2019/20 dollars would equate to 3.3 direct jobs in the construction industry and 13.7 jobs in the economy as a whole. Therefore, the \$5.3m investment in this project would be expected to **create 13.7 FTE years of direct jobs in the construction industry and 38.8 FTE years the wider local economy (including direct).**

7.3.2 Operational phase

Once operational, jobs will be created as a result of the additional tourism spend in the region. It is estimated that \$1 million worth of tourism consumption in the Accommodation, Cafes and Restaurants industry generates around 19 jobs³⁰. It is therefore estimated that **7.0 sustainable, long-term FTE jobs will be created in the region**, based on the additional direct tourism spend.

8 Benefit Realisation Plan

In order to ensure the anticipated social and economic benefits have been realised (Section 3 and Section 7), and that the identified challenges and needs have been addressed as specified, the Tennis Centre Project Working Group have defined a Benefit Realisation Plan (BRP), which will be implemented with annual reporting over the five years following project close and culminating in a final report studying the outcomes over the entire BRP period. **Ongoing (longer-term) reporting will apply to the operational period and expected outputs identified in the cost benefit analysis which are viewed as key performance indicators.**

The below BRP consists of a number of key measures identified to collect and analyse suitable data associated with initial capital and three-year programme development. Depending on the type of benefit to be analysed, various measures will be employed. The following table provides a breakdown of core anticipated benefits and the measures to be used to evaluate them.

Table 32. Benefit Realisation Plan

Measurable Benefit	Means of Verification
Participation and engagement in sports	<ul style="list-style-type: none"> • Targeted club and community consultations and surveys, e.g.: <ul style="list-style-type: none"> ○ Training, event, programme and activity attendance ○ Motivations ○ Perceptions of new facility and courts ○ Perceptions and use of provided facilities • Perceptions of specific events
Employment (social perspective)	<ul style="list-style-type: none"> • ABS statistics, including 2016, 2021 and 2026 change • Client consultation and survey, e.g.: <ul style="list-style-type: none"> ○ Current employment ○ Previous employment status ○ Location of employment • Local business consultation and survey, e.g.: <ul style="list-style-type: none"> ○ Number of employees ○ Employee positions ○ Employee backgrounds • Review/monitoring Department of Education, Skills and Employment labour force statistics

Income	<ul style="list-style-type: none"> • ABS statistics and 2016, 2021 and 2026 change • Community consultation and survey, e.g.: <ul style="list-style-type: none"> ○ Previous income bracket ○ Current income bracket ○ Employment status ○ Employment changes ○ Location of employment • Local business consultation and survey, e.g.: <ul style="list-style-type: none"> ○ Number of employees ○ Employee positions and wages ○ Employee backgrounds
Direct job creation	<ul style="list-style-type: none"> • Open dialogue with tendered construction/landscaping companies and suppliers • Local business surveys, e.g.: <ul style="list-style-type: none"> ○ Identifying number of employees ○ Identifying type of employees • Albany Tennis Club survey, e.g.: <ul style="list-style-type: none"> ○ Identifying previous employment and locations ○ Identifying current employment and position
Indirect job creation	<ul style="list-style-type: none"> • Local business surveys • Review/monitoring Department of Education, Skills and Employment labour force statistics

Internal annual reports will be developed to collate the gathered information and inform the Tennis Centre Project Working Group participants of the perceived outcomes of all development and programme initiatives. A final benefit realisation report will also be prepared, which would evaluate changes in the data and provide clear perspectives on the tangible impact of the Albany Tennis Centre development over time.

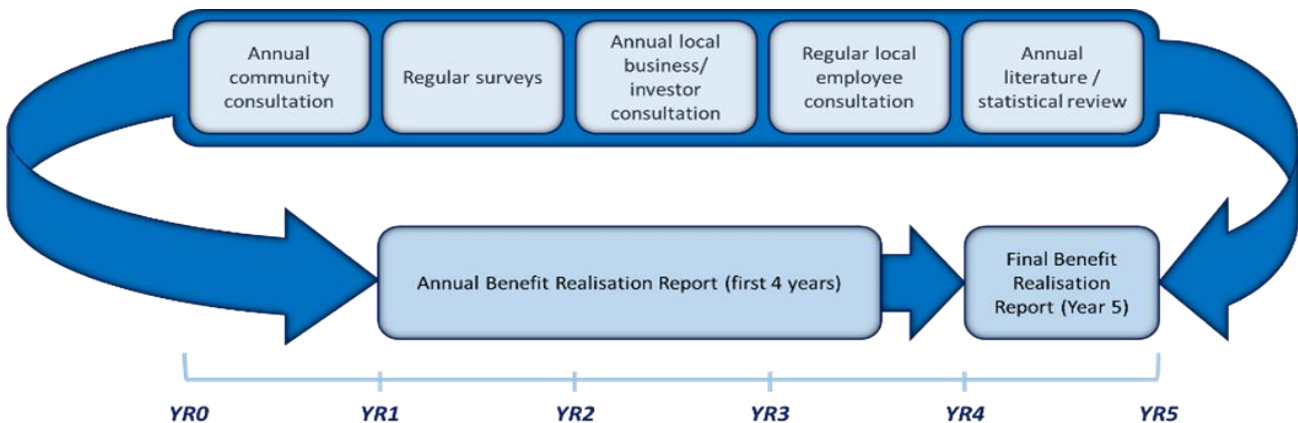
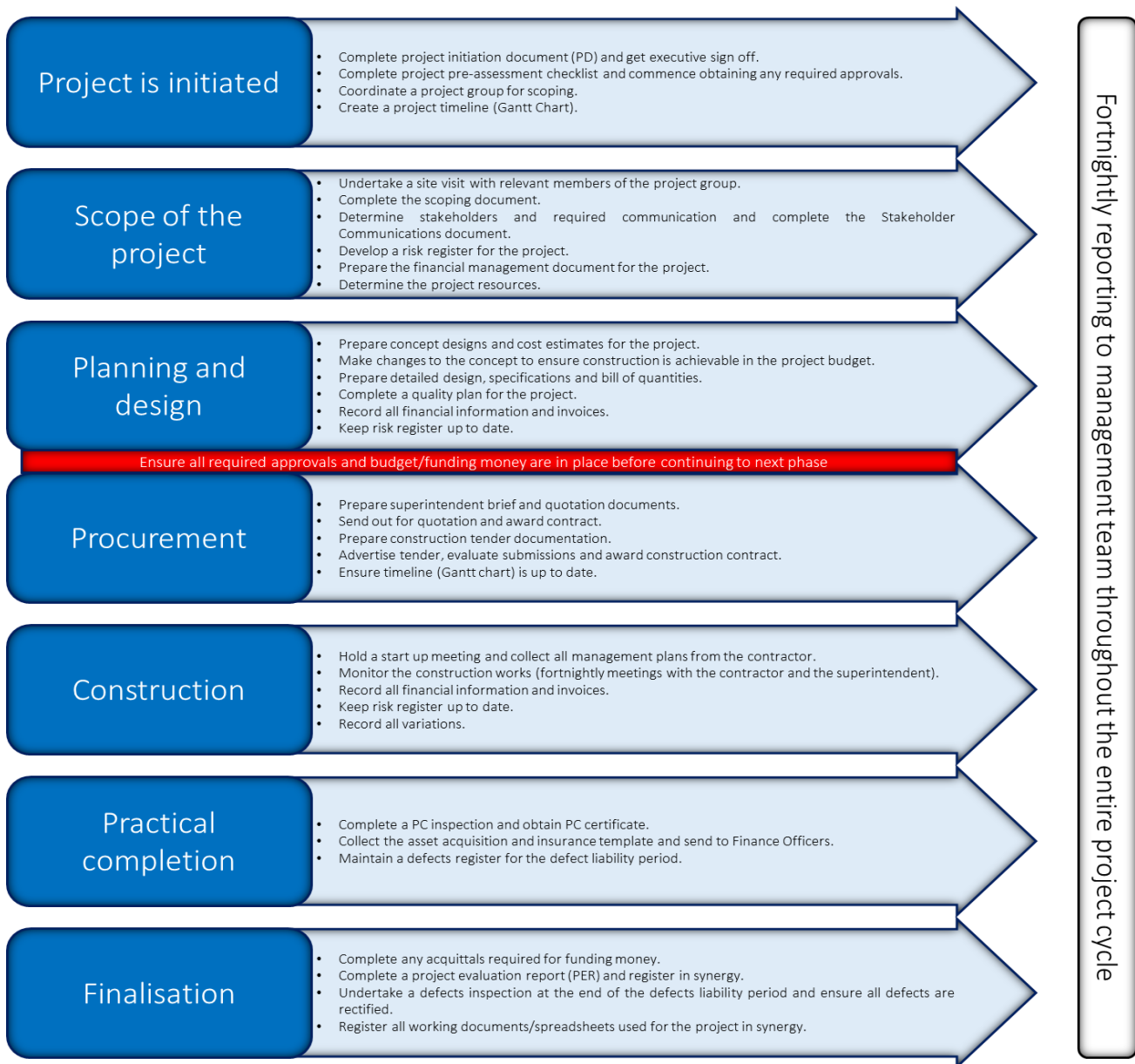


Figure 14. Benefit realisation process

9 Implementation Programme

9.1 Project Management Process

Figure 15. Project management process



9.2 Time Management

The Tennis Centre Project Working Group aim to have the Albany Tennis Centre development completed and commissioned as soon as possible. The start date is assumed to be 01 July 2021 subject to securing funding and executing grant agreements. It is anticipated that the construction will take approximately 12 months following the achievement of planning scheme consent, building licence approvals and tender procedures.

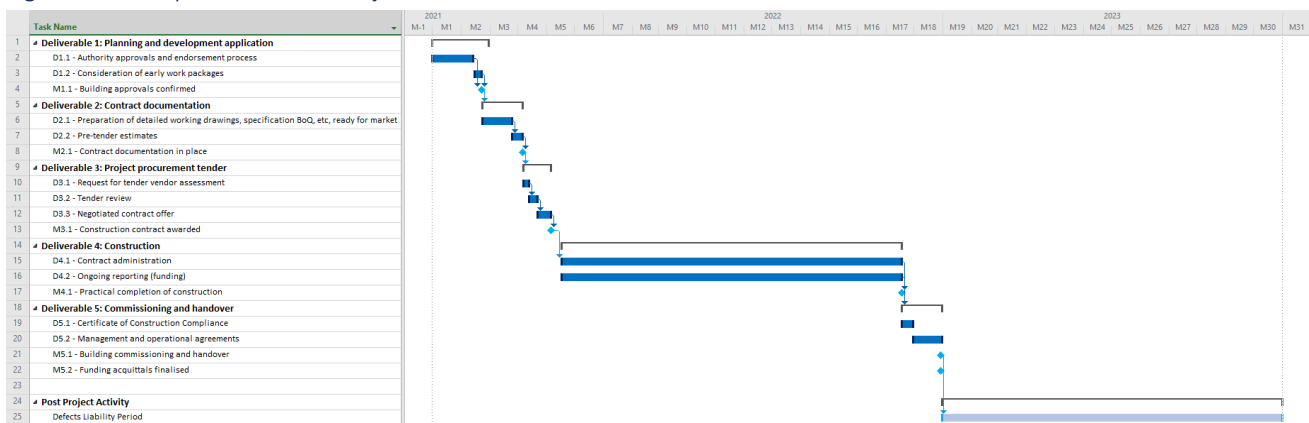
Pre-project activities have already begun in order to ensure project shovel readiness upon execution of the grant agreement, with these activities to be completed before the identified project start date. Sufficient contingencies have been built into timing of construction activities, as per risk management planning.

Table 33. Proposed project schedule and key deliverables

Deliverable	Start Date	End Date
Planning and development application:	July 2021	August 2021
<ul style="list-style-type: none"> Authority approvals and endorsement process 		

<ul style="list-style-type: none"> • Consideration of early work packages 		
Contract documentation: <ul style="list-style-type: none"> • Preparation of detailed working drawings, specification BoQ, etc, ready for market • Pre-tender estimates 	August 2021	October 2021
Project procurement tender: <ul style="list-style-type: none"> • Request for tender vendor assessment • Tender review • Negotiated contract offer • Contract award 	October 2021	November 2021
Construction: <ul style="list-style-type: none"> • Contract administration • Ongoing reporting (funding) • Construction up to practical completion 	November 2021	November 2022
Commissioning and handover: <ul style="list-style-type: none"> • Certificate of Construction Compliance • Commencement of Defects Liability Period • Management and operational agreements • Finalise funding acquittals 	November 2022	December 2022

Figure 16. Albany Tennis Centre Project Gantt Chart



9.3 Approvals Management

Approvals required for the development have been fully investigated, with key outcomes as follows:

- The land is held under freehold by the City of Albany, and there are therefore no issues to be escalated further regarding land ownership.
- No Aboriginal Sites are located on or adjacent to the site. No Aboriginal approvals are therefore required.
- No DPLH approvals are required as works will not impact any buildings or features listed on the state heritage register.
- Planning approval by the City of Albany is likely to be supported as the project aligns with local and regional policies and strategic objectives for sport and recreational facility development, youth engagement and community development. The City of Albany have been involved as a project partner and coordinator throughout all stages of concept development, feasibility study and business case development.

9.3.1 Planning Scheme Consent

For the facility, a planning application (Planning Scheme Consent is required), the application will address aspects of the development including:

- i) Site works,
- ii) Tennis court construction,
- iii) Floodlighting.

Designs will be submitted to the City of Albany Planning Department for approval.

9.3.2 Approvals Summary

A summary of key approvals and their status is as follows:

Table 34. Key approvals and status

Licence or approval name	Licence or approval type	Licence / approval status	Issued Date	Valid Until
Building Permit	Determined by Council	To be sought	August 2021	2 years validity
Planning Scheme Consent	Determined by Council	To be sought	August 2021	2 years validity

9.3.3 Assumptions and Constraints

Key assumptions and constraints are as follows:

- Planning Consent will be sought prior to documentation to tender
- Building Permit will follow from the City of Albany following construction tender award (this has been assessed as reasonable by the City of Albany Planning Department).
- Community groups and stakeholders will continue to support the development as indicated through the consultation process.

9.4 Communication Plan

9.4.1 Objectives

The Communications Plan will further the delivery of the project’s key objectives as set out below:

- Establish a channel for communicating the project and its benefits to the community.
- Collaborate with government agencies and other stakeholders in the development of the project.
- Coordinate the gathering of data and information on the sector to ensure relevant benchmarking and transparency in the project’s development.

9.4.2 Communications Principles

The guiding principles of project’s communications activity is:

- Respect for the role of Government and Regulators in the development of the project.
- Common sense and an understanding of the needs of the communities in the region.
- An efficient and positive communications channel for the range of stakeholders identified earlier.
- There will be one point of contact for all communications.

9.4.3 Communications Resources

As the local government will directly assist with project coordination and management, the City of Albany CEO will oversee the communications activity while the Project Control Group (PCG) will provide practical guidance to deliver communications activity in accordance with this plan and sign off on communications activity. The point of contact for communications will measure the effectiveness of the communication plan by keeping a communication log and reviewing it regularly. The following materials will require sign off by the City of Albany CEO:

- Press Releases (Print/TV/Radio).
- Website material.
- Collateral (brochures, publications etc.).
- Co-ordination of interviews including key messages.
- Seeking further opportunities to maximise exposure.

During the pre-operational phase, any communications with government agencies will be conducted via the PCG.

9.4.4 Stakeholder Engagement

Project messages and communication channels will be tailored to the individual stakeholder (target audience) or stakeholder type. The following table provides a summary of measures for dissemination and communication of project outputs and outcomes.

Table 35. Communication plan

Target Audience	Key Messages	Communication Channel	Timeframe
Project sponsors	<ul style="list-style-type: none"> Project deliverables and milestones Project outputs Project outcomes Issues / delays Benefit Realisation Plan reports 	<ul style="list-style-type: none"> Mandatory project reporting as per agreement with sponsor Direct communications (email, teleconference, video conference, meetings) Site visits 	<ul style="list-style-type: none"> Upon execution of grant / finance agreements As per agreed deliverables and milestones
Project partners and direct stakeholders	<ul style="list-style-type: none"> Project deliverables and milestones Project outputs Project outcomes Issues / delays 	<ul style="list-style-type: none"> Direct communications (email, teleconference, video conference, meetings) Site visits 	<ul style="list-style-type: none"> Throughout life of project Upon commissioning of the facility Throughout operational life of facility
Current and prospective users/members	<ul style="list-style-type: none"> Benefits of the new facilities Benefits of co-location Benefits of membership 	<ul style="list-style-type: none"> Website Direct communications (existing and potential users/members) Social media 	<ul style="list-style-type: none"> Throughout life of project Upon commissioning of the new facility Throughout operational life of facility
Local Council	<ul style="list-style-type: none"> Approvals Development progress (deliverables and milestones) Issues / delays Project outcomes Ongoing project benefits 	<ul style="list-style-type: none"> Mandatory project reporting as per agreement with local council Direct communications Site visits 	<ul style="list-style-type: none"> As per approval requirements Throughout life of project Upon commissioning of facility Throughout operational life of facility
General public / wider community	<ul style="list-style-type: none"> Development concept summary Regional sport and recreation / events opportunities Benefits to local community 	<ul style="list-style-type: none"> Website Social media Television, print or radio news and advertising 	<ul style="list-style-type: none"> Throughout life of project Upon commissioning of facility Throughout operational life of facility

9.4.5 Reporting

Project reporting will be used for communication of actions and issues arising during the reporting period, progress, the status of the project and future required actions. Project reports will:

- Create transparency and sensitivity for challenges among the people involved in the project.
- Disseminate the targeted and systematic initiation of project decisions.
- Identify and communicate potential opportunities and risks as early as possible.

The project coordinator will be the City of Albany, who will provide specialist advice and support relevant to the execution of the project, with direct support from the wider Tennis Centre Project Working Group as required.

Table 36. Project reporting requirements

Responsible Party	Type	Frequency
Steering Committee	<p>Bi-Monthly Progress Report:</p> <ul style="list-style-type: none"> Health and Safety Project Progress Overall Summary Procurement Progress Key issues of focus for next reporting period Project Technical Update 	Bi-Monthly

	<ul style="list-style-type: none"> • Technical Lead Summary • Stakeholders • Key Programme Events and an update on the planned versus actual schedule • Top Ten Risks • Financial Summary including the comparison of actual costs versus planned costs • Variations - potential and actual 	
General Manager	<p>Monthly Report - Work stream specific report for inclusion in monthly report. Report should include:</p> <ul style="list-style-type: none"> • Current activities completed • Planned activities to be undertaken the following period • Any programme issues • Highlight Risks 	Monthly
	<p>Operational Report:</p> <ul style="list-style-type: none"> • Programme outcomes in the month against target • Lifecycle maintenance items, actual against planned • Health and Safety 	Monthly

Throughout the project, the City of Albany and Tennis Centre Project Working Group will support:

- Monthly technical progress monitoring and reporting.
- Tracking the schedule and submission of Deliverable Reports to the funding body.
- Reviewing Deliverable Reports to ensure they have sufficient technical content and meet the contractual obligations of the Grant Agreement.
- Design and production of communications literature.

The activities undertaken will specifically exclude those required to be performed only by the co-ordinator according to the funding body.

9.5 Procurement Strategy

The procurement policy will attempt, where possible, to source construction materials and services from local providers with an aim to re-invest in the regional economy. The City of Albany will lead procurement activities and have the expertise to undertake design and project management; however, external expertise will be engaged as required, with a suitable Project Manager nominated to oversee the project’s implementation (factored into the project budget). Additional employees will be recruited to supplement as required.

Procurement will be managed by the Project Manager, who will:

- Ensure that procurements are adequately and timely planned.
- Ensure that for all building services, a quotation shall be provided through a competitive tender process.
- Manage procurement directly to the specification document requirements using traditional procurement lump sum contract.
- Maintain all quotations and service agreements for procurement items.
- Maintain budgetary planning and monitoring.
- Where services, skills or products are classed as specialised and/or regulated, seek evidence of certification, legislative approval and qualification.
- Manage contract administration.
- Ensure that the construction contingency fund is managed effectively.

The project will follow a strict procurement policy that ensures purchasing transactions are carried out ethically and with integrity, that the all parties receive value for money, give due regard to environmental and social impacts, and promotes effective governance. This policy ensures consistency and accountability in all purchasing activities and ensures that all project staff are aware of the extent of their purchasing authority, purchasing limits and their role and responsibilities in the purchasing process.

The capital building component is expected to add significant stimulus to the local economy. The project will therefore be tendered using a competitive process, with preference given to local content where this meets time, cost and quality outcomes.

The City of Albany Procurement Policy is detailed in Appendix F of this business case.

9.6 Quality Management Plan

Management review of the suitability and effectiveness of the Quality Plan will take place at least twice per year. During the Project Control Group meetings, actions will be allocated and minuted to record the development of the project’s management system. The objectives of the reviews are:

1. To establish that the Quality (Management) System is achieving the expected results and meeting the project’s requirements, continuing to conform to the Standard, continuing to satisfy customers’ needs and expectations, and functioning in accordance with the established Operating Procedures.
2. To expose irregularities or defects in the System, identify weaknesses and evaluate possible improvements.
3. To review the effectiveness of previous corrective actions, and to review the adequacy and suitability of the management system for current and future operations of the project.
4. To review any complaints received, identify the cause and recommend corrective action if required.
5. To review the finding of internal/ external audits and identify any areas of recurring problems or potential improvements.
6. To review the reports of nonconforming items and trend information to identify possible improvements.

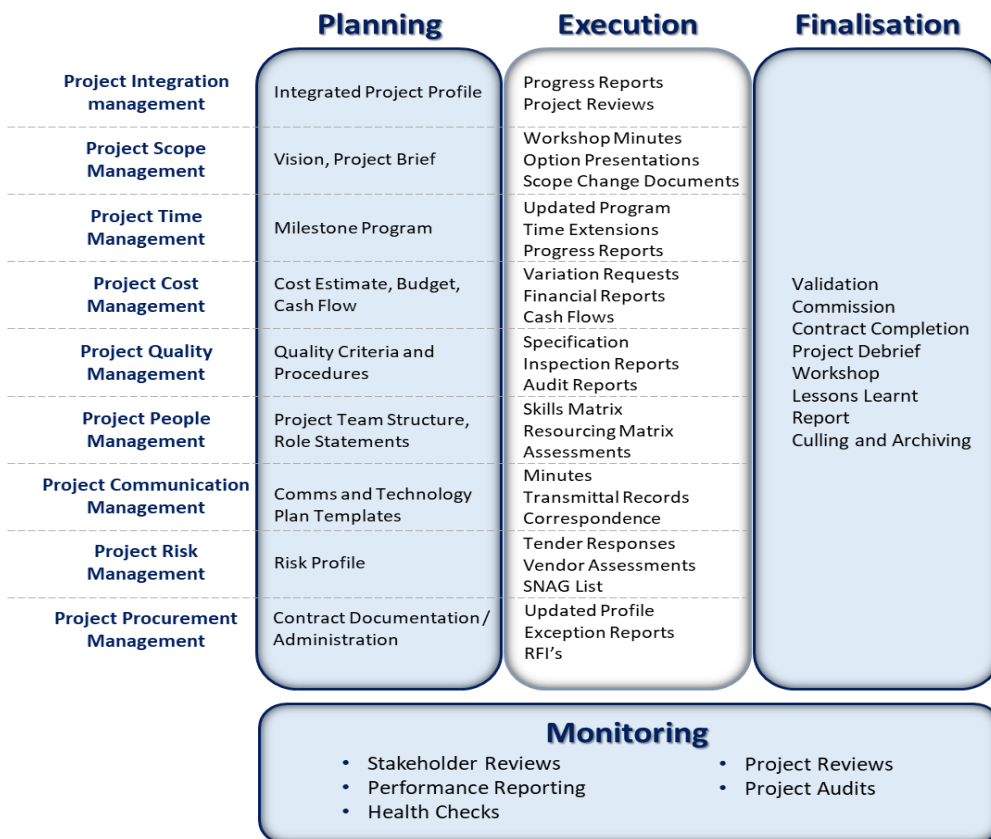
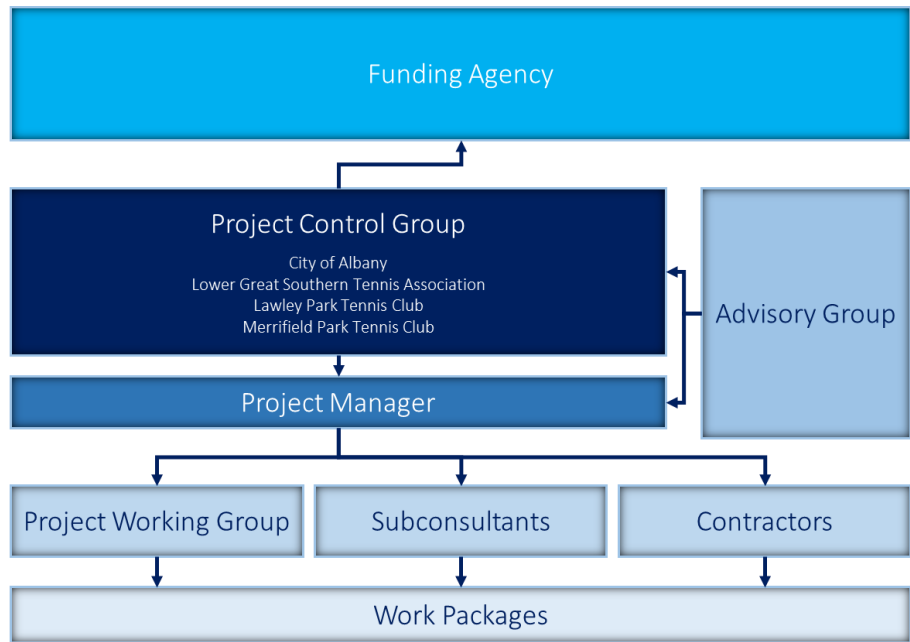


Figure 17. Quality Management Plan

10 Project Governance

The project will have a management team comprising a Project Manager and Project Control Group (PCG). The City of Albany will chair the PCG. The Project Manager (see below) will have the overall responsibility for ensuring that the project meets the objectives set, dealing with operational day to day project-related issues. The management of the project will be supported by the use of IT tools to facilitate project management, co-ordination and dissemination of information among the project’s governance structure and key stakeholders. The overall project management structure and roles are illustrated in Figure 18.

Figure 18. Governance structure for the Albany Tennis Centre project



10.1 Project Control Group

Title	Albany Tennis Centre – Project Control Group (PCG)
Chair	City of Albany
Purpose	<p>The Project Control Group is tasked with:</p> <ul style="list-style-type: none"> Reviewing and finalisation of the project development plan. Detailed planning and design of the project development plan. Overseeing the implementation of the development plan. Ensuring appropriate representation of all views is considered in the development phase. Providing expertise and coordination of the resources to ensure parties receive the best outcome for investment. Making recommendations as to the communication strategy required to inform the community of changes to the current situation.
Responsibilities	<p>Member responsibilities include:</p> <ul style="list-style-type: none"> Recruit and appoint a Project Manager for the duration of the project. Developing the project scopes, budget and parameters as per the areas of expertise. As required delivering, coordinating and taking the lead on various projects according to skill and scope. Establishing User Groups where appropriate. Ensure approved briefs (program and costs) are implemented and all changes to briefs and budgets are reported back to directors/managers before further implementation. Developing project briefs for consultants. Undertake consultant engagement processes, direct and monitor consultants throughout all stages of appointment. Review and endorse project reports submitted by consultants. Apply policy and planning objectives. Seek additional funds as required.
Operating Principles	<p>The following operating principles have been adopted and will be actively applied by the working group. The group will aim to:</p> <ul style="list-style-type: none"> Be pragmatic and flexible in both approach and process to ensure a timely and efficient project delivery. Encourage cooperation, collaboration and sharing of information across all departments and organisations.

	<ul style="list-style-type: none"> Identify opportunities to reduce duplication of effort and encourage project efficiencies with internal systems. Deliver a framework which is equitable, transparent, accountable and contemporary. Maintain confidentiality including information concerning the planning, processes, development or procedures of the project, confidential and secure.
Accountability and Decision Making Authority	<p>The group consists of members across directorates. However, there is also the capacity to invite additional representation from other project stakeholders if and when required. Stakeholders will be invited to assist in issues relevant to their area of operation, interest and expertise.</p> <p>The members of the group are a working group for the Project. The City of Albany CEO is responsible and accountable for the recommendations.</p> <p>The members are responsible for communicating the project’s progress back to their relevant managers and teams including:</p> <ul style="list-style-type: none"> Seeking guidance on any issues from their respective teams so that the decision making at the project control group is informed and accurate; Updating their teams and managers on decisions and progress so that future planning and development is informed; and Any other communication as required to ensure directorates are informed and consulted on shared projects. <p>The members of the project control group are involved in decision making for:</p> <ul style="list-style-type: none"> Agreeing and managing the vision, scope and methodology; and Meeting agreed outcomes
Duration of the PCG	<p>The PCG will commence under these terms of reference from the project start. The terms of reference will be reviewed at the conclusion of the first stage of the project to ensure their relevance in relation to the role and responsibilities of the committee in the next phases.</p>

The PCG consists of core and permanent members. However, there is also the capacity to invite additional representation and support from other stakeholders if and when required. Stakeholders will be invited to be involved to assist in issues relevant to their area of operation, interest and expertise.

Quorum	<p>To ensure the best outcomes the meetings require the regular ongoing commitment of all core members. Meetings to only progress with all core members present.</p>	
PCG Reporting and Control	<p>Reporting Frequency</p>	<p>Meetings will be convened monthly. It is envisaged that regular meetings and meeting times will be required. Members to come prepared. Agenda items and meeting documents will be sent 24 hours in advanced. Questions regarding the documents and supplementary information to be clarified before the meeting. Minutes will include key issues, action decided upon, deadlines for their completion and who is responsible. To be distributed to all members for actioning and reporting within 24 hours of the meeting. This document will serve as the basic agenda.</p>
	<p>Information Management</p>	<p>All members of the PCG will be able to access the documents. Changes considered ‘in scope’ of Project Control Group responsibility will be scheduled on the agenda.</p>
	<p>Change Control</p>	<p>To ensure ongoing improvement an evaluation will be conducted and the Terms of Reference for the PCG will be reviewed at the completion of the project.</p>
Agenda Management	<p>Agenda items will be called for 3 days before the meeting. Agendas and background papers will be emailed to the PCG members 24 hours before the meeting.</p> <p>Minutes/Actions will be available within 24 hours after a meeting.</p> <p>Agenda format:</p> <ol style="list-style-type: none"> Attendance Apologies Previous Minutes Action List (Deadlines and Responsibilities) Monitoring of project – status report against plan – work completed Work to be completed 	

- 7. Other Business
- 8. PCG Forward Agenda Items

Minutes of previous meetings that are accepted by the PCG should be signed as being a true record of the discussions and decisions of the PCG.

Agenda preparation and minutes are the responsibility of the secretarial support

10.2 Project Manager

The Project Manager is engaged and appointed to deliver the defined project outputs and will be responsible for managing time, cost and quality outcomes on behalf of the PCG, managing the day-to-day aspects of the project, developing the Project Management Plan(s), resolving planning and implementation issues, and monitoring progress and budget. The prime roles of the Project Manager are to:

- Develop and maintain the Project Management Plan.
- Manage and monitor the project activity through detailed plans and schedules.
- Manage (client/provider/stakeholder) expectations through formal specification and agreement of goals, objectives, scope, outputs, resources required, budget, schedule, project structure, roles and responsibilities.
- Generate project risk assessment procedures and continually assess and mitigate any potential or identified risks to the project.
- Put in place issue reporting structures and implement change control processes and configuration management.
- Undertake the day to day management of the project, having responsibility for any on-going operational issues and the reporting to the PCG on the progress and achievements of the project.

10.3 Project Working Group

The Project Working Group is the team responsible for the day-to-day implementation of the project plan and the management of staff, contractors and consultants working on the project. The City of Albany will chair the Project Working Group.

10.3.1 Consultants

The Project Manager will be the lead consultant and will assist the PCG in sourcing suitable subconsultants as required for the delivery of the project. These consultants will be engaged by the Tennis Centre Project Working Group and report to the Project Manager as appropriate.

10.3.2 Contractors

Contractors will be engaged by the Tennis Centre Project Working Group. Contractors will be employed to provide a specified service in relation to the development of project outputs. All contractors will be engaged on the basis of a competitive tender process and preference will be given to engaging local contractors where this meets, time, cost and quality objectives, in turn helping to stimulate the local economy.

10.4 Reporting Requirements

Current reporting requirements are:

Table 37. Reporting requirements

Reported by	To whom	Reporting requirements	Frequency	Format
Project Manager	Project Control Group	Status Report	Monthly	Written and verbal
Project Manager	City of Albany	Status Report	Monthly	Verbal
Project Control Group	Project Sponsors	Status Report	Quarterly	Written and verbal

11 Risk Management Plan

A risk management plan has been defined for the project, including the cost and time plans for which appropriate contingency management strategies need to be agreed to cover uncertainties. The Risk Management Plan for the project:

1. Identifies those risks which might impact the project;
2. Provides the basis for plans for containment of risks;
3. Ensures that each risk is analysed for probability and impact;
4. Ensures that there is an agreed mitigation plan for each risk;
5. Identifies appropriate contingencies for high risks;
6. Allocates ownership for the risks and its mitigation plan to an appropriate member of the project management team;
7. Establishes and monitors a procedure for reviewing and evaluating risk on an on-going basis, adding new, removing obsolete and updating current risks; and
8. Reports the status of current risks. A periodic review by the CEO of the risks identified, and any necessary contingency plans will take place.

Table 38. Project Risk Management Plan

Risk/Threat	Consequences	Probability*	Impact*	Score P x I	Mitigating control actions	Owner
FINANCIAL						
The project exceeds budget	Inability to complete project without securing additional funding	2	4	8	<ul style="list-style-type: none"> The proposed budget includes a reserve for the mitigation of such 	PM
Financial management of project	Budget exceeded jeopardising completion and/or funding	1	5	5	<ul style="list-style-type: none"> Engage suitably qualified project manager 	PM/P CG
Interest rates adversely affect initial quotations	Cost increase	2	3	6	<ul style="list-style-type: none"> The proposed budget includes a reserve for the mitigation of such 	PM
Unforeseen events affect sponsor's ability to fund project	Insufficient funding to complete project	2	4	8	<ul style="list-style-type: none"> New funding sources to be secured Possible re-scope of development 	PCG
Scope Creep - Risk of budget increase due to design requirements	Increase in costs and timescale	2	2	4	<ul style="list-style-type: none"> Close project management Engage suitably qualified project manager 	PM/P CG
Escalation of scope beyond design contingency allowance	Increase in costs and timescale	2	2	4	<ul style="list-style-type: none"> Close project management Engage suitably qualified project manager 	PM/P CG
Escalation of construction variations beyond contingency allowance	Increase in costs and timescale	2	2	4	<ul style="list-style-type: none"> Close project management Engage suitably qualified project manager 	PM/P CG
Cost Planning - Budget Approval - Delays with funding authority and approval	Increase in costs and timescale. Inability to complete project without securing additional funding	2	4	8	<ul style="list-style-type: none"> New funding sources to be secured Possible re-scope of development PCG intervention 	PM/P CG
EXTERNAL SUPPLIERS						
External supplier ceases trading	Contractor unable to start/complete work due to financial/ other factor causes delay	1	4	4	<ul style="list-style-type: none"> Carry out a financial analysis of external suppliers to ensure they are financially stable and viable going forward 	PM
Interim milestones and key components not delivered within specified timescales	Increase in costs and timescale. Delay to completion.	3	4	12	<ul style="list-style-type: none"> A phased investment approach will be taken with agreed milestones integrated into contract with 	PM

					critical deliverables to incentivise development	
					<ul style="list-style-type: none"> A micro-management approach will be taken for the technical development work packages 	
Contractor availability	Delay to completion	3	2	6	<ul style="list-style-type: none"> Project manager to provide direction 	PM
Availability of contractors to provide competitive tender bids	Increase in costs and timescale	2	2	4	<ul style="list-style-type: none"> Close project management Engage suitably qualified project manager Sourcing from outside of region 	PM/PCG
Contractors unable to adequately resource themselves and maintain project momentum on a regional site	Increase in costs and timescale Delay to completion	2	2	4	<ul style="list-style-type: none"> Close project management Engage suitably qualified project manager Sourcing from outside of region 	PM/PCG
Underperforming consultants and contractors.	Increase in costs and timescale Delay to completion	2	2	4	<ul style="list-style-type: none"> Close project management Engage suitably qualified project manager Sourcing from outside of region 	PM/PCG
LEGAL						
Delay in Planning Approvals impact on project budget	Increase in costs and timescale	3	4	12	<ul style="list-style-type: none"> Early consideration of planning issues and approvals PCG intervention 	PCG
DESIGN and DEVELOPMENT						
That the design of the infrastructure is not suited to deliver intended services	Increased operational costs, further maintenance / redevelopment required	1	4	4	<ul style="list-style-type: none"> Design consultation with company and third party technical consultants undertaken 	PM
Design obsolescence	The infrastructure would not suit the projected needs, requiring further development, redevelopment or relocation	1	5	5	<ul style="list-style-type: none"> Careful design Project management expertise 	PM
Technical obsolescence	Additional costs incurred to provide remedial solution	1	4	4	<ul style="list-style-type: none"> Project focuses solely on construction using standard and regulated technologies and qualified contractors 	PM
Design and selection of building components not appropriate to life cycle	Facility not fit for purpose PCG do not sign off on project Project delay Increased costs	2	4	8	<ul style="list-style-type: none"> Careful design Project management expertise 	PM
Perception of project in the community	Stakeholder disenchantment Threat to funding	2	4	8	<ul style="list-style-type: none"> Communications plan 	PM
Design not compliant with OHS regulations	Stakeholder disenchantment Threat to funding Delays and additional costs	2	4	8	<ul style="list-style-type: none"> Communications plan Formal consultations Site visits and inspections 	PCG/PM
OVERALL PROJECT						
Adverse weather conditions delay construction	Increased development costs/delays and potential for reduced service offerings	2	3	6	<ul style="list-style-type: none"> The proposed budget includes a reserve for the mitigation of such Scheduling has been set during favourable seasons, reducing risk 	PM
Adverse weather conditions damage construction / infrastructure	Increased development costs/delays Remedial work necessary	2	3	6	<ul style="list-style-type: none"> The proposed budget includes a reserve for the mitigation of such 	PM

Environmental damage as result of construction	Delay to completion and costs of clean-up incurred	1	4	4	<ul style="list-style-type: none"> Private operator to carry suitable insurance 	PM
Access to site limited/restricted	Construction vehicles, contractors and materials have insufficient site access	2	2	4	<ul style="list-style-type: none"> Project Manager provides evaluation prior to commencement and seeks necessary authorisation 	PM
Timeline management	Possible delays Exceed budget	1	5	5	<ul style="list-style-type: none"> Engage suitably qualified project manager 	PCG
Events of force majeure adversely affect the ability to complete project	Delays, failure to complete project, funding withdrawn	1	5	5	<ul style="list-style-type: none"> Private operators and project manager suitably insured 	PM
Industrial relations	Delays to project completion	2	4	8	<ul style="list-style-type: none"> Project manager to monitor and manage communications 	PM
General economic downturn	Demand for contracted services effected	3	2	6	<ul style="list-style-type: none"> Private operators to ensure satisfactory financial structure 	PM/P CG
Project Delivery - Construction management risks with multiple interfacing packages	Increase in costs and timescale	2	2	4	<ul style="list-style-type: none"> Close project management Engage suitably qualified project manager 	PM/P CG
Project Communication - Misinformation, levels of authority, competing stakeholder interest, personal and public beliefs and vagaries associated with commercial contracting	Delays Stakeholder disenchantment Risk to funding	2	2	4	<ul style="list-style-type: none"> Close project management Engage suitably qualified project manager Communications Plan 	PCG/ PM
Asset Operations and Management						
Financial stress associated with facility operations	Infrastructure / club not sustainable / running at a loss	1	5	5	<ul style="list-style-type: none"> Conservative estimates of operational costs have been made based on QS estimates and Tennis Centre Project Working Group member experience in asset operations and management 	Albany Tennis Club
Cost of management, maintenance, cleaning and other operations exceeds estimates	Infrastructure / club not sustainable / running at a loss	2	4	8	<ul style="list-style-type: none"> Sufficient income is shown that even with increases to expenditure the project remains sustainable All indications suggest robust viability 	Albany Tennis Club
Social and economic impacts not realised	Project costs are higher than benefits – e.g. BCR below 1.0 and NPV below \$0	1	5	5	<ul style="list-style-type: none"> Conservative estimates indicate robust project value Even with considerable reductions to key factors, the project still has a positive BCR and NPV Many other positive socioeconomic factors have not been considered in the analysis, suggesting project value could be higher than estimated in this business case 	Albany Tennis Club

Table 39. Risk Management Descriptions

Probability		
Rank	Description	Level or Probability
0	Almost non-existent likelihood	<1%
1	Extremely unlikely to occur	1-10%
2	Unlikely but not impossible to occur	11-25%
3	Fairly likely to occur	26-50%
4	More likely to occur than not	51-75%
5	Almost certain to occur	>75%
Impact		

Rank	Description	Level or Increase
0	Almost non-existent impact.	1-2 days and/or <1% Financial
1	Minimal loss, delay, inconvenience or interruption. Can be easily remedied	2-10 days and/or 1-5% Financial
2	Minor loss, delay, inconvenience or interruption. Short to medium term effect	11-20 days and/or 6-15% Financial
3	Significant waste of time or resources. Impact on operational efficiency, output and quality. Medium term effect that may be expensive to recover	1-3 months and/or 16-30% Financial
4	Major impact on costs and objectives. Serious impact on output and/or quality and reputation. Medium to long- term effect and expensive to recover.	3-6 months and/or 31-50% Financial
5	Critical impact on the achievement of objectives and overall performance. Huge impact on costs and/or reputation. Very difficult and possibly long-term to recover.	Indefinite and/or >50% Financial

12 Asset Management and Operations Plan

The City of Albany own the land, facilities and infrastructure associated with the Albany Tennis Centre Project and will lease them to the Albany Tennis Club (once formed) at a peppercorn rate. The management and operations of the asset will be undertaken in line with the City of Albany Asset Management Policy. Albany Tennis Club will be responsible for the cost and logistics of basic ongoing maintenance of the facility, which has also been factored into the forward planning budget (see Life Cycle Cost Assessment).

