

Reference: AF15/366

27th February, 2017

MEMBERS

NOTICE is hereby given that the Strategic Planning Sub-Committee meeting will meet in the following Meeting Room on the day, date and time as follows:

Strategic Planning Sub-Committee
(Committee Room - Level 4):

Friday 3rd March at 1.00 p.m.

An agenda for the meeting is enclosed herewith.



Mark McSHANE
CHIEF EXECUTIVE OFFICER

CONFLICT OF INTEREST DISCLOSURE FORM

I _____,
(insert name)

have received a copy of the agenda for the ☐ **ordinary** ☐ **special** meeting of the

(insert full name of Committee/Sub-Committee/Board) ☐ Council ☐ Committee ☐ Board

to be held on: _____
(insert date of meeting)

CONFLICT OF INTEREST DISCLOSURE

I consider that I have a:

☐ **material** conflict of interest pursuant to section 73 (complete and sign below)

☐ **actual** or ☐ **perceived** conflict of interest pursuant to section 74 (complete and sign overleaf)

of the *Local Government Act 1999* ("the LG Act") in relation to the following agenda item:

(insert details - include Agenda Item No, Report Number, Item/Report Subject Title)

which is to be discussed at that meeting.

MATERIAL

The nature of my **material** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you (or a person prescribed in section 73(1) of the LG Act) stands to obtain a benefit or suffer a loss depending on the outcome of the consideration of the matter at the meeting of the Council in relation to the agenda item described above]*:

In accordance with section 74(1)(b) I will be leaving the meeting room while the matter is being discussed and voted on.

Signature

Date

In accordance with section 75A(2)(b) I propose ☐ to ☐ not to participate in the meeting in relation to the matter.

ACTUAL

The nature of my **actual** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why the conflict between your interests and the public interests might lead to a decision that is contrary to the public interest in relation to the agenda item described above]:*

Where I have proposed to participate in the meeting I intend to deal with my **actual** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the actual conflict of interest in a transparent and accountable way].*

OR

PERCEIVED

The nature of the **perceived** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you consider that an impartial fair-minded person could reasonably consider that you have a perceived conflict of interest in the matter].*

Where I have proposed to participate I intend to deal with the **perceived** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the perceived conflict of interest in a transparent and accountable way].*

Signature

Date

STRATEGIC PLANNING SUB-COMMITTEE

Meeting to be held in the Committee Room, Level 4, Civic Centre
on Friday 3rd March, 2017 at 1.00p.m.

AGENDA

PRESENT: Cr F Morello (Presiding Member)
Cr M Lovett, Cr S Perryman and Cr P Richardson

APOLOGIES: Mayor A Lee

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
General Manager Community Wellbeing, Barbara Cernovskis
General Manager City Growth, Judy Nagy
Manager Business and Strategic Planning, Tracy Tzioutziouklaris

COUNCIL MEMBERS
AS OBSERVERS:

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

MINUTES: moved that the Minutes of the previous meeting held on Friday 25th November, 2016 be taken as read and confirmed.

seconded

QUESTIONS:

(a) With Notice - nil submitted

(b) Without Notice -

1. COMMUNITY PLAN – Development of Strategic Plans - Strategic Planning Sub-Committee Report No. 1/2017 - Ref. AF16/185

moved it be recommended:

(a) Strategic Planning Sub-Committee Report No. 1/2017 be received.

(b) The Strategic Planning Sub Committee oversee and provide guidance to Council on the development of the Strategic Plans and the strategic planning processes including community engagement and consultation processes.

seconded

2. COMMUNITY PLAN – Development of the Cultural Development Plan and Youth Strategy – Strategic Planning Sub Committee Report No. 2/2017 – Ref. AF16/185

moved it be recommended Strategic Planning Sub Committee Report No. 2/2017 be received and the contents noted.

seconded

The Manager Business and Strategic Planning reported:

- moved it be recommended the report and Discussions and Options Paper be received and the contents noted.

MOTIONS WITH NOTICE - Nil

The meeting closed at _____ p.m.
TT

STRATEGIC PLANNING SUB-COMMITTEE

Meeting held in the Committee Room, Level 4, Civic Centre
on Friday 25th November, 2016 at 1.00 p.m.

MINUTES

PRESENT: Cr F Morello (Presiding Member)
Mayor A Lee, Cr M Lovett (arrived at 1.10 p.m.), Cr S Perryman and
Cr P Richardson

APOLOGIES: Nil

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Manager Business and Strategic Planning, Tracy Tzioutziouklaris

COUNCIL MEMBERS
AS OBSERVERS: Nil

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MINUTES: Mayor Lee moved that the Minutes of the previous meeting held on Friday 28th October, 2016 be taken as read and confirmed.

Cr Perryman seconded

Carried

QUESTIONS:

(a) With Notice - nil submitted

(b) Without Notice - nil

1. **BEST PEOPLE BEST COMMUNITY - Community Plan - Organisation Structure - Strategic Planning Sub-Committee Report No. 8/2016 - Ref. AF16/185**

Cr Richardson moved it be recommended Strategic Planning Sub-Committee Report No. 8/2016 be received and the contents noted.

Mayor Lee seconded

Carried

Cr Perryman vacated the meeting at 1.50 p.m. and did not return.

2. **STRATEGIC PLANNING SUB-COMMITTEE - Scheduled Meeting Dates - Ref. AF15/266**

The Manager Business and Strategic Planning reported:

- (a) Important scheduled meetings for Members in relation to Best People Best Community include:

Monday 5th December, 2016 Special Meeting of Council

STRATEGIC PLANNING SUB-COMMITTEE

Meeting held in the Committee Room, Level 4, Civic Centre
on Friday 25th November, 2016 at 1.00 p.m.

MINUTES

PRESENT: Cr F Morello (Presiding Member)
Mayor A Lee, Cr M Lovett (arrived at 1.10 p.m.), Cr S Perryman and
Cr P Richardson

APOLOGIES: Nil

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Manager Business and Strategic Planning, Tracy Tzioutziouklaris

COUNCIL MEMBERS
AS OBSERVERS: Nil

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

MINUTES: Mayor Lee moved that the Minutes of the previous meeting held on Friday 28th October, 2016 be taken as read and confirmed.

Cr Perryman seconded

Carried

QUESTIONS:

(a) With Notice - nil submitted

(b) Without Notice - nil

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Mayor Lee seconded

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- (a) Important scheduled meetings for Members in relation to Best People Best Community include:

Monday 5th December, 2016 Special Meeting of Council

Strategic Planning Sub-Committee Minutes, Friday, 25th November, 2016 cont'd...

Mayor Lee moved it be recommended:

- (a) the report be received and the Special Meeting of Council to be held on Monday 5th December be noted.

Cr Lovett seconded

Carried

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE - Nil

The meeting closed at 2.15 p.m.
TT

Strategic Planning Sub-Committee Minutes, Friday, 25th November, 2016 cont'd...

Mayor Lee moved it be recommended:

- (a) the report be received and the Special Meeting of Council to be held on Monday 5th December be noted.

Cr Lovett seconded

Carried

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE - Nil

The meeting closed at 2.15 p.m.
TT

STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 1/2017

SUBJECT: DEVELOPMENT OF STRATEGIC PLANS

REF: AF15/366

INTRODUCTION

Council at its meeting held on Tuesday 21st February, 2017 determined:

“To progress the strategic goals Council will:

- (a) prepare timelines for the development of a youth strategic and cultural plan by the end of March, 2017;*
- (b) Complete the youth strategy and cultural plan by the end of the 2017 calendar year;*
- (c) Table bi-monthly progress reports on the youth strategy, cultural plan, digital plan and economic growth strategy at the Corporate and Community Services Committee;*
- (d) Devise a community engagement/consultation strategy for the digital plan by the end of March 2017.”*

This report provides an overview of progress on a number of strategic documents/projects and suggests a way forward. It is recognised Council Members must have involvement and ownership over these strategic plans as they provide direction and guidance for future development and activities.

DISCUSSION

The Strategic Planning Sub-Committee -

As identified within its Terms of Reference the Strategic Planning Sub-Committee was created for the express purpose of:

1. To oversee and facilitate the review of the Strategic Plan which is to be consistent with the City Development Framework.
2. To monitor and evaluate the implementation of Mount Gambier: A Futures Paper for City Development

The Strategic Planning Sub-Committee provides the perfect forum to guide the development of further issue specific strategies. The Strategic Planning Sub-Committee reports to Council through the Corporate and Community Services Standing Committee of Council.

Using this reporting structure provides the Strategic Planning Sub-Committee the ability to ensure all new strategies have consistency with the City Development Framework, The Futures Paper and the Community Plan.

The Community Plan

The Community Plan was endorsed by Council at its meeting in May 2016. The Community Plan together with the Futures Paper are Council's key strategic documents and are supported by the Long term Financial Plan, the Asset Management Plan and the Annual Budget.

These plans identify the direction, services and facilities that Council wishes to provide for the community, specifically for the current term of Council but also for the future.

Within the Community Plan it has been specifically identified that the following Strategic Plans be prepared/undertaken:

Goal 1: Our People

Key Projects - Partner with young people to develop a youth strategy that reflects their aspirations of living

Goal 2: Our Location

Key Projects - Develop an Open Space and Asset and Management Strategy

Goal 3: Our Diverse Economy

Key Projects - To develop an implement strategies and actions and partner with relevant stakeholders to increase professional service delivery opportunities.

Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

Key Projects - Develop a cultural plan for the City of Mount Gambier

Reconciliation Action Plan

Develop and implement a strategy to facilitate a reduction in greenhouse gas emissions.

Once the strategies have been developed it is anticipated that they will contain recommendations for actions, activities, projects that will have resourcing requirements that will impact on the Annual Budget, The Long Term Financial Plan and ultimately the delivery of services.

Summary of Strategies

Work has commenced on a number of strategies which is summarised as follows:

Strategy	Status
Digital Strategy Building a connected regional city	Final report received. Was considered at a Council Members Workshop on 17 th January, 2017. Initial actions identified to be implemented.
City Growth Strategy 2017-2027	Currently out on tender for a Strategy Consultant to prepare. Tenders close 12noon Friday 17 th March, 2017
Economic Performance Scorecard and Future Modelling	Econsearch engaged to undertake the development of the Economic Scorecard, case study & modelling. Draft report completed and will be forwarded to Council shortly.
Visitor Economy (Tourism) – Tourism Data Collection Project	Need to establish baseline information and structures in place. This project is to build a solid foundation upon which informed actions can be identified. Has recently commenced.
Visitor Economy (Tourism) Signage Strategy & Action Plan	Tender has been awarded.

City of Mount Gambier Tourism Review	Current budget allocation Tender Awarded Engagement with Members and Stakeholders to commence in March 2017
Reconciliation Action Plan	Reports provided through the Community Engagement and Social Inclusion Sub-Committee. RAP Focus Group formed and meeting monthly. RAP is developing
Cultural Plan/Strategy	Current budget allocation To be commenced Refer to Strategic Planning Sub-Committee Report No. 2/2017.
Youth Strategy	Current budget allocation To be commenced Refer to Strategic Planning Sub-Committee Report No. 2/2017.
Greenhouse Gas Emissions Strategy	Was discussed as the February, 2017 meeting of the Strategic Planning Sub Committee. Dr Tim Moore to be engaged to assist with the development of a long term carbon mitigation strategy.
Open Space and Asset and Management Strategy	Not yet commenced

Digital Strategy

The final Digital Strategy and Action Plan for the City of Mount Gambier has been received and discussed at a Members Workshop held on 17th January, 2017

This Strategy and action plan identifies what the City will do to reap the benefits of digital technology for meeting its aspirations. It builds on recent futures planning and draws insights about how other cities have been exploiting digital technology to secure their futures. The relatively low cost and increasingly ubiquitous nature of digital technologies can allow communities to thrive through new opportunities.

As identified at the Council Members Workshop Action Identified within the Digital Strategy that are currently underway include:

- Engagement with NBN Co and Encourage Take up (1.4)
Discussions underway with NBN on joint strategies for increased awareness, adoption and uptake with the community.
- Provide Digital Leadership from Council (2.4)
Delivery of Digital Strategy priorities underway.
- Build Communication and Branding (2.5)
Included in Economic Development and Branding Priority.
- Assemble Tourist Behaviour Data (3.3), Assemble Foot Traffic Data (3.4), Assemble Content for Tourism (3.6), Develop Visitor App (5.3)
Delivery of Actions underway – Joint partnership with Council and Tourism Mount Gambier in Data Collection Analysis and Signage Strategy.
- Reimagine and Redevelop Visitor Centres as 'Digital First' Channels to Market (5.9)

Consultant Tender proposal released December 2016.

Over the next twelve months the following actions are proposed to be further investigated and implemented:

1. Develop free Wi-Fi hotspots and digital infrastructure for community, business and visitors (recommendations (1.1, 1.2, 1.3).
2. Undertake feasibility assessment on the benefits of accessing higher bandwidth connectivity (hi-speed fibre optics) and ability to reduce operating costs for the community and businesses. Involve discussions with AARnet, SAPN and commercial providers (1.5)
3. Develop and Deliver community and business digital literacy programs including mentoring programs (Train the Trainer) targeted at specific groups in the community (2.1).
4. Develop and implement a digital youth hub supporting digital access, communication mentoring, business/commercialism, education and use of social media.

City Growth Strategy 2017-2027

The City Growth Strategy 2017-2027 is currently out on tender for a Strategy Consultant to prepare with tenders closing at 12 noon on Friday 17th March, 2017.

The Strategy will identify and provide a series of practical strategies, actions and an implementation plan to drive success and competitiveness of the City now and into the future. Mount Gambier is a growing City with enormous potential. Over the past 12 months, the City has considered its economic foundations and future opportunities and recognised the need to take a new path, one which leads to a new economy offering greater prosperity.

The City Growth Strategy 2017-2027 is to consist of a comprehensive list of strategies, actions and an implementation plan to be delivered over the next 10 years. In particular the strategy is to give consideration to:

- Comparative national regional development information, learnings and successes.
- Strategic partnerships.
- Economic indicators including employment and population growth and ageing population impacts.
- City hubs/clusters: cultural, education, business and community.
- Retail and business/industry expansion and attraction.
- Commercial and residential property development to meet market needs.
- Digital technology adoption and implementation.
- Capital and investment attraction.
- “One stop shop” facilities (Government and community service providers).
- Attraction to Government Agencies and private service providers to provide a diverse employment base.
- Attraction and retention of talent.
- Attraction of new residents.
- Increased City visitation.
- Linkages and collaboration between education, research institutions, business and the region.

It is expected the City Growth Strategy 2017-2027 will be finalised and delivered to the City of Mount Gambier by 26th May, 2017. It is expected that the draft report will be presented to Council early June 2017.

Council is seeking a qualified Consultant to prepare the City Growth Strategy 2017-2027 with, at a minimum, the following qualifications:

- Extensive experience in the preparation of regional economic development strategy and action plans, regeneration and masterplan strategic planning frameworks and similar studies.
- Experience and knowledge of the Local Government sector.
- Proven ability to expeditiously and accurately produce the required product in a concise and useable format.
- Comprehensive understanding and supporting evidence of experience in regional development within Australia.
- Proven success in completing studies and analysis in a timely fashion.

Economic Performance Scorecard and Future Modelling

Econsearch engaged to undertake the development of the Economic Scorecard, case study & modelling. Draft report completed and will be forwarded to Council shortly.

The Economic Scorecard, case study and modelling project involved:

- (1) Extensive data collection and analysis for:
 - The City of Mount Gambier;
 - The Limestone Coast South Australian Government Region (SAGR); and
 - South Australia.
- (2) Preparation of Scorecards and additional data

A data base for each major economic indicator (employment, household expenditure, value of output, etc.)
- (3) Regional assessments – tourism analysis

Quantifying the direct and flow-on impacts from encouraging visitors to stay an additional day within the Mount Gambier region.
- (4) Regional assessments – retail analysis

An assessment of the significance of the region's retail analysis.
- (5) Regional assessment – Generations in Jazz

It is important for Council to quantify the regional economic significance of the Generations in Jazz festival.

As noted above the draft report has been completed and will be provided to Council in due course.

Econsearch were engaged to undertake this project as they were identified as having the specialist skills required to undertake this work. A copy of the scoping report from EconSearch is attached to this agenda for Members information.

Visitor Economy (Tourism) – Tourism Data Collection Project

A need was identified to establish baseline information and structures in place upon which to build a solid foundation upon which informed actions can be identified.

Research data is often available at the National, State and Local level but is not always appropriate or applicable to specific locations in regional areas. Understanding consumer needs and

preferences and targeting the right customer all helps when marketing an area and maximising the City's Visitor economy.

Two surveys are proposed to be undertaken:

- Consumer survey to better understand the needs and preferences; and
- External survey will be targeted as a selective audience, such as tourism wholesalers with the intent that the survey will be ongoing each year (data to be collected electronically).

The broad objectives/goals being sought are information on:

- Visitor Economic Impact
- Visitor Profile
- Visitor Perceptions
- Good sample sets to allow for reliable statistics.

As a result of the recent tender process Greenhill Research & Planning were appointed the project consultant. A copy of the submission from Greenhill Research & Planning is attached to this agenda for Members information and perusal.

Visitor Economy (Tourism) Signage Strategy & Action Plan

Tourism presents some of the best opportunities to grow the local economy. A 10% growth in annual visitor nights injects an extra \$20 million into the local economy. The challenge is to make visitors informed about Mount Gambier and the attractions and experiences on offer and to create new experiences. There is an opportunity for existing and new signage in Mount Gambier to move in to the digital world and connect the City better to the rest of Australia and the world.

Signage is a powerful tool for communities to develop a strong brand and identify whilst also providing effective linkages and information for the visitor. Improving signage in Mount Gambier will significantly enhance a visitor's welcoming experience within the City.

The following specific objectives and goals being sought to achieve as part of this project include:

- Improve wayfinding to destinations within the City of Mount Gambier
- Ensure that signage is compatible with the desired character of the City of Mount Gambier
- Ensure signage is installed in suitable/strategic locations
- Ensure signage is of high quality, design and finish
- Ensure signage specifically includes links to the digital world eg. Websites, social media, different languages, touch screens and digital rolling messages
- New and existing signage should include experiences that will form part of the 'One stop 60 experiences' campaign
- Signage must capture visitors travelling the Great Ocean Road which could result in signage outside the specific Council boundaries
- Existing signage to be specifically reviewed to include gateway entry signs, tourist directional signs, visitor information and interpretive signs and commercial signs
- Feedback mechanisms should be included in digital form

As a result of the recent tender process Minale Tattersfield were appointed the project consultant. Due to confidentiality/Commercial In Confidence provisions within their submission a summary of their proposal and credentials is provided for Members as follows.

Minale Tattersfield are an Australian design and branding agency with a global presence. The project team include people with the following qualifications and expertise in design, art, graphic design, visual communication, commercial mapping and disability access compliance.

It is envisaged that the project will occur via the following stages:

February, 2017	Initiation Meeting & Audit First workshop & Audit
March, 2017	Draft Report Possible 2 nd Workshop
April, 2017	Final Report

City of Mount Gambier Tourism Review

The City of Mount Gambier sought quotes from suitably qualified respondents for the provision of a comprehensive review of current Tourism and Visitor Information Services.

