

Reference: AF11/861

8th March, 2017

MEMBERS

NOTICE is given that the Corporate and Community Services Committee will meet in the following Meeting Room on the day, date and time as follows:

Corporate and Community Services Committee
(Committee Room - Level 4):

Tuesday 14th March, 2017 at 5.30 p.m.

An agenda for the meeting is attached.



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

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

CORPORATE AND COMMUNITY SERVICES COMMITTEE

Meeting to be held on Tuesday, 14th March, 2017 at 5.30 p.m.

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1. FINANCIAL STATEMENT – as at 28th February, 2017
2. GOVERNANCE – Committees – City of Mount Gambier Junior Sports Assistance Fund (Section 41) – Minutes of Meeting held 8th March, 2017 – Ref. AF11/725
3. GOVERNANCE – Committees – Audit Committee – Minutes of Meeting held 7th March, 2017 – Ref. AF11/863
4. CORPORATE AND COMMUNITY SERVICES REPORT NO. 15/2017 - Rate Rebate Application - Royal Society for the Blind SA Inc. - Ref. AF11/824
5. CORPORATE AND COMMUNITY SERVICES REPORT NO. 16/2017 - Policy Review – Complaints, Internal Review & Whistleblowers - Ref. AF11/1950
6. CORPORATE AND COMMUNITY SERVICES REPORT NO. 17/2017 Development of Strategic Plans - Ref. AF15/366
7. CORPORATE AND COMMUNITY SERVICES REPORT NO. 18/2017 Cultural Development Plan and Youth Strategy - Ref. AF15/366
8. CORPORATE AND COMMUNITY SERVICES REPORT NO. 19/2017 - Lease - Dimjalla Skate Park - Ref. AF11/2200
9. CORPORATE AND COMMUNITY SERVICES REPORT NO. 20/2017 - Property Matters - 17 Elizabeth Street - Ref. AF11/1480
10. CORPORATE AND COMMUNITY SERVICES REPORT NO. 21/2017 - Officer Interests - Ref. AF11/1134
11. CORPORATE AND COMMUNITY SERVICES REPORT NO. 22/2017 - Operation Flinders Sponsorship Request - Ref. AF15/474

MOTION WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE

CORPORATE AND COMMUNITY SERVICES COMMITTEE

Meeting to be held in the Committee Room, Level 4, Civic Centre, 10 Watson Terrace,
Mount Gambier on Tuesday 14th March, 2017 at 5.30 p.m.

AGENDA

PRESENT:

Cr M Lovett, Cr S Meziniec, Cr S Perryman and Cr H Persello

APOLOGY:

received. moved that the apology from Cr J Lynagh be

seconded

APPOINTMENT OF ACTING

PRESIDING MEMBER:

Member moved that be appointed Acting Presiding

seconded

COUNCIL OFFICERS:

Chief Executive Officer, Mark McShane
General Manager City Growth, Judy Nagy
General Manager Community Wellbeing, Barbara Cernovskis
Finance Manager, Gary Button
Manager Governance and Property, Michael McCarthy
Manager Business and Strategic Planning - Tracy Tzioutziouklaris
Administration Officer – Executive Support, Ashlee Lavia
Administration Officer – Executive Support, Melissa Telford

COUNCIL OFFICERS

APOLOGIES:

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:

held 13th February, 2017 be taken as read and confirmed. moved that the minutes of the previous meeting

seconded

QUESTIONS:

(a) With Notice - Nil received

(b) Without Notice -

1. FINANCIAL STATEMENT – as at 28th February, 2017

February, 2017 be received. moved it be recommended the financial statement as at 28th

seconded

2. GOVERNANCE – Committees – City of Mount Gambier Junior Sports Assistance Fund (Section 41) – Minutes of Meeting held 8th March, 2017 – Ref. AF11/725

moved it be recommended:

- (a) the minutes of the City of Mount Gambier Junior Sports Assistance Fund Meeting held on 8th March, 2017 be received;
- (b) the recommendations of the Junior Sports Assistance Fund be adopted by Council;

1. FINANCIAL STATEMENT AS AT 28TH FEBRUARY, 2017

- (a) The financial statement as at 28th February, 2017 be received noting a cash balance of \$84,067

2. APPLICATIONS FOR FINANCIAL ASSISTANCE FOR JUNIORS FROM 1ST SEPTEMBER, 2016 TO 28TH FEBRUARY, 2017

- (a) The actions in making the above payments from the Fund be confirmed and ratified.

3. APPRECIATIONS - letters received/forwarded

The report be received.

4. GENERAL INFORMATION - Since 1st July 2015

The reports be received.

5. OTHER APPLICATIONS

The report be received.

6. MEMBER CONTRIBUTIONS - Unpaid Membership 2016/2017

- (a) the report be received;
- (b) letters be sent to Member Organisations requesting advice as to whether they wish to continue their Membership of the Fund, and if so payment is to be made by the end of March, 2017 or the Member Organisation will be suspended from the fund.

7. RESIGNATION OF MEMBER ORGANISATION

The report be received.

8. COMMERCIAL CLUB INC. - Annual Donation - Exceptional Junior Program 2016

- (a) the report be received;
- (b) for the 2016 year the following junior receive the Commercial Club Inc. donation to assist that junior to advance in their chosen sport and to achieve their potential:

Awardee: Isabella Stratford

- (c) the presentation of the Commercial Club Inc. donation take place at the Basketball Stadium
- (d) details of the donation program and the awardee for 2016 be released to the media immediately.

seconded

3. GOVERNANCE – Committees – Audit Committee – Minutes of Meeting held 7th March, 2017 – Ref. AF11/863

moved it be recommended:

- (a) the minutes of the City of Mount Gambier Audit Committee meeting held on Tuesday 7th March, 2017 be received;
- (b) the following recommendations of the Audit Committee meeting held on Tuesday, 7th March, 2017 be adopted by Council:

1. REPORTS FOR INFORMATION

The reports be received.

2. AUDIT WORK PROGRAM 2014 - 2018 - Ref. AF11/863, AR16/36225

The report be received.

3. FINANCIAL SUSTAINABILITY - Key Financial Indicators - Ref. AF11/704

The report be received.

4. FINANCIAL INTERNAL CONTROLS - Internal Audit Program - Ref. AF16/164

- (a) the report be received;
- (b) the Financial Internal Controls Report (Control 9 and 31) be endorsed by Council;
- (c) the Minor Plant Register Action Plan be endorsed by Council;
- (d) the update on Financial Internal Controls be received and the contents noted.

5. STRATEGIC MANAGEMENT - Long Term Financial Plan - Ref. AF11/1787, AR17/2810

The draft Long Term Financial Plan 2017/2018 be received.

seconded

4. CORPORATE AND COMMUNITY SERVICES REPORT NO. 15/2017 - Rate Rebate Application - Royal Society for the Blind SA Inc. - Ref. AF11/824

moved it be recommended:

- (a) Corporate and Community Services Report No. 15/2017 be received.

- (b) The rate rebate application from the Royal Society for the Blind of SA be approved on the following basis:

- (i) Royal Society for the Blind (RSB) meets the criteria for a Mandatory Rebate of 75% and Council provide a Discretionary Rebate of 25% from the 1st July, 2017. Therefore the RSB will receive a 100% rate rebate on their property at 36 Commercial Street West, Mount Gambier.

seconded

5. CORPORATE AND COMMUNITY SERVICES REPORT NO. 16/2017 - Policy Review – Complaints, Internal Review & Whistleblowers - Ref. AF11/1950

moved it be recommended:

- (a) Corporate and Community Services Report No. 16/2017 be received;
- (b) Council hereby revokes existing and adopts updated Council Policies:

C200 – Complaints
C290 – Internal Review of Council's Decisions
W150 – Whistleblowers Protection
- (c) Council makes the necessary amendments to Council's Policy Manual Index.
- (d) Council advise the SA Ombudsman that it has adopted the LGA Model Internal Review of Decisions Policy compliant with the provisions of s270 of the Local Government Act 1999.

seconded

6. CORPORATE AND COMMUNITY SERVICES REPORT NO. 17/2017 Development of Strategic Plans - Ref. AF15/366

moved it be recommended:

- (a) Corporate and Community Services Report No. 17/2017 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

7. CORPORATE AND COMMUNITY SERVICES REPORT NO. 18/2017 - Cultural Development Plan and Youth Strategy - Ref. AF15/366

moved it be recommended:

- (a) Corporate and Community Services Report No. 18/2017 be received and the contents noted.

seconded

8. CORPORATE AND COMMUNITY SERVICES REPORT NO. 19/2017 - Lease - Dimjalla Skate Park - Ref. AF11/2200

moved it be recommended:

- (a) Corporate and Community Services Report No. 19/2017 be received;
- (b) the expiry date of the 2nd (and final) Dimjalla Skate Park lease renewal of 30th June, 2018 be noted.

seconded

9. CORPORATE AND COMMUNITY SERVICES REPORT NO. 20/2017 - Property Matters - 17 Elizabeth Street - Ref. AF11/1480

moved it be recommended:

- (a) Corporate and Community Services Report No. 20/2017 be received;
- (b) valuation and real estate agency services be engaged to inform Council on the market value and anticipated market interest associated with a potential sale of 17 Elizabeth Street;
- (c) a further report be presented to Council to consider any active marketing or purchase offer for the property of 17 Elizabeth Street.

seconded

10. CORPORATE AND COMMUNITY SERVICES REPORT NO. 21/2017 - Officer Interests - Ref. AF11/1134

moved it be recommended:

- (a) Corporate and Community Services Report No. 21/2017 be received and contents noted;
- (b) Pursuant to s111 of the Local Government Act 1999, that Division 2 - Register of Interest provisions shall apply to the General Manager Officers of Council, as follows:

- General Manager – Community Wellbeing
- General Manager – City Growth
- General Manager – City Infrastructure
- General Manager – Council Business Services

seconded

11. CORPORATE AND COMMUNITY SERVICES REPORT NO. 22/2017 - Operation Flinders Sponsorship Request - Ref. AF15/474

moved it be recommended:

- (a) Corporate and Community Services Report No. 22/2017 be received;
- (b) Council support the proposal from Operation Flinders on the condition that:

Corporate and Community Services Committee Agenda, Tuesday, 14th March, 2017 cont'd...

- funding from all stakeholders is secured for the 3 year term
 - participant selection from Mount Gambier to include representation from each secondary school including those accessing education via a FLO program
- (c) an amount of \$6,600 p.a. be referred to the 17/18 budget for Councillors consideration, noting the request for a 3 year program commitment;
- (d) Council be provided with a copy of the final evaluation should the program proceed.

seconded

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE

Meeting closed at p.m.

AL

FINANCIAL STATEMENT - Monthly Bank Reconciliation

as at 31/01/2017 \$		as at 28/02/2017 \$
	<u>GENERAL ACCOUNT (Westpac)</u>	
124,993.35 CR	OPENING BALANCE	565,773.90 CR
398,190.43	<u>PLUS</u> Receipts -	
869,067.99	Rates & Arrears	1,212,864.14
-	General	1,024,638.10
-	<u>Receipt of Cash Advance Funds</u>	
-	Transfer from CAD Loan 104	450,000.00
1,984,413.85	Transfer from CAD Loan 105	-
-	Transfer from Investment Funds	895,014.00
\$ 3,251,672.27	Transfer from Reserve Funds	-
		\$ 3,582,516.24
3,376,665.62 CR		4,148,290.14 CR
774,498.70	<u>LESS</u> Direct Debits to Bank Account -	
-	Payroll - 2 Pays processed in February (3/2 & 17/2)	878,087.11
-	- Sundry -	
-	Transfer to Investment Funds	700,000.00
-	Transfer to CAD Loan 104	-
774,498.70		
1,578,087.11		
2,602,166.92 CR		2,570,203.03 CR
2,036,393.02	<u>LESS</u> Expenditure Statement - \$	1,742,054.08
\$ 565,773.90 CR	<u>CASH BALANCE</u>	\$ 828,148.95 CR
	<u>BANK RECONCILIATION</u>	
594,961.85 CR	Balance as per Bank Statement	765,189.84 CR
5,230.32	<u>PLUS</u> Deposits not yet credited	41,171.79
- 5,087.08	<u>LESS</u> Deposits not yet reconciled	26,587.72
-	<u>LESS</u> Deposits not yet updated	-
-	<u>PLUS</u> Payments not yet reconciled	
595,105.09 CR		832,949.35 CR
5,396.42	<u>LESS</u> Unpresented Cheques & EFT's	4,800.40
23,934.77	Unpresented Direct Debits	0.00
\$ 565,773.90 CR	<u>CASH BALANCE</u>	\$ 828,148.95 CR

Current Interest Rate on Bank Account Balance is 0.10%

FINANCIAL STATEMENT - Monthly Bank Reconciliation continued.....

as at 31/01/2017 \$		LGFA CAD LOAN 104	as at 28/02/2017 \$
-	DR	OPENING BALANCE	- DR
-		PLUS Deposits	450,000.00
-		LESS Withdrawals (Transfer to General Account)	450,000.00
-		Sundry	-
<u>\$ -</u>	DR	<u>CASH BALANCE</u>	<u>\$ -</u> DR

		LGFA CAD LOAN 105	
-	DR	OPENING BALANCE	- DR
-		PLUS Deposits	-
-		LESS Withdrawals (Transfer to General Account)	-
-		Sundry	-
<u>\$ -</u>	DR	<u>CASH BALANCE</u>	<u>\$ -</u> DR

