**City of Rockingham**  
**Corporate and Community Development Committee Meeting Minutes**  
4:00pm Tuesday 16 January 2018

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<td>CD-001/18 Recommendation from the Rockingham Education and Training Advisory Committee Meeting held on 12 December 2017 <em>(Absolute Majority)</em></td>
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<td>Corporate and General Management Services Information Bulletin – January 2018</td>
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<td>Community Development Information Bulletin – January 2018</td>
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<td>12. Agenda Items – Corporate and Community Development Committee</td>
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</tr>
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<td>General Management Services</td>
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<td>GM-001/18 Annual Meeting of Electors 20 December 2017</td>
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<td>GM-002/18 Renaissance Technopole and the Appointment of Directors of the Not-For-Profit Entity <em>(Absolute Majority)</em></td>
</tr>
<tr>
<td>GM-003/18 Tourism Business Model</td>
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<td>13. Reports of Councillors</td>
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<td>14. Addendum Agenda</td>
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<td>15. Motions of which Previous Notice has been Given</td>
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<tr>
<td>16. Notices of Motion for Consideration at the Following Meeting</td>
</tr>
<tr>
<td>17. Urgent Business Approved by the Person Presiding or by Decision of the Committee</td>
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<td>19.</td>
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<td>20.</td>
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</tbody>
</table>
### 1. Declaration of Opening

The Chairperson declared the Corporate and Community Development Committee Meeting open at **4:00pm**, welcomed all present, and delivered the Acknowledgement of Country.

### 2. Record of Attendance/Apologies/Approved Leave of Absence

#### 2.1 Councillors

- Cr Joy Stewart  
- Cr Lee Downham  
- Cr Mark Jones  
- Cr Andrew Burns  
- Cr Leigh Liley  

#### 2.2 Executive

- Mr Andrew Hammond  
- Mr Michael Yakas  
- Mr Michael Holland  
- Mr Peter Doherty  
- Mr Khushwant Kumar  
- Mr Allan Moles  
- Ms Karin Strachan  
- Mr Ben Searcy  
- Mrs Jelette Edwards  
- Mr Rafal Kolodynski  
- Mr Nick Brown  
- Mr Gary Rogers  
- Ms Mary-Jane Rigby  
- Mrs Jillian Obiri-Boateng  
- Ms Alison Oliver  
- Ms Jo Hunter  
- Mrs Karen Gravett  

- Chief Executive Officer  
- A/Director Corporate Services  
- Director Community Development  
- Director Legal Services and General Counsel  
- Manager Financial Services  
- Manager Waste Services  
- Manager Strategy and Corporate Communications  
- Manager Human Resources Development  
- A/Manager Governance and Councillor Support  
- Manager Internal Audit  
- Manager Community and Leisure Facilities  
- Manager Community Infrastructure Planning  
- Manager Community Support and Safety Services  
- Manager Community Capacity Building  
- Manager Library and Information Services  
- Senior Projects Officer  
- A/Governance Officer

#### 2.3 Members of the Gallery:

1

#### 2.4 Apologies:

Nil

#### 2.5 Approved Leave of Absence:

Nil

### 3. Responses to Previous Public Questions Taken on Notice

Nil
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>4.</td>
<td><strong>Public Question Time</strong></td>
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<tr>
<td></td>
<td>4:01pm The Chairperson invited members of the Public Gallery to ask questions. There were none.</td>
<td></td>
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<tr>
<td>5.</td>
<td><strong>Confirmation of Minutes of the Previous Meeting</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moved Cr Jones, seconded Cr Liley: That Committee <strong>CONFIRMS</strong> the Minutes of the Corporate and Community Development Committee Meeting held on 12 December 2017, as a true and accurate record. Committee Voting – 5/0</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td><strong>Matters Arising from the Previous Minutes</strong></td>
<td>Nil</td>
</tr>
<tr>
<td>7.</td>
<td><strong>Announcement by the Presiding Person without Discussion</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4:01pm The Chairperson announced to all present that decisions made at Committees of Council are recommendations only and may be adopted in full, amended or deferred when presented for consideration at the next Council meeting.</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td><strong>Declarations of Members and Officers Interests</strong></td>
<td></td>
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<tr>
<td></td>
<td>4:01pm The Chairperson asked if there were any interests to declare. There were none.</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td><strong>Petitions/Deputations/Presentations/Submissions</strong></td>
<td>Nil</td>
</tr>
<tr>
<td>10.</td>
<td><strong>Matters for which the Meeting may be Closed</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4:02pm The Chairperson advised in accordance with section 5.23(2)(b) of the Local Government Act 1995 – if there were any questions or debate on Confidential Item CD-001/18 – Recommendation from the Rockingham Education and Training Advisory Committee Meeting held on 12 December 2017 (Absolute Majority), then the Committee will need to defer the matter for consideration at Agenda Item 18 - Matters Behind Closed Doors. There were no questions or request for debate.</td>
<td></td>
</tr>
</tbody>
</table>
CONFIDENTIAL ITEM
NOT FOR PUBLIC ACCESS
Section 5.95(3) Local Government Act 1995 (the Act)
This item may be discussed behind closed doors as per
Section 5.23(2)(b) of the Act

<table>
<thead>
<tr>
<th>Reference No &amp; Subject:</th>
<th>CD-001/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>File No:</td>
<td>CSV/3360-02</td>
</tr>
<tr>
<td>Author:</td>
<td>Ms Sheila Cleaver, Community Development Officer</td>
</tr>
<tr>
<td>Other Contributors:</td>
<td>Ms Donna Cochrane, Coordinator Recreation and Wellbeing Ms Jillian Obiri-Boateng, Manager Community Capacity Building</td>
</tr>
<tr>
<td>Date of Committee Meeting:</td>
<td>16 January 2018</td>
</tr>
<tr>
<td>Disclosure of Interest:</td>
<td>Executive</td>
</tr>
<tr>
<td>Nature of Council's Role in this Matter:</td>
<td></td>
</tr>
<tr>
<td>Attachments:</td>
<td>Minutes of the Rockingham Education and Training Advisory Committee Meeting held on 12 December 2017</td>
</tr>
<tr>
<td>Maps/Diagrams:</td>
<td></td>
</tr>
</tbody>
</table>

| Voting Requirements | Absolute Majority |
**Recommendation to the Corporate and Community Development Committee**

### Advisory Committee Recommendation 1 of 1:
**Recommendations: Tertiary Scholarship Scheme Round One**

That Council:

1. **APPROVES** the awards of the Tertiary Scholarship Scheme Round one.

<table>
<thead>
<tr>
<th>Applicant</th>
<th>Per Year ($</th>
<th>Total Commitment ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marie Gilchrist – University, three and a half (3.5) years</td>
<td>$2500</td>
<td>$8750 (over three and half years)</td>
</tr>
<tr>
<td>Rebecca Nitscheke – University, two (2) years</td>
<td>$2500</td>
<td>$5000 (over two years)</td>
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<tr>
<td>Shadah Ortinejad – University, two (2) years</td>
<td>$2500</td>
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<tr>
<td>Judith Paredes – Sanchas – University, three (3) years</td>
<td>$2500</td>
<td>$7500 (over three years)</td>
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<td>Crystal Waterson – University, two (2) years</td>
<td>$2500</td>
<td>$5000 (over two years)</td>
</tr>
<tr>
<td>Mathew Remaj – University, four (4) years</td>
<td>$2500</td>
<td>$10,000 (over four years)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$15,000</strong></td>
<td><strong>$41,250</strong></td>
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2. **NOT APPROVES** the applications for Tertiary Scholarship Scheme Round one.