The scope of this project includes:

- Identify and critique the visitor information services currently delivered
- Clearly delineate between visitor information centre and visitor information services
- Undertake a comprehensive review of the Visitor Information Centre and identify the potential for repurposing the Lady Nelson including the future of the Discovery Centre, interpretative displays and other services provided including bus ticketing
- Identify the potential benefit derived from integration of the services and interpretative displays with the Main Corner, Riddoch Art Gallery and Lady Nelson Visitor Information and Discovery Centre
- Outline anticipated financial considerations; capital, operational, IR and Human resourcing
- Include application and use of digital strategy
- Review operational parameters including delivery of visitor information services
- Review of visitor information services must be considered in conjunction with tourism development under the umbrella of Economic Development
- Include comprehensive engagement with Council and external stakeholders

The Outcomes envisaged include:

- Re-imagine and redevelop Visitor Centres as 'digital first' channels to market
- Benefits of a service over centre report should investigate alternate and satellite delivery sites, anticipated financial considerations; capital, operational, IR and Human resourcing and operating parameters
- Proposed implementation schedule, time and process
- Develop an innovative visitor services delivery model

Claire Ellis Tourism Analysis and Solutions have been appointed as the project consultant with work on this project expected to commence in March, 2017. A copy of the submission from Claire Ellis is attached for Members Information and perusal.

P420 Procurement & Disposal of Land & Assets

The above tenders have been awarded in accordance with Council's Policy P420 Procurement & Disposal of Land & Assets.

CONCLUSION

Substantial work has been undertaken in relation to the development of a number of strategies as identified within the Community Plan. Reports on these strategies have been provided as key achievements have been reached.

In addition to reports on some of the strategies, Member Workshops have been scheduled and help to enable and facilitate Council Member involvement, discussion and input into the strategies.

The development and actioning of the Strategic Plans will require ongoing monitoring, discussion and maintenance of the Long Term Financial Plan, Annual Budget Business Unit Plans and Key Performance Indicators.

RECOMMENDATION

- (a) Strategic Planning Sub-Committee Report No. 1/2017 be received.
- (b) The Strategic Planning Sub-Committee oversee and provide guidance to Council on the development of the Strategic Plans and the strategic planning processes including community engagement and consultation processes.



Tracy TZIOUTZIOUKLARIS
MANAGER – BUSINESS AND STRATEGIC PLANNING

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

MTT
24th February, 2017

Attachments: Submissions from: EconSearch
Greenhill Research & Consulting
Claire Ellis

EconSearch Tasks and Quotation to Prepare an Economic Profile and Case Studies for the Mt Gambier City Council

Scope

The City of Mount Gambier has identified the need to facilitate continued diversification, innovation and growth in its economy in order to support long term sustainability and prosperity for its community. To achieve these objectives there is the need to build stronger relationships between industry, educators and service providers, and to expand on key assets. Mount Gambier's expansion opportunities include the James Morrison Academy, the Generations in Jazz festival and the Riddoch Centre, which may provide significant contribution in attracting further investment, visitation and value adding to existing businesses and industries.

To assist the City of Mount Gambier in achieving these objectives, EconSearch has been asked to prepare an economic scorecard for the city. In relation to identifying expansion opportunities, EconSearch will undertake impact assessments of local tourism activity, retail industry growth and the Generations in Jazz festival. The tasks for EconSearch can be considered in two stages, namely estimation of economic data and impact analysis.

Given that the scorecard data are needed for comparative purposes, the suggested regional scope should include three regions, namely:

- the City of Mount Gambier,
- the Limestone Coast South Australian Government Region (SAGR), and
- South Australia.

The economic scorecard data for the regions will be based upon the Input-Output (IO) model generated profiles of:

- Employment, household income and household expenditure, by industry (78 sectors),
- Components of gross regional product by industry, and
- Value of imports and exports by industry.

In addition to IO generated values, region total estimates of the unemployment rate (for the whole and youth populations), the labour force participation rate and an analysis of the size and number of local registered business will be provided.

Following preparation of the economic scorecard data, EconSearch will prepare an impact assessment of the local tourism industry. Specifically the assessment will consider the direct and flow-on impacts derived from encouraging visitors to stay an additional day within the Mount Gambier region. In addition to tourism impacts, EconSearch will also prepare an impact assessment of the local retail industry and the Generations in Jazz festival.

Note that the City of Mount Gambier has acknowledged capacity to grow visitation and the tourism economy¹. Furthermore it has also been noted that the City provides services to a significant portion of the Limestone Coast population (approximately 65,000 people with a resident population of approx. 26,000). Accordingly the impact assessments will serve to bring insight to Mount Gambier's position as a tourist destination, as well as its economic significance amongst neighbouring localities.

Tasks

Task 1 Data collection – general (8 hours)

For the collection and collation of regional data, a wide range of reports (published and unpublished) and data sources will be utilised. A Limestone Coast SAGR and LGA regional database will be constructed that will include several subsets of data that will have both spatial and industry dimensions. Examples include:

- Detailed employment data (place of remuneration) by industry (4-digit ANZSIC²), hours worked and region from the Australian Bureau of Statistics (ABS) 2011 Census of Population and Housing (from the Table Builder database).
- Estimates of total employment by industry for 2014/15 from the Labour Force Survey (Department of Education, Employment and Workplace Relations).
- Counts of Australian Businesses by Industry Division, by Statistical Area Level 2, and by Employment Size Ranges as at June 2011 and June 2015 (ABS).
- Detailed household expenditure data by item (approximately 600) from the ABS Household Expenditure Survey, Australia: Detailed Expenditure Items, and more aggregated regional data (by special request).
- The consumer price index values for Adelaide from 2010 to 2015.
- Estimates of residential population by region for 2014/15 from Regional Population Growth, Australia.
- Estimates of value of agricultural output by region from the ABS Agricultural Census and subsequent survey data.
- Estimates of mean taxable income and mean salary and wages by region from the Australian Taxation Office (ATO) Taxation Statistics.
- The 2014/15 Australian National Accounts: State Accounts.
- Tourism industry data as described below.
- Other data sources including industry and region based reports and studies (e.g. EconSearch fisheries and aquaculture reports).

¹ Data from the Australian Bureau of Statistics shows the national average for accommodation occupancy in regional Australia is around 55%. Whereas the average for the Limestone Coast is about 43%.

² Australian and New Zealand Standard Industrial Classification (2006 version).

Part of the required data set is the Tourism expenditure³. Tourism expenditure is a measure of the value of sales of goods and services to visitors to the region. The following method and data sources will be used to estimate tourism expenditure by industry sector for the regions.

- The primary data will be sourced from Tourism Research Australia (TRA).
- These base datasets included total tourism expenditure by SA tourism region and average expenditure profiles, by region, across a range of goods and services (e.g. food and drink, fuel, shopping, etc.).
- Estimates are available for domestic day, domestic overnight and international visitor expenditure.
- The first adjustment to the base data is the development of a concordance between the SA tourism regions and the SAGR and LGA regions. This concordance is based on an ABS concordance between tourism regions and defined regions' SA2 components.
- The second adjustment to the base data will be the application of a more detailed expenditure breakdown from the *ABS Australian National Accounts: Tourism Satellite Account* for both domestic and international visitor expenditure.
- The third adjustment to the base data will be the conversion of tourism expenditure estimates from purchasers' to basic prices (i.e. reallocation of net taxes (taxes minus subsidies) and marketing and transport margins) to make the data consistent with accounting conventions used in the national, state and regional economic models and data bases. Purchasers' to basic price ratios for tourism expenditure categories were derived from ABS data.
- The final adjustment to the base data will be the allocation of the tourism expenditure data in basic prices to the relevant industry sectors (intermediate sectors, taxes less subsidies or imports) in which the expenditure occurred, thus compiling a profile of sales to final demand. This process will be undertaken for each type of tourism expenditure (domestic day, domestic overnight and international visitor) and the results aggregated to form a single tourism expenditure profile. Profiles will be developed for each region.

Task 2 Preparation of Scorecards and additional data (33 hours)

A database for each major economic indicator (employment, household expenditure, value of output, etc.) will be prepared using a series of Matlab program scripts. The scripts utilise the above data sources in order to produce economic 'control' data.

The database scripts contain a series of manipulations to convert source data to a form consistent with the specification and conventions of regional databases and models. For example, to compile the household expenditure data, the detailed data from the *Household Expenditure Survey* (approximately 600 categories) are aggregated to be consistent with the sector specifications required (e.g. 20 or 78 sectors). A concordance for both 20 and 78 sector aggregations has been developed by EconSearch for this purpose. In subsequent modifications these aggregated data were converted from purchasers' prices to basic prices, as

³ Tourism expenditure is a component of a region's exports.

the raw data include margins, taxes and subsidies. All monetary values in the tables are expressed as basic values.

The final stage of the database construction process will be to ensure that, for each sub region, estimates by industry and indicator sum to the appropriate parent region values. I.e. the LGAs sum to the Limestone Coast SAGR region values, and the SAGR regions sum to the State totals. Data at the 20-sector level will be provided in an Excel spreadsheet as well as in a short report.

In addition to the extensive data provided in the IO database, estimates of the unemployment rate (for the whole and youth populations), the Labour force participation rate and an analysis of the size and number of local registered business will be provided. These estimates will be based on the following data sources:

- Small Area Labour Markets, March quarter 2016, The Department of Employment
- 3235.0 - Population by Age and Sex, Regions of Australia, 2015, ABS
- The census of population and housing 2011, ABS
- Counts of Australian Business Entries and Exits (CABEE) as at June 2015, ABS

Task 3 Regional assessments – tourism analysis (16 hours)

This stage is concerned with quantifying the direct and flow-on impacts from encouraging visitors to stay an additional day within the Mount Gambier region. The economic modelling performed in Task 1 will allow the estimation of per day expenditure for domestic overnight and international visitors.

The per day expenditure figures will then be used in conjunction with the total visitor figures to produce an estimate of the expected increase in tourism expenditure in the region. Additional analysis can be performed using related figures if required (e.g. modelling an increase in the number of visitors to the region). With the expected expenditure figures, an IO analysis can be undertaken in order to determine the direct and indirect effects of the tourism scenario.

Task 4 Regional assessments – retail analysis (16 hours)

Given Mount Gambier's position as a region centre to neighbouring communities, it may be beneficial to assess the significance of the region's retail industry. Similar to Task 3, an impact assessment can be undertaken for the value of retail services provided by the Mount Gambier region. Using industry expenditure profiles estimated from the Mount Gambier IO model, an IO impact analysis can be performed to measure direct and indirect effects (and hence economic significance) of the local retail industry.

Being a larger regional centre, there is also reasoning to follow that large scale retailers may hold notable prominence among the local retail sector. Using the CABEE data, retail industry expenditure can be estimated for large scale employers (50+ employees). Note that additional information to differentiate the expenditure profiles of large vs small business will be desirable and may be required. For example do large businesses have a greater propensity to import, reach a higher economies of scale, etc.). With expenditure data restricted by employment size, a large scale retail sector impact assessment will be undertaken.

Further scenarios regarding the nature of large scale retailing with the rest of the local industry can also be modelled if required. This is likely to be based on retail data generated as part of the City Planning

Framework consultancy. We can provide a quote for this more detailed work separately once that consultancy is completed and the scope of the additional work confirmed.

Task 5 Regional assessments – Generations in Jazz (18 hours)

It is important for the Council to quantify the regional economic significance of the Generations in Jazz festival. The festival organisers and regional community are increasingly looking to promote the festival's contribution to local economic activity and employment. Moreover, representation to the federal, state and local governments has been constrained by information gaps in support of claims of the regional importance of the festival. For funding support, but also in policy areas focussed on regional development or where policy change has the potential to impact on regional activity, such analysis is important.

Having a current statement of the economic impact of the Generations in Jazz festival and an accompanying set of regional economic multipliers, would provide the City of Mt Gambier and the Generations in Jazz Board with greater certainty about the importance of the festival to regional economic activity and employment.

Study Period: It is proposed to undertake the analysis for this year's festival (2016). As an option, projections for future festivals can be undertaken if required.

Region: It is proposed the impact analysis would be prepared for the City of Mount Gambier and the South East region (Limestone Coast).

Activities: It is proposed that the following economic activities be included in the analysis:

- Income (ticket sales, sponsorship, etc.) and expenditure associated with festival operation/management
- Capital expenditure associated with the festival undertaken by the City of Mt Gambier or other organisations (e.g. Generations in Jazz Board, private businesses, community groups)
- Expenditure by festival participants, their families and other visitors on accommodation, travel, food, etc.
- Income and expenditure associated with other festival aligned or associated events (at the time of the festival or at other times during the year)
- Other activities not included above (e.g. volunteer activity)?

Data Collection: It is assumed that the data required to analyse the economic activity is already collected or would be readily available. No allowance has been made in this quote for primary data collection.

Task 6 Reporting (24 hours)

Prepare a short report that summarises data, method (including assumptions), the score card data for each region and results of the analysis for the tourism, retail industry and Generations in Jazz assessments. Initially the report will be prepared in draft format and finalised after review by the client.

Project Team

Julian Morison

The project will be led by Dr Julian Morison (BAGec, MEcSt, MInfEng, PhD), Managing Director EconSearch Pty Ltd. Julian has experience and expertise across a range of analytical techniques including those used for economic impact analysis (regional, state and national input-output models and computable general equilibrium (CGE) models) and those used for economic and financial evaluation (cost benefit analysis, multi-criteria analysis, whole farm budgeting, etc.). He has experience in the analysis of regional development issues, particularly measuring the employment and value adding impacts of industry growth and decline and has conducted numerous economic impact analysis consultancies for various firms and government organisations.

In undertaking these studies he has gained experience in a wide variety of industry analyses and in industry data collection, market and trend analysis, database construction and spreadsheet modelling. As well, he has experience in conducting business and consumer surveys - preparing questionnaires, conducting interviews, and collating and analysing survey results and in the use of standard analytical tools and planning techniques such as cost-benefit analysis and multi-criteria analysis.

Julian previously worked as a senior consultant with Agricultural and Resource Management Services (1993-95) and before that as a lecturer in agricultural and resource economics at the University of New England (1987-93).

Nicholas Angelakis

Nick has recently been involved in a number of assignments related to the development of economic models. Particularly he has assisted with the production of Input-Output (IO) models; which notably includes the South Australian State and State Government Region IO models provided to the Department of Premier and Cabinet (DPC) for the years 2013/14 and 2014/15. He has and continues to improve the methodology necessary for IO table construction, and has played a significant role in incorporating the IO methodology to utilise the Industrial Ecology Virtual Laboratory (IELab).

Other notable IO related projects, in which Nick has had experience developing, has been the production of IO models for various and often remote/niche regions, the development of IO economic profiles restricted to small business, and the production of Satellite accounts for the Mining Equipment, Technology and Services industry.

Furthermore, Nick has experience working on an array of other projects. Utilising the IELab he has developed a method for estimating interstate trade flows between the States and Territories. Additionally he has experience in performing Computable General Equilibrium (CGE) modelling, using Victoria University's TERM model, of which he has attended training for during the years 2014 and 2015. He is also capable in utilising programming languages, such as visual basic for application (VBA) in order to improve various economic models and find data solutions.

Importantly for this project, Nick has had extensive experience over the past three years preparing scorecards, economic profiles and IO models at both region and local government area levels in the Yorke and Mid North, Eyre Peninsula, Adelaide Hills, Fleurieu Peninsula, Kangaroo Island and Barossa regions.

Quotation

Total time to undertake Tasks 1-6 is estimated to be: Nicholas Angelakis 102 hours; Julian Morison 13 hours. On this basis the cost of undertaking the proposed work is \$20,000 excluding GST (\$22,000 including GST). Details are provided in the following table.

Consultant:	Julian Morison	Nick Angelakis	Expenses (\$)	Cost (ex GST)	Cost (inc GST)
Consultant fee per hour (\$)	260	160			
1. Data collection for Scorecard		8.0		1,280	1,408
2. Preparation of Scorecards and additional data	3.0	30.0	300	5,880	6,468
3. Regional assessments – tourism analysis	2.0	14.0		2,760	3,036
4. Regional assessments – retail analysis	2.0	14.0		2,760	3,036
5. Regional assessments – Generations in Jazz	2.0	16.0		3,080	3,388
6. Reporting	4.0	20.0		4,240	4,664
Number of Hours	13.0	102.0			
Professional Fees and Expenses (\$)	3,380	16,320	300	20,000	22,000

Schedule and Milestones

The following schedule indicates that approximately four weeks would be required to undertake the specified tasks and prepare a draft report. If comments on the draft report could be provided within three working days, it is anticipated the final report could be finalised in the following two working days.

Commence Project	Monday 14 November 2016
Submit Draft Report	COB Friday 9 December 2016
Submit Final Report	COB Friday 16 December 2016
Payment Schedule:	100% on acceptance of Final Report

EconSearch Details

Name of company:	EconSearch Pty Ltd (ABN: 32 643 265 530)
Contact person:	Dr Julian Morison
Street/Postal address:	214 Kensington Road, Marryatville SA 5068
Telephone:	(08) 8431 5533; 0419 869633
Email address:	jbmorison@econsearch.com.au
Web site	www.econsearch.com.au

This proposal prepared by

Nicholas Angelakis and Julian Morison, EconSearch Pty Ltd

4 November 2016

GPO Box 451
Unley SA 5061
Ph: (+61 8) 8373 5281
Mob: 0438 762 122
Email: richard@greenhillresearch.com.au

27th January 2017

Mr Simon Wiseman
Economic Development Coordinator
City of Mount Gambier

By email: tenders@mountgambier.sa.gov.au

Dear Simon,

Re: Tourism Data Collection

Thank you for the opportunity to provide an Expression of Interest (EOI) to undertake tourism data collection on behalf of the City of Mount Gambier.

This EOI is submitted by Greenhill Research and Planning a consultancy based in Adelaide with an extensive background in tourism, travel and events.

The proposal presents the capabilities of the consultancy, our appreciation of the project objectives, the recommended methodology and associated budget.

1. Background and Appreciation

The City of Mount Gambier is to undertake a comprehensive data collection project to provide a basis for the development of the tourism economy in the region.

The City of Mount Gambier (the City) is a thriving regional centre in South Australia and provides a focus for a range of tourism experiences.

The City is in the process of developing an Economic Development Blueprint which will be completed in 2017. It is recognised that tourism represents a significant opportunity to grow the local economy.

Council has established a representative tourism body to be known as Tourism Mount Gambier to deliver on the objectives of its tourism plan 'Changing the Tourism Culture – an Industry plan to grow Mount Gambier's Tourism Economy'.

In depth research data is now required which will provide an understanding of the profile of visitors, their needs and communication channels to provide a basis for the development and marketing of tourism product in the region.

Issues to be taken into account when planning for the research are discussed below.

Importance of digital communication and related resources

Tourism promotion has traditionally relied on the production and distribution of regional guides, product brochures and related materials supported by mass media advertising where budgets have been available. With the growth of the internet, content marketing has become more important with the emphasis on the development of content that can be distributed widely over a range of digital platforms. In particular content that will be shared via social media provides a cost effective mechanism for building destination awareness.