Current Interest Rate on CAD Loan Balances is 3.75%

LOAN FUNDS OWING (Local Government Finance Authority)

Opening Bal	Loan Purpose	Interest Rate	Maturity Date	Closing Bal
84,178.62	101 RSL Bowls - Artificial Rink	5.05%	16/03/2019	84,178.62
3,011,064.85	102 Library	5.97%	15/06/2024	3,011,064.85
-	104 CAD - Variable Int Only	3.75%	17/06/2028	-
-	105 CAD - Variable Int Only	3.75%	17/08/2030	-
<u>\$ 3,095,243.47</u>				<u>\$ 3,095,243.47</u> DR

FINANCIAL STATEMENT - Monthly Bank Reconciliation continued.....

as at 31/01/2017 \$		as at 28/02/2017 \$
	<u>INVESTMENT FUNDS (Local Government Finance Authority)</u>	
1,979,344.16 CR	Opening Balance	- CR
-	<u>PLUS</u> Deposits	1,345,014.00
-	<u>PLUS</u> Interest	-
- 1,984,413.85	<u>LESS</u> Withdrawals (Transfer to Westpac)	- 895,014.00
-	Withdrawals (Transfer to CAD Loan 104)	- 450,000.00
<u><u>-\$ 5,069.69</u></u> CR	CLOSING BALANCE	<u><u>\$ -</u></u> CR

DOWNSTREAM DRAINAGE FUNDS (Local Government Finance Authority)

264,845.58 CR	OPENING BALANCE	264,845.58 CR
-	<u>PLUS</u> Deposits	1,334.46
-	<u>LESS</u> Withdrawals	-
<u><u>\$ 264,845.58</u></u> CR	CLOSING BALANCE	<u><u>\$ 266,180.04</u></u> CR

INVESTMENT OF FUNDS

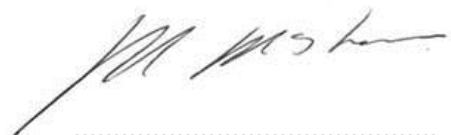
Investment Funds - all invested - 'At Call' at	1.50%
Reserve Funds - all invested - '90 Days' at	2.00%

Prepared by:

Reviewed by:



Finance Manager



Chief Executive Officer

CITY OF MOUNT GAMBIER JUNIOR SPORTS ASSISTANCE FUND

Minutes of Meeting held in the Conference Room, Level 1, Civic Centre, 10 Watson Terrace,
Mount Gambier on Wednesday 8th March, 2017 at 5.30 p.m.

PRESENT:
Cr Hanna Persello (Presiding Member)
Cr Barry Kuhl
Mrs Karen McGregor
Mrs Karen Cunningham
Mrs Jenny Burston
Mrs Barbara Cernovskis
Mrs Melissa Telford

APOLOGIES: Karen Cunningham moved that the apology from Jeanette Elliott and Mark McShane be received.

Karen McGregor seconded **Carried**

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: Karen Cunningham moved that the minutes of the previous meeting held on 14th September, 2016 be received, the actions resolved therein be confirmed and the minutes are hereby ratified as a true and correct record.

Karen McGregor seconded **Carried**

1. **FINANCIAL STATEMENT AS AT 28TH FEBRUARY, 2017**

Karen Cunningham moved it be recommended to Council that the financial statement as at 28th February, 2017 be received noting a cash balance of \$84,067

Karen McGregor seconded **Carried**

2. **APPLICATIONS FOR FINANCIAL ASSISTANCE FOR JUNIORS FROM 1ST SEPTEMBER, 2016 TO 28TH FEBRUARY, 2017**

The Secretary reported that since the last meeting viz. 14th September, 2016 to 28th February, 2017 the following applications have been received and payments made from the Fund for Juniors:

(a) **Mount Gambier Netball Association**

Nil

(b) **Basketball Mount Gambier**

(i) seven nominees \$2,100

(c) **Lower South East Hockey Association**

(i) three nominees \$1,200

(ii) one nominee \$300

(d) Mount Gambier and District Baseball League

- | | | |
|------|----------------|---------|
| (i) | three nominees | \$1,200 |
| (ii) | one nominee | \$400 |

(e) Mount Gambier Softball League

- | | | |
|-----|--------------|-------|
| (i) | two nominees | \$700 |
|-----|--------------|-------|

(f) Blue Lake Y Swim Club

Nil

(g) South Gambier Football/Netball Clubs

Nil

(h) North Gambier Football/Netball Clubs

Nil

(i) Mount Gambier Touch Association

Nil

(j) Mount Gambier and District Junior Cricket

Nil

(k) Mount Gambier Golf Club

Nil

(l) Mount Gambier District Little Athletics

- | | | |
|------|-------------|-------|
| (i) | one nominee | \$300 |
| (ii) | one nominee | \$350 |

(m) Blue Lake BMX Club

Nil

(n) Shingokan Karate Mount Gambier

Nil

(o) Discretionary

Nil

(p) East Gambier Sportsmen's Football/Netball Clubs

Nil

(q) Mount Gambier and District Pony Club

Nil

(r) Seishikan Karate Australia

Nil

(s) South East Women's Football

- | | | |
|------|-------------|-------|
| (i) | one nominee | \$300 |
| (ii) | one nominee | \$400 |

(t) Mount Gambier Cycling Club

- | | | |
|------|-------------|-------|
| (i) | two nominee | \$600 |
| (ii) | one nominee | \$300 |

(u) Limestone Coast Football Association

- | | | |
|------|---------------|---------|
| (i) | one nominee | \$300 |
| (ii) | four nominees | \$1,400 |

(v) Lakes Junior Tennis

Nil

(w) Mount Gambier Showjumping Club

Nil

Jenny Burston moved it be recommended to Council that the actions in making the above payments from the Fund be confirmed and ratified.

Cr Barry Kuhl seconded

Carried

3. APPRECIATIONS - letters received/forwarded

The Secretary reported that the following letters/cards have been received thanking the Fund for payments made and general correspondence since the last meeting viz 14th September, 2016:-

- Wade Chant - Mount Gambier and District Baseball League (letter of appreciation for donation to attend U18 National Baseball Championships in Sydney)
- Basketball Mount Gambier - 7 nominees (letter of appreciation and receipt for donation to attend State Junior Basketball Tournament)
- Tom Rundle - Mount Gambier and District Baseball League (letter of appreciation for donation to attend U18 National Baseball Championships in Sydney)
- Leila Croker - Mount Gambier and District Little Athletics (letter of appreciation for donation to attend School Sports National U12 Track and Field Championships in Sydney)

Karen McGregor moved it be recommended to Council that the report be received.

Cr Barry Kuhl seconded

Carried

4. **GENERAL INFORMATION** - Since 1st July 2015

The Secretary reported:-

- (a) payments to Member Organisations for Junior Sportsperson's financial assistance for period 1st July 2015 to 28th February, 2017 amounts to \$33,600 and total payments since 1st July 1988 to 28th February, 2017 amounts to \$443,400;
- (b) actual payments to Member Organisations for Coaching Clinics for the period 1st July 2015 to 28th February, 2017 amounts to \$10,000 and total actual payments since 1st July 1991 to 28th February, 2017 amounts to \$80,383;
- (c) payments to Member Organisations for Financially Disadvantaged Juniors for period 1st July, 2015 to 28th February, 2017 amounts to \$1,120 and total payments since 22nd May, 2013 to 28th February, 2017 amounts to \$6,510.
- (d) payments to Member Organisations for Exceptional Juniors for period 1st July 2015 to 28th February, 2017 amounts to \$1,000 and total payments since 20th November 2013 to 28th February, 2017 amounts to \$3,000.

Note: this initiative was previously funded by a sponsor direct to the awardee.

- (e) payments from the Junior Sports Fund on a quarterly basis over previous quarters for Juniors – State Selection only (not coaching etc). is as follows:

Financial year	Quarter	Totals each quarter \$	Accumulative Totals \$
2016/2017	J - S	6,750	6,750
	O - D	2,250	9,000
	J - 28/2/2017	4,000	13,000
2015/2016	J - S	3,450	3,450
	O - D	9,950	13,400
	J - M	3,900	17,300
	A - J	3,300	20,600
2014/2015	J - S	4,000	4,000
	O - D	5,350	9,350
	J - M	1,000	12,450
	A - J	2,750	15,200
2013/14	J - S	6,150	6,150
	O - D	4,300	10,450
	J - M	6,250	16,700
	A - J	7,800	24,500
2012/13	J - S	6,350	6,350
	O - D	6,550	12,900
	J - M	4,600	17,500
	A - J	16,650	34,150
2011/12	J - S	7,600	7,600
	O - D	7,200	14,800
	J - M	3,200	18,000
	A - J	6,950	24,950

Jenny Burston moved it be recommended the reports be received.

Karen Cunningham seconded

Carried

5. OTHER APPLICATIONS

The Secretary reported that since the previous meeting of 14th September, 2016:

- (a) there were no non-resident applications received;
- (b) no applications for financial assistance were declined during this period;
- (c) no discretionary donations were made during this period.

Jenny Burston moved it be recommended to Council that the report be received.

Cr Barry Kuhl seconded

Carried

6. MEMBER CONTRIBUTIONS - Unpaid Membership 2016/2017

Final reminders were sent to Member Organisations on 25th January, 2017. As at 28th February, 2017 the following Member Contributions were still outstanding:

Blue Lake BMX Club	\$735
North Gambier Football/Netball Club	\$400
East Gambier Football/Netball Club	\$400
Seishikan Karate	\$400

Cr Barry Kuhl moved to be recommended to Council:

- (a) the report be received;
- (b) letters be sent to Member Organisations requesting advice as to whether they wish to continue their Membership of the Fund, and if so payment is to be made by the end of March, 2017 or the Member Organisation will be suspended from the fund

Karen McGregor seconded

Carried

7. RESIGNATION OF MEMBER ORGANISATION

The Secretary reported that the Shingokan Karate Club has now formally withdrawn from Membership of the Junior Sports Assistance Fund due to financial restraints.

A letter has been sent to the Shingokan Karate Club thanking them for their membership, advising that should their circumstances change they would be welcomed back to the Fund and wishing their athletes the best of luck for future success.

Jenny Burston moved it be recommended the report be received.

Karen McGregor seconded

Carried

Pursuant to Division 3 - Conflict of Interest, Section 74 of the Local Government Act 1999, Karen Cunningham disclosed an actual conflict of interest in Item 8: *"I am directly involved in Basketball Mount Gambier."*

Ms Cunningham dealt with the actual conflict of interest in the following transparent and following way: *"I will stay in the room but will not contribute nor vote in relation to the matter."*

8. COMMERCIAL CLUB INC. - Annual Donation - Exceptional Junior Program 2016

The Secretary reported:

- (a) nominations have been invited from each member organisation (for consideration by the Committee) of up to two juniors who display the ideals, enthusiasm, skills and abilities to develop their fullest potential in their chosen sport and could advance to the highest levels of achievement;
- (b) the closing date for this call (Exceptional Junior 2016) was Tuesday, 28th February, 2017;
- (c) the Committee is to then select from all nominations received one (or two) awardees who will receive the Commercial Club Inc. grant program benefit;
- (d) as at the 28th February, 2017 the following nominations were received (all applications have been summarised below, full applications are attached for Junior Sports Committee Members):

(A) BASKETBALL MOUNT GAMBIER

(i) NOMINEE 1:

Background:

Nominee 1 has been highly successful on the Basketball Court recently gaining international experience playing in the USA and in the U16 Australian Country Cup in New Zealand. For many years she has been recognised as one of the best talents in SA for her age group not only in Basketball but also Cricket. In both sports she has gained selection in numerous State and National Teams (full details provided in submission).

Nominee 1 is also involved in AFL Umpiring, winning Boundary Umpire of the Year.

She dedicates her time to assist in Basketball Umpiring, completing her umpires course in 2015 and also assists regularly coaching junior teams and running clinics for junior player development through school programs.

(B) SOUTH EAST WOMEN'S FOOTBALL ASSOCIATION

(i) NOMINEE 2:

Background:

Nominee 2 has been successful over the past few years gaining selection in State and National teams. She has been very successful in the local league winning Best and Fairest not only for Club but also at a League level. Her dream is to play for the Lady Reds team and Matildas

Jenny Burston moved it be recommended to Council:

- (a) the report be received;
- (b) for the 2016 year the following junior receive the Commercial Club Inc. donation to assist that junior to advance in their chosen sport and to achieve their potential:

Awardee: Isabella Stratford

City of Mount Gambier Junior Sports Assistance Fund Minutes for Wednesday 8th March, 2017 cont'd....

- (c) the presentation of the Commercial Club Inc. donation take place at the Basketball Stadium
- (d) details of the donation program and the awardee for 2016 be released to the media immediately.

Karen McGregor seconded

Carried

Meeting closed at 5.45 p.m.

9th March, 2017
MJT/FM

CONFIRMED THIS DAY OF 2017.

