

Turquoise Coast

Visitor Centre

Five Year Plan 2016-2021

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Executive Summary

The Turquoise Coast Visitor Centre (Visitor Centre) is located on the main street of Jurien Bay, Bashford Street, adjacent to the Shire of Dandaragan (Shire) administration building. Officially opened in June 2015, the Visitor Centre is responsible for promoting the entirety of the Shire including Badgingarra, Cervantes, Dandaragan and Jurien Bay, and the surrounding areas.

The Visitor Centre is accredited through the Australian Tourism Accreditation Program and is operated on behalf of the Shire of Dandaragan. The Visitor Centre has brochures, maps, tour information and promotional video displays from the region. Visitors can access information about accommodation, responsible boating, wildflowers and regional holiday planners.

The Shire is approximately 200kms north of Perth and accessible directly via Indian Ocean Road and Brand Highway. The Shire encompasses an array of natural resources and attractions. These include a picturesque coastline, the Jurien Bay Marine Park, Lesueur National Park, Nambung National Park including the Pinnacles, Lake Thetis stromatolites, wildflowers and numerous nature trails. The environment provides a natural setting for tourists to appreciate the many eco-friendly and natural attractions unique to the region.

Project Purpose

The Shire of Dandaragan assumed Visitor Centre operations in September 2016. Prior to this, the Community Resource Centre managed the day to day operations. The Shire is seeking guidance on how best to operate the Visitor Centre. This Five Year Business Plan provides recommendations and outlines based on industry research and existing models of management.



1. Registration details

Business Name:	Turquoise Coast Visitor Centre
Date Registered:	1/11/16 (as run by the Shire of Dandaragan)
Business Structure:	Visitor Centre managed and operated by a manager, under the Shire of Dandaragan
Licences & Permits:	Australian Tourism Accreditation Program Accredited Visitor Centre
Business Location:	67 Bashford St, Jurien Bay WA 6516

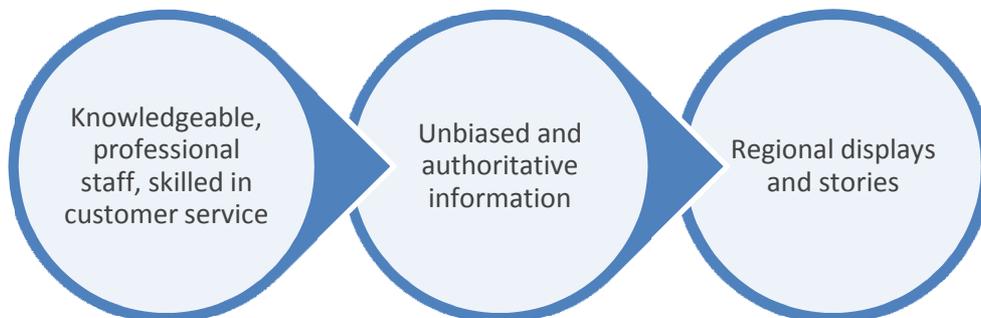
2. The Business

Business Details

The primary role of the Visitor Centre is to provide visitors with insights into the region and distribute information regarding tourist product. The most common motivators for stopping at a Visitor Centre are to access information on attractions, obtain maps or find information on activities (Austrade, 2015).

The three main features that visitors look for in a Visitor Centre are:

Figure 1 – Visitor Centre Features



Tour and accommodation bookings are also features that visitors consider, however they are secondary to the three main objectives. As such, priority should always be given to visitor servicing over income generation (Haeberlin, 2014). The opportunity to capture income generation should be considered as a supplementary activity.

Business Model

The Turquoise Coast Visitor Centre is a mid-level centre when considering the framework developed by Haeberlin Consulting (2014). The report, endorsed by Tourism Western Australia, recommends

Visitor Centres of this size with moderate funding prioritise services to be most effective. The prioritisation of services for the Turquoise Coast Visitor Centre is visitor servicing.

Consideration should be given to the additional benefits the Visitor Centre can bring to the local economy by offering a high standard of customer service. Outcomes for the Visitor Centre include increasing the length of stay and encouraging spending in the region which can increase the economic benefit to the region.

The recommended staffing for the Visitor Centre is a full time manager, a full-time tourism and library officer and a number of volunteers. The time and money spent training and investing in this team is moderate, but will increase customer service levels significantly.

The Visitor Centre will act as a hub for the region, providing information, services and bookings across Badgingarra, Cervantes, Dandaragan, and Jurien Bay. As a fully resourced and accredited Visitor Centre through both the Tourism Council of WA and Tourism WA, the Turquoise Coast Visitor Centre is the sole accredited Visitor Centre for the Shire in its entirety with the other main centres in the Shire able to defer to this accredited Visitor Centre to leverage information and promotion from it. The Visitor Centre will also create an annual Holiday Planner, sell souvenirs and create a membership base. The membership base can galvanise the local business community to create a more tourism focused town. This will improve the visitor experience and encourage higher spend, longer stay and repeat visitation also resulting in an increase in economic benefit to the local community.

The Visitor Centre will be responsible for signage in and around Jurien Bay and further membership branding opportunities. Opportunities exist to develop an in-centre experience via technology including an interactive Smart Board, a 24-hour access panel, and an iPad. It is recommended that the floorplan of the Visitor Centre be modified to improve accessibility and foot flow potentially increasing retail sales and providing sub-let opportunities for the space currently occupied by the community library.

3. Organisation Chart and Management Structure

The recommended organisational chart (Figure 2) for the Visitor Centre gives operational and staffing responsibilities to the Manager. The position would report directly to the Shire and provide strategic direction and long-term support.

Figure 2 – Turquoise Coast Visitor Centre Organisation Structure



The volunteers provide crucial assistance with visitor servicing. Staffing of the Visitor Centre shall have a lean structure, where the Manager and staff are supported by a key group of informed and trained volunteers. The role of the Manager is to conduct and oversee the day to day operations, with the tourism and library officer providing a greater focus on customer service, member relations and general admin duties.

4. Governance Structure – Not-for-Profit Association

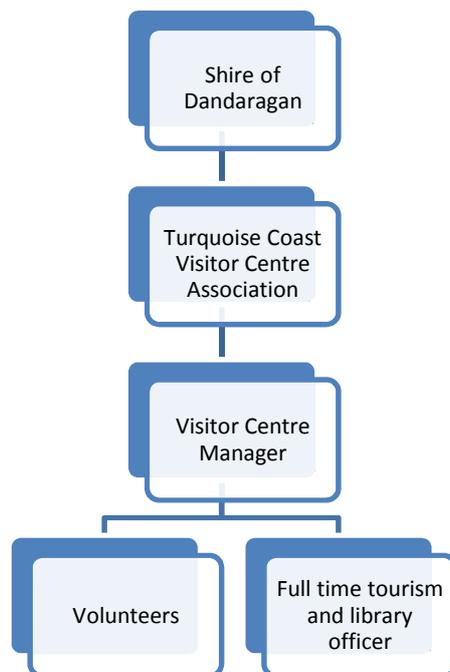
A recommended governance structure incorporates the institution of an Association commencing 1 January 2018. The Association can be implemented through the formation of a Not-for-Profit Incorporated Association in the state of Western Australia, and conduct duties and obligations arising from the Associations Incorporation Act 2015 through the Government of Western Australia. The suggested name for the Association is the Turquoise Coast Visitor Centre Association. In accordance with the Act, the Association shall comprise of committee members who shall have the power to manage the affairs of the Association. The committee members shall consist of the office holders of the Association – the chairperson, deputy chairperson, secretary and treasurer - and at least one ordinary committee member. The inaugural meeting can determine the maximum number of ordinary members. However, typically a Board of similar nature would comprise of 8 to 10 people including the Manager of the Visitor Centre and the Shire representative. In order to gain a broad range of skills, expertise and backgrounds for the Association, it is recommended the following industries be considered for membership:

- Shire of Dandaragan – Council Member,
- Wheatbelt Development Commission,
- Tourism industry,
- Department of Parks and Wildlife,
- Food and beverage industry whose produce is sold locally to tourists,
- Retail industry whose products are sold locally to tourists.

The purpose of a Shire of Dandaragan Council Member being retained as a member of the Association is to report the activities of the Association at Shire Council meetings as and when required and ensure the Visitor Centre is meeting performance indicators required by the Shire. The Association also provides an additional support network where short, medium and long term strategy can be developed for the sustainability of the Visitor Centre in consultation with the Visitor Centre and Shire representatives. It should be noted that the members of the Association shall not be involved in the day to day management or operations of the business.

It is recommended board meetings be held monthly, however allow for off peak season’s and members’ absence over holiday periods. The number of meetings can be determined in the inaugural meeting. Meeting agendas and minutes should be recorded and kept on file. This level of governance will ensure the Shire manage the direction of the centre, and involve the local community. Figure 3 provides an organisational structure for the inclusion of the Association board. Appendix 1 provides details on the procedure for registering an incorporated association. Appendix 2 details the steps in applying for incorporation. Appendix 3 provides Model Rules.

Figure 3 – Governance Structure Including Not-for-Profit Association



5. Key Personnel

The centre will operate on a small team. This will be overseen by the Economic Development Coordinator in the first year of operation, then managed by the Visitor Centre Manager and supported by the Full-time Tourism and library officer and volunteers.

Table 1 – Key Personnel Roles and Responsibilities

Job Title	Name	Expected Staff Turnover	Contract	Roles/Responsibility
Economic Development Coordinator	Alison Slys	3-4 years	Full time	Strategic planning, focus on economic benefit, focus on 5 year plan, assist with overall direction of Visitor Centre
Visitor Centre Manager	TBC	2-3 years	Full time	Operational running of Visitor Centre, HR management, training, customer service, financials and member management
Tourism and Library Officer	TBC	1-2 years	Full-time	Customer service, member relationships, general admin
Volunteers	TBC	1-2 years	Casual	Customer service and general admin

Recruitment Options

The Shire of Dandaragan has a recruitment policy and procedure which can be applied when recruiting staff and volunteers for the Visitor Centre. A number of advertising options are available for the recruitment of staff, including advertising locally in the Craytales, on the Shire website, and local print media.

For the level of skill, expertise and experience required for the position of Visitor Centre Manager, it is recommended the role is advertised online through www.seek.com.au which would provide a cost effective method and expand the opportunity to a larger audience. The job description should be developed with the Human Resource (HR) department of the Shire to cover all operational aspects of the role. Interviews should also be undertaken by the Coordinator and the HR department of the Shire.

It is recommended that an annual salary commence at \$60,000 and as the business is developed and key performance indicators are met, a range of \$70,000 - \$80,000 be considered.

Key performance indicators should be set for the Manager upon recruitment and included in the job description. These will not only form the basis of the role, but also the basis for the monthly reporting to the Shire. Standard KPI's for the Visitor Centre Manager include, but are not limited to:

- Offering a high level of customer service to all visitors,
- Maintaining clean and welcoming Visitor Centre,
- Growing visitor numbers and enquires via phone and email,
- Increasing visits to the website and ensure information is relevant and up to date,

- Growing social media presence and engagement,
- Maintaining all accreditations and legal requirements,
- Promoting Jurien Bay as a destination,
- Creation of the annual Holiday Planner,
- Creation and maintenance of an active and participating membership base,
- Managing the annual budget,
- Creating a marketing plan for the centre,
- Effective management of team, maintaining training and reviews,
- Continual reviewing of and growing the merchandise on offer in the centre.

The reporting framework should include:

- An itemised monthly financial report, demonstrating the breakdown of visitor servicing costs, membership servicing costs, booking commissions costs, and income and retail profits,
- Performance of existing revenue streams,
- A progress report on opportunities to implement further revenue streams,
- Review of the forthcoming month's budget and activities,
- Copies of any Board meeting minutes.

The Visitor Centre should also track and report on other key service indicators focusing on customer service and management as outlined in Table 2:

Table 2 – Key Service Indicators

Key Service Indicator	Purpose	Strategic Priorities of the Shire
Maintenance of Tourism Council WA accreditation status.	To allow the Visitor Centre to trade as a booking agency and tourism operator.	The Visitor Centre must satisfy a number of strict requirements to maintain accreditation. The Shire can therefore be assured that the Visitor Centre is maintaining high standards of service.
Actual operating hours and number of staff per shift.	To ensure that the Visitor Centre is open seven days per week at agreed hours, with adequate staff to provide a high standard of service.	That visitors and members of the community have access to an information and advice centre, seven days per week, providing a high standard of service.
Number and type of walk-in customers.	To gauge the number of people who access the centre and to ascertain the proportion of local, intrastate, interstate and international customers.	That the Visitor Centre is located in an area easily accessible to visitors and the community; that Jurien Bay and the Turquoise Coast are promoted as a destination for domestic and international visitors.
Number and type of phone call queries.	To gauge the number of people who phone the centre	That Jurien Bay and the Turquoise Coast are promoted as a destination for

	and to ascertain the proportion of local, intrastate, interstate and international customers.	domestic and international visitors.
Number of website visitors/queries.	To gauge the number of people who use the website to contact the Visitor Centre and/or to learn more about Jurien Bay.	That Jurien Bay and the Turquoise Coast are promoted as a destination for domestic and international visitors.
Customer satisfaction.	The Visitor Centre will be required to seek feedback from customers on their level of satisfaction on a regular basis. An average of 50 customer service surveys should be completed each month.	That visitors and members of the community receive a high level of service.
Appraisal of staff/volunteers' performance.	The Visitor Centre Manager will be required to appraise staff and volunteers performance on a regular basis.	That visitors and members of the community receive a high level of service.
Training provided to staff/volunteers.	The Visitor Centre will be required to provide training to staff on customer service.	That visitors and members of the community receive a high level of service.

Training Programs

The Visitor Centre Manager should be experienced in tourism and management. However a cost for ongoing training should be included in the annual budget. The full-time tourism and library officer shall be transferring from an existing role within the Shire. It is recommended to provide tourism focussed training once in the role.

A number of businesses and associations provide training courses, including the Small Business Development Corporation, Regional Development Australia, and Development Commissions, however not all courses are specifically tourism focussed. The Tourism Council of Western Australia provides a range of cost effective, tourism focused training sessions for accredited members. The training sessions outlined in Table 3 are recommended.

Table 3 – Training Programs

Role	Training
Visitor Centre Manager	<ul style="list-style-type: none"> • Tourism BOOST (if never attended before) • Customer service WAy (if never attended before) • Marketing with strategy • Attend annual Tourism Conference • China Ready
Full-time Library and Tourism Officer	<ul style="list-style-type: none"> • Customer service WAy • Tourism BOOST

Participation in in-house training provided by the Shire of Dandaragan or through the Jurien Bay Chamber of Commerce and Industry should be considered as part of continuous training and professional development for all staff.

Other opportunities for ongoing training include:

Online Training

Continuous training in the online environment will be provided to all Visitor Centre staff and volunteers. This can be documented in their annual staff appraisal.

Familiarisation Tours

Staff and volunteers shall be required to attend a number of familiarisation tours in the Shire of Dandaragan and surrounding areas to remain informed on tourism product and knowledge of the region.

Information Sessions

Staff and volunteers shall be required to attend information sessions conducted by the Shire of Dandaragan or Visitor Centre to ensure all staff is informed on any changes that have occurred within the Visitor Centre.

Online and Counter Sales

External training may be required from time to time to ensure these skills remain relevant and current in a changing environment.

6. Products and Services

The Visitor Centre's primary objective will be customer service. Additionally, the centre will also have a number of complementary activities which will help promote the destination, and bring a small amount of revenue into the Visitor Centre.

The role of visitor servicing is the primary role of the Visitor Centre, with other products and services such as merchandising, bookings, promotional materials, online promotions and social media providing secondary roles and services as outlined in Table 4:

Table 4 – Product/Service Description

Level of Role	Product/Service	Description
Primary	Visitor servicing/ customer service	Provide customer service to all tourists and locals, encouraging people to do more and stay in town longer. Promote Jurien Bay and surrounding areas, acting as a hub for the Shire of Dandaragan
Secondary	Merchandise	Sell locally made products or products that reflect the brand of the Turquoise Coast from across WA
Secondary	Bookings	Make bookings for local attractions, accommodation and tours
Secondary	Promotional materials	Promote the Turquoise Coast to encourage more visitors to the region
Secondary	Online promotions/ social media	Promote the Turquoise Coast to encourage more visitors to the region, create online community and work with regional and state tourism organisations to create engaging online content

7. SWOT Analysis

When considering the long term sustainability of the business, an analysis of the positive/negative, internal/external factors are considered. The criteria of strengths, weaknesses, opportunities and threats (SWOT) of the Turquoise Coast Visitor Centre were analysed and provided in Figure 4. Table 5 provides a summary of the weaknesses as outlined in the SWOT Analysis and identifies strategies to minimise/overcome these, with Table 6 providing a summary of the threats and the associated strategies to minimise/overcome.

Figure 4 – SWOT Analysis



Weaknesses and Strategies to Minimise/Overcome

Table 5 – Weaknesses and Strategies to Minimise/Overcome

Weakness	Strategy to Minimise/Overcome
Little buy-in from local community	Continue to communicate with the local community providing information on how the Visitor Centre can increase sales in their business
New venture for Shire	To set achievable short and medium term goals; seek support through the Tourism Council of WA
Small team relying on volunteers	Ensure support from the Shire with strategies are implemented to ensure all peak days/times are covered
Lack of local businesses collaborating with the Visitor Centre	Develop a membership program providing a summary of benefits to the members; hold an event to introduce the new team at the Visitor Centre, and provide an overview of how the Visitor Centre can work with local businesses
Unreliable operating hours over weekends and public holidays	Implement strategies to ensure all peak days/times are covered and the Visitor Centre is open
Potential bookings not being captured by the Visitor Centre due to low levels of partnerships	Include as a benefit for members in the membership program; implement Bookeasy system providing local businesses with a booking framework

Threats and Strategies to Minimise/Overcome

Table 6 – Threats and Strategies to Minimise/Overcome

Threat	Strategy to Minimise/Overcome
Budget constraints for Visitor Centre Manager salary	Investigate ways to source funding to ensure the Visitor Centre Manager is highly skilled and experienced, and able to drive growth in all areas of the business
Other towns being alienated by Jurien Bay being the main visitor servicing hub	Communicate and collaborate with towns and Shires to ensure that all have the same objective and outcome – to provide a high level of customer service and product knowledge resulting in visitors staying longer in the region
Poor customer service	Implement a training program for all staff and volunteers
Visitor Centre not staffed during peak season or high traffic hours/days	Ensure all peak days and times are rostered with either staff or volunteers
Limited knowledge of some areas	Conduct survey on staff and volunteers for product knowledge resulting in familiarisation tours where knowledge is limited

8. Market Position

Current Market Demand

There were approximately 850,000 visitors to Australia’s Coral Coast in 2015 providing an economic benefit to the region of \$552M (Figure 5). A large proportion (87%) of these visitors were from intrastate (Figure 6) and self-driving through the region making Jurien Bay a natural stopping point in terms of distance from Perth (approx. 200 km’s), recommended stopping time (approx. 2 – 3 hours of driving) and the street appeal of Jurien Bay.