12.1 Asset Management Policy

12.1.1 Objective

The objective of this policy is to ensure that Asset Management is embedded in the organisation and is recognised as a substantive corporate function. A recognised asset management culture will enable the City of Albany to deliver services through infrastructure assets in an equitable and sustainable way. This policy supports compliance with the State Government’s Integrated Planning and Reporting Framework, the principles in the International Infrastructure Management Manual and ISO 55000 series for Asset Management.

12.1.2 Definitions

Asset	A physical item that is owned or controlled by the City of Albany and provides or contributes to the provision of service to the community (in this context excluding financial, intellectual, and non-tangible assets).
Asset Management	The processes applied to assets from their planning, acquisition, operation, maintenance, replacement and disposal, to ensure that the assets meet the City of Albany priorities for service delivery.
Asset Management Plan	A plan developed for the management of an infrastructure asset or asset category that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset.
Infrastructure Assets	Fixed assets that support the delivery of services to the community. These include the broad asset classes of Roads, Drainage, Buildings, Parks, Paths and Bridges.
Life Cycle	The cycle of activities that an asset goes through while it retains an identity as a particular asset.
Whole of life costs(s)	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance and rehabilitation and disposal costs.
Maintenance	Regular ongoing day-to-day work necessary to keep asset operating and in a safe and attractive condition.
Operations	The regular activities to provide health, safety and amenity and to enable the assets to function e.g. sweeping, grass mowing, tree trimming, cleaning, lighting and graffiti removal.
New	Creation of a new asset to meet additional service level requirements.
Resources	The combination of plant, labour and materials, whether they be external (contractors/consultants) or internal (staff/day labour).
Renewal	Restores, rehabilitates, replaces existing asset to its original capacity. This may include the fitment of new components necessary to meet new legislative requirements in order that the asset may achieve compliance and remain in use.
Risk	Probability and consequence of an event that could impact on the Council’s ability to meet its Corporate objectives.
WAMMI	Western Australian Asset Management Improvement Program.

12.1.3 Policy Statement

The City of Albany are committed to implementing a coordinated and integrated approach to asset management by:

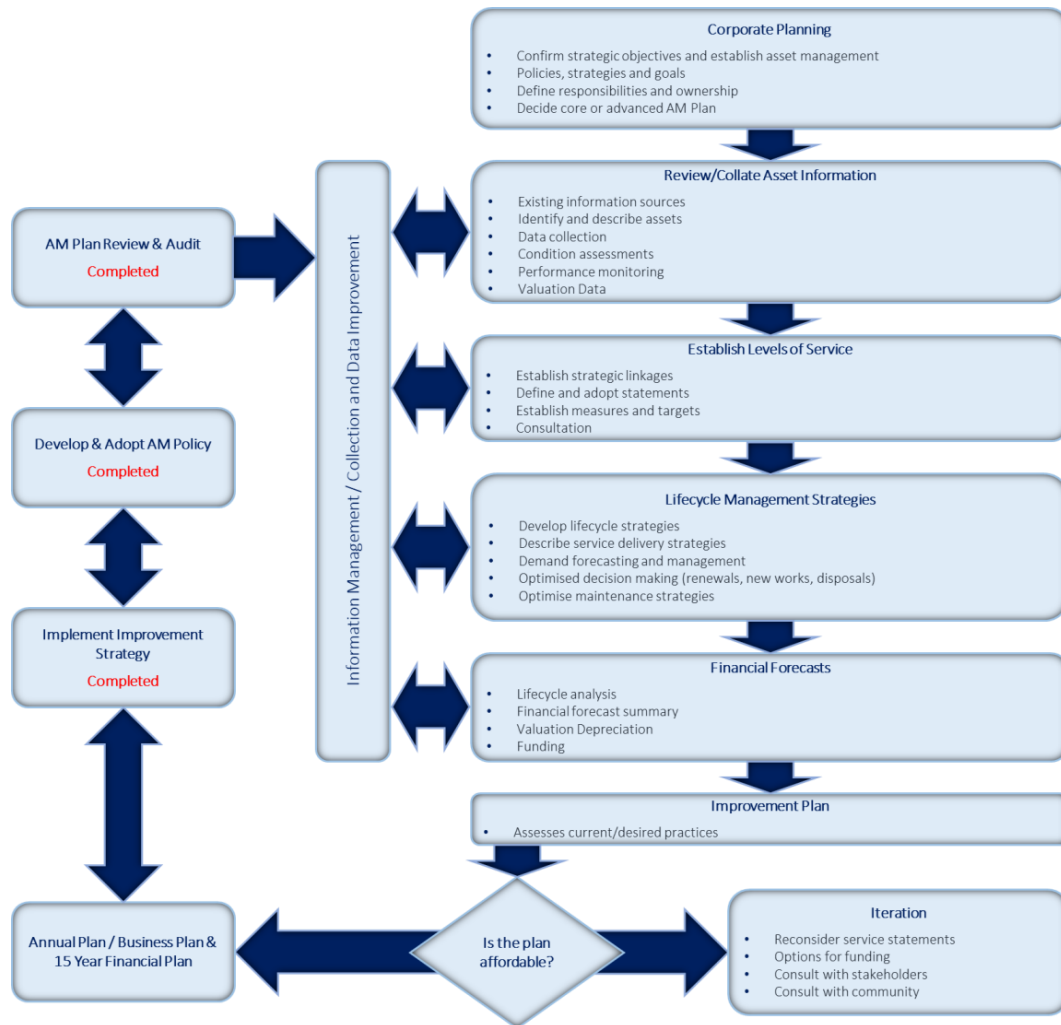
1. Defining asset management objectives.
2. The establishment of a platform for service delivery.
3. Providing a framework that enables the Asset Management Strategy and Plans to be produced.
4. Supporting a 'whole of life' and 'whole of organisation' approach to asset management.

All organisational directorates and assets teams shall commit to the following outcomes:

1. A Strategic Asset Management Framework that is consistent with ISO 55000 series: including this policy, strategy and plans.
2. Adherence to laws, legislation and regulations in the way assets are managed.
3. A structure for clarity of asset ownership, management and responsibility for key functions.
4. Support a multi-disciplinary asset team with the skills and resources to implement the Asset Management Framework and achieve the outcomes of this policy.
5. Ongoing reporting on asset management performance and improvements.
6. Asset management principles shall be included in staff inductions.
7. The City of Albany will endeavour to make informed decisions in relation to service delivery considering the following:
 - a) Whole of life cost of delivering services
 - b) Potential non-asset solutions for delivering services
 - c) Rationalising under-utilised assets through disposal or change of function
8. Develop, maintain and regularly review Asset Management Plans for the following asset classes:
 - a) Buildings
 - b) Transport (Roads, Kerbing, Carparks)
 - c) Pathways
 - d) Stormwater
9. Asset Management Plans will form part of the City of Albany's day to day business practices and clearly link to asset class strategies, risk management of critical assets, maintenance plans and long-term financial plan.
10. Project Management and associated funding applications shall be based on the evaluation of alternatives with consideration of lifecycle costs, risks and benefits.
11. Additional maintenance and operating costs from new or upgrade projects shall be extrapolated into annual operational budgets to ensure consistent service levels.
12. Strong liaison between Development Services and Assets to ensure sustainable outcomes with new developments.

12.1.4 Responsibility and Reporting

Figure 19. Asset Management Process Map



12.2 Insurance

The City of Albany will insure all infrastructure, land and improvements upon it against all usual risks including, without limiting the generality of the foregoing, loss or damage by fire, fusion, explosion, smoke, lightning, flood, storm, tempest, rain, water, water damage, leakage, earthquake, riot, civil commotion, malicious damage, impact by vehicles, aircraft, and articles dropped there from and any other risks required by the City of Albany provided that the cover is not less than the full insurable value on a replacement and/or reinstatement basis.

12.3 Operational Management

During the Feasibility Study and subsequent processes, the Merrifield Tennis Club and Lawley Park Tennis Club have confirmed in-principal support to relocate and amalgamate the two clubs into one new club – The Albany Tennis Club. A significant advancement, this would require support from Department of Mines, Industry Regulatory and Safety and would result in:

- Rationalisation of assets/sites – two sites decommissioned including club houses, ablutions etc. into one facility reducing the financial burden on the Albany Community.
- Reduced volunteer burden – amalgamation of two clubs into one would result in one executive workload rather than two.
- Improved Governance and Management Protocols – One club executive will address the challenges noted in the Feasibility Study associated with two separate clubs maintaining identity and equitable access.

The two clubs are proposing a simple standard volunteer incorporated club structure to manage the facility. The newly formed Albany Tennis Club would enter into the following agreements and responsibilities:

- **Facility** - A standard License Agreement and maintenance in line with the model for the Western Precinct Pavilion;
- **Sports Surface and Lighting** - The management, maintenance and replacement of the courts, lighting and court fencing would fall under the full responsibility of the Albany Tennis Club and utilise the new Book a Court Software management system. The Business Planning Process and Life Cycle Cost Analysis would assist the clubs to work through this including establishing a sinking fund with a regular annual contribution to offset future maintenance and replacement reducing any future burden on the City of Albany.

A Memorandum of Understanding has been signed by both parties.

12.4 Financial Viability and Sustainability

In order to analyse sustainability and viability, a twenty-five-year forward planning budget has been developed for the period from 2023 to 2047. The model shows a cumulative surplus of \$3.95 million, with 60% of this surplus reserved in an asset replacement sinking fund for end-of-life court redevelopment or replacement (e.g. reaching \$2.15m at the end of a 25 year operational period, including consideration to 10-yearly court resurfacing).

Costs are fully understood, with Tennis West life cycle cost guidelines used to identify scheduled repairs and replacements to key court infrastructure. Worst and best-case models have also been undertaken. Even in the worst case, with significant and unlikely variations to income and expenditure, the Albany Tennis Centre remains viable and sustainable throughout the facility’s life cycle.

12.4.1 Current Financial Position and Background to Projections

As a new club will be formed in the project to amalgamate the existing Lawley Park and Merrifield Park Tennis Clubs, it is difficult to accurately utilise past financial data as a baseline to costs. This is due to the differences in scope and size of current facilities and infrastructure, as well as the separate smaller membership bases and various inefficiencies that exist under the current operational models. Where applicable, some existing costs have been used and escalated appropriately to the amalgamated membership base. Otherwise, all assumptions are based on extensive experience in forward planning estimation for sports clubs and facilities, external consultant advice and research into typical lifecycle costs for tennis clubs in Western Australia. All assumptions and justifications are outlined in the sections below.

12.4.2 Operational Assumptions for New Facilities

The City of Albany and Albany Tennis Club fully understand that new facilities require varied levels of asset and operations management and sufficient capital to ensure the ongoing viability of the building and club, which may differ significantly to that of the current building and operations. As such, the project partners and consultants have estimated asset management and operations costs based on a number of factors, including past experience with the current facilities, industry standard measures of new building maintenance and management, tennis court and ancillary item replacement and maintenance costs (Tennis West), City of Albany experience with asset management and operations, and external advice (architects, engineers and associate electrical and hydraulic consultants). Key assumptions and justifications are as follows:

Table 40. Albany Regional Tennis Centre LCCA assumptions and justifications

Item	Assumption (2023)	Justification / Notes
Income		
Membership	\$66,000	<ul style="list-style-type: none"> • Projected from current rate (averaged between member types and fee structure). • Escalated in line with projected member growth.
Ball Fees - Social Tennis	\$24,960	<ul style="list-style-type: none"> • Average of 60 senior players over a weekend at \$7 each + average of 15 junior/pensioner players over a weekend at \$4 each. • Escalated in line with projected population growth.
Court Hire	\$43,800	<ul style="list-style-type: none"> • Day rate - \$15 / hour. Ave. hire is 2 courts a day. Ave. stay is 1 hour. • Night rate - \$30 / hour. Ave. hire is 3 courts a day. Ave. stay is 1 hour. • Escalated in line with projected population growth.

Corporate Tennis Competition	\$2,400	<ul style="list-style-type: none"> At least 8 teams at \$300 a team.
Coaching Fees	\$5,000	<ul style="list-style-type: none"> Annual fee collected from club pro coach.
External Tournaments & Events	\$28,000	<ul style="list-style-type: none"> Based on the annual 4-day Easter Tennis Tournament run by the Bridgetown Tennis Club with approximately 250 entrants, after all expenses their profit is in the range of \$8000 - \$10,000. The Albany Tennis Centre members would be running a similar event so would therefore expect to achieve a similar profit margin. Other internal and external tournaments will be run by the club, with current estimates to include another medium scale and larger scale event each year. Considers profit only – i.e. expenditure is included in this calculation so there is no associated expenditure item.
Fundraising	\$6,000	<ul style="list-style-type: none"> Based on current annual Merrifield Park lamington drive fundraiser with the potential to be run twice per year.
Donations, Grants and Sponsorship	\$2,000	<ul style="list-style-type: none"> Based on current levels averaged between clubs.
Expenditure		
Advertising	\$2,000	<ul style="list-style-type: none"> Significantly higher than current levels – anticipated to increase to attract more members and social users to the facility. Based on other similar scale sporting club advertising budgets.
Affiliation	\$2,000	<ul style="list-style-type: none"> Based on current rates (\$125 per court).
Audit Fees	\$703	<ul style="list-style-type: none"> Based on current rates, averaged between clubs.
Ball purchases	\$17,472	<ul style="list-style-type: none"> 70% of ball fee income - in line with current club averages.
Bank Fees	\$200	<ul style="list-style-type: none"> Based on current rates, averaged between clubs.
Cleaning (facility)	\$3,000	<ul style="list-style-type: none"> Based on industry standard rates at approximately \$12 per m² facility.
Council Ground Fee	\$1,000	<ul style="list-style-type: none"> Based on current rates and discussions with CoA.
Council Rates	\$300	<ul style="list-style-type: none"> Based on current rates and discussions with CoA.
Electricity	\$3,000	<ul style="list-style-type: none"> Based on industry standard rates at approximately \$10 per m² facility, and including consideration to the lighting plan for 500 lux LED floodlights and associated power supply.
Insurance	\$10,000	<ul style="list-style-type: none"> Significantly higher than currently indicated. Insurance to cover building, grounds and liability. In line with other known sporting club/facility insurance costs.
Maintenance (court)	\$5,841	<ul style="list-style-type: none"> Based on Tennis West cost and life cycle guidelines (see below) - https://www.tennis.com.au/learn/courts-and-surfaces/cost-and-life-cycle
Maintenance (ancillary)	\$12,460	
Maintenance (facility)	\$3,000	
Medical Expenses	\$1,500	<ul style="list-style-type: none"> Assumed based on known similar sporting club annual expenditures. Not currently factored into annual club budgets. Scaled in line with member growth.
Printing, Postage & Stationary	\$800	<ul style="list-style-type: none"> Significant increase from current club expenditures. In line with other similar scale sporting clubs within Albany. Scaled in line with member growth.
Rubbish Removal	\$900	<ul style="list-style-type: none"> Assumed based on known similar sporting club annual expenditures. Not currently factored into annual club budgets. Scaled in line with member growth.
Sponsorship	\$619	<ul style="list-style-type: none"> Based on current levels averaged between clubs.
Sundry Expenses	\$5,000	<ul style="list-style-type: none"> Assumed based on known similar sporting club annual expenditures. Not currently factored into annual club budgets. Scaled in line with member growth.
Telephone	\$1,254	<ul style="list-style-type: none"> Industry standard rates.
Trophies	\$1,272	<ul style="list-style-type: none"> Assumed based on known similar sporting club annual expenditures. Not currently factored into annual club budgets. Scaled in line with member growth.
Water	\$2,000	<ul style="list-style-type: none"> Based on industry standard rates, scaled in line with member growth.
Water Rates	\$248	<ul style="list-style-type: none"> Based on industry standard rates.

All relevant goods and services are escalated at a further rate of 3% per annum to accommodate inflation. All income and expenditure items associated with membership (number of members) are scaled in line with projections for membership growth (e.g. 3.31% in the base case, 2% in the worst case and 4.5% in the best case).

Specific tennis infrastructure maintenance assumptions are based on Tennis West life cycle cost guidelines, including annual maintenance costs and periodic replacement costs for courts, nets, poles/winches, fencing and lighting. The guidelines were calculated from 2011 values and escalated to 2023 (project start) in line with the

consumer price index. A further 3% inflation is assumed throughout the operational life cycle. Base case costs are as follows:

Table 41. Per court life cycle maintenance costs (Tennis West Life Cycle Cost Guidelines - 2011)

Component	Expected Life	Replacement Cost		Annual Maintenance Cost	
		2011	2023	2011	2023
Court Surface (acrylic / Laykold Gel)	8-10 years	\$8,000	\$9,735	\$300	\$365
Net	5 years	\$300	\$365	\$20	\$24
Posts/winders	15 years	\$450	\$548	\$20	\$24
Lights	25 years	\$12,000	\$14,602	\$400	\$487
Fencing (4 courts in a row costed per court)	25 years	\$8,000	\$9,735	\$200	\$243

Beyond retained earnings and capacity to replace building and infrastructure assets, such as internal lighting (15-year life) and hot water units (15-year life), a sinking fund will be established at 60% of total generated surplus per annum. Financial reserves will be prioritised for minor building and infrastructure asset replacement throughout the building life cycle; however, the sinking fund may be used where any deficit exists. The sinking fund will also be used for scheduled large-scale asset replacement costs, for example associated with court resurfacing at 10-year intervals and external lighting and fencing replacement at year 25. The primary purpose of the sinking fund is to develop a significant asset replacement reserve throughout the operational period to be used either during the facility’s operational life for asset life extension, or after the facility’s operational life as a new court development club contribution for associated funding applications.

12.4.3 Operational Projections

Key variations between base-case, best-case and worst-case scenarios are presented in Table 42 below.

Table 42. Key variables in operational analyses

Item	Base Case	Best Case	Worst Case
Membership	3.31% growth per annum (projected based on historic growth and indicative population growth)	4.5% growth per annum (Expected to be more realistic given the significantly enhanced facilities)	2% growth per annum (well below the current AAGR)
Population	1.27% - in line with current WAPC projections	1.5% per annum – considered reasonable given projected external factors	1.0% - considered unrealistic. Lower also than total regional projections
Facility maintenance and repair	\$12/m ² (slightly higher than external consultant advice due to coastal impacts of Albany)	\$10/m ² (in line with external advice)	\$15/m ² (higher than external advice and in line with facilities directly on coast)
Cleaning, utilities and maintenance loading	100% – as base case	80% - considered more realistic than base case, in line with external consultant advice	150% - considered highly unrealistic
10-year maintenance loading	110% loading on maintenance/repair costs at year 10	100% - no loading on maintenance/repair costs at year 10	140% loading on maintenance/repair costs at year 10
20-year maintenance loading	120% loading on maintenance/repair costs at year 20	110% loading on maintenance/repair costs at year 20	160% loading on maintenance/repair costs at year 20

Table 43. Base-case financial viability assessment

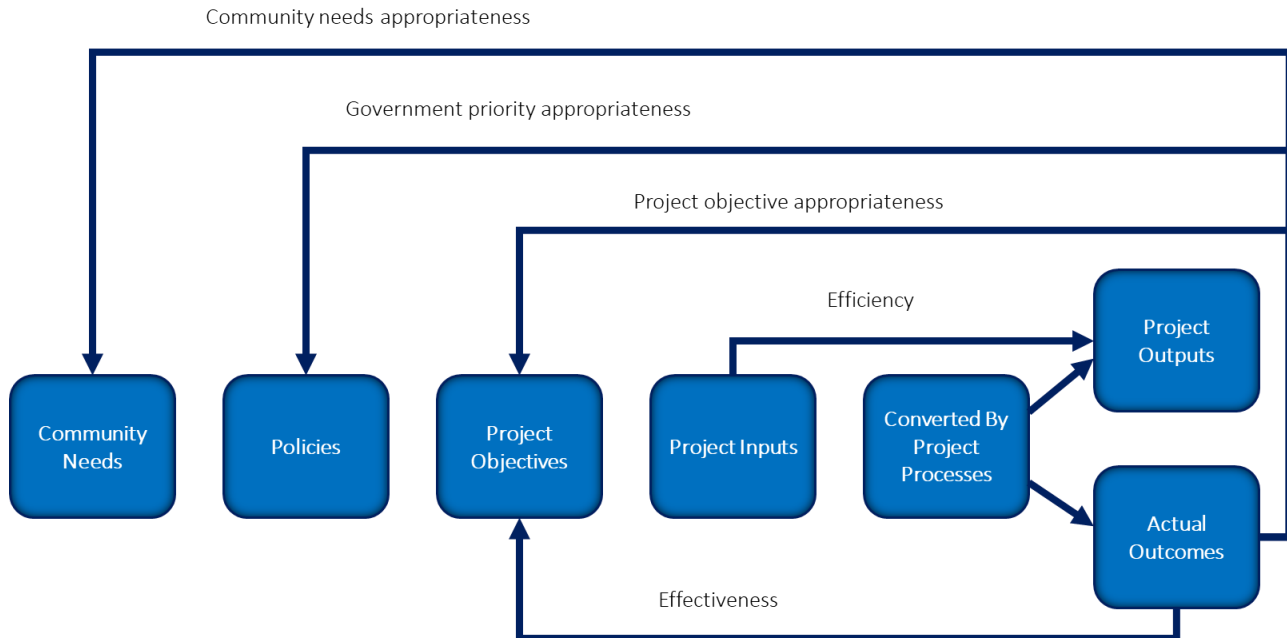
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	
Income	\$ 178,160	\$ 186,638	\$ 195,552	\$ 204,926	\$ 214,786	\$ 225,159	\$ 236,072	\$ 247,556	\$ 259,643	\$ 272,365	\$ 285,760	\$ 299,863	\$ 314,716	\$ 330,360	\$ 346,840	\$ 364,202	\$ 382,498	\$ 401,780	\$ 422,104	\$ 443,529	\$ 466,119	\$ 489,940	\$ 515,063	\$ 541,562	\$ 569,518	
Membership	\$ 66,000	\$ 70,230	\$ 74,731	\$ 79,521	\$ 84,618	\$ 89,041	\$ 93,812	\$ 98,935	\$ 104,418	\$ 109,361	\$ 114,774	\$ 120,657	\$ 127,010	\$ 133,843	\$ 141,166	\$ 149,000	\$ 157,475	\$ 166,621	\$ 176,370	\$ 186,763	\$ 197,831	\$ 209,604	\$ 222,121	\$ 235,424	\$ 249,553	\$ 264,547
Ball Fees - Social Tennis	\$ 24,960	\$ 26,035	\$ 27,157	\$ 28,327	\$ 29,547	\$ 30,820	\$ 32,148	\$ 33,533	\$ 34,978	\$ 36,484	\$ 38,056	\$ 39,696	\$ 41,406	\$ 43,190	\$ 45,050	\$ 46,991	\$ 49,015	\$ 51,127	\$ 53,330	\$ 55,627	\$ 58,024	\$ 60,523	\$ 63,131	\$ 65,851	\$ 68,687	\$ 71,648
Court Hire	\$ 43,800	\$ 45,670	\$ 47,620	\$ 49,654	\$ 51,774	\$ 53,985	\$ 56,290	\$ 58,693	\$ 61,200	\$ 63,813	\$ 66,538	\$ 69,379	\$ 72,341	\$ 75,430	\$ 78,651	\$ 82,010	\$ 85,511	\$ 89,163	\$ 92,970	\$ 96,940	\$ 101,079	\$ 105,395	\$ 109,866	\$ 114,588	\$ 119,481	\$ 124,558
Corporate Tennis Competition	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131	\$ 3,225	\$ 3,322	\$ 3,422	\$ 3,524	\$ 3,630	\$ 3,739	\$ 3,851	\$ 3,967	\$ 4,086	\$ 4,208	\$ 4,335	\$ 4,465	\$ 4,599	\$ 4,737	\$ 4,879	\$ 5,026
Coaching Fees	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524	\$ 6,720	\$ 6,921	\$ 7,129	\$ 7,343	\$ 7,563	\$ 7,790	\$ 8,024	\$ 8,264	\$ 8,512	\$ 8,768	\$ 9,031	\$ 9,301	\$ 9,581	\$ 9,868	\$ 10,164	\$ 10,469
External Tournaments & Events	\$ 28,000	\$ 28,840	\$ 29,705	\$ 30,596	\$ 31,514	\$ 32,460	\$ 33,433	\$ 34,436	\$ 35,470	\$ 36,534	\$ 37,630	\$ 38,759	\$ 39,921	\$ 41,119	\$ 42,353	\$ 43,623	\$ 44,932	\$ 46,280	\$ 47,668	\$ 49,098	\$ 50,571	\$ 52,088	\$ 53,651	\$ 55,260	\$ 56,918	\$ 58,626
Fundraising	\$ 6,000	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 7,379	\$ 7,601	\$ 7,829	\$ 8,063	\$ 8,305	\$ 8,555	\$ 8,811	\$ 9,076	\$ 9,348	\$ 9,628	\$ 9,917	\$ 10,215	\$ 10,521	\$ 10,837	\$ 11,162	\$ 11,497	\$ 11,842	\$ 12,197	\$ 12,562
Donations, Grants and Sponsorship	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610	\$ 2,688	\$ 2,768	\$ 2,852	\$ 2,937	\$ 3,025	\$ 3,116	\$ 3,209	\$ 3,306	\$ 3,405	\$ 3,507	\$ 3,612	\$ 3,721	\$ 3,832	\$ 3,947	\$ 4,066	\$ 4,189
Expenditure	\$ 77,234	\$ 79,843	\$ 82,541	\$ 85,333	\$ 89,201	\$ 93,120	\$ 97,091	\$ 101,112	\$ 105,183	\$ 109,305	\$ 113,478	\$ 117,702	\$ 121,977	\$ 126,302	\$ 130,677	\$ 135,102	\$ 139,577	\$ 144,102	\$ 148,677	\$ 153,302	\$ 157,977	\$ 162,702	\$ 167,477	\$ 172,302	\$ 177,177	\$ 182,102
Advertising	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610	\$ 2,688	\$ 2,768	\$ 2,852	\$ 2,937	\$ 3,025	\$ 3,116	\$ 3,209	\$ 3,306	\$ 3,405	\$ 3,507	\$ 3,612	\$ 3,721	\$ 3,832	\$ 3,947	\$ 4,066	\$ 4,189
Affiliation	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610	\$ 2,688	\$ 2,768	\$ 2,852	\$ 2,937	\$ 3,025	\$ 3,116	\$ 3,209	\$ 3,306	\$ 3,405	\$ 3,507	\$ 3,612	\$ 3,721	\$ 3,832	\$ 3,947	\$ 4,066	\$ 4,189
Audit Fees	\$ 728	\$ 750	\$ 773	\$ 796	\$ 820	\$ 845	\$ 870	\$ 896	\$ 923	\$ 951	\$ 979	\$ 1,008	\$ 1,039	\$ 1,070	\$ 1,102	\$ 1,135	\$ 1,169	\$ 1,204	\$ 1,240	\$ 1,277	\$ 1,316	\$ 1,355	\$ 1,396	\$ 1,438	\$ 1,481	\$ 1,526
Ball purchases	\$ 17,472	\$ 18,225	\$ 19,010	\$ 19,829	\$ 20,683	\$ 21,574	\$ 22,504	\$ 23,473	\$ 24,484	\$ 25,539	\$ 26,639	\$ 27,787	\$ 28,984	\$ 30,233	\$ 31,535	\$ 32,894	\$ 34,311	\$ 35,789	\$ 37,331	\$ 38,939	\$ 40,617	\$ 42,366	\$ 44,192	\$ 46,095	\$ 48,081	\$ 50,154
Bank Fees	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239	\$ 246	\$ 253	\$ 261	\$ 269	\$ 277	\$ 285	\$ 294	\$ 303	\$ 312	\$ 321	\$ 331	\$ 340	\$ 351	\$ 361	\$ 372	\$ 383	\$ 395	\$ 407	\$ 420
Cleaning (Facility)	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	\$ 3,914	\$ 4,032	\$ 4,153	\$ 4,277	\$ 4,406	\$ 4,538	\$ 4,674	\$ 4,814	\$ 4,959	\$ 5,107	\$ 5,261	\$ 5,418	\$ 5,581	\$ 5,748	\$ 5,921	\$ 6,098	\$ 6,279
Council Ground Fee	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305	\$ 1,344	\$ 1,384	\$ 1,426	\$ 1,469	\$ 1,513	\$ 1,558	\$ 1,605	\$ 1,653	\$ 1,702	\$ 1,754	\$ 1,806	\$ 1,860	\$ 1,916	\$ 1,974	\$ 2,033	\$ 2,093
Council Rates	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358	\$ 369	\$ 380	\$ 391	\$ 403	\$ 415	\$ 428	\$ 441	\$ 454	\$ 467	\$ 481	\$ 496	\$ 511	\$ 526	\$ 542	\$ 558	\$ 575	\$ 592	\$ 610	\$ 628
Electricity	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	\$ 3,914	\$ 4,032	\$ 4,153	\$ 4,277	\$ 4,406	\$ 4,538	\$ 4,674	\$ 4,814	\$ 4,959	\$ 5,107	\$ 5,261	\$ 5,418	\$ 5,581	\$ 5,748	\$ 5,921	\$ 6,098	\$ 6,279
Insurance	\$ 10,000	\$ 10,331	\$ 10,673	\$ 11,026	\$ 11,391	\$ 11,768	\$ 12,158	\$ 12,560	\$ 12,976	\$ 13,405	\$ 13,849	\$ 14,308	\$ 14,781	\$ 15,270	\$ 15,776	\$ 16,298	\$ 16,838	\$ 17,395	\$ 17,971	\$ 18,565	\$ 19,180	\$ 19,815	\$ 20,471	\$ 21,148	\$ 21,848	\$ 22,572
Maintenance (court)	\$ 6,644	\$ 6,844	\$ 7,049	\$ 7,260	\$ 7,478	\$ 7,703	\$ 7,934	\$ 8,172	\$ 8,417	\$ 8,669	\$ 8,928	\$ 9,193	\$ 9,465	\$ 9,737	\$ 10,005	\$ 10,282	\$ 10,567	\$ 10,852	\$ 11,147	\$ 11,442	\$ 11,747	\$ 12,052	\$ 12,357	\$ 12,662	\$ 12,967	\$ 13,272
Maintenance (ancillary)	\$ 14,175	\$ 14,600	\$ 15,038	\$ 15,489	\$ 15,953	\$ 16,432	\$ 16,925	\$ 17,438	\$ 17,969	\$ 18,518	\$ 19,086	\$ 19,673	\$ 20,279	\$ 20,905	\$ 21,552	\$ 22,220	\$ 22,909	\$ 23,620	\$ 24,353	\$ 25,108	\$ 25,885	\$ 26,686	\$ 27,511	\$ 28,359	\$ 29,231	\$ 30,127
Maintenance (facility)	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	\$ 3,914	\$ 4,032	\$ 4,153	\$ 4,277	\$ 4,406	\$ 4,538	\$ 4,674	\$ 4,814	\$ 4,959	\$ 5,107	\$ 5,261	\$ 5,418	\$ 5,581	\$ 5,748	\$ 5,921	\$ 6,098	\$ 6,279
Medical Expenses	\$ 1,500	\$ 1,550	\$ 1,601	\$ 1,654	\$ 1,709	\$ 1,765	\$ 1,824	\$ 1,884	\$ 1,946	\$ 2,011	\$ 2,077	\$ 2,146	\$ 2,217	\$ 2,291	\$ 2,366	\$ 2,445	\$ 2,526	\$ 2,609	\$ 2,696	\$ 2,785	\$ 2,877	\$ 2,972	\$ 3,071	\$ 3,172	\$ 3,277	\$ 3,384
Printing, Postage & Stationary	\$ 800	\$ 826	\$ 854	\$ 882	\$ 911	\$ 941	\$ 973	\$ 1,006	\$ 1,038	\$ 1,072	\$ 1,108	\$ 1,145	\$ 1,182	\$ 1,222	\$ 1,262	\$ 1,304	\$ 1,347	\$ 1,392	\$ 1,438	\$ 1,485	\$ 1,534	\$ 1,585	\$ 1,638	\$ 1,692	\$ 1,748	\$ 1,805
Rubbish Removal	\$ 900	\$ 930	\$ 961	\$ 992	\$ 1,025	\$ 1,059	\$ 1,094	\$ 1,130	\$ 1,168	\$ 1,206	\$ 1,246	\$ 1,288	\$ 1,330	\$ 1,374	\$ 1,420	\$ 1,467	\$ 1,515	\$ 1,566	\$ 1,617	\$ 1,671	\$ 1,726	\$ 1,783	\$ 1,842	\$ 1,903	\$ 1,966	\$ 2,030
Sponsorship	\$ 641	\$ 660	\$ 680	\$ 701	\$ 723	\$ 744	\$ 765	\$ 788	\$ 812	\$ 836	\$ 862	\$ 887	\$ 914	\$ 941	\$ 970	\$ 999	\$ 1,029	\$ 1,060	\$ 1,091	\$ 1,124	\$ 1,158	\$ 1,193	\$ 1,228	\$ 1,265	\$ 1,303	\$ 1,341
Sundry Expenses	\$ 5,000	\$ 5,156	\$ 5,316	\$ 5,481	\$ 5,650	\$ 5,824	\$ 6,003	\$ 6,187	\$ 6,376	\$ 6,570	\$ 6,769	\$ 6,973	\$ 7,181	\$ 7,394	\$ 7,612	\$ 7,835	\$ 8,063	\$ 8,296	\$ 8,534	\$ 8,777	\$ 9,025	\$ 9,278	\$ 9,535	\$ 9,797	\$ 10,064	\$ 10,336
Telephone	\$ 1,299	\$ 1,338	\$ 1,378	\$ 1,420	\$ 1,462	\$ 1,506	\$ 1,551	\$ 1,598	\$ 1,646	\$ 1,695	\$ 1,746	\$ 1,798	\$ 1,852	\$ 1,908	\$ 1,965	\$ 2,024	\$ 2,085	\$ 2,147	\$ 2,212	\$ 2,278	\$ 2,346	\$ 2,417	\$ 2,489	\$ 2,564	\$ 2,641	\$ 2,719
Trophies	\$ 1,318	\$ 1,357	\$ 1,398	\$ 1,440	\$ 1,483	\$ 1,527	\$ 1,573	\$ 1,620	\$ 1,669	\$ 1,719	\$ 1,771	\$ 1,824	\$ 1,878	\$ 1,935	\$ 1,993	\$ 2,053	\$ 2,114	\$ 2,178	\$ 2,243	\$ 2,310	\$ 2,380	\$ 2,451	\$ 2,525	\$ 2,600	\$ 2,678	\$ 2,757
Water	\$ 2,000	\$ 2,060	\$ 2,135	\$ 2,205	\$ 2,278	\$ 2,354	\$ 2,432	\$ 2,512	\$ 2,595	\$ 2,681	\$ 2,770	\$ 2,862	\$ 2,956	\$ 3,054	\$ 3,155	\$ 3,260	\$ 3,368	\$ 3,479	\$ 3,594	\$ 3,713	\$ 3,836	\$ 3,963	\$ 4,094	\$ 4,230	\$ 4,370	\$ 4,514
Water Rates	\$ 257	\$ 265	\$ 273	\$ 281	\$ 290	\$ 298	\$ 307	\$ 316	\$ 326	\$ 336	\$ 346	\$ 356	\$ 367	\$ 378	\$ 389	\$ 401	\$ 413	\$ 425	\$ 438	\$ 451	\$ 465	\$ 479	\$ 493	\$ 508	\$ 523	\$ 539
Net Profit/Loss	\$ 100,926	\$ 106,795	\$ 113,011	\$ 119,594	\$ 125,585	\$ 131,949	\$ 138,742	\$ 145,944	\$ 153,562	\$ 161,606	\$ 169,999	\$ 178,731	\$ 187,803	\$ 197,216	\$ 206,970	\$ 217,072	\$ 227,523	\$ 238,323	\$ 249,472	\$ 260,979	\$ 272,844	\$ 285,069	\$ 297,654	\$ 310,600	\$ 323,917	\$ 337,615
Asset Replacement Sinking Fund	\$ 60,555	\$ 64,077	\$ 67,807	\$ 71,756	\$ 75,935	\$ 80,364	\$ 85,053	\$ 90,003	\$ 95,224	\$ 100,727	\$ 106,523	\$ 112,611	\$ 119,001	\$ 125,693	\$ 132,697	\$ 139,924	\$ 147,374	\$ 155,047	\$ 162,944	\$ 171,066	\$ 179,414	\$ 188,089	\$ 197,092	\$ 206,424	\$ 216,085	\$ 226,076
Financial Reserves (cumulative)	\$ 40,370	\$ 43,088	\$ 45,929	\$ 48,904	\$ 52,023	\$ 55,297	\$ 58,736	\$ 62,340	\$ 66,119	\$ 70,074	\$ 74,205	\$ 78,513	\$ 83,000	\$ 87,667	\$ 92,515	\$ 97,545	\$ 102									