.....
PRESIDING MEMBER

AUDIT COMMITTEE

Minutes of meeting held on Tuesday, 7th March, 2017 at 5.30 p.m.
in the Committee Room, Civic Centre, 10 Watson Terrace, Mount Gambier

PRESENT: Miss Vanessa McDonald
Cr Sonya Meziniec

APOLOGY/IES: Vanessa McDonald moved that the apology from Mr Jeroen
Zwijnenburg be received.
Cr Meziniec seconded Carried

APPOINTMENT OF ACTING
PRESIDING MEMBER: Vanessa McDonald moved that Cr Sonya Meziniec be appointed
Acting Presiding Member
Cr Meziniec seconded Carried

COUNCIL MEMBERS/
OTHERS AS
OBSERVERS: Nil

GUESTS: Nil

COUNCIL EMPLOYEES
IN ATTENDANCE: Mr Mark McShane, Chief Executive Officer
Mr Gary Button, Finance Manager
Ms Kahli Rolton, Management Accountant

OTHER APOLOGIES: 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: Cr Meziniec moved the minutes of the previous meeting held on
Tuesday, 6th December, 2016 be taken as read and confirmed.
Vanessa McDonald seconded Carried

QUESTIONS:

- (a) With Notice – Nil received
- (b) Without Notice – Nil received

1. REPORTS FOR INFORMATION

The Chief Executive Officer referenced the following Council Reports for the information of the Audit Committee:

- 1.1 CCS Report No. 1/2017 - Council's Fees and Charges Review 2017/2018
- 1.2 CCS Report No. 3/2017 - Review of Valuation and Rating System
- 1.3 CCS Report No. 4/2017 - Budget Update as at 31st December, 2016
- 1.4 CCS Report No. 8/2017 - Procurement and Disposal of Land and Assets

Audit Committee Minutes, Tuesday 7th March, 2017 cont'd...

- 1.5 CCS Report No. 9/2017 - Authorised Bank Signatories
- 1.6 CCS Report No. 10/2017 - Delegations of Powers of Council

RECOMMENDATION NO. 1

Vanessa McDonald moved it be recommended that the above reports be received.

Cr Meziniec seconded

Carried

2. AUDIT WORK PROGRAM 2014 - 2018 - Ref. AF11/863, AR16/36225

The Chief Executive Officer reported:

- (a) the Audit Committee should continually review the Audit Work Program to establish whether any adjustments are required to be introduced for the particular financial years activities;
- (b) the following activities and associated timelines (extracted from the Audit Work Program) are provided in abbreviated form, for the Committees reference and review:

FIRST QUARTER

- Work Plan
- Treasury Management Reviews
- Asset Reviews/Revaluation Strategy
- Policy reviews incorporating;
 - Internal Controls
 - Fraud and Corruption Framework
 - Whistleblowing
 - Risk Management
 - Budget Performance

SECOND QUARTER

- Interim External Audit
- Work Plan
- Business Continuity
- Business Plan and Budget

THIRD QUARTER

- Work Plan
- Annual Report to Council incorporating;
 - Self Assessment
 - Review of Work Plan
 - Review of Terms of Reference

FOURTH QUARTER

- Work Plan
- Statutory External Audit(Inc. Fin. Int. Controls)
- AFS authorisation by Presiding Member
- Council Annual Report Compliance

RECOMMENDATION NO. 2

Cr Meziniec moved it be recommended the report be received.

Vanessa McDonald seconded

Carried

3. FINANCIAL SUSTAINABILITY - Key Financial Indicators - Ref. AF11/704

The Chief Executive Officer reported:

- (a) each year following the annual Audit process this report is prepared in order to track and measure Council's key financial indicators;
- (b) Corporate and Community Services Report 02/2017 is tabled for information and further discussion at the meeting;

RECOMMENDATION NO. 3

Vanessa McDonald moved it be recommended the report be received.

Cr Meziniec seconded

Carried

4. FINANCIAL INTERNAL CONTROLS - Internal Audit Program - Ref. AF16/164

The Chief Executive Officer reported:

- (a) As reported previously Council has commenced its Financial Internal Controls Program with regular periodic reports (as attached);
- (b) You will note that from the following Controls being reviewed there are a number of recommendations/improvements that will be actioned and monitored through the MET meeting process;
 - Control 9 Assets - Project Costing
 - Control 31 Strategic Financial Planning - Statutory Reporting
- (c) Implementation of Minor Plant Register - Action Plan is tabled for information and further discussion at the meeting;
- (d) Update on Financial Internal Controls is tabled for information and further discussion at the meeting.

RECOMMENDATION NO. 4

Cr Meziniec moved it be recommended:

- (a) the report be received;**
- (b) the Financial Internal Controls Report (Control 9 and 31) be endorsed by Council;**
- (c) the Minor Plant Register Action Plan be endorsed by Council;**
- (d) the update on Financial Internal Controls be received and the contents noted.**

Vanessa McDonald seconded

Carried

Audit Committee Minutes, Tuesday 7th March, 2017 cont'd...

5. STRATEGIC MANAGEMENT - Long Term Financial Plan - Ref. AF11/1787, AR17/2810

The Chief Executive Officer presented a draft Long Term Financial Plan 2017/2018 to 2026/2027 (February, 2017) for noting.

RECOMMENDATION NO. 5

Vanessa McDonald moved it be recommended that the draft Long Term Financial Plan 2017/2018 be received.

Cr Mezinac seconded

Carried

6. NEXT MEETINGS (for confirmation)

- Tuesday 30th May, 2017
- Tuesday 22nd August, 2017
- Tuesday 10th October, 2017
- Tuesday 12th December, 2017

The meeting closed at 6:22 p.m.

8th March, 2017
AL.TC

CONFIRMED THIS DAY OF 2017.

.....
PRESIDING MEMBER

CORPORATE AND COMMUNITY SERVICES REPORT NO. 15/2017

SUBJECT: RATE REBATE APPLICATION - ROYAL SOCIETY FOR THE BLIND

REF: AF11/823, AF11/824

BACKGROUND

The Royal Society for the Blind of SA Inc. (RSB) is a charity established by an Act of Parliament in 1934. RSB recently established an office at a property situated at 36 Commercial Street West, Mount Gambier.

RSB is a community service that provides essential services to South Australia Citizens who are blind or vision impaired at no cost to their clients for services.

Rates for the 17/18 financial year (including NRM levy) are anticipated to amount to \$2,100.

The application lodged indicated they are seeking both a 'Mandatory' and a 'Discretionary' rebate of rates totaling 100% from Council. Supporting documentation and evidence to justify compliance with the Local Government Act has been provided.

The documentation provided satisfies that the RBA meets the necessary criteria for a Mandatory rebate of rates of 75%. Therefore it is recommended that Council now consider the application for a further "Discretionary" rebate of 25%.

DISCRETIONARY RATE REBATE PROVISIONS

Section 5 of Council's Rate Rebate Policy provides guidance on 'discretionary' rate rebates as follows:

- 5.1 The Council may in its absolute discretion grant a rebate of rates or service charges in any of the following cases pursuant to Section 166 of the Act –
 - 5.1.1 where it is desirable for the purpose of securing the proper development of the area (or a part of the area);
 - 5.1.2 where it is desirable for the purpose of assisting or supporting a business in its area;
 - 5.1.3 where it will be conducive to the preservation of buildings or places of historic significance;
 - 5.1.4 where the land is being used for educational purposes;
 - 5.1.5 where the land is being used for agricultural, horticultural or floricultural exhibitions;
 - 5.1.6 where the land is being used for a hospital or health centre;
 - 5.1.7 where the land is being used to provide facilities or services for children or young persons;
 - 5.1.8 where the land is being used to provide accommodation for the aged or disabled;
 - 5.1.9 where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1997 (Commonwealth) or a day therapy centre;

Corporate and Community Services Report No. 15/2017 cont'd...

- 5.1.10 where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community;
- 5.1.11 where the rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has a free and unrestricted right of access and enjoyment;
- 5.1.12 where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations;
- 5.1.13 where the rebate is considered by Council to be appropriate to provide relief in order to avoid a liability to pay a rate or charge that is inconsistent with liabilities that were anticipated in the annual Business Plan or a liability that is unfair or unreasonable;
- 5.1.14 where the rebate is to give effect to a review of a decision of the Council under Chapter 13 Part 2; and
- 5.1.15 where the rebate is contemplated under another provision of this Act.
- 5.2 The Council may grant a rebate of rates up to and including 100% of the relevant rates or service charges. The Council may grant a rebate for a period exceeding one year, but not exceeding 10 years in respect of those cases identified at 4.1.1, 4.1.2 or 4.1.11 above.
- 5.3 The Council has an absolute discretion –
- (a) *to grant a rebate of rates or service charges in the above cases; and*
- (b) *to determine the amount of any such rebate.*
- 5.4 Persons who or bodies which seek a discretionary rebate will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.
- 5.5 Council has developed certain qualifying criteria to assist with the application process for Discretionary Rebates in respect of:

COMMUNITY BASED SPORT, RECREATION AND SOCIAL GROUPS WHO OWN AND OCCUPY LAND FOR COMMUNITY 'NOT FOR PROFIT' PURPOSES
QUALIFYING CRITERIA:

- provide a real measurable community benefit to the wider community
- applies only to the existing premises now occupied by the respective community service organisations
- not for profit community service organisations
- limited capacity to generate funds by way of means such as public access, bar facilities and/or gaming machines
- proof of limited capacity to raise funds (i.e. Annual Reports)
- provide a service which meets a recognised community service need in Mount Gambier
- provide access and opportunity for community service development to the wider community of Mount Gambier

Corporate and Community Services Report No. 15/2017 cont'd...

- the dominant use on the land is for community service activities and not for social activities
- net rates payable shall not be less than the current fixed charge then applicable
- incorporated associations
- exclusion of properties which are club/social/commercial office by land use

CONSIDERATION

The application cites clause 5.1.10 as the grounds for their rebate application i.e. "where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community".

If Council is supportive of the rate rebate application on the grounds cited, consideration needs to be given to:

- (i) the amount (percentage) of rebate to be provided (typically most discretionary rebates such as CWA, City Band, Foodbank, Scouts etc. are authorised at a 50% rebate).
- (ii) the date the rebate will apply from - Council Policy provides for any discretionary rebates to apply from the next rating year (to avoid Budget implications caused by rate refunds in the current year).

RECOMMENDATION

- a) Corporate and Community Services Report No. 15/2017 be received.
- b) The rate rebate application from the Royal Society for the Blind of SA be approved on the following basis:
 - (i) Royal Society for the Blind (RSB) meets the criteria for a Mandatory Rebate of 75% and Council provide a Discretionary Rebate of 25% from the 1st July, 2017. Therefore the RSB will receive a 100% rate rebate on their property at 36 Commercial Street West, Mount Gambier.



Mark McSHANE
CHIEF EXECUTIVE OFFICER

22nd February, 2017
JMS

CORPORATE AND COMMUNITY SERVICES COMMITTEE REPORT NO. 16/2017

SUBJECT: POLICY REVIEW – COMPLAINTS, INTERNAL REVIEW & WHISTLEBLOWERS

REF: AF11/1950

In November 2016 the SA Ombudsman released '*Right of Review – An Audit of Local Government Internal Review of Council Decisions Procedures*'. A copy of the report has been provided to Members via the Friday Edition.

The Report draws a number of conclusions and makes a number of recommendations from the inclusion and promotion of a plain English description of review procedures on Council website homepages, to sharing learning outcomes and expanding the role of the Local Government Governance & Policy Officers Network.

The Ombudsman has further recommended that regional Local Government Associations consider developing regional panels of external reviewers to assist Councils with complex review matters. The Limestone Coast Local Government Association CEO Group has responded to the Local Government Association ("LGA") that it does not consider such a course of action to be warranted considering the low number of formal internal reviews that arise across the region.

Directly relevant to Council Policy the Ombudsman has sought confirmation that each Council has an Internal Review of Decisions Policy and procedures that are fully compliant with the requirements of s270 of the Local Government Act 1999..

To ensure stringent compliance it is proposed that Council adopt the LGA Model Internal Review of Decisions Policy. A copy of the model policy (adapted to Council's branding/policy format) is attached for information. In addition and consistent with the recommendations contained in the Ombudsman's Report, a condition has been included that an application for an internal review may be refused if more than 6 months have elapsed since the time of the decision.

Internal Review matters tend to arise from complaints or grievances relating to a Council service or decision. To ensure alignment with the replacement Internal Review Policy it is also proposed that Council adopt the LGA Model Complaints Policy, also attached.

Council's Whistleblowers Protection Policy is also due for review and being based upon the current LGA Model no changes are proposed to Council's existing Whistleblowers Policy (copy attached).

These three Policies are now presented for consideration and are recommended for adoption.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 16/2017 be received;
- (b) Council hereby revokes existing and adopts updated Council Policies:

C200 – Complaints
C290 – Internal Review of Council's Decisions
W150 – Whistleblowers Protection

- (c) Council makes the necessary amendments to Council's Policy Manual Index.
- (d) Council advise the SA Ombudsman that it has adopted the LGA Model Internal Review of Decisions Policy compliant with the provisions of s270 of the Local Government Act 1999.



Michael McCARTHY
MANAGER GOVERNANCE & PROPERTY

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

3rd March, 2017
MMcC. AL

 City of Mount Gambier	C200 – COMPLAINT POLICY	Version No:	2
		Issued:	## MONTH 2017
		Next Review:	November, 2019

1 INTRODUCTION

Local Government provides an extensive range of services and infrastructure to communities, and discharges obligations under many pieces of legislation.