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<td>Mitchell Taylor – Alternative Pathway, one (1) year</td>
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<td><strong>$9,500</strong></td>
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3. **APPROVES** the Tertiary Scholarship Scheme Council Policy’s minimum age eligibility be lowered from 18 years to 17 years of age.

**Officer Recommendation if Different to Advisory Committee Recommendation**

Not Applicable

**The Officer’s Reason for Varying the Advisory Committee Recommendation**

Not Applicable
## Committee Recommendation

**Moved Cr Burns, seconded Cr Liley:**

That Council:

1. **APPROVES** the awards of the Tertiary Scholarship Scheme Round one.

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3. **APPROVES** the Tertiary Scholarship Scheme Council Policy's minimum age eligibility be lowered from 18 years to 17 years of age.

Committee Voting – 5/0

## The Committee’s Reason for Varying the Officer’s Recommendation

Not Applicable

## Implications of the Changes to the Officer’s Recommendation

Not Applicable
11. **Bulletin Items**

**Corporate and General Management Services Information Bulletin – January 2018**

**Corporate Services**
1. Corporate Services Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Team Plan and Budgeting module
   3.2 Mobile Computing - Infringements
   3.3 Email Archive Solution
   3.4 Implementation of a Contracts Register
   3.5 Customer Service Call Recordings
   3.6 Upgrade System Centre Configuration Manager (SCCM) and Windows 10 Standard Operating Environment (SOE)
   3.7 Electronic Floodlight Pre-payment Solution Trial
   3.8 Landfill Capping of Cells 12 to 15

4. Information Items
   4.1 List of Payments November 2017
   4.2 List of Payments December 2017
   4.3 Monthly Financial Management Report November 2017
   4.4 List of Write Offs for Debts Under $2000
   4.5 Awarding of Tenders by CEO - Delegated Authority
   4.6 Development Contribution Scheme
   4.7 Lease Management
   4.8 Excisions

**Governance and Councillor Support**
1. Governance and Councillor Support Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Review of Local Laws
   3.2 Optimisation of Tablet Technology for Business Papers
   3.3 Review of Council Policy, Code of Conduct, Guides

4. Information Items
   4.1 Local Government Elections October 2017
   4.2 Freedom of Information (FOI) Requests
   4.3 Citizenships
   4.4 Coming Events
   4.5 Notice of Motion - Status Report

**Human Resources**
1. Human Resources Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Employee Wellness Programme
   3.2 Corporate Training Programme
   3.3 RESPECT Programme
   3.4 Occupational Safety and Health (OSH) Programme
   3.5 Leadership and Management Programme

4. Information Items
   4.1 Recruitment
   4.2 Occupational Safety and Health Statistics
<table>
<thead>
<tr>
<th><strong>Strategy and Corporate Communications</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategy and Corporate Communications Team Overview</td>
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<td>2. Human Resource Update</td>
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<tr>
<td>3. Project Status Reports</td>
</tr>
<tr>
<td>3.1 Risk Management Framework</td>
</tr>
<tr>
<td>3.2 Re-development of Community Plan 2019-2029</td>
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<tr>
<td>3.3 Implementation and Printing of Community Plan</td>
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<tr>
<td>3.4 Governance Portal - Rock Port</td>
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<tr>
<td>3.5 Community Plan Strategy Focus Groups</td>
</tr>
<tr>
<td>3.6 LGMA Benchmarking Project</td>
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<tr>
<td>3.7 Replacement of Signage</td>
</tr>
<tr>
<td>3.8 Tourism and Marketing</td>
</tr>
<tr>
<td>4. Information Items</td>
</tr>
<tr>
<td>4.1 Organisational performance measurement</td>
</tr>
<tr>
<td>4.2 Community Engagement</td>
</tr>
<tr>
<td>4.3 8th Generation Team Plans</td>
</tr>
<tr>
<td>4.4 Social Media</td>
</tr>
<tr>
<td>4.5 Media Tracking</td>
</tr>
</tbody>
</table>

**Investment Attraction**

1. Investment Attraction Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Commercial Business and Property Investment Attraction - General
   3.2 Commercial Business and Property Investment Attraction - Defence
   3.3 Small Business Support
   3.4 Economic Development Strategy
   3.5 Renaissance Technopole
4. Information Items
   4.1 Various Meetings

**Legal Services & General Counsel**

1. Legal Services & General Counsel Team Overview
2. Human Resource Update
3. Project Status Reports
4. Information Items
   4.1 Legal Advice - Local Government Operational Matters
   4.2 SAT (State Administrative Tribunal) Matters
   4.3 Training and Professional Development

**Committee Recommendation**

**Moved Cr Liley, seconded Cr Downham:**

That Councillors acknowledge having read the Corporate and General Management Services Information Bulletin – January 2018 and the content be accepted.

Committee Voting – 5/0
### Community Development Information Bulletin – January 2018

#### Community Support and Safety Services
1. Community Support and Safety Services Team Overview
2. Human Resource Update
3. Project Status Reports
4. Information items
   4.1 Youth and Community Support Services
   4.2 Rockingham Connect Community Transport Project
   4.3 Community Safety
   4.4 Compliance Community Engagement

#### Library Services
1. Library Services Team Overview
2. Human Resource Update
3. Project Status Reports
4. Information items
   4.1 November 2017 Library Services Statistics
   4.2 Mary Davies Library and Community Centre
   4.3 Rockingham Central Library
   4.4 Safety Bay Library
   4.5 Warnbro Community Library
   4.6 November 2017 Library Facebook Activity
   4.7 eSmart Libraries

#### Community Infrastructure Planning
1. Community Infrastructure Planning Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Baldivis District Sporting Complex
   3.2 Veteran’s Memorial Skate Park (Port Kennedy) - Planning and Concept Design
   3.3 Baldivis Outdoor Recreation Space - Planning and Concept Design
   3.4 Rockingham Central (Library / Youth / Community Centre) - Planning and Concept Design
   3.5 Baldivis Outdoor Courts - Planning
4. Information items
   4.1 Koorana Reserve Master Plan
   4.2 Projects in progress

#### Community Capacity Building
1. Community Capacity Building Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 KidSport
   3.2 Perth Symphony Orchestra
4. Information items
   4.1 Community Grants Program
   4.2 Community Capacity Building
   4.3 Reconciliation Action Plan (RAP) 2014-2017
   4.4 Disability Access and Inclusion Plan and Strategy 2016-2019
   4.5 Youth Development
   4.6 Sport, Recreation and Health and Wellbeing
   4.7 Cultural Development and the Arts
Community and Leisure Facilities

1. Community and Leisure Facilities Team Overview
2. Human Resource Update
3. Project Status Reports
4. Information items
   4.1 Mike Barnett Sports Complex
   4.2 Warnbro Community Recreation Centre
   4.3 Aqua Jetty
   4.4 Rockingham Aquatic Centre
   4.5 Gary Holland Community Centre
   4.6 Autumn Centre
   4.7 Mike Barnett Sports Complex Transition Update

Committee Recommendation

Moved Cr Burns, seconded Cr Liley:
That Councillors acknowledge having read the Community Development Information Bulletin – January 2018 and the content be accepted.