Table 45. Worst-case financial viability assessment

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047
Income	\$ 178,160	\$ 185,559	\$ 193,278	\$ 201,329	\$ 209,727	\$ 218,489	\$ 227,630	\$ 237,167	\$ 247,118	\$ 257,502	\$ 268,337	\$ 279,645	\$ 291,445	\$ 303,761	\$ 316,616	\$ 330,034	\$ 344,039	\$ 358,660	\$ 373,923	\$ 389,857	\$ 406,493	\$ 423,863	\$ 442,000	\$ 460,939	\$ 480,716
Membership	\$ 66,000	\$ 69,340	\$ 72,848	\$ 76,534	\$ 80,407	\$ 84,476	\$ 88,750	\$ 93,241	\$ 97,959	\$ 102,915	\$ 108,123	\$ 113,594	\$ 119,342	\$ 125,381	\$ 131,725	\$ 138,390	\$ 145,393	\$ 152,749	\$ 160,479	\$ 168,599	\$ 177,130	\$ 186,093	\$ 195,509	\$ 205,402	\$ 215,795
Ball Fees - Social Tennis	\$ 24,960	\$ 25,966	\$ 27,012	\$ 28,101	\$ 29,233	\$ 30,411	\$ 31,637	\$ 32,912	\$ 34,238	\$ 35,618	\$ 37,054	\$ 38,547	\$ 40,100	\$ 41,716	\$ 43,398	\$ 45,146	\$ 46,966	\$ 48,859	\$ 50,828	\$ 52,876	\$ 55,007	\$ 57,224	\$ 59,530	\$ 61,929	\$ 64,424
Court Hire	\$ 43,800	\$ 45,552	\$ 47,374	\$ 49,269	\$ 51,240	\$ 53,289	\$ 55,421	\$ 57,638	\$ 59,943	\$ 62,341	\$ 64,835	\$ 67,428	\$ 70,125	\$ 72,930	\$ 75,847	\$ 78,881	\$ 82,037	\$ 85,318	\$ 88,731	\$ 92,280	\$ 95,971	\$ 99,810	\$ 103,802	\$ 107,955	\$ 112,273
Corporate Tennis Competition	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131	\$ 3,225	\$ 3,322	\$ 3,422	\$ 3,524	\$ 3,630	\$ 3,739	\$ 3,851	\$ 3,967	\$ 4,086	\$ 4,208	\$ 4,335	\$ 4,465	\$ 4,599	\$ 4,737	\$ 4,879
Coaching Fees	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524	\$ 6,720	\$ 6,921	\$ 7,129	\$ 7,343	\$ 7,563	\$ 7,790	\$ 8,024	\$ 8,264	\$ 8,512	\$ 8,768	\$ 9,031	\$ 9,301	\$ 9,581	\$ 9,868	\$ 10,164
External Tournaments & Events	\$ 28,000	\$ 28,840	\$ 29,705	\$ 30,596	\$ 31,514	\$ 32,460	\$ 33,433	\$ 34,436	\$ 35,470	\$ 36,534	\$ 37,630	\$ 38,759	\$ 39,921	\$ 41,119	\$ 42,353	\$ 43,623	\$ 44,932	\$ 46,280	\$ 47,668	\$ 49,098	\$ 50,571	\$ 52,088	\$ 53,651	\$ 55,260	\$ 56,918
Fundraising	\$ 6,000	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 7,379	\$ 7,601	\$ 7,829	\$ 8,063	\$ 8,305	\$ 8,555	\$ 8,811	\$ 9,076	\$ 9,348	\$ 9,628	\$ 9,917	\$ 10,215	\$ 10,521	\$ 10,837	\$ 11,162	\$ 11,497	\$ 11,842	\$ 12,197
Donations, Grants and Sponsorship	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610	\$ 2,688	\$ 2,768	\$ 2,852	\$ 2,937	\$ 3,025	\$ 3,116	\$ 3,209	\$ 3,306	\$ 3,405	\$ 3,507	\$ 3,612	\$ 3,721	\$ 3,832	\$ 3,947	\$ 4,066
Expenditure	\$ 92,769	\$ 95,604	\$ 98,531	\$ 101,554	\$ 115,144	\$ 107,896	\$ 111,224	\$ 114,660	\$ 118,208	\$ 134,010	\$ 469,440	\$ 147,015	\$ 133,770	\$ 137,949	\$ 171,667	\$ 146,726	\$ 151,334	\$ 156,095	\$ 161,015	\$ 182,410	\$ 633,367	\$ 212,010	\$ 182,781	\$ 188,598	\$ 1,523,654
Advertising	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610	\$ 2,688	\$ 2,768	\$ 2,852	\$ 2,937	\$ 3,025	\$ 3,116	\$ 3,209	\$ 3,306	\$ 3,405	\$ 3,507	\$ 3,612	\$ 3,721	\$ 3,832	\$ 3,947	\$ 4,066
Affiliation	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610	\$ 2,688	\$ 2,768	\$ 2,852	\$ 2,937	\$ 3,025	\$ 3,116	\$ 3,209	\$ 3,306	\$ 3,405	\$ 3,507	\$ 3,612	\$ 3,721	\$ 3,832	\$ 3,947	\$ 4,066
Audit Fees	\$ 728	\$ 750	\$ 773	\$ 796	\$ 820	\$ 845	\$ 870	\$ 896	\$ 923	\$ 951	\$ 979	\$ 1,008	\$ 1,039	\$ 1,070	\$ 1,102	\$ 1,135	\$ 1,169	\$ 1,204	\$ 1,240	\$ 1,277	\$ 1,316	\$ 1,355	\$ 1,396	\$ 1,438	\$ 1,481
Ball purchases	\$ 17,472	\$ 18,176	\$ 18,909	\$ 19,671	\$ 20,463	\$ 21,288	\$ 22,146	\$ 23,038	\$ 23,967	\$ 24,933	\$ 25,938	\$ 26,983	\$ 28,070	\$ 29,201	\$ 30,378	\$ 31,603	\$ 32,876	\$ 34,201	\$ 35,579	\$ 37,013	\$ 38,505	\$ 40,057	\$ 41,671	\$ 43,350	\$ 45,097
Bank Fees	\$ 700	\$ 706	\$ 712	\$ 719	\$ 725	\$ 732	\$ 739	\$ 746	\$ 753	\$ 761	\$ 769	\$ 777	\$ 785	\$ 794	\$ 803	\$ 812	\$ 821	\$ 831	\$ 841	\$ 851	\$ 861	\$ 872	\$ 883	\$ 895	\$ 907
Cleaning (facility)	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	\$ 3,914	\$ 4,032	\$ 4,153	\$ 4,277	\$ 4,406	\$ 4,538	\$ 4,674	\$ 4,814	\$ 4,959	\$ 5,107	\$ 5,261	\$ 5,418	\$ 5,581	\$ 5,748	\$ 5,921	\$ 6,098
Council Ground Fee	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305	\$ 1,344	\$ 1,384	\$ 1,426	\$ 1,469	\$ 1,513	\$ 1,558	\$ 1,605	\$ 1,653	\$ 1,702	\$ 1,754	\$ 1,806	\$ 1,860	\$ 1,916	\$ 1,974	\$ 2,033
Council Rates	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358	\$ 369	\$ 380	\$ 391	\$ 403	\$ 415	\$ 428	\$ 441	\$ 454	\$ 467	\$ 481	\$ 496	\$ 511	\$ 526	\$ 542	\$ 558	\$ 575	\$ 592	\$ 610
Electricity	\$ 4,500	\$ 4,635	\$ 4,774	\$ 4,917	\$ 5,065	\$ 5,217	\$ 5,373	\$ 5,534	\$ 5,700	\$ 5,871	\$ 6,048	\$ 6,229	\$ 6,416	\$ 6,608	\$ 6,807	\$ 7,011	\$ 7,221	\$ 7,438	\$ 7,661	\$ 7,891	\$ 8,128	\$ 8,371	\$ 8,622	\$ 8,881	\$ 9,148
Insurance	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951	\$ 12,190	\$ 12,434	\$ 12,682	\$ 12,936	\$ 13,195	\$ 13,459	\$ 13,728	\$ 14,002	\$ 14,282	\$ 14,568	\$ 14,859	\$ 15,157	\$ 15,460	\$ 15,769	\$ 16,084
Maintenance (court)	\$ 9,966	\$ 10,265	\$ 10,573	\$ 10,891	\$ 11,217	\$ 11,554	\$ 11,901	\$ 12,258	\$ 12,625	\$ 13,004	\$ 13,394	\$ 13,797	\$ 14,212	\$ 14,636	\$ 15,075	\$ 15,527	\$ 15,993	\$ 16,473	\$ 16,967	\$ 17,476	\$ 18,001	\$ 18,541	\$ 19,097	\$ 19,670	\$ 20,260
Maintenance (ancillary)	\$ 21,262	\$ 21,900	\$ 22,557	\$ 23,233	\$ 24,000	\$ 24,648	\$ 25,388	\$ 26,149	\$ 26,934	\$ 27,754	\$ 28,574	\$ 29,424	\$ 30,314	\$ 31,224	\$ 32,156	\$ 33,120	\$ 34,119	\$ 35,143	\$ 36,197	\$ 37,284	\$ 38,401	\$ 39,549	\$ 40,740	\$ 41,962	\$ 1,372,264
Maintenance (facility)	\$ 5,625	\$ 5,878	\$ 6,143	\$ 6,419	\$ 6,708	\$ 7,010	\$ 7,325	\$ 7,655	\$ 7,999	\$ 8,359	\$ 8,735	\$ 9,126	\$ 9,504	\$ 9,910	\$ 10,347	\$ 10,807	\$ 11,293	\$ 11,807	\$ 12,337	\$ 12,882	\$ 13,443	\$ 14,020	\$ 14,613	\$ 15,222	\$ 15,847
Medical Expenses	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793	\$ 1,828	\$ 1,865	\$ 1,902	\$ 1,940	\$ 1,979	\$ 2,019	\$ 2,059	\$ 2,100	\$ 2,142	\$ 2,185	\$ 2,229	\$ 2,273	\$ 2,319	\$ 2,365	\$ 2,413
Printing, Postage & Stationary	\$ 800	\$ 816	\$ 832	\$ 849	\$ 866	\$ 883	\$ 901	\$ 919	\$ 937	\$ 956	\$ 975	\$ 995	\$ 1,015	\$ 1,035	\$ 1,056	\$ 1,077	\$ 1,098	\$ 1,120	\$ 1,143	\$ 1,165	\$ 1,189	\$ 1,213	\$ 1,237	\$ 1,262	\$ 1,287
Rubbish Removal	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076	\$ 1,097	\$ 1,119	\$ 1,141	\$ 1,164	\$ 1,188	\$ 1,211	\$ 1,236	\$ 1,260	\$ 1,285	\$ 1,311	\$ 1,337	\$ 1,364	\$ 1,391	\$ 1,419	\$ 1,448
Sponsorship	\$ 641	\$ 660	\$ 680	\$ 701	\$ 722	\$ 743	\$ 765	\$ 788	\$ 812	\$ 836	\$ 862	\$ 887	\$ 914	\$ 941	\$ 970	\$ 999	\$ 1,029	\$ 1,060	\$ 1,091	\$ 1,124	\$ 1,158	\$ 1,193	\$ 1,228	\$ 1,265	\$ 1,303
Sundry Expenses	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975	\$ 6,095	\$ 6,217	\$ 6,341	\$ 6,468	\$ 6,597	\$ 6,729	\$ 6,864	\$ 7,001	\$ 7,141	\$ 7,284	\$ 7,430	\$ 7,578	\$ 7,730	\$ 7,884	\$ 8,042
Telephone	\$ 1,299	\$ 1,338	\$ 1,378	\$ 1,420	\$ 1,462	\$ 1,506	\$ 1,551	\$ 1,598	\$ 1,646	\$ 1,695	\$ 1,746	\$ 1,798	\$ 1,852	\$ 1,908	\$ 1,965	\$ 2,024	\$ 2,085	\$ 2,147	\$ 2,212	\$ 2,278	\$ 2,346	\$ 2,417	\$ 2,489	\$ 2,564	\$ 2,641
Trophies	\$ 1,318	\$ 1,357	\$ 1,398	\$ 1,440	\$ 1,483	\$ 1,527	\$ 1,573	\$ 1,620	\$ 1,669	\$ 1,719	\$ 1,771	\$ 1,824	\$ 1,878	\$ 1,935	\$ 1,993	\$ 2,053	\$ 2,114	\$ 2,178	\$ 2,243	\$ 2,310	\$ 2,380	\$ 2,451	\$ 2,525	\$ 2,600	\$ 2,678
Water	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585	\$ 3,657	\$ 3,730	\$ 3,805	\$ 3,881	\$ 3,958	\$ 4,038	\$ 4,118	\$ 4,201	\$ 4,285	\$ 4,370	\$ 4,458	\$ 4,547	\$ 4,638	\$ 4,731	\$ 4,825
Water Rates	\$ 257	\$ 265	\$ 273	\$ 281	\$ 290	\$ 298	\$ 307	\$ 316	\$ 326	\$ 336	\$ 346	\$ 356	\$ 367	\$ 378	\$ 389	\$ 401	\$ 413	\$ 425	\$ 438	\$ 451	\$ 465	\$ 479	\$ 493	\$ 508	\$ 523
Net Profit/Loss	\$ 85,391	\$ 89,955	\$ 94,746	\$ 99,775	\$ 94,583	\$ 110,592	\$ 116,406	\$ 122,508	\$ 128,910	\$ 123,492	-\$ 201,103	\$ 132,629	\$ 157,676	\$ 165,813	\$ 144,949	\$ 183,308	\$ 192,705	\$ 202,565	\$ 212,908	\$ 207,447	-\$ 226,874	\$ 211,853	\$ 259,219	\$ 272,341	-\$ 1,042,939
Asset Replacement Sinking Fund	\$ 51,235	\$ 53,973	\$ 56,848	\$ 59,865	\$ 66,355	\$ 69,844	\$ 73,505	\$ 77,346	\$ 74,095	\$ 201,103	\$ 79,578	\$ 94,605	\$ 99,488	\$ 86,970	\$ 109,985	\$ 115,623	\$ 121,539	\$ 127,745	\$ 124,468	\$ 136,124	\$ 127,112	\$ 155,531	\$ 163,404	\$ 1,042,939	
Financial Reserves (cumulative)	\$ 34,156	\$ 70,139	\$ 108,037	\$ 147,947	\$ 185,780	\$ 230,017	\$ 276,580	\$ 325,583	\$ 377,147	\$ 426,544	\$ 426,544	\$ 479,596	\$ 542,666	\$ 608,991	\$ 666,971	\$ 740,294	\$ 817,376	\$ 898,402	\$ 983,565	\$ 1,066,544	\$ 975,794	\$ 1,060,536	\$ 1,164,223	\$ 1,273,159	\$ 1,273,159
Sinking Fund Value (cumulative)	\$ 51,235	\$ 105,208	\$ 162,056	\$ 221,921	\$ 278,671	\$ 345,026	\$ 414,870	\$ 488,374	\$ 565,721	\$ 639,816	\$ 438,713	\$ 518,290													

13 Project Evaluation Plan

The project evaluation methodology that will be adopted for the mid- and post-project reviews will draw from a working definition of evaluation as: “An objective and considered assessment of the efficiency, effectiveness, and/or appropriateness of the project.” The diagram below illustrates these three evaluation criteria. There are key linkages between needs, policies, objectives, inputs, processes, outputs and outcomes:



The three evaluation criteria – efficiency, effectiveness and appropriateness (Adapted from Sharp, 1994)

The evaluation will therefore represent a practical management tool for understanding and improving the performance of the project, demonstrating its impact and providing lessons for future projects. An evaluation of *efficiency* answers the questions:

- How efficient are the inputs are converted to outputs?
- How did the project costs and benefits compare?

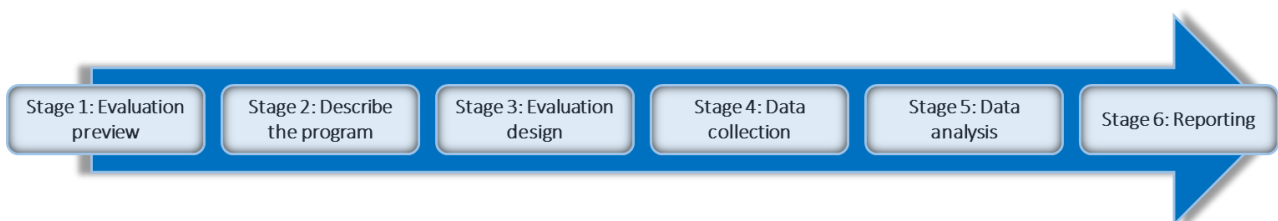
An evaluation of *effectiveness* answers the following questions:

- Did the outcomes of the project meet the project objectives?
- Did the project actually achieve stakeholder satisfaction?

An evaluation of *appropriateness* answers the following questions:

- How appropriate were the project objectives?
- Did the project objectives accurately address a stakeholder need?
- Were higher level community and government priorities addressed by the project?

The methodology will follow the following key steps:



Stage 1: Evaluation Preview – Engagement with stakeholders - A meeting will be held with the key stakeholder groups to seek their opinions and participation in the evaluation process, in particular answering the key questions:

- why the evaluation is being undertaken,
- who requires the evaluation information,
- when the findings are required,
- the scope of the project to be evaluated,
- who will use the information to make decisions,
- who may need to implement the recommendations,
- what format is most appropriate for presenting evaluation findings.

Defining stakeholder needs (example table for stakeholder needs definition as follows)

Stakeholders	Who will use the findings?	How will they use the findings?	When and how will they want the findings?	Who will be affected by the findings and how?	Who will implement recommendations?
Comments					

Stage 2: Describe the Programme - Stage 2 will consider the details of the project plan being evaluated – aims and objectives, components, resources, and process and outcome indicators. A Programme Logic Table will be developed as the framework for the programme evaluation:

Programme logic table

Results hierarchy	Outcome or planned results	Success factors	Performance measures	Basis for comparison	Internal risks	External risks	Assumptions and/or comments
High-level outcomes							
Intermediate outcomes							
Outputs							
Inputs							

Stage 3: Evaluation Design - Having specified the objectives (i.e., what the project aimed to *achieve*) and strategies (i.e., what the project aimed to *do* to achieve its goals and objectives), the detailed evaluation design will be undertaken. This will most likely involve two components:

- Impact/outcome evaluation – assess the extent to which the project has achieved its goals and objectives, and
- Process evaluation - assess to what extent and how well the planned activities have been implemented.

The evaluation design will include *quantitative elements* (for example, pre/post design with or without a comparison group, trend analysis) and *qualitative elements* (for example, case study, participatory action research and evaluation). For each type, the data collection instruments will be developed.

Stage 4: Data Collection

Stage 5: Data Analysis - The data collected will be analysed by calculating descriptive statistics for quantitative data and identifying and describing key themes in the qualitative data. Following data analysis, these will then be interpreted by comparing the findings with other evaluation findings; comparing them with standards and similar programmes; making judgements and recommendations; and using the lessons learned for the ongoing development of the knowledge and evidence base.

Stage 6: Reporting - A report on the evaluation will be prepared and presented to the Project Control Group and relevant stakeholder group(s).

14 Project Closure

Once the Albany Tennis Centre development has been commissioned and opened, the project will be formally closed. This will follow an orderly Project Closure Process:

- Acceptance of the project deliverables by the Project Sponsors. This will include a formal acceptance that the new development has successfully been completed and is fit for purpose and substantially meets the objectives set.
 - Risk Management. The risk management plan will be reviewed by the PCG and actions implemented in order to close out any outstanding risks.
 - Financial Management. An audit will be undertaken of project expenditure and this will be presented to the PCG and signed off by the PCG.
 - Asset Management. Albany Tennis Club will assume responsibility for the future operation, management and basic maintenance of the Albany Tennis Centre.
 - Post Project Responsibilities. Albany Tennis Club will assume responsibility for the future operation, management and maintenance of the Albany Tennis Centre.
 - Post-project Review. A post-project review will be undertaken in line with the evaluation process that has been described. This will be presented to the PCG.
 - Formal closure by Project Sponsor and disbanding the PCG. On completion of the previous steps, the PCG will be formally disbanded and the project closed.
-

Appendix A: Detailed Regional Context

Unless otherwise specified, all data are sourced from REMPLAN (2018)³¹. REMPLAN datasets have been adopted by Department of Primary Industries and Regional Development (DPIRD) to provide uniform statistics across the state. The data have been used in this report to provide a consistent regional and strategic context, where possible.

Geographic Context

Location and Landscape

The Great Southern (Figure 21) covers an area of 39,000 km² on the southern coast of WA. The region’s capital is Albany with other principal towns being Mount Barker, Denmark, Kojonup and Katanning. Approximately 81% of the region’s population live in the south west of the region, along the coast. The region straddles the boundary of ‘outer regional’ and ‘remote’ in the Accessibility Remoteness Index Australia.

The main population centre is the City of Albany, with a population of 38,053 people (2019 ABS), constituting 62.4% of the region’s population. It is the major administration centre within the region. Albany is also the infrastructure hub for the region’s agriculture and mining industries. The region’s grain and woodchip exports pass through the Port of Albany and cruise ships regularly visit Albany via the port. Albany is located 419 kilometres Southeast of Perth, which is a driving time of almost 5 hours (or around a one hour flight, with passenger services to Perth). Albany’s setting increases its importance as a regional centre since residents across the region rely heavily on the town for goods and services.

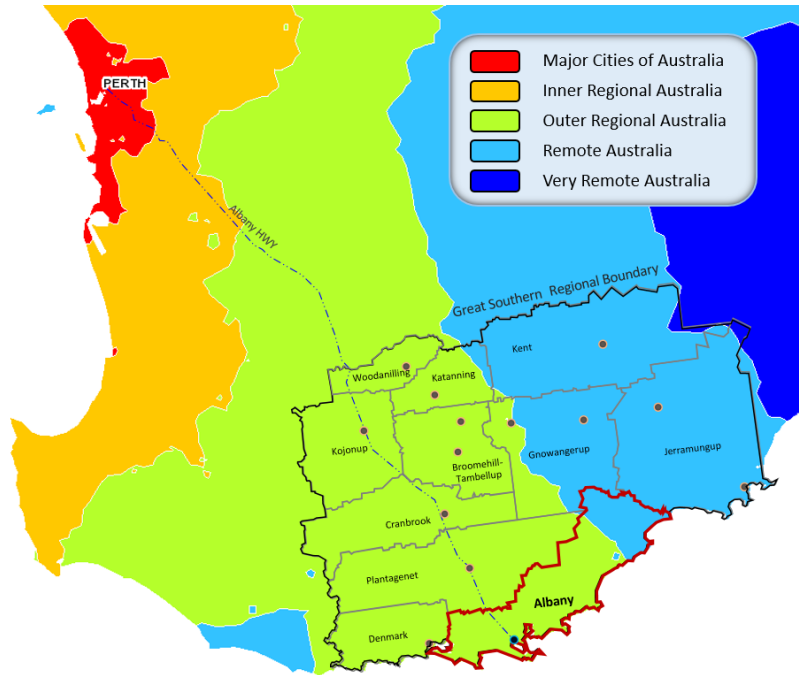


Figure 21. Accessibility Remoteness Index Australia

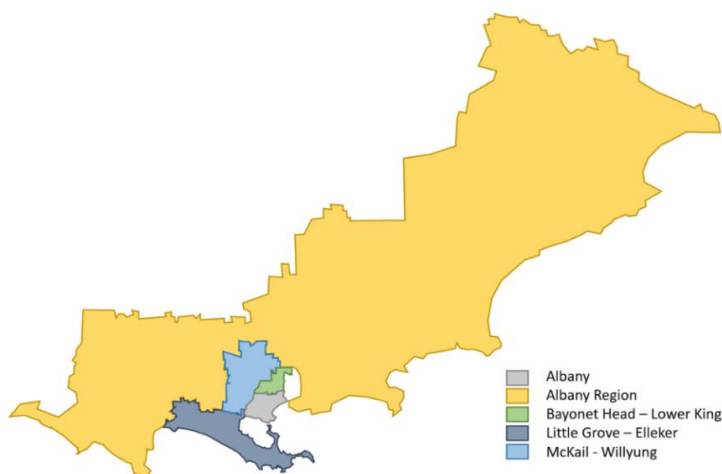


Figure 22. ABS Statistical Area 2 division - Albany

The City of Albany local government area was formed on 1 July 1998 by the amalgamation of the former Town of Albany and Shire of Albany. The municipality stretches more than 150km along the south coast of Western Australia. Smaller communities in the municipality include satellite suburbs such as Bayonet Head, Lower King, Little Grove and Goode Beach, along with rural villages such as Wellstead, Manypeaks, Youngs Siding, Redmond and Elleker. For statistical purposes, Albany can be broken down into its level 2 statistical areas (SA2), according to Australian Bureau of Statistics (ABS) designations. (Figure 22).

example, an extension to connect industry at the Mirrambeena Industrial Estate to the Port of Albany, the establishment of an intermodal terminal, or diversification into the transporting general freight. There are no passenger rail services.

Sea

The Port of Albany provides a strong connection to global markets for primary produce and plays a secondary tourist visitation role, through hosting cruise ships. Exports through the port include woodchips, wheat, canola, barley and silica sand and imports include fertiliser and petroleum products. Throughput exceeded 5 million tonnes in the 2018 financial year, with an average annual growth (AAGR) of 4.9% since 2011. A range of potential developments have been identified for increasing port capacity (e.g. in road/rail mix or potential containerisation) and/or servicing emerging resource development opportunities (e.g. Grange Resources’ Southdown magnetite mine). With the exception of cruise ships, there are no passenger services. Albany hosted a record 16 cruise ships visits during the 2018 financial year, up from 12 visits the previous year. The increase in cruise shipping resulted in a total of 17,000 passengers arriving in Albany.

Geographical Challenges and Opportunities

Albany and the Great Southern region face a number of challenges associated with the distance from the metropolitan area and relatively poor transport links. Despite hosting a great number of unique tourism assets, visitation to the Great Southern is far lower than for the South West region, which includes popular destinations such as Busselton and Margaret River. However, these challenges also present significant opportunities for targeted and well thought-out developments.

Table 46. Geographical needs and opportunities

Need	Opportunities
1. Attraction and retention of residents, businesses and visitors.	1. Enhanced community assets and infrastructure will serve to attract and retain residents.
2. Improved and diversified tourism packages, infrastructure development and promotion to overcome the barrier of distance from the metropolitan area.	2. Strong and informed tourism and economic development initiatives can stimulate key growth sectors, such as construction, retail trade, arts and recreation, rental, hiring and real estate services.
3. Enhanced opportunities for domestic and international transport networks.	3. Enhanced transport, business and trade infrastructure can encourage private investment into regional industry.
4. Investment in inter-regional transport routes.	4. Enhanced assets and infrastructure, with subsequent growth in population and visitation, will increase opportunities for private and/or public investment in transport infrastructure / networks.
5. Expanded port capacity to support mineral and, potentially, container exports.	5. Promote and capitalise on increased desires for people to relocate to less densely populated areas as a result of COVID-19.
6. Offsetting impacts from the COVID-19 pandemic, including recovery and stabilisation of tourism related sectors (e.g. accommodation & food services, retail trade and other relevant industries).	6. Capitalise on and fast-track road and other transport infrastructure projects stimulated by enhance state and federal government spend in response to COVID-19.

Demographic Context

Overall Population

As estimated by REMPLAN, using Australian Bureau of Statistics data as a baseline, the population of the Great Southern region was 60,833 (2018). More recent ABS updates show the regional population as having increased to 60,993 persons in 2019; an average annual growth rate (AAGR) of 0.8% over the last decade.

The eleven LGAs in the region are identified in Table 47. 62.4% of the population reside in the City of Albany, with other notable areas including the Shires of Denmark (10.2%), Plantagenet (8.6%), and Katanning (6.6%).

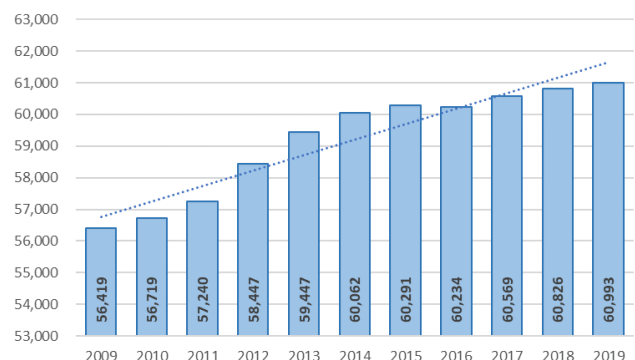
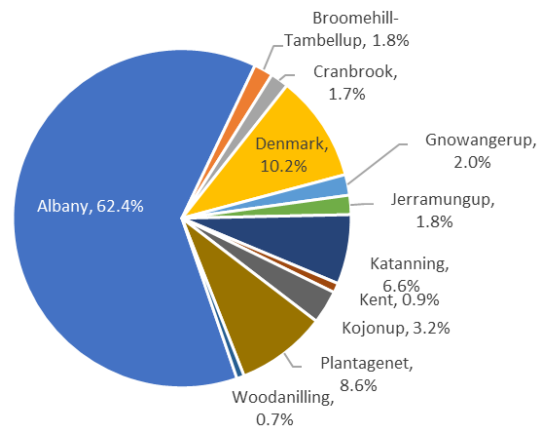


Figure 25. Great Southern population growth (ABS 2019)

Table 47. Great Southern Population distribution (ABS 2019)

LGA	2019 Population	AAGR 2009-19
Albany	38,053	1.09%
Broomehill-Tambellup	1,108	-0.77%
Cranbrook	1,057	-0.51%
Denmark	6,215	1.90%
Gnowangerup	1,200	-1.23%
Jerramungup	1,127	0.18%
Katanning	4,042	-0.59%
Kent	559	0.00%
Kojonup	1,939	-0.64%
Plantagenet	5,263	0.57%
Woodanilling	430	0.01%



Population Growth

Denmark (1.90%) and Albany (1.09%) are the only LGAs which have registered growth in excess of the Great Southern average, which itself is reduced overall by some shires experiencing negative growth. Population declines in upper Great Southern LGAs (Pallinup sub-region) are likely to be associated with state-wide and national trends for agricultural regions, where large population bases are increasingly unnecessary for productive agriculture practices, together with farm consolidation and the application of technology to improve productivity. In contrast, Albany, Denmark and other LGA growth is likely reflective of both population transfer (e.g. from LGAs experiencing decline) and in-migration by lifestyle retirees (e.g. “sea-”, “tree-changers” and “climate refugees”).

This overall growth is expected to continue or accelerate, particularly as the population of WA is predicted to almost double by 2066, projected to 4.9 million³². This growth is likely to be dominant in the existing urbanised areas of WA, although regional communities will need to assume a portion of the growth.

It is projected that there will be continued growth in regional centres, such as Albany, and the towns in close proximity to them (e.g. Denmark and Mount Barker (Shire of Plantagenet)). Balancing the management of growth in coastal towns with improving the sustainability of northern and eastern rural communities represents a major challenge for the region. Current projections are for Albany’s population to reach 45,320 people by 2031 –

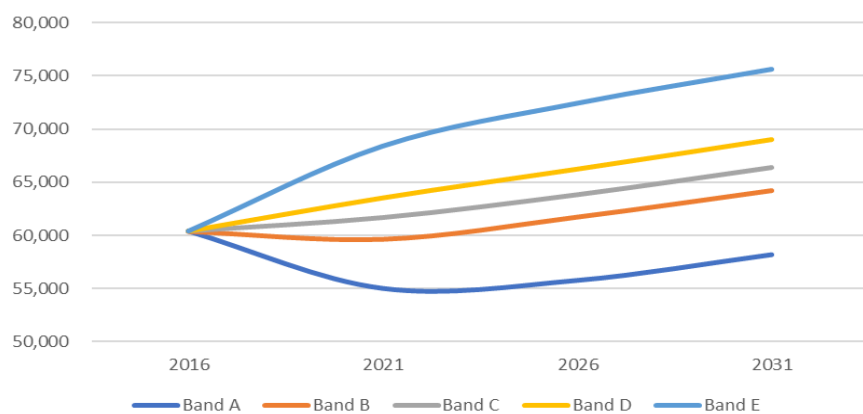


Figure 26. Great Southern population forecast

(WAPC 2016 – Band D as most closely reflecting growth over the last decade). This represents a future CAGR of 1.27%. To date, these forecasts are aligning well with current REMPLAN (2018) and ABS (2019) population counts.

Age Profile

When looking at regional Australia, it is notable that:

- Measures of social capital suggest regional communities have stronger relationships and networks than capital cities.³³
- Regional Australia is ageing faster than the national average. A higher proportion of adults aged over 45 live in regional areas; the need to access education, employment and other facilities may account for the larger proportion of younger and middle-aged adults in capital cities. In Greater Perth, 24.8% were 55 or over in 2016. In regional areas Australia-wide, this was 27.6% (compared to 34.6% in Albany).

The higher old age dependency ratio in regional areas indicates that a great number of seniors migrate from cities to regional areas.³⁴ This trend is no different in Albany and the Great Southern, which has a much higher proportion of older residents and a significant shortfall of young adults when compared with Greater Perth and WA as a whole (Figure 27). The number of residents over 55 also rose significantly between 2001 and 2016, and at a far greater rate than any other age bracket.

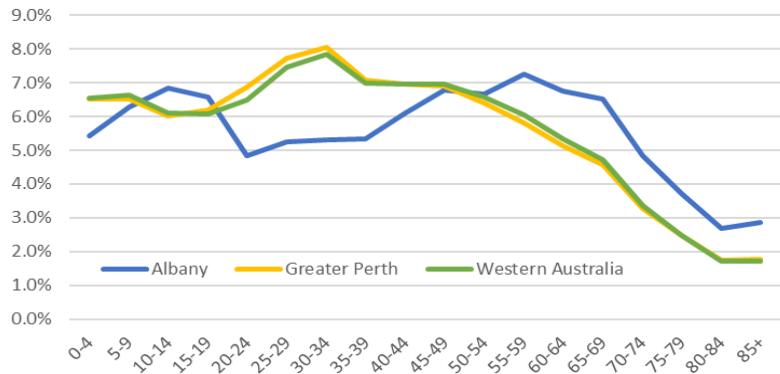


Figure 27. Age distribution in the Great Southern

The WAPC expect this trend to continue throughout the region toward 2031 (Table 25). Current and projected growth is consistent with other coastal areas in Australia that have experienced strong immigration by retirees and lifestyle/‘sea-changers’ over recent years. For upper Great Southern LGAs, the effect is accentuated by continued population decline and outmigration of youth, coupled with current resident choices to age in place.

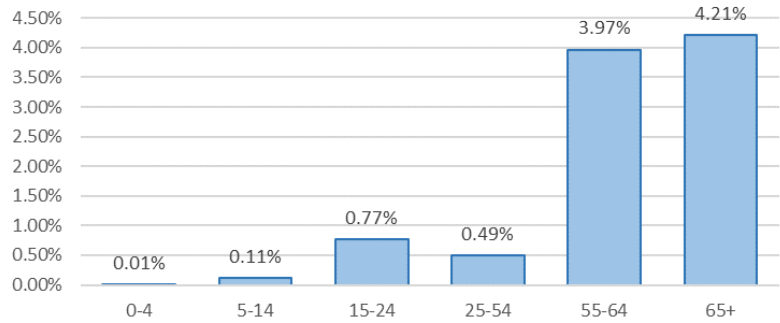


Figure 28. Population growth by age bracket, 2001-2016

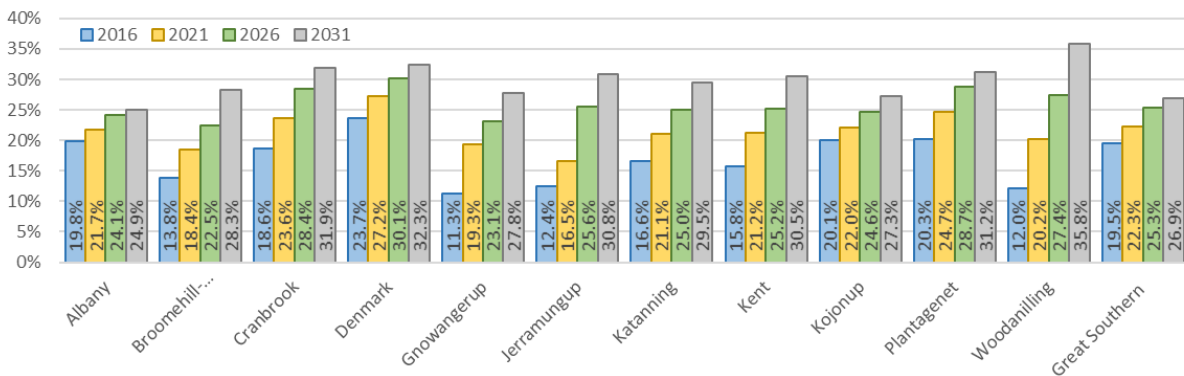


Figure 29. Estimated % of population aged over 65 – DPLH WA Tomorrow 2016

This age profile will lead to increased demand in the aged care, housing, retail, recreation and lifestyle industries. It will also require a skilled service sector workforce, drawn from existing unemployed or under-employed residents and from attracting additional workers to move into the region.

Regional Western Australia, including the Great Southern (Albany in particular), is expected to become increasingly attractive to aged and at-risk demographics as a result of the 2020 COVID-19 pandemic. There may also be opportunities to attract other demographics for the same reasons, such as young families, promoting the region as safe, open and with many work, study and recreation opportunities. This could assist in stabilising or reducing over-representation of persons in older age brackets

Ethnicity

As recorded in the 2016 census (ABS), over a quarter of Albany’s population (25.7%) were born overseas, with consistent upward trends since 2001 (Figure 30). Persons born overseas across the region were even higher at 27.1%. Immigration for employment in specific industries (e.g. abattoirs) or through humanitarian visa programs (particularly in Katanning) also contribute to multiculturalism. It is well recognised that immigration makes a net positive contribution to economic growth and provides a work force for several industries (e.g. the region’s abattoirs and healthcare and social support). Nevertheless, the increasing trends towards multiculturalism require the consideration of all members of the community when planning for the future.

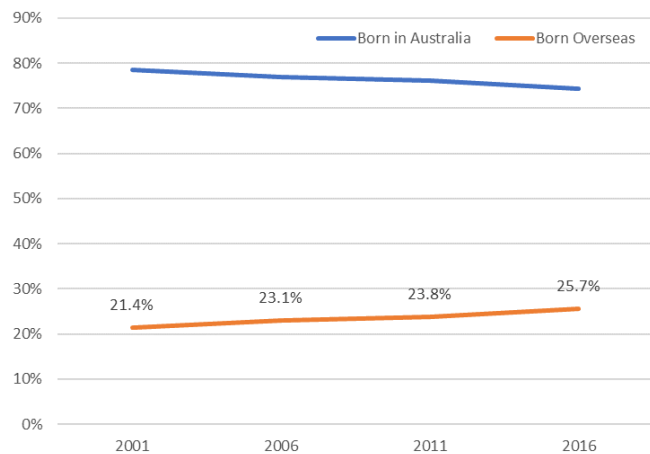


Figure 30. Proportion of Great Southern persons born overseas

Those identifying as Indigenous or Torres Strait Islander in 2016 have increased to 3.3% Albany, up from 2.7% in 2001 (Figure 31). While the region’s Aboriginal workforce is employed across the full range of professions, trades and other occupations, they suffer a significantly higher overall level of disadvantage in terms of socioeconomic status and resources. Initiatives that will grow economic and employment opportunities for Aboriginal residents are therefore fundamental to the long-term prosperity of the region. The South West Native Title Settlement (SWNTS) can make a significant contribution to closing the gap and there is a need to ensure the best possible regional implementation and facilitate Indigenous-defined and led initiatives.

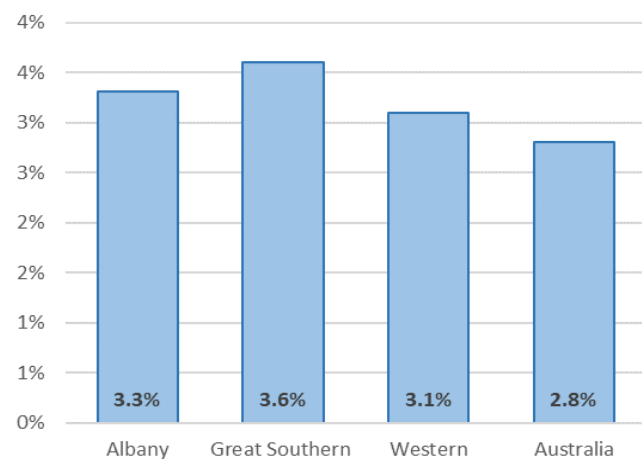


Figure 31. Indigenous proportion of population

Western Australia and its regions are expected to become increasingly attractive for immigration due to 2020 COVID-19, particularly from areas with high population densities. Immigration from culturally and politically aligned countries, such as Europe, UK, US and Canada are also expected to increase, offsetting conventional migration that has largely been driven by refugees. There are opportunities to promote Albany and the Great Southern as an inclusive, safe and open community to further diversify the population, investment, skills and employment opportunities.

Income and Cost of Living

As recorded by ABS in the 2016 census, the median weekly personal income in Albany increased to \$611, from \$425 in 2006. Family and household incomes have also increased, to \$1,508 and \$1,209, respectively. The highest performing LGA in the region was Kent at \$856 a week personal income, and the lowest was Plantagenet at \$534.

The weekly income in Albany has risen by approximately 3.7% since 2006 (personal, family and household). However, when compared to the state and metropolitan averages, Albany and the Great Southern region has a much poorer performance (Table 49 and Figure 33).