Council is committed to the provision of quality service to customers and regards complaints as an opportunity to improve practices and procedures as well as resolve the matter. The aim of this policy is to provide a fair, consistent and structured process for Council's customers if they are dissatisfied with a Council action, decision or service. Lessons learnt from complaint investigations will be used to directly inform service improvements.

Emphasis will be placed on resolving complaints as quickly as possible. However where complaints cannot be settled in the first instance Council will ensure that they are dealt with through appropriate, more formal procedures by staff with the authority to make decisions. This procedure is broadly consistent with the Australian Standard for complaint handling.

1.1 PRINCIPLES UNDERLYING THE POLICY

This policy is based on five principles, which will be fundamental in the way Council approaches complaint handling. They are:

- Fairness: treating complainants fairly requires impartiality, confidentiality and transparency at all stages of the process
- Accessibility: to be accessible there must be broad public awareness about Council's policy and a range of contact options
- Responsiveness: this will be achieved by providing sufficient resources, well trained staff and review and improvement of the systems
- Efficiency: complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity
- Integration of different areas of Council where the complaint overlaps functional responsibilities.

2 INTERPRETATION

In this Policy:

Council refers to the City of Mount Gambier


Employee includes a person employed directly by the Council in a full time, part time or casual capacity (whether that position is permanent or contractual) and persons providing services to, or on behalf of, the Council even though they may be employed by another party.

Business Day means a day when the Council is normally open for business, i.e. Monday to Friday, excluding public holidays.

3 DEFINITION OF A COMPLAINT

For the purposes of this policy, a complaint is defined as:

An expression of dissatisfaction with a product or service delivered by the Council or its representatives that has failed to reach the standard stated, implied or expected. This includes complaints about a service that has been, or should have been delivered.

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Council also receives service requests and feedback across all areas of operations and clarification may be necessary to make the distinction for the purposes of this policy.

Complaints which are determined to be about matters that are not Council's responsibility, such as disputes between neighbours, will not be handled under this policy.

A **Request for Service** is an application to have Council or its representative take some form of action to provide a Council service.

Feedback can take the form of comments, both positive and negative, about services provided by Council without necessarily requiring a corrective action, change of services or formal review of a decision. Feedback may, however, influence future service reviews and delivery methods.

Where Council has failed to meet the normal standards for a service which has been, or should have been, delivered this policy and the associated procedures apply.

4 **COUNCIL'S COMMITMENT TO COMPLAINT HANDLING**

Council welcomes complaints as a way of improving its services and programs as well as providing an opportunity to put things right.

This policy will be made widely accessible to ensure that customers are fully aware of their right to complain. Information about how to lodge a complaint will be placed in a prominent position on Council's website.

Except for minor level 1 responses, (See 6 Procedures for resolving complaints below) Council will try to ensure that, whenever possible, complaints will be handled independently of the original decision-maker or officer involved in the matter that is the subject of the complaint.


A person can make a complaint in a number of ways:

- Complete the appropriate form on Council's website
- Telephone
- Fax
- Email
- Letter
- Visit a Council customer service office.

All complaints will be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities.

Complainants will be advised of the likely timeframe required to investigate and resolve a complaint and regularly updated as to progress where necessary.

Employees will be trained to manage complaints efficiently and effectively, and provided with a level of delegated authority appropriate for the nature of complaints they are expected to resolve.

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7 STEPS OF THE COMPLAINT HANDLING PROCESS

The following steps will be followed by staff to ensure complaints are dealt with efficiently and effectively:

- Acknowledge complaints promptly
- Assess the complaint - simple problems may not need to be investigated
- Plan the investigation where one is warranted
- Investigate the complaint
- Respond to the complainant with a clear decision
- Follow up any customer service concerns
- Consider whether there are systemic issues which need correction.

5 TIMEFRAMES FOR RESPONSE

Where a complaint cannot be resolved immediately the complainant will be advised of the process to be undertaken. Council will respond within [5] business days, acknowledging receipt of the complaint and, where possible, resolving it at that time. If a resolution is not possible at that time, the complainant will be kept regularly informed of progress, either by email, letter or personal contact.

6 PROCEDURES FOR RESOLVING COMPLAINTS

Complaints may vary greatly in their level of complexity and seriousness. Wherever possible complaints will be resolved when first reported, but if necessary officers will escalate complaint handling as set out below.

The complaints procedure consists of a three tiered scheme.

1. Immediate response to resolve the complaint

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level.

2. Complaint escalated to a more senior officer

A complaint will be directed to a more senior officer in the Council, where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

Internal review of a Council decision by statutory process

3. Internal review of a Council decision under s270 of the Local Government Act 1999

This is a process established by legislation that enables a Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant.

This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means, such as a complaint about a decision of the CEO.

[Refer Council's Internal Review of Council's Decisions Policy]

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While Council prefers to work with its customers to resolve complaints quickly and effectively, a complainant will always retain the right to seek other forms of resolution, such as contacting the Ombudsman, or taking legal action at any time. Note however that as a general rule, the Ombudsman prefers a complaint to be addressed by Council in the first instance, unless this is not appropriate in the circumstances.

ALTERNATIVE PROCEDURES

There are also other complaint procedures which apply to particular types of complaints. If the complaint would be more properly dealt with by another process this will be explained to the complainant at the outset.

For example:

- Complaints against a Councillor or the Chief Executive Officer
- Freedom of Information applications
- Insurance claims
- Decisions made under legislation other than the *Local Government Act*, such as the *Development Act 1993* or *Expiation of Offences Act 1996*.

In some instances, it may be appropriate to consider mediation, conciliation or neutral evaluation under the Council's scheme authorised by section 271 of the Local Government Act. Costs and expenses of the appointment and work of a mediator, conciliator or evaluator will be shared equally between the Council and the other party.

7 UNREASONABLE COMPLAINANT CONDUCT

All complaints received by Council will be treated seriously and complainants will be treated courteously. However, occasionally the conduct of a complainant can be unreasonable. This may take the form of unreasonable persistence, unreasonable demands, lack of cooperation, argumentative or threatening behaviour. What can be termed 'unreasonable' will vary depending on a number of factors and Council aims to manage these situations in a fair and equitable manner.


Where a complainant's behaviour consumes an unwarranted amount of Council resources or impedes the investigation of their complaint, a decision may be made to apply restrictions on contact with the person. Before making any decision to restrict contact, the complainant will be warned that, if the specified behaviour(s) or actions continue, restrictions may be applied.

Any decision to suspend action on a complaint will be made by the Chief Executive Officer or his/her delegate and communicated in writing to the complainant in accordance with Council's Unreasonable Complainant Policy.

8 USING COMPLAINTS TO IMPROVE SERVICE

Quality of service is an important measure of Council's effectiveness. Learning from complaints is a powerful way of helping to develop the Council and increase trust among the people who use our services.

In addition to making changes to procedures and practices where appropriate, Council will review and evaluate the information gained through its complaints handling system on an annual basis to identify systemic issues and improvements to service. Council will receive

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a report on the number and nature of complaints received, including the percentage of unresolved complaints, at least once a year.

Where appropriate, complainants will be provided with an explanation of changes proposed or made as a result of the investigation of their complaint.

9 **PRIVACY AND CONFIDENTIALITY**

Complainants have a right to expect that their complaint will be investigated in private, to the extent possible. The identity of complainants will be made known only to those who need to know in the process of investigating and resolving the complaint. The complaint will not be revealed or made public by the Council, except where required by law.

All complaints lodged with Council are subject to the Freedom of Information Act 1991 and confidentiality cannot be guaranteed under the provisions of that legislation.

10 **REMEDIES**

Where complaints are found to be justified Council will, where practicable, remedy the situation in a manner which is consistent and fair for both Council and complainants. The solution chosen will be proportionate and appropriate to the circumstances.

As a general principle the complainant should, so far as possible, be put in the position he or she would have been in, had things not gone wrong. This may mean providing the desired service or changing a decision. Sometimes, however, it may only be possible to offer an apology.

Compensation will only be offered in cases where the loss or suffering is considered substantial. The Elected Council and the CEO are the only representatives authorised to offer financial compensation and may consult with the Local Government Association Mutual Liability Scheme before taking any such action.

11 **ALTERNATIVE REMEDIES**

Council may seek to use alternative dispute resolution methods such as mediation to resolve a complaint in circumstances where the CEO or his/her delegate deems such a course of action appropriate and the complainant is amenable to that process.


When advising a complainant of the outcome of an investigation of a complaint, Council will provide information about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency such as the SA Ombudsman.

12 **REVIEW AND EVALUATION**

In order to ensure Council continues to provide the best possible complaints handling service for its customers, this policy will be subject to periodic evaluation and review and within 12 months after each general election of Council.

13. **AVAILABILITY OF POLICY**

This Policy will be available for inspection at Council's principal office during ordinary business hours and to download free of charge from Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request and payment of a fee in accordance with Council's Schedule of Fee and Charges.

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14. FURTHER INFORMATION

The City of Mount Gambier's Contact Officers for advice about the policy and procedures for complaints are the following:

Chief Executive Officer

General Manager Council Business Services

Manager – Governance & Property


For further information about this Procedure please contact any of the above mentioned Officers, c/-

PO Box 56,
Mount Gambier SA 5290

Phone: 8721 2555,

Fax: 8724 9791,

Email: city@mountgambier.sa.gov.au.

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File Reference:	AF11/1740
Applicable Legislation:	
Reference: Community Plan	
Related Policies:	Internal Review of Council's Decisions Policy C290 Whistleblower's Protection Policy W150 Fraud & Corruption Prevention Policy F225 Members Complaints Handling Policy M265
Related Procedures:	Complaints Procedures Unreasonable Complainant Conduct
Related Documents:	Managing Unreasonable Complainant - Practice Manual Code of Conduct for Council Employees Code of Conduct for Council Members

DOCUMENT DETAILS

Responsibility:	Manager Governance & Property
Version:	2.0
Last revised date:	## th Month, 201#
Effective date:	## th Month, 201#
Minute reference:	## th Month, 201#, Corporate and Community Services Committee Item #
Next review date:	November, 2019
<u>Document History</u> First Adopted By Council: Reviewed/Amended:	16 th February, 2010 ## th March, 2017

 City of Mount Gambier	C290 - INTERNAL REVIEW OF COUNCIL'S DECISIONS	Version No:	6
		Issued:	## MONTH 2017
		Next Review:	November, 2019

1 INTRODUCTION

This policy and procedure specifically addresses the manner in which requests for a review of a previous decision of Council will be dealt with, and provides a fair, consistent and structured process for any party dissatisfied with a decision which has been made by Council or its agents.

Section 270 of the *Local Government Act 1999* requires Council to maintain “policies, practices and procedures” for dealing with requests for service and complaints including a procedure about “the review of decisions of—

- (a) the council;
- (b) employees of the council;
- (c) other persons acting on behalf of the council.”

Council has a three tier process for managing customer complaints, set out below, which includes immediate, informal resolution as well as established processes for review by senior staff.

1. *Immediate response to resolve the complaint*

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level.

2. *Complaint escalated to a more senior officer*

A complaint will be directed to a more senior officer in the Council, where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

3. *Internal review of a Council decision by statutory process*

Internal review of a Council decision is available under section 270 of the *Local Government Act 1999*. This is a process established by legislation that enables a Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant. This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means, such as a complaint about a decision of the CEO.

Council’s detailed Complaints Procedure is available to the public.

This policy and procedure for review of a decision commences at the point where:

- A request for the review of a decision is received, or
- A complaint escalates to Tier 3 under Council’s complaint handling policy.

The aim of this policy and procedure, which is available on Council’s website, is to ensure a fair, consistent and structured process for any party dissatisfied with a decision which has been made by Council or its agents.

The policy and procedure applies to all Council staff who may be involved in receiving an application for review of a Council decision.

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1.1 Key Principles

The policy and procedure are based on five principles, which are fundamental in the way Council approaches requests for service, complaint handling and reviews of decisions.

They are:

- Fair treatment: which requires impartiality, confidentiality and transparency at all stages of the process
- Accessibility: to be accessible there must be broad public awareness about Council's policies and procedures and a range of contact options
- Responsiveness: this will be achieved by providing sufficient resources, well trained staff and ongoing review and improvement of the systems
- Efficiency: requests and complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity
- Integration of different areas of Council where the matter under review overlaps functional responsibilities.

2 SCOPE

2.1 Application of policy and procedures

This policy and procedure applies when reviewing decisions of Council as outlined below.

Council also has defined procedures for dealing with complaints and requests for service. As a general rule, Council will promote these procedures in the first instance as they offer the potential for immediate resolution.

An internal review is the third tier in Council's complaints handling process. It will apply:

- when matters cannot be resolved satisfactorily
- when a decision has to be reviewed by the elected Council (See 6.1 Assignment of application for review)

2.2 Matters outside the scope of the policy and procedures

Other provisions in the *Local Government Act* prescribe appeal arrangements in certain circumstances. For example:

- objections to valuations made by a Council and appeals against orders made pursuant to section 254 of the *Local Government Act*.

Other legislation that has its own prescribed appeal procedures, including:

- the *Development Act 1993*
- the *Dog and Cat Management Act 1995*
- the *Freedom of Information Act 1991*.

While Council prefers to work with its customers to resolve requests for review quickly and effectively, an applicant will always retain the right to seek other forms of resolution, such as contacting the Ombudsman, or taking legal action at any time. Note however that as a general rule, the Ombudsman prefers that matters be addressed by Council in the first instance, unless this is not appropriate in the circumstances.