Committee Voting – 5/0
12. Agenda Items

Corporate Services

<table>
<thead>
<tr>
<th>Reference No &amp; Subject:</th>
<th>CS-001/18 Debt write off - Limestone Recreation Pty Ltd trading as Urbano Unique Stone</th>
</tr>
</thead>
<tbody>
<tr>
<td>File No:</td>
<td>FLM/300</td>
</tr>
<tr>
<td>Proponent/s:</td>
<td>Mr Scott Wildgoose, Senior Projects Officer</td>
</tr>
<tr>
<td>Author:</td>
<td></td>
</tr>
<tr>
<td>Other Contributors:</td>
<td></td>
</tr>
<tr>
<td>Date of Committee Meeting:</td>
<td>16 January 2018</td>
</tr>
<tr>
<td>Previously before Council:</td>
<td></td>
</tr>
<tr>
<td>Disclosure of Interest:</td>
<td>Executive</td>
</tr>
<tr>
<td>Nature of Council’s Role in this Matter:</td>
<td></td>
</tr>
<tr>
<td>Site:</td>
<td></td>
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<tr>
<td>Lot Area:</td>
<td></td>
</tr>
<tr>
<td>Attachments:</td>
<td></td>
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<tr>
<td>Maps/Diagrams:</td>
<td></td>
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</table>

Purpose of Report

To obtain Council approval to write off the $22,431.31 owed to the City by Limestone Recreation Pty Ltd trading as Urbano Unique Stone.

Background

Between 7 November and 8 December 2011 the City received four invoices for paving supplies from Urbanstone Pty Ltd totalling $38,031.31. On 22 December 2011 the City processed an electronic funds transfer for $38,031.31 to the incorrect creditor, Limestone Recreations Pty Ltd trading as Urbano Unique Stone. On 20 January 2012 the City paid its outstanding debt to Urbanstone Pty Ltd and subsequently raised an invoice for the recuperation of the mispayment to Urbano Unique Stone.
Details

Since sending an invoice to Urbano Unique Stone on 17 February 2012, the City and its debt collection agency, Austral Mercantile Collections Pty Ltd, have made numerous attempts to recover the debt.

On 12 June 2012 a court judgement was granted to allow Austral Mercantile to formally pursue the debt using all its legal powers. The City agreed to a payment plan between Urbano Unique Stone and Austral Mercantile. Austral Mercantile subsequently made monthly payments to the City until June 2015 when Urbano Unique Stone ceased making payments.

In October 2014 the owner of Urbano Unique Stone indicated to Austral Mercantile that the company was in financial difficulty.

Austral Mercantile has continued to pursue the outstanding debt but no further payments have been received since June 2015. To date, the City has recovered $15,600, of the $38,031.31, leaving the debt outstanding at $22,431.31. The City has spent over $2,500 on debt collection actions to recoup this debt.

In April 2016 Austral Mercantile advised the City that the account for Urbano Unique Stone should be closed as any further action, legal or not, would incur further costs that it believed could not be recovered. The City requested Austral Mercantile to continue to pursue the debt.

In August 2017 the City sought a second opinion from CS Legal. CS Legal advised that the company had been deregistered by the Australian Securities and Investments Commission (ASIC). It advised that the City could not continue enforcement action while the company was in this state and that the City could apply to ASIC or the Supreme Court to have the company reinstated and placed into liquidation. This option would cost the City a minimum of $2,000, for the Supreme Court fees, and there is no guarantee of liquidators recovering the debt.

Implications to Consider

a. Consultation with the Community
   Nil

b. Consultation with Government Agencies
   Nil

c. Strategic
   Community Plan
   This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:

   **Aspiration C:** Quality Leadership

   **Strategic Objective:** Governance - Governance systems that enable Council to make informed and considered decisions, effectively supported by an executive informing and implementing those decisions; all within an accountable, legally compliant, transparent and ethical environment.

d. Policy
   Nil

e. Financial
   The City has budgeted for the write off of this debt. If approved, $22,431.31 will be written off.

f. Legal and Statutory
   The Local Government Act (1995), section 6.12(c), states that a local government may write off any amount of money.
g. Risk

All Council decisions are subject to risk assessment according to the City's Risk Framework. Implications and comment will only be provided for the following assessed risks.

Customer Service / Project management / Environment: High and Extreme Risks
Finance / Personal Health and Safety: Medium, High and Extreme Risks

Nil

Comments

The original mispayment made by the City was the result of a process error due to the trading name similarities, specifically Urbanstone Pty Ltd as compared to Urbano Unique Stone. There have been significant process improvements over the proceeding five years, however on occasions human error does occur.

The City has actively pursued this debt for five years and has not received any payments from the debtor since June 2015. It is believed that the company encountered serious financial difficulties resulting in it ceasing operations and being deregistered by ASIC.

The City could expend further funds pursuing the reinstatement of the company and the recovery of debt however the likelihood of success is low. The company has ceased operations.

Voting Requirements

Simple Majority

Officer Recommendation

That Council APPROVES the write off of $22,431.31 for debtor Limestone Recreation Pty Ltd trading as Urbano Unique Stone.

Committee Recommendation

Moved Cr Burns, seconded Cr Jones:

That Council APPROVES the write off of $22,431.31 for debtor Limestone Recreation Pty Ltd trading as Urbano Unique Stone.

Committee Voting – 5/0

The Committee's Reason for Varying the Officer's Recommendation

Not Applicable

Implications of the Changes to the Officer’s Recommendation

Not Applicable
Corporate Services
Financial Services

Reference No & Subject: CS-002/18 Debt write off - Stacey Toneman trading as Universal Trucking

File No: FLM/113

Proponent/s: Mr Khushwant Kumar, Manager Financial Services

Author: Mrs Janice Burgess, Accounts Receivable Officer

Other Contributors: 

Date of Committee Meeting: 16 January 2018

Previously before Council: 

Disclosure of Interest: 

Nature of Council’s Role in this Matter: Executive

Site: 

Lot Area: 

Attachments: 

Maps/Diagrams: 

Purpose of Report

To obtain Council approval to write off a $15,645.62 debt owed to the City by Stacey Toneman trading as Universal Trucking.

Background

A debt of $15,645.62, accrued between November 2010 and February 2011, was levied for tipping fees. The debt was forwarded to the City’s debt collectors in July 2011 and every attempt has been made to recover the debt.

Details

Debt collection procedures to locate the debtor have been unsuccessful. The debtor does not have a definitive address and is no longer operating. Further the debtor has no assets. The debt is considered to be unrecoverable.