The research should provide access to qualitative data that describes the experiences of visitors in the region which can provide a basis for the development of social media content. This can be a component of online survey interviews or could be an ongoing data collection process e.g. where visitors are invited to post images and stories to a website with the opportunity to enter a prize draw.

Segmentation

A key issue in developing a strategy for a tourism region is to understand the needs of visitors. As a component of destination based surveys conducted in the past the consultancy has developed segments based on benefits sought. While each segmentation is unique there are generally broad themes that underpin this relating to:

- Adventure (physical stimulation)
- Discovery (intellectual stimulation)
- Indulgence (sensory stimulation)
- Relaxation.

A segmentation model will be constructed for the region which will provide unique insights into the motivations and product preferences of visitors.

Destination Image and Competitive Set

The image that consumers have of a destination will be a significant factor in driving visitation to the region. When researching destination image it is often beneficial to measure the attributes associated with a region in the context of a competitive set. This provides a basis for 'positioning' the region on the basis of destination attributes.

A competitive set of regions will be developed through discussion with the project manager / steering committee for inclusion in the research.

A technique known as correspondence analysis will be used to graphically represent the competitive set and the associated attributes.

Drivers of Preference

Destination research may provide an analysis of the importance of destination attributes in driving destination preference and choice. Multiple regression will be used to identify key relationships from the survey data.

2. Capabilities and Capacity of the Consultancy

Greenhill Research and Planning was established by Richard Trembath in 2008 following a period of nine years in which he was employed by the South Australian Tourism Commission (SATC), most recently in the position of Manager, Research.

Richard has a Master of Business degree from the University of South Australia, post graduate qualifications in applied psychology and over 25 years experience in the market research industry both as a supplier and buyer of research services.

He is a full member of the Australian Market and Social Research Society and a Qualified Practising Market Researcher (QPMR), the professional certification program for the market research industry.

The Mt Gambier based Project Manager will be Sarah Brokensha. Sarah has a background in marketing, the arts and agri-business.

The consultancy has conducted numerous projects relating to tourism and travel and the local government sector which are detailed below. The consultancy recently completed a best practice events guide and tourism background paper for the Local Government Association of South Australia which is due to be released later this year.

In addition to tourism projects the consultancy has completed a number of other projects for the LGA including a review of the LGA's brand and communication processes and LGA's processes with respect to the local government elections.

Tourism related projects completed by the consultancy are described below.

Event Evaluations (Including economic impact)

Project	Client
Christmas Pageant	Events SA
Port Festival	City of Port Adelaide Enfield
Unley Gourmet Gala	City of Unley
World Duathlon Championships	Adelaide 2015 ITU Duathlon World Championships
SA Regional Events – Bay Sheffield, Tunarama, KI Cup	SA Tourism Commission (SATC)
Women's Australian Open - Golf	Golf Australia
Tourific Prospect	City of Prospect
World Club Crew Championships – Dragon Boats	Dragon Boat Federation
Tasting Australia	Events SA
Australia's International 3 Day Event - Equine	Australia's International 3 Day Event

Marketing / Campaign Evaluation / Product Development

Evaluation of the SATC's 2009 'Isn't it about time' marketing campaign	SATC
Investigation of decision processes and booking behaviour for domestic travel with respect to the SA Shorts brochure	SATC
Evaluation of the SA Parks guide	Department of Environment and Natural Resources (DEWNR)
Market testing of experience concepts for the Heysen Trail and the Seal Bay Conservation Park	DEWNR
Strategic planning for a bushwalking brochure for South Australia's national parks	DEWNR

Visitor Information Centres

SA Visitor and Travel Centre – Patron Survey 2010	SATC
Evaluation of visitor centre concepts for Victoria Square redevelopment - 2010	SATC
South Australian Regional Visitor Information Centre Research	Department of Resources, Energy and Tourism (TRA)
Cleland Wildlife park – Visitor profile and satisfaction survey	DEWNR

Other

Quarterly industry barometer	SA Tourism Industry Council
Stakeholder Surveys 2011 to 2013	Tourism Australia
Development of a tourism background paper and best practice guide to events	Local Government Association SA
China Charter Passenger Survey	SATC
Kangaroo Island Residents Survey	KI TOMM
Product audits	Yorke Peninsula Tourism, Fleurieu Peninsula Tourism
Backpacker market in SA	Sustainable Tourism CRC
Medical and wellness tourism scoping study	Sustainable Tourism CRC
A brand salience model of destination choice	Sustainable Tourism CRC

3. Methodology

3.1 Overview

To meet the objectives for this project the following data collection procedures will be undertaken.

1. Project initiation – Meetings with Tourism Mt Gambier Board and Council and industry stakeholders in Mt Gambier as required.
2. Central location interviews conducted on a face to face basis at the Lady Nelson VIC, the Blue Lake, Main Corner Complex, Umpherston Caves and other visitor attractions. This information will be primarily quantitative.
3. An online survey conducted with visitors recruited at accommodation and attractions through the distribution of flyers by accommodation and attraction staff – this questionnaire would replicate the intercept survey (item 1) and also provide a mechanism to collect qualitative data;
4. A survey of inbound tour operators, wholesalers and travel agents will be conducted to determine the level of awareness of Mount Gambier and associated tourism product within these channels.
5. Online survey of industry stakeholders. A short online survey of tourism operators and other stakeholders will be conducted to determine issues relating to product gaps and opportunities for the region. This survey is an optional component of the project budget.

The issue of collecting qualitative information for digital content will be discussed further at the initiation meeting. While this could be included to some degree in the online questionnaire a dedicated web page could also be set up. There may also be scope to harvest stories from existing social media sites. A separate web page or social media harvesting process is not costed however.

Further details regarding each of these data collection options are described in further detail below.

3.2 Project initiation

An initiation meeting will be conducted with Tourism Mt Gambier and Council representatives. The initiation meeting will provide an opportunity to review the proposed methodology and ensure that the research outcomes will address the needs of stakeholders.

The principal consultant and project manager will attend this meeting.

If there are stakeholders unable to attend the meeting further consultation will be undertaken, as required, either face to face or by phone.

3.3 Central location interviewing

It is recommended that a base sample of interviews with visitors is achieved by intercepting visitors at the Lady Nelson VIC, the Blue Lake and other selected visitor attractions. This survey will provide the important profile information and information relating to visitors experience of Mt Gambier.

Interviews will be conducted on a face to face basis with responses captured electronically via tablet computer.

A program of 100 field hours has been costed in the project budget. Provided the density of visitors is sufficient in the chosen interview locations it is expected that with an interview of less than 10 minutes duration a total sample of at least 300 interviews will be achieved.

Interviewing will be conducted through February 2017. A draft interviewing schedule will be developed for discussion at the initiation meeting.

Data items are likely to include:

- Visitor origin
- Purpose of visit
- Group structure
- Age / gender
- Mode of transport
- If touring – broad itinerary e.g GOR,
- Length of stay in region
- Accommodation used
- Benefits / experiences sought from their visit to the region
- Expenditure in region
- Method of booking
- Source of awareness
- Satisfaction with visit
- Most enjoyed
- Least enjoyed
- Likelihood of return visit.

Visitors who do not wish to be interviewed will be given a flyer for the incentivised online survey which they can complete at a later time.

The information collected through this process will be primarily quantitative as there will be limited opportunity to probe responses or collect responses to open ended questions.

3.4 Online Survey of Visitors

A survey of visitors will also be conducted online .

A questionnaire will be set up on the QuestionPro survey platform. The questionnaire will cover the data items included for the intercept survey and additional open ended questions

designed to capture the visitors experience of the region which will provide an understanding of their planning and decision processes in addition to motivations and experiences.

There will also be an opportunity to include additional quantitative data items such as an image battery comparing the attributes of Mt Gambier with a competitive set of destinations and a battery of factors influencing destination choice. This will provide insights to the decision process.

A flyer will be printed describing the research and including a QR code that will link to the survey URL. The survey URL will also be clearly specified on the flyer. A prize draw for a \$1,000 shopping voucher will be offered to motivate response.

Caravan parks, accommodation establishments and attractions in Mt Gambier and the in-scope region will be asked to distribute the flyers to their guests / visitors.

A small A4 sign regarding the survey housed in a display holder will be provided to the establishments and attractions for display.

The local project manager will contact the participating operators at least once a week over the survey period to monitor distribution.

The central location interviewers will also distribute flyers to those visitors who do not wish to be interviewed face to face.

A total of 2,000 flyers will be printed and it would be expected that at least 200 online survey responses will be achieved if all of the flyers are handed out.

The estimated response rate is conservative. A similar approach was adopted for the SA Regional VIC project where travellers were intercepted and interviewed at VICs in regional SA and then followed up via email and invited to complete a short additional survey online. The response rate for the online component was 45% with an incentive of a \$1,000 prize draw.

It is anticipated that a total sample of at least 500 visitor responses will be achieved through the face to face and online interview components.

This survey will provide a mechanism for collecting quantitative and qualitative data from visitors.

3.5 Survey of Agents and Distributors

A survey of inbound tour operators, wholesale and retail travel agents will be conducted online. A questionnaire will be set up on the QuestionPro survey platform and agents and tour operators will be invited to complete the survey. An incentive consisting of a prize draw for a \$1,000 shopping voucher will be offered to motivate response.

The list of distributors will be provided by the project manager and it is expected that the email address will be included.

The questionnaire will be discussed at the inception meeting however data items may include:

- Awareness of Mt Gambier and in-scope region
- Awareness of product
- Attitude to product
- Presence of Mt Gambier within wholesale brochures and distribution collateral
- Likelihood of recommendation
- Circumstances in which Mt Gambier is likely to be recommended e.g. with respect experiences, itinerary

3.6 Stakeholder Consultation - Optional

It is recommended that additional consultation is undertaken with industry stakeholders to determine product gaps and opportunities for product development in the future. This process could also cover issues relating to destination branding if required.

The consultancy has undertaken consultation of this type as a component of product audits for the Fleurieu Peninsula and the Yorke Peninsula.

Data items have included:

- Brand attributes
- Core experiences by target market
- Rating of existing product and related experiences
- Product gaps
- Public infrastructure
- Distribution channels

A questionnaire will be set up on the QuestionPro survey platform and industry representatives would be invited by email to complete the questionnaire. The database of industry contacts would be provided by the City of Mt Gambier / Tourism Mt Gambier – the link could also be distributed via Facebook and the Council / Tourism Mt Gambier web site.

3.7 Data Analysis

The survey data will be consolidated with the central location interviews combined with the data from the online survey of visitors to provide a sample of at least 500 responses.

While sample size is an important issue in determining the reliability of the estimates the main factor influencing the validity of the data is the sampling procedure. For example if all of the data were collected from overnight visitors through accommodation establishments the sample would not represent day visitors or those travelling through the region.

Prior to analysis the sample will be compared with IVS and NVS benchmarks for the region derived from the local government area profile for Mt Gambier produced by Tourism Research Australia.

If significant variation from the regional profile is observed the data may be weighted to match the distribution of key benchmark variables. This issue will be discussed with the project manager if sample weighting is to be considered.

For cross-tabulation a banner structure will be agreed consisting of profile and segmentation variables and a full set of detailed cross tabulations generated on the basis of the structure.

In addition to frequency counts and cross tabulation the quantitative data will be analysed using multivariate techniques. This may include:

- Cluster analysis to identify market segments based on benefits sought and / or travel behavior.
- Driver analysis in which multiple regression is used to determine the influence of destination attributes on destination preference and choice.
- Correspondence analysis in which Mt Gambier and a competitive set of destinations are positioned on the basis of destination image.

Further detail regarding these procedures can be provided on request.

Qualitative data will be analysed by identifying the main themes generated from the data with the conclusions illustrated with verbatim text where required.

4. Reporting & Timeline

As discussed the principal consultant will attend an initiation meeting and will also present the results of the research to Tourism Mount Gambier if required.

The Mt Gambier based project manager will monitor the data collection process and regular work in progress reports on the achievement rates will be provided if required.

A comprehensive written report will be developed and submitted electronically in draft format for comment prior to finalisation.

The report will include information at a range of levels with an executive summary containing key findings and recommendations, tables and charts that will communicate the survey data in a clear and succinct manner and a series of more detailed tables that will provide a comprehensive analysis of the data with cross-tabulation against an agreed banner structure (e.g. length of stay, purpose of visit, benefit segment).

The recommendations will be prioritised based on the attitudes of stakeholders, practicality, potential economic impact and cost. A prioritisation matrix will be developed for this purpose and agreed with Tourism Mt Gambier during the preparation of the draft report. The scoring of the prioritisation matrix could be undertaken in association with the Tourism Mt Gambier / steering committee.

The report will also include indicative costing for follow up surveys and data analysis.

It is anticipated that data collection would occur over a four week period with a further two weeks required to analyse the data and prepare the draft report. Provided that the project is initiated in early February this will allow for the draft report to be available by mid March 2017.

5. Project Budget

The budget for the project will be as follows:

		Optional
Project initiation & set up	\$1,600	
Central location interviews – 100 hours with interviews captured via tablet computer, data analysis. Estimated sample 300 +	\$9,500	
Online survey of visitors - incl. flyers, signs, set up, monitoring distribution, \$1,000 survey incentive, data analysis. Estimated sample 200 +	\$7,400	
Online survey of agents and distributors – incl. \$1,000 survey incentive	\$4,200	
Online survey of industry stakeholders		\$2,800
Reporting – incl. meetings, written report, recommendations	\$3,600	
Total – excl. GST	\$26,300	\$2,800
GST	\$2,630	\$280
Total – incl. GST	\$28,930	\$3,080

Separate incentives are allocated to the survey of visitors and the survey of distributors. A saving of \$1,000 could be made if the respondents to both surveys were entered into a single prize draw.

Further detail is attached in accordance with the specified response schedules.

Please let me know if you require further information.

Yours sincerely,



Richard Trembath
Principal Consultant

Schedule 1 Registrant's Details

Registered business name:	Greenhill Research and Planning
Business structure:	Sole trader
Contact person:	Richard Trembath
Place of business:	2C Wurilba Ave, Hawthorn, SA, 5062
Postal address:	PO Box 451, Unley, SA, 5061
Telephone:	8 8373 5281
Mobile:	0438 762 122
Email:	richard@greenhillresearch.com.au
ABN:	44 057 152 979
Internet:	www.greenhillresearch.com.au

Schedule 2 Licences and Accreditation

Richard Trembath is a full member of the Australian Market and Social Research Society (AMSRS) and the Australian Marketing Institute.

He is accredited as a Certified Practising Market Researcher – the professional certification for market research practitioners.

All data collection, focus group recruitment and data analysis is undertaken in accordance with the International Standard for Market, Social and Opinion Research ISO 20252; the Australian Market and Social Research Society Code of Professional Behaviour; and the Australian Privacy Principles.

The consultancies Privacy Policy can be viewed at www.greenhillresearch.com.au

The consultancy is a subscriber to the Q-Research data analysis package and the QuestionPro online survey package.

Schedule 3 Insurance

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	15T2402729		\$10,000,000	1/11/2017	CGU
Professional indemnity (if applicable)	83MIS1141003	\$5,000,000	\$10,000,000	1/7/2017	CGU

The consultancy has in the past sourced field staff on a sub-contract basis and worked with associate consultants on a project basis and has not directly employed staff.

For this project the consultancy will directly employ interviewing staff in Mt Gambier. The value of the salaries and wages for 2016/17 will be below the \$12,426 thresh-hold for WorkCover (ReturntoWorkSA) registration is not required unless an injury occurs in which case registration may occur at the time of the incident.

Schedule 4 Work Health and Safety & Risk Management

- | | | | |
|-----|-----|--|-----|
| 1.1 | (a) | Does the Registrant have a written Work Health and Safety Policy? – See below. | Yes |
| | (b) | Does the Registrant have a Work Health and Safety Management System recognised by an independent authority (eg Workcover Corporation)? | No |
| | (c) | Does the Registrant have a Work Health and Safety Management System manual or plan? | No |
| | (d) | Are work health and safety responsibilities clearly identified for all levels of staff? | No |

1.2 Safe work practices and procedures

- | | | |
|-----|---|----|
| (b) | Is there a documented incident investigation procedure? | No |
|-----|---|----|

As noted the consultancy has not previously directly employed field staff. If successful appropriate briefing materials relating to OH&S will be developed and copies provided to the project manager prior to the commencement of fieldwork.

Occupational Health and Safety Policy

Greenhill Research and Planning does not directly employ staff. Field staff are sourced through sub-contractors. In the event that staff are employed the following policy will apply.

1. Greenhill Research and Planning will promote and maintain the health, safety and well-being of staff by aiming to:
 - i. protect the health and safety of all employees, contractors, visitors and other persons at or near our workplaces;
 - ii. prevent accidents and ill health caused by working conditions;
 - iii. protect staff from any health hazard which may arise out of their work or the conditions in which it is carried out;
 - iv. place and maintain staff in an occupational environment designed to satisfy their needs for health, safety and well-being at work;
 - v. ensure comprehensive rehabilitation and return to work strategies are maintained;
 - vi. participate in external forums that encourage best practice in OHS&W;
2. This will be achieved through consultation and cooperation with staff and by providing employees with necessary information, instruction, training and supervision.
3. Through the implementation of this policy management will ensure compliance with current legislation as a minimum standard.

Accountability/Responsibilities

4. Greenhill Research and Planning recognises the importance of developing and maintaining healthy and safe working conditions in all workplaces and the importance of keeping the health and safety standards in these workplaces under constant review.

This will be achieved by Greenhill Research and Planning accepting responsibility for OHS&W and ensuring that action is taken to implement this policy.

Organisational Arrangements

5. Greenhill Research and Planning will ensure that health and safety representatives and designated workplace supervisors are nominated and their roles maintained.

Financial and Other Resources

6. To ensure that necessary OHS&W programs and activities are established and maintained Greenhill Research and Planning will allocate funds for OHS&W as required.

Training

7. Greenhill Research and Planning will ensure that all health and safety representatives, deputies and designated workplace supervisors are provided with the necessary training to carry out their responsibilities.
8. Greenhill Research and Planning will ensure that health and safety representatives, designated workplace supervisors and staff are kept up to date with relevant information relating to OHS&W.
9. All staff will be informed of the implementation of Greenhill Research and Planning' policy and the roles and responsibilities held by management, health and safety representatives and designated workplace supervisors.
10. Greenhill Research and Planning will ensure that training in basic occupational health and safety principles is offered on an on-going basis to staff and managers.

Review

11. This policy will be reviewed every twelve months. The review will take account of Greenhill Research and Planning' OHS&W performance and any changes in workplace risks which may have occurred since the policy was issued.

Schedule 5 Referees

Local Government Association of South Australia

Adelaide

Ph: 8224 2000

Chris Russell – Director Communications. For Marketing Review 2015. (Value \$25,000)
Skana Gallery – Prev. Senior Policy Officer – Economic Development. Currently advisor to
Hon. Geoff Brock and Deputy Chair of Economic Development Australia and
Ph: 8226 1300

For Events Guide for Local Government and Tourism Background Paper 2015/16 (Value
\$40,000) & Provision of Outcomes report of the LGA's participation in the Premier's China
Mission.