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2.3 Council's commitment

Council, its committees, staff and contractors make decisions every day which impact on members of the community. It is imperative that these decisions are fair, objective and subject to review.

Council is committed to open, responsive and accountable government. This includes providing processes by which citizens adversely affected by a decision of Council can have their grievances considered.

This policy and procedure will be widely accessible to ensure that customers are fully aware of their right to request the review of a decision and the process that will be followed.

Everyone will be treated equally, in accordance with good administrative practice. Council's procedures are designed to ensure that:

- Every applicant has the opportunity to make an application for review of a decision covered by this procedure
- An unbiased assessment is undertaken
- Decisions are based on sound evidence
- Applicants receive information about the outcome of the review.

3 INTERPRETATION

Alternative Dispute Resolution includes mediation, conciliation or neutral evaluation as set out in section 271 of the Local Government Act.

Applicant is the party lodging the requests for review. Examples include residents, ratepayers, members of a community group, users of Council facilities and visitors to the area.

Business Day means a day when the Council is normally open for business, i.e. Monday to Friday, excluding public holidays.

Council refers to the City of Mount Gambier.

Decision is a position adopted by Council or its employees. It will generally be a judgement reached after consideration of relevant information.

Decision-maker refers to the individual or entity responsible for the decision under review.

Employee includes a person employed directly by the Council in a full time, part time or casual capacity (whether that position is permanent or contractual) and persons providing services to, or on behalf of, the Council even though they may be employed by another party.

Reviewer refers to the individual or entity responsible for resolution of a request for review of a decision.

4 RECORDS MANAGEMENT

All documents, notes, photographs and correspondence must be retained and stored in accordance with Council's Records Management protocols as required by Section 125 of the *Local Government Act*.

All applications must be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities.

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5 PROCEDURE

5.1 Making an application

An application for a review of a Council decision provides Council with an opportunity to revisit a decision which has aggrieved an interested party. This may include an individual or a group, ratepayer, resident or business owner. Depending on the particular circumstances, it may also include a person who is not the direct subject of the decision. *(For example, where a Council issues a permit for a person to keep more than the maximum number of dogs permitted under a by-law, a neighbour may seek an internal review of the decision.)*

Council will determine whether a person has a sufficient interest to apply for an internal review of a decision, on a case-by-case basis.

An application for review must be in writing and set out the reasons for applying for the review (that is, why the applicant believes that the decision is wrong). Although Council can be expected to have information and material relevant to the matter under review, an application for review may also include new, relevant information or evidence to support the application

5.2 Assisting with the application for review

It is essential that no one is excluded from lodging an application for review because of any difficulties they may have representing themselves. All staff are expected to offer assistance where appropriate and provide it on request, including assistance in documenting the reasons for the review in writing when circumstances warrant.

If necessary arrange access to interpreters, aids or advocates to ensure that an applicant is treated equitably.

5.3 Internal Review Contact Officer

An Internal Review Contact Officer (IRCO) appointed by the Chief Executive Officer is the initial point of contact for applicants.

The role of the Internal Review Contact Officer is to:

- explain the procedure to the applicant and explore any alternative options to resolve the matter, such as alternative dispute resolution prior to an application for review.
- acknowledge the receipt of the application
- maintain a register of all applications for review received and the outcomes of the applications
- outline the timeframes involved and the action to be taken in the first instance
- undertake a preliminary investigation to determine what actions have already been taken to try to resolve the matter
- keep the applicant informed of progress
- ensure adequate records are maintained
- report to Council at prescribed intervals on all applications lodged for review

All applications are to be referred to the IRCO immediately, including meeting with the applicant or transferring a telephone call when contact is first made.

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5.4 Acknowledging an application for review

The IRCO is responsible for:

- working in conjunction with the appropriately delegated officer to determine how the review will be handled
- advising the applicant of the process to be undertaken and the time of the next contact
- ensuring the application is properly lodged and assigned.

Applications for a review of a decision must be acknowledged within [5] business days and advising of the expected timeframe for dealing with the matter. Council will use its best endeavours to ensure that a review of the original decision will be completed within [21] business days.

If the decision is to be reviewed by Council, a committee, or an external panel there may be delays caused by meeting cycle timelines. In more complex cases, a review may take longer.

The applicant will be regularly informed of progress, either by email, letter or telephone.

5.5 Applications for a review of the impact of rates or services charges

If Council receives an application for a review of a decision concerning the financial impact of Council rates or services charges, these will be dealt with as a matter of priority. Where circumstances warrant, Council will consider financial relief or the granting of concessions in line with the provisions of the *Local Government Act*.

6 UNDERTAKING A REVIEW

6.1 Assignment of applications for review

Review applications will be referred to the elected Council for consideration:

- when the decision being reviewed was made by the elected Council, a Committee of the Council or the CEO
- when the decision relates to civic and ceremonial matters
- in other circumstances as determined by the CEO or resolution of the Council

Council is also responsible for determining who will undertake the investigation and the preparation of a report for Council consideration. (This may be the CEO, his/her delegate, or an expert party from outside the organisation.)

Where the elected Council is not the reviewer, a review methodology to suit the nature of the internal review to be undertaken will be chosen from the following:

- CEO
- A Senior Officer (General Manager/Manager)
- A panel comprised of Council Members and/or Senior Staff
- An external person
- A panel of external experts

Wherever possible and appropriate, Council will seek to involve an external person or panel to assist with the review, which may include employees of other Councils.

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6.2 Role of reviewer

The role of a reviewer is to review the decision in question to ensure that the decision-maker complied with the following procedural requirements and made the best possible decision in the circumstances:

- The decision must be within a power properly conferred on the decision-maker under the relevant Act.
- A decision-maker must consider all matters which are relevant to the making of the decision and not take into account matters which are not relevant to the decision.
- A decision-maker must not make a decision or exercise a power or discretion in bad faith or for an improper purpose.
- A decision-maker must ensure that findings of fact are based on evidence.
- Decisions must be reasonable.
- Those who may be affected by a decision must be accorded procedural fairness, which includes the principles of natural justice.
- A decision-maker must properly consider the application of existing policies.
- A decision-maker must not exercise a discretionary power at the direction of another person.

6.3 Review process

In carrying out a review of a decision, the reviewer will consider all the information and material that was before the original decision-maker and any additional relevant information or material provided by the applicant. The reviewer will 'stand in the shoes' of the original decision-maker and make the best decision available on the evidence.

This means the reviewer will do more than simply consider whether the decision is legally and procedurally correct. The reviewer will also consider whether a different decision would be better, based on the evidence. The process of merits review, as described above, will typically involve a review of the facts that support a decision, including any new evidence that may come to light.

6.4 Providing 'Procedural Fairness'

Council will observe the principles of procedural fairness (also called 'natural justice') when exercising its statutory powers which could affect the rights and interests of individuals.

Put simply, 'procedural fairness' involves:

- Giving an applicant a right to put their case forward. This will generally involve giving an applicant the opportunity to provide all relevant documentary evidence, rather than an oral hearing
- Ensuring that the reviewer does not have a personal interest in the outcome (is not biased) and
- Acting only on proper evidence that is capable of proving the case.

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6.5 Giving Reasons

While there is no statutory requirement to give reasons for a decision, Council will provide reasons for the decision of the reviewer where practicable.

Council will always give reasons to explain the outcome where:

- A decision is not in accordance with published policy;
- A decision is likely to detrimentally affect rights or interests of individuals (or organisations) in a material way; or
- Conditions are attached to any approval, consent, permit, licence or other authorisation.

6.6 Refusing an application for review

A council, or a person assigned to consider the application, may refuse to consider an application for review if—

- the application is made by an employee of the council and relates to an issue concerning his or her employment; or
- it appears that the application is frivolous or vexatious; or
- more than 6 months has elapsed from the time of the decision; or
- the applicant does not have a sufficient interest in the matter.
- alternative statutory review processes exist, including but not limited to:
 - Electoral issues (Local, State and Commonwealth)
 - Development Act and Development Regulations
 - Freedom of Information Act matters
 - Expiation of Offences matters
 - By-Laws and Orders
 - Rates and Property Valuations
 - Code of Conduct and Employment related issues
 - Conflict of Interest matters – Elected Members
 - Decisions made through delegations under other Acts

Such matters will be considered for the conduct of a section 270 review on the merits of the individual application.

Refusing an application for review will not be done lightly and reasons for the refusal will document the evidence on which a refusal is based.

7 REMEDIES

Where the review of a decision upholds the applicant's grievance, an appropriate remedy or response will be determined which is consistent and fair for both Council and applicant. The remedy chosen will be proportionate and appropriate to the failure identified.

As a general principle the applicant will, so far as possible, be put in the position he or she would have been in, had the decision not been made. This may mean changing a decision. Where circumstances are such that it is not possible to return to the original situation, or to rectify the outcome of the decision, it may only be possible to offer an apology.

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The range of other possible outcomes includes:

- an explanation
- mediation
- an admission of fault
- a change to policy, procedure or practice
- a correction of misleading records
- financial compensation, including a refund of any fees
- the waiving of a debt
- the remission of a penalty
- disciplinary action
- referral of a matter to an external agency for further investigation or prosecution.

The remedy or response may be one, or a combination of these actions. The chosen remedy will be proportionate and appropriate to the failure in service and take account of what the applicant is seeking as an outcome of the review.

If an apology is required it will be done promptly and the applicant advised that appropriate action will be taken to ensure the problem is not repeated.

Compensation will only be offered in cases where the loss or suffering is considered substantial. The Council itself and the CEO are the only people authorised to offer financial compensation and this will only occur after consultation with the Local Government Association Mutual Liability Scheme.

When advising an applicant of the outcome of a review, information will also be provided about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency such as the SA Ombudsman.

8 REPORTING

All applications will be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities.

The IRCO records the following information about all applications for review:

- a) the number of applications for review made
- b) the kinds of matters to which the applications relate
- c) the outcome of applications
- d) such other matters as may be prescribed by the regulations.

The IRCO will submit a report to Council annually about section 270 applications for review of a decision, including:

- the number of applications for review made under this section
- the kinds of matters to which the applications relate
- the outcomes of applications under this section.

The IRCO will also provide information on how the outcomes have been used to improve Council's customer service, policies, procedures and practices.

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This information, as specified in section 270(8), will be included in Council's Annual Report.

9. REVIEW & EVALUATION

This Procedure will be reviewed by the City of Mount Gambier within 12 months after each general election of Council.

10. AVAILABILITY OF POLICY

This Procedure will be available for inspection at Council's principal office during ordinary business hours and on the Council's website. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council's Schedule of Fee and Charges.

11. FURTHER INFORMATION

The City of Mount Gambier's Contact Officers for advice about the procedure for the Review of Council Decisions are the following:

Chief Executive Officer

General Manager Council Business Services

Manager – Governance & Property

For further information about this Procedure please contact any of the above mentioned Officers, c/-

PO Box 56,
Mount Gambier SA 5290

Phone: 8721 2555,

Fax: 8724 9791,

Email: city@mountgambier.sa.gov.au.

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File Reference:	AF11/1740
Applicable Legislation:	Local Government Act 1999 s270
Reference: Community Plan	
Related Policies:	Complaint Policy C200
Related Procedures:	Unreasonable Complainant Conduct
Related Documents:	Managing Unreasonable Complainant - Practice Manual

DOCUMENT DETAILS

Responsibility:	Manager Governance & Property
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1. Introduction

1.1. The City of Mount Gambier is committed to upholding the principles of transparency and accountability in its administrative and management practices and, therefore, encourages the making of disclosures that reveal public interest information.

1.2. The purpose of this Policy is to ensure that The City of Mount Gambier:

- properly fulfils its responsibilities under the *Whistleblowers Protection Act 1993*;
- encourages and facilitates Disclosures of Public Interest Information which may include occurrences of Maladministration and Waste within the Council, and corrupt or illegal conduct in general, so that internal controls may be strengthened;
- provides a process by which Disclosures may be made so that they are properly investigated;
- provides appropriate protection for those who make Disclosures in accordance with the Act; and
- recognises the need to appropriately support the Whistleblower, the Responsible Officer and, as appropriate, those Public Officers affected by any allegation that affects them.

2. Scope

2.1. This Policy applies to appropriate Disclosures of Public Interest Information that are made in accordance with the Act by Council Members, Employees of the Council, and members of the public. This Policy is also intended to complement the reporting framework under the ICAC Act.

2.2. This Policy is designed to complement the existing communication channels within Council, and operate in conjunction with existing policies, including:

- Fraud & Corruption Prevention Policy;
- Code of Conduct for Council Employees;
- Code of Conduct for Council Members; and
- Internal Review of Council Decisions Policy under section 270 of the *Local Government Act 1999*.

2.3. The Council is committed to:

- referring, as necessary, appropriate Disclosures to the Appropriate Authority, which, depending on the nature of the Disclosure include a Minister of the Crown, the SA Police, the Anti-Corruption Branch of the SA Police, the Auditor-General or the Ombudsman.

Further, where the Disclosure relates to Corruption it must be reported directly to the OPI in accordance with the Directions and Guidelines. A report of Misconduct or Maladministration may be made to the OPI, but it **must** be reported to the OPI if the Disclosure gives rise to a reasonable suspicion of serious or systemic Misconduct and/or Maladministration unless there is knowledge that the Disclosure has already been reported to the State Ombudsman;

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- otherwise facilitating the investigation of all appropriate Disclosures of Public Interest Information in a manner which promotes fair and objective treatment of those involved; and
- rectifying any substantiated wrongdoing to the extent practicable in all the circumstances.