Implications to Consider

a. Consultation with the Community
   Not Applicable

b. Consultation with Government Agencies
   Not Applicable
c. **Strategic**
   **Community Plan**
   This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:
   - **Aspiration C:** Quality Leadership
   - **Strategic Objective:** Governance: Governance systems that enable Council to make informed and considered decisions, effectively supported by an executive informing and implementing those decisions; all within an accountable, legally compliant, transparent and ethical environment.

d. **Policy**
   Nil

e. **Financial**
   The City has provision for this write off so there is no impact on the budget.

f. **Legal and Statutory**
   Section 6.12(c) of the Local Government Act 1995 enables a Local Government to write off an amount of money.

g. **Risk**
   All Council decisions are subject to risk assessment according to the City’s Risk Framework.
   Implications and comment will only be provided for the following assessed risks.
   - Customer Service / Project management / Environment: High and Extreme Risks
   - Finance / Personal Health and Safety: Medium, High and Extreme Risks
   Nil

**Comments**

The City has actively pursued this debt for six years and the debtor has ceased trading. Advice from the City’s debt collection agency states that the City is unlikely to ever recoup the money and it should be written off. It is recommended the debt be written off.

**Voting Requirements**

Simple Majority

**Officer Recommendation**

That Council **APPROVES** the write off of $15,645.62 for debtor Stacey Toneman trading as Universal Trucking.

**Committee Recommendation**

Moved Cr Jones, seconded Cr Burns:

That Council **APPROVES** the write off of $15,645.62 for debtor Stacey Toneman trading as Universal Trucking.

Committee Voting – 5/0

**The Committee’s Reason for Varying the Officer’s Recommendation**

Not Applicable

**Implications of the Changes to the Officer’s Recommendation**

Not Applicable
Corporate and Community Development Committee Minutes
Tuesday 16 January 2018
GM-001/18

General Management Services

General Management Services
Governance and Councillor Support

Reference No & Subject: GM-001/18 Annual Meeting of Electors 20 December 2017
File No: GVR/60
Proponent/s: Mr Peter Varris, Manager Governance and Councillor Support
Author: 
Other Contributors: 
Date of Committee Meeting: 16 January 2018
Previously before Council: 
Disclosure of Interest: 
Nature of Council’s Role in this Matter: Executive
Site: 
Lot Area: 
Attachments: 
1. Minutes of the Annual General Meeting of Electors held 20 December 2017
2. Responses to Questions raised at the Annual General Meeting of Electors held on 20 December 2017
Maps/Diagrams: 

Purpose of Report
To receive the minutes and consider any decisions of the Annual Meeting of Electors held 20 December 2017.

Background
Council resolved at its 28 November 2017 meeting to hold the Annual Meeting of Electors on Wednesday 20 December 2017 commencing at 6:00pm. The meeting was held and the minutes are included as an attachment.

Details
The Annual Meeting of Electors was held on 20 December 2017 and in accordance with Section 5.33 of the Local Government Act 1995 all decisions made at an electors’ meeting are to be considered at the next ordinary meeting of Council.
Implications to Consider

a. **Consultation with the Community**
   Advertising was carried out in both the Sound Telegraph and Weekend Courier, the City’s Website and Facebook, Library and Administration notice boards advising the community of the date and time of the Annual Meeting of Electors. Members of the public were invited to attend and submit questions on the Annual Report and for General Business.

b. **Consultation with Government Agencies**
   Not Applicable

c. **Strategic**
   **Community Plan**
   This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:
   - **Aspiration C:** Quality Leadership
   - **Strategic Objective:** Community engagement and advocacy – An engaged and informed community that participates in local decision making and can rely upon the Council to advocate on its behalf when important issues challenge the best interests of the City and its residents.
   - **Strategic Objective:** Governance – Governance systems that enable Council to make informed and considered decisions, effectively supported by an executive informing and implementing those decisions; all within an accountable, legally compliant, transparent and ethical environment.

d. **Policy**
   Nil

e. **Financial**
   Nil

f. **Legal and Statutory**
   Section 5.33 of the Local Government Act 1995 specifies the following in respect to decisions made at Electors Meetings:
   1. All decisions made at an electors’ meeting are to be considered at the next ordinary council meeting or, if that is not practicable -
      a. at the first ordinary council meeting after that date; or
      b. at a special meeting called for that purpose, whichever happens first.
   2. If at a meeting of the council a local government makes a decision in response to a decision made at an electors’ meeting, the reasons for the decision are to be recorded in the minutes of the council meeting.

g. **Risk**
   All Council decisions are subject to risk assessment according to the City’s Risk Framework.
   Implications and comment will only be provided for the following assessed risks:
   - Customer Service / Project management / Environment: High and Extreme Risks
   - Finance / Personal Health and Safety: Medium, High and Extreme Risks
   Nil
Comments

With the exception of the decision to receive the 2016-2017 Annual Report, there were no other decisions or resolutions made at the Annual Meeting of Electors held 20 December 2017.

Voting Requirements

Simple majority

Officer Recommendation

That Council RECEIVES the minutes of the Annual Meeting of Electors held on Wednesday 20 December 2017.

Committee Recommendation

Moved Cr Liley, seconded Cr Burns:

That Council RECEIVES the minutes of the Annual Meeting of Electors held on Wednesday 20 December 2017.

Committee Voting – 5/0

The Committee’s Reason for Varying the Officer’s Recommendation

Not Applicable

Implications of the Changes to the Officer’s Recommendation

Not Applicable
### Purpose of Report

For Council to consider endorsing the following initiatives that relate to the setting up of the not-for-profit Renaissance Technopole:

- Review and engage in discussions with the proposed Board of Directors
- Progressing to the appointment of each director
- Finalisation of the KPMG Business Plan to a stage that can be reviewed, approved and implemented by the not-for-profit Board of Directors
- Further discussions with Murdoch University in relation to additional security of tenure at the Rockingham campus.

### Background

The City conducts its activities in line with the Economic Development Strategy 2014-2017 and the key recommendations contained within this report. Each of the organisation’s geographic locations and areas of industry covered within these key recommendations are considered when conducting the day to day business of the City.
The areas of business that the City has actively targeted and engaged with over the past six months include:
- Opportunities as a result of the federal defence spend
- Opportunities resulting from the “French” being appointed as submarine builders
- The attraction of local, national and international investment in research and development, manufacturing, of hi-tech and innovative products and services
- The proposed development of a research centre of excellence to facilitate and capitalise on each of the above opportunities.

Each of the above areas of business is at the forefront of economic development and interconnected with each other. It has been and will be a challenge in the future to manage the inter-dependant nature of these projects in a way that has not been undertaken in Western Australia before.

There are several significant project objectives that have been pursued by the City. These project objectives are clearly identified as:
- Rockingham to become the WA gateway to all International related investments with a strong focus on French investment
- Murdoch University’s Rockingham Campus to become the base for a proposed research centre ‘Rockingham Renaissance Technopole’
- The Light Industrial Area land on Dixon Road to form the industrial research and development hub component of the Technopole
- Other land for specialised purpose development.

**Details**

The City has decided to facilitate the establishment of a not-for-profit incorporated association, for the primary purpose of investigating, researching and determining the most effective manner in which to operate Technopole within the City of Rockingham.