City of Unley / City of Prospect

Matt Grant – now Associate Director, Economic Development and Tourism, City of Adelaide
Ph: 8203 7203

For event evaluations – Unley Gourmet Gala (2011 to 2016) & Tourrific Prospect 2016
(Value \$7,000 per project).

Regional Development Australia – Murraylands & Riverland

Murray Bridge

Jo Podoliak

Chief Executive Officer

Ph: 8535 7170

For Murray Bridge Events – Economic Impact 2016 (Value \$12,000)

South Australian Tourism Commission

Adelaide

Joanne Davidson

Strategic Research Specialist

Ph: 8463 4690

Various projects including event evaluations for Bay Sheffield 2015, Tunarama 2016 and
Kangaroo Island Cup 2016, (\$20,000) evaluation of SATIC service excellence training
program (\$10,000) in progress.

Schedule 6 Organisational Structure

Greenhill Research and Planning is registered as business in the name of Richard Trembath.

The Principal Consultant will be Richard Trembath. A CV is attached.

The Project Manager will be Sarah Brokensha. Sarah is a resident of Mt Gambier and will oversight the data collection process.

Casual field staff will be recruited and trained to undertake central location interviewing for the project.

The planning, data analysis and reporting will be the responsibility of the Principal Consultant.

The business structure and contact details of the consultancy are as follows:

Registered business name:	Greenhill Research and Planning
Business structure:	Sole trader
Contact person:	Richard Trembath
Place of business:	2C Wurilba Ave, Hawthorn, SA, 5062
Postal address:	PO Box 451, Unley, SA, 5061
Telephone:	8 8373 5281
Mobile:	0438 762 122
Email:	richard@greenhillresearch.com.au
ABN:	44 057 152 979
Internet:	www.greenhillresearch.com.au

Time frame

It is proposed that the project will be completed over a 6 week period from initiation. The data collection will occur over a period of 4 weeks and the data analysis and preparation of the written report will occur over a period of 2 weeks.

Provided the project is initiated early in February the draft report will be available by mid March 2017.

Should attractions or facilities be unavailable arrangements will be made to replace the field locations with suitable alternatives. Any decision to vary the sampling plan once it has been agreed will be discussed with the Council project manager.

Schedule 7 Experience

1. Past performance

For how many years has the Registrant engaged in the type of work required by the Contract?

The consultancy has been conducting market and social research projects since establishment in 2008. The principal consultant has been working the area of applied research for more than 25 years. See the attached CV for further detail.

Has the Registrant had an appointment terminated on a project in the last five years? If yes please provide brief details.

No

Has the Registrant terminated a project in the last five years? If yes please provide brief details.

No

Has the Registrant refused to continue providing services under a contract in the last five years unless the terms or payments were changed from those which were originally agreed? If yes please provide brief details.

No

2. Current contracts

The consultancy is currently conducting a small survey of traders in the Unley local government area for the City of Unley as a component of an evaluation of the Unley Gourmet Gala.

3. Other commitments

Other current commitments are as follows:

Golf Australia. 2017 Australian Women's Open. Event evaluation.

South Australian Tourism Industry Council – quarterly barometer report on industry sentiment and performance drivers. Known as the SATIC Tourism Barometer.

South Australian Tourism Commission and SATIC – Evaluation of the SATIC Service Excellence Workshops.

Schedule 8 Value Added Services

The recommended methodology includes a survey of tourism stakeholders to identify product gaps and development opportunities that will assist in refining the priorities for the future. Value will also be added through multivariate analysis of the survey data.

Schedule 9 Pricing

The budget for the project will be as follows:

		Optional
Project initiation & set up	\$1,600	
Central location interviews – 100 hours with interviews captured via tablet computer, data analysis	\$9,500	
Online survey of visitors - incl. flyers, signs, set up, monitoring distribution, \$1,000 survey incentive, data analysis	\$7,400	
Online survey of agents and distributors – incl. \$1,000 survey incentive	\$4,200	
Online survey of industry stakeholders		\$2,800
Reporting – incl. meetings, written report, recommendations	\$3,600	
Total – excl. GST	\$26,300	\$2,800
GST	\$2,630	\$280
Total – incl. GST	\$28,930	\$3,080

Project costs are based on the following charge rates:

- Principal consultant \$120
- Project manager \$90
- Central location interviewing \$65

Separate incentives are allocated to the survey of visitors and the survey of distributors. A saving of \$1,000 could be made if the respondents to both surveys were entered into a single prize draw.

Curriculum Vitae - Richard Trembath

Education:

Adelaide University Adelaide	1977	Bachelor of Arts (Psychology/Sociology)
Swinburne Institute of Technology Melbourne	1985	Graduate Diploma of Applied Social Psychology
University of South Australia School of Marketing	2011	Master of Business (Marketing)

Employment:

Dept. of Social Security Melbourne	1978 - 1985	Administrative Officer
Cam Rungie & Associates Marketing & Social Research Adelaide	1986 - 1989	Project Manager
Tourism South Australia Adelaide (Now South Australian Tourism Commission)	1989 - 1991	Survey Research Consultant
Reark Research Adelaide	1991 - 1993	Project Director
National Injury Surveillance Unit Adelaide	1994 & part 1995	Senior Research Officer (part time)
Richard Trembath Research Adelaide	1994 - 1999	Principal
South Australian Tourism Commission Adelaide	1999 – 2002 2002 - 2008	Principal Research Officer Manager, Research
Greenhill Research and Planning	2008 - Current	Principal

Experience:

Cam Rungie and Associates:

Project Manager. Responsibilities included questionnaire design, data analysis (SPSS), briefing field interviewers, moderation of focus groups, executive interviews and preparation of research reports.

Projects included:

- market demand for new product concepts;
- market structure – financial services;
- evaluation of social marketing campaigns (seatbelts usage, drink driving, Learning for Life drug and alcohol awareness program);
- customer satisfaction – local government services.

Tourism South Australia:

Survey Research Consultant. Responsible for the management of a number of tourism related projects which included:

- economic impact evaluation of the 1990 Adelaide Festival;
- visitor profile studies for a number of tourism regions;
- a qualitative study of short break travel including an assessment of product opportunities;
- a pilot study to test an innovate destination based methodology to determine tourism demand;
- a monitor of tourism operators to track industry performance.

Reark Research:

Project Director. Responsible for the preparation of research proposals, questionnaire design, briefing of field staff, data analysis (SPSS), focus group moderation, executive interviewing, preparation of research reports and presentation of research results to clients.

Projects included:

- evaluation of the Australian Formula 1 Grand Prix;
- a choice study for the Office of Passenger Transport using multinomial logit to model the market for public transport services in Adelaide – in association with Professor Jordan Louviere;
- regional visitor surveys;
- qualitative research investigating customer satisfaction for water utility, real estate and financial services;
- qualitative research involving taste testing for fruit bars;
- qualitative testing of advertising concepts, positioning and packaging for dairy products;
- an investigation of issues relating to the data quality of blood alcohol test results in road safety databases;
- quantitative assessment of the market structure for financial services.

National Injury Surveillance Unit:

Senior Research Officer. The National Injury Surveillance Unit was responsible for the monitoring of national injury rates with databases established from hospital admission records. Responsibilities included the preparation of reports using this data which involved extensive data manipulation (SPSS and an injury mapping program). Also conducted an investigative study to determine factors influencing the reporting of blood alcohol concentration from road crash victims and presented a paper on motorcycle injuries to a national workshop.

Richard Trembath Research:

Principal. Responsible for all facets of the research process. Engaged sub-contract field and other services on an ad-hoc basis.

Projects during this period included:

- event evaluation for a range of festivals and special events;
- product development and customer satisfaction research for a financial institution;
- a study of positioning and branding for fruit bars distributed through a major supermarket;
- a qualitative study of customer satisfaction for a supplier of safety audit services and training;
- a study of recreational behaviour by Adelaide residents which included benefit segmentation and correspondence analysis to determine the image of leisure precincts in Adelaide;
- a segmentation study of the Adelaide market for entertainment services;
- a study of the Adelaide market structure for baked food products;
- econometric modelling of passenger transport demand trends;
- collation and reporting of passenger transport audit data.

South Australian Tourism Commission:

Manager, Research. Provided research services to business units across the agency. In some instances projects were fully outsourced to external contractors while in other instances field services were contracted and the project was otherwise managed internally.

Specific responsibilities included:

- managing a business unit with 3.6 FTEs;
- annual business planning;
- managing a research budget of \$600,000 (excluding salaries);
- preparing research briefs, contracts and managing tender processes;
- ensuring the currency of information products in accordance with policy;
- contributing to board reports, strategic plans and other internal documents and submissions;
- presenting research findings to stakeholders – internal and external;
- chairing the SA network committee of the Sustainable Tourism CRC.

Projects included:

- annual destination image tracker;
- advertising campaign awareness and effects tracker;
- advertising campaign evaluation studies to determine ROI;
- strategic campaign development research;
- customised research to determine market structure, consumer segmentation and customer satisfaction for the wine tourism sector;
- positioning and 'branding' for South Australia's tourism regions;
- range of event evaluation studies;
- economic impact of the tourism industry.

University of South Australia:

Full time student from April 2006 to March 2007. Enrolled in Masters by Research program through the School of Marketing at the University of South Australia. Thesis examined and degree awarded August 2010.

During the period of study a grant was received from the Sustainable Tourism CRC to conduct a study of itinerary planning by backpacker travellers in south eastern Australia. The report has been completed and published by the STCRC.

Employed during this period by the University of South Australia to manage a national STCRC funded study of health and wellness tourism.

Greenhill Research and Planning:

The consultancy has conducted a range of projects since formation in 2008.

Specific projects include:

- Evaluation of the 2008 Christmas Pageant;
- Evaluation of the SA Tourism Commissions 'Isn't it about time' campaign;
- Evaluation of the 'SA Shorts' program;
- Evaluation of the 2008 SA Parks guide;
- Evaluation of the 2009, 2011, 2013, 2015 Port Festivals;
- Evaluation of the SA Tourism Commission's 'Recharge' campaign;
- Market testing of experience concepts for Seal Bay Conservation Park;
- Market testing of experience concepts for the Heysen Trail;
- Product audit and brand evaluation for Yorke Peninsula Tourism;
- Undertaking the 2010, 2011, 2012 and 2013 stakeholder surveys for Tourism Australia;
- Regional visitor information centre project conducted in 2011 and 2012 for Tourism Research Australia and the SA Tourism Commission.
- Marketing review conducted for the LGA of SA – 2014/15.
- Development of a Best Practice Guide for Events for Local Government for the LGA of SA 2015.

Publications:

Dolinis, J., O'Connor, P.J. and Trembath, R.F. *Injury experience of Australia's unprotected road-users*. Australian Injury Prevention Bulletin, Issue 9, 1995.

O'Connor, P.J. and Trembath, R.F. *An Investigation of Missing Values of BAC in Road Crash Databases*. Road Injury Information Program, National Injury Surveillance Unit, 1995

O'Connor, P.J. and Trembath, R.F. *Road Injury in Australia, 1991*. Road Injury Information Program, National Injury Surveillance Unit, 1995.

Rungie, C.M. and Trembath, R. *Restraint Use Survey, Adelaide, 1987*. Road Safety Division, South Australian Department of Transport, 1987.

Rungie, C.M. and Trembath, R. *Observational Study of Bicycle Helmet Wearing among South Australian Schoolchildren*. Road Safety Division, South Australian Department of Transport, 1987.

Rungie, C.M. and Trembath, R. *Rural In-town Restraint Use Survey*. Road Safety Division, South Australian Department of Transport, 1988.

Trembath R.F. and O'Connor, P.J. *Pedestrian and Bicyclist Injuries*. Paper presented at the Pedestrian and Bicyclist Workshop, Melbourne, April, 1994.

Trembath, R.F. *Best Kept Secrets: An evaluation of South Australia's direct marketing campaign*. Journal of Vacation Marketing. 6, 1, 1999.

Trembath, Richard. *Backpacker Travellers In South Australia. A Study of Itinerary Planning*. Sustainable Tourism CRC, 2008.

Trembath, Richard. *Destination Salience. A Model of Consideration and Choice for Australian Holiday Travel*. Sustainable Tourism CRC, 2008.

Trembath, R., Romaniuk, J. and Lockshin, L. *Building the Destination Brand: An Empirical Comparison of Two Approaches*. Journal of Travel and Tourism Marketing, 28, 804–816, 2011 .

Voigt, C, Laing, J, Wray, M, Brown, G, Howat, G, Weiler, B, and Trembath, R. *Health tourism in Australia: Supply, Demand and Opportunities*. Sustainable Tourism CRC, 2010.

Awards:

Martin Oppermann Memorial Award for the best JTTM article of 2011

The Martin Oppermann Memorial Award was conferred by the editorial board of the Journal of Travel and Tourism Marketing for the article "Building the Destination Brand: An Empirical Comparison of Two Approaches", JTTM, 2011, Volume 28, Issue 8.

Professional Membership:

Australian Market and Social Research Society. SA committee member 1991 - 1996, 1999, 2002 – 2006.

Qualified Practising Market Researcher (QPMR) from 2004.

Australian Business Economists (SA). Secretary 2002 – 2006.

Other Committees:

Friends of the Heysen Trail, Past Vice President and Chair, Marketing & Membership Committee.

City of Mt Gambier

RFQ AF16/516

Tourism Review



Schedule 1 Form of Quote

I, Claire Ellis on 16 Jan 2017 having read, understood and fully informed myself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1.	Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Claire Ellis Trading as Claire Ellis Consulting ABN: 24 473 876 468
2.	Contact Person	Dr Claire Ellis Director
3.	Registered Address	820 Sandy Bay Rd, Sandy Bay, 7005, Tasmania
4.	Postal Address	As above
5.	Telephone	0417 520 722
6.	Fax	n/a
7.	Email	Claire_ellis@netspace.net.au

Price Schedule (includes all consultant time, ancillary costs, transport, accommodation and incidentals)

Note project management and travel time are not additionally charged.

This budget is an initial proposal and based on discussions in the Initiation meeting it is feasible to create adjustments. For instance, costs savings are possible particularly through decreasing the number of visits or time on location, or analysis time if significant components of work have already been undertaken. Alternatively, if more work is considered desirable, such as extended consultation with stakeholders, or more detailed analysis and reporting around a specific option, an extension or amendment to this proposal can be considered.

Table 1

Element	Kristine Peters		Claire Ellis		Total \$	Total days on site
	Days	Travel	Days	Travel		
Stage 1 - initial review						
Desktop review, preliminary work			1			
Initiation meeting, initial meetings and site familiarisation	1	★	1	★		2
Workshops and meetings			2			2
Present initial findings and recommendations to Steering c'tee	0.5		1			1
Stage 2 - develop new model						
Develop details of new model, meetings/ discussions	1.5	★	4.5	★		3
Stage 3 - refine and implementation approach						
Draft report, incl. financial implications	3		2			
Present findings/ recommendations - Steering c'tee	0.5	★	1	★		1.5
Finalise based on Steering c'tee comments	0.5		0.5			
Total Days	7		13			
Daily Rate	2000		1,500			
Fee Total ex GST	14,000		19,500		\$33,500	9.5

Travel & expenses	Units	Rate			
Claire					
Flights Hobart - Mt Gambier return	3	750	2250		
Travel expenses	6	250	1500		
Kristine					
Travel expenses and flights	3	400	1200		
Formatting/ graphic design			300		
Total Expense			5,250		\$5,250
Total ex GST					\$38,750

Schedule 2 Experience and Referees

OUR VALUES

With respect to this tender, this team brings clear advantages based on our knowledge, experience and style of working. Our approach highlights the distinguishing features of this consulting team:

MANAGE TIME EFFECTIVELY: Claire Ellis will manage the project. Claire's project management experience will ensure that the project team delivers a quality and timely product. The key risks in achieving the project are availability of key stakeholders, and provision of local detailed data and we will identify strategies to address these in our Initiation meeting.

EFFECTIVE TEAM AND KEY PERSON BACKUP: Claire and Kristine have previously worked together on a major SA project and demonstrated a successful team approach. We have designed this project with that same team approach, allocating expertise where it can add the best value. Both Claire and Kristine are highly skilled consultants with strengths in tourism, the allocation of two experienced consultants to the solutions sought in this project will provide strong deliverables. Having two senior personnel on the project also allows for key person backup if a serious and unexpected situation arises that prevents one member being available.

BE OBJECTIVE WHILST WORK CLOSELY WITH OUR CLIENT AND STAKEHOLDERS: While this is an independent piece of work, it is critical for the City of Mt Gambier and tourism stakeholders to be comfortable with the direction and progress of this work. Because of the impact and connections of Visitor Information Centres and Servicing, the output needs to be adopted, endorsed and owned by stakeholders with varying interests. It is therefore essential, that the stakeholder engagement process is planned carefully and 'brings people along' so that there is good acceptance and engagement in the implementation of the outcomes of the project report.

PROVIDE A STRATEGIC AND ANALYTICAL FOCUS: The consulting team has a strong history working on projects that not only create a significant impact on the development of local and regional tourism, but also work in a complementary way with other tourism, community and regional development initiatives to create integrated solutions that have local support. The Mount Gambier Tourism Review will reflect learnings from the breadth of regional and local development work previously undertaken by the team.

Change can create uncertainty and can polarise views and this team has a strong commitment to drive results and outcomes for the City of Mt Gambier that have good acceptance across the range of stakeholders, and that VIC staff and volunteers and other tourism operators believe their inputs have been considered appropriately.

CREATE A RESILIENT AND FLEXIBLE RESULT: Substantial analysis and knowledge already exists about the changing world of Visitor Information Centres and Visitor Information Servicing across Australia. Within the wider national and South Australian context, Visitor Information Servicing is nuanced to account for the geography, built assets, current operating practices, attractions and depth of tourism product in each region. Rather than having a sole focus on this area in isolation, Claire and Kristine will contextualise Visitor Servicing more widely to maximise outcomes.

Experience

Dr Claire Ellis

Claire is a highly-regarded consultant with international, national, state, regional and local expertise in tourism development, plus on-ground experience as a tourism operator. She is a listed supplier for the Australian Regional Tourism Network, is well versed in visitor information service issues (was a keynote speaker at the annual Victorian Visitor Information Centre Summit in 2016), understands the issues of growing destinations and touring routes, the wider perspectives of growing the visitor economy, and linking tourism or visitation firmly into regional development rather than developing a simpler tourism-only strategy.

Her strong knowledge of South Australia and its regions will be beneficial here, but she also retains the benefit of objectiveness, with stakeholders recognising that she is not embedded or connected with specific 'local politics' or 'cliques'. Dr Claire Ellis partnered with Dr Kristine Peters, providing the in-depth tourism expertise during their work on the South Australian review of regional tourism – *Regional Tourism Structures and Working Relationships Review* (Sept 15-Feb 16).

Claire also has the clear benefit of working across Australia and overseas and so can draw on examples of best practice and approaches in other locations, as well as knowledge of competitor destinations to assist the City of Mt Gambier to best position itself for success. Some of her current major links with industry/professional associations include:

- Deputy Chair and Board member of Ecotourism Australia
- Member of Australian Regional Tourism Network and on their preferred supplier list
- National tourism award judge (2014-16)

Claire is known for her strong stakeholder engagement skills and rigorous analysis to ensure State Government and other entities are also confident of the approach and evidence-based decision making. Importantly in a project such as this, her ability to relate, connect and develop close working relationships with the local stakeholders involved in the project, to

ensure strong ownership, understanding and commitment to the outcomes and outputs is a strength.