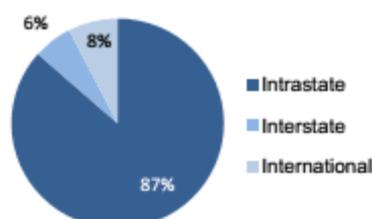
Figure 5 – Australia’s Coral Coast Visitor Summary, Year Ending December 2015

	Spend \$ million	Visitors '000	Nights '000	Avg Stay Nights	Avg trip spend \$	Avg nightly spend \$
Intrastate Overnight	370	744	3,418	4.6	497	108
Interstate Overnight	28	42	356	8.5	667	79
International Overnight	75	70	962	13.7	1,071	78
Intrastate Daytrips	79	1,132	n/a	n/a	70	n/a
TOTAL	552					

	YE Dec 2014	YE Dec 2015	% Change YE Dec 2015 – YE Dec 2014
Total			
Visitors	874,200	856,300	-2.0%
Nights	4,944,000	4,736,500	-4.2%
Domestic Total			
Visitors	814,000	786,000	-3.4%
Nights	4,070,000	3,774,000	-7.3%
Intrastate			
Visitors	753,000	744,000	-1.2%
Nights	3,642,000	3,418,000	-6.2%
Interstate			
Visitors	62,000	42,000	-32.3%
Nights	428,000	356,000	-16.8%
International			
Visitors	60,200	70,300	16.9%
Nights	874,000	962,500	10.1%

Source: Australia’s Coral Coast Overnight Visitor Fact Sheet 2014/2015, Tourism Research Australia, 2015.

Figure 6 – Source of Overnight Visitors to Australia’s Coral Coast



Source: Australia’s Coral Coast Overnight Visitor Fact Sheet 2014/2015, Tourism Research Australia, 2015.

Tourism Research Australia provides a local government area profile for the calendar year 2014 for the Shire of Dandaragan. Further refinement of data specific for Jurien Bay is not available.

Key Tourism Metrics for Shire of Dandaragan

Table 7 – Key Tourism Metrics for Shire of Dandaragan

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	16	119	92	227
Nights ('000)	37	320	-	357
Average stay (nights)	2	3	-	3
Spend (\$m)	3	37	9	49
Average spend per trip (\$)	199	314	95	216
Average spend per night (\$)	86	116	-	112
Average spend (commercial accommodation) per night (\$)	121	156	-	152

Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.

During the 2014 calendar year, 227,000 tourists visited the Shire of Dandaragan staying a total of 357,000 nights with an average length of stay of 3 nights providing an economic benefit to the Shire of \$49M. Domestic overnight travellers were the highest revenue generating market at \$314 average spend per trip or \$116 average spend per night. This was followed by the international market at \$199 average spend per trip or \$86 average spend per night. Domestic day travellers provided an economic benefit to the Shire of \$95 average spend per trip.

Top International Markets

Table 8 – Top International Markets

Country of Residence	Visitors ('000)	Nights ('000)
Germany	4	6
United Kingdom	3	7
New Zealand	np	np

Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.

The top two international markets were Germany providing 4,000 visitors for a total of 6,000 nights, and the United Kingdom providing 3,000 visitors for a total of 7,000.

Walk in numbers to the Visitor Centre have been recorded for the period July 2015 until March 2016 (Table 9).

Table 9 – Turquoise Coast Visitor Centre Walk-In Numbers

Quarter	Weekdays	Weekends	Total
Jul-Sep 15	3,035	191	3,226
Oct-Dec 15	2,899	584	3,483
Jan-Mar 16	3,104	623	3,727
Total	9,038	1,398	10,436

Source: Shire of Dandaragan, 2016

The Visitor Centre has potential to become a hub of information for the broader Turquoise Coast region. The centre is located in a prime position on the main road in Jurien Bay, with the added benefit of a new building facility and allocated funding from the Shire. Nearby smaller towns and localities have limited space and resources providing the Turquoise Coast Visitor Centre the opportunity of establishing itself as the servicing hub for the region.

The Department of Parks and Wildlife records visitor numbers to Nambung National Park and Lesueur National Park. The Nambung National Park houses the famous Pinnacles and has a strong marketing presence both nationally and internationally.

For the 2015/16 period, there were 351,856 visitors to Nambung National Park which reflects the numbers of day visitors to the destination through both self-drive and coach tours. The number of visitors to the Lesueur National Park was 16,788 which would indicate that only those visiting Jurien Bay as a destination would visit this Park.

The destination of Jurien Bay is only a 30 minute drive further north from Nambung National Park, however Jurien Bay receives only approx. 65% of visitors. This provides an opportunity for the Visitor Centre to leverage its marketing with the Department of Parks and Wildlife for visitors to the Park to extend their trip to Jurien Bay. This extension of marketing could include coach tours providing lunch in Jurien Bay as an alternative, or include a 2 day option with day 1 at the Pinnacles, overnight in Jurien Bay, and Skydive and further explore Jurien and surrounding areas on day 2.

Visitor Destination Comparative Statistics

While the Visitor Centre presents a new opportunity for the Shire of Dandaragan, it is considered in its infancy. To consider the potential number of visitors to the region, a comparison of four Shires was conducted, each within approx. a 3 hour driving range from Perth and coastal in location. These Shires include Lancelin, Bunbury, Busselton, Augusta-Margaret River. Comparative statistics for Kalbarri are also included as the destination is considered a key competitive Visitor Centre.

Table 10 – Key Tourism Metrics, Shire of Gingin

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	6	110	261	377
Nights ('000)	66	256	-	322
Average stay (nights)	11	2	-	3
Spend (\$m)	4	23	17	44
Average spend per trip (\$)	604	204	64	117
Average spend per night (\$)	57	88	-	84
Average spend (commercial accommodation) per night (\$)	65	109	-	97

Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.

The primary location for tourists to visit in the Shire of Gingin is Lancelin. During 2014, there were 377,000 visitors to the Shire recording 322,000 room nights and providing an economic benefit of \$44m.

Table 11 – Key Tourism Metrics, Shire of Bunbury

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	20	262	862	1,144
Nights ('000)	355	632	-	987
Average stay (nights)	18	2	-	4
Spend (\$m)	21	88	117	226
Average spend per trip (\$)	1,065	334	128	198
Average spend per night (\$)	59	139	-	110
Average spend (commercial accommodation) per night (\$)	84	210	-	158

Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.

While the Shire of Bunbury is a more mature market and Visitor Centre, the tourism numbers are indicative of and reflect a Shire which provides a number of activities for tourists, a well-structured and equipped Visitor Centre, and is also on a major highway approx. 2 hours from Perth. With over 1.1 million tourists in 2014 providing an economic benefit of \$226m to the Shire, approx. 75% of visitors were domestic day visitors. International tourists are staying an average of 18 nights in Bunbury reflecting a consideration that Bunbury is a base for exploring the wider south-west region.

Table 12 – Key Tourism Metrics, Shire of Busselton

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	32	608	536	1,176
Nights ('000)	230	2,038	-	2,268
Average stay (nights)	7	3	-	4
Spend (\$m)	19	342	64	425
Average spend per trip (\$)	605	562	113	361
Average spend per night (\$)	84	168	-	159
Average spend (commercial accommodation) per night (\$)	107	208	-	197

Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.

The Shire of Busselton is again a more mature market providing a range of activities for visitors to the Shire. The Shire of Busselton also markets itself with Augusta-Margaret River which provides a broader marketing range which is reflected in the number of domestic overnight and international tourists. Although only ½ hour's drive further south from Bunbury, the number of Domestic Day visitors to Busselton has reduced by approx. 45% to 536,000 while the number of domestic overnight visitors has more than doubled to 608,000. The number of international visitors has increased to 32,000 however their average length of stay has decreased to 7 nights.

Table 13 – Key Tourism Metrics, Shire of Augusta-Margaret River

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	59	394	298	751
Nights ('000)	363	1,240	-	1,603
Average stay (nights)	6	3	-	4
Spend (\$m)	30	212	40	282
Average spend per trip (\$)	503	539	129	375
Average spend per night (\$)	82	171	-	151
Average spend (commercial accommodation) per night (\$)	93	212	-	182

Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.

The Shire of Augusta-Margaret River located approx. 3 hours from Perth is a mature coastal destination with the benefit of a wine and produce region. The high numbers of international visitors

(59,000) reflects the level of international marketing conducted by Australia's South West and Tourism WA to the key markets of UK/Europe and Asia.

Table 14 – Key Tourism Metrics, Shire of Northampton

	Internatioal	Domestic Overnight	Domestic Day	Total
Visitors ('000)	22	122	57	201
Nights ('000)	62	560	-	622
Average stay (nights)	3	5	-	4
Spend (\$m)	6	78	4	88
Average spend per trip (\$)	275	640	65	438
Average spend per night (\$)	98	139	-	135
Average spend (commercial accommodation) per night (\$)	113	138	-	135

Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.

The Shire of Northampton includes the key tourist destination of Kalbarri located approx. 580kms and a 6 – 7 hour drive north of Perth. Kalbarri also presents a mature coastal market with a strong domestic overnight visitation (122,000) from 201,000 visitors to the Shire in 2014.

Table 15 - Summary of Statistics

Shire/Locality	Key Tourist Destination	Visitor Numbers
Shire of Dandaragan	Jurien Bay	227,000
Shire of Gingin	Lancelin	377,000
Shire of Bunbury	Bunbury	1,144,000
Shire of Busselton	Busselton	1,176.00
Shire of Augusta-Margaret River	Margaret River	751,000
Shire of Northampton	Kalbarri	201,000

Table 15 provides a summary of the visitor numbers for Jurien Bay compared to the key shires and tourist destinations of Lancelin, Bunbury, Busselton, Margaret-River and Kalbarri. Jurien Bay has limited national or international marketing provided by either Australia's Coral Coast or Tourism WA and predominantly relies on the local/intra-state market. Bunbury, Busselton and Margaret River have a strong marketing presence both nationally and internationally and are considered hero destinations in attracting tourism to the state. Kalbarri relies on a predominantly domestic drive

market, however it can be noted that the further the distance the destination from Perth, the number of visitors reduces.

Value to Customer

Research by Tourism Research Australia (2016) into the value of Visitor Centres in Western Australia revealed there is a modest positive impact on the length of stay and spend for Visitor Centre users, particularly in more remote regional locations (Table 10).

Visitor Centres provide an immediate financial contribution in their local area, and more broadly enhance the quality of visitor experiences and encourage future advocacy by visitors to the region. Tourists value the presence of Visitor Centres and the contribution they make to their visitor experience:

- Nearly all users of Visitor Centres (95%) reported that the Visitor Centre was an important part of their overall visitor experience.
- The majority of users of Visitor Centres (87%) said they knew more about things to see and do in the location as a result of their stop.
- More than eight in ten (84%) indicated that the Visitor Centre had a positive influence on how they viewed the location.
- Almost three-quarters (74%) heard about an activity through their Visitor Centre stop, while 70% organised to participate in an activity while at the Visitor Centre.
- Respondents who stopped at a Visitor Centre were more likely than non-users of these facilities to have visited national and state parks (36% compared with 26%); heritage buildings or sites (30% compared with 23%); museums and art galleries (24% compared with 16%); and/or undertaken an organised tour (20% compared with 12%) in the area visited.

Overall, 13% of those who used a Visitor Centre extended their stay in a location as a result. The survey also found the amount of expenditure directly attributed to their Visitor Centre stop was 11% in the Coral Coast region.

Table 16 – Spend Attributed to Visitor Centres per Region, Western Australia

	SPEND ATTRIBUTED TO VISITOR CENTRE	SPEND NOT ATTRIBUTED TO VISITOR CENTRE	TOTAL SPEND	SHARE OF TOTAL SPEND ATTRIBUTED TO VISITOR CENTRE
All WA visitor centre users ^(a)	\$18.57	\$108.22	\$126.78	15%
Experience Perth	\$37.77	\$60.36	\$98.13	38%
North West	\$36.54	\$118.03	\$154.58	24%
South West	\$18.40	\$105.69	\$124.10	15%
Coral Coast	\$14.17	\$117.57	\$131.74	11%
Golden Outback	\$13.81	\$127.03	\$140.85	10%

(a) Results for all WA visitor centres are an indicative measure, based on averaging of responses across the five regions. This means that the data has not been weighted to reflect actual visitor centre numbers by region.

Source: *The Influence of Western Australian Visitor Centres on Tourist Behaviour, Tourism Research Australia, 2015.*

Growth Potential

It is recommended that the basic role of the Visitor Centre in the first two years should be predominantly visitor servicing, followed by establishing a membership base. Once this is established and operating, the centre can increase its role offering the following services:

- Membership networking events,
- Bookings for entire region,
- Package creation from Perth,
- Acting as local tourism organisation.

These four services should be considered as a medium term plan – 2 to 5 years.

9. Your Customers

Customer Demographics

Given its close proximity to Perth, self-drive visitors are a natural target market for the Turquoise Coast region. This market can be further segmented into the following target groups:

Day Trippers

Visitors drive to the region from Perth, Geraldton or towns between the two cities. They are often visiting for a specific purpose or attraction such as the Pinnacles, fishing, skydiving or wildflowers. Structured tours are also common options for day trips with bus services leaving from and returning to Perth and Geraldton daily.

Weekend Getaway

Being uniquely positioned along a pristine coastline and only two hours from Perth opens the Turquoise Coast region to weekend escapes from the city. Families looking for a coastal getaway or visitors with specific interests such as fishing, boating, sandboarding, camping or adventure tourism pursuits are the main categories of visitor in this market.

Families

The Turquoise Coast is renowned for its laid back and relaxed feel, so it's a natural destination choice for families. Its proximity to Perth and Geraldton also make it an easy destination to drive to, eliminating the need for flights or accommodation.

Coastal and Aquatic Fans

The Turquoise Coast is home to a pristine coastline and is the perfect getaway for those looking to enjoy fishing, boating, stand up paddle boarding, swimming and snorkelling.

Caravan and Camping

As a predominantly self-drive destination, many visitors will be staying in caravan parks and camp sites. Whilst this market may not contribute substantially to the accommodation market, they do spend on incidental items whilst in the region.

Customer Goals and Actions

Table 17 – Customer Goals and Actions

Target Market	Goal	Action for Visitor Centre
Day tripper	To increase spend and encourage them to become overnight visitors	To offer advice and fully demonstrate the range of activities in the region to encourage longer stay. Pre visit: Website and social media On arrival: In Visitor Centre, customer service and through signage
Weekend getaway	Extending stay and encouraging visits during shoulder season / off peak season	To offer advice and fully demonstrate the range of activities in the region to encourage longer stay. To promote activities in the colder months/create special deals with members. Pre visit: Website and social media On arrival: In Visitor Centre, customer service and through signage
Families	Increase visitor numbers	To offer advice and fully demonstrate the range of activities in the region to encourage longer stay. To promote activities for families including fishing, boating, pristine beaches, cafes and walk/cycle paths. Pre visit: Website and social media On arrival: In Visitor Centre, customer service and through signage
Coastal and aquatic fans	Increase visitor numbers and extend stay	To offer advice and fully demonstrate the range of aquatic activities in the region to

		<p>encourage longer stay.</p> <p>To promote aquatic offering thoroughly, encourage hire of water sports equipment etc.</p> <p>Work with RTO and STO to promote Jurien Bay as a coastal destination of choice.</p> <p>Pre visit: Website and social media</p> <p>On arrival: In Visitor Centre, customer service and through signage</p>
Caravan and camping	Increase spend and extend stay	<p>To offer advice and fully demonstrate the range of camping and caravanning locations in the region to encourage longer stay.</p> <p>To promote caravan parks, free camping zones, picnic locations and dump points to customers.</p> <p>Promote the upgrade of caravan parks.</p> <p>Work with members to produce specials in off peak season.</p> <p>Pre visit: Website and social media</p> <p>On arrival: In Visitor Centre, customer service and through signage</p>

Unique Selling Position

The Visitor Centre will offer dedicated customer service to tourists, become a central point for local businesses wanting to enhance their tourism credentials and become an additional sales channel for local businesses through its merchandise and bookings program.

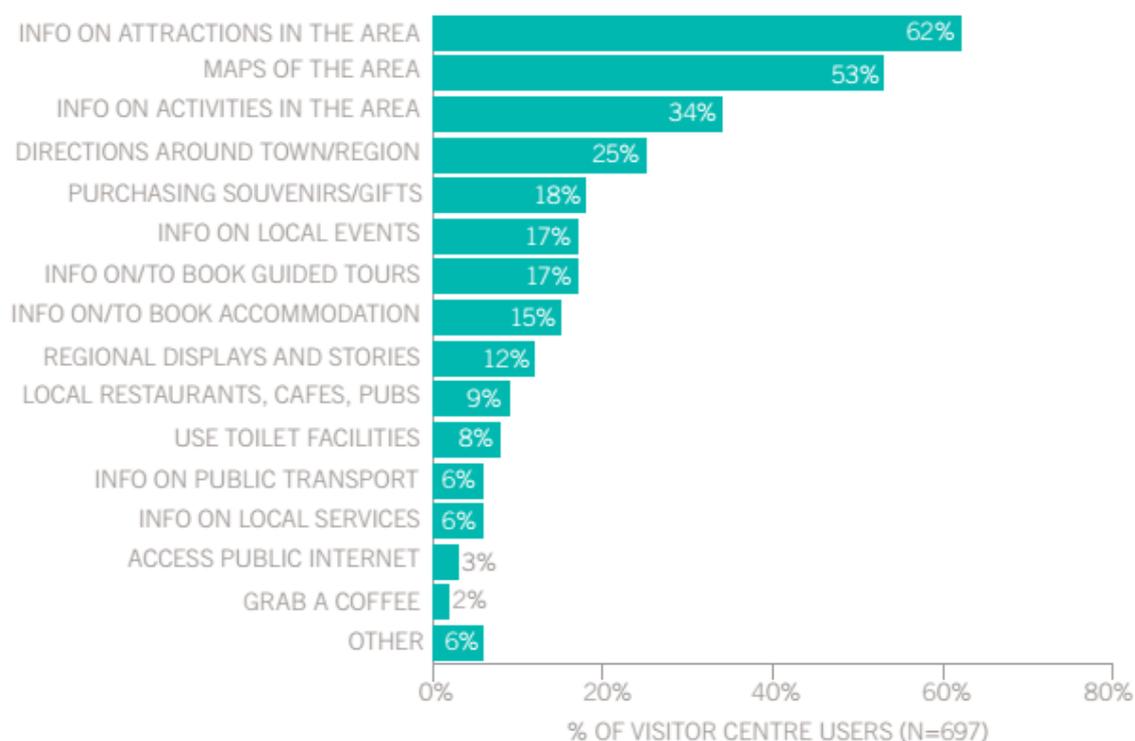
Future Demand

Tourism to the region is expected to increase in the coming years primarily due to the redevelopment of Jurien Bay Boat Harbour, an extension of a cycle trail from Jurien Bay to Cervantes and upgrades to Mid-West campgrounds. These improvements and focus from the State Government will result in additional visitors to Jurien Bay, and an increasingly greater demand for a well serviced and professional Visitor Centre (Government of Western Australia, 2016).

An opportunity exists to increase length of stay in the region through a well-equipped Visitor Centre which offers exceptional customer service. Many of these travellers do not have a deadline or an end point to their trip; they are just looking for things to do. By taking the time to consider the customer’s needs and offering a range of options to meet the market, there is an opportunity to lengthen stay in the Shire of Dandaragan.