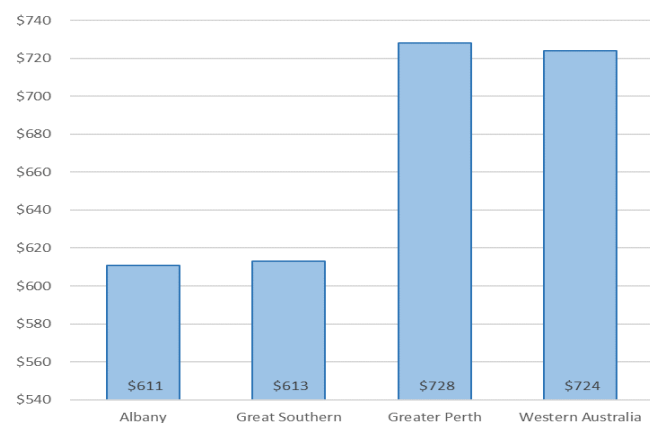


Figure 32. Weekly personal incomes

Table 48. Regional incomes

	Personal	Family	Household
Albany (C)	\$611	\$1,508	\$1,209
Broomehill - Tambellup (S)	\$643	\$1,404	\$1,242
Cranbrook (S)	\$612	\$1,281	\$1,047
Denmark (S)	\$544	\$1,268	\$1,013
Gnowangerup (S)	\$759	\$1,676	\$1,319
Jerramungup (S)	\$794	\$1,637	\$1,284
Katanning (S)	\$667	\$1,400	\$1,205
Kent (S)	\$856	\$1,589	\$1,342
Kojonup (S)	\$720	\$1,568	\$1,303
Plantagenet (S)	\$534	\$1,275	\$1,035
Woodanilling (S)	\$748	\$1,600	\$1,228

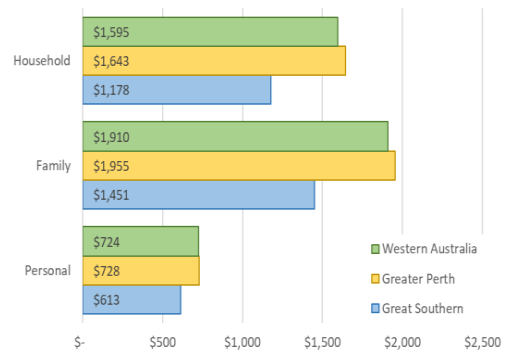


Figure 33. Median weekly incomes

A similar picture can be seen when looking at income distributions within Albany and the Great Southern, where Perth and WA as a whole have a far greater proportion of persons in a higher income bracket (Figure 34).

Table 49. Change in weekly incomes, 2006 – 2016

	Albany	GS	Perth	WA
Personal	3.70%	3.78%	3.56%	3.77%
Family	3.64%	3.49%	4.18%	4.36%
Household	3.63%	3.69%	4.23%	4.11%

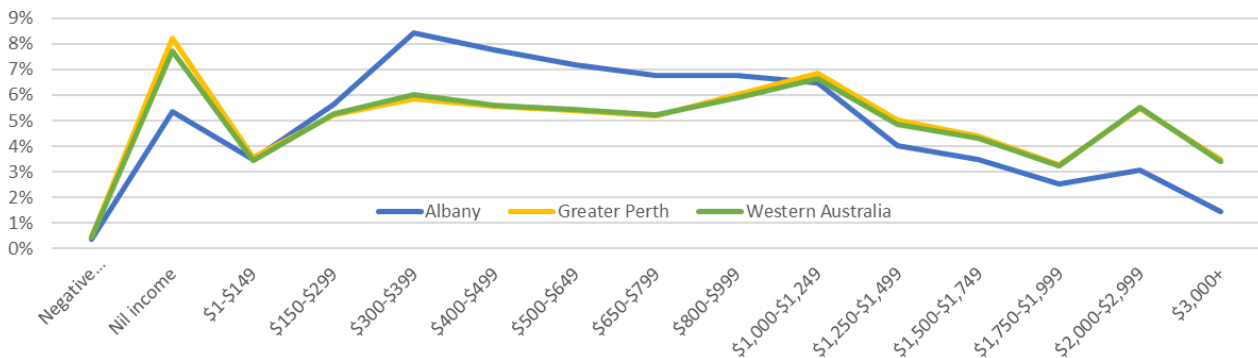


Figure 34. Great Southern income distribution (2016)

Despite lower incomes, the cost of living for working families is comparable to Perth - \$628.58 per week in the Great Southern and \$634.76 per week in Perth for rent, food and beverages, electricity and water³⁵. The cost of living is lower in the Peel, South West and Mid-West regions. Although data at local levels is not available, Albany is most likely pushing up the regional average with rental prices more competitive with the metropolitan area.

Table 50. Basic cost of living by Western Australian regions

	Perth	Gascoyne	Goldfields-Esperance	Great Southern	Kimberley	Mid-West	Peel	Pilbara	South West	Wheatbelt
Rent	\$301.75	\$ 261.38	\$300.69	\$ 298.78	\$ 461.76	\$242.89	\$267.75	\$394.83	\$ 281.56	\$ 240.13
Food and Beverages	\$290.84	\$ 315.56	\$316.14	\$ 290.55	\$ 326.90	\$309.45	\$289.38	\$320.79	\$ 293.46	\$ 303.34
Electricity	\$33.04	\$ 40.63	\$35.65	\$ 33.04	\$ 59.51	\$40.63	\$33.04	\$70.78	\$ 33.04	\$36.84
Water	\$9.13	\$ 10.67	\$ 4.83	\$6.21	\$ 14.84	\$9.43	\$8.01	\$15.10	\$8.96	\$8.66
Total	\$634.76	\$ 628.24	\$657.31	\$ 628.58	\$ 863.01	\$602.40	\$598.18	\$801.50	\$ 617.02	\$ 588.97

Effects on employment and income capacity are expected in the short- to medium-term throughout Australia, including the regions, as a result of the 2020 COVID-19 pandemic. However, job seekers from metropolitan areas, and those seeking lower costs of living and/or more affordable housing, may be attracted to regional Western Australia. There are opportunities for Albany and the Great Southern to capitalise on this market if suitable amenities and opportunities can be developed.

Employment

The majority of people in Albany are employed in the health care & social assistance, retail trade, education & training, construction, and accommodation & food services industries. Regional employment has been stable, experiencing 11.7% growth across all industries (an increase of 1,633 jobs) between 2011 and 2016. Declines were experienced in mining (-19 jobs), information media & telecommunications (-13), wholesale trade (-14), and transport, postal & warehousing (-6 jobs), with all other industries experiencing growth.

The currently reported Albany unemployment rate of 3.3% is lower than 5.9% for WA as a whole and 5.2% across Australia (December 2019)³⁶. The Albany unemployment rate is the lowest it has been since June of 2015, recovering from a significantly high rate of 6.9% in the March quarter of 2017. Despite its current performance, Albany and the Great Southern region have experienced notable volatility compared to the state and national averages (Figure 35). Agriculture dominates the regional economy, is a major direct employer and a big indirect employer (e.g. services to the sector). The unpredictability of agricultural most likely contributes to this volatility, together with the relative freedom of movement between the metropolitan area and the region (to and from) as a response to job availability.

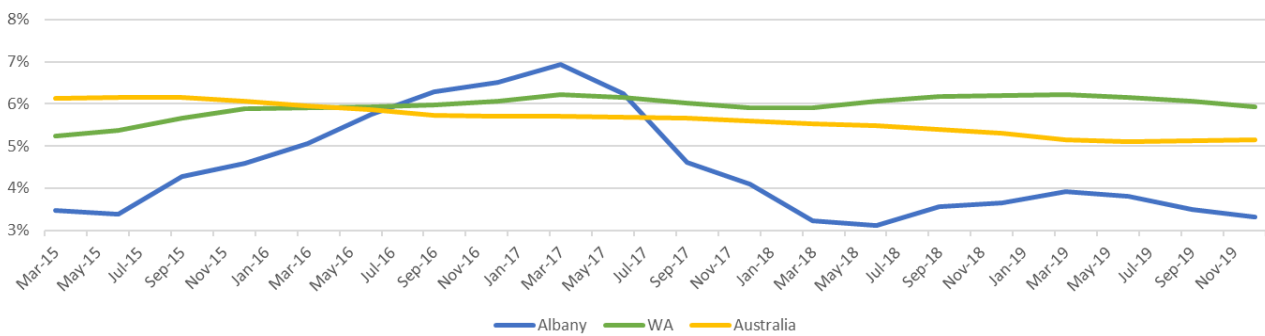


Figure 35. Albany unemployment rates over time

Employment in the Great Southern is expected to have been and continue to be heavily affected by the pandemic in the short-term. Although more recent data on unemployment at a local government level is yet to be released by the Department of Education, Skills and Employment (due to a delay in the release of March Quarter statistics as a result of COVID-19), .id Data and REMPLAN have both released information about the economic impacts of COVID-19 for Albany and the Great Southern^{37,38}, with some variations between each.

.id Data estimate a -6.7% job change (-12.9% including JobKeeper recipients) and a -6.2% employed resident change (-11.7% including JobKeeper recipients) for the June Quarter 2020 compared with the 2018/19 quarter average. The top three sectors impacted (excluding JobKeeper) are Accommodation and Food Services (-302 local jobs), Retail Trade (-248 local jobs), and Education and Training (-174 local jobs). Impacts for these and other industries are expected to stabilise in the short- to medium-term as the tourism industry recovers.

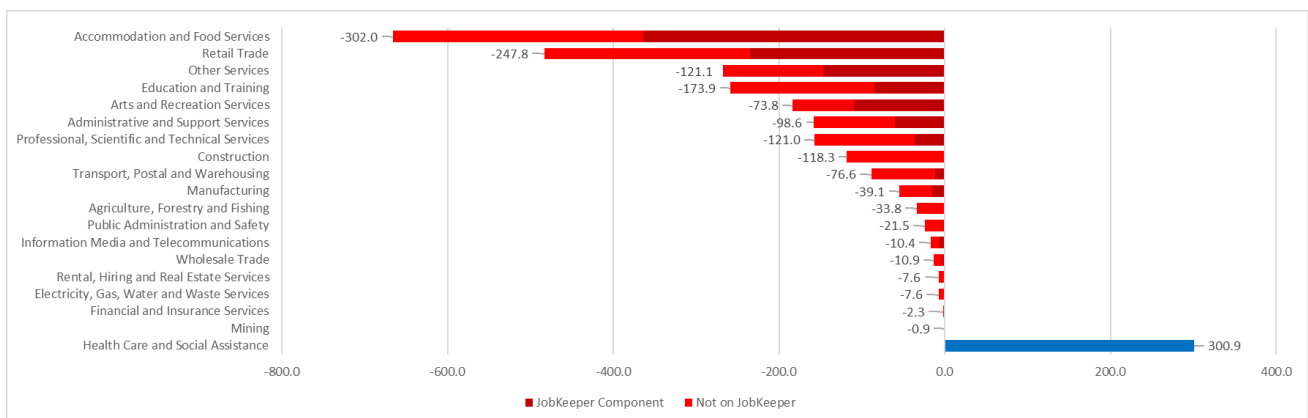


Figure 36. Local jobs impact - City of Albany (source: .id Data)

Total jobs lost as a result of COVID-19 in Albany (with no JobKeeper support) have been estimated as 1,166 (.id Data City of Albany COVID-19 Economic Outlook Tool – offset with a growth of 301 jobs in the healthcare and social assistance industry). As such, the current unemployment rate is expected to be approximately 9.0%, as of June 2020. This is in line with state and national estimates and is considered a tangible baseline for analysis. The ABS released its May 2020 update on the labour-force in June 2020, recording an 8.1% unemployment rate for Western Australia, up 33.2% from April 2020 and up 48.1% from February 2020.

In contrast, REMPLAN estimate a 2,177 loss but do not differentiate between those with or without JobKeeper. The total .id Data job loss estimates (with and without JobKeeper) is 2,242, and therefore the jobs lost without JobKeeper are expected to be similar. In terms of loss by industry, REMPLAN have estimated a loss for all, including healthcare and social assistance, which is not expected to be accurate given estimates by other leading economists at state and national levels. COVID-19 is not expected to have reduced a need for social assistance or healthcare in any way, particular not resulting in a loss of 240 jobs for the industry as suggested by REMPLAN.

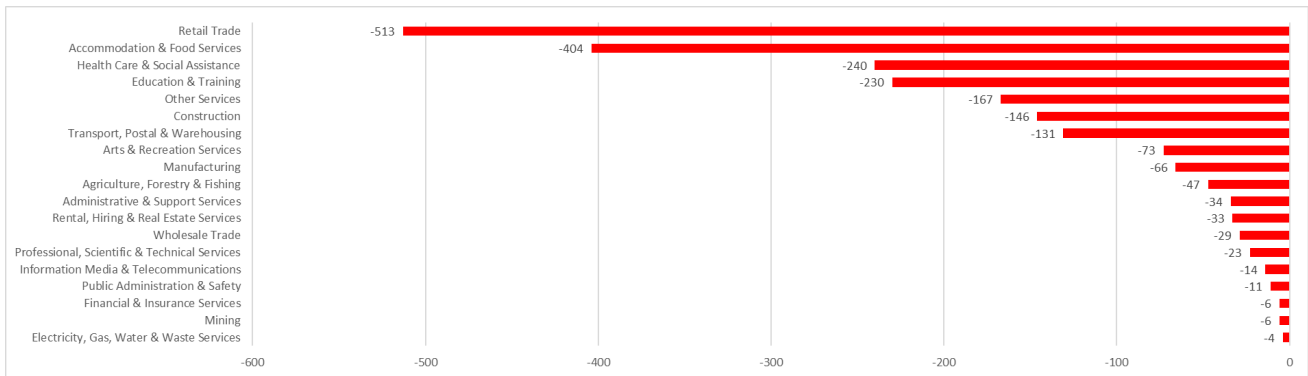


Figure 37. Local jobs impact - City of Albany (source: REMPLAN)

Using Deloitte COVID-19 projections for Australia as a whole³⁹, and more conservative .id Data estimates, data is extrapolated to model the likely impact on employment in the City of Albany under mild, harsh and severe scenarios. Over the forecast period (to Quarter 4 2023), the rate of unemployment is expected to recover in mild and harsh scenarios. However, the unemployment rate is not likely to reduce to pre-COVID levels over the same period, reaching 4.5% and 4.9% for mild and harsh scenarios, respectively. The severe scenario indicates unemployment rates may still be at 7.8% by Quarter 4 2023.

Table 51. Projected post-COVID-19 unemployment – Albany

Scenario	Output Baseline (%)		Projections (%)													
	Pre-COVID (2018/19)	Current (Jun-20)	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23
Mild	3.3	9.0	7.4	7.3	6.6	6.1	5.8	5.7	5.5	5.5	5.4	5.2	4.8	4.7	4.5	4.5
Harsh	3.3	9.0	8.8	7.9	6.9	6.3	6.3	6.2	6.1	6.0	5.6	5.5	5.3	5.2	5.1	4.9
Severe	3.3	9.0	7.9	6.9	6.3	8.0	8.7	8.8	8.9	8.4	8.0	7.9	7.9	7.9	7.9	7.8
Baseline (no COVID)	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.2	3.2	3.2	3.2	3.2	3.2	3.1	3.1

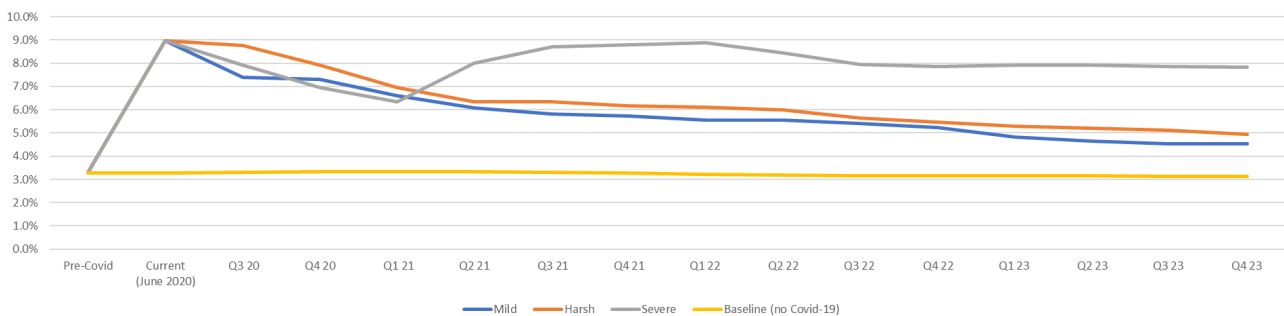


Figure 38. Projected post-COVID-19 unemployment - Albany

SEIFA – Disadvantage Index (2016)

Socio-Economic Indexes for Areas (SEIFA)⁴⁰ is an ABS product that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census of Population and Housing. SEIFA 2016 has been created from Census 2016 data and consists of four indexes: The Index of Relative Socio-economic Disadvantage (IRSD); The Index of Relative Socio-economic Advantage and Disadvantage (IRSAD); The Index of Education and Occupation (IEO) and The Index of Economic Resources (IER). Each index is a summary of a different subset of Census variables and focuses on a different aspect of socio-economic advantage and disadvantage:

IRSD - Summarises variables that indicate relative disadvantage. This index ranks areas on a continuum from most disadvantaged to least disadvantaged. A low score on this index indicates a high proportion of relatively disadvantaged people in an area.

IRSAD - Summarises variables that indicate either relative advantage or disadvantage. This index ranks areas on a continuum from most disadvantaged to most advantaged. An area with a high score on this index has a relatively high incidence of advantage and a relatively low incidence of disadvantage. Due to the differences in scope between this index and the IRSD, the scores of some areas can vary substantially between the two indexes. For example, consider a large area that has parts containing relatively disadvantaged people, and other parts containing relatively advantaged people. This area may have a low IRSD ranking, due to its pockets of disadvantage. However, its IRSAD ranking may be moderate, or even above average, because the pockets of advantage may offset the pockets of disadvantage.

IER - Summarises variables relating to the financial aspects of relative socio-economic advantage and disadvantage. These include indicators of high and low income, as well as variables that correlate with high or low wealth. Areas with higher scores have relatively greater access to economic resources than areas with lower scores.

IEO - Summarises variables relating to the educational and occupational aspects of relative socio-economic advantage and disadvantage. This index focuses on the skills of the people in an area, both formal qualifications and the skills required to perform different occupations. A low score indicates that an area has a high proportion of people without qualifications, without jobs, and/or with low skilled jobs. A high score indicates many people with high qualifications and/or highly skilled jobs.

Albany SEIFA - Albany and the Great Southern are disadvantaged in all areas of the SEIFA index compared to Perth. Albany and the region perform slightly better in terms of its economic resources, but poorly in all other areas¹.

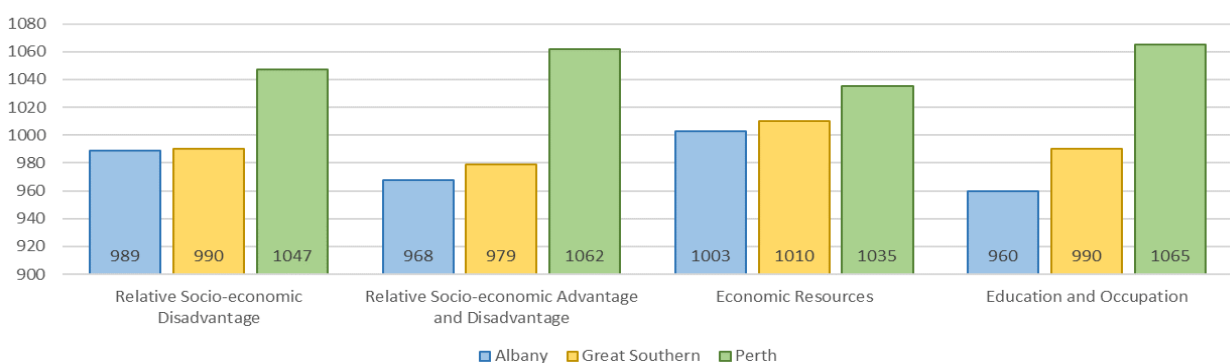


Figure 39. Socio-Economic Indexes for Areas (SEIFA)

COVID-19 is expected to increase disadvantage globally, particularly affecting employment and income. The extent of likely effects at regional levels is yet to be modelled, however, regional Australia is likely to experience a slower recovery than its metropolitan counterparts.

¹ Regional scores have been averaged based on the collation of LGAs in the region/focus area.

Demographic Challenges and Opportunities

When compared to WA and Perth averages, Albany and the Great Southern face greater challenges in a number of areas, including: an ageing population, the outmigration of youth, lower incomes and volatile rates of unemployment:

1. A **growing population** – Balancing the management of growth in coastal towns with improving the sustainability of northern and eastern rural communities represents a major challenge for the region.
2. An **ageing population** – Leading to increased demand in the aged care, housing, retail, recreation and lifestyle industries. It will also require a skilled service sector workforce, drawn from existing unemployed or under-employed residents and from attracting additional workers to move into Albany and the region.
3. The **outmigration of youth** – Reducing the availability of worker capital to support ageing populations and future skills needed for future growth and innovation.
4. **Increasing multiculturalism** – With some immigrant cohorts being poorly skilled, having minimal English, continuing to experience health issues, and struggling to become active members of the community.
5. **Lower personal incomes** than state and Greater Perth averages, but **comparable costs of living** – Contributing to disadvantage.
6. **Volatile rates of unemployment** compared to state and national averages – Creating uncertainty that may, for example, exacerbate disadvantage and outmigration of youth.
7. **COVID-19 impacts** – Stimulating employment and capitalising on state, national and international migration trends and drivers.

Despite these challenges presenting obvious socio-economic issues, they also present a number of opportunities for growth and development, particularly in diversified infrastructure and asset development.

Table 52. Demographic needs and opportunities

Need	Opportunities
1. Continued growth in Albany and the region requires concomitant growth in the economy and employment prospects to cater for the growth, together with social development.	1. An ageing population presents new opportunities for employment, for example in recreational fields and healthcare.
2. An ageing population demands differing levels of infrastructure and services compared with a younger demographic, such as recreational needs, aged care services and healthcare.	2. Diversified recreational, cultural and educational infrastructure and assets could serve to attract and retain a younger age demographic, acting to reduce youth outmigration and cater for the multicultural community.
3. There is a strong need to attract and retain youth, not only to refresh an ageing workforce, but also to provide ongoing critical support services to an ageing population. This requires appropriate infrastructure and services.	3. Diversification of the region's economy and stimulation of sectors such as culture, education, and tourism could help address comparative disadvantage in incomes and reducing the rate of unemployment.
4. Initiatives that will grow economic and employment opportunities for Aboriginal residents are fundamental to the long-term prosperity of Albany and the region.	4. With the further development of agriculture, services, culture-based tourism and mineral resources, there will be significant opportunities for Aboriginal people who have the skills to secure permanent jobs in these areas of the economy.
5. Infrastructure and services also need to cater for increasing multiculturalism, with diversified cultures presenting differing needs and desires and to reduce community discrimination.	5. Significant opportunities exist associated with multicultural diversity and potential export markets (such as bush tucker, aquaculture products, agricultural products prepared for specific international markets (e.g. halal lamb)).
6. Lower incomes and volatile unemployment present significant hindrances, particularly as the cost of living in Albany and the wider Great Southern is comparable to that of metropolitan areas.	6. Capitalise on global projected trends and drivers for desires to migrate to less densely populated areas in response to the COVID-19 pandemic.
7. Enhance prospects for recovery from COVID-19 related impacts; e.g. unemployment and migration.	

Economic Context

Gross Regional Product

The estimate of Gross Regional Product (GRP)² for the Great Southern was \$4.9 billion in 2020 (REMPPLAN), with a per capita GRP of \$79,948 (comparable to national GDP per capita but much lower than per capita Gross State Product (GSP), due to the relatively small extractive industry in the region). 62% (\$3.0 billion) of GRP is contributed by Albany. Per capita GRP in the region is amongst the lowest of WA regions (ahead only of the Peel region (Figure 40)) but, together with the Wheatbelt, experienced the highest growth between 2016 and 2018 (.id Data). Over this period, the Goldfields-Esperance, Mid-West, Peel and Pilbara regions all experienced decline.

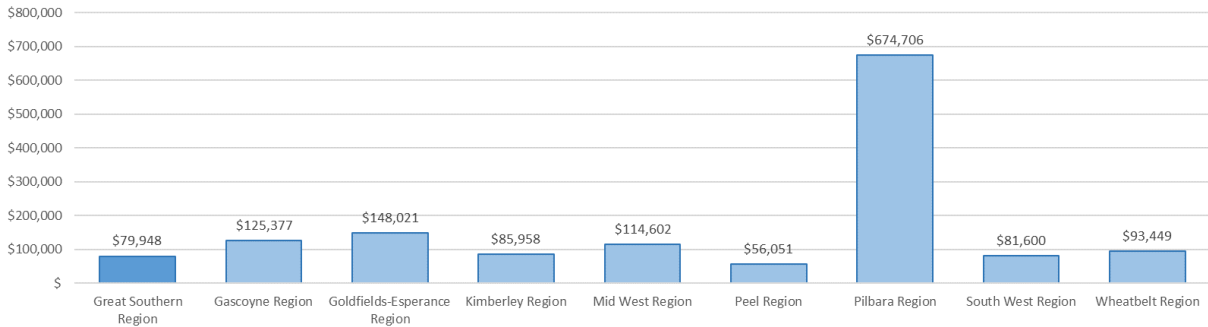


Figure 40. Per capita GRP for all WA regions

.id Data have estimated a 10.6% reduction in Albany’s Gross Local Product between 2018/19 and June 2020 as a result of COVID-19. Therefore, the current estimate for Albany GRP (based on 2018/19 REMPLAN data) is \$2.8 billion. Promoting construction projects and supporting tourism-based industries will provide greatest resilience to the downturn for the region.

Industry Output and Value Added

In 2020, the total direct output³ of the region was \$9.35 billion (1.7% of total state output). The highest output industries were agriculture, forestry & fishing (\$1.8 billion – 19%), construction (\$1.2 billion – 13%) and manufacturing (\$1.1 billion – 11%). Of the total regional output, Albany generated 59.9% (\$5.6 billion). High output industries in Albany were different to the Great Southern as a whole, with construction leading at 16% (\$0.9b), followed by agriculture, forestry & fishing at 9.5% (\$0.5b), and manufacturing at 9.2% (0.5b).

When looking at industry value-added⁴ (Figure 41), ownership of dwellings in Albany leads, followed by construction and healthcare & social assistance. Other high value-adding sectors include agriculture, forestry & fishing, education & training, and retail trade. Tourism also made an important contribution at \$118 million in 2020.

Both Albany and the region as a whole are a net exporter (Figure 42), with Albany dominated by agricultural produce, but also featuring education & training, electricity, gas, water & waste services, and retail trade. Notable net

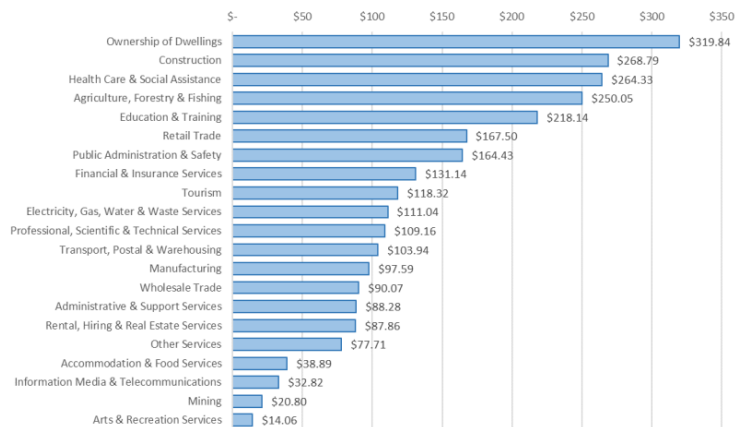


Figure 41. Gross value-added in 2020 (\$ millions)

² GRP is the net measure of wealth generated by the region - all forms of final expenditure, including consumption by households, consumption by governments, additions or increases to assets (minus disposals) and exports (minus imports) are added together.

³ Output data represent the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

⁴ Value-Added represents the marginal economic value that is added by each industry sector in a defined region. Value-Added is calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector. Value-Added by industry sector is the major element in the calculation of Gross Regional Product (GRP)

imports in Albany include manufacturing, financial & insurance services, and rental, hiring & real estate. These sectors represent opportunities for growth. Major net exports in the region as a whole are agriculture, forestry & fishing, manufacturing, and education & training. the largest net imports are construction, professional, scientific & technical services, and rental, hiring & real estate services.

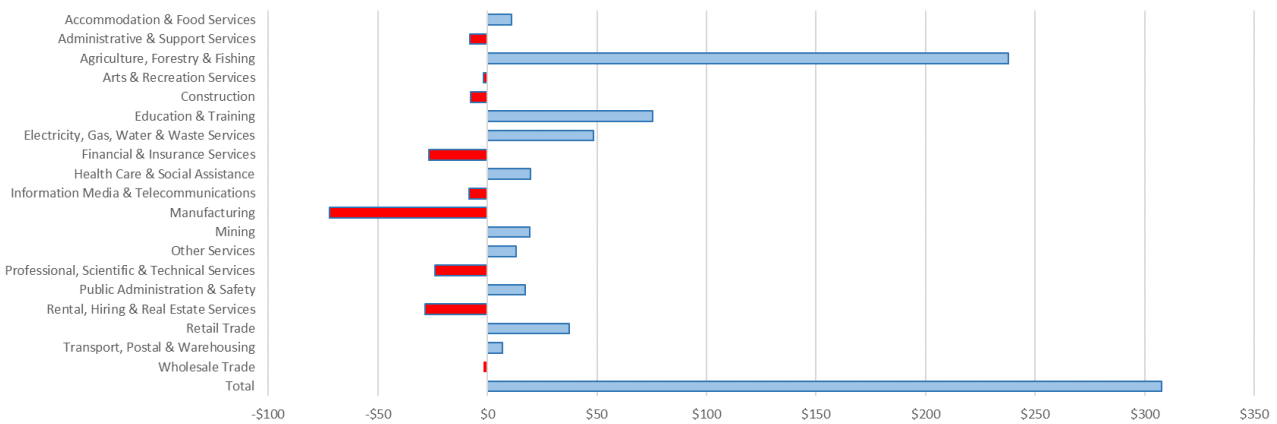


Figure 42. Albany net exports

.id Data have released useful statistics for the impact of COVID-19 on the City of Albany, with all industries but Health Care and Social Assistance recording a negative change in output in the June Quarter 2020 compared to the 2018/19 quarter average.

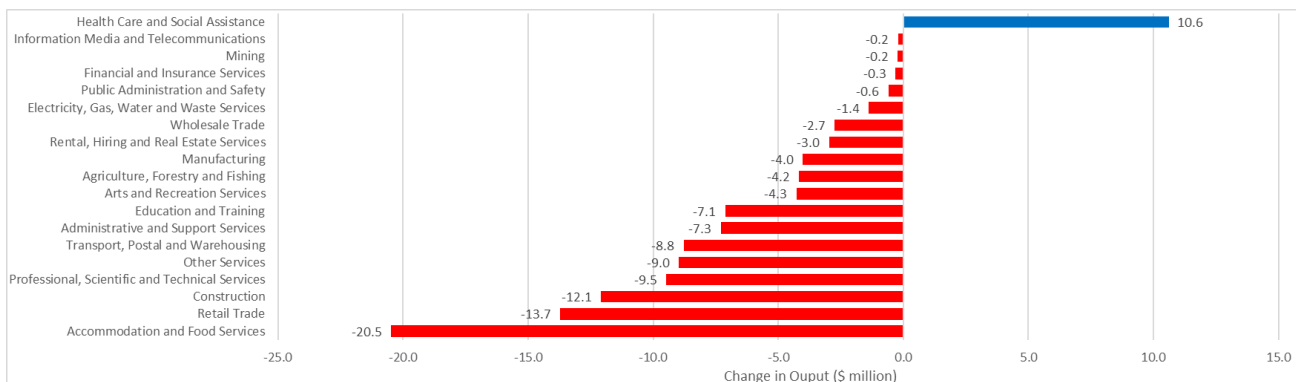


Figure 43. COVID-19 impact on industry outputs - City of Albany (source: .id Data)

Impacts to Accommodation & Food Services and Retail Trade industries are steadily reducing as Western Australia eases restrictions, however the industries are not expected to make a full recovery in the short-term, and many businesses have or are expected to experience continued reductions to capacity, turnover and employment, and/or risk business failure. There is still a clear risk of a second wave of COVID-19, with much uncertainty around future developments at a global scale. Industry stabilisation is therefore not expected until the medium- long-term.

Encouraged by increased government focus and support, the construction industry is expected to experience a boom as various infrastructure projects are fast-tracked throughout the regions. All other industries are expected to recover faster than the worst two hit.

The Great Southern needs to focus on strategies to diversify its economic base and strengthen Accommodation & Food services and Retail Trade industry prospects, for example through an increased promotion of domestic travel to the region and associated infrastructure/asset/event development projects.

Industry Sector Focus

Small Business

The Great Southern has the most dynamic small business community in the state. In 2019/20, there were 111 small businesses (0-19 employees) per 1,000 residents in the region, well above the state average of 86 and the highest of any region in WA (REMPPLAN 2020). This reflects the region’s strong commercial and entrepreneurial culture, the creation of small business for lifestyle reasons and exposure to industries dominated by small businesses. Because of this strength, the region is not structurally reliant on a few large employers. Small business represents 97.8% of all business activity in the region. A 50% share of business within the Great Southern is in the City of Albany. Of this, 97.2% are small businesses, with 89 small businesses per thousand residents, lower than the regional average but still higher than the state average.

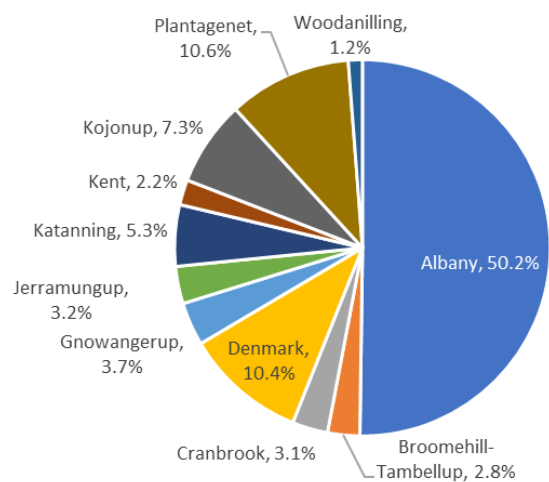


Figure 44. Share of business in the region

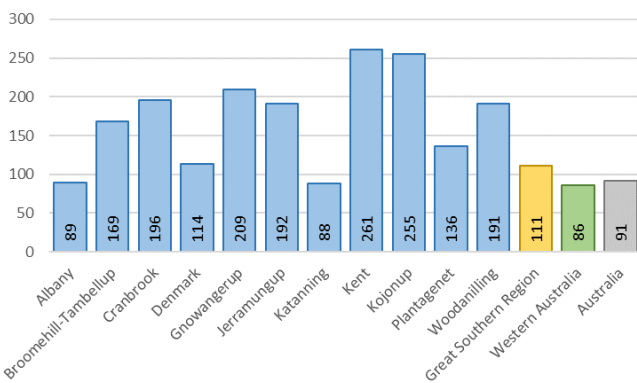


Figure 45. Small businesses per 1,000 residents

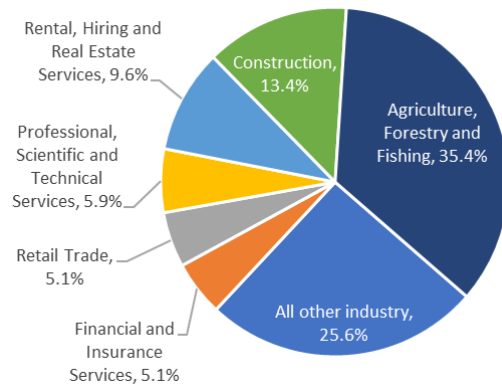


Figure 46. Small business types in the Great Southern

Of Great Southern small businesses, 35.5% are in agriculture, forestry and fishing, followed by construction at 13.4% and rental, hiring and real estate services at 9.6% (Figure 46).

Considering COVID-19 impacts, many industry small businesses will have been minimally affected or unlikely to be affected beyond the short-term, particularly where primary production and construction industries dominate the small business market. However, many small businesses in accommodation & food services, retail trade and ownership of dwellings industries are noted to have struggled to stay afloat or have lost their business completely as a result of the pandemic and compounded by other identified challenges such as changed consumer patterns, online shopping, etc. Consumer behaviours may be affected for some time, particularly as the Australian Government acknowledges Australia is now in a recession for the first time in 29 years⁴¹. Spending habits dropped significantly between 2012 and 2016 as Australia braced for the impact of the GFC. The ongoing impacts from the COVID-19 pandemic are likely to be far greater with consumer behaviours to reflect. There is a clear need to support the small business community in Albany, particularly through enhanced promotion of the City and its businesses to domestic markets.

Tourism

Tourism WA provides the most current overnight visitation statistics for Albany⁴². To improve the reliability of the visitation estimates, the factsheets provided for the region report annual average visitation based on the last three calendar years. Table 53 provides a summary of overnight visitor statistics for 2013-2019. As can be seen, annual average visitors reported in the 2019 factsheet have increased by an average 4.7% per annum on the previous years; however, estimated visitor nights has barely increased and length of stay has fallen.

Table 53. Albany visitation statistics

Visitor Type	Annual Average Visitors					% Change (AAGR)
	2013-15	2014-16	2015-17	2016-18	2017-19	
Estimated Visitors						
Intrastate	311,000	369,000	351,000	356,000	365,000	4.4%
Interstate	39,000	44,000	47,000	46,000	56,000	9.8%
International	38,000	45,000	45,000	47,000	49,000	6.8%
Total	388,000	458,000	443,000	449,000	470,000	5.2%
Estimated Visitor Nights						
Intrastate	1,005,000	1,183,000	1,197,000	1,103,000	1,103,000	2.8%
Interstate	139,000	151,000	166,000	151,000	163,000	4.4%
International	391,000	409,000	365,000	298,000	258,000	-9.5%
Total	1,535,000	1,743,000	1,728,000	1,552,000	1,524,000	0.2%
Average Length of Stay (Estimated Nights)						
Intrastate	3.2	3.2	3.4	3.1	3.0	-1.5%
Interstate	3.6	3.4	3.5	3.3	2.9	-4.8%
International	10.3	9.1	8.1	6.3	5.3	-15.3%
Total	4.0	3.8	3.9	3.5	3.2	-4.7%

The primary purpose of visit differs between domestic and international visitors, with 54% of domestic visitors holidaying in 2019, compared to 90% international visitors. Visiting friends and relatives (27%) and business (18%) were more represented as purpose of visit for domestic visitors.

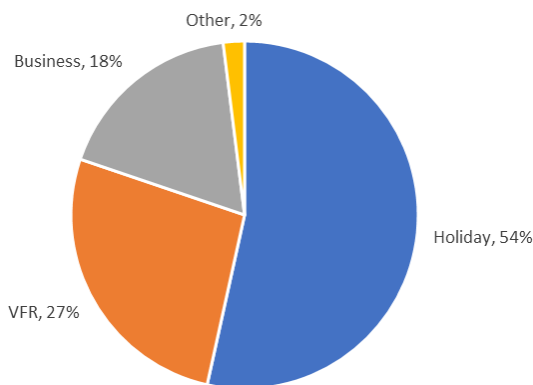


Figure 47. Domestic visitor purpose of visit

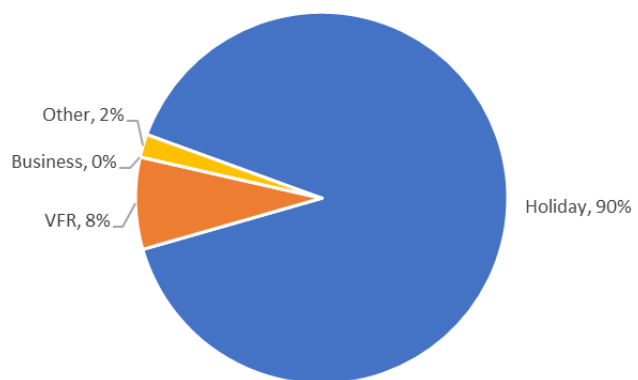


Figure 48. International visitor purpose of visit

The top three accommodation choices also differ between domestic and international visitors; 29% of domestic visitors chose to stay with friends or relatives and 23% in c caravan park or commercial camping ground. In contrast, 32% of international visitors chose friends or relatives and 17% in a rented house/apartment/flat or unit. Offerings such and Airbnb are also having an impact on the sector and accommodation choices.