See Attachment 1 (Capability Statement) and Attachment 2 (CV) for further information.

Dr Kristine Peters

Kristine has worked extensively in regional South Australia in the development of tourism and visitor information servicing strategies. In 2015 she and Claire Ellis delivered the *Regional Tourism Structures and Working Relationships* project on behalf of the RTO Chairs, which resulted in the formation of a new Leadership Group and SATC commitment to the development of a Regional Tourism Strategy. She has worked with the City of Whyalla to restructure and update their tourism function; with Flinders and Outback Tourism to identify local coordination structures; with Adelaide Hills Tourism in the development of the *Adelaide Hills Tourism Strategy* and reviewing and recommending a new model for Visitor Information Services (report attached - Attachment 4); in the production of the *Great Ocean Road Visitor Engagement Strategy* (with Bill Fox), and reviewed Visitor Information options with the City of Mt Gambier.

See Attachment 3 (CV) for further information.

Details of three references for similar work and information.

Client Name:	Kangaroo Island Council (for Claire Ellis)
Address:	
Contact Name:	Jayne Bates, ex Mayor (and current Board of SATC)
Phone:	0427 530 080
Date/Duration of Work:	Engaged on multiple projects including the development of the Kangaroo Island Strategic Tourism Plan 2012-3, Tourism Employment Plan 2014, Kangaroo Island Industry and Brand Alliance Strategic Plan and Kangaroo Island Council Strategic Plan 2014-18.
Value of Work:	various

Client Name:	Flinders Ranges National Landscapes Experience Development Strategy (for Claire Ellis)
Address:	Rawnsley Park, Flinders Ranges
Contact Name:	Julie Smith
Phone:	0427 221 577
Date/Duration of Work:	2012-13, 18 month
Value of Work:	\$60,000

Client Name:	Adelaide Hills Tourism (for Kristine Peters)
Address:	The Lane Vineyard, Hahndorf
Contact Name:	Helen Edwards Chair Adelaide Hills Tourism Chair Regional Tourism Leaders
Phone:	0417388125
Date/Duration of Work:	Several projects including <i>Adelaide Hills Tourism Strategy</i> and <i>SA Regional Tourism Structures and Working Relationships</i> (2015-16)
Value of Work:	\$70,000 (in total for various projects)

Schedule 3 Compliance with the Specifications

The requirements of the Tender as laid out in the RFQ have been noted and will be abided with. Specifically, it is not anticipated there will be any reason we will not be able to fulfil the work as described in Section C, Specifications according to the methodology and timeframe shown below. While both members of the team have other commitments and projects underway (particularly in South Australia) this is expected to enhance their capacity to undertake this project, not limit it.

The absence, or limited capacity for engagement of any of the key stakeholders will be a critical consideration. In an operational sense, having all stakeholders able to make specific meeting times is rarely possible and gathering inputs and discussing issues electronically (via tel, skype, email etc.) is an effective alternative when face to face attendance is problematic.

Methodology

The approach described here has been designed to deliver on the identified action in the City of Mt Gambier's Digital Strategy:

Re-imagine and redevelop Visitor Centres as 'digital first' channels to market - The City should review its visitor centre assets and re-cast budgets to fund a growing digital channel to market. The re-imagined centres should establish a 'digital first' approach that means event interaction with visitors and potential visitors prioritises digital channels before traditional channels.

This approach aims to also contribute and build on the overall context of the changes and tourism direction outlined in the following documents: *Building A Connected Regional City, A Digital Strategy and Action Plan for the City of Mount Gambier, Nov 2016; Community Plan - The Futures Paper 2016-2020 and Changing the Tourism Culture, An Industry Plan to Grow Mt Gambier's Tourism Economy.*

The scope described in the RFQ states the review should include, yet go beyond the following:

- Identify and critique the visitor information services currently delivered
- Clearly delineate between visitor information centre and visitor information services
- Undertake a comprehensive review of the Visitor Information Centre and identify the potential for repurposing the Lady Nelson including the future of the Discovery Centre, interpretative displays and other services provided including bus ticketing
- Identify the potential benefit derived from integration of the services and interpretative displays with the Main Corner, Riddoch Art Gallery and Lady Nelson Visitor Information and Discovery Centre
- Outline anticipated financial considerations; capital, operational, IR and Human resourcing
- Include application and use of digital strategy
- Review operational parameters including delivery of visitor information services

- Review of visitor information services must be considered in conjunction with tourism development under the umbrella of Economic Development
- Include comprehensive engagement with Council and external stakeholders

Outcomes:

- Re-imagine and redevelop Visitor Centres as 'digital first' channels to market
- Benefits of a service over centre report should investigate alternate and satellite delivery sites, anticipated financial considerations; capital, operational, IR and Human resourcing and operating parameters
- Proposed implementation schedule, time and process
- Develop an innovative visitor services delivery model

Our methodology aims to specifically extend the thinking in two key areas.

1. Nationally VICs are now shifting to become digital providers and often regionally, create hub and node models. This concept can be significantly extended. Developing further on Dr Claire Ellis' past work, this project will seek to extend the work Dr Kristine Peters identified in the Mount Gambier VIC report of Nov 2014 and focus on Visitor Information Centre transitioning to lead Visitor Information Servicing, particularly through digital means, rather than driving a focus on being the face to face provider. This concept extends well past the transition to digital information provision and hub and node model to include and encourage all tourism operators and broader tourism touchpoints to take on a local 'concierge' role building the quality of servicing across the region.
2. The second key area is to focus on the visitor experience and visitor needs rather than directly on interpretation elements or local provedore and arts and improve the overall outcome.

The proposed methodology is outlined in Table 1. It involves three key stages.

Stage 1 – initial review

An initial meeting to kick off the project which both Dr Claire Ellis and Dr Kristine Peters will attend. The methodology will be further developed including clarifying touch points and sign offs with the Steering committee.

Hold an Opportunities and Options workshop with the Steering Committee, plus additional key stakeholders, such as Council staff and the Limestone Coast Tourism Development Officer, to discuss the considerations to date, including:

- analyse gaps and assumptions in the current work to date
- provide further information on key areas including wider digital work
- barriers and issues
- the stakeholder consultation process.

Meetings with any other critical stakeholders to assist linkages.

Further meetings, workshops and site visits will be undertaken, as Claire will stay an additional three days (approx.) to have: detailed meetings with key stakeholders, particularly the VIC staff (recommend small workshop); Tourism Mt Gambier, and other parts of the tourism industry (recommend workshop approach); Riddoch Art Gallery; and one on one meetings with key staff to explore issues that may have arisen in the Opportunities and Options workshop. This time will also be used to ensure contact is initiated with wider stakeholders including, but not limited to, SATC, SATIC, DEWNR and regional and neighbouring VICs.

These discussions will focus around the following:

- Identify and critique the visitor information services currently delivered
- Clearly delineate between visitor information centre and visitor information services

- Initiate a comprehensive review of the Visitor Information Centre and identify the potential for repurposing the Lady Nelson including the future of the Discovery Centre, interpretative displays and other services provided including bus ticketing
- Identify the potential benefit derived from integration of the services and interpretative displays with the Main Corner, Riddoch Art Gallery and Lady Nelson Visitor Information and Discovery Centre
- Review current and planned progress to shift into application and use of digital strategy
- Review operational parameters including delivery of visitor information services
- Review of visitor information services must be considered in conjunction with tourism development under the umbrella of Economic Development.

At the end of Stage 1, the Steering Committee will be presented with initial findings for approval and discussion regarding key directions.

Stage 2 – develop new model

The second stage will involve both Kristine and Claire developing details around how the new model would actually work, with Kristine focussing on the financial and business model aspects and Claire extending the visitor experience functioning and shift into the digital arena. Both consultants would be on site for much of this stage. The discussions will focus on:

- Review anticipated financial considerations; capital, operational, IR and Human resourcing
- Follow-up on opportunities, gaps and issues arising from Stage 1 that require further discussion/ on site analysis
- Discussions on proposed implementation schedule, time and process
- Discussions on the innovative visitor services delivery model.

Stage 3 – refine and implementation approach

The third stage involves the drafting the final report, meeting the outcomes noted in the RFQ. The structure of the Final Report will be discussed with the Steering Committee but will

aggregate the work from each of the Stages above rather than involve extensive new commentary. It could include the following:

- An executive summary
- Summary of the visitor information services currently delivered
- Differentiation between a visitor information centre and visitor information services and what this means for Mt Gambier
- Review of future options around the Lady Nelson Discovery Centre and Riddoch Art Gallery with a focus on trend to experience centres
- Recommendations – new business model
 - financial considerations; capital, operational, IR and human resourcing
 - application and use of digital strategy
 - operational parameters including delivery of visitor information services

A draft would be presented to the Steering Committee with Dr Claire Ellis being present in person, while Dr Kristine Peters is likely to be on tel hookup. Final amendments would then be made based on Steering Committee input to allow the Final Report to be presented by the noted date in the RFQ of 31 March 2017.

Note the RFQ noted at least 5 days on site were to be allocated if possible. This methodology has allowed substantively more time (around 9 days) noting these may not always be used fully for stakeholder meetings but allow timing around other commitments and consolidation of discussions and then feedback to be obtained in situ.

Assumptions / Limitations

To maximise the short timeline of this work it is proposed the City of Mt Gambier will provide the consultants with (or facilitate rapid access to):

- Copies of existing reports
- Access to relevant financial data
- Current visitor data and trends
- Wider information on information servicing for the area

- Progress on related digital approaches that may be able to be aligned and any other related work

In addition, it is proposed the City of Mt Gambier will develop a Steering Committee and implement project governance that is effective and allows:

- A single point of contact for overall management, including coordination of input from the Steering Committee to ensure timeliness and consistency
- Timely input around sign offs, providing priorities to help focus detailed work within each section or to sign off variations for each step of the project
- Venue(s) and catering (if required), for stakeholder workshops and consultation sessions
- Contacts and support if needed in accessing local stakeholders likely to be involved in the consultation process.

Schedule 4 Timeframe

The deadline noted in the RFQ for the Final Report of 31 March 2017 can be met.

The methodology and existing work commitments of the consultants have been reviewed to allow this deadline for the Final Report to be met. However, if key stakeholders are unavailable or discussions with the Steering Committee around creating an improved outcome note a timeline alteration is agreed to be desirable, we can be flexible regarding the end date. For instance, it can be preferable to work with existing calendars of local stakeholder meetings to encourage greater input and attendance and this may alter the proposed timings.

Schedule 5 Conflict of Interest

No conflicts of interest exist currently and if any conflict, or potential conflict arises, we will provide details of the interest; relationship or clients to which the conflict relates; the issue to which the conflict relates; and how we propose to address this in a timely manner to allow appropriate resolution with the client.

Schedule 6 Insurance

Claire Ellis Consulting

Insurance Type	Policy No.	Extent of Cover	Extent of Cover	Expiry Date	Name of Insurer
		Per Incident \$AUD	In Aggregate \$AUD		
Professional indemnity	P- P1/0/117524/16/H-2	\$5m	\$5m	17 May 2017	Dual Asia Pacific
Other Business Insurance	180A873242BPK	\$10m	\$10m	17 May 2016	QBE

KPPM Strategy

Insurance Type	Policy No.	Extent of Cover	Extent of Cover	Expiry Date	Name of Insurer
		Per Incident \$AUD	In Aggregate \$AUD		
Professional indemnity	50 PLX 1654901	\$5m	\$10m	30/6/17	Elders
Other Business Insurance	EJA821929BPK	\$20m	\$20m	9/12/17	Elders

The undersigned undertakes that if selected as the successful Respondent, I will be bound by the conditions provided.



Signature of Sole Director and Sole
Company Secretary

Claire Ellis

Name of Sole Director and Sole
Company Secretary (print)

Attachment 1 Capability Statement, Claire Ellis Consulting

Claire Ellis Consulting concentrates on undertaking a small number of projects annually where the Director, Dr Claire Ellis, can contribute specific value add. She selects projects where her input can build a tailored approach utilising her national expertise and regional experience to create meaningful, long term sustainable outcomes with strong stakeholder engagement and stewardship.

Claire undertakes projects, either as an individual or working in a team with complementary skills and values, where a focussed effort can create real results. Generally, these projects need a deeper analysis and innovative approach to create real step wise improvement. They may also require strong stakeholder engagement and stewardship in the development phase, often with knowledge transfer and up-skilling of local leaders, to ensure commitment to agreed goals and actions supporting the realisation of long term sustainable outcomes.

BACKGROUND

Claire Ellis has worked for over 30 years in a variety of roles focussing on the development of new product and tourism experiences and ensuring they create sustainable long term outcomes for the business, communities and the wider region. During this time, she has moved between being a tourism operator, employed by other operators, as an academic and researcher, in State Government and most recently as a consultant. She is recognised nationally, having chaired the Destination Management Working Group for the National Long Term Tourism Strategy for Australia for several years, and in her consultancy, has worked in Western Australia, South Australia, Queensland and Victoria as well as Tasmania. She has built a reputation for creating long term positive outcomes that consider all stakeholders and stakeholder management is one of her key strengths.

RELEVANT PROJECT EXPERIENCE INCLUDES:

- ❖ Developing a strategic framework to support Parks Victoria build their approach to **nature based tourism** (Jan 2017).
- ❖ Undertaken the South Australian review of **regional tourism** – Tourism Structures and Working Relationships Review - with a consortium with Kristine Peters as lead (Sept 15-Feb 16).
- ❖ Undertaking the development of local capacity on Kangaroo Island through the Transformation - **Business Ready project** around major infrastructure development – with Sue Arlidge (Sept 15-ongoing).
- ❖ **Strategic plan development**, including SATIC (2015), Kangaroo Island Industry and Brand Alliance (2015).
- ❖ Development of a national approach to **Destination Management** for the tourism industry– my role was Chair of the National Long Term Tourism Strategy Working Group.
- ❖ Provided support for SATC and DEWNR in the development of a new state-wide approach for **South Australia for Nature Based Tourism (2015)**.
- ❖ Working with **Daylesford and Macedon Ranges Regional Tourism Board** to develop an integrated approach to tourism management for the region (2015).

- ❖ Project Manager of the **Kangaroo Island Industry Brand Alliance project, Open All Year**, a 2.5 year project looking to boost year round visitation to Kangaroo Island (2015-June 2017).
- ❖ **National Project Manager for Volunteering Australia's** Review of the Definition of Volunteering for Australia (Nov 2013-June 2015).
- ❖ Led the **Review of the Victorian Regional Tourism Boards and Destination Management Plans** in 2014 with a team (with Sarah Lebski and Dr Meredith Wray).
- ❖ Work with SATC to produce the **South Australia Strategic Tourism Plan 2014-2020** and supporting the SATC to operationalise this into the SATC Corporate Plan.
- ❖ Providing input as part of a multi-disciplinary team managed through Deakin University to Melbourne Water on a **50-year vision for the 10,500ha Werribee Treatment Plant** site.
- ❖ Providing research support to Avana on the **Welcoming Chinese Visitors and Servicing Chinese Visitors** STIG grants.
- ❖ Project managing and implementing key projects in Victoria and South Australia as part of the **National Landscape STIG**.
- ❖ A series of **Social Impact Studies** across Tasmania creating benchmarks concerning the impact of tourism on the community and clarity around the factors that are positive, negative and neutrally perceived – my role was as sponsor within Government and hence to promote the need for this work then seek a partnership with Victoria University to design and deliver a cost effective, repeatable tool for use at local level (now done in nine locations around Tasmania).
- ❖ The development of the **Kangaroo Island Council Strategic Plan 2014-2018** (in conjunction with Songfront consultancy), **the Kangaroo Island Tourism Employment Plan** (in conjunction with EC3) and recently facilitated the development of **Brand Kangaroo Island** – a new association that represents all Kangaroo Island products and services.
- ❖ Directly managed the **development of many of the State's tourism plans** including those for the Tasman, Freycinet, Tarkine, Triabunna-Orford-Maria Island and Stanley, as well as providing key tourism input into many more local level development plans. More recently I wrote the **Kangaroo Island National Landscape Strategic Tourism Plan**, integrating the format needed for National Landscapes with the Island's desire for a single tourism plan.
- ❖ Developed Australia's first **Digital Coach program** designed to support the Tasmanian tourism industry shift its way of working. Importantly this design contained an exit strategy for Tourism Tasmania and the support continues but is delivered to all small business across Tasmania.
- ❖ Three Capes Track **feasibility and socio economic analysis** – my role was the key partner to Parks and Wildlife Service to oversee a potential new 'Great Bushwalk' from its inception to funding.
- ❖ Kimberley Coast **Cruise Management Strategy** – developing a vessel management strategy for the Kimberley Coast to create a self-regulating system between industry, whole of government and traditional owners (project led by TRC Tourism).

Attachment 2 Claire Ellis - Curriculum Vitae

PROFESSIONAL WORK HISTORY

A brief chronological summary of my work history is given below. Much of it has been freelance work overlapping in terms of countries and timeframes for completion as I chose to move countries based on my husband's career.

Claire Ellis Consulting, Nov 2011 onwards

As Director of my own consulting company, my projects range from working directly with businesses on aspects of feasibility / business development projects, to regional tourism and Government projects on destination management and strategic management. This work has recently included Nature Based Tourism Plan development in SA, Review of Victorian Regional Tourism Boards, South Australia Strategic Tourism Plan, Kangaroo Island Tourism Employment Plan, Brand Kangaroo Island, and delivery of projects in the Kimberley, Flinders Ranges, Kangaroo Island and Great Ocean Road as one of the three successful consultants (with EC3 Global and TRC Tourism) for the National Landscapes Strategic Tourism Investment Grant (STIG). I also worked on two national Federally funded projects around Chinese visitors.

My work in volunteer management led to an 18-month role as national project manager for Volunteering Australia, developing a new definition for volunteering for Australia.

I also am an Honorary Research Associate at University of Tasmania, researching and publishing in several areas particularly around my PhD area of volunteer tourism, episodic volunteering, cruising and workforce issues.

Director Destination Development, Tourism Tasmania May 2005 - Nov 2011.

I managed the work of the Unit including regional tourism, experiential tourism, product development, special interest niche development, visitor centres and broader supply side policies and strategies. The position title and responsibilities altered in 2007 to Director, Infrastructure and Industry Development with investment and infrastructure being formally added and subsequently Research. While considerable work was undertaken during this time, one new initiative I oversaw as part of the Learning and Development program was the Digital Coach program. It has been recognised in other parts of Australia as an excellent initiative to rapidly up-skill the industry, more flexibly and effectively delivering in a range of digital areas from web presence through to online bookability. As a member of the Executive team I was part of most internal Steering Committees and contribute extensively to our Marketing and Distribution areas as well as sitting on various external Boards. During this time, I also was the lead tourism partner for the development of the Three Capes Track, a joint initiative led by Parks and Wildlife Service, Chaired the Destination Management Planning Working Group of the National Long Term Tourism Strategy, sat on the National Landscapes Reference Committee for two years as well as inputting to a number of national level activities.