For those tourists utilising the services of a Visitor Centre, the most common motivators for stopping include accessing information on attractions, obtaining maps of the area, information on activities in the area, and directions around the town/region (Figure 7).

Figure 7 – Reasons to Visit a Visitor Centre



Source: The Influence of Western Australian Visitor Centres on Tourist Behaviour, Tourism Research Australia, 2015.

10. Engagement Strategies

The Visitor Centre has the potential to be the hub for Jurien Bay and to unite the Shire and local business with one tourism vision. For this to be accomplished, the Visitor Centre Manager and Economic Development Coordinator must consider engagement strategies with both the community and the Shire. Tourism is a predominant industry in Jurien Bay with many people already motivated and positive - there is an authentic opportunity for the centre to become the central point for everyone.

Local Engagement Strategy

As tourism is considered one of the key economic drivers for the Shire (Shire of Dandaragan, 2016), much of the local business community is already pro-tourism and understands its benefit to the local economy. The building facility is an ideal hub where meetings can be held and space hired. This would encourage business owners to come into the centre and build a relationship with the Manager, staff and volunteers.

The Visitor Centre is the front line for servicing tourists, offering an insight into tourism for local business. It is recommended for the Visitor Centre to engage with the local community (Table 12):

Table 18 – Local Engagement Strategy

Action	Outcome
Hold monthly tourism meetings at the Visitor Centre	Encourage collaboration and build membership base
Offer meeting room to members of the Visitor Centre	Encourage visitation to the Visitor Centre, offer an additional benefit and build on relationship with Visitor Centre team
Creation of annual Holiday Planner	Additional membership benefit, also offering a collaborative marketing tool for all local business
Share tourism news, statistics and information via a newsletter	Information sharing
Distribute news about training and opportunities with Australia's Coral Coast, Tourism WA and Tourism Council of WA	Information sharing
Informal visits to local businesses to share news and keep in touch	Relationship building
Creation of weekly What's On itineraries in the centre featuring all local businesses	Promotion and relationship building
Creation of contact logs	Relationship building and lead up to membership

Shire Engagement Strategy

At the Council meeting held on 25 August 2016, the Shire of Dandaragan agreed that it would assume the operation of the Visitor Centre. To maintain this enthusiasm and support, it is recommended that a clear procedure for reporting is established. If Councillors and key decision makers are kept informed, they are likely to feel involved and supportive of the Visitor Centre. Table 13 outlines activities to engage with the key personnel from the Shire of Dandaragan:

Table 19 – Shire Engagement Strategy

Activity	Delivery	Frequency
Visitor Centre Manager to create report detailing visitor numbers, sales, bookings, key achievements and marketing coverage	Manager to send to Economic Development Coordinator and then shared with Shire	Monthly
Meeting to discuss operations and key achievements/issues	Manager and Economic Development Coordinator	Monthly
Presentation detailing visitor numbers, sales, bookings, key achievements and marketing coverage and forthcoming quarterly activities	Manager to present to Economic Development Coordinator and Shire	Every three months
Report to be created detailing visitor numbers, sales, bookings, key achievements and marketing coverage. To be benchmarked year on year. Recommendations for growth to be compiled.	Manager to send to Economic Development Coordinator and then shared with Shire	Annually
Industry presentation from TCWA	Training to be combined with an afterhours drinks where the Shire can meet industry advisors and get an overview of the current trends	Annually

11. Insurance

Workers Compensation:

Policy Number: 000586
 Insurer: LGISWA Scheme
 Expiry: 30 June 2017
 Contact: Ms Candy Choo

Public Liability Insurance:

Policy Number: 000026
 Insurer: LGISWA Scheme
 Expiry: 30 June 2017
 Contact: Mr Udam Wickramaratne

Personal Accident Insurance:

Policy Number: 007483
 Insurer: LGISWA Scheme
 Expiry: 30 June 2017
 Contact: Mr Andrew Greig

All insurance policies are held by the Shire of Dandaragan which includes coverage for the Turquoise Coast Visitor Centre.

12. Risk Management

It is the policy of the Turquoise Coast Visitor Centre to achieve best practice in the management of all risks that may affect the Centre, its customers, people, assets, functions, objectives, operations or members of the public. Risk Management will form part of the strategic, operational, project and management responsibilities of the Visitor Centre.

Every employee within the Visitor Centre is recognised as having a role in risk management from the identification of risks to implementing risk treatments and shall be invited and encouraged to participate in the process.

Identified potential risks are outlined in Table 16 – Risk Schedule of this plan. They are categorised through Table 14 - Measures of Consequence from Insignificant (1) to Extreme (5) as well as Table 15 - Measures of Likelihood from Rare (1) to Almost Certain (5). All identified risks will be assessed using these scales and then appropriate Table 17 - Treatment Plans will be applied.

The Shire of Dandaragan will work together with its stakeholders, particularly the Turquoise Coast Visitor Centre, to ensure that this Risk Management Plan is maintained and implemented appropriately in the new Visitor Centre.

Measures of Consequence

Table 20 – Measures of Consequence

Level	Description	Finance	Health	Reputation	Operations	Environment
1	Insignificant	Less than \$1,000	No injuries	Unsubstantiated, low impact, low profile, minor complaint	Little impact – objectives still achieved with minimum extra cost or inconvenience	Little impact
2	Low	\$1,000 to \$10,000	First aid treatment	Heightened concern by community, several complaints	Inconvenient delays – partial achievement of objectives with some compensating action taken	Minor damage or contamination
3	Medium	\$10,000 to \$50,000	Medical treatment	Unsubstantiated, local news profile	Significant delays to major deliverables – additional costs required and / or time delays to achieve objectives. Adverse impacts on KPI's and targets	Environmental damage requiring restitution or internal clean-up
4	High	\$50,000 to \$150,000	Death or extensive injuries	Substantiated, coverage in local or state media, third party action	Unable to achieve corporate objectives or statutory obligations resulting in significant visible impact on service provision such as closure of facilities	Minor breach of legislation / significant contamination or damage requiring third party assistance
5	Extreme	More than \$150,000	Multiple deaths or severe permanent disablements	Substantiated, high multiple impacts, high state or national news profile, third party action	Organisation unable to function	Major breach of legislation or extensive environmental damage requiring third party intervention

Measures of Likelihood

Table 21 – Measures of Likelihood

Level	Rating	Examples	Frequency	LIKELIHOOD	Insignificant	Low	Medium	High	Extreme	
					1	2	3	4	5	
1	Rare	May occur, only in exceptional circumstances	Less than once in fifteen years	LIKELIHOOD	Rare	I	L	M	M	H
2	Unlikely	Could occur at some time	At least once in ten years		Unlikely	L	L	M	M	H
3	Possible	Should occur at some time	At least once in three years		Possible	L	M	M	H	H
4	Likely	Will probably occur in most circumstances	At least once per year		Likely	M	M	H	H	E
5	Almost Certain	Expected to occur in most circumstances	More than once per year		Almost Certain	M	H	H	E	E

Risk Schedule

Table 22 – Risk Schedule

Activity/Area		Risk Description	Risk Type	Untreated Risk Level	Current Treatment in Place Yes / No	Risk Level After Treatment	Risk Acceptable Yes / No	More Treatment Options Needed Yes / No
1	Pedestrian Movement	Collision between vehicle movement and pedestrians entering and exiting building accessways	Health Reputation Finance	H	Yes	L	Yes	No
2	Structures	High winds – structural collapse, loose objects	Health	H	Yes	L	Yes	No
		Structures not erected in accordance with relevant standards	Legal	L	Yes	L	Yes	No
		Structures being erected during trading hours causing potential for injury	Health Reputation Finance	M	Yes	L	Yes	No
3	Electrical	Electrical hazards – exposed power points, leads	Health	M	Yes	L	Yes	No
		Electrocution due to unsafe leads, items or practices	Health	L	Yes	L	Yes	No
4	Litter and Rubbish	Someone slipping and tripping on litter	Health	M	Yes	L	Yes	No
		Unsafe items such as syringes or broken glass	Health	M	Yes	L	Yes	No
5	Toilets	Inadequate number to cater for patron numbers	Health	L	Yes	L	Yes	No
6	Medical Emergency	Visitors pre-existing medical condition necessitates first aid or a visitor has a medical emergency on site that could be managed with initial first aid treatment	Health	M	Yes	L	Yes	No
7	Hazards	Slip and trip hazards through irregular or unsafe infrastructure may cause personal injury to visitors	Health Finance	H	Yes	L	Yes	No
		Existing hazards or new hazards that arise	Health	H	Yes	L	Yes	No

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8	Traffic Management	Inadequate parking causing congestion, delay or hazards to visitors (vehicle and pedestrians)	Health Reputation	H	Yes	L	Yes	No
9	Staffing	Staffing numbers inadequate to monitor operations and provide adequate community assistance and / or guidance	Reputation Health Finance	M	Yes	L	Yes	No
		Staff unaware of their tasks and requirements	Reputation Health Finance	M	Yes	L	Yes	No
10	Vendors (advertising, displays, merchandise, promotions, members)	Unauthorised attendance by vendors placing brochures or advertising materials in centre	Reputation Finance	M	Yes	L	Yes	No
		Vendors not holding adequate insurance or meeting acceptable standards for their products and / or services	Reputation Health Finance	L	Yes	L	Yes	No
		Conflict between vendors	Reputation Finance	L	Yes	L	Yes	No
11	Crowd Control	Overcrowding	Reputation Health Finance	M	Yes	L	Yes	No
		Lost Children	Health	M	Yes	L	Yes	No
		Disorderly conduct	Health	M	Yes	L	Yes	No
12	Emergencies	Emergency requires evacuation of premises	Health	M	Yes	L	Yes	No
13	OH&S	Contractors, staff and volunteers exposed to hazards in the normal course of their work	Health	H	Yes	L	Yes	No
14	Communications	Communications failure (telephone systems, internet access, point of sale, brochures empty)	Reputation Health Finance	H	Yes	M	Yes	No
						L		
15	Theft	Damage and / or theft of structures and / or belongings	Finance	M	Yes	L	Yes	No
		Damage to property (asset damage)	Finance	M	Yes	L	Yes	No
16	Weather	Heavy rain / electrical storm / high winds	Health Finance	H	Yes	L	Yes	No

Treatment Plans

Table 23 – Treatment Plans

Treatment #	Treatment Description	Residual Risk Level	Responsible Personnel
1	Clearly marked lanes for both vehicles and pedestrians from all access points around the centre with directional signage. Speed limits in place for vehicle access areas. Adequate footpath access for pedestrians.	L	Shire of Dandaragan
2	Structures will be erected in accordance with relevant standards. For all structures erected in public areas measures will be taken to barricade the area appropriately and provide safe passage access for visitors. Structures at risk of damage during bad weather will be removed.	L	Shire of Dandaragan
3	Only electrical items with electrical compliance tags will be used. All electrical work will be carried out by suitably qualified personnel. All due care will be taken to secure electrical items including leads and power sources.	L	Shire of Dandaragan
4	Adequate rubbish disposal outlets to be installed throughout the centre, internal and external. Rubbish levels to be monitored by centre staff and cleaning contractors notified regularly. Adequate protective clothing to be worn by any contractors or staff emptying rubbish bins or collecting litter.	L	Shire of Dandaragan
5	The number and access availability of bathroom facilities for staff, visitors and members of the public was considered in the building design phase and are adequate for the needs of the centre.	L	Shire of Dandaragan
6	A copy of this Risk Management Plan will be forwarded on to the Shire of Dandaragan Community Emergency Services Coordinator for external implementation as required. Emergency contact details are accessible within the centre. A first aid kit is accessible within the centre.	L	Shire of Dandaragan
7	Site inspections of the centre will be conducted at the commencement of each work day and regularly throughout the day. Any hazards identified will be recorded, assessed and appropriate measures put in place as required.	L	Shire of Dandaragan

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8	Multiple parking considerations made during building design phase to account for traffic flow / direction, volume of traffic and vehicle types / sizes to ensure adequate provisions for all. Additional parking areas provided around the building and future traffic management plans in place with redevelopment of main street in the future to allow for traffic volume growth.	L	Shire of Dandaragan
9	Regular interaction between the Shire of Dandaragan and the Turquoise Coast Visitor Centre will ensure staffing numbers are adequate. Visitor Centre staff will conduct multiple roles to ensure additional staff are available as required for visitor servicing. Regular training and development opportunities provided to all staff members. Checklists, compliance checks and operational procedures in place to ensure a high level of quality service from all personnel.	L	Shire of Dandaragan
10	Only approved vendors will be granted access to promotional areas within the centre. No vendors to access centre without prior approval. All vendor displays to be in accordance with vendor agreements. Only authorised products and services to be utilised by vendors in accordance with relevant regulations.	L	Shire of Dandaragan
11	Crowd control is managed through the careful design and layout of the centre to promote positive traffic flow for all visitors. Adequate directional signage for visitors helps to move visitors to their destination.	L	Shire of Dandaragan
12	Emergency evacuation signage and first aid is clearly visible in and around the new building and a site meeting will be held prior to opening to ensure compliance in these areas.	L	Shire of Dandaragan
13	OH&S compliance for all staff members and volunteers will be a priority in all areas. This will be implemented through induction procedures, operating standard procedures, policies and supporting documentation and training to ensure safe work practices are adhered to by all personnel.	L	Shire of Dandaragan
14	Access to service call numbers for communications devices, hardware and software will be readily available within the centre and appropriate authorisations supplied to senior staff to ensure repair works can be carried out as required. Regular replacements of communication materials such as brochures form part of the standard operating procedures for the centre.	L	Shire of Dandaragan

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15	Security procedures are in place to minimise interruption to the centre through theft or damage of property, cash, infrastructure or other items.	L	Shire of Dandaragan
16	The building has appropriate insulating properties and heating / cooling mechanisms in place to account for expected weather conditions.	L	Shire of Dandaragan

Self-Audit

Table 24 – Self-Audit

Item	Requirement	TICK ✓ YES
Equipment Purchase, Installation, Maintenance	Does it comply with relevant standards?	
	Is it covered by warranties?	
	Are the warranties valid / registered / readily available as required?	
	Does it have adequate installation standards?	
	Have staff & volunteers been correctly trained in use of equipment?	
	Does equipment present slip / fall / obstruction hazards?	
	Is equipment free of damage?	
	Are there loose parts?	
	Does it have specific maintenance requirements?	
	Is the maintenance up to date?	
Outside	Are the grounds free from sharp objects?	
	Are there any slip / fall / obstruction hazards?	
	Are areas such as stairs and ramps maintained as anti-slip?	
	Are access ways adequately lit and clearly visible?	
	Is the car park in good condition (no potholes, obstruction hazards etc)	
	Does the carpark have clearly marked speed and access restrictions?	
Site Security	Are prevention systems (locks, deadbolts, gates) maintained on all access points?	
	Are installed alarm systems utilised and maintained?	
	Is the alarm system monitored?	
	Is the carpark and external area adequately lit?	
Dangerous Goods / Hazardous Substances	Are all hazardous substances stored in an appropriate, securely locked cabinet?	
	Is dangerous goods storage segregated according to dangerous goods class?	
	Are material safety data sheets (MSDS) kept in a readily-accessible place?	
	Have staff & volunteers received adequate instruction and training in the use of hazardous substances and in appropriate safety procedures?	
Electrical Items	Are items in use governed by an approved Earth Leakage Circuit Breaker / life safety cut out switch, installed by a qualified electrical contractor?	
	Are all electrical switchboards enclosed in non-combustible materials and kept out of combustible storage spaces?	
	Are switchboards regularly tested by an approved electrical contractor?	

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Item	Requirement	TICK ✓ YES
	Are there any portable heating units in use?	
Buildings – Housekeeping	Are there procedures and access to equipment to ensure spills or leakages are immediately cleaned up?	
	Are premises clear from sharp objects?	
	Are there any slip / fall / obstruction hazards?	
	Are areas such as stairs, ramps and entrances maintained as anti-slip?	
	Are electrical cords secured out of the way?	
	Is there a facility hire agreement in place for when the building is hired out for functions etc?	
	Are any food preparation areas up to appropriate cleanliness standards?	
Furniture / fixings	Are all items stable to use and free from sharp edges?	
	Can items present a danger by falling over?	
	Can items be moved without authorisation?	
	Are furniture / fixings made from fire-retardant materials?	
	Are painted materials non-toxic which will not flake / tear?	
Fire Safety	Are emergency phone numbers prominently displayed within the centre?	
	Are fire extinguishers / blankets secured in place in easily accessible locations?	
	Are fire extinguishers / blankets in good working condition?	
	Are fire extinguishers / blankets suitable for likely fire types eg electrical?	
	Are staff / volunteers trained in the use of fire extinguishers / blankets?	
Emergencies	Are evacuation procedures in place and known to all staff / volunteers?	
	Are emergency evacuation and fire drills carried out regularly?	
	Are exit points unobstructed, free and clear of tripping hazards and are handrails secure?	
	Can all exit doors be opened from the inside with one hand and without a key?	
Money & Valuables	Is emergency lighting working and tested regularly?	
	Are valuable items kept in a locked, secure area when not in use?	
	Is there a key register of who holds keys / alarm codes / safe access / secure areas?	
	Is cash removed from the premises overnight?	
Maintenance	Is petty cash kept in a lockable container with a duplicate receipt book?	
	Do qualified personnel carry out and maintain registers of cleaning and maintenance for heating systems / air conditioning systems / electrical systems including fuses / cooking equipment (if applicable) / computer systems?	

13. Legal Considerations

The following legislation should be considered in the daily operations and management of the Visitor Centre:

- Business Names Registration Act 2011 – Australian Securities and Investments Commission,
- Association Incorporation Act 2015 – Government of Western Australia,
- Business Tax File Number (TFN), Australian Business Number (ABN), Goods and Services Tax (GST), and Pay as You Go (PAYG) – Australian Taxation Office,
- Competition and Consumer Act 2010 – Australian Consumer Law,
- Commercial Tenancy Agreements Act 1985 – Government of Western Australia,
- Fair Work Act 2009 – Commonwealth of Australia,
- Equal Opportunity Act 1984 – Government of Western Australia,
- Workers Compensation and Injury Management Act 1981 – Government of Western Australia,
- Privacy Act 1988 – Commonwealth of Australia.

14. Operations

Suppliers

The Visitor Centre has an existing policy for suppliers of merchandise sold in the centre. Table 19 summarises the new supplier criteria which must be adhered to when working with a new supplier.

Table 25 – New Supplier Criteria

Question		Yes/No
1.	Does the item have local-name branding on it?	
2.	Is the item produced locally or distributed by a company based locally?	
3.	Is the sale of this product at the TCVISITOR CENTRE going to affect an existing local business already selling the same or similar products?	
4.	Does the product reflect the values, memories or experiences of the Turquoise Coast?	
5.	Are there client testimonials from the vendor available upon request?	
6.	Are the minimum purchase quantities acceptable?	
7.	Are the payment terms acceptable?	