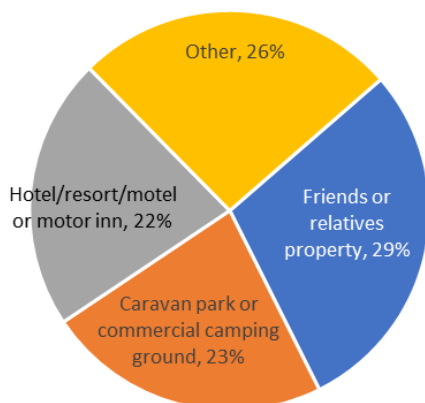


Figure 49. Domestic visitor choice of accommodation

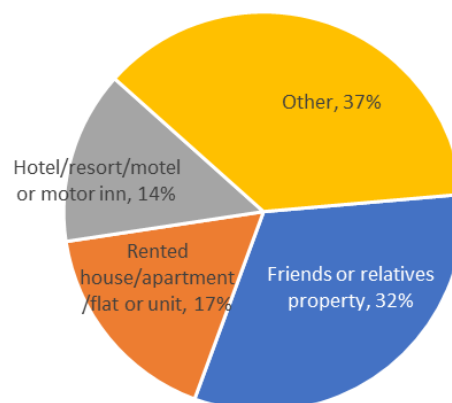


Figure 50. International visitor choice of accommodation

Tourism WA also provide visitor expenditure statistics as follows:

Table 54. Value of visitor spend (Albany)

Visitor Type	Average Spend per Trip	Average Daily Spend
Domestic	\$686	\$216
International	\$491	\$69
Total (All)	\$667	\$187

REMPAN provides data on the distribution of each dollar spent by a visitor in each industry sector at a regional level. As can be seen in Figure 51, accommodation and food services, retail trade and ownership of dwellings attract the greatest proportion of visitor spend in Albany.

There is an increasing awareness of, and demand for, quality tourism experiences among the growing middle class in China, India and other emerging Asian countries. It is notable that Chinese visitors have a very high average spend per visitor (\$4,266).

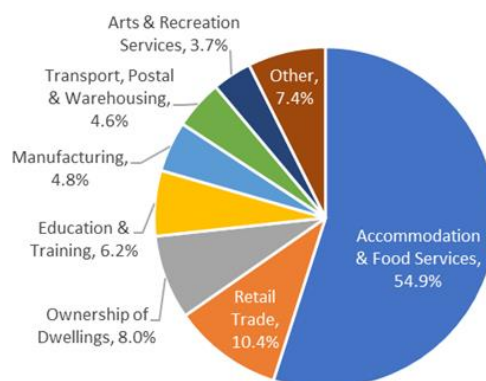


Figure 51. Proportion of each visitor dollar spent by industry/sector – City of Albany

Tourism products being further developed in the Great Southern include:



Food and Wine Tourism: The coastal Great Southern has an enviable capacity to produce an amazing variety and quality of food and wine. Initiatives such as Taste Great Southern provide key promotional opportunities to boost visitor numbers to the region.



Nature and Eco Tourism: Nature-based tourism includes ecotourism and adventure tourism. The region has significant nature-based assets such as the Bibbulmun Track (1,000 km bushwalk) and Munda Biddi Trail (1,000 km and the longest off-road touring cycle trail in the world). This is the fastest growing segment of the international tourism market. Tourism Australia and Parks Australia, in an effort to form a partnership between tourism and conservation around Australia’s iconic landscapes, have identified the ‘Great South West Edge’ of Australia (of which Albany and Denmark are an important part), as one of (presently) 16 National Landscapes. The region earned the honour due to its pristine coastline, giant trees and other unique flora and fauna, spectacular trails, ancient landscapes and cultures.⁴³



Heritage and Cultural Tourism: The region has a range of heritage and cultural assets that provide the basis for expansion of this important sector. Initiatives such as the Great Southern Art Trail, Hidden Treasures and the Great Southern Festival are key promotional opportunities. The regional arts sector is also strongly linked with the tourism industry. Many galleries and studios are located along visitor routes, and there is a trend towards the inclusion of local arts and crafts at tourist facilities.



Sports Tourism: The Centennial Park sports stadium in Albany provides the region with sports and recreation facilities of a standard suitable for major cross-regional, state or national sporting events, allowing the development of this significant tourism opportunity.

The tourism sector is likely to have been the worst hit by impacts of the COVID-19 pandemic. With international and state borders still closed, and regional borders having been closed for two months during peak holiday period, associated industries have been greatly affected, particularly in key tourism destinations such as Albany, Denmark and Plantagenet. It is unclear when state or international borders will reopen; however, the difficulty of travel is likely to increase (with additional health and safety restrictions placed on travel) and frequency likely to reduce (due to restrictions, fear and long-term changes in consumer behaviour) over the medium- to long-term. International borders are not expected to open until at least 2021.

Given the intrastate and domestic markets already make up the largest proportion of travel to the region, there are opportunities to capitalise further on these markets, as those that often travel internationally or interstate begin to seek new destinations closer to home. Effective promotion and support for tourism-related businesses will assist in developing domestic consumption of Great Southern regional tourism products.

The State Government, through Tourism WA, has launched a \$14.4 million recovery package to support small tourism operators around the State to adapt and refocus their businesses in the COVID-19 landscape.⁴⁴

Education

The perceived shortfalls in capacity and quality of some secondary education assets in the region among a significant sector of the community, is a primary factor undermining tertiary education participation and qualification levels, leading a significant number of families to either leave the region or to send their children away for secondary education. This is particularly common in the Pallinup sub-region. This requires a response to a broad range of potential issues:

- Addressing perceived and actual weaknesses in the secondary education sector, which is when the loss of students begins.
- Providing support to overcome barriers which prevent some students entering higher education (e.g. scholarships, remote/part time study modes).
- Attracting new student courses and pedagogies tailored to the needs of specific groups, such as Indigenous, ethnic groups, women returning to the workforce, upskilling existing adult workforce, etc.

Unlike most regions in WA, the Great Southern has a significant tertiary and higher education sector with the UWA Albany Centre and the Great Southern Institute of Technology (GSIT) providing quality tertiary education and training to residents. However, while levels of primary and secondary schooling in Albany and the Great Southern are comparable to Perth, state, or national averages, the proportion of the population attending a tertiary or technical institute is much lower (Figure 52). Furthermore, levels of qualifications are much lower in the region than in Greater Perth, WA or Australia. Despite a significant tertiary education presence in the region

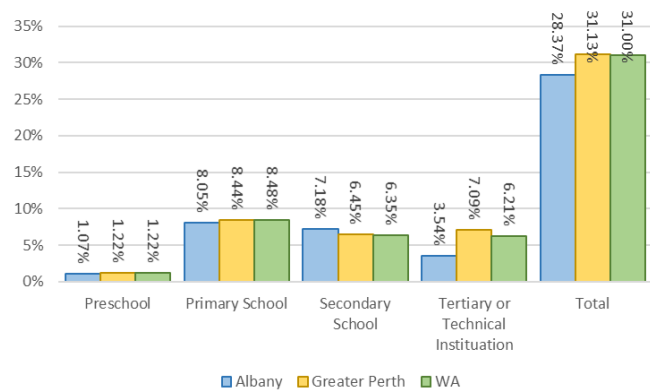


Figure 52. Proportion of population in school

the trend is for young adults to leave Albany and the Great Southern to pursue education and employment opportunities. This loss of young people has an effect on the region’s post-school education participation rates, with only 3.5% of Albany’s population enrolled in university or TAFE in 2016.

The region is therefore underperforming in higher education despite having substantial regional assets. A multidimensional approach to addressing the region’s educational gaps and opportunities is required. Working with HEIs and vocational training providers, as well as emerging educators (e.g. on line) to design a wider range of courses tailored to the region’s needs and population might help to retain or attract different student groups, such as international or young local residents that may wish to continue studies in Albany before moving to capital cities for opportunities not available in the regions (e.g. Graduate Certificate of Business, Master of Business Administration, etc.).

Cheynes Cottage (completed) and Serpentine Road (under construction) student accommodation sites offer 40 beds for prospective students studying in the region, assisting in the future growth of the tertiary education sector for the region and supporting study at the UWA Albany campus and South Regional TAFE.

As a result of COVID-19, .id Data estimate a \$7 million reduction in output for the education and training industry in Albany for the June Quarter 2020 compared to the 2018/19 quarter average. This would likely have come through the restrictions on educational institutions at all levels, as well as a loss of some international students as they returned home to be closer to their family and friends. Recovery for the sector is expected to be faster than many others however, particularly as the Commonwealth Government discuss allowing international students and business travellers to begin returning to Australia before any other traveller demographic^{45,46}. In the interim, many universities and other tertiary educational institutions, including the UWA Albany Campus, continue to operate many courses remotely, with limited onsite student interaction beyond library use.

Community and the Environment

Culture, Arts and Heritage

Participation in artistic and cultural activity is one of the building blocks of sustainable regional communities, as it builds social amenity and helps communities attract and retain an engaged and vibrant workforce. As well as enriching the experiences of our daily life the sector also plays an important role in regional economic development through employment, entertainment and tourism.

One of the key findings in a recent study, *2017 Arts and Culture Monitor* (on behalf of the Department of Culture and the Arts), identified as a Strategic Insight the need to “Continue to improve access to the arts across regional WA for two main benefits: 1) to increase regional participation in arts and culture, and 2) to fuel regional tourism and economic development through arts and cultural events.”

Activities, infrastructure and assets across the region are diverse, with activities, infrastructure and assets are diverse and key organisations and activities include, but are not limited to:

Table 55. Arts, culture and heritage sector activities, infrastructure and assets

	Visual Art	Music and Performing Arts	History, Heritage and Culture
Albany	<ul style="list-style-type: none"> Open Access Youth Arts Studio Mungart Boodja Art Centre Southern Edge Arts City of Albany Art Prize Mt Romance Art Prize Private sector art galleries 	<ul style="list-style-type: none"> Albany Arts Festival Albany Music Eisteddfod Albany Port Theatre Albany Choral Society Albany Sinfonia Albany Entertainment Centre 	<ul style="list-style-type: none"> Albany Public Library history collection National Anzac Centre Albany Heritage Park WA Museum
Denmark	<ul style="list-style-type: none"> Denmark Arts Markets 	<ul style="list-style-type: none"> Festival of Voice Brave New Works Festival 	<ul style="list-style-type: none"> Denmark Historical Museum
Katanning	<ul style="list-style-type: none"> Katanning Public Art Gallery 	<ul style="list-style-type: none"> Upper Great Southern Regional Entertainment Centre - Town Hall 	<ul style="list-style-type: none"> Katanning Harmony Festival Kodja Place Flour Mill Museum
Mt Barker	<ul style="list-style-type: none"> Claude Hotchin art collection 		<ul style="list-style-type: none"> Old Police Station Museum
Great Southern	<ul style="list-style-type: none"> Viewpoint Inc. Southern Art and Craft Trail Great Southern Art Award Hidden Treasures 	<ul style="list-style-type: none"> Perth International Arts Festival – Great Southern 	<ul style="list-style-type: none"> Taste Great Southern Historical Society network

More than 60% of international visitors seek out cultural attractions such as museums, art galleries, and theatres, as well as places of heritage value (Figure 53). Initiatives should therefore embrace this increased interest in cultural heritage and focus on innovative ways of engaging visitors and locals alike in regional cultural heritage.

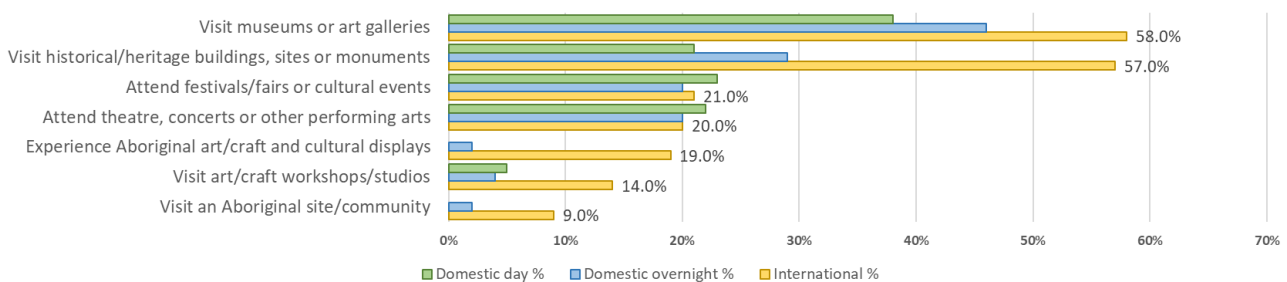


Figure 53. Top cultural and heritage activities for international and domestic visitors (ABS 2012 – latest available data)

As a key sector of the tourism industry, and having experienced significant trading restrictions at the beginning of the pandemic, the culture, heritage and the arts are likely to have been severely impacted by COVID-19. Indeed, although .id Data estimate only a -\$4 million change in output for the arts and recreation industry, the percentage change is -68.6%, the highest of all other industries, above even the accommodation and food services industry (-67.9%). Short term recovery for the culture, heritage and arts sector is unlikely whilst borders remain closed and consumer behaviour is hindered, but will occur in the medium- long-term as restrictions continue to ease and if the appetite for domestic tourism products can be sufficiently piqued and capitalised on.

Sport and Recreation

Active involvement in sport and recreation is part of sustaining a healthy population. Community expectations are generally increasing with respect to the range and quality of sporting facilities planned or being developed across the region. Sports facilities available to Great Southern residents include swimming pools, sports grounds, golf courses, skate parks, netball and tennis courts, and equine and motor sports tracks. National parks host outdoor recreation activities and the region has two major 1,000+ kilometre trails linking it to Perth: the Munda Biddi Trail for off-road touring cyclists and the Bibbulmun Track for bushwalkers. Much of the region's outdoor activity gravitates to the coast, in surfing, fishing, diving, boating and sailing. Rock climbing, gliding, bushwalking and off-road cycling are all popular activities in the region, thanks to excellent natural assets such as Stirling Range and the Fitzgerald Biosphere. Lake Ewlyamartup, near Katanning, is being rehabilitated and developed as a central inland venue for water recreation. Recent developments include major upgrades to the central sporting precincts in Albany, Broomehill-Tambellup and Mount Barker.

The positive impact of increased participation in sport, particularly in regional communities, is well recognised in WA: *“The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flows from participation in organised sport and recreation is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important.”*⁴⁷

As a component of the same industry as arts, culture and heritage, the sport and recreation sector has experienced severe short-term impacts as a result of COVID-19, particularly through the initial closure of key facilities and ceasing of many sports and recreations activities. Recovery for the sector in the region is likely to be faster than its arts, culture and heritage counterpart, however; with local, regional and intrastate markets making up the greatest portion of sector output (i.e. the regional sector is less reliant on interstate domestic or international markets).

Environment

The region contains several national parks, including the Stirling Ranges and the Porongurup Range National Park, together with significant nature reserves which contribute greatly to the rich biodiversity of the area. Recent research has also identified high levels of botanical richness in private land adjoining these reserves. The Great Southern also has approximately 250 km of coastline, along the marine environment of the Southern Ocean. This area includes whale calving grounds, inshore and offshore reefs, shallow sand and weed banks, islands, and interactions with estuarine systems.

Lifestyle and amenity are a regional comparative advantage; love of the great outdoors is a unifying element across many sectors of the community and is important for economic development and sustainability. However, there are tension points (for example, between farmers, conservation and consumers which need to be addressed).

There is also a trend toward an overall decline in annual rainfall and increase in mean temperature since 1910. Overall, the expectations are for a continued long-term shift in seasonal rainfall patterns, with reduced rainfall in winter, and increased rainfall in summer as well as decreasing rainfall along the coast west to east and inland away from the coast. For farming, this requires adaptation, updating and innovating current practices and technologies.

Climate change is also expected to result in increased storm surges, coastal erosion and, potentially, rising sea levels in the longer-term. It is forecast that low risk and impact events will begin to damage certain coastal areas by 2030, with high risk and impact events impacting by 2050. To help prepare, coastal LGAs are in the process of developing, or adopting, Coastal Hazard Risk Management and Adaptation Plans (CHRMAs).

Economic Challenges and Opportunities

Although Albany and the Great Southern faces challenges, such as heavy reliance on few industries and competition for tourism with the South West region, the region performs well in several areas compared to WA and Australia as a whole. Albany and the region also possesses a great number of important assets, across a diverse range of sectors, which provide significant opportunities for development, enhancement and promotion to improve the attractiveness of the Great Southern as a vibrant and valuable place to live, work, visit, study and invest.

Challenges

1. Per capita GRP is lower than in WA as a whole, and of all other regions apart from Peel.
2. Industry is dominated by agriculture and construction.
3. Competition in the tourism sector is increasing regionally (particularly with the South West), and internationally.
4. Albany’s and the region’s population is ageing, with potentially profound and far reaching impact on the longer-term outlook, including productivity declines as the workforce retires, increased costs of health and welfare services, and potential for a long-run population decline.
5. Current transport infrastructure limits industry and business growth, particularly related to visitation and export markets.
6. Young people in regional Australia are less likely to aspire to higher education than their urban counterparts, and if they do decide to continue their education, many leave the regions in order to do so. In Albany and the Great Southern, this is in part due to perceived gaps in the region’s secondary and higher education sector infrastructure.
7. Rapid changes in technology will require concomitant upgrades to infrastructure to support them.
8. COVID-19 impacts – Stimulating tourism sectors, construction and employment, and capitalising on state, national and international visitation trends and drivers.

Table 56. Economic needs and opportunities

Need	Opportunities
1. Diversification of industry is required to boost performance and to provide support in times when certain industries experience downturns.	1. International tourism is growing globally, and these tourists are the highest spending cohort. Competing effectively for international tourists will make a substantial contribution to the Albany and Great Southern economies.
2. Strong competition in the tourism sector within WA necessitates an integrated, differentiated tourism package offering.	2. Albany and the Great Southern has a wealth of untapped potential in local produce and niche primary production or manufacturing opportunities for international export markets, particularly to service growing Asian markets such as China, Indonesia, Malaysia and India.
3. There is a need to encourage new investment and expenditure within Albany and throughout the region, where the Great Southern currently tends to circulate existing capital or leak it to other regions and states.	3. There are opportunities for value-adding industries and to diversify the economy.
4. Albany and the region need to provide visitors with adequate access to its unique culture and heritage, which will in turn stimulate spending in the local economy.	4. Albany and the Great Southern are home to significant heritage and cultural assets, such as Aboriginal sites and historic buildings, which can be developed and promoted as important drawcards for visitation.
5. Diversified infrastructure and assets are needed to attract and retain younger age people in the population and bolster tertiary educational enrolments.	5. Albany and the region host a diversity of events, with strong opportunities to enhance and better promote the City as an important heritage and cultural hub of activity.
6. Increasing the effective reach of professional and knowledge-intensive service businesses requires the use of virtual and outreach delivery models and ensuring that Albany and Great Southern businesses are web-enabled, based on both current and emerging technologies.	6. Albany and the Great Southern are home to many important natural assets, with strong potential to attract domestic and international tourists. Sustainable ecotourism, if managed sensitively, represents a growth opportunity for the region.
7. Continued enhancement of technology and communication infrastructure is required to support growth in diverse demographic groups.	7. There are opportunities to grow the market for digital nomads and remote workers by promoting the region’s competitive advantages (e.g. clean and green, low cost of living and property prices in many LGAs, diverse and vibrant cultures, etc.), serving to bring new money and expertise into the region and further diversifying the population base. However, attracting the tech sector requires continued investment in region’s ICT infrastructure, and addressing current coverage and connectivity issues.
8. Resilience support for the industries worst hit by COVID-19, or those that are projected to have a slower (medium- to long-term) recovery.	8. Significant domestic tourism marketing to capitalise on the short- to medium-term closure of international borders.
9. New jobs and innovative measures to increase employment prospects for those affected by COVID-19.	9. Well planned and timely international tourism marketing for counties that are opened up early (e.g. New Zealand).
	10. Well planned and timely international business and student marketing for imminent reopening of international borders to these demographics.
	11. Capitalising on tourism and construction support from State and Federal Governments.

Appendix B: Community Tennis Infrastructure – Compare and Contrast⁴⁸

Regional Facility	Large Community Facility	District Facility	Comments
<i>An owner or operator that delivers sustainable business practises. Centre of high performance for national initiatives including tournaments, player development & community tennis initiatives.</i>	<i>These facilities are community clubs or facilities that have some elements of regional centre but may have fewer courts. These facilities play a large part of participation growth & identifying players with potential & nurturing talent. Intra/Inter club tournaments.</i>	<i>Multi suburb focus on engaging social & competitive players into the tennis culture; Interclub tournaments; High performance training feeder & grass roots development.</i>	
COURT REQUIREMENTS			
A minimum 16 Courts with a mix of ITF surface codes (acrylic, clay, grass).	A minimum 12 Courts with at least 80% mix of ITF surface codes (acrylic, clay, grass).	Minimum 8 Courts with at least 50% mix of ITF surface codes (acrylic, clay, grass).	DLGSCI has requested site planning to provide for future expansion up to 16 courts.
A minimum of 14 courts of the same ITF approved surface code (acrylic, clay, grass).	N/A	N/A	
Floodlit to ITF competition standards 500 lux	Floodlit to ITF club competition standards 350 lux	50% of courts to be floodlit to minimum club competition standards (350lux)	
Show Court	Main Court that can support seating (either fixed or mobile) for local & regional tournaments.	N/A	
6 dedicated hot shots courts	4 dedicated hot shots courts	2 dedicated hot shots courts	
CLUBHOUSE & FACILITY REQUIREMENTS			
Male & female changerooms including showers	Male & female changerooms including showers	Male & female changerooms including showers	
Café/kiosk & preferably licensed social facilities	Café/kiosk & preferably licensed social facilities	Café/kiosk & preferably licensed social facilities	
Admin office	Admin office	Admin office	
Outdoor shaded social areas for events & social nights	Outdoor shaded social areas for events & social nights	Outdoor shaded social areas for events & social nights	
Floodlit sealed parking	Floodlit sealed parking	Floodlit sealed parking	
Multipurpose space for wider community use	N/A	N/A	
Meeting facilities			
OTHER AMENITIES			
Access to parklands or sports fields	Access to parklands or sports fields		
Access to strength & condition facilities (gyms & pools)	Access to strength & condition facilities (gyms & pools)		
Short term child care	Short term child care		
Health & wellbeing services	Health & wellbeing services		
Access to airport & accommodation within close proximity			
CATCHMENT POPULATION GUIDE			
Regional Country – Catchment population within a 30km radius 80,000 to 100,000	Regional Country – Catchment population within a 30km radius 40,000 to 50,000	Regional Country – Catchment population >5,000 within a 30km radius	

Appendix C: LGSTA 2019-20 Sunsmart Events Calendar

LOWER GREAT SOUTHERN TENNIS ASSOCIATION 2019-20 SUNSMART EVENTS CALENDAR

Date	Event	Club/Location
OCTOBER		
Sat 5 th	Opening Day – (Bring a friend for free day)	Bremer Bay
Sat 12 th	Opening Day	Merrifield Park
Sat 12 th	Opening Day	Lawley Park
Sat 12 th	Opening Day	Kendenup
Sat 12 th	Opening Day	Emu Point
Sat 19 th	Opening Day	Napier
26 th -30 th	Girls Foundation & Boy's D'Arcy Slater Cups	Geraldton
NOVEMBER		
Sun 3 rd	Albany & Districts Tennis League – Event 1	Lawley Park
Sun 17 th	Albany & Districts Tennis League – Event 2	Lawley Park
Wed 20 th	DLGSC Event Management Course	Albany
Sun 24 th	Junior Doubles Tournament	Kendenup
Sat 30 th	Seniors Mixed Doubles Tournament	Kendenup
DECEMBER		
Sun 1 st	Albany & Districts Tennis League – Event 3	Lawley Park
JANUARY		
Sun 12 th	Willoughby Park Tennis Open	Denmark
Sat/Sun 18-19	Albany Open Men's, Ladies, Mixed Doubles	Emu Point
Sun 19 th	Bremer Bay Junior Singles Championships	Bremer Bay
FEBRUARY		
Sun 2 nd	Albany & Districts Tennis League – Event 4	Lawley Park
Sun 9 th	LGSTA Junior Singles Championships	Lawley Park
Tues 11 th	LGSTA Mid-Season Meeting	Merrifield Park
Sun 16 th	Albany & Districts Tennis League	Lawley Park
Sat 22 nd	Katanning Open Men's & Ladies Doubles	Katanning
MARCH		
Sun 8 th	Patron's Plate – Men's & Ladies Doubles	Lawley Park
Sun 15 th	Bremer Bay Open Men's & Ladies Doubles	Bremer Bay
Sun 22 nd	Albany & Districts Tennis League – Event 6	Lawley Park
APRIL		
Sun 5 th	Champion of Champions	Lawley Park
Fri-Sun 10-13	Bridgetown Easter Tournament	Bridgetown



Department of
Local Government, Sport
and Cultural Industries



Appendix D: Detailed Project Budget

CONCEPT DESIGN COST ESTIMATE

ALBANY COMMUNITY TENNIS CENTRE CENTENNIAL PARK EASTERN PRECINCT

CHRIS O'KEEFE CONSTRUCTION COST CONSULTANT

Jan-21

**ALBANY COMMUNITY TENNIS CENTRE
CENTENNIAL PARK EASTERN PRECINCT**

Ref : A1142

CONCEPT DESIGN COST ESTIMATE

28/01/2021

PROJECT COST SUMMARY

Total Cost from Summary	\$ 2,173,500
Design Contingency (10%)	\$ 217,350
Professional Fees Allowance	\$ 239,150
City of Albany Costs	\$ 100,000
Escalation Allowance	\$ 102,000
Subtotal	\$ 2,832,000
GST	\$ 283,200
TOTAL INDICATIVE COST ESTIMATE	\$ 3,115,200

Exclusions :

This estimate excludes the following costs :

- Unknown ground conditions
- Upgrade to existing services

Trade Breakup

Job Name : <u>A1142 - TENNIS 1</u>	Job Description
Client's Name: <u>City of Albany</u>	ALBANY COMMUNITY TENNIS CENTRE CENTENNIAL PARK EASTERN PRECINCT

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade : 1 <u>TENNIS COURTS (No 10)</u>						
1						
<u>TENNIS COURTS (No 10)</u>						Total :
Trade : 2 <u>Preliminaries</u>						
1	Allowance for builder's supervision insurances, fees, cleaning, crantage, plant, temporary services, temporary fences, site sheds, etc		Item			179,470.00
<u>Preliminaries</u>						Total : 179,470.00
Trade : 3 <u>Earthworks</u>						
1	Site clearance & disposal	6,115.00	m2	2.00		12,230.00
2	Site excavation & disposal	6,115.00	m3	15.00		91,725.00
3	Imported fill	6,115.00	m3	20.00		122,300.00
<u>Earthworks</u>						Total : 226,255.00
Trade : 4 <u>Siteworks</u>						
1	250 thick gravel basecourse	5,775.00	m2	20.00		115,500.00
2	30mm thick compacted asphalt base	5,775.00	m2	32.00		184,800.00
3	Spray seal to asphalt base	5,775.00	m2	18.00		103,950.00
4	Cushion acrylic court surface including line marking	5,775.00	m2	77.00		444,675.00
5	Tennis posts & nets including in ground sleeves	10.00	Courts	2,800.00		28,000.00
6	3600 high powdercoat steel posts & rail fence complete with footings ,PVC coated chain wire, gates & hardware	340.00	m	250.00		85,000.00
7	1800 high powdercoat steel posts & rail fence complete with footings & PVC coated chain wire	30.00	m	190.00		5,700.00
8	900 high powdercoat steel posts & rail fence complete with footings & PVC coated chain wire	95.00	m	110.00		10,450.00
9	Shadecloth wind/shade protection		Item			21,900.00
10	Soft & hard landscaping		Item			37,500.00
<u>Siteworks</u>						Total : 1,037,475.00
Trade : 5 <u>Hydraulic Services</u>						
1	Subsoil & stormwater drainage	6,115.00	m2	20.00		122,300.00

Trade Breakup

Job Name : <u>A1142 - TENNIS 1</u>		Job Description				
Client's Name: <u>City of Albany</u>		ALBANY COMMUNITY TENNIS CENTRE CENTENNIAL PARK EASTERN PRECINCT				
Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
<u>Hydraulic Services</u>					Total :	122,300.00
<i>Trade : 6 <u>Electrical Services</u></i>						
1	Tennis court pole mounted lighting (500 lux) supply only	10.00	Courts	15,000.00		150,000.00
2	Tennis court pole mounted lighting install only including footings, cabling, conduits, pits, controls, distribution boards, testing & commissioning	10.00	Courts	30,000.00		300,000.00
3	Transformer	1.00	No	140,000.00		140,000.00
<u>Electrical Services</u>					Total :	590,000.00
<i>Trade : 7 <u>Booking System</u></i>						
1	Book a Court Booking System		Item			18,000.00
<u>Booking System</u>					Total :	18,000.00

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Full Estimate Summary

Job Name : <u>A1142 - TENNIS 1</u>	Job Description
Client's Name: <u>City of Albany</u>	ALBANY COMMUNITY TENNIS CENTRE CENTENNIAL PARK EASTERN PRECINCT

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
	TENNIS COURTS (No 10)					
	Preliminaries	8.26		179,470		179,470
	Earthworks	10.41		226,255		226,255
	Siteworks	47.73		1,037,475		1,037,475
	Hydraulic Services	5.63		122,300		122,300
	Electrical Services	27.15		590,000		590,000
	Booking System	0.83		18,000		18,000
		100.00		2,173,500		2,173,500
Final Total : \$						2,173,500

Appendix E: Background to cost-benefit analysis

Background

Cost-benefit analysis is a useful economic tool to evaluate the case for a project or proposal against the *status quo*. Importantly, it allows for an assessment in economic terms of intangible values. The impacts of a proposal for investment or intervention in a market are measured in terms of the economic, social and environmental costs and benefits. Costs represent the public's willingness-to-pay to avoid the resulting consequences of the intervention, whereas benefits reflect the public's willingness-to-pay for the consequences. The evaluation of a particular proposal considers the effects on the community as a whole, in order to give a 'global' perspective. As far as possible, costs and benefits are expressed in monetary terms, although assigning monetary values to some intangible effects can prove difficult. The primary purpose of the analysis is to identify the social net benefit of a specific intervention or investment proposal. Essentially, the cost-benefit process aims to determine whether the total estimated benefits resulting from a proposal exceed the estimated costs, and therefore, whether the project would result in an economically efficient allocation of resources.

Assessing Net benefits

In order to assess the overall value of the net benefits of an investment proposal, three measures are most commonly used. These measures are outlined below:

- **Net Present Value:** The net present value (NPV) of an investment scheme is the sum of the discounted net benefits. The net benefits are simply the expected total costs of a project in one year, subtracted from the expected total benefits in that same year. The stream of net benefits is then discounted to present day values using a discount rate. A reasonable starting point for a discount rate is the government's borrowing rate, i.e. the cost of funds to the government. Note, however, that such a discount rate does not generally reflect the true social opportunity cost of capital, i.e. the return on funds that could be realized by an alternative project or program. The sum of the discounted net benefits will give the net present value of the project. If the NPV is greater than zero, then the estimated total benefit exceeds the estimated total cost and the project will be socially beneficial. A project should go ahead if the NPV is greater than or equal to one ($NPV \geq 1$).
- **Internal Rate of Return:** The internal rate of return (IRR) measures the yield on investment. It is the interest rate that when substituted into the NPV formula gives an NPV of zero. When the NPV is zero, the IRR is equal to the discount rate and so a positive IRR implies that the project will earn more than the discount rate, or cost of capital. It is an indicator of the efficiency of an investment proposal, whereas the NPV indicates the magnitude of the net benefits that are expected to be generated from the proposal. A particular investment project is socially beneficial if the IRR exceeds the rate of return that is estimated to flow from alternative investments.
- **Benefit-Cost Ratio:** The benefit-cost ratio (BCR) is simply a measure of the present value of the benefits of a proposal divided by the present value of the capital or non-recurrent costs. If the BCR of a project is greater than one, the NPV will be greater than zero and so the project will be socially beneficial.

Efficiency Concepts

The benefits resulting from a proposed project are valued in terms of the public's **willingness-to-pay** for them. A consumer's willingness-to-pay for a good or service consists of two elements: actual expenditure and consumer surplus.

- **Consumer surplus** measures the benefit to a consumer of being able to purchase a product or service at a lower price than what they would have been willing to pay. Consumer surplus is maximized when there is allocative efficiency.
- **Allocative efficiency** refers to the overall efficient allocation of resources. The term refers to the situation where resources are allocated in a way that maximizes net benefit. Allocative efficiency is maximized where the benefit to an individual of consuming the last unit of a good is equal to the cost of consuming that unit, i.e. marginal benefit equals marginal cost.
- **Productive Efficiency** is used to describe the situation where a set of goods or services are produced at the lowest possible cost.
- The costs resulting from a proposed project are valued according to other people's willingness-to-pay for the resources involved. That is, the **opportunity cost** of the resources involved in a particular project.
- **Opportunity cost** refers to the value of a resource in its best alternative use. For example, when evaluating the case for a particular investment scheme, the benefits that may result from investing the resources elsewhere should be assessed. The benefit of investment elsewhere is equal to the opportunity cost of the proposed investment scheme. Note that, the costs of employing a resource should be considered 'sunk' if the opportunity cost is equal to zero.

Distributional impacts

The impacts would be expected to be highly distributional. In order to fully capture the distributional impacts in this case, the local economic benefits for the regions surrounding the development will be taken into consideration, including their local

multiplier effects. While taking a state-level view of the impacts may not merit inclusion of local economy multipliers, this approach would mask the highly distributional impacts of the closure of regional primary development.

Assumptions

Discount Rate

Infrastructure Australia requires that cost-benefit analyses are presented for the following real discount rates:

- 4 percent;
- 7 percent (central estimate); and
- 10 percent.

The debate on which rate should be used to discount future benefits and costs in cost benefit analysis has been ongoing for many decades, and there are a range of estimation methods. However, the 7 percent central estimate proposed by Infrastructure Australia (and sensitivity testing) is in accordance with the majority of national, state and territory guidelines on cost benefit analysis and is based on the opportunity cost of capital in the market sector. The Office of Best Practice Regulation 2014 cost benefit analysis guidelines require use of an annual real discount rate of 7 percent⁴⁹.

Timeline

A period of 25 years has been assumed for the cost-benefit analyses, corresponding to a reasonable assessment of the time period before further significant capital injections may be required, subject to legislative changes in the meantime.

Multipliers

The multiplier effect refers to the idea that a rise in direct spending in an economy can cause a consequent rise in secondary spending, leading to an increase in income which exceeds the original rise in direct spending. The multiplier effect is illustrated in the Keynesian Multiplier Model. In cost-benefit analyses, multipliers are often excluded as the impacts at state-level generally balance out if expenditure is merely shifted from one place to another. However, in the current analyses, local multipliers have been retained in order to fully capture the distributional impacts on the local regional economy. A variety of multipliers could be used, depending on the method of measurement and the geographical scope of the multiplier. In this analysis, a conservative multiplier of 1.91 has been used for the flow-on impacts of event visitation.

Inflation

Inflation has not been included in the calculations. The costs and benefits are at today's rates. The exception is where capital costs have been escalated, based on the fact that construction costs are increasing much faster than CPI.

Appendix F: City of Albany Procurement Planning

Procurement Model

The design of the proposed works has been undertaken by City of Albany staff in consultation with the community, industry and user groups.

The procurement model is a City Construction Managed Contract. The work plan generally will be that as much of the project as possible will be undertaken and managed by the City of Albany Project Team, its employees and staff, and appropriate contractors and tender contracts as required. Furthermore, the procurement policy will attempt, where possible, to source construction materials and services from local providers with an aim to re-invest in the regional economy. Should materials or services be either cost ineffective or unavailable then other sources will be sought. Consideration will be given to the management of the interface of these separate packages.

The City has sufficient expertise to undertake the design and project management of the project. Additional employees will be recruited to supplement as required. The City will undertake the design co-ordination for the project.

Supporting the in-house resources will be professional consultants providing services to the project.

Procurement Policy

Procurement will be managed by the Project Manager, who will:

- Ensure that procurements are adequately and timely planned.
- Ensure that for all services, a quotation shall be provided.
- Manage procurement directly to the specification document requirements using traditional procurement lump sum supply and install contract.
- Quotations and service agreements for procurement items will be maintained.
- Budgetary planning and monitoring will be maintained.
- Where services, skills or products are classed as specialised and/or regulated, evidence of certification, legislative approval and qualification will be sought.
- Manage contract administration.
- Ensure that the construction contingency fund (approximately 10% of project fund) is managed effectively.

The design of the facility is such that all construction materials and supplies are obtainable from normal trade suppliers. There are no specialised materials or items included in the design.

The procurement policy recognises that the City of Albany is committed to an efficient, effective, economical and sustainable purchasing procedure. This policy:

- Ensures that the City of Albany is compliant with all regulatory obligations and that purchasing transactions are carried out ethically and with integrity,
- Ensures that the City of Albany receives value for money,
- Gives due regard to environmental and social impacts, and
- Promotes effective governance and definition of roles and responsibilities maximizing confidence in the system.

The policy will ensure consistency and accountability in all purchasing activities specifically in respect to compliance with the Local Government Act and the Local Government (Functions and General) Regulations and ensure that all project staff are aware of the extent of their purchasing authority, purchasing limits, their role and responsibilities in the purchasing process and the use of corporate credit cards.

Procurement will be undertaken in line with the City of Albany Procurement Policy, which provides a high degree of safeguards and accountability for the disbursement of funds in the project.

The key principles underlying the procurement policy are as follows:

Ethics & Integrity

It is a condition of employment by the City of Albany that all officers and act honestly and in a professional manner and observe the highest standards of ethics and integrity, including when undertaking purchasing activity. The following principles, standards and behaviour will be observed and enforced through all stages of the purchasing process to ensure fair and equitable treatment of all parties:

- Full accountability shall be taken for all purchasing decisions and the efficient, effective and proper expenditure of public monies based on achieving value for money.
- All purchasing practices shall comply with relevant legislation, regulations and requirements consistent with the City of Albany policies and code of conduct.
- Purchasing is to be undertaken on a competitive basis, cognizant of the Regional Price Preference, in which all potential suppliers are treated impartially, honestly and consistently.
- All processes, evaluations and decisions shall be transparent and free from bias.
- Any actual or perceived conflict of interest is to be identified, disclosed and appropriately managed.

Value for Money

Value for money is an overarching principle governing purchasing that allows the best possible outcome to be achieved. Compliance with purchasing specification is more important than obtaining the lowest price, particularly taking into account user requirements, quality standards, sustainability and life cycle costing. An assessment of the best value for money outcome for any purchase will consider:

- All relevant whole-of-life costs and benefits including transaction costs associated with acquisition, delivery and distribution as well as other expenses such as, but not limited to, holding costs consumables, deployment, maintenance and disposal.
- The technical merit of the goods and services being offered in terms of compliance with specifications, contractual terms and conditions and any relevant methods of assuring quality.
- Supplier financial viability and capacity to supply without risk of default.
- The level of competitive pricing achieved by obtaining a sufficient number of quotes.

Where a higher priced conforming offer is ultimately recommended over the lowest priced conforming offer there should be clear and demonstrable value for money benefits to support that recommendation.

Sustainable Procurement

The City of Albany is committed to Sustainable Procurement where appropriate preference is given to goods and services that have less detrimental environmental and social impacts than competing products and services. In determining the appropriate preference sustainable considerations must be balanced against value for money outcomes.

Local Content & Buy Local Policy

The implementation of the project will benefit the local economy, from both job creation during the planning and construction phase, and throughout the operational period.

The City of Albany has a *Buy Local Policy* to maximise the use of competitive local businesses in goods, services and works purchased or contracted on behalf of the City of Albany. This local price preference enables businesses/contractors within the municipal areas of Albany, Denmark, Plantagenet, Jerramungup and Gnowangerup (Prescribed Area) to claim a price preference for their whole bid, regardless of the origin of the labour or material, as all labour and materials are deemed to be regional content.

This preference provides an incentive for businesses/contractors outside the Prescribed Area to purchase goods, services and construction from within the Prescribed Area.

The Buy Local Policy allows tenderers with local content to claim a price reduction in their tender submissions, in regard to cost weighted tender criteria. Other components of the merit criteria, such as qualitative elements will also be weighted appropriate to the project scope.

Recent precedents of coastal marine projects in Albany have involved the collaboration of companies utilising local input and expertise to ensure best outcomes and an opportunity for local involvement, benefiting employment and the local economy.

Purchasing Policy

The City’s Purchasing Policy defines the type of procurement applicable to different categories of procurement:

- Minor Purchase: A purchase up to and including \$5,000.
- Minor Quote: A purchase from \$5,001 to \$19,999.
- Major Quote: A purchase from \$20,000 to \$99,999.
- Major Purchase: A purchase of \$100,000 and above.

The City’s delegations policy further defines the appropriate staff positions that are authorised to purchase goods and services.

Policy Statement:

(1) The following protocols will apply to each category:

Table 57. Purchasing policies.