Associate Lecturer, Tourism, University of Tasmania January 2002 – May 2005.

I coordinated, developed and lectured first, second, third year and Honours units including 'Tourism Geography', 'Australian Tourism Typologies', 'International Issues in Tourism', and 'Tourism Practice'. Additional lecturing has been undertaken in 'Natural Environment: Interpretation', 'Tourism Projects', 'Tourism Theory' and tutoring in 'Sustainable Tourism' and 'Eco and Nature-Based Tourism' units. This work included providing industry advice, academic publishing in journals and books, consultancy work, supervision of post-graduate students, overseeing research grants as well as the lecturing and university administration aspects of the job.

PhD Candidate, School of Geography and Environmental Studies, University of Tasmania
March 2001- 2005 (mostly part-time).

My PhD examined the area of volunteer tourism where members of the public join environmental field research trips and contribute to the research through their labour and financially. The work included a longitudinal analysis of the benefits accrued from trips and examined issues such as repeat behaviour. I received a CRC Sustainable Tourism grant to undertake multi-disciplinary work establishing wave wake and benthic disturbance from cruise ships in Port Davey that established new guidelines for visitation. During 2001 I was also employed as a Research Assistant to help finalise and write the Tasmanian Wildlife Tourism Inventory, a Cooperative Research Centre for Sustainable Tourism project. I also continued to undertake cruise ship lecturing work in Indonesia, Australia and PNG over several different periods each of less than a month's duration.

Researcher, Austin, Texas for Fermata, Inc. a strategic planning company in nature-based tourism.

This work was ad hoc on a contractual basis during 2000-2001 and my work consisted of finding and synthesising past environmental research for inclusion in strategy plans.

Freelance work in Perth, Western Australia from 1999-2000.

I lectured on cruise ships, and undertook freelance writing, tourism program development, and television documentary research work for BBC, *Survivors*, a one-hour feature in a series, a re-enactment of a shipwreck survivor story filmed at Dirk Hartog Island, West Australia.

Tourism operator and freelance work in Jakarta, Indonesia from 1995-1999.

I undertook a number of jobs including running my own cruise ship chartering business and all aspects related to this work as well as working for other cruise ship companies as a lecturer. It also involved freelance research and writing including authoring the book *Land of the Komodo Dragon*, editorial work for magazines and contract work for the World Bank, contract work for The Nature Conservancy on a ecotourism publication resulting in the printing of the *Lore Lindu National Park* booklet, development of media packages for the World Wide Fund for Nature during the forest fire crisis, tourism program development, and television documentary research work for Zebra Films, to produce *Wild Indonesia*, a three-hour natural history documentary series sold to BBC and Discovery.

Freelance work in Ho Chi Minh City, Vietnam from 1993-1994.

I lectured on cruise ships, and undertook freelance research and writing including authoring the book *Culture Shock - Vietnam* (which is now in its seventh edition, has sold over 25,000 copies and been translated into Korean).

Employed by the Australian Bureau of Statistics, Perth, Western Australia, six months in 1993.

Worked in the People Development Team developing and presenting training courses as well as other aspects of personnel development.

Freelance work in Darwin, Northern Territory in 1992-1993.

I undertook cruise ship lecturing work and freelance writing.

Freelance work in Jakarta, Indonesia, 1990 – 1992.

I worked in journalism and as a magazine editor as well as managing a cruise ship lecturing roster, training of new lecturers and lecturing on ships.

Employed by the World Wide Fund for Nature, 1990-1992.

I worked four days per week (with breaks due to cruise ship obligations) for the NGO in an administrative capacity co-editing a bi-lingual magazine that was aimed at Government officials and decision makers as well as writing grant proposals aimed at international donors and writing and editing quarterly reports, scientific papers for international publishing and many other types of reports.

Employed by the Australian Bureau of Statistics, Hobart, Tasmania, 1983 – 1990

I initially started work as a Research Assistant developing and analysing research projects and then moved through a variety of different collections. In 1985 I moved to become the Training and Staff Development Officer for the office overseeing all development and delivery of internal training modules as well other aspects of staff development. In 1986 I became Personnel Manager, in charge of the Training and Staff Development area as well as all other personnel matters. This position was classed as an Assistant Director and I became part of the office management team (and the first female and youngest member they had ever had). In 1988 I worked for one year in Canberra as part of a small team developing a supervisory and middle management training package for use within the ABS Australia-wide. After this I returned to my position as Personnel Manager for a staff of approximately 120 before taking three years leave-without-pay to go overseas with my husband.

Academic Qualifications:

- Bachelor of Economics, University of Tasmania, 1978-1982. (Deferred one year to be an exchange student).
- Diploma of Education (secondary school), University of Tasmania, 1982.
- Bachelor of Arts (Honours), Social Geography, University of Tasmania, 1983.
- PhD, School of Geography and Environmental Studies, University of Tasmania, 2005.

Scholarships

- Recipient of a studentship from 1978-1983 from the Education Department of Tasmania for the completion of a Bachelor of Economics, Bachelor of Arts (honours) and a Diploma of Education (secondary school).
- Recipient of a Special Tasmania Postgraduate Research Scholarship for PhD studies.
- Recipient of the Co-operative Research Centre for Sustainable Tourism Supplementary Scholarship 2002-2004.

Relevant Memberships

- CAUTHE (Council of Australian University Tourism and Hospitality Educators)
- Australian Institute of Company Directors (AICD)

Current Board Memberships

- Board member and Deputy Chair of Ecotourism Australia
- Board member of Volunteering Tasmania
- Board member of Natural Resource Management, South (Tasmania)
- Board member of Australian Wildlife Collection (an operator-based tourism consortium)

Attachment 3 Kristine Peters - Curriculum Vitae

1. Career Overview

Kristine holds a PhD, MBA and Diploma of Teaching. She set up her consultancy firm *Kristine Peters Project Management Pty Ltd* (trading as *KPPM Strategy*) in 1994 to deliver strategic planning, community engagement and project management in the private, public and non-profit sectors. Prior to KPPM, she was Project Manager for the award-winning Vocational Education and Training (VET) in Schools pilot *Pathways West*. She has set up and managed a training company, worked in libraries, retail management, financial services management and as a Junior Primary Teacher.

Kristine's 2012 PhD thesis, supervised by Prof Andrew Beer, explored the role of socialisation and knowledge creation in behaviour change. The thesis was awarded the Royal Geographical Society's John Lewis Silver Medal.

She is active in her community, as the long-standing Chair of the Adelaide Business Hub (Todd Street Business Incubator), Chair of the Hallett Community Management Committee, and Treasurer of the newly-formed Riverland SmartHub (education and enterprise centre).

2. Personal Details

Contact details: 0409 603 663
 kristine@kppm.com.au
 www.kppm.com.au
 www.hallettmidnorth.com
 facebook/KPPMAelaide
 linkedin/Kristine Peters
 twitter/KPPMStrats

 6 Todd St, Port Adelaide, 5015
 233 Toolangi Rd, Hallett, 5419

3. Board and Professional Memberships

Chair *Adelaide Business Hub* (previously the North West Business Development Centre) 2000-

Chair *Hallett Community and Sports Association* (www.hallettmidnorth.com) 2010-

Reference Group *Centre for Housing Urban & Regional Planning* University of Adelaide 2011-

Visiting Research Fellow *University of Adelaide* 2012-

Board Member *Community Business SA* 2013-2015

Treasurer *Riverland SmartHub* 2016-

Adjunct *University of South Australia* 2017-

Member *International Rural Network*

Member *Regional Studies Association*

4. Qualifications

PhD Flinders University 2012

Normalising New Behaviour:

Networks and the Uptake of Environmental Practices amongst Small Businesses in Australia

Masters of Business Administration

University of South Australia 1994

Diploma of Teaching (Junior Primary)

Torrens College of Advanced Education 1977

5. Employment History

1994 -

Principal Consultant

KPPM Strategy

Kristine's company delivers strategic planning, regional development and change management projects to government, non-profit and regional development agencies. Throughout the company's long history, Kristine's skills have been in strong demand, with up to a dozen projects in progress at any given time. Recent projects include:

- Alexandrina Council *Libraries Review*
- Adelaide Hills *Strategic Tourism Plan*, review of *Visitor Information Servicing*
- Business plans for: *Dolphin Interpretive Centre (Port Adelaide)*, *Wirrabara Caravan Park*, *The Clipper Ship City of Adelaide*, *Northern Forest Operations (Bundaleer and Wirrabara)*, *Murray Bridge Learning Centre*
- Community engagement *South Road Darlington Upgrade* (DPTI)
- *Community Plan 2030* consultation for the City of Onkaparinga
- Coordination of engagement for Adelaide City Council's *Infrastructure Projects*
- Development of statewide *Regional Tourism Organisational Structures* (with Dr Claire Ellis)
- Development of the *Housing Investment Forward Plan* for Anglicare SA

- Facilitation of industry workshops to identify the model for *Mandatory Inspection of Heavy Vehicles* and *Marine Services Function* for DPTI
- Interviews with Aboriginal Elders and development of the *Mudlangga to Yertabulti Track* for the City of Port Adelaide Enfield
- Mount Barker District Council *Community Services Forward Plan*
- Roll out of Public Library Services' *Community Led Planning for School Community Libraries*
- Rural City of Murray Bridge *Economic Development Strategy (2015-2030)*
- *Supply Chain Development (Murraylands)* for The Bend Motorsports Park
- TAFE SA *Future Student Learning Resources Model* (Libraries Review)

Previous employment

1992-1994

Project Manager

Pathways West: School Industry Links Pilot Project

Engineering 2000 Award for the development of women in engineering
(for the *Electronics Club for Girls*)

1987-1992

Training Manager

The Learning Lab Pty Ltd

1983-1987

Branch Manager (WA and SA)

Avco Financial Services

1982-1983

Travel, including 9 months as

Service Supervisor

BigW Cairns

1978-1982

Junior Primary Teacher

Kidman Park Primary School

Attachment 4 - KPPM Strategy - Adelaide Hills Visitor Information Servicing paper



Adelaide Hills Visitor Information Servicing

for Adelaide Hills Tourism

13th January 2017

Dr Kristine Peters

Adelaide Hills Visitor Information Servicing

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Introduction

Early in 2015, Adelaide Hills Tourism commissioned Dr Kristine Peters of KPPM Strategy to undertake a short Scoping Review (Stage 1) of the Adelaide Hills Visitor Information Centre (VIC) in Hahndorf. This work involved consultations with Mt Barker District Council (MBDC) and Adelaide Hills Council (AHC) CEOs, VIC staff and volunteers, the Hahndorf Academy, South Australian Tourism Commission, and Adelaide Hills Tourism (AHT) staff and board members. The Scoping Review Report (6/6/2015) made a number of recommendations and a working group was formed (Adelaide Hills Visitor Information Servicing Group - AHVISG) and VIC Coordinator contracted to action these recommendations (see Appendix 1).

Significant progress has been made to address immediate Adelaide Hills VIC issues. The formation of the AHVISG created an excellent collaborative framework to consider the more challenging future directions for Visitor Information Services (VIS): location/s, governance and funding structures. Following from Stage 1, AHT again commissioned Kristine Peters to undertake detailed planning for regional VIS that involved consideration of:

1. Current VIC models.
2. Recommendations for future funding and governance options, including a costed funding model between key stakeholders (MBDC, AHC, AHT).
3. Development of a three year Adelaide Hills Visitor Information Servicing Strategy, including a detailed Implementation Plan.

The Stage 2 process involved:

- Preliminary discussions with Council management about the preferred future of Visitor Information Servicing in the Adelaide Hills (this occurred in 2015).
- Progress meetings with AHVISG and AHT during 2016.
- An Options Workshop with key Council, AHT and South Australian Tourism Commission (SATC) personnel to determine key imperatives and the potential options for VIS delivery.
- Development of a Discussion Paper based on the first workshop to assist with deliberations about the structure of VIS in the Adelaide Hills.
- A Directions Workshop with key Council staff and AHT staff and board members to determine the preferred delivery model.
- A number of meetings and discussions between AHT Chair or Kristine Peters with Adelaide Hills Council and Mount Barker District Council management and staff to progress the VIS model.



The changing world of Visitor Information Servicing

Until recently, the delivery of Visitor Information Services in Australia was based on an approach that had been in place for generations: an accredited Visitor Information Centre (VIC) in a key location, often supported by non-accredited Visitor Information Outlets (VIO) in smaller towns or at attractions. The structure of Visitor Information Servicing (VIS) was based on a single regional centre or a hub-and-spoke model, with information passed 1:1 between traveller and VIC/VIO staff.

With the widescale adoption of smart phones and increasing sophistication of online searching and booking, the dominance of VICs in the traveller information marketplace is being eroded. The vast majority of travellers (and visitors) now use online sources at all stages of trip planning (see diagram).

Access to digital information has generated a fundamental change in the way that knowledge is transmitted:

- Travellers are no longer reliant on **1:1** information (e.g. talking to a VIC staff member).
- Digital applications have created an easy method of accessing **1:many** (e.g. monitoring social media for comments about my destination), and more importantly **many:many** (my input is part of a large dataset that in turn influences the offerings made by tourism providers).
- The share economy (e.g. AirBnb, Uber, Stayz) is one of the fastest growing global sectors, dominated by large players worth billions of dollars. The share economy facilitates direct booking by travellers, and future revenues from commissionable bookings by VIS outlets are in doubt.
- As the takeup of smartphones nears 100% of the population¹ the importance of online information and direct booking will increase.

Dreaming

Websites, social media, TV (including online channels such as youtube), newsfeeds

Planning

Travel aggregator websites and apps (e.g. TripAdvisor, Wotif), social media, operator/agency websites

Booking

Operator and aggregator websites and apps

Destination

Google (search and maps), local apps, websites, geolocated promotions, social media

Sharing

Social media, ratings on aggregator sites, blogs

¹ In 2014, 89% of Australians owned a smartphone (Australian Mobile Phone Lifestyle Index, Dec 2014) and AIMIA research predicted that 92% would own a smartphone by October 2015



Adelaide Hills Visitor Information Servicing

Complete reliance on the digital platform by consumers for information and booking is still some way into the future. Many visitors still expect (and use) person-to-person information provided by knowledgeable locals via VICs and VIOs.

A number of reports into the future of VICs have been conducted and are summarised in [Australia's Accredited VICs: A Strategic Directions Paper](#) (2014). The key findings of this Paper relevant to the AHVIS review are:

- Visitors are increasingly using the internet and mobile devices for travel planning and bookings. VICs providing paper-based information and limited opening hours have less relevance for visitors who want to access high-quality, targeted information online 24 hours a day.
- VIC locations should be sited in visitor traffic areas, with highly visible building and directional signage.
- Engagement with VICs can result in 59% additional expenditure in the community (or around \$180 per adult visitor) on fuel, food and retail, accommodation and attraction services.
- In addition to economic outcomes, VICs generate social benefits for their communities (e.g. employment, information for residents, community hubs, support during crises, industry training and support).
- The yellow and blue symbol is recognised nationally as a source of high quality visitor information.

Sarah Lebski (VIS Strategist, in her commentary for the *Regional Tourism Structures and Working Relationships* project) describes the tension between traditional VIC and online services as an opportunity for new delivery models (see Appendix 2). In summary, Lebski suggests that VIS need to: enhance the visitor experience - the 'wow' factor - through exceptional one:one customer service; tailor information to the visitor's interests (a bag of generic brochures is no longer appropriate); take information to the people; and consider co-location or diversification options.



St Kilda's VIC Kombi
Photo courtesy stkidamelbourne.com.au

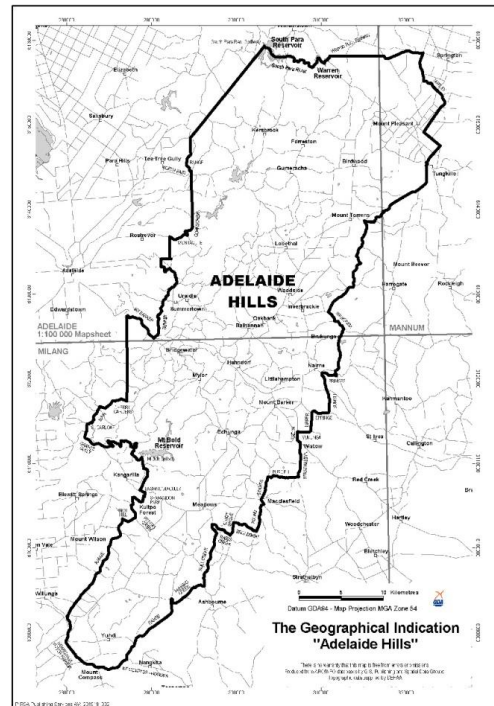


The Adelaide Hills VIS landscape

From a Visitor Information Servicing perspective, the Adelaide Hills presents a challenge. Bisected by the South Eastern Freeway and its signage restrictions, with several alternative entry and exit routes, the Adelaide Hills tourism region is not well served by a 'one size fits all' VIC.

However, in the short term the region benefits from a VIC, for the following reasons:

- The role of VICs is not yet over. 47,759 visitors came into the Hahndorf VIC in 2015/16, an increase of 11,142 on the previous year, and an overall increase for the past five years of 14,285.²
- To achieve its growth aspirations, the Adelaide Hills will benefit from a physical visitor information presence that integrates with regional marketing and destination development. The future listing of the Adelaide Hills as a World Heritage region will accelerate visitor interest, reinforcing the need for reliable, coordinated VIS.
- Although the VIC accreditation criteria are dated and need review in light of digital and distributed models, the yellow **i** retains strong visitor recognition as a symbol for quality, and VICs benefit from knowledge and resources through VIC affiliation. The yellow **i** is the only visitor signage allowed on the Freeway.
- Non-accredited Visitor Information Outlets typically use a white-on-blue **i**, but there has been no research into the comparative recognition and value of the yellow versus white **i** symbols.



Hahndorf is a key tourism destination and a natural location for a VIC/VIO in the Adelaide Hills Tourism region, however the main street site is not ideal for generating regional distribution. A VIC/VIO located between the Freeway turnoff and the Onkaparinga Valley Road (ideally but there are site limitations), or west of Ambleside Road would better support region-wide distribution to Hahndorf as well as to Adelaide Hills Council towns such as Lobethal, Cudlee Creek and Birdwood; and south and east to Mount Barker District Council towns such as Meadows, Macclesfield and Mt Barker.

² South Australian Accredited Visitor Information Centre Network, *Visitation and Economic Benefits 2011/12 to 2015/16*



The Hahndorf VIC situation

Visitor numbers to the existing Hahndorf VIC suggest that the VIC brand is encouraging visitation to the VIC, and that the VIC is providing value to visitors. Co-location with the Hahndorf Academy, while problematic in the management of visitor movement and lease arrangements, is likely to be a strong factor driving the high number of visitors to the Hahndorf VIC, and it is not clear that a stand-alone location (i.e. not associated with a popular attraction) would generate the same level of visitation.

The VIC's value to the rest of the tourism region (outside of Hahndorf) is inconclusive, further compounded by its restriction on web promotion to only those providers with bookable products. While the intent of this policy is to generate revenues, it is likely that commissions barely cover associated costs. Adelaide Hills Council in particular is keen for the website to promote all providers, and this perspective is reinforced by the increasing trend for travellers to use aggregator sites such as TripAdvisor and Webjet, and to book directly via share economy websites and apps.