8.	Is the Recommended Retail Price (RRP) acceptable?	
9.	Is there a replacement product or alternate supplier if an item is unavailable?	
10.	Are the raw materials, production methods or company following ethical and environmentally friendly practices?	
11.	Is the product custom-made for Turquoise Coast Visitor Centre?	
12.	Can an equivalent item (quality, price, value) be sourced locally?	
13.	Are the lead times for product delivery consistent? *Only applicable for existing suppliers	
14.	Is there good customer support and communication from the supplier? *Only applicable for existing suppliers	

Written contracts should be signed for any new supplier detailing the commission levels, insurances and relevant registration. Suppliers of goods on consignment should also include responsibility of goods and insurance for the items in case of theft or damage whilst at the Visitor Centre.

Building and Equipment

It is recommended that the Visitor Centre has an equipment register to record value of items, ensuring that maintenance and replacement can be budgeted for. Table 20 provides a template which can be implemented:

Table 26 – Building and Equipment Register

Equipment	Purchase Date	Purchase Price	Running Cost

Inventory

Inventory tracking and control is particularly important, especially as the range of products expands. Table 21 provides an inventory register template, although specific sales software such as MYOB is recommended due to its ability to track each item from receiving the good to sale. MYOB has the ability to check stock levels and provide reports advising high selling items and those with low turnover. These reports can assist in defining the Visitor Centre’s sales strategy in future years.

Table 27 – Inventory Register

Inventory Item	Unit Price	Quantity in Stock	Total Cost

Technology Requirement

It is recommended that the Turquoise Coast Visitor Centre consider a booking software package such as Bookeasy which can manage the bookings of accommodation, tours and packages. It is also recommended to consider retail point of sale software to capture accurate sales of retail product and one which will link to the current accounting software.

Trading Hours

The Turquoise Coast Visitor Centre is currently open Monday to Friday 9am to 5pm with one member of staff and a volunteer providing limited opening hours on Saturday and Sunday. Consistency is key for tourism and visitor servicing, therefore it is recommended that the weekend opening hours are set based on two options: peak and off peak season.

Communication Channels

Customers can contact the centre in a number of different ways. These include:

- Shopfront during opening hours,
- Telephone and email during opening hours,
- Website and social media,
- Post and fax.

14. Review of Visitor Centre Models

According to Haeberlin Consulting (2014), there are four primary Visitor Centre models. Of the total Visitor Centres interviewed (n=81):

- 47% are local government operated (in some cases an advisory committee is in place to assist the council),
- 32% operated by tourism associations and typically a not-for-profit incorporated management committee or board oversees the running of the Visitor Centre,
- 13.5% operated by Community Resource Centres which are operated as not for profit organisations,
- 7.5% are privately operated offering visitor services alongside other operations such as café or attraction.

In each of the centres, government accounts for almost half of all funding (47%) with budgets ranging from \$8,000 to \$2M, with a medium operating budget of \$200,000. Approximately half of Visitor Centres take bookings for accommodation and tours.

Just under half have membership structures with membership ranging from 6 to 600. The majority of centres have a membership fee in place however others prefer to offer a free service. The membership structure includes variations of the following:

- Flat fee for all members,
- Tiered structure based on:
 - Bookable and non-bookable product,
 - Type of business, ie. tourism, general or individual,
 - Location of the business, ie. within a local district,
 - Business vs individual, ie. business/family/singles/pensioners.

Given the recommendation for the Turquoise Coast Visitor Centre adopting a governance structure of a not-for-profit incorporated association, it is also recommended that the centre adopt a flat fee membership structure which could incorporate a voting right to gain a committee member position on the Association.

15. Advertising the Visitor Centre

Advertising and Promotional Strategy

Initially advertising will remain lean for the Visitor Centre. Once the business is operational and generating income, advertising can be increased. The recommended strategy (Table 22) focuses mainly on utilising the larger tourism organisations and digital to gain a greater return on investment.

Table 28 – Advertising and Promotion Strategy

Planned Promotion /Advertising Type	Expected Business Improvement	Estimated Cost	Target Date
Membership / advertising with Australia’s Coral Coast	Leverage regional marketing, build relationships and advertise in Holiday Planner	\$500 / \$1,000	Jan 18
Listing on Australian Tourism Data Warehouse	Enable the Visitor Centre to be found on Western Australia.com	FOC	Jan 18
Additional signage in Jurien Bay	Increase awareness and footfall to centre	\$2,000	Jan 18
Holiday Planner	Distribution to increase VC awareness	\$5,000	Jan 18
Local advertising	Posters/flyers in local businesses to promote what the centre offers	\$500	Jan 18
Facebook advertising	Use targeted adverts to specifically target people in the area	\$5,000	Jan 18
Google AdWords	Use keyword advertising to increase awareness of the region online	\$5,000	Jan 18

16. Name and Brand of Visitor Centre

Visitor Centre use is driven by situation. Most tourists will stop at Visitor Centres if they require information, and most stops are pre-planned (Tourism Research Australia, 2015).

To encourage footfall and increase identification of location, it is recommended the Visitor Centre be branded as the Jurien Bay Visitor Centre to be anchored to a 'location' to have a clear communication with tourists. Any marketing materials produced, or online assets such as the website can use the overarching brand of Turquoise Coast.

Although the Visitor Centre will be named Jurien Bay Visitor Centre, all branding should still be anchored around Turquoise Coast. This is especially important online. There is currently a Turquoise Coast website www.turquoisecoast.org and a Shire website with a tourism section www.dandaragan.wa.gov.au

It is understood the Shire do not have ownership of the www.turquoisecoast.org website as it was established by the tourism organisation, Turquoise Coast Tourism Association, no longer existing. As this URL and website fits the brand for the entire region, it is recommended that the Visitor Centre endeavour to utilise this name in their own website URL, which is hoped to be created in the 2016/17 financial year with funding support. Using the Turquoise Coast name on a website will assist in developing and building recognition of the area and tie offline marketing materials to the same name.

The Turquoise Coast site could become the main marketing hub for the region, but be utilised by the Visitor Centre as their website. The site needs to be reinvigorated with new imagery, videos, links to events and social media and with online booking capability. This could all be managed by the Visitor Centre team, alongside the Shire.

The location/contact details would be Jurien Bay Visitor Centre however information and marketing messages would fall under the Turquoise Coast brand.

The Shire website can maintain a tourism section, but this would focus more on economic development and direct people to www.turquoisecoast.org for all consumer related queries.

A number of key Visitor Centres have a 'location' named Visitor Centre with a larger regional destination marketing strategy. Three key Visitor Centres considered are the Kalgoorlie Boulder Visitor Centre, Broome Visitor Centre, and the Marlborough region in New Zealand.

Kalgoorlie Boulder Visitor Centre

Kalgoorlie Boulder Visitor Centre promotes the actual bricks and mortar Visitor Centre location, but uses the Pure Gold brand (Figure 8) when producing marketing materials and promoting the region as a whole. This clarity helps attract people to the location to obtain visitor information, but allows for a more aspirational and attractive brand to be used to promote the Goldfields as a destination.

Figure 8 – Kalgoorlie Boulder Visitor Centre Brand

Brand Types

The Kalgoorlie Boulder Visitor Centre is unique in that it has a dual purpose. One is to promote the centre itself as the go to point for information, and the second is to promote the City and region as a destination of choice.



Kalgoorlie Boulder the Pure Gold Experience
 This brand will function as a means to entice and inspire people to choose Kalgoorlie Boulder as their destination of choice. This will be achieved via the "experience", tone of voice and personality that will feature within the marketing.

- Examples of brand presence:**
- Tourism Campaigns & Promotions
 - Caravaning & Camping Magazines
 - Tourism Magazines
 - Unique Travel Features
 - FOH Promotional Items
 - Trade Shows / Tourism Shows
 - Corporate Stationary
 - Website
 - Facebook



Kalgoorlie Boulder Visitor Centre
 The information "i" logo and brand helps our audience identify our role and function as a visitor centre. This logo and brand should be present on the following media types.

- Examples of brand presence:**
- Yellow Pages
 - Local Directories
 - Tourism Directories
 - Corporate Stationary
 - Internet listings
 - Website
 - Facebook
 - Local Signage
 - Airport & Train Station Signage
 - Local Business Development Shows
 - Trip Advisor

Personality

While our brand values are our core beliefs, our brand lives and breathes a distinct personality in itself. It describes our human characteristics and informs the style and tone of voice of our brand. This personality influences every aspect of how we interact with our audience from the language we use to our choice of images. It is important that we collectively understand and internalise this personality – it is what uniquely distinguishes the Pure Gold experience.

Visitor Centre Personality

- Genuine** – We wear our hearts on our sleeve and are authentic in our customer service approach.
- Reliable** – Our excellent product knowledge makes us reliable and trustworthy when relaying information to visitors and travellers.
- Enthusiastic** – Our positive attitude resonates with our enthusiasm to provide friendly, courteous and polite service to all.

Pure Gold Experience Personality

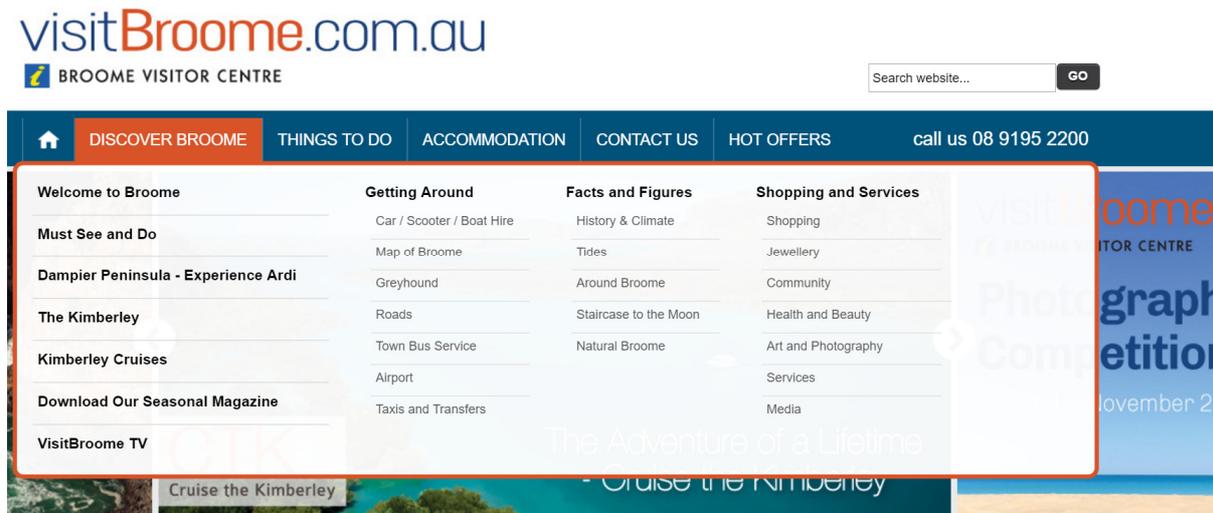
- Intriguing** – Our rich mix of history and heritage make us a destination of intrigue.
- Enchanting** – Our natural landscape surrounding us creates a unique, beautiful and enchanting experience.
- Adventurous** – We are the essence of the self-drive adventure into outback Australia.



Broome Visitor Centre

Broome Visitor Centre uses the Visit Broome branding (Figure 9), but refers to the Broome Visitor Centre for face to face information. They promote a wide area of the Kimberley, but it is anchored around the main town. This helps potential tourists recognise a location and then build a trip around the information offered.

Figure 9 – Broome Visitor Centre Brand



Marlborough Region, New Zealand

The Marlborough region of New Zealand is promoted by a central website and brand however there are clear locations for Visitor Centres listed on the site. They use a central brand, ‘Marlborough, brilliant every day’, to promote the region and trip planning (Figures 10 and 11), but their Visitor Centres are anchored by their location.

Figure 10 – Marlborough Region Brand



Figure 11 – Marlborough Region Brand

Willant
EVERY DAY

LET'S SUMMER
PLACE 2016

Today it's 19°C
Sunny (again)

i-SITE Visitor Information Centres

Who better to plan and book your Marlborough holiday than a local?

The i-SITE Visitor Information centres are a free service staffed by knowledgeable and passionate people. We are your 'one stop shop' for Marlborough travel.

When you're here in Marlborough, come on in and view our comprehensive range of brochures, maps and visitor guides. We can help you book your accommodation, activities and even your travel by train, coach, campervan, rental car, ferry or domestic flight.

Marlborough itinerary specialists

Who better to plan and book your Marlborough holiday than a local?

At the Marlborough Visitor centres we have a team of itinerary Specialists who have a passion for making your experience in Marlborough a brilliant one. Whether you need assistance in planning your itinerary, information on the best spots and hidden gems or to make any bookings, our knowledgeable staff are here to help.

i-SITE Visitor Information Centres

Picton

i-SITE Visitor Information Centre The Foreshore Picton
Ph +64 8 520 8118

Opening Hours:
Monday - Friday: 9am - 4pm
Saturday & Sunday: 9am - 3pm
Christmas Day: CLOSED
Public Holidays: 9am - 3pm

Blenheim

i-SITE Visitor Centre 8 Sinclair Street (beside the Railway Station) Blenheim
Ph +64 8 577 8080

Opening Hours:
Monday to Friday: 9am - 4pm
Saturday: 9am - 3pm
Sunday: 10am - 3pm
Public Holidays: 9am - 3pm
Christmas Day: CLOSED

I'm Awhina, a passionate local who is experienced in planning and booking Marlborough tours, activities and accommodation. Whatever you need, I know just where to find it!

As there are a network of information services available in the Shire; Dandaragan Community Resource Centre, Cervantes Resource Centre and Turquoise Coast Visitor Centre, there needs to be one clear hub for visitors. Rebranding the Turquoise Coast Visitor Centre as the Jurien Bay Visitor Centre anchors the centre which is how people plan their information stops. Under the Turquoise Coast banner, all regional attractions can still be fully promoted.

17. Sales Objectives

Although the primary aim of the Visitor Centre is to offer customer service, the centre also needs to consider creating its own income through sales. By following the existing procedure for new suppliers, the centre can ensure the product range meets the target market.

By choosing products that are locally made or distributed and ones which reflect the values and experiences of the Turquoise Coast, the merchandise should be a complementary service offering for the Visitor Centre.

It is recommended the Visitor Centre Manager be responsible for managing the product sales training and reporting, ensuring the product sales are being monitored and used to create the sales strategy moving forward.

To ensure the primary and secondary roles of the Visitor Centre are monitored, sales objectives (Table 23) have been identified which can be reported and updated as targets are met.

Table 29 – Sales Objectives

Product Service	Objective	Target Number
Counter sales	To sell local products through counter sales	10 per week
Visitor enquiries	To increase visitor enquiries through walk in, emails and telephone	5% per month

Objectives and targets can be updated as additional product and facilities are introduced and updated. These can include the introduction of an online booking system where accommodation, tours and packages can be sold online, event tickets such as the Indian Ocean Festival tickets, and product such as local produce and items.

18. Membership

Membership is a great way to motivate the local business community and encourage them to consider their business from a tourism perspective. The Visitor Centre can create a membership program which would help to unite the businesses, and also create a modest revenue stream for the centre. It is anticipated that the membership offering will be sent out to businesses within the Shire of Dandaragan March/April 2017, with the first membership year being 1 July 2017 to 30 June 2018.

Benefits of Membership to the Visitor Centre

- Unites local businesses for tourism,
- Creates a working group / networking group specifically for tourism,
- Revenue stream for the Visitor Centre,
- Creates a database of tourism businesses which can be used when the state or regional tourism organisations require information for media famils, photoshoots, enquiries etc.

As the centre is still in its infancy and will have a small team, it is recommended that the membership benefits and cost are minimal. This will allow for easy management and maintenance. A fee of between \$100 and \$250 per year is recommended in the first year of the program. In 3-5 years, as the Visitor Centre and its services expand, this could be increased.

Some suggested benefits for members are:

- Listing on Turquoise Coast website,
- Face to face recommendations in the Visitor Centre,
- DL size brochure placement in the Visitor Centre,
- Regular features / sharing of content across social media,

- Counter top maps to be given for shop front,
- Discounted Holiday Planner advertising,
- Online bookings through Book Easy (when established),
- Free place at monthly networking event,
- Be considered for familiarisation visits to the region,
- Displayed on interactive smart board in centre (when established).

It is recommended that the Visitor Centre hold monthly networking events in the Visitor Centre. The local community is gradually engaging tourism, but perhaps do not feel included or understand how they can play a part. The informal networking sessions should aim to inform people about what's happening in the industry, but also to encourage and help them get involved. The sessions could also be an opportunity for a member to share news with the group through a 15-minute time allocation to inform other Visitor Centre members about changes to their business/product, news for the town etc. These events would also showcase the new building facility and allow the Visitor Centre staff to inform current and forthcoming strategies to drive tourism ultimately positively impacting on the local community.

In addition to this, creation of a weekly 'What's On' itinerary is a good way to promote local businesses and increase the value the centre can offer. By visiting the local businesses regularly and showcasing this kind of proactive idea, creating a membership in July 2017 will be an easier process. It is also recommended that the centre begin a contact log so any contact, promotion or support for a business is recorded. This helps maintain a record for internal evaluation, but also as justification for membership fees.

19. The Future

The Shire of Dandaragan strongly supports and is committed to the enhancement and development of tourism to both increase tourist numbers and extend the length of stay of visitors to the Shire. The Strategic Community Plan (2016) has identified tourism and marketing as a priority over the next 10 years. Five priority goals were identified in the Plan with tourism and marketing featuring in Goal 1 – Business as Usual – Great Place for Residential and Business Development. The key objective (1.5) of 'facilitate population and visitor attraction and growth to expand and diversify the regional economy' states that the Shire will contribute to this objective through ***a focus on promotion and product development based on natural assets in partnership with the Department of Parks and Wildlife.***

Vision Statement

The Turquoise Coast Visitor Centre showcases Jurien Bay and surrounds as a dynamic and vibrant lifestyle hub to the north of Perth, built on the stunning natural assets of the region and developed sustainably to deliver enduring quality growth for healthy, strong, socially-connected communities with a diverse economy.

Mission Statement

The Turquoise Coast Visitor Centre will be a leader and partner to support our communities to achieve the future vision together. We will provide the stability, good governance, consistency and values-based decision-making required. We will serve the communities first and foremost and facilitate and lever additional resources into the Shire to achieve our joint goals.

Goals/Objectives

- Promote Jurien Bay and the Turquoise Coast as an outstanding place to visit,
- Provide the best customer service and encourage people to stay for longer and do more,
- Foster an active, progressive and collaborative tourism industry in Jurien Bay,
- Continue to improve the services available for visitors,
- Promote the liveability of Jurien Bay.

Strategies

- Build a strong profile of the region as a tourism destination under the banner of 'Turquoise Coast',
- Increase tourist visitor numbers,
- Increase visitor length of stay,
- Diversify the range of attractions offered to visitors,
- Audit current accommodation facilities in line with future capacity and consumer demand.

20. Finances

Financial Objectives

The key financial objectives for the Turquoise Coast Visitor Centre are:

- Increase sales through stocking of merchandise and selling locally made products or products that reflect the brand of the Turquoise Coast from across WA,
- Increasing bookings for local attractions, accommodation and tours,
- Establishing a membership for businesses within the Shire of Dandaragan to unite the local businesses for tourism,
- Creation of an annual holiday planner providing additional membership benefits to the local businesses.