3. Definitions

For the purposes of this Policy the following definitions apply.

3.1. **Act** means the *Whistleblowers Protection Act 1993*.

3.2. An **Appropriate Authority** that receives disclosure of public interest information includes:

- a *Minister of the Crown*;
- a *member of the police force* - where the information relates to an illegal activity;
- the *Auditor-General* – where the information relates to the irregular or unauthorised use of public money;
- the *Ombudsman* – where the information relates to a public officer;
- a *Responsible Officer* - where the information relates to a matter falling within the sphere of responsibility of a Local Government body; or
- any other person¹ to whom, in the circumstances of the case, it is reasonable and appropriate to make the disclosure.

3.3. **Corruption in public administration** means:

3.3.1. an offence against Part 7 Division 4 (Offences relating to public officers) of the *Criminal Law Consolidation Act 1935*, which includes the following offences:

- (i) bribery or corruption of public officers;
- (ii) threats or reprisals against public officers;
- (iii) abuse of public office;
- (iv) demanding or requiring benefit on basis of public office;
- (v) offences relating to appointment to public office.

3.3.2 any other offence (including an offence against Part 5 (Offences of dishonesty) of the [Criminal Law Consolidation Act 1935](#)) committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or an attempt to commit such an offence; or

¹ Such a person may include:

- a Council employee (such as the Chief Executive Officer) to whom the whistleblower feels comfortable making the disclosure; and/or
- The OPI where the disclosure relates to corruption, maladministration or misconduct in public administration.

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3.3.3 any of the following in relation to an offence referred to in a preceding paragraph:

- (i) aiding, abetting, counselling or procuring the commission of the offence;
- (ii) inducing, whether by threats or promises or otherwise, the commission of the offence;
- (iii) being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;
- (iv) conspiring with others to effect the commission of the offence

3.4. **Detriment** includes:

- injury, damage or loss; or
- intimidation or harassment; or
- discrimination, disadvantage or adverse treatment in relation to a person's employment; or
- threats of reprisal.

3.5. **Directions and Guidelines** is a reference to the Directions and Guidelines issued pursuant to section 20 of the ICAC Act, which are available on the Commissioner's website (www.icac.sa.gov.au).

3.6. **Disclosure** means an appropriate disclosure of public interest information made by the Whistleblower to an Appropriate Authority, including to a Responsible Officer.

A person makes an **appropriate disclosure** of public interest information if:

(a) the person:

- i. believes on reasonable grounds that the information is true; or
- ii. is not in a position to form a belief on reasonable grounds about the truth of the information but believes on reasonable grounds that the information may be true and is of sufficient significance to justify its disclosure so that its truth may be investigated; and

(b) the disclosure is made to an Appropriate Authority.

3.7. **Employee** refers to all the Council's employees and includes trainees, work experience students, volunteers, and contractors whether they are working in a full-time, part-time or casual capacity.

3.8. **Fraud** is an intentional dishonest act or omission done with the purpose of deceiving.

3.9. **ICAC Act** is the *Independent Commissioner Against Corruption Act 2012*.

3.10. **Immunity** is an undertaking given by the Council (in accordance with the Act) to a Whistleblower in relation to action it does not intend to take against a Whistleblower as a result of receiving an appropriate disclosure of public interest information from the Whistleblower.

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3.11. **Independent Assessor** is the person responsible for investigating, a disclosure made to a Responsible Officer. The Independent Assessor will be appointed by the Responsible Officer on a case-by-case basis (depending upon the nature of the disclosure) in accordance with clause 7.3 of this Policy. The Council may prepare a list of pre-approved persons who may be appointed as an Independent Assessor in any given circumstances, in which case, the Responsible Officer must have regard to this list in appointing the Independent Assessor.

3.12. **Maladministration** is defined in the *Whistleblowers Protection Act 1993* to include impropriety or negligence. Section 4 of the *Independent Commissioner Against Corruption Act 2012* defines **Maladministration in public administration** to mean:

- (i) conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or
- (ii) conduct of a public officer involving substantial mismanagement in or in relation to the performance of official functions; and

3.12.1. includes conduct resulting from impropriety, incompetence or negligence; and

3.12.2. is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.

3.13. **Misconduct** in public administration defined at Section 4 of the *ICAC Act* means:

3.13.1. contravention of a code of conduct by a public officer while acting in his or her capacity as a public officer that constitutes a ground for disciplinary action against the officer; or

3.13.2. other misconduct of a public officer while acting in his or her capacity as a public officer.

3.14. **Office for Public Integrity (OPI)** is the office established under the *ICAC Act* that has the function to:

3.14.1. receive and assess complaints about public administration from members of the public;

3.14.2. receive and assess reports about corruption, misconduct and maladministration in public administration from the Ombudsman, the Council and public officers;

3.14.3. make recommendations as to whether and by whom complaints and reports should be investigated;

3.14.4. perform other functions assigned to the Office by the Commissioner.

3.15. **Public administration** defined at section 4 of the *ICAC Act* means without limiting the acts that may comprise public administration, an administrative act within the meaning of the *Ombudsman Act 1972* will be taken to be carried out in the course of public administration.

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3.16. **Public interest information**² means information that tends to show:

- (a) that an adult person, a Council or other Government Agency, is or has been involved in:
 - i. an illegal activity; or
 - ii. an irregular and unauthorised use of public money; or
 - iii. substantial mismanagement of public resources; or
 - iv. conduct that causes a substantial risk to public health or safety, or to the environment; or
- (b) that a public officer is guilty of maladministration in or in relation to the performance of official functions.

3.17. **Public Officer** includes:

- a Council Member; and
- an Employee or Officer of the Council;

3.18. **Responsible Officer** is a person appointed pursuant to Section 302B of the Local Government Act 1999 who is authorised to receive and act upon public interest information received from a Whistleblower³. Each Council must ensure that a member of the staff of the Council (with qualifications prescribed by the Regulations⁴) is designated as a Responsible Officer for the Council for the purposes of the Act.

3.19. **Victimisation** occurs when a person causes detriment to another on the ground, or substantially on the ground, that the other person (or a third person) has made or intends to make an appropriate disclosure of public interest information.

3.20. **Waste** refers to the waste of public resources (including public money), which occurs as a result of the substantial mismanagement, irregular or unauthorised use of public resources.

3.21. **Whistleblower** is any person who makes an appropriate disclosure of public interest information.

4. Confidentiality

4.1. The identity of a Whistleblower will be maintained as confidential in accordance with the Act. Confidentiality will remain in all circumstances, unless the Whistleblower consents to his/her identity being disclosed or, disclosure is otherwise required so that the matter may be properly investigated. The Act does not expressly require any other

² This definition captures conduct that constitutes corruption, misconduct and maladministration in public administration.

³ It is recommended that the Responsible Officer is one or two Council Officers and is not the Chief Executive Officer, the Mayor, Council Member or a Council Committee. A Council Member should not be appointed as a Responsible Officer as Council Members are not equipped to properly deal with an appropriate disclosure in terms of the roles and responsibilities of their office. Furthermore the Responsible Officer is an administrative role and the principles of good governance require division between the administrative and governing bodies of a Council.

⁴ Regulation 21B of the *Local Government (General) Regulations 1999*, states that the prescribed qualifications are the qualifications determined by the Minister. The Minister has not yet made any determination.

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information relating to a Disclosure (i.e. the nature of the allegations) to be maintained as confidential.

- 4.2. A Whistleblower may wish to remain anonymous. In the event that an anonymous Disclosure is made, the Whistleblower must ensure that the allegation is sufficiently supported by the provision of necessary details and evidence to enable the matter to be properly investigated. Accordingly, if an allegation is not supported by sufficient evidence it will not be investigated under the provisions of the Act.

5. Disclosure Process

- 5.1. A Disclosure is to be made to the Responsible Officer. A Whistleblower may alternatively choose to disclose Public Interest Information directly to an Appropriate Authority.
- 5.2. The following are relevant considerations for the Whistleblower in determining where to direct a Disclosure:
- 5.2.1. subject to this clause, when choosing to make a Disclosure internally, Disclosures relating to an elected member or a member of council staff, other than the Chief Executive Officer (or person acting in that position), should be made to a Responsible Officer;
 - 5.2.2. any Disclosure relating to a person appointed as a Responsible Officer should be made to the other person appointed as a Responsible Officer or failing this, to an Appropriate Authority external to the Council;
 - 5.2.3. any Disclosure relating to the Chief Executive Officer should be made external to the Council to the Ombudsman or, where it relates to Corruption in public administration to the OPI;
 - 5.2.4. any Disclosure relating to Maladministration or Misconduct in public administration may be reported in accordance with the ICAC Act or, if there is a reasonable suspicion that the Maladministration or Misconduct is serious or systemic, it must be reported to the OPI in accordance with the Directions and Guidelines;
 - 5.2.5. if a Disclosure contains allegations of Fraud or Corruption, the Whistleblower should report the matter in accordance with the Council's Fraud and Corruption Policy. That is, if the Disclosure relates to Corruption in public administration it should be reported to the OPI in the first instance⁵. If the Disclosure relates to Fraud, it may be reported to the Responsible Officer or direct to SAPOL.
 - 5.2.6. Any allegations of Fraud or Corruption and/or criminal conduct will **not** be investigated by an Independent Assessor under this Policy.
- 5.3. Nothing in this Policy prevents a person from making a Disclosure to an Appropriate Authority external to the Council (i.e. the Ombudsman or the OPI). This is a choice to be made by the Whistleblower at his/her discretion.

⁵ The OPI is the authority charged with receiving complaints and reports relating to such information. However, it remains open to the Whistleblower to make a disclosure relating to corruption in public administration to the Responsible Officer if he/she feels more comfortable doing so.

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5.4. A Disclosure made to the Responsible Officer may be made in person, by telephone or in writing. The relevant contact details are:

- Telephone General Manager Community Wellbeing 8721 2###
- General Manager City Growth 8721 2###
- General Manager City Infrastructure 8721 2###
- General Manager Council Business Services 8721 2###
- Email whistleblower@mountgambier.sa.gov.au
- Address Confidential
Whistleblowers
PO Box 56
Mount Gambier SA 5290

5.5. Where a Disclosure is made by telephone, the Responsible Officer must take notes of the conversation and, where possible ask the Whistleblower to verify and sign the notes.

6. The Role of the Responsible Officer

6.1. Upon the receipt of a Disclosure, the Responsible Officer will:

- 6.1.1. undertake a preliminary assessment in accordance with Part 7 of this Policy below to determine the nature of the Public Interest Information contained within the Disclosure; and
- 6.1.2. either refer the Disclosure to the Appropriate Authority (where it is appropriate to do so), or proceed with the an investigation process outlined in Part 8 of this Policy.

6.2. If the Disclosure relates to the Chief Executive Officer (or a person acting in that position), the Responsible Officer will immediately refer it to the Ombudsman for investigation as the Ombudsman deems appropriate. Alternatively, if the Disclosure relates to Corruption in public administration, the Responsible Officer must immediately report the matter to the OPI in accordance with the Directions and Guidelines.

6.3. In making any determination under this Policy (i.e. such as to refer a disclosure to the Appropriate Authority or proceed with an assessment or otherwise determining whether to pursue an investigation) :

- 6.3.1. the Responsible Officer may seek legal advice from Council's Lawyers and/or seek guidance from SAPOL or the Ombudsman in relation to the best course of action to pursue; and
- 6.3.2. is authorised to incur costs in accordance with the Council's Budget for this purpose.

6.4. In the event that the Responsible Officer determines that the Disclosure warrants further investigation by the Council, the Responsible Officer will appoint an Independent Assessor for these purposes under paragraph 7.3 of this Policy.

6.5. The Responsible Officer will liaise with the Independent Assessor and the Whistleblower in relation to any ensuing investigation process and will ensure that the Whistleblower is provided with adequate support and protection as necessary.

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- 6.6. The Whistleblower will be notified of the progress of any investigation by the Responsible Officer and, wherever practicable and in accordance with the law, of the final outcome.

7. Preliminary Assessment of Complaint

- 7.1. Where the identity of the Whistleblower is known to the Responsible Officer or is reasonably ascertainable, the Responsible Officer will acknowledge receipt of the Disclosure within 2 days and in doing so, will provide a copy of this Policy to the Whistleblower.
- 7.2. Upon receipt of a disclosure, the Responsible Officer will undertake a preliminary assessment to determine whether it:
- 7.2.1. is frivolous, vexatious or trivial, in which case, no further action will be taken in relation to the complaint; or
 - 7.2.2. warrants referral to an Independent Assessor for a formal investigation and report to Council; or
 - 7.2.3. requires referral to an Appropriate Authority external to the Council;
- 7.3. The Responsible Officer must report the outcome of his/her determination under paragraph 7.2 above to the Chief Executive Officer (unless the disclosure relates to the Chief Executive Officer in which case it is to be dealt with pursuant to clause 6.2 above and must not be investigated by an Independent Assessor). Where the Responsible Officer determines the disclosure warrants investigation, the Responsible Officer will, having regard to available resources, appoint the Independent Assessor and refer the Disclosure to the Independent Assessor for investigation.
- 7.4. Where the Responsible Officer determines the Disclosure warrants referral to an external body, the Responsible Officer will undertake the referral.
- 7.5. The Responsible Officer will inform the Whistleblower of the outcome of his/her determination under paragraph 7.2 above in writing as soon as is reasonably practicable after the determination has been made.
- 7.6. If the Whistleblower is dissatisfied with the Responsible Officer's determination it is open to him/her to report the Disclosure to an Appropriate Authority external to the Council.