Taking these factors into account, the review received the clear message that **reliance on a single VIC will not adequately address the VIS needs of the Adelaide Hills Tourism region.**

Mount Barker District Council funds the Hahndorf VIC. Adelaide Hills Council is still considering its funding position for the VIC, having raised concerns about the value of a VIC located in Hahndorf to Adelaide Hills Council tourism operators, and questions as to the necessity of investing in full accreditation when VIOs can deliver a quality product at lower cost.

Early in 2016 a funding partner workshop (Adelaide Hills Council, Adelaide Hills Tourism, Mount Barker District Council, South Australian Tourism Commission) agreed to transition to a distributed VIO model, with VIOs located across the tourism region, including one in or near Hahndorf. This generated spirited debate over succeeding months, with some parties keen to retain a VIC, and others believing that a distributed VIO would best service the needs of the region.

The funding partners for Visitor Information Services in the Adelaide Hills Tourism Region (AHC, MBDC, AHT and SATC) are very supportive of a strategic and coordinated growth in the number of VIOs and popup (event-based) Visitor Information Booths across the region. This is the model outlined in the remainder of this report.



Elements of the model

The VIS environment in 2020 may look very different to today, and it is impossible to know what 2025 will bring - except that we can be assured of accelerated digital capabilities *and* that humans will continue to seek personal interaction and word-of-mouth recommendations, it's hard wired into our DNA.

In designing Visitor Information Servicing that addresses the needs of today's travellers, and will be effective in a decade, we need to:

- Provide for face-to-face information from knowledgeable locals with superior customer service skills.
- Take advantage of digital trends, capitalising on the platforms provided by aggregators and share economy sites rather than competing with them.
- Provide paper-based materials only when they are needed. VICs report strong demand for maps, but interest in regional guides is limited. While VIC staff like to use regional guides and provide brochures to highlight a range of options, these materials will decline in popularity as digital formats better meet traveller needs.
- Locate face-to-face visitor information services *where* they are needed, *when* they are needed, and *only as long as* they are needed. VIC accreditation requires minimum opening hours and the cost of staffing a VIC beyond these hours is prohibitive. VIS should be responsive to local conditions, and available when customers are seeking information.
- Provide consistent and correct information, irrespective of the VIS source.



Criteria

In designing a model that meets these criteria, the following factors are essential:

1. More outlets, open at times that people are visiting.
2. Mechanisms for delivering high visitor information standards, irrespective of accreditation.
3. Leverage and integrate visitor information services with digital platforms, all VIS providers (organisations, staff and volunteers) must be e-savvy.
4. Provide paper materials only when requested by the customer, use a 'customer pull' method to determine what materials are needed.
5. Coordination of VIS delivery and service standards across the region.



Adelaide Hills Visitor Information Servicing

An Adelaide Hills Visitor Welcome Centre?

Because of the level of visitation to Hahndorf, it is the natural site for a regional (often called Gateway) Centre that drives distribution across the tourism region.

During this review, discussion about the 'look and feel' of a new VIC/VIO at the entrance to Hahndorf ranged across a number of options - from caravan to purpose-built facility. To identify a model that can be delivered within a reasonable budget, the following practicalities were agreed:

- A place for visitors to relax while they are using free high speed wifi to access information, make bookings, and share experiences
- Space for promotion of bundled regional packages
- Space for display and sales of gifts and merchandise
- Secure cash handling
- Storage (merchandise and materials)
- External signage, displays and promotional materials
- Office space for VIS staff
- Toilets for staff and public
- Parking for cars and recreational vehicles
- Disability access
- Rather than being 'fixed' behind a desk, staff would mingle with visitors to respond to queries or engage in conversations about activities and plans

These requirements could be accommodated in a fit-out of an existing building (appropriately sited and zoned), or through contemporary solutions such as converted containers or caravans that can be relocated as needed.



It is likely that a transportable VIO would attract greater interest in on-going investment by Adelaide Hills Council than a permanent facility within the town of Hahndorf.



Adelaide Hills Visitor Information Servicing

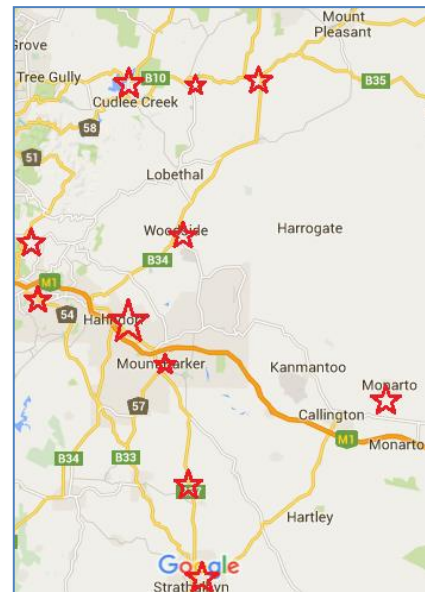
The model

The recommended model for Visitor Information Servicing in the Adelaide Hills Tourism region is as follows.

1. A network of Visitor Information Outlets at 'hot spots' across the region.

1.1. Initially VIOs would be supported in existing locations with high visitor numbers:

- Hahndorf VIC/VIO
(operated by MBDC or contracted to third party)
- Mt Lofty
(operated by DEWNR)
- National Motor Museum at Birdwood
(operated by History SA)
- Stirling
(operator to be determined)



As these VIOs became proficient, other sites would be developed (see map for suggestions).

1.2. A small amount of funding would be allocated to non-government VIOs for staff training, families and industry development. This budget to be jointly contributed by Adelaide Hills Council and Mount Barker District Council.

2. Development of two Adelaide Hills branded pop-up Visitor Information Booths for use at events and to supplement VIOs during busy periods.

2.1. Booths to be staffed by Council tourism officers, supported by volunteers. Staff and volunteers to be involved in the VIO training/famil program to ensure comprehensive and up-to-date knowledge of the entire tourism region.

2.2. Each Council is responsible for developing and managing its own booth.

3. A Regional VIS Coordinator, co-funded by both Councils and employed by Adelaide Hills Tourism, responsible for the development and expansion of the VIO network.

3.1. A five year funding agreement to be negotiated to ensure the integrity and effectiveness of this role.



Adelaide Hills Visitor Information Servicing

Vision

The vision for Visitor Information Services in the Adelaide Hills is for every operator to provide quality information, good referrals, and to share market intelligence to grow the region's tourism industry.

Stage 1: 2017-2020

Stage 1 aims to improve access to and the quality of visitor information across the region. We will achieve this by establishing VIOs at key nodes, building the capacity of tourism operators to provide quality visitor information and referrals, and capitalising on emerging digital trends.

1. Secure a five year funding agreement from the two Adelaide Hills councils, and establish agreed governance arrangements for the Regional VIS Coordinator and VIO development.

2. Secure a Regional VIS Coordinator role to implement the recommendations of this review.

While it may be logical to locate this role at the VIC, this is not essential as the primary responsibilities are to develop a VIO network and establish and monitor service standards. The risk of locating this person in a VIC/VIO is that they lose independence and hence relevance for other VIOs in the network.

3. Establish popup or mobile services to provide visitor information at events.
4. Make the Adelaide Hills website available to all operators, focusing on equitable coverage of offerings in both Council areas.
5. Design, organise for the collection, and undertake analysis of data to provide a sound evidence base for Stage 2 decisions.
6. Implement a 'customer pull' method of determining the hard copy materials to be offered.



Adelaide Hills Visitor Information Servicing

Stage 2: 2021-2025

Stage 2 aims to establish a world-class visitor information service that contributes to the Adelaide Hills' position as an internationally recognised destination. To achieve this we need to respond quickly to the evolving digital environment, to be nimble and prioritise customer needs and service quality over traditional ways of working.

1. Review of the outcomes of Stage 1 - considering trends in the industry (including digital advances and tourism patterns), the effectiveness of the move to a more distributed model, and the relevance of VIC accreditation. Based on the review, a further five year plan for the VIC should be decided and implemented.
2. Forward planning for investment in digital technologies should be factored into program budgets to allow AH VIS to take advantage of emerging trends.
3. The focus of Stage 2 will be expansion of the third party VIS, which will continue to be a priority through the following decade.

Governance

Adelaide Hills Tourism will have oversight of the implementation of the VIS model. This recommendation recognises shared Council funding and Board representation on AHT.

Council representatives on the AHT Board, together with the AHT Chair, will be responsible for determining the five year VIS funding agreement, which is separate from operational funding for AHT, and should include:

1. Regional VIS Coordinator salary, on-costs and operating fund.
2. VIO participation grant criteria and funds.
3. Commitment to develop Adelaide Hills branded Visitor Information Booths.
4. Funding for production of essential hard copy visitor materials (e.g. maps).
5. Agreement on provider inclusion on the Adelaide Hills website.

The cost of investment in local tourism initiatives or major events such as Tour Down Under is at the discretion of individual Councils and is separate to the VIS agreement. The cost of operating the Hahndorf VIC at the Hahndorf Academy has not been included, because the option of transitioning to a VIO in Hahndorf should be considered as part of the development of the regional VIS strategy.



Adelaide Hills Visitor Information Servicing

Budget

A five year budget for the VIS strategy is as follows:

Budget	2016/17*	2017/18	2018/19	2019/20
Regional VIS Coordinator	50,000	102,000	104,040	106,121
Regional VIS vehicle	7,500	15,000	15,000	15,000
Regional VIS Coord consumables	2,500	5,000	5,000	5,000
Regional VIS Coord operating funds	10,000	20,000	20,000	20,000
VIO Participation grants	20,000	30,000	40,000	40,000
Visitor materials (maps etc)	5,000	5,000	5,000	5,000
TOTAL PROJECTED EXPENDITURE	\$95,000	\$177,000	\$189,040	\$191,121
Shared VIS contribution each Council	\$47,500	\$88,500	\$94,520	\$95,560
Mobile Booth (cost per Council):				
Establishment of booth	5,000			
Staffing at events	3,000	3,900	5,070	6,591
TOTAL COST EACH COUNCIL	\$55,500	\$92,400	\$99,590	\$102,151

* costs relate to the remaining half of the 16/17 financial year

EXPLANATION:

Regional VIS Coordinator	\$70k salary plus on costs, CPI @ 2%
Regional VIS vehicle	vehicle lease + running costs
Regional VIS Coord consumables	phones, internet, office supplies
Regional VIS Coord operating funds	catering, venue hire, training, bus hire for famils etc
VIO Participation grants	\$5000 per VIO, 4 in first year, 6 in second year, 8 in third year
Visitor materials (maps etc)	excludes Visitor Guide
Web	can transfer to AHT provided sufficient funding to manage
Mobile Booth	Staffing budget based on 1 event p/m



Appendices

Appendix 1: Review Stage 1 outcomes

Stage 1 recommendations and status as of April 2016:

- 1 & 2. Retain an accredited VIC in Hahndorf, at least in the short term
The landscape is shifting rapidly in terms of Accreditation and this requirement has been reconsidered in Stage 2
3. Develop a five year funding agreement for Visitor Information Servicing (VIS) between the Adelaide Hills Council (AHC) and the Mount Barker District Council (MBDC)
Pending acceptance and implementation of this report
4. Funding stakeholders need to be involved in directing VIS activity
Governance structures are addressed in this report
5. VICs must comply with VIC Accreditation and National Volunteering Standards
A full time VIC coordinator has been contracted to address these matters
6. VIC staffing (paid and volunteer) should be subject to structured recruitment, training and performance management
Hills Volunteering and AH VIC coordinator are providing support in collaboration with MBDC Volunteer Support staff
7. Customer flow/experience and access to facilities at the Hahndorf Academy needs to be improved
A different location will address these issues
8. Better collaboration with Adelaide Hills Tourism
In place via joint redevelopment of the www.adelaidehills website and establishment of the Adelaide Hills Visitor Information Servicing Group
9. Audit and update VIC displays
Implemented, Adelaide Hills branding has been incorporated
10. Better representation of regional food and wine in VIC
Iconic regional food products and quality gifts are now available for sale
11. Establish a portable/popup Visitor Information booth
An outcome of the Stage 2 review
12. Explore option of contracting Hahndorf Academy to provide VIC services
Not viable



Appendix 2: Sarah Lebski commentary on VIC directions

Provided for the *Regional Tourism Structures and Working Relationships* project:

- ❖ The explosion in digital technology and the huge impact of social media has created discerning, knowledgeable and highly mobile audiences increasingly accustomed to 'real-time' responses to their information needs.
- ❖ Hotels, airlines and a staggering number of travel-related websites are continuing to refine the concept of 'personalised' information for their customers. At the same time, VICs are experiencing declining commissions, particularly in regional areas.
- ❖ Visitors still place a high value on traditional information channels. Technology has not superseded a desire for contact with an authoritative and local sources of visitor information. Digital technology should be viewed as a catalyst for enhancing the visitor experience and cannot replace the 'wow' factor provided by exceptional, one-to-one customer service.
- ❖ The need to better integrate VICs into the delivery of the visitor experience, and regional and local tourism industry needs, is paramount. Information should be tailored to the visitor's particular interests and requirements; providing a bag full of generic brochures is no longer appropriate and VICs need to focus on filtering the detail.
- ❖ While soaring rates of mobile connectivity may imply that static, built infrastructure is an outdated delivery model for visitor servicing, VICs in some of the world's larger cities have retained their physical infrastructure and employ a combination of technology and human interface.
- ❖ Fish where the fish are! VICs are increasingly stepping outside their anchor sites and embracing mobile information.
- ❖ VICs are diversifying. Some are undertaking emergency management responsibilities (Hobart and Christchurch), others are providing information for new residents and hiring out Council facilities (Frankston) and training volunteers as tour guides in the absence of commercial operations (Bendigo).



STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 2/2017

SUBJECT: CULTURAL DEVELOPMENT PLAN AND YOUTH STRATEGY

REF: AF15/366

INTRODUCTION

Council at its meeting held on Tuesday 21st February, 2017 determined:

“To progress the strategic goals Council will:

- (a) prepare timelines for the development of a youth strategic and cultural plan by the end of March, 2017;*
- (b) Complete the youth strategy and cultural plan by the end of the 2017 calendar year;*
- (c) Table bi-monthly progress reports on the youth strategy, cultural plan, digital plan and economic growth strategy at the Corporate and Community Services Committee;*
- (d) Devise a community engagement/consultation strategy for the digital plan by the end of March 2017.”*

This report provides an overview of progress on both the Cultural Development Plan and the Youth Strategy.

DISCUSSION

The Community Plan has specifically identified that:

- (1) a Cultural Plan be developed for the City; and
- (2) Council partner with young people to develop a youth strategy that reflects their aspirations of living.

Initial discussions have been undertaken to commence work on the development of a Cultural Development Strategy. These discussions have been further advanced through the Elected Member Workshop held on 24th January, 2017 which included a presentation from Rachel Healey on Cultural Development.

Rachel Healey has provided a brief outlining a process for undertaking the Cultural Plan. It is recommended that this brief form the work plan for this project, with oversight and guidance provided by Rachel Healey & Associates.

Very initial discussions have also been held between Council Officers regarding the commencement of work on the development of the Youth Strategy.

Community Engagement/Specialist Support

Some important processes and learning identified as part of the development of the Futures Paper and the Community Plan as being a necessary part within the development of Strategic Plans include:

- i) conducting initial background research including analysis of data, forward projections, literature research, best practice and seeking expert advice;
- ii) documentation of the research to form background information to assist the development of strategies.

- iii) initial engagement with community and stakeholders to seek input.
- iv) the establishment of working groups reflecting the strategies, which can include community, stakeholders, representatives from regional Council and others, and as necessary, expert or specialist support may be sourced.
- v) significant involvement of all Councillors in the process.
- vi) final development of strategic plans for distribution and comment and integration in to a comprehensive strategic directions framework for Council.

As part of the initial discussions it has been determined that a number of Council employees have skills and expertise to be able to assist Council in the development of the Cultural Plan and the Youth Strategy. Councillors will also have active involvement specific to skills and expertise they hold and also generally to assist with stakeholder involvement.

As part of these skills and expertise, employees already have established connections within the community that can be expanded and built upon.

It is proposed that the Cultural Plan and the Youth Strategy be developed using internal employee and Councillor knowledge and skills, with Rachel Healey & Associates to provide advice and guidance in relation to the Cultural Plan.

Workplans and proposed time frames have been developed for these two strategies/plans and have been attached to this report for Members information, perusal and input.

CONCLUSION

Work commence on the development of the Cultural Plan and Youth Strategy as outlined within the proposed work plans.

RECOMMENDATION

- (a) Strategic Planning Sub-Committee Report No. 2/2017 be received and the contents noted.



Tracy TZIOUTZIOUKLARIS
MANAGER - BUSINESS AND STRATEGIC PLANNING

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

Attachment 1: Cultural Plan Brief as provided by Rachel Healey & Associates
 2: Youth Strategy Work Plan

CITY OF MOUNT GAMBIER BRIEF

Introduction

The City of Mount Gambier (COMG) is a local government agency responsible for a range of community needs including infrastructure, town planning and property services, waste collection, public recreation facilities, community and cultural infrastructure and grants, development applications, regulatory responsibilities and general community services for the Mount Gambier area.

It has decided to develop a Cultural Plan to:

- Create a coherent framework that emerges from the City's broader organisational and strategic vision and that will augment and support other organisational policies, strategies and plans;
- Re-examine long-standing cultural priorities and activities to test their ongoing relevancy and appropriateness and ensure appropriate resources are directed to the areas of highest priority;
- Embed connections with the cultural sector and community to ensure city-wide ownership of the Plan and its development;
- Optimise the media, business and community engagement opportunities created through the development of the Plan;
- Create a series of measures (including economic dividends) that test the effectiveness and relevance of the Plan over its lifetime

Consultancy

Rachel Healy & Associates ('RHA') has proposed a consultancy service to COMG to oversee and support the development of its Cultural Plan; including a suggested series of key milestones as follows:

1. Organisational commitment and awareness

The aim of the 'Awareness' phase is to build internal awareness and engagement among two key internal stakeholder groups, the Executive and Council and among city staff and managers.

It is important the Plan and its future activities and programs is integrated throughout Council and doesn't become a silo of just one Council division. A shared understanding of the purpose of a Cultural Plan and how it animates all Council's activities is important. Does a Cultural Plan just focus on arts and the creative industries or does it include sport, recreation, leisure, tourism and science, for example? Different cities have answered this question in different ways. A project control group is usually established in this phase.

Council officers usually fall into two key groups with different roles:

Executive and Council – Endorse the Plan’s phases and development

City staff – Become an enthusiastic team of cross-Council champions

2. Industry Relationships

Phase Two involves the creation of an External Reference Group, which will be critical to the development of the Plan, and its subsequent implementation and review. It is equally important to have a broad range of stakeholders, sectors and individuals involved as it is to clearly define their role, terms of reference and the City’s aims for the project.

Individuals and Groups play a vital role throughout the Plan’s development, as advocates within their organisations and sector networks, and with the media and other government agencies; and provide a wealth of experience, knowledge and understanding from which to draw, ensuring the Policy’s authenticity, relevance and credibility.