The role of the City in relation to setting up the Renaissance Technopole project has always been as a facilitator and enabler and there has never been an intention to be involved in the ongoing administration, operation or day to day management of the project. It has been the objective of the City team to form an association and for this to be a separate not-for-profit entity removed from the City.

This entity will be designed to enable and receive Federal, State, and Local government funding with a constitution to support these purposes. This entity will also most likely hold the Murdoch University Rockingham Campus licence.

The not-for-profit entity is to be established for the purposes of taking the concept away from local government activity to a stand-alone entity within and in line with the Local Government requirements under the Local Government Act 1995 (the Act). Due to restrictions under the Act and its regulations, the City is only permitted to establish a not-for-profit in the form of an incorporated association under the Associations Incorporation Act 2015 (WA).

It is possible that this association could be converted to a public company limited by guarantee (PCLG), incorporated under the Corporations Act 2001, shortly after its incorporation however this would be considered by the board of directors of the newly formed not-for-profit.

The not-for-profit within its objects and purposes set out within the constitution will:
(i) Promote innovation, transfer technology and development and dissemination of intellectual technology in the training, research and industry sectors
(ii) Promote and facilitate collaboration, partnerships and relationships amongst the members of the Technopole and various stakeholders
(iii) Encourage and promote the scientific, technical and economic development of the Technopole’s stakeholders, and
Stimulate new activity, promoting research and development of high tech innovation, employment, education, training and economic development.

**Implications to Consider**

a. **Consultation with the Community**
   Nil

b. **Consultation with Government Agencies**
   Nil

c. **Strategic**
   **Community Plan**
   This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:

   **Aspiration A:** Tourism Lifestyle
   **Strategic Objective:** Investment Attraction – A strategic and focussed approach to attracting major investment to the City’s coastal nodes, City Centre and inland settlements that promotes quality retail, commercial and residential development, improved civic infrastructure and leisure tourism experiences for residents and visitors.

   
   **Key Recommendation 1**
   The City’s major economic development focus and priority resource allocation be directed towards projects and activities that:
   - are unique and attractive to prospective investors
   - come under the control, management and influence of the Local Government
   - call within the capabilities and expertise of the City as a corporation to deliver successfully
   - provide increased revenue streams for the City as a corporation benefit the community at large
   - will facilitate measurable new investment realistically linked to those projects and activities.

   **Key Recommendation 6**
   Review the Learning Cities Strategy to incorporate the objective of facilitating and encouraging a partnership between Murdoch University and the Department of Defence, and more specifically, between the Sir Walter Murdoch School of Public Policy and International Affairs and HMAS Stirling with a view to establishing a range of professional Masters Degrees and other Graduate programs in global strategic studies, international economics, resource security, political economics and counter-terrorism, at the Rockingham Campus.

d. **Policy**
   Nil

e. **Financial**
   The total cost for the initial set up of the Technopole is anticipated to be $352,000. The Funds will be transferred from the Learning City Strategy Transfer Fund.

f. **Legal and Statutory**
   Section 3.60 of the Local Government Act 1995 prohibits the City from forming, or taking part in the forming, of an incorporated company. It also prohibits the City from acquiring an interest giving it the control of an incorporated company.
Section 3.59 also imposes limitations upon the City’s ability to undertake commercial enterprises.

**g. Risk**

All Council decisions are subject to risk assessment according to the City’s Risk Framework.

Implications and comment will only be provided for the following assessed risks.

*Customer Service / Project management / Environment: High and Extreme Risks*

*Finance / Personal Health and Safety: Medium, High and Extreme Risks*

Nil

**Comments**

The project requires input from both low and high skilled labour and demand for specialised operational premises, therefore benefiting the community at large and creating the need for additional services, jobs, and requirement for construction of new buildings.

For Rockingham, a Technopole offers a unique opportunity to reshape the region, from enhanced higher education and training opportunities that will support better performance in schools, improved work opportunities for local residents, to an injection of funding in key infrastructure and local businesses that will make the area more attractive to investors.

This is a particularly attractive feature for a region such as Rockingham, which has experienced negative impacts associated with decline of the resources industry, related sectors, and the construction sector over the past few years.

It has been the view of the City that there are a number of immediate and future opportunities that can be pursued around the inter-related relationships and activities of France and their model of research centre, namely the Renaissance Technopole.

The Technopole aims to facilitate and promote French business and investment opportunities within the City, helping to meet the agenda and interests of each region. The City can provide the facilitation of land, buildings and infrastructure via third parties to assist and support this process.

The selection criteria of participants within the Technopole include economic, scientific, technological and financial criteria. There must also be control over the design construction and development of the project in order to manage the unique processes across all industry sectors including private, industry and government. The selection criteria must be in line with the Technopole’s priority thematic areas, in particular its areas of excellence.

Examples of eligibility criteria include:

- **Research activities:** that is technologically innovative or involves experimentation
- **Production activities:** that use high added value technologies or related to research or higher education.
- **Education activities:** related to research or higher education institutions
- **Collective services:** relating to the Technopole’s activities or necessary to its operation.

Participants of the Technopole might also be judged on their innovativeness, added value, multinational nature, entrepreneurial characteristics and capacity to take advantage of synergies.

Therefore the participants are formed into several areas of activities or clusters. These clusters create an environment in which the Technopole is open to requests from companies involving research, expert appraisals or technology transfer. It brings together project partners from a technology transfer, and innovative enterprise incubator perspective.

It can involve licensing agreements or setting up joint-ventures and partnerships to share both the risks and the rewards of bringing new technologies to market.

The success of the project is reliant on the correctly developed and organised structure and the appointment of the right people to implement and operate the ongoing demands of the Technopole. This project is now at a stage of taking a conceptual plan to real operational outcomes.
Further to setting up the not-for-profit an executive team will be required to undertake the following responsibilities both in terms of establishment and ongoing operational activities:

- Prospecting of companies
- Development of installation and research facilities
- Coordination; promotion
- Obtaining and managing revenue streams
- Creating and managing the Technopole’s day to day business
- Applying for funding at all government levels
- Meeting financial requirements of the Technopole
- Meeting obligations of the Murdoch University lease with the City
- Establishing and managing contracts with third party entities within the Technopole
- Drawing up ground rules with private sponsors.

A Not-for-Profit Constitution has been developed and is ready for formal registration upon the selection of directors. This registration process takes approximately four weeks from the date of application.

Generally the appointment of directors to this type of structure is straight forward, however due to the uniqueness of the project the selection and background experience of proposed directors is extremely important. Individual skill sets across a broad range of activities will be required to create diversified yet cohesive board. It is proposed that directors would represent clusters via their expertise. For example a director would be selected to represent and be currently active within their respected industry and/or sector.

It is proposed to establish a board of directors (minimum of six) with appropriate skills, and most importantly having the networks and experience to add value to the function of the board.

The following Board structure is proposed:

- Chairperson – will be required to meet a high level of competency covering international and cross-cultural business relationships, business development and past Board experience
- Four directors actively engaged in research and development and/or innovation activities in the private academic and government sector
- A non-executive director with Australian Institute of Company Director qualifications to oversee risk, finance and governance, preferably with experience
- An executive officer/team will need to be appointed to undertake and implement the administration and professional activities as determined by the board of directors. This appointment will be made by the not-for-profit board.