21. Costs for 2017/2018

Costs for 2016/2017 will include the cost of applying to the State Government of Western Australia Department of Commerce for registering the association. Costs include:

- Application - \$180.00 Own Rules

- \$145.00 Model Rules
- \$67.00 when selecting the category 'Other' when lodging the application
- Application for Approval of an Auditor or Reviewer (if required) - \$40.00

Changes to the rules, extension to the time to hold an AGM, or reporting, also incur fees, however it is anticipated that fees other than the above will be included in the 2017/18 financial year.

22. Business Goals

Pre Handover Action Plan

Milestone	Date of Expected Completion	Person Responsible
Monthly reporting schedule to be defined	January 17	Visitor Centre Manager
Sales and merchandise strategy to be created	January 2017	Visitor Centre Manager
Advertise for new centre manager and appoint candidate	March 17	Shire of Dandaragan (HR)
Training to be undertaken by manager and library and tourism officer	March 17	Economic Development Coordinator
Membership prospectus to be created	March 17	Visitor Centre Manager
Membership event to be held	June 17	Visitor Centre Manager
New products to be incorporated into merchandise area	June 17	Visitor Centre Manager

Key Success Indicators

Key Success Indicator	Achievement Date	Person Responsible
Speak with or acknowledge a visitor within 30 seconds of entering the Visitor Centre	November 2016	Visitor Centre staff and volunteers
Answer telephone in Visitor Centre before 3 rings as quality customer service	November 2016	Visitor Centre staff and volunteers
Selling local products and counter sales	January 2017	Visitor Centre staff and volunteers
All staff and volunteers to have training on customer service	March 2017	Visitor Centre staff and volunteers
10% increase in volunteers assisting the Turquoise Coast Visitor Centre	March 2017	Visitor Centre staff and volunteers
Maintenance of Tourism Council accreditation status	Ongoing	Visitor Centre Manager
All days/times operating times are staffed	Ongoing	Visitor Centre Manager
Tracking of website statistics and continual	Ongoing	Visitor Centre Manager

updating of relevant and current information		and staff
50 customer service surveys to be collected monthly	Ongoing	Visitor Centre staff and volunteers
Customer satisfaction at 90% or higher	Ongoing	Visitor Centre Manager

Goals Year 1

Operation Goals	Date of Expected Completion	Person Responsible
Completion of the redesign and layout of the Turquoise Coast Visitor Centre	28 February 2017	Visitor Centre Manager
Development of a training strategy for continuous improvement in customer service for staff and volunteers	28 February 2017	Visitor Centre Manager
Staff and volunteers to attend a minimum of two familiarisation tours per year to upskill on product knowledge	Ongoing	Visitor Centre Manager
90% attendance at Visitor Centre and Shire of Dandaragan in-house meetings	Ongoing	Visitor Centre Manager
Increase product and merchandise for sales by 50% to meet target market	31 March 2017	Visitor Centre Manager
Consider a booking program such as Bookeasy for accommodation, tour and package bookings	31 March 2017	Visitor Centre Manager
Conduct an annual familiarisation tour for tourism businesses to up skill in local knowledge and product	30 June 2017	Visitor Centre Manager
Develop a membership program for local businesses	30 June 2017	Visitor Centre Manager

Marketing Goals	Date of Expected Completion	Person Responsible
Hold membership events in the centre to promote the services of the centre and cross business collaboration	June 2017	Visitor Centre Manager and staff
Update the Turquoise Coast Visitor Centre to reflect the new operations	June 2018	Visitor Centre Manager and staff
Increase local operators connection with the Visitor Centre by 10%	June 2018	Visitor Centre Manager

Human Resource Goals	Date of Expected Completion	Person Responsible
Supply an employee folder with Shire and Visitor Centre policy and procedures at commencement of employment	December 2016	Visitor Centre Manager
Supply updated volunteer guidelines	December 2016	Visitor Centre Manager
Develop induction and appraisals for staff and volunteers	March 2017	Visitor Centre Manager
Conduct an event during Volunteers Week	8 – 14 May 2017	Visitor Centre Manager and staff

Goals Years 1 - 3

Operation Goals	Date of Expected Completion	Person Responsible
Lease the southern area of the VC space to potential café operation or similar business activity to drive numbers in the Visitor Centre.	28 February 2018	Visitor Centre Manager
Conduct annual familiarisation tours for tourism businesses to up skill in local knowledge and product	Ongoing	Visitor Centre Manager
Implementation of a booking program such as Bookeasy for accommodation, tour and package bookings	30 June 2018	Visitor Centre Manager

Sales Goals	Date of Expected Completion	Person Responsible
Establish and sell local product to 10% of walk in visitors	November 2017	Visitor Centre Manager
Enlist 15 local businesses to the membership program	November 2017	Visitor Centre Manager

Marketing Goals	Date of Expected Completion	Person Responsible
Hold membership events in the centre to promote the services of the centre and cross business collaboration	December 2017	Visitor Centre Manager and staff
Develop tourism packages with local businesses	June 2018	Visitor Centre Manager and staff

Goals Years 3 - 5

Operation Goals	Date of Expected Completion	Person Responsible
Increase annual Visitor Centre enquiries by 25% per annum	Ongoing	Visitor Centre Manager and staff
Increase sales through online mediums	Ongoing	Visitor Centre Manager
Increase membership by 20% per annum	Ongoing	Visitor Centre Manager
Turquoise Coast Visitor Centre identified as the tourism hub of the region	31 December 2020	Visitor Centre Manager

23. Key Recommendations

Description	Details	Timeframe
Introduction of a membership program	To unite local businesses for tourism, create a working and networking group specifically tourism focussed and an additional revenue stream for businesses.	30 June 2017
Provision of sub-let opportunities	Lease of the southern area of the VC space to potential café operation or similar business activity to drive numbers in the Visitor Centre.	28 February 2018
Implementation of an overarching governance structure	Introduction of a not-for-profit incorporated association providing an additional support network and strategy development for long term sustainability.	30 June 2018
Change of name for the Visitor Centre	To improve the identification of the destination of Jurien Bay, change of name from Turquoise Coast Visitor Centre to Jurien Bay Visitor Centre.	30 June 2018
Introduction of technology	<ol style="list-style-type: none"> 1. Implementation of booking software package to manage the bookings of accommodation, tours and packages. 2. Point of sale software to capture accurate sales of retail product 	30 June 2018

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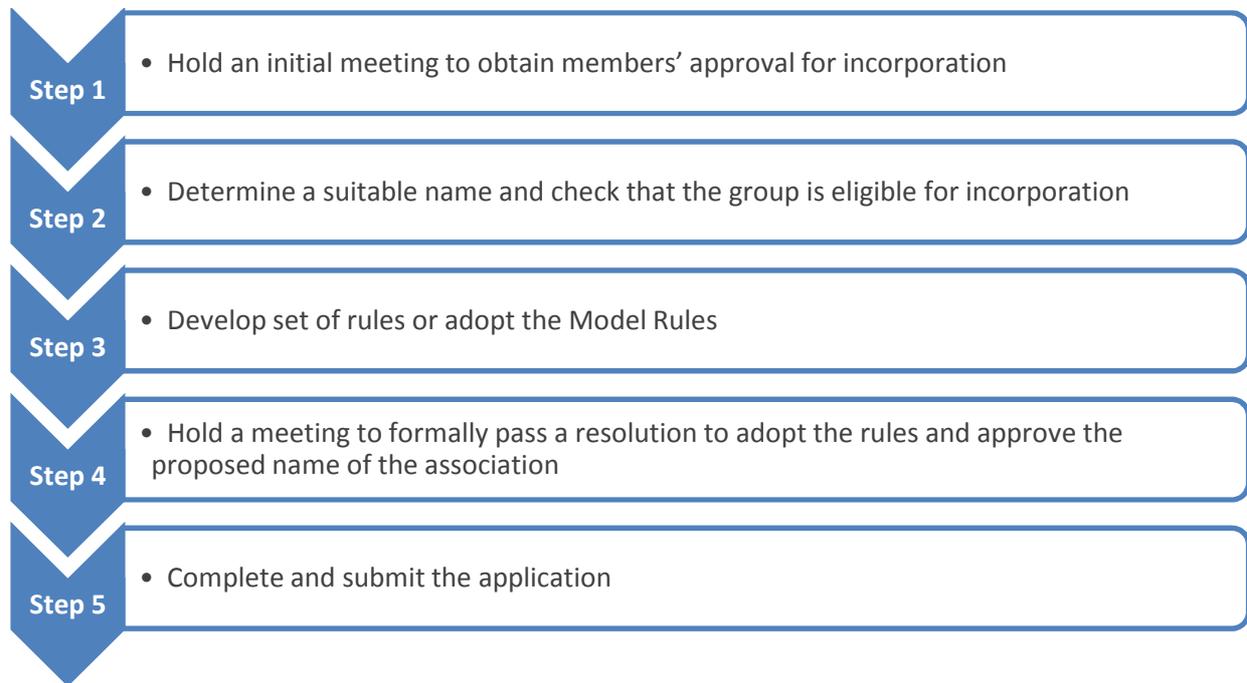
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Appendix 1 - Procedure for Registering an Incorporated Association



Step 1: Hold an initial meeting

Before a group can proceed with an application for incorporation, it needs to determine whether or not the group wants to become incorporated and to decide who will be responsible for making the application. The group should hold a meeting with all members to vote whether it wants to incorporate.

If the members agree that the organisation is to become an incorporated association they need to:

- authorise one or more members to prepare and submit the application for incorporation,
- decide on a possible name for the association ie. Turquoise Coast Visitor Centre,
- decide on the aims of the association ie. the objects,
- elect a member or committee to draft the rules. It is recommended to adopt the Model Rules.

Step 2: Determine a suitable name and eligibility

Checking the name

The name of the association should reflect its objects and purposes. The Commissioner for Consumer Protection can reject a name if it is:

- already in use,
- offensive or undesirable,
- likely to mislead the public,

- likely to be confused with the name of an existing body corporate or registered business name.

While a name may be available for use at the time of your enquiry it cannot be reserved or protected in any way. Final approval of the name will be subject to a formal assessment of the application for incorporation.

When the group authorises a person to apply for incorporation it might be advisable to provide that person with some additional name options in case your first choice is not available.

Approval of purpose

It is important to make sure that the objects of your association are consistent with the Act. If the purpose of the association is not one which is specified in section 4 of the Act, the association can only be incorporated if the purpose is approved by the Commissioner under section 4(a)(x).

This section allows for incorporation ‘for any other purpose approved by the Commissioner’.

There is a fee payable for this application, currently \$145.00 for incorporating using the Model Rules, or \$180 for registering own rules. There is an additional fee of \$67.00 should the ‘Other’ category be selected when incorporating the association.

Step 3: Develop a set of rules

The Act requires an incorporated association to have a set of rules that govern the day-to-day management of the association.

Any association incorporated in Western Australia is required to make provision for specific matters in its rules. These matters are detailed in Schedule 1 of the Act. An incorporated association’s rules must provide for the Schedule 1 matters as a minimum. Other rules may be permitted providing those rules do not breach any laws. For example, the rules cannot discriminate in membership on grounds prohibited by legislation.

There are no requirements about the length or complexity of rules for an incorporated association. To avoid misinterpretation the rules should be written in clear simple language.

You may choose to adopt the Model Rules or draft your own rules, however the rules must:

- be consistent with the requirements of the Act,
- provide for all the matters set out in Schedule 1 of the Act,
- comply with any taxable status provisions the group is seeking.

Using the Model Rules

The Model Rules are a complete set of rules prescribed by the *Associations Incorporations Regulations* that have been developed so that groups who do not want to develop their own rules

have a set of rules available for use. The model rules meet all of the requirements of the Act and provide a suitable governance framework for an association.

If you choose to use the model rules, the only additional information that you need to provide to the Commissioner with your application is:

- name of the association,
- objects or purposes of the association,
- quorum for a general meeting of members of the association,
- quorum for a meeting of the management committee of the association,
- period of the first financial year of the association.

If the association changes any of the provisions in the Model Rules (with the exception of the matters above) it is no longer considered to be using the Model Rules.

Associations choosing to adopt the Model Rules will adopt the rules as in force from time to time, so any changes to the model rules after incorporation will automatically take effect in the rules of the association. Associations will be advised of any changes by notification to their address for service – so it is important that this address is kept current.

Drafting your own rules

When developing a set of rules for the association you may wish to follow a systematic and democratic process such as:

- Draft the rules using the Model Rules as a guideline.
- Check that Schedule 1 requirements of the Act are met.
- Circulate the rules to the entire membership for consideration, discussion and feedback. You may also seek legal, tax or other professional advice.
- Decide on any changes and redraft the rules.
- Repeat points 3 and 4 until a final draft is produced.
- Call a meeting of the association's membership to formally adopt the final set of rules.
- Send the rules to Consumer Protection along with the other documents for incorporation under the Act.

Step 4: Hold a meeting to formally pass a resolution to adopt the rules and approve the proposed name of the association.

After a draft set of rules has been developed, a meeting to adopt the rules of the association and approve the proposed name should be held. The motions should be formally moved, seconded and recorded in the minutes.

Step 5: Complete and submit the application

The application for incorporation can be submitted online using AssociationsOnline. The online application form requires:

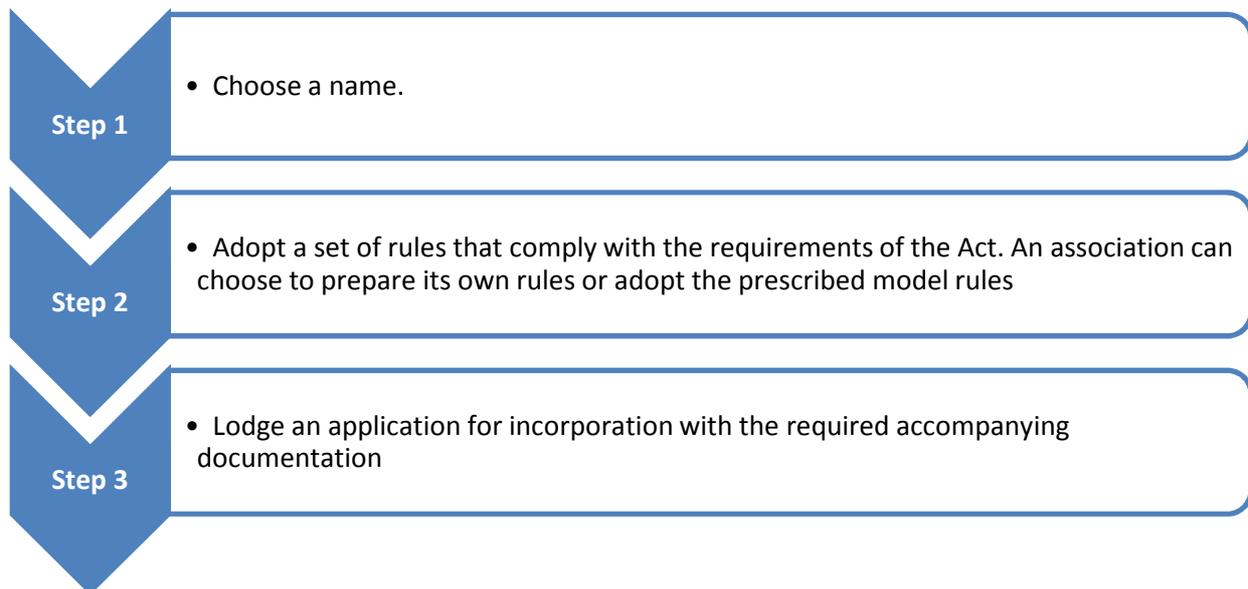
- the name of the association (including the word 'Inc' or 'Incorporated'),
- the main purpose of the association,
- details of the applicant,
- a copy of the rules developed by the association or a statement that the group will be adopting the Model Rules. If an association has developed its own rules it will also be required to complete a table identifying the Schedule 1 matters within the rules,
- necessary information about the proposed association name, objects, quorums and financial year.

Once all information is entered and uploaded, payment can be made using a secure payment system.

When submitting your application to Consumer Protection remember to:

- complete the application in full and sign the declaration,
- pay the correct fee,
- attach a complete copy of the association's rules,
- keep a copy of all documents submitted. Consumer Protection does not provide a final copy to the association.

Appendix 2 - Steps for Applying for Incorporation



Step 1: Choose a name and check its availability

Groups will need to choose a preferred name for the incorporated association. Incorporated association names must:

- not be the same as, or too similar to, another registered name,
- have the word “Incorporated” or “Inc” at the end of the name,
- comply with certain other restrictions prescribed in the Associations Incorporation Regulations 2016, such as names that might be offensive or easily confused with other well-known entities.

Step 2: Develop a set of rules that set out how your association will operate

Members of incorporated associations need to decide the rules applicable to their incorporated association, its committee of management and to themselves. The rules must include 19 matters specified in Schedule 1 of the Act and must be consistent with the other requirements under the Act.

Groups may use the Model Rules or develop their own rules.

Model Rules

The Model Rules are a standard set of rules prescribed by the regulations that contain provisions for all of the Schedule 1 items. If you use the model rules the only details you can alter are:

- the name of the association,
- the objects of the association,
- the quorums for general meetings and committee meetings,

- the association's financial year.

If your association wishes to change the model rules (other than the items above), no matter how minor, the association is considered to be using its own rules.

Step 3: Lodge an application for incorporation

Application for incorporation can be lodged using AssociationsOnline. In your application, you must indicate whether your association is using the model rules or writing its own rules.

If the association is adopting their own rules, the schedule 1 items must be identified, a full copy of the rules provided along with the prescribed fee.

If the association is adopting the prescribed model rules a statement to this effect and the information about the name, objects, quorums and financial year must be provided along with the prescribed fee.

Once your application is approved, a certificate of incorporation will be forwarded to you.

The certificate of incorporation is evidence of the association's corporate status and should be kept securely. It will be needed to open bank accounts or access grants from certain funding agencies. There are also a number of obligations that must be met by an incorporated association.

Appendix 3 – Model Rules and Guidance Notes

This document includes additional summaries of the obligations arising from the *Associations Incorporation Act 2015* and other explanatory material. These are presented in the form of ‘Guidance Notes’ and ‘Act Requirements’. These summaries do not form part of the model rules. They have been included to assist associations adopting the model rules or modifying them to create a set of own rules to understand each of the various requirements.

Note for these rules:

If an association or incorporated association approves the adoption of these model rules as its own rules, section 7(4) or 29(5) of the Act, as appropriate, requires the association or incorporated association to notify the Commissioner of the following information –

- (a) the name of the association;
- (b) the objects or purposes of the association;
- (c) the quorum for a general meeting of members of the association;
- (d) the quorum for a meeting of the management committee of the association;
- (e) if relevant, the period of the first financial year of the association.

Guidance Note – Information provided to the Commissioner under section 29(5) – This information is part of the rules of your association and must be attached to the copy of the rules provided to members.

The information provided to the Commissioner should be inserted here:

- A. The name of the Association is:
- B. The objects of the Association are:
.....
.....
- C. Any..... members personally present (being members entitled to vote under these rules at a general meeting) will constitute a quorum for the conduct of business at a general meeting.
- D. Anycommittee members constitute a quorum for the conduct of the business of a committee meeting.
- E. The association’s financial year will be the period of 12 months commencing onand ending on..... of each year.