Category	Value (excl. GST)	Minimum Protocol
Minor Purchase	0 - \$5,000	1 Written Quote
Minor Quotation	\$5,001 – 19,999	2 Written Quotes
Major Quotation	\$20,000 – 99,999	3 Written Quotes
Major Purchase	\$100,000 and over	In accordance with Division 2 – Section 11 of the Local Government (Functions and General) Regulations 1996

If a purchase is made and the minimum protocol for quotations is not met, a file note signed by the Executive Director needs to be made detailing the reasons for not meeting the protocol. In this instance a copy of the file note will be forwarded to the Executive Manager Business Governance.

(2) All records associated with the above categories will be recorded and retained in line with the provisions of the State Records Act 2000.

- Tender documentation;
- Internal documentation;
- Evaluation documentation;
- Enquiry and response documentation;
- Notification and award documentation;
- Quotation documentation;
- Internal documentation;
- File Notes; and
- Order forms and requisitions.

This Policy is required under Part 4 of the Local Government (Functions and General) Regulations 1996. The adoption of this policy under the above regulations allows the City of Albany to increase its tender threshold from \$50,000 to \$100,000.

Tendering Procedure

This procedure applies to procurement of goods/services that are expected to be or exceed \$100,000 (excl. GST). In addition to this, the procedure may be used when it has been decided to run a tender process for the procurement of Goods and Services under \$100,000 (excl. GST), that are high risk purchases.

The procedure covers the process from the initial purchasing decision to the final report to Council.

The City is required to undertake certain statutory procedures when a purchase is expected to be or exceed \$100,000, excl. GST, and in some circumstances less than that. These procedures ensure that an open, fair and competitive process is available to those wishing to supply the goods to Council.

When performed effectively, the process will result in the City receiving the best value for money for the purchase of significant goods and services; this does not always mean the cheapest.

There are a number of stages to the tendering process:

- The development of tender documentation
- The advertising of the tender and the tender period
- Closing of tenders and evaluation
- Report to Council
- Signing of Contract and Contract initiation

The overall responsibility for the process rests with City Projects Team; however, the officer requesting the goods and services (end user) has a major role to play in developing the specification, evaluation criteria, evaluation and reporting to Council. The end user will also manage the contract.

Development of Tender Documentation

Tender Documentation compiles the following elements:

- Conditions of tender – including forms and documents.
- Specification or Technical clauses
- Evaluation Criteria
- General Conditions of Contract

The Conditions of Tender are developed by City Projects in line with legislation and standard industry practice. This documentation outlines to a prospective tenderer how the process works and the manner in which tenders are to be submitted.

The Forms are the submission documents that the tenderer is required to read, fill in and return.

- | | |
|----------------|---|
| Form 1. | Schedules of Rates |
| Form 2. | Tenderer's Offer |
| Form 3. | Insurance |
| Form 4. | Tenderer to inform themselves fully |
| Form 5. | Information to be provided by the Tenderer |
| Form 6. | Equipment/Manpower to be used in performing the Service |
| Form 7. | Contractors Guidelines Agreement |
| Form 8. | Buy Local Policy Questionnaire |

The Documents are the standard documents that include:

- Conditions of Tendering;
- City of Albany Buy Local Policy (Regional Price Preference); and
- Guidelines for Contractors

Evaluation Criteria

It is important to define how the selection of the preferred tenderer is to be determined. This must be defined clearly and concisely as it allows the criteria to be addressed by the tenderer in its submission.

A number of criteria have been developed and the end user should choose those that will give the best result to Council. Criteria used in the past include:

- **Cost.** The cost can be either a lump sum or a schedule of rates. The Project Manager will decide what price structure best suits the contract. In most cases, initial cost alone is not enough to make an assessment. Any ongoing maintenance, servicing, operating costs need to be clearly stated; this information can be requested from the tenderers. This data allows for the costs over the whole life of the purchase to be assessed. The City Projects team will usually assess the cost using a cost score formula. (Refer Council Procedure – Evaluation of Tenders & Quotations)
- **Skills or Compliance.** This important criterion evaluates tenderer’s technical compliance. The following factors are considered. Does the tenderer’s staff have the technical skills to undertake the project? Is technical back up and support available?
- **Experience.** Prospective tenderers are assessed for previous experience they and their staff have in completing these type of works. Tenderers are expected to state their experience in these type of works. Reference checks from listed referees are undertaken.
- **Safety Management.** It is expected that the tenderer has procedures in place that result in a safe workplace. Tenderers will be requested to have a safety management plan. Such a plan will give comfort to the City that a tenderer has good procedures in place in relation to safety.
- **Reliability.** Particularly where timeliness is important, the demonstrated reliability of the contractor is a significant evaluation factor. Referees and examples of work that will demonstrate the ability to deliver on time and to budget and resources available to the project, will be checked.
- **Other criteria** can include, amongst other things:
 - Quality Accreditation,
 - Risk Management,
 - Environmental Management, and
 - Disability Access

Weighting the Criteria

It is important to ascertain the importance of each criterion in relation to the others. It is rare that all criteria are as important as each other are, for instance, where tenderers are all similar companies and the product is similar, e.g. the provision of a car, then cost would be the most important criteria. In a tender where time and expertise is important, technical skills and compliance may be the most important criteria. To allow the appropriate relevance to be placed on criteria, a “weighting” is placed on each one. A weighting against a criterion means that the criterion evaluation score is multiplied by the weighting. The total of the weightings is 100.

Table 58. Tender development process

Objective: To ensure consistency and provide best value to City of Albany ensuring equity and transparency to Tenderers while complying with the Local Government Act, 1995 and Local Government Act (Functions and General) Regulations, 1996.			
PROCESS STEPS	RESPONSIBILITY	HOW	EVIDENCE
1. Confirm Tender Requirements	Responsible Officer	Email Procurement Officer advising a Tender is required to obtain a Contract Number and to confirm relevant templates.	<i>Email Contract Details</i>
2. Develop Tender Documentation	Responsible Officer	Prepare Tender Documentation, including General Conditions of Contract to be used, any Special Conditions of Contract, attachments such as Specifications and Drawings and the Selection Criteria to be used for Tender Evaluation, and send these through to the Procurement Officer for insertion into the template.	<i>Specification/Brief GCC & SCC Selection Criteria</i>
3. Compile Tender Documentation	Procurement Officer	Review tender documentation against COA requirements and collate Tender Documentation from the Responsible Officer.	<i>Integrated Tender Package</i>

REPORT ITEM CCS472 REFERS

Business Case – Albany Tennis Centre

4. Endorse and Authorise Tender Documentation	Procurement Officer	Print off Tender Endorsement Page and obtain relevant authorisation (including CEO approval).	<i>Signed Endorsement</i>
5. Advertise Tender and Manage Queries/Addenda	Responsible Officer Procurement Officer	Procurement Officer to prepare and email advertisement to Media Officer and upload onto COA website on opening date.	<i>Advert from paper Tender download Signed Addenda</i>
6. Close Tender	Procurement Officer	Procurement Officer to record details of interested parties.	<i>Tender Book</i>

Table 59. Tender evaluation process

Objective: Tender evaluation process that is consistent and fair and provides an audit trail confirming that the evaluation has been conducted in accordance with COA policies and procurement objectives.			
PROCESS STEPS	RESPONSIBILITY	HOW	EVIDENCE
1. Open Tender Box and Register Tenders	Procurement Officer	Open tender box at the nominated time and record all tenders received on the Tender Register.	<i>Tender Register</i>
2. Issue Evaluation Work Sheets	Procurement Officer	Prepare and issue Evaluation Worksheets based on the evaluation criteria and weightings used in the Tender documents.	<i>Evaluation Worksheets</i>
3. Appoint Evaluation Team	Responsible Officer	Appoint at least two trained evaluation team members ensuring at least one is independent of the contract under consideration.	<i>Evaluation Worksheets</i>
4. Check for Conforming Tenders	Responsible Officer	Review tenders to ensure they comply with conditions of tendering. Remove and record reasons for nonconforming tenders.	<i>Evaluation Worksheets</i>
5. Evaluate Tender Responses	Each Evaluation Team Member	Individually rate tender responses ensuring the justification for each rating is recorded.	<i>Evaluation Worksheets</i>
6. Collate Evaluation Results	Evaluation Team	Come together to jointly agree final ratings for each evaluation criteria.	<i>Evaluation Worksheets</i>
7. Validate Tender Results	Procurement Officer	Confirm that ratings have been correctly applied and collated ensuring team members sign the relevant worksheets.	<i>Signed Worksheets</i>
8. Advise Tendering Results	Procurement Officer Responsible Officer	Procurement Officer to advise successful and unsuccessful respondents. Where requested Responsible Officer to provide feedback with a view to improving future responses.	<i>Correspondence</i>
9. CEO Award	Responsible Officer	Agenda Item/CEO Delegation to be prepared and submitted for authorisation.	<i>Agenda Item CEO Delegation</i>

Table 60. Contract management process

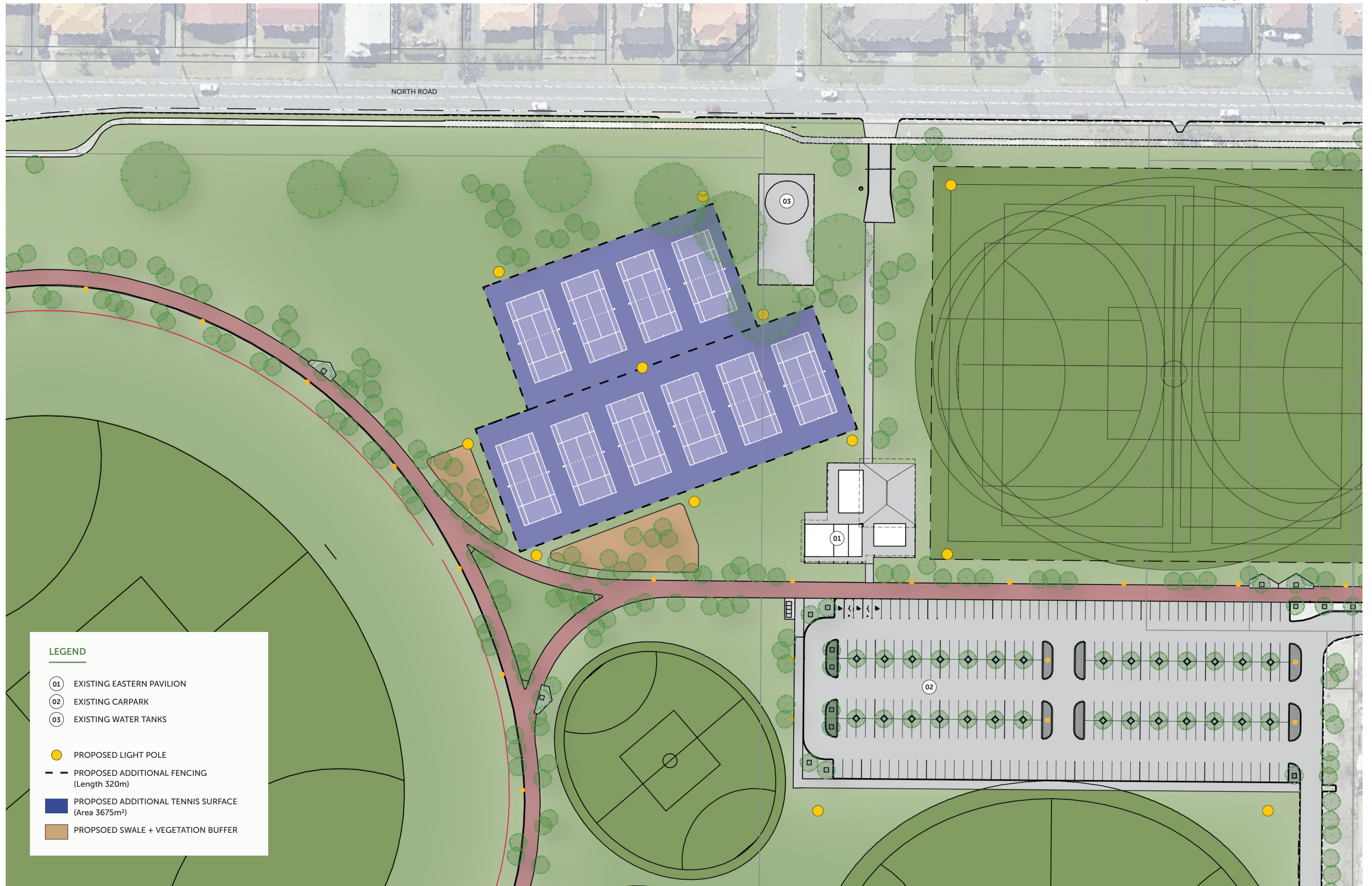
Objective: To meet the requirements of the signed contract ensuring works are delivered as specified, on time and on budget.			
PROCESS STEPS	RESPONSIBILITY	HOW	EVIDENCE
1. Signing of Contract documents	Procurement Officer	Prepare contracts once it has been awarded by Council or under CEO delegation. Mail two copies of Contract to Contractor for signing and returning. CEO & Mayor to sign along with common seal affixed. Scan and save on Synergy and N drive. One copy mailed back to appointed contractor, one copy to be registered by records and placed in archives. Make a third copy for the Responsible Officer.	<i>Contract document Signed with common seal</i>
2. Site Set Up	Responsible Officer	Conduct site walkover with the contractor, site superintendent and other relevant parties. Discuss site set up, scope, relevant design issues and project risks and opportunities.	<i>Minutes or file note</i>

REPORT ITEM CCS472 REFERS

3. Establish contractual roles, responsibilities and systems	Responsible Officer	Meeting with Contractor to: Confirm roles and responsibilities of the Principal (COA) & the Contractor including communication and dispute resolution processes. Confirm scope of works and any matters from Initial Site meeting. Confirm milestones, monitoring and reporting requirements.	<i>Minutes</i> <i>File</i> <i>Note</i> <i>Correspondence</i> <i>PDS</i>
4. Contract Monitoring	Responsible Officer	Attend site meetings/conduct regular meetings with Contractor. Form a Project Control Group (if applicable), conduct regular meetings. Manage contract documentation including the risk profile, payment approval. Read, respond to and save all correspondence.	<i>Minutes</i> <i>File</i> <i>Notes</i> <i>PDS</i> <i>Correspondence</i> <i>Payment</i> <i>certificates</i>
5. Practical Completion	Responsible Officer Procurement Officer	Conduct SNAG List meeting and final project review with Contractor. Inform the Procurement Officer that Practical Completion has been reached for recording on the Contracts Register.	<i>Minutes</i> <i>Action list</i>
6. Final Certificate	Responsible Officer	Obtain final sign-off from Contractor. Obtain manuals, As Built drawings, warranties.	<i>Correspondence</i> <i>Asset Register</i>
7. Defects Liability	Responsible Officer	Obtain monthly inspection reports from Contractor.	<i>Reports</i>

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LEGEND

- 01 EXISTING EASTERN PAVILION
- 02 EXISTING CARPARK
- 03 EXISTING WATER TANKS
- PROPOSED LIGHT POLE
- - - PROPOSED ADDITIONAL FENCING (Length 320m)
- PROPOSED ADDITIONAL TENNIS SURFACE (Area 3675m²)
- PROPOSED SWALE + VEGETATION BUFFER

ALBANY COMMUNITY TENNIS CENTRE - CONCEPT PLAN
CENTENNIAL PARK : EASTERN PRECINCT

1:1000 @ A3

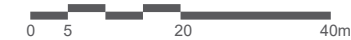


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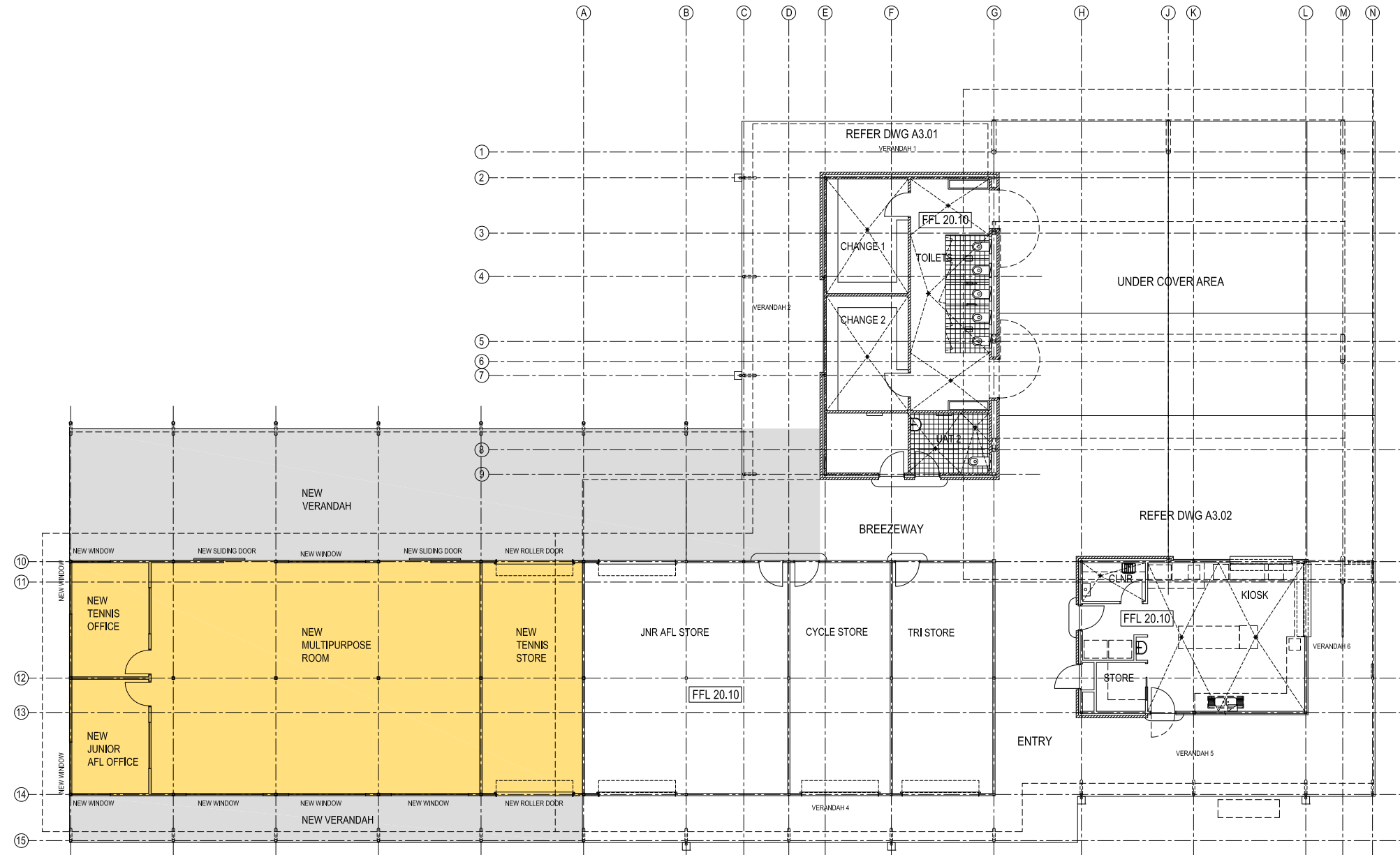


ALBANY COMMUNITY TENNIS CENTRE - STAGE 2 CONCEPT PLAN
CENTENNIAL PARK : EASTERN PRECINCT

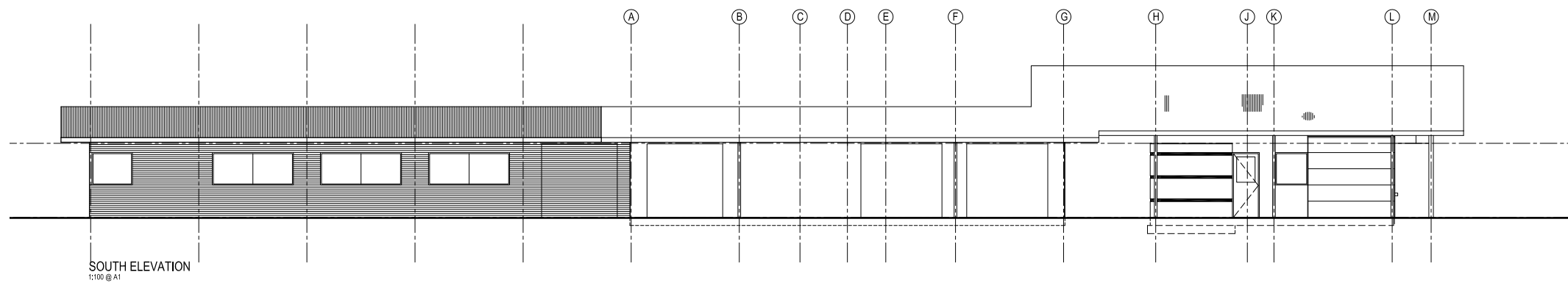
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LAST UPDATED: 02.02.2021



PROPOSED FLOOR PLAN
SCALE 1:100 @ A1



SOUTH ELEVATION
1:100 @ A1

ALBANY COMMUNITY TENNIS CENTRE - STAGE 2 EASTERN PAVILION EXTENSION

CENTENNIAL PARK : EASTERN PRECINCT

1:200 @ A3



Department of
**Local Government, Sport
and Cultural Industries**

Community Sporting and Recreation Facilities Fund



Policy and procedures

Local government and
State Sporting Associations

2022—2023 Funding Round

Department of Local Government, Sport and Cultural Industries

Perth office

Gordon Stephenson House
140 William Street
Perth WA 6000

Leederville office

246 Vincent Street
Leederville WA 6007

Postal address: PO BOX 8349, Perth Business Centre WA 6849

Email: info@dlgsc.wa.gov.au

Website: www.dlgsc.wa.gov.au

This report can be downloaded in PDF format from the Department of Local Government, Sport and Cultural Industries website. Alternative formats are available on request.

About DLGSC

The Department of Local Government, Sport and Cultural Industries (DLGSC) works with partners across government and within its diverse sectors to enliven the Western Australian community and economy through support for and provision of sporting, recreational, cultural and artistic policy, programs and activities for locals and visitors to the State.

The department provides regulation and support to local governments and the racing, gaming and liquor industries to maintain quality and compliance with relevant legislation, for the benefit of all Western Australians.

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Contents

Introduction	5
Department of Local Government, Sport and Cultural Industries regional offices	5
Acronyms	5
Definitions	6
Overview of CSRFF program	7
Purpose	7
Eligibility	7
Priority consideration	7
Planning	8
Level of funding	8
Grant categories	9
Special initiatives	9
Assessment factors	10
Development bonus assessment factors	10
Life cycle cost guidelines	10
Sinking fund	11
Exclusions from the fund	11
Applications	12
Procedures for applicants	12
Change of purpose	13
Applicant/grantee name	13
Australian Standards and National Construction Code	13
Funding categories	14
Small grants	14
Annual grants	15
Forward planning grants	16
Emergency relief funding	17
Grants application process	18
Overview of annual and forward planning grants application process	18
Overview small grants application process	19
Documentation information required for small grants and annual grants	20
Additional documentation information required for forward planning projects	20

Closing date	20
Funding contributions from local governments and other funding agencies	21
Private land	21
Voluntary labour	21
Donated materials	22
Use of private machinery	23
Requirements of the fund	23
Common questions on eligible items	23
Access on a short term and casual basis	23
CSRFF and schools and tertiary institutions	24
Assessment process	24
Local government involvement in the assessment process	24
State Sporting Associations' involvement in assessment process	25
CSRFF Advisory Committee	25
Post-approval procedures	26
Local government involvement in post-approval procedures	26
Commencement of projects	26
Procurement requirements for grants	26
Claims and payments	26
Goods and Services Tax (GST)	27
Local government involvement in claims and payments	28
Deferral of approved grant	29
Acknowledgement of State Government contribution	30
Freedom of Information	30
Privacy Act	30
Planned approach to facility provision	30
Decision-making Guide for Community Facilities and Services	30
Local and regional recreation plans, facility planning studies and physical activity strategy plans	30
Community needs assessment	30
Feasibility study	30
List of DLGSC publications	31

Introduction

This manual has been produced as a guide for local government and State Sporting Association (SSA) personnel who are assisting applicants to prepare their application for a CSRFF grant and/or involved in the assessment process of the CSRFF program.

This manual must be read in conjunction with the current guidelines for a grant application, application forms and Key Principles of Facility Provision.

It is intended that this manual be a practical guide that can be updated as required. Updates may be provided by the Department and will override any previous versions of the manual.

Department of Local Government, Sport and Cultural Industries regional offices

Metropolitan

246 Vincent Street, Leederville
GPO BOX 8349,
Perth Business Centre WA 6849
Telephone 08 9492 9700
Email info@dlgsc.wa.gov.au

Gascoyne

15 Stuart Street, Carnarvon
PO Box 140, Carnarvon WA 6701
Telephone 08 9941 0900
Email gascoyne@dlgsc.wa.gov.au

Goldfields

Suite 1, 349-353 Hannan Street,
Kalgoorlie
PO Box 1036, Kalgoorlie WA 6430
Telephone 08 9022 5800
Email goldfields@dlgsc.wa.gov.au

Great Southern

22 Collie Street, Albany WA 6330
Telephone 08 9892 0100
Email greatsouthern@dlgsc.wa.gov.au

Kimberley

Broome

Unit 2B, 23 Coghlan Street,
Broome
PO Box 1476, Broome WA 6725
Telephone 08 9195 5750
Email kimberley@dlgsc.wa.gov.au

Kununurra

Telephone 08 9195 5750
Mobile 0427 357 774
Email kimberley@dlgsc.wa.gov.au

Mid West

Level 1, 268-270 Foreshore Drive
PO Box 135, Geraldton WA 6531
Telephone 08 9956 2100
Email midwest@dlgsc.wa.gov.au

Peel

Suite 94, 16 Dolphin Drive,
Mandurah
PO Box 1445, Mandurah WA 6210
Telephone 08 9550 3100
Email peel@dlgsc.wa.gov.au

Pilbara

Karratha Leisureplex
Dampier Highway
PO Box 941, Karratha WA 6714
Telephone 08 9182 2100
Email pilbara@dlgsc.wa.gov.au

South West

80A Blair Street, Bunbury
PO Box 2662, Bunbury WA 6231
Telephone 08 9792 6900
Email southwest@dlgsc.wa.gov.au

Wheatbelt

Northam

298 Fitzgerald Street, Northam
PO Box 55, Northam WA 6401
Telephone 08 9690 2400
Email wheatbelt@dlgsc.wa.gov.au

Narrogin

Government Offices
50 Clayton Road, Narrogin WA
6312
PO Box 54, Narrogin WA 6312
Telephone 0429 881 369
Email wheatbelt@dlgsc.wa.gov.au

Acronyms

ATO	Australian Taxation Office
NCC	National Construction Code
CSRFF	Community Sporting and Recreation Facilities Fund
DDA	<i>Disability Discrimination Act</i>
DLGSC	Department of Local Government, Sport and Cultural Industries
FMA	<i>Financial Management Act</i>
GST	Goods and Services Tax
LCC	Life cycle costing
RCTI	Recipient Created Tax Invoice
SSA	State Sporting Association

Definitions

Applicant/grantee

For the purpose of this manual applicants and grantees are essentially the same entity. The applicant becomes a grantee, once an offer of grant has been accepted.

Approval to commence project

- (a) Minister's approval: Minister's approval to allocate the grant.
- (b) Building approval: approval to proceed with construction as issued by the local government.

Capital upgrade

Improvement to existing facility not major maintenance.

Deferrals

An extension to expend the funds outside of the twelve (12) months in which they were allocated to be spent – subject to approval.

Donations

Items that are donated, e.g. materials, equipment etc.

Financial year

1 July to 30 June (grants are allocated to 15 June only).

Funding round

The year in which the grant is applied for (forward planning grants can be applied for in the funding round of 2022/23 and approved for payment in 2023/24 and 2024/25).

Funding year

The year in which the grant is allocated for payment, i.e. 2022/23 is the funding year as mentioned in funding round above.

Grant expiry date

15 June in year of offer.

Grantees cash

All grants must be matched by grantee cash, which can be made up of cash or local government (cash or kind) contribution.

Grantees contribution

All grants can be made up of cash, donations, voluntary labour, local government (cash or kind) contribution, and other grants.

Maintenance

Non capital items. Annual repairs or aggregated annual requests that have not been undertaken.

Regional

A local government listed in Schedule 1 of the *Regional Development Act 1993 (WA)*.

Sinking fund

Established specifically for the replacement and major maintenance of facilities, often referred to as a building reserve fund. This requires an annual contribution equivalent to future replacement cost divided by useful life of asset.

Triennium

A period of three years.

Overview of CSRFF program

Purpose

The Community Sporting and Recreation Facilities Fund (CSRFF) exemplifies the State Government's commitment to the development of sustainable infrastructure for sport and recreation across the State.

The purpose of the program is to provide financial assistance to community groups and local government to develop basic infrastructure for sport and recreation. The program aims to maintain or increase participation in sport and recreation with an emphasis on physical activity, through rational development of good quality, well designed and utilised facilities.

Through CSRFF, the State Government will invest \$12.5 million in the 2022-2023 financial year towards the development of quality physical environments in which people can enjoy sport and recreation. The maximum grant offered for standard grant applications is one third of the total estimated project cost (excluding GST) up to a maximum grant of \$2 million.

DLGSC will assess the total eligible cost of your project (excluding GST) from the information provided.

Some applications will be eligible for up to one half of the project cost. This eligibility will be measured against key development principles. Applicants will have to show their eligibility through the development bonus section of the application form. Meeting development bonus criteria will not automatically ensure the applicant is eligible for 50% of the project cost. Applicants will need to return unspent funds to DLGSC in accordance with the terms of the grant agreement.

Eligibility

Applicants must either be an local government, not-for-profit sport, recreation or community organisation, incorporated under the *Associations Incorporation Bill 2014* and have an Australian Business Number (ABN).

The land on which the facility is to be developed must be one of the following:

- A Crown reserve
- Land owned by a public authority
- Municipal property
- Land held for public purposes by trustees under a valid lease, title or trust deed that adequately protects the interests of the public.

Priority consideration

CSRFF can fund new or upgraded facilities which will maintain or increase physical activity, or result in a more rational use of facilities. Priority will be given to projects that lead to facility sharing and rationalisation. Multi-purpose facilities reduce infrastructure required to meet similar needs and increase sustainability. The program is not designed to provide facilities to meet a club's ambitions to compete in a higher grade.

Examples of projects which will be considered for funding include:

- New playing surfaces e.g. ovals, courts synthetic surfaces etc.
- Floodlighting
- Change rooms and ablutions
- Sports storage
- Clubrooms including social space, kitchen, administration areas and viewing areas. Please note that these areas have a minimal impact on physical activity and would be considered a lower priority.
- Resurfacing of existing sports surfaces. It is expected that facility managers will budget for these items as part of the ongoing operation of the facility, frequently over 7 to 10 years. Resurfacing projects are a low priority and where the applicant has previously been funded through CSRFF, the project is likely to attract reduced funding of 16.66%. In competitive rounds it is unlikely that these projects will receive funding.

Planning

Applicants must discuss individual projects with DLGSC prior to lodging an application. The emphasis of the assessment factors is on a planned approach to facility provision and will require the applicant to demonstrate need and feasibility/sustainability and to consider planning, design, and management issues to meet that need.

Officers assessing applications will provide a rating against the level of project consultation. Where no consultation has occurred, the rating will be zero.

Close liaison with DLGSC officers must occur throughout the planning process. Applicants should also liaise with their local government and relevant SSA even if they will not be contributing financially to the project.

The Key Principles of Facility Provision explains in depth the principles against which applications for CSRFF funding will be assessed.

Level of funding

An amount of \$12.5 million will be allocated in the 2022-2023 financial year. Applicants requesting a forward planning grant in the first year of the triennium must have all planning completed prior to lodgement of the application. This is necessary for the project to commence once approval has been given. Failure to obtain appropriate planning approvals will result in the grant being withdrawn.

The maximum grant offered for standard grant applications is one third of the total estimated project cost (excluding GST) up to a maximum grant of \$2 million. DLGSC will assess the total eligible cost of your project (excluding GST) from the information provided. Any ineligible items shown as eligible will be deducted from the eligible project cost. This may result in the funding eligible for your project being less than the amount you have requested.

Some applications will be eligible for up to one half of the project cost. This eligibility will be measured against key development principles. Applicants will have to show their eligibility in the application form. Meeting development bonus criteria will not automatically ensure the applicant is eligible for 50% of the project cost or the maximum grant.

In terms of total project cost, you should make an allowance for cost increases over the period of the project as it is not possible to receive additional funding to meet that cost once the project has been approved. Cost increases can be based on the Building Cost Index (BCI) over the last two to three years. Applicants must also factor regional loading into the total project cost.

DLGSC does not guarantee you will receive the full amount of financial assistance requested or the maximum level of funding. The level of financial assistance offered will be based on the overall significance of the proposed project, including the benefits provided to the community.

Receiving financial assistance under this program does not guarantee future stages of your project will be funded.

There is no obligation on your local government to make a contribution to a community group project however a contribution from all stakeholders (local government or community club/group) in a project that meets local needs will be viewed more favourably.

Applicants are expected to secure commitments and provide evidence for the balance of funds to meet the total cost of their project at the time of application. If these cannot be demonstrated it is unlikely that a grant will be approved. Applicants will be required to complete their project within an agreed time frame.

Local governments should make a firm commitment to fund or not to fund a project before the application is submitted to DLGSC. Applicants will need to return unspent funds to DLGSC in accordance with the terms of the grant agreement.

Grant categories

Small grants

A grant of between \$2,500–\$100,000 will be allocated to projects involving a basic level of planning. Up to one third of the total project cost can be awarded. The total project cost for small grants must not exceed \$300,000. Grants given in this category must be claimed in the financial year following the date of approval.

Projects with a total project cost of below \$7,500 will be ineligible for funding as it is expected that the applicant should be able to fully fund these.

Annual grants

A grant of up to \$166,666 will be allocated to projects with a planning and construction process that will be complete within 12 months. Up to one third of the total project cost can be awarded. The total project cost for annual grants is between \$300,001 and \$500,000. Grants given in this category must be claimed in the financial year following the date of approval.

Forward planning grants

A grant of between \$166,667–\$2,000,000 will be allocated to the large scale projects where the total project cost exceeds \$500,000 and may require an implementation period of between one and three years. Up to one third of the total project cost can be awarded. Grants given in this category may be allocated in one or a combination of the years in the triennium.

Note: Maximum grant for small and annual grants may increase if a development bonus is approved.

Special initiatives

There is funding allocated from within the \$12.5 million for special initiatives. This funding will be allocated should sufficient eligible applications be received within the funding round.

Female facility improvements

\$1 million is allocated within the \$12.5 million available to projects that improve the usability of facilities for female participants. To encourage female participation funding has been set aside in the funding round for projects that support female participation.

Projects that address this issue, such as the upgrade of change rooms to cater for females including lockable, individual showers and more toilet cubicles in lieu of urinals, will be a priority. Facility audits will also be considered for funding so that a future project can be appropriately scoped and designed.

Aboriginal projects

\$500,000 is notionally allocated within the \$12.5 million available to projects that provide sport and recreation infrastructure to remote Aboriginal communities and regional communities with a significant Aboriginal population. Remote aboriginal communities may be eligible for up to 100% of the project cost for high priority projects. Potential applicants must contact their Regional Manager to discuss eligibility.

Organisations apply for these grants using the annual and forward planning or small grant application forms. If the Department receives eligible applications in excess of the allocated amount for either category, these applications will still be considered for funding from the remaining CSRFF funds.

Assessment factors

The Key Principles of Facility Provision explains in depth the principles against which applications for CSRFF funding will be assessed. All applicants are required to address the questions in the application form. Principles relate to aspects of:

- Project justification
- Planned approach
- Community consultation
- Management planning
- Access and opportunity
- Design
- Financial viability
- Coordination
- Impact on physical activity
- Sustainability.

All projects will be assessed against these key principles, although the information required will vary depending upon the size and type of project. Simple annual projects are required to give information that will allow for an assessor to gain a clear understanding of the project and the justification for doing it.

Development bonus assessment factors

In order to receive more than one third funding (up to a maximum of one half) or the maximum grant of the project cost, applicants must demonstrate that their project satisfies at least one of four key areas:

1. Location – regional, remote or growth areas
2. Co-location of sports and/or sporting facilities
3. Sustainability initiatives – e.g. water saving, energy reduction
4. Increase participation – new participants, increase participation of existing users, special interest groups participation.

Applicants must complete the development bonus section of the application form to demonstrate that they are eligible for up to 50% funding.

It is essential that applicants requesting a development bonus discuss their eligibility with DLGSC before applying. Failure to do so will result in your application being unsuccessful.

Life cycle cost guidelines

An important part of the funding process is to make sure the community can bear the true cost of running and maintaining a facility well into the future.

Developing a life cycle cost approach when considering your project's parameters will provide you with a solid and informed base from which to make the most effective financial, economic and operationally sustainable decisions. This life cycle assessment should be undertaken in the planning of any project so all parties have an understanding of the upfront, ongoing and replacement costs over the life of the project.

A life cycle cost analysis must be provided for projects with a total cost over \$500,000.

The Department will undertake spot audits of funded projects over their life cycle to ensure than grantees are meeting the obligations they outline in their grant application. Local Governments are encouraged to outline in their project assessments how they will monitor their sporting groups and provide advice to the department on an ongoing basis.

Please refer to DLGSC's Life Cycle Cost Guidelines www.dlgsc.wa.gov.au/csrf or by contacting the Department at csfff@dlgsc.wa.gov.au.

Sinking fund

A sinking fund is established by setting aside revenue over a period of time to meet future capital expenses. The annual amount to be set aside is determined by the expected life of the asset using the formula

Expected cost of replacement (including inflation)

Expected number of years before replacement

e.g. A club may set aside \$15,000 from club revenue each year to replace a \$150,000 synthetic surface in 10 years' time.

The responsibility for maintaining and operating a facility rests with the local government, the club or a combination of both. It is important that CSRFF applicants can demonstrate they can maintain the facility by developing a sinking fund for asset replacement. Local governments, as the asset owner, are expected to ensure that part of their assessment of a project includes confirmation they will underwrite any shortfalls.

Resurfacing of existing sporting surfaces is an example of a project where a sinking fund will be required following a successful application. Typically, synthetic sporting surfaces have a life of 7–10 years over which a facility owner/manager is expected to budget for the operation and replacement of the surface at the end of life via the development of a sinking fund and an annual contribution to the fund.

It should be noted that resurfacing projects are a low priority and where the applicant has previously been funded through CSRFF, the project is likely to attract reduced funding of 16.66%. In competitive rounds it is unlikely that these projects will receive funding.

Exclusions from the fund

Funds will not be available for:

- Projects that commence before approvals are announced.
- Development of privately owned facilities.
- Arts, music, craft and non-physical recreation facilities.
- Facilities considered to be a full State Government responsibility proposed by either government departments, schools or parents and citizen associations, unless there is demonstrated community sporting and recreation need/benefit commensurate with the funding request.
- Recurring maintenance or operating costs of existing facilities.
- Purchase of land, landscaping, carparks and access roads.
- Playgrounds.
- Bikeways or pathways.
- Non land-based facilities, e.g. boat launching ramps, ocean pools and marinas.
- Non-fixed equipment.
- Fixed sports specific equipment (e.g. electronic targets, scoreboards).
- Facilities or fixtures for the express purpose of serving alcohol.
- Projects that do not meet Australian Standards and National Construction Code.
- Projects that have already received a CSRFF grant and are seeking an additional grant to meet cost increases.
- Applicants/projects that have received a CSRFF grant in the past and have not satisfactorily acquitted that grant. In some cases this may apply to localities where other significant projects have not been progressed or have not completed a previous project in accordance with the conditions of the grant provided. An assessment will be made and if no physical progress has occurred, new applications may not be recommended.
- Projects that have State Government funding in excess of 66.66% of the total project cost.
- Local government overheads, project administration and project management (unless expressly approved in the grant agreement).

Funding may be available from other government departments and agencies for projects that are excluded from the CSRFF program or for components of projects considered ineligible.

Applications

Receipt of an application does not in any way imply that a grant will be approved. Results of applications are expected to be announced as follows:

Annual/forward planning grants: January in the calendar year following lodgement of the application.

Small grants: June for applications lodged in February of the same year. November for applications lodged in August of the same year

Procedures for applicants

Contacting DLGSC and accessing information

- All applicants must contact their nearest DLGSC office to discuss the project and its eligibility for funding.
- In regional WA, guidelines for a grant application and application forms are available from your nearest DLGSC regional office. See page 4 for a list of DLGSC regional offices.
- In the metropolitan area, guidelines for a grant application and application forms are available from your local government.