The proposed Board will also represent the following:

- Chairperson
- State government interests
- City interests
- French industry
- Philanthropic/Australian industry
- Legal – specialising in Not-for-profit.

The principal role of the Board will be to develop a business plan and governance model that will lead to the establishment of a company limited by guarantee that will manage the facility.

KPMG has been appointed to complete the business plan and this will provide an overview of activities and identify the revenue streams that will sustain the Technopole with limited or no external support from government.
Given that Council is providing the seed funding for this enterprise and may be involved in future funding, the Board will brief Council in six months on the business plan and with progress that has been made generally towards the fruition of the concept.

Further discussions will be held with Murdoch University regarding their campus centring on the future available space and greater security of tenure for the longer term.

The City will continue its role as enabler and facilitator and will remain actively involved in the establishment of the facility until such time as:
- The Board has been appointed
- An executive officer has been employed
- A sustainable business plan has been adopted and implemented.

Given the uniqueness of the roles and the need to act relatively quickly, it is proposed to delegate authority to the Chief Executive Officer to appoint board members provided that they meet the criteria set out in this report.

### Voting Requirements

Absolute Majority

### Officer Recommendation

That Council:
1. **DELEGATES** Authority to the CEO to appoint a Chairman and remaining directors to the Board of the not-for-profit entity, the Renaissance Technopole Inc.
2. **Supports** further discussion with Murdoch University for the purposes of maximising security of tenure for the longer term.

### Committee Recommendation

Moved Cr Burns, seconded Cr Liley:
1. That Council **DELEGATES** Authority to the CEO to appoint a Chairman and remaining directors to the Board of the not-for-profit entity, the Renaissance Technopole Inc.

   Committee Voting – 4/1

   (Cr Downham voted against)

Moved Cr Liley, seconded Cr Burns:
2. That Council **Supports** further discussion with Murdoch University for the purposes of maximising security of tenure for the longer term.

   Committee Voting - 5/0

Moved Cr Liley, seconded Cr Burns:

   Committee Voting – 5/0

### The Committee’s Reason for Varying the Officer’s Recommendation

Not Applicable

### Implications of the Changes to the Officer’s Recommendation

Not Applicable
General Management Services

Reference No & Subject: GM-003/18 Tourism Business Model

File No: 

Proponent/s: Ms Jo Hunter, Senior Projects

Author: Mr Andrew Hammond, Chief Executive Officer

Other Contributors: 16 January 2018

Date of Committee Meeting: Executive

Previously before Council: 

Disclosure of Interest: 

Nature of Council’s Role in this Matter: 

Site: 

Lot Area: 

Attachments: 

1. Tourism Business Model - Discussion Paper June 2017

2. Resolution for Tourism Business Model - August 2017

Maps/Diagrams: 

Purpose of Report

To seek Council endorsement changes to the City’s strategic involvement with tourism.

Background

At the 22 June 2017 Councillor Engagement Session, Councillors received a paper (“Tourism Business Model - Discussion Paper June 2017” - attached) examining the City’s strategic role in the development of tourism in Rockingham.

The Mayor, Chief Executive Officer and Senior Projects Officer met with Tourism Rockingham Inc’s (TR) President Visitor Centre Manager on 9 August 2017 to present the findings from the discussion paper. These were taken by the President to a meeting of the TR Board on 21 August 2017. The City was subsequently advised that the TR Board supported the concept (“Resolution for Tourism Business Model - August 2017” – attached), and was invited to present the proposal to TR members at a Special General Meeting. This occurred on 19 September 2017, where the proposed model generated significant discussion, some positive, some negative, with majority feedback endorsing the need for ongoing face to face visitor servicing in some form.

The matter received local media exposure in the days following. Community responses were minimal, and largely reflected the somewhat mixed views of TR members.
Given the importance of the issue, and in order to accommodate the changes to the Council composition following the October 2017 local government elections, further engagement was undertaken at the 5 December 2017 Council Engagement Session. Councillors received another briefing on the key elements of the business case for change and the concept of a portable or pop-up visitor servicing model staffed by volunteers was tabled for the first time, in response to TR member feedback.

The business model for tourism in Rockingham has been comprehensively reviewed in recent months, including research into best practice from around the world.

**Analysis of the Rockingham Tourism Market**

Analysis of the Rockingham tourism market revealed that while tourism remains strong as a sector, the methods visitors use to acquire information and make decisions about destinations are changing, with digital disruption irretrievably eroding the traditional revenue base. And with the positioning of Rockingham evolving over the last few decades from a seaside holiday village to strategic metropolitan centre, the segments offering the greatest tourism potential are also likely to be in flux.

Rockingham is one of twelve featured Experience Perth destinations, and in the last decade its share of visitors has fluctuated between a high of 7.6% and a low of 5.8%. Rockingham’s growth in total visitor numbers (averaged over the last 10 years) is sitting at around 3.3%, versus 3.8% for Experience Perth and 4.5% for Western Australia.

With visitor growth tracking slightly behind the market, Rockingham’s share of total visitors will gradually decline. There is no evidence that the Visitor Centre is growing the number of people who visit Rockingham. Even as annual visitors increase, the number of people who utilise the Visitor Centre services is in steep decline. Over the next decade, our Visitor Centre customers are predicted to fall to 46 people per day. Meanwhile, Rockingham’s tourist numbers are expected to grow to 1.2 million visitors per year, which will mean that by 2026 only 1.3% of visitors to Rockingham will engage with the Visitor Centre. By 2026, commissions are expected to fall to $12,000 per year (from a high of $176,500 in 2008/09).

Figures 1 and 2, below, drive home the “disconnect” between the old service delivery model and modern trends in tourist behaviour: the Visitor Centre business model and offer is in terminal decline, in a sector that is showing organic growth.

![Visitor Centre: Visitors / year extrapolated to 2026](image-url)
CONFIRMED AT A CORPORATE AND COMMUNITY DEVELOPMENT MEETING HELD ON TUESDAY, 20 FEBRUARY 2018

A business as usual approach will therefore see the City continuing to subsidise a visitor centre model that is not growing tourism, has declining relevance and is increasingly financially unsustainable. Over the years, continued investment will buy the same service at greater cost, with no real ability to develop meaningful KPIs (Key Performance Indicators). Meanwhile, no entity is strategically focused on driving the tourism sector’s development or increasing visitor numbers, and Rockingham’s growth is falling behind the market.

The above analysis makes clear that to achieve the objective of increasing the measurable economic yield from tourism any new business model for tourism in Rockingham must consider:

- A new approach to visitor servicing
- A destination marketing strategy that targets those segments in which Rockingham has a competitive advantage

Visitor Servicing

Visitor servicing is largely about sharing information which makes it highly suitable for digital delivery. Research shows that the traditional approach to travel planning has been replaced by a new, customer-empowered digital model. The new providers have massive scale yet no physical presence. They deliver ultimate convenience by enabling travellers to plan and book their trip entirely digitally, from wherever they are. In this new environment, the City’s opportunity is to provide a beautiful online marketing platform for Rockingham where we manage digital content associated with attractions and events, and that also acts as a conduit to the digital service aggregators.