PART 1 — PRELIMINARY

1. Terms used

In these rules, unless the contrary intention appears —

Act means the *Associations Incorporation Act 2015*;

associate member means a member with the rights referred to in rule 8(6);

Association means the incorporated association to which these rules apply;

books, of the Association, includes the following —

- (a) a register;
- (b) financial records, financial statements or financial reports, however compiled, recorded or stored;
- (c) a document;
- (d) any other record of information;

by laws means by-laws made by the Association under rule 64;

chairperson means the Committee member holding office as the chairperson of the Association;

Commissioner means the person for the time being designated as the Commissioner under section 153 of the Act;

committee means the management committee of the Association;

committee meeting means a meeting of the committee;

committee member means a member of the committee;

financial records includes —

- (a) invoices, receipts, orders for the payment of money, bills of exchange, cheques, promissory notes and vouchers; and
- (b) documents of prime entry; and
- (c) working papers and other documents needed to explain —
 - (i) the methods by which financial statements are prepared; and
 - (ii) adjustments to be made in preparing financial statements;

financial report, of a tier 2 association or a tier 3 association, has the meaning given in section 63 of the Act;

financial statements means the financial statements in relation to the Association required under Part 5 Division 3 of the Act;

financial year, of the Association, has the meaning given in rule 2;

general meeting, of the Association, means a meeting of the Association that all members are entitled to receive notice of and to attend;

member means a person (including a body corporate) who is an ordinary member or an associate member of the Association;

ordinary committee member means a committee member who is not an office holder of the Association under rule 27(3);

ordinary member means a member with the rights referred to in rule 8(5);

register of members means the register of members referred to in section 53 of the Act;

rules means these rules of the Association, as in force for the time being;

secretary means the committee member holding office as the secretary of the Association;

special general meeting means a general meeting of the Association other than the annual general meeting;

special resolution means a resolution passed by the members at a general meeting in accordance with section 51 of the Act;

subcommittee means a subcommittee appointed by the committee under rule 48(1)(a);

tier 1 association means an incorporated association to which section 64(1) of the Act applies;

tier 2 association means an incorporated association to which section 64(2) of the Act applies;

tier 3 association means an incorporated association to which section 64(3) of the Act applies;

treasurer means the committee member holding office as the treasurer of the Association.

2. Financial year

- (1) The first financial year of the Association is to be the period notified to the Commissioner under section 7(4)(e) or, if relevant, section 29(5)(e) of the Act.
- (2) Each subsequent financial year of the Association is the period of 12 months commencing at the termination of the first financial year or the anniversary of that termination.

PART 2 — ASSOCIATION TO BE NOT FOR PROFIT BODY

3. Not-for-profit body

- (1) The property and income of the Association must be applied solely towards the promotion of the objects or purposes of the Association and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to any member, except in good faith in the promotion of those objects or purposes.
- (2) A payment may be made to a member out of the funds of the Association only if it is authorised under subrule (3).
- (3) A payment to a member out of the funds of the Association is authorised if it is —
 - (a) the payment in good faith to the member as reasonable remuneration for any services provided to the Association, or for goods supplied to the Association, in the ordinary course of business; or
 - (b) the payment of interest, on money borrowed by the Association from the member, at a rate not greater than the cash rate published from time to time by the Reserve Bank of Australia; or
 - (c) the payment of reasonable rent to the member for premises leased by the member to the Association; or
 - (d) the reimbursement of reasonable expenses properly incurred by the member on behalf of the Association.

Note for this rule-

Section 5(1) of the Act provides that an association is not eligible to be incorporated under the Act if it is formed or carried on for the purpose of securing pecuniary profit for its members from its transactions, and section 5(3) of the Act provides details about when an association is not ineligible under section 5(1) of the Act.

Act Requirements – Powers of Incorporated Association - Under section 14 of the Act the Association may do all things necessary or convenient for carrying out its objects or purposes. Section 14(1)(a)-(g) provides particular examples.

PART 3 — MEMBERS

Act Requirements - Membership - Under sections 4 and 17 of the Act an association must always have at least 6 members with full voting rights.

Act Requirements – Liabilities of the association - Under section 19 of the Act a member of the management committee, trustee or a member of the association is not liable in respect of the liabilities of the association. This does not apply to liabilities incurred by or on behalf of the association prior to incorporation.

Guidance Note – Liability of Members - A member is only liable for their own outstanding membership fees (if any) payable under rule 12.

Division 1 — Membership

4. Eligibility for membership

- (1) Any person who supports the objects or purposes of the Association is eligible to apply to become a member.
- (2) An individual who has not reached the age of 15 years is not eligible to apply for a class of membership that confers full voting rights.

Guidance Note – Eligibility for membership

- The by-laws may require members to hold specified educational, trade or professional qualifications.
- The association must comply with all legal and regulatory obligations that may apply to the association under any other law when assessing eligibility of an applicant for membership.

5. Applying for membership

- (1) A person who wants to become a member must apply in writing to the Association.
- (2) The application must include a member's nomination of the applicant for membership.
- (3) The application must be signed by the applicant and the member nominating the applicant.
- (4) The applicant must specify in the application the class of membership, if there is more than one, to which the application relates.

6. Dealing with membership applications

- (1) The committee must consider each application for membership of the Association and decide whether to accept or reject the application.
- (2) Subject to subrule (3), the committee must consider applications in the order in which they are received by the Association.
- (3) The committee may delay its consideration of an application if the committee considers that any matter relating to the application needs to be clarified by the applicant or that the applicant needs to provide further information in support of the application.
- (4) The committee must not accept an application unless the applicant —
 - (a) is eligible under rule 4; and
 - (b) has applied under rule 5.
- (5) The committee may reject an application even if the applicant —
 - (a) is eligible under rule 4; and
 - (b) has applied under rule 5.
- (6) The committee must notify the applicant of the committee's decision to accept or reject the application as soon as practicable after making the decision.
- (7) If the committee rejects the application, the committee is not required to give the applicant its reasons for doing so.

7. Becoming a member

- An applicant for membership of the Association becomes a member when —
- (a) the committee accepts the application; and
 - (b) the applicant pays any membership fees payable to the Association under rule 12.

Guidance Note – Becoming a member - *The applicant immediately becomes a member, when rule 7 has been fulfilled, and is entitled to exercise all the rights and privileges of membership, including the right to vote (if applicable), and must comply with all of the obligations of membership under these rules.*

Act requirement – Member to receive rules - *section 36(1)(b) of the Act provides that the association must give each person who become a member of the association of*

copy of the rules in force at the time their membership commences.

Guidance note – Format of rules provided - *It is acceptable for the association to provide a copy of the rules to new members by electronic transmission or providing the details for the website whether the rules may be downloaded. A hard copy must be provided if the member requests that the rules be provided in that manner.*

8. Classes of membership

- (1) The Association consists of ordinary members and any associate members provided for under subrule (2).
- (2) The Association may have any class of associate membership approved by resolution at a general meeting, including junior membership, senior membership, honorary membership and life membership.
- (3) An individual who has not reached the age of 15 years is only eligible to be an associate member.
- (4) A person can only be an ordinary member or belong to one class of associate membership.
- (5) An ordinary member has full voting rights and any other rights conferred on members by these rules or approved by resolution at a general meeting or determined by the committee.
- (6) An associate member has the rights referred to in subrule (5) other than full voting rights.
- (7) The number of members of any class is not limited unless otherwise approved by resolution at a general meeting.

Guidance Note - Voting rights of Members

- *Each ordinary member of the Association has one vote at a general meeting of the Association.*
- *Each ordinary member of the Association that is a body corporate has one vote at a general meeting of the Association.*

9. When membership ceases

- (1) A person ceases to be a member when any of the following takes place —
 - (a) for a member who is an individual, the individual dies;
 - (b) for a member who is a body corporate, the body corporate is wound up;
 - (c) the person resigns from the Association under rule 10;
 - (d) the person is expelled from the Association under rule 15;
 - (e) the person ceases to be a member under rule 12(4).
- (2) The secretary must keep a record, for at least one year after a person ceases to be a member, of —
 - (a) the date on which the person ceased to be a member; and
 - (b) the reason why the person ceased to be a member.

10. Resignation

- (1) A member may resign from membership of the Association by giving written notice of the resignation to the secretary.
- (2) The resignation takes effect —
 - (a) when the secretary receives the notice; or
 - (b) if a later time is stated in the notice, at that later time.
- (3) A person who has resigned from membership of the Association remains liable for any fees that are owed to the Association (the **owed amount**) at the time of resignation.
- (4) The owed amount may be recovered by the Association in a court of competent jurisdiction as a debt due to the Association.

11. Rights not transferable

The rights of a member are not transferable and end when membership ceases.

Division 2 — Membership fees

12. Membership fees

- (1) The committee must determine the entrance fee (if any) and the annual membership fee (if any) to be paid for membership of the Association.
- (2) The fees determined under subrule (1) may be different for different classes of membership.
- (3) A member must pay the annual membership fee to the treasurer, or another person authorised by the committee to accept payments, by the date (the **due date**) determined by the committee.
- (4) If a member has not paid the annual membership fee within the period of 3 months after the due date, the member ceases to be a member on the expiry of that period.
- (5) If a person who has ceased to be a member under subrule (4) offers to pay the annual membership fee after the period referred to in that subrule has expired —
 - (a) the committee may, at its discretion, accept that payment; and
 - (b) if the payment is accepted, the person's membership is reinstated from the date the payment is accepted.

Division 3 — Register of members

13. Register of members

Act Requirements – Register of members

Section 53 of the Act requires an incorporated association to maintain a register of its members and record in the register any change in the membership of the association. Any change to the register must be recorded within 28 days after the change occurs.

Under section 53(2) of the Act the register of members must include each member's name and a residential, postal or email address.

Under section 54 of the Act a member is entitled to inspect the register free of charge. The member may make a copy of, or take an extract from, the register but has no right to remove the register for that purpose.

Under section 56 of the Act the management committee is authorised by to determine a reasonable charge for providing a copy of the register.

- (1) The secretary, or another person authorised by the committee, is responsible for the requirements imposed on the Association under section 53 of the Act to maintain the register of members and record in that register any change in the membership of the Association.
- (2) In addition to the matters referred to in section 53(2) of the Act, the register of members must include the class of membership (if applicable) to which each member belongs and the date on which each member becomes a member.
- (3) The register of members must be kept at the secretary's place of residence, or at another place determined by the committee.
- (4) A member who wishes to inspect the register of members must contact the secretary to make the necessary arrangements.
- (5) If —
 - (a) a member inspecting the register of members wishes to make a copy of, or take an extract from, the register under section 54(2) of the Act; or
 - (b) a member makes a written request under section 56(1) of the Act to be provided with a copy of the register of members,

the committee may require the member to provide a statutory declaration setting out the purpose for which the copy or extract is required and declaring that the purpose is connected with the affairs of the Association.

PART 4 — DISCIPLINARY ACTION, DISPUTES AND MEDIATION

Division 1 — Term used

14. Term used: member

In this Part —

member, in relation to a member who is expelled from the Association, includes former member.

Division 2 — Disciplinary action

15. Suspension or expulsion

- (1) The committee may decide to suspend a member's membership or to expel a member from the Association if —

- (a) the member contravenes any of these rules; or
 - (b) the member acts detrimentally to the interests of the Association.
- (2) The secretary must give the member written notice of the proposed suspension or expulsion at least 28 days before the committee meeting at which the proposal is to be considered by the committee.
- (3) The notice given to the member must state —
- (a) when and where the committee meeting is to be held; and
 - (b) the grounds on which the proposed suspension or expulsion is based; and
 - (c) that the member, or the member's representative, may attend the meeting and will be given a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the proposed suspension or expulsion;
- (4) At the committee meeting, the committee must —
- (a) give the member, or the member's representative, a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the proposed suspension or expulsion; and
 - (b) give due consideration to any submissions so made; and
 - (c) decide —
 - (i) whether or not to suspend the member's membership and, if the decision is to suspend the membership, the period of suspension; or
 - (ii) whether or not to expel the member from the Association.
- (5) A decision of the committee to suspend the member's membership or to expel the member from the Association takes immediate effect.
- (6) The committee must give the member written notice of the committee's decision, and the reasons for the decision, within 7 days after the committee meeting at which the decision is made.
- (7) A member whose membership is suspended or who is expelled from the Association may, within 14 days after receiving notice of the Committee's decision under subrule (6), give written notice to the secretary requesting the appointment of a mediator under rule 23.
- (8) If notice is given under subrule (7), the member who gives the notice and the committee are the parties to the mediation.

Guidance Note – Suspension or expulsion of a Member - *Once the committee has decided to suspend or expel a member under rule 15(5) the member is immediately suspended or expelled.*

16. Consequences of suspension

- (1) During the period a member's membership is suspended, the member —
- (a) loses any rights (including voting rights) arising as a result of membership; and
 - (b) is not entitled to a refund, rebate, relief or credit for membership fees paid, or payable, to the Association.
- (2) When a member's membership is suspended, the secretary must record in the register of members —
- (a) that the member's membership is suspended; and
 - (b) the date on which the suspension takes effect; and
 - (c) the period of the suspension.

- (3) When the period of the suspension ends, the secretary must record in the register of members that the member's membership is no longer suspended.

Division 3 — Resolving disputes

17. Terms used

In this Division —

grievance procedure means the procedures set out in this Division;

party to a dispute includes a person —

- (a) who is a party to the dispute; and
- (b) who ceases to be a member within 6 months before the dispute has come to the attention of each party to the dispute.

Guidance Note - Resolving disputes

- *For the purposes of rules 17 and 18, the term **this Division** relates to rules 19 – 21.*

18. Application of Division

The procedure set out in this Division (the grievance procedure) applies to disputes —

- (a) between members; or
- (b) between one or more members and the Association.

19. Parties to attempt to resolve dispute

The parties to a dispute must attempt to resolve the dispute between themselves within 14 days after the dispute has come to the attention of each party.

20. How grievance procedure is started

- (1) If the parties to a dispute are unable to resolve the dispute between themselves within the time required by rule 19, any party to the dispute may start the grievance procedure by giving written notice to the secretary of —
 - (a) the parties to the dispute; and
 - (b) the matters that are the subject of the dispute.
- (2) Within 28 days after the secretary is given the notice, a committee meeting must be convened to consider and determine the dispute.
- (3) The secretary must give each party to the dispute written notice of the committee meeting at which the dispute is to be considered and determined at least 7 days before the meeting is held.
- (4) The notice given to each party to the dispute must state —
 - (a) when and where the committee meeting is to be held; and
 - (b) that the party, or the party's representative, may attend the meeting and will be given a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the dispute.

- (5) If —
- (a) the dispute is between one or more members and the Association; and
 - (b) any party to the dispute gives written notice to the secretary stating that the party —
 - (i) does not agree to the dispute being determined by the committee; and
 - (ii) requests the appointment of a mediator under rule 23,

the committee must not determine the dispute.

21. Determination of dispute by committee

- (1) At the committee meeting at which a dispute is to be considered and determined, the committee must —
 - (a) give each party to the dispute, or the party's representative, a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the dispute; and
 - (b) give due consideration to any submissions so made; and
 - (c) determine the dispute.
- (2) The committee must give each party to the dispute written notice of the committee's determination, and the reasons for the determination, within 7 days after the committee meeting at which the determination is made.
- (3) A party to the dispute may, within 14 days after receiving notice of the committee's determination under subrule (1)(c), give written notice to the secretary requesting the appointment of a mediator under rule 23.
- (4) If notice is given under subrule (3), each party to the dispute is a party to the mediation.

Division 4 — Mediation

Guidance Note - Mediation

- For the purposes of rule 22, the term **this Division** relates to rules 22-25.

22. Application of Division

- (1) This Division applies if written notice has been given to the secretary requesting the appointment of a mediator —
 - (a) by a member under rule 15(7); or
 - (b) by a party to a dispute under rule 20(5)(b)(ii) or 21(3).
- (2) If this Division applies, a mediator must be chosen or appointed under rule 23.

23. Appointment of mediator

- (1) The mediator must be a person chosen —
 - (a) if the appointment of a mediator was requested by a member under rule 15(7) — by agreement between the Member and the committee; or
 - (b) if the appointment of a mediator was requested by a party to a dispute under rule 20(5)(b)(ii) or 21(3) — by agreement between the parties to the dispute.
- (2) If there is no agreement for the purposes of subrule (1)(a) or (b), then, subject to subrules (3) and (4), the committee must appoint the mediator.
- (3) The person appointed as mediator by the committee must be a person who acts as a mediator for another not-for-profit body, such as a community legal centre, if the appointment of a mediator was requested by —
 - (a) a member under rule 15(7); or
 - (b) a party to a dispute under rule 20(5)(b)(ii); or
 - (c) a party to a dispute under rule 21(3) and the dispute is between one or more members and the Association.
- (4) The person appointed as mediator by the committee may be a member or former member of the Association but must not —
 - (a) have a personal interest in the matter that is the subject of the mediation; or
 - (b) be biased in favour of or against any party to the mediation.

24. Mediation process

- (1) The parties to the mediation must attempt in good faith to settle the matter that is the subject of the mediation.
- (2) Each party to the mediation must give the mediator a written statement of the issues that need to be considered at the mediation at least 5 days before the mediation takes place.
- (3) In conducting the mediation, the mediator must —
 - (a) give each party to the mediation every opportunity to be heard; and

- (b) allow each party to the mediation to give due consideration to any written statement given by another party; and
 - (c) ensure that natural justice is given to the parties to the mediation throughout the mediation process.
- (4) The mediator cannot determine the matter that is the subject of the mediation.
- (5) The mediation must be confidential, and any information given at the mediation cannot be used in any other proceedings that take place in relation to the matter that is the subject of the mediation.
- (6) The costs of the mediation are to be paid by the party or parties to the mediation that requested the appointment of the mediator.

Note for this rule:

Section 182(1) of the Act provides that an application may be made to the State Administrative Tribunal to have a dispute determined if the dispute has not been resolved under the procedure provided for in the incorporated association's rules.

25. If mediation results in decision to suspend or expel being revoked

If —

- (a) mediation takes place because a member whose membership is suspended or who is expelled from the Association gives notice under rule 15(7); and
- (b) as the result of the mediation, the decision to suspend the member's membership or expel the member is revoked,

that revocation does not affect the validity of any decision made at a committee meeting or general meeting during the period of suspension or expulsion.

PART 5 — COMMITTEE

Division 1 — Powers of Committee

26. Committee

- (1) The committee members are the persons who, as the management committee of the Association, have the power to manage the affairs of the Association.
- (2) Subject to the Act, these rules, the by-laws (if any) and any resolution passed at a general meeting, the committee has power to do all things necessary or convenient to be done for the proper management of the affairs of the Association.
- (3) The committee must take all reasonable steps to ensure that the Association complies with the Act, these rules and the by-laws (if any).

Division 2 — Composition of Committee and duties of members

27. Committee members

- (1) The committee members consist of —
 - (a) the office holders of the Association; and
 - (b) at least one ordinary committee member.
- (2) The committee must determine the maximum number of members who may be ordinary committee members.
- (3) The following are the office holders of the Association —
 - (a) the chairperson;
 - (b) the duty chairperson;
 - (c) the secretary;
 - (d) the treasurer.
- (4) A person may be a committee member if the person is —
 - (a) an individual who has reached 18 years of age; and
 - (b) an ordinary member.
- (5) A person must not hold 2 or more of the offices mentioned in subrule (3) at the same time.