8. Investigation Procedure

- 8.1. The objectives of the investigation process are:
- to investigate the substance of the disclosure and to determine whether there is evidence in support of the matters raised or, alternatively, to refute the report made;
 - to collate information relating to the allegation as quickly as possible. This may involve taking steps to protect or preserve documents, materials and equipment;
 - to consider the information collected and to draw conclusions objectively and impartially;

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- to observe procedural fairness in the treatment of any person who is subject of the disclosure;
- to make recommendations arising from the conclusions drawn concerning remedial or other appropriate action; and

- 8.2. The Independent Assessor will observe the principles of natural justice throughout the investigation process. The investigation will be conducted in an efficient manner and will involve a thorough and balanced assessment of the available evidence and any other factors deemed relevant to making a fair and reasonable judgement about the matter.
- 8.3. The Act requires that the Whistleblower assist with certain investigations that may result from his/her Disclosure. In the event that the Whistleblower fails, without reasonable excuse, to assist with an investigation process the protection afforded to him/her under the Act may be forfeited⁶.
- 8.4. Upon receipt of a Disclosure, the Independent Assessor will bring the fact of the Disclosure to the attention of the person who is the subject of it in writing within 5 days, and provide them with an opportunity to respond to the disclosure within a reasonable timeframe (either in writing or in person). The full details of any allegations contained in the Disclosure need not be brought to the person's attention if the Independent Assessor considers that doing so will compromise the success of the investigation.
- 8.5. At any time the Independent Assessor is required to communicate with the person subject of the Disclosure, the Whistleblower and/or other witnesses for the purposes of the investigation, the Independent Assessor will ensure the relevant person is aware of the reason for and purpose of the communication. Such notification will be provided to the relevant person at least 48 hours before such communication is to take place.
- 8.6. During any interview with the Independent Assessor, the person who is the subject of a Disclosure may be accompanied by any person providing support to him/her (including a lawyer) as he/she considers fit. Any costs incurred in relation to obtaining the assistance of a support person are the personal expenses of the person subject of the Disclosure. The support person is bound by a duty of confidentiality in relation to any matter discussed during such interview.
- 8.7. The investigation will be undertaken in confidence. The Independent Assessor will keep the identity of the Whistleblower confidential unless Disclosure of his/her identity is necessary to ensure that the proper investigation of the Disclosure.
- 8.8. The Independent Assessor will keep the Responsible Officer informed of the expected timeframes for completion of the investigation and the provision of a report to the Council.

9. Final Report and Recommendation

- 9.1. Upon finalising a detailed investigation the Independent Assessor must prepare a report that will contain the following:
- the allegation(s);

⁶ Refer section 6(3) of the Act.

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- an account of all relevant information received including any rejected evidence, and the reasons why the rejection occurred;
- the conclusions reached and the basis for them;
- any recommendations arising from the conclusions; and
- any remedial action which should be taken by the Council.

The report will be accompanied by:

- the transcript or other record of any verbal evidence taken, including tape recordings; and
- all documents, statements or other exhibits received by the officer and accepted as evidence during the course of the investigation.

9.2. The report will not disclose particulars that will or are likely to lead to the identification of the Whistleblower.

9.3. The report must be provided to the Chief Executive Officer to action as he/she considers appropriate.

10. Handling of Information

10.1. The Independent Assessor must ensure accurate records of the investigation process are maintained including notes of all discussions, phone calls, and interviews. It is recommended that the interviewee sign written records of interviews and interviews be taped, but only where the interviewee has consented to this. Witness statements should also be signed.

10.2. In performing his/her duties, the Independent Assessor will maintain a confidential file of information (including written documents, disks, tapes, film or other objects that contain information) that relates to a disclosure and/or is a product of the associated investigation/reporting process. All such information will be recorded in a register which is to remain confidential and be securely stored⁷.

11. Information to Elected Body

11.1. As a matter of discretion, the Chief Executive Officer may inform the elected body, on a confidential basis, of the fact an investigation of a Disclosure took place and the outcome of the investigation.

11.2. Factors the Chief Executive Officer will take into account in determining whether to inform the elected body under paragraph 11.1 above and the level of detail provided in doing so are as follows:

11.2.1. the identity of the person subject of the Disclosure;

⁷ The Responsible Officer, in conjunction with the independent assessor will ensure all information relating to an appropriate disclosure is maintained as confidential and as such, will be solely responsible for the secure storage of this information. It is recommended that the information be stored separately from the Council's records. In the event that a person's appointment as a Responsible Officer is terminated, the person must provide this information to the newly-appointed Responsible Officer and having done so will continue to be bound by a duty of confidentiality in respect of the Whistleblower's identity and the information received.

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11.2.2. the impact (if any) of the investigation upon the Council's achievement of its objectives under its Strategic Plan and/or policies; and

11.2.3. the nature of the impact of any action taken to finalise the matter upon the Council's operations and/or budget.

11.3. In the event the Disclosure and investigation process is confined only to issues impacting upon Council staff and human resource processes, the Chief Executive Officer will not inform the elected body of the fact of the Disclosure and/or investigation since these matters fall outside the roles and responsibilities of elected members under the *Local Government Act 1999*.

12. Protection for the Whistleblower

12.1. The Act provides immunity from criminal or civil liability for Whistleblowers, and protection for Whistleblowers against victimisation. Accordingly the Council will take action as appropriate to protect Whistleblowers from victimisation. Furthermore, in the event that a Whistleblower is victimised, the Council will, immediately refer the matter to the SA Police.

12.2. The Act does not provide any protection to people who knowingly make false disclosures or are reckless as to whether their disclosures are true.

12.3. A person who knowingly makes a false Disclosure or is reckless as to whether the disclosure is true is guilty of an offence and may be prosecuted.

12.4. A Public Officer who knowingly makes a false disclosure, or is reckless as to whether the Disclosure is true, in addition to being guilty of an offence under the Act, may face disciplinary action taken by the Council.

13. Review and Evaluation

This Policy is submitted for review by Council's Audit Committee annually, however, will be reviewed as required by any legislative changes which may occur and within 12 months of each Council election..

14. Availability of Policy

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

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File Reference:	AF11/1745
Applicable Legislation:	Whistleblowers Protection Act, 1993 Local Government Act 1999 (s270) Independent Commissioner Against Corruption Act 2012 Criminal Law Consolidation Act 1935 Ombudsman Act 1972
Strategic Reference:	
Related Policies:	F225 Fraud and Corruption Prevention Policy C290 Internal Review of Council's Decisions Policy
Related Procedures:	ICAC Directions & Guidelines
Related Documents:	Code of Conduct for Council Employees (Gazetted 20/2/2014) Code of Conduct for Council Members (Gazetted 29/8/2013)

DOCUMENT DETAILS

Responsibility:	Manager Governance & Property
Version:	7.0
Last revised date:	## th Month, 2017
Effective date:	## th Month, 2017
Minute reference:	Council Meeting – ## th Month, 2017, Corporate & Community Services Item #
Next review date:	November, 2019
<u>Document History</u> First Adopted By Council: Reviewed/Amended:	16 th June, 2009 18 th October, 2011, 21 st August, 2012, 15 th April 2014, 21 st April 2015, 20 th April, 2016

CORPORATE AND COMMUNITY SERVICES COMMITTEE REPORT NO. 17/2017

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.

Corporate and Community Services Report No. 17/2017 cont'd...

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.

Corporate and Community Services Report No. 17/2017 cont'd...

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 Environmental Sustainability 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.

At the Council Members Workshop actions identified within the Digital Strategy that are currently underway include:

1. 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.
2. Provide Digital Leadership from Council (2.4)

Delivery of Digital Strategy priorities underway.
3. Build Communication and Branding (2.5)

Included in Economic Development and Branding Priority.
4. 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.

Corporate and Community Services Report No. 17/2017 cont'd...

5. 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.

Corporate and Community Services Report No. 17/2017 cont'd...

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.

Corporate and Community Services Report No. 17/2017 cont'd...

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.

Corporate and Community Services Report No. 17/2017 cont'd...

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) Corporate and Community Services Report No. 17/2017 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.AL
3rd March, 2017

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

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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:

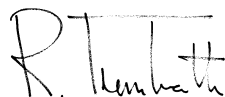
		Optional
Project initiation & set up	\$1,600	
Central location interviews – 100 hours with interviews captured via tablet computer, data analysis. Estimated sample 300 +	\$9,500	
Online survey of visitors - incl. flyers, signs, set up, monitoring distribution, \$1,000 survey incentive, data analysis. 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

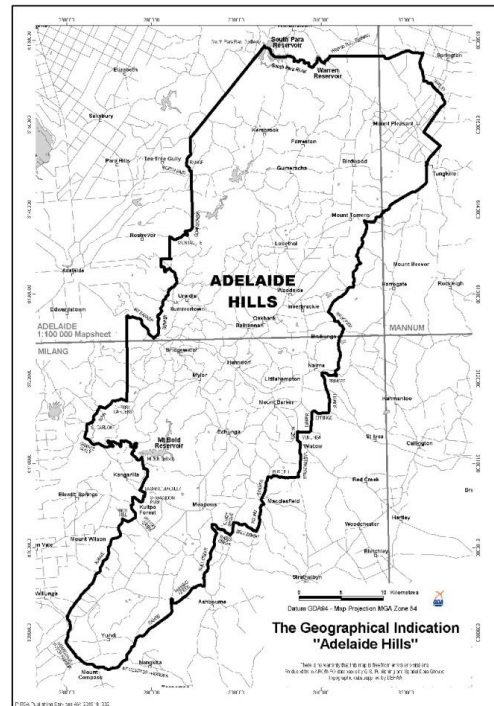


The Adelaide Hills VIS landscape

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

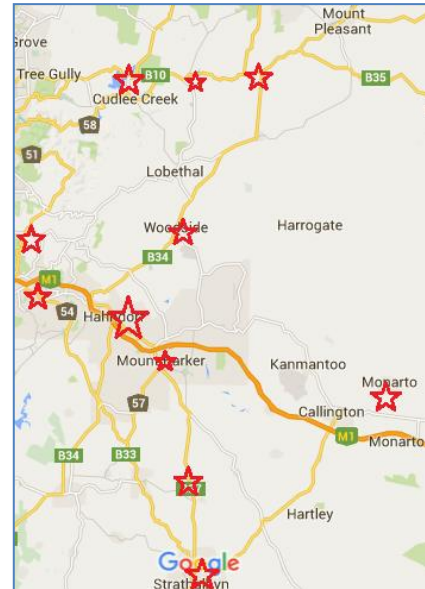
The model

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).



CORPORATE AND COMMUNITY SERVICES COMMITTEE REPORT NO. 18/2017

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;

Corporate and Community Services Report No. 18/2017 cont'd...

- 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) Corporate and Community Services Report No. 18/2017 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.

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

CORPORATE AND COMMUNITY SERVICES REPORT NO. 19/2017

SUBJECT: LEASE – DIMJALLA SKATE PARK

REF: AF11/2200

At its meeting on 20th May 2014 Council considered Corporate and Community Services Report No. 32/2014 relating to the lease of land located east of the junction of Attamurra Road and Jubilee Highway East (Dimjalla Skate Park), and resolved:

- (c) *The Mayor and Chief Executive Officer be authorised to finalise and affix the Common Seal to documents securing a 2 year lease for the Dimjalla Skate Park site (with 2 x 1 year rights of renewal) with a commencing rent of \$15,000+GST per annum (adjusted annually to CPI).*

A 2 year lease consistent with the above resolution commenced on 1 July 2014 with the 1st right of renewal period exercised for the period 1 July 2016 to 30 June 2017.

The 2nd (and final) right of renewal will be exercised shortly for the period 1 July 2017 to 30 June 2018.

Considering the limited remaining duration of the lease Council may wish to begin considering its options for the Jubilee Highway East site that may include seeking further occupation beyond 30 June 2018.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 19/2017 be received;
- (b) the expiry date of the 2nd (and final) Dimjalla Skate Park lease renewal of 30 June 2018 be noted.



MICHAEL McCARTHY
MANAGER GOVERNANCE & PROPERTY

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

CORPORATE AND COMMUNITY SERVICES REPORT NO 20/2017

SUBJECT: PROPERTY MATTERS – 17 ELIZABETH STREET

REF: AF11/1480

In March 2014 an Elected Member Workshop was held to discuss a range of property matters associated with the Queen Elizabeth Park Trust (Blue Lake Caravan Park), 18 Ferrers Street (Former Red Cross), Frew Park (Former Ambulance Station and St Johns) and 17 Elizabeth Street (former Lifeline and Skilled Migrant Resource Centre).

Further direction and actions have been implemented or are still underway with respect to the Caravan Park lease, 18 Ferrers Street and Frew Park. However no further direction has been determined with regard to the vacant building at 17 Elizabeth Street.

17 Elizabeth Street was most recently occupied by the Skilled Migrants Friendship Advisory Committee/Group (a former District Council of Grant s41 Committee disbanded in 2013/14).