It should be noted internet use in 2017 has reached almost 100% for those aged 18 to 29, it declines gradually among older segments, and the current usage rate for those aged 65+ is 64%. While this represents two thirds of our seniors population, it does illustrate that seniors are the age demographic most likely to be uncomfortable with an entirely digital method of service delivery. Additionally seniors, while typically having the lowest spend of any tourism segment, do tend to be keen travellers.

The City has concluded that the appropriate way forward is to transition to a visitor servicing model that is predominantly digital, but that is supplemented by a face to face channel, though not in the current form or at the current scale. A smaller and more targeted approach such as a mobile, pop-up solution that can be located in tourism hotspots and that is staffed by volunteers may be an appropriate and sustainable way forward.
Destination Marketing

Data from Tourism Research Australia shows that in 2016, Rockingham received approximately 900,000 visitors: 736,000 day trippers, 140,000 domestic overnight visitors and 22,000 international visitors. Day trippers and leisure-based overnight travellers will remain Rockingham’s biggest visitor segments in the foreseeable future, but the fragmented nature of modern communication channels means the mass leisure market is the most expensive to reach with a broad appeal.

The MICE (Meetings, Incentives, Conferences and Events) segment is significantly more lucrative on a person by person basis than the day tripper and leisure market, with interstate and international overnight delegates offering five times the daily yield. According to 2016 data provided by Tourism Australia, of the Rockingham extended region’s domestic business day trippers, around 1 in 85 (or 1,000 per year) came to attend a business event as a main reason for travel. Their estimated daily expenditure was $153 per day, or $153,000 per year. Of Rockingham’s international overnight visitors, around 1 in 6 (or 1,000 per year) were business event attendees. Their estimated daily expenditure was $564 per night, or $564,000 per year.

A targeted investment in marketing Rockingham to the MICE supply chain is considered likely to bring a strong return, given Rockingham’s underutilized comparative advantages in niche sectors (e.g. marine science, coastal engineering, naval operations and agricultural technologies), and latent appeal as an affordable destination that is conveniently accessible from the City while also offering a tourist-town feel that qualifies it as “getting away”.

The targeted MICE strategy would form the major pillar of a broader destination marketing strategy for Rockingham that promotes the area’s key points of difference to the leisure tourism market. This broader strategy would involve developing initiatives and marketing collateral that promote Rockingham as an appealing place to visit based on attractions and events, as well as developing stronger relationships with the media in order to influence messages about Rockingham, and improving partnerships with entities like Experience Perth and Tourism WA.

The City welcomes continued promotion of the region’s tourism product by both Tourism Rockingham and local operators.

Other Opportunities

Industry-led marketing models from around the world were reviewed, with Auckland’s Business Improvement District (BID) approach being identified as a candidate for further exploration by the tourism sector. Essentially this would involve the City offering to collect a differential rate for a self-nominating, self-managed BID (most likely Port Rockingham), which would be returned to an association of the participating businesses via a grant, to invest in their own tourism marketing and visitor servicing.

This approach has the advantage of giving tourism businesses autonomy over their tourism investment, and a mechanism for coordinating their shared efforts, with minimal administrative burden on the City. The disadvantage is that the quality of the BID program is entirely dependent on the quality of the business association tasked with managing it, and implementation risks being undermined by industry in-fighting. At this stage it is uncertain whether a Port Rockingham BID could generate a revenue stream significant enough to warrant the administrative requirements of managing a BID program.

Finally, the City is keen to pursue a strategy to facilitate and market a major events program that is implemented largely by external parties. The City’s role will be focused on marketing Rockingham as an attractive events destination and offering resources to help optimize the success of third party events that are held here. The kind of support the City might offer organisers includes promotional collateral such as large banners that help associate the event with Rockingham as a destination. Importantly, this collateral would therefore bear destination branding, not City of Rockingham corporate branding.

Standard Local Government Activities Impacting Tourism

In the course of its standard operations, the City performs a suite of roles that, done well, positively impact destination appeal and the experience of visitors. These include the following:
**Attractions and Facilities**

The City is responsible for the management and upkeep of a range of attractions and associated facilities including parks, gardens and reserves, beaches, marine infrastructure, BBQs and outdoor furniture, public toilets and parking areas.

Revitalisation of the Rockingham Beach Foreshore is an example of investment by the City that will bring improved amenity to local residents in all the areas listed above, while also enhancing the area’s appeal as a tourism destination.

**Town Planning and Investment Attraction**

In undertaking its town planning activities, the City ensures adequate, appropriately zoned land is secured for the future development of tourism facilities and attractions. Concurrently, the Investment Attraction team works with potential investors and operators to activate the land via the provision of tourism infrastructure and product (though this is of course largely driven by economic conditions).

**Negotiations, Approvals and Contracts Processes**

The City performs a range of administrative functions that support good relationships with tourism investors and operators. Reducing red tape and developing superior processes in these areas will see the City achieve an advantage over competing local governments as an attractive tourism investment proposition, for example via the speed and efficiency of our license approval processes.

**Recommendations**

With its internal expertise in both digital platform delivery and strategy development, the City is believed to be the entity best placed to evolve the tourism business model to deliver a digital platform for visitor servicing and destination marketing, and to grow visitation through a focus on the MICE segment. The City proposes to offer services in those marketing spaces where we believe the greatest opportunity lies, and that are not currently served. To this end, it is recommended to Council that:

- The City works with Tourism Rockingham over one to two years to transition visitor servicing from its current shopfront to a City controlled digital delivery model.
- Face to face visitor servicing (identified by the big “i” sign) is transformed to no longer rely on City subsidy.
- The City leads the role of marketing tourism with a focus on Meetings, Incentives, Conferences and Events (MICE) activity and events through the Strategy and Corporate Industry engagement is undertaken via a Tourism Development Advisory Committee.
- The concept of a “pop up” or other alternative form of face to face visitor servicing method be further explored.

The local tourism industry and stakeholder organisations should be encouraged to:

- Establish a sub-committee or incorporated association to oversee the development of a Business Improvement District (BID) to market and promote the “Port Rockingham” waterfront village precinct.
- Become involved in the MICE supply chain by developing a conference and event management product thereby generating internal revenues.

Any changes to the current structure will be subject to industry and stakeholder consultation and comply with all standards and specifications of the Australian and Western Australian tourism industry framework.

It is proposed to develop a Tourism Development Strategy in consultation with the industry and local stakeholder groups in coming months that serve to prioritise, resource and deliver the key themes of this approach. During this phase, the City will work with stakeholders to identify and assess a range of alternative visitor servicing models, including but not limited to the portable solution described previously.
An output of the Strategy will be to convene a Tourism Marketing Advisory Committee. This Committee would be appointed by Council and would oversee, measure and make further recommendations on strategy deliverables.

The City currently allocates between $50K and $80K a year on general destination and tourism marketing through the Investment Attraction function. These funds will be reallocated towards the new proposal.