Contacting local governments and SSAs

- If the project is eligible, applicants must contact their local government to discuss the project with recreation/community service/planned works personnel and applicants should also discuss the date by which their application must be submitted. These vary dependent on local processes and council meeting dates.
- Applicants should contact their SSA to discuss the project. SSAs are able to provide advice on issues related to technical specifications.
- Throughout the planning process the applicant must liaise with DLGSC staff to ensure that they address the key principles adequately.

Submitting an application

- Applications must be lodged with their local government irrespective of whether the local government is contributing to their project. The CSRFF application form must be completed, ensuring that all the questions are answered and supporting documents provided as required. DLGSC will assist applicants to understand what is required.
- Completed applications are to be returned to their relevant local government by the end of August 2021 (or relevant CSRFF small grants deadline).
- Applications to DLGSC from local governments close on 30 September 2021 (or relevant CSRFF small grants deadline).

All applications submitted to DLGSC must have been presented to the local government and endorsed by council, otherwise they will be ineligible for consideration.

Assessment and approval of application

- Applications are assessed by the relevant local government, DLGSC and SSA. These assessments are provided to the CSRFF Advisory Committee, which considers all applications and provides funding recommendations to the Minister for Sport and Recreation.

Acceptance of grant

- Successful applicants will be required to complete a grant agreement and comply with any conditions of approval.

Acquittal of grant

- Applicants are now able to claim 25% of their grant upon the signing of a major works contract. 50% of the grant may then be claimed once expenditure has reached 50%. The final 25% of the grant is to be claimed upon the completion of the project. Grantees are required to demonstrate that the expenditure of funds has occurred prior to submitting a claim for payment.

- CSRFF small grants applicants can receive an upfront grant payment upon the signing of a works contract (copy of signed contract to be provided to the Department) or where no formal works contract exists, payment will be determined on a case by case basis in consultation with the applicant. Upon completion of a project the applicant will be required to acquit the grant by providing the CSRFF claim forms and sufficient evidence of expenditure. If the project is delivered under budget, then grant monies not expended will need to be returned to the Department.

Change of purpose

Once a project is approved, it cannot change scope or location without consultation and written approval from DLGSC. Ministerial approval is required for any change of purpose to the originally approved grant.

Applicant/grantee name

Once an application has been approved, it is not possible to change the name of the applicant. If a local government is likely to manage a project, then the local government must ensure that they are the applicant registered on the application form. Once the grant has been approved, payments can only be made to the approved applicant and not to a third party, i.e. the local government who may have managed the project.



Australian Standards and National Construction Code

All projects must comply with the Australian Standards and National Construction Code relevant to their project. For example, lighting projects are to adhere to the Australian Standards for sports lighting. Universal access is mandatory.

Please refer to DLGSC's Asset Management Guide, www.dlgsc.wa.gov.au/csrff or by contacting the Department at csrff@dlgsc.wa.gov.au for a list of common standards and note that projects that do not meet Australian Design Standards are ineligible for funding. This list may not be complete and applicants must ensure they consult with their local government for any other relevant requirements.

Funding categories

Only work commenced after announcement of approval is eligible for claim. Refer to Guidelines for Grant Application and small grants application form.

Small grants

Small grants will be awarded to projects involving a basic level of planning. The total project cost for small grants must not exceed \$300,000. Grants given in this category must be claimed by 15 June in the relevant financial year. Please see page 19 for an overview of the small grants application process.

Examples of small grant projects:

- Cricket pitch and practice wickets
- Storage upgrades
- Changerooms refurbishments
- Safety fences for sport and recreation facilities, i.e. ballistic sports
- Small floodlighting projects
- Court resurfacing or upgrades
- Large scale dams, water collection systems and pipelines for distribution (maximum grant offered is \$60,000)
- Various planning studies to a maximum grant amount of \$25,000.

Value of total project	\$7,500–\$300,000, exclusive of GST
Value of grant	Minimum grant of \$2,500 Maximum grant of \$100,000 Note: the maximum grant may increase to 50% funding if a development bonus is approved.
Management	Generally, small grant projects will not require a facility manager to be assigned to the project.
Planning process	The skills required to plan a project supported by a small grant will be simple and generally readily accessible to the local community.
Impact on the community	Projects are generally local in scale.
Grant funds	Grant funds for small projects must be claimed by 15 June in the relevant financial year. Under the CSRFF small grants program applicants can receive an upfront grant payment upon the signing of a works contract (copy of signed contract to be provided to the department) or where no formal works contract exists, payment will be determined on a case by case basis in consultation with the applicant. Upon completion of a project the applicant will be required to acquit the grant by providing the CSRFF claim forms and sufficient evidence of expenditure. If the project is delivered under budget, then grant monies not expended will need to be returned to the department.

Annual grants

Annual grants will be awarded to projects with a planning and construction process that will be complete within 12 months and have a total project cost (exclusive of GST) of \$300,001–\$500,000. Grants given in this category must be claimed by 15 June in the next financial year.

Note: Where the grant requested is \$166,666 or less but the total project cost is over \$500,000, applicants are to follow the criteria for a forward planning grant but will be funded as an annual grant.

Examples of annual projects:

- Upgrades to clubrooms/pavilions
- Large floodlighting projects
- Court or bowling green construction
- Reticulation system for a grassed playing field.

Value of total project	\$300,001–\$500,000, exclusive of GST
Value of grant	Maximum grant of \$166,666 Note: the maximum grant may increase to 50% funding if a development bonus is approved.
Management	Generally, annual projects will not require a facility manager to be assigned to the project
Planning process	The skills required to plan a project supported by an annual grant will be simple and generally readily accessible to the local community. Some fundamental research and planning may be required. Applicants for annual grants are required to address the questions in the application form. Consultation with DLGSC will assist in understanding what is required.
Impact on the community	Projects are generally neighbourhood to district level in scale.
Grant funds	Grant funds for annual projects must be claimed in the next financial year.



Forward planning grants

Forward planning grants will be given to the more complex projects that require a planning period of between one and three years. Grants in this category will have a total project cost (exclusive of GST) of over \$500,000 and may be allocated in one or a combination of the years in the next triennium.

CSRFF is a reimbursement system. Only work commenced after announcement of approval is eligible for claim. Refer to Guidelines for Grant Application and application form.

Examples of forward planning grant projects:

- Multipurpose leisure/recreation centre
- Swimming pool – new or major upgrade including heating to allow increased use
- Construction of large synthetic fields
- Playing field construction
- Clubroom – new or major upgrade
- Large ablution block/change rooms.

Funding availability

Funding availability	<p>Most applicants request funding in the first year but few achieve any physical progress. Major projects require time to prepare and for appropriate processes to be followed.</p> <p>Applicants are given the opportunity to indicate their preferred year(s) of claim on the application form, however, as funds are limited, there is no guarantee that their preferred year (s) of claim will coincide with the year of offer. It may also be necessary to allocate funding to some larger projects over two or three financial years. Most projects will have funding allocated in Years 2 or 3 of the triennium.</p> <p>Where applicants request funding in Year 1, all planning documentation must be in place to allow such progress to occur, e.g. architectural drawings, building approvals, other funding.</p>
Value of total project	\$500,001 and over, exclusive of GST.
Value of grant	<p>Minimum grant of \$166,667.</p> <p>Maximum grant of \$2,000,000.</p>
Management	Projects will usually require a full-time or part-time manager to be assigned to the facility in order to control usage and maintenance.
Planning process	<p>The skills required to plan this type of project will be highly developed in a technical and/or administrative sense – some expertise may need to be obtained from outside the local community. Applicants are required to address the questions in the application form. Comprehensive research and planning will be required</p> <p>It is anticipated that forward planning projects will require between one and three years to complete from start to finish.</p> <p>Projects of regional significance should have been identified within a regional sport and recreation facilities plan and are supported by a range of local governments.</p>
Impact on the community	Projects will generally be of either district or regional level.

Note: A development bonus will not impact the grant category that you are eligible for. The project cost should determine the category you will apply for.

Emergency relief funding

There is scope in the CSRFF program for funding to be allocated outside of the normal timeline to projects that reinstate facilities for sport and recreation that are extensively damaged as a result of unforeseen circumstances.

Emergency relief funding is not intended to minimise the requirement of community groups and local governments to adequately maintain their assets. The policy is not intended to negate the need for facility owners to have adequate insurance.

Applicants must be able to demonstrate that the damage to facilities has resulted from an occurrence that could not have reasonably been foreseen. Such occurrences include cyclones, flooding, bushfire, earthquakes, etc. An unforeseen event contained to a particular facility, e.g. building fire, does not qualify for emergency relief. Applicants must provide evidence that they have adequate insurance to protect their asset.

Projects ineligible for emergency relief funding

Projects that commence before applicants are advised of the outcome of their submission are ineligible. Funding will not be considered for projects that have resulted from occurrences that could have reasonably been anticipated. The availability of emergency relief funding in no way minimises the need for community groups and local governments to develop effective asset preservation strategies, or plan for future facility upgrades. In particular, local governments should not assume they are eligible to apply for emergency relief funding should essential, immediate, remedial works to aquatic facilities be required.

Emergency relief funding is not available to assist with capital upgrades. The intent of the funding is to reinstate facilities to a serviceable level. Only in exceptional circumstances will emergency relief funding be provided to improve the standard of facility provision.

Grants application process

Overview of annual and forward planning grants application process



<p>June 2021</p>	<ul style="list-style-type: none"> • Advertising in The West Australian and regional newspapers. • Application forms available from local government (metro area only) and DLGSC offices (regional WA only).
<p>August 2021</p>	<ul style="list-style-type: none"> • Applications to be lodged at local government by the end of August 2021. Applicants should check the closing date with their local government, as they do vary.
<p>September 2021</p>	<ul style="list-style-type: none"> • Applications are assessed by local government staff and recommendations prepared. Local governments are required to rate and rank all applications they receive in order of priority. • Applications presented at local government council meeting. • Applications must be lodged at DLGSC regional offices by 4pm on 30 September 2021.
<p>October / November 2021</p>	<ul style="list-style-type: none"> • Applications are assessed by DLGSC regional managers. • Applications are assessed by State Sporting Associations.
<p>December 2021 / January 2022</p>	<ul style="list-style-type: none"> • CSRFF Advisory Committee considers applications and makes recommendations to the Minister. • Minister for Sport and Recreation considers recommendations and grants approvals. • Successful/unsuccessful applicants notified.
<p>1 July 2022</p>	<ul style="list-style-type: none"> • Funds available.
<p>15 June 2023</p>	<ul style="list-style-type: none"> • Grant must be acquitted (except forward planning grants that have approval to expend the funds in the second and third year of funding).

Overview small grants application process

Winter	Summer
February 2022	July 2022
<ul style="list-style-type: none"> Advertising in <i>The West Australian</i> and regional newspapers. Application forms available from local government (metro only) and DLGSC offices (regional WA only). Applications to be lodged at local government by the end of the month. Applicants should check the closing date with their local government, as they do vary. 	
March 2022	August 2022
<ul style="list-style-type: none"> Applications are assessed by local government staff and recommendations prepared. Local governments are required to rate and rank all applications they receive in order of priority. Applications presented at local government council meeting. Applications must be lodged at DLGSC regional offices by 4pm on the last working day of the month. 	
April 2022	September 2022
<ul style="list-style-type: none"> Applications are assessed by DLGSC regional managers. 	
May/June 2022	October/November 2022
<ul style="list-style-type: none"> Small Grants Committee considers applications and makes recommendations to the Minister. Minister for Sport and Recreation considers recommendations and approves grants. Successful/unsuccessful applicants notified. 	
15 June 2023	15 June 2023
<ul style="list-style-type: none"> Grant must be acquitted. 	

Documentation information required for small grants and annual grants

Minimum requirements are noted below. Applicants may wish to supply additional relevant information.

Grants \$2,500–\$166,666 where the total project cost (GST exclusive) is \$500,000 or less:

- Application form including responses to questions and the development bonus section if applicable.
- Incorporation certificate.
- Two written quotes. Quantity surveyor costs will be accepted however the responsibility lies with the applicant to ensure the validity of the information. DLGSC accepts no responsibility for cost variations to projects that were provided grants based on quantity surveyor costs. In remote isolated areas one quote may be considered but this must be discussed with DLGSC. Please note this does not remove the requirement to undertake the appropriate procurement process when undertaking the project.
- If your project involves the upgrade of an existing facility, include a photograph of this facility.
- Locality map, site map and building plans (in relevant constructions projects).
- Site and locality maps outlining where proposed facility is located in relation to other sport and recreation infrastructure (where applicable).
- Income and expenditure statement for the current and next financial years (local governments exempted). If applicable, provide a detailed breakdown of who, where, qualifications and cost of voluntary labour and donated materials.
- Itemised project cost of components including the relevant quote for each.
- Written confirmation of financial commitments from other sources including local government. This can be in the form of council minutes. Approval of other funding that is conditional upon CSRFF funding is not acceptable.
- For resurfacing projects, a written guarantee from the supplier of the product that clearly identifies the product's life expectancy.
- If your project is a floodlighting installation or upgrades, please ensure that the power supply is sufficient and no upgrade will be required. If upgrade is required and not budgeted for, the grant will immediately be withdrawn. A lighting plan must be supplied showing lux and configuration.

Additional documentation information required for forward planning projects

Grants \$166,667–\$2 million, where the total project cost (exclusive of GST) exceeds \$500,000:

All of the above and:

- Needs analysis
- Concept design
- Locality map, site map and building plans (in relevant constructions projects) in A3 format
- Feasibility study
- Management plan
- Life cycle cost analysis.

Closing date

Planning for facility development and provision should be occurring over the long term. The submission period provides time to gather information into a format suitable for assessment. However, planning of the project must commence much earlier.

The closing date for submissions to the local government for annual and forward planning grants is likely to be the end of August. This gives applicants approximately three months to complete and submit their application from the time the round opens. The actual date may vary – please contact your local government to check the date. However, DLGSC must be allowed adequate time to make assessments.

The closing dates for submissions to the local government for small grants is the last working day of February

and July. Please contact your local government to verify the date.

The timetable allows one full month for the local government to process and assess all applications by the appropriate officer, and to be considered at a council meeting of that authority. Contact your local government to confirm this process.

DLGSC regional offices must receive local government assessed annual and forward planning grant applications, with council endorsement, no later than 4pm on 30 September 2021. The deadline for small grants is the last working day of March and August.

Late submissions or submissions made direct to DLGSC will not be considered for funding in that round.

Funding contributions from local governments and other funding agencies

Local governments should make a firm commitment to fund or not to fund a project before the application is submitted.

There is no obligation on local governments to make any contribution to a community group project. However, the State does take this into consideration when assessing the local government's support for the project. Lodging an application does not imply that a local government will provide funding assistance. Applicants must negotiate with local governments if they wish funding. Written confirmation of funding from a local government must be included with the application form. This can be in the form of council minutes.

The maximum CSRFF contribution will be up to one-third of the total eligible (GST exclusive) cost of a project, or the relevant development bonus percentage (up to a maximum of one half) up to a maximum grant of \$2 million.

Any local government cash/labour/machinery/materials is to be costed as part of the applicant's cash contribution. However, certain services are considered to be part of the local governments normal function, i.e. shire engineers, administration or finance staff, and costs associated will not be recognised. Local governments will not be funded for planning projects which are undertaken by council staff.

Other State Government contributions i.e. Department of Education, Lotterywest and development commissions etc can be sourced and will be considered as part of the remaining project costs. The local community is expected to make a contribution for a project to meet local needs.

This policy facilitates the joint development of community facilities supported by a combination of State Government departments/agencies, e.g. a smaller community with limited cash resources may now plan for a dual use/joint provision facility using CSRFF, Department of Education and Lotterywest funding with the applicant funding the remainder.

State Government funding must not exceed 66.66% of the total project cost.

Private land

The Minister will not normally approve a grant towards a project to be established on privately owned land.

Note: In special circumstances, such as rural communities, a local landowner may donate a portion of their property for the sole purpose of public access to a sport and recreation facility. In this instance, evidence of the owner's agreement to public access onto the property for a period not less than the useful life of the investment is required in the form of a formal lease document. Evidence of approval from the local government is also required. Any such agreement must safeguard and return an appropriate level of funding to the State should public access cease.

Clubs that are exclusive (prohibitive membership costs) by definition if membership or use of the club's facilities is restrictive in any way will not be considered for funding. The onus is on the applicant to demonstrate that membership of the club is available to any member of the public.

It is unlikely that facilities will be developed on land owned by private education institutions.

Voluntary labour

Voluntary labour is work undertaken by people, without compensation or reward.

The value of work undertaken by volunteers can be included in the applicant's contribution. Voluntary labour is allowable up to \$50,000 in value, however the grantee's cash contribution must match any non-cash contribution to the project.

Administration of projects, preparation of applications, claim forms, documentation, etc, is not recognised as a claimable item. In general local government staff hours will not be recognised.

Voluntary labour can be classified as follows:

Unskilled

General work is being undertaken where no recognised qualification is required. This includes work that is supervised by a skilled person and labourers.

Skilled

A person with a recognised qualification specific to the work to be undertaken, i.e. trades person, grader driver, truck driver, etc.

Professional

A person with a formal tertiary qualification specific to the work to be undertaken, i.e. architectural, legal, engineering, surveying work or similar.

Charge-out rates

- Unskilled voluntary labour is calculated at a rate no greater than \$25 per hour.
- Skilled voluntary labour is calculated at a rate of up to \$40 per hour.
- Professional voluntary labour is calculated at a rate of up to \$60 per hour.
- Voluntary labour must be recorded on a Schedule of Voluntary Labour, which must be endorsed by the local government. This can be included as part of the overall project cost when making a claim.

Donated materials

Donated materials can be recognised as part of an applicant's contribution (see examples at the end of this section). Donated materials must be recorded on a Schedule of Donated Materials, which must be endorsed by the local government.

There is no limit on donated materials, however the applicant's non-cash contribution cannot exceed the applicant's cash contribution to the project.

Any local government cash/labour/machinery/materials is to be costed as part of the applicant's cash contribution, not as voluntary labour or donated materials. However, certain services are considered to be part of the local governments normal function, i.e. shire engineers and administration/finance staff, and costs associated will not be recognised.

Donated materials may not be recognised where:

- The donor is the supplier or contractor involved in the project. It is essential that the applicant completes a valid tender process before considering donations or discounts related to suppliers and contractors.

Note: If the supplier or contractor provides materials at the wholesale price or lower, then the difference between the retail price and the wholesale price may be recognised as a donation, (i.e. it has to be demonstrated that the donor is foregoing their profit component in favour of the applicant/project).

- The intent is to prevent suppliers or contractors simply scaling up components or project costs to secure a greater level of grant.
- The applicant is to provide satisfactory supporting evidence to establish the value of donated material, e.g. a letter or an invoice from the supplier stating the value of the donation and how or on what basis the valuation was made.
- Cash donations form part of a grantee's cash contribution.
- Donated land – neither a local government nor an applicant can claim donated land as part of their contribution.
- Land purchased by the applicant – the funds spent by an applicant on purchasing the land for the facility is not allowable as part of the applicants contribution.
- The donation is a sponsorship.

Examples of voluntary labour/donated materials

There are a variety of voluntary labour and/or donated materials combinations possible. Applicants must first estimate the total cost of the project and then work backwards to see if the method by which they intend to fund the project is allowable. The most important rules are:

1. CSRFF contribution will not exceed half of the GST exclusive project cost (or the percentage of funding approved as per application).
2. The applicant's non-cash contribution must be matched by the applicant's cash contribution. Local government donations in cash or kind are treated as cash contributions by the applicant.
3. Voluntary labour cannot exceed \$50,000.

Use of private machinery

Contributions through the use of privately owned machinery such as trucks and loaders can be recognised as part of an applicant's contribution. In kind donations of such machinery must be recorded on a Schedule of Private Machinery Use, which must be endorsed by the local government.

There is no financial limit of the contribution of machinery towards a project, however, the applicant's non-cash contribution cannot exceed the applicant's cash contribution to the project.

Any local government machinery is to be costed as part of the applicant's cash contribution, not as private machinery use.

Private machinery contributions should be calculated at the local government rate applicable to the use of that machinery. Where no local government rate exists, grantees should liaise with DLGSC to determine an appropriate rate.

Requirements of the fund

For all grants, applicants are required to invite the relevant DLGSC regional manager to sit on any project management committee established. DLGSC shall have the right to request voting rights on any such committee.

Grant recipients agree to the establishment of continuing partnerships with DLGSC and shall assist government departments with any research, evaluation, promotion and usage of the project as requested.

All grant recipients are required to display signage in their project supported by DLGSC funding. See section on acknowledgement of State Government contribution on page 27.

Common questions on eligible items

In reference to the construction of new buildings or the extension of existing facilities it should be noted that:

- i. Fixed equipment can only be funded when it is deemed to be part of the plant (e.g. pool filter or pool pump).
- ii. Parks and playgrounds are not eligible for funding.
- iii. Project management costs will not be recognised as a volunteer labour expense. This may be considered when an external consultant has been appointed and it has been identified in the original application.

Access on a short term and casual basis

Clubs must demonstrate equitable access to the public on a short term and casual basis.

The intention of this policy requirement is to ensure that State Government support through CSRFF is used to maximise participation and increase physical activity by the public in sport and recreation activities.

To that end, preference will be given to CSRFF applications which have well developed programs that provide entry level training for the respective activity both for seniors and juniors.

Participation in these training programs should not be dependent on membership of the club or association applying for the grant support.

Preference will also be given to clubs and associations that make CSRFF supported facilities available to non-club members (the general public).

It is the responsibility of the applicant to provide evidence of all such arrangements at the time of application. This may be in the form of an extract from the club constitution, and promotional material for courses, services, facility and equipment hire.

CSRFF and schools and tertiary institutions

DLGSC strongly supports the principles of joint provision and shared use of infrastructure for sport and recreation. As such, rational joint provision between local governments and schools will be considered. Public tertiary institutions are also eligible to apply for CSRFF support for the development of facilities for sport and recreation where it can be demonstrated that:

- Access to the facility, and for the serviceable life of the facility, is equitable for all members of the community, whether associated with the applicant organisation or not. (ie. Tertiary institution students, staff or graduates should not benefit from preferential pricing structures.)
- The project will increase broad based community participation and physical activity.
- The primary intent of the project is not to increase an institution's marketability to full fee paying students.
- The project for which application is made is consistent with the overall intent of the CSRFF program and conforms to CSRFF policy.

Onus of responsibility for demonstrating compliance with these requirements rests solely with the applicant organisation. DLGSC, at its absolute discretion, will determine the extent to which these requirements are addressed within any application for financial support.

Applications for developments on land owned by private schools are unlikely to be funded. In the rare event that such an approval was given, the security of public funding for the foreseeable life of the facility would need to be guaranteed.

DLGSC encourages applicants to review and utilise the Shared Use Guide available at www.dlgsc.wa.gov.au/csrff

Assessment process

Local government involvement in the assessment process

- The CSRFF application form must be submitted through the local government in which the project is located.
- Notwithstanding the difficulties associated with undertaking an assessment, the local government is also required to rate all applications received high, high/medium, medium, medium/low, and low or not recommended. This rating should reflect how worthwhile the project is and indicate its importance on its actual need and benefit to the community.
- The local government project assessment sheet is included in the application form.
- The local government is required to rank, in order of priority, all applications received from within its boundaries.
- The most important application is to be ranked priority number one. Two projects may not be equally ranked. All projects must be given a ranking priority.
- Where council does not wish to endorse a project or is of the opinion that an application has not satisfactorily addressed the key principles of facility provision, they should recommend that the project not be funded, or that it be resubmitted in a later funding round. The local government should state their reasons for the recommendation in the comments section on the project assessment sheet. Their comments are to be precise, relevant and presented as strongly as possible.
- No distinction should be made, in the ranking, between local governments, applicants, forward planning or annual projects.
- All local government rankings and ratings must be endorsed by council unless otherwise approved by DLGSC. A copy of council minutes confirming financial contribution (if any) must be included with the application form.
- Once the local government project assessment sheet is completed for each application, forward all information to the nearest DLGSC regional office by 4pm on 30 September 2021 for processing (or relevant CSRFF small grants deadline).

GST issues

Grant payments are payable to the applicant/grantee only. This may have taxation implications for grantees. If grantees wish specific advice relating to their grant, this can be obtained from the Australian Taxation Office (ATO). Please note depending upon the value of the project and/or grant, the ATO may require that an organisation be registered for GST.

If the applicant is registered for GST, the grant is grossed up with the GST amount.

State Sporting Associations' involvement in assessment process

The SSAs will be approached to assess relevant application(s) and provide feedback to the Senior Project Manager – Community Investment.

- Notwithstanding the difficulties associated with undertaking an assessment, the SSA is required to rate all applications either high, high/medium, medium, medium/low, low or not recommended on the SSA project assessment sheet. This rating should reflect how worthwhile the project is and indicate its importance to the development of the sport/activity.
- Where the SSA is of the opinion that an application has not satisfactorily addressed the key principles of facility provision, they should recommend that the project not be funded, or that it be resubmitted in a later funding round. The SSA should state their reasons for not recommending the project in the comments section on the project assessment sheet.
- The SSA comments section on the SSA project assessment sheet allows their views to be presented as strongly as possible, be precise and relevant in your comments, e.g. “The project directly benefits junior hockey and softball –senior hockey and softball – senior cricket”, or “Even though the facility is called a football pavilion, other groups such as women’s aerobics and kindy-gym will have access to it accordingly a crèche or child minding facility has been incorporated in the plans.”
- The SSA should pay particular attention to the technical specification outlined in the application to ensure that what is proposed complies with all current Australian Standards, conforms to the National Construction Code and code requirements for that sport/activity, represents good value for money and is appropriate.
- Where an applicant is a non-affiliated club the CSRFF Advisory Committee have requested strongly that comment and grading from the SSA are still completed. The SSA must comment on how they work with the applicant towards affiliation if relevant.
- A SSA list of priorities is also required. No distinction should be made, in the list, between local governments, applicants, forward planning or annual projects.
- The most important application is to be ranked priority number one. Two projects may not be equally ranked. All projects must be given a ranking priority.

CSRFF Advisory Committee

The Minister for Sport and Recreation appoints the CSRFF Annual and Forward Planning Advisory Committee each year. The committee consists of a broad range of sport and recreation stakeholders. The CSRFF Advisory Committee deliberations are expected to take one day.

The CSRFF Advisory Committee recommends to whom grants should be given, however, the final decision rests with the Minister. The CSRFF Advisory Committee through the Senior Project Manager – Community Investment may comment and/or suggest conditions related to why it wasn’t funded, proportionally funded or fully funded.

The CSRFF Advisory Committee, after considering all available project assessments/ratings finalises a recommended schedule of grant offers which most effectively meet the CSRFF objectives. This schedule is then forwarded to the Minister to finalise grant offers.

Post-approval procedures

Local government involvement in post-approval procedures

- Local government successful projects to accept the grant agreement for each grant and forward to the nearest DLGSC office by the due date. Providing you agree to the conditions, and to avoid the possibility of forfeiting the grant, the grant agreement must be completed and returned to the nearest DLGSC office by the due date.
- Ensure that a building permit and/or certificate of occupancy is provided to grantees to allow them to acquit their grant.

Commencement of projects

Projects may commence as soon as the Minister/Premier has announced approvals, the grant agreement has been received by DLGSC regional office and all appropriate conditions have been met.

If a forward planning project has met all conditions it may commence before the year(s) in which the funds have been allocated, however funding is not guaranteed until the year of allocation. Past experience has demonstrated that early completion is unlikely.

Before calling for tenders or signing contracts, one copy of the final plans must be submitted to the nearest DLGSC regional office, together with any required supporting documentation, if the project has materially changed since the time of application. If it is not provided, DLGSC will assume that the funded project is consistent with the original submission. Any subsequent alterations or significant change of plans or specifications must also be submitted to DLGSC for approval from the Minister.

Procurement requirements for grants

To protect the State Government's investment in infrastructure associated with sport and recreation, and align the CSRFF with the State Government's strategic asset management principles, the following thresholds apply:

- Projects up to \$50,000 must have been awarded on the basis that the Recipient obtained at least three (3) verbal quotes;
- Projects over \$50,000 up to \$250,000 must have been awarded on the basis that the Recipient obtained at least three (3) written quotes; and
- Projects over \$250,000 must have been awarded after a public tendering process, and the Recipient must not "contract split" to avoid this requirement.

Claims and payments

Grantees are required to demonstrate that they have expended the funds equivalent to the full cost of project before CSRFF grants can be paid in full. CSRFF grants are paid to the grantee only. Applicants will need to ensure they are able to carry the full cost of the project for the period between project completion and CSRFF grant payment. Grants must be claimed by 15 June in the year of offer.

A grant may be claimed in full when the project is 100% completed, all payments have been acquitted and evidence of project completion has been forwarded to DLGSC, as appropriate.

or

Applicants are now able to claim 25% of their grant upon the signing of a major works contract. 50% of the grant may then be claimed once expenditure has reached 50%. The final 25% of the grant is to be claimed upon the completion of the project. It is important to note that the CSRFF program still primarily operates on a reimbursement basis. Grantees are required to demonstrate that the expenditure of funds has occurred prior to submitting a claim for payment.

or

Under the CSRFF Small Grants program applicants can receive an upfront grant payment upon the signing of a works contract (copy of signed contract to be provided to the department) or where no formal works contract exists, payment will be determined on a case by case basis in consultation with the applicant. Upon completion of a project the applicant will be required to acquit the grant by providing the CSRFF claim forms and sufficient evidence of expenditure. If the project is delivered under budget, then grant monies not expended will need to be returned to the Department.

or

Forward Planning Grants may arrange staged payments when at least three times the stage claim has been expended.

Claim requirements

- Work will only be recognised as part of the grant if it commences after the Minister's approval of CSRFF funds.
- Claims for payment will need to be supported with details (receipts) that satisfy audit requirements. This can be in the form of remittance advices, paid invoices, financial project management costings or bank statements. Refer to local government involvement in claims and payments on page 28. It is preferred if this information is provided to the department electronically via email csrff@dlgsc.wa.gov.au
- CSRFF grant paid will be up to a third of total project costs (or the funded development bonus percentage – the remaining costs may be a combination of payments to contractors and suppliers, volunteer labour and donated materials). The percentage of project cost eligible will be determined at the application stage.
- A claim form, schedule of voluntary labour and schedule of donated materials will be provided. Claims can only be made if you have accepted the terms and conditions of the grant. Voluntary labour cannot exceed \$50,000. Refer to section on voluntary labour on pages 21 and 22.
- Grant payments will be made to the grant recipient only.
- Grant recipients are required to retain financial acquittal statements for at least three years following the date of final claim. The completed project may be randomly audited by DLGSC or the Office of the Auditor General and recipients agree to assist government departments with any research, evaluation, promotion and usage of the project as requested. Refer to the section local government involvement in claims and payments on page 28.
- Recognition of the State Government's contribution to the project is mandatory and appropriate display material will be supplied by the CSRFF program. Refer to the section acknowledgement of State Government contribution on page 30.
- Early claims for grants may be accepted subject to CSRFF cashflows and ministerial approval.
- Once a project is approved, it cannot change scope or location without consultation and written approval from DLGSC. Ministerial approval is required for any change of purpose to the originally approved grant.

Goods and Services Tax (GST)

Where the applicant organisation is an incorporated community group or a local government and is registered for GST, CSRFF grant payments will be grossed up by 10% of the grant amount. The Department will issue the grantee with a Recipient Created Tax Invoice (RCTI) with the grant payment.

Where the applicant organisation is an incorporated community group and is not registered for GST, CSRFF grant payments will not be grossed up by 10% of the grant amount.

Grant payments are payable to the applicant/grantee only. This may have taxation implications for grantees. If grantees wish specific advice relating to their grant, this can be obtained from the ATO. Please note depending upon the value of the project and/or grant, the ATO may require that an organisation be registered for GST.

Recipient Created Tax Invoices

With regard to Recipient Created Tax Invoices (RCTI), under the grant agreement, DLGSC and the grantee agree that:

1. The recipient can issue tax invoices in respect of the supplies.
2. The supplier will not issue tax invoices in respect of the supplies.
3. The supplier acknowledges that it is registered for GST when it enters into the agreement and that it will notify the recipient if it ceases to be registered.
4. The recipient acknowledges that it is registered when it enters into the agreement and that it will notify the supplier if it ceases to be registered for GST or if it ceases to satisfy any of the requirements of the Commissioner's determination of the classes of invoices that recipients may issue.
5. The recipient must not issue a document that would otherwise be a RCTI, on or after that date when the recipient or the supplier has failed to comply with any of the requirements of the Commissioner's

determination of the classes of invoices that recipients may issue.

Please note that depending on the value of the project and/or grant the ATO may require an organisation be registered for GST. Contact the ATO for further details.

Local government involvement in claims and payments

Grantee claims for payment must be endorsed by an authorised officer from the local government. This endorsement is to ensure that the applicant has completed the work described, for which the grant was approved, and where appropriate, complies with the local government's standards and by-laws.

Where voluntary labour or donated materials are involved, a Schedule of Voluntary Labour and/or Schedule of Donated Materials are also to be endorsed by that authorised officer. The endorsement confirms the council certifies that these schedules to be a fair and reasonable account of the value of the work performed and/or materials supplied.

Any local government cash/labour/machinery/materials is to be costed as part of the applicant's cash contribution, not as voluntary labour or donated materials. However, certain services are considered to be part of the local government's normal function, i.e. shire engineers and administration/finance staff, and costs associated will not be recognised. Only time worked in addition to standard local government worker hours will be eligible to be claimed. Any local government staff labour or materials must be clearly identified in the original application form to be eligible.

Unskilled voluntary labour should be calculated at a rate no greater than \$25 per hour. Skilled labour can be calculated at a rate of up to \$40 per hour, and labour donated by a professional can be calculated at a rate of up to \$60 per hour. Voluntary labour must be recorded on a Schedule of Voluntary Labour, which must be endorsed by the local government.

A CSRFF grant will not exceed one-third of the completed cost of the project (or relevant development bonus percentage), or the maximum grant offered, whichever is the lesser. Payments will be paid to the grantee only via an EFT payment.

All technical aspects of the project will need to be checked and approved on the claim form by the local government to ensure that the project complies with standards outlined in the National Construction Code, industry standards, government regulations and local by-laws. Where applicable, local government's are required to forward a copy of their building permit and/or certificate of occupancy with the claims for payment.

For example, access for a person with a disability must be provided as per the National Construction Code (NCC). The *Disability Discrimination Act* (DDA) requires that people with disabilities be able to access any building that the public is entitled to enter and use, and access any services and facilities provided in those buildings. The DDA applies to commonwealth, State, and local government as well as the private sector, clubs and other entities.

The claim form and all supporting documentation is forwarded to the nearest DLGSC regional office. Local governments may also be requested to report on project benefits including jobs created, use of local content and actual project impact on physical activity.

Deferral of approved grant

Funds are allocated for a set period, after which the approval expires. Grantees have applied for money in a certain period and the onus is on them to complete the project within the set period.

Deferral is not automatic. Expiry of the grant offer is most likely to occur. Failure to adequately manage previous grants is part of assessment by DLGSC. A grantee is better to relinquish a grant early in the financial year and reapply in the next funding round than to allow expiry and involve DLGSC in protracted discussions.

The financial year in which funds are to be claimed should not be varied. In extraordinary circumstances, by consultation with the regional manager, an extension may be possible. A detailed explanation of circumstances is required. Grantees are expected to nominate a date by which the project will be completed or they will relinquish all claims to the grant. New project milestones need to be provided. A realistic finalisation date will be negotiated. Funds, which are not claimed within this time frame, may be withdrawn. Deferral is subject to approval by either the Senior Project Manager – Community Investment, the Director Infrastructure – Planning and Investment or the Minister.

Given the significant impact deferrals can have on the management of the fund, there is no guarantee that any deferral will be approved.

Deferral is not appropriate where the project has been completed and the grantee has simply not submitted claims and the necessary paperwork.

Deferral categories

The four (4) standard conditions for deferrals are:

1. The grantee has received substantially less than the grant applied for. A standard 12 month deferral on request may be permitted in these circumstances to allow for additional planning to take place (example \$385,000 requested, \$250,000 approved).
2. A natural occurrence (fire, flood, drought or like event) has rendered the project untenable in the year that funding was approved.
3. A significant change to a project which results in a far greater benefit to the community is proposed by the grantee (the onus is on the grantee to demonstrate the benefit. DLGSC can approve a deferral but not a change in purpose, a change in purpose requires Ministerial approval).
4. The project has been delayed but is commenced within the original year and will be completed early in the following year (a project should be substantially underway i.e. 50% or near 50% complete. Please include some detail as to the reason for the delay).

When a deferral is requested the following information must be provided in an email:


1. Details outlining the reasons for the delay and a request to defer funding.
2. Confirmation and approval of the final design of the facility.
3. A firm project timeline including a revised completion date which must be adhered to.
4. Confirmation that all planning and funding approvals have been obtained allowing the project to progress.

Acknowledgement of State Government contribution

The State Government, through DLGSC, provides a significant contribution to the sustainability and development of the sport and recreation industry. This is achieved through financial assistance and the provision of expertise, advice and services. It is important that successful grant applicants recognise the State Government during the funding relationship.

All successful grant applicants are required to abide by the grant acknowledgement requirements issued by DLGSC.

All material must contain the wording:

 <p>Department of Local Government, Sport and Cultural Industries</p>	<p>This community project was supported by the State Government through the Department of Local Government, Sport and Cultural Industries.</p>
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Freedom of Information

DLGSC will adhere to the provisions of the *Freedom of Information Act 1992* in relation to requests for information originating in the Department. Information not originating in the Department but provided to the Department will not be released without prior consultation with the relevant organisation.

Privacy Act

All information provided to DLGSC and gathered during the grant assessment process will be stored on a database that will only be accessed by authorised department personnel. The database is subject to privacy restrictions in accordance with the *Privacy Act 1998* (Commonwealth) and the *Freedom of Information Act 1992*.

Planned approach to facility provision

Decision-making Guide for Community Facilities and Services

This decision making tool has been prepared to assist in determining the need for and feasibility of community and recreation services. It has been developed so that it can be used by planners or user groups with a range of skills and experiences.

Local and regional recreation plans, facility planning studies and physical activity strategy plans

CSRFF funding is available up to a maximum of \$25,000 for facility planning studies, the development of local and regional recreation plans, and physical activity strategy plans. Local and regional planning exercises will essentially identify the recreation needs of the community, what opportunities exist in the community and what action is necessary to meet the needs identified. Ideally, local and regional plans will have been prepared prior to any detailed planning of a specific facility.

Community needs assessment

A community needs assessment is the vital first step in the facility planning process and it should be undertaken to determine:

- The potential need for a project which has been proposed or is being discussed within the community.
- To assess the sport and recreation needs of the community within a particular area.

Essentially, a needs assessment asks where we are now, where do we want to be and how do we get there.

Feasibility study

Depending on the complexity of the project, a feasibility study will be required. The maximum level of CSRFF funding for feasibility studies is \$25,000. DLGSC funding for feasibility studies will be conditional on the DLGSC Regional Manager's participation on the project management committee and approval of the final study brief.

Costs for specific testing, as part of studies on particular types of facilities such as pools, specifically core testing of the pool bowl, will be included up to a maximum of \$5,000. You must discuss these costs with your DLGSC Regional Manager to ensure they will be considered eligible.

No part of a CSRFF grant can be used to pay for development of an application for a CSRFF grant.

List of DLGSC publications

The following publications are available to assist you on the Department's website www.dlgsc.wa.gov.au/csrf or by contacting the department at csrf@dlgsc.wa.gov.au.

- Management Plan Guide
- Feasibility Study Guide
- Facility Planning Guide
- Life Cycle Cost Guidelines
- Asset Management Guide
- Decision Making Guide
- Needs Assessment Guide
- Case Studies
- Focus Papers
- Synthetic surfaces



Department of
**Local Government, Sport
and Cultural Industries**

**Department of Local Government,
Sport and Cultural Industries**

Perth office

Gordon Stephenson House
140 William Street
Perth WA 6000

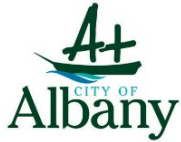
Leederville office

246 Vincent Street
Leederville WA 6007

Postal address: GPO BOX 8349,
Perth Business Centre WA 6849

Email: info@dlgsc.wa.gov.au

Website: www.dlgsc.wa.gov.au



Community Sports & Recreation Facilities (CSRFF) Small Grant Funding Policy

Objective

The objectives of this policy are to:

- Provide an equitable and transparent framework for the assessment and ranking of CSRFF and Club Night Lights Grant Applications in line with the Department of Local Government, Sport and Cultural Industries guidelines.
- Ensure all Capital Seed grant applications are considered as part of a strategic process to ensure the delivery of quality, sustainable facilities which align with the Councils strategic objectives.
- Provide a framework for the allocation of the Capital Seed Funds to assist with leveraging other funding opportunities and maximising the outcomes for the community.
- Provide a framework for the allocation of the Capital Seed Funds should an applicant be unsuccessful in their application to DLGSCI.
- Limit the City of Albany's contribution to small grant eligible projects to 33% of the total project cost.