The building has since only been used for ad-hoc activities with any regular or permanent use necessitating consideration of planning/development requirements. Of particular note 17 Elizabeth Street is located within the residential zone with no existing land use rights and no obvious 'community' uses that are complying in this zone. Accordingly, any proposed community use would require a change in use and planning (and potentially building rules) consent.

Whilst Council has not actively sought interest from groups to occupy 17 Elizabeth Street several that have expressed some interest and have inspected the building have found that the improvements would not meet their requirements or have not been prepared to pursue a development application for their use, noting the time, cost and risk associated with that process.

It is not recommended that Council pursue a change in use (or any required building upgrade that might arise) for 17 Elizabeth Street unless it has an identified a specific occupier and use for which the existing improvements are considered suitable.

It is also worth noting that the existing building is located in close proximity to (on the boundary with) other residential properties, has no on-site parking and is located in area with limited on-street parking, all considerations that could be expected to be raised by neighbouring property owners/occupiers in response to consultation on a merit development application.

Community Land Classification (Exclusion)

17 Elizabeth Street is classified as 'Operational', having been excluded from community land classification by Council resolution and notice in the Government Gazette dated 27 June 2002.

Accordingly, Council may dispose of 17 Elizabeth Street subject to the provisions of the Local Government Act 1999 and in accordance with Council's [Procurement and Disposal of Land & Assets Policy P420](#) that requires (unless Council resolves otherwise) that an independent valuation be obtained.

This report recommends that Council endorse the commencement of a pre-sale process for 17 Elizabeth Street to ascertain the market value and anticipated interest in the site through the engagement of valuation and real estate agency services as a silent listing. Any subsequent active marketing (ie paid advertising) of the property and any sale decision would be the subject of a further report to Council.

Corporate and Community Services Report No. 20/2017 cont'd...

RECOMMENDATION

- (a) Corporate and Community Services Report No. 20/2017 be received;
- (b) valuation and real estate agency services be engaged to inform Council on the market value and anticipated market interest associated with a potential sale of 17 Elizabeth Street;
- (c) a further report be presented to Council to consider any active marketing or purchase offer for the property of 17 Elizabeth Street.



MICHAEL McCARTHY
MANAGER GOVERNANCE & PROPERTY

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

7th March 2017
MMcC.AL

CORPORATE AND COMMUNITY SERVICES REPORT NO. 21/2017

SUBJECT: OFFICER INTERESTS

REF: AF11/1134

Section 111 of the Local Government Act 1999 provides that (Employee) Register of Interests requirements apply to the Chief Executive Officer and any other Officer, or any other Officer of a class, declared by a Council to be subject to the operation of that Division.

The Register of Interests provisions requires identified Officers to submit Primary and Ordinary Register of Interest Returns in a similar manner to Elected Members with the notable exception that Officer Register of Interests are not available for public inspection.

Council has previously determined that the Register of Interest provisions shall apply 'Senior Executive' Officers of Council that under the former organisational structure comprised the Director Corporate Services and the Director Operational Services.

Under the new organisational structure the 'Senior Executive' Officers comprise the following positions:

- General Manager – Community Wellbeing
- General Manager – City Growth
- General Manager – City Infrastructure
- General Manager – Council Business Services

It is proposed that the Register of Interest provisions apply to each of the above 4 Officer positions.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 21/2017 be received and contents noted;
- (b) Pursuant to s111 of the Local Government Act 1999, that Division 2 - Register of Interest provisions shall apply to the General Manager Officers of Council, as follows:
 - General Manager – Community Wellbeing
 - General Manager – City Growth
 - General Manager – City Infrastructure
 - General Manager – Council Business Services



Michael McCARTHY
MANAGER GOVERNANCE & PROPERTY

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

CORPORATE AND COMMUNITY SERVICES COMMITTEE REPORT NO. 22/2017

SUBJECT: OPERATION FLINDERS SPONSORSHIP REQUEST

REF: AF15/474

Jonathan Robran, Business Development Manager for Operation Flinders gave a presentation to Members on Monday 20th February, 2017 explaining their program and seeking support from Council to establish a Mount Gambier chapter for a period of 3 years.

Operation Flinders aims to transform the lives of young people at risk through their participation in a world leading, evidence based, remote outback intervention program.

Program integrity is governed by a Clinical Advisory Committee which has oversight of the clinical aspects of the program and outcomes on young lives.

A comprehensive independent evaluation of the Operation Flinders program has been undertaken. Data was collected on a range of forensic, social, wellbeing, resilience and educational outcomes and the findings supported that positive intervention can deliver positive attitudinal, value and behavioural change outcomes.

On participants return from the Exercise, Operation Flinders provide an officer to support young people at home and identified agencies and further support to address any needs or issues.

Participants are also able to gain 20 credit points towards their Year 12 South Australian Certificate of Education (SACE) and have the opportunity to participate in the Duke of Edinburgh Youth Leadership Program.

Proposal

Operation Flinders are seeking financial support from the City of Mount Gambier, District Council of Grant and other community stakeholders to support the introduction of an Operation Flinders Mount Gambier chapter. If successful, a collaborative model would enable 30 disadvantaged youth from the City of Mount Gambier and District Council of Grant area to participate in the program over the 3 year term.

A submission for financial support has also been made to the District Council of Grant for \$3,300 per year for 2 participants reflecting the difference in youth ratios across both Council areas.

District Council of Grant endorsed support at their meeting on the 6th February, 2017 on the provision that the City of Mount Gambier jointly contribute to the project as proposed by Operation Flinders.

Operation Flinders are seeking a commitment of \$6,600 per year for a period of three (3) years. This funding would directly support four (4) Mount Gambier students per year to participate in the program.

A copy of the request for funding has been attached for information.

RECOMMENDATION

- (a) Corporate and Community Services Committee Report No. 22/2017 be received;
- (b) Council support the proposal from Operation Flinders on the condition that:
 - funding from all stakeholders is secured for the 3 year term
 - participant selection from Mount Gambier to include representation from each secondary school including those accessing education via a FLO program

Corporate and Community Services Report No. 22/2017 cont'd...

- (c) an amount of \$6,600 p.a. be referred to the 17/18 budget for Councillors consideration, noting the request for a 3 year program commitment;
- (d) Council be provided with a copy of the final evaluation should the program proceed.



Barbara CERNOVSKIS
GENERAL MANAGER COMMUNITY WELLBEING

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

8th March, 2017
BC.AL

31 January 2017

Att: Barbara Cernovskis
Manager Community Services & Development
City of Mt. Gambier
PO Box 56
Mt. Gambier SA 5290

Dear Barbara,

Following our initial meeting with you in late 2016, I write to you to formally seek financial support from the City of Mt. Gambier to help fund the formation of the new 'Mt. Gambier Chapter' of Operation Flinders, which will provide the opportunity for at-risk youth from Mt. Gambier to participate in the Operation Flinders program.

Operation Flinders aims to transform the lives of young people at risk through their participation in our world leading evidence based remote outback intervention program. The program provides young men and women who have been identified as being at-risk, with demanding outdoor challenges and ongoing support, to help them develop their personal attitudes and values of self-esteem, motivation, leadership, teamwork and responsibility so they may grow as valued members of the community. A more detailed briefing on the program will be provided to Council on the 20th February.

I present the following information in relation to our program to establish if our project fits Council's funding considerations.

1. Program Outcomes & Effectiveness

The Operation Flinders program continues to be recognised as world class. Program integrity is governed by our Clinical Advisory Committee which has oversight of the clinical aspects of the program and outcomes on young lives.

A comprehensive independent evaluation of the Operation Flinders program was conducted in 2013 and 2014, and involved 59 schools and referral agencies, and approximately 600 young people and 100 school teachers. Data was collected on a range of forensic, social, wellbeing, resilience and educational outcomes.

The evaluation employed a pretest-posttest control group design with a 6-8 week follow-up. The selection of the control group, drawn from the same population, enabled the measurement of change, by comparing Operation Flinders and control group participants on key outcome measures. To complement this report, a further set of more stringent statistical analyses were performed, including additional objective outcome measures. Importantly, consistent patterns were observed across both sets of analyses.

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Compared to a control group, Operation Flinders participants showed trends toward:

- Reduced short-term offending behaviour
- Reduced identification with criminal others
- Improved attitudes to authority figures
- Improved educational engagement
- Increased motivation to change
- Reduced unexplained absences from school

The program had the greatest impact for young people presenting with elevated risk profiles, related to recent offending and truancy behaviour. Given the program's sensitivity with this cohort, strong evidence is provided that Operation Flinders is meeting its objective as a crime prevention program. Together these findings indicate that Operation Flinders is an intervention of change that can impact attitudinal, value and behavioural outcomes which translate to reduced criminogenic risk and positive educational engagement.

2. Return on Social Investment

A paper by Mr. Mark Waters, member of Justice Reinvestment SA & State Manager Reconciliation SA, published in the 2015 Summer Edition of the South Australian Council of Social Service magazine, noted that it is estimated in SA to cost over \$200,000 per annum to keep one young offender in detention, and any reduction in incarceration will potentially lead to significant savings. Extending this out to adult imprisonment, the cost to lock up an adult offender in SA is estimated to be \$70,000 per annum. Long term savings from this area can also be seen if fewer juvenile offenders are later ending up in adult prisons.

The overall cost of crime in Australia is nearly \$32 billion per year, nearly \$1,600 per person and five percent of GDP (Australian Institute of Criminology, 2003).

A paper by the Business Council of Australia (Applied Economics, 2003), published in the Adelaide Review (McDonnell, 2003), noted that of the 270,000 young Australians who left school in 2002, one third had not completed year 12. Estimates by the Princeton Institute of Labour (Lamb and McKenzie 2001), found that for every year a person remained at school after year 10 there was an increment in their earnings of 7%. This research also found that of the people who completed year 12 only 7% of them were unemployed 7 years after leaving school whereas of those who only completed year 9, 21% of male and 59% of females were unemployed at the 7-year mark. The Business Council paper estimated that if 90% of those who left school each year had completed year 12 it would add \$1.8 billion to GDP but more importantly would contribute to a one-off reduction in welfare costs of \$10.8 billion dollars.

The Operation Flinders program has been found to be an effective crime prevention initiative as well as a very positive influence in encouraging program participants to remain at school, and be positive contributors to society.

3. Exercise Follow-Up

Operation Flinders also provides an officer who provides follow up support to the young people upon their return from the program. This officer identifies the specific needs and issues of the participants, identifies agencies

which can provide support to address these needs, and 'plugs' them into further programs. This follow up greatly increases their chances of following through decisions they make whilst on the program.

Through participation in the program, participants are also able to gain credit towards their Year 12 South Australian Certificate of Education under the banner of Recognition of Community Learning. Participants also have the opportunity to participate in the Duke of Edinburgh Youth Leadership program as Operation Flinders is a licensed provider of this program.

Young people also have the opportunity to maintain their connection with Operation Flinders through our Peer Group Mentor training program, which provides them the opportunity to 'give back' to the program by returning to the Flinders Ranges as mentors to support other 'first-timers' going through what they once did.

4. Volunteer Support

The Foundation's database indicates volunteer support from over 400 people who provide time, knowledge and expertise to the Foundation in a myriad of roles, from serving on Boards and Committees to helping set up camp sites and chopping firewood in preparation for exercises. Without this assistance the Foundation simply could not function. The goodwill and support provided by volunteers is one of the distinguishing features of the Foundation.

5. Project Cost

It costs \$1,650 per participant, which covers:

- 4x4 transport
- Camping/hiking equipment
- Food and other provisions
- Medical supplies
- Insurance costs
- T-shirts, hats & dog tags for all participants
- 24-hour Headquarters operation

The cost to send one team of ten participants is \$16,500.

6. Support requested from the City of Mt. Gambier

I respectfully request the City of Mt. Gambier to consider supporting Operation Flinders with a commitment of \$6,600 per year for a period of 3 years. This will help fund four of the ten students who participate each year. This years' team will be a group of students from the Tenison Woods College who will participate in August. Council's support (along with other community support in Mt. Gambier) will assist in allowing the participation of 30 young people from Mt. Gambier region over the next three years to participate and derive the benefits from the program.

7. Further Community Support

Along with the requested financial assistance from Council, the District Council of Grant has also been approached to help fund the team. Further to this, funding applications have also been sent to the Scott Group of



Companies, the Stand Like Stone Foundation, and a presentation will be given to the three Rotary Clubs in Mt. Gambier on the 20th February as they are also interested in supporting the project.

In-kind support has already been received from Pine Panels in Mt. Gambier who have donated 30 sheets of melamine board to Operation Flinders to the value of approximately \$5,000. The panels have helped to complete building a new storage shed at Yankaninna station in the far northern Flinders Ranges where the program is run, to help store critical exercise equipment such as backpacks, sleeping bags, water drums etc.

The chapter concept is a community-led initiative whereby a combination of supporters can provide the chance for the young people from their area to undertake the program, as it is not solely reliant on one individual or organization. It should also be noted that every dollar invested in supporting the Operation Flinders programs is leveraged by many multiples due to the substantial volunteer and in-kind support that goes into the positive results we achieve in helping youth at risk.

Thank you for your time in considering this information. Please feel free to contact me on 8245 2602 or jrobran@operationflinders.org should you require any further details.

Kind regards,

Jonathon Robran
Business Development Manager
Operation Flinders Foundation