### Implications to Consider

**a. Consultation with the Community**

Industry consultation on the proposed approach took place at the 19 September 2017 meeting with TR members.

If the recommended changes to the City’s involvement with tourism are endorsed by Council, further extensive community and industry stakeholder consultation will be carried out in alignment with the City’s approach to developing Community Plan Strategies.

**b. Consultation with Government Agencies**

Tourism WA, Experience Perth, the Department of Biodiversity, Conservation and Attractions and other tourism stakeholders will be included as part of the engagement and consultation processes underpinning strategy development.

**c. Strategic**

Community Plan

This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objectives contained in the Community Plan 2015-2025:

**Aspiration A: A Tourism Lifestyle**

**Strategic Objective:** Investment Attraction - A strategic and focussed approach to attracting major investment to the City’s coastal nodes, City Centre and inland settlements that promotes quality retail, commercial and residential development, improved civic infrastructure and leisure tourism experiences for residents and visitors.

Scope of City Involvement

Council should make a strategic decision as to the scope of its involvement in tourism and destination development. This might range from the minimum (but still significant) scope described in the section “Standard Local Government Activities Impacting Tourism” above, to the fuller commitment of being an active and leading participant in efforts to drive the area’s appeal as a destination.

If the City is to be the lead agent in Rockingham’s tourism development efforts, Council endorsement of the following propositions is required:

1. That tourism is a legitimate City of Rockingham economic development opportunity
2. That the City’s investment in tourism will focus on the objective of increasing the measurable economic yield from tourism
3. That the principal instigator of the way forward will be an internally-developed tourism strategy

**d. Policy**

Nil

**e. Financial**

Current year in year out expenditure on tourism is estimated to be $185,000. A further $100,000 per annum would be required to fund the proposed model.

One off establishment costs are estimated to be $230,000.
## Current Approach | ($) | Proposed Approach | ($)
--- | --- | --- | ---
Visitor Centre | | Occasional Grants TR | 15,000
Visitor Servicing Fee | 100,000 | Staffing costs net 1.5 FTE plus overheads | 150,000
Occasional Grants TR | 15,000 | Annual marketing plan implementation | 120,000
Rent offset GHCC | 30,000 | |
**City** | | |
Marketing and promotion | 40,000 | |
**Total Tourism Expenditure** | 185,000 | **Total Tourism Expenditure** | 285,000

### Establishment Costs

<p>| | |</p>
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<tr>
<td>Digital platform development</td>
<td>150,000</td>
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<tr>
<td>Mobile Visitor Servicing Facility</td>
<td>80,000</td>
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<tr>
<td><strong>Total</strong></td>
<td>230,000</td>
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### Figure 3: Financial analysis

#### f. Legal and Statutory

Nil

#### g. Risk

All Council decisions are subject to risk assessment according to the City’s Risk Framework.

Implications and comment will only be provided for the following assessed risks.

- **Customer Service / Project management / Environment**: High and Extreme Risks
- **Finance / Personal Health and Safety**: Medium, High and Extreme Risks

Nil

### Comments

The current business model of visitor servicing in Western Australia is essentially redundant because disruptive digital technologies have irretrievably eroded the traditional revenue base.

Following preliminary consultation, TR members acknowledged that the current model of visitor servicing is unsustainable, but also expressed the desire that some form of face-to-face visitor servicing be maintained.

The City already makes a significant investment in the tourism appeal of Rockingham by way of its standard operations in:

1. The management and upkeep of attractions and facilities
2. Town planning and investment attraction
3. Administering negotiation, approval and contracts processes.

Should Council see a role for the City beyond these standard operations, then a strategic commitment must be made to a long term investment in tourism.

The key performance indicator for this investment should be growth in the measurable economic yield of tourism.

If Council endorses an increased investment in tourism, a tourism strategy will be developed immediately, comprising the following key elements:

- Destination marketing
- Visitor servicing
- Events
- MICE
- Attractions and facilities
In the course of the development of the tourism strategy, it is proposed that the City works with TR to transition visitor servicing to the new tourism model.

The City’s current investment in tourism, despite the good efforts of Tourism Rockingham Inc., is deriving little or no return given the onset of disruptive technologies and changing consumer trends.

The extra investment of $100,000 per annum will provide Council with a real and measurable marketing program that can be assessed and reappraised from time to time depending upon the success or otherwise of the proposed strategy.

**Voting Requirements**

Simple Majority

**Officer Recommendation**

That Council:

1. **ENDORSES** tourism development as a legitimate local government function subject to City investment being targeted at growth in the measurable yield of tourism.
2. **DIRECTS** the Chief Executive Officer to oversee the development of a tourism strategy incorporating the following key elements
   a. Destination marketing
   b. Visitor servicing
   c. Events
   d. MICE (Meetings, Incentives, Conferences and Events)
   e. Attractions and facilities
3. **ENDORSES** the incremental reduction of visitor servicing fees being paid to Tourism Rockingham Inc. with the agreement to be terminated no later than December 2020.
4. **DIRECTS** the Chief Executive Officer to assist Tourism Rockingham Inc. in transitioning to the new business model incorporating no contract for payment for visitor servicing and no rent subsidy at the Gary Holland Community Centre.

**Committee Recommendation**

Moved Cr Jones, seconded Cr Burns:

That Council:

1. **ENDORSES** tourism development as a legitimate local government function subject to City investment being targeted at growth in the measurable yield of tourism.
2. **DIRECTS** the Chief Executive Officer to oversee the development of a tourism strategy incorporating the following key elements
   a. Destination marketing
   b. Visitor servicing
   c. Events
   d. MICE (Meetings, Incentives, Conferences and Events)
   e. Attractions and facilities
3. **ENDORSES** the incremental reduction of visitor servicing fees being paid to Tourism Rockingham Inc. with the agreement to be terminated no later than December 2020.
4. **DIRECTS** the Chief Executive Officer to assist Tourism Rockingham Inc. in transitioning to the new business model incorporating no contract for payment for visitor servicing and no rent subsidy at the Gary Holland Community Centre.

Committee Voting – 5/0
| **The Committee’s Reason for Varying the Officer’s Recommendation** |
| Not Applicable |

<p>| <strong>Implications of the Changes to the Officer’s Recommendation</strong> |
| Not Applicable |</p>
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<thead>
<tr>
<th></th>
<th>Reports of Councillors</th>
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<tr>
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<th>Addendum Agenda</th>
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<tr>
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<th>Motions of which Previous Notice has been given</th>
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<th>Notices of motion for Consideration at the Following Meeting</th>
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<tr>
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<th>Urgent Business Approved by the Person Presiding or by Decision of the Committee</th>
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<tr>
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<th>Date and Time of Next Meeting</th>
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<td></td>
<td>The next Corporate and Community Development Committee Meeting will be held on <strong>Tuesday 20 February 2018</strong> in the Council Boardroom, Council Administration Building, Civic Boulevard, Rockingham. The meeting will commence at 4:00pm.</td>
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<td>There being no further business, the Chairperson thanked those persons present for attending the Corporate and Community Development Committee meeting, and declared the meeting closed at <strong>4:27pm.</strong></td>
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