Policy Statements

The City of Albany recognises the importance of providing or facilitating physical activity opportunities through accessible, safe and affordable facilities that meet the identified needs of the community.

The City of Albany will encourage and promote physical activity through:

- The provision or facilitation of reserves and facilities for structured community sport and recreation.
- Providing support to sporting clubs.
- Promotion of joint provision, shared and multi use community facilities.

The City of Albany's Capital Seed Fund aligns with the Department of Local Government, Sport and Cultural Industries CSRFF and Club Night Lights guidelines by:

- Developing [basic infrastructure](#) for sport and recreation.
- Supporting an [increase in participation](#) in sport and recreation with an emphasis on physical activity, through rational development of good quality, well-designed and well-utilised facilities.
- Supporting [joint provision](#) and [shared use](#) of facilities.

A. Eligibility

Applicants for CSRFF and Club Night Lights Funding must:

- Be either an LGA or not for profit sport, recreation or community organisation.
- Be incorporated under the WA Associations Incorporation Act 1987.
- Have an Australian Business Number (ABN).

Applicants for Capital Seed Funding must:

- Be a not for profit sport and recreation community organisation within the boundaries of the City of Albany municipality.
- Be incorporated under the WA Associations Incorporation Act 1987.
- Have an ABN.
- Be applying for the DLGSCI Small Grants Round.
- Have discussed their project with Recreation Services, Council Officers.

As per the CSRFF and Club Night Lights Guidelines the types of projects which will be strongly supported for Capital Seed Funds include:

- Upgrade and additions to existing facilities.
- Construction of new facilities to meet sport and active recreation needs.
- Lighting projects.
- Projects which are 'shovel ready'.

Priority will also be given to projects which lead to contemporary models of joint provision, facility sharing and rationalisation

B. Financial Contribution

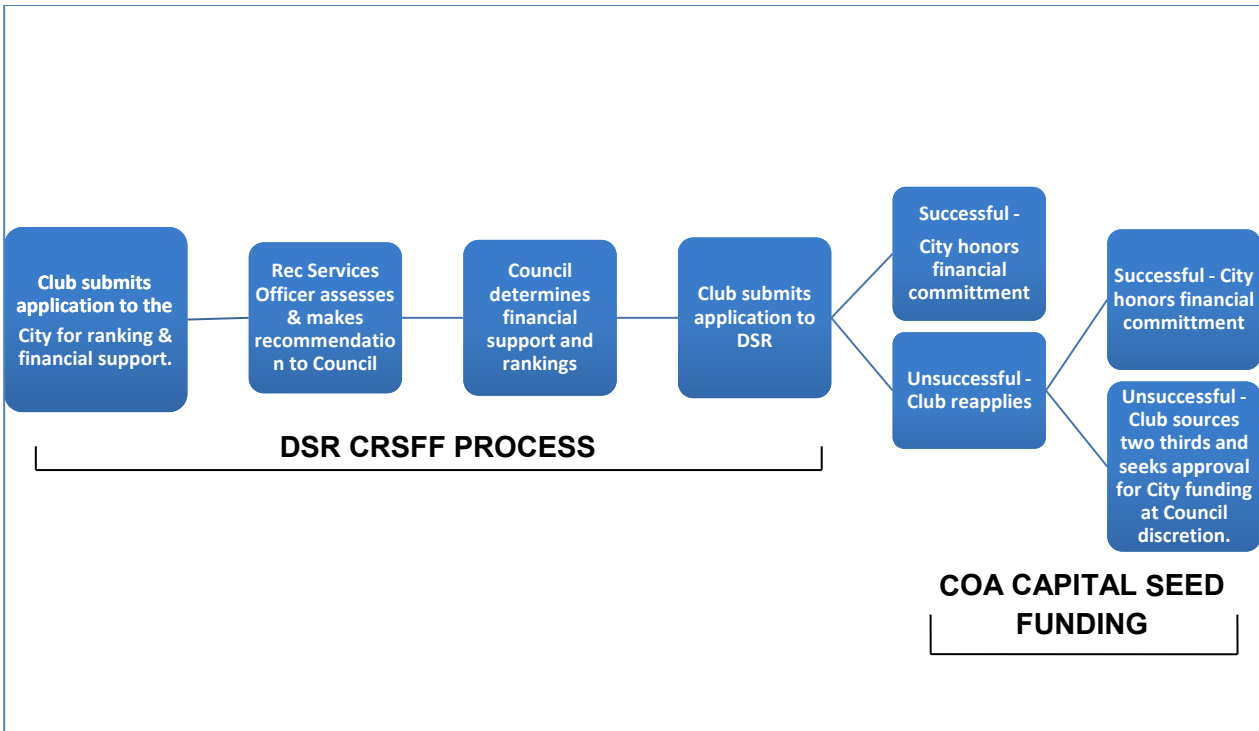
Local government is not obliged to contribute to any successful CSRFF and Club Night Lights projects.

Requests for the Capital Seed Fund may be considered by Council with the following conditions:

- Capital Seed Fund will only be awarded in support of successful CSRFF and Club Night Lights applications.
- A maximum of one third of the total estimated project costs (excluding GST).
- If quotes are inaccurate applicants are responsible for sourcing additional costs.
- Applicants are responsible for understanding and managing the GST component of their grant application.

If an applicant is unsuccessful Council may still consider contributing the maximum one third of the total estimated project costs to an applicant's project with the following conditions:

- The applicant has made at least two attempts to leverage CSRFF.
- The applicant can source the remaining two thirds of the total estimated project costs themselves.



C. Budget Allocation and Timeframe

The total Capital Seed Funds budget to be allocated each financial year to be determined on an annual basis. Funds allocated under this policy are able to be accessed up to 16 months from the date of allocation.

Unallocated Capital Seed Funds to be carried forward to the following financial year.

D. Out of Scope

This Policy does not reference, influence or impact other funding or financial assistance programs delivered by the City, through City Business Units or other programs that may be delivered from time to time.

Legislative and Strategic Context

The CSRFF, Club Night Lights and Capital Seed Funds for community sport and recreation groups directly relate to the City of Albany Community Strategic Plan.

Responsibility and Policy Custodian Review Position and Date

Oversight and delivery of activity generated by this Policy is within the Recreation Services Team.

This policy and procedure is to be reviewed by the document owner every two years.

Associated Documents

All following documents relate to this policy:

- DLGSCI - CSRFF Guidelines and Application Form
- DLGSCI - Club Night Lights Guidelines and Application Form
- DLGSCI - Project Assessment Sheet
- City of Albany Public Health Plan

Acronyms

CSRFF	Community Sport and Recreation Facility Fund
DLGSCI	Department of Local Government, Sport and Culture Industries
SSA	State Sporting Association
LGA	Local Government Authority

Definitions: 1

- **Health:** the World Health Organisation defines health as ‘a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity.’
Health and wellbeing take into account the places people live and the policies that shape their lives, as well as the individual lifestyles people pursue.
- **Organised Sport and Recreation:** involves participation in fixtured sporting events (e.g. netball/hockey/football) or activities which require the supervision or expertise of an instructor (e.g. aerobics)
- **Sport Spaces:** provide a setting for formal structured activities. Sport spaces provide a venue for formal structured sporting activities such as team competitions, physical skill development and training. Sport spaces are designed to accommodate playing surface, buffer zones and infrastructure requirements of specific or general sporting activity. Players and spectators attend with the express purpose of engaging in organised sporting activity, training, and competition or watch the game. Most sport spaces can be accessed by community members for informal sport and recreation
- **Recreation:** an activity of leisure for free time often done for enjoyment and can be considered healthy, fun and social
- **Recreation Spaces:** Provide a setting for informal play and physical activity, relaxation and social interaction. Recreation spaces can be accessed by all to play, socialise, exercise, celebrate or participate in other activities that provide personal satisfaction or intrinsic reward.
- **Active Public Open Space:** typically provides for more formal recreational pursuits and organised sporting activities (e.g. ovals, soccer pitches, netball courts). Active spaces within parks may also be hard non-green spaces, such as basketball and tennis courts which are important facilities for physical activity and exercise
- **Incidental Activity:** includes active play and recreation, for example walking the dog, swimming, walking and cycling for recreation, walking for public transport.

¹ Healthy Active by Design www.healthyactivebydesign.com.au/

- **Open Space Classification (from DSR):** based on the function and catchment hierarchy. The function of the space refers to its primary use and expected activities:
 - Recreation spaces – provide a setting for informal play and physical activity, relaxation and social interaction
 - Sport spaces – provide a setting for formal structured sporting activities
- **Nature spaces:** provide a setting where people can enjoy nearby nature and protect local biodiversity and natural area values
- **Co-Location:** Locating/integrating two or more facilities on the same or adjacent sites
- **Facility Sharing:** Locating/integrating two or more groups which utilise the same facility and operate under a shared management structure.

Document Approval			
Document Development Officer:		Document Owner:	
Manager Recreation Services		Executive Director Commercial Services	
Document Control			
File Number - Document Type:	CM.STD.7 – Policy		
Document Reference Number:	NP1766753		
Meta Data: Key Search Terms	Sport, Recreation, Grant, Funding, Ranking, Assessment		
Status of Document:	Council decision: Adopted & Reviewed.		
Quality Assurance:	Executive Management Team, Community Services Committee and Council.		
Distribution:	Public Document		
Document Revision History			
Version	Author	Version Description	Date Completed
1.0	Manager Recreation Services	Adoption Reference: OCM 25/08/2015 Resolution CS022. NP1547269.	01/09/2015
2.0	MGR	Review Reference: OCM 25/02/2020 Resolution CCCS214.	12/03/2020

**Memorandum of Understanding between Proposed
Amalgamating Clubs**

Dated 22/8/2020

Between:

Merrifield Park Tennis Club Inc of Wolfe Road, Gledhow, Western Australia
("MPTC")

and

Lawley Park Tennis Club Inc of Brunswick Road, Albany, Western Australia
("LPTC")

(together "the Clubs")

Background:

- A. Both MPTC and LPTC are registered, incorporated associations under the *Associations and Incorporations Act 2015* ("the Act").
- B. Both MPTC and LPTC are located within the City of Albany local government area.
- C. Both MPTC and LPTC and other clubs in the region have been canvassing and lobbying the City of Albany for a purpose-built tennis centre in Albany ("Tennis Centre") with the aid of the City of Albany, the Department of Sport and Recreation, Tennis West, Tennis Australia and the Western Australian Government for the past four years.
- D. There have been many meetings between the Lower Great Southern Tennis Association, MPTC & LPTC, City of Albany, Tennis West, Tennis Australia and the Department of Sport & Recreation in the past four years resulting in the City

of Albany preparing a feasibility study in 2019. Costings for the project were presented to the City of Albany at the March 2020 OCM. The City of Albany rejected those costings and asked for the project to be re-scoped and brought down to a more affordable amount. The revised costing will be presented to the City of Albany OCM on 25 August 2020 for consideration and acceptance.

- E. The City of Albany has now identified an area in the Centennial Park Sporting Precinct for 16 floodlit tennis courts, in a co-location agreement with the Junior Football Association, together with an option to use the Centennial Stadium Inc premises.
- F. The City of Albany is considering that proposal at its meeting of the council on 25 August 2020.
- G. Both MPTC and LPTC understand that, if the council of the City of Albany approves the proposal, there is the likelihood that, subject to funding from the Department of Sport & Recreation, Tennis West and a majority of the funding from the Western Australian Government with the City of Albany's contribution being the land within the Centennial Park Sports Precinct, the Tennis Centre may come to fruition in the not too distant future.
- H. If the Tennis Centre comes to fruition, subject to the approval of its members, both MPTC and LPTC are proposing to amalgamate in accordance with the provisions of the Act.
- I. MPTC and LPTC enter into this Memorandum of Understanding ("MoU") to state each club's position regarding the proposed amalgamation between them.

Operative Provisions:

1. Each Club's Position Concerning the Proposed Amalgamation

- 1.1 The proposed amalgamation will involve both MPTC and LPTC amalgamating into a New Club to be incorporated in the future (the "New Club");

- 1.2 Upon incorporation of the New Club, both MPTC and LPTC will be dissolved and deregistered;
- 1.3 Properties of both the Clubs will be transferred to the New Club;
- 1.4 Both MPTC and LPTC will surrender their respective leases and relocate their activities to the Tennis Centre;
- 1.5 All of the members of MPTC and LPTC will automatically become the members of the New Club;
- 1.6 The object of the New Club will be similar to the objects of MPTC and LPTC including, but not limited to, to providing for and promoting the playing and general advancement of the game of tennis in Albany and encourage participation in the game of tennis in a sporting manner and the spirit of friendship;
- 1.7 Both MPTC and LPTC will nominate members to a transition committee to finalise the amalgamation of the Clubs, terms of the amalgamation and creation and composition of the New Club.

2. Authority of the Clubs

- 2.1 Both MPTC and LPTC confirm, acknowledge and state that their general membership is aware of the business of the proposed Tennis centre and the general membership of the Clubs have authorised its respective executive committees to canvass and lobby the various stakeholders including the City of Albany, the Department of Sport and Recreation, Tennis West, Tennis Australia and the Western Australian Government for the approval for the Tennis Centre;
- 2.2 Both MPTC and LPTC agree that it will call its general meeting to consider and, if thought fit, passing a resolution to:
 - (a) Approve, in principle, the amalgamation of the Clubs into the New Club;

(b) Approve the Clubs making the amalgamation application;

2.3 Subject to the clauses above, the resolution which will be the subject of the meetings referred to in this clause, will be as follows:

ORDINARY RESOLUTION

"The members hereby approve in principle:

1. The amalgamation of Merrifield Park Tennis Club Inc and Lawley Park Tennis Club Inc into a New Club to be registered under the *Associations and Incorporations Act, 2015* on the completion of the Tennis Centre, to provide for and promote the playing and general advancement of the game of tennis in Albany and encourage participation in the game of tennis in a sporting manner and in the spirit of friendship, affected by:

(a) Dissolving and deregistering the Clubs;

(c) Transferring the properties and assets of the Clubs to the New Club;

2. Surrender the current Club premises and facilities.

3. Re-locate the membership to the Tennis Centre as and when the Tennis Centre is completed and operational."

3. Force & Effect

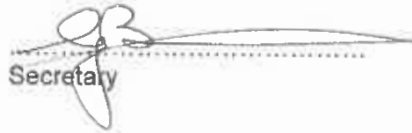
3.1 This MoU will not have any force and effect if the Tennis Centre is not built or the stakeholders, including the Clubs, shelve the proposal for a Tennis Centre;

3.2 This MoU is not binding on the parties.

Executed by)
Merrifield Park Tennis Club Inc)
in accordance with Section 127)
of the Corporations Act 2001 by)



.....
President



.....
Secretary

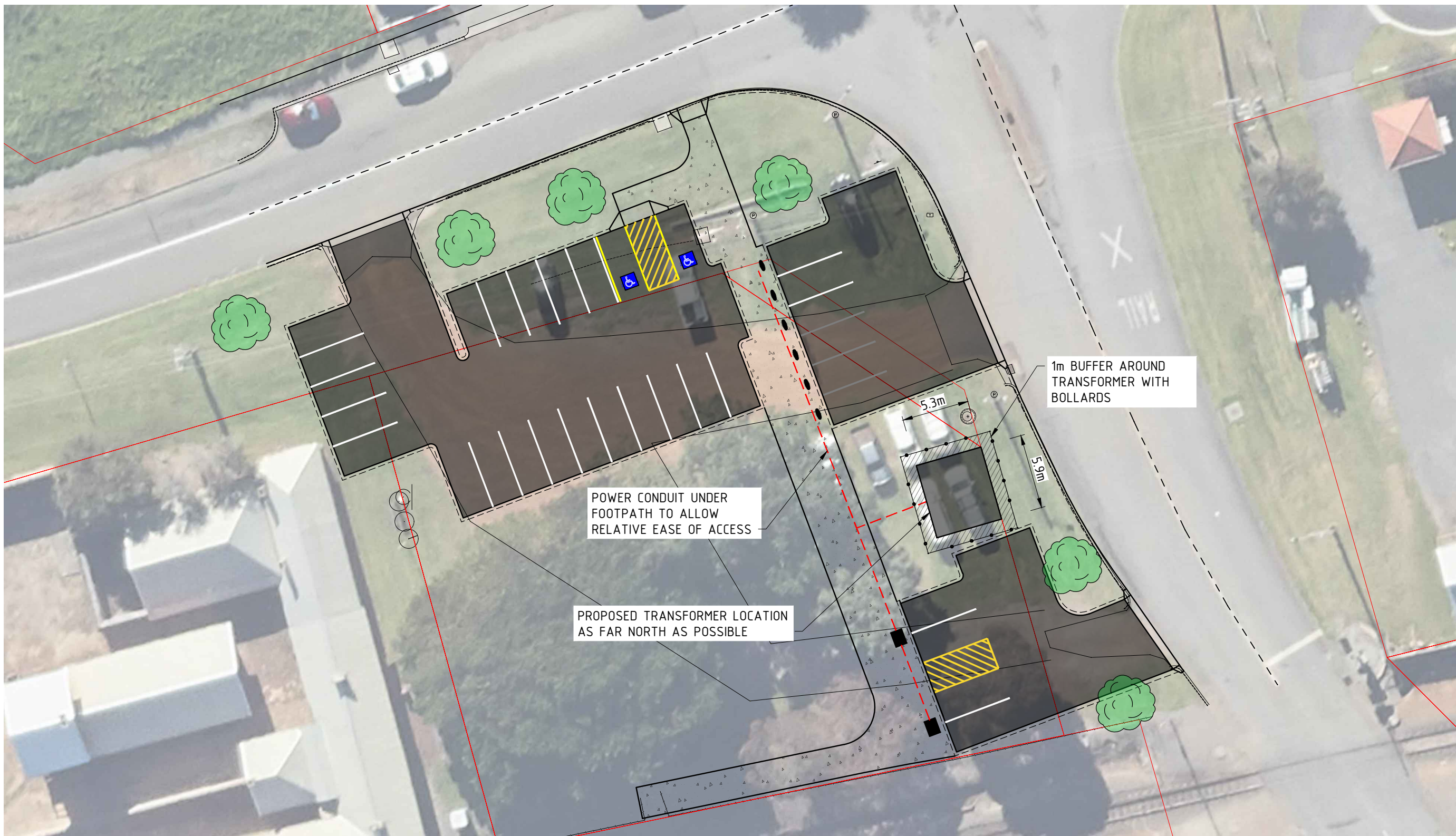
Executed by)
Lawley Park Tennis Club Inc)
in accordance with Section 127)
of the Corporations Act 2001 by)



.....
President



.....
Secretary



LAYOUT PLAN

SCALE 1:300 @A3

REV	DESCRIPTION	APPROVED	DATE



102 NORTH ROAD, YAKAMIA WA 6330
 PO BOX 484 ALBANY WA 6331
 Tel: (08) 6820 3000
 Email: cityassets@albany.wa.gov.au
 Website: www.albany.wa.gov.au

PRELIMINARY

DESIGNED	BY	CHECKED	DATE	RECOMMENDED	AUTHORISED

THIS DRAWING IS NOT TO BE USED FOR CONSTRUCTION UNLESS SIGNED AS APPROVED

PROJECT					
OLD GAOL CAR PARK CONCEPT EV CHARGING STATION LAYOUT					
DRAWING NAME					
DRAWING No	FILE REF	JOB No	SCALE	SHEET No	REV
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n:\works & services\tbc\3 trans\rd.dec.281 old gaol car park\03 design\drawings\working drawings\22014-rev1.dwg

Communications & Engagement Report

August
2022



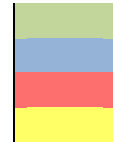
**Communications & Engagement Action Plan 2019-2022
Progress Report: May 2022 – August 2022 (Q4)**

Common Abbreviations:

IAP2 International Association for Public Participation
 EMT – City of Albany Executive Management Team
 CoA – City of Albany
 HR – Human Resources at the City of Albany
 CEO – Chief Executive Officer
 Mailchimp – Cloud-based digital newsletter platform

Project Status Legend

Complete
 In progress/ On Track
 Critical Issues
 On Hold/Parked



COMMUNITY ENGAGEMENT					
Priority/Actions	Comments				
Strategic Objective:					
1. To follow the International Association of Public Participations (IAP2) framework for engagement which is considered a best practice benchmark worldwide.					
1.1 To provide the community with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions					
	Q3 (2021/2022)	Q4	Q1	Q2	
1.1.1 Refresh and schedule HR inductions quarterly to include; Engagement & Communications Strategy objectives.	Complete and ongoing	Complete and ongoing			
1.1.2 Update the City's engagement policies, guidelines and templates to align with the IAP2 Quality Assurance Framework.	Complete	Complete			
1.1.3 Re-establish one coordinated support point to drive, monitor and distribute all engagement activities on City website.	Complete	Complete			
1.2 To obtain community feedback on analysis, alternatives and/or decision					
	Q3 (2021/2022)	Q4	Q1	Q2	
1.2.1 Focus on early engagement planning.	Engagement or engagement planning for these projects is underway: <ul style="list-style-type: none"> Albany Bicentenary Engagement Lead Consultant and Aboriginal Engagement 	Bicentenary Engagement Ongoing. Comprehensive series of online, in person and pop up community engagement held throughout June, July and August. <ul style="list-style-type: none"> Princess Royal Harbour CHRMAP 			

	<p>Consultant appointed. First sessions held in May.</p> <ul style="list-style-type: none"> Tredwell Management concluded consultation re Stidwell Bridle Trail and delivered draft report to working group. Youth Friendly Albany Plan Engagement completed in April. Engagement Report currently being finalised. 	<ul style="list-style-type: none"> Major Project Jetty Link Age Friendly Plan Albany Arts and Culture Plan Aquaculture Emu Point Bicentenary Youth Engagement Bicentenary Community Engagement Council Meet and Greet 			
1.3 To work directly with the community throughout the process to ensure that community concerns and aspirations are heard and considered					
	Q3 (2021/2022)	Q4	Q1	Q2	
1.3.1 Schedule quarterly "Your Council Meet and Greet" Forums in various community areas.	Yakamia Meet and Greet complete. Vancouver Ward scheduled for June 12, 2022.	Complete. Manypeaks Meet & Greet session scheduled for September. Workshopped format with Council at the August Strategic Workshop and Council is now focussing on opportunities for targeted engagement as required.			
1.4 To create opportunities to partner with the community in decision making, including the development of alternatives and solutions					
	Q3 (2021/2022)	Q4	Q1	Q2	
1.4.1 Establish an Advisory Group with community representation to monitor and report on the implementation of the Communications & Engagement Strategy.	Complete	Complete			
1.4.2 Involve Noongar community in identifying and recommending places for cultural recognition in the Restoring Menang-Noongar Place Names project.	Complete. Ongoing consultation is being undertaken as part of the Bicentenary community engagement, and individually with Elders by Manager Community Relations	Complete.			

1.5: To explore ways to empower the community to participate in our decision-making processes					
	Q3 (2021/2022)	Q4	Q1	Q2	
1.5.1 Integrate an online platform, with regular project updates, on the City website.	Complete	Complete			
1.5.2 Explore community participatory budgeting with Bornholm and Lockyer communities for allocations included in 19/20 Budget.	Complete	Complete			
1.5.3 Undertake community participatory budgeting projects subject to budget allocations.	<p>Reserves and Community Development team has attended several of the Redmond Community's monthly events to identify what the community would like to spend their Townsite Revitalisation Fund allocation on.</p> <p>Using a participatory budgeting approach, the community was given the opportunity to share their ideas. The community members had the opportunity to vote on what was most important to them, and the court upgrades and the playground received the most votes.</p>	<p>Bornholm-Kronkup Community have chosen to spend their remaining Townsite Revitalisation Funds on completing upgrades to their hall.</p> <p>Young Siding have decided to spend their remaining funds on:</p> <ul style="list-style-type: none"> • Painting the outside of their hall, in preparation for their 100th Anniversary • Installation of picnic tables and bike racks for Munda Biddi visitors and tourists at the hall • Install interpretive signage on flora unique to the area. 			

	Redmond also has Drought Funding allocation towards a playground, however, is waiting on a quote from Western Power for their hall metre box upgrade to know what funding is left to put to the playground. Once this is known, the community (and most importantly the children in the community) will be invited to vote on the 'experiences' they would like in the playground. Reserves will then put the playground out to quote, and the community can then vote on the design that they feel will best suit their needs.	Redmond Hall Preparation works to re-seal one of the basketball courts has been completed. Court will be resealed and new basketball hoops installed in near future. Request for tender for playground will be sent out shortly. Community members (focusing on the families and children) will then be invited to vote on which playground they want in their community. Voting will be completed at one of their monthly events to ensure representation from across the community.			
1.5.4 Upgrade Lake Weelara playground in consultation with community, as per agreed action plan for the precinct.	Contractors scheduled to install in June. When installation date confirmed, old playground will be removed.	Playground has been installed. It's popularity has made finishing off the last of the landscaping challenging.			
1.5.5 Support and collaborate with stakeholders to ensure community input into Regional Arts & Culture Strategy.	Final strategy received and endorsed by Project Control Group. CoA will prepare for EMT and Council.	Action complete. Item being presented to Council in October.			
1.5.6 Invite the Youth Advisory Council to participate in discussion and decision-making with Council on issues of importance to them.	Ongoing. YAC will be invited to present to Council on the new Youth Plan and the Inclusivity Logo (subject to EMT approval).	Ongoing Scheduled for presentation to Council in September. This will include a discussion on the review of the City's Climate Action Declaration.			
Strategic Objective					
2. To use the preferred channels for engagement with our community, both actively and passively, more effectively.					
2.1 Use market segmentation data to identify the most effective way to reach our audience					
	Q3 (2021/2022)	Q4	Q1	Q2	
2.1.1 Investigate ways to incorporate City information into the rates mail out and community calendar.	Complete. 2022-2023 Rates Flyer in early stages of development.	Complete and ongoing. 2022-23 Rates Flyer complete.			

		2023 Calendar in development.			
2.1.2 Encourage more active engagement at City events and festivals.	Maritime Festival will provide an opportunity for engagement with community, particularly around the Bicentenary. Consultants scheduling consultation pop-ups during Festival.	Two Bicentenary Consultation pop ups held during June at Albany Farmer's Market.			
2.1.3 Encourage the use of email and letterbox as passive primary communication method.	Direct mailouts are scheduled in June for the Maritime Festival. Event eDMs are sent out in the lead up as well.	Maritime Festival stakeholder notification letters distributed through June/July. 23 eDM's distributed across the City.			
Strategic Objective					
3. To empower staff to support the City to improve its level and quality of engagement with the community.					
3.1 Train staff and Council to implement and follow best-practice engagement procedures					
	Q3 (2021/2022)	Q4	Q1	Q2	
3.1.1 Develop an engagement process pack with templates and guidelines for Executive Team endorsement and implementation.	Complete.	Complete.			
3.2 Implement initiatives that strengthen internal communications and increase awareness of leadership priorities					
	Q3 (2021/2022)	Q4	Q1	Q2	
3.2.1 Implement collaborative business planning process.	Corporate Scorecard noted at Council on 26 April for Jan – March 2022.	Corporate Scorecard noted at Council on 26 July for April – June 2022.			
3.2.2 Prioritise the flow of internal information through the use of: <ul style="list-style-type: none"> Regular staff and team meetings; Regular staff newsletters; Directorate managers' meetings; Councillor Weekly updates shared with all managers; Regular toolbox meetings; Use the City's intranet as the portal to access information 	Complete and ongoing	Complete and ongoing			

3.2.3 Link to Council agendas and minutes in staff newsletters.	Complete and ongoing	Complete and ongoing			
3.2.4 Updates on priorities from Executive Management Team meetings to be shared with managers.	Complete and ongoing	Complete and ongoing			
3.2.5 Chief Executive Officer to undertake annual roadshow meetings with staff.	Ongoing	Ongoing			
3.2.6 Promote and invite all staff to attend informal social events.	Complete and ongoing	Complete and ongoing			
3.2.7 Undertake annual employee satisfaction survey, and share results with all staff.	Complete	Complete			
3.2.8 Council Weekly News to improve the flow of information from admin to Councillors, including the weekly diary.	Complete and ongoing	Complete			
3.2.9 Establish internal working groups with cross-organisation representation.	Ongoing. Advisory or Working / Reference Groups continuing or established for the following projects: <ul style="list-style-type: none"> • National Anzac Centre • Sustainable Buildings • Stidwell Bridle Trail • Integrated Planning Framework • 2026 Albany Bicentenary • Cultural Tourism Group • Communications & Engagement • Local Laws and Signs • Litter and Illegal Dumping 	Ongoing. Advisory or Working / Reference Groups continuing or established for the following projects: <ul style="list-style-type: none"> • National Anzac Centre Advisory Group • Youth Advisory Council • Stidwell Bridle Trail • FOGO Working Group • 2026 Albany Bicentenary • Cultural Tourism Group • Communications & Engagement • Local Laws and Signs • Litter and Illegal Dumping 			
3.3 To uphold the City of Albany's customer services charter					

	Q3 (2021/2022)	Q4	Q1	Q2	
3.3.1 Adopt updated Customer Service Charter.	Complete.	Complete.			
3.3.2 Investigate opportunities to become accredited in customer service.	On hold.	On hold.			
Strategic Objective					
4. Provide increased opportunities for Council and Executives to connect informally with community.					
4.1 Council will meet regularly with communities in informal settings that provide a platform for open dialogues					
	Q3 (2021/2022)	Q4	Q1	Q2	
4.1.1 Develop a Council Action Plan to maximise Elected Members engagement and communication with community.	On hold. Priority focus is to re-establish Council Meet & Greets with community	On hold.			
4.2: Executives will meet regularly with staff and community in settings that provide a platform for open dialogue					
	Q3 (2021/2022)	Q4	Q1	Q2	
4.2.1 Roster Executive representation at staff meetings, and appropriate community meetings and functions.	<p>Executive staff have attended various staff meetings as well as the following external engagement opportunities:</p> <ul style="list-style-type: none"> • CineFest OZ Albany Events • Youth Week • NAC Advisory Group • Various meeting with Federal & State Government Ministers. • Bicentenary Ambassador Launch • Anzac Day Commemorations • WALGA Zone Meeting • Citizenship Ceremony • Yakamia Meet and Greet • Tree planting to celebrate 100 year old resident. • FOGO Information Session 	<p>Executive staff have attended various staff meetings as well as the following external engagement opportunities:</p> <ul style="list-style-type: none"> • NAC Advisory Group • Various meetings with Federal & State Government Ministers. • Bicentenary Community Engagement workshops • WALGA Zone Meeting • Citizenship Ceremony • ACCI Business Briefings • Rio Tinto • LG Professionals Great Southern branch meetings • Vancouver Ward Meet & Greet 			

	<ul style="list-style-type: none"> • Taste Great Southern Launch • ACCI Bimonthly Business Briefings • Federal Budget Briefing Breakfast • State Budget Briefing Breakfast • Bicentenary Community Consultation sessions with Reference Groups • Rio Tinto • GSDC Trade Delegation Event 	<ul style="list-style-type: none"> • Great Southern Youth Art Award Opening • Lisa Blair Civic Function • Maritime Festival Events • Boer War Memorial Service 			
4.2.2 Consult Executive Management Team on an annual Executive roadshow to City worksites.	Complete and ongoing	Complete and ongoing			

COMMUNICATIONS

Strategic Objective

5. To strengthen our brand and promote our services, events and initiatives through creating and delivering innovative visual communications for web and print

Priority/Actions

Comments

5.1 Build on the 'Your City' campaign to share and promote who we are and what we do in the community

	Q3 (2021/2022)	Q4	Q1	Q2	
5.1.1: Produce and deliver the Your City's Sustainable Heroes campaign.	Complete.	Complete			
5.1.2 Acquire tools to develop more video and other engaging content.	Complete.	Complete			
5.1.3 Develop and deliver a campaign to encourage nominations and votes in the 2019 Local Government Elections.	Complete.	Complete			

5.1.4 Develop and deliver a campaign to encourage nominations and votes in the 2021 Local Government Elections.	Complete.	Complete			
5.1.5 Execute a marketing campaign for 2021 that promotes the positive work that the City of Albany does.	Budget shifted to other campaigns that align more strategically to the City's Corporate Business Plan.	City has undertaken a refresh of corporate images for media and publication use. This will aid in the promotion of the City and work employee do. Continue to promote the City and its services generally through all communication channels.			
5.1.6 Develop a Communications and Marketing campaign that promotes the importance of community input with the review of the Strategic Community Plan 2030.	Complete	Complete			
5.2 Adopt the 'Your City' design style as our main communications brand					
	Q3 (2021/2022)	Q4	Q1	Q2	
5.2.1 Develop an updated City Corporate Style Guide that reflects the 'Your City' style.	Complete.	Complete			
5.2.2 Undertake review of City logos and style guide.	No budget allocation. On hold.	No budget allocation. On hold.			
Strategic Objective					
6. To disseminate relatable and easy-to-understand communications through multiple channels that meet the needs of our community.					
6.1 Share information that is easy to understand, is timely and reaches relevant target audiences					
	Q3 (2021/2022)	Q4	Q1	Q2	

<p>6.1.1 Develop a Council electronic newsletter for distribution pre and post Council meetings.</p> <p>Incorporate video update with Mayor if achievable.</p>	<p>Complete and Ongoing</p>	<p>Complete and Ongoing</p>			
<p>6.1.2 Incorporate a social media presence for public notices and project updates that provides clear, concise and relevant information to residents.</p>	<p>Complete and ongoing.</p>	<p>Complete and ongoing.</p>			
<p>6.2 Use social media and email as cost-effective communication channels</p>					
	<p>Q3 (2021/2022)</p>	<p>Q4</p>	<p>Q1</p>	<p>Q2</p>	
<p>6.2.1 Expand City's database of resident emails to expand direct reach of newsletters and other communication.</p> <p><i>*Based on evidence of preferred communications channels</i></p>	<p>Complete.</p>	<p>Complete</p>			
<p>6.2.2: Develop more content for Instagram and grow the City's presence on this platform.</p>	<p>Complete and ongoing</p>	<p>Complete and ongoing</p>			
<p>6.2.3 Review and redevelop existing community newsletter and explore consolidation of other City newsletters.</p>	<p>Complete.</p>	<p>Complete</p>			

6.2.4 Investigate use of social media influencers in marketing.	Complete	Complete			
6.2.5 Investigate the use of influencers and interact with other relevant pages to gain more reach, shares and engagement.	Ongoing. Currently we are collaborating with numerous businesses to deliver the Maritime Festival. Local business who have displayed interest in hosting an event or being part of the festival have been sent a social media package to promote on their channels. Developed a partnership with SevenWest media to promote Albany and Maritime Festival across SevenWest media assets. Five major features to date in weekend newspapers.	Ongoing. Throughout the Maritime Festival the City's social media accounts collaborate with multiple local businesses (Museum of the GS, Rustlers, Discovery Bay, Hilton Garden Inn) and cross promoted events. City information is also shared across public and private pages (Maritime, Bicentenary) in an effort to boost engagement.			
6.2.6 Promote the use of the Consultation module and numerous ways community can have their say through social media channels.	Complete and ongoing	Complete and ongoing			
Strategic Objectives					
7. To ensure online content for our websites is relevant, accurate, timely, strategically placed and easily accessible.					
7.1: Review the functionality and structure of the City's website					
	Q3 (2021/2022)	Q4	Q1	Q2	
7.1.1 Redevelop and relaunch the City of Albany website.	Complete.	Complete			
7.1.2 Redevelop and relaunch the ALAC website.	Complete.	Complete			
7.1.3 Redevelop and relaunch the Albany Library website.	Complete.	Complete			
7.1.4 Develop an Arts & Culture website for repurposed Town Hall and Vancouver Arts Centre.	Complete.	Complete			

7.1.5 Redevelop and relaunch National Anzac Centre website.	Complete	Complete			
7.1.6 Consider customer services access to a live customer service chat function on website.	On hold.	On hold.			

MEDIA

Strategic Objective

8. To plan and be proactive in contacting the media whenever possible and respond to media requests in a timely and appropriate way.

8.1 Produce regular media releases that are well-written and proactively sharing City of Albany news

	Q3 (2021/2022)	Q4	Q1	Q2	
8.1.1 Review process for requesting Communications' support for media releases and other relevant input	This process is currently under review. Staffing changes have made maintaining this process as the preferred option for now.	Staffing changes have made maintaining the existing process as the preferred option for now. Complete.			
8.1.2 Transfer Media Release template into electronic mail format.	Current format meets the City's and local media's current needs.	Complete. Current format meets the City's and local media's needs.			

8.2 Provide responses to media that meet news deadlines

	Q3 (2021/2022)	Q4	Q1	Q2	
8.2.1 Provide open and transparent responses in a timely manner.	<p>Ongoing.</p> <p>Key responses in this quarter include:</p> <p>Bunalup/Middleton Beach Dog Exercise Review Mining Exploration License Bicentenary Event Covid Ready Plans Car accident Cosy Corner Garment Exhibition In Cahoots Exhibition Level 2 Covid Restrictions</p>	<p>Ongoing</p> <p>Key responses in this quarter include:</p> <p>Enclosed Dog Exercise Area Emu Point Basketball Court Yakamia Reserve Development Dog Rock Motel Development Rate Increase Bushfire Mitigation Funding City ASUWA Negotiations</p>			

	<p>Barbara Lister Tree Planting Town Square Indigenous Heritage Site Recognition ANZAC Day Youth Week Google Wrap Feature Treehouse Sleeman Avenue Demolition Burning Permits Key responses in this quarter include:</p> <p>Waste Dumping Princess Royal Harbor Middleton Beach Jetty Link Surf Reef Election Promise Dog Act Review Dog Attack Free Tree Program Yakamia Creek Rehabilitation Cat Control Motorplex Road Works – Storm Damage</p>	<p>City Annual Budget Council Chamber Flags Stidwell Bridle Trail City New Executive Director Holiday Accomodation Middleton Beach Hotel CCF WA Report LED Program Designated Area Migration Agreement Sleeman Avenue Update Bicentenary Illegal Dumping North Road Speed Signs Sanford Road Paul Lionetti Day Care Query Landfill Site HMAS Anzac Mount Clarence AirBnB Hawthorn House Missing Bench Ancillary Policy</p>			
8.2.2 Development and adoption of a media policy and protocol.	Complete and adopted.	Complete and adopted			
Strategic Objective					
9. To promote the City with positive and proactive media					
9.1 Identify positive promotional opportunities through strong internal communication					
	Q3 (2021/2022)	Q4	Q1	Q2	
9.1.1 Issue regular media releases that share the good work and achievements of the City of Albany	18 media releases issued since 01/02/2022	26 media releases issued since 16/05/2022			
9.1.2 Quarterly meetings with business units and teams to discuss good news and promotional opportunities.	The Communications Team have met with Sustainability, Albany Heritage Park, Arts and Culture, Waste, Depot, Reserves, ALAC, Rangers, Visitor Centre, Leasing and North Road teams.	The Communications Team have met with Sustainability, Albany Heritage Park, Arts and Culture, Waste, Depot, Reserves, ALAC, Rangers, Visitor Centre, Leasing, Day Care, VAC, Library and North Road teams.			

9.2 Build strong and effective relationships with the media at all levels					
	Q3 (2021/2022)	Q4	Q1	Q2	
9.2.1 Create opportunities for senior staff and Mayor to meet with local media	Meetings scheduled for Albany Advertiser and ABC this month.	Meetings scheduled for Albany Advertiser and ABC this month.			
9.2.2 Communications team visit to local media outlets to meet and greet media teams	Complete.	Complete			
9.2.3 Attend monthly Council meetings (and committee meetings as necessary) to provide attending media representatives with support as required.	3 OCM's attended by Communications in the last quarter.	3 OCM's attended by Communications in the last quarter.			
9.2.4 Support requests for interview and photo opportunities wherever possible that support positive reporting of the City and community, or assist with informing the community about issues of importance.	Ongoing.	Ongoing			
Strategic Objective					
10. To maintain awareness of the issues reported by the media and community's response					
10. Monitor media activity					
	Q3 (2021/2022)	Q4	Q1	Q2	

10.1.1 Use media monitors to keep up to date with and source media activity relating to the City	Complete	Complete			
10.1.2 Compile quarterly media reports that summarise media coverage and social media engagement	Completed and ongoing	Completed and ongoing			