3. Research and Analysis

There are two parts to this phase, the first focuses on gathering internal data, auditing existing cultural activity and resource allocation and reviewing historical research and community and sector feedback from other COMG community consultation projects.

The second focuses on external benchmarking – best practice strategies, initiatives, programs and policies from towns of similar size and/or demographics or geography throughout Australia. International benchmarks are also considered where appropriate.

The results of this work may form the basis of a discussion paper to be circulated within the community.

4. Consultation



The consultation diagram indicates the layering of community and sector consultation that may be planned.

The consultation process borrows from previously successful strategy development processes that were deployed by local government:, including:

- Sector roundtables with government and industry leaders
- Stakeholder Forums with media, retailers, associations (for example liquor or hotel)
- Community Forums with residents, workers, businesses, educators
- Focus Groups with arts leaders and innovators
- Street interview sessions with the general public
- Online engagement through a website portal involving open forums; blog/discussions; surveys

5. Policy development, Priorities and Action Plan

The responses and feedback to the Discussion Paper and Consultation Phase will be synthesised into a set of priorities that form the draft Cultural Plan. The Plan will also identify the resources, partners and infrastructure required to deliver on its objectives.

This will generate a final round of exhibition/consultation/feedback with the community and Council before the Cultural Plan is forwarded to the Executive and Council for approval.

Fee Proposal

For the execution of this work, RHA would charge a fee of \$230 per hour or \$1,400 per day (plus GST). Travel expenses and per diems to be invoiced at cost.

Payment terms are seven days, billed monthly.

Indicative hours or days required for each phase to be discussed with COMG.

Youth Engagement Strategy

Work Plan

March 2017	Formalisation of <ul style="list-style-type: none">• Identification of the role of Members and the Strategic Planning Sub Committee.• Formalisation and Identification of 'lead' project team/staff involvement.• Report to Council outlining the process and identification of key dates.
April 2017	Identification of a Youth Engagement Strategy <ul style="list-style-type: none">• Identify Community involvement and develop consultation and engagement strategy
April/May 2017	Implement Consultation and Engagement Strategy
June/July 2017	Draft Youth Engagement Strategy developed <ul style="list-style-type: none">• Analyse feedback and draft Youth Engagement Strategy
August 2017	Draft Youth Engagement Strategy to Council for endorsement <ul style="list-style-type: none">• General Public Consultation on Draft Youth Engagement Strategy
September 2017	Endorsement of draft plan by Council. <ul style="list-style-type: none">• General Public Consultation on Draft Community Cultural Development Plan
September/October 2017	Schedule of action items for implementation developed

Council's Decision Making Structure

Discussions and Options Paper

At the December 2016 meeting Council resolved to conduct a workshop in early 2017 to consider Sub-Committee Membership in light of the new Community Plan and arising from community member vacancies on the Lifelong Learning and Community Engagement and Social Inclusion Sub-Committees.

An Elected Member Workshop scheduled for Tuesday 7th February 2017 to consider Council's Decision Making Structure was abandoned due to the number of Elected Member apologies.

A replacement workshop has been re-scheduled for Monday 6th March 2017.

In the interim due to the importance of establishing Council's Decision Making Structure to support the new Organisational Structure and the commencement of 4 new General Manager appointments this Discussion/Options Paper is presented to stimulate Elected Member discussion.

Statutory Background

Council is required to hold at least one (1) ordinary meeting in each month.

In addition the Local Government Act 1999 and Development Act 1993 require Council to establish the following statutory committees:

- Audit Committee (s126 of LG Act)
- Council Development Assessment Panel (s56A of Devt Act)
- Strategic Planning & Policy Committee (s101A of Devt Act)
- Building Fire Safety Committee (s71 of Devt Act)

During the current Council term the requirements of s101A of the Development Act 1993 have been addressed in the Terms of Reference of Council's Operational Services (s41) Committee.

Except as otherwise provided by legislation/regulation, Council Committees/Sub-Committees are established under Section 41 of the Local Government Act and operate in accordance with the Procedures at Meetings Regulations and [Council Policy C410 - Conduct of Meetings](#).

Further, subsidiaries and regional subsidiaries (such as the Limestone Coast Local Government Association) may also be established under Sections 42 and 43 of the Local Government Act.

Current Decision Making Structure

Council's current Decision Making Structure is set out in the attached diagram (Attachment 1) and comprises:

Table 1 – Current Structure

Council	
3 Statutory Committees	<ul style="list-style-type: none"> ○ Audit Committee ○ Council Development Assessment Panel ○ Building Fire Safety Committee
2 "Standing" s41 Committees	<ul style="list-style-type: none"> ○ Operational Services (incorporating s101A of the Devt Act) ○ Corporate & Community Services
3 Other s41 Committees	<ul style="list-style-type: none"> ○ CEO Performance Development & Review Committee ○ Junior Sports Assistance Fund ○ Mount Gambier Cemetery Trust
4 Sub-Committees (established by/reporting to s41 Committees)	<ul style="list-style-type: none"> ○ Environmental Sustainability ○ Community Engagement & Social Inclusion ○ Lifelong Learning ○ Strategic Planning

The current Committee structure has evolved over a long period and with the exception of name changes remains essentially the same as the structure from the mid 1980's.

The scope and complexity of functions administered by Council have evolved significantly over the last quarter century and even during the current term of Council. The Local Government Act and other more recent legislation place an ever increasing focus on strategic and holistic/inclusive forward planning, decision making and delivery of Council services.

Elected Members are also involved with a broad range of activities through Working Parties, appointments to community/regional organisations, Member Workshops/(designated) informal gatherings, and through representation with informal advisory groups. These types of activities attract less formality and administrative requirement than formal Committees.

Proposed Decision Making Structure – Options

In preparation for an Elected Members workshop on Council's Decision Making Structure consideration has been given to a variety of potential Committee structure options.

It will ultimately be Council's decision as to the structure that it adopts to guide and direct the delivery of the Community Plan over the remainder of its current term until the next local government elections in November 2018. In this respect Council may wish to establish a Committee Structure that will also serve the incoming Council with 8 Council Members.

The following considerations and options are intended to give Members some discussion points to assist in determining Council's own preferred Decision Making Structure.

Initial Considerations

- Emphasis on change to lead the organisation and community forward
- Structure that 'works' for Council, rather than Council/Administration working for it.
- Separation of Decision Making Structure - by function/department, 4 pillars, other?
- Involvement of Elected Members across Council functions/activities?
- Holistic consideration of Council matters, rather than in isolation.
- Committees/Sub-Committees/Working Parties for specific purpose, objective and duration

Option 1 – Status Quo

The current Committee/Decision Making Structure as set out in Table 1 may meet Council's own needs and those of the community moving forward. In this case no further action is necessary except to seek nominations and appoint replacement members to fill the vacancies on the Lifelong Learning and Community Engagement and Social Inclusion Sub-Committees.

The current structure comprises six (6) Committees that are associated with specific functions (i.e. Audit, CDAP, Building Fire Safety, CEO Performance Review, Junior Sports and Cemetery) and six (6) Committees/Sub-Committees dealing with broader and more strategic matters.

Consideration should be given to whether all of twelve (12) current Committees serve the full purpose for which they were established in accordance with their Terms of Reference, or whether alternate arrangements could deliver Council similar or improved or more efficient decision making and strategic (policy) direction.

Council may also be considering the establishment of additional Committees/Sub-Committee or other forums to address emerging issues and new Council business.

Accordingly, a critical review of the purpose, benefit and expectations of Council's current decision making structure is considered to be warranted.



Option 2 – Minor Variation (to current structure)

Council may consider making some minor variation to the current structure such as that shown in Table 2, by retaining 2 Standing Committees and renaming/re-purposing other Committees and Sub-Committees to better align with Community Plan objectives and reporting between the new organisational structure and Council.

Similar to Option (1), Council should consider whether current (and any proposed new) Committees or Sub-Committees will serve their intended purpose, benefits and expectations.

Table 2 – Minor Variation to Current Structure

Council	
3 Statutory Committees	<ul style="list-style-type: none"> ○ Audit Committee ○ Council Development Assessment Panel ○ Building Fire Safety Committee ○ *
2 "Standing" s41 Committees	<ul style="list-style-type: none"> ○ Retain/Rename Committee (inc s101A of Devt Act *) ○ Retain/Rename Committee
3 Other s41 Committees	<ul style="list-style-type: none"> ○ CEO Performance Development & Review Committee ○ Junior Sports Assistance Fund ○ Mount Gambier Cemetery Trust
4 Sub-Committees (established by/reporting to s41 Committees)	<ul style="list-style-type: none"> ○ Retain or Rename/Repurpose Existing Sub-Committee ○ Retain or Rename/Repurpose Existing Sub-Committee ○ Retain or Rename/Repurpose Existing Sub-Committee ○ Retain or Rename/Repurpose Existing Sub-Committee

Option 3 – Significant Variation (to current structure – with 2 Standing Committees)

Council may consider making significant variation to the current structure (but still more or less based on the current structure with 2 standing Committees) such as that shown in Table 3. This may include winding-up certain Committees or Sub-Committees and/or establishing new Committees or Sub-Committees to address emerging issues and new Council business.

Table 3 – Significant Variation to Current Structure

Council	
3 Statutory Committees	<ul style="list-style-type: none"> ○ Audit Committee ○ Council Development Assessment Panel ○ Building Fire Safety Committee ○ *
2 "Standing" s41 Committees	<ul style="list-style-type: none"> ○ Rename Standing Committee (inc s101A of Devt Act*) ○ Rename Standing Committee
# Other s41 Committees	<ul style="list-style-type: none"> ○ Wind-up or Retain CEO Performance & Review Committee ○ Wind-up or Retain Junior Sports Assistance Fund ○ Wind-up or Retain Mount Gambier Cemetery Trust
# Sub-Committees (established by/reporting to s41 Committees)	<ul style="list-style-type: none"> ○ Wind-up or Rename/Repurpose Sub-Committee ○ Wind-up or Rename/Repurpose Sub-Committee ○ Wind-up or Rename/Repurpose Sub-Committee ○ Wind-up or Rename/Repurpose Sub-Committee

With any of the above Options (1-3) Council should consider the relevant business matters and reporting hierarchy for Committees, particularly any Standing Committees to align with the new organisational structure.



Option 4 – 2/4 Pillars (Futures Paper/Community Plan Structure)

Council may wish to consider establishing a Committee/Decision Making Structure that follows the 4 Pillars of the Futures Papers/Community Plan.

Such a structure might retain 2 'Standing' Committees amalgamating 2 Pillars each or 4 'Standing' Committees (one for each Pillar) as shown in Table 4, or some alternate combination.

Table 4 – Committees aligned to Community Plan/4 Pillars

Council	
4 Statutory Committees	<ul style="list-style-type: none"> ○ Audit Committee ○ Council Development Assessment Panel ○ Building Fire Safety Committee ○ Strategic Planning & Policy
2/4 "Standing" s41 Committees	<ul style="list-style-type: none"> ○ Our People/Diverse Economy ○ Our Location/Climate, Natural Resources, Arts Culture & Heritage <p>or</p> <ul style="list-style-type: none"> ○ Our People ○ Our Diverse Economy ○ Our Location ○ Our Climate, Natural Resources, Arts Culture & Heritage
# Other s41 Committees	<ul style="list-style-type: none"> ○ S41 Committees - To be determined (for specific function/purpose/duration)
# Sub-Committees (established by/reporting to s41 Committees)	<ul style="list-style-type: none"> ○ Sub-Committees - To be determined (for specific function/purpose/duration)

As with Options (1-3) Council should consider the relevant business matters and reporting hierarchy for Committees, particularly any Standing Committees.

Option 5 – 2/4 Portfolios (Organisational Structure)

As a further variation on Option 4, Council may consider establishing a Committee Structure that aligns with the portfolios in the new organisational structure as adopted by the Administration in response and to deliver the Community Plan, as shown in Table 5.

Similar to Option 4 such structure might have 4 Committees (one for each Portfolio) or could amalgamate portfolios into 2 or more Committees in various combinations as shown in Table 5.

Table 5 – Committees aligned to Portfolios in New Organisational Structure

Council	
4 Statutory Committees	<ul style="list-style-type: none"> ○ Audit Committee ○ Council Development Assessment Panel ○ Building Fire Safety Committee ○ Strategic Planning & Policy
2/4 "Standing" s41 Committees	<ul style="list-style-type: none"> ○ Community Wellbeing/City Growth ○ Council Business Services/City Infrastructure <p>or</p> <ul style="list-style-type: none"> ○ Community Wellbeing ○ City Growth ○ Council Business Services ○ City Infrastructure <p>or</p> <ul style="list-style-type: none"> ○ Community Wellbeing/City Growth/City Infrastructure ○ Council Business Services
# Other s41 Committees	<ul style="list-style-type: none"> ○ To be determined – for specific function/purpose/duration
# Sub-Committees (established by/reporting to s41 Committees)	<ul style="list-style-type: none"> ○ To be determined – for specific function/purpose/duration



Option 6 – Strategic vs Functional Alignment

Each of the above Options 1-5 assume a similar Committee structure to the current arrangements with Standing Committee responsibilities separated by functional areas/activities.

Option 6 proposes this traditional separation be set aside in favour of Committees with a more holistic and cross-organisational focus.

The Option in Table 6 shows one Committee responsible for direction on all Strategic matters (such as Council's suite of Strategic and Other Plans, Policies, Annual Budget, Delegations, Annual Report etc) and second Committee responsible for oversight of Functional matters (such as Tenders, Projects, Legal/Court matters, Road Closures, Budget Reviews, Property Management, Community Requests etc) that are derived from across the whole organisation.

Table 6 – Strategic versus Functional Alignment

Council	
3 existing Statutory Committees remain	<ul style="list-style-type: none"> ○ Audit Committee ○ Council Development Assessment Panel ○ Building Fire Safety Committee ○ *
2 "Standing" s41 Committees Incorporating all existing Sub-Committees	<ul style="list-style-type: none"> ○ Strategic Policy/Direction Committee (inc s101A of Devt Act*) <ul style="list-style-type: none"> ● Sub-Committees (for specific function/purpose/duration) ○ Functional Services Committee <ul style="list-style-type: none"> ● Sub-Committees (for specific function/purpose/duration)
Other s41 Committees	<ul style="list-style-type: none"> ○ If/as required – for specific function/purpose/duration

Simply, one Committee would be focused on forward (strategic) planning (what we should be doing into the future) while the other is focused on service delivery (what we are currently doing).

The Strategic Committee would have a similar (but broader) focus to the Strategic Planning Sub-Committee, incorporating Planning & Policy Committee required by s101A of the Development Act.

Both Committees would be dealing with and informing each other on similar subject matter (albeit at different stages of development or delivery) and this would enable all Elected Members to be better informed and involved across a broader range of Council activities.

As with all Options the Statutory Committees of Audit, Building Fire Safety and Council Development Assessment Panel would necessarily continue, reporting directly to Council, or via either of the Strategic or Functional Committee as appropriate for a particular item of business.

Whilst Sub-Committees may be established under any structure it is recommended that such formality and replication of meeting procedures/administration be reserved for emerging priorities and new Council business that warrant a particular focus or oversight with a clearly defined purpose/objective and a finite operating period.

Beyond an initial establishment period matters addressed by a Sub-Committee should be integrated into Council's ordinary decision making and administrative practices/procedures and addressed on a continuing basis as 'ordinary' business.

An alternate to the formality and onerous administration of Sub-Committees this Council has successfully convened several Working Parties comprising Council Members and Council Officers (and Community Members where appropriate) as recommended by Council/Committee or the Chief Executive Officer to guide, direct and oversee a particular activity undertaken by the Administration under delegation, such as the Men's Shed Project and Riddoch Working Party.



Option 7 – Council and Statutory Committees only

As set out in the Background, Council is only required to hold at least one (1) ordinary meeting in each month, and in addition to establish the four (4) required statutory committees.

Council may determine not to adopt any Committee Structure and to hold one (or more) ordinary Council meeting each month and/or call Special Council meetings for other specific purposes. Table 7 sets out such a basic option that necessarily includes the required statutory committees.

Table 7 – Council and Statutory Committees

Council	
3 existing Statutory Committees remain	<ul style="list-style-type: none"> ○ Audit Committee ○ Council Development Assessment Panel ○ Building Fire Safety Committee ○ Strategic Planning and Policy
Nil s41 Committees	

Other Considerations

- Frequency of Committee/Sub-Committee meetings - Monthly/Quarterly or 'As Required'?
An 'Ordinary' meeting of a Committee can be held at any time taking into account the availability and convenience of members and the nature and purpose of the Committee.
'Special' Committee meetings can held at any time provided each Committee Member is given notice at least 4 hours before the commencement.
- Membership of Committees/Sub-Committees
Committee Membership is determined by Council and may consist of, or include persons who are not Council Members.
Committee Members hold office at the pleasure of the Council.
Accordingly, Council may establish a Committee with Membership that changes to suit the nature and purpose of the Committee, its Agenda, or any other criteria.
- Delegation to Committees/Sub-Committees
Council may delegate certain powers/duties to a Committee as it does to the Chief Executive Officer. Similarly, Council may restrict the scope of a Committee (or a Committee may restrict the scope of its Sub-Committee).
- Reporting Hierarchy
Council may impose a reporting/responsibility hierarchy on its Committees (e.g. Audit Committee reports via Strategic Committee) or may direct certain matters to be reported in a particular manner (e.g. all leasing matters must be referred to the Strategic Committee)
It should be noted that a Sub-Committee remains subordinate and responsible to the Committee that established it
- Agenda Items/Format – Complexity of Items
Different Agenda Items have different levels of complexity and deliberation/decision to be made, such as:
 - Receive & Note
 - Endorse Attachment (eg Policy/Plan)
 - Delegate/Authorise CEO/Mayor to exercise power
 - To be determined at the meeting
 - Confidential Items/Orders (and review)

The format of meeting agendas and minutes is largely driven by legislative/regulatory requirements, but is also influenced to a lesser extent by Council and Committee meeting practices.



Summary

Council may determine to adopt one of the presented Committee Structures, or any other alternative/combination that it considers appropriate to assist it in its decision making and delivery of its objectives as set out in its Strategic Plans including the Community Plan.

The endorsed structure may enable the Council and Administration to be nimble and responsive to evolving issues that warrant attention from time to time, or may impose burdensome administrative overheads that draw on the finite resources that Council has available to present and action council business

This options paper has not addressed several matters such as alternatives to the Junior Sports Assistance 'Fund' and Mount Gambier Cemetery 'Trust' that currently operate as s41 Committees, nor other potential Committees such as for the Riddoch Art Gallery or Mount Gambier Heritage.

Further consideration should be given to such matters which by all accounts could continue to operate without the need of a formal Council s41 Committee, noting that the Cemetery is a Council business unit and the Junior Sports Fund distributes 3rd party monies in a similar manner to a trust or sinking fund. Options for the Riddoch Art Gallery are the subject of a separate draft options paper.

Further alternatives/options would be presented subject to Council's general direction in relation to its preferred decision making structure.

Mark McSHANE
CHIEF EXECUTIVE OFFICER

16th February 2017