Act Requirements – Persons who are not to be members of Committee

- *Under section 39 of the Act the following persons must not, without leave of the Commissioner, accept an appointment or act as a member of a management committee of an association:*
 - *a person who is, according to the Interpretation Act 1984 section 13D, a bankrupt or person whose affairs are under insolvency laws;*
 - *a person who has been convicted, within or outside the State, of-*
 - *an indictable offence in relation to the promotion, formation or management of a body corporate; or*
 - *an offence involving fraud or dishonesty punishable by imprisonment for a period of not less than three months; or*
 - *an offence under Part 4 Division 3 or section 127 of the Act*

Section 39 only applies to a person who has been convicted of the above offences only for a period of 5 years from the time of the person's conviction, or if the conviction results in a term of imprisonment, from the time of the person's release from custody.

Act Requirements - Duties of Committee Members and Officers

Section 3 of the Act provides a definition of "officer". The duties provisions will apply to committee members and to those persons who have the ability to influence the management committee but who do not hold a formal committee position

- *Under section 44 of the Act an officer of an association must exercise his or her powers and discharge his or her duties with a degree of care and diligence that a reasonable person would exercise if that person-*
 - (a) *were an officer of the association in the association's circumstances; and*

- (b) occupied the office held by, and had the same responsibilities within the association as, the officer.*
- *Under section 45 of the Act an officer of an association must exercise his or her powers and discharge his or her duties-*
 - (a) in good faith in the best interests of the Association; and*
 - (b) for a proper purpose.*
 - *Under section 46 an officer of an association must not improperly use his or her position to-*
 - (a) gain an advantage for the officer or another person; or*
 - (b) cause detriment to the Association.*
 - *Under section 47 a person who obtains information because the person is, or has been, an officer of an association must not improperly use the information to-*
 - (a) gain an advantage for the person or another person; or*
 - (b) cause detriment to the Association.*

28. Chairperson

- (1) It is the duty of the chairperson to consult with the secretary regarding the business to be conducted at each committee meeting and general meeting.
- (2) The chairperson has the powers and duties relating to convening and presiding at committee meetings and presiding at general meetings provided for in these rules.

29. Secretary

The Secretary has the following duties —

- (a) dealing with the Association's correspondence;
- (b) consulting with the chairperson regarding the business to be conducted at each committee meeting and general meeting;
- (c) preparing the notices required for meetings and for the business to be conducted at meetings;
- (d) unless another member is authorised by the committee to do so, maintaining on behalf of the Association the register of members, and recording in the register any changes in the membership, as required under section 53(1) of the Act;
- (e) maintaining on behalf of the Association an up-to-date copy of these rules, as required under section 35(1) of the Act;
- (f) unless another member is authorised by the committee to do so, maintaining on behalf of the Association a record of committee members and other persons authorised to act on behalf of the Association, as required under section 58(2) of the Act;
- (g) ensuring the safe custody of the books of the Association, other than the financial records, financial statements and financial reports, as applicable to the Association;
- (h) maintaining full and accurate minutes of committee meetings and general meetings;
- (i) carrying out any other duty given to the secretary under these rules or by the committee.

Guidance note – Record of Office Holders - detailed information about what must be included in the record of office holders is included under rule 68.

30. Treasurer

The treasurer has the following duties —

- (a) ensuring that any amounts payable to the Association are collected and issuing receipts for those amounts in the Association's name;
- (b) ensuring that any amounts paid to the Association are credited to the appropriate account of the Association, as directed by the committee;
- (c) ensuring that any payments to be made by the Association that have been authorised by the committee or at a general meeting are made on time;
- (d) ensuring that the Association complies with the relevant requirements of Part 5 of the Act;
- (e) ensuring the safe custody of the Association's financial records, financial statements and financial reports, as applicable to the Association;
- (f) if the Association is a tier 1 association, coordinating the preparation of the Association's financial statements before their submission to the Association's annual general meeting;
- (g) if the Association is a tier 2 association or tier 3 association, coordinating the preparation of the Association's financial report before its submission to the Association's annual general meeting;
- (h) providing any assistance required by an auditor or reviewer conducting an audit or review of the Association's financial statements or financial report under Part 5 Division 5 of the Act;
- (i) carrying out any other duty given to the treasurer under these rules or by the committee.

Division 3 — Election of committee members and tenure of office

31. How members become Committee members

A member becomes a committee member if the member —

- (a) is elected to the committee at a general meeting; or
- (b) is appointed to the committee by the committee to fill a casual vacancy under rule 38.

32. Nomination of committee members

- (1) At least 42 days before an annual general meeting, the secretary must send written notice to all the members —
 - (a) calling for nominations for election to the committee; and
 - (b) stating the date by which nominations must be received by the secretary to comply with subrule (2).
- (2) A member who wishes to be considered for election to the committee at the annual general meeting must nominate for election by sending written notice of the nomination to the secretary at least 28 days before the annual general meeting.
- (3) The written notice must include a statement by another member in support of the nomination.
- (4) A member may nominate for one specified position of office holder of the Association or to be an ordinary committee member.

- (5) A member whose nomination does not comply with this rule is not eligible for election to the committee unless the member is nominated under rule 33(2) or 34(2)(b).

33. Election of office holders

- (1) At the annual general meeting, a separate election must be held for each position of office holder of the Association.
- (2) If there is no nomination for a position, the chairperson of the meeting may call for nominations from the ordinary members at the meeting.
- (3) If only one member has nominated for a position, the chairperson of the meeting must declare the Member elected to the position.
- (4) If more than one member has nominated for a position, the ordinary members at the meeting must vote in accordance with procedures that have been determined by the committee to decide who is to be elected to the position.
- (5) Each ordinary member present at the meeting may vote for one member who has nominated for the position.
- (6) A member who has nominated for the position may vote for himself or herself.
- (7) On the member's election, the new chairperson of the Association may take over as the chairperson of the meeting.

34. Election of ordinary committee members

- (1) At the annual general meeting, the Association must decide by resolution the number of ordinary committee members (if any) to hold office for the next year.
- (2) If the number of members nominating for the position of ordinary committee member is not greater than the number to be elected, the chairperson of the meeting —
 - (a) must declare each of those members to be elected to the position; and
 - (b) may call for further nominations from the ordinary members at the meeting to fill any positions remaining unfilled after the elections under paragraph (a).
- (3) If —
 - (a) the number of members nominating for the position of ordinary committee member is greater than the number to be elected; or
 - (b) the number of members nominating under subrule (2)(b) is greater than the number of positions remaining unfilled,

the ordinary members at the meeting must vote in accordance with procedures that have been determined by the committee to decide the members who are to be elected to the position of ordinary committee member.

- (4) A member who has nominated for the position of ordinary committee member may vote in accordance with that nomination.

35. Term of office

- (1) The term of office of a committee member begins when the member —
 - (a) is elected at an annual general meeting or under subrule 36(3)(b); or
 - (b) is appointed to fill a casual vacancy under rule 38.
- (2) Subject to rule 37, a committee member holds office until the positions on the committee are declared vacant at the next annual general meeting.
- (3) A committee member may be re-elected.

Guidance Note – Committee members upon incorporation - *The committee members appointed on incorporation of the association will hold office until the conclusion of the first annual general meeting of the association and will be eligible for re-election.*

36. Resignation and removal from office

- (1) A committee member may resign from the committee by written notice given to the secretary or, if the resigning member is the secretary, given to the chairperson.
- (2) The resignation takes effect —
 - (a) when the notice is received by the secretary or chairperson; or
 - (b) if a later time is stated in the notice, at the later time.
- (3) At a general meeting, the Association may by resolution —
 - (a) remove a committee member from office; and
 - (b) elect a member who is eligible under rule 27(4) to fill the vacant position.
- (4) A committee member who is the subject of a proposed resolution under subrule (3)(a) may make written representations (of a reasonable length) to the secretary or chairperson and may ask that the representations be provided to the members.
- (5) The secretary or chairperson may give a copy of the representations to each member or, if they are not so given, the committee member may require them to be read out at the general meeting at which the resolution is to be considered.

37. When membership of committee ceases

- A person ceases to be a committee member if the person —
- (a) dies or otherwise ceases to be a member; or
 - (b) resigns from the committee or is removed from office under rule 36; or
 - (c) becomes ineligible to accept an appointment or act as a committee member under section 39 of the Act;
 - (d) becomes permanently unable to act as a committee member because of a mental or physical disability; or
 - (e) fails to attend 3 consecutive Committee meetings, of which the person has been given notice, without having notified the Committee that the person will be unable to attend.

Note for this rule:

Section 41 of the Act imposes requirements, arising when a person ceases to be a member of the management committee of an incorporated association, that relate to returning documents and records.

Act requirements – handing over documents and records – where a person ceases to be a member of the association’s committee section 41 of the Act requires that person to, as soon as practicable after their membership ceases, deliver to a member of the committee all of the relevant documents and records they hold pertaining to the management of the association’s affairs.

- (1) The committee may appoint a member who is eligible under rule 27(4) to fill a position on the committee that —
 - (a) has become vacant under rule 37; or
 - (b) was not filled by election at the most recent annual general meeting or under rule 36(3)(b).
- (2) If the position of secretary becomes vacant, the committee must appoint a member who is eligible under rule 27(4) to fill the position within 14 days after the vacancy arises.
- (3) Subject to the requirement for a quorum under rule 45, the committee may continue to act despite any vacancy in its membership.
- (4) If there are fewer committee members than required for a quorum under rule 45, the committee may act only for the purpose of —
 - (a) appointing committee members under this rule; or
 - (b) convening a general meeting.

39. Validity of acts

The acts of a committee or subcommittee, or of a committee member or member of a subcommittee, are valid despite any defect that may afterwards be discovered in the election, appointment or qualification of a committee member or member of a subcommittee.

40. Payments to committee members

- (1) In this rule —
 - committee member** includes a member of a subcommittee;
 - committee meeting** includes a meeting of a subcommittee.
- (2) A committee member is entitled to be paid out of the funds of the Association for any out-of-pocket expenses for travel and accommodation properly incurred —
 - (a) in attending a committee meeting or
 - (b) in attending a general meeting; or
 - (c) otherwise in connection with the Association’s business.

Division 4 — Committee meetings

41. Committee meetings

- (1) The committee must meet at least 3 times in each year on the dates and at the times and places determined by the committee.
- (2) The date, time and place of the first committee meeting must be determined by the committee members as soon as practicable after the annual general meeting at which the committee members are elected.

- (3) Special committee meetings may be convened by the chairperson or any 2 committee members.

42. Notice of committee meetings

- (1) Notice of each committee meeting must be given to each committee member at least 48 hours before the time of the meeting.
- (2) The notice must state the date, time and place of the meeting and must describe the general nature of the business to be conducted at the meeting.
- (3) Unless subrule (4) applies, the only business that may be conducted at the meeting is the business described in the notice.
- (4) Urgent business that has not been described in the notice may be conducted at the meeting if the committee members at the meeting unanimously agree to treat that business as urgent.

43. Procedure and order of business

- (1) The chairperson or, in the chairperson's absence, the deputy-chairperson must preside as chairperson of each committee meeting.
- (2) If the chairperson and deputy chairperson are absent or are unwilling to act as chairperson of a meeting, the committee members at the meeting must choose one of them to act as chairperson of the meeting.
- (3) The procedure to be followed at a committee meeting must be determined from time to time by the committee.
- (4) The order of business at a committee meeting may be determined by the committee members at the meeting.
- (5) A member or other person who is not a committee member may attend a committee meeting if invited to do so by the committee.
- (6) A person invited under subrule (5) to attend a committee meeting —
 - (a) has no right to any agenda, minutes or other document circulated at the meeting; and
 - (b) must not comment about any matter discussed at the meeting unless invited by the committee to do so; and
 - (c) cannot vote on any matter that is to be decided at the meeting.

Act Requirements -Material Personal Interests of Committee Members

- *Under section 42 of the Act a member of the committee who has a material personal interest in a matter being considered at a committee meeting must:*
 - *as soon as he or she becomes aware of that interest, disclose the nature and extent of his or her interest to the Committee;*
 - *disclose the nature and extent of the interest at the next general meeting of the association*
- *Under section 42(3) of the Act this rule does not apply in respect of a material personal interest*

(a) *that exists only because the member-*

- *is an employee of the incorporated association; or*
- *is a member of a class of persons for whose benefit the association is established; or*

(b) *that the member has in common with all, or a substantial proportion of, the members of the Association.*

- *Under section 43 of the Act a member of the management committee who has a material personal interest in a matter being considered at a meeting of the management committee must not be present while the matter is being considered at the meeting or vote on the matter.*

Under section 42(6) of the Act the association must record every disclosure made by a committee member of a material personal interest in the minutes of the committee meeting at which the disclosure is made.

44. Use of technology to be present at committee meetings

- (1) The presence of a committee member at a committee meeting need not be by attendance in person but may be by that committee member and each other committee member at the meeting being simultaneously in contact by telephone or other means of instantaneous communication.
- (2) A member who participates in a committee meeting as allowed under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, the member is taken to have voted in person.

45. Quorum for committee meetings

- (1) Subject to rule 38(4), no business is to be conducted at a committee meeting unless a quorum is present.
- (2) If a quorum is not present within 30 minutes after the notified commencement time of a committee meeting —
 - (a) in the case of a special meeting — the meeting lapses; or
 - (b) otherwise, the meeting is adjourned to the same time, day and place in the following week.
- (3) If —
 - (a) a quorum is not present within 30 minutes after the commencement time of a committee meeting held under subrule (2)(b); and
 - (b) at least 2 committee members are present at the meeting,

those members present are taken to constitute a quorum.

Note for this rule:

If these model rules are adopted, the quorum for a committee meeting is as notified to the Commissioner under section 7(4)(d) or 29(5)(d) of the Act.

46. Voting at committee meetings

- (1) Each committee member present at a committee meeting has one vote on any question arising at the meeting.
- (2) A motion is carried if a majority of the committee members present at the committee meeting vote in favour of the motion.
- (3) If the votes are divided equally on a question, the chairperson of the meeting has a second or casting vote.
- (4) A vote may take place by the committee members present indicating their agreement or disagreement or by a show of hands, unless the committee decides that a secret ballot is needed to determine a particular question.
- (5) If a secret ballot is needed, the chairperson of the meeting must decide how the ballot is to be conducted.

47. Minutes of committee meetings

- (1) The committee must ensure that minutes are taken and kept of each committee meeting.
- (2) The minutes must record the following —
 - (a) the names of the committee members present at the meeting;
 - (b) the name of any person attending the meeting under rule 43(5);
 - (c) the business considered at the meeting;
 - (d) any motion on which a vote is taken at the meeting and the result of the vote.
- (3) The minutes of a committee meeting must be entered in the Association's minute book within 30 days after the meeting is held.
- (4) The chairperson must ensure that the minutes of a committee meeting are reviewed and signed as correct by —
 - (a) the chairperson of the meeting; or
 - (b) the chairperson of the next committee meeting.
- (5) When the minutes of a committee meeting have been signed as correct they are, until the contrary is proved, evidence that —
 - (a) the meeting to which the minutes relate was duly convened and held; and
 - (b) the matters recorded as having taken place at the meeting took place as recorded; and
 - (c) any appointment purportedly made at the meeting was validly made.

Note for this rule:

Section 42(6) of the Act requires details relating to the disclosure of a committee member's material personal interest in a matter being considered at a committee meeting to be recorded in the minutes of the meeting.

Division 5 — Subcommittees and subsidiary offices

48. Subcommittees and subsidiary offices

- (1) To help the committee in the conduct of the Association's business, the committee may, in writing, do either or both of the following —
 - (a) appoint one or more subcommittees;
 - (b) create one or more subsidiary offices and appoint people to those offices.
- (2) A subcommittee may consist of the number of people, whether or not members, that the committee considers appropriate.
- (3) A person may be appointed to a subsidiary office whether or not the person is a member.
- (4) Subject to any directions given by the committee —
 - (a) a subcommittee may meet and conduct business as it considers appropriate; and
 - (b) the holder of a subsidiary office may carry out the functions given to the holder as the holder considers appropriate.

49. Delegation to subcommittees and holders of subsidiary offices

- (1) In this rule —

non-delegable duty means a duty imposed on the committee by the Act or another written law.
- (2) The committee may, in writing, delegate to a subcommittee or the holder of a subsidiary office the exercise of any power or the performance of any duty of the committee other than —
 - (a) the power to delegate; and
 - (b) a non-delegable duty.
- (3) A power or duty, the exercise or performance of which has been delegated to a subcommittee or the holder of a subsidiary office under this rule, may be exercised or performed by the subcommittee or holder in accordance with the terms of the delegation.
- (4) The delegation may be made subject to any conditions, qualifications, limitations or exceptions that the committee specifies in the document by which the delegation is made.
- (5) The delegation does not prevent the committee from exercising or performing at any time the power or duty delegated.
- (6) Any act or thing done by a subcommittee or by the holder of a subsidiary office, under the delegation has the same force and effect as if it had been done by the committee.
- (7) The committee may, in writing, amend or revoke the delegation.

PART 6 — GENERAL MEETINGS OF ASSOCIATION

50. Annual general meeting

- (1) The committee must determine the date, time and place of the annual general meeting.
- (2) If it is proposed to hold the annual general meeting more than 6 months after the end of the Association's financial year, the secretary must apply to the Commissioner for permission under section 50(3)(b) of the Act within 4 months after the end of the financial year.

- (3) The ordinary business of the annual general meeting is as follows —
- (a) to confirm the minutes of the previous annual general meeting and of any special general meeting held since then if the minutes of that meeting have not yet been confirmed;
 - (b) to receive and consider —
 - (i) the committee's annual report on the Association's activities during the preceding financial year; and
 - (ii) if the Association is a tier 1 association, the financial statements of the Association for the preceding financial year presented under Part 5 of the Act; and
 - (iii) if the Association is a tier 2 association or a tier 3 association, the financial report of the Association for the preceding financial year presented under Part 5 of the Act;
 - (iv) if required to be presented for consideration under Part 5 of the Act, a copy of the report of the review or auditor's report on the financial statements or financial report;
 - (c) to elect the office holders of the Association and other committee members;
 - (d) if applicable, to appoint or remove a reviewer or auditor of the Association in accordance with the Act;
 - (e) to confirm or vary the entrance fees, subscriptions and other amounts (if any) to be paid by members.
- (4) Any other business of which notice has been given in accordance with these rules may be conducted at the annual general meeting.

Note for this rule:

Unless the Commissioner allows otherwise, under section 50(3) of the Act the annual general meeting must be held within 6 months after the end of the Association's financial year. If it is the first annual general meeting, section 50(2) of the Act provides that it may be held at any time within 18 months after incorporation.

51. Special general meetings

- (1) The committee may convene a special general meeting.
- (2) The committee must convene a special general meeting if at least 20% of the members require a special general meeting to be convened.
- (3) The members requiring a special general meeting to be convened must —
 - (a) make the requirement by written notice given to the secretary; and
 - (b) state in the notice the business to be considered at the meeting; and
 - (c) each sign the notice.
- (4) The special general meeting must be convened within 28 days after notice is given under subrule (3)(a).
- (5) If the committee does not convene a special general meeting within that 28 day period, the members making the requirement (or any of them) may convene the special general meeting.
- (6) A special general meeting convened by members under subrule (5) —
 - (a) must be held within 3 months after the date the original requirement was made; and
 - (b) may only consider the business stated in the notice by which the requirement was made.
- (7) The Association must reimburse any reasonable expenses incurred by the members convening a special general meeting under subrule (5).

52. Notice of general meetings

- (1) The secretary or, in the case of a special general meeting convened under rule 51(5), the members convening the meeting, must give to each member —
 - (a) at least 21 days' notice of a general meeting if a special resolution is to be proposed at the meeting; or
 - (b) at least 14 days' notice of a general meeting in any other case.
- (2) The notice must —
 - (a) specify the date, time and place of the meeting; and
 - (b) indicate the general nature of each item of business to be considered at the meeting; and
 - (c) if the meeting is the annual general meeting, include the names of the members who have nominated for election to the committee under rule 32(2); and
 - (d) if a special resolution is proposed —
 - (i) set out the wording of the proposed resolution as required by section 51(4) of the Act; and
 - (ii) state that the resolution is intended to be proposed as a special resolution; and
 - (iii) comply with rule 53(7).

Note for this paragraph:

- Section 51(1) of the Act states that a resolution is a special resolution if it is passed —
- (a) at a general meeting of an incorporated association; and
 - (b) by the votes of not less than three-fourths of the members of the association who cast a vote at the meeting.

Act requirements – Notice to be given to reviewer or auditor – For Tier 2 and 3 associations – under section 86 of the Act a reviewer or auditor of an incorporated association is entitled to receive all notices of and other communications relating to any general meetings of the association that a member is entitled to receive.

53. Proxies

- (1) Subject to subrule (2), an ordinary member may appoint an individual who is an ordinary member as his or her proxy to vote and speak on his or her behalf at a general meeting.
- (2) An ordinary member may be appointed the proxy for not more than 5 other members.
- (3) The appointment of a proxy must be in writing and signed by the member making the appointment.
- (4) The member appointing the proxy may give specific directions as to how the proxy is to vote on his or her behalf.
- (5) If no instructions are given to the proxy, the proxy may vote on behalf of the member in any matter as the proxy sees fit.
- (6) If the committee has approved a form for the appointment of a proxy, the member may use that form or any other form —
 - (a) that clearly identifies the person appointed as the member's proxy; and

- (b) that has been signed by the member.
- (7) Notice of a general meeting given to an ordinary member under rule 52 must —
 - (a) state that the member may appoint an individual who is an ordinary member as a proxy for the meeting; and
 - (b) include a copy of any form that the committee has approved for the appointment of a proxy.
- (8) A form appointing a proxy must be given to the secretary before the commencement of the general meeting for which the proxy is appointed.
- (9) A form appointing a proxy sent by post or electronically is of no effect unless it is received by the Association not later than 24 hours before the commencement of the meeting.

54. Use of technology to be present at general meetings

- (1) The presence of a member at a general meeting need not be by attendance in person but may be by that member and each other member at the meeting being simultaneously in contact by telephone or other means of instantaneous communication.
- (2) A member who participates in a general meeting as allowed under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, the member is taken to have voted in person.

55. Presiding member and quorum for general meetings

- (1) The chairperson or, in the chairperson's absence, the deputy chairperson must preside as chairperson of each general meeting.
- (2) If the chairperson and deputy chairperson are absent or are unwilling to act as chairperson of a general meeting, the committee members at the meeting must choose one of them to act as chairperson of the meeting.
- (3) No business is to be conducted at a general meeting unless a quorum is present.
- (4) If a quorum is not present within 30 minutes after the notified commencement time of a general meeting —
 - (a) in the case of a special general meeting — the meeting lapses; or
 - (b) in the case of the annual general meeting — the meeting is adjourned to —
 - (i) the same time and day in the following week; and
 - (ii) the same place, unless the chairperson specifies another place at the time of the adjournment or written notice of another place is given to the members before the day to which the meeting is adjourned.
- (5) If —
 - (a) a quorum is not present within 30 minutes after the commencement time of an annual general meeting held under subrule (4)(b); and
 - (b) at least 2 ordinary members are present at the meeting,those members present are taken to constitute a quorum.

Note for this rule:

If these model rules are adopted, the quorum for a general meeting is as notified to the Commissioner under section 7(4)(c) or 29(5)(c) of the Act.

56. Adjournment of general meeting

- (1) The chairperson of a general meeting at which a quorum is present may, with the consent of a majority of the ordinary members present at the meeting, adjourn the meeting to another time at the same place or at another place.
- (2) Without limiting subrule (1), a meeting may be adjourned —
 - (a) if there is insufficient time to deal with the business at hand; or
 - (b) to give the members more time to consider an item of business.
- (3) No business may be conducted on the resumption of an adjourned meeting other than the business that remained unfinished when the meeting was adjourned.
- (4) Notice of the adjournment of a meeting under this rule is not required unless the meeting is adjourned for 14 days or more, in which case notice of the meeting must be given in accordance with rule 52.

57. Voting at general meeting

- (1) On any question arising at a general meeting —
 - (a) subject to subrule (6), each ordinary member has one vote unless the member may also vote on behalf of a body corporate under subrule (2); and
 - (b) ordinary members may vote personally or by proxy.
- (2) An ordinary member that is a body corporate may, in writing, appoint an individual, whether or not the individual is a member, to vote on behalf of the body corporate on any question at a particular general meeting or at any general meeting, as specified in the document by which the appointment is made.
- (3) A copy of the document by which the appointment is made must be given to the secretary before any general meeting to which the appointment applies.
- (4) The appointment has effect until —
 - (a) the end of any general meeting to which the appointment applies; or
 - (b) the appointment is revoked by the body corporate and written notice of the revocation is given to the secretary.
- (5) Except in the case of a special resolution, a motion is carried if a majority of the ordinary members present at a general meeting vote in favour of the motion.
- (6) If votes are divided equally on a question, the chairperson of the meeting has a second or casting vote.
- (7) If the question is whether or not to confirm the minutes of a previous general meeting, only members who were present at that meeting may vote.
- (8) For a person to be eligible to vote at a general meeting as an ordinary member, or on behalf of an ordinary member that is a body corporate under subrule (2), the ordinary member —
 - (a) must have been an ordinary member at the time notice of the meeting was given under rule 52; and
 - (b) must have paid any fee or other money payable to the Association by the member.

58. When special resolutions are required

- (1) A special resolution is required if it is proposed at a general meeting —
 - (a) to affiliate the Association with another body; or
 - (b) to request the Commissioner to apply to the State Administrative Tribunal under section 109 of the Act for the appointment of a statutory manager.
- (2) Subrule (1) does not limit the matters in relation to which a special resolution may be proposed.

Note for this rule:

Under the Act, a special resolution is required if an incorporated association proposes to do any of the following—

- (a) to adopt these model rules (section 29(1));
- (b) to alter its rules, including changing the name of the association (section 30(1));
- (c) to decide to apply for registration or incorporation as a prescribed body corporate (section 93(1));
- (d) to approve the terms of an amalgamation with one or more other incorporated associations (section 102(4));
- (e) to be wound up voluntarily (section 121(2)) or by the Supreme Court (section 124(a) and Schedule 4 item 9);
- (f) to cancel its incorporation (section 129).

59. Determining whether resolution carried

- (1) In this rule —

poll means the process of voting in relation to a matter that is conducted in writing.

- (2) Subject to subrule (4), the chairperson of a general meeting may, on the basis of general agreement or disagreement or by a show of hands, declare that a resolution has been —
 - (a) carried; or
 - (b) carried unanimously; or
 - (c) carried by a particular majority; or
 - (d) lost.
- (3) If the resolution is a special resolution, the declaration under subrule (2) must identify the resolution as a special resolution.
- (4) If a poll is demanded on any question by the chairperson of the meeting or by at least 3 other ordinary members present in person or by proxy —
 - (a) the poll must be taken at the meeting in the manner determined by the chairperson;
 - (b) the chairperson must declare the determination of the resolution on the basis of the poll.
- (5) If a poll is demanded on the election of the chairperson or on a question of an adjournment, the poll must be taken immediately.
- (6) If a poll is demanded on any other question, the poll must be taken before the close of the meeting at a time determined by the chairperson.

- (7) A declaration under subrule (2) or (4) must be entered in the minutes of the meeting, and the entry is, without proof of the voting in relation to the resolution, evidence of how the resolution was determined.

60. Minutes of general meeting

- (1) The secretary, or a person authorised by the committee from time to time, must take and keep minutes of each general meeting.
- (2) The minutes must record the business considered at the meeting, any resolution on which a vote is taken and the result of the vote.
- (3) In addition, the minutes of each annual general meeting must record —
 - (a) the names of the ordinary members attending the meeting; and
 - (b) any proxy forms given to the chairperson of the meeting under rule 53(8); and
 - (c) the financial statements or financial report presented at the meeting, as referred to in rule 50(3)(b)(ii) or (iii); and
 - (d) any report of the review or auditor's report on the financial statements or financial report presented at the meeting, as referred to in rule 50(3)(b)(iv).
- (4) The minutes of a general meeting must be entered in the Association's minute book within 30 days after the meeting is held.
- (5) The chairperson must ensure that the minutes of a general meeting are reviewed and signed as correct by —
 - (a) the chairperson of the meeting; or
 - (b) the chairperson of the next general meeting.
- (6) When the minutes of a general meeting have been signed as correct they are, in the absence of evidence to the contrary, taken to be proof that —
 - (a) the meeting to which the minutes relate was duly convened and held; and
 - (b) the matters recorded as having taken place at the meeting took place as recorded; and
 - (c) any election or appointment purportedly made at the meeting was validly made.

PART 7 — FINANCIAL MATTERS

61. Source of funds

The funds of the Association may be derived from entrance fees, annual subscriptions, donations, fund-raising activities, grants, interest and any other sources approved by the committee.

62. Control of funds

- (1) The Association must open an account in the name of the Association with a financial institution from which all expenditure of the Association is made and into which all funds received by the Association are deposited.
- (2) Subject to any restrictions imposed at a general meeting, the committee may approve expenditure on behalf of the Association.
- (3) The committee may authorise the treasurer to expend funds on behalf of the Association up to a specified limit without requiring approval from the committee for each item on which the funds are expended.

- (4) All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments of the Association must be signed by —
 - (a) 2 committee members; or
 - (b) one committee member and a person authorised by the committee.

- (5) All funds of the Association must be deposited into the Association's account within 5 working days after their receipt.

63. Financial statements and financial reports

- (1) For each financial year, the committee must ensure that the requirements imposed on the Association under Part 5 of the Act relating to the financial statements or financial report of the Association are met.

- (2) Without limiting subrule (1), those requirements include —
 - (a) if the Association is a tier 1 association, the preparation of the financial statements; and
 - (b) if the Association is a tier 2 association or tier 3 association, the preparation of the financial report; and
 - (c) if required, the review or auditing of the financial statements or financial report, as applicable; and
 - (d) the presentation to the annual general meeting of the financial statements or financial report, as applicable; and
 - (e) if required, the presentation to the annual general meeting of the copy of the report of the review or auditor's report, as applicable, on the financial statements or financial report.

Notes for this rule:

1. Under section 66 of the Act, an incorporated association must keep financial records that: -
 - (a) correctly record and explain its transactions and financial position and performance; and
 - (b) enable true and fair financial statements to be prepared in accordance with Part 5 Division 3 of the Act.
2. Under section 67 of the Act, an incorporated association must retain its financial records for at least 7 years after the transactions covered by the records are completed.

PART 8 — GENERAL MATTERS

64. By-laws

Guidance Note – Status of By-laws - A by-law must be consistent with the Act, the regulations and these rules. The rules of an association bind the association and the members as an enforceable contract between them. By-laws may not have that status. Therefore, the use of by-laws should be reserved for more procedural or administrative matters.

- (1) The Association may, by resolution at a general meeting, make, amend or revoke by-laws.

- (2) By-laws may —
 - (a) provide for the rights and obligations that apply to any classes of associate membership approved under rule 8(2); and
 - (b) impose restrictions on the committee's powers, including the power to dispose of the association's assets; and
 - (c) impose requirements relating to the financial reporting and financial accountability of the association and the auditing of the association's accounts; and
 - (d) provide for any other matter the association considers necessary or convenient to be dealt with in the by-laws.
- (3) A by-law is of no effect to the extent that it is inconsistent with the Act, the regulations or these rules.
- (4) Without limiting subrule (3), a by-law made for the purposes of subrule (2)(c) may only impose requirements on the Association that are additional to, and do not restrict, a requirement imposed on the Association under Part 5 of the Act.
- (5) At the request of a member, the Association must make a copy of the by-laws available for inspection by the member.

65. Executing documents and common seal

- (1) The Association may execute a document without using a common seal if the document is signed by —
 - (a) 2 committee members; or
 - (b) one committee member and a person authorised by the committee.
- (2) If the Association has a common seal —
 - (a) the name of the Association must appear in legible characters on the common seal; and
 - (b) a document may only be sealed with the common seal by the authority of the committee and in the presence of —
 - (i) 2 committee members; or
 - (ii) one committee member and a person authorised by the committee,and each of them is to sign the document to attest that the document was sealed in their presence.
- (3) The secretary must make a written record of each use of the common seal.
- (4) The common seal must be kept in the custody of the secretary or another committee member authorised by the committee.

66. Giving notices to members

- (1) In this rule —

recorded means recorded in the register of members.
- (2) A notice or other document that is to be given to a member under these rules is taken not to have been given to the member unless it is in writing and —
 - (a) delivered by hand to the recorded address of the member; or
 - (b) sent by prepaid post to the recorded postal address of the member; or
 - (c) sent by facsimile or electronic transmission to an appropriate recorded number or recorded electronic address of the member.

67. Custody of books and securities

- (1) Subject to subrule (2), the books and any securities of the Association must be kept in the secretary's custody or under the secretary's control.
- (2) The financial records and, as applicable, the financial statements or financial reports of the Association must be kept in the treasurer's custody or under the treasurer's control.
- (3) Subrules (1) and (2) have effect except as otherwise decided by the committee.
- (4) The books of the Association must be retained for at least 7 years.

68. Record of office holders

Act Requirements – Record of office holders

Under section 58 of the Act an association must maintain a record of —

- *the names and addresses of the persons who are members of its management committee; or hold other offices of the association provided for by its rules;*
- *the name and address of any person who is authorised to use the common seal of the association (if it has a common seal); and*
- *the name and address of any person who is appointed or acts as trustee on behalf of the association.*

Under section 58 of the Act the association must, upon the request of a member of the association, make available the record for the inspection of the member. The member may make a copy of or take an extract from the record but does not have a right to remove the record for that purpose.

The record of committee members and other persons authorised to act on behalf of the Association that is required to be maintained under section 58(2) of the Act must be kept in the secretary's custody or under the secretary's control.

Note for this rule

Section 58 of the Act —

- (a) sets out the details of the record that an incorporated association must maintain of the committee members and certain others; and
- (b) provides for members to inspect, make a copy of or take an extract from the record; and
- (c) prohibits a person from disclosing information in the record except for authorised purposes.

69. Inspection of records and documents

- (1) Subrule (2) applies to a member who wants to inspect —
 - (a) the register of members under section 54(1) of the Act; or
 - (b) the record of the names and addresses of committee members, and other persons authorised to act on behalf of the Association, under section 58(3) of the Act; or
 - (c) any other record or document of the association.
- (2) The member must contact the secretary to make the necessary arrangements for the inspection.
- (3) The inspection must be free of charge.
- (4) If the member wants to inspect a document that records the minutes of a committee meeting, the right to inspect that document is subject to any decision the committee has made about minutes of committee meetings generally, or the minutes of a specific committee meeting, being available for inspection by members.
- (5) The member may make a copy of or take an extract from a record or document referred to in subrule (1)(c) but does not have a right to remove the record or document for that purpose.

Note for this subrule:

Sections 54(2) and 58(4) of the Act provide for the making of copies of, or the taking of extracts from, the register referred to in subrule (1)(a) and the record referred to in subrule (1)(b).

- (6) The member must not use or disclose information in a record or document referred to in subrule (1)(c) except for a purpose —
 - (a) that is directly connected with the affairs of the Association; or
 - (b) that is related to complying with a requirement of the Act.

Note for this subrule:

Sections 57(1) and 58(5) of the Act impose restrictions on the use or disclosure of information in the register referred to in subrule (1)(a) and the record referred to in subrule (1)(b).

70. Publication by committee members of statements about Association business prohibited

A committee member must not publish, or cause to be published, any statement about the business conducted by the Association at a general meeting or committee meeting unless —

- (a) the committee member has been authorised to do so at a committee meeting; and
- (b) the authority given to the committee member has been recorded in the minutes of the committee meeting at which it was given.

71. Distribution of surplus property on cancellation of incorporation or winding up

Act Requirements – Distribution of surplus property

Under section 24(1) of the Act surplus property can only be distributed to one or more of the following —

- *an incorporated association;*
- *a company limited by guarantee that is registered as mentioned in the Corporations Act section 150;*
- *a company holding a licence that continues in force under the Corporations Act section 151;*
- *a body corporate that at the time of the distribution is the holder of a licence under the Charitable Collections Act 1946;*
- *a body corporate that —*
 - *is a member or former member of the incorporated association; and*
 - *at the time of the distribution of surplus property, has rules that prevent the distribution of property to its members;*
- *a trustee for a body corporate referred to in paragraph (e);*
- *a co-operative registered under the Co-operatives Act 2009 that, at the time of the distribution of surplus property, is a non-distributing co-operative as defined in that Act.*

(1) In this rule —

surplus property, in relation to the Association, means property remaining after satisfaction of —

- (a) the debts and liabilities of the Association; and
- (b) the costs, charges and expenses of winding up or cancelling the incorporation of the Association,

but does not include books relating to the management of the Association.

(2) On the cancellation of the incorporation or the winding up of the Association, its surplus property must be distributed as determined by special resolution by reference to the persons mentioned in section 24(1) of the Act.

Note for this rule:

Section 24(1) of the Act sets out a provision that is implied in these rules describing the entities to which the surplus property of an incorporated association may be distributed on the cancellation of the incorporation or the winding up of the association. Part 9 of the Act deals with the winding up of incorporated associations, and Part 10 of the Act deals with the cancellation of the incorporation of incorporated associations.

72. Alteration of rules

If the Association wants to alter or rescind any of these rules, or to make additional rules, the Association may do so only by special resolution and by otherwise complying with Part 3 Division 2 of the Act.

Note for this rule:

Section 31 of the Act requires an incorporated association to obtain the Commissioner's approval if the alteration of its rules has effect to change the name of the association.

Section 33 of the Act requires an incorporated association to obtain the Commissioner's approval if the alteration of its rules has effect to alter the objects or purposes of the association or the manner in which surplus property of the association must be distributed or dealt with if the association is wound up or its incorporation is cancelled.

Guidance Note – Alteration of Rules. *Amendments to the rules do not take effect until required documents are lodged with the Commissioner, even if the amendments do not require the approval of the Commissioner under section 31 or section 33. The required documents must be lodged within one month after the special resolution is passed.*